



Anti-Displacement Comprehensive Plan

Resolution 240997

Contents

Executive Summary	3
Overview	
Introduction	4
Purpose	
Approach	
Identifying Displacement	5
Defining Displacement Pressure	
Historical Displacement	
Existing Conditions in Kansas City	
Drivers of Displacement	
Defining Housing Affordability	
Policy Development and Application	
Strategic Framework	14
Plan Overview	
Goal 1: Predict displacement risk and distribute resources.	
Goal 2: Preserve and produce affordable development citywide.	
Goal 3: Retain and empower residents.	
Goal 4: Protect and grow commercial and cultural assets.	
Financial Considerations	22
Plan Priorities	23
Appendix	
Appendix A: Recommended Action Items	25
Appendix B: Glossary	40
Appendix C: Community Engagement	41
Appendix D: Current City Anti-Displacement Activities	44

Executive Summary

Kansas City has transformed in recent years due to tremendous investment, new development, and a rising population. While change guarantees new opportunities for many Kansas Citians, it also increases the chances for residential, commercial, and cultural displacement. Gentrification refers to a sharp increase in the area cost of living due to the practices and policies that welcome new investment into historically disinvested areas. **In Kansas City, gentrification manifests in uneven pockets, like property taxes skyrocketing along Troost Avenue, or rents doubling along new streetcar lines.** Residents and businesses have expressed justified concerns about current or potential displacement.

To address these urgent concerns, City staff have reviewed the City's comprehensive plan (KC Spirit Playbook) policy recommendations and developed a methodology to measure and track gentrification and displacement risk. **This plan seeks to create strategies and actions to help ensure all residents can benefit from the city's growth and have the choice to move or stay in home as their communities evolve.**

Goals

Predict & Distribute Resources	Improve planning and data use to appropriately leverage anti-displacement resources in at-risk areas
Produce & Preserve Affordable Housing	Address gaps in housing stock within targeted areas (high opportunity areas and areas at risk for displacement)
Retain & Empower Residents	Provide resources and improve infrastructure to buffer residents against displacement risk
Protect & Grow Commercial and Cultural Assets	Enhance financial and educational resources for local businesses and support significant community landmarks

Policy Priorities

This Anti-Displacement Plan is being crafted within a larger framework of ongoing efforts to improve socioeconomic and health outcomes for all Kansas City residents. The Anti-Displacement Plan details recommended actions the City and its partners can take to advance its goals and objectives. Out of the recommended actions listed in the plan, the City should focus on seven critical initiatives with the most potential to immediately address drivers of displacement in Kansas City. The City should prioritize the following strategies from the plan:

1. Establish an **Anti-Displacement Commission** to monitor and implement the plan.
2. Develop and implement **targeted resource outreach** to areas at-risk for displacement, including a **"community toolkit"** of available resources.
3. Create a **Strategic Code Enforcement program** to address distressed and vacant properties.
4. Develop a **strategic plan for production and preservation** of affordable housing stock.
5. Establish a **Housing Development Corporation** to acquire, develop, and manage properties in alignment with City goals.
6. Increase **tenant protections** and provide **support for rental property owners**.
7. Identify **designated funding mechanisms** for anti-displacement initiatives.
8. **Improve existing anti-displacement related activities** as identified in the Plan.

Introduction

Purpose

In recent years, there has been a significant amount of new development and investment that tends to target underserved areas of Kansas City. As this investment occurs, affected Kansas City neighborhoods are voicing concern about rising costs of living and threats of displacement. The City has demonstrated its commitment to mitigating displacement by creating a specific objective in the City's comprehensive plan (KC Spirit Playbook). The City recognizes as neighborhoods receive new development and amenities, that current residents should be able to benefit without a high risk of displacement. While change is inevitable, the City has created this anti-displacement plan to best support residents to have a choice in where they live, play, and work.

This plan identifies goals and objectives to guide the City's anti-displacement initiatives. It includes specific recommended action items to improve the impact of existing programs and create new ones as needed to mitigate displacement. The recommended action items can be found on the Anti-Displacement Plan Dashboard and Appendix A.

