



**CENTRAL CITY**  
ECONOMIC DEVELOPMENT

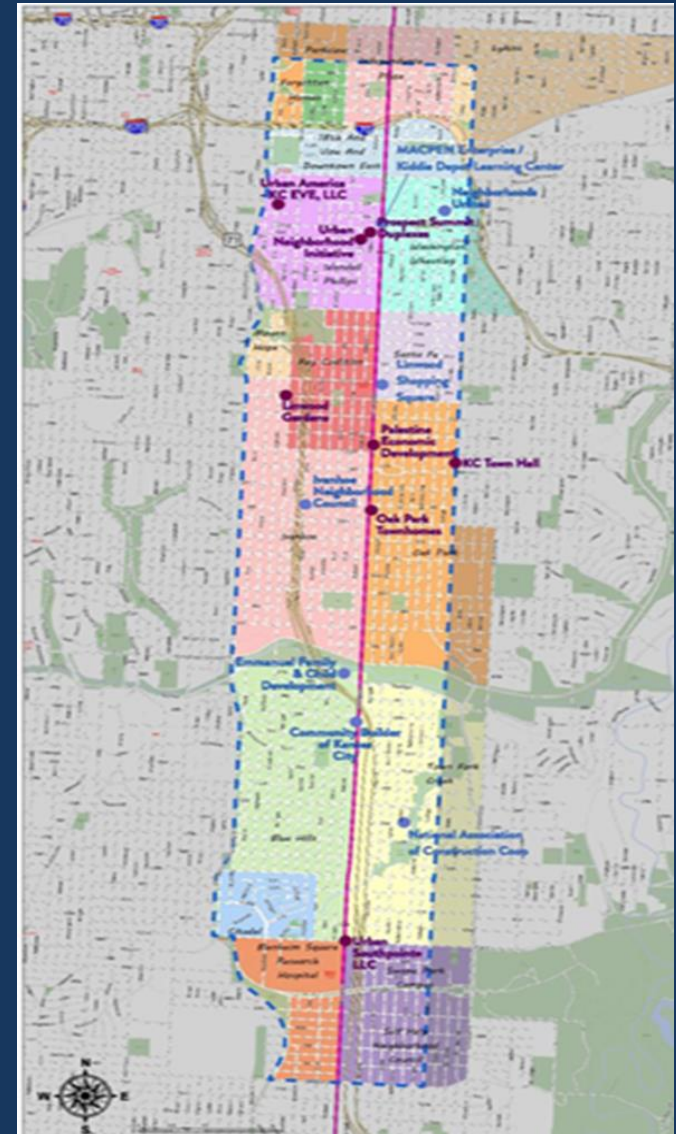
# Inception – to Date\* Status REPORT



*\*April 2017 Through  
October 2022*

# TABLE OF CONTENTS

	Page #
Results at a Glance	3
Introduction and Overview	6
A Letter from the Board	8
Central City Economic Development Sales Tax Board	9
Governance Structure	10
Central City's Boundaries	11
Timeline: <i>In Three Phases</i>	12
Mission and Vision Statements	14
Strategic Plan Highlights	15
Accomplishments	17
Funding from Other City (Non-CCED) Sources	21
Status of Projects	23
<b>APPENDICES</b>	
A. Project Statistics	34
B. Performance Scorecard	38
C. Financial Information	43
D. Project Cost Analysis	45



# RESULTS AT A GLANCE:

April 2017 to October 2022



**\$18.4 million** in catalytic investment from other City sources



**\$41.2 million** in Sales Tax dollars awarded for 29 development projects

**727\*** total new and renovated **residential units** planned



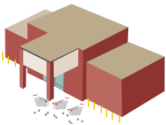
**569\*** new and renovated **affordable** residential units planned

**Central City Economic Development Corporation**

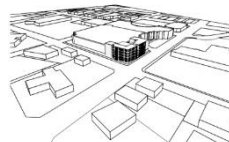


**\$6.7 million** investments in infrastructure projects

**226,000 square feet** of new and renovated **commercial space**



**\$414.0 Million** of **TOTAL** economic development investment



**\$1.4 million** awarded for **Minor Home Repair** projects



**\*Of the total 727 residential units, 569 or 78% are affordable.**

# RESULTS AT A GLANCE:

## Overview of All Projects

### ROUNDS 1 , 2, 3, and 4 Project Status at October 31, 2022



■ Project Not Started

■ Funding Agreement Finalized

■ Project Started

■ Project Complete

# RESULTS AT A GLANCE:

## Overview of All Projects

		Funding Round #1	Funding Round #2	Funding Round #3	Funding Round #4	OVERALL
Strategic Plan	Primary Strategic Plan Goal	<b>GOAL #2 - Foster and Maintain Diverse and Sustainable Neighborhoods</b>				
Financial	Total CCED Funds Awarded	\$6,992,067	\$11,441,631	\$15,081,650	\$7,670,000	<b>\$41,185,348</b>
	Total Project Budgets	\$32,706,162	\$231,966,471	\$68,769,668	\$80,521,582	<b>\$413,963,883</b>
	Leverage Ratio	21%	5%	22%	10%	10%
Project Status	<b>Project Status as of October 31, 2022</b>					
	Projects Complete	5				5
	Projects Started	1	5	5	1	12
	Funding Agreement Finalized	1	1			2
	Project Not Started		3	2	5	10
	<b>Totals</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>
	<b>% of Projects Started or Completed</b>	<b>86%</b>	<b>56%</b>	<b>71%</b>	<b>17%</b>	<b>59%</b>



# INTRODUCTION AND OVERVIEW

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The impetus for the Central City Economic Development Sales Tax (CCED) began as a grass-root and civic engagement effort with the goal of creating a dedicated revenue source to spur economic development on the east side of Kansas City, Missouri. The **Urban Summit, Southern Christian Leadership Conference of Kansas City, and Freedom Inc.** were key at organizing and leading the work to collect sufficient signatures to garner a citizen initiative petition.

## THE SPECIAL ELECTION

In a special election on January 12, 2017, the Kansas City Council voted to place the sales tax initiative on the ballot in Kansas City, Missouri. Voters had the opportunity to vote for or against instituting an 1/8 percent sales tax for 10 years. The purpose of this initiative was to fund economic development projects in the Central City. The ballot initiative was approved on April 4, 2017 by 60% of the voters. The tax generates approximately \$10 million annually, and is being used for **economic development, neighborhood renewal, job creation, and overall crime reduction.**

## AREA BOUNDARIES

**“Central City”** is bounded by 9th Street on the north, Gregory Avenue on the south, The Paseo on the west, and Indiana Avenue on the east.

# INTRODUCTION AND OVERVIEW

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## BOARD OVERSIGHT

On November 14, 2017, a four-member CCED Board was sworn into office. The CCED Board's primary roles are:

- ❑ Administration of funds for economic development projects
- ❑ Designation of a Central City economic development area
- ❑ Obtaining public feedback to guide in Board decision-making.

## PRIMARY PURPOSE

The primary purposes of the sales tax is for residential development and redevelopment. Commercial/industrial new construction and redevelopment are also priorities. The Board identifies and recommends both catalytic and incremental projects to meet these purposes. In addition, infrastructure improvement funding has been awarded as residential and commercial development have come on-line. Accordingly, the Board endeavors to:

- ❑ Provide access to capital
- ❑ Assist developers
- ❑ Facilitate job creation
- ❑ Enhance the tax base
- ❑ Support existing businesses, including minority-owned and small businesses.

