KANSAS CITY, MISSOURI

EQUITABLE ECONOMIC DEVELOPMENT STRATEGY

STRATEGIC RECOMMENDATIONS

angelou economics

KANSAS CITY

edc
ECONOMIC
DEVELOPMENT
CORPORATION

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TABLE OF CONTENTS

STRATEGIC GOALS

Introduction

Achieving equitable economic development success in the City of Kansas City involves maintaining a proactive approach towards attraction and expansion initiatives, coupled with the ability to invest in and enhance entrepreneurship, business retention, and workforce development. In conjunction with trusted community partners, the City can serve as the driving force in this effort. These keys to success are further refined by four overarching goals:

1. Codify a Strategic Plan for Equitable Economic Development
  Establish where Kansas City, Missouri is right now and where it wants to go
2. Create an Efficient and Transparent Development Process
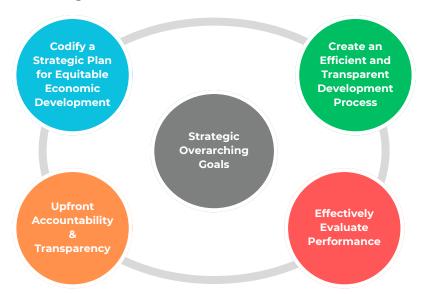 How Kansas City wants to get there
3. Upfront Accountability & Transparency
  Create a feedback system that is accessible and beneficial to all Kansas Citians
4. Effectively Evaluate Performance
  Enact objective criteria and evaluations to determine if goals have been met or if progress is being made

Codify a Strategic Plan for Equitable Economic Development

Create an Efficient and Transparent Development Process

Strategic Overarching Goals

Upfront Accountability & Transparency

Effectively Evaluate Performance

Broader Alignment

The strategic goals of this document consider ongoing initiatives across the City of Kansas City. As best as possible and where suitable, those existing documents and policies are aligned with the strategic goals and recommendations in this document to present shared outcomes.

GOAL 1:
CODIFY A STRATEGIC PLAN FOR EQUITABLE ECONOMIC DEVELOPMENT

GOAL 1

Codify a Strategic Plan for Equitable Economic Development

The City of Kansas City, Missouri should codify its economic development policies in a cohesive manner for the purposes of:
- Providing clarity regarding the City's goals for equitable development;
- Setting expectations for developers;
- Creating a better environment for small businesses;
- Incorporating community input;
- Increasing revenue generation; and
- Creating measurable community benefits and outcomes.
  - This includes addressing systemic barriers such as the lack of affordable childcare, which directly impacts labor force participation rates, income stability, and equitable access to economic opportunities for families across Kanas City.

These items represent the "why". Throughout the stakeholder engagement processes, frustrations were expressed regarding the economic potential of the City of Kansas City and the lack of cohesion that prevents said potential from becoming a reality. Recognizing that the current apparatus for economic development is inefficient and unclear is an important first step. It is difficult to move forward with economic development strategies and city- and regionwide growth without a cohesive structure in place.

The goal is to provide structure and alignment. The best city plans are the change agents for the city and its surrounding region. Such alignment can be a catalyst for increased activation of a city's philanthropic community, its business community, and its residents alike.

A well-structured and aligned plan also takes into account the relative geography of the city and the region. Land use is critically important for the City of Kansas City. Its relative location (e.g., in the middle of the United States) sits at the intersection of I-35 and I70. It is also serviced by KCI an six of the seven Class I railroads (BNSF, Union Pacific, Norfolk Southern, CSX, Canadian Pacific Kansas City, and Canadian National Railway), three regional and short-line railroads (Kansas City Terminal Railway, Missouri & Northern Arkansas Railroad, and Iowa Interstate Railroad), and passenger rail service provided by Amtrak. These multiple transportation structures are city and regional assets and should be used to unify economic activities and accentuate growth for the City of Kansas City.

■ GOAL 1

Codify a Strategic Plan for Equitable Economic Development

Over the past two decades, the City of Kansas City has achieved substantial progress in revitalizing its economy and urban landscape.

Significant investments in downtown revitalization have transformed the area into a dynamic commercial and residential center. This includes the development of the Power & Light District, the T-Mobile Center, and numerous residential projects, attracting a considerable influx of new residents. The implementation of the KC Streetcar has stimulated investment and development along its route, with ongoing expansion plans demonstrating a commitment to contemporary, accessible transit solutions.

The City of Kansas City has established a prominent position in entrepreneurship, facilitated by initiatives such as private sector and non-profit support for startups and the evolution of a robust innovation ecosystem. Investments in arts, culture, and public amenities, and enhancements to parks and trails, have elevated the quality of life and appeal for both residents and visitors. Furthermore, the City of Kansas City has successfully attracted major corporations and bolstered local business growth, reinforcing its role as a vital regional economic hub.

To maintain and accelerate momentum, the City of Kansas City and the Economic Development Corporation of Kansas City (EDCKC) can delegate and share responsibilities to advance shared goals, many of which are expressed in this set of recommendations. Together, the City of Kansas City and EDCKC can benefit from complimentary roles and achieve aligned goals. Conveners and financiers include community leaders and financial institutions. Thought leaders include government leadership. Practitioners include economic development professionals. All are responsive in varying degrees to Kansas City's residents and businesses.

Conveners

Financiers

Thought Leaders

Practitioners

Complimentary Roles

Aligned Goals

◼ GOAL 1

Codify a Strategic Plan for Equitable Economic Development

Given the various stakeholders, it is crucial that the City of Kansas City take a leadership position, establish stakeholder-driven objectives, and also allow stakeholders to operate within their strengths to maximize the collaborative power of Kansas City.

Goal 1: Policy Recommendations
1. Codify existing policies
2. Reevaluate and revise incentive policies to prioritize equity outcomes
3. Adopt a tiered incentive policy
4. Increase granularity of incentives to a location-specific approach for incentive allocation
5. Create economic development dashboards with equity and sustainability metrics
6. Support inclusive business and workforce equity outcomes
7. Activate use of public land for revenue streams
8. Integrate a freight plan, inclusive of the region
9. Review all Internal Entities

■ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development

ACTION ITEM 1.1: **Codify Existing Policies**

New York City's OneNYC plan serves as the city's unified blueprint for inclusive economic development, sustainability, and equity. Initially launched in 2015 and updated as OneNYC 2050, the strategy integrates job creation, climate resilience, and racial justice into a single long-term vision. Unlike many cities that manage development through scattered policies, New York codified this plan through charter revisions that mandate regular updates, making it a permanent feature of city governance. OneNYC guides investments in affordable housing, infrastructure, green jobs, and workforce development. Paired with laws like Local Law 97, which drives building decarbonization and new employment in energy retrofits, the plan ensures economic growth aligns with climate and equity goals. This framework offers a replicable model for cities seeking to institutionalize economic development priorities beyond any single administration.

Key Actions	Conduct a comprehensive policy audit, Draft and align a legislative framework, Establish oversight and accountability mechanisms
Why it Works	Codifying existing policies creates a consistent and enforceable framework that aligns economic development efforts across agencies and administrations. By consolidating goals around equity, sustainability, and growth, the program eliminates policy fragmentation and strengthens accountability. Embedding these priorities into law ensures long-term commitment to inclusive outcomes, while transparent oversight builds public trust and improves coordination between city departments, partners, and communities.
Best Practice	The City of New York City: OneNYC 2050

■ GOAL 1 ACTION ITEMS

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Codify a Strategic Plan for Equitable Economic Development

ACTION ITEM 1.2: **Reevaluate and Revise Incentive Policies to Prioritize Equity Outcomes**

Indianapolis has reshaped its economic incentive strategy to center equity, aligning closely with the City of Kansas City's goals for inclusive growth. The City uses equity scorecards to evaluate projects on criteria like job quality, workforce training, accessibility, and diverse ownership, ensuring that tax abatements support community-wide benefits. Incentives are focused on areas with a legacy of disinvestment, channeling resources into neighborhoods most in need. This approach functions similarly to "Equity Investment Zones," catalyzing opportunity in underinvested communities. For large developments receiving public subsidies, Indianapolis promotes Community Benefit Agreements (CBAs) that often include provisions for local hiring, affordable housing, and small business support. These strategies ensure public investments deliver measurable, lasting outcomes for residents historically left out of economic growth.

Key Actions	Incorporate equity metrics into existing project scorecards, Identify equity investment zones, Establish optional community benefit agreements
Why it Works	The scorecard provides a clear framework for evaluating the equity impact of proposed projects, fostering transparency in decision-making. By focusing incentives on specific geographic areas, the city ensures that resources are directed to communities with the greatest need, promoting balanced economic development. Encouraging CBAs fosters collaboration between developers and community members, ensuring that development projects address local priorities and needs.
Best Practice	The City of Indianapolis and Develop Indy's Inclusive Incentives

■ GOAL 1 ACTION ITEMS

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Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.3: Adopt a Tiered Incentive Policy	
	Nashville's tiered PILOT (Payment In Lieu of Taxes) program demonstrates how linking public investment to project impact drives equitable growth. By offering deeper tax abatements for developments that commit more to mixed-income housing, with clear tiers based on affordability, Nashville prioritized community value and ensured transparent use of incentives. The City of Kansas City can mirror this model by structuring tiers around key metrics like job creation, neighborhood revitalization, and inclusive hiring, with eligibility and benefits tied to a public-facing rubric to promote accountability and values-aligned development. The Nashville Metro Council implements its incentive programs through structured, multi-step processes including, program tiers, clear application and eligibility requirements, rigorous internal reviews (staff and boards), formal legislative approval, and monitoring and reporting to ensure compliance and alignment with public benefit goals
Key Actions	Define tier criteria (e.g., wages, location, minority business inclusion, environmental impact), Develop a points based incentive rubric, Create a cross departmental project evaluation team, Publish project evaluations and incentive justifications publicly, Conduct annual reviews and make data informed policy updates; Evaluate each project for the tiers o fincenvitves
Why it Works	By linking incentive value directly to community impact, the City of Kansas City can prioritize development in underserved neighborhoods and ensure inclusive economic growth. The structure discourages subsidy overuse while still providing robust support for transformative projects. A transparent system improves public trust and accountability while allowing policymakers to adapt incentives over time to reflect changing goals and market conditions.
Best Practice	Nashville's Performance Based Tax Abatement Program