This plan is meant to be interpreted as a living document that can change and prioritize initiatives dependent on market and displacement pressures. This plan serves to guide the City and its external partners to best leverage resources and increase capacity related to anti-displacement activities. This plan encourages multi-sector collaboration to improve all factors that may increase risk to displacement. The plan proposes realignment of existing City programs based on best practices and current outcomes.

The goals, strategies, and recommended action items set in this plan are an important tool to improve the overall wellbeing for all residents in Kansas City. Collective wealth builds stronger communities, leading to healthy and resilient cities.

Approach

Kansas City's Comprehensive Anti-Displacement Plan was created by City staff in accordance with Resolution 240997. The City partnered with a consultant to identify displacement risk and market conditions. Staff conducted an additional review of the City's existing initiatives that related to anti-displacement to understand their impact and identify gaps in current programming (Appendix D). The plan reflects these findings and includes input gathered from previous related plans from City Departments and external partners, as well as a citywide survey.

The plan includes recommendations from community stakeholders including local non-profit service providers and advocates. The plan reflects feedback from community members collected during district meetings and community involvement in additional plans related to anti-displacement efforts (i.e., Spirit Playbook; Community Cares KC; PEN). Information collected from external organizations and the community helped supplement these findings and inform the development of the plan recommendations. The plan recognizes ongoing collaboration with community partners to increase capacity and facilitate service delivery. The plan includes insight from other cities (i.e., Boston, MA; Austin, TX) to improve upon lessons learned and best practices. A detailed list of community engagement can be found in Appendix C.

This plan recognizes that quantitative data does not always tell the entire story and community engagement should be a priority to understanding resident concerns. This plan recommends continuous community engagement to best serve residents.

What is displacement and gentrification?

Gentrification is the sharp increase in the cost of living due to policy and infrastructure that aim to serve a wealthier population and draw investment to a historically disinvested area. New development and neighborhood revitalization can have positive outcomes by benefiting the overall economy and environment. However, due to systemic discrimination, adverse outcomes of gentrification disproportionately impact people of marginalized races and ethnicities.

Gentrification often drives displacement. **Displacement** can occur when residents and businesses leave a community because of economic pressures due to investment.¹ Residents and businesses that are pushed out of their communities are unable to benefit from the economic growth and greater availability of services that come with gentrification. Understanding the types of displacement can help inform which strategies are best suited to protect residents.

Types of displacement include:²

- **Direct Displacement** occurs when people or businesses leave an area due to increasing property values and the resulting economic pressures, such as higher rent and taxes.
- **Indirect Displacement or Exclusionary Displacement** limits the potential for mixed-income neighborhoods. This type of displacement replaces affordable housing with higher priced units, which prevents low-income residents from moving into the neighborhood. Low-income residents can also be excluded through discriminatory policies or changes in land use or zoning (i.e., removal of units for households without children).
- **Cultural Displacement** happens when long-time businesses and services are closed. The erasure of culturally significant landmarks (i.e., historic Black churches) negatively impacts the sense of belonging for remaining long-term residents.

Background

Historical Displacement

Displacement has occurred in various forms throughout Kansas City's history. Understanding historical displacement helps localities and external organizations identify communities that are most likely to be impacted today. Without this understanding, the patterns leading to displacement will continue to happen. Continually displacing the same communities can have long-lasting impacts. Housing instability can create consequences that impact the health and economic growth of a household and future generations.

