

VINE STREET DISTRICT

ECONOMIC DEVELOPMENT PLAN



JULY 1, 2010

ACKNOWLEDGEMENTS

This plan was prepared under the direction of the Vine Street District Steering Committee, with input from the Vine Street District Technical Committee and significant participation by over one hundred residents, stakeholders, and property owners within the District.

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Representatives from the following organizations attended and participated in the planning process at one or more community meetings. This list may not be comprehensive, as it reflects only those participants/organization representatives who signed in at these meetings. Thank you to everyone who actively participated in the creation of this plan.

12th Street Heritage Development Corporation

18th Street Compact Organizations:

- *Jazz District Redevelopment Corporation*
- *American Jazz Museum*
- *Negro Leagues Baseball Museum*
- *Black Economic Union*
- *Black Chamber of Commerce*
- *Mutual Musicians Foundation*
- *Kansas City Friends of Alvin Ailey*
- *Black Archives of Mid America*

Act-So KCK

Ad Hoc Group Against Crime

AJM

Al-Inshirah Islamic Center

Bethel AME Church

BHI

Black MBA's

Boston Heights Association

Bower Memorial CME Church

Changing Lanes

Clinton Adams Law Office

Diane Charity/Cristo Rey School

Danell Watson/ Highland Nursing and Rehabilitation Center

DELL Plaster and Drywall

Dubois Consultants Corporation

East Meets West of Troost

Faith Deliverance Church

Freedom Incorporated

Godde Developing Company

HDC Consulting

Heet Mob Records

Highland Neighborhood Associations

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KCMO Public Works Department

Kansas City Police Department

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Pat Jordan and Associates

Platinum Image Promotional Consulting, LLC.

St. Marks Union Church

Shelby's Juke House in the 18th Street District

Sly James Law Office

Smitty Promotions

Stand for Something

Starting Over Family Center

Swope Community Builders

The Jolly Design Company

The Kansas City Call Newspaper

The National Architect

The Pitch Newspaper

The Urban Summit

United Inner City Services

Urban League of Greater Kansas City

Urban League Young Professionals

Urban Summit

Voices of the People

Visionary Construction

Vine Street Manor

Washington Wheatley Neighborhood Association

Zodiac Motorcycle Club

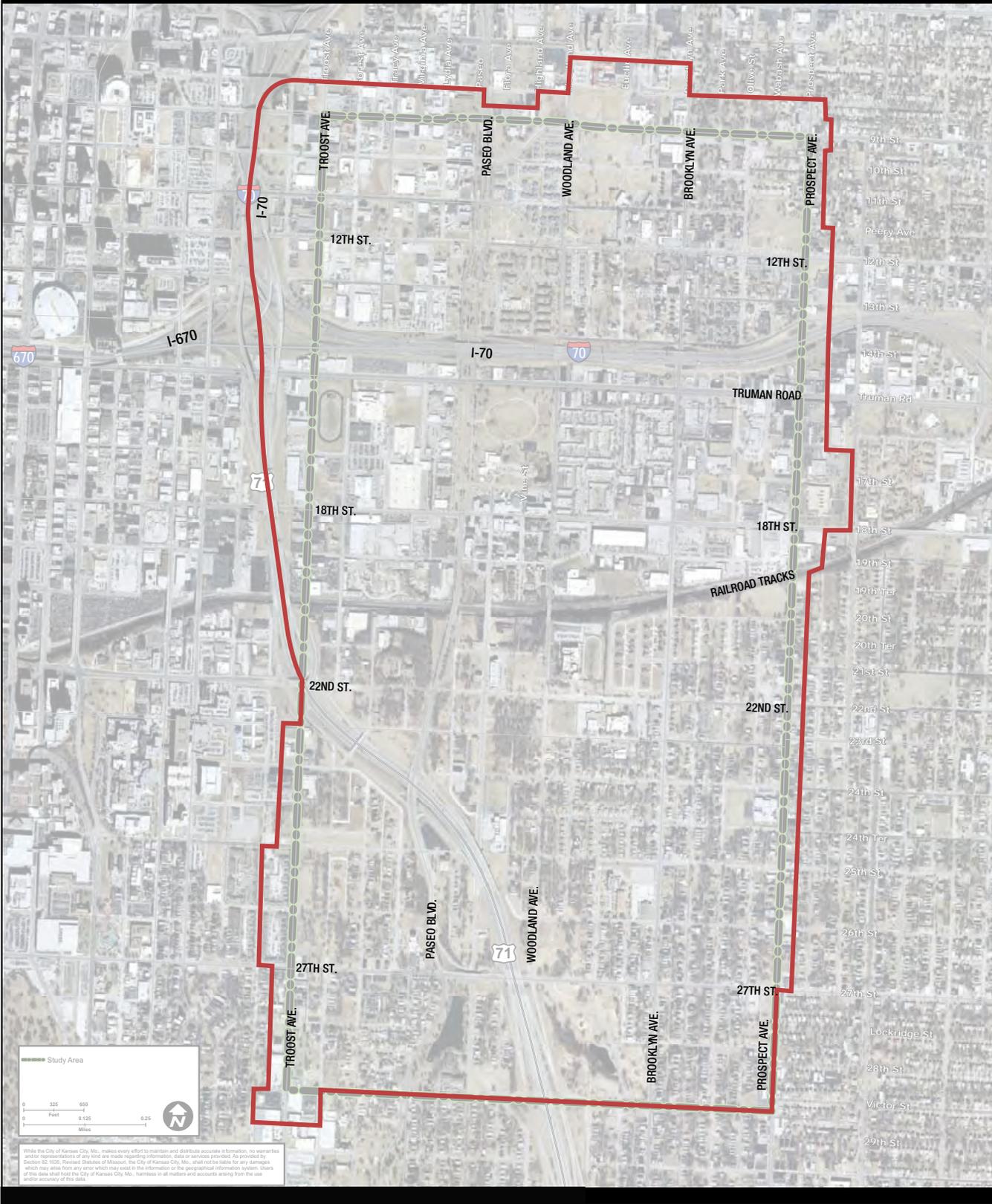


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EXPANDED DISTRICT BOUNDARY

Vine Street District Economic Development Plan



1.1 Expanded District Boundary Map

“ WHEN YOU SEE A JAZZ MUSICIAN PLAYING, YOU'RE
LOOKING AT A PIONEER, YOU'RE LOOKING AT AN
EXPLORER, YOU'RE LOOKING AT AN EXPERIMENTER,
YOU'RE LOOKING AT A SCIENTIST, YOU'RE LOOKING
AT ALL THOSE THINGS BECAUSE IT'S THE CREATIVE
PROCESS INCARNATE. ”

--ALBERT MURRAY



PURPOSE OF THE PLAN

The purpose of this plan is to provide a **redevelopment blueprint** for action for the City and the community to follow for the next 15 years to revitalize the health and economy of the Vine Street District.

The Vine Street District is defined as that area generally bounded by 9th Street on the north, Prospect Avenue on the east, 29th Street on the south and Troost Avenue on the west. Please note the boundaries around the perimeter of the District have been adjusted to include some properties facing these perimeter boundary streets, and generally follow existing property lines and half-block depths.

It is important that this document is the first economic development plan prepared for a specific area of Kansas City, Missouri. There is no other comparable group of neighborhoods in the city that embody the unique African-American history and experience as does the Vine Street District. A unique set of circumstances born of racial prejudice created a vibrant cultural and family environment this area enjoyed from the late 1800's to the 1950's. An equally unique set of factors and government policies sent it spiralling into neglect and decay from the 1950's to 2010.

This plan outlines the strategies, recommendations and action steps required to generate a multi-faceted revitalization of this central city community, so that it once again becomes a vital contributing part of Kansas City's economy and quality of life.

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INTRODUCTION + BACKGROUND

This plan represents a strategic and unified direction for the evolution of the Vine Street District into a stronger and more self-sustaining community within Kansas City. This district has historically served as the epicenter of African-American life within the metropolitan area, and it is important to understand this context as it relates to the challenges and opportunities that lie ahead.

While this area has experienced some measurable benefits from significant investment in cultural destinations and redevelopment initiatives over the last twenty years, it has not fully realized its potential. There is still much work needed to reverse the resultant impacts of decades of neglect and disenfranchisement.

The recommendations outlined in this plan are focused on a comprehensive set of initiatives to understand and address commercial and housing opportunities within the entire district, while incorporating strategies for strengthening and leveraging investment within the 18th & Vine Historic District that further support its role serving as the heart of this area. To achieve this potential will require significant professional cooperation and collaboration between the public and private sectors, including grass roots efforts, public policy recommendations, and a new governing organization charged with managing and promoting these initiatives.

This plan includes a series of key strategies and preferred economic development tools for use in achieving the community's vision for revitalizing this area. A comprehensive list of district improvements and initiatives, including a series of catalytic projects, has also been developed and incorporated to further understand the benefits and application of these tools and strategies.

The *Vine Street District Economic Development Plan* provides a guiding framework by which the public and private sectors can continue working together to return this area to prominence, and to ensure it remains a distinctive and vibrant community asset that serves future generations.



2.1 Historic Jazz Recording



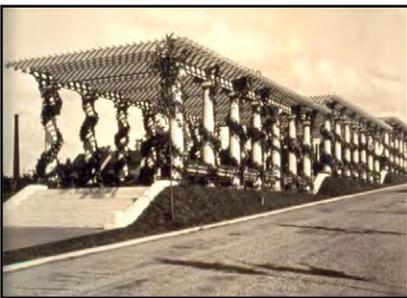
2.2 Historic Lincoln Building



2.3 Community Parade Along 18th Street



1.4 B.B. King



2.5 Historic Paseo Pergola

DISTRICT HISTORY

The Vine Street Economic Development District, bounded by 9th Street to 29th Street and Troost Avenue to Prospect Avenue represents Kansas City's historic Black Heritage District and has played a significant role in the history of Kansas City. Originally known as the Lincoln-Coles area, this 20 block area in the heart of the city was one of four settlements for black immigrants from the south after the Civil War. A small part of the northwest corner of the District was annexed into the city in 1873 and the rest in 1885.

In 1900, 25% of the population was African American, but by 1920, this percentage had grown to 75%. From the early 1900's to the 1947 Supreme Court decision banning segregated housing practices, black Kansas Citians were prohibited by covenant and deed restrictions from moving south of 27th Street. The 18th and Vine Street area became the downtown activity center for the black community, surrounded by densely populated neighborhoods that in their heyday grew from a population of 30,714 in 1920 to a population of 41,574 by 1940, a 27% increase. This is the only part of the city in which Vine Street exists, hence the nickname, "Twenty Blocks of Vine".

As the community grew in population, but was held constant in its physical boundaries by racial segregation policies, it became completely self-sufficient. Black doctors, dentists and lawyers practiced and lived within the community. Over 600 businesses, hotels, theaters, restaurants and stores flourished. Numerous churches, civic, social and fraternal organizations thrived. The Kansas City Call newspaper, established in 1919 is one of the country's oldest African American newspapers and still operates at 1715 East 18th Street. Education was a source of pride in the community. One of the earliest schools in the area was the Irving School, built in 1887 at 24th Street & Prospect Avenue, and renamed the Booker T. Washington School during World War II. It was rebuilt as the Crispus Attucks Elementary School in 1990, as part of the Kansas City, Missouri School District's desegregation remedy. Lincoln High School at 2111 Woodland Avenue was the first secondary school dedicated to African American students and was established in 1867. The school, with its companion middle school, added in the early 1960's, still carries on its history of excellence in education. It operates today as the school district's College Preparatory Academy and is listed as one of Newsweek Magazine's Top 100 schools in the nation.

INTRO + BACKGROUND

Single family residences coexisted with apartments, commercial and entertainment venues in a thriving self-contained economy where it is estimated a single dollar circulated approximately eight times within the community. Portions of ten neighborhoods make up the Vine Street District today. Many have experienced severe blight over the last 60 years, but because the housing stock was built by craftsmen of an earlier era, some of these neighborhoods have been remarkably resilient. Their historic character can still contribute to the renaissance of the area.

The famous 18th & Vine intersection was the nexus of most of the commercial and entertainment activity for the area and is known for the creation and perpetuation of its innovative style of jazz during the 1920's and 30's. Jazz greats such as Mary Lou Williams, Count Basie, Bennie Moten, Walter Page and Charlie Parker were featured in the clubs and the Mutual Musicians Foundation building (originally known as the African American Musicians' Union Local 627). World-wide recognition of Kansas City Jazz and the lively and robust environment that gave birth to it during the free-wheeling Pendergast political machine years was the stimulus for placing the 18th & Vine area on the National and Local Register of Historic Places and generating redevelopment funds in the 1990's for its restoration.

The Vine Street District also includes 12th Street, the only east-west street that runs continuously through the entire city limits. Truman Road also runs east-west through the area as a commercial arterial connecting to Independence, Missouri. The oldest, and one of the most spectacular, boulevards in the Parks and Boulevards Plan designed by George Kessler in the 1880's is the Paseo Boulevard that runs north and south through the District. The Bruce R. Watkins Roadway, on the District's west edge, was finally completed in the late 1990's with negotiated landscape amenities and well-designed bridges, which helped the surrounding neighborhoods compensate for the desolate swath of both physical and socio-economic damage resulting from the State's condemnation process for acquisition of houses in its path in the 1950's and the subsequent 20-year court battle. Kansas City's original baseball stadium for the Negro Leagues Monarchs, the Kansas City Athletics and later the Kansas City Chiefs was located until 1971 at 22nd and Brooklyn Avenue.



2.6 Historic Fire Station



2.7 Political Meeting in Lincoln Building

2.8 Historic Lincoln Building





2.9 Vine Street Parade



2.10 Vine Street Parade



2.11 Historic Vine Street

THE END OF AN ERA

The decline of this “bounded community” was initially evidenced in the Vine Street District beginning in the 1940’s, but accelerated in the 1950’s. The collapse of “Boss” Tom Pendergast’s political machine in 1939, the Shelley versus Kramer Supreme Court Decision, the End of World War II, and the advent of Urban Renewal and the Land Clearance for Redevelopment Authority brought significant and substantial political, community, economic and social changes that negatively impacted this area.

Collectively, the effect of these factors on the area transformed it into a neglected, forgotten and poorly served community. No other neighborhoods have been so significantly and negatively affected by laws, policies and practices as the “bounded community”. The culmination of the following four factors crippled the area’s ability to sustain itself, and it has yet to recover:

- 1. COLLAPSE OF THE PENDERGAST MACHINE (1939)**
 Political “Boss” Tom Pendergast has been credited with “opening up” night life in the Vine Street District to a level comparable to an early Las Vegas. Kansas City jazz was born, great entertainment abounded and all night carousing permitted. Once the Pendergast Machine collapsed, enforcement tightened resulting in the slow demise of the Vine Street Entertainment District which was one of the primary draws of the community.
- 2. INTEGRATION BEGINS: SIGNIFICANCE OF THE SHELLEY VERSUS KRAMER CASE (1948)**
 This case challenged restrictive covenants which had been a major obstacle to black migration outside the “bounded community”. The ruling finally provided the long-awaited opportunity to move outside the crowded Vine Street area, which spurred outmigration of African Americans. The migration south and east of Troost by middle and higher income Blacks triggered a social transformation which concentrated the number of poor residents living within the “bounded community”.

INTRO + BACKGROUND

3. POST WORLD WAR II OUTMIGRATION (1948)

Soldiers returning from the war benefited from the G.I. Bill in housing and education opportunities. The G.I. Bill became a mechanism for spurring the housing market and offered an opportunity for African-Americans to buy homes. However, the new Federal Home Loan Lending Act only applied to the construction of new homes (jump-starting the growth of the suburbs) and returning Black veterans were denied the lower mortgage interest rates made available to their white counterparts. Black veterans were restricted in where they could purchase. Generally, homes were identified south of the “bounded community” and east of Troost Avenue. Military service had not exempted veterans from segregation policies that would be manifested in the form of block busting, steering and redlining.

4. THE ADVENT OF LAND CLEARANCE FOR REDEVELOPMENT (1951) /URBAN RENEWAL (1961) IN THE AREA

The City’s mandate to remove the slums in the central city was welcomed, but the results would perpetuate poverty and community isolation. The razing of blighted and dilapidated structures along Woodland Avenue between 9th Street and 12th Street enabled the 1957 construction of the Wayne Minor Low-Income Housing Project and the T.B. Watkins Housing Project soon followed. Hailed as a model for housing the poor, these projects with high concentrations of impoverished residents created an environment of despair, crime, unsafe conditions and hopelessness. The new community climate that resulted from concentrating poor people in bleak and anonymous high rise buildings furthered the exodus of businesses and people from the area. The Wayne Minor high-rise housing projects, just north of 12th Street were demolished 27 years after their construction.

Another housing concept proposed for the area was a housing cooperative model. Parade Park Homes (1961) was created in partnership with Reynolds Aluminum Company, HUD and the support of African American leaders of the time. This innovative housing project was an example of how a public private partnership could successfully work in this area. Parade Park remains one of the most stable and healthy neighborhoods in the area.

Parade Park was a positive aberration from the norm, however. The Urban Renewal Program targeted the Vine Street area. The housing stock was razed under the guise of reducing slums but was never replaced and the decline of the community rapidly spiraled downward.

A NEW BEGINNING

In 1989, 5th District-at-Large Councilman Emanuel Cleaver, II sponsored an ordinance known as the “Cleaver Plan” that set aside \$20 million for the revitalization of the 18th & Vine Historic District. The City hired the consulting firm of Stull & Lee of Boston, Massachusetts to prepare a master plan for the area, which was completed in 1992. This plan, named the Washington Wheatley Wendell Phillips Downtown Plan, eventually resulted in the creation of the American Jazz Museum, the Negro Leagues Baseball Museum, renovation of the historic GEM Theater, and recently a new facility for the Black Archives on the plaza north of the museums. New housing units above the retail shops, on Vine Street and along Brooklyn Avenue have been added, as well.



2.12 Fire Station (2009)



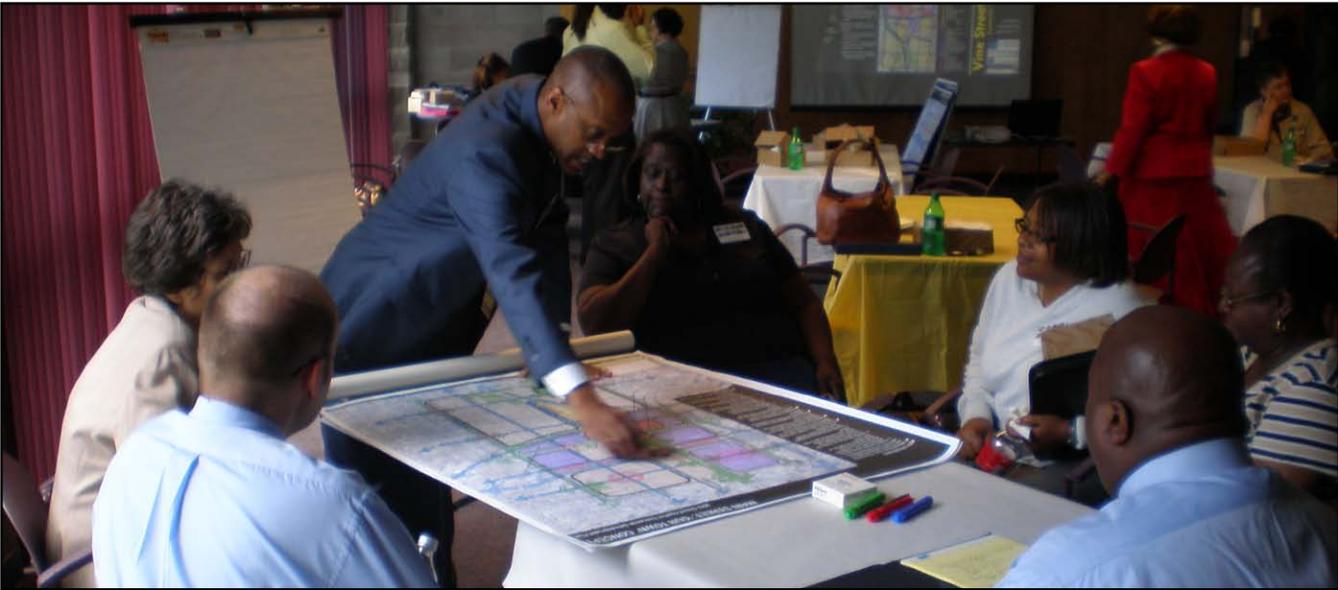
2.13 Vine Street Workhouse (2009)



2.14 City Water Department Buildings (2009)

Other significant investment in the District includes:

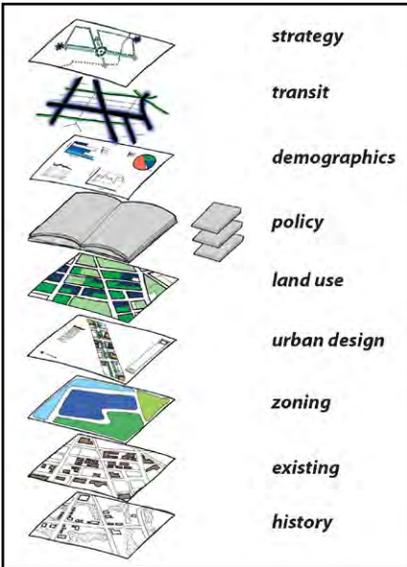
- New infill housing at 22nd and Brooklyn Avenue and market rate housing in the Beacon Hill neighborhood
- Recent renovation and revitalization work in Independence Plaza and along the 12th Street corridor
- Major improvements in the 22nd/23rd Street corridor
- New Troost MAX Bus Rapid Transit line that will run north of Hospital Hill along Charlotte and Holmes Streets - due to become operational in 2011.



2.15 Steering Committee Meeting #2



2.16 Community Meeting #2



2.17 Combined Elements

EXISTING CONDITIONS

As previously stated, the Vine Street District has been experiencing a steady decline since the mid-1950's:

- The area has lost 84% of its population since 1950.
- Nearly 90% of the population within the district is African American, compared to 30% citywide.
- The District has a higher percentage of young people (under 19 years of age) than the rest of the city, but fewer people aged 20 – 54, typically higher wage-producing years.
- The number of female householders with and without children with no husband present is two times of the citywide average.
- The poverty level in the District is 35%, more than twice the citywide level of 16%.
- Since 1950, there has been a net loss of 80% of the housing stock in the District, (from 15,000 units in 1950 to approximately 3,000 units in 2007).
- Approximately 80% of the housing units in the district are renter-occupied.
- Vacant housing units comprise approximately 20% of all housing units in the District.
- The median value for owner occupied homes in the area in 2007, before the economic downturn, was \$74,156 - about 57% of the citywide median value of \$129,766.
- Portions of the Key Coalition and Mount Hope Neighborhoods have some of the highest housing foreclosure rates in the city since the housing crisis in 2008-2009.

In many ways, the deterioration of this historic area mirrors that of other cities' urban neighborhoods after World War II. However, the complicated intersection of Federal policies in the 1950's and 1960's described above with local prejudice and practices created an accelerated vacuum of disinvestment and not so benign neglect. These forces culminated in a sanctioned disregard (albeit with numerous unanticipated consequences) for America's central cities despite their existing physical infrastructure and social framework.

As Kansas Citians are beginning to revalue areas within their central city with an established and authentic sense of place and a distinctive character that has long been lacking in traditional suburban development, and as environmental pressures increase the availability and use of incentives to stimulate the densification and redevelopment of these areas, the Vine Street District can be poised and ready to capitalize on this resurgence with a 15-year economic development plan to guide its richly deserved rebirth.

INTRO + BACKGROUND

PLANNING PROCESS

PREVIOUS STUDIES

There have been more than 20 different plans that address the improvement and revitalization of this District, and many investments have been made by both the public and private sectors in creating new facilities, amenities, and development to serve and support this community. These plans range from corridor and neighborhood improvement plans to urban renewal and redevelopment plans. Prior to beginning work on the creation of this plan, it was important to identify and understand the many planning and redevelopment recommendations that have been provided for this area over the last 20 years.

A brief summary of many of these previous planning efforts was included in a separate Data Book prepared by Kansas City Planning and Development staff. These previous studies helped shape the Planning Team's understanding of relevant issues and opportunities in the area and identify the many previous planning recommendations that have already been implemented.

To better understand current conditions, opportunities, and community dynamics that have impacted economic conditions within this area, several additional interviews and meetings were held with key stakeholders and organizations within the District to share information, gather input, and determine the direction of the plan recommendations.

PLAN GOALS

A series of community meetings were held within the District at each key stage of the planning process to solicit input and to share information as the plan recommendations continued to evolve. A brief overview of the Planning Team's process is included in the Appendix.

Based on direction provided by the Community and the Steering Committee early in the planning process, three goals were established.

GOALS

1. **Create targeted incentives and tools to attract quality mixed-use infill and redevelopment.**
2. **Promote the District as a family-friendly cultural destination for community activities, entertainment, and education.**
3. **Utilize new and existing programs to stabilize and support residential neighborhoods and small business within the District.**

CONCEPT DEVELOPMENT

Three alternative planning concepts for revitalizing the District were prepared and presented during the planning process. These alternative concepts were not intended to be mutually exclusive, yet this approach allowed the team to develop and prioritize specific strategies to achieve a wide variety of initiatives. These concepts are summarized on the following pages, and include:

- (A) Cultural Destinations and Gateways
- (B) Main Street / Our Town
- (C) Anchors, Oars, and Sales



2.18 Community Meeting #2



2.19 Community Meeting #1



2.20 Steering Committee Meeting #3



2.21 Community Meeting #1



2.22 Steering Committee Meeting #1

CULTURAL DESTINATIONS AND GATEWAYS CONCEPT

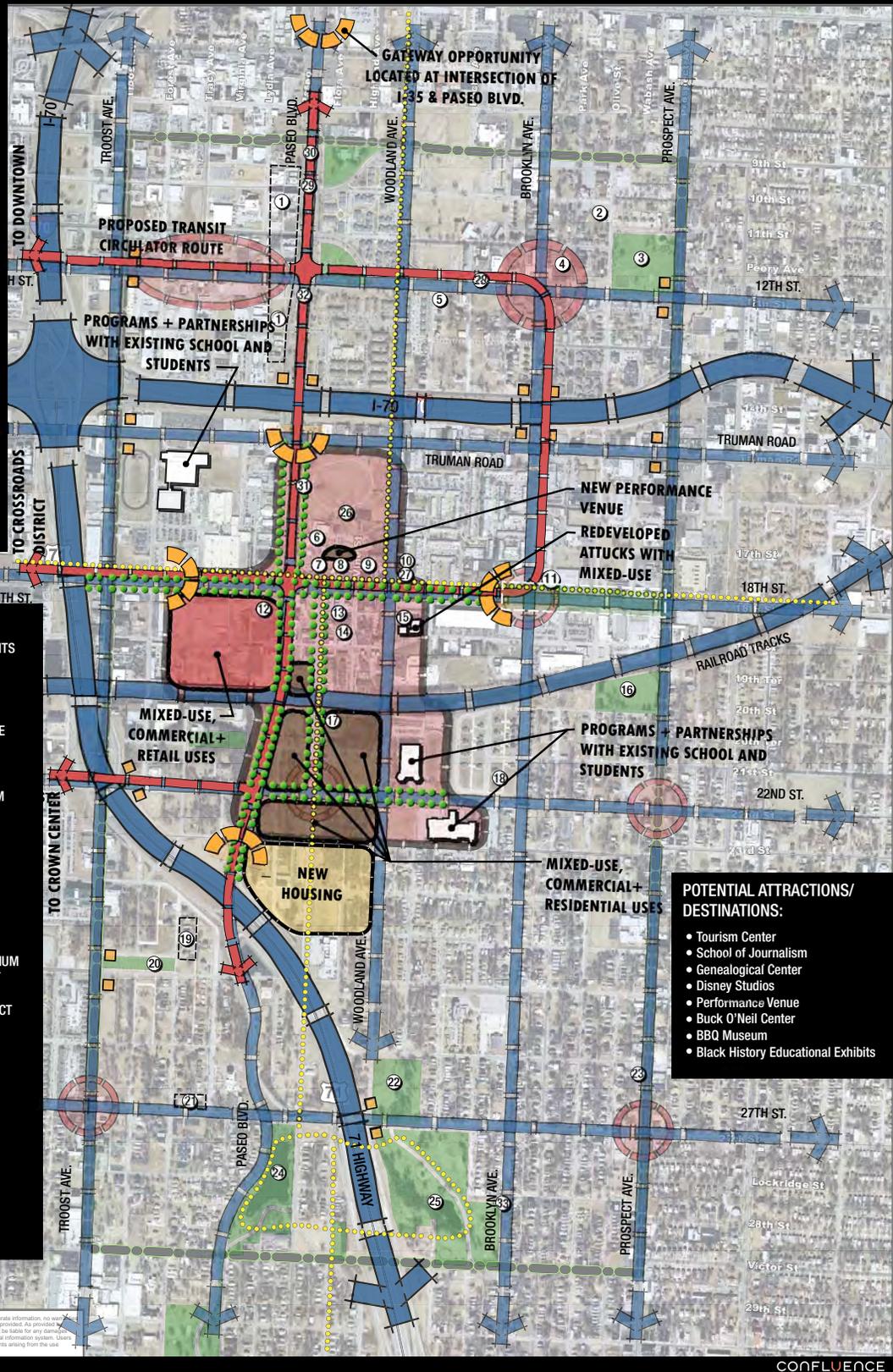
Vine Street District Economic Development Plan

KEY STRATEGIES:

- Achieve "Critical Mass" for the District by adding new attractions and destinations.
- Ensure the District is well-connected to other areas of interest through various forms of transportation.
- Fix the Mix
 - Encourage commercial and retail uses within the District that support it becoming a destination.
 - Attract a diverse and sustainable mixture of housing and employment opportunities within the District.
 - Develop programmed events and activities within the District that bring people to the area.
 - Promote the District through comprehensive and targeted marketing efforts.
- Create an attractive and friendly pedestrian experience within the District.
- Implement appropriate District way-finding and identification opportunities.
- Complement and integrate the District's unique cultural history with future initiatives.

CULTURAL DESTINATIONS

- 1 NORTH PASEO HISTORIC APARTMENTS
- 2 HISTORIC HOMES
- 3 PROSPECT PLAZA PARK
- 4 GATE'S BBQ
- 5 PAINTED LADIES
- 6 JOHN H. GREGG & ARRINGTON KLICE COMMUNITY & FITNESS CENTER
- 7 BLUE ROOM
- 8 AMERICAN JAZZ MUSEUM
- 9 NEGRO BASEBALL LEAGUE MUSEUM
- 10 BLACK ARCHIVES
- 11 ARTHUR BRYANTS
- 12 FUTURE BUCK O'NEIL CENTER & HISTORIC PASEO YMCA
- 13 GEM THEATER
- 14 MUTUAL MUSICIANS FOUNDATION
- 15 HISTORIC ATTACKS SCHOOL
- 16 PROSPECT PARK
- 17 CASTLE / VINE STREET GALLERY
- 18 ORIGINAL SITE OF MUNICIPAL STADIUM
- 19 MARKS GARVEY HISTORIC DISTRICT
- 20 BEACON HILL 'COMMONS'
- 21 EAST COLONADES HISTORIC DISTRICT
- 22 CREWS PARK
- 23 GREEN DUCK
- 24 TROOST LAKE
- 25 SPRING VALLEY PARK
- 26 PARADE PARK
- 27 KC FRIENDS OF ALVIN AILEY
- 28 SARAH RECTOR'S HOME
- 29 MEYER MEMORIAL
- 30 WOMAN'S LEADERSHIP FOUNTAIN
- 31 PUBLIC ART PIECE
- 32 BLACK SOLDIERS MEMORIAL / VINE PARK
- 33 BERNARD POWELL STATUES



- ### POTENTIAL ATTRACTIONS/ DESTINATIONS:
- Tourism Center
 - School of Journalism
 - Genealogical Center
 - Disney Studios
 - Performance Venue
 - Buck O'Neil Center
 - BBQ Museum
 - Black History Educational Exhibits



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CONFLUENCE

2.23 Cultural Destinations and Gateways Concept Map

INTRO + BACKGROUND

PLANNING PROCESS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

DRAFT CONCEPT **(A)** : CULTURAL DESTINATIONS AND GATEWAYS

The revitalization strategy for this concept was focused on the idea of promoting tourism and cultural destinations throughout the District to attract revenue from visitors living outside the District. The Jazz District as an historic and cultural destination is emphasized, and additional opportunities for new compatible attractions were explored.

By strengthening and expanding the existing cultural destinations and making the entire District more appealing for tourists to spend their time and money, new retail and restaurant businesses could be added to the mix of commerce in key locations throughout the District.

Other key components of this strategy included strengthening transit connections and the creation of a stronger District identity and a unique sense of place.



2.24 The Blue Room

2.25 GEM Theater

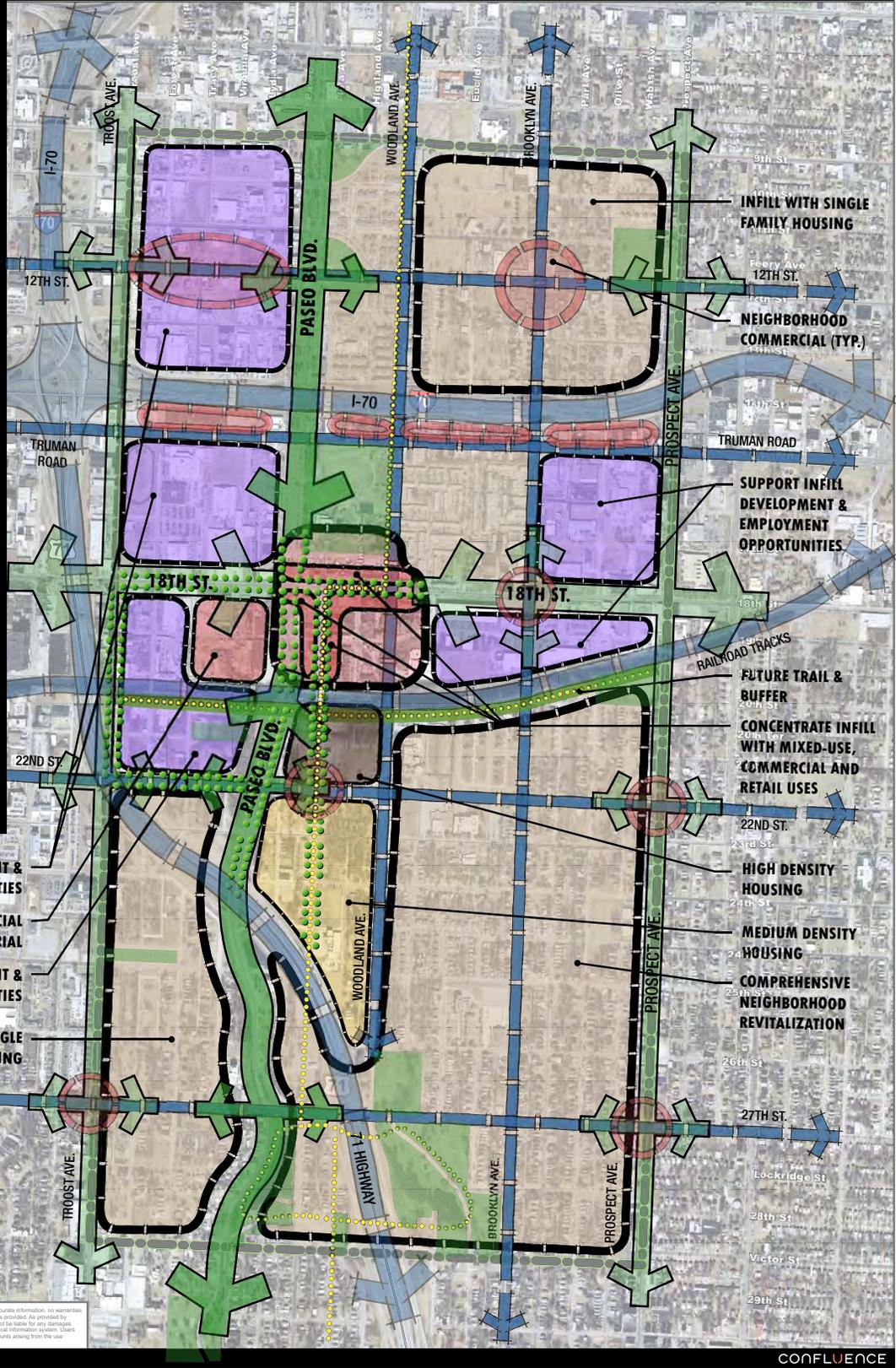


MAIN STREET: 'OUR TOWN' CONCEPT

Vine Street District Economic Development Plan

KEY STRATEGIES:

- Strengthen the heart of the District into a multi-faceted destination to serve the surrounding community.
 - Support existing cultural district activities with “live” consistently planned events and venues (especially Wed. through Sat. of each week).
 - Identify and attract key retail uses to the district that support the cultural, entertainment, institutional, and commercial uses of the district.
 - Develop shared parking strategies that will support higher density redevelopment.
- Improve the main corridors and transit connections that link the heart of this District with surrounding areas.
- Develop an expanded area adjacent to the heart of the District with a sustainable mixture of housing and commercial uses.
- Encourage neighborhood-supported commercial activities throughout the District.
- Complete infrastructure improvements to support key corridors.
 - Complete improvements on 12th Street between Troost and The Paseo.
 - Improve 12th Street between Woodland to Prospect Avenue (design and landscaping).
 - Improve The Paseo Boulevard from 18th Street to 27th Street (design and landscaping).
 - Improve 18th Street from Oak Street to Benton Boulevard (design and landscaping).
 - Improve Vine Street between 18th Street and 25th Street (design and landscape).
- Identify town square within the heart of the District.



2.26 Main Street: 'Our Town' Concept Map

INTRO + BACKGROUND

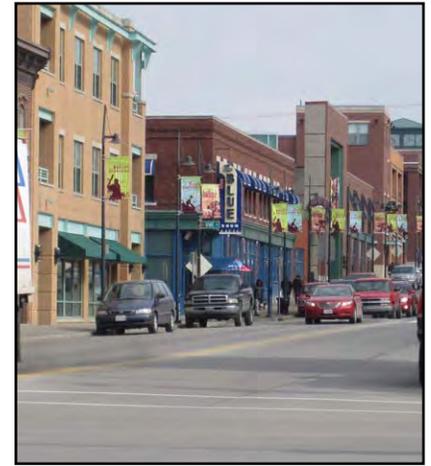
PLANNING PROCESS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

DRAFT CONCEPT (B): MAIN STREET / 'OUR TOWN'

This concept was focused on restoring a strong and vibrant downtown feel to the 18th & Vine Historic District, a place that originally served as the hub of commercial, cultural, and social activity within the black community. The intent was to create a unique and authentic environment complete with local businesses and services that would serve the everyday needs of community residents.

This included providing a range of housing options and densities within and surrounding this downtown area to improve its long term economic sustainability.



2.27 18th Street - Blue Room

2.28 18th Street
American Jazz Museum

2.29 Example of a Vibrant Main Street



ANCHORS, OARS, AND SALES CONCEPT

Vine Street District Economic Development Plan

KEY STRATEGIES:

- Stabilize existing neighborhoods within the District.
 - Provide a diverse mixture of market rate, work force, and affordable housing options.
 - Create programs and incentives to encourage improvements and revitalization of existing housing within the District.
 - Utilize vacant land parcels for re-development or creative interim uses that complement surrounding property.
 - Identify and implement public/private partnership and investment opportunities within the District.
 - Redevelop key areas within the District as catalytic projects.
- Support and incentivize local business and job growth within the District.
 - Create special incentives that encourage District businesses to hire District residents.
 - Encourage neighborhood retail and service-oriented uses to locate throughout the District.
 - Provide targeted incentives that will attract complementary commercial and retail uses to invest in the District.
- Strengthen and promote a unified vision and collaborative spirit within the District.
 - Develop stronger socio-economic community networking and mentorship opportunities.
 - Provide support to identify and train young professionals and emerging neighborhood leaders.
 - Empower diverse groups and organizations to engage and collaborate in improving the District.

CHURCHES WITH CDC

- A BETHEL
- B ST. MARK
- C METROPOLITAN SPIRITUAL
- D PASEO BAPTIST
- E MT. PLEASANT
- F MORNING STAR

CHURCH PARKS

- CHURCH
- PARKS

SCHOOLS

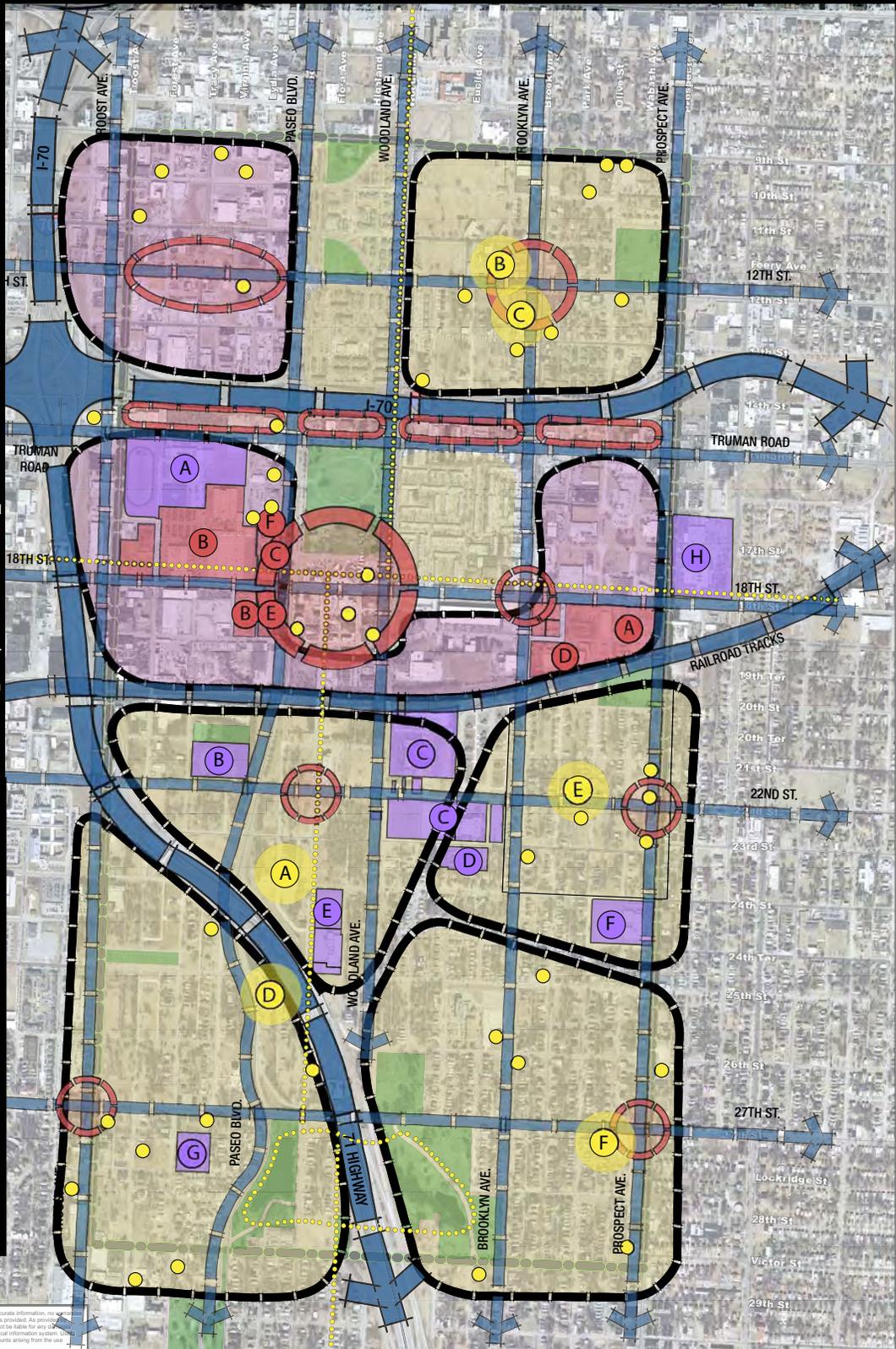
- A SOUTHEAST / MANUAL COMPLEX
- B WESTERN BAPTIST BIBLE COLLEGE
- C LINCOLN COLLEGE PREPARATORY
- D NILES HOME FOR CHILDREN
- E WENDELL PHILLIPS ELEM.
- F ATTUCKS ELEMENTARY SCHOOL
- G BW SHEPHERD STATE SCHOOL
- H MCC PIONEER CAMPUS

INSTITUTIONS

- A KC WATER SERVICES
- B KC ATA FACILITY
- C FULL EMPLOYMENT COUNCIL
- D KC FLEET MAINTENANCE
- E KLICE COMMUNITY CENTER
- F URBAN LEAGUE OF KANSAS CITY



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CONFLUENCE

2.30 Anchors, Oars & Sales Concept Map

INTRO + BACKGROUND

PLANNING PROCESS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

DRAFT CONCEPT ©: ANCHORS, OARS, AND SALES

A grass roots strategy was also explored, which focused on the idea of improving the District from the “inside-out” with limited outside investment. This concept included working with the strong faith-based community and existing Community Development Corporations (CDCs) to provide needed housing and neighborhood revitalization improvements, working with local community groups and non-profit agencies to provide and coordinate services to enhance the quality of life for District residents, and working with the District’s schools and institutions to identify and coordinate volunteer programs to enhance liveability within the District.