■ GOAL 1 ACTION ITEMS

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Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.4: Increase Granularity of Incentives Through a Location-Specific Allocation Framework	
	Washington, D.C.'s Neighborhood Prosperity Fund uses a mapped, location-specific model to allocate incentives to underserved areas with the highest public need. The City of of Kansas City can adopt a similar framework to tailor incentives based on neighborhood-level conditions, such as economic distress, infrastructure readiness, or displacement risk. By aligning incentive values to geography, the City of Kansas City can better target high-impact investments, avoid over-subsidization in strong markets, and advance equity goals. A transparent, map-based tool, integrated with city planning efforts, can help developers understand where incentives apply and build community trust in the allocation process.
Key Actions	Identify key geographies (e.g., underserved areas, transit-oriented zones, brownfield sites), Develop a location-based scoring system to inform incentive levels, Integrate mapping tools to visualize eligibility and support policy alignment, Coordinate with neighborhood plans, planning staff, and infrastructure agencies, Ensure public access to maps and criteria to support transparency, Review and adjust geographic classifications annually to reflect changing conditions
Why it Works	A location-specific framework helps the City of Kansas City proactively guide investment toward areas of greatest need. It aligns incentives with the City of Kansas City's broader planning and equity goals while preventing over-subsidization in high-demand neighborhoods. This system also allows for greater consistency in decision-making and supports community engagement by making incentive policies more understandable and predictable. The result is a smarter, more equitable use of public funds.
Best Practice	Washington, D.C.'s Neighborhood Prosperity Fund

■ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.5: Update and Create Economic Development Dashboards with Equity and Sustainability Metrics	
	Philadelphia has developed public dashboards to track equity and sustainability goals, giving residents easy access to data that promotes transparency and accountability. These platforms display the racial, ethnic, and gender makeup of the city's workforce and track departments' progress on racial equity plans. Regular progress reports highlight investments in affordable housing, transit, and other community-driven initiatives. Programs like PHLRentAssist, which distributed nearly $300 million in emergency rental support during the pandemic, demonstrate the city's commitment to protecting vulnerable residents. By pairing data transparency with targeted investment, Philadelphia builds trust and drives equitable outcomes citywide.
Key Actions	Update existing, develop and maintain new dashboards, Publish annual reports highlighting progress made on issues most related to improving citywide equity, Highlight ongoing and newly announced projects and their goals
Why it Works	By providing real-time data and updates, residents can see tangible progress and understand where resources are located. Regular reporting ensures that city departments remain committed to equity goals and allows for public scrutiny. Accessible dashboards empower residents to engage with city initiatives and provide feedback.
Best Practice	The City of Philadelphia Progress Report: Equitable and Inclusive Growth

GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.6 Support Inclusive Business and Workforce Equity Outcomes	
	Chicago's Connected Communities Ordinance shows how embedding equity into development policy can enhance local opportunity while delivering stronger project impacts. The ordinance requires workforce training, local hiring, and contractor diversity in exchange for transit-oriented development benefits, steering investment into disinvested neighborhoods and boosting equitable outcomes. the City of Kansas City can replicate this approach by attaching incentive eligibility to measurable equity benchmarks, such as M/WBE participation, apprenticeship use, and local hiring plans, and tracking performance publicly to ensure inclusive growth and accountability.
Key Actions	Reevaluate or improve M/WBE participation targets for all incentivized projects, Require workforce development, local hiring, and apprenticeship plans, Ensure results are being monitored, Offer technical assistance for small and underrepresented businesses, Publish annual performance reports with project-level equity metrics
Why it Works	Linking economic incentives to inclusive outcomes ensures that public investments deliver shared benefits, not just profit. When cities require local hiring, skills training, and supplier diversity as part of incentive deals, they create more pathways into the economy for historically excluded residents and businesses. This strategy fosters trust, builds capacity in underserved communities, and aligns development with long-term equity goals. As part of these efforts, ensuring that entrepreneurs and small business owners, particularly women and caregivers, have reliable childcare options can increase business formation, retention, and growth, while strengthening the city's overall entrepreneurial ecosystem.
Best Practice	Chicago's Connected Community Ordinance

■ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development

ACTION ITEM 1.7: Activate Use of Public Land for Revenue Streams

Outside Lands is a three-day music, food, and arts festival that has generated over $1 billion in economic impact for San Francisco since its 2008 launch. Held annually in Golden Gate Park, it brings over 200,000 attendees and provides a steady funding stream for the city's Recreation & Parks Department through over $2 million in annual permit fees. This festival is the largest independently owned festival in the United States. Events like Outside Lands offset public parks' maintenance costs through permit fees, vendor payments, and sponsorship revenue. The festival features 100% local food vendors, many of them small businesses or BIPOC-owned, amplifying community wealth generation. These live events boost nearby hotels, restaurants, and retail. A signature City of Kansas City event could draw regional tourism and strengthen the city's creative economy, especially if paired with a Kansas City-specific identity like jazz, barbecue, or riverfront culture. Beyond one-off and annual events, public land activations include mixed use developments inclusive of multiple channels of housing.

Key Actions	Local stakeholder engagement, incorporate local programming and partners, scale for long-term growth, initiate dialogue with music festival operators	
Why it Works	By hosting large-scale, ticketed events like music festivals or cultural expos, the City of Kansas City can create a dependable revenue stream for underfunded parks. Events anchored in public spaces provide a launchpad for local entrepreneurs, particularly those from historically excluded communities. Hosting a signature Kansas City festival in a public park elevates the city's brand while drawing regional tourism. Events built around the city's unique assets including but not limited to, jazz, barbecue, Black history, or riverfront culture, reinforce civic pride and invite investment.	
Best Practice	Outside Lands Music & Arts Festival	

■ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.8: Freight Plan, Inclusive of the Region	
	The Minnesota State Freight Plan, adopted in November 2024, offers a unified, 20-year framework guiding freight investments across modes, from highways and rail to air, water, and pipelines. It aligns closely with the statewide Minnesota GO Vision and federal freight requirements, setting clear goals around infrastructure stewardship, safety, economic connectivity, environmental protection, and system resilience. A structured Freight Action Agenda outlines near-, mid-, and long-term priorities, defines agency roles, and commits to publicly tracking progress. Through extensive stakeholder engagement, including public outreach and the Minnesota Freight Advisory Committee, the plan targets key bottlenecks, first- and last-mile linkages, and sustainable trucking strategies. With dedicated funding through federal and state programs, Minnesota ensures its freight network remains efficient, equitable, and positioned to support both regional commerce and community wellbeing.
Key Actions	Advance first-/last-mile connectivity projects (e.g., ensuring people and vehicles can actually use new transportation infrastructure by ensuring seamless, safe, and convenient links to and from it), modernize and maintain freight infrastructure, integrate freight into climate and resilience planning
Why it Works	The Minnesota State Freight Plan works by aligning long-term freight system needs with clear investment priorities and measurable outcomes. By focusing on first-/last-mile access, infrastructure modernization, and climate resilience, the plan addresses both immediate challenges and future demands. Strong stakeholder engagement ensures that public and private sector voices shape decision-making, while dedicated funding pathways and a defined action agenda provide the tools to implement improvements effectively. This coordinated approach supports economic competitiveness, environmental goals, and equitable access to freight infrastructure across the state.
Best Practice	Minnesota State Freight Plan

■ GOAL 1 ACTION ITEMS

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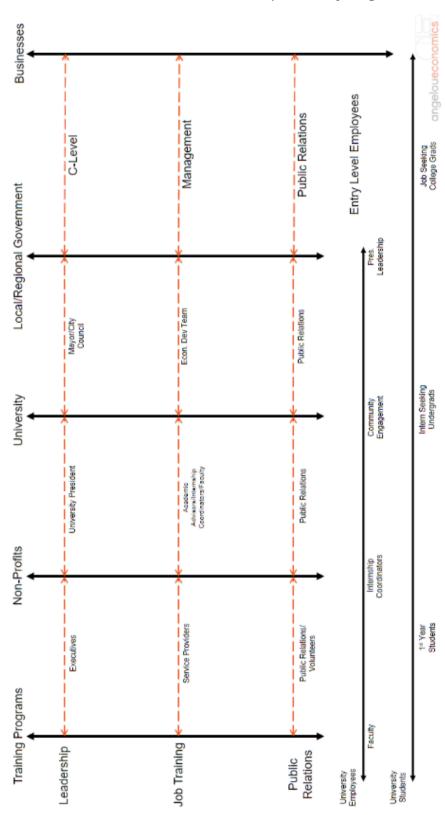| Codify a Strategic Plan for Equitable Economic Development	
ACTION ITEM 1.9: Review all Internal Entities	
	The City of Kansas City ought to review all internal entities and policies to ensure that they are not functionally siloed. Rather, each entity and policy should be accessible and understandable across City of Kansas City departments, with minimal explanation.
Key Actions	Conduct a comprehensive internal review of structures and procedures, Establish a centralized coordinating entity, Implement cross-departmental teams and shared KPIs, Improve transparency and communication, Invest in staff training and cultural alignment, Formalize interagency partnerships with MOUs.
Why it Works	PartnerTulsa is the culmination of merging multiple agencies into a single, independent agency, which eliminated redundant functions, unified missions, and streamlined decision-making. It's unified mission focuses on shared prosperity and racial equity, providing clear mission and governance. It also aligned tools and resources (e.g., TIF, brownfield funds, grants, etc.) under a central body. The resulting single point of entry created greater efficiency for developers, businesses, and stakeholders. PartnerTulsa also operates with a clear set of goal-oriented performance metrics, covering economic impact, housing, equitable development, and grant utilization.
Best Practice	PartnerTulsa

GOAL 1 ACTION ITEMS

Sample communication matrix to inform multiple entity alignment

◼ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development

ACTION ITEM 1: Codify Existing Policies

Conduct a comprehensive policy audit, draft and align a legislative framework, establish oversight and accountability mechanisms.

ACTION ITEM 2: Reevaluate and Revise Incentive Policies to Prioritize Equity Outcomes

UPDATE; Develop equity scorecards, identify equity investment zones, establish optional community benefit agreements.

ACTION ITEM 3: Adopt a Tiered Incentive Policy

Define tier criteria (e.g., wages, location, minority business inclusion, environmental impact), Develop a points based incentive rubric, Create a cross departmental project evaluation team, Publish project evaluations and incentive justifications publicly, Conduct annual reviews and make data informed policy updates.