# MOVING FORWARD TOGETHER

## A Letter from the Board

Dear Community Partners, Friends, Colleagues, and City Staff:

On behalf of the Central City Economic Development Sales Tax (CCED) Board, I am pleased to present this Inception-to-Date Report which represents the following three distinct periods of time in our history:

- ❑ 2017 – 2020 – The period beginning with the CCED Board installation on November 14, 2017 through December 31, 2020.
- ❑ Calendar Year 2021 – The first full year of operations, including our COVID-19 response and the Board’s adoption of the seven-year strategic plan.
- ❑ January 2022 to October 2022 – The first ten-month period coming out of the COVID-19 pandemic.

We are proud of the impact that the one-eighth cent sales tax revenues have already made in terms of the Central City’s economic development and redevelopment. However, we know that there is still much work to be done. Our path forward has not been a straight one. We adopted a seven-year (2020 – 2027) strategic plan in 2021. Then, the COVID-19 pandemic disrupted how the world live, work, and do business. Embracing this new reality, CCED pivoted and refocused to better align to the needs of Central City residents, businesses, and stakeholders.

Our Central City neighborhoods are the heart of the CCED’s Board’s very existence. This year, the Board recommended \$7.7 million in one-eighth cent sales tax revenues along with other funding for a total of \$80.5 million to be directed primarily for projects that “*foster and maintain diverse and sustainable Central City neighborhoods*”. Since our inception, CCED has directed \$41.2 million complemented by other public/private sector funding to have a total economic impact of \$413.9 million across 29 projects!

**The CCED Board stands committed to sustained economic development in the Central City’s neighborhoods and to continue our momentum forward through 2023 and beyond.**

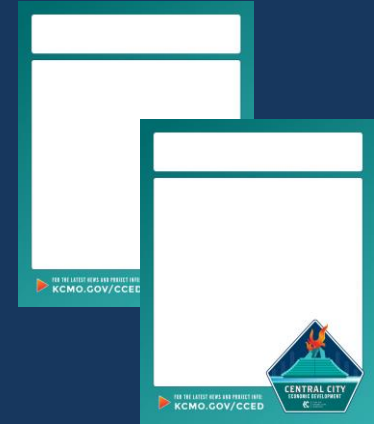
Sincerely,

*Melissa Patterson Hazley*



# CENTRAL CITY ECONOMIC DEVELOPMENT SALES TAX BOARD

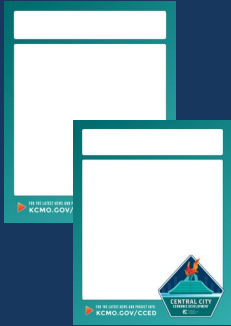
- **MAYOR QUINTON LUCAS**  
Chairman, Mayor City of Kansas City Missouri
- **MELISSA PATTERSON-HAZLEY**  
Vice Chair, Jackson County, Missouri Appointee
- **KENNETH T. BACCHUS**  
Treasurer, Kansas City Missouri School District's Appointee
- **MAKINI L. KING, Ph.d.**  
City of Kansas City, Missouri Appointee



## FORMER BOARD MEMBERS

- DJ PIERRE
- KEITH BROWN
- RON FINLEY
- HERB HARDWICK
- NIA RICHARDSON
- DONNA WILSON

# GOVERNANCE STRUCTURE



City of Kansas City Missouri  
**CITY COUNCIL**

**CCED BOARD**

- Mayor Quinton Lucas, Chairman
- Melissa Patterson-Hazley, Vice Chair
- Kenneth Bacchus, Treasurer
- Makini L. King, Ph.d.

**CONSULTANTS**  
Harrison-Lee  
Development  
Consultants, LLC

- Cheryl Harrison-Lee
- Ricardo Kisner
- Leila Allen

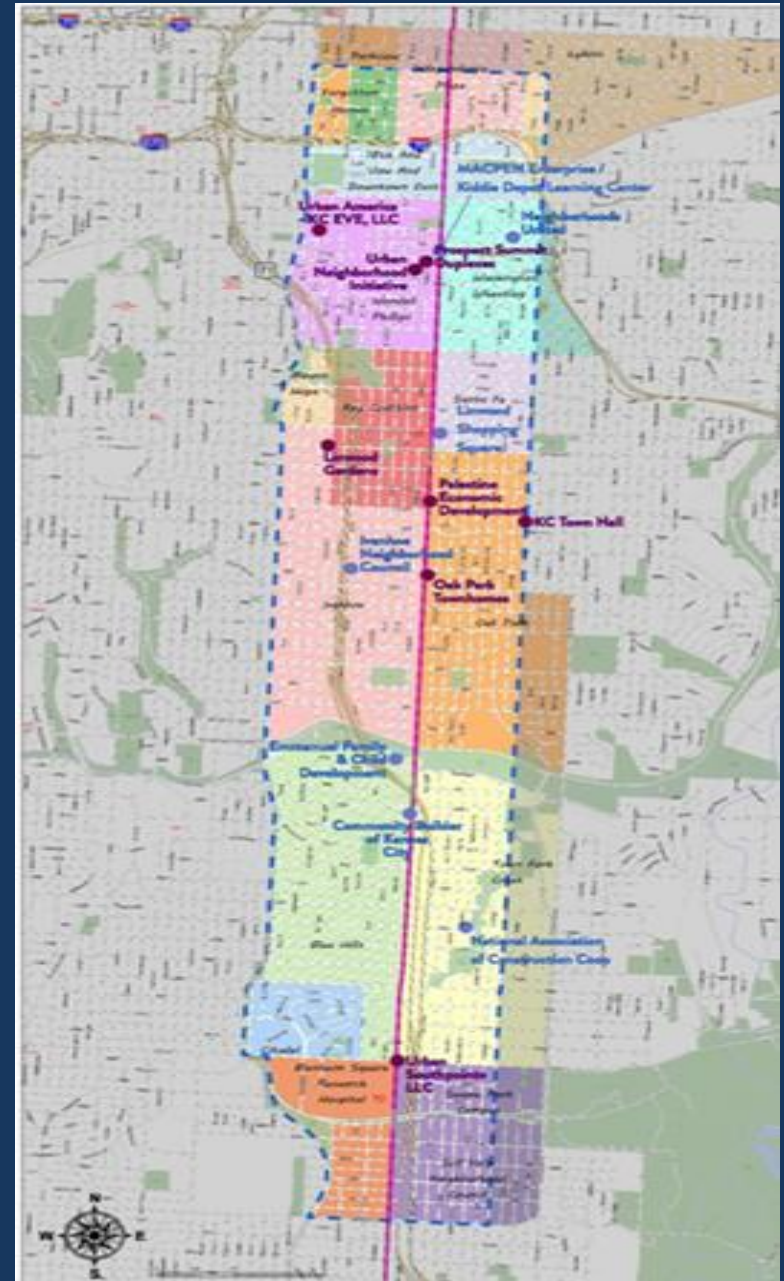
**HOUSING &  
COMMUNITY  
DEVELOPMENT**

- Kyle Elliott
- Dion Lewis

# CENTRAL CITY'S BOUNDARIES



- ↑ 9th Street on the North
- ↑ Indiana Ave on the East
- ↑ Gregory Blvd. on the South
- ↑ Paseo Blvd. on the West