A strong emphasis was also placed on creating incentive programs to encourage small business owners and commercial/retail uses to locate and invest in this area.



2.31 Martin Temple



2.32 Lincoln College Preparatory

2.33 City Union Mission



VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

CULTURAL DESTINATIONS

- 1 NORTH PASEO HISTORIC APARTMENTS
- 2 HISTORIC HOMES
- 3 PROSPECT PLAZA PARK
- 4 GATE'S PLAZA
- 5 PAINTED LADIES
- 6 BERNARD POWELL STATUES
- 7 BLUE ROOM
- 8 AMERICAN JAZZ MUSEUM
- 9 NEGRO BASEBALL LEAGUE MUSEUM
- 10 BLACK ARCHIVES
- 11 ARTHUR BRYANTS
- 12 FUTURE BUCK O'NEIL CENTER & HISTORIC PASEO YMCA
- 13 GEM THEATER
- 14 MUTUAL MUSICIANS FOUNDATION
- 15 HISTORIC ATTACKS SCHOOL / REDEVELOPMENT
- 16 PROSPECT PARK
- 17 CASTLE / VINE STREET GALLERY
- 18 ORIGINAL SITE OF MUNICIPAL STADIUM
- 19 MARKS GARVEY HISTORIC DISTRICT
- 20 BEACON HILL 'COMMONS'
- 21 EAST COLONADES HISTORIC DISTRICT
- 22 CREWS PARK
- 23 GREEN DUCK
- 24 TROOST LAKE
- 25 SPRING VALLEY PARK
- 26 PARADE PARK
- 27 KC FRIENDS OF ALVIN AILEY
- 28 SARAH RECTOR'S HOME
- 29 MEYER MEMORIAL
- 30 WOMAN'S LEADERSHIP FOUNTAIN
- 31 PUBLIC ART PIECE
- 32 BLACK SOLDIERS MEMORIAL / VINE PARK
- 33 BLACK MILITARY HEROS MEMORIAL

CHURCHES WITH CDC

- A BETHEL
- B ST. MARK
- C METROPOLITAN SPIRITUAL
- D PASEO BAPTIST
- E MT. PLEASANT
- F MORNING STAR

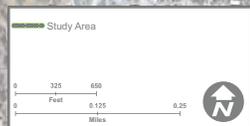
- CHURCH** **PARKS** **GATEWAYS** **MAJOR**
- MINOR**

SCHOOLS

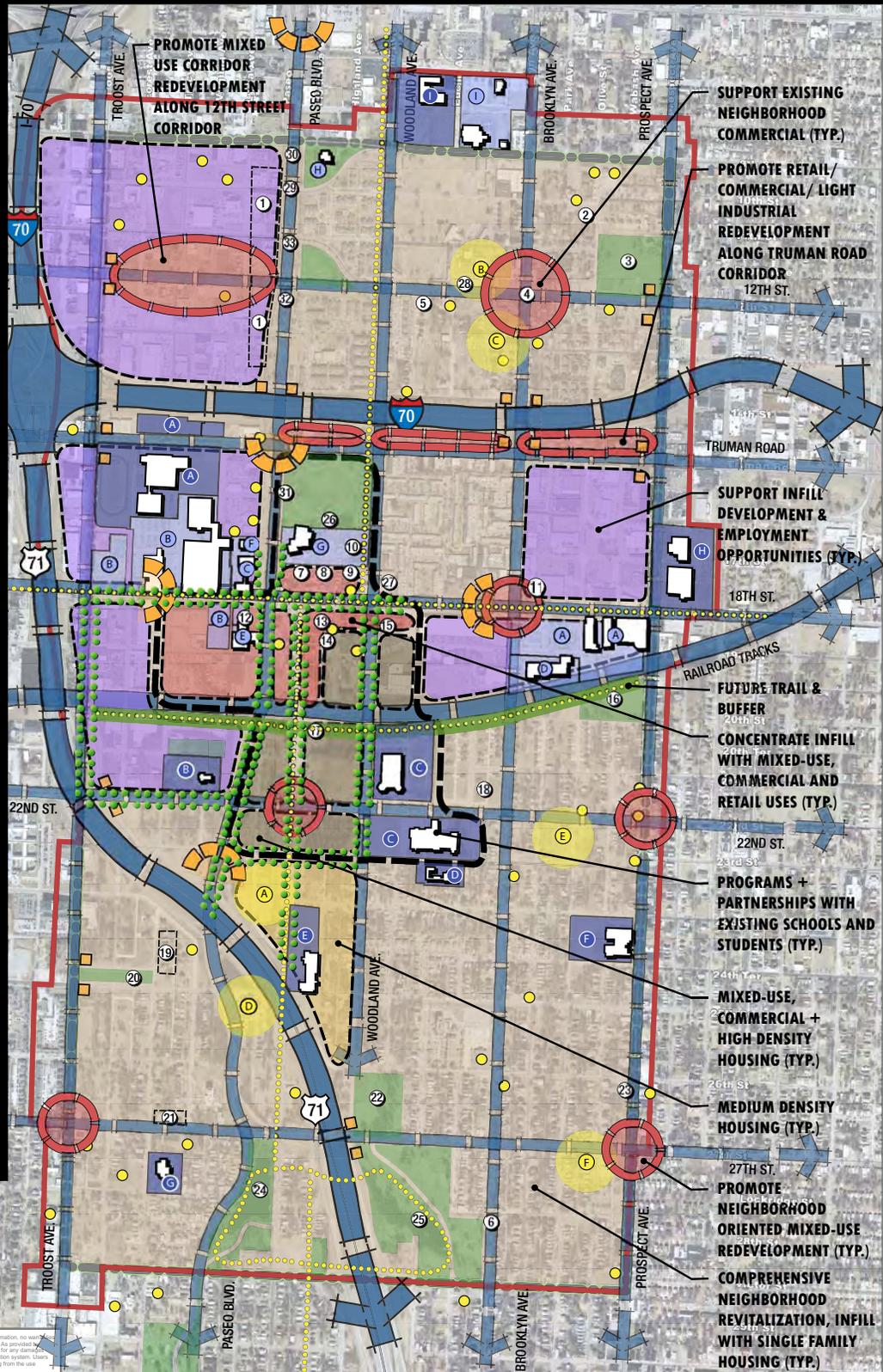
- A SOUTHEAST / MANUAL COMPLEX
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- C LINCOLN COLLEGE PREPARATORY
- D NILES HOME FOR CHILDREN
- E WENDELL PHILLIPS ELEM.
- F ATTACKS ELEMENTARY SCHOOL
- G BW SHEPHERD STATE SCHOOL
- H MCC PIONEER CAMPUS
- I WOODLAND ELEMENTARY SCHOOL

INSTITUTIONS

- A KC WATER SERVICES
- B KC ATA FACILITY
- C FULL EMPLOYMENT COUNCIL
- D KC FLEET MAINTENANCE
- E KLICE COMMUNITY CENTER
- F URBAN LEAGUE OF KANSAS CITY
- G JOHN H. GREGG & ARRINGTON KLICE COMMUNITY & FITNESS CENTER
- H FIRE STATION
- I ROGERS HEALTH CENTER



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CONFLUENCE

2.34 Vine Street Economic Development Plan Map

INTRO + BACKGROUND

PLANNING PROCESS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

SELECTED CONCEPT

Each draft concept was reviewed and evaluated, and it was quickly determined that the preferred concept would need to incorporate the strongest aspects of each of these plans. None of these concepts alone would allow the District to reach its full potential, and many aspects of these concepts are interrelated.

The preferred direction included melding the strongest aspects of each concept, including:

- Emphasize Main Street / Our Town by rejuvenating the heart of the District at 18th & Vine with a new dual role.
- Continue to grow cultural tourism destinations and local events, but not rely solely on tourism alone.
- Bring back more of a small downtown feel to the area, with more shops, restaurants and support facilities for surrounding neighborhoods.
- Incorporate grass roots strategies that focus on improving the livability and character of the area.

The key directives described above are integrated into the economic development plan to guide revitalization efforts within the entire District. This plan also identified ten key strategies for this area to stabilize, eventually grow, and ultimately become a strong and vibrant area of Kansas City once more. These strategies are further described in the next section of the plan.

This selected concept plan was widely accepted and supported by the community, and addressed the major components of each of the three previous concepts in a complimentary manner. Additional key components of this plan include:

KEY COMPONENTS:

- **Creation of a future north-south redevelopment initiative** to focus on the Vine Street corridor between 18th and 24th Streets.
- **Provide improved connectivity within the District** and to adjoining parts of the City via transit service, corridor and street improvements, and infrastructure upgrades.
- **Enhance opportunities and incentives for a wide range of housing choices** within the District, including mixed-income to market rate residential development and home rehabilitation programs.
- **Expansion and attraction of other complimentary cultural attractions.**
- **Improved social networking and community building** through increased social interaction, coordinated volunteer efforts, and other grass roots efforts.
- **Creation of new tools/incentives to uniquely serve the District,** to not only attract new businesses and development activity but also to reward those existing businesses that have remained faithfully serving the area, and to encourage incremental and sustained implementation of these planning recommendations.

This District has enormous potential to become a vibrant place, as it once was historically. It will take significant and sustained efforts by both the public and private sectors, working in coordinated fashion, to realize this potential. A more detailed description of the final plan recommendations is provided in the “Economic Revitalization” section of this plan.



2.35 Steering Committee Meeting #2



2.36 Steering Committee Meeting #2

KEY STRATEGIES

1 REORIENT the District toward a north-south emphasis of Vine Street as a major connecting corridor.

The Vine Street corridor can serve as a strong north-south mixed-use redevelopment area to complement the 18th & Vine area while providing strengthened linkages and connectivity to other neighborhoods within the Vine Street District.

2 REGENERATE a “Main Street” neighborhood feel to 18th & Vine.

The 18th & Vine area needs to serve a dual role, both as a tourist destination and as an active, dynamic urban node that anchors the surrounding neighborhoods. The visual character and mixture of uses within this area needs to reflect this dual role, providing more “authenticity” to a somewhat sanitized atmosphere.

3 PROVIDE a framework for District redevelopment that guides growth yet allows market flexibility.

As the economy improves and redevelopment interest continues to grow within the Vine Street District, potential developers, entrepreneurs and small business owners will be solicited and encouraged to supply the identified housing and commercial uses requested by the neighborhoods and depicted in the plan.

4 SUPPORT existing businesses and development projects currently underway in the District.

Several effective redevelopment organizations work exclusively within the District to benefit its growth and vitality, while many businesses have remained in the area despite numerous obstacles. The plan is crafted to provide benefits for those working to improve and/or provide goods and services within the District.

5 ATTRACT new market rate housing.

The success of this strategy is intertwined with many other issues; however, a very strong infrastructure already exists on which we can rebuild strong and stable neighborhoods. The plan encourages continued investment in infrastructure, services, and amenities in conjunction with targeted incentives to promote market rate housing development.

6 STRENGTHEN + PROMOTE quality retail/commercial nodes at critical intersections.

This strategy recognizes the symbiotic relationship between residential rooftops, disposable income, and supporting retail uses. Fairly limited market opportunities exist to capitalize on existing tourism-related activity. Targeted benefits and tools are necessary in this area to strengthen and promote more commercial activity.

7 RETAIN + ENHANCE existing industrial uses.

Existing industrial businesses within this area are healthy contributors to the economy and should be retained. However, their size, scale and appearance in some instances creates a barrier between the northern and southern residential neighborhoods in the District. The plan encourages improving their street-side appearance through landscape buffering and creative physical screening techniques.

8 PRESERVE + IMPROVE connectivity within the District.

This area benefits from extensive connections, including a strong network of existing streets, walks, and service by multi-modal transit. The plan promotes further improvement of existing public infrastructure serving the area, including access to public open spaces and trails that provide an important asset for the entire District.

9 DEVELOP grass roots efforts to improve livability.

District residents firmly understand they must take an active role in re-establishing a strong sense of community that defined this area in the past. The plan recommendations provide a balanced approach, recognizing the importance of both public and private efforts that can be combined to improve the overall quality of life in the District’s neighborhoods.

10 CREATE a new umbrella governance organization.

One of the most important recommendations of this plan is to establish an umbrella organization responsible for implementing this plan, coordinating ongoing development activities, and directing revitalization efforts within this District. This organization would complement other active organizations and entities already working within the area, including coordinating additional resources for District-wide marketing programs, community events, City initiatives, and grass roots efforts.

ECONOMIC DEVELOPMENT TOOLS:

- PIEA Overlay
- Sales Tax Free Zone
- Urban Homestead Program
- Urban Renewal Plan
- Community Credit Union (New Tools)
- Main Street Designation
- Historic Tax Credits
- New Market Tax Credits

3.1 Summary of Key Strategies and Economic Development Tools



KEY STRATEGIES + TOOLS

From the concept development process, Ten Key Strategies evolved as the “Big Picture Ideas” that shaped specific recommendations for economic recovery (See Figure 3.1). In addition, Eight Priority Development Tools were developed from the planning analysis and from the input and insight of the Steering Committee and attendees at the community meetings. Further description of these strategies and tools is provided below. The specific recommendations for economic revitalization are included in the following section.

TEN KEY STRATEGIES

As a summary of the recommendations outlined in the previous section, the following Ten Key Strategies and Eight Priority Development Tools were developed from the planning analysis and from the input and insight of the Steering Committee and attendees at the community meetings.

STRATEGY # 1 REORIENT THE DISTRICT TOWARD A NORTH-SOUTH EMPHASIS OF VINE STREET AS THE MAJOR CONNECTING CORRIDOR.

There is a perception throughout the district that 18th & Vine is the only part of the district that receives community-wide attention, funding and scarce resources. Although 18th Street is the recognized historical downtown center of Kansas City’s black heritage area and is perhaps the symbolic heart of the area, it is not the only unique or deserving candidate for redevelopment and new economic activity.

Vine Street only exists in Kansas City between 9th Street and 29th Street. It provides a unique opportunity for a central connecting corridor through commercial, industrial, residential and publically-owned property that, with concentrated and careful mixed-use redevelopment, can tie the cultural and historic amenities at 18th & Vine to the rest of a revitalized district. Vine Street should be a walkable, bustling urban street with its own character and atmosphere as it connects new neighborhoods with churches, parks, neighborhood retail, and the cultural and entertainment attractions at 18th & Vine.



3.2 Vine Street



3.3 Empty Lot near 18th & Vine Intersection



3.4 Home for Sale



3.5 Existing Business



3.6 Existing Retail

STRATEGY #2 REGENERATE A “MAIN STREET” NEIGHBORHOOD FEEL TO 18TH & VINE.

Building on the strong foundation of the work already completed at 18th & Vine, this central space needs to serve a dual role – serve as an active, dynamic urban node for the surrounding neighborhoods, as well as a tourist destination. This would add more “authenticity” to the district, change the somewhat sanitized atmosphere and create an 18 – hour a day active center. This strategy emphasizes the addition of small businesses to the area and the continuation of infill development. It embraces the unique historic environment and restores the “city within a city” function this area fulfilled in its heyday.

A key component of this strategy is the redevelopment of the alleyways and interior parking areas behind the buildings on 18th Street.

STRATEGY #3: PROVIDE A FRAMEWORK FOR DISTRICT REDEVELOPMENT THAT ALLOWS THE MARKET TO DETERMINE WHAT USES AND SCALE ARE APPROPRIATE FOR THE AREA.

This plan will not be successful if it is so constrictive that opportunities are missed to meet the overall goals in the sub-districts described. In fact, both the commercial/retail market and the housing market have significantly changed since the economic crisis of 2008/2009 and it is difficult for most economists to predict how it will recover in central city areas. The plan outlines the need and general location for new neighborhood retail services, for instance, but the market will actually dictate *what* specific services are likely to be financed, built and operated successfully.

As redevelopment activity occurs within the Vine Street District, certain developers, entrepreneurs or small business owners would be solicited and encouraged to supply the housing and commercial opportunities requested by the neighborhoods and depicted in the plan.

STRATEGY #4: SUPPORT EXISTING BUSINESSES AND DEVELOPMENT PROJECTS CURRENTLY UNDERWAY IN THE DISTRICT

There are several effective redevelopment organizations working exclusively in the Vine Street District, and numerous ongoing projects that will benefit the growth and health of the area. The Jazz District Redevelopment Authority, the Black Economic Union, and the 18th Street Compact, among others have worked for years to maintain stability, protect the historic district and bring new development activity to the area. This plan does not supplant or interfere with their ongoing efforts. This plan and the governing organization recommended for its implementation (see Strategy #10) would provide a context and strategic direction for the *entire* Vine Street area and a coordinating role for all activity within the district, especially those areas not previously addressed by a redevelopment organization or Community Development Corporation. All current development activity such as the Beacon Hill housing project, Gates Plaza, continued infill housing near 18th & Vine needs to continue. The coordinating organization could help with additional resources for marketing programs, grass roots programs, community events, city initiatives and overall coordination.

Many businesses have stayed in the area, despite numerous obstacles. These businesses should receive benefits from the economic development tools outlined in the “Tools” section, as well as new businesses to the area. These benefits should extend to the properties directly adjacent to the street boundaries defining the Vine Street Economic Development District (i.e.; the east side of Prospect Ave., the north side of 9th St., etc.)

KEY STRATEGIES + TOOLS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN



STRATEGY #5: ATTRACT NEW MARKET RATE HOUSING

As seen from the historic data, there has been a serious decline over more than 60 years of market rate housing in the Vine Street District. Well documented reasons abound, however, the area cannot sustain itself as a healthy participating part of the Kansas City economy without more balance in the housing market. At every community meeting throughout the planning process, the lack of current choices for market rate housing was one of the most important issues raised and discussed. The success of this strategy is intertwined with many other issues, including neighborhood retail services, neighborhood amenities, crime and the perception of crime, local schools and the need for cohesive critical mass. However, a very strong infrastructure already exists on which we can *rebuild* strong and stable neighborhoods. Two major parks, Paseo Boulevard, easy access to other parts of the city, proximity to downtown, historic character of the area and recent quality new development form a base that is stronger than what some new communities can provide. As the city begins to eventually redensify over the next 25 years, the Vine Street District needs to be poised to capitalize on these new markets and attract people back to the area.

STRATEGY # 6: STRENGTHEN AND PROMOTE QUALITY RETAIL/COMMERCIAL NODES AT CRITICAL INTERSECTIONS.

Much of the vibrant commercial activity that defined the area around the turn of the century is gone. New neighborhood retail, desperately needed in the neighborhoods will not return without more households with disposable income to support it. The symbiotic relationship between rooftops and retail will require serious attention by the new governing body. Selective retail nodes of activity will stand the most chance of success as new development in the area grows. Wherever possible, the City or designated agencies should help acquire available properties in order to control and hold them for future development. The most important intersections to encourage development first are (in no particular order):

- 22nd & Vine Streets
- 27th & Troost Avenue
- 27th & Prospect Avenue
- 18th & Brooklyn Avenue
- 12th & Brooklyn Avenue
- 12th Street Corridor

3.7 LIHTC Basic Court Apartments



3.8 Existing Commercial Building



3.9 Existing Industrial Use

STRATEGY # 7: RETAIN EXISTING INDUSTRIAL USES

A significant portion of land north of the Terminal Tracks has been converted to industrial uses over the years since World War II. 9% of the acreage in the district is used for light or heavy industrial purposes, but 21% of the land is zoned industrial. These industries, including the Kansas City Area Transportation Authority, the City Fleet Maintenance Facility, the City Water Services facility, and a beer distributorship, among others provide 5,600 jobs in the area. These large industrial users are unlikely to move and even if they did, the current market would prevent replacement uses such as commercial or residential coming in for a long time. 12% of the district is vacant property now. These industrial properties are healthy contributors to the economy and should be retained. However, their size, scale and appearance in some instances creates a barrier between the northern and southern residential neighborhoods in the district and is often the only face presented to visitors traveling on 18th Street and Interstate 70.

There is an opportunity for these businesses to be the first to improve the overall appearance of the district by visually buffering long, blank windowless walls, truck docks and chain link fencing with landscaping or creative physical screens. A local artists' competition could provide ideas for creating an innovative and positive solution to improve the visual character of any existing unwightly situations.

STRATEGY # 8: PRESERVE AND IMPROVE CONNECTIVITY WITHIN THE DISTRICT

For the community to recapture its cohesiveness and create strong, livable neighborhoods, they need to be connected by the current street grid, sidewalks and new bikeways. The historic scale of the older single family neighborhoods is generally 2 – 2 1/2 story shirtwaist houses or 1 – 1 1/2 story bungalows. Infill housing should follow the same scale and style wherever possible. In large vacant properties where all new housing or commercial development may occur, it is important to respect the existing street grid, with no mega-block development that could overpower the character and feel of the overall district. Parks and green space should be accessible and open to the public and designed as an asset to the entire District.

3.10 Manual Career Technology School



KEY STRATEGIES + TOOLS

STRATEGY # 9: DEVELOP GRASS ROOTS EFFORTS TO IMPROVE LIVABILITY

Community leaders and neighbors strongly believe that they must take an active role in re-establishing the sense of community and caring that defined the Vine Street area in the past. They are not expecting to be “rescued” by the City or any other entity. The specific redevelopment strategies listed above will be balanced with an active grass roots neighborhood effort to revitalize the area. These efforts will include an active role for the faith-based community as community resources. Neighborhood organizations and blocks will develop mentoring programs, home repair and tool exchange programs, tutoring programs and cooperative and creative ideas for school age children to work with neighbors on special projects. Emphasis will be on creating events and programs that bring all the neighborhoods in the district together, support local businesses and market the strengths of the area as a family-friendly and environmentally-minded part of the central city.

STRATEGY # 10: CREATE A NEW UMBRELLA GOVERNANCE ORGANIZATION

One of the most important recommendations of the Vine Street Economic Development Plan is to establish a single umbrella organization that will be responsible for implementing the plan and directing ongoing development and redevelopment activities and projects in the district bounded by 9th Street to 29th Street and Troost Avenue to Prospect Avenue. It will operate as a not-for-profit development corporation (See Figure 1.1).

This new organization, The Vine Street District Council, would be formed with a 12 – 15 person Board of Directors that will be specified by the anticipated development agreement as part of a new Planned Industrial Expansion Authority (PIEA) overlay district for the same boundaries listed above (See Section on recommended tools). If approved by the City, the PIEA Development Agreement will specify how this new structure would then serve as the coordinating organization for the existing developers in the area, such as BEU, JDRC and others. These existing groups would continue to work in their respective areas of expertise and would have representatives on the new Board, along with representatives from the neighborhoods in the District, the faith-based community, the 18th Street Compact, the Inter-Urban Council, and others to be determined.

It is anticipated that the PIEA Agreement will be structured with Payments in Lieu of Taxes (PILOTS) that will generate part of the revenue required for staff and equipment for this organization to be effective. The flexibility provided by PIEA lends itself to several options to incentivize or provide early abatement, mixture of abatement packages, capital lease-back options for some properties and property transfers that allow for some tax exemptions. However, most of the PILOTS will not be available until new development activity begins to improve. It will be necessary for the City (in partnership with private funders) and in coordination with PIEA to provide the first three years of operating and staffing costs for this new organization. This will allow the Vine Street District Council to become established and prepared for the expected economic turn-around while working on other important efforts required in the first 1-3 years of the implementation plan.

Improvement of the area depends on establishing clear responsibility for advocating, marketing, managing and implementing the strategies outlined herein. This is one of the first priorities to accomplish for the rest of the plan to be implemented and is supported by the Vine Street Economic Development Plan Steering Committee and the attendees at the community meetings held during the plan.

PREFERRED ECONOMIC DEVELOPMENT TOOLS

There are numerous economic development tools and incentives available for the City to approve for use in the Vine Street project area (descriptions of how these City tools work are outlined in the Appendix) These incentives are available in other parts of the city as well, where development costs are not as high or returns as risky. Most of the City's tools are aimed at encouraging private developers to invest in new or redeveloped projects by reducing taxes, granting them the power of eminent domain, lessening their risk or their gap in traditional financing or providing favorable bond rates. Benefits to the City include a stronger job base, higher property values and ensuing higher property tax rates, more economic activity, stronger neighborhoods with increased population. Different tools provide different benefits, depending on their structure and their sources of revenue.

Upon reviewing the specific benefits of the tools available currently and some new ideas, the following set of primary tools is recommended in order to provide some very specific outcomes related to the ten key strategies listed above. Any other incentive that is available and makes sense for approval to help the Vine Street District should also be utilized.

TOOL #1: PIEA PLAN FOR THE VINE STREET DISTRICT

The strongest economic incentive recommendation in the Vine Street District Economic Development Plan is the concept of establishing a PIEA (Planned Industrial Development Authority) designation for the entire district from 9th Street to 29th Street and Troost Avenue to Prospect Avenue. The overall boundary of this proposed designation has been modified to including properties along adjacent edges of these boundaries based on physical conditions and shared street frontages.

This designation would allow 25 year property tax abatement for commercial, industrial and multi family residential projects in the area. Amending current Urban Renewal Plans in the District will provide 10 years of abatement for single-family homes. The following stipulations are important to the plan:

- Payments in Lieu of Taxes (an amount under the full tax rate, i.e. 50% for example) be returned to the area inside the District for use in implementing the plan, supporting the new Vine Street District Council (the governance organization responsible for implementing the plan), and for use in gap financing for projects, etc.
- Establish and specify details in the Development Agreement that this new Vine Street District Council's Board of Directors (consisting of representatives from the area) will be named the designated developer of the area and will be responsible for coordinating the development/ redevelopment activities of the current development entities in the area and other organizations such as the City, State, financing groups, neighborhood, existing businesses, etc.

Because no developer currently exists to apply for the PIEA designation, the City should provide the initial cost to fund the required blight study (estimated at \$40,000 to \$50,000), prepare the General Development Plan, and guide it through the approval process.

KEY STRATEGIES + TOOLS

It is imperative that this critical step happen immediately upon plan approval of this plan , so that the newly created Vine Street District Council can get established in order to be ready for the expected economic turnaround, have experienced personnel in place to attract and meet with potential developers, and begin the implementation steps outlined in this plan. City and private funding will be needed in the interim to supplement the operations of this new organization until PILOTS from the development projects can begin to fund the annual operations. Very little redevelopment activity is likely to occur without this important coordination role for a developer/advocate for the Vine Street District.

TOOL #2: APPROVE OR AMEND URBAN RENEWAL PLANS FOR SINGLE-FAMILY RESIDENTIAL AREAS

An Urban Renewal Area (URA) is a tax abatement incentive. These areas have been identified and declared by the Land Clearance for Redevelopment Authority (LCRA) and the City Council of Kansas City, Missouri to be blighted, deteriorated or deteriorating, constituting a serious and growing menace injurious to the public health, safety, morals and welfare of the residents of the state. Once designated, the LCRA works to remove blighted properties and encourage redevelopment within designated Urban Renewal Areas. LCRA, with City Council approval, has the authority to grant 10 year property tax abatement, issue bonds and assist with land acquisition.

TOOL #3: USE URBAN HOMESTEADING PROGRAM FOR RESIDENTIAL REVITALIZATION

The Urban Homestead Program was authorized in 1974 with the Housing and Community Development Act and is included in CFR 590.7(b) (5). Originally designed to purchase foreclosed HUD and VA mortgages from the federal government and sell those (usually through a lottery for \$1.00) to eligible low to moderate income households in cities as designated by their local governing boards. The Urban Homestead Program is used today by state housing finance agencies and cities to revitalize economically depressed areas by selling vacant blighted properties and vacant lots for neighborhood revitalization. Kansas City's Urban Homestead Authority should be the identified entity to manage this revamped program, utilizing CDBG or other funds as they are available.

Most programs require families who purchase these buildings or lots to comply with the following minimum requirements:

- Repair health and safety defects within one year
- Complete all repairs within three years
- Occupy the property for five years
- Permit local building inspections



3.11 Vacant Residence

Kansas City's Example of a Show-Me Small Business District

An Instant Stimulus

The City of Kansas City, Missouri has completed a much needed economic development plan for the historic Vine Street Heritage District (the district) bounded by 9th Street to 29th Street and Prospect Avenue to Troost Avenue. **This 20 block urban area is the most economically distressed area in the city. This two square mile section of the city represents only 0.6% of the city's geographic land base and 1.5% of the city's population,** but represents one of the highest poverty rates, lowest median housing value rates, highest foreclosure rates, and highest unemployment rates in Kansas City. The district currently generates .02% of all state sales tax and .36% of Kansas City's annual sales tax.



Sixty years of decline, disinvestment and blight are difficult to redress. If any area qualifies for an instant stimulus, it's the Vine Street Heritage District. Designating the area as a **Show Me Small Business District** would be a **direct incentive to small businesses and neighborhood service establishments to return to the district and recreate the town square function they used to serve, with a direct**

incentive for citizens, not developers to benefit from sales tax free retail opportunities. Entrepreneurs can provide "shovel-ready" projects without waiting for reimbursement of tax dollars or spending the increased taxes generated only on a project's infrastructure.

It is evident that existing economic development tools have served important purposes in other parts of the urban core, but they rely on developer backing and interest to work, leaving the most blighted area in the city in continuing peril. **A new, simple and direct tool is needed to restore what is environmentally and economically responsible – the reuse of existing infrastructure and neighborhoods before we continue to**

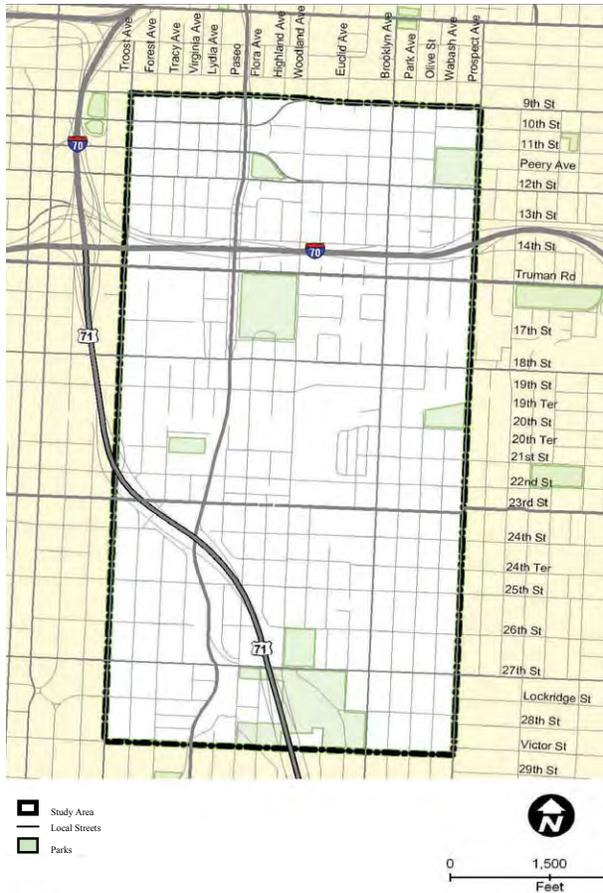
Consider the following

- Since 1950, population in the district has declined 84% from 44,000 residents to 7,000.
- The district has lost 80% of its housing stock since 1950, from 15,000 units to 3,000 units.
- 80% of the currently occupied housing units are renter occupied.



- 20% of all housing units are vacant.
- The median home value for owner-occupied homes in the district is \$74,000 compared to \$129,000 city-wide.
- 40% of the 2,907 parcels of land in the district are vacant – over 12% of the district.
- City infrastructure – water and sewer lines are over 100 years old.
- Over 60% of the households in the district make less than \$30,000/year.
- The district has a lower median income than the rest of the city - \$22,944 vs. \$43,798.
- The poverty level of residents in the district is 35% vs. 16% city-wide and the elderly poverty rate at 22% is two times as high as the rest of the city.
- The unemployment rate for residents in the district 2007 was 25% vs. 6.3% city-wide, but figures will be higher now due to the catastrophic economic decline since September, 2008. The current unemployment rate for Missouri is now 8%.
- In 1940, over 600 businesses thrived in the district, generating millions of dollars of reinvestment back into the community. Today, only 323 business establishments employ people (including, schools, temporary construction jobs, temporary capital improvement projects).

Kansas City's Proposed Show Me Small Business District Area Map



How Did We Get Here?

Between 1900 and 1940, the district was a vibrant economic engine and the heart of the African-American community. Hemmed in by restrictive covenants and deeds, 44,000 citizens once called this two square miles home, with over 600 thriving businesses, theaters, medical offices, and retail stores. Three primary federal policies and court decisions in the late 1940's and early 1950's have played a significant role in the eventual de-



mise of these neighborhoods:

The Federal Home Loan Lending Act, which was as a boost to returning veterans of World War II, was a reduced mortgage program that only applied to returning white veterans and only could be used for *NEW* housing.

The Supreme Court, in *Shelley vs. Kramer* ruled against the use of restrictive covenants and deeds, opening up new housing options for black residents confined to the 18th & Vine area.

The Federal Interstate Highway Act was a massively subsidized highway-building program to change interstate highway routes through city and small town business districts and reroute around in new by-pass routes.

Many federal policies and social changes in the late 1940's and 1950's contributed to the demise of these neighborhoods and small business districts. The unintended consequences of these policies also contributed to abandonment of small town business districts throughout Missouri and created economic hardship in many communities that is extremely difficult to turn around. Many of the economic development tools that help urban downtown areas have little success in poverty-stricken neighborhoods because they are aimed at aiding developers instead of small business owners or homeowners. It is the developer who receives the tax abatement or land assembly help, not small business owners or citizens. The Show-Me Small Business District bill is an opportunity to give citizens a new tool to help rebuild their neighborhoods.

TOOL #4: DESIGNATE THE VINE STREET DISTRICT A “SHOW ME SMALL BUSINESS DISTRICT”

Almost all development tools used by the City primarily benefit a developer. The concept of the “Show Me Small Business District” designation by the State of Missouri changes this approach by providing a direct benefit to a retail business owner (See Figures 3.12 and 3.13). This program would allow small businesses in the District to apply and be approved for City and/or State sales tax exemption. If sales tax is not required in the Vine Street District, business owners have a distinct advantage in attracting patrons to stores and restaurants where sales taxes will not be charged. Although most governmental bodies are loathe to relinquishing established taxes, this District only generates approximately \$900,000 in sales taxes each year currently because of the extremely blighted conditions.

The Vine Street District, due to its depressed economics, needs at least one economic incentive tool that is not available anywhere else in the city. Otherwise, this area will constantly be competing against other areas that are simply easier to redevelop. This tool would help business owners who have stayed to service residents regardless of the increasing problems in their environment, as well as attract new start-up businesses to the area. Used in conjunction with the Main Street program listed below, this program could provide a jump start on enlivening the small business community and would provide needed momentum without seriously damaging the city’s current tax base.

The state legislation allowing for this program is currently under consideration by the Missouri General Assembly. If it does not pass, or if the required constitutional amendment does not pass, further exploration to create a similar program should be conducted to provide the District with a unique tool only available within its boundaries.

TOOL #5: PROMOTE THE ESTABLISHMENT OF A COMMUNITY DEVELOPMENT CREDIT UNION

The community-driven New Tools Task Force, established by the Mayor in 2008 to explore economic development challenges on the City’s east side recommended in their report that Kansas City develop a Community Development Credit Union (CDCU). CDCU’s are non-profit, tax-exempt financial institutions that are chartered to serve low-income communities. CDCUs offer small loans at below-market rates and fulfill the roles often filled by predatory lending practices such as payday loan centers, title operations and check-cashing establishments. CDC’s are cooperatively owned and governed by their members, are regulated and protected by Federal and State laws and are fully insured. If a CDCU is designated by the U.S. Treasury Department as a “low-income” credit union, it can accept non-member deposits to support its start-up costs and long term viability.

This concept is based on building within distressed communities, by putting residents’ and businesses’ investment directly back into their community, rather than draining those dollars away from an already blighted area. They can provide educational programs, financial literacy support and can participate in government as well as public/private partnerships.

The New Tools Task Force defined four regions in the most distressed neighborhoods of Kansas City to target their energy and programs. The Vine Street District lies within these prescribed boundaries and could benefit from the investment as well as the community engagement and strategy that will make this economic development tool successful.

KEY STRATEGIES + TOOLS

TOOL #6: DESIGNATE 18TH STREET AND VINE STREET HISTORIC DISTRICT AS PART OF THE NATIONAL TRUST FOR HISTORIC PRESERVATION AND THE STATE OF MISSOURI'S MAIN STREET PROGRAM.

While there will be a cost to prepare the District's Main Street Program application materials and organizational documentation, the benefits include qualifying the District for annual matching grant programs for a wide variety of improvements and initiatives that align with the recommendations contained in this plan. Items include, but are not limited to, such things as District marketing, branding and promotional efforts, implementation of historical markers and wayfinding signage programs, historical and cultural heritage tourism efforts, and community resource training and support programs.

Since 2006, there have been seven competitive rounds of funding applications totalling more than \$20 million in "Preserve America Grants" awarded to 259 different projects in 49 states. Each project application requires a 50/50 match of locally identified funds to leverage the national funding grant awards. This program is very competitive, ensuring the selected projects for implementation are well conceived and will provide strong opportunities for successful revitalization of their respective areas. For comparison purposes to the number of awards granted thus far, the National Park Service has received a total of 619 applications requesting more than \$58 million in funding. This equates to approximately one out of every three project requests achieving funding.

Once officially approved and designated for use in this area by the State and Federal programs, The Main Street Program utilizes the talents of volunteers and professionals to encourage economic development within a designated district. This program provides resources for training, business development, recruiting, economic restructuring, business retention, marketing, and other related issues.

TOOL #7: HISTORIC TAX CREDITS

Federal law provides an investment tax credit equal to 20 percent of approved costs for qualified rehabilitation of certain historic buildings for income-producing use, and Missouri law provides an investment tax credit equal to 25 percent. To be eligible for the state or federal credits, a building must be "**historic**." To qualify as "historic" a building must either:

- Be listed individually in the National Register of Historic Places, or
- Be a contributing element of a historic district that is listed in the National Register of Historic Places, or
- Be a contributing element of a Local Historic District that has been certified by U.S. Department of the Interior as substantially meeting National Register criteria.

In order to qualify for the federal or state credits, the rehabilitation project must follow the Secretary of the Interior's Standards for Rehabilitation. The same standards are followed for both the state and federal programs. A rehabilitation project approved by the National Park Service as meeting the Secretary of the Interior's Standards will be approved at the state level.

Historic Tax Credits may be used with other development incentives, such as the New Market Tax Credits and tax abatement programs.

There is also a 10% rehabilitation tax credit available for non-historic buildings placed in service before 1936. The credit applies only to buildings rehabilitated for non-residential uses, but there is no formal review process and the tax credit can simply be claimed on IRS form 3468 for the tax year in which the rehabilitated building is placed in service.

The Vine Street District contains a number of individual historic structures and districts. These include:

- Western Baptist Bible College
- Lincoln High School
- 18th & Vine Historic District
- Mutual Musicians Foundation
- Dr. Generous Henderson Residence
- Unity Headquarters Building

TOOL #8: NEW MARKET TAX CREDITS

The New Market Tax Credits (NMTC) program provides a federal tax credit enacted in 2000 and launched in 2003. The purpose of NMTC is to stimulate private investment and economic growth in low-income and economically-distressed areas that are often overlooked by conventional investors. The credit attracts investors (corporate or individual) by providing a tax incentive for investing in a qualified Community Development Entity (CDE). The CDE is responsible for providing capital to low income areas by investing in qualified low-income community businesses, which can be a for-profit or non-profit business operating in qualified census tracts. Investors receive a tax credit equal to 5% of the investment amount in each of the first three years and a 6% credit in the last four years.

The Kansas City, Missouri Community Development CDE, public benefit corporations controlled by the City of Kansas City and the Central Bank of Kansas City has received approximately \$125 million in NMTC allocations for 2008 and 2009. These NMTC are being used to help finance the following projects:

- Posty Cards, Inc., a business to business greeting card company that is developing what will be the Missouri's first LEED Gold certified fabrication facility located at 1600 Olive St; and
- A bed expansion and new diabetes center at the Truman Medical Centers, Hospital Hill facility at 2301 Holmes Street.
- The Boys & Girls Club of Greater Kansas City's JD Wagner Unit, which will be a new community center that will house a gym, indoor pool, computer lab, art room, multi-purpose space, and classrooms all located on 2405 Elmwood Avenue;
- Reeves-Wiedeman Company, a local plumbing supply company that is relocating its corporate headquarters from the City of Lenexa, Kansas to 3635 Main Street, Kansas City, Missouri;

New Market Tax Credits may be used with other development incentives, such as the Historic Tax Credits and tax abatement programs. Due to the complex formulas involved and the time schedule required, many developers find this process cost-prohibitive for projects costing less than 5-6 million dollars.

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ECONOMIC REVITALIZATION

This section of the plan includes all improvement recommendations and the reasoning behind them. These recommendations are organized into five chapters focusing on **what** needs to be done and three chapters on **how** it should be accomplished. The chapters are organized as follows:

DEVELOPMENT RECOMMENDATIONS:

- The Commercial Market
- The Housing Market
- 18th & Vine Historic District
- Marketing the Area
- Connectivity + The Public Realm

MANAGEMENT RECOMMENDATIONS:

- Grass Roots Efforts
- Public Policy
- New Governance Organization

Sixty years of decline and disinvestment in a 30 block area of the city will take years of concerted effort to turn around. This Economic Revitalization Plan outlines a **15 year implementation plan**, starting now to lay the foundation for a realistic economic turn-around and the organizational requirements for a long-term action plan to succeed.

There is no “silver bullet” for the Vine Street District, or for any city that will rectify the demographic and economic characteristics that seem overwhelmingly negative. However, the City of Kansas City and the Vine Street community have demonstrated that they believe it is time to prioritize the needs of the area and they are willing to commit the resources necessary to get started. During the planning process, the community made it clear that they do not expect the City to take on this task alone. A grass roots community effort, combined with the development of a new community development governing organization (Vine Street District Council), will lead the revitalization work after the City helps with the initial steps and then takes responsibility for what it does best:

- Infrastructure Improvements
- Basic Services
- Housing Services
- Public Safety
- Specific Planning and Utilization of Development Incentives



4.1 Existing Commercial Building - Green Duck

4.2 District Aerial



4.3 Existing Commercial Building



4.4 Commercial/Retail Buildings on 18th Street

The proposed new Vine Street District Council will be the entity with long-term responsibility for ensuring implementation of the plan. Its responsibilities will include:

- Neighborhood Capacity-Building
- Coordination with Existing Community Development Corporations and Non-Profit Organizations
- Marketing the Area
- Event Planning for the Area
- Lobbying and Coordination with Local, State and Federal Elected Officials for Program and Funding Opportunities

Rather than work sequentially one step at a time, **the primary strategy will be to work on multiple fronts simultaneously** – to be poised and ready to take advantage of any opportunity that arises and leverage it into yet another opportunity. Once the U.S. economy begins to turn around, the Vine Street District needs to be positioned to move fast and let the development community know that the environment has changed. Because current circumstances are so blighted, it will not be possible to focus on housing first and then new commercial development or vice-versa. Both markets must see improvements at the same time for momentum to build.

The following economic development recommendations represent an ambitious framework for filling in the numerous blighted gaps within this District. However, the factors that led to these recommendations are based on what the market is likely to bear as the economy and the District.

REVITALIZATION RECOMMENDATIONS:

1. Stabilize the Area
2. Incentivize New Development
3. Eventually Attract Private Investment in Commercial and Housing

The initial steps of our recommendations are focused on stabilization efforts, in the hopes of eventually strengthening the climate for new development and private investment in the area. Revitalizing the entire Vine Street District will take time, patience and an on-going commitment from the City and the community to adhere to this multi-year strategy.

The following specifics outline this recommended course of action, including **Three Catalytic Projects** that could have the most impact on creating the momentum for further redevelopment. An **Implementation Matrix** of action steps is also included.

