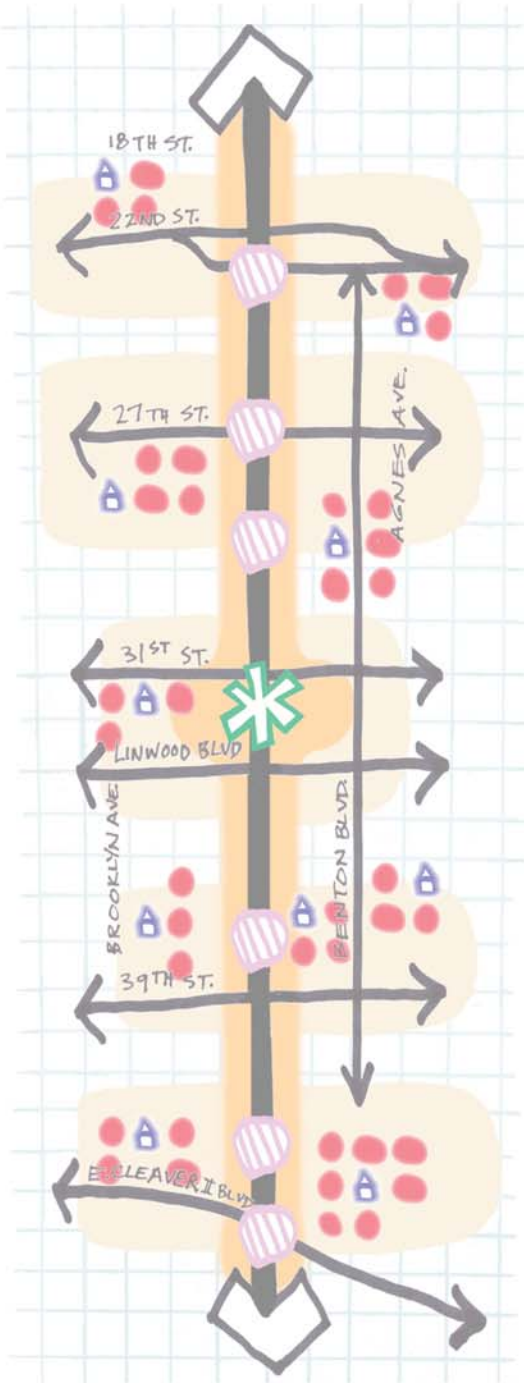


# PROSPECT CORRIDOR INITIATIVE



STRATEGIC PLAN

# The Prospect Corridor Initiative

O C T O B E R 5 , 2 0 0 2

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# Executive Summary

## INTRODUCTION

- The Prospect Corridor Initiative (PCI) Strategic Plan is an action plan for Prospect Avenue from 18th Street to Emanuel Cleaver II Boulevard and for a four block area on either side of Prospect.
- It is the result of a 10-month community-based planning process involving a partnership among residents, businesses, faith-based organizations, community anchors and the PCI staff.
- The goal is a fertile economy, a livable and desirable community, an arts and cultural oasis, and a national inner-city collaborative model.
- The Initiative was launched in the summer of 2000 by a 144-hour marathon camp-out against crime and drugs on the corner of 39th Street and Prospect Avenue. The event was led by Councilman Troy Nash, 3rd District-at-Large, and MOVE UP.
- The Prospect Corridor Initiative is based on the philosophy that we must build and rebuild the infrastructure of people's lives, homes and workplaces in order for the community to survive and thrive.
- The Prospect Corridor Initiative adopts a holistic approach as a foundation for reweaving the community fiber.

The plan includes:

- ✓ **Physical Infrastructure** [buildings, streets, etc.], **Social Capital** [people and how they interact with their environment] and **Economic Investment** [businesses and commerce within the corridor and affecting it], which are equally weighted;
- ✓ **Cycle of Change** which promotes joint public and private efforts to prevent problems, deliver services better, and maintain the community so that problems will not reoccur; and
- ✓ A resulting **Comprehensive Implementation Strategy**.

## POLICY DIRECTION

- The Prospect Corridor Initiative builds on the foundation of the *FOCUS Kansas City Plan*, adopted unanimously by City Council in 1997 as the policy guide for all land use and development decisions.
- The *FOCUS Kansas City Plan* emphasizes connections - “connecting people to places, people to each other and our past to our future.”
- *FOCUS Kansas City* supports compact and mixed-use patterns of development, particularly along transit corridors. This would include the community mixed-use center at Linwood and Prospect, and proposed small neighborhood mixed-use centers at 23rd and Benton, 27th and Prospect and 39th and Prospect.
- The *FOCUS Kansas City Plan* recommends that investments should be targeted on Great Streets to encourage high levels of activity, higher density and an environment that attracts pedestrian activity. In the Prospect Corridor, Prospect Avenue, 23rd Street, 27th Street and 39th Street are designated as Residential Great Streets to encourage residential construction and rehabilitation.
- The *FOCUS Kansas City Plan* recommends that strip commercial streets should over time, gradually transition to concentrating commercial uses at major intersections, generally in mixed-use centers.
- The *FOCUS Kansas City Plan* recommends that all development and redevelopment conform to Quality Places Guidelines (see page 22).



## PUBLIC PROCESS

- The PCI Community Planning Process included six workshops involving passive and active group exercises to gather, refine, and reaffirm the issues and priorities that the neighborhoods and community identified. The workshops were:
  - August 2001: Pre-Planning
  - September 2001: Concept Plan Criteria
  - December 2001: Theme Refinement
  - January 2002: Alternatives Generation
  - March 2002: Concept Refinement and Implementation Strategy Development
  - June 2002: Draft Plan Presentation and Organizational Structure Development
- Community issues and priorities that came out of Neighborhood Assessment Team (NAT) results, and the Pre-Planning and Concept Plan Criteria workshops, directed the Community Planning Process.
- Review of the issues and data created connections that resulted in themes.
- The themes, Census data, community input, **FOCUS** framework, and workshop exercises created Big Ideas and Alternatives that:
  - ✓ Represent a strategy
  - ✓ Connect community issues
  - ✓ Provide flexibility
  - ✓ Demonstrate choices
- Based on the Big Ideas and Alternatives, the community:
  - ✓ Selected priorities
  - ✓ Evaluated community resources
  - ✓ Assigned responsibilities
  - ✓ Agreed on implementation phases and action steps



## PLAN RECOMMENDATIONS

- The Comprehensive Implementation Strategy selected by the community involves the coordination of Prospect Corridor Initiative resources and takes a collaborative approach to implementation based on specific criteria.
- The primary resources for implementation include:
  - ✓ The Prospect Corridor Initiative Advisory Board: 20 persons who are appointed (7 neighborhood, 1 business) and elected (3 business, 5 anchors, 4 neighborhood) to implement the Plan
  - ✓ The Prospect Corridor Initiative staff: 2 persons for program management, resource development and outreach
  - ✓ The Prospect Corridor Community: people and organizations who live, work or worship in the Prospect Corridor and who can bring their volunteer resources and skills to implement the PCI Strategic Plan
- The strategic criteria for implementation selected by the community are:
  - ✓ Addressing the worst visual problems first-on Prospect.
  - ✓ Tying those actions to areas of physical and organizational strengths and resources.
  - ✓ Building partnerships based on strengths to stretch resources and complete projects.
- The community selected the following priorities for Year 1:
  - ✓ Organization
    - Develop a permanent organizational structure
    - Build leadership capacity
    - Collaborate with community anchors/community partners to achieve goals
  - ✓ Breaking the Cycle of Trash in one or more high visibility locations
  - ✓ Rehabilitating Existing Housing Stock
    - Build the knowledge base regarding housing rehab, need for rehab, and rehab resources
    - Support one or more targeted housing initiatives in the Corridor and one housing rehab-related project that will benefit the whole Corridor



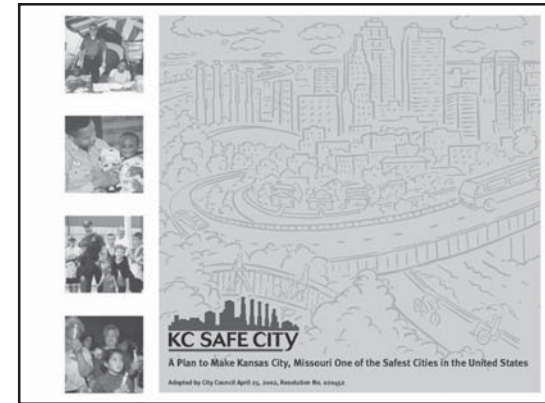
- The community selected the following priorities for Years 2 and 3:
  - ✓ Continue 1st Year priorities (Organization, Trash, Housing Rehab)
  - ✓ Promote Healthy Community and Education
  - ✓ Reinforce Businesses
  - ✓ Improve Infrastructure and Public Services
  - ✓ Invest in Youth
  
- The community selected the following priorities for Years 4-10:
  - ✓ Organization: become independent and self-sustaining
  - ✓ Planning and Development: reevaluate priorities; prepare Corridor land use plan; pursue comprehensive rezoning
  - ✓ Business Development: pursue major commercial redevelopment starting at key intersections
  - ✓ Housing: develop infill housing projects and housing redevelopment projects
  - ✓ Healthy Community, Education, Services, Youth: test a prototype for improved delivery of services through an expanded **FOCUS** center.



## QUICKWINS

- Kansas City Neighborhood Alliance and PCI have partnered to create a Board Leadership Program designed to meet the leadership capacity needs of board membership and neighborhood organizations in the Prospect Corridor.
- The Kansas City Police Department has designated the Prospect Corridor as part of their Weed & Seed pilot area.
- A PCI newsletter is published and circulated quarterly to a broad audience throughout the Kansas City metropolitan area.

- Business owners have established a Prospect Corridor Merchants Association. Some of the first priorities are cleaning up businesses, a facade rebate program and business plan development.
- Keep Kansas City Beautiful is partnering with PCI neighborhoods to be a part of the Adopt-A-Spot program.
- KC Brownfield Initiative is partnering with PCI to look at opportunities to clean up some environmentally unsafe areas in the corridor.
- R.O.A.R. (Rat On A Rat) will be coordinating with PCI to help eliminate illegal dumping in the Prospect Corridor. Through incentive rewards, R.O.A.R. Task Force and weekly R.O.A.R. patrols, PCI hopes to increase neighborhood involvement in keeping the Prospect Corridor clean.
- The Prospect Corridor has been selected as an initial area to demonstrate the KC Safe City Initiative Plan. The Prospect Corridor will use the first year focus on trash to demonstrate KC Safe City recommendations.
- Down zoning areas of the Prospect Corridor that are zoned to allow much more intensive uses than are either currently present or are recommended by adopted plans has been analyzed for the west side of the Santa Fe neighborhood. A public process and application for Downzoning is forthcoming.
- The recently created Demolition Lien Waiver Program is a tool designed to encourage development on properties where development would not otherwise occur. Future development on many of the vacant lots in the Prospect Corridor will depend on the removal of demolition liens utilizing this process. PCI will partner with the City to ensure that liens are strategically waived to advance PCI goals.





# What is the Prospect Corridor Initiative?

The Prospect Corridor Initiative is a community-based strategic planning process with a goal of helping neighborhood and community residents create a plan to revitalize the community in which they live.

## Study Area

- The study area for the Prospect Corridor Initiative is from 18th to 47th Streets and from Brooklyn to Agnes Avenues. This study area includes the following seven neighborhoods: EACC (East Area Community Coalition), Ivanhoe Community Coalition, Key Coalition Neighborhood, Oak Park Neighborhood, Santa Fe Neighborhood, Washington-Wheatley Neighborhood, and Wendell Phillips Neighborhood.

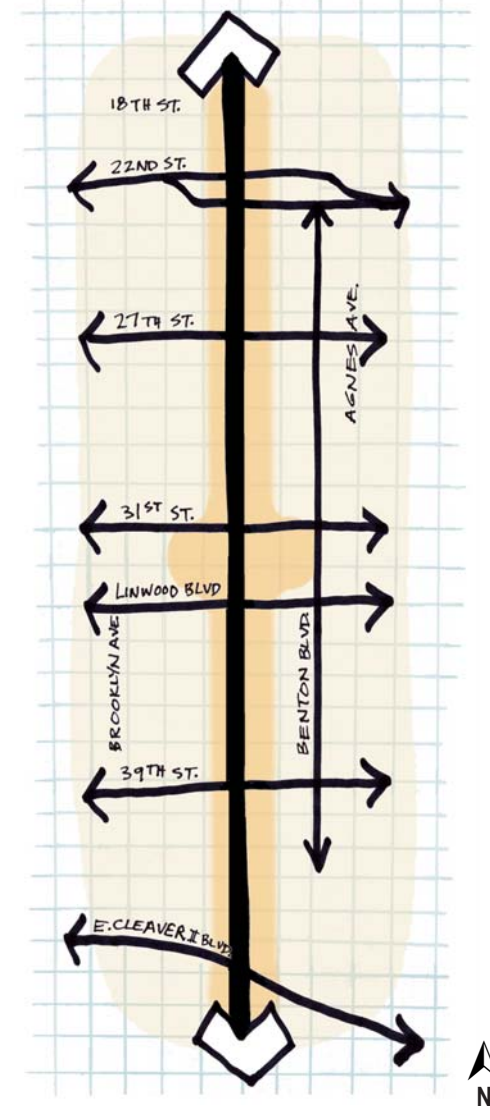
## PCI Partnership

- **PCI Partnership** – The Prospect Corridor Initiative involves more than just City staff. It is a collective body of community anchors, residents, businesses, faith-based organizations, and the PCI staff, who are self-empowered to engage and enlist the resources of internal and outside stakeholders. Together we will create a fertile economy, a livable and desirable community, an arts and cultural oasis, and a national inner-city collaborative model.

## The 144-Hour Marathon

- The Prospect corridor Initiative began in the summer of 2000 when Councilman Troy Nash (3rd District-at-Large) and MOVE UP spearheaded the 144-Hour Marathon camp-out against crime and drugs on the corner of 39th Street and Prospect Avenue. The camp-out gave the area in and around Prospect much needed attention. Because of this attention, a new sense of urgency and empowerment swept through the community.

Prospect Corridor Study Area





### Community-Based Action Plan

- The revitalization and redevelopment of the Prospect Corridor is a neighborhood and community driven process (community-based action plan), much like the FOCUS Troost Corridor Planning Process. The community planning activities have been designed to engage and empower the residents and stakeholders to create a neighborhood-based plan.

### Build and Rebuild Community

- The Prospect Corridor Initiative believes that a community is made up of two things:
  - ✓ people
  - ✓ structures

In order for the community to survive and thrive there must be investment into what already exists (**rebuild**) and opportunities for positive change (**build**). The Prospect Corridor Initiative is based on the philosophy that we must **build** and **rebuild** the infrastructure of people’s lives, homes and workplaces.

### Holistic Approach

- The Prospect Corridor has been facing systemic problems for decades. Most traditional planning models have leaned more heavily toward physical planning. The Prospect Corridor Initiative adopts a holistic approach, which has a more comprehensive focus and lays a foundation for reweaving the community fiber. This focus includes:
  - ✓ Physical, social and economic elements, which are equally weighted
  - ✓ Cycle of change, which includes three components: prevention, delivery and maintaining
  - ✓ A resulting implementation strategy

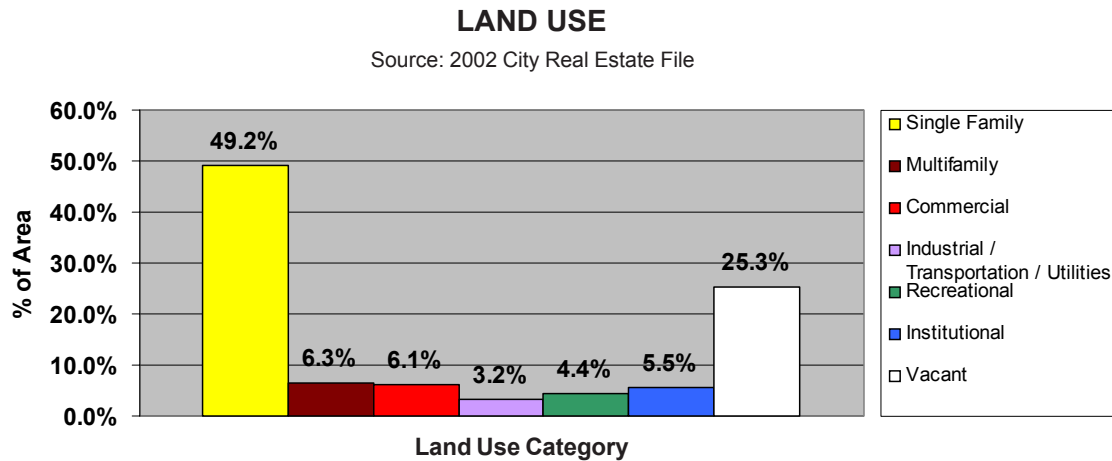
### Implementation Strategy

- The implementation strategy for the Prospect Corridor Initiative is a product of the community planning process issues and priorities. The strategy has been designed to have neighborhood and community residents further define priorities into short and long term goals, make choices on dedication of resources and determine a plan of action.

# Quick Facts about the Prospect Corridor

## Location and Land Use

- The Prospect Corridor is located approximately 1 mile southeast of downtown Kansas City and includes the area within 4 blocks of Prospect Avenue (between Brooklyn and Agnes) from 18th Street to Brush Creek.
- The Prospect Corridor comprises nearly 1,100 acres (1.7 square miles).
- Over half the land uses in the Prospect Corridor are residential (55.5%)
- Vacant land accounts for another 1/4 of the land in the corridor area. Much of the vacant land is vacant lots where houses once stood.



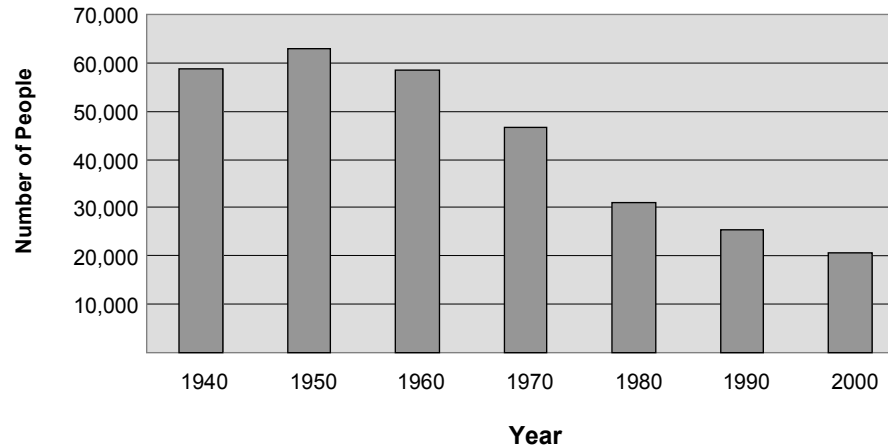
## Employment and People

Data on Employment and People shows that in the Prospect Corridor:

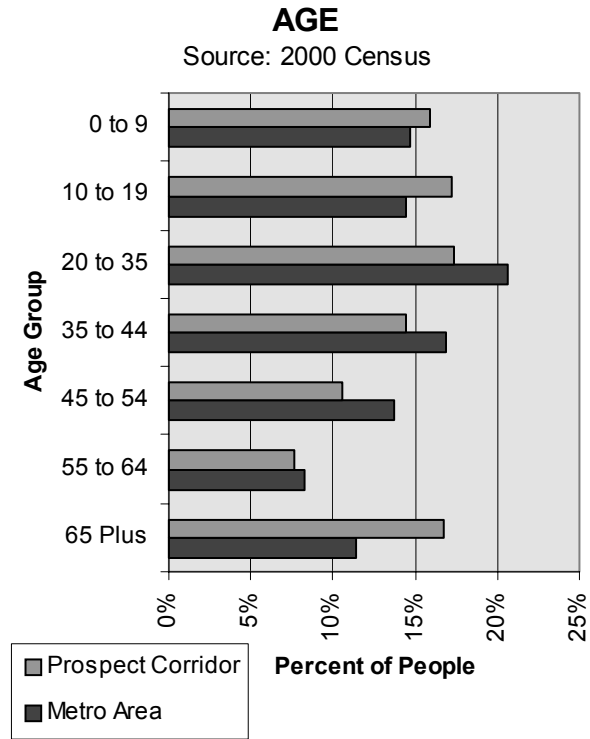
- The size of the population peaked in 1950 with over 60,000 people and has been declining since. The Prospect Corridor now has 21,500 people, less than 1/3 of the size that it was then.
- The age patterns of the Prospect Corridor reflect a high proportion of elderly and children under 18. The current population, including a high percentage of children, can be the foundation for the future.