# TIMELINE: IN THREE PHASES

## Phase I: Pre-2021

April 2017 - December 2020

**April 4, 2017**

CCED Sales Tax passed by 60% of voters citywide

**March 22, 2018**

Appropriation of **\$3.5M** of Central City Sales Tax for eligible projects and programming activities

**July 16, 2019**

Board voted to fund Round 2 Projects totaling **\$10.6M**

**June 1, 2020**

CCED held a full day strategic planning workshop

**August 11, 2020**

Board voted to fund Round 3 Projects totaling **\$14.9M**

## Phase II: Year One (Full Operations)

January 2021 - December 2021

**January 21, 2021**

129 COVID 19 Relief Fund applications processed

**March 31, 2021**

Total COVID 19 Relief Funds expensed

**2021 Annual Award**

American Planning Association  
Missouri Chapter

Outstanding Public Outreach,  
Program, Project, Tool, or Initiative:  
[CCED Sales Tax Board Strategic  
Plan 2020-2027](#)

## Phase III: On-going

January 2022 - October 2022

**March 23, 2022**

Board recommended funding of **\$7.7M** for Round 4 (Neighborhood Preservation) Projects

# American Planning Association Missouri 2021 Planning Award

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The Missouri Chapter of the American Planning Association  
hereby presents the

## **2021 Outstanding Public Outreach, Program, Project, Tool, or Community Initiative**

for the

### **Central City Economic Development Sales Tax Board Plan and Initiative 2017-2027**

to

### **Central City Economic Development (CCED) Sales Tax Board**

with

City of Kansas City

and Harrison Lee Development Consulting (HLDC)



American Planning Association  
**Missouri Chapter**

*Creating Great Communities for All*

A handwritten signature in black ink, appearing to read 'Stephen Lachky'.

Stephen Lachky, AICP  
President, APA Missouri

# MISSION AND VISION STATEMENTS



## CCED SALES TAX BOARD MISSION

**Protecting and restoring the Central City District for long-term economic viability and growth.**

## CCED SALES TAX BOARD VISION

Support a thriving and stable Central Business District where businesses and residents share in the success and enhancement of the community.

# 2020 – 2027 STRATEGIC PLAN HIGHLIGHTS

## PROTECTING AND RESTORING THE CENTRAL CITY DISTRICT

The 2020 – 2027 strategic plan positions the Central City District for economic success well into the future, while also ensuring that neighborhoods and the overall community remain authentic to its history. The CCED strategic plan incorporated significant input from residents, local business and various stakeholders.

The plan provides a vision for long-term economic sustainability and establishes the framework for the Central City District to become an exciting, vibrant, and diverse place to live, work and visit.

## CCED's Strategic Goals



- 1 Create Organizational Capacity to Accomplish Goals and Projects
- 2 Foster and Maintain Diverse and Sustainable Neighborhoods
- 3 Create and Expand Employment Opportunities
- 4 Create Opportunities for Access, Equity, and Shared Prosperity
- 5 Enhance Opportunities for Small and Minority-Owned Business Development

# 2020 – 2027 STRATEGIC PLAN HIGHLIGHTS

## PLANNING APPROACH

The strategic plan focuses on the successful implementation of goals, objectives, and tactics while establishing a project reporting process that would routinely report on economic development performance. The strategic and detailed implementation plans provide the structure and foundation for the CCED Board to maintain momentum toward full realization of economic self-sustainability. This plan is crucial to (1) ensure core values and principles are followed, (2) maintain flexibility to encourage development interest and innovation, and (3) adapt to unforeseen economic, social, and demographic changes.

Five inter-related goals guide the Central City District's Strategic Plan





# ACCOMPLISHMENTS

## Strategic Plan Alignment



## Key Projects

*MOVING FORWARD TOGETHER*

- 1 Linwood Shopping Square
- 2 MACPEN Enterprise
- 3 Community Builders of Kansas City
- 4 Emmanuel Family & Child Development Center
- 5 Neighborhoods United
- 6 Linwood Garden
- 7 Palestine Economic Development Corporation
- 8 Jazz Hill Apartments



# ACCOMPLISHMENTS

## Representative Projects

1

**Linwood Shopping  
Square**

2

**MACPEN Enterprise**

3

**Community Builders of  
Kansas City**

4

**Emmanuel Family &  
Child Development  
Center**

5

**Neighborhoods United**

6

**Linwood Gardens**

7

**Palestine Economic  
Development  
Corporation**

8

**Jazz Hill Apartments**

# ACCOMPLISHMENTS

1

## Linwood Shopping Square

*(Linwood Blvd. & Prospect)*



Redevelopment of an 84,000 square feet commercial/retail space and blighted retail shopping strip center in the Linwood-Prospect corridor.

**PROJECT STATUS:**  
**COMPLETE/CLOSED**

2

## MACPEN Enterprise

*(2105 – 2125 Prospect Ave.)*



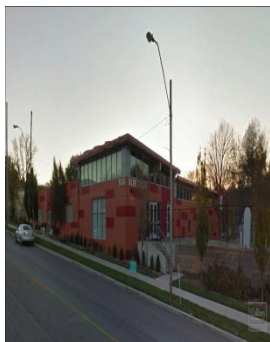
Construction of a new 14,000 square foot facility to serve 425 neighborhood children ranging from six weeks old to 12 years old and their families.

**PROJECT STATUS:**  
**COMPLETE/NOT CLOSED**

3

## Community Builders of Kansas City

*(Prospect Ave. near E. 50<sup>th</sup> Street)*



Renovation of 14,000 square foot entrepreneur/co-working space at 5008 Prospect with Class “A” finishes.

**PROJECT STATUS:**  
**COMPLETE/CLOSED**

4

## Emmanuel Family & Child Development Center

*(Prospect Ave. and Swope Parkway)*



A new 28,000 square-foot, \$9 million facility. The Center includes an on-site health clinic that provides free care to over 200 children and their families.

**PROJECT STATUS: IN PROGRESS**

# ACCOMPLISHMENTS

5

## Neighborhoods United

(3200 – 3207 E. 20th Street, 4007-09 Wabash, and 6233 S. Benton)



Rehabilitation of homes to disabled veterans.

**PROJECT STATUS: COMPLETE/CLOSED**

6

## Linwood Gardens

(Linwood and Bruce R. Watkins Drive)



Construction of 32 housing units, community kitchen, coffee shop and exterior shelter near Linwood and Michigan.

**PROJECT STATUS: Project has commenced**

7

## Palestine Economic Development Corp.

(34th - 35th Street and Prospect Avenue)



Construction of a 39 unit assisted living facility at 35th Street and Prospect.

**PROJECT STATUS: Project has commenced**

8

## Jazz Hill Apartments

(West side of Paseo btw. 9th St. and 13th St.)



A new development team has taken over the redevelopment of the Jazz Hill Apartments. The plan calls for rehabilitation of the complex into 197 affordable housing units.