ECONOMIC REVITALIZATION

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

DEVELOPMENT RECOMMENDATIONS

THE COMMERCIAL MARKET

EXISTING CONDITIONS

The Vine Street District is home to nearly 300 private businesses and non-profit organizations employing more than 6,400 people. Churches, non-profit organizations, social services, educational and public agencies represent nearly 40% of the employers in the district and provide approximately one-third of the jobs. These organizations are scattered throughout the district with more than half consisting of religious organizations with relatively small staffs. The greatest numbers of jobs in the district are in the construction, manufacturing, wholesale, and transportation and warehousing businesses. These businesses provide more than 50% of the jobs while comprising approximately 25% of the businesses in the district. The construction, manufacturing, wholesale, and transportation and warehousing businesses tend to employ more people on average and are gathered in more industrialized areas located in the Paseo West area, south of Truman between Brooklyn and Prospect Avenues and directly west of 18th & Vine just north of the railroad tracks (See Table 4.6)



4.5 Mixed Use Development on 18th Street

4.6 Vine Street District Existing Business and Employment Table

VINE STREET DISTRICT EXISTING BUSINESS AND EMPLOYMENT								
NAICS Code	Sector	Businesses/Organizations		Employees				
		Number	% of Total	Number	% of Total	Average number of employees	Range	
							Low	High
23	Construction	19	6%	569	10%	30	1	100
32-33	Manufacturing	23	8%	301	5%	13	1	100
42	Wholesale Trade	24	8%	615	10%	26	1	120
44-45	Retail Trade	29	10%	127	2%	4	1	12
48-49	Transportation & Warehousing	18	6%	1,815	31%	122	1	850
51	Information	3	1%	75	1%	25	1	60
52	Finance & Insurance	3	1%	16	0%	5	1	8
53	Real Estate & Rental & Leasing	18	6%	86	1%	5	1	20
54	Professional, Scientific, and Technical Services	8	3%	25	0%	3	1	7
56	Administrative and Support and Waste Management and Remediation Services	14	5%	206	3%	15	2	120
61	Educational Services	13	4%	644	11%	50	1	300
62	Health Care and Social Assistance	22	7%	584	10%	27	1	200
71	Arts, Entertainment, and Recreation	6	2%	65	1%	11	1	25
72	Accommodation and Food Services	10	3%	121	2%	12	2	31
81	Religious & Non-Profits	60	20%	418	7%	7	1	130
81	Other Services (except Public Administration)	18	6%	125	2%	7	1	26
92	Public Administration	5	2%	103	2%	21	5	50
-	Other	8	3%	23	0%	3	2	3
Total		293	100%	5,918	100%	22	1	850



4.7 Mixed Use Development on 18th Street

The retail, service, restaurants, museums and entertainment uses tend to be located in the 18th & Vine commercial area, and at the intersection of 12th & Brooklyn. Auto related retail and services are the predominant uses along the Truman Corridor. The balance of the retail in the district consists of home furnishings, cosmetic and beauty supply, used merchandise, and clothing stores, and a few other small shops. These organizations comprise just under one-third of the local businesses in the district and tend to be smaller establishments with small number of employees.

RECENT COMMERCIAL PROJECTS

The Vine Street Economic Development District has experienced neglect over several decades and now is subject to the economic conditions impacting the national market place as well. Even so, the district has seen investment by some of the private businesses and the community development organizations in the area as well as significant investment by the City. Recently announced economic activity in the district includes:

- Expansion by A. Zahner Sheet Metal Company
- Relocation by Taliaferro and Browne Engineers into the district
- Expansion of the Posty Card facility
- Redevelopment of three Restart properties
- Development of a mixed use building by OG Investments at 12th Street & Olive
- Development of a commercial node at 12th Street & Brooklyn by OG Investments
- Leasing of space to the Full Employment Council and Ewing Marion Kauffman Foundation's Urban Entrepreneur Partnership at 18th & Vine

Although these projects are very important, the area has not yet seen the successful revitalization that residents and the City ultimately envision and desire. Recent setbacks include the closing of Harper's and Red Vine Restaurant. Much of the potential for development in and around the 18th and Vine area, and the district overall, are stalled by economic conditions.

One of the primary strengths of the District is its diversity of businesses in the standard industrial classification codes. More than half of the jobs are in the traditional areas of manufacturing, wholesale, warehousing, transportation and construction businesses and are concentrated along major corridors. However, much of the undeveloped area is geographically located near residential areas with commercial and multi-family zoning and is situated just east of the Downtown Kansas City and the Hospital Hill/Crown Center areas with high concentrations of employment. The Vine Street District is an area of major disinvestment with an 84% population loss over the last 60 years. This Economic Development Plan includes a number of recommendations and strategies over a fifteen year period to incrementally redevelop and repopulate the area. Future redevelopment will depend in part on public private partnerships and dependent upon the utilization of the local, state and national development incentives and programs.

WHAT DRIVES COMMERCIAL DEVELOPMENT

In order for private investment to occur, developers, investors and businesses must have a relatively high level of confidence that the investment will generate a sufficient rate of return on the investments. Return on investment related to commercial real estate development is dependent on having businesses that can successfully generate more revenues than costs (i.e., make a profit) as users of the development. Real estate development success is dependent upon keeping costs of development and financing low; maximizing occupancy of the building; rent rates sufficient to cover maintenance, operating costs and generating a profit; secure surroundings; and adequate and attractive infrastructure.

Current market conditions are not conducive to redevelopment. Lease rates on commercial property for central Kansas City average in the range of \$10.00 per square foot (source: LoopNet) to \$13.05 per square foot (source: Collier Turley Martin Year End 2008 Report), while rates in the Vine Street District are in the range of \$5.00 to \$10.00 per square foot. Despite low financing rates, financing is relatively scarce, attributable in part to past overbuilding, as well as increasing vacancy and default rates among commercial development even in once booming markets (e.g., the West Edge project on the Plaza and Corbin Park in Overland Park). Construction costs and energy costs have also steadily risen, driving construction costs upward. During the difficult economic times beginning in 2007-2008, many businesses have shut their doors, unemployment has soared to around 10% nationally, and consumer spending has declined significantly. As a result there is less demand for commercial space and lower rents. In summary: costs are higher; commercial vacancies are higher; rents are lower; financing is more scarce and rates of return on investment are down.

During better economic times returns on investment required for development in neglected and distressed portions of the City were determined by the City's financial advisers to be in the range of 18-20% (source: Blue Parkway and Southtown Urban Life Center Tax Increment Financing Plans). Those few development projects that did occur over the past two decades required significant public financial assistance. Current financial analysis of commercial development in the Vine Street Economic Development District shows that even using 2008 financing assumptions, real estate development will not result in positive rates of return without significant financial assistance. The financial assistance will need to include public financial assistance to lower and guarantee debt, property tax abatement, tax credits, gap financing and public infrastructure.

KEY COMMERCIAL RECOMMENDATIONS:

1. Develop New Neighborhood-Oriented Commercial Retail
2. Retain and Attract Small Businesses
3. Retain Existing Industrial Uses



4.8 Kansas City Area Transportation Authority

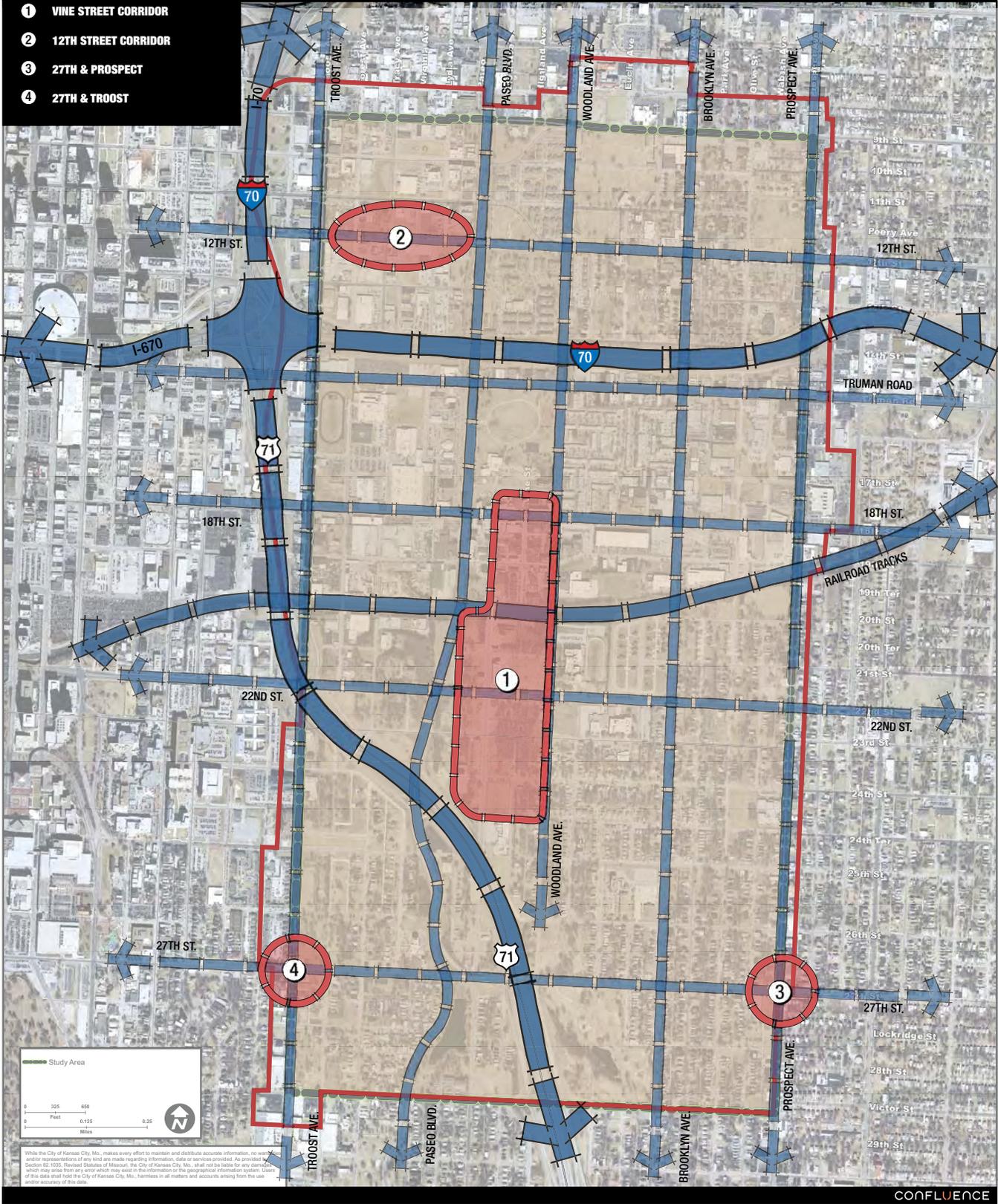


4.9 Existing Industrial Building In Vine Street District

COMMERCIAL / RETAIL SUB DISTRICTS

Vine Street District Economic Development Plan

- 1 VINE STREET CORRIDOR
- 2 12TH STREET CORRIDOR
- 3 27TH & PROSPECT
- 4 27TH & TROOST



4.10 Commercial / Retail Sub Districts

THE COMMERCIAL MARKET

ECONOMIC REVITALIZATION

DEVELOPMENT RECOMMENDATIONS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

Further description of each of these key recommendations is provided as follows:

1. DEVELOP NEW NEIGHBORHOOD-ORIENTED COMMERCIAL RETAIL

The Vine Street District Steering Committee has identified four sub-districts for neighborhood-oriented commercial redevelopment within the Vine Street District (See Figure 4.10). These four sub-districts are:

1. Vine Street Corridor – that area along Vine Street, generally located between 18th Street on the north, Highland Avenue on the east, 24th Street on the south and The Paseo on the west
2. 12th Street Corridor - the area along both sides of East 12th Street between Troost Avenue and The Paseo
3. 27th Street and Prospect Avenue
4. 27th Street and Troost Avenue

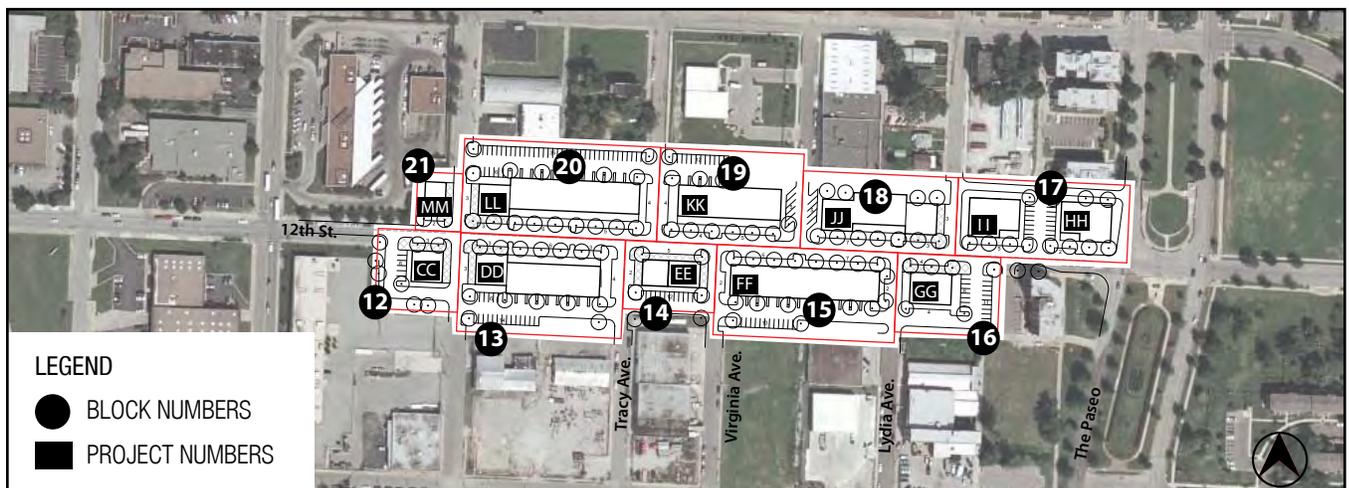
The Vine Street Corridor and the 12th Street Corridor are envisioned as mixed-use neighborhoods. A conceptual layout for redevelopment of both of these corridors was created to study potential development scenarios (See Figures 4.12 and 4.13). The redevelopment anticipated for the 27th Street & Prospect Avenue and the 27th Street & Troost Avenue intersections are anticipated to be primarily commercial nodes.

A summary of these potential commercial and mixed-use redevelopment projects is provided for reference (See Figure 4.14), and includes each project number and block location designation, proposed size of each commercial project, estimated project costs, the 2009 assessed value, and current and projected property taxes. A phasing summary for these potential projects is also provided for reference (See Figure 4.16)

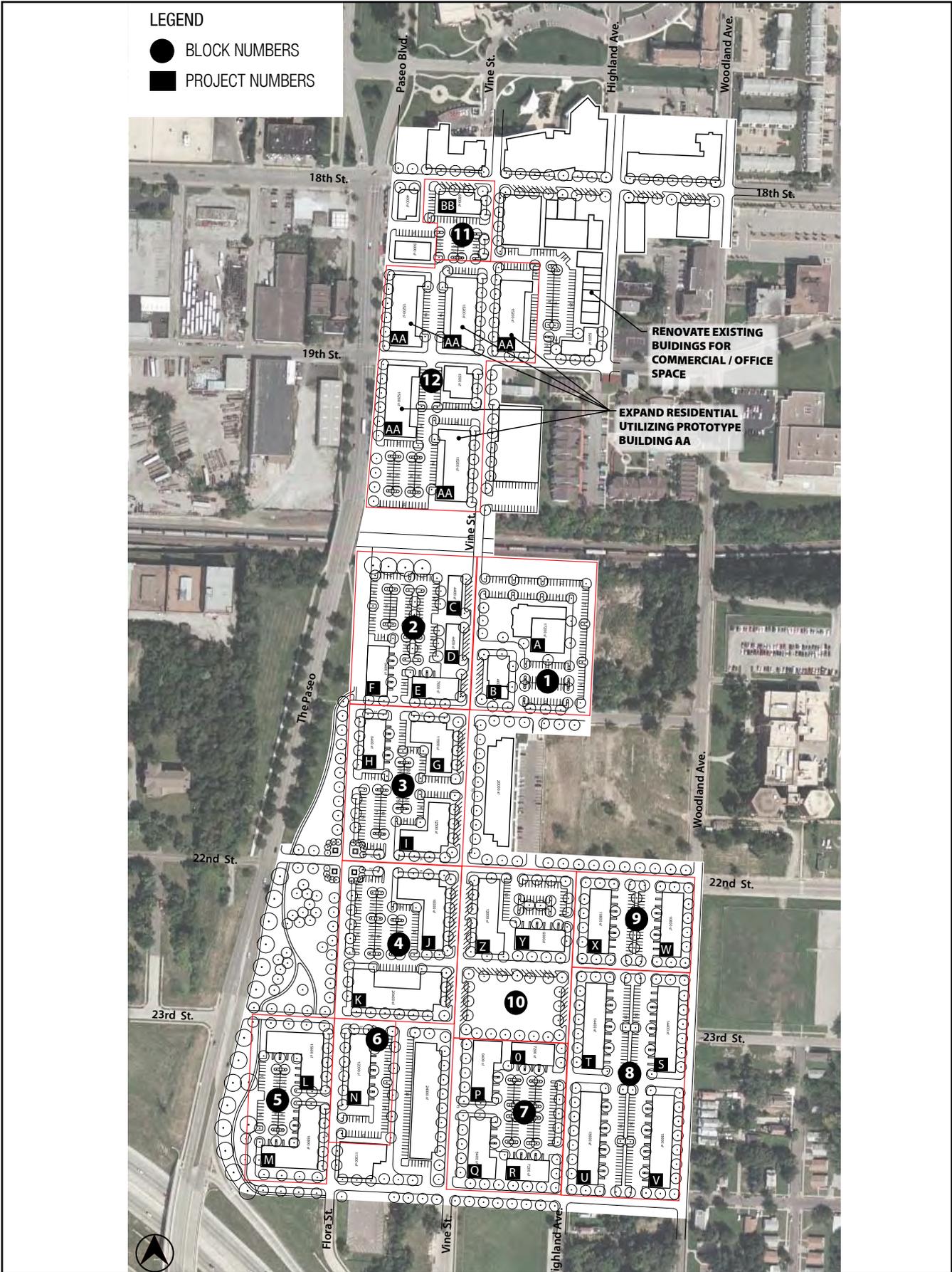
The District overall has long suffered from disinvestment and economic decline. Despite significant investment by the City of Kansas City, Missouri within the historic 18th and Vine District and the recent construction of the 22nd/23rd Street connector, there has been a lack of any significant retail and commercial uses locating within the District. The inability to attract new commercial development will most likely continue until there is sufficient market draw to the area.



4.11 Existing Commercial Development in Vine Street District



4.12 12th Street Corridor Redevelopment



4.13 Vine Street Corridor Redevelopment

THE COMMERCIAL MARKET
DEVELOPMENT RECOMMENDATIONS

ECONOMIC REVITALIZATION
VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

SUMMARY OF POTENTIAL COMMERCIAL PROJECTS

VINE STREET CORRIDOR SUMMARY

Project	Square Footage		Est. Total Project Cost	2009 Assessed Value	Taxes	
	Commercial	Residential			Current	Est. Upon Completion
Project 1A	34,400	-	\$6,000,000	\$19,960	\$2,134	\$64,999
Project 1B	9,600	-	\$1,900,000	\$19,960	\$2,134	\$38,739
Project 2C	4,400	-	\$800,000	\$2,309	\$219	\$12,494
Project 2D	4,400	-	\$800,000	\$2,309	\$219	\$12,494
Project 2E	3,000	36,000	\$8,400,000	\$2,309	\$219	\$11,011
Project 2F	-	42,000	\$9,200,000	\$2,309	\$219	\$7,835
Project 3G	-	34,500	\$7,700,000	\$18,848	\$453	\$26,780
Project 3H	12,500	37,500	\$10,400,000	\$18,848	\$453	\$40,016
Project 3I	-	16,800	\$3,900,000	\$18,848	\$453	\$26,780
Project 4J	8,000	24,000	\$6,800,000	\$7,515	\$365	\$27,910
Project 4K	8,000	53,200	\$13,100,000	\$7,515	\$365	\$27,633
Project 5L	-	31,200	\$6,900,000	\$162	\$5	\$7,564
Project 5M	-	33,600	\$7,400,000	\$162	\$5	\$7,564
Project 6N	-	60,000	\$13,300,000	\$8,273	\$362	\$20,215
Project 7O	-	21,600	\$4,800,000	\$7,852	\$140	\$12,147
Project 7P	-	25,200	\$5,500,000	\$7,852	\$140	\$12,147
Project 7Q	-	25,200	\$5,500,000	\$7,852	\$140	\$12,147
Project 7R	-	21,600	\$4,800,000	\$7,852	\$140	\$12,147
Project 8S	-	43,200	\$9,500,000	\$7,410	\$768	\$11,826
Project 8T	-	43,200	\$9,500,000	\$7,410	\$768	\$11,826
Project 8U	-	46,800	\$10,200,000	\$7,410	\$768	\$11,826
Project 8V	-	31,200	\$6,900,000	\$7,640	\$768	\$12,056
Project 9W	-	21,600	\$4,800,000	\$14,196	\$401	\$18,730
Project 9X	-	32,400	\$7,200,000	\$14,196	\$401	\$18,730
Project 10Y	-	12,000	\$2,800,000	\$8,265	\$322	\$15,997
Project 10Z	12,600	25,200	\$7,700,000	\$8,265	\$322	\$29,339
Project 11BB	13,600	13,600	\$5,800,000	\$22,379	\$1,108	\$36,446

12TH STREET CORRIDOR SUMMARY

Project	Square Footage		Est. Total Project Cost	2009 Assessed Value	Taxes	
	Commercial	Residential			Current	Est. Upon Completion
Project 12CC	3,600	-	\$700,000	\$23,603	\$1,359	\$5,146
Project 13DD	3,600	27,600	\$6,900,000	\$73,054	\$10,735	\$12,262
Project 14EE	5,500	-	\$1,000,000	\$13,184	\$-	\$8,640
Project 15FF	-	46,800	\$10,500,000	\$70,494	\$290	\$8,301
Project 16GG	4,800	4,800	\$1,900,000	\$13,424	\$1,512	\$9,085
Project 17HH	-	6,750	\$1,500,000	\$29,077	\$34	\$1,670
Project 17II	-	6,750	\$1,500,000	\$29,077	\$34	\$1,670
Project 18JJ	3,600	22,800	\$5,700,000	\$17,151	\$1,261	\$6,480
Project 19KK	-	32,400	\$7,200,000	\$24,305	\$240	\$7,116
Project 20LL	3,600	50,400	\$11,800,000	\$30,869	\$2,683	\$17,005
Project 21MM	2,400	-	\$400,000	\$2,560	\$321	\$2,838

27TH & PROSPECT INTERSECTION SUMMARY

Project	Square Footage		Est. Total Project Cost	2009 Assessed Value	Taxes	
	Commercial	Residential			Current	Est. Upon Completion
27th & Prospect	22,000	-	\$3,900,000	\$14,555	\$1,452	\$31,448

27TH & TROOST INTERSECTION SUMMARY

Project	Square Footage		Est. Total Project Cost	2009 Assessed Value	Taxes	
	Commercial	Residential			Current	Est. Upon Completion
27th & Troost	22,000	-	\$4,000,000	\$35,293	\$-	\$31,448

4.14 Summary of Potential Commercial Projects



4.15 Existing Residential Neighborhoods

The source of the market draw will be:

- **Development of a new governing organization (Vine Street District Council)** that can provide direction for the area overall and serve as facilitator to area economic investment. This organization would require sufficient staffing to undertake planning, marketing, administrative responsibilities and the coordination of efforts within the community. This will require upfront financial and technical investment by the City of Kansas City and the civic community in the early years in order to fund the necessary staff and activities
- **Strengthening of the surrounding residential neighborhoods.** This would take the form of the housing strategy described in the next section of this document
- **Construction of new rooftops** with people living under those rooftops
- **Programming of activities** that is reliable and steadfast
- **Enhanced security** through investment in lights and security personnel.
- **Upfront financial investment by the City of Kansas City.**

Existing market conditions and those in the foreseeable future (i.e., rents, brownfield conditions, availability of private financing) will not be sufficient to attract significant private investment dollars because the expected rates of return on investment will not compensate for the risky nature of redevelopment. In order to feasibly and successfully redevelop the area, significant public investment will need to continue in the form of acquisition of property, infusion of equity, reduction of financing costs, gap financing, environmental abatement and public infrastructure.

New and existing tools that may be needed in order to make redevelopment feasible include:

- Planned Industrial Expansion Authority (PIEA) designation allowing for
 - Real Property Tax Abatement for up to 25 Years
 - Creation of Funding Source from Partial Payment in Lieu of Taxes (PILOTS)
- Tax Increment Financing (TIF) providing gap financing in the form of new property and economic activity taxes (i.e., sales and earnings taxes)
 - Statutory TIF
 - Super TIF
 - State TIF
- New Tools (such as a Community Development Credit Union)
- Designation of this area as the ***only “Show Me Small Business” District in Kansas City.*** relieving approved businesses from charging City and State sales tax (dependent on passage of pending State legislation and constitutional amendment)
- New Market Tax Credits
- Community Development Block Grant Funds
- Low Income Housing Tax Credits
- Missouri Affordable Housing Assistance Program
- PIAC Funds
- Community Improvement District

PHASING OF POTENTIAL COMMERCIAL PROJECTS

(Phase 1 (years 0-3) Phase 2 (years 4-5) Phase3 (Years 6-10))

Description	Scope	Financial Concept	Participants	Cost Range	Property Assembly	Phase
Project 3H - Vine Street Corridor -	12,500 sf Commercial 37,500 sf Residential 37 dwelling units	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$10.4 million (exclusive of environmental)	# of parcels 19 # of structures - 1	I
Project 11AA - Vine Street Corridor	sf Commercial sf Residential dwelling units	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	(exclusive of environmental)		I
Projects 17HH & 17II - 12 th Street Corridor	13,500 sf 24 dwelling	PIEA - Redevelopment Fund & Tax Abatement New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$3 million (exclusive of environmental)	# of parcels # of structures - 0	I
Project 4J - Vine Street Corridor	16,000 sf 8,000 sf 16 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$6.8 million (exclusive of environmental)	# of parcels # of	II
Project 11 BB - Vine Street Corridor	13,600 sf 13,600 sf 8 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority	\$5.8 million (exclusive of environmental)	# of parcels # of	II
Project 18 - 12 th Street Corridor	3,6000 sf 9,600 sf 10 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$5.9 million (exclusive of environmental)	# of parcels # of structures - 5	II
27 th & Prospect	22,000 sf Commercial	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$3.9 million (exclusive of environmental)	# of parcels # of structures - 0	II
Project 4K - Vine Street Corridor	8,000 sf 12,400 sf 12 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$13 million (exclusive of environmental)	# of parcels # of structures - 0	III
Project 10Z - Vine Street Corridor	12,600 sf 25,200 sf 25 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$7.7 million (exclusive of environmental)	# of parcels # of structures - 1	III
Projects 15 & 16 - 12 th Street Corridor	4,800 sf 51,600 sf 43 dwelling	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$12.4 million (exclusive of environmental)	# of parcels # of structures - 1	III
27 th & Troost	22,000 sf Commercial	PIEA - Redevelopment Fund & Tax Abatement TIF, SuperTIF Sales Tax Duty Free New Tools	Vine Street District Advisory Coalition City of Kansas City/EDC Planned Industrial Expansion Authority (PIEA) 18 th Street Compact Private Developers Financial Institutions	\$4 million (exclusive of environmental)	# of parcels # of structures - 1	III

4.16 Phasing of Potential Commercial Projects



4.17 Green Duck - Existing Small Business in Vine Street District



4.18 Existing vacant commercial space in Vine Street District

2. RETAIN AND ATTRACT SMALL BUSINESSES

The number of small businesses in the Vine Street area has dwindled since the 1930's when over 600 flourishing businesses were patronized by 40,000 residents to less than 100 operating today. The remaining businesses in the area today have weathered difficult economic turns, but often employ local residents and support local neighborhoods.

A significant new economic tool to support existing businesses and attract new ones is the concept of the designation of the Vine Street District as a "tax-free zone". This concept provides a direct benefit to a small-business owner, without a tax break attributing to a developer first. It allows small business owners in a designated area to exempt their customers from city and state sales taxes in order to increase foot traffic and provide a direct incentive for shoppers to patronize the designated area.

Because the Vine Street District has been seriously underserved by redevelopment interests and the risks of commercial development are higher than other parts of the City due to blighted conditions, the City's available economic development tools that were often meant for this area have actually been used in every other part of the city instead. It is important that this area, the most blighted in the city, have *one tool* that would not be available for use anywhere else in the city. The exclusive use of such a tool is the only way to prevent it's use being diluted.

Waiving the City, County and State sales and/or property tax requires approval by the Missouri State Legislature and an amendment to the State Constitution. A local consortium of business owners has been instrumental in achieving a resolution of approval from the City Council and have drafted proposed State legislation to enable the use of a tax-free zone. The legislation, called the "**Show-Me Small Business Act**" is currently pending in the legislature. It requires the City, the County, and the State to approve the boundaries of the district (in Kansas City's case, the same boundaries as the Vine Street District), which would then allow any small business within that boundary to apply for approval to be a tax-free establishment. The area would market itself as a tax-free zone and shops and restaurants could attract customers from all over the City because they would be exempt from sales tax. A copy of the current draft of this legislation is included in the "Supplemental Information" section of this plan.

3. RETAIN EXISTING INDUSTRIAL USES

There are currently 5,600 industrial and manufacturing jobs in the Vine Street District, the largest sector of jobs in the area. Because the Terminal Railroad tracks have existed since the early 1900's, many of these industrial uses have existed a long time. Other sites became attractive after Interstate 70 was completed, providing easy truck access. Although unsightly in some instances, the industrial uses are important to retain as a strong jobs base and a healthy contributor to the local economy.

Since 18th Street is one of the most prominent corridors in the area, a concerted effort should be made to clean up the appearance of this corridor, in particular with façade improvements and better landscaping so that the marketability and desirability of the entire district is not negatively impacted by their appearance.

The City is encouraged to be proactive with regard to making assistance available for all existing commercial businesses to remain and to expand within the District. In the past, it has sometimes taken businesses resorting to a threat to move from the area before any concerted efforts were undertaken to provide assistance or to make incentives available. Through improved communication and availability of City staff and agencies to assist business owners with commercial loan programs, building additions and expansions, the area can improve its ability to retain these important commercial uses.

These recommendations are intended to encourage commercial redevelopment that will support the economic vitality and residential health of the Vine Street District as a whole. The commercial redevelopment is envisioned to include retail and commercial services that will be patronized by neighborhood residents as well as visitors to the historic jazz district.

Preliminary development proformas for each identified project were prepared and analyzed by the planning team, and have been provided to the City for future reference. This information included a description of each project, potential project scope and mix, financing information and incentive concepts, potential project participants for implementation, current parcel information, redevelopment project costs, incentives of TIF, PIEA, Chapter 353 and sales tax, and operating pro-formas, with amortization tables and tax rates. As the development market continues to improve, these tools and ideas can be used as a framework for future revitalization efforts that can achieve the community's vision for this area.



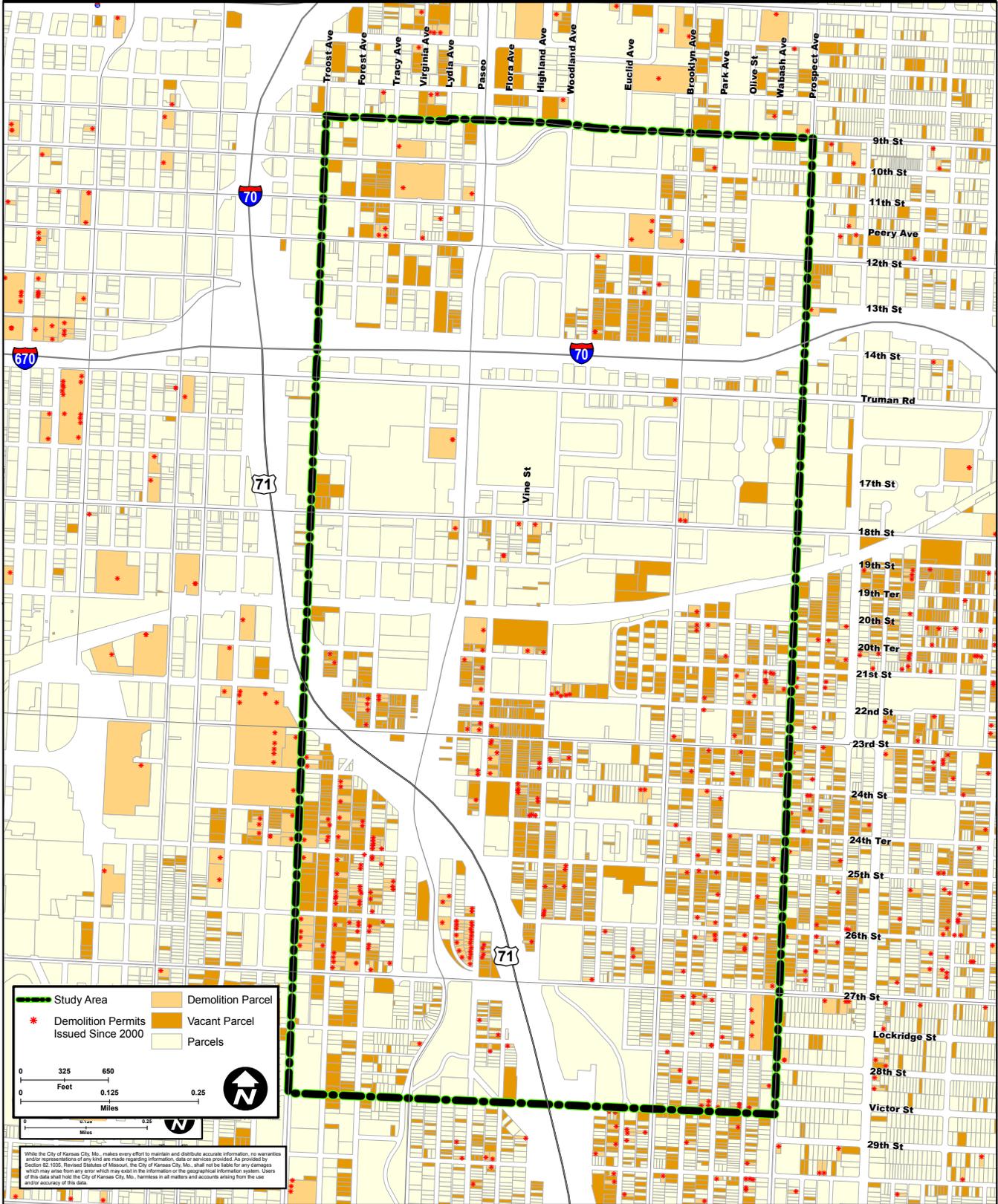
4.19 Existing industrial building in Vine Street District



4.20 Existing industrial building in Vine Street District

Vacant Parcels /Demolition Permits (2000 - 2009)

Vine Street District Economic Development Plan



4.21 Vacant Parcels/Demolition Permits (2000-2009) Map

THE HOUSING MARKET

The revitalization strategy for the Housing Market includes an analysis of existing conditions and provides economic development and redevelopment strategies for residential and mixed-use areas to achieve the desired vision and goals outlined by the Steering Committee.

Neighborhood revitalization recommendations have also been included, and were developed based on research and discussions with several stakeholders that are active in the area – including lessons learned over a period of years. Also included is a Housing Implementation Strategy to complete the goals and visions of the Steering Committee, and a Phasing Plan to implement these visions over a ten year period in accordance with identified sub-area conditions. The Phasing Plan includes a brief description of incremental activities covering a wide array of issues related to improving the climate for new and revitalized housing within the District.

EXISTING CONDITIONS

Seventy years ago the Vine Street District population peaked at just over 40,000 inhabitants. Remnants of this once thriving district still exist today in the area's neighborhoods and commercial corridors. However, today the area contains:

- More than 1,200 vacant residential and commercial lots (See Figure 4.21)
- Residential lots with widths of 27' to 37' feet
- Current estimated population of approximately 7,000
- Vacant housing units of more than 20%
- Highest mortgage foreclosure and mortgage vacancy rates in Kansas City, Missouri
- Approximately 3,000 total housing units today
- More than one third of all housing units are vacant, boarded or have functionally obsolete building systems

The Vine Street District includes portions of a number of established traditional neighborhood boundaries, and a neighborhood sub-area map has been provided as a reference (See Figure 4.24). Utilizing data provided in the City's Data Book¹ for this area and windshield surveys taken in August 2009, a summarized analysis of existing conditions within each sub-area is also included (See Figure 4.25), and provides a framework to understand the magnitude of work needed in the District to initially stabilize its residential areas.

¹ Unless otherwise stated, all data summarized in this section are from the **Black Heritage District "Economic Development Plan – Data Book"** includes information about the History, Land Use and Development, Demographics, Housing, Infrastructure, Transportation, Summary of Adopted Plans and a Summary of Planning Issues, June 2009.



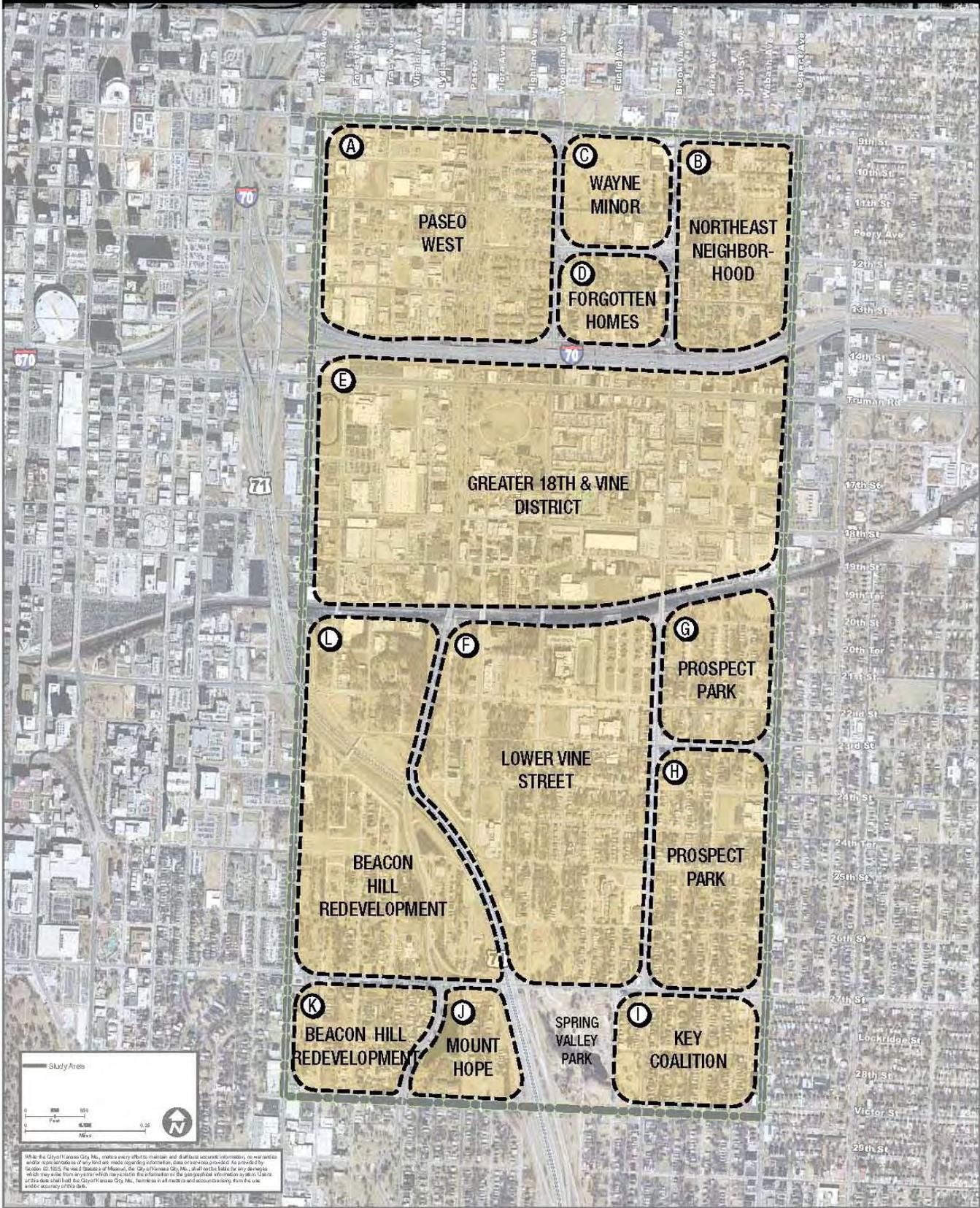
4.22 Existing Residential



4.23 Vacant Lots

NEIGHBORHOODS

Vine Street District Economic Development Plan



4.24 Neighborhood Map

THE HOUSING MARKET

ECONOMIC REVITALIZATION

DEVELOPMENT RECOMMENDATIONS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

BUILDING ON PREVIOUS PLANS

The *Neighborhood Planning Study*² completed in December 1992 for the Washington Wheatley and Downtown East Area is inclusive of the primary area of the Vine Street District south of U. S. Interstate 70 to 27th Street and From Troost Avenue to Prospect Avenue. This area includes the more economically distressed sub-neighborhood areas of the Vine Street District, the greatest number of vacant lots, is among the highest mortgage vacancies and foreclosure rates in the City and includes greater opportunities for overall redevelopment. This Plan indicates that the *"Planning area has suffered considerable losses and deterioration over the years"*. Project planners continued by describing lessons learned from similar efforts in neighborhood revitalization and proceeded to describe certain guidelines which are still prevalent today.

2 Stull and Lee Incorporated, Architects and Planners, *Neighborhood Planning Study for Washington Wheatley-Wendell Phillips-Downtown East*, December 1992, Kansas City, Missouri.

VINE STREET DISTRICT							
HOUSING - Current Conditions							
NEIGHBORHOOD	SUB AREA	TOTAL PROJECTED NUMBER OF VACANT LOTS AND UNITS BY TYPE					
		Total No. Vacant Lots	Vacant S/F Buildings	Total S/F Rehabilitation	Total M/F Rehabilitation	New S/F & M/F Construction	Projected No. Units
PASEO-WEST	A	42	0	9	36	60	105
INDEPENDENCE PLAZA							
NORTHEAST	B	20	4	20	0	13	37
WAYNE MINER	C	0	0	5	48	100	153
FORGOTTEN HOMES	D	39	1	10	0	30	41
Greater 18th & Vine District	E	316	6	6	120	90	222
WENDELL PHILLIPS							
LOWER VINE STREET	F	225	23	100	30	515	668
Prospect Park TR-23rd	G	79	15	75	90	50	230
Prospect Park 23-27	H	145	28	50	22	75	175
SOUTHEAST NEIGHBORHOODS							
Key Coalition	I	50	32	100	66	25	223
Mount Hope	J	9	6	20	24	30	80
BEACON HILL*	K	23	4	40	18	15	77
BEACON HILL - Devpt.**	L	288	6	25	18	300	349
TOTALS			125	460	472	1303	2235
Total Lot Acq.***		1236					
Ten Year Strategy			125	460	472	1303	2360
* Beacon Hill area south of 27th Street - only							
** Beacon Hill - Development (22nd to 27th Troost Avenue to Vine Street)							
***Total Number of vacant lots in the Vine Street District for S/F or M/F is estimated at 1,236.							
Sources: Vine Street District Data Book, KCMO and Jackson County Property Records and Windshiled Surveys completed in August 2009.							

4.25 Neighborhood Summarized Analysis



4.26 New Single Family Housing in Vine Street District



4.27 New Single Family Housing in Vine Street District

Those guidelines include the following:

(A.) Comprehensive Approach and Incremental Investments

An isolated approach to neighborhood revitalization is rarely successful and whatever success gained will be very difficult to quantify in an area suffering from historic disinvestment and deterioration. A comprehensive approach is needed and should be designed to:

- Eliminate blighting influences through a combination of low interest loans and grants to homeowners, Acquisition and sale of vacant properties to new homeowners
- Purchasing and redevelopment of small multi-family buildings for family housing
- Use of weatherization and paint grants to families
- Targeting of local and federal resources based upon a strategic plan with specific outcomes
- Gradually enforce property codes violations

These step-by-step methods have worked to incrementally stabilize neighborhoods and serve as the positive change necessary for infill new construction in older neighborhoods.

(B.) Focus on Development Strengths

Many of the recommendations included in the 1992 Neighborhood Plan by *Neighborhood Planning Study* were followed as vacant and dilapidated properties in the Prospect Park Area (Brooklyn to Prospect and Terminal Railway to 27th Street) were demolished and new single-family housing built along with new infrastructure. The plan highlighted the importance of building “around existing strengths as well as new investments which are planned.”

Housing completed since this study includes:

- The Municipal Stadium site began development with a “New Urbanism” style of development
- The new mixed income Vine Street Lofts were constructed at 22nd and Vine Street
- Developers were named for the Beacon Hill neighborhood with a number of market rate new single-family houses completed
- The Twelfth Street area from Paseo Boulevard to Prospect Avenue has been the beneficiary of significant amounts of redevelopment activity over the past fifteen years and is today a stable neighborhood area.

Major infrastructure completed since this study includes:

- Bruce R. Watkins Drive
- New Herman Johnson 27th Street Bridge
- Completion of the 22nd Street Corridor east of Watkins Drive to Brooklyn Avenue.

C.) Development of Self Sufficiency

We concur with the *Neighborhood Planning Study Plan* that “real revitalization requires comprehensive improvements within areas capable of standing on their own.” The Vine Street District is a collection of many established neighborhoods and in most cases the geographic area within the District only represents a fraction of the overall neighborhood size (i.e. Key Coalition, Mount Hope and Independence Plaza).

Self sufficiency is partially based on establishing clear neighborhood boundaries and protection from certain negative influences. Each of the sub-neighborhood areas will continue to require public investments such as public infrastructure that is aging and needs replacement over time. The City can also support these neighborhoods through targeted development incentives, which are typically required to encourage the private sector to invest in market rate housing in these areas. These activities can assist in stabilizing and strengthening neighborhoods, positioning them to eventually achieve self sufficiency.