### NUMBER OF PEOPLE

Source: 1940 through 2000 Censuses

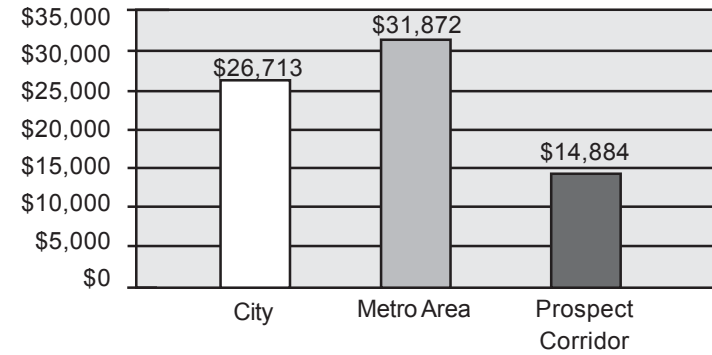


- Almost half the population is either elderly or younger than 18, so fewer are of working age
- According to the 2000 Census, there are almost 1,700 households in the Prospect Corridor headed by single parents with children under 18 years old. This is almost twice the percentage of the city as a whole.



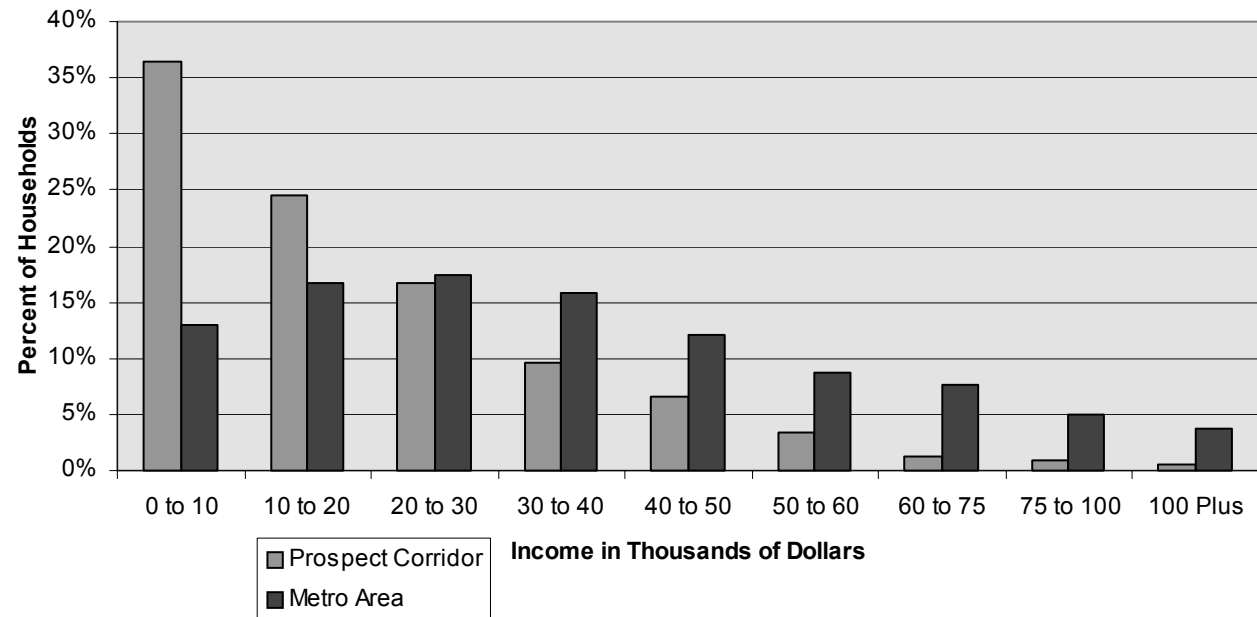
- In 1990, incomes were a little less than half (47%) the median income for the metropolitan area and just over half (56%) the median income for the city as a whole

### MEDIAN INCOME (1990)



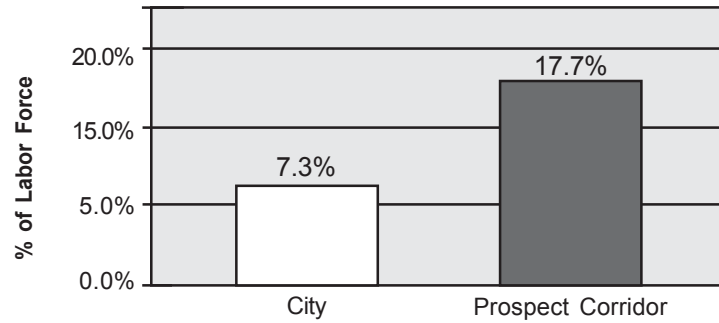
### INCOME OF HOUSEHOLDS

Source: 1990 Census



- Unemployment in 1990 was over twice as high as the city.

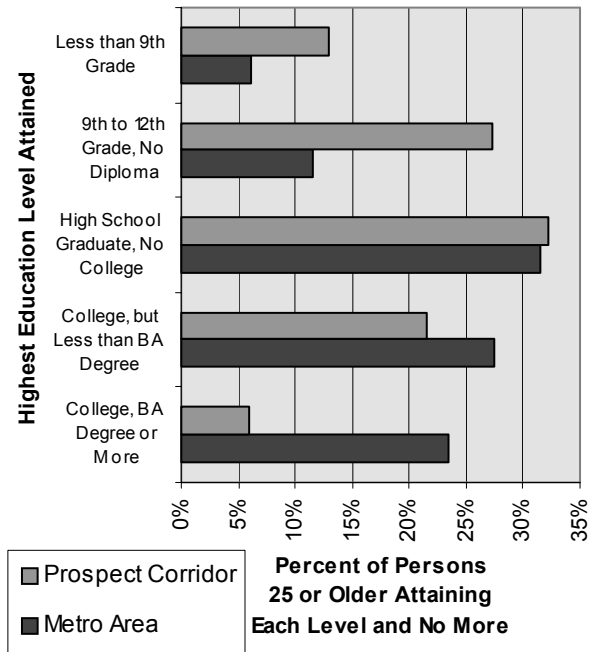
### UNEMPLOYMENT (1990)



- Over twice as many adults had less than a high school education than adults in the metropolitan area.

### EDUCATION ATTAINED

Source: 1990 Census



## Housing

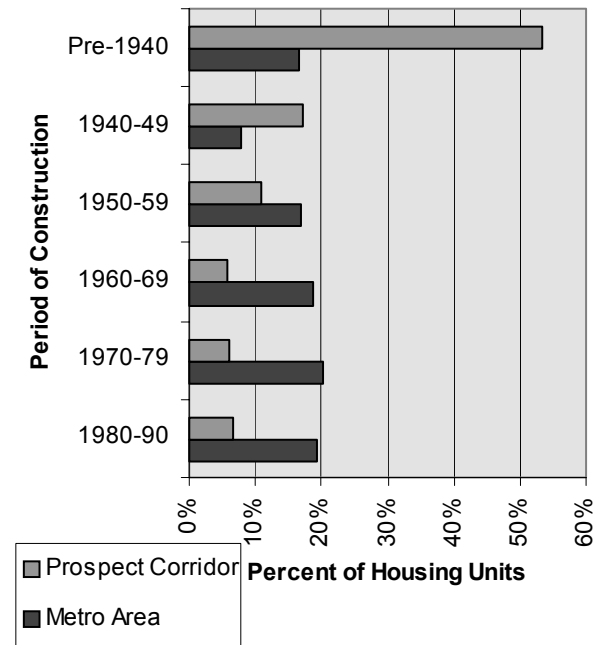
Data on Housing shows that in the Prospect Corridor:

- The biggest proportion of housing (over 50%) was built before 1940, but over 1/4 of housing construction was in the 40s and 50s, probably related to the strong manufacturing sector during that time.



## YEAR BUILT

Source: 1990 Census



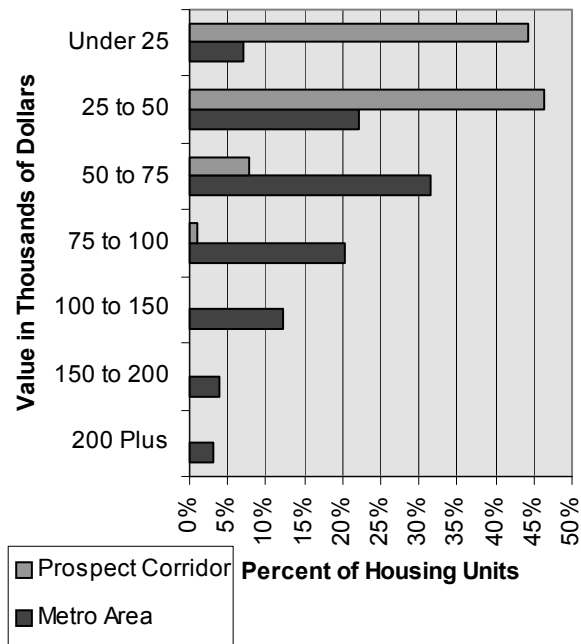


the city show the weak current market for housing in the district as a result of the history discussed above.

- Between 1990 and 2000, the Prospect Corridor lost almost 1,700 housing units. The Corridor has lost over half of its housing units since 1950.
- Almost 1,700 Prospect Corridor housing units were vacant in 2000. This figure has remained high since 1970, with the percentage of all units that are vacant climbing over the decades. Nearly 2/3 of those vacant were classified as “not on the market.”
- Over 50% of the houses in the Prospect Corridor are owner occupied and a substantial number of blocks in the Corridor have over 75 percent owner occupancy.

### VALUE OF OWNED HOMES

Source: 1990 Census



# Recent Planning Initiatives

This section summarizes how planning relates to development, what the key points of the FOCUS Kansas City Comprehensive and Strategic Plan are, what other planning initiatives are, and how they relate to the Prospect Corridor Initiative.

## The FOCUS Kansas City Plan

- Kansas City's comprehensive and strategic plan is *FOCUS Kansas City*, adopted unanimously by City Council in October 1997.
- The *FOCUS Kansas City Plan* is the adopted policy guide for all land use and development decisions.
- Other more detailed plans, such as Area Plans and corridor plans, in addition to project plans or neighborhood plans, make detailed recommendations on a smaller area of the city. The *FOCUS Kansas City Plan* does not replace these plans. They serve as geographically specific guidelines as to how development should be occurring in a particular area of the city. The *Prospect Corridor Initiative Plan* and any updates to it should be consistent with the *FOCUS Kansas City Plan*.





**FOCUS** stands for “Forging Our Comprehensive Urban Strategy”.

*FOCUS Kansas City* is a unique, citizen-based plan, which says that people are the priority in Kansas City.

**FOCUS** is an interconnected plan that provides a new decision-making framework for complex issues enabling all parts of the city to work together toward the same goals.

*FOCUS Kansas City* provides a vision for Kansas City, as well as policy principles, a strategic framework and 600 specific recommendations and initiatives for guiding development, managing growth, strengthening neighborhoods, and connecting physical planning to social and economic solutions to urban challenges.

### **The FOCUS vision of the New American City, making connections for the 21st Century**

- **FOCUS** drives economic and development decisions
- **FOCUS** challenges us to eliminate barriers and divisions and build linkages and partnerships benefiting the whole community
- **FOCUS** emphasizes connections – “connecting people to places, people to each other and our past to our future.”

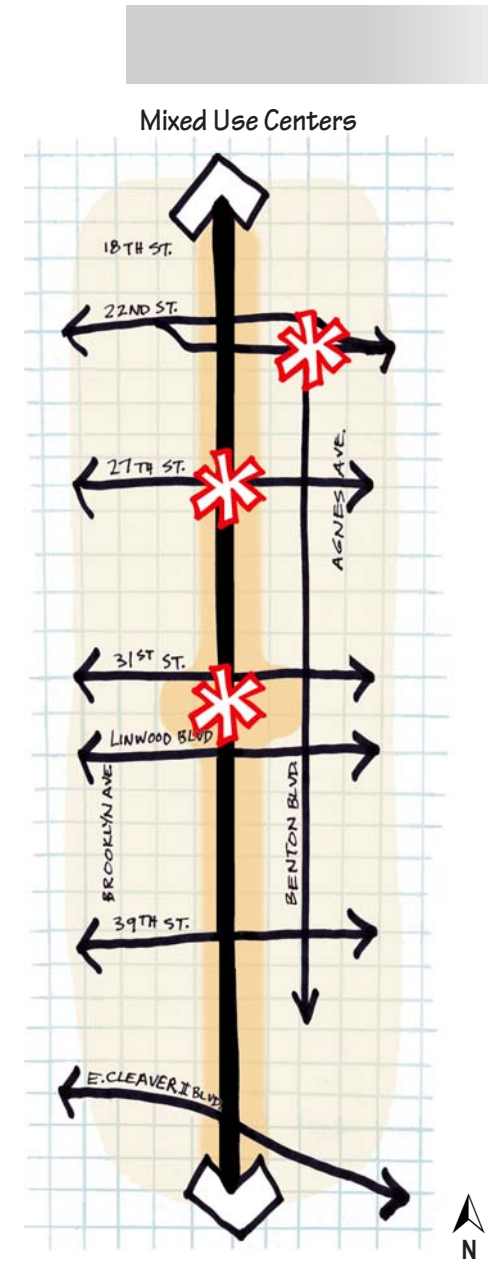
## What FOCUS Says about Development within the Prospect Corridor

- The *FOCUS Kansas City Plan* has a number of specific recommendations that relate to patterns of development. A component plan that has many recommendations relating to a major portion of the Prospect Corridor is the *FOCUS Urban Core Plan*. The *FOCUS Citywide Physical Framework and Preservation Plans* also have recommendations related to infrastructure, older and historic properties and development patterns that are important to the Prospect Corridor.



## Mixed-Use Centers and Mixed-Use Corridors

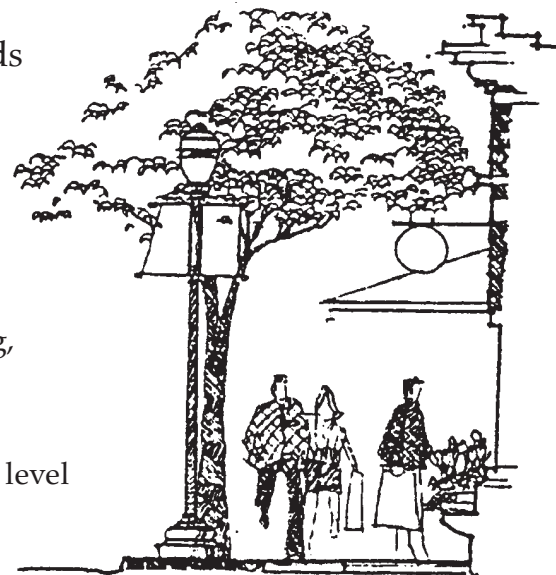
- The *FOCUS Kansas City Plan* supports compact and mixed-use patterns of development, particularly along transit corridors that reduce long commutes, retain open spaces, and minimize costs for public services and facilities. The primary types of mixed-use centers and examples in the Prospect Corridor are as follows:
  - ✓ **Community:** This type of mixed use center is designed to serve multiple neighborhoods which could include major retail, shopping, light industry, medium to high density, and low to mid-rise office buildings. In the Prospect Corridor, the existing community mixed-use center is at Linwood and Prospect.
  - ✓ **Small Neighborhood:** This type of mixed use center is designed to serve a neighborhood and provides small scale services, such as an ice cream parlor, coffee shop, small sit-down restaurant, a hair salon and other small businesses. These centers are located close to low density housing areas. There are three proposed small neighborhood mixed-use center sites: 23rd and Benton, 27th and Prospect, and 39th and Prospect.



## Great Streets

The *FOCUS Kansas City Plan* recommends that investments should be targeted on Great Streets to achieve:

- Diversity of activity
- Safety and comfort for pedestrians
- Access to desirable goods and services
- Attractive streetscape amenities such as lighting, benches, signage, and trees
- Density of activity to encourage walking
- Smaller scale elements and storefronts at the level to encourage diversity and density of activity
- Multiple means of transportation



20



In the Prospect Corridor, Prospect Avenue, 23rd Street, 27th Street, and 39th Street are designated as Residential Great Streets.

## Corridor Development

The *FOCUS Kansas City Plan* suggests that development should be encouraged in mixed-use transit centers along “Corridors,” physical and cultural pathways that connect people, neighborhoods, and community anchors and link history, culture and ideas. Some major corridors that could affect the Prospect Corridor Initiative include:

- The Bruce R. Watkins Corridor
- Heritage Corridor, which includes 18th and Vine
- Boulevards and Parkways: Benton Boulevard

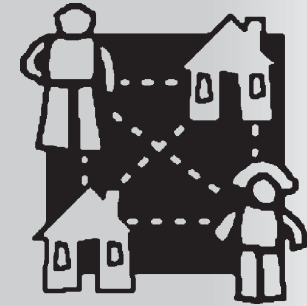
## Strip Commercial Development

The *FOCUS Kansas City Plan* recommends that strip commercial streets should over time gradually transition into nodal commercial streets, with commercial uses concentrated at major intersections:

- Prospect Avenue is suggested as a good candidate for this concept. For the length of Prospect in the Prospect Corridor from 9th Street to 43rd Street there are noncompatible land uses, vacant lots, and abandoned and/or dangerous buildings.



This has been a problem for the revitalization of adjacent land uses.



## Quality Places

The *FOCUS Kansas City Plan* recommends 11 basic characteristics of Quality Places to Live and Work in Kansas City:

- Walking is feasible, safe, and inviting.
- Streets form a continuous network, are of minimum width, are well-designed, and allow for adequate public safety and traffic flow.
- Transportation alternatives are convenient and easy to use.
- Existing valuable and historic buildings are refurbished and reused.
- Buildings are designated to create or contribute to a sense of community.
- Residential land use is an essential component of mixed use development.
- Neighborhoods and commercial districts have identifiable centers that create places for residents or employees to gather, interact, communicate, and that help create an identity for the area.
- New development occurs at infill sites or contiguous to existing development and uses existing infrastructure effectively.
- Neighborhoods and districts have distinct and identifiable characters.
- Development preserves or creates open space, respects existing topography, and minimizes the impact of development on the natural environment.



Of all the existing and proposed mixed-use centers and corridors in the Prospect Corridor, almost none contain a true mix of uses and almost none would reflect the **FOCUS** Quality Places checklist. The area that most likely exemplifies a mixed use center will be the Linwood Shopping Center area located between Linwood Boulevard to 31st Street and Prospect to Woodland Avenues. It will take coordinated planning to achieve those guidelines in new and redeveloping centers and corridors.

### **FOCUS Neighborhood Assessments**

The **FOCUS** Kansas City Neighborhood Assessment process and Town Hall Meetings have assisted and will continue to help Prospect Corridor neighborhoods identify their specific needs and align them with similar neighborhoods that will work together to address their neighborhoods' concerns. The **FOCUS** Kansas City Neighborhood Assessment process is a workshop facilitated by the City's Neighborhood Assessment Team, where neighborhoods spend three to four hours:

- Looking for facts about their neighborhood,
- Listing what their assets are and what they want to fix,
- Determining which of the 4 neighborhood types they are (Developing, Redeveloping, Stabilization, or Conservation) in comparison with other neighborhoods, and
- Determining their priorities for things they can do themselves, things they private sector can help with, or things that the City should do.



All the neighborhood assessments have been completed in the Prospect Corridor.