ACTION ITEM 4: Increase Granularity of Incentives Through a Location-Specific Allocation Framework

Identify key geographies (e.g., equity investment corridors, transit-oriented zones, brownfield sites), Develop a location-based scoring system to inform incentive levels, Integrate mapping tools to visualize eligibility and support policy alignment, Coordinate with neighborhood plans, planning staff, and infrastructure agencies, Ensure public access to maps and criteria to support transparency, Review and adjust geographic classifications annually to reflect changing conditions.

ACTION ITEM 5: Update and Create Economic Development Dashboards with Equity and Sustainability Metrics

Update existing, develop and maintain new dashboards, publish annual reports highlighting progress made on issues most related to improving citywide equity, highlight ongoing and newly announced projects and their goals.

■ GOAL 1 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Codify a Strategic Plan for Equitable Economic Development

ACTION ITEM 6: Support Inclusive Business and Workforce Equity Outcomes

Set M/WBE participation targets for all incentivized projects, Require workforce development, local hiring, and apprenticeship plans, Create a compliance team or Office of Equity to monitor results, Offer technical assistance for small and underrepresented businesses, Publish annual performance reports with project-level equity metrics.

ACTION ITEM 7: Activate Use of Public Land for Revenue Streams

Local stakeholder engagement, incorporate local programming and partners, scale for long-term growth, initiate dialogue with music festival operators.

ACTION ITEM 8: Freight Plan, Inclusive of the Region

Advance first-/last-mile connectivity projects, modernize and maintain freight infrastructure, integrate freight into climate and resilience planning.

ACTION ITEM 9: Review all Internal Entities

Conduct a comprehensive internal review of structures and procedures, Establish a centralized coordinating entity, Implement cross-departmental teams and shared KPIs, Improve transparency and communication, Invest in staff training and cultural alignment, Formalize interagency partnerships with MOUs.

GOAL 2:
CREATE AN EFFICIENT AND TRANSPARENT DEVELOPMENT PROCESS

🟧 GOAL 2

Create an Efficient and Transparent Development Process

Goal 1 outlined the necessities of alignment and transparency. Frustrations have been expressed regarding lack of cohesion in policy, action, and accountability. Codified economic development policies set the stage for Goal 2. Goal 2 represents processes to ensure the successful implementation of Goal 1. Goal 2 calls for for data-driven practices that:

- Are easily accessible;
- Review projects and developments based on the City's goals; and
- Provide transparency for residents and businesses.

Whereas Goal 1 represents the "where", Goal 2 represents the "how". Goal 2 outlines the processes that determine how city officials, residents, and businesses want to shape the City of Kansas City's economy.

Throughout stakeholder engagement, AngelouEconomics staff consistently heard that the City of Kansas City's permitting process is a major impediment to development. Developers, business owners, and community activists alike described it as slow, lacking transparency, and burdensome for those trying to invest in and grow the city. This feedback underscores the urgent need for reform to improve efficiency and support economic development.

One potential solution is the implementation of a self-permitting, or self-certification, system. Under such a program, licensed professionals such as architects and engineers could certify that their projects comply with relevant building codes and regulations, allowing them to bypass the traditional full review process by city staff. This approach is designed to reduce delays while maintaining accountability and legal compliance.

Several major U.S. cities have successfully adopted self-certification programs to expedite permitting. New York City expanded its program in 1995 to include design compliance, streamlining approvals while retaining oversight through random audits. Other cities like Dallas, Denver, and Cincinnati have also implemented similar systems, reporting improved efficiency and satisfaction among applicants. These examples suggest that a well-designed self-permitting program could help Kansas City modernize its permitting system while supporting responsible growth.

■ GOAL 2

Create an Efficient and Transparent Development Process

Creating an efficient and transparent development process is essential to ensuring that the City of Kansas City's growth reflects the values, aspirations, and priorities of its residents. By clearly articulating where the community wants the city and its economy to go in both geographic and strategic terms, the City of Kansas City can better align public investments, land use decisions, and economic development tools with a shared and forward-looking vision. An effective process must include meaningful community engagement, data-informed decision-making, and strong coordination across departments and agencies. This not only reduces uncertainty and delays for developers but also builds public trust and encourages investment that supports long-term community goals.

Transparency throughout the process allows residents to see how individual development projects contribute to broader outcomes such as neighborhood revitalization, good-paying jobs, inclusive economic growth, and sustainable infrastructure. Together, these elements help create a clear and actionable roadmap that guides the City of Kansas City toward a more equitable and prosperous future.

Goal 2: Policy Recommendations
1. Reevaluate Existing Scorecards
2. Create a Transparent Online Portal
3. Establish Dashboard with Equity Metrics
4. Develop an Incentive Toolbox
5. Develop an Interactive, Parcel-Based Map of Available Incentives
6. Adopt a Self-Permitting Program
7. Incorporate Stakeholder Engagement to Drive Community-Led Asset Mapping and Planning
8. Provide Public Access to District-Level Economic Data to Ensure Transparency and Accountability

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 2.1: Reevaluate Existing Scorecards

Cleveland's Community Benefit Scorecard offers a practical model for structuring development decisions around clear public priorities and transparent scoring. Their tool assigns weighted points for outcomes like workforce inclusion, affordability, sustainability, and community benefits, and shares scores with developers before deal structuring, reducing uncertainty and speeding approvals. The City of Kansas City can adopt a similar system by refining its own scorecard to simplify categories, emphasize key citywide goals, and publish project scores early in the review process to promote efficiency, equity, and accountability.

Key Actions	Review current scorecard metrics across departments, Simplify scoring categories and clarify weighting, Pilot early project pre-scoring meetings with developers, Publish score summary and rationale prior to final approvals, Regularly update rubric to reflect evolving priorities
Why it Works	A transparent, outcomes-oriented scorecard streamlines the development process by communicating early what the city values, reducing lengthy back-and-forth negotiations. With public scoring visible upfront, developers can target improvements and communities see why decisions are made, fostering trust and ensuring consistent, equitable application of incentives.
Best Practice	Cleveland's Community Benefit Scorecard

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process	
ACTION ITEM 2.2: Create a Transparent Online Portal	
	New York City's Capital Projects Dashboard demonstrates how public-facing portals can improve trust, accountability, and decision-making in economic development. By displaying real-time data on project status, location, funding, and community impact, the portal empowers residents, developers, and policymakers alike. The City of Kansas City can create a similar centralized platform to track all active and proposed incentive-supported projects, sharing application details, award amounts, community benefits, and outcomes in a single, searchable location that improves efficiency and transparency throughout the development process.
Key Actions	Engage internal teams to inventory current incentive tracking systems, Design and build a public-facing portal integrated with city data, Display project basics (location, incentive type, amount, jobs/wages, public benefits), Include search filters by neighborhood, tier, project type, and developer, Update portal in real time with application status and outcomes, Publicize portal through community groups and development agencies
Why it Works	A transparent online portal reduces confusion, enhances accountability, and promotes equitable access to information. By making development data visible and centralized, the city avoids siloed processes and enables faster coordination across departments and with the public. It supports more informed decision-making, encourages community engagement, and builds public trust in how incentives are awarded and tracked over time.
Best Practice	New York City Capital Projects Dashboard

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process	
ACTION ITEM 2.3: Establish Dashboard with Equity Metrics	
	Los Angeles County's ARP Project Dashboard demonstrates how tracking equity metrics publicly can guide more inclusive investment and efficient decision-making. The dashboard provides real-time data on funding, jobs created, percentage of funds allocated to highest-need areas, and demographic outcomes, making outcomes visible and actionable. The City of Kansas City can adopt a similar strategy by developing a public-facing dashboard that monitors outcomes of incentive-backed projects, including metrics such as M/WBE participation, living wages, local hiring, and neighborhood investment levels.
Key Actions	Collaborate with equity, planning, and IT departments to define metrics, Use past projects to baseline performance across race, gender, and geography, Build a dashboard to display outcomes for all incentive-supported projects, Include indicators like M/WBE participation, wage thresholds, and project location, Integrate with the city's public-facing incentive portal, Update quarterly and publish summary equity performance reports
Why it Works	An equity-focused dashboard turns abstract goals into trackable outcomes. By collecting and publicly displaying data, the City of Kansas City can identify trends, gaps, and areas for improvement. This transparency improves policy design, supports equitable implementation, and gives the public the tools to hold institutions accountable. Dashboards also help leaders course-correct over time to ensure that inclusive growth goals are being met in practice, not just in theory.
Best Practice	Los Angeles County's ARP Project Dashboard

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process		
ACTION ITEM 2.4: Develop an Incentives Toolbox		
	Dallas's Office of Economic Development operates a public "Incentives Toolbox" that transparently lists the city's economic programs, explaining each one's purpose, eligibility criteria, benefits, and application process. The toolbox helps businesses and developers understand their options, reducing confusion and speeding up decision-making. The City of Kansas City can adopt this model by creating its own consolidated incentives toolbox that matches each program with relevant use-cases, clarifies performance expectations, and ensures consistent application across projects.	
	Key Actions	Compile and categorize all incentive programs (local, state, federal), Define each tool's purpose, eligibility, benefits, performance metrics, and timelines, Design a searchable, public web portal integrated with the City of Kansas City's incentive systems, Train city staff and external users on navigating and applying tools, Review and update the toolbox annually to reflect new programs and retire outdated tools
	Why it Works	A centralized incentives toolbox reduces confusion and levels the playing field by clearly communicating available options and expectations from the outset. It standardizes processes, accelerates review, and ensures consistency in incentive delivery. Better-informed stakeholders lead to more strategic investments, smarter resource allocation, and faster approvals, all while increasing transparency and accountability in public economic development. Expanding access affordable, high-quality childcare should be incorporated into workforce and business support strategies, removing a critical barrier to employment, especially for women, single parents, and low-income workers, and enabling more residents to participate fully in Kansas City's economy.
	Best Practice	City of Dallas Economic Incentives Programs

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 2.5: **Develop an Interactive, Parcel-Based Map of Available Incentives**

	Philadelphia's Parcel Viewer (Atlas) provides a best-in-class example of how mapping tools can streamline development and enhance transparency. The platform displays parcel-level details on ownership, zoning, permits, tax status, and eligibility for incentives, allowing developers, community members, and city staff to explore incentive data spatially. The City of Kansas City can adapt this model by creating a public, interactive map that highlights parcels eligible for tools like TIF, Opportunity Zones, Enterprise Zones, and other incentives to support efficient site selection and community-informed investment.
Key Actions	Coordinate across planning, GIS, and economic development teams, Aggregate parcel-level incentive eligibility and property data, Build a searchable online map interface with overlays for incentive types, Allow filtering by parcel characteristics (e.g., zoning, infrastructure, incentives), Integrate with development application systems and update regularly
Why it Works	A parcel-based incentive map empowers users with transparent site-level information, reducing the need for case-by-case inquiries and leveling the playing field. Developers can quickly assess potential locations, communities can verify investment activity, and staff can focus on priority sites. This tool promotes equitable access, accelerates decision-making, and ensures that incentives are deployed efficiently to meet city goals.
Best Practice	Philadelphia Atlas – Property Data and Parcel Viewer

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 2.6 **Adopt a Self-Permitting Program**

Dallas's Self-Certification Program allows qualified professionals, such as licensed architects and engineers, to self-certify that their projects comply with applicable building and fire codes. This initiative reduces the time required for plan reviews and inspections, facilitating quicker project approvals. Professionals must be registered with the city and meet specific experience and insurance requirements. The program covers various project types, including certain residential and commercial developments. The city maintains a list of approved Self-Certification Providers (SCPs) and conducts audits to ensure compliance and maintain standards.