Areas in the Wendell Phillips neighborhood (Paseo Boulevard to Brooklyn Avenue and 22nd Street to 27th Street) are more problematic than sub-areas such as Northeast and Key Coalition, as this area contains many vacant lots and dilapidated and vacant structures. Currently, there is limited market for new ownership housing in the area, new construction of mixed income housing will require a combination of factors, including a perception of “safe neighborhoods”, sustained public investments, and code enforcement. Major redevelopment opportunities will require land banking with interim community conservation uses. The City can designate quasi-public agencies and/or authorized non-profit organizations to use Federal, State or local funds to acquire and hold property for development. In the interim, the Weatherization and Paint Program grants and Minor Home Repair Programs can be useful to help stabilize the area.

D.) Concentrated Neighborhood Improvements

The key strategy to improve the condition and quality of the residential areas of the Vine Street District involves comprehensive efforts at sequencing certain activities in a step-by-step fashion. This sequencing within the sub-district areas will target the activity that should be addressed before the next step can begin in order for the outcome to be successful.

Many of the sub-district areas contain less than twelve blocks and are small enough that any concentration of activity will be visible and substantially realized over a three year period. Public investments are estimated at \$10 to every \$90 of private investments over a ten year period.

The phasing section below recommends a step-by-step sequencing of sub-district areas to complete the recommended neighborhood revitalization efforts. Implementation of these efforts will require more detailed program planning.



4.28 Beacon Hill Neighborhood Improvements



4.29 Beacon Hill Neighborhood Improvements

KEY HOUSING RECOMMENDATIONS

The Vine Street Housing Implementation Strategy includes a **gradual three-phased approach over a ten to fifteen year period** to target redevelopment activities. This should be implemented in a manner that respects and builds upon the unique heritage and character of the District while creating opportunities for new residents to live close to jobs, churches and community facilities. The comprehensive list of projects and activities within each phase represent the needs and aspirations of the community; however, it is not realistic to expect that each and every item on these lists can be accomplished within a given time frame. With diligence, strong coordination, and focused efforts on the part of City agencies, area stakeholders, and the new Vine Street District Council, the work to reclaim these neighborhoods from the blighted conditions that currently exist can begin – together – one step at a time.

Phasing

The phasing sequence of the Housing Strategy for the Vine Street District considers the total program of activities recommended within the sub-area neighborhoods over a ten-year period. A “tilting point” exists within some of these neighborhoods and as such, the revitalization efforts would not have to complete 100% of the identified needs but rather enough to “initiate the redevelopment activities” so that the private market place (individuals and financial institutions) will create enough demand and allow the public sector to take a more limited role after the first ten years.

LOT ACQUISITION AND HOUSING INITIATIVES

HOUSING PRODUCTION	TOTAL NO. LOTS/ UNITS	PHASE NUMBER					TOTAL NO. UNITS BY CATEGORY	PERCENT OF TOTAL LOTS/UNITS
		PHASE I YEARS 0-3		PHASE II YEARS 4-6		PHASE III YEARS 7-10		
		YEARS 0-2	YEARS 2-3	YEARS 4-5	YEARS 5-6	YEARS 7-10		
Vacant Lot Acquisition	1236	120	50	90	168	168	596	48%
Vacant Building Acquisition	125	40	40	35	0	0	115	92%
Owner Rehab Asst.	285	40	50	50	50	50	240	84%
Purchase Rehab*	115	40	40	35	0	0	115	100%
Owner Substantial Rehabilitation	75	15	15	15	15	15	75	100%
S/F New Infill	238	0	30	30	30	30	120	50%
S/F New market rate - Beacon Hill	300	15	15	30	30	30	120	40%
Multi-Family Redevelopment - NEW	765	45	86	140	60	60	391	51%
<i>Paseo Town Homes - 'L'</i>		45						
<i>HAKC Elderly - 'C'</i>			50					
<i>12th Street - 'D'</i>			36					
<i>JDRC - 'E'</i>				90				
<i>HAKC - 'D'</i>				50				
<i>Lower Vine - 'F'</i>					60			
<i>Lower Vine - 'F'</i>						60		
Multi-Family Rehabilitation	472	0	120	60	114	60	354	75%
<i>BEU - 'E'</i>			88					
<i>JDRC - 'E'</i>			32					
<i>Prospect Park - 'G'</i>				24				
<i>Key Coalition - 'H'</i>				36				
<i>Wayne Minor - 'C'</i>					42			
<i>Key Coalition - 'H'</i>					36			
<i>BH Development - 'E'</i>					18			
<i>Prospect Park - 'G'</i>					18			
<i>Throughout Vine Street District</i>						60		
Public Infrastructure (<i>Street Blocks</i>)	29	5	6	6	6	6	29	100%
Total No. Units (range)	2250	200	442	500	359	305	1415	63%

* Substantial Rehabilitation assumes replacement of all major systems (Electrical wiring, plumbins, new water and sewer service) and basic replacement of bathroom Fixtures, kitchen fixtures (cabinets, major appliances) and decorating.

4.30 Lot Acquisition and Housing Initiatives

THE HOUSING MARKET

DEVELOPMENT RECOMMENDATIONS

ECONOMIC REVITALIZATION

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

The ten year period is broken down into three phases:

- Phase I (years 0-3 years)
- Phase II (years 4 to 6)
- Phase III (years 7 to 10)

Proposed activities for lot acquisitions and housing initiatives are included (See Figure 4.30). Each phase is described in the following narrative, with the locations of the proposed activities shown on the map by sub-area neighborhoods. The descriptions for Phase I activities are more detailed than Phase II or III, as these latter phases are typically extensions of the same types of activities.

Anticipated costs related to these activities and initiatives are also included for reference (See Figure 4.31).

PUBLIC/PRIVATE HOUSING DEVELOPMENT								
PUBLIC INVESTMENT	TOTAL NO. LOTS/ UNITS	YEARS 0-2	YEARS 2-3	YEARS 4-5	YEARS 5-6	YEARS 7-10	TOTAL VALUE	TOTAL PUBLIC INVESTMENT PER UNIT/LOT
Vacant Lot Acquisition*	\$7,500	\$675,000	\$375,000	\$675,000	\$819,000	\$1,260,000	\$3,804,000	\$6,383
Vacant Building Acquisition**	\$10,000	\$400,000	\$400,000	\$350,000	\$0	\$0	\$1,150,000	\$10,000
Owner Rehab Asst.	\$60,000	\$600,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,600,000	\$15,000
Purchase Rehab***	\$100,000	\$1,200,000	\$1,200,000	\$1,050,000	\$0	\$0	\$3,450,000	\$30,000
Owner Substantial Rehabilitation****	\$75,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$20,000
S/F New Infill*****	\$165,000	\$0	\$600,000	\$600,000	\$600,000	\$600,000	\$2,400,000	\$20,000
Multi-Family Redeve - New	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Multi-Family Rehabilitation	\$7,000	\$0	\$0	\$0	\$718,200	\$378,000	\$1,096,200	\$2,192,400
Public Infrastructure - *****	\$190,000	\$950,000	\$1,140,000	\$1,140,000	\$1,140,000	\$1,140,000	\$5,510,000	\$190,000
Total No. Units (range)		\$4,125,000	\$4,765,000	\$4,865,000	\$4,327,200	\$4,428,000	\$22,510,200	
PUBLIC SOURCES								
HOME Investment Funds		\$480,000	\$750,000	\$750,000	\$600,000	\$600,000	\$3,180,000	
CDBG		\$1,015,000	\$815,000	\$885,000	\$737,100	\$1,008,000	\$4,460,100	
American Dream Funds		\$720,000	\$1,200,000	\$892,500	\$810,000	\$765,000	\$4,387,500	
Brownfields Funds		\$560,000	\$405,000	\$945,000	\$970,200	\$882,000	\$3,762,200	
General Revenue		\$0	\$55,000			\$33,000	\$88,000	
PIAC (Public Improvement Funds)		\$950,000	\$1,140,000	\$1,140,000	\$1,140,000	\$1,140,000	\$5,510,000	
Dangerous Bldg Fund		\$400,000	\$400,000	\$252,500	\$107,700	\$0	\$1,160,200	\$0.10
Annual Sources Budget		\$4,125,000	\$4,765,000	\$4,865,000	\$4,365,000	\$4,428,000	\$22,548,000	\$221,973,000
PRIVATE SECTOR FINANCING								
Vacant Lot Acquisition	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	
Vacant Building Acquisition	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	
Owner Rehab Asst.	\$60,000	\$1,800,000	\$2,250,000	\$2,250,000	\$2,250,000	\$2,250,000	\$10,800,000	
Purchase Rehab***	\$100,000	\$2,800,000	\$2,800,000	\$2,450,000	\$0	\$0	\$8,050,000	
Substantial Rehabilitation	\$75,000	\$825,000	\$825,000	\$825,000	\$825,000	\$825,000	\$4,125,000	
S/F New Infill	\$165,000	\$0	\$4,350,000	\$4,350,000	\$4,350,000	\$4,350,000	\$17,400,000	
S/F New Market - Beacon Hill	\$225,000	\$3,375,000	\$3,375,000	\$6,750,000	\$6,750,000	\$6,750,000	\$27,000,000	
Multi-Family Rehabilitation -1	\$200,000	\$0	\$24,000,000	\$12,000,000	\$22,800,000	\$12,000,000	\$70,800,000	
Multi-Family Redevelopment -NEW	\$175,000	\$7,875,000	\$7,875,000	\$24,500,000	\$10,500,000	\$10,500,000	\$61,250,000	
Public Infrastructure	\$190,000	\$0	\$0	\$0	\$0	\$0	\$0	
Total Private Financing		\$16,675,000	\$45,475,000	\$53,125,000	\$47,475,000	\$36,675,000	\$199,425,000	\$0.90

*Includes Environmental Remediation
 ** Vacant Building Acquisition - Most are owned by financial institutions as a result of foreclosure. Urban Homestead Authority (or similar entity purchase in bulk for this average price.
 ***Substantial Rehabilitation assumes replacement of all major systems (Electrical wiring, plumbins, new water and sewer service) and basic replacement of bathroom fixtures, kitchen fixtures (cabinets, major appliances) and decorating.
 **** Moderate Rehabilitation assumes Existing updated electrical, plumbing, sewer and water service within last 10 years
 ***** Require two lots to develop one new home (50' front- Ex: ten lots equal 5 new homes).
 ***** Includes new curb inlets, sidewalks, curbs, trees and Coldmill & Overlay (assumes 600' LF pavement per Block)
 1- Based upon Historic Preservation Requirements

4.31 Public/Private Housing Development

The redevelopment of the Vine Street District requires a sustained public-private partnership with the City of Kansas City, Missouri and private financial institutions. The targeted public investments outlined herein will average approximately \$3.3 million annually over the first six years. Overall, the redevelopment outlined in Phases I and II include **one dollar (\$1.00) of public investment for every nine dollars (\$9.00) of private investment**. The estimates include approximately \$19,980,000 over a six year period of public dollars to \$198,569,000 of private sector investments (including federal and state housing and historic tax credits).

The cost estimates listed are limited to the average cost to purchase vacant land; cost to substantially rehabilitate a vacant typical “shirt waist” house, cost to rehabilitate an owner occupied “shirt waist” house, the estimated costs to rehabilitate multi unit buildings and the costs to build new multi unit buildings have been included for all phases in constant 2009 dollars. Public infrastructure costs are included for twenty-nine (29) street blocks over the three phases, and includes:

- Cold mill and overlay of street surfaces,
- Replacement of sidewalks,
- Curb replacement,
- Replacement or repair of curb inlets, and
- Tree pruning or replacement

Individual cost estimates for each of these items can be further referenced in the “Supplemental Information” section of this report. Other development costs related to design, legal, engineering, developers’ fees, etc. are included for multi-family and commercial properties identified in the square foot costs by project in the tables.

It is important that this housing strategy begin to be implemented immediately such that, beyond the identified ten year period, the private sector can assume its normal and customary role in developing quality market-rate housing. Immediate action and results will complement and bolster future commercial opportunities outlined in this plan.

PHASE I - KEY HOUSING RECOMMENDATIONS:

- 1. Prepare Urban Renewal Plans (or amendments) to existing URD’s for:
 - a. Key Coalition
 - b. Mt. Hope
 - c. Wendell Phillips
 - d. Forgotten Homes**
- 2. Prepare a PIEA Overlay District for the entire District**
- 3. Acquire vacant lots**
- 4. Implement Owner Rehabilitation Program**
- 5. Reinstate the “Dollar House” program through the Urban Homestead Authority**
- 6. Support current affordable housing proposals**
- 7. Support current housing development and redevelopment proposals**
- 8. Construct Beacon Hill “North Lawn” infrastructure**
- 9. Construct Beacon Hill “North Lawn” housing**
- 10. Construct single-family housing in Prospect Park, Stadium Site, and Forgotten Homes**
- 11. Construct housing in the Vine Street and Twelfth Street corridors**
- 12. Redevelop historic housing in 1800 block of Highland Avenue**
- 13. Begin three-year program of Street Improvements within the District**

Of the proposed projects identified above in Phase I, **four of these stand out as major development opportunities** which, once begun will serve as a visible sign of major redevelopment within the Vine Street District and can begin building a foundation for subsequent successful development projects. These include the following:

IMMEDIATE OPPORTUNITIES:

- **Construction of the “North Lawn” in Beacon Hill with new home construction,**
- **Acquisition of boarded and vacant single family buildings and sale through the “dollar house” program,**
- **Construction of townhomes along The Paseo at 25th Street to Vine Street by the Kansas City Housing Authority, and**
- **Mixed Use development at 22nd and Vine Street**

Much of the Phase I work can be accomplished in the first three years. The activities are listed by Phase to indicate the sequencing of the work in the order that will be supportive of anticipated demand. The cost for each phase has been estimated and included for reference. The costs are based upon 2009 average values by activity area with an estimate of public resources necessary to incent private investments to complete the various activities.

Further description of each of these key Phase I recommendations is provided as follows:

① Urban Renewal Plan

The Vine Street District includes a number of existing state enabled development incentives approved for many geographic areas of the District (see Development Incentives Areas Map). Most of the area includes residential districts void of any approved incentives. Based upon the activities and proposed phasing required to redevelop the areas, existing Urban Renewal Plans for the neighborhoods of Key Coalition, Mount Hope, Wendell Phillips and the Forgotten Homes areas should be amended to include any gaps in housing between existing plan boundaries, so the entire single-family residential area is covered by an Urban Renewal Plan. New blight studies and development concept plans will also be necessary to support this plan. A ten year (10) abatement of real estate taxes is a strong incentive to offer in a redeveloping area. These abatements can be used as incentives for existing homeowners to substantially rehabilitate their homes and to attract new homeowners to rehabilitate boarded-up, vacant homes and construct new homes when the market revives.

② Planned Industrial Expansion Authority Overlay District

A Planned Industrial Expansion Authority (PIEA) Overlay District Plan for the entire Vine Street District is recommended as a cohesive and coordinated program to grant property tax abatement for businesses and multi-family residences. The PIEA is an economic development tool available in Kansas City to encourage new job creation through tax abatement (similar to 353 tax abatement), the power of eminent domain, and bond financing for land acquisition, construction and equipment in designated redevelopment areas. Designated land uses are commercial, industrial, manufacturing and multi-family construction (rehabilitation and new construction). The economic conditions which persist in these communities limit the value of square foot rental charges while the costs associated with the rehabilitation of existing multi-family structures are virtually the same in other areas of the City with higher incomes. Tax abatements within a two-tiered method (i. e. 100% for 10 years and 50% for 15 years) offered by PIEA will offset any decreased property valuations which exist in the District.

“ A COMMUNITY HAS TO HAVE THE CAPACITY TO ENVISION A FUTURE THEY WANT, AND NOT JUST THE ONE THEY ARE LIKELY TO GET. ”
- UNKNOWN

3. Vacant Lot Acquisition

Vacant lots represent 40% of the land area in the District accounting for more than 1200 lots. Vacant lots are primarily located within residential blocks south of the Terminal Railroad tracks and extend from Troost Avenue to Prospect Avenue. A primary deterrent to redevelopment in urban areas is the availability of land for development. The City of Kansas City, Missouri should utilize one of its enabled development agencies to acquire and land bank buildable vacant lots throughout the Vine Street District as recommended in the Phasing Plan. New home construction is recommended to begin immediately in the Beacon Hill redevelopment area of the “North Lawn” and new infill construction could begin later in Phase I for the Ball Park site, northern Prospect Park and the Forgotten Homes area. These areas include current activity of new home construction which should be an advantage as the market improves for new home construction.

4. Owner Rehabilitation Program

Rehabilitation of existing single family housing is the first step to community renewal and resurgence. To this end, a targeted approach is needed to achieve particular outcomes as identified in the Phasing Table. Existing owner rehabilitation and purchase rehabilitation programs through the KCMO Housing Departments CDBG, KC DREAM and HOME (See Supplemental Information) programs can be leveraged with first mortgage programs offered by private banks and mortgage companies. The residential areas of the District located in the Independence Plaza, Wendell Phillips and Key Coalition neighborhoods are targeted for the Phase I. There were a total of 596 owner occupied housing units in the District in 2007. Of this number, an estimate of 430 of these housing units may require minor to major rehabilitation.

5)+6. Vacant Single-Family Building Acquisition and Urban Homestead Program

During this same period, the City of Kansas City, Missouri should enable one of its affiliated agencies to acquire up to 80 strategic vacant and boarded single family houses (Urban Homestead Authority) within the Northeast area of Independence Plaza, Wendell Phillips and Key Coalition neighborhoods and re-instate the “Dollar House” program which proved to be a very successful tool in the mid 1970’s in the Blue Hills neighborhood. The District contains approximately 125 vacant and boarded houses. Many of these are the result of mortgage foreclosures and/or failed investments. The market for existing boarded and vacant structures is not promising at the present time. However, the ability to purchase multiple properties and the tax advantages of working with the Urban Homestead Authority could be an attractive alternative for owners wishing to dispose of multiple properties. If the market improves sufficiently during Phase I, future acquisition may not be necessary as the area may tilt more toward a “market driven” process with the public investment reduced to more traditional roles. We encourage the targeting of resources to the neighborhoods in the matrix for this first phase and should complete the limited number of vacant and boarded buildings in the northeast quadrant of the District and Forgotten Homes section of the Independence Plaza. In addition, significant acquisition of these vacant buildings in the targeted neighborhoods will make a significant impact as these areas are redeveloped.

7. Support Current Housing Development and Redevelopment Proposals

Several pending development and improvement projects are underway within the District (See Figure 4.35). Two existing housing developments that are approved or in the final approval process are the townhouse development by Michaels Development Company and the Kansas City Housing Authority in the vicinity of 26th Street, from Paseo Boulevard to Vine Street, and the substantial rehabilitation by the Black Economic Union of the Basie Court Apartments in the 18th & Vine Street area. These projects will add to the number of housing units available to families, eliminate blight and will reduce the number of vacant lots.

In addition, the Martin Luther King Senior Village (25th Street and Euclid Avenue) is undergoing major rehabilitation while the Quality Heights (24th Terrace to 25th Street and Euclid Avenue) development is planning building improvements and expansion. The success of these development projects will encourage the market and provide momentum to additional housing proposals.

Other Recent and Proposed Housing Developments:

St. Joseph Place (47 Units) - Support the joint development by the Kansas City Housing Authority and Catholic Charities for the construction of a 47 unit HUD 202 Supportive Housing development for seniors on vacant land at the former Wayne Miner public housing development site (between 9th & 10th Streets east of Woodland Avenue).

Basie Court (88 Units) - Substantial Rehabilitation by the Black Economic Union, located on 19th Street in the Historic 18th & Vine District (between Woodland and Vine Streets). The BEU is currently in the predevelopment phase to financially restructure this family housing development through the LIHTC³ Program of the MHDC⁴.

8. + 9. “North Lawn” Infrastructure and Townhomes at Beacon Hill

The first phase of new townhomes along Beacon Hill Commons has been completed. The City of KCMO has recommended Public Improvement Advisory Committee funding to substantially complete the construction of the “North Lawn” infrastructure and open-space. The completion of this project will create twenty-four (24) single-family lots and up to thirty-five (35) additional townhome units.

3 Low Income Housing Tax Credit (LIHTC). The LIHTC Program, which is based on [Section 42 of the Internal Revenue Code](#), was enacted by Congress in 1986 to provide the private market with an incentive to invest in affordable rental housing.

4 Missouri Housing Development Commission (MHDC). The Missouri Housing Development Commission, created by the 75th General Assembly, is an instrumentality of the state of Missouri. MHDC has invested almost \$4 billion to construct, renovate and preserve affordable housing. MHDC functions as a bank, providing financing directly to developers of affordable rental properties.



4.32 Vine Street Lofts



4.33 Hospital Hill Apartments



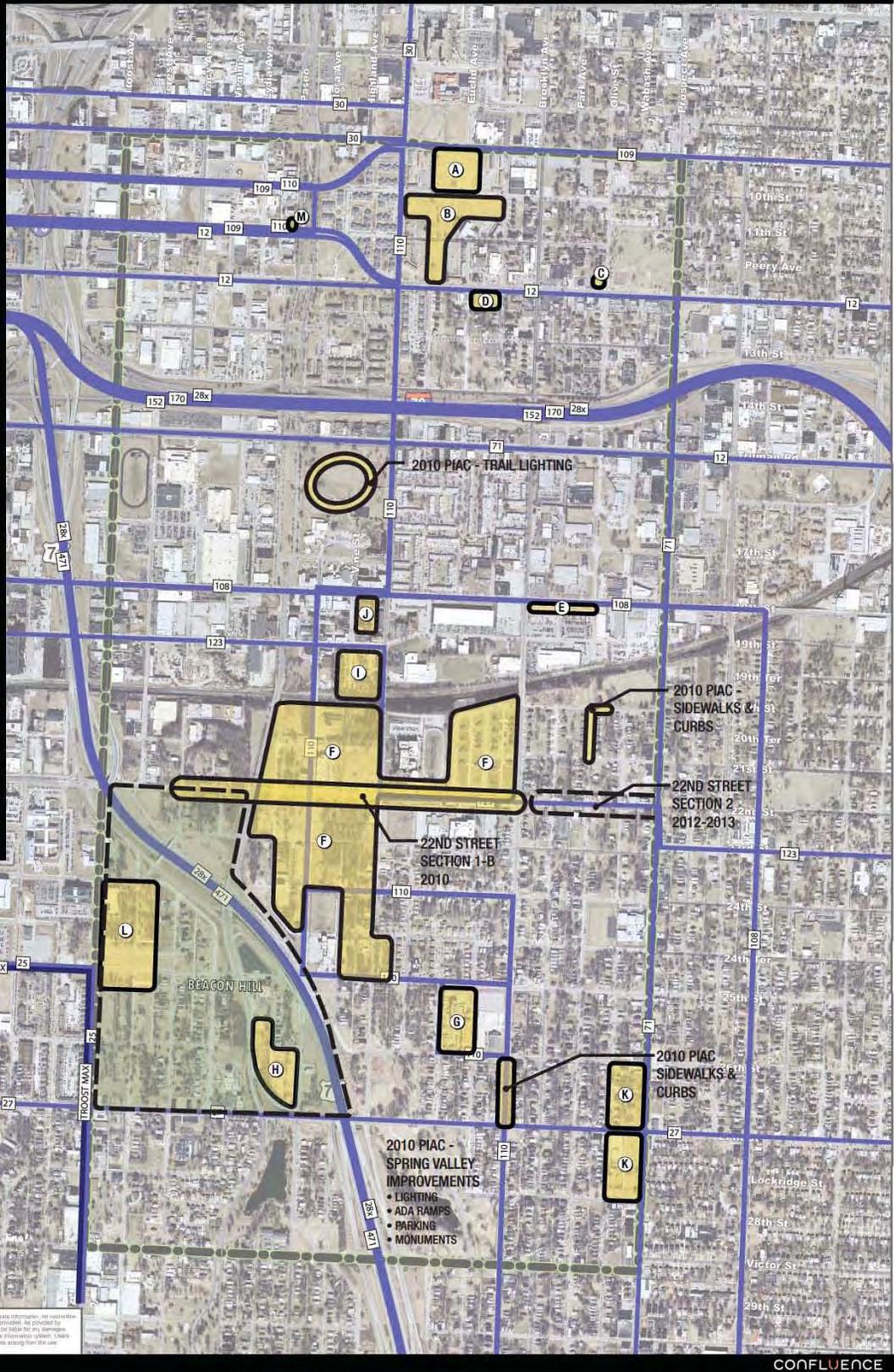
4.34 North Lawn in Beacon Hill

PENDING DEVELOPMENT PROJECTS

Vine Street District Economic Development Plan

POTENTIAL DEVELOPMENTS:

- A** St. Joseph Senior Housing Development (Catholic Charities of KC)
 - 46-47 Unit Section 202 Elderly Development with project based Section 8
 - Located east of Woodland between 9th to 10th Street (Vacant land from former Wayne Miner housing).
- B** Wayne Minor Affordable Housing Development
 - Up to 53 total apartments and 150+ bedrooms
 - Office/Community building with storm shelter
 - 9% tax credits with other soft monies and conventional financing
- C** Gates Development - 2 Story Office Building
- D** Gates Development
 - Proposed Housing
- E** Water Department Facility Improvements
- F** Lower Vine Street Development - Monarch Gardens (Black Economic Union)
 - Approved 353 Urban Redevelopment Plan anticipates the following:
 - 515 New Residential Units of the original 662 remain to be built
 - 104,750 Sq. ft. of Commercial space
 - 200,000 sq. ft. of Industrial Space
- G** Martin Luther King Senior Housing Development
 - Major rehabilitation of existing senior housing at 25th Street and Euclid area is under construction.
- H** Beacon Hill Rental Townhomes Development
 - 45 Units, including townhomes and apartments - some with full basements and garages
 - Off-street parking
 - Low Income Housing Tax Credits
- I** Basie Court Family Housing Rehabilitation
- J** Highland Street Housing
- K** Family Life Center (Multi-Purpose)
 - 202 Senior Housing Units
- L** Beacon Hill Townhomes
 - Market Rate Housing
- M** Lincoln University Expansion



4.35 Pending Development Projects Map

10 Infill Single-Family Housing

The Vine Street single family homes located on the former Municipal Stadium site include fifty-two new urbanist style lots. To date, nineteen (19) new market rate homes have been built. As the housing market improves, the City of Kansas City should proactively promote the redevelopment of the project to private developers. The Prospect Park Area (Brooklyn to Prospect Avenue and Terminal Railway to 23rd Street) infill single-family housing initiative utilized the Chapter 99 – Urban Renewal Program and other Community Development Block Grant (CDBG) funds to purchase, remediate, demolish and build several dozen new single-family homes in this area from 1995 through 2005. After the developer became incapacitated, the project has floundered. This project resulted in an investment of more than \$9 million in public/private partnerships in the area.

The completion of the 22nd/23rd Street Corridor to Park Avenue will have a major positive impact in this area and should spur additional new single-family and rehabilitation housing to complete the in-fill program in the area. In addition, new market rate housing has been built in the Forgotten Homes Area through public/private partnerships over the past number of years. The Forgotten Homes area remains the largest vacant and incompletely developed part of Independence Plaza. As the local and national economic conditions improve, the area will continue to develop with more workforce and market rate housing in the future

11 Housing Development along Vine Streets and Twelfth Street Corridor

The design and current construction of the 22nd Street and 23rd Street Corridor from Bruce R. Watkins Drive to Park Avenue creates a unique opportunity to add to the “place making” of the intersection of 22nd Street and Vine Street and serve as a connector to the 18th & Vine District in a linear north/south path along Vine Street. The Vine Street Lofts development is located at 22nd Street and Vine Street and is a mixed income housing project constructed in 2003. The development of up to 53 units of mixed income housing at the northwest corner of 22nd Street and Vine Street is recommended. In addition, the development of a mixed use building of 28 units of mixed income housing near the intersection of 12th Street and Paseo Boulevard within the Twelfth Street District should be developed during Phase I with three buildings comprising up to 8,000 sq. foot of commercial space.

12 Historic Preservation

The redevelopment of the six (6) historically significant single-family homes in the 1800 Block of Highland should be a priority development project for residential or retail uses in a manner consistent with the “Nutterville” project in the Westport area. In addition, the former Rochester Hotel should be developed as elderly housing as the market improves for this segment.

13 Street Improvements

Streetscape Improvements should be completed in the areas where targeted development projects are underway throughout the District. Streetscape improvements include new curbs and gutters (where necessary), cold mill and overlay street resurfacing, tree pruning and planting and street light updates (where necessary).

The development activities recommended in Phase I provide the foundation for the District’s renewal over the remaining seven year period. The number of vacant single family houses, coupled with the condition of owner occupied housing and the sheer number of vacant lots in residential blocks require a targeted effort directing public resources to incent private sector investment. The first three years are crucial to the success of the renewal effort and provide the foundation for sustained community renewal.

Public investments in the first two phases are higher due to the necessity of halting the visible signs of disinvestment of the area (including vacant and boarded buildings, plethora of vacant lots, major code violations of occupied commercial and residential buildings).

Critical to the success of the area are the reality and perception of crime and safety. For this reason, applying the Crime Prevention Through Environmental Design (CPTED) Principles of Territoriality, Natural Surveillance and Access Control should be built into all streetscape and infrastructure improvements of the area.

PHASE II - KEY HOUSING RECOMMENDATIONS:

- 1. Continue acquisition of vacant lots (land banking)**
- 2. Continue acquisition of remaining vacant single-family homes (foreclosures and vacant buildings)**
- 3. Continue homeowner rehabilitation program (public grant with private loan)**
- 4. Continue auctioning “Dollar House” program inventory through the Urban Homestead Authority**
- 5. Construct infill single-family units in catalytic sub-area neighborhoods:**
 - a. Prospect Park**
 - b. Stadium Site**
 - c. Forgotten Homes**
- 6. Construct a mixed use development at 22nd and Vine Street**
- 7. Redevelop existing scattered site Colonnade-style six to twelve unit buildings (Principally in Sub Areas C, E, G, H, and I)**
- 8. Continue street and infrastructure improvements throughout the Vine Street District**
- 9. Construct the “South Lawn” in the Beacon Hill area**
- 10. Construct additional market rate single and townhome units in Beacon Hill’s “North Lawn” area**

Building upon the momentum gained in Phase I, these Phase II activities are anticipated for the next three year period (years 4 through 6). Activities include continuing the acquisition of vacant parcels and vacant/boarded-up single-family homes, and the prioritization of grants and low interest rehabilitation loans to existing homeowners as already highlighted in the Phase I narrative.

The elimination of several blighting influences during this phase is important, as it will begin to set the stage for new in-fill residential and commercial mixed-use project opportunities. The continuation of strategic streetscape and neighborhood infrastructure improvements that complement the rehabilitation of the existing housing stock and in areas of vacant lot acquisition will further strengthen these neighborhoods, and will be a key factor in the area’s ability to attract future infill development.

The continued design and construction of single-family and attached townhouses in the “North Lawn” area of Beacon Hill and the next major phase of infrastructure construction in the Beacon Hill area’s “South Lawn” is also recommended. Completion of these improvements will open the market to more than one hundred lots for single-family and attached housing units.

One of the ten Key Development Strategies of the Vine Street Economic Development Plan (see Implementation matrix) is the reorientation of the 18th & Vine District to a north south connection on Vine Street from 18th Street to 22nd Street. Phase II recommends the continued development of the next phase of Heritage Park mixed income housing in the 1900 blocks of Vine Street and Paseo Boulevard and the development of the mixed use development node at the southwest intersection of 22nd Street and Vine Street. When Phase II is completed, the redevelopment of the primary residential areas in the Vine Street District will have been improved to a point where the prospects for new market rate investment opportunities are more realistic.

PHASE III - KEY HOUSING RECOMMENDATIONS:

- ① **Continue acquisition of vacant lots (land banking)**
- ② **Continue vacant lot acquisition program (land banking)**
- ③ **Continue homeowner rehabilitation program (public grant with private loan)**
- ④ **Auction remaining “Dollar House” program inventory through the Urban Homestead Authority**
- ⑤ **Construct additional market rate single and townhouse units in Beacon Hill’s “South Lawn” area**
- ⑥ **Construct infill single family units in catalytic sub-area neighborhoods:**
 - a. **Prospect Park**
 - b. **Stadium Site**
 - c. **Key Coalition**
 - d. **Mt. Hope**
- ⑦ **Construct additional mixed use development projects at 22nd and Vine Street + Twelfth Street Corridor**
- ⑧ **Redevelop additional existing scattered site six to twelve multi-unit buildings in key neighborhood areas**
- ⑨ **Continue street and other infrastructure improvements throughout the District**
- ⑩ **Redevelop the 27th & Prospect commercial area to support existing and on-going residential activities**

Recommendations for Phase III (Years 7-10) assumes that a significant amount of the projects identified in Phases I and II are completed. The success of previous efforts and activities will impact the recommendations for Phase III activities. Catalytic areas of the Vine Street District that should be completed or nearing completion when Phase III activities are underway including:

- Economic conditions have improved and the economy has rebounded,
- Significant number of vacant and boarded single family homes are now owner occupied
- High number of owner occupied homes are rehabilitated with minimal code violations
- Mixed Use Projects at 22nd & Vine Street are complete or underway
- Mixed Use Projects along Twelfth Street near The Paseo are complete or underway
- Mixed Use Projects at 19th & Paseo is complete
- Construction of market rate homes in Beacon Hills is complete or underway
- “North and South Lawns” in Beacon Hills are complete
- Infill housing development has begun throughout the District

“ AMERICANS SPEND
NEARLY TWO THIRDS
OF THEIR INCOME
ON THE COMBINED
COSTS OF HOUSING
AND TRANSPORTATION
AND ARE LOOKING FOR
AFFORDABLE OPTIONS
TO LIVE CLOSER TO
THEIR JOBS, SCHOOL
AND AMENITIES.”

-- JAMES CORLESS,
DIRECTOR OF TRANSPORTATION
FOR AMERICA

When viewed in the larger context of the Vine Street District, the Phase I and II improvements to the physical structures and public infrastructure will have a profound impact on how the neighborhoods feel and are viewed by potential new residents and homeowners. However, the human needs of existing and potential residents and new residents must be taken into account as well. More community building and family support must be provided through housing counseling, neighborhood services, crime prevention and other services.

Vacant Lot Acquisition

Phase III activities include the continued acquisition of vacant lots to a land bank for future infill single-family, attached housing, mixed-use projects or for interim community uses. The total acquisition of vacant lots in all three phases account for only 48% of the total number of vacant lots in the Vine Street District as identified in August 2009. Interim uses should be further explored and may include neighborhood flower and vegetable gardens through an expansion of the “Community Gardening” Program of the City of Kansas City, Missouri and neighborhood organizations.

Owner Rehabilitation and Urban Homestead Program

Continuation of the owner rehabilitation grants and low interest loans is encouraged as the neighborhoods with significant amounts of housing with major code violations begin to diminish. These housing grants and loans tend to stimulate other private sector investments at some point.

Most of the neighborhoods with single-family homes experienced higher than average foreclosures in 2008 and 2009. Foreclosures usually have a negative impact on housing values. The end result will be lower than average appraised values for housing units that had low values prior to the existing downturn in the market. We recommend a targeted approach to community revitalization in the Vine Street District and we believe it will result in a total of 430 single family housing units being rehabilitated over the ten year period. These 430 units represent 100% of all vacant and boarded houses and 84% of all single-family units in need of rehabilitation. During Phase III, all remaining vacant and boarded housing purchased for the Urban Homesteading Program should be sold through the lottery process thereby increasing the number of owner occupied housing in the District⁵.

Beacon Hill Redevelopment

In year four of Phase II, it was recommended that the design and construction of the “South Lawn” infrastructure in the Beacon Hill Redevelopment Area begin along Forest Avenue from 25th to 27th Streets. This infrastructure will create more than 100 single-family and attached market rate housing. The construction of additional housing units in this area will spur more redevelopment of other existing housing in the neighborhood as the realization of a new urban market takes shape near the high employment centers of Crown Center, Hospital Hill and Downtown.

In-Fill New Construction

As the market continues to stabilize in the more established neighborhoods and housing values appreciate as a result of targeted revitalization strategies in Phases I and II, new infill single family housing should be encouraged in the Wendell Phillips, Key Coalition and Mount Hope Neighborhoods located from the Terminal Tracks to 29th Street and Vine Street to Prospect Avenues.

⁵ See explanation of the Urban Homestead Program and Urban Homestead Loan Program at the end of this section. Also see: <http://www.hud.gov/offices/adm/hudclips/handbooks/cpdh/6400.1/index.cfm>

Commercial and Mixed-Use Nodes

Of the major commercial and mixed-use nodes in the Vine Street District, only one is substantially developed – Gates Center at 12th and Brooklyn. Other plans include:

- Plans for a mixed-use project at 27th and Prospect will include 22,000 square feet of retail grocery and ancillary commercial space
- The Morning Star Redevelopment Corporation plans to build elderly housing with community support services, and
- An additional 77 mixed-income housing units and 22,000 square feet of commercial space will be developed at the intersection of 22nd and Vine Street.

In addition, this primary southern node of the north-south connector along Vine Street at 22nd Street from the 18th and Vine District will eventually add more housing and other services to this growing community.

Redevelopment of Multi-Family Housing

Many of the multi-family housing units located in these older neighborhoods are designed as traditional six and twelve units in the Kansas City “Colonnade Apartment” building style. More than 360 such units in the Vine Street District require substantial rehabilitation. Many of these buildings may be eligible for Federal Historic Tax Credits and some are eligible for designation to the Local or National Register of Historic Places. These buildings may be difficult to finance due to their physical condition. However, with property tax abatements of up to 25 years, availability of Historic Tax Credits through the Missouri Housing Development Commission, Public Improvement Funds, area eligibility for Neighborhood Stabilization Funds, CDBG, HOME, Brownfield Initiative Funds and other programs in distressed census tracts are attractive incentives when a community is targeted for redevelopment.

18TH & VINE HISTORIC DISTRICT

THE HEART OF THE COMMUNITY

Serving as the heart of the larger Vine Street District and generally bounded by 17th to 20th Streets and from the Paseo Boulevard to Woodland Avenue, the 18th & Vine Historic District is a national cultural heritage site that is defined by the activities and legacies of its past and present inhabitants. Their social, political, and economic histories are intertwined and layered with significant cultural and civic events and institutions that shaped Kansas City and had important impacts throughout the state and nation. While this area is nationally recognized for its cultural legacy and many important contributions, today it lacks a high concentration of mixed-use facilities, physical attributes and programmed activities that typically contribute to the cultural vibrancy of an area.

This area should not only serve as a major tourist destination, but should also incorporate the goods and services typically found in a community's Main Street so it can also serve as the daily needs of the surrounding neighborhoods. This dual role can provide an important and authentic quality currently lacking in the District. An important component to steering this area on a path to stability and eventual growth will include fixing the mix of commercial tenants and service providers, while providing targeted incentives that encourage small businesses to locate within the heart of the District.

The following design recommendations are geared toward developing an authentic "look and feel" within the District, and to promote creativity and flexibility for aesthetic treatments of streets, alleyways and interior parking areas. These recommendations seek to enhance the pedestrian experience, foster district identity, stimulate business activity, promote a more authentic and ethnically enriched visual character, and enhance safety within the district.

Other related improvement objectives for this historic district that were a direct result from the public involvement efforts during the planning process include:

- Organize property owners and community members.
- Create opportunities to utilize the skills and talents of the community.
- Embrace the historical significance of the neighborhood.
- Create a unique and authentic identity.
- Incorporate museum and cultural elements.
- Enhance the pedestrian environment.
- Maximize opportunities to consolidate resources (e.g., parking, trash and recycling).
- Provide open space for spontaneous and programmed events.
- Increase safety for pedestrians and vehicles.
- Serve as a model for District-wide improvements.

There are a number of improvement strategies that should be undertaken simultaneously to enhance the unique appeal of this historic district. These elements can be implemented incrementally at a pace appropriate with community resources.

The following improvement strategies are recommended:

HISTORIC DISTRICT IMPROVEMENT RECOMMENDATIONS:

1. Improve the Architectural Character
2. Strengthen District Destinations
3. Enhance Landscape Areas
4. Improve Hardscape Areas
5. Integrate Wayfinding Signage
6. Increase Lighting
7. Incorporate Art
8. Create Programmed Space
9. Utilize Rejuvenated Alleyways for Business Access
10. Obtain Main Street Program Designation

Further description of each of these improvement recommendations is provided as follows:

1. IMPROVE THE ARCHITECTURAL CHARACTER

Through several public and private partnerships, a significant investment was made to begin redevelopment within the District in the 1990's when the museums and several mixed-use buildings were designed and constructed. Many comments were received during the planning process regarding the need to improve the architectural character and detailing of these buildings, including:

- The “look and feel” of these structures don't resonate with the community.
- There is a lack of authenticity and emotional connections to this place.
- The district has a “sanitized” appearance - too formulaic and generic
- More unique details and character elements are needed to provide an eclectic feeling of belonging.

There are opportunities to retrofit these structures with additional architectural elements, facade improvements, and tenant finishes to assist in properly addressing this issue. It is apparent **there is a need to develop architectural design guidelines** to govern future redevelopment within the Historic District and to promote the desired character and quality of future buildings.

These future guidelines can ensure each new addition to the District is designed in concert with an overall desired look and feel for the area. Successful cultural heritage districts around the country, such as Beale Street in Memphis or the French Quarter in New Orleans may retain more historic architecture than what is left at 18th & Vine, but it is still possible to achieve the same sense that one is in a truly unique part of the city, unlike any other.

The goal of this improvement initiative is to promote efforts to preserve the historic character of the neighborhood while embracing creative and unique design expressions. This initiative should be organic and draw from symbols and ideas of the residents, businesses and building owners in a way that connects the future aspirations of the community with its cultural heritage, music and sports legacy.



4.36 Neon District Sign



4.37 Architectural Character of 18th Street



4.38 Architectural Character of 18th Street



4.39 Plantings

2. STRENGTHEN DISTRICT DESTINATIONS

The District is currently home to several marquee venues that draw visitors to the area, including the GEM Theater, the Blue Room, the American Jazz Museum, the Negro Leagues Baseball Museum, and the Black Archives. As the museum venues are not-for-profit facilities, they do not bring in strong revenue in and of themselves. These destinations have the potential to create additional foot traffic within the area to support other commercial uses throughout the District, especially when placed within walking distance of each other.

To support future museum destination additions to the District, **a local mill levy is currently being considered by the civic community** as a potential funding source. Currently, a maximum of 10 mills is authorized to be levied for support of museum-oriented uses, with only 2 mills currently being utilized and dedicated for various uses in the Kansas City area thus far. Other potential museum uses throughout the Kansas City area can be eligible for consideration for this funding. With the support of the community, a strong case should be made to enhance and add to the quality and number of museum venues within this District.

Several additional ideas were discussed during the planning process for future additions to the District. These include:

- Buck O’Neil Education Center
- African-American Genealogy Center
- Barbecue Museum
- Laugh-O-Gram Disney Museum
- Visitor’s Center
- Music Recording Studios
- Unique Restaurants
- Thematic Retail Uses
- Boutique Hotel / Bed and Breakfast

The addition of a hotel use in the district could further support and strengthen this area as a tourism destination in many ways:

- Provides a unique alternative to more traditional hotels located in Downtown or the surrounding area.
- It could preferably be placed in close proximity to other existing cultural destinations in the District.
- Offering convenient lodging creates a strong and sustainable element of any tourist-oriented destination.
- Opportunities for public/private development partnerships could be explored.
- The relationship to other anticipated City investment and incentives for a new major conference hotel in Downtown needs to be carefully considered to determine the potential market demand and success of such a facility in this location.

3. ENHANCE LANDSCAPE AREAS

Incorporating landscape plantings into the physical environment of the District increases the visual appeal of the area while enhancing the natural environment and providing habitat for beneficial animals and insects.

- Hanging plants to draw the eye of pedestrians (See Figure 4.39)
- Seasonal plantings to celebrate cultural and historical holidays.
- Use of plantings to hide unattractive infrastructure.
- Shade trees to provide protection from summer heat.
- Utilize hardy plant materials that require less maintenance.
- Incorporate an overall design theme for plantings that complements any adjacent streetscape improvements.

4. IMPROVE HARDSCAPE AREAS

The “generic” look and feel of the District highlights the need to address the streetscape character of both the 18th Street and the Vine Street Corridors. These corridors are very important in serving the heart of the community, and thus deserve more design attention:

- Streetscape design can further promote a unique sense of place for this District.
- The width of both of these streets is currently very generous, with parking on both sides.
- Future configuration should explore angled/parallel on-street parking that support commercial and retail uses.
- Anticipate and accommodate higher pedestrian foot traffic and activities with wider sidewalks and site amenities.
- Promote the safe and efficient travel and the use of traffic calming techniques within the District (See Figure 4.41).
- Further enhance sidewalk and parking areas with physical design features, such as:
 - Sidewalk inlays including culturally significant elements such as music notes, lyrics, baseball statistics, and dance instructions
 - Decorative brickwork that defines the pedestrian environment in areas with automotive access, and complements surrounding architectural elements (See Figure 4.40)
- Analyze District parking needs to identify opportunities for consolidation and increased open space.
- Ensure convenient parking is available to support commercial uses
- Improve the sense of safety for pedestrians with placement of streetscape furnishings, bollards, etc.