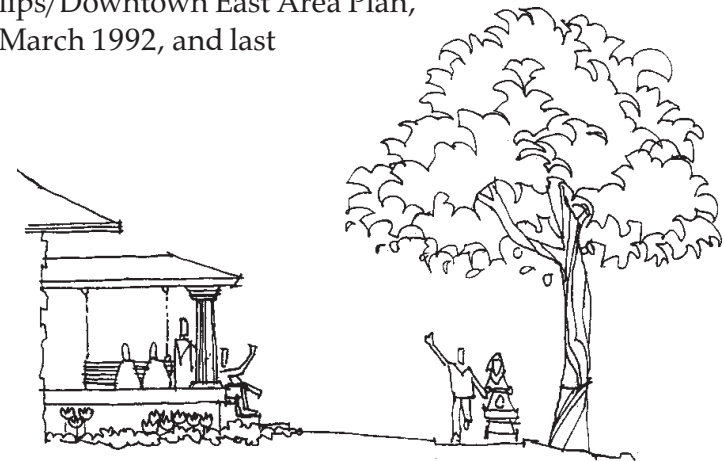
# Adopted Plans Affecting Development in the Prospect Corridor

## Citywide Plans

- FOCUS Kansas City Policy Plan, adopted 1994
- FOCUS Kansas City Plan, including 7 component plans, adopted October 1997
- Major Street Plan, last amended 2002
- A Plan for Parks, Recreation, Boulevards, and Greenways, adopted by Resolution No. 22464, October 1993.

## Area Plans That Include the Prospect Corridor

- Washington Wheatley/Wendell Phillips/Downtown East Area Plan, adopted by Resolution No. 920198, March 1992, and last amended May 2002
- Oak Park North Area Plan, adopted by Resolution No. 47190, December 1976, and last amended June 2002
- Oak Park South Area Plan, adopted by Resolution No. 48098, August 1977, and last amended September 2001
- Santa Fe Area Plan, adopted by Resolution No. 47288, January 1977, and last amended May 2002
- Downtown East Area Plan, adopted by Resolution No. 49636, October 1978, and last amended February 1992



## Corridor Plans That Include the Prospect Corridor

- Brush Creek Corridor Land Use and Development Plan, adopted by Resolution No. 981497, February, 1999

## Other Plans Affecting the Prospect Corridor

- 2002 Consolidated Housing and Community Development Action Plan for the Community Development Block Grant Program, HOME Investment Partnership Program, Emergency Shelter Grant Program, Housing Opportunities for Persons with AIDS Program, January 11, 2002

## Major Projects Affecting the Prospect Corridor

- Bruce R. Watkins Drive: Construction will begin on Phase II Bruce R. Watkins landscaping enhancements (52nd Street to 31st Street) in Summer 2002 – December 2002
- 22nd/23rd Street Corridor: Phase 1A (McGee to Harrison) is fully funded, Phase 1B (Lydia to Brooklyn) has been allocated S.T.P. Federal Aid grant funds in Federal Fiscal Year 2001, and funding in 2001-02 will leverage this grant and complete Section 1B. Future allocations will provide land acquisition and construction funding for Section 2 (from Brooklyn east to I-70).

## Redevelopment Projects Within The Prospect Corridor:

- Washington Wheatley: The City's Department of Housing and Community Development has a partnership with Christmas in October to assist 100 homeowners in Washington Wheatley with minor home repairs, providing new roofs and furnaces that would not otherwise be possible under the volunteer program.
- Benton Corridor Redevelopment: This is a redevelopment initiative along the Benton Corridor from 27th Street to Linwood Boulevard. Redevelopment strategies include creation of a gateway visually connecting Santa Fe Place and Washington Wheatley, and the replacement of multifamily buildings south of 27th Street with new single family homes and low density townhomes.
- North Ivanhoe Single Family In-fill: This project consists of building single family homes on vacant lots and the replacement of dangerous buildings with newly constructed or rehabilitated housing.



# Community Planning Process:

## Planning Goal

The community planning process focused on the community assessing what it is, what it wants to become and how to make it happen. The issues and priorities of the community gave direction for the planning process, which resulted in setting goals and objectives, and outlining implementation phases.

## Holistic Approach

The process involves comprehensive focus on three main areas of importance:

- **Elements** – Key components that are foundations of the community fiber:
  - ✓ **Physical Infrastructure** - Buildings, curbs, sidewalks, streets, parks, sewer systems, etc
  - ✓ **Social Capital** - The people and how they interact with their environment
  - ✓ **Economic Investment** - Businesses and commerce within the corridor and those factors in/outside that affect the corridor economy



## INTEGRATION ELEMENTS:

- ✓ *Physical*
- ✓ *Social Capital*
- ✓ *Economic*

## CYCLE OF CHANGE:

- ✓ *Prevent*
- ✓ *Deliver*
- ✓ *Maintain*

## RESULTS IN:

- ✓ *Implementation Strategy*

## HOLISTIC APPROACH:





ISSUE IDENTIFICATION

ISSUE INTEGRATION

FINAL PLAN

IMPLEMENTATION

- **Cycle of Change** – This strategy includes applying a model that promotes collaboration and determines how to resolve a problem, how to keep it from recurring and how to prevent new problems, which together can be called the “Cycle of Change”.
  - ✓ **Prevent** - what the neighborhood and community, City and agencies can do to avoid problems.
  - ✓ **Deliver** - collaboration between the community and the City on how to better deliver services and resolve problems once they exist.
  - ✓ **Maintain** - creating a strategy to help keep problems from reoccurring once they have been resolved.
  
- **Comprehensive Implementation Strategy** – The results of the holistic approach is an implementation strategy that gives the neighborhood and community primary responsibility for problem-solving that not only includes the physical aspects of a community, but also the social and economic aspects, and that addresses the cycle of change: Prevent, Deliver, Maintain.



# PLANNING APPROACH: BIG PICTURE

## Issue Identification through Implementation Steps:

- Neighborhood and community residents partnered with PCI staff and others to identify issues, continued to integrate new and existing information throughout the planning process, reviewed the final plan, and will implement the plan.

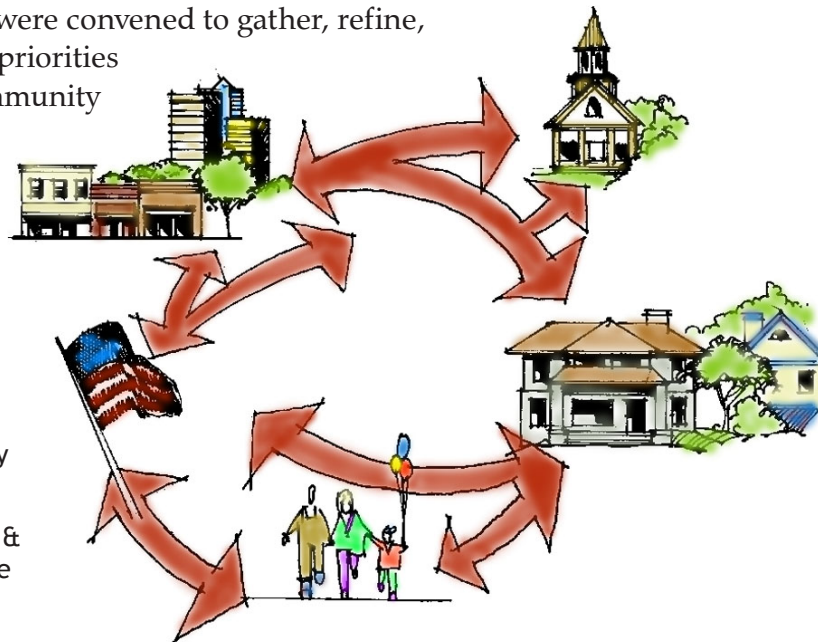
## Passive and Active Group Approach:

- In order to maximize the input from the community, workshop participants were given the opportunity to engage in individual hands-on exercises including dot exercises to express their likes and dislikes. Also, for some subjects facilitators guided the discussions and recorded responses in active group settings.

## Six Workshops:

- Six community workshops were convened to gather, refine, and reaffirm the issues and priorities the neighborhoods and community identified. Those workshops were:

- ✓ Pre-Planning
- ✓ Concept Plan Criteria
- ✓ Theme Refinement
- ✓ Alternatives Generation
- ✓ Concept Refinement & Implementation Strategy Development.
- ✓ Draft Plan Presentation & Organizational Structure Development



## PRE-PLANNING WORKSHOP, AUGUST 2001

Focused on issue identification. Participants gave input about the reality, perception, positive and negative aspects of the Prospect Corridor.

- **Workshop Specifics:** Asset, neighborhood, zoning, land use and other maps were used to locate and comment on Corridor issues. Summaries from **FOCUS** neighborhood assessments were used to identify common themes.
- **Workshop Results:** Participants responded to a series of questions about the Prospect Corridor. They also reviewed an asset map of Prospect. These are the results from the group exercise:
  - ✓ Identification of additional assets in the Prospect Corridor, including historical locations, events, and people.
  - ✓ Participants shared their descriptions of Prospect Corridor based on personal views and experiences. These answers included physical infrastructure needs and community pride affirmations.
  - ✓ Participants were asked what they would like to see changed about Prospect. The responses centered around addressing home ownership issues and quality public services.
  - ✓ Participants were asked what would make you more likely to shop or do business, live, or raise a family within the Prospect Corridor. One recurring concern was for businesses to work together and provide quality services and guarantees. Part two and three of the answers given were requests for better code enforcement, more police presence, and overall cleanliness. It also cited that community unification, neighborhood respect, and cultural stimulation are just as important.
  - ✓ Participants were asked if they were in charge of the City for a day, what would be the first thing they would do within the Prospect Corridor. The answers ranged from fixing curbs and sidewalks to increasing minority participation on construction jobs. Also participants stated that they would develop a system to maintain neighborhoods by involving neighborhood associations.

### ISSUE IDENTIFICATION:

#### What I would like to see changed:

- ✓ More home and business ownership
- ✓ Collaboration among corridor community
- ✓ Equitable services

#### Likely to shop, do business if:

- ✓ Businesses worked together
- ✓ Quality services
- ✓ Code enforcement
- ✓ Police presence
- ✓ Cleanliness

#### First thing:

- ✓ New infrastructure
- ✓ Affordable housing
- ✓ Opportunities and activities for youth
- ✓ Job training and business development

## CONCEPT PLAN CRITERIA WORKSHOP, SEPTEMBER 2001

Building on the **FOCUS** neighborhood assessments and Prospect Corridor Pre-Planning Workshop, this workshop started to integrate issues into a framework and lay the necessary foundation for the community to identify what would make the Prospect Corridor a better place to live, work and play.

- **Workshop Specifics:** Participants were asked to respond to specific questions about the following common themes:
  - ✓ Quality Public Service
  - ✓ Housing
  - ✓ Community Investment/Economic Development
  - ✓ Connected Healthy Community
  - ✓ Life-Long Learning

Each common theme had 4-6 questions pertaining to that specific topic. Participants also had the opportunity to determine the cornerstones (area of importance) of their community.

- **Workshop Results:** The group exercise asked more specific information about the five themes listed above. The results reaffirmed input given at the prior workshop and honed in on important issues.
  - ✓ Quality Public Services - Trash collection, disparity in government response time and beautification were the top priorities
  - ✓ Housing - vandalism/boarded up drug houses, attracting families to single-family houses, large number of elderly and single parent households, rehabbing existing housing stock
  - ✓ Community Investment/Economic Development - changing the zoning to reduce liquor stores in area, make improvement to existing business with facade rebate programs, enlist the support of private partners to deliver some services, create a community improvement district

## Created Connections – 5 Themes:

- Quality Services
- Housing
- Economic Development
- Healthy Community
- Life-Long Learning



- ✓ Connected Healthy Community/Life-long Learning - reduce bias/racism in hiring youth, provide on-the-job-training after school, connect youth to professional life, programs to help low-mod income elderly, more services including drug, alcohol and gambling counseling, empowerment zones near Bruce R. Watkins Drive

### THEME REFINEMENT WORKSHOP, DECEMBER 2001

Created connections and defined options related to the three themes (refined from five themes from previous workshops).

- **Workshop Specifics - Passive Exercise:** Participants reacted to a passive exercise (hands-on) where they commented on the following themes:

- ✓ **Community Organizations to Achieve Initiative Goals**  
*How would you organize community groups to work together?*
  - Community Organizations to Achieve Initiative Goals showed several different categories of individuals and organizations and identified specific organizations along with comments on how to organize community groups to collaborate. There was a strong consensus for community residents to collaborate through a coalition of neighborhoods and to empower themselves through writing their own grants, developing plans, and in the community development process.
- ✓ **Healthy Community & Life-long Learning**  
*Why aren't these services working/what's missing?*
  - Healthy Community & Life-long Learning was broken into 3 major categories; youth, elderly, and single parent households. Participants were asked why services are not working and the general response was a need for more funding to make a significant impact on youth, especially young men 17-29 years of age. Community residents need to be more involved along with those persons being served, to dispel the sense of hopelessness.

## Healthy Community & Lifelong Learning

Group Served	Community Need	Community Resources	Why Aren't These Services Working?	What's Missing?
ADD YOUR NEW IDEAS BELOW				
Youth Ages 12-21	<ul style="list-style-type: none"><li>Education</li><li>Employment</li><li>Health Services</li><li>Child Care/Child Development</li><li>Food Services</li><li>Financial Literacy/Financial Literacy Programs</li></ul>	<ul style="list-style-type: none"><li>University of Illinois</li><li>Local Businesses</li><li>Churches</li><li>Community Centers</li><li>Non-Profit Organizations</li><li>Local Government</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Not enough healthy meals being offered</li><li>Lack of financial literacy services</li><li>Lack of financial literacy training</li><li>Lack of financial literacy resources</li><li>Lack of financial literacy programs</li><li>Lack of financial literacy resources</li></ul>	<ul style="list-style-type: none"><li>More financial literacy resources</li><li>More financial literacy training</li><li>More financial literacy programs</li><li>More financial literacy resources</li></ul>
Young Men Ages 17-29	<ul style="list-style-type: none"><li>Financial Literacy</li><li>Financial Literacy Programs</li></ul>	<ul style="list-style-type: none"><li>Local Businesses</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Lack of financial literacy resources</li><li>Lack of financial literacy training</li><li>Lack of financial literacy programs</li><li>Lack of financial literacy resources</li></ul>	<ul style="list-style-type: none"><li>More financial literacy resources</li><li>More financial literacy training</li><li>More financial literacy programs</li><li>More financial literacy resources</li></ul>
Elderly	<ul style="list-style-type: none"><li>Life Skills</li><li>Health Services</li><li>Financial Literacy</li><li>Financial Literacy Programs</li><li>Local Government</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Local Businesses</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Lack of financial literacy resources</li><li>Lack of financial literacy training</li><li>Lack of financial literacy programs</li><li>Lack of financial literacy resources</li></ul>	<ul style="list-style-type: none"><li>More financial literacy resources</li><li>More financial literacy training</li><li>More financial literacy programs</li><li>More financial literacy resources</li></ul>
Single Parent Households	<ul style="list-style-type: none"><li>Financial Literacy</li><li>Financial Literacy Programs</li><li>Local Government</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Local Businesses</li><li>Local Schools</li><li>Local Churches</li><li>Local Non-Profit Organizations</li><li>Local Businesses</li></ul>	<ul style="list-style-type: none"><li>Lack of financial literacy resources</li><li>Lack of financial literacy training</li><li>Lack of financial literacy programs</li><li>Lack of financial literacy resources</li></ul>	<ul style="list-style-type: none"><li>More financial literacy resources</li><li>More financial literacy training</li><li>More financial literacy programs</li><li>More financial literacy resources</li></ul>

Where did this idea come from?

Input from:

- 1) Neighborhood Assessments
- 2) Prospect Corridor Workshops
- 3) Interviews in the Community
- 4) Census Data

Talked about:

- which groups had the greatest need
- what the greatest needs are
- who could provide help



✓ **Quality Services... Focus on Trash**  
*Public intervention and maintenance... what can you do?*

- **Quality Services: Focus on Trash ... How the System Works and What Can You Do?** looked at the trash problems in the Corridor and the life cycle of trash. Throughout the four phases of trash participants were asked to give input on how each phase: clean community, trash accumulation, public intervention and maintenance, could be improved. The reoccurring theme was that community and neighborhood residents needed to have a better partnership with City services to better educate and involve their neighbors. Also outside stakeholders could be helpful in offering monetary awards to the best-kept area. Some of the more creative ideas were to have a graffiti art program fro youth, Adopt-an-Alley program, and a public service campaign.



- **Workshop Results - Passive Exercise:** Created connections with the three themes, allowed participants to suggest problem-solving strategies, identified areas of strength and positive uses, which resulted in groundwork for alternative concepts.
- **Workshop Results - Hands-on Exercise** – participants used colored dots to identify areas they believed to be good or bad. There was more focus on the usage of some areas than the actual looks. Comments included suggestions on better uses for some areas. Also participants commented on Human investment issues:
  - ✓ **Urban Looks and Uses** gave participants the opportunity to react to actual pictures of Prospect Avenue from 18th to 47th streets. The comments were focused on the uses of locations as much as the looks.

**Quality Services: Focus on Trash ... what can you do?**

Who?	Phase 1: Clean Community	Phase 2: Trash Accumulation	Phase 3: Public Intervention	Phase 4: Maintenance
ADD YOUR NEW IDEAS BELOW				
Service Agencies				
Philanthropic Organizations				
Government Agencies				
Prospect Corridor Initiative				

**Where did this idea come from?**

- Input from: 1) Neighborhood Assessments  
 2) Prospect Corridor Workshops  
 3) ServiceFIRST Meeting  
 4) KC Safe City Initiative

**Talked about:**

- quality public services
- priorities - selected trash as #1 priority



• **Workshop Specifics - Group Exercise:** In the group sessions, participants looked at base maps of the Prospect Corridor at the parcel level. They were asked to:

- ✓ Identify area conditions
  - Vacant lots
  - Condition of housing/commercial areas
- ✓ Discuss Housing Treatment Strategies
  - For all area conditions, Short-term strategies, Long-term strategies
- ✓ Prioritize for implementation
  - Property maintenance
  - Vacant lots / abandoned
  - Rehab / minor home repair

• **Workshop Results - Group Exercise:** Participants identified areas with large clusters of vacant lots/ few or no vacant lots and identified housing development strategies. They then prioritized those strategies through a vote, as follows:


- 1) Rehabilitation/minor home repair
- 2) Addressing vacant lots/abandoned buildings
- 3) Property maintenance/code enforcement/ landlords
- 4) New construction/in-fill housing, respectively



## ALTERNATIVES GENERATION WORKSHOP, JANUARY 2002

Reviewed three alternative concepts built from previous workshop results. Each alternative was designed to do the following: 1) Create connections with the issues of housing, healthy community, life long learning, quality public services, looks and uses and economic development; 2) Demonstrate choices for prioritization; and 3) Lay a framework for detailed implementation discussions at the workshop in March.

- **Workshop Specifics - Passive Exercise:** Participants were guided through a passive exercise that focused on organizational framework. Using dots, participants were asked to make choices on the following three exercises:
  - ✓ Organizational Choices
  - ✓ Balance of Membership for the Board
  - ✓ Options to Select Membership for the Board
  
- **Workshop Results - Passive Exercise:**
  - ✓ Organizational Choices - a Troost-like model with minor modifications
  - ✓ Balance of Membership - 51% Neighborhood and 49% Business and Anchors
  - ✓ Selection of Board Membership - appointed and elected




### ORGANIZATIONAL ALTERNATIVE

YOU are in the process of creating a strategy for the Prospect Corridor area. Your ideas for how you would organize community groups to implement the plan are listed below.




To implement the plan you must begin by:

- 1) Developing leadership to be able to effectively implement the plan.
- 2) Collaborating with other groups to achieve your goals.
- 3) Completing tasks set forth in the plan.