Displacement has taken many different forms throughout the history of Kansas City. Kansas City inhabits the ancestral land of the Osage, Kaw, and Otoe-Missouria, among other tribal nations forcibly moved to the region such as the Shawnee, Wyandot, Delaware, Potawatomi, Sac and Fox and Kiikaapoi (Kickapoo) nations. Indigenous communities were removed from their ancestral land through treaties and forced removal to federally designated reservations. In 1924, an Act of Congress allowed Indigenous Peoples to move out of reservations. This increased the number of

¹ "Displacement Mitigation." KC Spirit Playbook. <https://playbook-kcmo.hub.arcgis.com/>

² "Understanding Gentrification and Displacement." The Uprooted Project.
<https://sites.utexas.edu/gentrificationproject/understanding-gentrification-and-displacement/>

Native Americans in cities, as they began to move in search of economic opportunity. Today, there are more than 98 Native American tribes in the Kansas City area.³ This history of displacement still impacts Native families residing in urban areas today. Housing instability and other disparities (i.e., educational attainment; employment) continue to disproportionately impact Indigenous communities. This plan's implementation should be considerate and inclusive of Indigenous communities, and work in partnership to provide additional resources as needed.

In the past, discriminatory housing practices restricted Black families from specific areas of Kansas City. These practices included using restrictive covenants to prevent Black families from moving into certain neighborhoods and redlining to prevent most people of color from owning a home by limiting mortgage lending in specific neighborhoods. These practices forced people of color to live in specific areas of the city. Often these communities would be demolished and disrupted by large-scale development projects (i.e., urban renewal; freeway construction). For example, the construction of US-71 divided predominantly Black neighborhoods and led to safety and connectivity issues. It was initially estimated that US-71 would remove 2,444 housing units and 87 businesses.⁴ By its completion, the highway displaced more than 10,000 residents.

The destruction of communities leads to missed opportunities of wealth building through home equity and upends social support systems. These practices have lasting impacts on Kansas City's residents today and still contribute to life expectancy differences between neighborhoods. Understanding historical and contemporary factors that lead to displacement can help guide programs and policies to target factors that increase displacement risk. An effective anti-displacement strategy gives residents the choice to stay in their homes and builds stability and resiliency in communities against displacement pressure. New development and investment can create necessary economic and social opportunities for current residents. These opportunities can improve disparities caused by historical decisions. All Kansas City residents should have opportunities to live, play, and work in their communities.

Identifying Current Displacement

Today, displacement often happens due to new investment in areas that have historically been underserved. New investment raises rents and property costs at a rate that current residents cannot keep up with. Historical patterns of investment and displacement have influenced the current neighborhoods vulnerable to these challenges. The maps below indicate an overlap between historical redlining trends and current displacement risk.^{5,6}