Based on the planning team’s conceptual review of existing conditions within the District, we recommend a streetscape plan to be created for both the 18th Street and the Vine Street Corridor. A thoughtful and collaborative design approach with the involvement of key District stakeholders will be important to ensure the District’s story is properly communicated through the design and construction. Additional considerations include:

- Narrow existing curb to curb dimension of these streets to accommodate vehicular and parking needs.
- Expand existing sidewalks on one or both sides of the street.
- Add “bump-outs” and other physical design devices to articulate drive lanes and on-street parking areas at intersections.
- Increase the space available for pedestrian activities and a “Kit of Parts” for District amenities (See Figure 4.42).
 - Cafe seating
 - Site furnishings
 - Historic storytelling signage
 - District identity improvements
 - Thematic visual elements relating to jazz, baseball, and barbecue



4.40 Enhanced Sidewalks



4.41 Streetscape With Traffic Calming Measures



4.42 Increased Space with Streetscape Amenities



4.43 District Wayfinding Signage



4.44 Public Art



4.45 Negro Leagues Sculptures

5. INTEGRATE WAYFINDING SIGNAGE

District wayfinding efforts should complement the current community-wide wayfinding initiative. These efforts should include signage that directs visitors and provides visual cues for businesses and events being held within the District.

- Provide directional guides to places of interest.
- Design a “You Are Here” map to provide contextual clues to the neighborhood and its offerings (See Figure 4.43)
- Add creative signage to places of business for dual points of entry.
- Provide opportunities for banners and promotion of special event announcements.

6. INCREASE LIGHTING

Lighting features provide an opportunity to increase safety, attract visitors, and encourage evening use of public spaces for community purposes.

- Ground-level lighting provides visual cues to demarcate pedestrian and vehicular areas,
- Lighting of art elements increases the use of alleyways after dark.
- Provisions for special event lighting needs, such as outdoor community performances.

7. INCORPORATE ART

The placement of public art in various locations can highlight and foster local artistic talent and draw visitors and residents to discover new areas and spaces within the District, enhancing its image as a destination for artists and those who appreciate art in public spaces.

- Visually enhance blank walls through the creation of murals by local residents (See Figure 4.44)
- Utilize the artistic talents of the local art community through a mentoring project with local schools.
- Incorporate three-dimensional art to commemorate important moments in history, or people of significance (See Figure 4.45)
- Promote music and baseball-themed art improvements throughout the entire District to expand the visual reach of these important museums.
- Increase exposure and opportunities for storytelling currently occurring only within the walls of the District’s cultural destinations. The Charlie Parker statue and other music-related art elements have provided a good start for what could become a larger and more comprehensive program.

8. CREATE PROGRAMMED SPACE

The use of public space provides opportunity for events that tie in with surrounding museums, community events, and businesses. Opportunities also exist to provide for active and passive community uses.

- Special events can be brought outdoors to utilize the public spaces.
- Activities, events, and performances should be scheduled and coordinated to ensure active use of open spaces within the District.
- Tables and chairs can facilitate a successful café culture
- Benches, chess tables, and other elements allow for spontaneous use (See Figure 4.46)

9. UTILIZE REJUVENATED ALLEYS FOR BUSINESS ACCESS

Currently, the alleyways and spaces behind several buildings within this District are uninviting to pedestrians and lead to interior parking areas that would benefit from improved space planning and landscaping. Aesthetic enhancements to the alleyways, parking and residual areas would greatly enhance the visual appeal of the spaces behind the most existing buildings. Ideas for addressing specific elements are provided in this section, and may be used for future design improvements to improve visual consistency throughout the district.

Alleyways should be considered for use in providing secondary access to businesses. This creates opportunities to enhance the appeal of the District to visitors, tourists, and the surrounding neighborhoods.

- Provides expansion opportunities for outdoor seating at cafés and restaurants
- Increases security of the common area.
- Allows quicker access to businesses from parking areas.

10. OBTAIN MAIN STREET PROGRAM DESIGNATION

A nationally recognized organizational model could be applied to this culturally significant District. The Main Street Program is used to revitalize communities through a strategy that focuses primarily on economic development through historic preservation. The Missouri Main Street Connection (MMSM) is a program authorized by the Missouri Department of Economic Development and the National Main Street Program.

'MAIN STREET' MISSION STATEMENT:

'To enhance the economic, social, cultural and environmental well being of historic downtown business districts located in Missouri's diverse cities and towns, through education using the Main Street Four-Point Approach as developed by the National Trust for Historic Preservation.'

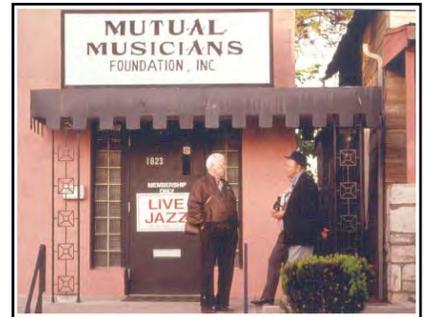
This program is a community-driven strategy that utilizes the skill and talents of volunteers and professionals by encouraging economic development utilizing a Main Street Program's Four-Point Approach developed by the National Trust for Historic Preservation¹. This approach focuses on the areas of Design, Economic Restructuring, Promotion and Organization. It is typically implemented using the formal structure of a board and committees with technical assistance from the state and national organization, but may be adapted to coordinate with the recommendation in this plan to establish a new Vine Street District Council to serve the entire Vine Street District.

This program is recommended to be adapted for use in the Vine Street District, and is anticipated to address both District-wide objectives as well as specific needs relative to the 18th & Vine Historic District. The objectives of this four-point approach related to District-wide opportunities are referenced in the "Marketing the Area" section of this report.

¹ The Main Street Program is a national neighborhood revitalization effort that focuses on a community-driven approach to economic development of historic neighborhoods



4.46 Programmed Space



4.47 Mutual Musicians Fountains



4.48 American Jazz Museum

“ GIVING PEOPLE A CHOICE OF HOUSING, A WALKABLE ENVIRONMENT, AND A GOOD NETWORK OF STREETS IS A FORMULA FOR A HIGHER QUALITY OF LIFE. ”

-- JIM DURRETT,
LIVABLE COMMUNITIES
COALITION EXECUTIVE
DIRECTOR

The specific objectives relative to the 18th & Vine Historic District are as follows:

A. Design

Enhancing the physical environment of an area by capitalizing on its best assets and incorporating compatible design elements creates an inviting atmosphere for residents, businesses and visitors. There are a number of strategies that are commonly used in various stages of revitalization. They range from removing graffiti and maintaining abandoned buildings to providing attractive window displays, parking areas, streetscapes and landscaping.

A specific strategy for the 18th & Vine area is to **improve the public areas, including sidewalks, alleyways and interior parking areas of the neighborhood.** This is most evident with the buildings along the block of Gem Theater bordered on the north by East 18th Street, Vine Street to the west, Highland Avenue to the east, and 19th Street to the south. Certain aesthetic enhancements seek to improve the pedestrian experience, foster neighborhood identity, stimulate local businesses, promote a more authentic appearance and enhance safety through improved lighting, landscaping, and streetscape.

B. Economic Restructuring

Restructuring the economic base of a community is achieved by strengthening and retaining existing business while attracting and recruiting new ones to respond to the current competitive market. Restructuring also means assisting landlords in converting unused or underused space into productive property. Opportunities to utilize vacant commercial spaces in creative ways should be explored. The lack of activity and tenants in several of these spaces, for what has become a prolonged period of time (in some cases more than 5 years) does not promote the type of climate for additional investment or patronage needed to stabilize the area.

The potential for some of these vacant spaces to be used for an **“incubator space” for emerging businesses** and entrepreneurs should be explored with existing property owners. This type of program could encourage and incentivize small business owners to participate in the stabilization, growth and development of the Historic District.

Successful investment in the 18th & Vine area has produced a number of cultural and community based institutions that are local and national tourist attractions. However, efforts to restructure the economic activity by diversifying the business mix are needed. The new mix should include a strong combination of commercial retail, services and entertainment along with professional office spaces in order to create a more vibrant mixed-use community.

C. Promotion

Developing a marketing and branding strategy is necessary to direct a unique image of a community not only to visitors but to investors, residents and business owners. Promoting a positive promotional strategy through advertising, retail activities, special events and marketing campaigns encourages commercial activity and sustained investments by all stakeholders in the area.

Re-establishing an image of an area involves creating a story that is authentically represented by various contextual forms. This may include art images, landscaping, music, architectural representations, food and beverages and certain social media strategies that link people not only with memories but with possibilities for new experiences. There have been a number of attempts at rebranding the Vine Street District. Most have tried to connect literally with its historic roots in jazz and the jazz culture. This nostalgic reconnection with a singular identification may stand out of context with the current cultural awakening and may fail to attract or speak to a broader audience.

A specific strategy for the 18th & Vine area includes **promoting and organizing a cultural events calendar** that promotes daily, weekly and monthly events that attract a cross section of residents and visitors to dine and shop more regularly with area merchants. The area has been host to several community events and festivals over time, including the Rhythm & Ribs Festival and the Juneteenth Festival. A comprehensive calendar of events should be explored and implemented to provide residents and visitors numerous opportunities to visit the District throughout the year. Additional ideas for new events include:

- **Last Fridays** – A monthly event promoting all types of music to be held the last Friday of each month. This event would be similar to the “First Friday” art events that have overtaken the Crossroads area of Kansas City, and should be designed to attract a wide cross section of the community to gather, enjoy, and participate in unique musical performances and offerings throughout the Historic 18th & Vine Street District. An event like this is likely to grow in crowd size over time, allowing activity to spill out of existing venues into a street party atmosphere.
- **Leverage Local Talents** - Design events and arrange exclusive contracts with local/regional musicians and entertainers who can become identified with the District and District programming on regular weekly engagements or by programming monthly or annual cultural events that become signature events for the City. Offering preferential rates and discounts for community residents for vending and business enterprises during these events and festivals would encourage more local participation and strengthen connections with area residents.
- **Weekly “Hip Hop” Car Show** – A weekly event could be held every Thursday night during the summer months of June and July where cars are lined up on each side of 18th street, allowing car owners to show off their latest vehicle enhancements. This activity would attract a younger audience to the area and begin to drive the image of the district as a “cool” place to visit that’s more relevant to the current cultural themes.
- **Seasonal Cultural and Entertainment Options** – Publicize and promote ongoing entertainment and social events such as festivals around culture, music and food and other events catering to different age groups, community residents and tourists.
- **Host Convention-Related Entertainment Events and Tours** - Coordinate with the Kansas City Convention & Visitor’s Bureau, and with affiliated convention planning consultants and meeting planners, to solicit opportunities for the Historic 18th & Vine District to host convention-related events and group outings.
 - A variety of pre-selected local music groups, singers, and performers should be coordinated, managed, and shared with meeting planners, thus making it easier to book these events and incorporate them into convention itineraries (i.e. schedule availability, pricing, venue needs, etc.).
 - Coordination is also needed with local District venues and destinations to fully promote and leverage the range of offerings and opportunities available (i.e. schedule availability, pricing, after-hour tours, venue sizes, catering, etc.).
 - This strategy can offer visitors an authentic Kansas City experience that shares our best and brightest talent with visitors and convention attendees, while also promoting increased economic development activity within the District.



4.49 Marketing Materials



4.50 Social Media

Cultural and entertainment activity can be increased by using a multi-media approach to advertising, which could include producing a community newsletter for better social connectivity. Events could also be marketed through brochures, e-mail blasts/listings, web-site postings, and social media such as MySpace, Facebook, Twitter, and others. Increase community participation in these events by coordinating with contract promoters, museums, nightclubs and other commercial establishments in the District.

D. Organization

Organizing all key stakeholders provides the framework for getting everyone working toward a common goal. A comprehensive sustained volunteer-based base can drive the Main Street program forward by building consensus and cooperation among various stakeholders. The organizational structure of a Main Street program usually consists of a governing board and standing volunteer committees that report to the board with recommendation and implementation strategies. The volunteers are coordinated and supported by a paid program director. The Main Street program structure divides the workload and delineates responsibilities. It will be important to merge this organizational element with the recommendation for a new governing body for the entire Vine Street District. For maximum impact, **it will be vital for this Main Street program to collaborate with the existing organizations already working hard in the District today.**

The success of a Main Street program relies heavily on local grassroots-based organizations and technical assistance from the state and the National Trust Main Street center. All of these entities work together through an organized and proven strategy to create a sustainable preservation and economic based commercial district revitalization plan. The Vine Street District has several committed non-profit organizations, including Community Development Corporations and faith-based organizations with active community development extensions. These organizations in cooperation with city government should create an umbrella organization that serves as the enabling anchor to promote the Main Street effort.

The Main Street program is a unique economic development tool that has been traditionally identified with smaller communities. However the 18th & Vine Historic District is a distinct commercial neighborhood with a cultural and architectural heritage that is identifiable by the community and the entire Kansas City metropolitan area. The model has been successful implemented in small and large urban areas and has a proven track record in sustaining economic development.

MARKETING THE AREA

MARKETING PLAN

It is important to develop a new comprehensive marketing plan for the entire Vine Street District, one that capitalizes on the intrinsic value and name recognition associated with the 18th & Vine Historic District. It should serve as a guide to renew interest in the entire Vine Street District's unique cultural past while supporting future community development and improvement initiatives.

This plan should be organized around the Main Street Program's aforementioned Four-Point approach. Using these strategies will allow stakeholders to leverage local assets to transform the entire District into a vibrant collection of neighborhoods with supporting commercial and retail components, while still retaining important connections to the District's historic cultural past. The specific objectives relative to District-wide opportunities are as follows:

MARKETING RECOMMENDATIONS:

1. **Design**
 - Restore Historic Building Elements
2. **Economic Restructuring**
 - Promote Mixed-Use Development
 - Increase Economic Activity
 - Embrace Public/Private Partnerships
 - Strengthen Cultural/Entertainment Activity
3. **Promotion**
 - Rebrand Vine Street District
 - Promote Business Activity
 - Implement Social Media Strategies
4. **Organization**
 - Reach Out to the Community
 - Continue Evolving the Plan

Further description for each of these recommendations is provided as follows:

1. **Design:**

Restore Historic Building Elements

- The desirability of the Vine Street District is enhanced through successful design initiatives.
- The District should embrace and restore historic elements in unison with modern design sensibilities and building requirements.
- Through unified design guidelines, the District can insure that visitors and potential investors are exposed to a unique experience.
- Ensure that promotional materials include the District's new and exciting image.



4.51 18th & Vine Promotion Logos



4.52 Black Archives

② **Economic Restructuring:**

Promote Mixed Use Redevelopment

- Economic restructuring efforts must begin with analyzing and embracing what made the Vine Street District such an exceptional place.
- The economic success of the District will require the expansion of opportunities in the neighborhood.
- The District should foster grass root efforts, and embrace mixed use development consisting of new office space, retail, and residential developments.
- By diversifying, the District will be better prepared to meet future needs.

Increase Economic Activity

- Increase economic activity throughout the entire District by attracting more shoppers, diners, and visitors to experience existing offerings within the Historic 18th & Vine District.
- Inform residents and visitors of new dining and shopping opportunities.
- Utilize emerging multi-media approaches to advertising.
- Begin producing a community newsletter to improve social connectivity.

Embrace Public/Private Partnerships

- Develop a strong connection with the state and city-wide universities to promote and develop within the Vine Street Cultural District.
- Establishing university-related cultural centers in Vine Street District could promote entertainment-oriented business ventures and revitalize the District's cultural heritage.
- Provide special discounts for cultural events and festivals to university students could increase the economic activity of the district.

Strengthen Cultural/Entertainment Activity

- Publicize and promote special entertainment events such as Jazz Festivals, Culture and Food festivals and other events catering to different age groups.
- Increase cultural and entertainment activity by marketing the events through brochures, e-mail listings, and social media / web-site postings.
- Increase community participation in these events by co-coordinating with the community volunteers and by involving the Vine Street district's community in decision-making processes.

③ Promotion

Create a new Brand representing the entire Vine Street

- Create an exciting and attractive image that reflects the historic and jazz culture of the District and attracts visitors and investment.
- Emphasize the historic jazz culture and promote new developments.
- Design graphic materials including logo, vision statement which creates a unique image for the District.
- This effort should include creating a distinct website (i.e. www.VineStreetCulturalDistrict.com) to allow for timely dissemination of information regarding events, sales, and specials.
- Define the District as a geographic focal point through the use of promotional brochures and other publishing tools.
- Opportunities for District and neighborhood branding through a visually unifying banner program (or other means) should be explored. This type of program could further support the overall District branding effort while still allowing for individual expression of each neighborhood.

Promote Business Activity

- Increase small business development in the District and take steps to ensure longevity. The marketing campaign must act to develop and promote events and business promotions. It would be the authority's responsibility to promote the District as a vibrant and desirable place, while insuring the area is attractive to potential investors and residents.
- Increase available resources to current and new business owners
- Create a cooperative effort to advertise and market local business, retailers and restaurants

Implement Social Media Strategies

- Implement creative social media strategies to revitalize the District's cultural past and to revitalize the music culture in the district.
- Developing a website could assist visitors in exploring the district's cultural venues.
- Other media strategies include using existing and emerging social networking tools to connect those with similar interests towards opportunities within the District.
- Initiating radio talk shows and telecasting special events of the district could also assist this effort.
- As an overall marketing initiative implementing social media strategies would promote social and economic growth.



4.53 Neighborhood Banners



4.54 Community Outreach

④. Organization

Community Outreach

- To implement the recommendations outlined in this plan and understand the emerging needs of this community, a continuous program of ongoing discussions and opportunities to gather input from the community and visitors about the Vine Street District should be established.
- Community outreach events, surveys, and other sampling methods should be utilized on a regular basis to share information and measure the perception of the community and visitors of the area related to:
 - General opinions
 - Development
 - Reasons for visiting
 - Reasons for not visiting
 - How information is obtained about the community

Plan Evolution

- As new development and improvements occur within the District, additional information and ideas for leveraging new opportunities will occur as a result of this open dialogue with the community and key District stakeholders.
- Specific elements of this plan are likely to evolve over time to take full advantage of market opportunities, and it will be necessary to ensure all parties are involved in the process to ensure important issues are identified and addressed.

CONNECTIVITY + THE PUBLIC REALM

As an established area of Kansas City, the Vine Street District was originally developed with a unifying grid of public streets and sidewalks, providing a strong sense of connectivity within the entire District and to adjoining areas of the surrounding community. In harmony with the adjacent development of commercial buildings, park lands, open space amenities, residential uses and cultural destinations, the “look and feel” of these streets plays an important role in identifying and defining the District’s public realm.

The sense of place that results from the combination of street design and adjacent development is varied from place to place within the District. Factors such as street widths, traffic volumes, and the general condition of these streets can influence how the public realm is perceived; much like the land uses and building heights of adjacent development can also influence these perceptions.

DISTRICT CONNECTIVITY

A map delineating the major corridors that were evaluated during the planning process is included for reference (See Figure 4.55). A summary of each of the following corridors - including existing conditions and potential improvements - is also provided in the “Supplemental Information” section of this plan.

The following major corridors serve the Vine Street District:

- Interstate 70
- US 71 Highway / Bruce R. Watkins Roadway
- 12th Street
- Truman Road
- 18th Street
- 22nd Street
- 27th Street
- Troost Avenue
- The Paseo Boulevard
- Vine Street
- Woodland Avenue
- Brooklyn Avenue
- Prospect Avenue

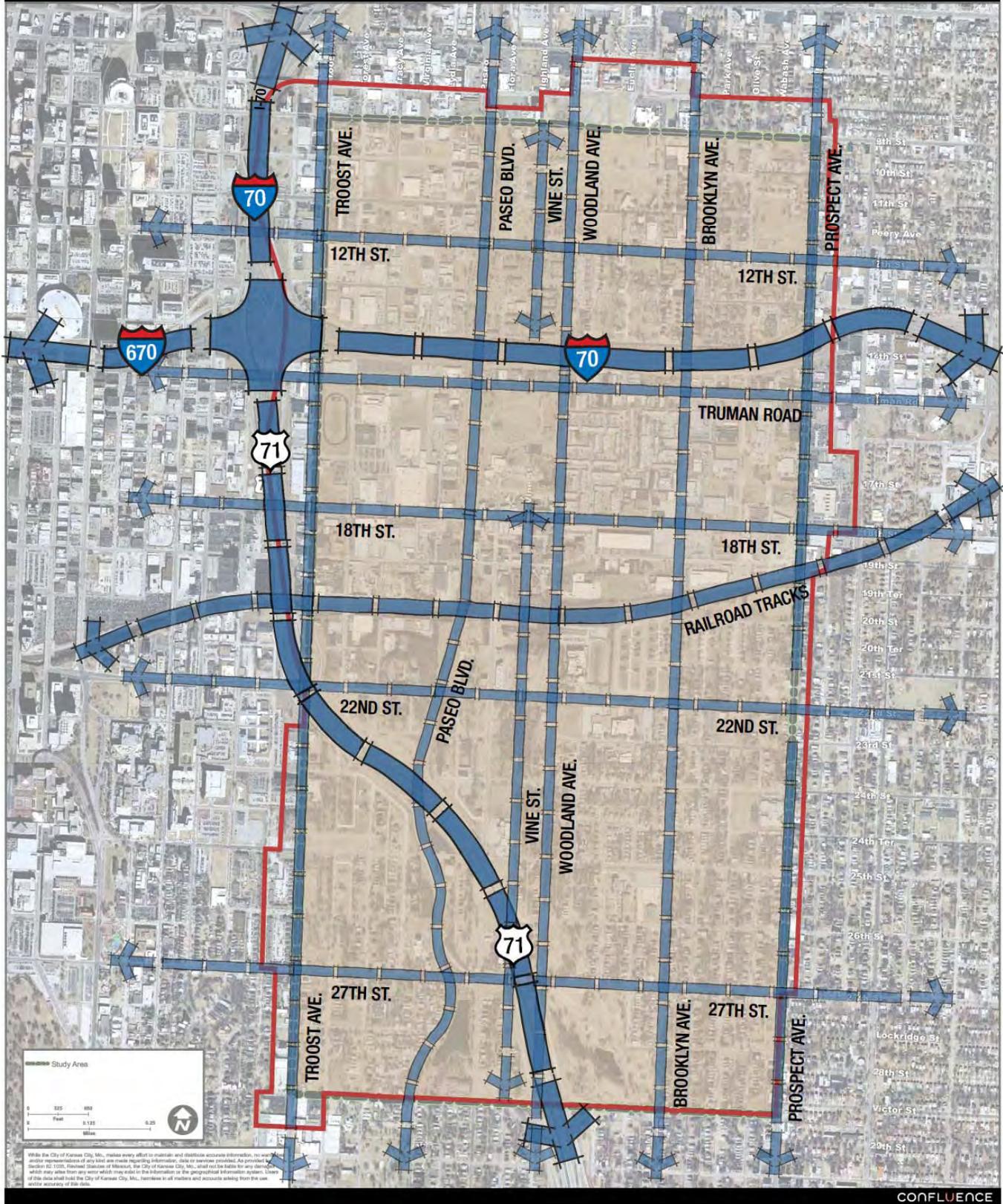
The purpose of the analysis of each existing corridor is to identify and explore, in a broader sense, the relationship of these corridors and street conditions with adjacent areas and the neighborhoods they serve. It also identifies existing conditions impacting the area, and makes improvement recommendations that will support stabilization and long-term revitalization activities within the overall Vine Street District.

Some of these improvements may need to be implemented by the public sector in order to stimulate and/or support adjacent development investment, while others may need to be implemented by the private sector as redevelopment activity occurs. These decisions will need to be carefully evaluated by all parties over the long-term in order to respond to and support market conditions and opportunities.

For planning and coordination purposes, the intent of this analysis is to provide an overview of potential public street and infrastructure improvements that can assist in prioritizing these investments over time, while also maximizing the potential for sustained economic development activities and private sector investment within the District.

MAJOR CORRIDORS MAP

Vine Street District Economic Development Plan



4.55 Vine Street District Major Corridors Map

CONNECTIVITY RECOMMENDATIONS:

- ① **Fully Leverage Public/Private Partnerships to Improve Major Corridors**
- ② **Prioritize the City's Capital Improvements Plan to Support Revitalization Priorities**
- ③ **Strategic "Clustering" of Residential Street Improvements to Support Housing Initiatives**

A summarized description of each of these goals is provided as follows:

- ① **Fully Leverage Public/Private Partnerships:**

To ensure all parties can coordinate and collaborate with each other with regard to public infrastructure improvements, a summarized list of potential improvements has been identified and included for each of the major corridors serving the District. As private development interests begin planning revitalization efforts, the City and the Vine Street District Council (the new Governing Organization) are encouraged to coordinate and recommend any appropriate public infrastructure upgrades that can be feasibly incorporated into the project, or can be completed by other agencies or sources as the private project moves forward.
- ② **Prioritize the City's Capital Improvements Plan:**

The City is encouraged to review their Capital Improvements Plan with regard to public infrastructure investments that are anticipated for this District over the next several years. Coordination with the Vine Street District Council, 3rd District PIAC members, 3rd District council members and other stakeholders will be crucial to ensure these investments are properly prioritized based on need and opportunities to further stimulate and support redevelopment and revitalization efforts.
- ③ **Strategic "Clustering" of Residential Street Improvements:**

The entire District is served well with a strong grid of existing streets and sidewalks. There are areas that have recently been improved, and areas that need significant maintenance and replacement activities for this existing infrastructure. PIAC requests and improvements continue to be made throughout the District.

Normal and customary maintenance of these existing streets and sidewalks is anticipated, and efforts should be coordinated to strategically institute concentrated efforts for improvements that coincide with housing and commercial redevelopment and revitalization efforts within each neighborhood.



4.56 Prospect Plaza Park



4.57 Spring Valley Park



4.58 Troost Lake Park



4.59 18th & Vine Historic District and Parade Park

PARKS, RECREATION, AND OPEN SPACE

The Vine Street District is blessed with several unique parks and contains arguably one of the City’s most picturesque corridors – The Paseo Boulevard. These amenities provide enormous benefit to residents and visitors of this area. In addition, the Kansas City Parks and Recreation Department has made enormous investments in new and upgraded facilities, hosting events, providing programs for residents, and improving the quality of life within this District.

Utilizing input received throughout the planning process, a wide range of future opportunities for enhancement and improvement regarding parks and open space aspects include:

PARKS AND OPEN SPACE RECOMMENDATIONS:

- 1.** Implement a new east-west trail along the southern edge of the Terminal Railroad Tracks.
- 2.** Utilize a lane of Paseo Boulevard for on-street bikeway use and/or a permanent trail connection to areas north and south of the District.
- 3.** Incorporate on-street bike lanes along the 18th Street corridor.
- 4.** Incorporate additional private open space feature(s) in conjunction with redevelopment of the vacant land along the Lower Vine Street redevelopment area, between the Terminal Tracks and 23rd Street.
- 5.** Explore opportunities to relocate an existing Parks and Recreation maintenance facility to a site within the District – potentially a vacant or underutilized industrial site.
- 6.** Explore future community recreation and destination opportunities to locate within the District, including museums, an adaptive re-use of the historic limestone buildings along Vine south of the tracks, etc.

Continuing to maintain and improve these existing and future assets through departmental budgeting and Public Improvements Advisory Committee (PIAC) funding will be an important component to the long-term successful stabilization and revitalization of this area.

MANAGEMENT RECOMMENDATIONS

GRASS ROOTS EFFORTS

The African-American community bounded by 9th Street, 29th Street, Troost Avenue and Prospect Avenue possesses a history which demonstrates the need for and reliance upon grassroots community action as a means to fulfill its needs, facilitate its success and assure its survival. Historically, this “bounded community” functioned in design and structure as a “small town” within Kansas City; a mecca of African-American life in a segregated nation and a polarized city.

AFRICAN AMERICAN CHURCHES AS ANCHORS

The African-American Church grounded this community in its identity and perpetuated the values, traditions and customs of African-American people. These churches gained a position of prominence among African-Americans during slavery and became the most enduring institution.

The major churches serving the Vine Street District were:

- St. Stephen Baptist Church founded in 1903 which became one of the most prominent.
- Morning Star Baptist Church founded in 1905 would ultimately locate on the fringes of the “bounded community”.
- Bethel AME founded in 1912 became the largest AME church in the area.
- Metropolitan Spiritual Church founded in 1925 was known for its music and choir.
- St. Monica’s Catholic Church at the intersection of 17th & Lydia Streets.

Since the ministry of these churches included social as well as spiritual issues throughout segregation, the Civil Rights movement and the challenges of today’s urban neighborhoods, they are uniquely positioned to lead the grass roots activities recommended in this plan that will help keep the Vine Street district healthy and relevant.

The churches have always served as community anchors and will continue to do so.

OTHER COMMUNITY ANCHORS

Unique to this part of the city, families and neighborhoods became extensions of the churches and aided in anchoring the community. With a sense of pride and independence, families beckoned other relatives to this area, creating a spirit of cohesiveness. Smaller black communities known as Leeds, Round Top and a small section of Westport existed in the city but were located south, east and west of the “bounded community”. Irrespective of residency, African-Americans had to return to the Vine Street area for education, health and professional services, funerals, church, shopping and entertainment. African-Americans, rich, poor and middle class communed together merging a common value of successful coexistence undergirded by the African-American Churches.

Other institutions that strengthened and anchored the “bounded community” were educational and medical. These institutions were R.T. Coles School, which was later replaced by Lincoln High School as the only facility offering secondary education to African-Americans in the city, St. Monica Missions (for African-American Catholics), and Wheatley Hospital.

Collectively, these institutions both anchored the community and reflected it’s restrictions. They reveal the vibrancy of the area and provide insight into tapping the grass roots community once again.

ECONOMIC REVITALIZATION

IF THERE IS EVER
A TIME FOR
GRASSROOTS TO COME
TOGETHER, THIS IS
THE TIME. ”
—ED GARVEY



4.60 Olivet Congregational Church



4.61 Starlight Non-Denominational Church



4.62 Crispus Attucks Elementary School

RECLAIMING THE AREA USING A GRASS ROOTS APPROACH

Historical legal constraints, social policies, misapplied programs and neighborhood dysfunction have created complexities associated with African-American neighborhoods that aren't typically found in other communities. The devastation of this area and the stigma associated with this community were critical elements factored into the planning process which dictated the need for innovative and unconventional strategies to achieve the desired results of the Vine Street Economic Development Plan.

Grassroots strategies were identified by the community in the early meetings. Building upon the planning participants' identification of community assets, a grassroots approach to economic revival was conceived that involved and engaged the broader community. Groups participating in the process included representatives from:

- Churches.
- Neighborhood Organizations.
- Institutions.
- Businesses.
- Young Professionals.

Additional stakeholders including community groups, non-profit organizations, and City staff were also engaged to provide insights and directions for the transformation of the area. The results of this dialogue and input contributed to the following recommendations for grassroots activities that will supplement what the City and private developers should do:

GRASS ROOTS RECOMMENDATIONS:

1. Establish a Faith-Based Housing Collaborative
2. Create a Business Resource Consortia
3. Revitalize the Area as a Great Place to Live, Work, Worship and Play for Young Professionals
4. Include the Community in the Coordination of Redevelopment Activities

A summary of additional information for each of these recommendations is provided below:

1. Establish a Faith-Based Housing Collaborative

The African-American churches have been a constant positive factor from the early 1900's to the present. Through a faith-based housing collaborative utilizing a comprehensive and coordinated approach, an increase in the housing stock can be generated around the churches throughout the area. Several churches in the area have created community development corporations and have undertaken community redevelopment projects, including:

- Bethel A.M.E. Church
- Morning Star Baptist Church
- Mount Pleasant Baptist Church
- Metropolitan Spiritual Church
- St. Mark 's Church

A review of all church redevelopment plans in the area allows for a coordination of efforts toward generating new housing, improving the condition of existing housing stock, and planning for eventual growth of the housing market within the area. Future planning in the area would include the Faith Based Housing Collaborative to ensure consistency with the Vine Street Economic Development Plan.

Through this collective effort, results would include:

- A diverse mixture of market rate, work force and affordable housing options.
- Support for public/private partnerships.
- Utilization of vacant land and/or parcels for redevelopment or interim uses that complement surrounding properties:
 - Flower/vegetable gardens.
 - Play areas.
 - Community exercise areas.

Crime and Safety can also be addressed through the Faith-Based Housing Collaborative. Churches partnering with businesses, neighborhood groups, and the 18th Street Compact can also forge partnerships with the City and the Police Department to address these needs.

A District Safety Plan should be developed with the Police Department, utilizing church and community volunteers to patrol the area. Elements of the District Safety Plan include schedules, analysis of crime indicators, a process for abating criminal activity, maintaining order, and activities for encouraging safety within the District. Through the Kansas City, Missouri Police Department and law enforcement professionals who are members of the different churches, workshops on neighborhood safety can be conducted. This type of partnering becomes one of the building blocks towards the development of community cohesiveness.

The churches in the Vine Street District should continue their strong social service role and perhaps reorganize themselves into “Zones of Influence” to cover every block within the district, regardless of their congregational boundaries. Partnership opportunities should be explored with a variety of agencies, departments, and community organizations to address the needs of the community, including:

- Serving as a “Point of Contact” clearinghouse for residents, providing information related to available City services.
- Developing supplementary inter-generational social programs, mentoring opportunities, and community service-oriented programs for young people, students and families, and elderly residents.
- Coordinate block-level and community-wide efforts to stabilize neighborhoods and create livable and healthy places to live and raise families and improve the quality of life in the District.
- Develop shared tools and resource collaborative that could provide more contemporary and supplemental educational programs for children, adults and seniors.

② **Create A Business Resource Consortia**

The return of businesses to the area has been and will remain a challenge. A key issue expressed among prospective entrepreneurs and business owners was the availability of capital to start or grow a business. The creation of a Business Resources Consortia would enhance the availability of information regarding grants, loans and investments for small businesses housed within the District. This Consortia focus should be on both sustaining existing businesses and attracting new businesses into the District. A Business Resource Consortia could create a revolving loan program at an area bank serving only the businesses in the area, as well as to support the proposed Community Credit Union concept recommended in the City’s recently released “New Tools” report. Rather than “reinventing the wheel”, the consortia should include partners outside the District that are supportive of the goals for revitalizing the Vine Street District, such as UMKC’s Small Business Technology and Development Center and Sourcelink.



4.63 Emanuel Church



4.64 Police Station



4.65 Art Gallery



4.66 Community Meeting

One of the most significant and innovative means for attracting businesses to the area would be **designating the area as a “Show Me Small Business District”** by the City, County and State. This designation would allow for the exemption of City and/or State Sales Tax and ideally would attract new businesses to the area. This innovative tool is proposed in legislation currently under consideration by the Missouri 2010 General Assembly.

This Business Resource Consortia would become a means for:

- Encouraging neighborhood retail and service oriented uses to locate and remain in the area.
- Creating special incentives that encourage District Business to hire District residents.

③. **Revitalize the Area as a Great Place to Live, Work, Worship and Play for Young Professionals**

The historic Vine Street District was the precursor/prototype for live, work and play communities that attracted younger generations to the area. It will be important to include young professionals in the redevelopment planning process to ensure their needs and ideals are identified and addressed with future development proposals.

To that end, the existing Urban League Young Professional Group is an ideal candidate organization that could serve as a valuable resource. This group could provide ongoing ideas for designs, businesses and marketing strategies for the Vine Street District. A partnership between the Young Professional Group and the Urban League’s National Organization for the creation and marketing of the Vine Street District could implement a comprehensive Live, Work and Play Initiative for the District.

The Urban League has a history with the District as the owner of one its hotels, and this partnership could provide opportunities to:

- Empower diverse groups and organization to engage and collaborate in improving the District.
- Redevelop key areas within the District as catalytic projects.
- Identify and implement public private partnership and investment opportunities within the District.

④. **Include the Community in the Coordination of Redevelopment Activities**

There have been numerous plans developed for this area spanning at least 30 years. The commonality found in all of the plans was the lack of consistent ownership and a collective commitment to the redevelopment of the area. The grass roots efforts outlined above are a critical component to the long-term stabilization and revitalization of this District.

A renewed and organized effort to coordinate the wide-ranging initiatives, programs, and strategies is needed to ensure the District’s existing community anchors are properly engaged and utilized to guide the implementation of the Vine Street Economic Development Plan recommendations. On-going support, success, and coordination of these grass roots efforts is just as important as attracting new developers and financial partners to the District.

GOVERNANCE

One of the most important recommendations of the Vine Street Economic Development Plan is to establish a single umbrella governance organization that will be responsible for implementing the plan and directing ongoing development and redevelopment activities and projects in the District. This new organization, The Vine Street District Council, is recommended to function as a Community Development Corporation and will include a Board of Directors that is comprised of fifteen members representing a variety of interests and perspectives within the District. These arrangements will need to be further specified through a development agreement with the City as part of the proposed Planned Industrial Expansion Authority (PIEA) overlay district. If approved by the City, the PIEA Development Agreement will specify the new governance organization as the developer for the area.

VINE STREET DISTRICT COUNCIL

This new coordinating body will not supplant the existing developers in the area, such as the Black Economic Union (BEU), the Jazz District Redevelopment Corporation (JDRC) or other members of the 18th Street Compact. These existing development groups would continue to work in their respective areas of expertise and would have representatives serving on the new Board, along with representatives from the neighborhoods in the District, the faith-based community, the Inter-Urban Council, the Black Chamber, existing small business owners, and other District stakeholders to be determined.

It is anticipated that the PIEA Development Agreement will be structured with Payments in Lieu of Taxes (PILOTS) that will generate part of the revenue required for staff and equipment for this organization to be effective. As the economy improves and development projects begin to come to fruition, a portion of the new tax revenue generated by new development in the area is anticipated to gradually increase over time to assist in funding this organization. Additional on-going supplemental revenue may also be needed as the organization is in its early stages of establishment, and could be provided by a variety of other sources as needed and as available.

Most of these PILOTS will not be available until development activities within this District are substantially increased. A noticeable increase in development activity is not likely unless the proposed Vine Street District Council is created and charged with the responsibility of advocating, marketing, managing, and implementing the strategies and recommendations contained within the Vine Street Economic Development Plan. The creation of this new umbrella governance organization is supported by the Vine Street Steering Committee and the attendees at the community meetings held during the planning process. It is identified as one of the highest priorities outlined in the plan.

STAFFING

For organization start-up costs, an estimate of \$200,000 to \$250,000 per year for 3 years would support hiring a professional staff of two and related offices expenses including the establishment of a convenient and visible office location within the district, and appropriate start-up materials and equipment. This full-time staff is expected to coordinate all of the recommendations and new activities outlined in this plan. Funded staff positions would include an Executive Director that is experienced in development, revitalization of central city areas, experience in commercial, retail and residential redevelopment, and a background in financing, real estate, public incentives, public policy, lobbying, marketing and community-building. One support staff person is also included in this funding estimate.



4.67 Examples of District and Peer Organizations

Creation of a new marketing and branding plan for the entire Vine Street District will include the involvement of community and business leaders throughout the area and will also be planned and managed by this new organization. However, the funding for these plan components is not included in this estimate. While the source of funds to implement these identified activities has not yet been fully identified, it is vital that they be completed with a sense of urgency once the new Vine Street District Council is formally established. This will ensure proper support is provided to the existing businesses in the District, and will assist in capitalizing on the momentum that will occur as a result of increased attention and investment in revitalizing the Vine Street District.

VINE STREET DISTRICT COUNCIL BOARD OF DIRECTORS

The success of the Vine Street District Plan is embedded in the creation of a governing Board of Directors to coordinate and oversee the implementation of the plan.

This Board of Directors will become an integral part of the economic development plan through its ability to successfully implement the plan's recommendations and to have those actions culminate in the realization of a redeveloped area. Community models of governance boards have shown these boards to possess the capacity to unify a cross section of neighborhoods, businesses, educational institutions and churches, thus forging unique partnerships with City government. Through the adoption of the Vine Street Economic Development Plan, a successful community-city partnership can develop with each entity maintaining their specific focus for the redevelopment of the Vine Street District. Within this context, community-city participation becomes the foundation for Vine Street District Council Board.

This Board can become the vehicle for community representatives who participated in the Vine Street District public meetings and who served on the Steering Committee to continue as decision makers with the commitment and resources to move the implementation process forward. As a partner with the Board of Directors, the City's participation can be manifested through the identification of available City resources that can leverage development activities in the Vine Street District and by maintaining a sense of urgency and priority for the implementation of the plan's strategies.

Historically, criticism has been registered regarding previous plans for the Vine Street District area, in that they have had limited results and no major overall impact. To address this criticism, **the Vine Street District Council will establish a strong link between the community and the City**, placing individuals who have demonstrated an interest in the welfare of the District as a whole in position to guide the implementation strategies outlined in this plan. **The Board will not replace other on-going and existing initiatives within the area**, but it will serve to provide communication and coordination of the area's activities. The proposed board will be comprised of fifteen representatives, an executive director and a staff coordinator. The composition is based upon the community/institutional network that currently exists in the area.

The recommended fifteen member board will be represented by the following categories:

- Four (4) members from the 18th Street Compact
- Two (2) members from social services agencies
- Two (2) members from neighborhood associations
- Two (2) members from the Vine Street District Business Community
- Two (2) members from the Vine Street District religious community
- One (1) member from the Young Professionals who participated in the Community Meetings.
- Two (2) at-large members as follows:
 - One (1) that lives or works within the District
 - One (1) that lives or works in Kansas City, Missouri

Since most Boards are voluntary and goals need to be achieved, the Vine Street District Council staff is anticipated to implement Board policy, direct the corporation's activities, and interface with developers, bankers, the neighborhoods, the City and other entities. This staff will work to develop schedules, coordinate the various projects suggested in the plan, and work to acquire the various resources to ensure comprehensive redevelopment of the area.

The new Vine Street District Council will work in tandem with the City in overseeing the implementation strategies of this plan and will function as the catalyst for connectivity and integration of the various community interests for the Vine Street District.

PUBLIC POLICY

Economic development policy is a function of City government, with responsibilities shared between City management, the various economic development agencies' staff, the appointed Board members of those agencies and ultimately, the Mayor and City Council.

CITY PRIORITIES + CONTEXT

The FOCUS Kansas City Plan, adopted by the Council in 1997 as the City's plan of record and approved comprehensive plan, identifies priority development areas, strategic and targeted use of incentives and 12 Strategies for building a healthy, reconnected city. **One of the most important strategies was "Revitalizing the Urban Core or Heart of the City."** The much discussed boundary of the urban core included not just Downtown, but the central city neighborhoods around Downtown. Thousands of citizens that worked on FOCUS agreed that the revitalization of Downtown was critical to accomplish first in order to shore up the City's jobs base and provide a true urban alternative to the many strong suburbs both within the City limits and surrounding them.

Specific percentages of the City's sales taxes for capital improvements were dedicated for 10 years to Downtown to improve public infrastructure, while developers received incentives for numerous projects, including loft conversions, hotels, parking facilities, commercial buildings and the Power & Light Entertainment District. Significant public investment in the Bartle Hall expansion, the new Sprint Center Arena, the new Federal Courthouse, the Illus Davis Park, the MAX BRT system and public-private partnerships to build the new Kauffman Performing Arts Center and the new Downtown Public Library sparked excitement and momentum in Downtown's renaissance. Since 1995, over \$2 billion in development and infrastructure improvements has been invested in Downtown.

Citizens from the City's urban core neighborhoods agreed to make Downtown a priority with the understanding that City priorities and resources would shift to their neighborhoods, once Downtown was 'on its way'. **It is time to honor the commitment to the City's urban neighborhoods, especially on the City's east side.** The same level of commitment, attention and public resources needs to be focused on strengthening the declining neighborhoods that have suffered the effects of blight and disinvestment for two important reasons:

1. It is in the city's best interest to take care of what we already have.
2. Strengthening the central city stabilizes population and jobs and establishes a sustainable long-range strategy for use of city resources as cities overall begin to *redensify* for economic and environmental reasons.

Significant public investment has been made previously in the District. Most of the attention has been centered on the original 18th & Vine restoration in the early 1990's that resulted in the new Jazz Museum, Negro Leagues Baseball Museum and renovation of the historic GEM Theater. Other improvements include the new 22nd Street Connector, the 12th Street streetscape project, renovation of fountains and monuments in the Paseo Boulevard corridor, the new home of the Black Archives and improvements to the Klice Community Center.

INCENTIVES + ROLES

Previous sections of this plan have addressed the reasons why many of the available incentive tools for development have migrated from their original purpose of redressing blighted conditions to other parts of the City and even to green field development. It is a complex network of issues related to Kansas City's unique position in the metropolitan area as the major anchor city in a bi-state area with 15 counties and over 120 cities competing for residents, jobs and expanding tax bases. Because almost all of the standard incentives are aimed at helping developers reduce their risk and because the financial industry that drives the private investment required has been fairly rigid, they are naturally attracted to the edges of development. The edge of development, no matter how far out it grows is always easily determined and markets are easily defined.