Key Actions	Stakeholder Engagement, Pilot Program, Monitoring & Evaluation
Why it Works	By delegating plan reviews and inspections to qualified professionals, the program reduces bottlenecks in the permitting process. City staff can focus on more complex projects, improving overall service delivery. Streamlined permitting can incentivize investment in underdeveloped districts by reducing time and costs associated with project approvals.
Best Practice	Self-Certification Program Guidelines, Dallas, TX

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process	
ACTION ITEM 2.7: Stakeholder Engagement to Drive Community-led Asset Mapping	
	Minneapolis's Cultural Districts Initiative highlights how community-led asset mapping can guide investment toward local strengths and resident-defined priorities. Rather than relying solely on top-down development strategies, the City identified cultural, social, and economic assets through inclusive engagement, allowing neighborhoods to shape investment decisions around what already works. The City of Kansas City can replicate this approach by working directly with residents, businesses, and organizations to map neighborhood assets such as small businesses, anchor institutions, historical sites, and underutilized spaces. These locally defined assets can then guide incentive use, planning, and infrastructure decisions from the ground up.
Key Actions	Convene neighborhood-level engagement sessions in underinvested areas, Partner with local organizations to co-lead asset mapping workshops, Collect data on cultural assets, businesses, community anchors, and opportunity sites, Create an interactive public map that visualizes community-defined assets, Incorporate mapped assets into planning, incentive, and capital investment processes, Update maps regularly and report how asset data is used in decision-making
Why it Works	Community-led asset mapping shifts the focus from needs to strengths, ensuring residents are not only heard but are part of shaping where and how development happens. It supports ground-up planning, builds trust, and leads to more durable, inclusive outcomes. By basing investment on what communities identify as valuable, cities can align development tools with lived experience and local momentum, not just market trends or external plans.
Best Practice	Minneapolis Cultural Districts Asset Mapping

▪ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 2.8: **Provide Public Access to District-Level Economic Data to Ensure Transparency and Accountability**

Washington, DC's Open Data portal demonstrates how district-level economic data can empower residents, support community planning, and improve transparency in public decision-making. Through accessible dashboards and geospatial tools, residents and stakeholders can explore real-time data on employment, income, housing, investment, and development activity across neighborhoods. The City of Kansas City can replicate this model by publishing disaggregated economic data by council district or zip code, enabling stakeholders to monitor progress, evaluate equity outcomes, and guide local decision-making in development and incentive policy.

Key Actions	Identify key metrics to publish at the district or neighborhood level (e.g., income, jobs, business permits, incentive usage, tax base), Develop interactive dashboards and maps with downloadable open data, Publish baseline and trend data with frequent updates, Train neighborhood associations and council offices on how to use the tools, Report annually on how district-level data informs planning, budgeting, and incentive use
Why it Works	Public access to granular economic data ensures that development decisions are informed, equitable, and accountable. It empowers residents, community organizations, and policymakers to track changes, evaluate impact, and advocate for responsive policies. Transparent data builds trust, fosters shared ownership over outcomes, and ensures that growth is measured not just by headlines, but by who it actually reaches.
Best Practice	[Washington, DC Open Data and Economic Intelligence Dashboard](#)

GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 1: Reevaluate Existing Scorecards

Review current scorecard metrics across departments, Simplify scoring categories and clarify weighting, Pilot early project pre-scoring meetings with developers, Publish score summary and rationale prior to final approvals, Regularly update rubric to reflect evolving priorities.

ACTION ITEM 2: Create a Transparent Online Portal

Engage internal teams to inventory current incentive tracking systems, Design and build a public-facing portal integrated with city data, Display project basics (location, incentive type, amount, jobs/wages, public benefits), Include search filters by neighborhood, tier, project type, and developer, Update portal in real time with application status and outcomes, Publicize portal through community groups and development agencies.

ACTION ITEM 3: Establish Dashboard with Equity Metrics

Collaborate with equity, planning, and IT departments to define metrics, Use past projects to baseline performance across race, gender, and geography, Build a dashboard to display outcomes for all incentive-supported projects, Include indicators like M/WBE participation, wage thresholds, and project location, Integrate with the city's public-facing incentive portal, Update quarterly and publish summary equity performance reports.

ACTION ITEM 4: Develop an Incentives Toolbox

Compile and categorize all incentive programs (local, state, federal), Define each tool's purpose, eligibility, benefits, performance metrics, and timelines, Design a searchable, public web portal integrated with the City of Kansas City's incentive systems, Train city staff and external users on navigating and applying tools, Review and update the toolbox annually to reflect new programs and retire outdated tools.

■ GOAL 2 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Create an Efficient and Transparent Development Process

ACTION ITEM 5: **Develop an Interactive, Parcel-Based Map of Available Incentives**

Coordinate across planning, GIS, and economic development teams, Aggregate parcel-level incentive eligibility and property data, Build a searchable online map interface with overlays for incentive types, Allow filtering by parcel characteristics (e.g., zoning, infrastructure, incentives), Integrate with development application systems and update regularly.

ACTION ITEM 6: **Adopt A Self-Permitting Program**

Stakeholder Engagement, Pilot Program, Monitoring & Evaluation

ACTION ITEM 7: **Stakeholder Engagement to Drive Community-led Asset Mapping**

Convene neighborhood-level engagement sessions in underinvested areas, Partner with local organizations to co-lead asset mapping workshops, Collect data on cultural assets, businesses, community anchors, and opportunity sites, Create an interactive public map that visualizes community-defined assets, Incorporate mapped assets into planning, incentive, and capital investment processes, Update maps regularly and report how asset data is used in decision-making.

ACTION ITEM 8: **Provide Public Access to District-Level Economic Data to Ensure Transparency and Accountability**

Identify key metrics to publish at the district or neighborhood level (e.g., income, jobs, business permits, incentive usage, tax base), Develop interactive dashboards and maps with downloadable open data, Publish baseline and trend data with frequent updates, Train neighborhood associations and council offices on how to use the tools, Report annually on how district-level data informs planning, budgeting, and incentive use.

GOAL 3: UPFRONT ACCOUNTABILITY & TRANSPARENCY

■ GOAL 3

Upfront Accountability & Transparency

Goal 1's "why" and Goal 2's "where" prepare for Goal 3.

Goal 1's "where" and Goal 2's "internal how" set the stage for Goal 3, the "external how".

Goal 3 outlines "how" the city's elected officials, residents, and businesses collaborate to achieve the goals outlined in the previous two sections. This engagement portion is critical as it provides opportunities for residents to participate in meaningful ways toward the construction of an economy that works for all Kansas Citians.

Engagement, however, is not a one-way flow of information. For the City of Kansas City to achieve its goals, this engagement must include recommendations from the ground up and from the top down. Stated another way, community-driven recommendations and elected official recommendations must be reconciled together.

Goal 3 recommends increased engagement opportunities, particularly in disinvested areas, allowing residents to participate in the process, express their desires for development in their communities, understand development projects in their communities, and voice their concerns. Goal 3's policy recommendations and action items include:
- Empower neighborhoods to shape economic development priorities;
- Stakeholder engagement to drive community-led asset mapping and planning;
- Identify anchor institutions;
- Workshop with local stakeholders to flesh out festivals, storytelling, and other community efforts; and
- Empower residents

GOAL 3

Upfront Accountability & Transparency

Identifying upfront accountability and transparency ensures that economic development is rooted in the lived experiences, strengths, and aspirations of the City of Kansas City communities. By giving neighborhoods a meaningful voice in shaping development priorities, the city can align public and private investments with local goals and cultural identity. Community-led planning and asset mapping allow residents to identify underutilized spaces, local talent, and emerging opportunities, turning everyday knowledge into actionable strategies. This approach builds local capacity and deepens civic ownership, ensuring that economic growth is inclusive, place-based, and reflective of the city's diverse voices.

Workshops with neighborhood leaders, small businesses, and cultural organizations can help elevate community storytelling, strengthen local festivals, and amplify creative initiatives that define the city's identity. These efforts foster collaboration between residents and institutions while celebrating shared history and vision. Identifying and partnering with anchor institutions such as hospitals, universities, and faith-based organizations can further support resident-driven development by anchoring resources within neighborhoods. Ultimately, empowering residents through transparent engagement processes and capacity-building tools creates a more resilient, responsive, and connected local economy.