**PROJECT STATUS: Project has commenced**

# Funding From Other City (Non-CCED) Sources

FUNDING BY TYPE OF FUNDING SOURCE	
FUNDING SOURCE	AMOUNT
CDBG	\$2,510,183
EDC Loan	\$250,000
Home Funds	\$1,646,887
Housing Trust Fund	\$2,714,000
Maintenance Reserve Fund of KC	\$300,000
NEAT for code violations	\$250,000
Other City	\$85,000
PIAC	\$1,937,000
Rebuild KC	\$1,160,000
TIF	\$7,075,480
Brownfield Loan	\$500,000
<b>Grand Total</b>	<b>\$18,428,550</b>

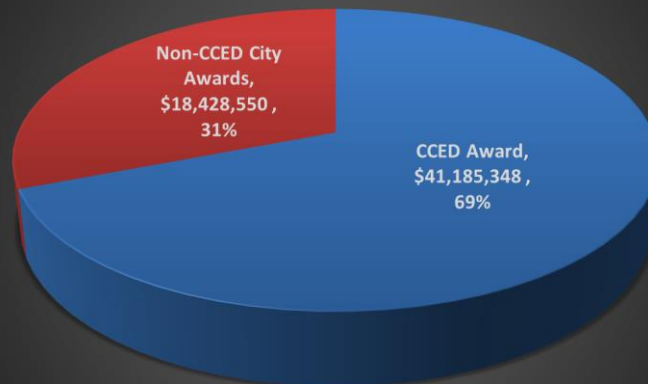
NON-CCED CITY FUNDING BY PROJECT			
Project Name	Round	Type of City Funding	Amount
Emmanuel Family & Child Development Center	Round 1	CDBG	\$ 500,000
		PIAC	\$ 360,000
Ivanhoe Neighborhood Council	Round 4	Home Funds	\$ 900,000
	Round 1	CDBG	\$ 150,000
Jerusalem Farm	Round 4	NEAT for code violations	\$ 250,000
KD Learning Academy	Round 1	PIAC	\$ 225,000
Linwood Shopping Square	Round 1	PIAC	\$ 502,000
		TIF	\$ 7,075,480
Monarque	Round 4	Rebuild KC	\$ 660,000
NACCC	Round 1	Other City	\$ 85,000
Oak Park Neighborhood	Round 3	PIAC	\$ 400,000
		Home Funds	\$ 746,887
One Nine Vine	Round 3	PIAC	\$ 450,000
Parade Park Homes	Round 3	CDBG	\$ 1,860,183
Promise Place	Round 4	Housing Trust Fund	\$ 2,600,000
Santa Fe	Round 3	Maintenance Reserve Fund of KC	\$ 300,000
Thirty-Eighth Street Studio	Round 3	EDC Loan	\$ 250,000
Urban Neighborhood Initiative	Round 2	Rebuild KC	\$ 500,000
Urban Neighborhood Initiative	Round 2	Housing Trust Fund	\$ 114,000
Zhou B Art Center	Round 4	Brownfield Loan	\$ 500,000
<b>Grand Total</b>			<b>\$ 18,428,550</b>

# Funding From Other City (Non-CCED) Sources

SOURCES OF NON-CCED CITY FUNDING FOR CENTRAL CITY PROJECTS



CENTRAL CITY PROJECT FUNDING SOURCES



■ CCED Award ■ Non-CCED City Awards

# STATUS OF PROJECTS

## OVERVIEW OF ALL PROJECTS

		Funding Round #1	Funding Round #2	Funding Round #3	Funding Round #4	OVERALL
<b>Strategic Plan</b>	<b>Primary Strategic Plan Goal</b>	<b>GOAL #2 - Foster and Maintain Diverse and Sustainable Neighborhoods</b>				
<b>Financial</b>	<b>Total Amount Awarded</b>	\$6,992,067	\$11,441,631	\$15,081,650	\$7,670,000	<b>\$41,185,348</b>
	<b>Total Project Budgets</b>	\$32,706,162	\$231,966,471	\$68,769,668	\$80,521,582	<b>\$413,963,883</b>
	<b>Leverage Ratio</b>	21%	5%	22%	10%	<b>10%</b>
	<b>Average CCED Unit Cost for Residential Projects*</b>	\$77,039	\$72,907	\$47,039	\$44,173	<b>\$60,290</b>

<b>Performance Key</b>	Overall Results	Better than Overall Results	Projects Awarded in 2022
	Below "Overall Results"	Significantly Below "Overall Results"	

# STATUS OF PROJECTS

## OVERVIEW OF ALL PROJECTS

		Funding Round #1	Funding Round #2	Funding Round #3	Funding Round #4	OVERALL
Strategic Plan	Primary Strategic Plan Goal	GOAL #2 - Foster and Maintain Diverse and Sustainable Neighborhoods				
Project Status	Primary Project Type	Commercial	Residential	Residential	Residential	RESIDENTIAL
	# of Residential Units Planned	18	192	384	133	727
	# of Affordable Residential Units*	18	103	318	130	569
	% of Affordable Residential Units	100%	54%	83%	98%	78%
Project Status	Project Status as of October 31, 2022					
	Projects Complete	5				5
	Projects Started	1	5	5	1	12
	Funding Agreement Finalized	1	1			2
	Project Not Started		3	2	5	10
	<b>Totals</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>
	% of Projects Started or Completed	86%	56%	71%	17%	59%

### Performance Key

Overall Results	Better than Overall Results	Projects Awarded in 2022
Below "Overall Results"	Significantly Below "Overall Results"	

\* U.S. Department of Housing and Urban Development

**Affordable Housing:** Affordable housing is generally defined as housing in which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.



# STATUS OF PROJECTS

## Round 1 Awards

Project Name	Project Location	Summary	Project Type	CCED Funds Awarded	Total Project Cost	Current Project Status
Linwood Shopping Square	Linwood Blvd. & Prospect Ave.	Renovation Retail Shopping Center	Commercial	\$2,389,146	\$8,592,000	Project Complete (project closed).
MACPEN Enterprise	Prospect Ave. between 21st Street and 22nd Street	Construction of child care center with services	Commercial	\$1,000,000	\$3,249,750	Project Complete (No close-out report); Developer is in litigation with GC.
Community Builders of Kansas City	Prospect Ave. near E. 50th Street	Renovation of Entrepreneur space at 5008 Prospect	Commercial	\$627,785	\$752,785	Project Complete (project closed).
Emmanuel Family & Child Development	Prospect Ave. and Swope Parkway	Construction of child care center with services	Commercial	\$1,225,000	\$7,309,387	Building Complete. Construction on sound barrier is outstanding.
Ivanhoe Neighborhood Council	3800 Block of Garfield near 38th Street	Construction of eight affordable cottage style homes for seniors	Residential	\$1,221,332	\$2,174,632	Project is 39% complete; It has been reported that the Ivanhoe Neighborhood Council is now closed indefinitely.
National Association of Construction Coop	Town Fork Creek Neighborhood	Rehabilitation of scattered owner-occupied homes throughout the District	Residential	\$215,000	\$10,000,000	Agreement complete. Developer applying for LandBank properties.
Neighborhoods United	3200 - 3207 E. 20th Street, 4007-09 Wabash, and 6233 S. Benton	Rehabilitation of homes for disabled veterans	Residential	\$313,804	\$627,608	Project Complete (project closed).
<b>TOTALS</b>			7	<u>\$6,992,067</u>	<u>\$32,706,162</u>	