Redevelopment in the existing, built-up fabric of a complex urban area is much more difficult to do. If the City does not support, encourage and insist that this area is an important priority, it simply will not happen on its own. As mentioned before, this plan does not call for the City to take on the sole responsibility for redeveloping the Vine Street District. The community is ready to play an active role and the private sector is encouraged to play a stronger role. For this effort to be successful, it must be sustained, coordinated and consistently placed at the top of the community's agenda.

RECOMMENDED ACTIONS BY THE CITY:

1. Tax Abatement
2. Infrastructure Improvements
3. Quality Development
4. Housing (Including Urban Homestead Program)
5. Neighborhood Code Enforcement
6. Land Trust Program and Land Banking
7. Participation in Potential Mill Levy for Museums
8. Public Safety
9. Advocacy for State and Federal Programs and Funding
10. Advocacy for Public-Private Partnerships
11. Development Assistance for Existing and New Businesses
12. Support PROPOSED Community Credit Union

A summary of these recommended actions is provided as follows:

1. Tax Abatement

- Property tax abatement with Payments In Lieu of Taxes (PILOTS) through a new Planned Industrial Expansion District (PIEA) designation.
- Encourage new business growth and expansion of existing businesses in the Vine Street District using the PIEA Designation and other business retention incentives to maintain existing jobs and spur new job growth.
- Designate 50% of PILOTS be redirected into the area to fund the proposed Vine Street District Council which will operate as a new Community Development Corporation.
- Property tax abatement for single family residential through amended and new Urban Renewal plans.
- Designation as a Show Me Missouri Small Business District for all small businesses in the Vine Street District boundaries.
- New Market Tax Credits.
- Historic Tax Credits.

2. Infrastructure Improvements

- Sewer and overflow improvements.
- Street resurfacing.
- Continued Parks and Boulevard improvements.
- PIAC targeting in 5 year plan.
- New streetscape improvements as indicated.

3. Quality Development

- Projects in the early phases of implementation will likely require public subsidy or incentives.
- The City should establish criteria to properly evaluate these proposals, including:
 - Quality of construction and materials.
 - Developer's track record for successful implementation and management.
 - Willingness to work with locally owned small businesses and neighborhoods.
 - Ability for the project to promote long term economic sustainability.
 - Ensure well designed projects to spur additional investment.

4. Housing

- Targeted use of the Urban Homestead program.
- Use of Purchase Rehab funds through Community Development Block Grant program, KC Dream and HOME funds.
- Vacant lot interim use program.
- Home Weatherization program.
- Minor Home Repair program.

- ⑤. **Neighborhood Code Enforcement**
- ⑥. **Land Trust Program and Land Banking**
- ⑦. **Participation in Potential Mill Levy for Museums**
- ⑧. **Public Safety**
- ⑨. **Advocacy for State and Federal Programs and Funding**
 - State approval of “Show Me Small Business” bill to establish the Vine Street District as the *only* district in the City eligible to use this incentive, including required constitutional amendment.
 - Increased funding from the federal American Revitalization and Recovery Act (ARRA)and other stimulus programs for capital projects, jobs, housing programs, transit small business incentives, etc.
 - State and National Main Street designation.
 - Use of the City’s Neighborhood and Tourism funds for programs and festivals.
- ⑩. **Advocacy for Public-Private Partnerships**
 - Partnership with the Downtown Council for marketing and sponsorships.
 - Partnerships between the Black Chamber and the GKC Chamber.
 - Partnership with the Kansas City Convention & Visitor Bureau for marketing and events/programs.
- ⑪. **Development Assistance for Existing and New Businesses**
 - Waived application fees for first 3 years.
 - Priority support from the Business Assistance Center for proposed projects.
 - Streamlined permitting for the first 3 years.
- ⑫. **Support PROPOSED Community Credit Union**

Most of the programs and processes listed above already exist as standard services performed by City government. When the new Vine Street District Council is established and functioning as an active Community Development Corporation in conjunction with the PIEA overlay, **the City should establish a liaison in the City Manager’s office.** This staff member should have extensive development experience to assist in managing the initial stages of implementation, and should be available to serve as an active partner and advisor to the new Board and Executive Director in order to retain the City’s focus on achieving the Vine Street District’s economic development and revitalization goals throughout the 15 year plan. The costs associated with amending Urban Renewal Plans, Tax Increment Financing (TIF) Plan Areas and Planned Industrial Expansion Authority (PIEA) Planning districts are generally expensive to prepare. Quasi-governmental agencies of the City such as the Economic Development Corporation (EDC) may prepare such plans and plan amendments for limited costs as a result of other direct services to economically distressed areas of the City.

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THREE CATALYTIC PROJECTS

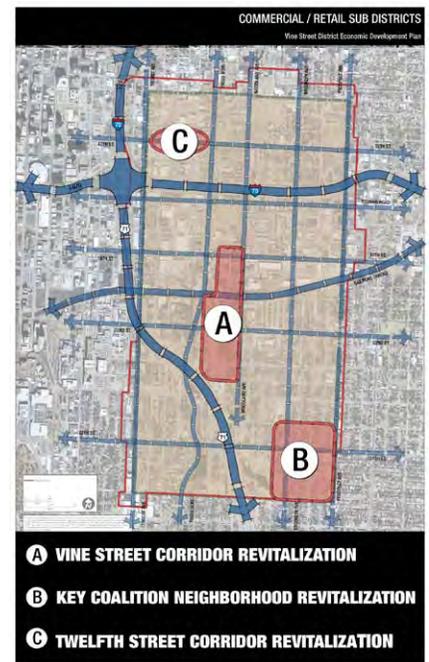
Utilizing a variety of the tools and strategies outlined herein, some additional study has been undertaken for three key areas within the district that would produce significant impacts on the area’s redevelopment momentum. The following three project areas within the Vine Street Economic Development Plan were designated by the Vine Street Steering Committee as priority redevelopment areas

PRIORITY REDEVELOPMENT AREAS:

- A. Vine Street Corridor Revitalization** – 18th Street to 22nd Street
- B. Key Coalition Neighborhood Revitalization**
- C. Twelfth Street Corridor Revitalization** – Troost Avenue to The Paseo

These three areas represent different types of redevelopment opportunities, and exemplify the variety of needs which exist in the Vine Street District. The detail outlined in the descriptions below is inclusive of portions of the housing and commercial development strategy for the Vine Street District by sub-area presented in the Commercial and Housing Market sections of this plan.

The development programs provided for each of these three areas is based on an initial concept for revitalization, and these quantities correspond to the housing and commercial market strategies outlined earlier in this plan. These program quantities are provided as a general goal for each of these areas, yet the implementation and administration of these recommendations should provide certain flexibilities to address market conditions and quality development opportunities that will evolve over time and are further defined in the Ten Key Strategies in the Strategies + Tools section of this plan.



5.1 Catalytic Projects Key Map

A. VINE STREET CORRIDOR REVITALIZATION

Vine Street is a unique street in Kansas City and only exists within the Vine Street District. Its location is also ideal, as it connects the 18th & Vine Historic District south to the eastern portions of the Beacon Hill neighborhood. As such, this corridor can serve an important new role for the future of the entire District by promoting new development in a north-south orientation to provide a strong linkage and incremental development expansion area for complimentary commercial and residential uses.

The overall intent of this corridor revitalization concept (See Figure 5.2) is to create a walkable and pedestrian-friendly environment along this street by requiring future buildings to be built in very close proximity to the existing right-of-way lines. This type of urban development promotes a strong relationship between future buildings (desired to be an average of 3 to 6 stories tall) and the adjoining street, which helps further establish an appropriate scale and development intensity along the corridor.

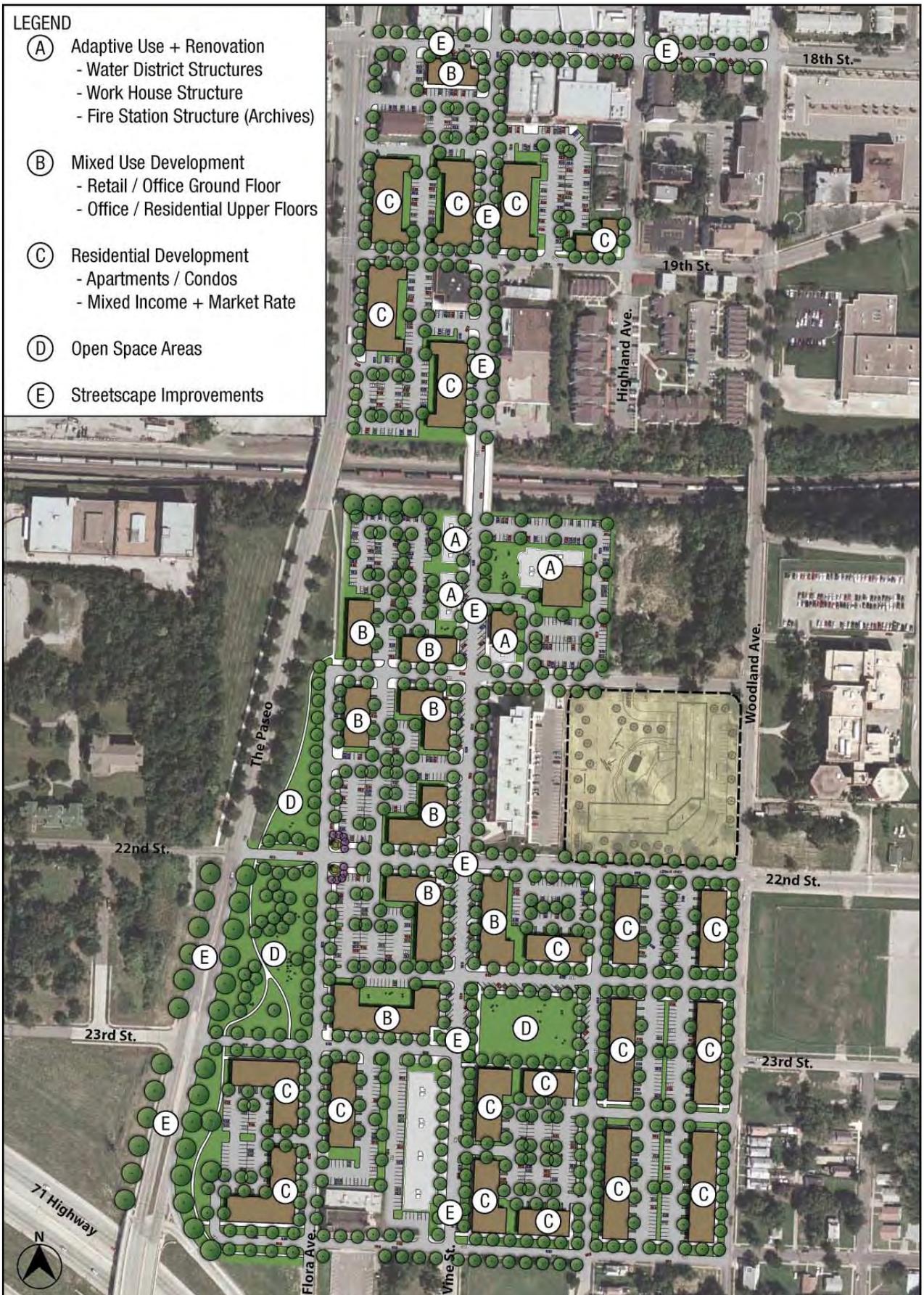
Within the northern portion of this corridor – primarily south of 17th Street to the Terminal Tracks – primary opportunities exist for expansion of mixed-income and market rate housing in a similar pattern as other recent multi-story housing projects along the Paseo Boulevard corridor. There are some significant historic buildings in this area that deserve further exploration and consideration for rehabilitation and redevelopment. The bridge over the Terminal Tracks should be enhanced to incorporate complimentary aesthetic considerations, especially as seen from the Vine Street Corridor itself.

The southern portion of the corridor, immediately south of the Terminal Tracks Bridge to approximately 23rd Street, contains a mixture of historic structures, vacant land, and recent development that has begun to shape the future character of the corridor. Adaptive re-use of the historic stone structures located south of the tracks should be explored, including the Water Department buildings on the west side of the corridor and the stone structures of the Historic Work House and Fire Station located directly across the street to the east. Preserving the historic character of these structures while adapting them to modern uses will be an important consideration of future development, and all efforts to maintain their historic charm and integrity should be employed for the benefit of the entire community. The Vine Street Lofts project was constructed in 2004 and is located on the east side of the corridor, immediately north of 22nd Street. This building does incorporate some defined entrances and connection to Vine Street, but future buildings should strive for a vastly improved sense of connection to the street corridor. It is important to the overall future vitality and environment envisioned for this corridor to create a well-connected community with inter-related buildings and site improvements.

The most exciting opportunities for future redevelopment exist in the Lower Vine Street area, south of 22nd Street, where there is a significant amount of vacant and undeveloped land that has already been assembled and is available in entire city blocks. The Bethel Senior Housing Development was completed several years ago along the southern portion of this corridor, yet unfortunately it is surrounded by a security fence that does not allow a strong connection between the street and this building. Over time, and as the corridor eventually redevelops, it is hoped that the need or desire for such fencing will diminish.

The area between Vine Street and Woodland Avenue to the east is distinguished by its unique topography, which offers views to the west, over the Paseo Boulevard towards the Downtown Kansas City skyline. The land in this area is primarily vacant, and if future development is designed appropriately it should take full advantage of these prominent views and strong visual connection to Downtown.

THREE CATALYTIC PROJECTS



5.2 Vine Street Corridor Redevelopment

THREE CATALYTIC PROJECTS

Further east on the former site of Kansas City's Municipal Stadium, approximately nineteen new single-family housing units were constructed and a Chapter 353 Redevelopment Plan was approved by the City Plan Commission to guide future development.

A concept for future development was created that explored a mixture of uses, incorporation of on-street parking and streetscape enhancements to the Vine Street Corridor, and future private open space amenities placed in highly visible locations to serve as an amenity for future residents as well as for those experiencing the corridor for the first time.

ANTICIPATED DEVELOPMENT PROGRAM:

- **New Multi-Family residential development = 640 Units**
- **Owner rehabilitation assistance = 215 Units**
- **New infill Single Family development = 50 units**
- **Purchase + Rehabilitation Program = 61 Units**
- **Vacant Lot Acquisition Program = 633 Lots**
- **New Commercial Development = +/- 40,000 sq. ft.**

The First Phase of the proposed Vine Street Corridor redevelopment strategy envisions the development of a mixture of residential and commercial uses along Vine Street between 18th & Vine and 24th Street. The initial and catalytic project for the area is redevelopment of the west side of Vine Street between 21st and 22nd Streets. The projects identified as Projects 3H and 3I, (See Figure 5.3) consists of approximately 53 residential units (54,000 square feet) and construction of 12,500 square feet of commercial space. The redevelopment location is ideally situated across from the recently constructed Vine Street Lofts, down the street from new senior housing, and three blocks from the Jazz District. This location allows the proposed redevelopment to build upon the success of the new construction and the energy of the nearby entertainment district. These new residential developments provide an attractive environment as well as a client base for the commercial uses. The actual commercial uses should be responsive to the needs of the neighborhood.

The proposed development in the 2100 block will require support from the city and surrounding community. Support includes designating housing tax credit proposals as "high priority projects" and providing financial support of HOME and public improvement dollars to fill the gap in financing. Despite new residential development on the surrounding blocks, redevelopment of this block will require a mix of private and public financial support in order to attract a developer and tenants to fill the proposed buildings. Given the decline of the neighborhood and existing depressed economy, the financial gap seems significant and is generally not conducive to attracting either developer or tenants.

However, the economic distress of the area create a unique opportunity to create these public/private ventures due to the unique characteristics of the area and benefits which are designed to support areas with the given decline of population, economic distress, persons below poverty level, high percentages of foreclosures and significant building demolitions.

5.3 Vine Street Corridor Redevelopment Strategy - 1st Phase

Project No.	Commercial Square Footage	Residential Square Footage	Cost	Projected Gap (Assuming 12-13% IRR)	Payment in	50% of	Balance	State	Sum
					PIEA Abatement PILOT	City & County EATS (TIF)	City EATS (Super TIF)	State TIF – Sales Tax	Projected Revenues (PIEA, TIF, Super TIF & State TIF)
3H	12,500	37,500	\$10,387,400	\$5,170,000	290,679	540,651	452,355	1,005,347	2,289,033
3I	-	16,800	\$3,810,520	\$2,180,000	108,922	-	-	-	108,922
2E	4,400	-	\$ 848,322	\$140,000	139,857	190,309	159,229	353,882	843,277

THREE CATALYTIC PROJECTS

In economically distressed areas such as the Vine Street Area, the Kansas City Economic Development Policy include the ability to capture increments from the commercial project using Tax Increment Financing (TIF), the ability of the city of KCMO to guarantee these TIF Bonds, the approval of Super TIF's which will generate sufficient Economic Activity Taxes (EATS) to partially fill the gap of approximately \$400,000 for the commercial project. The remaining gap of approximately \$4,770,000 for the thirty-seven units of housing may be funded with a prioritized housing tax credit application and support of HOME and CDBG funds. But for the location of these projects in economically distressed census tracts and the current economic development policies of the City of KCMO, these projects are not financially feasible.

Examples of other potential sources to fill the financing gap includes the Planned Industrial Expansion Authority (PIEA) for tax abatement, earnings and sales taxes as increments for TIF, and the use of New Market Tax Credits. Besides public investment, a successful strategy will require the cooperation and involvement of community organizations and local financiers. Even with strong support from the public and surrounding community, growing the market in this neighborhood will take time.

TAX FREE/DUTY FREE ZONE AND COMMERCIAL DEVELOPMENT

The use of a Tax Free/Duty Free Zone for the Vine Street District will not directly affect the "gap" in the financing pro-forma; however it may make the project more marketable to investors who generally wish to see a return of 15-18%. That the area is a Tax Free/Duty Free Zone is an attractive marketing strategy for certain retail or commercial ventures. This will be true for any retail or commercial use in the Vine Street District.

For example, Project 2E is located on the northwest corner of 21st Street and Vine Street in a one story 4,400 square foot building. The pro-forma indicates a financing gap of \$140,000. The combination of a local TIF or Super TIF will generate approximately \$843,277 in projected economic development incentives using PIEA, TIF, Super TIF and State TIF. In this example, the value of incentives is more than six times the value of the gap of \$140,000. If the Tax Free/Duty Free legislation is approved, most of the \$353,882 in State TIF Sales Taxes will not be available to fill the financing gap because the sales taxes will not be paid by the consumers of this retail or commercial project. However, the value of the other incentives of more than \$489,000 is sufficient to cover the financing gap. Financing gaps for all of the commercial projects in the Vine Street District are significantly lower than residential projects.



5.4 Key Coalition Neighborhood - Vacant Parcels/Demolition Permits (2000-2009) Map

B. KEY COALITION NEIGHBORHOOD REVITALIZATION

The Key Coalition Neighborhood is comprised of forty-four (44) City Blocks and includes the geographic area of 27th Street on the north, 35th Street on the south, US 71 Highway/Bruce Watkins Roadway on the west and Prospect Avenue of the east. Nine (9) of these City Blocks are located within the Vine Street District (27th to 29th Streets and Bruce Watkins Roadway to Prospect Avenue).

- Land uses in the Key Coalition Neighborhood are primarily single-family and a mixture of six to eight unit multi-family buildings on the interior lots with institutional and commercial uses along Prospect Avenue.
- Average family income is among the highest in the District.
- Located in Census Tract 40 and has been significantly impacted by higher than average mortgage foreclosures and mortgage vacancies.

Key to the overall success of revitalizing this and other surrounding neighborhoods is a specific intervention of public incentives and community economic development programs to partner with the private and non-profit sectors for community renewal. The overall needs and existing conditions are listed below. However, the key to successful community renewal is the sequencing of events to increase property valuations, reduce the number of vacant and boarded buildings and the design of public infrastructure to reduce crime through environmental design.

THREE CATALYTIC PROJECTS

REHABILITATION OF SINGLE-FAMILY HOUSING

In order to combat the level of blight that exists, a plan to reduce the number of vacant and boarded properties and provides low interest loans and grants to existing homeowners must occur first in order to gain any momentum in establishing higher appraisal rates and private re-investment. This is a densely developed area of primarily single-family houses. Due to the number of vacant and boarded single-family homes, the area could benefit from the 1970's era Urban Homestead Program¹ whereby the Urban Homestead Authority implements the following:

- Negotiates with mortgage holders and purchases a number of the 32 single-family vacant properties.
- Pre-qualify a pool of new low to moderate income families,
- Create a lottery program to sell the homes in their "as is" condition to these new homeowners.

As a condition of eligibility for the Urban Homestead Program and urban Homestead Loan Program, these new homeowners must qualify for up to:

- Up to seventy percent (70%) of the cost to substantially rehabilitate the property, and
- Qualify for a grant and/or low interest loan for up to 30% of the cost to substantially rehabilitate the property.

The City of Kansas City's Housing Department or other designated Department may administer the program utilizing block granted funds or other funds as they may designate (i. e. CDBG, HOME etc.).

SUBSTANTIAL REHABILITATION

The strategy to revitalize the Key Coalition neighborhood also includes the substantial rehabilitation of up to sixty-six (66) multi-family units located in buildings containing from six to 12 units per building. Recent housing redevelopment proposals to substantially rehabilitate from 28 to 35 units to the Missouri Housing Development Commission (MHDC) in Kansas City have ranged in prices from \$240,000 to \$250,000 per unit. These projects should be pursued in combination with the elimination of vacant and boarded single family housing and owner occupied re-investment strategies. Residential pro-formas completed for this study include significant gaps in financing new and substantial rehabilitation multi-family projects. However, due to the economic distress, population loss, physical blight and other factors – U. S. Census Tracts for the area has higher poverty rates, higher level of mortgage foreclosures and vacant property as a percentage of all properties. As a result, these areas qualify for the federal block granted funds, receive higher priority rating for Federal Housing Tax Credits, and if requested, will receive 100% of property tax abatement approval from the City of KCMO through the PIEA. As such, the financing gaps are more easily covered and no longer exist.

NEW IN-FILL DEVELOPMENT (VACANT LOTS)

The Key Coalition Neighborhood includes approximately 50 vacant lots in the nine block area of the Vine Street District. The Key Coalition and areas east of Brooklyn from 25th Street to 29th Street is among the most densely developed single-family housing in the Vine Street District. This nine block portion of the Key Coalition neighborhood also contains the highest median income and better housing conditions than other areas in the District. Such positive conditions alone don't create enough market demand and property valuations to justify the construction of new in-fill residential construction.

¹ The Urban Homestead Authority of Kansas City is established by Missouri Statutes and under section 81(b) of the Housing and Community Development Act of 1974 (12 U.S.C. 1706e. See the following website for additional information: <http://www.hud.gov/offices/adm/hudclips/handbooks/cpdh/6400.1/index.cfm>



5.5 Key Coalition Neighborhood



5.6 Key Coalition Neighborhood



5.7 2001 Park - Slum & Blight (before)



5.8 2001 Park (later)



5.9 2001 Park (after)



5.10 2009 Park (current)

The cost to clean up vacant lots, provide necessary environmental abatement, and installation of new or improved utility lines can be onerous and often serves as additional impediments to successful new home construction. The in-fill development of a single-family home at 2001 Park Avenue is provided as an example of successful implementation while addressing these factors (See Figures 5.7 through 5.10):

- Illegal dumping.
- Abatement of lead and other environmental pollutants.
- New home under construction.

The combination of factors creates an opportunity for increased property valuations wherein a new single-family or attached housing unit will eventually appraise for up to 80% to 90% of the cost to build. Although several of the KCMO Housing Department Second Mortgage Loan Program loans/grants may be required to boost the area economically to incent new homeowners to invest in the area in the earlier year, a combination of the following factors can contribute to higher property valuations, including:

- Eliminating vacant properties.
- Rehabilitation of key single-family owner occupied housing.
- Rehabilitation of dilapidated multi-family housing.
- Infrastructure improvements.

COMMERCIAL REDEVELOPMENT

The Vine Street District includes several mixed-use development nodes located at key intersections and high traffic corridors. One of the major nodes of mixed-use development is the intersection of 27th Street and Prospect Avenue. Currently, two corners of the intersection are empty lots and the northeast corner includes a blighted neighborhood limited services grocery store. The southeast corner of these intersections includes a vacant building. The intersection of 27th Street and Prospect Avenue is a major east/west and north/south corridor with good public transportation services.

The Commercial and Housing Market section of this plan identifies an opportunity for redevelopment of approximately 22,000 square feet of commercial space in the Key Coalition Neighborhood. In a discussion about the difficulty to attract commercial developers, the Commercial Market section notes that “the ability to attract new commercial development will most likely continue until there is sufficient market draw to the area.” As an example, the pro-forma development costs for the 27th Street & Prospect Avenue retail project using Tax Increment Financing include the following “Sources” and “Uses” of funds with a projected funding gap of over \$600,000:

“Uses” – estimated expenses to build a 22,000 sq. ft. commercial project

Land -	\$ 135,000
Construction -	\$ 3,174,018
Indirect Costs-	\$ 572,000
Financing-	\$ 207,443
Development Cost	\$ 291,076
Total Uses	\$ 4,379,537

THREE CATALYTIC PROJECTS

VINE STREET DISTRICT ECONOMIC DEVELOPMENT PLAN

“Sources” – estimated source of funds required to finance the development project includes:

1 st Mortgage-	\$ 1,139,897
Conventional Equity Expense & Reserves)	\$ 130,000 (15% ROI after LLC
Super TIF Proceeds guarantee)	\$ 1,276,500 (with City of KCMO
New Market Tax Credit	<u>\$ 1,226,270</u> (Net Equity Investment)
Total Sources	\$ 3,772,667
Project Funding Gap	\$ 606,870

The gap of \$606,870 is directly attributable to the lack of density and per-capita income of households in the immediate area. This “market draw” will require more density in the surrounding neighborhoods. However, the Kansas City Economic Development Policy includes the ability to capture increments from the commercial project using:

- Tax Increment Financing (TIF).
- City of KCMO to guarantee TIF Bonds.
- Approval of a Super TIF.

Super TIF’s will generate sufficient Economic Activity Taxes (EATS) over a twenty-three year period to partially fill the gap of approximately \$606,870 for the commercial project (See previous bulleted items).

In order to make commercial redevelopment feasible in some of these economically distressed areas, redevelopment projects will require public assistance. Existing market conditions and those market conditions in the foreseeable future (i.e., low rents, Brownfield conditions, availability of private financing) will not be sufficient to attract significant private investment dollars because the expected rates of return on investment will not compensate for the risky nature of redevelopment. In order to successfully redevelop the area, significant public investment and incentives will need to continue in a targeted and catalytic manner to achieve overall objectives to redevelop the area.

ANTICIPATED DEVELOPMENT PROGRAM:

- **New multi-family residential development = 66 Units**
- **Owner rehabilitation assistance = 100 Units**
- **New Infill single family development = 25 units**
- **Purchase + rehabilitation program = 32 Units**
- **Multi-family Rehabilitation = 66 units**
- **Vacant lot acquisition program = 50 Lots**
- **New commercial redevelopment = +/- 22,000 sq. ft.**

DEVELOPMENT INCENTIVES

Economic Development Incentives include the Land Clearance for Redevelopment Authority's Urban Renewal Program for one and two unit residential buildings which offers ten (10) year tax abatements on the increased property valuation. Likewise, the Planned Industrial Expansion Authority (PIEA) overlay for the Vine Street District is an excellent tool for multi-family and commercial property development (see Preferred Economic Development Tools). Given the demographic trends over the past forty years, public assistance will need to be in the form of property acquisition, infusion of equity, reduction of financing costs, gap financing, environmental abatement and public infrastructure improvements.

The overall existing trend for the Key Coalition Neighborhood is continued deterioration as local and national economic and market conditions adversely impact the more economically distressed areas of the Kansas City's urban core. The future of the area heavily depends on regional and national economic conditions as more jobs are available and the stability of all economic indicators. Opportunities exist for rehabilitation of the existing owner-occupied housing. Opportunities should be explored for additional public/private programs aimed toward housing repair, home weatherization assistance and code violation repairs which could help to stabilize these adversely affected residential areas until a more coordinated method is developed to address other issues such as vacant lots and new home construction.

Efforts should be undertaken by the Vine Street District Council, residents, agencies, and other key stakeholders in this neighborhood to determine a relatively modest **target** area that contains the greatest need for improvement. Once identified, the Vine Street District Council should coordinate and collaborate with City departments, institutions, and other organizations to identify resources and programs that can be made available to assist in addressing these identified needs and opportunities. Coordinating these simultaneous efforts to implement clean-up and revitalization activities in a strategic, focused manner, within a compressed timeframe, will achieve a noticeable and meaningful improvement for the designated area. As more of these projects are conceived and implemented over time, the visual appearance of the neighborhood will be improved and a stronger sense of community – through organized activities and shared improvement experiences – will result.

THREE CATALYTIC PROJECTS

C. TWELFTH STREET CORRIDOR REVITALIZATION

The Twelfth Street Corridor between Troost Avenue and The Paseo Boulevard is a prime catalytic project area that was further studied as part of the plan. This portion of the corridor currently includes a mixture of uses ranging from single-family homes to industrial uses, with examples of some recently renovated apartment buildings located on the eastern end of the corridor adjacent to The Paseo Boulevard. The area on both sides of this corridor currently also has substantial amounts of vacant property and buildings.

This corridor serves as an important gateway between the District and Downtown Kansas City, and as such the future creation of specific development guidelines to attract appropriate and desired infill development could be considered, based upon the potential of linking the development pattern further to the east. The traffic pattern is one-way heading east in this corridor, which could provide some limitations on the type and intensity of redevelopment. Other mitigating factors include the surrounding industrial properties and related truck traffic and activity. This could also have an impact on the potential for residential units to be marketable along this corridor, however it could become an interesting niche market for appropriately positioned and budget-conscious product containing flex office and/or live-work condominium units.

An extension of the City's streetscape enhancement program was designed and built along a portion of this corridor near Troost Avenue, and is consistent with other improvements to the Twelfth Street corridor in Downtown Kansas City. These recent improvements appear to have "leap frogged" over some other unimproved portions of the corridor – which does not provide the desired sense of aesthetic consistency and connectivity to Downtown. Additional streetscape improvements are needed to complete the unfinished portions, and could become a stimulating factor in attracting redevelopment activity along the corridor.

ANTICIPATED DEVELOPMENT PROGRAM:

- **New Multi-Family Residential Development = 200 Units**
- **Owner Rehabilitation Assistance = 9 Units**
- **Vacant Lot Acquisition Program = 42 Lots**
- **New Commercial Development = +/- 27,000 sq. ft.**
- **Renovation and replacement of Public Infrastructure = 2 City Blocks**

5.11 12th Street Corridor Redevelopment



The Twelfth Street Corridor between the Paseo Boulevard and Troost Avenue offers the potential to link current development activities at Twelfth Street & Brooklyn Avenue and the proposed redevelopment called the East Village. Recent investment in the Paseo West Area and along Paseo Boulevard can serve as impetus for future development in the vicinity of the Twelfth Street Corridor. An ideal location to take advantage of recent investment and public visibility is at the west side of the intersection of Twelfth and Paseo. Proposed redevelopment for the area is envisioned as mixed commercial and residential use. This type of redevelopment would require public and community support.

ANALYSIS OF PROPOSED COMMERCIAL AND RESIDENTIAL PROJECTS

With the use of tools such as PIEA tax abatement, new market tax credits and other tools available to the City, financial models show that this area has the potential for economic viability which can serve as a catalyst to other development along the Twelfth Street Corridor. The projects (identified as Projects 16GG and 17HH) consists of the construction of approximately 28 residential units (18,300 square feet) and construction of 4,800 square feet of retail space. The redevelopment sites along the Twelfth Street corridor require public incentives to fill the financing gap for the commercial project. However, the current KCMO Economic Development Policy includes the ability to capture increments from the project using Tax Increment Financing (TIF), the City's guarantee of TIF Bonds and the use of Super TIF will generate sufficient Economic Activity Taxes (EATS) to fill the gap of approximately \$730,000 (See Figure 5.12 below).

Project No.	Commercial Square Footage	Residential Square Footage	Cost	Projected Gap (Assuming 12-13% IRR)	Payment in	50% of	Balance	State	Sum
					PIEA Abatement PILOT	City & County EATS (TIF)	City EATS (Super TIF)	State TIF – Sales Tax	Projected Revenues (PIEA, TIF, Super TIF & State TIF)
16GG	4,800	4,800	\$1,948,390	\$730,000	104,000	207,610	173,704	386,053	871,368
17HH	-	6,750	\$1,532,195	\$964,000	22,465	-	-	-	22,465
17II	-	6,750	\$1,532,000	\$964,000	22,465	-	-	-	22,465

5.12 Vine Street Corridor Redevelopment Strategy - Tax Increment Financing (TIF)

The development of twenty-eight (28) units of housing for example, creates a gap of more than \$1.9 million with limited impact of tax abatements for the projects listed above (i. e. \$22,465). Similar to earlier and current downtown KCMO housing initiatives, developers should be encouraged to develop mixed income housing using the Section 42 of the IRS Low Income Housing Tax Credit program managed by the Missouri Housing Development Commission (MHDC)². The primary difference in the two locations has to do with program preferences to the vast areas of the Vine Street District area eligible Federally Qualified Census Tracts which provides preferences to these areas. Many of the eligible downtown properties have already converted to housing utilizing these same programs and gap financing techniques. As a result, certain federal preferences regarding benefit to lower income populations and projects located in qualified census tracts (such as the Twelfth Street area) will benefit from local and federal grants to close the gap in financing using local KCMO and state of Missouri HOME³ funds.

² Missouri Housing Development Commission, 2008 Qualified Allocation Plan, p. 7 or website: http://www.mhdc.com/rental_production/2008_FY_items/2008_docs/2008_Amend-ed_Qualified_Allocation_Plan.pdf

³ See description of HOME Programs in Housing Market Section.

THREE CATALYTIC PROJECTS

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CONCLUSION

African-American experiences contrast sharply with the ways in which the problems and issues facing contemporary urban black communities have been framed in public policy, debates, the mass media, and urbanism.

The *Vine Street Economic Development Plan* has considered the history of the area, engaged the community, reviewed other plans and community models, identified innovative measures for addressing obstacles and has attempted to dispel the myth that this area cannot be resurrected without gentrification and the loss of historic identity. The *Vine Street Economic Development Plan* speaks to the issues of public policy, addressing many of the problems and issues facing the community.

By reinvesting in the socio-economic fabric of the community and focusing attention and priorities toward attracting and incentivizing quality infill and redevelopment opportunities within the District, a strong sense of pride, dignity and energy – once the hallmark of this area - can be returned.

Nostalgia and wishing for more development is not enough. The community, the new Vine Street District Council, existing stakeholders and organizations, and the City must make a concerted, consistent and dedicated effort to proactively seek out and leverage development opportunities over the next 15 years to restore the Vine Street District to economic vitality.

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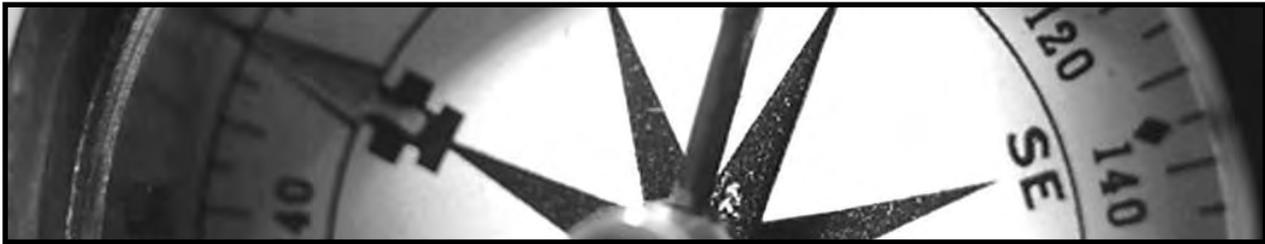
IMPLEMENTATION

SUMMARY

The following matrix is intended to be a working document that can continue to grow and serve the needs of the District now and in the future. It should be utilized by The Vine Street District Council governing organization, the City and other key stakeholders to coordinate activities and implementation strategies on a regular basis. In fact, it is recommended that an annual review and calibration of these recommendations be undertaken by both parties to document successful completion of action items, evaluate priorities for upcoming strategies and activities, and to incorporate new opportunities as they arise.

This matrix has been provided in electronic format to assist the City and The Vine Street District Council to use and format as they see fit, allowing it to be adapted to best meet their coordination and communication efforts.

Most of the development projects anticipated in the first seven years of this plan will likely require some form of public subsidy or incentives. As part of the City's criteria for evaluating and approving these projects, additional factors such as the quality of construction, the developer's track record and business plan, willingness to work with locally owned small businesses and neighborhood representatives should be weighed to promote long term successful implementation and economic sustainability. The intent is to ensure well designed projects that will spur additional investment.



Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phase I = 1-3 yrs.	Phase II = 4-6 yrs.	Phase III = 7-10+ yrs.
1. REORIENT the District toward a north-south emphasis of Vine Street as a major connecting corridor.							
<i>The Vine Street corridor can serve as a strong north-south mixed-use redevelopment area to complement the 18th & Vine area while providing strengthened linkages and connectivity to other neighborhoods within the Vine Street District.</i>							
Redevelopment							
	Create a specific development plan to attract a diverse and sustainable mixture of housing, commercial, and employment opportunities around the heart of the 18th & Vine Historic District and along this corridor.	Private Developers, Jazz District Redevelopment Corp. (JDRC), Black Economic Union (BEU), VSDC	VSDC, Development Partners, KCMO Housing Dept., New Market Tax Credits		■		
	Create development design guidelines to complement the unique visual character of the existing 18th & Vine Historic District and to promote a pedestrian-oriented urban development pattern of buildings placed adjacent to street ROW - with an emphasis on creating a strong and cohesive public realm of public streets and open spaces.	VSDC, KCMO Planning	Development Partners, JDRC, BEU		■		
	Acquire and assemble residential lots and smaller land parcels to create larger ownership holdings more conducive to redevelopment.	VSDC, Private Development Partners	JDRC, BEU, CDC's				Ongoing
	Construct a 34 unit mixed use development with 12,500 sq. ft. of commercial retail. Marketed to mixed income family housing in the Lower Vine Street Area (22 nd & Vine). Sub-area "F".	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits		■		
	Construct a mixed use commercial and 90 attached family housing units in the 19 th & Vine Street St. Area. Sub Area "E".	Jazz District Redevelopment Corp. & Black Economic Union	MHDC LIHTC Program with KCMO Housing assistance			■	
	Construct 60 attached mixed income family housing in the Lower Vine Street Area (22 nd & Vine) – Sub Area F.	Private Developers	LIHTC with MHDC, KCMO Housing Dept.			■	
	Construct a mixed use project of 25,200 sq. ft. (25 unit) residential development and 12,600 sq. ft. of commercial. Housing is marketed as mixed income family housing in the Lower Vine Street Area. Sub-area "F" Project 10 Z (22 nd & Vine).	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits			■	
	Construct a 22,000 sq. ft. (22 units) mixed use development with 8,000 sq. ft. of commercial retail and mixed income family housing in the Lower Vine Street Area (22 nd & Vine). Sub-area "F" Project 4J.	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits			■	
	Construction of 60 attached mixed income family housing in the Lower Vine Street Area (22 nd & Vine).	Private Developers	LIHTC with MHDC, KCMO Housing Dept.				■
	Construct a mixed use project of 53,200 sq. ft. (52 unit) residential development and 8,000 sq. ft. of commercial. Housing is marketed as mixed income family housing in the Lower Vine Street Area. Sub-area "F" Project 4 K (22 nd & Vine).	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits				■

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
Infrastructure Improvements							
	Design new streetscape enhancements for Vine Street (17th Street to US 71 Hwy overpass) that promotes on-street parking and creates a unique visual appearance to complement the connection to the Historic 18th & Vine District.	KCMO Planning + Public Works	VSDC, Key Stakeholders, Community, Development Interests		■		
	Include streetscape project in the City's 5-year CIP plan for implementation.	KCMO Planning + Public Works, CIMO	VSDC		■		
	Explore opportunities to fund streetscape improvements (stimulus funds, federal grants, state and local programs, etc.).	KCMO Planning + Public Works, CIMO	VSDC		■		
	Construct new streetscape enhancements for Vine Street (as funding is identified).	KCMO Planning + Public Works, CIMO	VSDC			■	
	As infill and redevelopment progresses between 18th and 23rd Streets, promote the use of inventive historic tributes infused into the design and construction of buildings, sites and streetscape (i.e., "Walk of Fame", visual/audio integrated systems, etc.).	VSDC	Development Partners / KC Art Commission			■	



2. REGENERATE a "Main Street" neighborhood feel to 18th & Vine.

The 18th & Vine area needs to serve a dual role, both as a tourist destination and as an active, dynamic urban node that anchors the surrounding neighborhoods. The visual character and mixture of uses within this area needs to reflect this dual role, providing more "authenticity" to a somewhat sanitized atmosphere.

Organizational Needs							
	Establish a "Main Street" Process Committee to initiate the planning required to become an accredited Main Street program. Invite representatives from the Missouri Main Street Program for a presentation of the formal process.	VSDC, CDC's, KCMO, Commerical Businesses	Neighborhood Groups, Community Leaders, Downtown Council, Civic Council		■		
	Apply for acceptance in the Missouri Main Street Program. The program has three levels before being accredited - Aspiring Level, Affiliate Level and Associate Level.	VSDC, CDC's, Commerical businesses	Establish Volunteer Committees. Design, Promotions, Organization and Economic Restructuring		■		
	Upon creation of the new Vine Street District Council, apply for and receive a national "Main Street" designation that can assist in qualifying the District for additional funding	VSDC	State of Mo./City Planning and Development Department/ Landmarks Division		■		
	Form a partnership with the Downtown Council and sponsorship of the Kansas City Convention and Visitor's Bureau for the purposes of joint marketing and advertising of events and activities.	VSDC	Downtown Council, CVB		■		

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Timeline			
					Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.	
	Develop a proactive development/redevelopment culture that assists in attracting and identifying potential business owners, entrepreneurs, entertainment venues, retail establishments, mixed-use developers and quality residential developers.	VSDC	Advisory Board		■			
	Support existing development agencies and CDCs in the district and coordinate activities for mutual benefit and shared resource. Support their efforts in the new marketing strategy.	VSDC	KCMO, EDC			Ongoing		
Redevelopment								
	Encourage the redevelopment of historically significant single family housing units in the 1800 block of Highland Avenue in the Vine Street District. Sub Area "E".	JDRC	KCMO Housing Department, Grants and the MHDC		■			
	Achieve "Critical Mass" for the District by adding new cultural attractions, destinations, and supporting commercial uses which could include a geneology center, boutique hotel or bed and breakfast, visitor's center, additional theme museums, entertainment venues, etc.	VSDC, Private Developers	JDRC, BEU, Other Private Partners			Ongoing		
	Create architectural design guidelines to promote and complement the unique visual character of the existing 18th & Vine Historic District.	VSDC, KCMO Planning	Private Developers, JDRC, BEU, Community, Businesses, Property Owners		■			
	Encourage a mixture of uses within the District that support neighborhood and tourism needs and opportunities.	VSDC	Private Developers, JDRC, BEU			Ongoing		
	Identify and attract key commercial and retail uses to the District that support the cultural, entertainment, institutional, and commercial activity - making it a regional destination.	VSDC, EDC	Private Developers, JDRC, BEU			Ongoing		
District Promotion								
	Add to existing cultural district activities with new "live" consistently planned events and venues Wed. through Sat. of each week with 24 month contracts for local acts.	VSDC, Cultural Destination Owners/Operators	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau		■			
	Develop a historic signage/educational program that assists in telling the story of the District to preserve the history and people's connection to key places within the area. A hierarchy of signage should be created and implemented incrementally.	VSDC, Cultural Destination Owners/Operators	Historic Societies, University History Programs, KCMO Planning and Public Works		■			
	Identify funding sources and implement appropriate District wayfinding and identification opportunities.	VSDC, Cultural Destination Owners/Operators	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau			■		
	Design and construct new District entry identification markers for residential and commercial areas to complement the new branding program.	VSDC - Design Committee, Private Developers, Downtown Council	KCMO Planning and Public Works, CIMO, AIA, ASLA		■			

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
	Strengthen the 18th & Vine area into a multi-faceted destination to also serve as the "downtown" for the surrounding community by providing opportunities for new retail and service businesses to provide for everyday needs and entertainment.	VSDC, Cultural Destination Owners/Operators	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau			■	
	Contract with a consultant to prepare a branding strategy to create a consistent visual image and identity for the entire Vine Street District.	VSDC, Cultural Destination Owners/Operators	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau		■		
	Develop and implement a monthly music-oriented "Final Fridays" promotion focused on the 18th & Vine Historic District (similar to existing art-oriented "First Fridays").	VSDC, Cultural Destination Owners/Operators	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau		■		
Infrastructure Improvements							
	Develop a public realm pedestrian master plan that establishes a network of alleys and walkways that link to key destination points.	VSDC - Design Committee	City, Civic Community		■		
	Establish design concepts for the alleys and walkways that provides a creative, vibrant and safe pedestrian experience within the District.	VSDC - Design Committee	Local CDCs, JDRC, area cultural institutions		■		
	Advocate for approval of 8 million Museum levy with resources to be shared at 18th & Vine museum, Black Archives, Buck O'Neil Center and others.	VSDC	Local CDCs, JDRC, area cultural institutions	■			
	Develop operational strategies to utilize the alleys, walkways and parking areas .	VSDC - Design Committee	Local CDCs, JDRC, area cultural institutions		■		
	Develop shared parking strategies that will support higher density redevelopment.	VSDC - Design Committee	Local CDCs, JDRC, VSDC area cultural institutions		■		
	Create a streetscape design for improving the aesthetic character of the heart of the 18th & Vine Historic District through a collaboration with residents, businesses, and property owners to establish a vision reflecting its unique sense of place and history. The design should explore opportunities to maximize on-street parking to support commercial activity and traffic-calming techniques to make it pedestrian friendly.	VSDC - Design Committee, KCMO Planning	Local CDCs, JDRC, area cultural institutions		■		
	Identify funding source(s) and implement construction of proposed streetscape enhancements for the 18th & Vine Historic District.	VSDC, KCMO Planning + Public Works, CIMO	Local CDCs, JDRC, area cultural institutions		■		
	Identify an existing or proposed new area to serve as a "town square" within the heart of the District. Link the town square to other areas of the District with attractive and functional alleys and walkways.	VSDC, Design Committee	Local CDCs, JDRC, VSDC area cultural institutions		■		
	Ensure the District is well-connected to other areas of interest through various forms of transportation.	Kansas City ATA, RTA, KCMO Planning + Public Works, Main Street Manager	VSDC	Ongoing			
	Complete the fundraising, design, and construction of the Buck O'Neil Education Center in historic Paseo YMCA building.	Negro Leagues Baseball Museum	VSDC, City, Civic Community	■			

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 yrs.	Phs. III = 7-10+ Yrs.
							