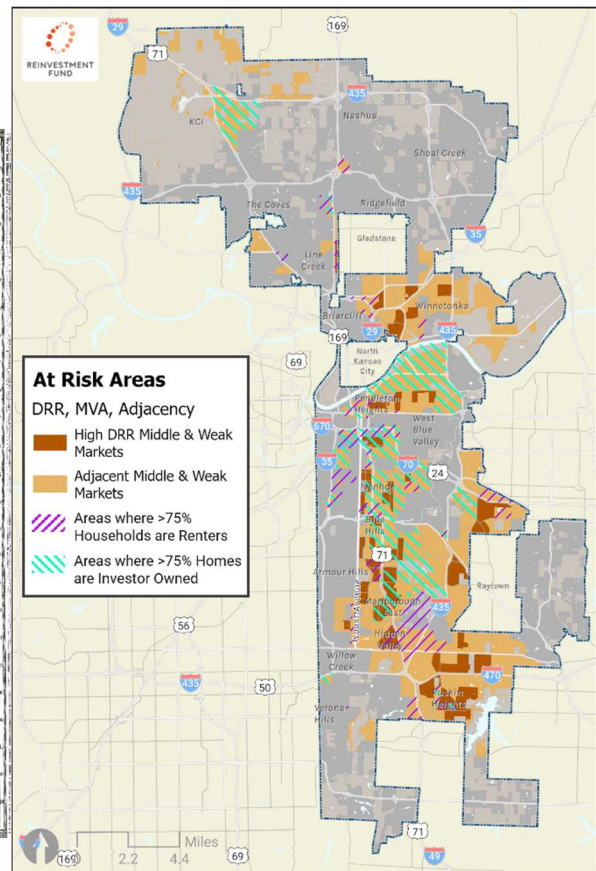
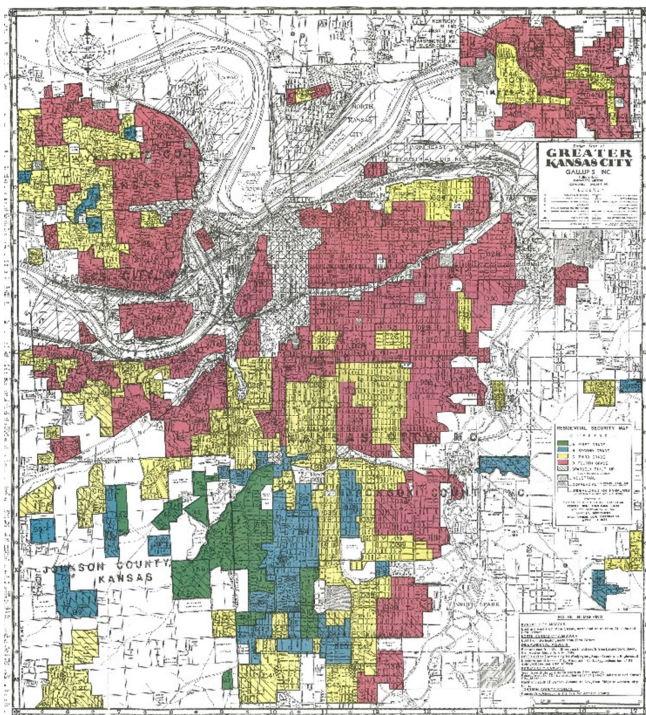
This plan primarily focuses on strategies that impact displacement that occur when residents are displaced due to new developments and increasing housing costs, and exclusionary practices. However, the plan does explore some strategies related to additional drivers of displacement such as historical disinvestment, non-housing costs (i.e., medical; employment), and sense of belonging (cultural loss).

³ "Native American Culture in Kansas City." Visit KC. <https://www.visitkc.com/visitors/things-do/trip-ideas-tools/discover/diversity/native-american-culture-kansas-city>.

⁴ "The Story of US-71." Reconnecting the East Side. <https://reconnecteastside.com/history>.

⁵ "Mapping Inequality." Richmond.edu. <https://dsl.richmond.edu/panorama/redlining/data/MO-GreaterKansas%20City#cityData>.

⁶ Map 2: "Kansas City At-Risk Areas for Displacement." Reinvestment Fund. 2025.