# ROUND 1 AWARDS

## Representative Projects

**Emmanuel Family & Child Development**  
*(Prospect Ave. and Swope Parkway)*



**Linwood Shopping Center**  
*(Linwood Blvd. & Prospect)*



**Community Builders of Kansas City**  
*(Prospect Ave. near E. 50<sup>th</sup> Street)*



**Ivanhoe Neighborhood Council**  
*(3800 Garfield Avenue)*



# STATUS OF PROJECTS

## Round 2 Awards

Project Name	Project Location	Summary	Project Type	CCED Funds Awarded	Total Project Cost	Current Project Status
Urban America Southpointe, LLC	63rd & Prospect Ave	Pre-development for housing project	Mixed-Use	\$500,000	\$180,259,034	Project commenced.
Urban America – KC EVE, LLC	20th & Vine	Redevelopment of Castle Building and construction of 36 homes	Mixed-Use	\$1,205,231	\$21,947,664	Contract negotiations ongoing.
KC Town Hall	36th Street and Indiana Avenue	Redevelopment of building into incubator and 3 affordable housing apartments	Mixed-Use	\$490,539	\$680,169	Contract negotiations ongoing with KCMO Leal Department.
Urban Neighborhood Initiative	Wendell Phillips Neighborhood boundaries: Vine Street - 24th Street - Woodland Ave - 25th Street	Site work and infrastructure to construct 30 single-family homes with Habitat for Humanity	Residential	\$250,000	\$1,731,600	Project commenced.
Oak Park Neighborhood Association	38th Street and Prospect Avenue	Equity funding to support the development of 29 units of affordable housing	Residential	\$2,950,000	\$8,183,550	Project commenced.
Linwood Garden	Linwood and Bruce R. Watkins Drive	Develop 32 housing units, community kitchen, coffee shop and exterior shelter	Residential	\$1,150,000	\$7,667,968	Project commenced.
Prospect Summit Duplexes	22nd / 23rd Streets and Prospect Avenue	Construction of 23 townhomes	Residential	\$2,500,000	\$5,653,625	The funding and loan agreements drafted. Completing rezoning, PIEA, tax abatement and checklist items from MHDC, syndicator and CCED.
Palestine Economic Development Corporation	34th Street / 35th Street and Prospect Avenue	Construction of 39 unit assisted living facility	Residential	\$2,288,008	\$5,735,008	Project commenced. Funds will transfer at request of Disburse Agent.
Neighbors United Supplemental		Rehabilitation of homes for disabled veterans	Residential	\$107,853	\$107,853	Construction complete. Inspection ongoing.
<b>TOTALS</b>			<b>9</b>	<b>\$11,441,631</b>	<b>\$231,966,471</b>	

# ROUND 2 AWARDS

# Representative Projects

## Linwood Gardens

*(Linwood and Bruce R. Watkins Drive)*



## KC Town Hall

*(36<sup>th</sup> Street and Indiana)*

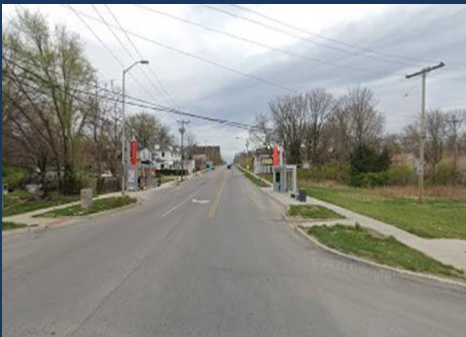


*Redevelopment of building into incubator and 3 affordable housing apartments*



## Prospect Summit Duplex

*(22<sup>nd</sup>/23<sup>rd</sup> Streets and Prospect Avenue)*



*Construction of 23 townhomes*

## Palestine Economic Development Corporation

*(35<sup>th</sup> Street and Prospect Avenue)*



*Construction of 39 unit assisted living facility*

# STATUS OF PROJECTS

## Round 3 Awards

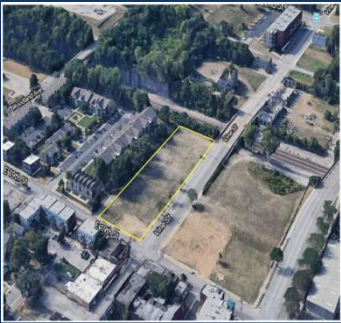
Project Name	Project Location	Summary	Project Type	CCED Funds Awarded	Total Project Cost	Current Project Status
One Nine Vine	19th and Vine Streets	Construction of 80 units (30 1-bdrm, 50 2-bdrm, 14 affordable) and 138 space parking garage	Residential	\$3,960,000	\$18,133,565	Project commenced.
Conrad Wright Media Building	2301 E. 34th Street	Rehabilitation of existing building for mixed-use office space and two affordable apartments	Mixed-use	\$200,000	\$600,000	Advancement of 50% of the funds complete.
38th Street Studio	3841 Agnes	Rehabilitation of existing building for office space and five affordable apartments	Mixed-use	\$282,354	\$641,714	Awaiting final Funding and Disbursement. Agreement drafts reviewed by developer.
The Overlook District	Swope Parkway and Chestnut Avenue	Site infrastructure for future office/mixed-use development	Mixed-use	\$5,150,000	\$23,283,520	Project commenced.
Parade Park Homes	Bounded by Truman Ave. to the north, Brooklyn Avenue to the east, 18th Street to the south, and Woodland to the west	Infrastructure/demolition for new construction of 100 multi-family affordable senior apartment units	Residential	\$905,000	\$3,244,533	Completing capital stack for project; HUD has issued a formal Notice of Default. A formal notice of foreclosure is expected at end of October 2022.
Jazz Hill Apartments	West side of Paseo Boulevard between 9th Street and 13th Street	Multi-family rehabilitation of Jazz Hill Apartments - 197 affordable units	Residential	\$3,974,296	\$21,471,336	Project commenced.
Santa Fe Homes	Bounded by 27th Street on the north, Indiana Ave. on the east, 31st Street on the south, and Prospect Ave. on the west	Home rehabilitation program in Santa Fe Neighborhood (\$50K maximum loan per home)	Residential	\$610,000	\$1,395,000	Project commenced. Processing contract amendment excluding prevailing wage due to the project being a Minor Home Repair Program.
<b>TOTALS</b>			7	<u>\$15,081,650</u>	<u>\$68,769,668</u>	