Goal 3: Policy Recommendations
1. Empower Neighborhoods to Shape Economic Development Priorities
2. Stakeholder Engagement to Drive Community-Led Asset Mapping and Planning
3. Identify Anchor Institutions
4. Workshop with Local Stakeholders to Flesh Out Festivals, Storytelling, and Other Community Efforts
5. Empower Residents
6. Maximize Use of Public Assets

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency	
ACTION ITEM 3.1: Empower Neighborhoods to Shape Economic Development Priorities	
	Portland's Neighborhood Prosperity Initiative demonstrates how giving communities a formal role in local economic development drives more equitable, inclusive outcomes. Through community-governed districts supported by tax increment funding, residents set investment priorities, fund small businesses, and shape the future of their commercial corridors. The City of Kansas City can adopt a similar approach by providing neighborhoods with tools, funding pathways, and institutional support to define and drive their own economic vision. This bottom-up strategy ensures that public investment is grounded in local knowledge, trust, and long-term community benefit.
Key Actions	Establish neighborhood-based economic development councils or boards, Provide training and technical assistance for community leaders and small businesses, Allocate flexible funding or incentives that neighborhoods can help prioritize, Integrate neighborhood plans into citywide development and capital investment frameworks, Facilitate regular community visioning sessions tied to development timelines, Publish outcomes and align future incentives with neighborhood-identified goals
Why it Works	When neighborhoods define their own economic priorities, development becomes more authentic, inclusive, and sustainable. Community members understand the barriers, assets, and needs of their area better than anyone else. Empowering them with decision-making authority and resources shifts power closer to those impacted by investment, fostering trust, building civic capacity, and ensuring that growth benefits existing residents, not just outside interests.
Best Practice	Portland Neighborhood Prosperity Initiative

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency

ACTION ITEM 3.2: Localized Cultural Resource Identification & Activation

	The Community Science "Participatory Asset Mapping Toolkit" offers a tested approach for empowering neighborhoods to identify their own strengths and guide development from the ground up. Designed for use by community-based organizations, it provides clear facilitation guides, templates, and best practices that support residents in identifying and documenting cultural assets, local businesses, social networks, infrastructure, and opportunity sites. The City of Kansas City can use this toolkit to equip local partners to lead mapping workshops, gathering the knowledge and priorities of residents to inform incentive decisions, planning, and investment allocation.
Key Actions	Partner with community-based organizations to lead participatory mapping, Host multilingual, resident-led workshops across diverse neighborhoods, Train community members as facilitators and data collectors, Map assets such as small businesses, cultural landmarks, networks, and informal spaces, Create an interactive, publicly accessible asset map, Integrate local asset data into planning, incentive strategy, and capital funding decisions
Why it Works	This bottom-up approach shifts development planning away from abstract, top-down models by centering local knowledge and priorities. By engaging residents directly in asset identification, communities develop ownership over data and outcomes. Mapping actionable assets enables the City of Kansas City to align incentives and investments with local values, ensuring that growth supports resilience and reflects community-identified opportunities.
Best Practice	Participatory Asset Mapping Toolkit

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency	
ACTION ITEM 3.2: Localized Cultural Resource Identification & Activation	
	Atlanta has leveraged its "Putting Assets to Work" strategy to reform land use and tackle affordable housing by conducting a full inventory of public assets and identifying underutilized properties for redevelopment. This led to the creation of the Atlanta Urban Development Corporation (AUD) to manage these assets with private partners. The city has since launched over 40 public land projects, including innovative mixed-use developments like fire stations with integrated housing. A key success factor is the city's cross-departmental collaboration and use of public-private partnerships, offering a scalable model for other cities addressing urban housing challenges.
Key Actions	Create and maintain asset database, Develop and improve inter-departmental communication, Integrate asset strategies into broader city goals
Why it Works	It allows cities to unlock the hidden value of publicly owned land and property by identifying underutilized assets and repurposing them to serve community needs, such as affordable housing, mixed-use development, or public facilities. By aligning land use policy, public-private partnerships, and equity goals, the program transforms dormant or overlooked properties into engines of inclusive growth and long-term public benefit.
Best Practice	Atlanta Urban Development Corporation

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency	
ACTION ITEM 3.3: Identify Anchor Institutions	
	The Federal Reserve Bank of Atlanta's research on Anchor Institution Strategies outlines how Southeast cities, including New Orleans and Miami, have formed anchor collaboratives among hospitals, universities, and nonprofits to address economic disparities through coordinated hiring, procurement, and investment. These partnerships anchor economic development in place by leveraging institutional assets for inclusive local growth. The City of Kansas City can build on this model by mapping anchor institutions, analyzing their local economic impact, and forming a city-led anchor network to co-create hiring and purchasing commitments tied to equitable investment.
Key Actions	Map anchor institutions across the City of Kansas City (universities, hospitals, nonprofits, public agencies), Analyze current local hiring, procurement, and investment patterns, Convene an Anchor Network with institutional leaders, community stakeholders, and City officials, Develop shared commitments for local hiring, MWBE procurement, and place-based investing, Establish community benefit agreements linked to major new projects or expansions, Report annually on metrics such as jobs created, contracts awarded to local/MWBE firms, and community investment
Why it Works	Anchor institutions are rooted in place and committed to long-term community well-being. By coordinating their workforce, procurement, and investment practices around equity goals, these collaboratives can generate stable, locally-oriented economic ecosystems. This shifts development power into community hands, ensures sustained investment, and aligns large institutional footprints with neighborhood level prosperity.
Best Practice	[Anchor Institution Strategies in the Southeast](#)

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◼ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency	
ACTION ITEM 3.4: Workshop with Local Stakeholders to Flesh Out Festivals, Storytelling, and Other Community Efforts	
	"I Am New Orleans" is a multimedia civic engagement campaign designed to amplify voices of residents from marginalized communities and demonstrate progress on equity and inclusion. This initiative supports equitable development and community healing through storytelling, art, and public dialogue. This campaign was initiated by the Network for Economic Opportunity, a collaborative effort by the City of New Orleans and local partners. The campaign highlights real-life stories from New Orleans residents about topics such as housing access, workforce opportunities, public health, and education reform. Murals and installations were commissioned in underrepresented neighborhoods to reflect residents' lived experiences and aspirations. The campaign produced professionally shot short films and community-shot cellphone videos, allowing for authentic representation. The campaign uses a unifying slogan: "I Am New Orleans" to foster inclusion and belonging.
Key Actions	Create "Equity Success Stories" Portfolio, Public Arts & Murals, Short films & testimonials, Branded campaign, support EDCKC in storytelling and marketing efforts
Why it Works	This program amplifies marginalized voices often overlooked in traditional media, builds public trust through transparency, fuels civic engagement as residents are co-authors of the stories, and creates a visual impact through murals and banners throughout the city.
Best Practice	[I Am New Orleans](#)

◼ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency	
ACTION ITEM 3.5: Empower Residents	
	Boston's Office of Neighborhood Services (ONS) demonstrates how institutionalized resident empowerment can support equitable development by giving communities a formal role in shaping policies, projects, and investments. Through trained liaisons, neighborhood councils, and language access programs, Boston ensures that residents, especially in historically marginalized areas, have a voice in everything from zoning changes to budget decisions. the City of Kansas City can adopt a similar approach by establishing neighborhood-based engagement staff, creating formal resident advisory councils, and ensuring communities have the tools and influence needed to co-create policy and planning decisions.
Key Actions	Establish a citywide Office of Neighborhood Empowerment or community engagement division, Hire and train neighborhood liaisons to represent each district, with a focus on historically excluded areas, Form standing resident advisory councils to participate in budget, incentive, and development decisions, Provide stipends, childcare, and translation services to reduce barriers to civic participation, Create participatory budgeting pilots to allocate small-scale capital or planning funds, Develop a public reporting platform to show how resident input shaped outcomes
Why it Works	Empowering residents ensures development is not just happening to communities, but with and for them. When local voices have decision-making power, plans are more responsive, investment is better targeted, and outcomes are more just. Resident empowerment builds trust, civic capacity, and long-term accountability while strengthening democratic governance at the neighborhood level.
Best Practice	[City of Boston Office of Neighborhood Services](#)

GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency

ACTION ITEM 3.6: Maximize Use of Public Assets

Prosper Portland, the City of Portland's economic and urban development agency, leverages its public assets, particularly its real estate portfolio, through strategic redevelopment and partnership models to advance equitable growth.

Key Actions	Use public assets and strategic public land for mixed-income housing, Identify and prioritize publicly owned sites, Deploy financial tools such as TIF and tax credits, Leverage low-income housing tax credits, Ground projects in data and community priorities, Continue and apply the Market Value Analysis (MVA) to pinpoint neighborhoods most in need of intervention and public benefits, Ensure equity by targeting these identified areas where development can spur meaningful, inclusive investment, Embed resident engagement to provide shared governance, Encourage public-private partnerships with nonprofits and mission-driven developers, Incorporate elements beyond housing such as childcare, markets, co-working hubs, to catalyze inclusive neighborhood ecosystems
Why it Works	Maximizing the use of public assets works because it blends asset optimization, financial leverage, and community trust into a reinforcing cycle that produces both economic returns and equitable outcomes. In short, using public assets in a maximized manner unlocks hidden values in public assets, combines public control with private capital and expertise, ensures projects serve community priorities, promotes economic and social diversity, multiplies impact through integrated amenities, and creates a self-sustaining investment loop. The City of Tulsa's Path to Home is providing a pathway for private developers to repurpose publicly-owned sites for housing conversions, just as Prosper Portland has done.
Best Practice	City of Tulsa - Path to Home

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency

ACTION ITEM 1: **Empower Neighborhoods to Shape Economic Development Priorities**

Establish neighborhood-based economic development councils or boards, Provide training and technical assistance for community leaders and small businesses, Allocate flexible funding or incentives that neighborhoods can help prioritize, Integrate neighborhood plans into citywide development and capital investment frameworks, Facilitate regular community visioning sessions tied to development timelines, Publish outcomes and align future incentives with neighborhood-identified goals.

ACTION ITEM 2: **Localized Cultural Resource Identification & Activation**

Partner with community-based organizations to lead participatory mapping, Host multilingual, resident-led workshops across diverse neighborhoods, Train community members as facilitators and data collectors, Map assets such as small businesses, cultural landmarks, networks, and informal spaces, Create an interactive, publicly accessible asset map, Integrate local asset data into planning, incentive strategy, and capital funding decisions.

ACTION ITEM 3: **Identify Anchor Institutions**

Map anchor institutions across the City of Kansas City (universities, hospitals, nonprofits, public agencies), Analyze current local hiring, procurement, and investment patterns, Convene an Anchor Network with institutional leaders, community stakeholders, and City officials, Develop shared commitments for local hiring, MWBE procurement, and place-based investing, Establish community benefit agreements linked to major new projects or expansions, Report annually on metrics such as jobs created, contracts awarded to local/MWBE firms, and community investment.

■ GOAL 3 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Upfront Accountability & Transparency

ACTION ITEM 4: Workshop with Local Stakeholders to Flesh Out Festivals, Storytelling, and Other Community Efforts

Create "Equity Success Stories" Portfolio, Public Arts & Murals, Short films & testimonials, Branded campaign, support EDCKC in storytelling and marketing efforts.

ACTION ITEM 5: Empower Residents

Establish a citywide Office of Neighborhood Empowerment or community engagement division, Hire and train neighborhood liaisons to represent each district, with a focus on historically excluded areas, Form standing resident advisory councils to participate in budget, incentive, and development decisions, Provide stipends, childcare, and translation services to reduce barriers to civic participation, Create participatory budgeting pilots to allocate small-scale capital or planning funds, Develop a public reporting platform to show how resident input shaped outcomes.