#### PART 2: DEFINE THE BALANCE OF MEMBERSHIP FOR THE BOARD



Choose one of the following:

Option A	Option B	Option C
 <p>Place your dot on the chart to vote for Option A.</p>	 <p>Place your dot on the chart to vote for Option B.</p>	 <p>Place your dot on the chart to vote for Option C.</p>

**Where did this idea come from?**

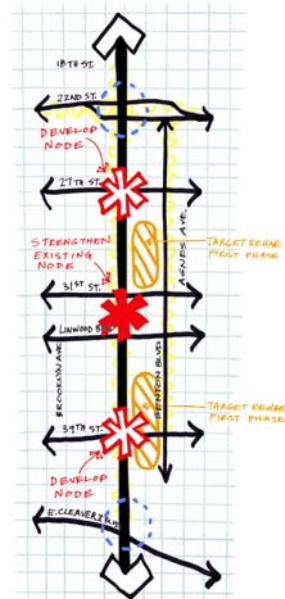
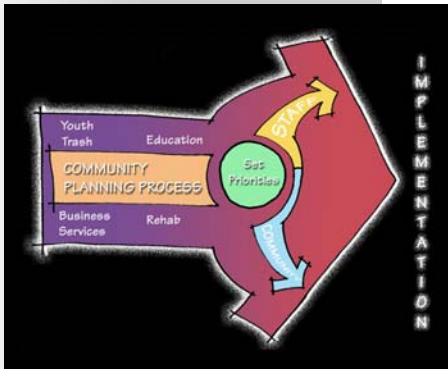
Input from: 1) Neighborhood Assessments  
2) Prospect Corridor Workshops  
3) Interviews in the Community

**Talked about:**

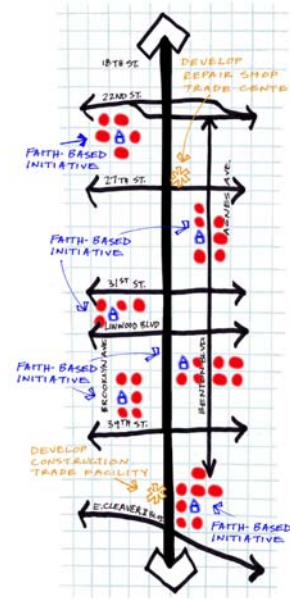
- building from current leadership
- organizing coalitions
- empowering residents
- becoming more active

- **Workshop Specifics - Group Exercise:** participants were presented with 3 alternative concepts, each having framing statements that focused on the physical, social and economic elements of the corridor. The following questions were asked about each concept:

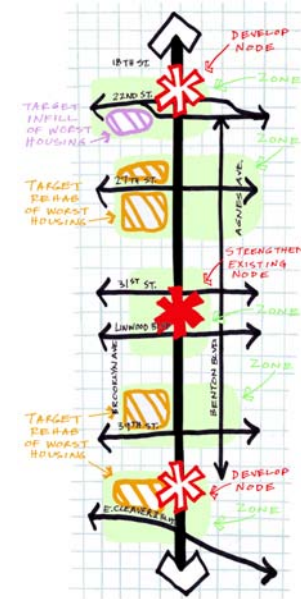
- ✓ Where do you begin?
  - Target best locations or start something in every area?
  - In visible locations or near strong organizations?
  - Do you build on strengths or take care of worst problems first?
- ✓ To improve human services, do you:
  - Coordinate existing services?
  - Train to provide services in businesslike way?
  - Concentrate on 1 or 2 of the most important services/problems?
- ✓ What are the best components of each alternative?



Concept 1: Corridors



Concept 2: Entrepreneurial



Concept 3: Zones

- **Workshop Results - Group Exercise:** In the group exercise three alternative concepts were presented and participants identified different aspects from all the concepts they thought should make up one alternative. Some of the key issues were:

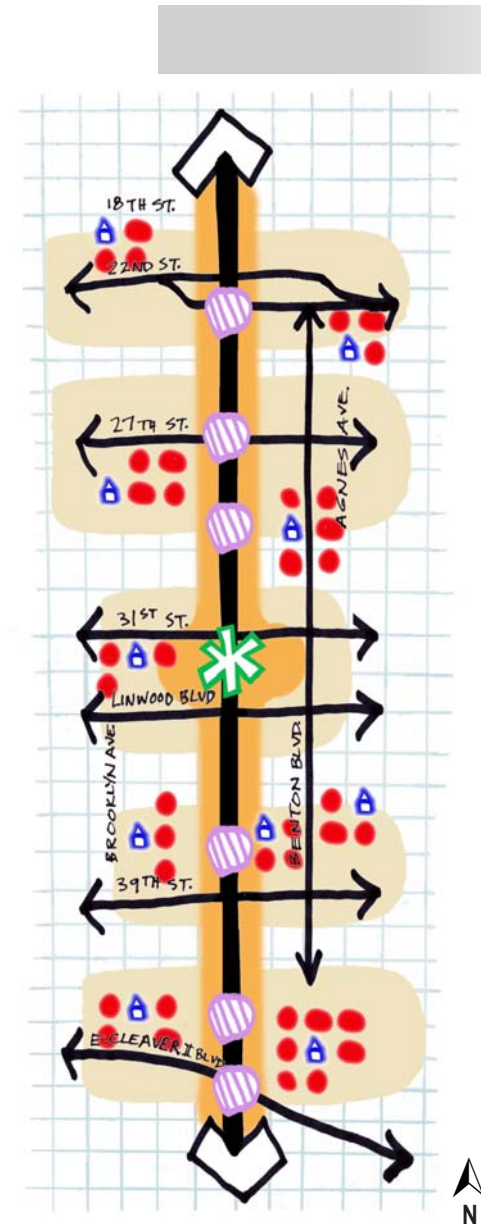
- ✓ Coordination/ collaboration of organizations and agencies
- ✓ Targeting corridor and nodes with entrepreneur strategy of job training
- ✓ Addressing the needs of the entire corridor instead of just one area at a time
- ✓ Visible areas and areas of strength should be a starting point
- ✓ Focus on strengths or weaknesses with organizational strength being one criterion.

### CONCEPT REFINEMENT / IMPLEMENTATION STRATEGY WORKSHOP, MARCH 2002

Established short and long term priorities and refined one alternative concept built from previous workshop results. Participants had the opportunity to develop an implementation strategy: set priorities, assign resources and identify potential resources. Participants also prioritized and refined issues: housing, healthy community/life long learning, quality public services and economic development.

- **Workshop Specifics:** Participants were guided through a passive exercise that gave them the opportunity to reaffirm the short-term priorities for Prospect and Neighborhoods.

- ✓ Organization
- ✓ Rehab Existing Properties
- ✓ Target Youth (age 17-29)
- ✓ Focus on Trash
- ✓ Reinforce Ext. Businesses
- ✓ Services & Infrastructure
- ✓ Health & Education



Alternative 4



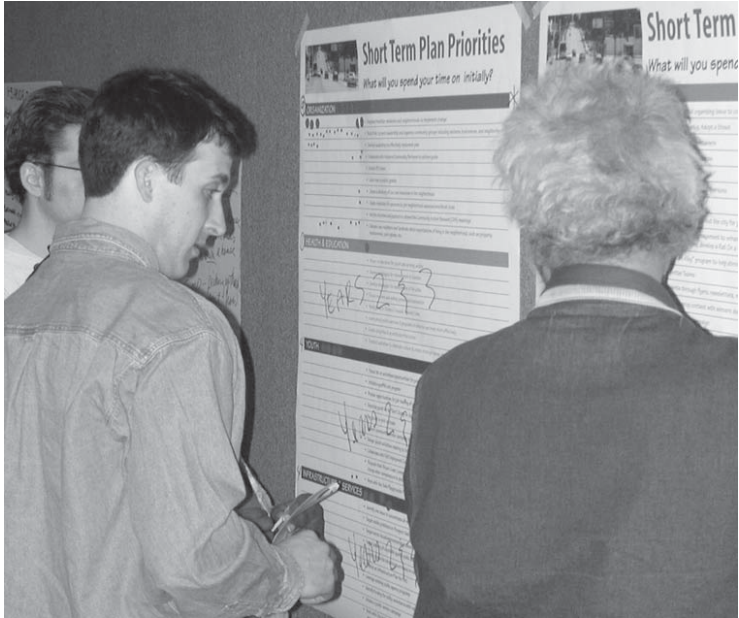
- **Workshop Results:** Participants confirmed that the seven priorities, organization, rehab existing properties, target youth, focus on trash, reinforce existing business, services and infrastructure, and health and education were still their priorities with little deviation.
- **Workshop Specifics - Group Exercise:** In the group session participants were asked to discuss and determine dedication of resources:
  - ✓ What resources do you bring to the table?
  - ✓ On what will you spend your time initially?
  - ✓ How will resources be distributed?
  - ✓ What is the most effective use of:
    - ✓ Your time?
    - ✓ Your skills?

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*"Skills To Contribute"*

- ORGANIZATIONAL MANAGEMENT
- Experience in Housing Rehab & RENTAL
- Knowledge of landlord Rights & responsibilities as member of HUD Landlord Advisory Council

*I can give young people ideas about how to help keep neighborhood cleaner and how to help their children to grow up and be helpful citizens. Ivanhoe*



- Participants also looked at how PCI staff will dedicate their resources:
  - ✓ Implementation of Community Plan
  - ✓ Community Outreach/Coordination
  - ✓ Coordinate Public Officials/Agencies
  - ✓ Leverage Private/Public \$\$\$\$
  - ✓ Leverage Existing Programs \$\$
- **Workshop Results - Group Exercise:** In the group exercises, based on all the of the feedback from the community planning workshops and culmination of all other data, the following priorities received the most consensus from the neighborhood and community residents.

- ✓ **First Year Priorities**

- **Organization** - Neighborhood and community will appoint and elect representatives to the PCI Advisory Board and begin to select groups to work on priorities.
- **Rehab** - PCI Advisory Board members and others with expertise will begin to explore ways they can do, and what they can do with a partner to address rehab in the Prospect Corridor.
- **Trash** - Organize blocks and neighborhoods to hold a corridor cleanup and establish a strategy to maintain a clean community.



## DRAFT PLAN PRESENTATION & ORGANIZATIONAL STRUCTURE DEVELOPMENT, JUNE 2002

After a review of the draft material, the community endorsed the draft plan and organizational structure.

# 1st Year Priorities: Introduction

Through the Prospect Corridor Initiative (PCI) planning workshops, the Prospect community selected three priorities to work on starting in August 2002:

- Developing a permanent organizational structure
- Breaking the cycle of trash
- Rehabilitating existing housing stock

The next section contains the Action Plan for the first year for these priorities.



At the end of the Action Plan for Organization, Trash, and Rehab, there is a month by month Implementation Calendar (see page 83) that includes all three priority areas, to show what must happen and when it must happen in order to reach the goals in one year.

For each priority area, the Action Plan contains:

- **Context:** Facts and figures to help explain the present situation and what is already being done about the priority.
- **Public Input:** What the community said about the priority and continuing through 9 months of planning workshops.
- **Goal:** A statement of what the community wants to achieve in the first year for the priority.
- **Policy:** A foundation of fundamental agreements on how to operate the PCI in relation to the priority and a guide to present and future decisions and acceptable procedures.
- **Action Steps:** A work program for the first year that includes a logical set of steps that the PCI staff and community can take to get organized, analyze the problem, develop resources, find solutions, and complete projects that will achieve the goals for the first year.
- **Responsibilities:** A listing of who can help achieve the goal in the first year and what they can do.



# 1st Year Priorities: Organization

In the first year of the Strategic Plan for the Prospect Corridor, the Prospect Corridor community and Prospect Corridor Initiative staff will develop a permanent organizational structure for the PCI, build leadership capacity and collaborate with community anchors/community partners to achieve priorities.

## CONTEXT:

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- There are 7 neighborhood associations within the Prospect Corridor: East Area, Ivanhoe, Key Coalition, Oak Park, Santa Fe, Washington Wheatley, and Wendell Phillips. The organization of these individual neighborhoods ranges from being very organized with a paid, full-time executive director to being a loose voluntary association.
- All neighborhoods located within the Prospect Corridor have performed a neighborhood assessment through FOCUS Kansas City.
- Ivanhoe has completed a strategic planning process and has made substantial progress on implementation.
- Several neighborhoods within the Prospect Corridor have participated in KCNA's LeaderShip Program. Ivanhoe participated last year and both Washington Wheatley and Oak Park are participating this year.

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- Ivanhoe is participating in KCNA's block contacts program.
- There are 43 block clubs within the Prospect Corridor.
- There are over 40 churches within the Prospect Corridor
- There are many social service agencies, health care agencies, Community Development Corporations, businesses, and other institutions either located within or serving the Prospect Corridor.
- No formal organizations exist to improve coordination and cooperation in the Prospect Corridor among all of these different entities. The problem in the past has been there are many service providers serving the area, but Agency X does not know that Agency Y right down the street is targeting those same issues, thereby creating a duplication of services. Through collaboration and communication, better service can be provided to citizens in the Prospect Corridor.

## **PUBLIC INPUT:**

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Participants in all the FOCUS Neighborhood Assessments in the Prospect Corridor brought up issues relating to organization.

### **Santa Fe Neighborhood Assessment:**

- Residents want to create a unified community
- Residents want to create a directory of neighborhood resources

### **Vineyard and South Oak Park Neighborhood Assessment:**

- Residents said that they need to mobilize on each block to become involved with the neighborhood association.

### **East Area Community Coalition Neighborhood Assessment:**

- Residents said they need to organize block clubs and reactivate neighborhood associations
- Residents said they can work with the churches on community concerns

### **Ivanhoe Neighborhood Assessment :**

- Residents said they can develop partnerships with schools, churches and foundations to address the need for youth programs.

### **Washington Wheatley/Wendell Phillips Neighborhood Assessment:**

- Residents said they can learn how to develop partnerships (become as one, neighbors helping neighbors)
- Residents said they can organize neighbors to go downtown to discuss issues with City officials



### **Palestine and Oak Park Northeast Neighborhood Assessment:**

- Residents said they can educate new neighbors and landlords about expectations of living in the neighborhood.

### **August Pre-Planning Workshop:**

- Participants said they would like to see increased community involvement including active community and neighborhood associations.
- They expressed that churches need to collaborate more as a coalition along Prospect.
- They would be more likely to want to live within the Prospect Corridor if there was collaboration and community partnerships – community unification – everyone pulling together.

### **September Concept Plan Criteria Workshop:**

- Participants said that to compliment housing development/restoration within the Prospect Corridor, we need to build capacity of the people for community change.

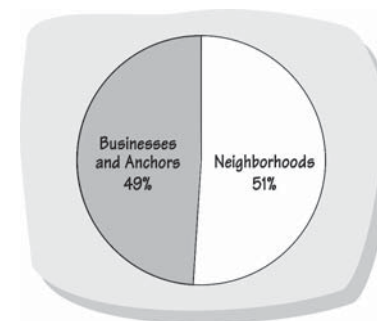
### **December Community Planning Workshop on Theme Refinement:**

- Residents made suggestions and gave ideas for how they would organize community groups to work together.
- Talked about building coalitions, becoming more active and building from current leadership
- Said that community residents need to collaborate through a coalition of neighborhoods
- Expressed that community residents need to empower themselves through writing their own grants, developing plans and being involved in the community development process



## January Alternatives Generation Workshop:

- Participants reviewed three alternatives and decided that coordination/collaboration was a key strategy. In addition, PCI participants were asked to determine the organizational structure of the PCI.
  - ✓ **Organizational Choices:** PCI participants chose the “Troost Model” of organization, where representatives of neighborhoods, businesses, institutions and others would come together to form a Prospect Corridor Community Association, with an advisory board and committees.
  - ✓ **Defining the Balance of Membership for the Board:** PCI participants were asked to define the balance of board membership. Participants chose to have a board made up of 51% neighborhoods and 49% businesses and anchors (includes institutions - i.e. schools, libraries, social service agencies, health care, child care and churches)
  - ✓ **Options to Select Membership for the Board:** PCI participants were asked to select whether they wanted the board membership to be appointed, elected or appointed/elected. Participants chose to have an appointed/elected structure where certain slots would be appointed and certain slots would be elected.



### QUICK WIN...

PCI newsletter is being circulated to a broad audience throughout the Kansas City metropolitan area. Our goal is to keep corridor residents informed about the progress of PCI, celebrate the successes of the community and give the larger community a better understanding of the community planning process.

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## March Concept Refinement and Implementation Strategy Development Workshop:

- Participants discussed the community resource of volunteer time and were asked if they had 1 volunteer hour a week, how would they spend it and what skills would one bring to the table.
- Voted to focus on organizational structure the first year. They discussed the need for organization and collaboration to make the PCI implementation process successful. Participants talked about building from current leadership, organizing coalitions, empowering residents and becoming more active.
- Spoke about partnerships and the blending of the PCI staff and PCI community.

## ORGANIZATION POLICY:

The following policies will be used to determine how to operate the Prospect Corridor Initiative and will guide present and future decisions and procedures:

- The Prospect Corridor Initiative shall be a partnership between the City of Kansas City, Missouri and the Prospect Corridor community.
- The Prospect Corridor Initiative staff shall represent the City of Kansas City, Missouri in Prospect Corridor Initiative programs, projects, and meetings.
- Because of the multiple neighborhood, business, service, religious, and governmental organizations that work in or serve the Prospect Corridor, the need to coordinate and communicate is crucial to stretching resources, eliminating





## PCI STAFF TASKS FOR YEAR 1:

- Implement Community Plan
- Coordinate Community Outreach
- Coordinate Public Officials/Agencies
- Leverage Private/Public Money
- Leverage Existing Program Money

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1 S T Y E A R

confusion, and operating successful programs in the Prospect Corridor. The foundation of the Prospect Corridor Initiative shall be an inclusive, representative, responsive, and dynamic Advisory Board.

- The Prospect Corridor Initiative staff and the Prospect Corridor Initiative Advisory Board shall work as equal partners to achieve Initiative goals.

### **Representation on the Advisory Board shall be as follows:**

1. **Neighborhood Seats:** 7 seats to be appointed by neighborhood associations (one seat for each neighborhood within the Prospect Corridor area - including East Area, Ivanhoe, Key Coalition, Oak Park, Santa Fe, Washington Wheatley and Wendell Phillips))
  2. **At Large Neighborhood Seats:** 4 (including 2 seats for youth aged 14-18) elected by the PCI community
  3. **PCI Business Seats:** 1 seat appointed by the PCI business association, 3 elected at-large by the PCI community
  4. **PCI Anchor Seats:** 5 seats, which includes 2 church representatives, 1 social service agency representative, 1 educational representative, and 1 other - elected at-large by the PCI community
- All persons aged 14 years and older who live, work, own property, or worship within the boundaries of the Prospect Corridor shall be eligible to vote in Prospect Corridor Initiative elections.

P R I O R I T Y : O R G A N I Z A T I O N

- Both the voters and candidates must be physically present to participate in the election. No absentee candidates or proxy votes will be allowed.
- The Prospect Corridor Committee (PCI) Advisory Board shall set up an Action Committee for each of the major priority annual focus areas and other committees needed to successfully implement the plan.
  - ✓ A minimum of 3 members of the PCI Advisory Board shall serve on each Action Committee.
  - ✓ Each Action Committee shall be chaired by a member of the PCI Advisory Board.
  - ✓ Each Action Committee's membership shall be determined by the committee chair.
- The organizational structure of the Prospect Corridor Initiative shall be advisory only and shall not override current operating organizations.
- The organizational structure of the Prospect Corridor Initiative shall recognize and incorporate existing leadership while encouraging the development of new leadership and widespread community involvement.
- The Prospect Corridor Advisory Board shall seek continuing training to enhance their leadership skills.



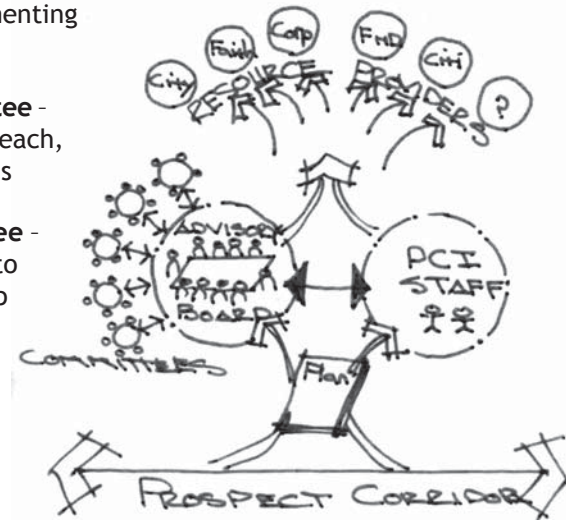


# 3 Goals for Year 1: Organization

## GOAL #1:

### Develop a permanent organizational structure for the PCI

- Hold elections for PCI Advisory Board in July
  - ✓ Anyone 14 years old and older living, working, worshipping or owning property within the Prospect Corridor area will be eligible to vote
- Hold first PCI Advisory Board Meeting, including a workshop on Board Expectations and Board Development in August
- Form Action Committees in September
  - ✓ **Organization** - responsible for implementing action items for Organization
  - ✓ **Trash** - responsible for implementing action items for Trash
  - ✓ **Rehab** - responsible for implementing action items for Rehab.
  - ✓ **Community Relations Committee** - responsible for community outreach, fundraising, and public relations
  - ✓ **Friends of Prospect Committee** - will meet on a quarterly basis to assist Advisory Board (made up of ex-officio members and those who support the initiative - partnerships and collaborations)



## GOAL #2:

### Build Leadership Capacity

- In order to effectively implement the PCI plan, we must develop leadership capacity. During the first year, the goal would be to develop a leadership training program for community activists within the Prospect Corridor.
  - ✓ Advisory Board Members will be required to attend a PCI Board Training Retreat scheduled for Saturday, September 14, 2002 from 9am - 1pm. This retreat will include both team building exercises and board development so that board members can either gain or improve on the basic skills needed to be an effective board member. PCI staff in conjunction with KCNA staff will organize the retreat and leadership training.
  - ✓ Ongoing leadership training workshops will continue throughout the year, both for the board and for the PCI community at-large. This on-going series of leadership workshops will help participants become effective advocates for their communities, coordinate neighborhood projects and neighborhood plans, mobilize assets and build productive partnerships and collaborations for the Prospect Corridor Initiative.
  - ✓ 7 members of the PCI Advisory Board will participate in the LeaderShip Program offered through KCNA. The 9 month program runs from October through June and focuses on overall leadership and management development.