# ROUND 3 AWARDS

## Representative Projects

### One Nine Vine *(19th and Vine Streets)*

Current View



Future View



### Jazz Hill Apartments *(West side of Paseo btw. 9th St. and 13th St.)*



### The Overlook District *(Swope Parkway and Chestnut Avenue)*

Development Phasing

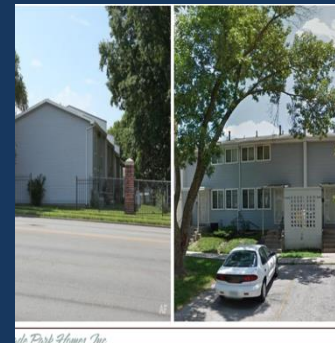


View of the Plaza

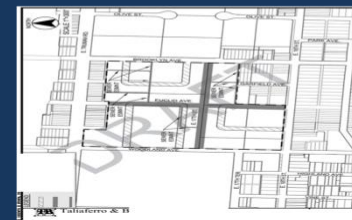


### Parade Park *(Truman on the North, Brooklyn on the East, 18th St. on the South, and Woodland on the West)*

Current View



Phase I Buildings for Demolition



# STATUS OF PROJECTS

## Round 4 Awards

Project Name	Project Location	Summary	Project Type	CCED Funds Awarded	Total Project Cost	Current Project Status
Heroes Home Gate Transitional Home Expansion	2005 E. 35th Street	Construction of a 24-bed new Heroes Home Gate Transitional home for veterans.	Residential	\$1,500,000	\$4,863,868	Awaiting final Funding and Disbursement Agreement drafts reviewed by developer. It has been reported that the Ivanhoe Neighborhood Council is now closed indefinitely.
Ivanhoe Minor Home Repair Program	31st Street on the north, Prospect Ave. on the east, 47th Street on the south, and The Paseo on the west	Funding to supplement the Minor Home Repair Program for a 2-year period.	Residential	\$545,000	\$695,000	Awaiting final Funding and Disbursement Agreement drafts reviewed by developer. It has been reported that the Ivanhoe Neighborhood Council is now closed indefinitely.
Jerusalem Farm Code Abatement Project	9th Street on the north, Indiana Ave. on the east, Truman Rd on the south, and The Paseo Blvd on the west	A request for a no-interest loan to complete 50 projects in the CCED area that overlaps with applicant's current work.	Residential	\$250,000	\$406,500	Awaiting final Funding and Disbursement Agreement drafts reviewed by developer.
Washington Wheatley Development Project	2914 and 2904 E. 23rd Street	Remodel 8 residential units using solar panels to save on electrical costs.	Residential	\$275,000	\$2,247,678	Awaiting final Funding and Disbursement Agreement drafts reviewed by developer.
Promise Place	4423 Olive Street	Construction of 101 (1, 2, and 3 bedroom) garden apartments	Residential	\$3,600,000	\$27,864,118	Funding and Disbursement Agreement drafts currently being prepared.
Zhou's B Art Center of Kansas City, MO	1801 E. 18th Street	Renovation of vacant Attucks School into art galleries,, community, and event space facility with outdoor gardens.	Commercial	\$1,500,000	\$44,444,418	Project commenced.
<b>TOTALS</b>			6	<u>\$7,670,000</u>	<u>\$80,521,582</u>	

**GRAND TOTALS: ALL PROJECT AWARDS**

\$41,185,348

\$413,963,883

# ROUND 4 AWARDS

# Representative Projects

## Promise Place (4423 Olive Street)



PROPOSED SITE PLAN

- 3 STORY - 8 UNIT BUILDINGS - TYPICAL OF 10
  - VEHICLE PARKING PROVIDED APPROX 63 SPACES TOTAL
  - 3 STORY - 5 UNIT BUILDING - COMMUNITY ROOM/LEASING/FITNESS ON LEVEL 1
  - 2 STORY - 8 UNIT BUILDINGS - TYPICAL OF 2
- |                                 |                       |
|---------------------------------|-----------------------|
|                                 | 85 ONE BEDROOM UNITS  |
|                                 | 8 TWO BEDROOM UNITS   |
|                                 | 8 THREE BEDROOM UNITS |
| <b>101 DWELLING UNITS TOTAL</b> |                       |

## Washington Wheatly (2904 and 2914 E 23rd Street)

Current View



Future View



## Ivanhoe Minor Home Repair Program (The Ivanhoe Neighborhood)

Stair and Handrail Replacement



HVAC Replacement



## Zhou B Art Center of Kansas City (1801 E 18th Street)

Current View



Future View





# APPENDICES

	<b>Page #</b>
<b>APPENDICES</b>	
<b>A. Project Statistics</b>	<b>34</b>
<b>B. Performance Scorecard</b>	<b>38</b>
<b>C. Financial Information</b>	<b>43</b>
<b>D. Project Cost Analysis</b>	<b>45</b>

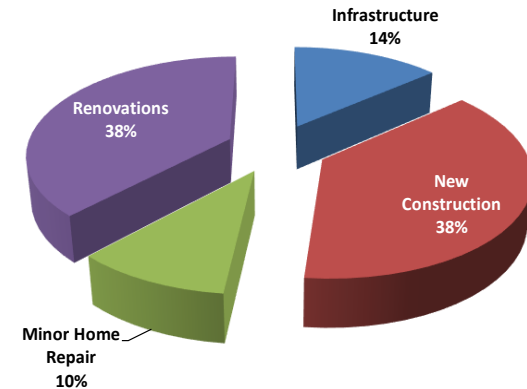


# APPENDIX A: PROJECT STATISTICS

## # of Awards by Construction Type

	Round 1	Round 2	Round 3	Round 4	TOTAL	% of Total
Infrastructure		2	2		4	14%
New Construction	3	5	1	2	11	38%
Minor Home Repair			1	2	3	10%
Renovations	4	2	3	2	11	38%
<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>	<b>100%</b>

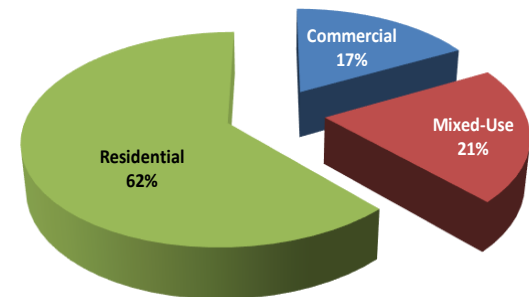
## CCED Award by Construction Type



## # of Awards by Project Type

	Round 1	Round 2	Round 3	Round 4	TOTAL	% of Total
Commercial	4			1	5	17%
Mixed-Use		3	3		6	21%
Residential	3	6	4	5	18	62%
<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>	<b>100%</b>

## CCED Award by Project Type

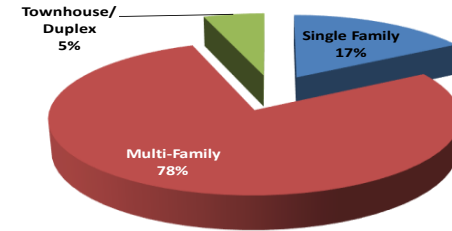


# APPENDIX A: PROJECT STATISTICS - RESIDENTIAL

**# of Residential Unit Projects by Type**

	Round 1	Round 2	Round 3	Round 4	TOTAL
Single Family	1	2			3
Multi-Family	2	4	5	3	14
Townhouse/ Duplex		1			1
<b>TOTAL - RESIDENTIAL</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>18</b>
<b>Non-Residential</b>					
Minor Home Repair			1	2	3
Infrastructure		2	1		3
<b>Non-Residential</b>	<b>4</b>			<b>1</b>	<b>5</b>
<b>TOTAL ALL PROJECTS</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>

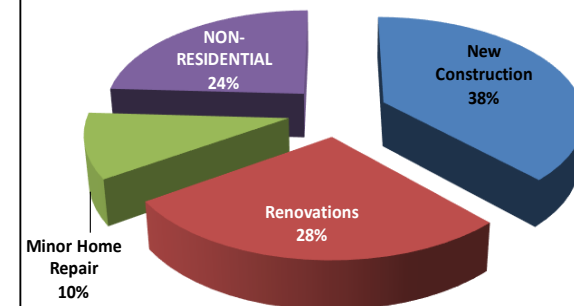
**Types of Residential Unit Projects**



**# of Residential Projects by Type of Construction**

	Round 1	Round 2	Round 3	Round 4	TOTAL	% of Total
New Construction	1	6	2	2	11	38%
Renovations	2	2	3	1	8	28%
Minor Home Repair			1	2	3	10%
<b>Subtotal</b>	<b>3</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>22</b>	<b>76%</b>
<b>NON-RESIDENTIAL</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>24%</b>
<b>TOTAL</b>	<b>7</b>	<b>9</b>	<b>7</b>	<b>6</b>	<b>29</b>	<b>100%</b>