ACTION ITEM 6: Maximize Use of Public Assets

Use public assets and strategic public land for mixed-income housing, Identify and prioritize publicly owned sites, Deploy financial tools such as TIF and tax credits, Leverage low-income housing tax credits, Ground projects in data and community priorities, Continue and apply the Market Value Analysis (MVA) to pinpoint neighborhoods most in need of intervention and public benefits, Ensure equity by targeting these identified areas where development can spur meaningful, inclusive investment, Embed resident engagement to provide shared governance, Encourage public-private partnerships with nonprofits and mission-driven developers, Incorporate elements beyond housing such as childcare, markets, co-working hubs, to catalyze inclusive neighborhood ecosystems

GOAL 4:
EFFECTIVELY EVALUATE PERFORMANCE

■ GOAL 4

Effectively Evaluate Performance

To ensure its economic development efforts are effective and equitable, the City of Kansas City must adopt a clear and consistent approach to evaluating performance. Establishing measurable goals and key performance indicators allows the City of Kansas City to track the real impact of its initiatives, particularly those involving public incentives. A comprehensive system for collecting data on past and current economic development activities provides the foundation for meaningful analysis. By evaluating how tools such as tax abatements, grants, and zoning changes influence job creation, investment patterns, and community outcomes, the City of Kansas City can make informed decisions that reflect evolving best practices.

Providing public access to district-level economic data increases transparency, builds community trust, and invites civic participation in the evaluation process. Regular benchmarking against both peer and aspirational cities ensures the City of Kansas City remains competitive while identifying opportunities for growth and innovation. This approach allows the City of Kansas City to assess how its strategies measure up across a range of metrics, from workforce development and business growth to equity outcomes and climate resilience. By integrating evaluation into every stage of planning and implementation, the City of Kansas City positions itself to lead with accountability, adaptability, and long-term impact.

Goal 4: Policy Recommendations
1. Establish Comprehensive Data Collection for Past and Current Activities
2. Analyze Trends, Evaluate Incentive Effectiveness
3. Provide Public Access to District-Level Economic Data to Ensure Transparence and Accountability
4. Evaluate Against Current Comparison and Aspirational Cities
5. Benchmarking with Current Comparison Cities
6. Benchmarking with Aspirational Cities

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance	
ACTION ITEM 4.1: Establish Comprehensive Data Collection for Past and Current Activities	
	San Francisco's Controller's Office Performance Measurement Program demonstrates how centralized, consistent data collection enables cities to measure success, monitor equity, and improve public accountability. Through detailed tracking of program outputs and outcomes, including development incentives, permitting, and community benefits, the City is able to evaluate what's working, where gaps exist, and how resources are performing across departments and neighborhoods. The City of Kansas City can adopt a similar approach by building a cross-agency framework to collect and standardize data on past and present economic development activities, including incentives awarded, outcomes delivered, and geographic distribution.
Key Actions	Conduct a comprehensive audit of past incentive-supported projects and development activities, Standardize data fields across departments (e.g., project location, incentive type, jobs created, M/WBE participation), Develop a centralized database or dashboard with filters for geography, time, and program type, Require ongoing performance reporting from developers and city agencies as part of incentive agreements, Integrate data collection into permit, compliance, and disbursement workflows, Use data to generate annual performance reports tied to key metrics like equity, job creation, and local impact
Why it Works	Robust, consistent data collection allows for objective evaluation of whether incentives and programs are meeting their intended goals. It helps identify underperforming strategies, strengthens transparency, and supports more equitable decision-making. Without comprehensive historical and current data, cities risk repeating ineffective practices or overlooking systemic disparities in program delivery.
Best Practice	San Francisco Performance Program

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance	
ACTION ITEM 4.2: Analyze Trends and Evaluate Incentive Effectiveness	
	Indianapolis's OpenIndy Data Portal and the Indiana Economic Development Corporation's (IEDC) Transparency Portal demonstrate how consistent data analysis can make incentives more measurable and accountable. By publishing details of incentive usage, like project metrics, jobs supported, and investment outcomes, Indianapolis and Indiana empower policymakers and the public to evaluate which programs deliver results and which require adjustments. The City of Kansas City can follow these models by systematically reviewing incentive data, tracking long-term outcomes, and adjusting programs based on evidence and community impact.
Key Actions	Compile data on all incentive-supported projects over the past 10+ years, Analyze trends by geography, incentive type, developer, equity impact, and economic sector, Compare projected vs. actual outcomes (e.g., jobs created, wage levels, investment delivered), Develop regular incentive evaluation reports and present findings to City Council and the public, Use findings to adjust program guidelines, targeting, and community benefit requirements, Integrate evaluation into annual budget and planning processes
Why it Works	Ongoing analysis ensures that incentive programs remain effective, strategic, and aligned with the City of Kansas City's equity goals. When the public can see what works, trust increases, and policymakers can reallocate resources towards tools that fuel inclusive growth instead of perpetuating underperforming or inequitable investments. Regular evaluation also signals the City of Kansas City's commitment to data-driven decision making and continuous improvement.
Best Practice	Indy Open Data Portal; IEDC Transparency Portal

GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance	
ACTION ITEM 4.3: Provide Public Access to District Level Economic Data to Ensure Transparency and Accountability	
	New York City's Equity NYC Dashboard provides a powerful model for making neighborhood-level economic data accessible and actionable. By disaggregating data across key equity indicators, such as employment, income, housing stability, and access to services, NYC enables residents, planners, and policymakers to evaluate progress and direct resources where they're needed most. The City of Kansas City can adopt a similar approach by publishing economic development data by council district and neighborhood, including incentive usage, job creation, business formation, and investment levels to inform public policy and promote accountability.
Key Actions	Partner with the Office of Performance Management, Planning, and IT to define district-level metrics, Collect and disaggregate data on incentives awarded, jobs created, MWBE participation, and investment levels, Develop interactive public dashboards that allow comparison across districts and over time, Include filters for race, income, gender, geography, and project type to support equity evaluation, Train council staff, residents, and community organizations on using the dashboard to inform advocacy, Publish quarterly updates and integrate insights into budget and planning processes
Why it Works	Access to disaggregated, real-time economic data empowers residents, builds trust, and enables better policy. District-level visibility allows communities to understand how resources are being distributed, whether investments align with needs, and how outcomes vary across neighborhoods. This transparency strengthens public engagement, supports equity-informed planning, and holds the City accountable to its development goals.
Best Practice	Equity NYC Dashboard

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance

ACTION ITEM 4.4: Evaluate Against Current Comparison and Aspirational Cities

	The Brookings Metro Monitor provides a nationally recognized model for comparing regional performance across economic growth, inclusion, and prosperity indicators. By benchmarking against similar and aspirational metros, cities can identify strengths, diagnose gaps, and adapt strategies based on what's working elsewhere. The City of Kansas City can institutionalize this approach by identifying a peer set of comparison cities and tracking performance across indicators like wage growth, racial equity, business dynamism, and public investment, helping guide economic strategy and accountability.
Key Actions	Identify a set of peer cities based on demographics, geography, economic profile, and strategic goals, Develop a shared indicator framework (e.g., job growth, wage equity, housing the City of Kansas City's performance annually to both peer and aspirational cities, Use data to understand policy differences, surface best practices, and set realistic goals, Publish benchmarking dashboards and incorporate findings into annual economic reports, Engage stakeholders and residents in interpreting results and co-developing improvements
Why it Works	Benchmarking allows the City of Kansas City to evaluate not just whether it is improving, but whether it is improving fast enough and in the right areas. It offers perspective on what's possible, reveals which strategies are delivering results elsewhere, and encourages continuous improvement. Transparent comparisons help build accountability, sharpen strategy, and inspire higher standards aligned with community and regional aspirations.
Best Practice	Brookings Metro Monitor

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance	
ACTION ITEM 4.5: Benchmarking With Current Comparison Cities	
	The Federal Reserve Bank of Chicago's Peer City Identification Tool (PCIT) offers a robust, data-driven model for benchmarking by identifying cities with similar economic, demographic, housing, and equity profiles. By clustering cities based on multiple metrics, the City of Kansas City can establish realistic peers, and then compare performance, uncover promising strategies, and set tailored improvement goals.
Key Actions	Use PCIT to select 5–10 peer cities with similar population, economy, and equity profiles, Choose performance indicators, such as job growth, wage and housing affordability, business dynamism, incentive ROI, and M/WBE inclusion, Develop a public-facing benchmarking dashboard that compares the City of Kansas City against selected peers, Analyze gaps and strengths in the City of Kansas City's performance relative to peers, Host annual roundtables with stakeholders to interpret findings and extract best practices Integrate benchmarking insights into economic development policies, incentive design, and annual strategic plans
Why it Works	Benchmarking against peer cities helps the City of Kansas City measure performance in context, not just over time, but relative to similar communities. It reveals where the City of Kansas City is excelling or underperforming and identifies proven strategies from peer successes. This fosters accountability, encourages continuous improvement, and transparently communicates progress to residents and partners
Best Practice	[Chicago Fed Peer City Identification Tool](#)

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance

ACTION ITEM 4.6: Benchmarking With Aspirational Cities

The City of Kansas City can accelerate innovation and inclusive growth by establishing a structured benchmarking initiative focused on aspirational cities; cities that demonstrate high performance in areas the city aims to lead: inclusive economic development, green infrastructure, equitable mobility, digital equity, and resilient housing. Instead of comparing performance solely to peer cities, the City of Kansas City should identify 3–5 national leaders and use their success metrics, implementation timelines, and governance models to set ambitious local goals. This strategy repositions the city as a forward-facing metro seeking not just parity, but excellence in public service delivery and equity outcomes.

Key Actions	**Select Aspirational Cities by Theme** ○ Group cities by domain: for example, Portland for climate-smart zoning, Minneapolis for racial equity metrics, Austin for innovation economy, and Seattle for digital inclusion. Align selections with the City of Kansas City's strategic priorities. **Develop a KC "Aspirational Performance Framework"** ○ Identify 10–12 key indicators across economic mobility, housing access, workforce diversity, sustainability, and public trust. Align each indicator with a benchmark from an aspirational city. **Launch the "KC Performance Accelerator" Dashboard** ○ Design a public-facing tool that tracks the City of Kansas City's progress toward these aspirational benchmarks. Include annual progress scores and a visual gap analysis to show where the City of Kansas City stands. **Engage Local Institutions in Policy Co-Learning** ○ Partner with universities, anchor institutions, and civic tech organizations to study and pilot policies modeled after high-performing cities. **Integrate Findings into City Policy and Budget Cycles** ○ Use the benchmarking results to shape multi-year economic development strategies, revise incentive programs, and establish performance contracts with departments or public-private partners.

GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance	
ACTION ITEM 4.6: Benchmarking With Aspirational Cities	
Why This Works	This approach shifts benchmarking from a passive reflection of performance to an active tool for policy transformation. Aspirational benchmarking helps the City of Kansas City stay current, implement smarter, and align across sectors with a unified vision for equitable progress. By setting goals based on what's possible, not just what's average, the City of Kansas City can lead with intention, attract forward-thinking partners, and build resident confidence in its future.
Example	

Inclusive Economic Growth
Kansas City: 58
Aspirational Cities Avg: 78

Equitable Housing Access
Kansas City: 62
Aspirational Cities Avg: 85

Green Infrastructure
Kansas City: 55
Aspirational Cities Avg: 80

Digital Equity
Kansas City: 50
Aspirational Cities Avg: 75

Mobility & Transportation Equity
Kansas City: 60
Aspirational Cities Avg: 82

Workforce Diversity
Kansas City: 65
Aspirational Cities Avg: 88

Climate Resilience
Kansas City: 57
Aspirational Cities Avg: 79

Public Trust Metrics
Kansas City: 59
Aspirational Cities Avg: 83

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance

ACTION ITEM 1: Establish Comprehensive Data Collection for Past and Current Activities

Conduct a comprehensive audit of past incentive-supported projects and development activities, Standardize data fields across departments (e.g., project location, incentive type, jobs created, M/WBE participation), Develop a centralized database or dashboard with filters for geography, time, and program type, Require ongoing performance reporting from developers and city agencies as part of incentive agreements, Integrate data collection into permit, compliance, and disbursement workflows, Use data to generate annual performance reports tied to key metrics like equity, job creation, and local impact

ACTION ITEM 2: Analyze Trends and Evaluate Incentive Effectiveness

Compile data on all incentive-supported projects over the past 10+ years, Analyze trends by geography, incentive type, developer, equity impact, and economic sector, Compare projected vs. actual outcomes (e.g., jobs created, wage levels, investment delivered), Develop regular incentive evaluation reports and present findings to City Council and the public, Use findings to adjust program guidelines, targeting, and community benefit requirements, Integrate evaluation into annual budget and planning processes

ACTION ITEM 3: Provide Public Access to District Level Economic Data to Ensure Transparency and Accountability

Partner with Performance Management, Planning, and IT to define district-level metrics, Collect and disaggregate data on incentives awarded, jobs created, MWBE participation, and investment levels, Develop interactive public dashboards that allow comparison across districts and over time, Include filters for race, income, gender, geography, and project type to support equity evaluation, Train council staff, residents, and community organizations on using the dashboard to inform advocacy, Publish quarterly updates and integrate insights into budget and planning processes

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance

ACTION ITEM 4: Evaluate Against Current Comparison and Aspirational Cities

Identify a set of peer cities based on demographics, geography, economic profile, and strategic goals, Develop a shared indicator framework (e.g., job growth, wage equity, housing affordability, business starts, incentive efficiency), Compare the City of Kansas City's performance annually to both peer and aspirational cities, Use data to understand policy differences, surface best practices, and set realistic goals, Publish benchmarking dashboards and incorporate findings into annual economic reports, Engage stakeholders and residents in interpreting results and co-developing improvements.

ACTION ITEM 5: Benchmarking With Current Comparison Cities

Use PCIT to select 5–10 peer cities with similar population, economy, and equity profiles, Choose performance indicators, such as job growth, wage and housing affordability, business dynamism, incentive ROI, and M/WBE inclusion, Develop a public-facing benchmarking dashboard that compares the City of Kansas City against selected peers, Analyze gaps and strengths in the City of Kansas City's performance relative to peers, Host annual roundtables with stakeholders to interpret findings and extract best practices, Integrate benchmarking insights into economic development policies, incentive design, and annual strategic plans.

■ GOAL 4 ACTION ITEMS

Action Items are in reference to policy recommendations. These represent case studies from other communities demonstrating how such recommendations can be implemented.

Effectively Evaluate Performance

ACTION ITEM 6: **Benchmarking with Aspirational Cities**

Select Aspirational Cities by Theme
- Group cities by domain: for example, Portland for climate-smart zoning, Minneapolis for racial equity metrics, Austin for innovation economy, and Seattle for digital inclusion. Align selections with the City of Kansas City's strategic priorities.

Develop a KC "Aspirational Performance Framework"
- Identify 10–12 key indicators across economic mobility, housing access, workforce diversity, sustainability, and public trust. Align each indicator with a benchmark from an aspirational city.

Launch the "KC Performance Accelerator" Dashboard
- Design a public-facing tool that tracks the City of Kansas City's progress toward these aspirational benchmarks. Include annual progress scores and a visual gap analysis to show where the City of Kansas City stands.

Engage Local Institutions in Policy Co-Learning
- Partner with universities, anchor institutions, and civic tech organizations to study and pilot policies modeled after high-performing cities.

Integrate Findings into City Policy and Budget Cycles
- Use the benchmarking results to shape multi-year economic development strategies, revise incentive programs, and establish performance contracts with departments or public-private partners.

■ Conclusion

Building Kansas City's Equitable Economic Future

Kansas City, Missouri stands at a pivotal moment in its economic development journey. With a growing urban core, increased national visibility, and diverse communities, the city has both the opportunity and responsibility to ensure that its growth is inclusive, transparent, sustainable, and rooted in equity. The recommendations and strategies outlined in this report collectively articulate a path toward equitable economic development that is not only visionary but also actionable.

To realize this vision, the city must integrate equity into the DNA of every development decision, codifying it into policy, embedding it into practice, and measuring it through transparent data systems. The four strategic goals presented, codifying a strategic plan, streamlining processes, empowering residents, and evaluating performance, form a comprehensive and interdependent framework that can guide the City of Kansas City toward long-term prosperity for all its residents.

Equitable economic development is not a one-time initiative, it is an evolving commitment that demands adaptability, courage, and collective vision. This strategy is not simply about attracting investment or accelerating growth; it is about ensuring that growth is fair, inclusive, and rooted in community-defined priorities. By following this roadmap, the City of Kansas City can create a resilient economy that honors its diverse history, unlocks its full geographic and cultural potential, and delivers tangible benefits to all who call it home.

The path forward will require collaboration across public, private, and civic sectors. It will call for leadership that listens and policy that evolves. But with clear goals, transparent systems, and empowered residents, the City of Kansas City can become a national model for equitable economic development, one where growth is measured not only by what is built, but by who it uplifts.

IMPLEMENTATION MATRIX

NATIONAL WORLD WAR I MUSEUM AND MEMORIAL

Goal 1: Codify a Strategic Plan for Equitable Economic Development

Action Item	Key Actions	Responsible Parties	Timeline (Months)	KPIs	Best Practice
1.1 Codify Policies	Audit policies, legislative framework	City Council, Legal	6–12 Months	# of codified policies; Policy alignment score	OneNYC (NYC)
1.2 Revise Incentives for Equity	Scorecards, zones, CBAs	Equity Office	9–15 Months	% of projects with equity score ≥ 80%; # of CBAs signed	Indianapolis
1.3 Tiered Incentives	Develop points rubric	Planning, Finance	9–18 Months	% of incentives awarded to Tier 1/2 projects; Public scorecard availability	Nashville PILOT
1.4 Location-Based Incentives	Geo-scoring, mapping tool	GIS, Econ Dev.	10–16 Months	% of incentives in Equity Zones; map access analytics	DC Prosperity Fund
1.5 Dashboards	Annual equity reports	IT, Equity	6–10 Months	Dashboard uptime; % increase in user access	Philadelphia
1.6 Inclusive Workforce	M/WBE goals, hiring targets	Equity Office	8–14 Months	% M/WBE contracts; % local hires; # apprenticeships	Chicago
1.7 Public Land Activation	Stakeholder events	Parks & Rec	12–18 Months	Revenue from events; Local vendor participation rate	Outside Lands (SF)
1.8 Freight Plan	Climate-ready logistics	Transportation	12–24 Months	% of freight projects addressing climate goals	Minnesota Freight Plan
1.9 Review all Internal Entities	Internal review, centralize coordination	All	6–9 Months	% of econ. dev. projects involving two or more city departments; Avg. time from project proposal to approval	PartnerTulsa

Goal 2: Create an Efficient and Transparent Development Process for Equitable Economic Development

Action Item	Key Actions	Responsible Parties	Timeline (Months)	KPIs	Best Practice
2.1 Scorecard Rework	Rubric, publish early scores	Planning	6–10 Months	Avg. time to project approval; scorecard adoption rate	Cleveland Benefit Scorecard
2.2 Online Portal	Incentive data tracking	IT, Planning	8–12 Months	# of portal visits/month; Avg. time from app to approval	NYC Capital Dashboard
2.3 Equity Metrics Dashboard	Display impact metrics	Equity, IT	9–14 Months	% of projects with equity metrics reported; update frequency	LA ARP Dashboard
2.4 Incentives Toolbox	Database + use guidance	Econ Dev.	6–9 Months	# of programs listed; % stakeholder awareness	Dallas Toolbox
2.5 Parcel Map	Zoning & incentive viewer	GIS, Planning	10–15 Months	Parcel view traffic; # of filtered searches/month	Philadelphia Atlas Viewer
2.6 Self-Permitting	Pilot certified reviewers	Permitting Dept.	9–16 Months	% of permits self-certified; avg. processing time	Dallas SCP
2.7 Asset Mapping	Community workshops	NGOs, Planning	8–12 Months	# of assets mapped; % of workshops held in equity zones	Minneapolis Districts
2.8 District Data Access	Dashboards & training	Performance Mgmt	6–10 Months	% of council districts with complete data; # of data users	D.C. Open Data