### QUICK WIN ...

The Kansas City Neighborhood Alliance Partnership and PCI have partnered to create a Board Leadership Program designed to meet the leadership capacity needs of board membership and neighborhood organizations in the Prospect Corridor.

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## QUICK WIN...

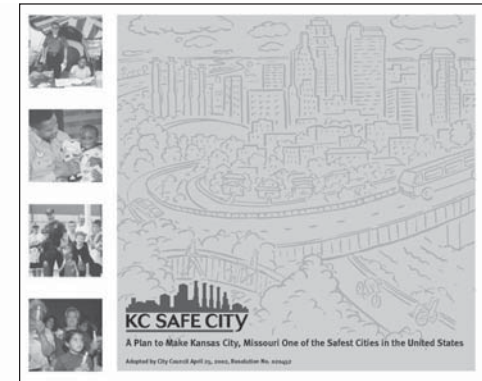
The Kansas City Police Department has designated the Prospect Corridor as part of their weed & seed pilot area. KCPD has issued an RFP to contract with a company to manage the weed & seed program. This will allow for a more concentrated effort to significantly reduce crime and leverage seed dollars to bring proven crime prevention programs to the Prospect Corridor.

## GOAL #3:

### Collaborate with Community Anchors/Community Partners to Achieve Goals

- In order to effectively implement the PCI plan, we must collaborate with other community anchors and partners to achieve our goals. Through community building and organizing, we can learn to more effectively address issues and build on assets within the Prospect Corridor.

- ✓ Collaborate with current initiatives, including the KC Safe City Initiative and the KC Weed and Seed Initiative.
- ✓ Choose successful partners. Establish community partnerships with key community anchors.
- ✓ Investigate the potential of establishing a FOCUS Center within the Prospect Corridor where citizens can access information and services, supported through public and private resources, and create a connection between neighborhoods and the services they need.



- Provide input to the social service provider study.
- Participate in focus groups as needed for the social service provider study.
- Volunteer to collect data for the FOCUS Center.
- Assist with other FOCUS Center work as needed.

- Develop a Community Anchors Pilot Program within the Prospect Corridor as recommended in **FOCUS**. (See appendix)

# Roles & Responsibilities:

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## The Role of Individuals

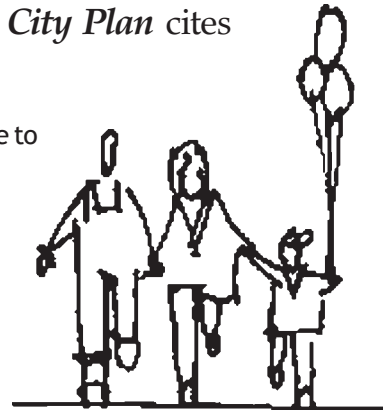
For Prospect to be revitalized, residents in the Prospect Corridor must be involved in assessing the services they need and want and have a proactive role, in partnership with the city, the private sector, and others in meeting their own needs.

- Learn the names of your neighbors and their kids and let them know how you feel
- Send welcome letters to new residents moving into neighborhood
- Make phone calls for your neighborhood
- Empower your community—VOTE in every election
- Take responsibility for keeping your property and home up to code

## The Role of Neighborhood and Block Associations

Two of the three aspirations that the *FOCUS Kansas City Plan* cites for neighborhoods:

1. **Connectedness** - connecting neighborhoods and people to promote positive interaction
2. **Responsiveness** - strong cooperative leadership that proactively addresses neighborhood issues and opportunities throughout the city.





There must be a commitment from Prospect Corridor residents to work together as a collective body and accept the role as a leading force for positive change by doing the following:

- Develop publicity/awards about successful neighborhoods who are working together
- Develop incentives to get residents involved and keep them involved

### **The Role of Businesses & Community Development Organizations**

Prospect Corridor businesses have faced many challenges over several decades, with only the complexity of the challenges changing. It is more important than ever for businesses to partner with the community that they serve and to take the responsibility of being an active participant in the physical rebuilding, investment in people and economic stimulation of their neighborhood. Without this commitment, the community that is being served will disappear. Community Development Organizations that work in the Prospect Corridor can play a major role in both housing and economic development and should be working closely with Prospect businesses.

- Become members of the neighborhood associations
- Sponsor neighborhood events such as block parties and cleanups

### **The Role of the City of Kansas City**

City government must provide the leadership to establish not only a new agenda, but new partnerships for solving community problems in innovative and more connected way. Public and private leadership, partnerships, commit-

ments and actions are all instrumental to the success of the Prospect Corridor Initiative Plan.

- Conduct both day and evening neighborhood meetings at City Hall to accommodate residents' work schedules

### **The Role of Health Care and Service Providers**

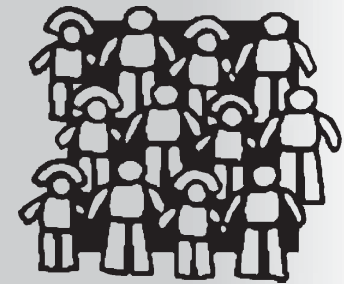
Health care and service providers must realize their importance beyond the care that they offer. They are supporting the Prospect Corridor's greatest assets: the residents that live, work and recreate there. The state of the residents is a reflection of the state of the Corridor as a whole. When one member of the family suffers, all members suffer. Health care and service providers are part of the Prospect family.

- Educate local community organizations about services and health care prevention
- Become a member of neighborhood association
- Partner with other organizations to promote safety zones for residents

### **The Role of Faith-based and Community Organizations**

For many decades the faith based and community organizations within the Prospect Corridor have been the thread that has held the community fiber together. To strengthen that fiber the roles of these organizations must keep up with the changing needs of the communities they serve. They have gone beyond just meeting the needs of spiritual life and have embraced the philosophy of addressing the total person. This means their capacity must increase to meet the evolved role they play.

- Coordinate with the City and other organizations to avoid duplication of services
- Sponsor leadership and technical training to adequately meet the needs of the community





## **The Role of Educational Institutions**

For Prospect to be revitalized, we must focus on life-long education, equipping citizens for the changing work environment, job retention and expansion strategies, and practical life skills for Kansas City's youth. Life-long learning means that we provide people with learning opportunities throughout their lives and in every phase of what they do. Learning opportunities related to work, whether it is education on the nature of work or the types of training and retraining and job skills that workers need, must be available to people as they need it and at each learning point in their lives, from pre-school to adult training and retraining programs. We must focus on early childhood education, K-12 education, adult learning, including training and retraining for employment, and the elderly.

- Produce leaders through mentoring and other programs
- Neighborhood schools partner with neighborhoods on common issues concerning youth and neighborhood concerns

## **The Role of Charitable Institutions**

Charitable institutions are a major element in the life-blood of Kansas City. Kansas City's charitable community continues to open their coffers for various causes regardless of race, creed or color. We must now face the reality that the needs are increasing and the approach to charitable giving is becoming more complex. Charitable organizations must give more attention to the local needs of the community in which they reside and work inside out.

- Convene organizations to discuss ways to work together on a long-term basis
- Provide education, research, funding and volunteers
- Reach out to neighborhoods in the community where they reside

# 1st Year Priorities: Trash

In the first year of the Action Plan for the Prospect Corridor, the Prospect Corridor Community and Prospect Corridor Initiative will break the cycle of trash/litter/illegal dumping in one or more high visibility locations.

## CONTEXT:

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- In May 2002, Kansas City's litter index was 2.1 on a 4-point scale, with 1 being "no litter" and 4 being "extremely littered"; this is worse than the national average of 1.9. The litter index for the Prospect Corridor was approximately 2.6. The Prospect Corridor scores are among the worst in the city. *(Source: Keep Kansas City Beautiful)*
- In the City Services Performance Report for Fiscal Year 2001, a little over a quarter (26%) of the citizens were dissatisfied with the overall cleanliness of city streets and other public areas, and almost a third (30%) were dissatisfied with the City's enforcement of litter and debris clean up on private property. In both cases, however, citizen satisfaction had improved over the previous 18 months. *(Source: City Auditor's Office)*
- The Action Center got 79 calls in the Prospect Corridor regarding trash on public and private property, refuse and trash collection, and illegal dumping between May of 2001 and May of 2002. The rate of calls regarding these general issues is twice as high from the Prospect Corridor as from the city as a whole. The number and percentage of calls has increased since May 2000. *(Source: Action Center)*





- Neighborhoods in the Prospect Corridor have already been attacking litter:
  - ✓ Ivanhoe partnered with Keep Kansas City Beautiful to hold a neighborhood-wide cleanup celebration in Ivanhoe Park. They have received a Kansas City Neighborhood Alliance Self Help Grant used to pay small sums to residents to help with clean-up and keeping things cleaned up and to put signs around to prevent dumping.
  - ✓ Washington Wheatley has used Community Service Workers for clean-ups and conducted a mini-Clean Sweep.
  - ✓ Oak Park is a Keep Kansas City Beautiful Adopt-A-Street participant.
  - ✓ East Area Community Coalition has partnered with Unity church to use youth in a neighborhood clean-up.
  - ✓ Santa Fe is involved in the ROAR (Rat-On-A-Rat) program to help prevent illegal dumping.



## **PUBLIC INPUT:**

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Participants in all five Neighborhood Assessments in the Prospect Corridor brought up problems related to trash, illegal dumping and litter as something they wanted to fix and suggested ways of solving the problems.

### **Washington Wheatley Wendell Phillips Neighborhood Assessment:**

- Residents said that developing and maintaining a clean neighborhood and reducing the amount of trash and blight were major priorities.

### **August Prospect Corridor Pre-Planning Workshop:**

- Participants used the word “trash” to describe Prospect.
- They stated they would like environmental clean up.
- They said they would like to educate residents about bulky item pick up; and
- They expressed they would be more likely to want to shop or live in the Corridor if the area was clean

### **September Prospect Corridor Concept Plan Criteria Workshop:**

- Participants voted that “Trash” and “Beautification,” including litter control were two of their top priorities for improving services in the Corridor.

### **December Prospect Corridor Community Planning Workshop on Theme Refinement:**

- Participants reviewed ideas and developed new ones on how to break the cycle of trash in the Corridor and who could help and how.

### **January Prospect Corridor Alternatives Generation Workshop:**

- Participants reviewed three alternatives and decided that removing the worst visual and environmental problems along Prospect first was a key strategy.

### **March Prospect Corridor Concept Refinement and Implementation Strategy Development Workshop:**

- Participants voted to focus on trash in the first year and use it as an initial organizing issue.
- Participants decided to organize and target clean up areas

## **TRASH POLICY:**

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The following policies will be used to determine how to operate the Prospect Corridor Initiative and will guide present and future decisions and future decisions and procedures:

- Trash and illegal dumping in the Prospect Corridor is everyone’s problem. The solution to the problem shall involve everyone: individuals, block clubs, neighborhoods, businesses, governmental, service, civic and religious organizations, as well as youth, seniors, and families.
- Priority for attacking the trash/illegal dumping problem in the Prospect Corridor shall be for those high visibility problem areas, particularly on Prospect, located near areas of strength, as defined by the Prospect Corridor Initiative Advisory Board.

- Action steps shall include those that break the cycle of trash:
  - ✓ Prevent trash/illegal dumping
  - ✓ Deliver improved services to remove trash/illegally dumped materials
  - ✓ Maintain cleaned-up areas in that state.

# 1 Goal for the 1st Year: Trash

In the first year of the Action Plan for the Prospect Corridor, the Prospect Corridor Community and Prospect Corridor Initiative will break the cycle of trash/litter/illegal dumping in one or more high visibility locations.

## GOAL #1:

### Break the Cycle of Trash

- clean it up
- maintain it
- prevent it from falling back into the trash cycle.

**Work as a group to reach a common level of understanding about the scope of the trash/litter/illegal dumping problem, available resources, what has been accomplished and by whom.**

- ✓ Invite Keep Kansas City Beautiful to make a comprehensive overview presentation to the committee on trash/litter/illegal dumping, the resources available to fight it, and who is already involved in working on the issue.



### Determine who is working on the problem now:

- ✓ Make a list of Prospect Corridor neighborhoods, groups and individuals currently involved in prevention of trash/illegal dumping, its clean-up, or maintaining a cleaned area; who is the contact person (address/phone/e-mail); what do they do; how do they work with community groups; what other groups do they work with (include contact information)
  - ROAR (Rat-on-a-Rat) Task Force
  - Ivanhoe Neighborhood Council
  - Washington Wheatley Neighborhood Association
  - East Area Community Coalition
  - Santa Fe Neighborhood Association
  - Oak Park Community Association
  - The Concerned Clergy
  - People who attended Prospect Initiative Workshops

### Determine what the problem is and where in the corridor it is a problem:

- ✓ Obtain copies of Parcel Average of Grounds Conditions from CityScope
  - Circle in black areas that are rated substandard or worse
  - Survey and rate Non-residential properties on Prospect
    1. Select surveyors
    2. Schedule and hold a training session on rating Grounds Conditions with Kansas City Neighborhood Alliance and the UMKC Center for Economic Information
    3. Perform Survey
  - Circle in red those that are located near “areas of strength” as identified by other Action Committees

### Determine which highly visible areas on Prospect near areas of strength to concentrate on (in coordination with other Action Committees):

- ✓ Hold a joint meeting to present information and decide on a target area



### QUICK WIN...

**R.O.A.R.** (Rat on a Rat) PCI will be coordinating with the R.O.A.R. program to help eliminate illegal dumping in Prospect Corridor. Through incentive rewards, R.O.A.R. Task Force and weekly R.O.A.R. patrols PCI hopes to increase neighborhood involvement in keeping the Prospect Corridor clean.

### QUICK WIN...

The Prospect Corridor has been selected as an initial area to demonstrate the KC Safe City Initiative Plan, which was adopted by City Council in April 2002. The Prospect Corridor will use the first year focus on trash to demonstrate KC Safe City recommendations. A neighborhood problem solving task force, as recommended by the KC Safe City Initiative, will be appointed to work on

#### Convene a Neighborhood Problem-Solving Task Force to develop a strategy for addressing the issue (this could be an expansion of the ROAR task force).

- ✓ Task Force should include members of the Trash Action Committee and representatives from groups inside and outside the corridor who are working on the issue of trash. The Neighborhood Problem-Solving Task Force would be endorsed by the KC Safe City Initiative Steering Committee.
- ✓ Representatives from the task force should survey the area selected and document the type of trash and possible source of the trash, with technical assistance from the Police and Environmental Management Departments

#### Determine what you want to do; use what has been learned about resources, successful projects and ideas from the problem-solving task force to develop a routine approach that includes:

- ✓ How you can get the area cleaned up
  - Targeted area:
    1. Identify Anchor institutions/potential partners (including City departments) in area of strength.
    2. Schedule clean up day(s) for volunteers/partners in targeted locations.
  - Corridor as a whole:
    1. Rat On A Rat: develop a committee to receive, submit and monitor complaints on trash to the Action Center
    2. Organize neighborhoods, block clubs, youth, to participate in Clean Sweep.
- ✓ How you can keep the area maintained after it is cleaned up
  - Targeted Area:
    1. Find funding for wall/ fence/landscaping/change in ownership/reuse of property for the targeted area after it is cleaned up.
    2. Coordinate/develop support programs such as landscaping, community gardening, preparation of PIAC requests for small capital improvements in target areas of strength, based on agreement with Prospect Corridor Initiative Advisory Board.

- Corridor as a whole:
  1. Arrange for groups in the Corridor who have been successful in attacking the trash/litter/illegal dumping problem to mentor other in the corridor to do the same so that the whole Corridor is brought up to a high standard.
  2. Convince groups in the Prospect Corridor to participate in the Adopt-A-Street program for Prospect Avenue and streets that connect to Bruce R. Watkins Drive.
  3. Work with community organizers and leadership trainers to include information on how block clubs and neighborhood groups can organize to handle trash problems as part of their regular training program



✓ How you can prevent the area from getting littered/dumped on again

- Awareness campaign highlighting citizen responsibilities, when trash and bulky item pick up days are, when to put out trash, tips for keeping animals out of the trash, human-interest success stories related to trash clean-up/prevention, where/how to turn in complaints
  1. Articles for PCI and Neighborhood newsletters
  2. Sample letters to new residents to be sent by Block Clubs
  3. Posters designed by youth to be put up in the windows of Prospect Businesses
- Research and prepare information for wide distribution in the Corridor on how to dispose of unwanted items through recycling, donations to charities, garage sales, and proper disposal

**QUICK WIN...** continued

solutions to more complex trash/litter/illegal dumping problems in the Prospect Corridor. The goal of KC Safe City Initiative is to bring all of the City of Kansas City, Missouri emergency services, city departments, community and neighborhoods resources together under one unified safety system to make Kansas City one of the safest cities in the United States.

**Determine who else you need to help you (Develop and maintain a mailing list with contact information)**

- ✓ Neighborhoods
- ✓ Block clubs
- ✓ Key individuals
- ✓ Youth
- ✓ Seniors
- ✓ Families
- ✓ Community Partners
  - Churches
  - Business Association and businesses



**Develop time table, make assignments, complete assignments, evaluate success**

## **Roles & Responsibilities:**

### **The Role of Individuals**

For Prospect to be revitalized, residents in the Prospect Corridor must be involved in assessing the services they need and want and have a proactive role, in partnership with the city, the private sector, and others in meeting their own needs.

- Walkers on Watch wear gloves and carry trash bags

### **The Role of Neighborhood and Block Associations**

Two of the three aspirations that the *FOCUS Kansas City Plan* cites for neighborhoods are:

P R I O R I T Y : T R A S H

### **QUICK WIN...**

Keep Kansas City Beautiful is partnering with PCI neighborhoods to be a part of the Adopt-A-Spot program. The program designates an area that is litter free and is marked by an Adopt-A-Spot sign with the neighborhood's name.

1. **Connectedness** - connecting neighborhoods and people to promote positive interaction,
2. **Responsiveness** - strong cooperative leadership that proactively addresses neighborhood issues and opportunities throughout the city.

There must be a commitment from Prospect Corridor residents to work together as a collective body and accept the role as a leading force for positive change.

- Take responsibility for keeping our streets and parks clean
- Organize a neighborhood Trash Patrol

### **Businesses and Community Development Organizations**

Prospect Corridor businesses have faced many challenges over several decades, with only the complexity of the challenges changing. It is more important than ever for businesses to partner with the community that they serve and to take the responsibility of being an active participant in the physical rebuilding, investment in people and economic stimulation of their neighborhood. Without this commitment, the community that is being served will disappear. Community Development Organizations that work in the Prospect Corridor can play a major role in both housing and economic development and should be working closely with Prospect businesses.

- Become members of the neighborhood associations
- Sponsor neighborhood events such as block parties and cleanups

### **The Role of the City of Kansas City**

City government must provide the leadership to establish not only a new agenda, but new partnerships for solving community problems in innovative and more





connected way. Public and private leadership, partnerships, commitments and actions are all instrumental to the success of the Prospect Corridor Initiative Plan.

- Change the way services are delivered in our community to a neighborhood-based model
- Increase pick up from public trash cans
- Establish stiffer Code enforcement for such things as trash on vacant lots, dumping on private property, illegal dumping

### **The Role of Health Care & Service Providers**

Health care and service providers must realize their importance beyond the care that they offer. They are supporting the Prospect Corridor's greatest assets: the residents that live, work and recreate there. The state of the residents is a reflection of the state of the Corridor as a whole. When one member of the family suffers, all members suffer. Health care and service providers are part of the Prospect family.