3. PROVIDE a framework for District redevelopment that guides growth yet allows market flexibility.							
<i>As the economy improves and redevelopment interest continues to grow within the Vine Street District, potential developers, entrepreneurs and small business owners will be solicited and encouraged to supply the identified housing and commercial uses requested by the neighborhoods and depicted in the plan.</i>							
Redevelopment							
	Prepare and maintain a PIEA Overlay District with PILOTS being directed for the benefit of the entire Vine Street District. The PIEA will assist in the development of additional commercial and multi-family development. A related blight study supporting this application will also be required.	City, PIEA, VSDC	KCMO Planning	■			
	Create a Development Data Base of district Projects, CDC activity, property ownership and development status for entire district.	VSDC	KCMO Planning, EDC, KCMO Housing Department		■		
	Prepare an Urban Renewal Plan / Amendment for the Key Coalition, Mt. Hope, Wendell Phillips and Forgotten Homes Neighborhoods to assist implementing new single-family and attached housing units.	LCRA, VSDC	KCMO Housing Department	■			
	In Year 2010 acquire up to 170 vacant residential lots throughout the Vine Street District – See Implementation Plan Matrix Sub Areas A, B, D, E, F, G, H, and I.	LCRA	KCMO Housing Department	■			
	Construct 45 attached single-family housing units by Michael's Development & KCMO Housing Authority at 25 th & Paseo to Vine Street.	KCMO Housing Authority	Michaels Development Co.		■		
	Construct up to thirty (30) new infill single-family housing units marketed to the "workforce" market in Prospect Park, Stadium Site and Forgotten Homes areas. Sub Areas D, F and G.	CDC's, Private Developers	KCMO Housing Department, LCRA		■		
	In Year 2013 acquire up to an additional 258 vacant lots throughout the Vine Street District – Sub Areas E, F, G, and H.	LCRA	KCMO Housing Department		■		
	Construct 50 attached family housing units by KCMO Housing Authority in the Wayne Minor Site at 10 th St., Woodland to Michigan Ave.	Housing Authority of Kansas City and 12 th Street Heritage	LIHTC through MHDC & KCMO Housing			■	
	Begin Year 2015 with the acquisition of 168 additional vacant lots in the Greater 18 th & Vine, Lower Vine Street District, and Prospect Park areas – See Implementation Plan Matrix Sub Area E, F, G and H.	LCRA	KCMO Housing Department			■	
	Construct up to thirty (30) new infill single-family housing marketed to the "workforce" market in Prospect Park areas, Lower Vine and Key Coalition areas. Sub Areas F, G, H and I.	CDC's, Private Developers	KCMO Housing Department, LCRA				■

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
	Identify and implement public/private partnership and investment opportunities for redevelopment within the District.	VSDC, Private Developers	JDRC, BEU				
Neighborhood Revitalization							
	Develop creative interim uses for vacant lots and land parcels to complement surrounding property.	VSDC	Property Owners, LCRA, Neighborhood Organizations, Community		■		
	Develop specific neighborhood plans that identify block-level improvements for new and rehabilitated housing, vacant lots, infrastructure improvements, etc.	VSDC	KCMO Planning			■	
	Acquire up to eighty (80) vacant single family houses from the number of available vacant, abandoned or foreclosed properties for use in a "Dollar House" program in the Northeast, Lower Vine, Prospect Park, and Key Coalition Areas – Sub Areas B, F, G, H, and I.	Urban Homesteading Authority and LCRA	KCMO Housing Department		■		
	Obtain and provide HOME, CDBG Funds for an Owner Rehabilitation and Substantial Rehabilitation Program for up to 120 single-family housing units in Sub-Areas B, C, D, F, G, H, and I.	KCMO Housing Department	CDC's, private banks & mortgage lenders		■		
	Provide HOME, CDBG Funds for a Purchase Rehabilitation Program for up to 80 single-family housing units, primarily in Sub Areas F, G, H and I.	Urban Homestead & KCMO Housing Department	LCRA, CDC's, private banks & mortgage lenders		■		
	Acquire up to thirty-five (35) vacant single family houses from the number of vacant, abandoned or foreclosed properties for use in a "Dollar House" program. Areas G, H and I.	Urban Homesteading Authority and LCRA	KCMO Housing Department			■	
	Provide HOME, CDBG Funds for an owner Rehabilitation and Substantial Rehabilitation Program for up to 130 single-family housing units. Sub Areas , F, G, H, and I.	KCMO Housing Department	CDC's, private banks & mortgage lenders			■	
	Provide HOME, CDBG Funds for a Purchase Rehabilitation Program for up to 35 single-family housing units in the Lower Vine, Prospect Park, Key Coalition, Mount Hope and Beacon Hills Areas – Sub Areas F, G, H, I, and J.	Urban Homestead & KCMO Housing Department	LCRA, CDC's, private banks & mortgage lenders			■	
	Substantially rehabilitate up of 180 scattered six to twelve unit multi-family buildings in the Wayne Minor, Prospect Park, Key Coalition, Greater 18 th & Vine, Prospect Park, and Key Coalition - Sub Areas C, G, H, and I.	Public-Private Developers interests	LIHTC with MHDC, KCMO Housing Dept.			■	
	Provide HOME, CDBG Funds for an owner Rehabilitation and Substantial Rehabilitation Program for up to 65 single-family housing units in the Lower Vine, Prospect Park, Key Coalition, Mount Hope and Beacon Hills Areas – Sub Areas F, G, H, I, J and L.	KCMO Housing Department	CDC's, Private Banks & MortgageLenders				■
	Substantially rehabilitate up to 60 scattered six-unit to twelve-unit multi-family buildings in the Prospect Park, Key Coalition, and Mount Hope - Sub Areas G, H, I and J.	Public-Private Developers interests	LIHTC with MHDC, KCMO Housing Dept.				■
	Provide targeted incentives that will attract complementary commercial, retail, and service uses to invest in key areas of the District (refer to map).	VSDC, Private Developers, EDC	KCMO, Other Private Development Interests				Ongoing

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Timeline			
				Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
							
4. SUPPORT existing businesses and development projects currently underway in the District.							
<i>Several effective redevelopment organizations work exclusively within the District to benefit its growth and vitality, while many businesses have remained in the area despite numerous obstacles. The plan is crafted to provide benefits for those working to improve and/or provide goods and services within the District.</i>							
District Promotion							
	Utilize existing Enterprise Zone and other special incentives to encourage District businesses to hire District residents - and notify existing and prospective businesses of the benefits.	VSDC, EDC	KCMO, Private Developers				Ongoing
	Develop a marketing strategy for promoting activities and events within the District, and to coordinate with those of surrounding communities/organizations in order to complement other efforts, minimize competition, and maximize opportunities for success.	VSDC - Promotions Committee	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau		■		
	Develop business development, training, and expansion assistance programs to encourage local entrepreneurs to open/expand unique businesses and retail shops within the District's available commercial spaces.	VSDC	KCMO, Downtown Council, EDC, Kauffman Foundation		■		
Redevelopment							
	Rehabilitate the existing 120-Unit Basie Court Apartments.	Black Economic Union	LIHTC Program at the MHDC		■		
	Construct initial phase of proposed commercial and mixed-use redevelopment of the northeast and northwest corners of 27 th & Prospect Avenue, with future phase implementation as funding is identified.	Private Developers and Non-Profit CDC	PIEA, LCRA, KCMO Housing		■		
	Continue implementation progress of Beacon Hill redevelopment.	Private Developers	VSDC, KCMO Planning and Public Works, KCMO Housing Department				Ongoing
	Support reasonable adjustments to the proposed residential and commercial development program for various projects within the District to meet evolving market demands and needs of the community.	VSDC, Private Developers	KCMO Planning, KCMO Housing Department, JDRC, BEU, 18th Street Compact				Ongoing
							
5. ATTRACT new market rate housing.							
<i>The success of this strategy is intertwined with many other issues; however, a very strong infrastructure already exists on which we can rebuild strong and stable neighborhoods. The plan encourages continued investment in infrastructure, services, and amenities in conjunction with targeted incentives to promote market rate housing development.</i>							

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
Redevelopment							
	Encourage market-rate housing to be implemented throughout the District.	VSDC	Private Homebuilders, KCMO, Neighborhoods			Ongoing	
	Construct thirty (30) new single-family homes and townhomes in the North Lawn area of Beacon Hill Neighborhood. Sub Area "L".	Beacon Hill Developers	KCMO Public Works Improvement		■		
	Construct sixty (60) new infill single-family housing marketed to the "workforce" and affordable market in Prospect Park, Lower Vine, Northeast and Forgotten Homes areas. Sub Areas B, D, F, G, and H.	CDC's, private developers	KCMO Housing Dept., private mortgage companies			■	
	Construct sixty (60) new single-family homes and townhomes in the North Lawn and Commons area of Beacon Hill Neighborhood. Sub Area "L".	Beacon Hill Developers	KCMO Public Works Improvement			■	
	Construct sixty (60) new single-family homes and townhomes in the South Lawn and Troost Avenue Corridor of the Beacon Hill Development area.	Beacon Hill Developers	KCMO Public Works Improvement				■
	Complete the Beacon Hill build-out.	Beacon Hill Developers	City				■
Infrastructure Improvements							
	Complete the design and construction of infrastructure for the "North Lawn" within the Beacon Hill redevelopment area.	KCMO Public Works, Beacon Hill Developers	KCMO PIAC and Beacon Hill Homes Association		■		
	Complete the design and construction of infrastructure for the "South Lawn" within the Beacon Hill redevelopment area.	KCMO Public Works, Beacon Hill Developers	KCMO PIAC and Beacon Hill Homes Association			■	
	Design and implement appropriate and cost-effective green infrastructure programs with new construction projects.	KCMO Public Works, Beacon Hill Developers	KCMO PIAC and Beacon Hill Homes Association				Ongoing
							
6. STRENGTHEN + PROMOTE quality retail/commercial nodes at critical intersections.							
	<i>This strategy recognizes the symbiotic relationship between residential rooftops, disposable income, and supporting retail uses. Fairly limited market opportunities exist to capitalize on existing tourism-related activity. Targeted benefits and tools are necessary in this area to strengthen and promote more commercial activity.</i>						
Redevelopment							
	Construct twenty-four (24) unit residential development (13,500 sq. ft.) of mixed income family housing in the Twelfth Street Area. Sub-area "A" Project 17 II and HH.	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits		■		
	Construct mixed use project of 22,800 sq. ft. (10 unit) residential development and 3,600 sq. ft. of commercial. Housing and market as mixed income family housing in the Twelfth Street Area. Sub-area "A" Project 18 JJ.	Private Developers	LIHTC with MHDC, KCMO Housing Dept., New Market Tax Credits			■	

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 yrs.	Phs. III = 7-10+ Yrs.	
	Construct thirty-seven (37) unit residential development (46,800 sq. ft.) of mixed income family housing in the Twelfth Street Area. Sub-area "A" Project 15 FF.	Private Developers	LIHTC with MHDC, KCMO Housing Dept.				■	
	Redevelop the northeast corners of 27 th & Troost Avenue in the Beacon Hill Redevelopment Area to commercial uses.	Beacon Hill Developers	Chapter 353, KCMO Housing, New Market Tax Credits				■	
	Promote new "neighborhood scale" retail shops for infill retail sites to further promote an urban, pedestrian-friendly environment.	VSDC	KCMO, Downtown Council		■			
	With the exception of a full-service grocery store to serve the surrounding community, discourage new "suburban" large box commercial development (40,000sf +) from locating within the District.	VSDC, KCMO Planning	Downtown Council, EDC				Ongoing	
District Promotion								
	Pass State legislation to establish a "Sales Tax Free Zone" for the District.	VSDC	KCMO, InterUrban Council, BEU, Black Chamber	■				
	Provide opportunities for all businesses within the District to participate in and benefit from the comprehensive marketing strategy.	VSDC	Downtown Council, KCMO Neighborhood + Tourism Development Fund, KC Convention + Visitor's Bureau				Ongoing	
								
7. RETAIN + ENHANCE existing industrial uses.								
	<i>Existing industrial businesses within this area are healthy contributors to the economy and should be retained. However, their size, scale and appearance in some instances creates a barrier between the northern and southern residential neighborhoods in the District. The plan encourages improving their street-side appearance through landscape buffering and creative physical screening techniques.</i>							
Infrastructure Improvements								
	Develop and manage an urban design competition to create an innovative outdoor screening program to visually buffer existing large industrial uses in the District.	VSDC	Municipal Arts Commission/ KCMO Public Works			■		
	Implement innovative and cost-effective green building and site design solutions to reduce stormwater runoff, improve water quality and energy efficiency, and achieve long-term savings for business owners.	Private Developers, Property Owners	VSDC, KCMO Public Works and Water Services				Ongoing	
	Develop and implement a lending program to assist existing small businesses with construction funding to retrofit outdated infrastructure with new energy efficient products and design approaches.	VSDC, Public Grant Assistance	Partnerships with Lending Institutions			■		
District Promotion								
	Target incentives to attract quality industrial uses and jobs to locate within the District in existing M1 and M2 zoning areas - either as infill new construction, expansion, or renovation of existing vacant or under-utilized facilities.	KCMO Planning, EDC	VSDC		■			

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
	Utilize existing Enterprise Zone and other special incentives to encourage industrial businesses within the District to hire local residents - and notify existing and prospective industrial businesses of the benefits.	VSDC, EDC	KCMO, Private Developers				Ongoing
	Create a unified image and identity to position the District's existing industrial properties as a "Flex-Tech Park" that takes full advantage of its proximity to Downtown. Provide temporary incentives to encourage.	VSDC, Private Developers, Business Owners	Downtown Council		■		



8. PRESERVE + IMPROVE connectivity within the District.

This area benefits from extensive connections, including a strong network of existing streets, walks, and service by multi-modal transit. The plan promotes further improvement of existing public infrastructure serving the area, including access to public open spaces and trails that provide an important asset for the entire District.

Infrastructure Improvements							
	Add an "Historic Vine Street Bike Ride" connection to the current Parks & Rec – sponsored Sunday Family Bike Rides in Old Northeast on Cliff Drive.	KCMO Parks and Recreation	KCMO, VSDC		■		
	Add bike lanes to the existing Paseo Boulevard.	KCMO Parks and Recreation	KCMO, VSDC		■		
	Acquire land and/or easements to construct a public access trail adjacent to the south side of the existing Terminal Railroad tracks.	VSDC, KCMO	Private Developers and Property Owners		■		
	Establish five (5) years of PIAC priorities within the District.	KCMO Public Works	VSDC		■		
	Cold mill and overlay eleven (11) streets within the Vine Street District as identified by Public Works and Neighborhood.	KCMO Public Works	PIAC, 18th Street Compact and Neighborhoods		■		
	Cold mill and overlay eleven (11) streets within the Vine Street District as identified by Public Works and Neighborhood.	KCMO Public Works	PIAC and the Vine Street Neighborhoods			■	
	Cold mill and overlay seven (7) streets within the Vine Street District as identified by Public Works and Neighborhood.	KCMO Public Works	PIAC, Neighborhoods				■
	Improve and maintain all corridors serving transit connections that link the heart of this District with surrounding areas.	KCMO Public Works	KCATA				Ongoing
	Design and construct all unimproved segments of streetscape along the 12th Street corridor linking Downtown Kansas City east to The Paseo.	KCMO Planning and Public Works	PIAC, VSDC		■		
	Design and construct new streetscape improvements to the 12th Street corridor from Woodland east to Prospect Avenue.	KCMO Planning and Public Works	PIAC, VSDC			■	
	Design and construct new streetscape improvements to the 12th Street corridor from The Paseo east to Woodland.	KCMO Planning and Public Works	PIAC, VSDC				■

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 yrs.	Phs. III = 7-10+ Yrs.
	Design and construct new streetscape improvements to The Paseo corridor from 18th Street south to the US 71 Highway interchange.	KCMO Parks and Recreation	KCMO, PIAC, VSDC		■		
	Design and construct new streetscape improvements to The Paseo corridor from the US 71 Highway interchange south to 31st Street.	KCMO Parks and Recreation	KCMO, PIAC, VSDC			■	
	Design and construct new streetscape improvements to the 18th Street corridor Main Street east to the Paseo.	KCMO Planning and Public Works	PIAC, VSDC		■		
	Design and construct new streetscape improvements to the 18th Street corridor in conjunction with the design for the heart of the 18th & Vine Historic District (as outlined in Strategy #2 above).	Refer to Strategy #2	Refer to Strategy #2				Refer to Strategy #2
	Improve the Vine Street corridor (as outlined in Strategy #1 above).	Refer to Strategy #1	Refer to Strategy #1				Refer to Strategy #1
	Design and construct new streetscape improvements to The Paseo corridor from 18th Street south to the US 71 Highway interchange.	KCMO Parks and Recreation	KCMO, PIAC, VSDC		■		
	Design and construct new streetscape improvements to The Paseo corridor from the US 71 Highway interchange south to 31st Street.	KCMO Parks and Recreation	KCMO, PIAC, VSDC			■	
	Design and construct new streetscape improvements to the Truman Road corridor from Troost to Prospect Avenue.	KCMO Planning and Public Works	PIAC, VSDC			■	
	Design and construct new streetscape improvements to the Truman Road corridor from Troost west to Oak Street.	KCMO Planning and Public Works	PIAC, VSDC				■
	Design and construct new streetscape improvements to the Troost Avenue corridor from Truman Road south to 22nd Street.	KCMO Planning and Public Works	PIAC, VSDC			■	
	Design and construct new streetscape improvements to the Troost Avenue corridor from 22nd Street south to 27th Street.	KCMO Planning and Public Works	PIAC, VSDC			■	
	Design and construct new streetscape improvements to the Troost Avenue corridor from 27th Street south to 31st Street.	KCMO Planning and Public Works	PIAC, VSDC				■
	Design and construct new streetscape improvements to the Troost Avenue corridor from 9th Street south to Truman Road.	KCMO Planning and Public Works	PIAC, VSDC				■
Redevelopment							
	Emphasize opportunities to provide connectivity throughout the District through a network of streets, sidewalks, bike lanes and public transit.	VSDC	Private Developers, KCMO, ATA				Ongoing
	Discourage closing or vacating any existing public street ROW in conjunction with redevelopment activities to maintain the existing street grid and avoid mega-block development.	VSDC, KCMO Planning and Public Works	Private Developers				Ongoing

IMPLEMENTATION MATRIX

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
							
9. DEVELOP grass roots efforts to improve livability.							
	<i>District residents firmly understand they must take an active role in re-establishing a strong sense of community that defined this area in the past. The plan recommendations provide a balanced approach, recognizing the importance of both public and private efforts that can be combined to improve the overall quality of life in the District's neighborhoods.</i>						
Organizational Needs							
	Establish a Faith-Based Housing Collaborative	Faith-Based Community	KCMO, VSDC		■		
	Create a Business Research Consortia	Black Chamber	VSDC, EDC		■		
	Create Vine Street Young Professionals Group to help lead grass roots program	Urban League Young Professionals,	VSDC		■		
	Create "Zones of Influence", where faith based organizations each identify and take responsibility for a zone of influence to coordinate and provide services (food pantries, social services, etc.). Coordinate social services with not-for-profits that serve the area, wherein churches would become a primary point of contact for the community.	Faith Based Organizations	VSDC, Local Service Delivery Agencies, Non-Profit Organizations		■		
	Advocate for the establishment of a Community Development Credit Union to receive community investment funds and disperse loans to projects in the District.	New Tools Community Task Force	VSDC, City		■		
	Conduct regular "Clean Sweep" programs in both residential and commercial areas.	VSDC, Neighborhoods	KCMO Neighborhood and Community Development, Deffenbaugh, KCMO Police			Quarterly	
	Develop residential vacant lot interim beautification strategy.	VSDC	Neighborhoods/Police			■	
	Support all active neighborhood organizations with assistance in marketing and communications.	VSDC	KCMO			Ongoing	
	Develop programs with schools in the neighborhoods - mentoring kids with neighbors, kids assisting elderly neighbors, cross-generational mentoring and support, kids involved in community service projects within the District.	VSDC, KCMO School District	Neighborhoods, Service Agencies			Ongoing	
	Provide support to neighborhood organizations to develop a grass roots family-friendly environment that creates a good place to raise children.	Neighborhood Organizations, Faith-Based Community	VSDC, Non-Profit Organizations			Ongoing	
	Neighborhood organizations and the KCMO Police Dept. will collaborate to develop specific crime reduction plans.	Neighborhood Organizations, Police Dept.	VSDC, Faith-Based Community			Ongoing	
	Establish community gardening resources + create a neighborhood market.	VSDC, Property Owners, Neighborhood Groups	MO Conservation Dept., Local Business Owners		■		

Action Item	Description	Primary Responsibility	Anticipated Partners	Immediate	Phs. I = 1-3 Yrs.	Phs. II = 4-6 Yrs.	Phs. III = 7-10+ Yrs.
	Develop community networking and mentorship opportunities.	VSDC, Local Business Groups, Neighborhood Organizations, Faith-Based Community	Non-Profit Organizations, KCMO School District				Ongoing
	Provide support to identify and train young professionals and emerging neighborhood leaders.	VSDC, Local Business Groups, Neighborhood Organizations, Faith-Based Community	Non-Profit Organizations, KCMO School District				Ongoing
	Empower diverse groups and organizations to engage and collaborate in improving the District.	VSDC	Neighborhood Organizations, Faith-Based Community				Ongoing
							
10. CREATE a new umbrella governance organization.							
	<p><i>One of the most important recommendations of this plan is to establish an umbrella organization responsible for implementing this plan, coordinating ongoing development activities, and directing revitalization efforts within this District. This organization would complement other active organizations and entities already working within the area, including coordinating additional resources for District-wide marketing programs, community events, City initiatives, and grass roots efforts. This entity will serve as a non-profit develop corporation.</i></p>						
Organizational Needs							
	Identify source to provide 2-3 years of funding for creation of the Vine Street District Council. An estimated \$250,000 to \$350,000 is needed to cover salaries for two (2) staff members and related office expenses.	KCMO	InterUrban Council, BEU, Black Chamber, Downtown Council	■			
	Establish by-laws, an operating agreement, and a representative Board of Directors for the new governing organization.	KCMO	InterUrban Council, BEU, Black Chamber, 18th Compact, Neighborhoods	■			
	Identify a search committee to identify, interview, and select a professional executive director of the governing organization.	KCMO	InterUrban Council, BEU, Black Chamber, 18th St. Compact, Neighborhoods	■			
	Establish an Advisory Board of development professionals (finance, market experts, developers without vested interests in the district to assist with proactive development strategies.	VSDC	EDC	■			
	Strengthen and promote a unified vision and collaborative spirit within the District.	VSDC	KCMO, Agencies, Business Community and Neighbors				Ongoing

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SUPPLEMENTAL INFORMATION

- A. Economic Development Incentives**
- B. Economic Development Tools - Housing Revitalization Initiatives**
- C. Main Street Missouri - Program Agreement**
- D. Federal Programs That Can Support Heritage Tourism**
- E. Preserve America Grant Guidelines and Applications Instructions**
- F. Show Me Small Business Draft Legislation**
- G. Major Corridor Summaries**



A. ECONOMIC DEVELOPMENT INCENTIVES

ECONOMIC DEVELOPMENT INCENTIVES

The City of Kansas City has available several tax incentives to encourage development and redevelopment and to promote job creation.

TAX INCREMENT FINANCING (TIF)

Tax Increment Financing (TIF) is a financing and development tool that allows future real property taxes and other taxes generated by new development to pay for costs of construction of public infrastructure and other improvements. When an area is redeveloped it often generates new taxes (property tax, sales tax, earnings tax) above what the property generated before. This new tax revenue is called the “tax increment.” In TIF areas, this increment can be diverted back to the developer to pay for specified costs of a redevelopment project. The new property tax increment and a portion of the other new revenues may be captured and placed in a special fund to pay for eligible costs of redeveloping the area.

CHAPTER 353 INCENTIVE

The Urban Redevelopment Corporation Law, State Statute “Chapter 353” establishes incentives in the form of property tax abatement and transfer of the power of eminent domain, to stimulate private investment and redevelopment of blighted areas in the city. Redevelopment is defined by “Chapter 353” to involve the clearance, planning reconstruction/rehabilitation of any blighted area, and the provision for industrial, commercial, residential, public structures and recreational developments. The urban redevelopment corporation may receive a maximum tax abatement for 100% of the value of the improvements to the property for a period of 10 years and for 50% for the following 15 years.

URBAN RENEWAL

An Urban Renewal Area (URA) is a tax abatement incentive. These areas have been identified and declared by the Land Clearance for Redevelopment Authority (LCRA) and the City Council of Kansas City, Missouri to be blighted, deteriorated or deteriorating, constituting a serious and growing menace injurious to the public health, safety, morals and welfare of the residents of the state. Once designated, the LCRA works to remove blighted properties and encourage redevelopment within designated Urban Renewal Areas. LCRA, with City Council approval, has the authority to grant 10 year property tax abatement, issue bonds and assist with land acquisition.

PLANNED INDUSTRIAL EXPANSION AUTHORITY (PIEA)

PIEA is another economic development tool available in Kansas City to encourage new job creation through tax abatement (similar to 353 tax abatement), the power of eminent domain, and bond financing for land acquisition, construction and equipment in designated redevelopment areas.

ENTERPRISE ZONE

The Kansas City, Missouri Enterprise Zone is an area of general economic distress that has been given special designations by the City and State. The unemployment and poverty levels of zone residents are significantly higher than the state average. The goal of the program is to attract new business and encourage existing business to expand or modernize their operations located within the Enterprise Zone.

ENHANCED ENTERPRISE ZONES

This program offers new and expanding businesses located within a designated enterprise Zone a variety of state and / or local tax credits. Benefits are designed to encourage investment and growth and to help address unemployment and underemployment with the City’s Enterprise Zones. Tax exemptions and credits apply to State Corporate Income Tax and local property tax abatement for property owners who make improvement to real property. Most of the Black Heritage District lies within one of the City’s three Enterprise Zones.

THE MISSOURI DOWNTOWN AND RURAL ECONOMIC STIMULUS ACT (MODESA)

Signed by Governor Holden into law on July 7, 2003, this provided for the creation of the Downtown Economic Stimulus Authority. This incentive provides new state revenue to be redirected for “major initiative” projects to revitalize urban cores of cities and towns throughout Missouri and provide and economic stimulus for the Missouri economy.

TRANSPORTATION DEVELOPMENT DISTRICTS (TDD)

Transportation Development Districts (TDD) are independent political subdivisions organized to levy taxes or assessments to pay for the construction of roads, parking facilities or other transportation related improvements, and to finance those improvements. TDDs can impose a sales tax of one-eighth of a percent (1/8%) up to one percent (1%) within the TDD, which can be used to support repayment of TDD bonds. Any property is eligible to be included in a TDD as long as the improvements constructed are transportation related.

SPECIAL DISTRICTS

There are several types of special districts that have been utilized throughout the City to assist with various activities. Although none of these districts have been established in the Black Heritage District, they have been successfully utilized elsewhere and should be explored to achieve the goals established during the planning process:

- Community Improvement District (CID) – The creation of a CID allows private property owners to assess or tax themselves for improvements and services which benefit the entire community. Within its boundaries, the CID could provide assistance to or construct, install, repair, maintain or equip a broad range of public improvements and facilities, as well as undertaking security and promotional activities.
- Neighborhood Improvement District (NID) – Neighborhood Improvement Districts are created by property owners in an area in order to provide financing for additional public improvements. The City issues a special assessment against the real property within the NID to cover the cost of improvements to the district.
- Special Business District – Special Business Districts can be created to permit property owners to pay additional taxes or special assessment for the purpose of improving their neighborhoods and businesses.

OTHER INCENTIVES NOT INCLUDED IN THE DATA BOOK

BROWNFIELD REDEVELOPMENT PROGRAM

Brownfields redevelopment is essentially urban revitalization with an environmental twist. This program encourages businesses in blighted areas to remediate contaminated sites on which abandoned buildings are located, and to refurbish and occupy such buildings, thereby create employment opportunities. In addition to the programs' tax credits, program benefits include loan guarantees and direct loans to business to finance capital improvements at the project location. Grants can also be issued for the improvement of public infrastructure for the project. The City of Kansas City recently received a \$200,000 Brownfields Grant for cleanup efforts in the Beacon Hill Area. Other new Brownfield projects include Prospect Corridor including Morningstar development assessment at 27th - 28th St, assessment to assist development plans and a proposed TIF for 39th & Prospect, and assessment to assist expansion plans of De La Salle Education Center between 37th and Manheim on east side of Troost.

LOAN PROGRAMS

Microenterprise Loan

The Microenterprise Loan Program is a Community Development Block Grant (CDBG) program that promotes small business development (five or fewer employees) by supporting a local loan fund. This program gives funds to local governments to establish a loan program for "microenterprise" assistance.

Urban Enterprise Loan Program

These funds may be used to start a new business; purchase business equipment, inventory, or working capital; acquire business assets; or expand an existing business in designated Kansas City urban areas. The funds are limited to 50% of the total financial need.

TAX CREDIT PROGRAMS

Missouri Development Finance Board Tax Credit

Any taxpayer may receive a state tax credit equal to 50% of any amount contributed to the Industrial Development and Reserve Fund, or the Export Finance Fund. Contributions to these funds are used to make direct loans and loan guarantees to new and expanding businesses and nonprofit organizations, and to make grants to public entities. Credits may be transferred or sold and there is a five-year carry-over provision.

Development Tax Credit Program

The state provides income tax credits based on a contribution by a company to a local non-profit corporation (NPC) for projects approved by the Department of Economic Development. The amount of credits approved will be based on the economic impact of the project and the minimum amount of credits required to cause the project to occur. The purpose of the program is to create full-time, year-round job. The project must be located in a “blighted” or “distressed” area.

Eligible donations include cash, machinery and equipment, and real estate. The NPC will lease the real or personal property to a business entity. The lease is structured to facilitate the business’ project and lease payments will be based on the costs of the non-profit to operate and maintain the subject assets (if any).

In most cases the NPC will provide DED the lease payments received in an amount to repay the tax credits plus interest. The tax credits may be used in the year received, or for up to five years if desired. Credits also may be sold or transferred.

New Market Tax Credits

The New Markets Tax Credit (NMTC) Program was designed by Congress in December 2000 to attract private-sector capital investment into the nation’s low-income areas to help stimulate economic growth and create jobs by financing community development projects and business expansion.

The program provides credit against federal income taxes for making qualified equity investments in investment vehicles known as Community Development Entities (CDE). The credit provided to the investor (either corporate or individual) totals 39 percent of the cost of the investment and is claimed over a seven-year period. The CDE’s are charged with making investments into qualified projects or businesses in low-income communities.

Missouri Historic Rehabilitation Investment Tax Credits

10% Rehabilitation Tax Credit

The 10% rehabilitation tax credit is available for the rehabilitation of non-historic buildings placed in service before 1936.

As with the 20% rehabilitation tax credit, the 10% credit applies only to buildings—not to ships, bridges or other structures. The rehabilitation must be substantial, exceeding either \$5,000 or the adjusted basis of the property, whichever is greater. And the property must be depreciable.

The 10% credit applies only to buildings rehabilitated for non-residential uses. Rental housing would thus not qualify. Hotels, however, would qualify. They are considered to be in commercial use, not residential.

Federal Tax Credits for Historic Rehabilitation

Federal law provides an investment tax credit equal to 20 percent of approved costs for qualified rehabilitation of certain historic buildings for income-producing use. The federal credits are administered by the State Historic Preservation Office in the Missouri Department of Natural Resources and the National Park Service.

Missouri Historic Tax Credits

Missouri law provides an investment tax credit equal to 25 percent of approved costs associated with qualified rehabilitation made after Jan. 1, 1998. Homeowners as well as commercial developers can qualify for the state credit. The state credits are administered by the Community Development Division in the Missouri Department of Economic Development. The State Historic Preservation Office is responsible for reviewing and approving rehabilitation work for the state credits.

Missouri New Market Tax Credits

This program provides supplemental funding for investment entities that have been approved for the Federal New Markets Tax Credit (NMTC) program in order to direct more funding to Missouri projects. The NMTC program provides state and federal tax credits to investors that make investments into approved funds, which will make investments in eligible projects located in low income census tracts in Missouri. This program does not provide tax credits directly to businesses.

Low Income Housing Tax Credit Program (LIHTC)

The LIHTC Program, which is based on Section 42 of the Internal Revenue Code, was enacted by Congress in 1986 to provide the private market with an incentive to invest in affordable rental housing. Federal housing tax credits are awarded to developers of qualified projects. Developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents.

Provided the property maintains compliance with the program requirements, investors receive a dollar-for-dollar credit against their Federal tax liability each year over a period of 10 years. The amount of the annual credit is based on the amount invested in the affordable housing.

B. ECONOMIC DEVELOPMENT TOOLS - HOUSING REVITALIZATION INITIATIVES



ECONOMIC DEVELOPMENT TOOLS - HOUSING REVITALIZATION INITIATIVES

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

CDBG is a federal initiative spearheaded by the US Department of Housing and Urban Development to encourage community revitalization through locally-defined housing and economic development programs. The CDBG provides federal funding to states, cities, and urban counties based on population, poverty, age of housing stock and other factors influencing the community. This initiative also provided additional incentives to cities and counties for developing comprehensive community redevelopment strategies. The incentives included strategies that defined neighborhoods attractive for investment, generate neighborhood participation, support use of neighborhood development institutions and to foster growth of resident-based initiatives.

COMMUNITY OUTREACH PARTNERSHIP CENTER PROGRAM (COPC)

COPC is a federal initiative lead by the US Department of Housing and Urban Development to evolve community revitalization through university-community partnerships. The initiative provides funding for outreach, technical assistance and community development projects developed by universities and non-profit partners. The seed money from the program promotes beneficial university-community partnerships in the community to achieve progressive economic growth through community development initiatives.

LIVING CITIES

Living Cities is a National Community Development Initiative (NCDI) which was developed in collaboration with foundations, nonprofits, financial institutions, the federal government (HUD) and national intermediaries such as LISC and Enterprise. The initiative's funds were used to support primarily the local CDC's real estate development, human capital development programs through community/CDC partnerships and targeting CDC capacity building.

REBUILDING COMMUNITIES INITIATIVE

Rebuilding Communities Initiative is a non-profit initiative funded by Annie E. Casey Foundation to strengthen families and communities in distressed neighborhoods. The initiative focused on goals to improve housing development, infrastructure, increase capital investments in the neighborhoods, increase CDC capacity-building, and in empowering the community.

NEIGHBORHOOD PRESERVATION INITIATIVE (NPI)

Neighborhood Preservation Initiative is a non-profit initiative funded by the Pew Charitable Trust to encourage revitalizing middle-income and low-income neighborhoods. NPI is a partnership between the Pew Charitable trusts, local foundations, local community organizations, residents from the participating community. The NPI goals include being a catalyst for revitalizing the neighborhoods, build community capacity and capital, and to direct the neighborhood in a positive direction. Implementing several NPI specific tools such as facilitating positive trends such as multi-year planning strategies, inspiring homeowners to improve and maintain their neighborhood appearance, working to increase private lending initiatives and improving public safety sparked neighborhood revitalization and development.

ASSET-BASED COMMUNITY DEVELOPMENT (ABCD)

ABCD is spearheaded by the Asset-Based Community Development Institute at the Northwestern University's Institute for Policy Research and focuses on identifying and capitalizing the local assets of the community. This initiative focuses on increasing the residents' skill level, capacity of community organizations, resources of institutions and coordinating them to revitalize the neighborhood.

COMPREHENSIVE COMMUNITY REVITALIZATION PROGRAM (CCRP)

CCRP was a non-profit initiative focusing on capacity-building to promote neighborhood revitalization. The initiative funded four housing-based CDC's to revitalize the neighborhood beyond housing development and to concentrate on the social and economic needs of the neighborhood. The initiative was spearheaded by the Surdna Foundation to develop South Bronx, one of the poorest neighborhoods in United States by developing comprehensive community revitalization strategies for the neighborhood. The initiative focused on selecting community –based organizations for neighborhood organizing, strengthening local collaborations and linkages, increasing skills training, workforce development, social services, addressing environmental issues and to spur economic development.

LOCAL INITIATIVES SUPPORT ORGANIZATION (LISC)

LISC is a national organization focusing on rejuvenating distressed neighborhoods into healthy sustainable communities of opportunity. The organization coordinates with the government and private corporations to provide funding for local community development initiatives. The organization also collaborates with the local community development groups to help identify their priorities, needs, challenges and opportunities. <http://www.lisc.org/kansascity/CDCKC.htm>



C. MAIN STREET MISSOURI - PROGRAM AGREEMENT

Main Street Missouri – Program Agreement



Accredited Main Street Communities & Associate Tier Communities

Agreement must be Completed & Turned in to MMSC by January 1, 2009 to Receive Services.

THIS AGREEMENT is entered into and executed by the Missouri Main Street Connection herein referred to as the “MMSC”, the City of _____ and _____ herein after referred to as the “Local Main Street Program.”

THIS AGREEMENT is an annual document that is revised and reviewed each year by MMSC in cooperation with the Local Main Street Program.

WHEREAS, MMSC and the Local Main Street Community desire to continue to implement the Main Street Approach™ in the City of _____, Missouri, to promote the revitalization of the designated Downtown Main Street area of the community; and

WHEREAS, the Local Main Street Community understands that the Tier Placement has been established by MMSC based upon the Communities 2008 Assessment and the Local Main Street Community is in the _____ Tier Level.

NOW THEREFORE, in consideration of the mutual covenants and agreements herein, the parties agree as follows:

Missouri Main Street Connection agrees to do as follows:

1. Annually, MMSC will provide to the Nationally Accredited Local Main Street Program a Technical Assistance Visit at no cost. The topic will be agreed upon by the Local Main Street program and MMSC by contract.
2. Annually, MMSC will provide the National Accredited Local Main Street Program with 2 free registrations to the Annual Missouri Downtown Revitalization Conference.
3. Coordinate with the Nationally Accredited Local Main Street Program design assistance from State Historic Preservation Office (SHPO). Type of service will be determined and agreed upon by SHPO, MMSC and the Local Main Street Program.
4. Designate a MMSC staff member to act as liaison with the Local Main Street Program and the National Main Street Center.
5. Arrange, coordinate, and participate in all National Main Street Center visits and other specialist visits as requested and mutually agreed upon.
6. Conduct statewide quarterly Managers’ Training
7. Conduct statewide quarterly meetings and workshops to further develop and refine the skills of local executive directors, board members and volunteers.
8. Conduct a two-day statewide Main Street Training Session on the National Main Street 4-Pont Approach™.

9. Provide training advice and information by telephone, e-mail and other appropriate ways to the local Executive Director and Board.
10. Staff can be available for selection and hiring of a new executive director.
11. Provide, arrange and participate in an on-site annual assessment visit with the National Main Street Center.
12. Provide and conduct at no cost a goal-setting, visioning, and/or development workshop with the local program board if requested. (1 per year allotted by contract)
13. Provide access to the MMSC tool kit area of the MMSC web-site.
14. Facilitate on-going media coverage of the Main Street Missouri Programs.
15. Collect and publish economic development statistics both statewide and by community.
16. Continue to educate Missouri Legislators and Missouri Departments of the value of the Missouri Main Street Program.
17. Annually, MMSC will provide 1 paid scholarship to the Local Main Street Program for registration to the National Main Street Conference.
18. Accredited and Associate tier communities are eligible to submit nominations for the annual “Excellence in Downtown Revitalization Awards” during the Annual Missouri Downtown Revitalization Conference.
19. Annually, MMSC will provide a resource credit for training materials, up to \$300 to the Nationally Accredited Local Main Street Programs. The credit will be redeemable at the National Main Street Book Store on-line or at the National Main Street Conference.

The Local Main Street Program Agrees to:

1. Maintain the focus of Accredited Main Street Program by following the Four-Point Approach™ to downtown revitalization following the methodology established by the National Main Street Center.
2. Maintain National Main Street Accreditation Standards. The Local Main Street Program must continue to strive for and/or operate within the ten criteria to maintain or receive the National Accreditation. (criteria attached)
3. Maintain broad-based community support for the program from public and private sectors through financial contributions and in-kind volunteer support.
4. Receives financial and/or in kind support from City Government.
5. Maintain a historic preservation ethic, specifically:
 - a. The Local Main Street Program must have an active, effective design management program;
 - b. The Local Main Street Program encourages appropriate building renovations, restoration and rehabilitation;
 - c. The Local Main Street Program works to find creative adaptive use, financing and physical rehabilitation solutions to preserve buildings;
 - d. The Local Main Street Program recognizes the importance of planning and policies which make it as easy to develop property within the commercial district as it is outside the commercial district;
 - e. The Local Main Street Program ensures that financial and technical incentives are in place to help facilitate the process of attracting investments in the historic commercial district;

- f. The Local Main Street Program builds public awareness for the commercial historic districts buildings;
6. Develop a written work plan that is based on the Vision and Mission statements of the Local Main Street Program, with an adequate operating budget to carry out the workplan. (Copies of the workplan and Budget for 2008 must be attached to this agreement. Copies of the 2009 Workplan and Budget must be mailed to MMSC within 3 months after the start of the organization's next fiscal year.)
 7. Submit 25 digital photos of the project area. Photographs also need to be downloaded onto a CD. Photos should show recent improvements, streets, buildings, signs and etc. Include photos of events and at least 2 downtown arial street scenes. Provide description of each photo.
 8. Submit a written description of the local Main Street Community. Explain why people should invest, live and visit your community. Description should not exceed 200 words.
 9. Maintain data for monitoring the progress of the Main Street Program, submitted quarterly using a format provided by MMSC. Completed quarterly reports that indicate an active Main Street Program must be submitted by April 15, 2009, July 15, 2009, October 15, 2009 & January 15, 2010. (Local Main Street Programs that have not submitted reports are not eligible for services until reports are completed and delivered to MMSC.)
 10. Provide MMSC with a copy of each quarter board minutes when reporting Main Street program data. April 15, 2009, July 15, 2009, October 15, 2009, and January 15, 2010. (Local Main Street Programs that have not submitted reports are not eligible for services until reports are completed and delivered to MMSC.)
 11. Promote and encourage board member attendance at the local, state, and national training opportunities, as identified by MMSC.
 12. The Local Main Street Program's board of directors, committee members and/or volunteers must attend majority of the scheduled Quarterly Training Sessions with sending at least one representative from the program. (not including the Executive Director)
 13. Manager's attendance is required at all Managers' Training Sessions quarterly.
 14. Provide all required documents to MMSC by stated deadline i.e., Assessment Materials.
 15. Assist as requested by MMSC in arrangements for technical assistance and public relation visits to the community.
 16. Be a current member of MMSC and National Main Street Center by paying the annual dues.

Missouri Main Street and the Local Main Street Program jointly agree that:

1. If a Local Main Street Program fails to comply with the provisions of the annual letter of agreement, the Missouri Main Street State Director may choose to send that program a written initial warning. At this time, the local program will be put on probationary status and ineligible for any services from MMSC. The warning will include a summary of deficiencies and provide guidance on how to the correct the problem. The Local Main Street Program will be reevaluated by the MMSC State Director 90 days following the first warning. If the Local Main Street Program is not in compliance within 90 days after the final warning is sent, the State Director will terminate the letter of agreement with the Local Main Street Program and notify the Department of Economic Development, The National Main Street Center and the listed parties in the Agreement.