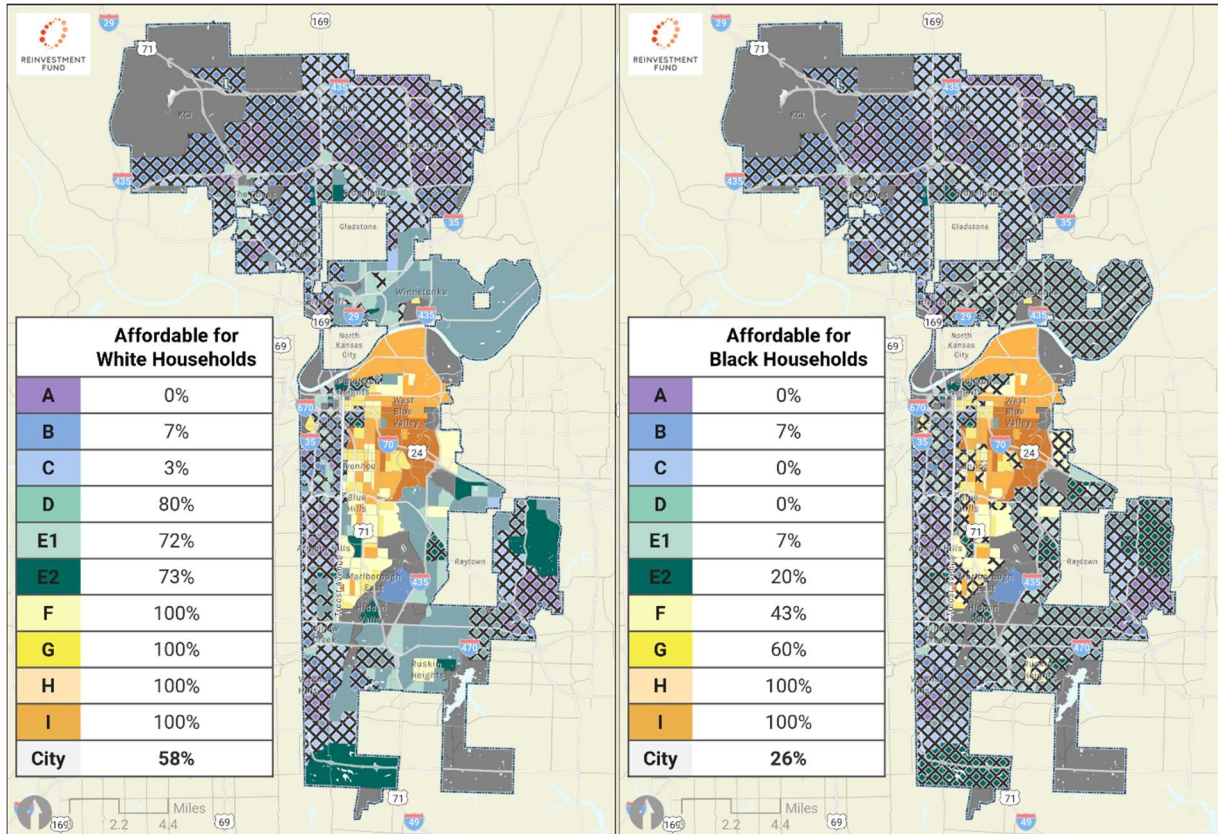
DRR: Displacement Risk Ratio; MVA: Market Value Analysis

Like other cities Kansas City is threatened by rising costs of living, which can lead to displacement. Identifying and addressing the needs of vulnerable neighborhoods is vital to developing policy that keeps neighborhoods accessible to long-time residents and improves the quality of life for all residents. This plan defines affordability as housing for which occupants pay no more than 30% of their household income for housing costs, including rent and utilities. This plan recognizes that deeper levels of affordability often require subsidies in the forms of housing choice vouchers or public housing units. Affordable housing can refer to both properties receiving subsidies and naturally occurring affordable housing (NOAH). NOAH refers to housing that has not received government subsidy and does not include rent or income restrictions but remains affordable to low and moderate households.

As Kansas City continues to grow, the benefits of increased economic opportunities and rising property values have not been equitably distributed. This growth contributes to increased displacement pressure for the city's existing low- and moderate-income residents and many communities of color. To understand the intersection between market conditions and displacement, the City partnered with the Reinvestment Fund to update its Market Value Analysis (MVA) to include information on displacement.

The Market Value Assessment (MVA) is a tool that helps both government officials and private groups develop data-driven strategies for improving neighborhoods. It helps them focus their efforts where they are needed most—whether in distressed areas or in strong markets. For instance, St. Louis used the MVA to guide its residential tax abatement program.

The MVA markets range from strong (A-B Markets) to weak (F-I Markets). To determine the market type, the MVA uses indicators related to the following: property values and investment; blight, distress, and vacancy; and housing characteristics. Market type often determines who can afford to live where in the city. The MVA highlights uneven growth patterns by household race and median income. For example, the median income for White households (\$78,307) is nearly double compared to Black households (\$40,591). This difference in median income impacts where residents can live. The maps below indicate the difference in available housing dependent on median income.⁷



Additionally, the MVA found investor purchases were concentrated in weaker markets (Yellow and Orange) where most single-family parcels are already owned by investors. Investors purchased properties at a lower cost (~38% less in weak markets) than homeowners. This disparity can lead to higher vacancies in specific markets, contributing to neighborhood instability. It also prevents home purchasing opportunities for current tenants in the community. New development and investment in weak markets can lead to displacement as property taxes raise at a rate that outpaces current resident income.