- Legal Aid – bring action to abate junk yards

### **The Role of Faith-Based & Community Organizations**

For many decades the faith based and community organizations within the Prospect Corridor have been the thread that has held the community fiber together. To strengthen that fiber the roles of these organizations must keep up with the changing needs of the communities they serve. They have gone beyond just meeting the needs of spiritual life and have embraced the philosophy of addressing the total person. This means their capacity must increase to meet the evolved role they play.

- Start a "Litter Getter" team
- Partner with neighborhoods to encourage youth to help with neighborhood clean-ups and lawn mowing



## The Role of Educational Institutions

For Prospect to be revitalized, we must focus on life-long education, equipping citizens for the changing work environment, job retention and expansion strategies, and practical life skills for Kansas City's youth. Life-long learning means that we provide people with learning opportunities throughout their lives and in every phase of what they do. Learning opportunities related to work, whether it is education on the nature of work or the types of training and retraining and job skills that workers need, must be available to people as they need it and at each learning point in their lives, from pre-school to adult training and retraining programs. We must focus on early childhood education, K-12 education, adult learning, including training and retraining for employment, and the elderly.

- Develop graffiti art programs for youth
- Partner with faith based and community organizations to create tutoring programs

## The Role of Charitable Institutions

Charitable institutions are a major element in the life-blood of Kansas City. Kansas City's charitable community continues to open their coffers for various causes regardless of race, creed or color. We must now face the reality that the needs are increasing and the approach to charitable giving is becoming more complex. Charitable organizations must give more attention to the local needs of the community in which they reside and work inside out.

- Convene organizations to discuss ways to work together on a long-term basis
- Provide education, research, funding and volunteers
- Reach out to neighborhoods in the community where they reside



# 1st Year Priorities: Rehab Existing Housing Stock

In the first year of the Action Plan for the Prospect Corridor, the Prospect Corridor Community and Prospect Corridor Initiative will do the following:

- Build the knowledge base regarding housing rehabilitation, the need for rehab, and rehab resources for corridor residents and property owners
- Support one or more targeted housing initiatives in the Prospect Corridor and one housing rehab related project that will benefit the whole Corridor

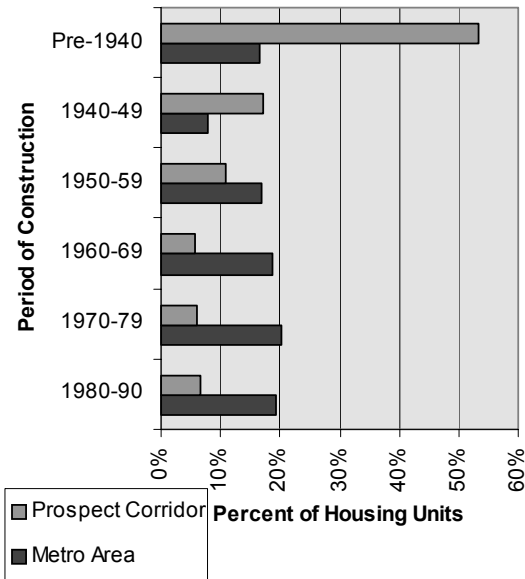
## CONTEXT:

- According to the CityScope 2001 100% survey of Exterior Physical Conditions in the Prospect Corridor, over a third of the single family residential structures were substandard. An additional 28 percent were rated as either seriously or severely deteriorated. *(Source: CityScope 2001, Center for Economic Information, UMKC)*
- There are over 1,600 people in the Prospect Corridor who are 75 years old and older. Those not already in assisted living situations, will most likely to have trouble maintaining their homes over the next 10 years. They are also likely to be unwilling to take out loans for home repair. If they do not make provision for transfer of their home upon their disability or death, or their heirs are unable or unwilling to maintain the house, there is potential for more vacant and abandoned homes in the Corridor over the next 10 years.
- There are almost 1,700 households in the Prospect Corridor headed by single parents with children under 18 years old. This is almost twice the percentage of the city as a whole. With more family responsibilities and possibly a smaller income than a two-parent household or a childless household, home maintenance and financing home improve-



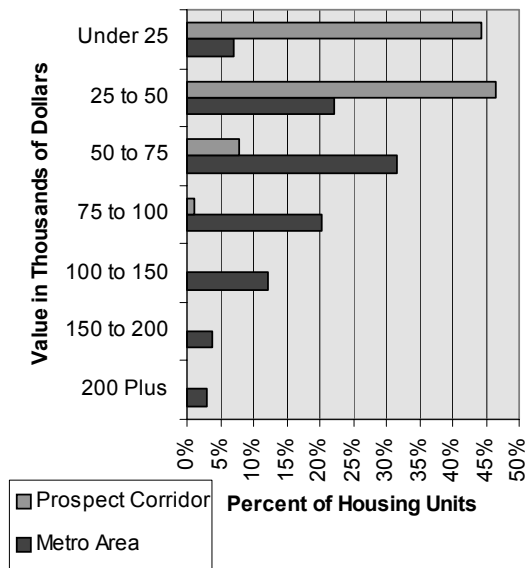
### YEAR BUILT

Source: 1990 Census



### VALUE OF OWNED HOMES

Source: 1990 Census



ments may be more challenging. This could imply the need to develop home assistance programs and generous financing for housing rehabilitation.

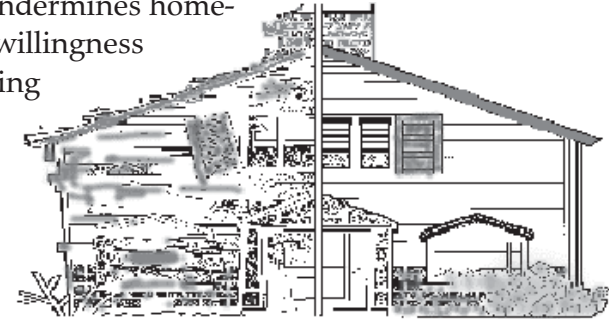
### Year Built

- Data on Housing Age show that the biggest proportion of housing (over 50%) was built before 1940. An additional 28% of the housing was constructed between 1940 and 1960, which is probably related to the strong manufacturing sector during that time. Home maintenance and financing home improvements may be more challenging in these older (and typically large) homes in the corridor.

### Value of Owned Homes

- The values of homes in the corridor are relatively low compared to the metropolitan area. The median value of homes in the corridor in 1990 was less than ½ the median value for the metropolitan area.

- Almost 1,700 Prospect Corridor housing units were vacant in 2000. This figure has remained high since 1970, with the percentage of all units that are vacant climbing over the decades. Nearly 2/3 of those vacant were classified as “not on the market.” These could be presumed to be at risk for abandonment, vandalism, and potential demolition. They also can be seen as resources for rehabilitation and re-occupation.
- The low housing values and a large number of vacant homes indicates a lack of demand. The poor housing market in the corridor undermines homeowner confidence and subsequently their willingness to make needed improvements. The resulting disinvestment and deferred maintenance in corridor housing points to the need for increased investment, both public and private, to rehabilitate corridor housing. This renewed investment should build on areas of strength in the corridor.



- In the *City Services Performance Report for Fiscal Year 2001*, although a quarter of the citizens were dissatisfied with enforcement of maintenance of residential property, it was a smaller percentage than last year, and more were satisfied than dissatisfied.
- Neighborhoods in the Prospect Corridor have already been working on housing issues:
  - ✓ Ivanhoe has two organizations that are building single-family homes in their neighborhood.
  - ✓ Washington Wheatley has partnered with HEDFC for the Minor Home Repair Program where each grant recipient can receive up to \$5,000 per home.
  - ✓ Santa Fe received grant monies for a paint program. Residents applied for and received paint from the City of Kansas City. The Benton Corridor project will bring new housing development from 27th Street to 31st Street along Benton Boulevard.
  - ✓ Wendell Phillips has two major housing initiatives that are underway. The first is the Brooklyn Heights project, which is the construction of market rate single-family dwellings between 20th Street and 22nd Street in the vicinity of Brooklyn Avenue. The second is the Vine Street development that is approximately from 20th to 24th streets, Woodland Avenue to the Paseo Boulevard.



## PUBLIC INPUT:

Participants in all neighborhood assessments in the Prospect Corridor brought up problems related to housing rehabilitation that they wanted to fix and suggested ways of solving the problems.

### **The Santa Fe Neighborhood Assessment:**

- Residents said that identifying grants and community development corporations to rehabilitate homes in the area was a significant step in making the neighborhood better.

### **The Ivanhoe and Key Coalition Neighborhood Assessments :**

- Citizens said that creating a housing master plan and increasing owner responsibility for property maintenance were significant goals.

### **The Oak Park Neighborhood Assessment :**

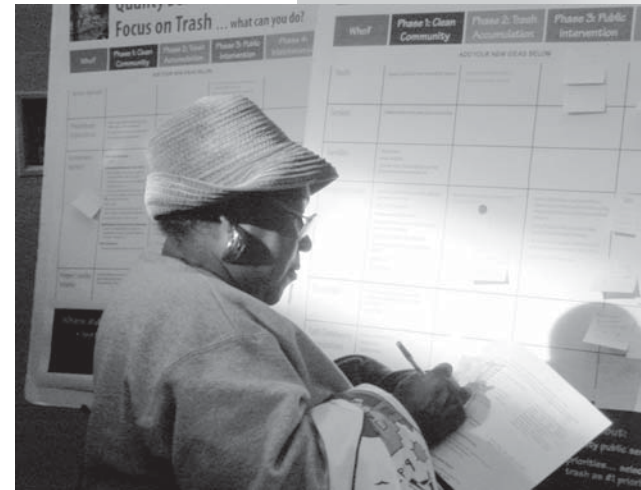
- Residents said that developing a housing rehabilitation plan for existing houses and working with the Kansas City Neighborhood Alliance (KCNA) to provide rehabilitation services was important.

### **The Washington Wheatley / Wendell Phillips Neighborhood Assessment:**

- Participants said that providing grants to fix houses and improving customer service in the minor home repair program was a key goal.

### **August Prospect Corridor Pre-Planning Workshop:**

- Participants used the words “deserted houses”, “improvement” and “opportunity” to describe Prospect
- They said they would like high quality rehab of existing structures
- They would like redevelopment done in a significant way, such that it is coordinated, comprehensive, and relates to housing.



### **September Prospect Corridor Concept Plan Criteria Workshop:**

- Participants noted there were lots of elderly, single moms, and children in the Corridor
- They said rehab programs were needed to support housing development/restoration in the Corridor
- Older homes should not be torn down unless they are dilapidated, and
- The housing standard should be raised in order to improve neighborhood feel in the Corridor.

### **December Prospect Corridor Community Planning Workshop on Theme Refinement**

- Participants worked on a mapping exercise to identify where different types of people lived in the Corridor, where vacant lots were concentrated, and where home ownership was concentrated.
- They decided that housing rehabilitation was preferred as a strategy before new construction.
- They discussed how to rehab/beautify occupied and vacant homes before implementing housing projects for new construction.

### **January Prospect Corridor Alternatives Generation Workshop**

- Participants reviewed three alternatives and decided to prioritize housing where investment has already started and in areas of organizational strength.

### **March Prospect Corridor Concept Refinement and Implementation Strategy Development Workshop**

- Participants voted to focus on rehabilitation of existing housing stock in the first year with some action steps to:
  - ✓ Identify grants and partners to rehabilitate homes in the area
  - ✓ Contact the “Christmas in October” home repair program
  - ✓ Emphasize rehabilitation over demolition of dangerous buildings



## REHAB HOUSING POLICY:

The following policies will be used to determine how to operate the Prospect Corridor Initiative and will guide present and future decisions and future decisions and procedures:

- Although there are a variety of housing problems and solutions in the Prospect Corridor, the Prospect Corridor community will concentrate on understanding and doing something about housing rehabilitation in the first year.
- Housing programs generally require specialized expertise and extensive resources; collaboration builds on existing knowledge and stretches resources. The Prospect Corridor Community will collaborate and build coalitions with organizations and individuals with current expertise and resources in housing, while building community capacity to independently support housing rehabilitation in the Prospect Corridor.
- The first priority for housing rehabilitation programs shall be within neighborhoods that border Prospect Avenue, and shall start with areas of housing strength and organizational strength within those neighborhoods, as designated by the Prospect Corridor Initiative Advisory Board.
  - ✓ Housing strength is defined as areas within the Prospect Corridor where three or more blocks that are located next to each other have at least 50 percent of each block in excellent or good condition based on the CityScope 2000 Housing Condition Survey. Housing strength can be further defined by having a high percentage of owner occupancy and housing originally built to high standards with quality design and materials, within adjacent blocks.
  - ✓ Organizational strength is defined by what a particular organization has accomplished or has the current resources to accomplish in the field of housing. An area of organizational strength can be further defined by the presence of strong volunteer-based groups served by the same area.
    - The term “organization” shall include only those for-profit, not-for-profit or governmental organizations that are incorporated, but can include development organizations, faith-based organizations, or other not-for-profit community organizations.





- Housing programs in the Prospect Corridor shall address wherever possible special needs groups that are disproportionately large in Prospect Corridor neighborhoods including:
  - ✓ elderly heads of households, particularly those 75 years old and older
  - ✓ single parent households with children
- Action steps shall wherever possible emphasize those that in the long term will help to:
  - ✓ Prevent housing problems
  - ✓ Deliver improved housing services
  - ✓ Maintain good housing conditions.

## 2 Goals for Year 1: Rehab Housing

In the first year of the Action Plan for the Prospect Corridor, the Prospect Corridor Community and Prospect Corridor Initiative will do the following:

- Build the knowledge base regarding housing rehabilitation, the need for rehab, and rehab resources for corridor residents and property owners
- Support one or more targeted housing initiatives in the Prospect Corridor and one housing rehab related project that will benefit the whole Corridor

### GOAL #1:

#### To Build the Knowledge Base Regarding Housing

- Work as a group to reach a common level of understanding about the scope of the housing rehabilitation problem, available resources, what has been accomplished and by whom.
  - ✓ Invite one or more housing experts to make a comprehensive overview presentation to the committee on housing rehabilitation needs in the Prospect Corridor based on the latest Census and housing conditions data, the resources available to fight it, and who is already involved in working on the issue.

- Determine who is working on the problem in the Corridor now:
  - ✓ Make a list of neighborhoods, groups and individuals currently involved in Prospect Corridor housing programs, particularly housing rehabilitation; who is the contact person (address/ phone/e-mail); what do they do; how do they work with community groups; what other groups do they work with (include contact information); do they do anything to help elderly homeowners or owners/renters who are single parents with children?
    - Ivanhoe Neighborhood Council Economic Development/Housing Committee
    - Washington Wheatley Neighborhood Association
    - East Area Community Coalition
    - Santa Fe Neighborhood Association
    - Oak Park Community Association
    - People who attended Prospect Initiative Workshops
    - City's Department of Housing and Community Development
    - Jamison Memorial Temple C.M.E. Church: potential new construction, potential rehab for homeless shelter for youth
    - Linwood United Church: Housing Comes First Program for tenant organizing and advocacy of HUD assisted housing.
    - Metropolitan Missionary Baptist Church for development of single family and duplex housing
    - Palestine Missionary Baptist Church: assisted living facilities for the elderly
    - CDC of KC
    - Community Builders of Kansas City
    - Christmas In October
  
- Determine what the housing strengths are and where in the corridor they are concentrated:
  - ✓ Obtain copies of Block Average of Structural Conditions map, from the CityScope project, which surveyed Kansas City housing conditions between April, 2000 and November, 2001. Further information is available from the Kansas City Neighborhood Alliance Neighborhood Renaissance Project.
  - ✓ Mark areas of housing strength on the map and confirm your decisions using the method outlined in Appendix C.



- Determine which areas of housing strength near highly visible areas on Prospect to concentrate on (in coordination with other Task Forces)
  - ✓ Hold a joint meeting to present information and decide on a target area
- Determine the housing needs in the areas of strength selected:
  - ✓ Work with Kansas City Neighborhood Alliance Neighborhood Renaissance Project to do further analysis of CityScope Housing Condition Survey for the blocks chosen:
    - What are the housing-related problems?
  - ✓ Work with Prospect Corridor staff to use Census Data to determine what percentage of elderly households and single parent households with children live there.
    - How does this change how you would treat the problem?
  - ✓ List what is most needed to deliver improved housing services, prevent new housing problems, and maintain housing in good condition.
    - Who can help? What programs?

## GOAL #2:

### To Support One or More Targeted Housing Initiatives and One Housing Rehab Related Project that will Benefit the Whole Corridor

- Determine what you want to do; use what has been learned about resources, successful projects and ideas from others who have been involved in housing to develop a routine approach that includes:
  - ✓ How you can support housing rehabilitation in areas of housing strength:
    - Targeted area:
      1. Develop ways to help market existing programs to residents of the area; assist with marketing
      2. Organize volunteers to help with simple housing rehabilitation tasks.

- Corridor as a Whole:
  1. Develop a list of good housing rehabilitation contractors (plumbers, roofers, painters, people who will do small repair jobs, people who work on stucco or concrete, etc.) and make a special effort to include people with special skills who live in the Prospect Corridor area.
  
- ✓ How you can keep the housing maintained after it is rehabilitated
  - Targeted Area:
    1. Keep a regular watch for change in the target area—people moving out and leaving the house vacant; elderly residents needing more help; house showing neglect and either review it as a committee or set up a special subcommittee to decide what action to take from providing volunteer assistance, to calling in code violations, to providing information on funding sources for rehab.
  
- ✓ Corridor as a whole:
  - Arrange for groups in the Corridor who have been successful in attacking housing problems to mentor others in the corridor to do the same so that the whole Corridor is brought up to a high standard.
  
- ✓ How you can prevent the housing from getting in very bad condition in the first place:
  - Awareness campaign highlighting citizen responsibilities for property upkeep, and resources for property rehabilitation (like Project ReStore, where you can buy cheap materials)
    1. Articles for PCI and Neighborhood newsletters
  
  - Make a list of the names and addresses of landlords in the Corridor; try to contact them to tell them about neighborhood goals, concerns, and expectations about property upkeep.



- Determine who else you need to help you (Develop and maintain a mailing list with contact information)
  - ✓ Neighborhoods
  - ✓ Block clubs
  - ✓ Key individuals
  - ✓ Youth
  - ✓ Seniors
  - ✓ Families
  - ✓ Community Partners
    - Churches
    - Business Association and business



- Develop time table, make assignments, complete assignments, evaluate success

## Roles & Responsibilities:

---

### The Role of Individuals

For Prospect to be revitalized, residents in the Prospect Corridor must be involved in assessing the services they need and want and have a proactive role, in partnership with the city, the private sector, and others in meeting their own needs.

- Take responsibility for keeping their property and home up to code

## The Role of Neighborhood & Block Associations

Two of the three aspirations that the *FOCUS Kansas City Plan* cites for neighborhoods:

1. **Connectedness** - connecting neighborhoods and people to promote positive interaction,
2. **Responsiveness** - strong cooperative leadership that proactively addresses neighborhood issues and opportunities throughout the city.

There must be a commitment from Prospect Corridor residents to work together as a collective body and accept the role as a leading force for positive change.

- Volunteer to help rehabilitate homes in the area
- Mentor other groups in the Corridor who know less about housing programs and resources.

## The Role of Businesses & Community Development Organization

Prospect Corridor businesses have faced many challenges over several decades, with only the complexity of the challenges changing. It is more important than ever for businesses to partner with the community that they serve and to take the responsibility of being an active participant in the physical rebuilding, investment in people and economic stimulation of their neighborhood. Without this commitment, the community that is being served will disappear. Community Development Organizations that work in the Prospect Corridor can play a major role in both housing and economic development and should be working closely with Prospect businesses.

- Rehabilitate homes in the neighborhood that need repair
- Develop a neighborhood business that would repair houses for residents at a reasonable price, i.e. painting a house



### **The Role of the City of Kansas City**

City government must provide the leadership to establish not only a new agenda, but new partnerships for solving community problems in innovative and more connected way. Public and private leadership, partnerships, commitments and actions are all instrumental to the success of the Prospect Corridor Initiative Plan.

- Improve customer service in the minor home repair program, better follow-up, simplify paperwork process
- Hold the Community Development Corporations (CDCs) accountable for the monies appropriated to them for commercial and residential development in neighborhoods

### **The Role of Health Care and Service Providers**

Health care and service providers must realize their importance beyond the care that they offer. They are supporting the Prospect Corridor's greatest assets: the residents that live, work and recreate there. The state of the residents is a reflection of the state of the Corridor as a whole. When one member of the family suffers, all members suffer. Health care and service providers are part of the Prospect family.