The Local Main Street Program will cease using the trademarked brand "Main Street" and/or "Main Street Program" in its name or as part of its name, if the Local Main Street Community withdraws from Missouri Main Street Connection or if this agreement is terminated by MMSC. In addition, the Local Main Street Program shall return any resource materials purchased with the "resource credit" to MMSC if the Local Community withdraws its membership in Missouri Main Street Connection or if this agreement is terminated by the MMSC.

Once the letter of agreement is terminated, the local program must reapply to MMSC before it can receive MMSC services.

2. This agreement may be modified only by written amendment executed by all parties hereto and approved by the Missouri Main Street State Director;
3. This agreement may be terminated by either party by giving written notice to the other, at least 60 days before the effective date of termination;
4. This agreement shall not be binding upon the parties until it is approved by the Missouri Main Street State Director;
5. The term of this agreement shall be for one year. Beginning in January of 2009, through the signature of the next agreement.

IN WITNESS WHEREOF, the parties have executed this agreement.

BY: _____ Date
 President/Chair of Local Main Street Program

Title of Local Main Street Program

Executive Director of Local Main Street Program Date

While not bound by this Letter of Agreement, we acknowledge the requirements set forth by the Missouri Main Street Program with the Local Main Street Program.

BY: _____ Date
 Mayor

BY: _____ Date
 Gayla L. Roten - Missouri Main Street State Director

Please ✓ and make sure you have included all required attachments:

- | | |
|---|--|
| <input type="checkbox"/> 2008 Workplan Attached | <input type="checkbox"/> Photos – with CD and Description Attached |
| <input type="checkbox"/> 2008 Budget Attached | <input type="checkbox"/> Written Description of the Community |

D. FEDERAL PROGRAMS THAT CAN SUPPORT HERITAGE TOURISM





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Working with Section 106

Federal, State & Tribal Programs

Training & Education

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Home → Heritage Tourism → Federal Programs that Can Support Heritage Tourism

Federal Programs that Can Support Heritage Tourism

The following is a sampling of federal programs that can help promote and support local or regional heritage tourism initiatives.

Historic preservation grants-in-aid—such as Historic Preservation Fund projects, grants to Certified Local Governments and Indian tribes, American Battlefield Protection grants, and Save America’s Treasures grants—could each theoretically be used for some relevant aspect of a heritage tourism project or program.

In addition to these and the programs listed below, many federal agencies have related tourism and/or recreation programs that can help support non-federal heritage tourism initiatives through partnerships and co-promotion. Links to these programs and other related information are available on the Preserve America Web site at www.preserveamerica.gov/clearinghouse.html

Department of Agriculture

Agritourism and Alternative Enterprises

Natural Resources Conservation Service

This technical assistance program assists farmers and ranchers in exploring alternate economic enterprises, including heritage tourism. (<http://www.economics.nrcs.usda.gov/altenterprise/index.html>)

Resource Conservation and Development Program

Natural Resources Conservation Service

This program provides technical and limited financial assistance to assist more than 300 local RC&D Councils with development projects, including heritage tourism and related business development. (www.nrcs.usda.gov/programs/rcd/)

Rural Development Grant Programs

Rural Development

These grant and loan programs promote rural community development projects and planning. Among the programs are Rural Business Enterprise Grants, Rural Business Opportunity Grants, and Rural Economic Development Grants and Loans. (www.rurdev.usda.gov/)

Department of Commerce

Market Developer Cooperator Program

International Trade Administration

This program is designed to build partnerships by providing federal assistance to organizations involved in export promotion. The program can support tourism initiatives (and potentially heritage tourism) as demonstrated by a grant to the Western States Tourism Policy Council to work with gateway communities outside of federal lands to increase international visitors. (www.ita.doc.gov/td/mdcp/)

Public Works, Economic Adjustment, Planning, and Research and Technical Assistance Programs

Economic Development Administration

Grants from these programs assist communities in infrastructure development, local capacity building, and business development to help alleviate conditions of substantial and persistent unemployment in economically distressed areas and regions. Rehabilitation of historic properties is an eligible activity if there is significant job creation. (www.eda.gov/)

Department of Housing and Urban Development

Community Development Block Grants

Community Development Block Grant funds help communities carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Because they are block grants, communities have discretion in how they spend funds and can use them to support heritage tourism initiatives or related infrastructure. HUD has published a booklet Preserving America, Historic Preservation and Heritage Tourism in Housing and Community Development. Subtitled A Guide to Using Community Development Block Grant Funds for Historic Preservation and Heritage Tourism in Your Communities. The publication explains how eligible CDBG activities can support heritage tourism. (<http://www.hud.gov/offices/cpd/environment/library/subjects/preservation/index.cfm>) (<http://www.hud.gov/offices/cpd/communitydevelopment/index.cfm>)

Rural Housing and Economic Development Grants

These grants assist in capacity building at the state and local level for rural housing and economic development and support innovative housing and economic development activities in rural areas. They can fund projects involving heritage tourism and economic development through use of historic properties. (www.hud.gov/offices/cpd/economicdevelopment/programs/rhed/index.cfm)

Department of the Interior

National Heritage Areas Program

National Park Service

National Heritage Areas are individually authorized by Congress and receive funding, technical assistance, and management support from the National Park Service. Heritage area designation provides a vehicle for promoting local economic and cultural vitality by capitalizing on an area’s

heritage assets, particularly through heritage tourism. (www.cr.nps.gov/heritagearens/)

National Register of Historic Places "Discover Our Shared Heritage" Travel Itineraries

National Park Service

Maps and travel itineraries (printed and online) have been developed linking National Register properties on a thematic or regional basis. To date there are 30 itineraries online. (www.cr.nps.gov/nr/travel/)

National Trails System

National Park Service and Bureau of Land Management [with USDA Forest Service]

Today, the National Trails System is comprised of eight national scenic trails, 18 national historic trails, and more than 1,050 national recreation trails. Although designated by Congress and administered by federal agencies, ownership may be public or private. (www.nps.gov/hcerc/programs/nts/)

Rivers, Trails, and Conservation Assistance Program

National Park Service

This program provides assistance to local and state agencies and private organizations working on river and trail corridor projects. No grant funding is currently available, but the program assists partners in planning and finding appropriate project funding. Specific assistance is given for river, trail, and greenway planning, regional assessments of potential trail corridors, conservation workshops, and expert consultations on related issues. The program publishes success stories and "best practices." (www.nps.gov/rta/)

Department of Transportation

National Scenic Byways Program

Federal Highway Administration

This program provides technical and financial assistance to help preserve America's scenic roads and promote tourism and economic development. Grants are available to assist states in implementing projects on National Scenic Byways and developing state scenic byways. The national scenic byways system currently includes 125 nationally designated byways; approximately 400 additional scenic byways are recognized at the state level. (www.byways.org)

Recreational Trails Program Grants

Federal Highway Administration

These grants can be used to maintain, restore, and rehabilitate trails, including National Historic Trails, and rehabilitate trailside facilities. They can also support acquisition of easements or titles to property for trails, including acquisition of old road or railroad bridges to be used as recreational trail bridges. (www.fhwa.dot.gov/environment/rectrails/index.htm)

Transportation and Transit Enhancements Programs

Federal Highway Administration and Federal Transit Administration

Ten percent of Federal Surface Transportation Program funds and 1 percent of federal urban mass transit funds are set aside to fund transportation enhancements. Such funding can be used for historic preservation projects and programs related to historic transportation routes, systems, facilities, etc. Heritage tourism trails may be funded at state discretion. (www.fhwa.dot.gov/environment/te/index.htm)

Multi-Agency

American Heritage Rivers Initiative

This umbrella initiative is designed to help communities along 12 designated American Heritage Rivers receive improved access to technical and financial assistance from federal agencies. The overall goals of the program are to foster economic revitalization, natural resource and environmental protection, and historic and cultural preservation. Each river has a federal single point-of-contact to assist communities, and federal agencies make field staff available to each American Heritage River to help match community needs with available resources. (www.epa.gov/rivers/)

National Endowment for the Arts

Challenge America Fast-Track Review Grants

These grants offer support to small and mid-sized organizations for projects that extend the reach of the arts to underserved populations. Eligible projects include those focusing on the development of cultural tourism and cultural districts, and assisting local economic development and cultural publicity efforts (<http://www.arts.gov/grants/apply/GAP10/Challenge.html>)

National Endowment for the Humanities

America's Historic Places Grants

Part of NEH's We the People Initiative, this program provides funding for public programs that use one or more historic sites to address issues central to American history. Projects eligible for funding may interpret a single historic site, a series of sites, whole neighborhoods, communities or towns, or larger geographical regions. Fundable activities include docent tours, publications (e.g., brochures, guidebooks, etc.), driving or walking trails or tours, annotated itineraries, exhibition labeling or trail signs, films, and digital media. (www.neh.gov/grants/guidelines/historicplaces.html)

Small Business Administration

Training Programs

The Small Business Administration does not provide direct loans or grants (although it guarantees loans), but it does provide entrepreneurs with training materials and opportunities that could support heritage tourism and business development using historic buildings. (www.sba.gov/training/)

Updated September 15, 2009

E. PRESERVE AMERICA GRANT GUIDELINES AND APPLICATION INSTRUCTIONS





**FY 2010 *Preserve America*
Historic Preservation Fund Grants to Preserve and
Promote America's Heritage and Cultural Assets**

APPLICATION FORM

Please follow the Guidelines and Application Instructions to complete this application. Please complete the SF424 Application for Federal Assistance, and note that some fields have been pre-filled and should not be changed. Applicants must submit one (1) signed original and seven (5) copies – a total of 6 – complete application packages, plus one (1) additional photocopy of this page. See additional mailing instructions on the last page of the application form.

1. GENERAL INFORMATION

Project Title (10 words or less) _____
 Applicant Organization _____
 Contact Person _____ Title _____
 Address _____
 City _____ State _____ Zip Code _____
 Telephone () - FAX Number () - E-mail _____
 EIN Number: _____ DUNS Number: _____
 Applicant's Congressional District(s) _____ U.S. Representative(s) _____

Type of Applicant (Select all that apply)
 Preserve America Community
 Preserve America Neighborhood
 SHPO
 THPO
 CLG (must be in the process of applying for *Preserve America* designation or already designated)

Project Category: (Select only one)
 Research/Documentation
 Interpretation/Education
 Marketing
 Planning
 Training

Amount Requested
 Federal Share \$ _____
 Matching Share \$ _____
 Total Costs \$ _____

Is your community in a designated National Heritage Area?
 No Yes If so, which NHA _____

Has your community received a Preserve America grant before?
 No Yes If so, what is the status? _____

SIGNATURE OF AUTHORIZING OFFICIAL (Original copy must have an original signature and be in ink.)

Signature _____ Date _____
 Print Name and Title _____

Applications must be received by 5:00 PM EST, Friday, February 12, 2010

2. PROJECT SUMMARY -- Briefly summarize your project emphasizing the primary objectives and results.
(Your summary must fit in the space provided. Use at least a 10-point font.)

3. PROJECT DESCRIPTION AND BUDGET

Applicants are strongly encouraged to provide answers in the spaces provided.

- A. **Describe the historic resources affected by the project, including whether they are listed in the National Register of Historic Places and/or designated at the State or local level.** Please explain how this project will aid in the preservation of the resources listed.

B. Project Objectives

- How will the proposed project promote heritage tourism in the community and lead to the preservation of its historic resources?

- Describe how the project meets the goals of the local or statewide preservation plan, heritage tourism plan, or other plan(s) that address heritage tourism, cultural resources, and preservation. Identify the specific goal(s) and plan(s) and state when they were developed and adopted by the community.

- **Describe the public-private partnerships involved in the project and how these partnerships will sustain and support the resource(s) after the grant project is complete?** Describe/list all entities that are involved with, or affected by, the project. Attach evidence of involvement from partner organizations such as letters of support that specifically state confirmation of their contribution(s). See Supplemental Information in the guidelines for more information regarding partnership documentation.

PARTNER	CONTRIBUTION
▪	
▪	
▪	
▪	

- **Explain how the project will engage public involvement?**

- C. Project Activities** – Describe the project activities necessary to achieve the Project Objectives? List and describe all tasks and products. All grant activities must be accomplished within the grant period (generally 1 to 2 years).

D. Timeline -- Show a timeline for all of the above listed activities. The timeline may be attached as a separate page.

E. Personnel & Consultant Qualifications -- List the project personnel that will administer and the types of consultants that will be hired to complete the project. Describe their responsibilities and the percentage of time each will dedicate to the project. Describe the criteria that will be used to competitively select consultants for their services. **All Federal grants require consultants to be competitively selected** (please see page 3 of the guidelines for more information).

F. What are the sources of the non-federal match?

List the **secured** sources and other funds associated with the required dollar-for-dollar non-Federal match, which can be cash, donated services, or use of equipment. Federal appropriations or other Federal grants may **not** be used for match, except Community Development Block Grants (CDBG) grants from the Department of Housing and Urban Development. All non-Federal matching funds must be used during the grant period to execute the project. If the match is **not secured**, explain how it will be raised.

G. Budget -- Outline the project budget in the form below, add additional lines in a category as needed.

- All costs associated with the project must be eligible, reasonable, and directly relevant to the project.
- Each cost item must clearly show how the total charge for that item was determined (example: hours x hourly rate = total cost).
- All major costs must be listed, and all cost items should be explained in the narrative of the application.
- The budget must include at least the minimum required match (e.g., if applying for a \$30,000 grant, the budget must describe a total of \$60,000 in costs/work).
- All non-Federal match must be cash expended or services donated during the grant period (generally 1 to 2 years) and not before.
- If including indirect costs, please make sure to include documentation supporting your Indirect Cost Rate.
- If you have any questions about cost categories, or how to formulate some of your budget items, please email NPS_PreserveAmerica@nps.gov.

1. Personnel. Provide the names and titles of key project personnel. Include only the percentage of time used on the project. Please note that grant funds may not be used to pay Federal employee salaries, nor may Federal salaries be used as match/cost share. Please consult page 3 of the guidelines for more information on allowable personnel costs.

Name/Title of Position and % of time spent on this Project	Wage or Salary	Federal Grant Funds	Match /Cost Share (if any)	Total
	\$	\$	\$	\$
Subtotal		\$	\$	\$

2. Fringe Benefits. If more than one rate is used, list each rate and the wage or salary base.

Rate	Salary or Wage Base	Federal Grant Funds	Match / Cost Share (if any)	Total
% of	\$	\$	\$	\$
Subtotal		\$	\$	\$

3. Consultant Fees. Include payments for professional and technical consultants participating in the project. Please consult page 3 of the guidelines for more information on allowable consultant costs. Maximum hourly rates charged to this grant may not exceed 120% of the salary of a Federal Civil Service GS-15, Step 10, which in Fiscal Year 2008 was \$88.67 per hour or \$685 per day.

Name and Type of Consultant	# of Days	Rate of compensation or fixed rate for project	Federal Grant Funds	Match/Cost Share (if any)	Total
		\$	\$	\$	\$
Subtotal			\$	\$	\$

4. Travel and Per Diem. Indicate the number of persons traveling, the total days they will be in travel status, and the total subsistence and transportation costs.

From/To	# of People	# of Travel Days	Subsistence Costs (Lodging and Per Diem)	Transportation Costs (Airfare and Mileage)	Federal Grant Funds	Match/ Cost Share (if any)	Total
					\$	\$	\$
Subtotal					\$	\$	\$

5. Office Supplies and Materials. Include consumable supplies and materials to be used in the project and any items of expendable equipment, i.e., equipment costing less than \$5000 or with an estimated useful life of less than two years. Equipment costing more than that should be listed in Equipment - Category 6.

Item	Cost	Federal Grant Funds	Match/Cost Share (if any)	Total
	\$	\$	\$	\$
Subtotal		\$	\$	\$

6. Equipment. List all equipment items in excess of \$5000. Items worth less than \$5000 or that have a useful life of less than two years must be listed in Supplies and Materials - Category 5.

Item	Cost	Federal Grant Funds	Match/Cost Share (if any)	Total
	\$	\$	\$	\$
Subtotal		\$	\$	\$

7. Other (specify)

Item	Cost	Federal Grant Funds	Match / Cost Share (if any)	Total
	\$	\$	\$	\$
Subtotal		\$	\$	\$

BUDGET SUMMARY

Enter category totals here

Category	Federal Grant Funds	Match/Cost Share	Total
1. Personnel	\$	\$	\$
2. Fringe Benefits	\$	\$	\$
3. Consultant Fees	\$	\$	\$
4. Travel and Per Diem	\$	\$	\$
5. Supplies and Materials	\$	\$	\$
6. Equipment	\$	\$	\$
7. Other	\$	\$	\$
TOTAL PROJECT COSTS	\$	\$	\$

***** IF USING WORD FORMAT YOU MUST DOWNLOAD
THE SF424 - APPLICATION FOR FEDERAL ASSISTANCE SEPARATELY AND
SUBMIT WITH THIS COMPLETED APPLICATION *****

APPLICATION SUBMISSION

Applications must be submitted in hard copy. Faxed applications and applications submitted electronically will not be accepted. Applications not received by the deadline and incomplete applications will not be considered. Additional materials sent separately from the application will not be considered part of the application and will not be included in evaluation of the application.

Application materials will not be returned. All application materials, including photographs, become the property of the National Park Service and may be reproduced by NPS or its partner organizations without permission; appropriate credit will be given for any such use.

YOU MUST SUBMIT:

- (1) original and five (5) copies – a total of 6 – complete application packages (preferably double-sided).
- One (1) additional photocopy of page one of the application.
- Page one of the application must be the first page in the original and copies. Do not use other cover pages.
- The original must be secured with a binder clip.
- Each copy must be **securely** held together with a staple or binder clip; do **not** use pocket folders, notebooks, or ring binders.

A complete application package includes:

- Application on 2010 form.
- SF 424 Application for Federal Assistance (Download separately from the NPS website if using Word format)
- Authorizing Official signature.
- Timeline for project completion.
- Detailed budget
- Necessary supplemental information to explain the project (photographs, maps, documentation of public/private partners, etc.)

***** NOTE - Applications should not be submitted through the US Postal Service. All US Postal Service mail to Federal agencies in Washington, D.C. is irradiated, which can damage or destroy materials and lead to a delay in delivery. You must submit your application via an alternate carrier.**

SEND APPLICATIONS TO:

Please address **ALL** support letters to the address below, attn: Hampton Tucker, Chief, Historic Preservation Grants Division – they must accompany the grant application or they will **NOT** be considered.

*Preserve America Grants
National Park Service
1201 "Eye" Street, NW
6th Floor (ORG. 2256)
Washington, DC 20005*

**For more information please contact the National Park Service at:
(202) 354-2020**

nps_preserveamerica@nps.gov

www.nps.gov/history/hps/hpg/preserveamerica

Applications must be received by 5:00 PM EST, Friday, February 5, 2010

F. “SHOW ME SMALL BUSINESS” DRAFT LEGISLATION



SENATE BILL NO. 596

95TH GENERAL ASSEMBLY

INTRODUCED BY SENATOR CALLAHAN.

Pre-filed December 1, 2009, and ordered printed.

TERRY L. SPIBLER, Secretary.

3081S.011

AN ACT

To amend chapter 99, RSMo, by adding thereto six new sections relating to show-me small business districts, with a contingent effective date.

Be it enacted by the General Assembly of the State of Missouri, as follows:

Section A. Chapter 99, RSMo, is amended by adding thereto six new sections, to be known as sections 99.1150, 99.1153, 99.1156, 99.1159, 99.1162, and 99.1165, to read as follows:

99.1150. Sections 99.1150 to 99.1165 shall be known and may be cited as the "Show-me Small Business Act".

99.1153. As used in sections 99.1150 to 99.1165, unless the context clearly requires otherwise, the following terms shall mean:

(1) "Blighted area", an area which, by reason of the predominance of defective or inadequate street layout, unsanitary or unsafe conditions, deterioration of site improvements, improper subdivision or obsolete platting, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, retards the provision of housing accommodations or constitutes an economic or social liability or a menace to the public health, safety, morals, or welfare in its present condition and use;

(2) "Department", the Missouri department of economic development;

(3) "District", a show-me small business district;

(4) "Municipality", any city located within this state;

(5) "Qualified census tract", any tract, designated as having low to moderate income levels, as defined under 24 CFR 570.208(a)(1)(i), which has a predominately minority population for six successive decennial censuses;

19 (6) "Small business", those enterprises which, at the time of their
20 application to the department, meet the criteria, as interpreted and
21 applied by the authority, for definition as a "small business" established
22 for the Small Business Administration and set forth in Section 121.301
23 of Part 121 of Title 13 of the Code of Federal Regulations;

24 (7) "Tax-favored status", a reduction to or elimination of the rate
25 of tax on transactions subject to taxes imposed pursuant to chapter 144;
26 and

27 (8) "Taxing districts", any political subdivision of this state
28 having the power to levy taxes.

 99.1156. The governing body of a municipality may, through the
2 adoption of an ordinance in compliance with the provisions of sections
3 99.1150 to 99.1165, designate a portion of such municipality as a show-
4 me small business district and grant eligible small businesses located
5 within such district tax-favored status for a term of years not to exceed
6 twenty-three years. An ordinance designating a district shall contain:

7 (1) A statement that the proposed district is a blighted area
8 located within a qualified census tract;

9 (2) The tax-favored status granted to the district;

10 (3) The term of tax-favored status; and

11 (4) The general boundaries of the proposed district by street
12 location.

 99.1159. Prior to the adoption of an ordinance proposing the
2 designation of a district, the governing body of the municipality shall
3 fix a time and place for a public hearing and notify each taxing district
4 located wholly or partially within the boundaries of the proposed
5 district. At the public hearing, any interested person or affected taxing
6 district may file with the governing body of the municipality written
7 objections to, or comments on, and may be heard orally in respect to,
8 any issues embodied in the notice. The governing body of the
9 municipality shall hear and consider all protests, objections, comments,
10 and other evidence presented at the hearing. The hearing may be
11 continued to another date without further notice, other than a motion
12 to be entered upon the minutes fixing the time and place of the
13 subsequent hearing. Prior to the conclusion of the hearing, changes
14 may be made to the boundaries of the proposed district, the tax-favored
15 status to be granted, or the term of tax-favored status, provided that

16 each affected taxing district is given written notice of such changes at
17 least seven days prior to the conclusion of the hearing. After the
18 adoption of an ordinance approving the designation of a district, no
19 ordinance shall be adopted altering the exterior boundaries, modifying
20 the tax rates, or the term of tax-favored status without complying with
21 the procedures provided in this section pertaining to the initial
22 approval of a district.

99.1162. 1. Notice of the public hearing required by section
2 99.1159 shall be given by publication and mailing. Notice by
3 publication shall be given by publication at least twice, the first
4 publication to be not more than thirty days and the second publication
5 to be not more than ten days prior to the hearing, in a newspaper of
6 general circulation in the area of the proposed district. Notice by
7 mailing shall be given by depositing such notice in the United States
8 mail by certified mail addressed to the person or persons in whose
9 name the general taxes for the last preceding year were paid on each
10 lot, block, tract, or parcel of land lying within the district. Such notice
11 shall be mailed not less than ten days prior to the date set for the
12 public hearing. In the event taxes for the last preceding year were not
13 paid, the notice shall also be sent to the persons last listed on the tax
14 rolls within the preceding three years as the owners of such property.

15 2. The notices issued pursuant to this section shall include the
16 following:

- 17 (1) The time and place of the public hearing;
- 18 (2) The general boundaries of the proposed district by street
19 location, where possible;
- 20 (3) A statement that all interested persons shall be given an
21 opportunity to be heard at the public hearing;
- 22 (4) A description of the proposed district, the proposed tax-
23 favored status, the term of such tax-favored status, and a location and
24 time where the proposal may be reviewed by any interested party; and
- 25 (5) Such other matters as the governing body of the municipality
26 may deem appropriate.

27 3. Not less than forty-five days prior to the date set for the public
28 hearing, the governing body of the municipality shall give notice by
29 mail as provided in subsection 1 of this section to all taxing districts
30 from which taxable property is included in the proposed district, and

31 in addition to the other requirements provided under subsection 2 of
32 this section, the notice shall include an invitation to each taxing
33 district to submit comments to the governing body of the municipality
34 concerning the subject matter of the hearing prior to the date of the
35 hearing.

36 4. A copy of any and all hearing notices required under this
37 section shall be submitted by the governing body of the municipality to
38 the director of the department of revenue, the governing body of the
39 county in which the municipality is located and the department. Such
40 submission of the copy of the hearing notice shall comply with the
41 prior notice requirements pursuant to subsection 3 of this section.

99.1165. 1. Upon adoption of an ordinance designating a district,
2 a municipality shall forward a copy of such ordinance to the governing
3 body of the county in which the municipality is located. No
4 municipality may provide small businesses within a district with tax-
5 favored status unless the governing body of the county in which the
6 municipality is located adopts an ordinance or resolution authorizing
7 tax-favored status for such district in an amount and term equal to that
8 which is provided for in the municipal ordinance and such ordinance
9 or resolution is approved by the Missouri development finance board.

10 2. Upon adoption of an ordinance or resolution by the governing
11 body of the county in which the municipality is located pursuant to the
12 provisions of subsection 1 of this section, a municipality shall submit
13 an application to the department for review and submission of an
14 analysis and recommendation to the Missouri development finance
15 board for a determination as to approval of the designation of a district
16 and grant of tax-favored status. The department shall forward the
17 application to the Missouri development finance board with the
18 analysis and recommendation. An application submitted to the
19 department shall contain the following:

20 (1) The general boundaries of the proposed district by street
21 location;

22 (2) Identification of the existing businesses located within the
23 proposed district;

24 (3) The previous year's aggregate amount of state sales tax
25 revenues reported by existing businesses within the proposed
26 district. Provisions of section 32.057 notwithstanding, municipalities

27 shall provide this information to the department of revenue for
28 verification. The department of revenue shall verify the information
29 provided by the municipalities within forty-five days of receiving a
30 request for such verification from a municipality;

31 (4) An affidavit that is signed by the governing body of the
32 municipality attesting that the proposed district constitutes a blighted
33 area and is located within a qualified census tract;

34 (5) Any other information reasonably requested by the
35 department and the Missouri development finance board; and

36 (6) A certified copy of all applicable ordinances and resolutions
37 pertaining to the designation of the district and the provision of tax-
38 favored status.

39 3. The department shall make all reasonable efforts to process
40 applications within sixty days of receipt of the application.

41 4. The Missouri development finance board shall make a
42 determination regarding the application for authorization of tax-
43 favored status for a small business within a district. Upon approval of
44 tax-favored status for a district, a certificate of approval shall be issued
45 by the department containing the tax-favored status and term.

46 5. Upon issuance of a certificate of approval, small businesses
47 located within the district may apply to the department for a certificate
48 of tax-favored status on a form prescribed by the department. Upon
49 issuance of a certificate of tax-favored status to a small business, the
50 department shall forward a copy of such certificate to the director of
51 the department of revenue. A small business may receive tax-favored
52 status for a term of years not to exceed fifteen years. Any business
53 receiving tax-favored status shall report the amount of taxes deferred
54 to the governing body of the municipality on an availability basis for
55 the duration of the term of tax-favored status.

56 6. No municipality shall have more than one show-me small
57 business district in existence within the jurisdiction of the municipality
58 at any given time.

59 7. Any rule or portion of a rule, as that term is defined in section
60 536.010, that is created under the authority delegated in this section
61 shall become effective only if it complies with and is subject to all of
62 the provisions of chapter 536, and, if applicable, section 536.028. This
63 section and chapter 536 are nonseverable and if any of the powers

64 vested with the general assembly pursuant to chapter 536, to review, to
65 delay the effective date, or to disapprove and annul a rule are
66 subsequently held unconstitutional, then the grant of rulemaking
67 authority and any rule proposed or adopted after August 28, 2010, shall
68 be invalid and void.

Section B. Section A of this act shall become effective only upon approval
2 by the voters of a constitutional amendment submitted to them by the ninety-fifth
3 general assembly authorizing the creation of tax-free or reduced tax zones.

✓
Unofficial

Bill

Copy

SENATE JOINT RESOLUTION NO. 22

95TH GENERAL ASSEMBLY

INTRODUCED BY SENATOR CALLAHAN.

Pre-filed December 1, 2009, and ordered printed.

TERRY L. SPIELER, Secretary.

3082S.011

JOINT RESOLUTION

Submitting to the qualified voters of Missouri, an amendment repealing section 3 of article X of the Constitution of Missouri, and adopting one new section in lieu thereof relating to creation of show-me small business districts.

Be it resolved by the Senate, the House of Representatives concurring therein:

That at the next general election to be held in the state of Missouri, on
2 Tuesday next following the first Monday in November, 2010, or at a special
3 election to be called by the governor for that purpose, there is hereby submitted
4 to the qualified voters of this state, for adoption or rejection, the following
5 amendment to article X of the Constitution of the state of Missouri:

Section A. Section 3, article X, Constitution of Missouri, is repealed and
2 one new section adopted in lieu thereof, to be known as section 3, to read as
3 follows:

Section 3. Taxes may be levied and collected for public purposes only, and
2 shall be uniform upon the same class or subclass of subjects within the territorial
3 limits of the authority levying the tax. All taxes shall be levied and collected by
4 general laws and shall be payable during the fiscal or calendar year in which the
5 property is assessed. Except as otherwise provided in this constitution, the
6 methods of determining the value of property for taxation shall be fixed by
7 law. **Provisions of this section to the contrary notwithstanding, the**
8 **general assembly may, by general law, provide for the creation of**
9 **discrete tax-free or reduced-tax geographic districts for the purpose of**
10 **promoting small business development to further economic**
11 **development in such districts, to be known as show-me small business**
12 **districts, provided however that no such district shall provide such tax-**
13 **avored status for a term longer than twenty-three years.**

✓

G. MAJOR CORRIDOR SUMMARIES



MAJOR CORRIDOR SUMMARIES



G.1 I-70 Corridor

HIGHWAY CORRIDORS:

Interstate 70 Corridor

Existing Conditions:

- This corridor serves as a major barrier that divides the District north and south
- It is built in an elevated condition, constructed on embankments with bridge crossings, creating a significant physical and visual barrier
- It's close proximity to and parallel alignment with the Truman Road corridor on the south extends this sense of an east-west dividing line within the District
- Opportunities to physically and visually reconnect the north and south sides of the District with streetscape enhancements, bridge treatments, etc. have had limited success
- The Paseo Boulevard underpass represents the best efforts made to date at retro-fitting new improvements to an existing bridge underpass. Streetlighting, site furnishings, and landscape enhancements have been implemented to visually carry the look and feel of the street through the interchange area (refer to Paseo Boulevard Improvements in this section).

Potential Improvements:

- A major emphasis on creating a stronger sense of arrival along I-70, particularly at Paseo Boulevard, should be employed
- Incorporate future enhancement of the existing interchanges to create stronger gateway entries into the District



US 71 Highway / Bruce R. Watkins Drive Corridor

Existing Conditions:

- It is built in an elevated condition, constructed on embankments that physically defines the western edge of the District north of 22nd Street – separating Downtown Kansas City and the Crossroads District from the planning area.
- South of 22nd Street, the highway was sliced into the existing landform and is built in close proximity to existing grades as it leads diagonally south and east between 22nd Street and 25th Street – containing the Paseo Boulevard interchange.
- Several bridges carrying local streets over the highway occur in this area – each of which contain rich architectural detailing and arguably the most pleasant overall aesthetic character of an highway corridor in the Kansas City metropolitan area.
- As the corridor continues to the southeast, it reverts again to an elevated condition that overlooks adjacent property and serves as a physical divider between east and west portions of the District.
- Landscape treatments along this entire corridor are extensive and have been maintained well, making it an attractive and scenic drive leading into Downtown Kansas City and adjacent neighborhoods along the corridor.
- There is no current highway connection allowing northbound US 71 Highway traffic to continue eastbound on Interstate 70. Motorists currently are directed to exit at Truman Road and continue east on Truman Road to Paseo Boulevard – then north to the on-ramp for I-70 East. This pattern of travel and use of these corridors further reinforces the “edge condition” in this quadrant of the District, yet also may yield opportunities for convenience retail and commercial uses along the Truman Road corridor.

Potential Improvements:

- The primary opportunities for improvements along this corridor are centered on the Paseo Boulevard interchange area:
- This interchange area contains good visibility to and from adjacent land parcels to the highway corridor.
- Some of these adjacent sites are elevated such that they contain commanding views to the Downtown Kansas City skyline.
- The flexibility and value associated with land in close proximity to the freeway provides prime redevelopment opportunities for commercial, office, and higher density housing along the edge in this area.

G.2 US 71 Highway



G.3 US 71 Highway

- The Paseo Boulevard interchange should be developed as a major gateway arrival point into the District
- The current wayfinding signage in this directs highway drivers to use this interchange as an arrival moment, but the lack of adjacent development or other strong vertical interest at this interchange provides a missed opportunity to garner visual prominence and attention from highway drivers and potential visitors.
- Increased exposure to traffic would be a welcome addition in the area and could drive the potential for additional commercial opportunities in this area.



G.4 12th Street Corridor



G.5 12th Street Corridor

PRIMARY EAST-WEST CORRIDORS:

12th Street Corridor

Existing Conditions:

- This corridor was designated as part of the Kansas City Parkway and Boulevards System, and serves an important role as a gateway connector between Downtown Kansas City's East Village area and the Vine Street District.
- It is a one-way corridor leading eastbound into the Vine Street District, converting to two-way traffic once it crosses The Paseo.
- The character of the corridor changes from mixed-industrial and residential uses on the eastern side of the District, to primarily residential uses in the central portion, to a strong commercial node at Brooklyn flanked to the west by Prospect Plaza Park and residential uses as it approaches Prospect Avenue.
- A portion of the eastern end of this corridor, near The Paseo intersection, has recently been updated with new streetscape improvements matching those in Downtown Kansas City.

Potential Improvements:

- Completion of the streetscape improvements for the unimproved portions of this corridor are recommended.
- The portion of this corridor between Troost Avenue and Paseo Boulevard is one of the Three Catalytic Project areas identified in this study effort, and is described in more detail later in this report.
- Future streetscape and District identification elements near the 12th and Brooklyn commercial area.
- Future District gateway elements at Troost and Prospect.



Truman Road Corridor

Existing Conditions:

- This corridor is a vital artery that was designed to carry significant traffic volumes, and served as one of two primary vehicular corridor prior to construction of Interstate 70.
- Due to the relatively close proximity of the adjacent highway, limited parcel sizes remain on the north side of this corridor and is not ideally suited for residential uses.

Potential Improvements:

- This corridor remains heavily travelled, and as such needs consistent and timely maintenance to provide safe and efficient transportation to and through the District.
- Future streetscape and wayfinding signage improvements should be made throughout the corridor
- District identification and gateway elements should be implemented at major intersections.
- Opportunities should be explored for additional infill or redeveloped commercial, retail, and office/light industrial uses along the corridor.

G.6 Truman Road Corridor



G.7 Truman Road Corridor



18th Street Corridor

Existing Conditions:

- This corridor is a key connector between the Crossroads area of Kansas City, located due west, and the heart of the Vine Street District at 18th & Vine.
- Adjacent land uses along the eastern and western portions of this district are primarily industrial in character, and include the Kansas City Area Transportation Authority on the east, and the Kansas City Water Department on the west.
- The central portion of this corridor serves a mixture of commercial and residential uses within the 18th & Vine Historic District.
- This street contains parking on both sides, yet the overall width is much more than necessary to handle the amount of traffic within the District, especially between the Paseo Boulevard and Woodland.
- Excessive width has a tendency to promote faster speeds for vehicles which is not conducive to creating a pedestrian-friendly environment.
- It also appears that speed bumps have been implemented in key locations to assist in slowing vehicular traffic.

G.8 18th Street Corridor



G.9 18th Street Corridor

Potential Improvements:

- This corridor is a priority for future streetscape enhancement, which should include:
 - Reconfigured on-street parking.
 - Reduced lane widths.
 - Use of traffic-calming measures.
 - Expanded sidewalks to support pedestrian activity.
 - Authentic and distinctive aesthetic character elements to support future redevelopment opportunities within the heart of the District.
- This is one of the Three Catalytic Project areas identified in this study effort, and is described in more detail later in this report.
- Future District identification and gateway elements at key locations along the corridor.
- Future artistic and landscape screening opportunities to visually buffer adjacent industrial uses.



G.10 22nd Street Corridor



G.11 22nd Street Corridor

22nd Street Corridor

Existing Conditions:

- This corridor is an important east-west connector, including:
 - Mixed residential and industrial land uses on the western portion
 - A significant amount of vacant land parcels along the central portion
 - Two schools near the Woodland Avenue intersection
 - Primarily residential land uses along the eastern portion of the corridor.
- The western half of this corridor, from approximately Tracy Avenue to Brooklyn Avenue, is currently under construction, and is being built as a three-lane section incorporating a center turn lane.
 - This project includes significant “fill” grading near the Flora intersection, in essence raising the profile of 22nd Street above existing grade on adjacent vacant properties to improve street slopes.
 - This condition also creates a situation where existing land adjacent to this portion of the corridor is now significantly below the grade of the street – in some cases approximately 12’ to 15’ or more below street elevation.

Potential Improvements:

- The construction for Phase II of this corridor to the east beginning at Brooklyn Avenue (end of Phase I) is slated to be completed in 2012-2013.
- Future streetscape enhancement should occur between Troost Avenue and Woodland Avenue as redevelopment of the lower Vine Street and northern portion of Beacon Hill evolves.
- Future District identification and gateway elements should be implemented at key locations, including the proposed commercial nodes at the Vine Street and Prospect Avenue intersections.



27th Street Corridor

Existing Conditions:

- This is a four lane collector street that primarily serves residential areas and two commercial activity nodes at the Troost Avenue and Prospect Avenue intersections.
- Portions of this corridor have challenging site distance conditions, and thus limited driveway access is required for safety.

Potential Improvements:

- Normal and customary maintenance of the existing street and sidewalks is anticipated for this corridor.
- Future addition of new/replacement street trees throughout the corridor.
- Future implementation of District identification elements at the Troost Avenue and Prospect Avenue intersections.

G.12 27th Street Corridor



G.13 27th Street Corridor



PRIMARY NORTH-SOUTH CORRIDORS:

Troost Avenue Corridor

Existing Conditions:

- This corridor is a five-lane street with a center turn lane and on-street parking.
- It serves as a major traffic corridor with primarily commercial and industrial uses in the northern portions of District, and changes to more of a residential focus south of US 71 Highway.
- This corridor is also slated for Kansas City's second Bus Rapid Transit service (MAX), with several of these stations already under construction.

G.14 Troost Avenue Corridor

Potential Improvements:

- Future additional streetscape improvements are anticipated along portions of this corridor to complement the MAX transit line implementation.
- Opportunities for future District identification and gateway elements, and wayfinding signage should also be explored.



G.15 Paseo Boulevard Corridor



G.16 Paseo Boulevard Corridor

Paseo Boulevard Corridor

Existing Conditions:

- This corridor is part of the Kansas City Parkway and Boulevards System, and serves as the most aesthetically pleasant driving experience in this area.
- The alignment of the southern portion of the corridor responds well to the surrounding terrain, curving gently while incorporating views to adjacent parks and residential neighborhoods.
- Continuing north to 18th Street, the alignment becomes straighter as it approaches the mixed-use character of the Historic 18th & Vine District.
- A beautifully landscaped and maintained median is introduced at the 18th Street intersection, and continues north throughout the remaining area within the District.
- Several amenities, plaza spaces, architectural monuments and memorial features are located within these medians, and is very amenable to pedestrian strolls and exploration.

Potential Improvements:

- This is the primary corridor for north-south traffic to enter into the Vine Street District.
- As such, it should include significant District gateway and identification elements – particularly at interchanges with Interstate 70 and US 71 Highway.
- Additional landscape beautification and boulevard enhancements should be considered for this corridor south of 18th Street to US 71 Highway to strengthen the visual character and level of enhancement with that of the medians located further north.
- Future landscape beautification and boulevard enhancements can also assist in supporting current and future redevelopment areas near the heart of the District.



Vine Street Corridor

Existing Conditions:

- This corridor is a unique street within Kansas City, and is only found in the Vine Street District (hence the District's name).
- South of 17th Street, this corridor links the Gregg Klice Center recreation facility and the 18th & Vine Historic District with residential neighborhoods in the southern portion of the District.
- A significant amount of vacant land is located on both sides of this corridor between the Terminal Tracks and US 71 Highway.
- A few vacant historic stone structures are also located on either side of Vine just south of the Terminal Tracks – affording an opportunity for future adaptive re-use and redevelopment.
- The street is currently much wider than necessary, and provides ample room for on-street parking on both sides.

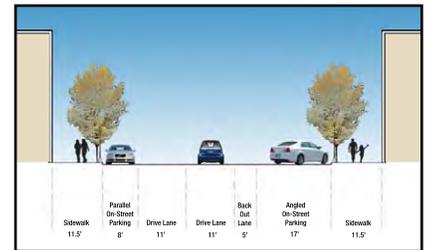
Potential Improvements:

- This corridor is a priority for future redevelopment opportunities on either side of the corridor south of 18th Street.
- This corridor is a priority for future streetscape enhancement, which should include:
 - Reconfigured on-street parking.
 - Reduced lane widths.
 - Use of traffic-calming measures.
 - Expanded sidewalks to support pedestrian activity.
 - Authentic and distinctive aesthetic character elements to support future redevelopment opportunities adjacent to the heart of the District.
- Existing vacant historic stone structures located on either side of Vine just south of the Terminal Tracks provide opportunities for future adaptive re-use and redevelopment, and should be preserved as part of the historic character and architectural vernacular of the area.
- This is one of the Three Catalytic Project areas identified in this study effort, and is described in more detail later in this report.
- Future District identification and gateway elements should be implemented at key locations along the corridor.

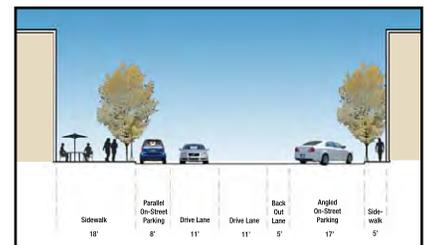
G.17 Vine Street Corridor



G.18 Vine Street Corridor



G.19 18th Street - Study option with centered street



G.20 18th Street - Study option with off center street



G.21 Woodland Avenue Corridor



G.22 Woodland Avenue Corridor

Woodland Avenue Corridor

Existing Conditions:

- This serves as one of the major corridors in this area of the City, and has four lanes with limited curbside parking.
- It serves primarily residential areas on the north between 9th and Truman, and then serves as a divider between residential uses on the east and commercial mixed-use on the west side between Truman and 19th.
- It then transitions back to mostly residential uses south of 19th Streets, connecting two major schools at the 22nd Street intersection and Spring Valley Park on the southern border of the District.

Potential Improvements:

- Streetscape enhancement is anticipated between 18th Street and 23rd Street as new adjacent redevelopment takes place.
- Normal and customary maintenance of the existing street and sidewalks is anticipated for the balance of this corridor.
- Future improvements should include new/replacement street trees throughout the corridor, and installation of District identification elements at the 18th Street intersection.
- A future trail is anticipated along this corridor north of 18th Street.



G.23 Brooklyn Avenue Corridor



G.24 Brooklyn Avenue Corridor

Brooklyn Avenue Corridor

Existing Conditions:

- This currently serves as a major collector connecting a significant commercial node at 12th Street with a planned smaller commercial node at 18th Street.
- It contains primarily residential uses in the northern and southern portions of the District.
- This corridor also serves as an arrival gateway into the District at the I-70 Interchange.

Potential Improvements:

- Normal and customary maintenance of the existing street and sidewalks is anticipated for this corridor.
- Future improvements should include new/replacement street trees throughout the corridor and installation of District identification elements at the 12th Street and 18th Street intersections.
- District gateway elements at the I-70 Interchange entering into the 18th & Vine Historic District should also be implemented.

SUPPLEMENTAL INFORMATION



Prospect Avenue Corridor

Existing Conditions:

- This is a primary corridor serving mostly residential uses throughout the entire corridor.
- Adjacent land uses to the north are mixed with some industrial and institutional uses between Truman Road and 19th Streets.
- There are some limited commercial uses along southern portions of the corridor.

Potential Improvements:

- Normal and customary maintenance of the existing street and sidewalks is anticipated for this corridor.
- Future improvements along the corridor should include the addition of new/replacement street trees throughout the corridor.
- Installation of District identification elements at the 12th Street and Truman Road intersections, and at the proposed future commercial nodes at the 22nd Street and 27th Street intersections should also be implemented.

RESIDENTIAL STREETS:

The entire District is served well with a strong grid of existing streets and sidewalks. There are areas that have recently been improved, and areas that need significant maintenance and replacement activities for this existing infrastructure. PIAC requests and improvements continue to be made throughout the District.

Normal and customary maintenance of these existing streets and sidewalks is anticipated, and efforts should be coordinated to strategically institute concentrated efforts for improvements that coincide with housing and commercial redevelopment and revitalization efforts within each neighborhood. Opportunities for District and neighborhood branding through a banner program or other means should also be explored. This type of program could further support a unifying theme resulting from the District-wide branding effort, while still allowing for individual expression for each neighborhood within the area.

G.25 Prospect Avenue Corridor



G.26 Prospect Avenue Corridor