**Residential Projects by Type of Construction**



# APPENDIX A: PROJECT STATISTICS - RESIDENTIAL

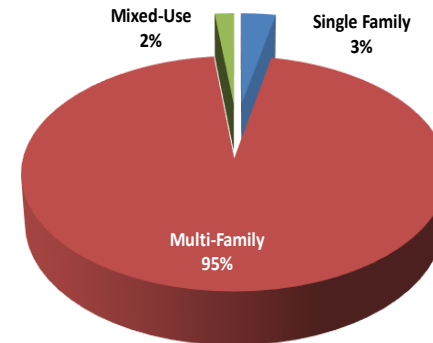
## # of Affordable Units by Residential Type

	Round 1	Round 2	Round 3	Round 4	TOTAL	% of Total
Single Family	18				18	3%
Multi-Family		100	311	130	541	94%
Mixed-Use		3	7		10	2%
<b>TOTAL</b>	<b>18</b>	<b>103</b>	<b>318</b>	<b>130</b>	<b>569</b>	<b>100%</b>

## Percent of Affordable Units

	Round 1	Round 2	Round 3	Round 4	TOTAL
Total # of Units	18	192	384	133	727
# of Affordable Units	18	103	318	130	569
% of Affordable Units	100%	54%	83%	98%	78%

## Affordable Units by Residential Type



## U.S. Department of Housing and Urban Development

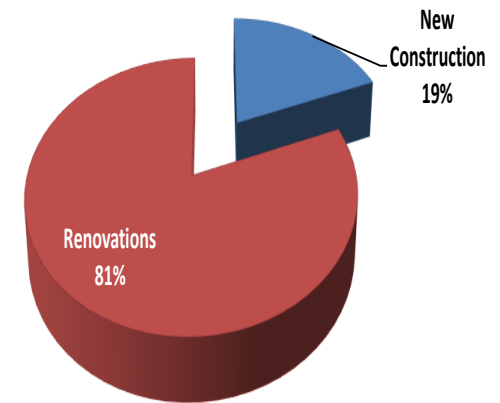
**Affordable Housing:** Affordable housing is generally defined as housing in which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.

# APPENDIX A: PROJECT STATISTICS - COMMERCIAL

## Commercial Square Footage

	Round 1	Round 2	Round 3	Round 4	TOTAL	% of Total
New Construction	43,300				43,300	19%
Renovations	98,000		9,586	75,000	182,586	81%
<b>TOTAL</b>	<b>141,300</b>	<b>0</b>	<b>9,586</b>	<b>75,000</b>	<b>225,886</b>	<b>100%</b>

## Commercial Square Footage



# APPENDIX B: PERFORMANCE SCORECARD

## Strategic Plan Alignment



Performance is measured against the strategic plan's goals and objectives. The Board has **fifteen (15) distinct Key Performance Measures**.



## KEY PERFORMANCE MEASURES

GOAL #	STRATEGIC GOAL	INCEPTION TO-DATE-PERIODS		
		Pre 2021	2021	January - October 2022
<b>1</b>	<b>Create organizational capacity to accomplish CCED goals and projects</b>			
	Quarterly "quality" and strategic plan update submitted to the Board.	<b>Not Applicable</b> (Board approved the 2020 - 2027 CCED Strategic Plan October 13, 2020)	Not Completed	<b>Not Completed*</b>
	Inception-to-Date report prepared and submitted to the Board.		Not Applicable	2nd Draft Completed
	Monthly financial and project status reports submitted to the Board.		Completed	Completed and Submitted

**\*To be completed for fourth quarter 2022 in January 2023.**

# APPENDIX B: PERFORMANCE SCORECARD

Strategic Plan Alignment

Performance is measured against the strategic plan's goals and objectives. The Board has **fifteen (15) distinct Key Performance Measures.**



## KEY PERFORMANCE MEASURES

GOAL	STRATEGIC GOAL	INCEPTION TO-DATE-PERIODS		
		Pre 2021	2021	January - October 2022
<b>2</b>	<b>Foster and maintain diverse and sustainable neighborhoods</b>			
	# of affordable housing units to be constructed or renovated	<b>439</b>	<b>Not Applicable Due to COVID Pandemic "Lockdown"</b>	<b>130</b>
	% or ratio of affordable housing units to total housing units to be constructed or renovated	<b>74%</b>		<b>98%</b>
	# of "CCED Board approved" housing units to be rehabilitated (repaired)	<b>N/A</b>		<b>80</b>
	# of "CCED Board approved" new affordable housing units to be constructed	<b>N/A</b>		<b>125</b>

# APPENDIX B: PERFORMANCE SCORECARD

Strategic Plan Alignment



Performance is measured against the strategic plan's goals and objectives. The Board has **fifteen (15) distinct Key Performance Measures**.



## KEY PERFORMANCE MEASURES

		INCEPTION TO-DATE-PERIODS		
	STRATEGIC GOAL	Pre 2021	2021	January - October 2022
<b>3</b>	<b>Create and expand employment opportunities</b>			
	# of persons employed by major jobs type	Not Applicable (Board approved the 2020 - 2027 CCED Strategic Plan October 13, 2020)	Limited progress due to COVID Pandemic "Lockdown"	Statistics to be obtained for the 2023 Annual CCED Report
	# of workforce partnerships			
	# of new investment ready site			



# APPENDIX B: PERFORMANCE SCORECARD

Strategic Plan Alignment

Performance is measured against the strategic plan's goals and objectives. The Board has **fifteen (15) distinct Key Performance Measures**.



## KEY PERFORMANCE MEASURES

		INCEPTION TO-DATE-PERIODS		
STRATEGIC GOAL		Pre 2021	2021	January - October 2022
<b>4</b>	<b>Create opportunities for access, equity and shared prosperity</b>			
	# of infilled projects completed	<b>0</b>	<b>2</b>	Statistics to be obtained for the 2023 Annual CCED Report
	# of commercial redevelopment projects completed	<b>1</b>	<b>0</b>	
	# of transformational projects completed	<b>1</b>	<b>0</b>	

# APPENDIX B: PERFORMANCE SCORECARD

Strategic Plan Alignment



Performance is measured against the strategic plan's goals and objectives. The Board has **fifteen (15) distinct Key Performance Measures**.



## KEY PERFORMANCE MEASURES

GOAL #	STRATEGIC GOAL	INCEPTION TO-DATE-PERIODS		
		Pre 2021	2021	January - October 2022
5	Enhance opportunities for small and minority owned business development			
	# of developer organizations/companies participating in capacity building events	Not Applicable (Board approved the 2020 - 2027 CCED Strategic Plan October 13, 2020)	Limited progress due to COVID Pandemic "Lockdown"	N/A*
	# and % of MBE's (including subcontractors) receiving funding for development projects			15, 68%

\*Process to be developed to track this metric beginning in 2023.