- Help people who do not have enough money because of age/income to fix houses

### **The Role of Faith-Based & Community Organizations**

For many decades the faith based and community organizations within the Prospect Corridor have been the thread that has held the community fiber together. To strengthen that fiber the roles of these organizations must keep up



with the changing needs of the communities they serve. They have gone beyond just meeting the needs of spiritual life and have embraced the philosophy of addressing the total person. This means their capacity must increase to meet the evolved role they play.

- Identify and partner with corporations to provide materials, funding and volunteers for home repair
- Partner with neighborhood and City to do minor repairs

### **The Role of Educational Institutions**

For Prospect to be revitalized, we must focus on life-long education, equipping citizens for the changing work environment, job retention and expansion strategies, and practical life skills for Kansas City's youth. Life-long learning means that we provide people with learning opportunities throughout their lives and in every phase of what they do. Learning opportunities related to work, whether it is education on the nature of work or the types of training and retraining and job skills that workers need, must be available to people as they need it and at each learning point in their lives, from pre-school to adult training and retraining programs. We must focus on early childhood education, K-12 education, adult learning, including training and retraining for employment, and the elderly.

- Provide meeting space and technical support for specialized training classes related to housing repair and rehab.





## **The Role of Charitable Institutions**

Charitable institutions are a major element in the life-blood of Kansas City. Kansas City's charitable community continues to open their coffers for various causes regardless of race, creed or color. We must now face the reality that the needs are increasing and the approach to charitable giving is becoming more complex. Charitable organizations must give more attention to the local needs of the community in which they reside and work inside out.

- Convene organizations to discuss ways to work together on a long-term basis
- Provide education, research, funding and volunteers
- Reach out to neighborhoods in the community where they reside

# 1st Year Implementation Calendar

ORGANIZATION	REHAB	TRASH
<b>July, 2002</b>		
Hold candidate forum and elections for PCI Advisory Board	PIAC Applications	PIAC Applications
<b>August, 2002</b>		
Hold first PCI Advisory Board Meeting, including a workshop on Board Expectations and Board Development		
PCI participants and advisory board members sign up for committees		
<b>September, 2002</b>		
Hold first committee meetings	1st Meeting: introductions; review work program for Year 1; share what individual committee member's interests and knowledge about housing rehab;	1st Meeting: introductions; review work program for Year 1; come up with list of names/ organizations to contact;
	Other work: prepare survey form for neighborhoods, individuals and organizations in the Corridor involved in housing; arrange for key Housing related organizations (KCNA/CityScope, DHCD) to make a presentation at October meeting	Other work: prepare survey form; arrange for Keep Kansas City Beautiful to make a presentation at October meeting
Hold PCI Advisory Board Retreat, September 14		
Begin to develop the Community Resource Directory		
Coordinate and provide input to social service provider survey		

# 1st Year Implementation Calendar

ORGANIZATION	REHAB	TRASH
<b>October, 2002</b>		
Hold quarterly PCI Meeting	<p>2nd Meeting: Have presentation from KCNA and DHCD on broad issues relating to housing data and resources; finalize list of corridor groups/names who have been involved in housing; review survey form; decide on who will contact whom;</p> <p>Interviews to gather information on everyone involved in housing in the Corridor and housing rehabilitation resources; begin analysis of what the housing strengths of the Corridor are and where they are located;</p>	<p>2nd Meeting: Have presentation from Keep Kansas City Beautiful on broad issues relating to trash and available resources; finalize list of corridor groups/names who have been involved in Trash clean-up; review survey form; decide on who will contact whom;</p>
Quarterly Newsletter	Other work: set up a mailing list approach; get copies of Block Average Structural Conditions from CityScope	Other work: obtain training on surveying commercial sites for grounds; set up a mailing list approach; get copies of Parcel Average Grounds Conditions from CityScope
Hold PCI Advisory Board Meeting		
<b>November, 2002</b>		
	Workshop with training from KCNA & City on how to use the CityScope Housing Conditions & Census data. Begin analysis of what the housing strengths of the Corridor are and where they are located	Survey commercial areas; review
<b>December, 2002</b>		
Holiday celebration	No meeting	No meeting

# 1st Year Implementation Calendar

ORGANIZATION	REHAB	TRASH
<b>January, 2003</b>		
Hold PCI Advisory Board Meeting	Finish analysis of housing strengths and submit to Advisory Board; start organizing "mentor" groups within the Corridor to bring up the overall level of knowledge about housing.	Planning for Corridor-wide projects such as: start organizing "mentor" groups within the Corridor to share/teach best ideas; organize sign ups for adopt-a-street program for all of Prospect and cross streets connecting to Watkins Drive; develop awareness campaign highlighting citizen responsibilities
Hold Quarterly PCI Meeting	Set up subcommittee to develop Good Contractor list.	
Quarterly Newsletter		
<b>February, 2003</b>		
Joint meeting with Trash & Rehab Action Committees to pick target areas	Review data from other groups; joint meeting with Advisory Board to pick target areas;	Review data; joint meeting with Advisory Board to pick target areas
Hold PCI Advisory Board Meeting	Good Contractor subcommittee contacts other neighborhoods that have such a list (Tower Homes, etc) to get helpful hints; work on gathering names and phone numbers of Good Contractors for list	Initiate one corridor-wide project based on last month's planning
<b>March, 2003</b>		
Hold PCI Advisory Board Meeting	Planning for support of target area projects (marketing existing rehab programs; organizing volunteers to help maintenance & rehab); continue to gather Good Contractor names	1st meeting of Neighborhood Problem Solving Task Force; planning for specific target areas
		Continue one corridor-wide project

# 1st Year Implementation Calendar

ORGANIZATION	REHAB	TRASH
<b>April, 2003</b>		
Hold PCI Advisory Board Meeting	Start target area projects; provide 1st Good Contractor list to PCI and neighborhood newsletters.	Initiate target area activities
Hold quarterly PCI Meeting		Complete one corridor-wide activity
<b>May, 2003</b>		
Hold PCI Advisory Board Meeting	Continue target area projects; start working on Landlords List, starting with target area. Develop Awareness campaign of responsibility and resource for rehab	Continue target area activities
<b>June, 2003</b>		
Hold PCI Advisory Board Meeting - Topic - Planning for Year 2	Complete Landlords List; start contacting landlords. Prepare PIAC Request. Evaluate Year 1 & plan for Year 2	Prepare PIAC Request. Evaluate Year 1 & plan for Year 2
	Continue target area projects	
<b>July, 2003</b>		
Hold PCI Advisory Board Meeting	Submit PIAC request	Continue Target area activities
Hold quarterly PCI Meeting	Complete one target area project	Submit PIAC request
Quarterly Newsletter		Complete 1st year target area activities

# 2nd & 3rd Year Priorities:

The priorities for Years 2 and 3 will build on the first year's priorities and accomplishments and will add to them the remaining four priority areas as agreed upon by the community participants at the March Prospect Corridor planning meeting.

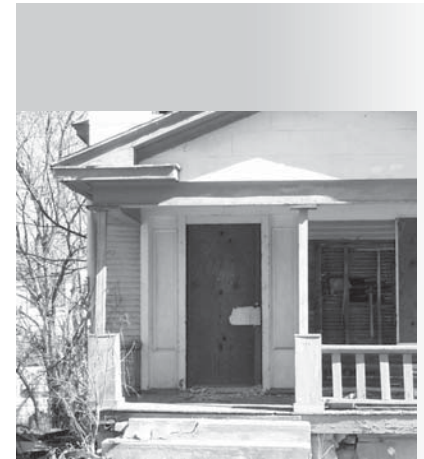
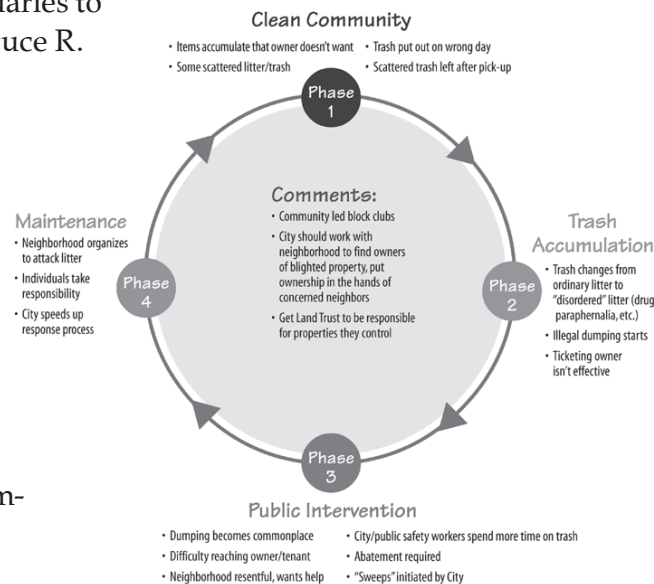
## Continuation of 1st Year Priorities

### Develop and Strengthen Corridor-wide Organization:

- Attain 30% independence as an organization in terms of resources, expertise, and project activities for planning and development
- Reassess Prospect Corridor official boundaries to consider expansion two blocks west to Bruce R. Watkins Drive

### Break the Cycle of Trash:

- Continue maintenance and prevention efforts in breaking the cycle of trash, both in targeted areas and Corridor-wide
- Fold the programs and projects related to Trash into a broader program of promoting a healthy community using KC Safe City strategies (See Healthy Community Priority)



## QUICK WIN...

Business owners determined a need to be more formally organized with a **Prospect Corridor Merchants Association**. PCI staff convened the first meetings and CDC of Kansas City is offering technical and administrative support as the merchants association takes form. Some of the first priorities are:

- cleaning up businesses
- facade rebate program
- business plan development.

## Rehabilitate Existing Housing Stock:

- Participate as a partner in one or more housing rehabilitation programs
- Build the knowledge base regarding housing new construction programs and resources

## 2nd & 3rd Year Priorities

### Promote Healthy Community & Education:

- Reinvest in families: create educational opportunities on life skills, job skills
- Celebrate culture and create a stronger sense of neighborhood
- Implement KC Safe City strategies to reduce high visibility “disorder” issues along Prospect, such as prostitution, drug dealing

### Reinforce Businesses:

- Develop and put into action a strategy to retain existing desirable businesses
- Develop and put into action a coordinated marketing program



- Develop and put into action a comprehensive customer service program including all businesses in the Merchants Association
- Develop and put into action a job training/internship program for area youth
- Develop partnerships to support other Corridor initiatives (i.e. Trash, Housing Rehab)

**Improve Infrastructure & Public Services:**

- Obtain funding for infrastructure projects to support areas of strength or to eliminate high visibility problems
- Implement results and recommendations of Prospect Corridor Social Services Plan
- Improve communication between the City and the community to achieve improved delivery of City services
- Based on a targeted selection of public services to improve (such as catch basin maintenance), strengthen the role of the community in reducing/preventing the need for those services and in maintaining the location in good condition once the service has been delivered.
- Implement improvements regarding coordination, collaboration and access to services from the Prospect Corridor Service Delivery Plan



**QUICK WIN...**

KC Brownfield Initiative is partnering with PCI to look at opportunities to clean up some environmentally unsafe areas in the corridor. This will give some added incentive for economic investment to the area and help retain existing businesses.



### **Invest in Youth:**

- Find funding to create activities and opportunities for youth aged 17 – 29
- Create job training/internship programs (see Reinforce Businesses)
- Create cultural arts programs to involve youth (see also Healthy Community & Education)
- Develop ways to involve youth in all “Prevent, Deliver, Maintain” approaches to problem-solving in the Prospect Corridor
- Develop inter-generational programs to improve communication and collaboration between youth and elderly in the Corridor

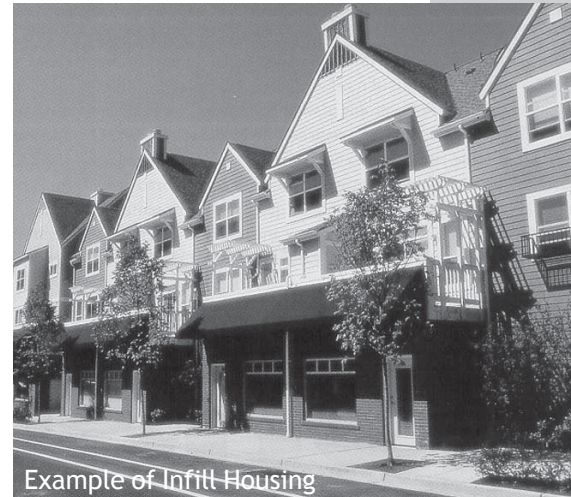


# Years 4-10 Priorities:

The long term priorities and goals for the Prospect Corridor Initiative are based on what we know today – from the community participation, ideas and analysis to date. In three years when it is time to put the goals into action, conditions and opportunities will likely have changed. The community will need to do a major reevaluation at that time based on the experience and progress on accomplishing the goals of the first three years of the Prospect Corridor Initiative.

## Organization:

- Build a self-sustaining organization that can take a major independent role in planning and development.



## QUICK WIN...

Areas of the Prospect Corridor are zoned to allow much more intensive uses than are either currently present or are recommended by adopted plans. The west side of the Santa Fe neighborhood contains large historic single family housing; the adopted plan recommends low density residential uses, but the current zoning would allow apartments to be built in place of single family housing. With the support of the property owners in Santa Fe, the staff could move quickly to **down zone** most of the area between 27th and 30th, Benton Boulevard almost to Prospect Avenue from R-4 (Low Apartment District) to R-2 (two-family dwelling district).

### Planning and Development:

- Reevaluate the seven priority areas that were selected for Years 1-3, and establish new priorities, goals, and implementation strategies
- Prepare and secure City Council approval for a Corridor land use plan
  - ✓ Include land use recommendations that build on and expand recommendations in the FOCUS Kansas City Plan, including Great Streets and Mixed-use Centers
  - ✓ Include a review of aesthetic and design issues and design guidelines for the Corridor and adjacent neighborhoods
  - ✓ Include methods of creating a unique identity and “sense of place” for the Corridor
  - ✓ Include an analysis and recommendations on ways to increase choice in transportation along the Corridor, particularly public transportation, bicycling and walking, while maintaining convenience for automobile travel
- Pursue a comprehensive rezoning program to implement the recommendations of the land use plan



## QUICK WIN...

The recently created **Demolition Lien Waiver Program** is a tool designed to encourage development on properties where development would not otherwise occur. Liens placed on a property by the City for the costs of demolishing dangerous buildings will deter new development on vacant properties. Future development on many of the vacant lots in the Prospect Corridor will depend on the removal of demolition liens utilizing this process. PCI will partner with the City to ensure that liens are strategically waived to advance PCI goals.



### **Business Development:**

- Pursue major commercial redevelopment starting at key intersections, in compliance with adopted plans

### **Infrastructure:**

- Secure funding for a Capital Improvements Program that supports redevelopment

### **Housing:**

- Develop housing infill projects expanding out from areas of Corridor strength
- Develop housing redevelopment projects in areas of greatest need

### **Healthy Community, Education, Services, Youth:**

- Test a prototype for improved delivery of services based on neighborhood type as determined by Neighborhood Assessments through an expanded **FOCUS** Center

# History of the Prospect Corridor

In the 1880s, the Prospect Area was primarily a farming community on the fringes of Kansas City. In 1885, annexation went south to 31st Street and east to Cleveland Avenue. In 1887, a schoolhouse was built at 24th and Prospect Avenue to serve what was then a widely scattered population. The original name of the school was called Irving School. Population demand and the need for renovations caused several expansions, and the school was renamed during World War II in honor of Booker T. Washington. Booker T. Washington School was demolished in 1990, and the new Crispus Attucks Elementary School was built on the same site.

The annexation of 1897 extended the city south to 49th Street. 1957 marked the final annexation that affected the east side when the area east of I-435 and north of I-70 was added to Kansas City.



The history of the Prospect Area is particularly interesting because of its diverse ethnic heritage. The district includes a number of buildings associated with the city's Jewish community. Although a small Jewish population located in the city before 1840, it was after the Civil War that Jewish immigration from Germany and Central Europe contributed to the city's general growth. In addition to syna-

gogues, eastern Kansas City included a number of Catholic and Protestant churches. So many of these lined Linwood Boulevard that it was known as the "Boulevard of Churches."

The historic Santa Fe Place, located between 27th and 31st Streets and Prospect and Indiana Avenues, is one of Kansas City's first planned neighborhoods. The Santa Fe Trail cut through the area when Jones Lockridge purchased the land as a family farm in 1836. Platted in 1897, the construction of homes began in 1902 following plans formulated by Nannie and Victor Bell, August R. Meyer, and Henry C. Brent, all partners in the Bell Invest-

ment Company. A homeowners covenant required single family houses with a minimum construction cost, uniform street setbacks, and no commercial establishments. This covenant predated the city's first zoning ordinance of 1923. Now listed on the National Register, Santa Fe Place is significant because its original planning and architectural character have remained predominately unaltered.



After the 1880's, African Americans concentrated their residences, businesses, and churches in the area north of 27th Street. This was due to the fact that restrictive real estate covenants and the practices of bankers and community councils barred the African American population from moving south of 27th Street.

Of significant influence to the development of the Prospect Area was the 1893 Report of the Board of Park & Boulevard Commissioners of Kansas City, Missouri which outlined George E. Kessler's bold vision for a park and boulevard system in Kansas City. This document represented the culmination of a year's study of the physical attributes and social needs of the growing city. Located within the Prospect Corridor are Linwood and Benton Boulevards. These boulevards are representative of the boulevards that Kessler designed throughout the city.



The Prospect Area was also home to Kansas City's first professional baseball stadium at 22nd Street and Brooklyn. Originally known as Muehlebach Field, the structure was built in 1923. Later renamed Municipal Stadium, the field was home to the Kansas City Blues and A's and the Kansas City Monarchs of the Negro League. It was torn down in 1976 and today is the site of a community garden.

The south part of the Prospect Area includes subdivisions planned by N.W. Dible, one of Kansas City's most prolific homebuilders. Dible's Oak Park, located around 40th & Prospect, was a 500-home subdivision featuring diverse architecture and affordable prices.



The Prospect Area's population really began to grow after WWII. A housing shortage became critical during and after the war. Throughout this time period, African Americans were still confined primarily to the area north of 27th Street to Independence Avenue, between Prospect Avenue on the east and Oak Street on the west. However in 1948, the U.S. Supreme Court outlawed racial discrimination in covenants and deed restrictions in the landmark case, *Shelley v. Kraemer*. Dr. D.M. Miller and his wife were the first African American couple to move into Santa Fe Place and many middle-class black families followed them.

The assassination of Martin Luther King, Jr. spurred urban riots throughout the country. On April 6th, 1968, race riots tore through the commercial area along 31st Street and on Linwood at Prospect. Many businesses destroyed in the rioting did not rebuild in their original locations but instead relocated to suburban areas. This de-investment was an economic disaster for the historic commercial areas of the district. In addition, the continued exodus of middle class families to suburbia prompted the dividing up of large houses into low-cost, multifamily rental dwellings.

In the 1950s, a transportation link between downtown and southeast Kansas City, known as the South Midtown Freeway was proposed. Construction, however, was blocked by a 1973 lawsuit in which several groups asserted that a freeway would be damaging to the neighborhoods and the environment. In 1985 the state, City, and neighborhood groups reached an agreement that allowed construction to begin and directed part of the roadway to be more like



a parkway than a freeway with enhanced landscaping and bridge design as well as some at-grade intersections. The roadway was renamed in 1987 in honor of Bruce R. Watkins (1924-1980), a political and social activist. Watkins made innumerable contributions to the development of Kansas City and towards the advancement of civil rights for African Americans. The project was completed in 2002. Streets within the Prospect Corridor that intersect Bruce R. Watkins Drive include Emanuel Cleaver II Boulevard, 39th Street, Linwood Boulevard, and 22nd Street. As the use of the roadway grows, there will be potential to attract private development.

In 1962 Watkins and his close friend, Leon Jordan founded Freedom, Inc. It is believed that the strategic planning of the political organization took place in the back of Jordan's Green Duck tavern, which was located at 26th Street and Prospect Avenue. Jordan served three terms in the Missouri House of Representatives. A statue memorializes him at 31st and Benton Boulevard.

Civil rights leaders and social activists, residential and transportation planning, and a broad ethnic history are all part of the historical significance of Kansas City's "Eastside" and the Prospect Area.