Goal 3: Upfront Accountability & Transparency for Equitable Economic Development

Action Item	Key Actions	Responsible Parties	Timeline (Months)	KPIs	Best Practice
3.1 Neighborhood Empowerment	Councils, funding input	Neighborhood Services	6–12 Months	# of neighborhood plans adopted; % of local funding allocations	Portland NPI
3.2 Localized Cultural Resource Identification & Activation	Local mapping workshops	NGOs, Equity	6–10 Months	# of maps created; % used in policy or funding decisions	Participatory Toolkit
3.3 Anchor Institutions	Hiring + investment pacts	Mayor's Office	9–15 Months	$ local procurement; # community MOUs signed	Fed Reserve Southeast Anchors
3.4 Storytelling Campaign	Murals, testimonials	EDCKC, Artists	6–9 Months	# of public art displays; campaign engagement metrics	I Am New Orleans
3.5 Resident Empowerment	Liaisons, budgeting pilots	Neighborhood Services	10–16 Months	# of residents trained/involved; % budget by participatory input	Boston ONS
3.6 Maximize Use of Public Assets	Use public assets/land for mixed income housing	EDCKC, City Planning	12-18 Months	% of identified city-owned real estate assets in the program; number of affordable units delivered	Tulsa: Path to Home

Goal 4: Effectively Evaluate Performance for Equitable Economic Development

Action Item	Key Actions	Responsible Parties	Timeline (Months)	KPIs	Best Practice / Example
4.1 Data Collection	Cross-agency metrics system	Controller, IT	6–10 Months	% of active projects tracked; # of departments reporting	SF Controller Program
4.2 Incentive Evaluation	Compare projections to outcomes	Policy Analysts	8–12 Months	ROI by program; % of goals met vs. projected	IEDC, OpenIndy
4.3 Public Data Access	Disaggregated economic data	Performance Mgmt	6–9 Months	% of data accessible by district; # dashboard users	NYC Equity Dashboard
4.4 & 4.5 Peer Benchmarking	Use PCIT, compare indicators/Public dashboards and reviews	Civic Labs/Planning, Academia	8-12 Months	# of peer cities benchmarked; # of performance gaps addressed; # policy updates from peer review; score gap reduction	Brookings, Fed Reserve
4.6 Aspirational Benchmarking	Track KC vs. high-performers	Performance Team	10-18 Months	% of goals met in KC Accelerator; annual progress rating	KC Accelerator Framework

APPENDIX: POLICY RECOMMENDATIONS

▪ POLICY RECOMMENDATION

Establish a Metro-Wide Innovation & Equity District Network

Concept

Rather than a singular innovation district, establish a network of smaller, connected "Equity Innovation Zones" across the city that align with local sector strengths (e.g., healthcare tech on Hospital Hill, green manufacturing in the Northland, creative economy in 18th & Vine).

Rationale & Implementation Tools
Rationale
Taps into AE's recommendation of connecting businesses, educational institutions, and entrepreneurs.
Distributes innovation opportunities more equitably, avoiding overconcentration downtown.
Builds on the City of Kansas City's commitment to corridor-based development instead of council-district silos
Implementation Tools
Co-located incubators and job training centers.
Incentives for anchor institutions to co-invest in underserved areas.
Tax credits for shared infrastructure and workforce pipelines

■ POLICY RECOMMENDATION

Implement a "Community Wealth Accelerator" Incentive Tier

Concept
Create a special incentive tier that rewards companies for advancing measurable community wealth metrics, including:
- Employee ownership models
- Profit-sharing structures
- Locally rooted supplier procurement

Rationale & Implementation Tools
Rationale
Aligns with AE's push for incentives linked to clear community benefits
Directly addresses the City of Kansas City's equity goals by tackling wealth gaps through structural innovation.
Implementation Tools
Bonus incentives for projects with worker cooperatives or ESOPs
Tiered property tax abatements based on local ownership and reinvestment rates.
Community Benefit Agreement templates focused on wealth-building.

■ POLICY RECOMMENDATION

Develop a Regional Shared Prosperity Compact

Concept
Create a formal compact between the City of Kansas City, neighboring municipalities, school districts, and counties to address:
- Revenue-sharing for regional infrastructure
- Cross-border workforce development
- Coordinated business attraction efforts

Rationale & Implementation Tools
Rationale
Kansas City's unique cross-state fragmentation demands proactive regionalism.
Avoids race-to-the-bottom incentive competition and fosters metropolitan resilience.
Implementation Tools
Establish a joint regional development fund using fractional incentive redirection.
Quarterly joint planning and transparency dashboards.
Align training programs across jurisdictions for mobility in healthcare, logistics, and green industries.

■ POLICY RECOMMENDATION

Launch a "People-First Permitting" Digital Portal

Concept
A citywide permitting and site selection dashboard that integrates:
- Predictive permitting timelines
- Live project tracking with equity impact scores
- Smart parcel-level incentive mapping

Rationale & Implementation Tools
Rationale
Responds to stakeholder frustration with current permitting bottlenecks.
Enhances transparency and empowers local and out-of-market investors.
Implementation Tools
Modeled after Cincinnati's open dashboard and Dallas's self-permitting framework.
Equity impact indicators embedded into approval processes.
Chat-based help for developers unfamiliar with the City of Kansas City protocols.

◼ **POLICY RECOMMENDATION**

Embed Equity Impact Bonds in Corridor Redevelopment

Concept

Use Equity Impact Bonds, public-private social finance tools, to fund corridor redevelopment aligned with AE and the City of Kansas City recommendations.

Rationale & Implementation Tools
Rationale
Supports inclusive development in blighted areas without displacing residents
Leverages private capital to reduce reliance on general funds.
Implementation Tools
Corridor upgrades (transit, housing, broadband) in East-West legacy divide zones.
Bonds repaid only if outcomes like reduced vacancy or improved income are met.
Investor risk tied to community performance metrics.

POLICY RECOMMENDATION

Create a "Future of Work" Civic Lab

Concept
A cross-sector lab that prototypes solutions to automation, AI displacement, and labor shortages, with pilot programs focused on the hospitality, tech, and logistics sectors.

Rationale & Pilot Ideas
Rationale
Builds internal capacity for workforce adaptation
Bridges education, training, and recruitment aligned to high-demand fields
Pilot Ideas
Virtual reality upskilling programs.
Portable benefits pilots for gig workers.
Pre-apprenticeship hubs within community colleges.

POLICY RECOMMENDATION

Create Equity Metrics into Every Incentive Deal

Concept
Formalize the use of "Equity Scorecards" for all incentive applications to evaluate:
- Local hire ratios
- M/WBE participation
- Displacement mitigation
- Community partnership levels

Rationale & Enforcement
Rationale
Echoes the AE call for equity as a guiding principle
Follows models from Indianapolis and Durham as outlined in the City of Kansas City strategy
Enforcement
Clawbacks if scorecard promises are not met.
Bonus incentives for projects scoring in the top percentile.

POLICY RECOMMENDATION

Leverage Major Events for Lasting Infrastructure and Tourism Gains

Concept

Use the FIFA World Cup 2026 as a catalyst to implement long-term infrastructure upgrades, enhance city branding, and expand equitable tourism assets that generate sustained economic benefits.

Rationale & Implementation Tools
Rationale
Capitalizes on the momentum of upcoming global events to fast-track improvements in transit, hospitality training, and public spaces.
Advances AE's recommendation to enhance the visitor experience and develop a cohesive citywide tourism strategy.
Prevents "event fatigue" by ensuring that short-term investments in infrastructure result in long-term community wealth and brand equity.
Implementation Tools
Create a Equity Infrastructure Acceleration Fund to prioritize street, transit, broadband, and park upgrades in World Cup-adjacent and underserved corridors.
Launch of a "KC Global Gateway" visitor brand platform highlighting Kansas City's heritage (e.g., jazz, barbecue, civil rights history) and dispersing visitors beyond the downtown core.
Hospitality sector upskilling and credentialing programs for residents to access event-driven and long-term tourism job opportunities.

POLICY RECOMMENDATION

Leverage Major Events for Lasting Infrastructure and Tourism Gains

Concept
Use the FIFA World Cup 2026 as a catalyst to implement long-term infrastructure upgrades, enhance city branding, and expand equitable tourism assets that generate sustained economic benefits.

Rationale & Implementation Tools
Implementation Tools Continued
Designate "Legacy Investment Zones" within World Cup planning areas where infrastructure investments must include community benefit elements like housing stabilization or small business support.
Partner with tourism agencies, universities, and local creators to build a permanent cultural trail connecting 18th & Vine, the Riverfront, West Bottoms, and Swope Park.
Incentivize developers and investors to create legacy-aligned projects, hotels, retail, and event venues with commitments to local hiring, affordability, and cultural preservation.

POLICY RECOMMENDATION

Invest in Workforce Development with Sector Alignment

Concept

Create an integrated Workforce Innovation Platform aligned with Kansas City's target sectors by linking training providers, employers, and incentive tools to generate job-ready talent pipelines in historically underserved communities.

Rationale & Implementation Tools

Rationale

Addresses critical labor shortages across high-growth industries, particularly in hospitality, tech, and transportation.

Aligns with AE's recommendation to build a vibrant startup ecosystem and connect economic development to educational institutions.

Provides a direct pathway to equitable economic mobility by prioritizing local hiring, skills-based training, and wraparound support. In sectors with high female participation, such as health care and education, integrating affordable childcare into workforce development initiatives can expand the available talent pool and improve retention, while also creating new employment opportunities within the childcare sector itself.

Implementation Tools

Create "Sector Academies" co-located within community colleges and high schools focused on credentials for logistics, healthcare tech, green construction, and cybersecurity.

Dedicated Workforce Investment Incentives tied to employer hiring and upskilling commitments, modeled after Charlotte's equity-focused pipeline efforts.

Performance-based grants for employers and training providers who place residents into full-time, living-wage jobs in critical sectors.

POLICY RECOMMENDATION

Invest in Workforce Development with Sector Alignment - Continued

Concept

Create an integrated Workforce Innovation Platform aligned with Kansas City's target sectors, such as logistics, healthcare, sustainable energy, advanced manufacturing, and digital services by linking training providers, employers, and incentive tools to generate job-ready talent pipelines in historically underserved communities.

Rationale & Implementation Tools
Implementation Tools Continued
Develop MOUs with major employers (e.g., logistics hubs, hospitals, data centers) to co-design curricula and offer apprenticeships.
Establish a Workforce Equity Dashboard to publicly track training completions, placements, and wage outcomes by district and demographic.
Embed workforce development KPIs into all major incentive packages, offering bonus incentives for hiring local residents, especially from Equity Investment Zones.

◼ ABOUT AE

Major Corporate Clients

Over the past 29 years, AngelouEconomics has executed over 1,000 projects working hand-in-hand with major corporations, towns, cities, regions, states, and countries to develop visions, strategies, and implementation plans to advance regional growth and prosperity.

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