To address this issue, Kansas City's MVA includes an analysis of a neighborhood's displacement risk ratio (DRR). The DRR analyzes the changes in property values relative to the changes in resident income. This analysis indicates the risk of residents being forced to move and defines displacement pressure. Across the city, many neighborhoods are facing this risk, especially those where housing prices are increasing much faster than the income of the people living there.

⁷ Id.

These neighborhoods, identified as having the highest pressure, tend to have more Black residents and a higher percentage of renters who earn less than the city's average income (Table 1). Further data collection to understand displacement risk should focus on rent and demographic changes as indicators.

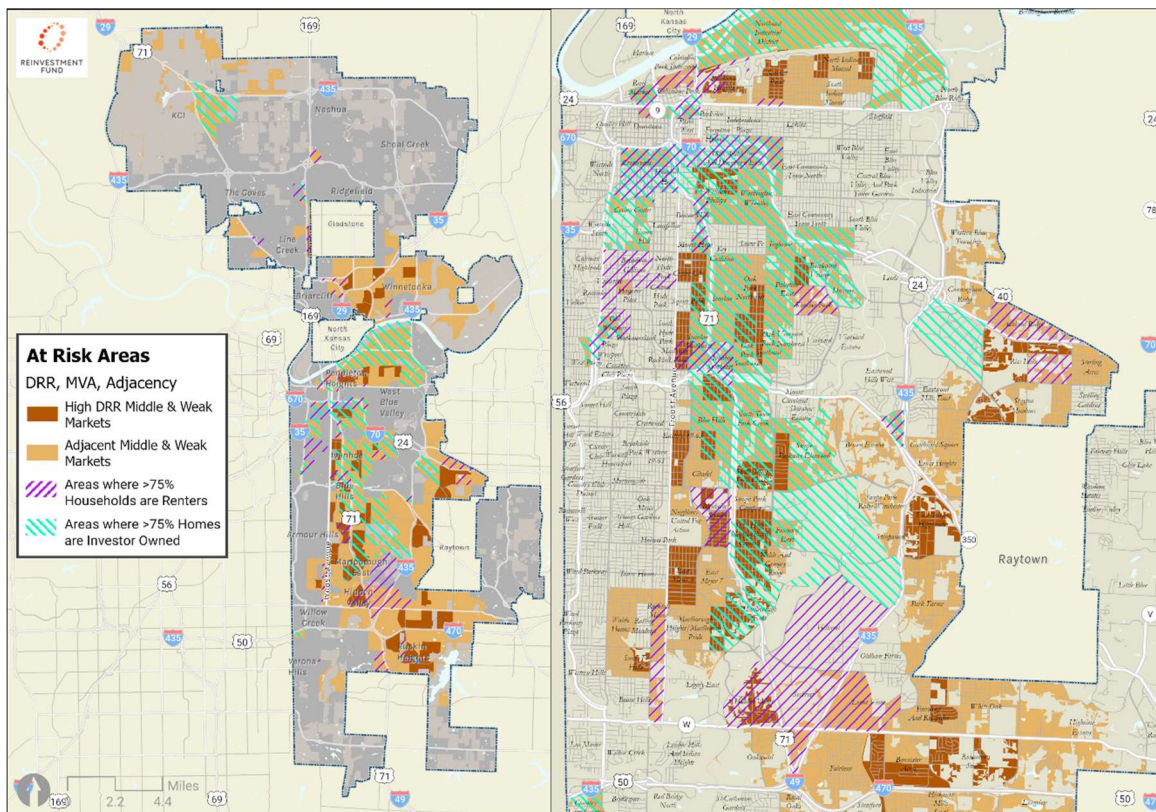
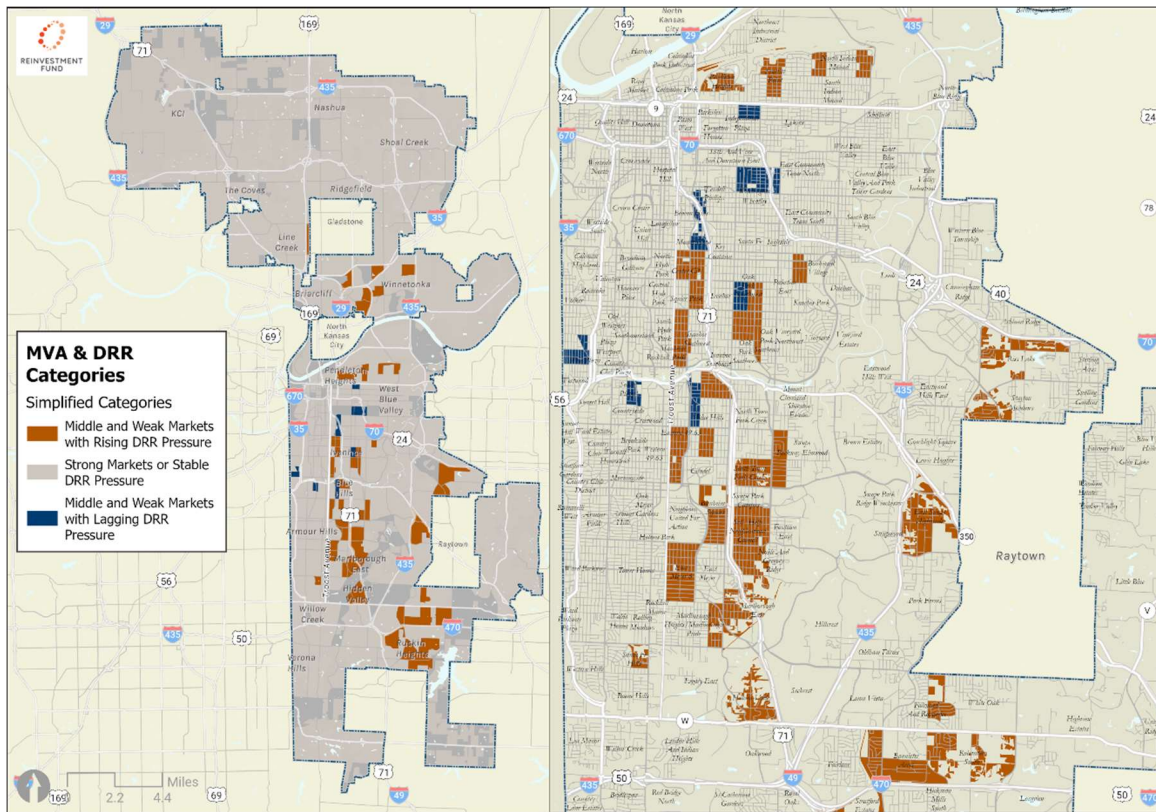
Table 1. Characteristics of the Highest-Pressure Markets			
	Highest Pressure Areas	Adjacent to Highest Pressure	Citywide
Total Population	78,524	222,155	505,958
<i>Black Population</i>	43%	58%	55%
<i>White Population</i>	39%	28%	26%
Total Households	33,024	95,549	216,513
<i>Share Homeowners</i>	46%	55%	54%
<i>Share Renters</i>	54%	45%	46%
Share Income below \$50,000 (~80% City Median)	46%	43%	46%
Share Income Above \$75,000 (~120% City Median)	35%	41%	44%

Understanding displacement pressure helps identify at-risk areas and determine policies to best fit that neighborhood's needs. The MVA outlines three types of displacement pressure:

- **Rising Pressure:** Rising property values that outpace residents' income.
- **Stable Pressure:** Limited to no changes between previous MVA and current.
- **Lagging Pressure:** Property values are not keeping up with city trends.

The MVA combines pressure types and market types to provide better insight into a community's displacement risk. Table 2 highlights how DRR and housing markets interact. Most of Kansas City's urban east side is at risk of displacement. This area aligns with historical redlining maps, highlighting the intersection of race, investment, and resident opportunities (Map 5).