# Summary of Neighborhood Assessments

*FOCUS Kansas City, Kansas* City's strategic and comprehensive plan, recognizes that neighborhoods understand best how to direct their own futures. The first initiative in the *FOCUS Neighborhood Prototypes Plan* is participation in a unique neighborhood assessment process that helps citizens to identify specific strategies for their neighborhoods. In so doing, citizens help the City target its investment effectively, and will also help private organizations identify how they can help. The approach creates connections between neighborhoods, the City, and the private sector.



The City is helping all of Kansas City's 240 neighborhoods to complete assessments for their neighborhoods. All neighborhoods in the Prospect Corridor have completed their assessments and almost all classified their neighborhoods as Redeveloping. A Redeveloping neighborhood is defined as an area with severe problems – the existing fabric of the area is generally gone and significant public and private investment is necessary. Redevelopment of these areas can meet market needs for residential and commercial development in older parts of the city. The actions needed are preserving structures that are sound or that may be historically significant, demolishing structures that are in poor condition, building new structures and creating a new fabric for the area.

Residents south of 43rd Street between Prospect and Agnes Avenues within the corridor classified themselves as a Stabilization area. A Stabilization neighborhood is defined as an area that contains any age and type of development that has problems – with building renovation, stagnant property values, increasing vacancies and/or a weakening market. Problems can range from minor to severe. These areas contribute to a variety of housing, commercial and industrial space at varying levels of cost. The actions needed involve addressing the problems that exist – stabilizing where feasible or significantly upgrading where necessary.

One of the objectives of each assessment is for each neighborhood to identify priorities for improving their community. Listed below are neighborhood priorities from the *FOCUS Neighborhood Assessment Workshops* for the Prospect Corridor summarized and categorized according to the seven common themes that were identified in Prospect Corridor Initiative workshops in the last year.

## ORGANIZATION

- Partner with churches, businesses, schools and City officials to address neighborhood concerns
- Improve communication with the City – identify someone to talk to who will take ACTION
- Reorganize block clubs

## HEALTHY COMMUNITY AND EDUCATION

- The older persons should teach the younger persons about community issues
- Improve the physical conditions of the houses, businesses, and institutions in the neighborhoods to deter criminal activity
- Increase awareness and resident participation in crime prevention strategies
- Develop a comprehensive plan to rid the area of drug houses
- Continue to work with the Kansas City Police Department to create Drug and Prostitution Free zones around residences, churches, and school communities





## YOUTH

- Utilize existing youth programs and services and develop new youth programs and service where needed
- Work with community partners (Kauffman Foundation, Project Neighborhood, Linwood Project, Inc.) in establishing youth programs and services
- Find out from the churches and schools in the neighborhood about existing youth programs and services
- Develop a plan for the older and younger generations to communicate more effectively

## INFRASTRUCTURE AND SERVICES

- Improve residential streets – curbs, sidewalks, shoulders, tree maintenance
- Create a directory of neighborhood resources for residents
- Request the Water Services Department to repair and clean catch basins and sewers throughout the neighborhoods
- Coordinate with Animal Control to capture stray cats and dogs

## FOCUS ON TRASH

- Partner with local churches to identify youth to assist with neighborhood clean ups and lawn mowing
- Organize a clean neighborhood campaign that involves residents, businesses and the City
- Report illegal dumping, drug activity, and crime

## REHAB EXISTING HOUSING STOCK

- Enforce the housing codes so that houses are attractive for families to purchase
- Identify ways to encourage renters in both single-family and multifamily dwellings to take better care of their property
- Restore the single-family residential character of the neighborhood
- Demolish houses that are unsuitable for rehabilitation
- Better maintenance of housing stock
- Partner with area businesses and the City to apply for grants, materials, loans, and to identify volunteers to do minor home repair

## REINFORCE BUSINESSES

- Restore the area with new retail shopping businesses and services
- Build a full service gas station in the area
- Paint and repair existing businesses to help attract new businesses
- Encourage businesses to partner with the neighborhoods



# Method for Determining Location of Housing Strengths

## Rehab Priority Year 1

### Action Step:

Determine what the housing strengths are and where in the corridor they are concentrated

- Obtain copies of Block Average of Structural Conditions map, from the CityScope project, which surveyed Kansas City housing conditions between April, 2000 and November, 2001. Further information is available from the Kansas City Neighborhood Alliance Neighborhood Renaissance Project.
  - ✓ With a black marker, circle blocks where it appears that at least 50 percent of the block is rated excellent or good
  - ✓ With a green marker, circle the largest possible area where all adjoining blocks have been circled in black



- Don't include in your "green" areas, any cluster of blocks that is less than 3 blocks in size
  - ✓ With a red marker, circle those clusters that are located near "areas of strength" as identified by other task forces
  - ✓ Work with the Prospect Corridor staff to use Census Data to determine what percentage of the blocks are owner occupied. It is more difficult to find programs for rehabilitating rental housing than owner-occupied housing.
  - ✓ Go look at the areas to confirm your analysis
- Were the houses well-made? Have interesting architecture? Have good materials?
- Are there other strengths like well-maintained yards or gardens?





# Community Anchors

A community anchor is an organization that contributes to the identity, stability, and growth of specific neighborhoods or of the community at large. An anchor may have this impact for many reasons—because of its size, role, activities, history, location or tenure in the community, and also because it chooses to be an anchor and it has the capacity to be one. Many such anchors are institutions such as foundations, hospitals, community clinics, universities, churches, schools, community centers, community development corporations, and similar organizations and facilities. Others are corporations, lenders, and other businesses with a significant history or presence in the community. Most anchors work within a neighborhood or a group of adjacent neighborhoods. A few have a city-wide perspective and work throughout the city.



An individual, as well as an organization, can be an anchor. In fact, it is often an individual within an organization that propels that organization to anchor status. The person, individually may also act as an anchor. Kansas City also has a rich tradition of leading families that have invested in the community and have made their organizations into anchors having a significant impact on the community as a whole and on the city's neighborhoods.

C O M M U N I T Y   A N C H O R S

## **Why do individuals and organizations become anchors?**

At a time when the Federal government and other levels of government may clearly be spending less, responsibility for providing needed community programs will necessarily fall more heavily on community members to fill the service and funding gaps.

Organizations become community anchors not solely because of altruistic impulses, but also because of the benefits they perceive that they will gain by engaging in this type of community support.

These benefits include:

- Neighborhood and community goodwill, which may increase business for retail and service establishments and provide support for a firm undergoing hard times or needing to expand or relocate
- Greater exposure within the existing geographic market, and/or exposure in additional markets
- Tax benefits, e.g. those related to community development and enterprise-zone investments
- A better, more highly skilled work force with greater loyalty fostered by the enterprise's good works

For a not-for-profit organization, acting as a community anchor may simply fit within its mission statement.

## What will make them happen?

The primary consideration in implementing this initiative may be summed up by the word **partnership**. Kansas City is already home to a variety of admirable collaborative efforts, and Kansas City will continue to promote and broker creative partnerships that can help the community meet current and future needs. Often the anchor's partner is the surrounding neighborhood.

The Prospect Corridor Initiative will recognize and reward current anchors and attempt to retain and attract additional good corporate citizens. It will encourage additional enterprises to become community anchors. It will promote the benefits of becoming and being a community anchor, on both an individual and an organizational basis. It will encourage anchors to get involved where there are existing transit facilities, arterial streets, and contiguous development. It must also encourage the formation of partnerships among enterprises within the public, private, and non-profit sectors in order to support and broaden the activity of community anchors.



## What do they do?

There are four basic types of anchors that provide the following types of services:

- **Stable Community Presence** – The most basic type of anchor, it is an organization that has maintained a presence in an area over a period of time, and has contributed to the area's well-being by providing jobs, paying taxes, maintaining and reinvesting in its property, and providing residents for the neighborhood from among its employees. Their mere presence has benefited the neighborhood and the city, both directly and indirectly.



- **Participating Neighbor** – In addition to providing a stabilizing presence in the community, some anchors are active local citizens. They may join the local neighborhood association(s). They may open their facilities for use by adjacent neighborhoods and community organizations, or they may provide in-kind services for certain causes and local activities, such as paint-a-thons, Little League teams, and block parties. Many are partners with the surrounding neighborhood.
- **Active Outreach** – These anchors have also developed active community outreach programs derived from the expertise or mission of their organization. These anchors seek out those in need instead of waiting for them to seek help. They have joined the local neighborhood association(s) and have frequently sought out the neighborhood as a partner, or vice versa. They may offer such programs as child care that the entire community as well as employees can use. Hospitals that are anchors might offer daycare for sick children. They may offer programs and activities for area children to acquaint them with the work world. They may affirmatively seek out neighborhood residents as employees.
- **Super Anchor** – Some anchors not only fulfill all the roles described above, but stretch beyond their normal missions and activities to participate actively in all facets of community life. Many times, their activity consists of investing in the development or redevelopment of areas near their facilities, alone or in partnership with other organizations. Usually, they are active partners with the surrounding neighborhood.

Anchors already provide a potent and needed partner and addition to governmental support. They can offer a wide range of specific and direct community assistance, all of which should meet PCI goals and objectives and the objectives of the surrounding neighborhoods. These types of assistance currently include or can be expanded to include the following, which does not constitute an exhaustive list. Every anchor would not be involved in every type of

assistance listed below. Anchors would provide the specific services needed or desired by the surrounding area, often defined in cooperation with the residents and representatives of the area.

Types of services anchors might provide include:

- Providing jobs for neighborhood residents
- Developing partnerships between schools and businesses of all kinds to increase the skill levels and experience of the future labor force
- Developing learning satellites in existing schools and/or in **FOCUS** Centers; use the facilities and resources of these schools for classes and job training that increase the knowledge, skills, and capacity of available workers in the neighborhood surrounding the school so as to improve their ability to find good jobs – particularly targeting the unemployed and underemployed
- Helping other institutions and organizations develop alternative schools
- Setting up scholarships or forgiving loans in order to encourage people to undergo training for occupations that are under-represented in the area's population, with special emphasis on targeted populations that have high rates of employment problems
- Providing special workplaces for vulnerable workers – those whose jobs are being phased out, handicapped workers, uneducated or untrained workers, etc.
- Developing programs to provide human services, such as adult daycare, multi-generational interaction, preventive health measures, child care, and social services for low-income residents



- Providing arts and cultural activities
- Helping surrounding neighborhoods develop connections and partner with other neighborhoods of different race, income, urban/suburban character, etc., in addressing opportunities, issues, or problems
- Creating and strengthening programs to assist small developers and non-profit corporations in redeveloping small-scale commercial areas where previous structures have been demolished, which revitalizes areas, creates jobs, and helps bring residents to the area
- Creating programs by which they, together with nearby lenders, businesses, or CDCs can develop risk pools for credit, and offer assistance to employees or nearby residents in repairing or rehabilitating homes, meeting down-payment requirements, or co-signing loans for home ownership in the area surrounding their facilities. An anchor could even be or become the local CDC
- Using Federal Income Tax Credits and Low- and Moderate-Income Tax Credits to help improve the surrounding area
- Rehabilitating Dangerous Buildings
- Using or re-using historic properties
- Helping organize, or participating in, historic surveys or creation of a historic data base
- Providing new or existing moderate income housing, subsidized housing, or Public Housing in the surrounding area
- Providing housing for middle- and upper-income residents in the urban core, developing downtown housing, or re-using commercial buildings for residential use



- Participating in adopt-a-school and adopt-a-block programs
- Donating materials, printing, or seed money for neighborhood projects, e.g. refurbishing playgrounds
- Lending legal or financial advice to neighborhood organizations
- Creating a program that places used business computers into neighborhood centers and into the hands of those who otherwise could not afford them
- Initiating efforts that help protect the environment
- Providing leadership or support programs for new entrepreneurs, including micro-enterprise loan programs, business directories, and business mentoring
- Being sensitive to the surrounding area when the anchor expands its physical facilities—in their maintenance of all properties they own and in the way that the expanded facilities relate to the surrounding properties and people

### **What is the value of having anchors?**

The Prospect Corridor Initiative recognizes the value of current community anchors and will build upon these successes to more fully take advantage of the benefits of having them. Anchors are essential to making the Prospect Corridor Initiative happen in a variety of ways, including obtaining community buy-in, raising the community’s awareness of important projects, moving forward on public/private partnerships, and helping fund needed initiatives. The Prospect Corridor Initiative will include strong anchors as an integral part of accomplishing PCI goals and objectives. We will accomplish this by implementing a “Community Anchors Program.”



## What is the Community Anchors Program?

In order for the Prospect Corridor to take full advantage of the services that anchors can provide, and in order to ensure the existence of anchors in the community, the Prospect Corridor Initiative recommends the creation of a Community Anchors Program.

The goals of the Community Anchors Program would be to:

- Create/encourage anchors in areas where there are none, and recognize and reward anchors who are having a significant impact on their areas
- Create a system for identifying problems that need addressing and anchors that can help address those problems
- Provide incentives that will create or encourage anchors
- Provide anchors with the tools needed to move up a step or two in the anchors hierarchy by adding to the types of activities in which they are involved
- Create mechanisms for anchors and other organizations to establish partnerships that add to the benefits for the community from having anchors



A program to create anchors would involve the following steps:

- Work with neighborhoods and other community organizations to **identify anchors**.
- Identify **issues or problems** that need to be addressed, and define those that should be addressed first, consistent with PCI goals.
- Identify **support services** and local land uses that will provide an environment in which a potential anchor can succeed.

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- Identify **potential anchors**, including anchors in adjacent areas, anchors active in cities adjacent to Kansas City, major businesses and institutions and other organizations in the area, new businesses or organizations moving into the area or the city, and “start-up” businesses and organizations, which might be anxious to become anchors and to address specific issues, especially for the issues identified above as most needing anchors. Encourage these organizations to become anchors, as defined below.
- Put together **information packets** to let potential anchors know what the benefits are in becoming anchors, how can they help meet PCI goals, how they can integrate the community mission into their corporate mission, how other organizations have helped address similar problems or have helped in similar areas.
- **Review** all of the above information with the advisory board to obtain their advice and comments.
- Create an outreach program of **peer-contact** to work with prospective anchors. Get the CEO of an anchor to carry packets of information to new businesses or organization that might become anchors. Organizations and people respond most often to their peers, and we should use them to promote the idea of anchors through having existing leaders of existing anchors work with leaders of other organizations. Peer pressure and showing that organizations have common concerns, needs, and challenges both create anchors – peers will often have the same self-interest as the target organization, and peers can help other organizations see what their self-interest really is.
- The CEO should show other organizations how the organizational **mission** must include the community in order for the organization to truly be an anchor. The vision and mission of the organization will draw individuals into the organization. An anchor must include their responsibility to the community and community involvement in their mission statement and strategic plan and the leadership must see the value in going beyond the basic mission. Such goals might include creating a livable and safe environment for future children, building for future generations, doing the “right thing,” intervening in the community to prevent problems through preventive measures, and better use of tax dollars.



- The CEO should show other organizations how enlightened **self-interest** can help them when they become anchors. Most anchors are not anchors only because of altruism. Enlightened self-interest can link with becoming an anchor and with involvement in the community if organizations can see how it will also help them. Reasons involving self-interest might include protecting current physical investments, improving the organization's image, gaining recognition, or helping create stability in their surrounding area.
- Develop a package of **incentives to help create** or encourage new anchors. The existence or non-existence of incentives can encourage an organization to become an anchor.
- Besides convincing organizations it is in their self-interest to become an anchor, other incentives might include providing tax abatement and other development incentives (especially needed in the urban core), providing City infrastructure, providing City assistance with property acquisition or demolition needed by anchors, providing special City processing of the anchor's requests, priority for City funding or programs, providing linkages to other government programs like LINC, decreasing crime levels or education about the false perceptions of crime levels, providing information on a specific problem and issuing a challenge for them to address it, creating a program to promote excellence in order to inspire anchors, and creating networks so that anchors can feel ownership of their activities and gain strength from working with other anchors.

Existing anchors also need recognition and encouragement and sometimes need incentives in order to remain active or even to remain in the city or in their neighborhood(s).

Sometimes anchors can create a partnership of two private-sector organizations. Sometimes they can create a public/private partnership that establishes an anchor in an area with few anchors. The City already requires some anchors to form partnerships, as when it requires CDCs and developers to work with surrounding neighborhoods. At a minimum, this partnership effort would require the anchor(s) to work as a partner with the surrounding neighborhood(s).

As the concept of anchors becomes more sophisticated, the program would identify specific community or neighborhood institutions to work together to meet a range of needs for the surrounding area. For instance, a specific neighborhood or group of neighborhoods could have a partnership that included a business, a school, and a social service organization. These groups could work together to target resources to families in need and identified by the school, and the social service organization could work to meet those needs. The business and school might provide volunteers to work with the social service programs.

As with creating anchors themselves, creating partnerships also involves creating mechanisms for the organization to see how the partnership will benefit them — how it will help the organization fulfill its mission, how the organization’s success depends on the health of the community, how it will help the organization save money, how the synergy from a partnership will allow an organization to accomplish its goals or mission more effectively, etc. Initial projects should have a lot of impact for a minimal cost in order to get buy-in and ownership. Using existing networks and groups that anchors already belong to will also help create partnerships.

### **What are the First Steps?**

The Community Anchors Program will develop as a progression, with the most basic components implemented first. These first steps would include recognizing existing anchors, identifying areas needing anchors, identifying organizations that could potentially be anchors, and identifying needs of the surrounding area. More difficult, and perhaps more costly, components would follow after evaluating the success of the initial steps in the program.



# Social Services Provider Plan

## Background

- The Prospect Corridor Initiative focuses on the corridor from 18th to 47th streets and from Brooklyn to Agnes.
- The neighborhoods that are part of this area include: East Area Community Coalition, Ivanhoe Community Coalition, Key Coalition Neighborhood, Oak Park Neighborhood, Santa Fe, Washington-Wheatley, and Wendell Phillips.
- The goal of the Prospect Corridor Initiative is to identify, engage and empower community anchors, residents, businesses, and faith-based organizations to enlist the resources of outside stakeholders to create a fertile economy, a livable and desirable community, an arts and cultural center as well as create a national inner-city collaborative model.
- **FOCUS** (Forging Our Comprehensive Urban Strategy) is the City's comprehensive plan for the next 25 years. An important element of the **FOCUS** plan is the **Human Investment Plan** which centers on eight core Strategies:
  - ✓ Eliminating Racism
  - ✓ Promoting Entrepreneurism
  - ✓ Developing a Skilled Labor Force
  - ✓ Preparing People for Work
  - ✓ Promoting Universal Child Care and Development
  - ✓ Providing Sound Education and Lifelong Learning
  - ✓ Focusing on Preventive Health Care
  - ✓ Enhancing City Life





- The Prospect Corridor Initiative is an excellent opportunity to implement the important strategies identified in the **Human Investment Plan**.
- Provision of services by faith-based organizations is important in the corridor, and the possibility of new sources of funding for these providers should be examined, as should collaboration between these providers and other community service organizations.
- Realizing the importance that the provision of social services plays in the lives of the residents of the area, and that funding for social service programs has also been reduced at all levels, and that the delivery of those programs should be conducted as efficiently and effectively as possible, the City shall initiate preparation of a plan for social services in the area.



### **Study Objective**

The objective of this study is to quantify existing services and identify unmet needs to make recommendations for coordination, collaboration, centralization of information, referral, and the provision of social services within the Prospect Corridor.

Specific work products and services to be delivered are:

- A database and inventory of existing social services provided in the corridor
- A needs assessment of residents from surveys, focus groups or other approved method
- A report of current federal, state, and local programs and funding sources and restrictions, including local foundation and corporate support
- A report of the efficiencies, inefficiencies and duplications of social services within the corridor
- Identify opportunities for collaboration and cooperation between social service providers and make recommendations for coordination, collaboration and centralization of information, referral, or the provision of social services in the corridor.



PCI staff and consultants will work with existing service providers, funding agencies, neighborhood residents, and other interested parties in preparation of a plan that will assist in redevelopment of this important area of Kansas City. The plan shall take into account studies on the subject completed or underway.

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## Special Thanks

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 Key Coalition Neighborhood Association  
 Oak Park Neighborhood Association

Santa Fe Neighborhood Council  
 Washington Wheatley Neighborhood Association  
 Wendell Phillips Neighborhood Association  
 KCPD – Central, East & Metro Patrol

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The Honorable Craig Bland  
State Representative

The Honorable Sharon Saunders Brooks  
State Representative

The Honorable Melba Curls  
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