# APPENDIX C:

## FINANCIAL INFORMATION

### FINANCIAL SUMMARY (UNAUDITED REPORTS)\*

Fiscal Year End April 30, 2018 Through April 30, 2022 and Month-end October 31, 2022

(From the Kansas City Finance Department Comparison of Revenues, Expenditures and Change in Fund Balance Monthly Statement)

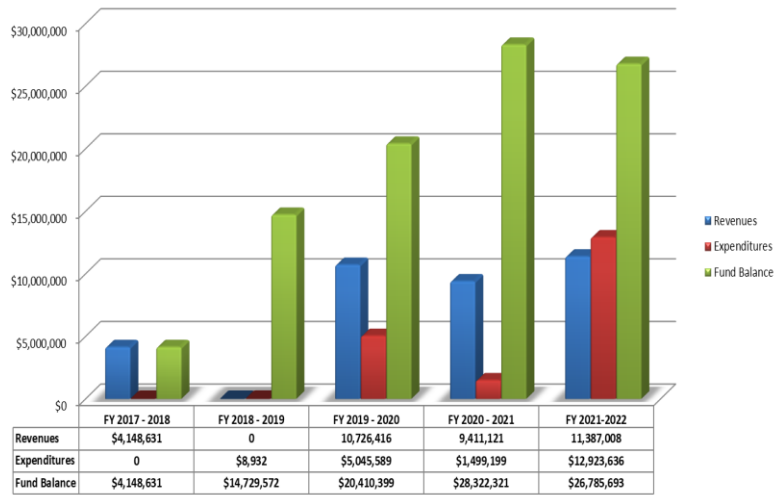
	April 30, 2018	April 30, 2019	April 30, 2020	April 30, 2021	April 30, 2022	CUMULATIVE April 2017 to April 2022	% of Total
Beginning Cash	\$0	\$4,148,631	\$14,729,572	\$20,410,399	\$28,322,321		
Cash In	4,148,631	10,589,873	10,726,416	9,411,121	11,387,008	\$46,263,049	100%
<b>Expenditures</b>							
Personnel		8,932	66,427	98,803	105,283	279,445	1%
Consultants and Other			237,228	260,470	68,866	566,564	3%
Project Disbursements			4,741,934	139,926	12,749,487	17,631,347	91%
COVID 19 Funding			0	1,000,000	0	1,000,000	5%
<b>Total Expenditures</b>	<b>0</b>	<b>8,932</b>	<b>5,045,589</b>	<b>1,499,199</b>	<b>12,923,636</b>	<b>19,477,356</b>	42%
Net Cash	4,148,631	10,580,941	5,680,827	7,911,922	(1,536,628)	\$26,785,693	58%
Ending Cash	\$4,148,631	\$14,729,572	\$20,410,399	\$28,322,321	\$26,785,693		

\*As part of the City's Special Revenue Funds, the CCED Sales Tax Fund is included in the KCMO's annual financial statements and are audited annually by an external certified public accounting firm.

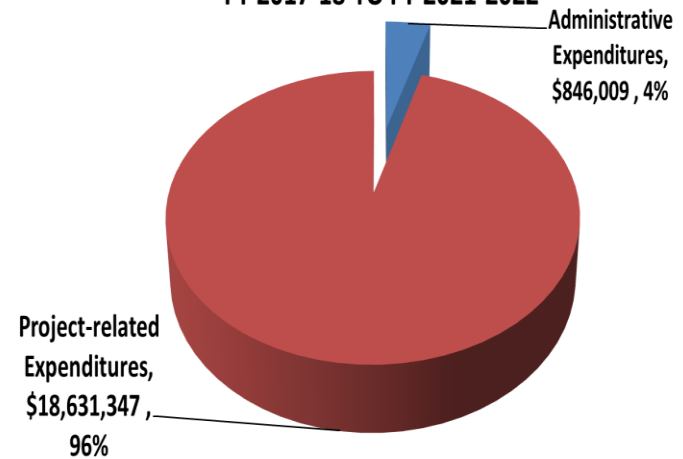
\*Reflects actual collected revenues, expenditures and encumbrances in the City's financial system as of the date of preparation of CCED Sales Tax Fund #2200, Comparison of Revenues, Expenditures, and Change in Fund Balance as of the fiscal year end date of March 31.

# APPENDIX C: FINANCIAL INFORMATION

REVENUES, EXPENDITURES, AND FUND BALANCE  
FY 2017-18 TO FY 2021-22



CUMULATIVE  
CCED EXPENDITURES  
FY 2017-18 TO FY 2021-2022



# APPENDIX D: PROJECT COST ANALYSIS

## SUMMARY OF CASH DISBURSEMENTS BY FUNDING ROUND

FUNDING ROUND	Key Award Dates	CCED Funds Awarded	Total Project Cost	Funding Disbursed as of October 31, 2022	CCED Amount Left to be Disbursed	% of CCED Funds Disbursed
ROUND 1	March 22, 2018	\$6,992,067	\$32,706,162	\$6,277,067	\$715,000	90%
ROUND 2	July 16, 2019	\$11,441,631	\$231,966,471	\$5,122,920	\$6,318,711	45%
ROUND 3	August 11, 2020	\$15,081,650	\$68,769,668	\$12,882,056	\$2,199,594	85%
ROUND 4	March 23, 2022	\$7,670,000	\$80,521,582	\$1,500,000	\$6,170,000	20%
<b>GRAND TOTALS</b>		<b><u>\$41,185,348</u></b>	<b><u>\$413,963,883</u></b>	<b><u>\$25,782,043</u></b>	<b><u>\$15,403,305</u></b>	<b>63%</b>

# APPENDIX D: PROJECT COST ANALYSIS

## UNIT COST ANALYSIS BY ROUND

LOWEST TO HIGHEST UNIT COST

Project with the Lowest Per Unit Cost Per Round					Project with the Highest Per Unit Cost Per Round					AVERAGE UNIT COST PER ROUND	
Project Name	Housing Unit Type	# of Units	CCED Funds Awarded	Unit Cost	Project Name	Housing Unit Type	# of Units	CCED Funds Awarded	Unit Cost	# of Units	Unit Cost
Neighborhoods United	Home Rehabilitation	6	\$313,804	\$52,301	Ivanhoe Neighborhood Council	Townhouses/ Duplexes	12	\$1,221,332	\$101,778	9	\$77,039
Urban Neighborhood Initiative	New Construction/ Single Family	30	\$250,000	\$8,333	KC Town Hall	Renovation / Mixed-Use / Multi-family	3	\$490,539	\$163,513	25	\$87,456
Parade Park Homes	New Construction/ Multi-Family	100	\$905,000	\$9,050	Conrad Wright Media Building	Renovation / Mixed-Use / Multi-family	2	\$200,000	\$100,000	77	\$47,039
Jerusalem Farms	Minor Home Repair	50	\$250,000	\$5,000	Heroes Home Gate	New Construction / Multi-Family	24	\$1,500,000	\$62,500	36	\$60,249
							AVERAGES FOR ALL FOUR ROUNDS			37	\$67,946

# APPENDIX D: PROJECTS COST ANALYSIS

## Leveraging of CCED Funds - Highest, Lowest, and Averages

Highest % Leveraged				Lowest % Leveraged				AVERAGES
Project Name	CCED Funds Awarded	Project Budget	% Leveraged	Project Name	CCED Funds Awarded	Project Budget	% Leveraged	
Community Builders of Kansas City	\$627,785	\$752,785	83%	National Association of Construction Cooperative	\$215,000	\$10,000,000	2%	21%
KC Town Hall	\$490,539	\$680,169	72%	Urban Neighborhood Initiative	\$250,000	\$1,731,600	14%	5%
38th Street Studio	\$282,354	\$641,714	44%	Jazz Hill Apartments	\$3,974,296	\$21,471,336	19%	22%
Ivanhoe Minor Home Repair	\$545,000	\$695,000	78%	Zhou's B Art Center of Kansas City Missouri	\$1,500,000	\$44,444,418	3%	10%
				<b>AVERAGE OF ALL FOUR ROUNDS</b>				<b>14%</b>

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# Kansas City Missouri

## Central City Economic Development Sales Tax Board