Table 2. Markets Most at Risk of Residential Displacement			
	Strong Market	Middle Market	Weakest Markets
Rising DRR Pressure	Minimal concern for resident displacement due to rising values.	Highest risk of resident displacement due to rising values.	
Stable DRR Pressure	Minimal concern for resident displacement due to rising values.		
Lagging DRR Pressure	Lagging DRR is not applicable in a strong market.	Risk of decline due to a loss of value.	



Drivers of Displacement

Displacement poses a threat for at-risk residents across the nation, but the causes can differ dependent on localities. In Kansas City, historical policy decisions and current market conditions exacerbate situational drivers of displacement. To prevent further displacement due to rising property costs, the City should address the following issues:

- **Rising Rents and Property Taxes:** Rising rents and property taxes in Kansas City, Missouri, are causing significant displacement of residents. The City has seen some of the fastest rent increases in the country, with a 7% hike in median rent prices between 2023 and 2024. This has made housing increasingly unaffordable, especially for low-income renters who spend more than 30% of their income on housing. The rising costs put pressure on people's ability to afford other necessary expenses like food, health care, and transportation. In addition to rising rents, property taxes have also soared, particularly in rapidly gentrifying neighborhoods. In 2023, Jackson County's property taxes related to homes increased by 32.1%. Kansas City's other counties have maintained increases under 20% (Clay: 13.87%; Cass: 16.22%; Platte: 8.84%).⁸ High renter markets (>75% renters) contribute to displacement vulnerability. Overall, these increases have led to long-time lower-income residents being priced out of their homes.
- **Limited Supply of Housing Citywide:** The region of Kansas City is estimated to need 64,000 affordable units. With nearly 20,000 households on the Housing Authority of Kansas City's waitlist, there is a need for housing at all levels of AMI with specific targeted affordability requirements. Deeper levels of affordability often require subsidies in the forms of vouchers and public housing. However, reliance on subsidies can often create uncertainty of funding continuity and expiration concerns. Prioritizing mixed-income housing in all areas of the City can address these issues. High quality housing in high-opportunity areas (i.e., transit; amenities) provides necessary infrastructure for residents to access resources. It can also support investment in lagging markets.
- **Investor Ownership:** Investors can play positive and negative roles in the housing market. While they can help bring capital into disinvested areas, they can also outcompete homebuyers or become irresponsible property owners. In Kansas City, investor purchases were concentrated in weaker markets. The MVA indicated high investor markets (>75% investors) overlap with displacement vulnerability. They can also lead to adjacent areas being displaced. When new investors buy properties in weak markets, they can cause displacement by raising rents, demolishing naturally occurring affordable housing to build housing that current residents cannot afford, and through other means. Land speculation by investors can lead to higher vacancy rates in neighborhoods and disrupt stability, while new development can increase property values that outpace the neighborhood's median income.

⁸ "2023 Property Tax Rates." Missouri State Auditor. 2024.
<https://auditor.mo.gov/AuditReport/ViewReport?report=2024012&token=3463856958>.

Defining Housing Affordability

The City is committed to ensuring every resident in Kansas City can afford a home where they can safely live, work, and grow. Offering housing at diverse price points and unit types helps residents choose a place to live that best meets their needs. However, when gaps occur in affordability levels and unit types, then residents may be forced to live outside of their means or reside in housing intended for lower area median income (AMI) levels. This contributes to supply and demand issues.

Affordable Housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.⁹

Missing Middle Housing

In Kansas City, insufficient middle housing stock leaves residents limited in their housing choices. “Missing middle housing” or workforce housing is commonly intended for households with incomes between 60% to 120% AMI. This type of housing is not eligible for most traditional means of housing incentives. To meet their needs, residents may occupy housing units at lower affordability levels (naturally occurring affordable housing). This limits economic and housing mobility for low-middle class households and voucher holders that are ready to move into unsubsidized units.

Mixed Income Housing

The Anti-Displacement Plan focuses on creating and preserving housing based on the income levels of current residents in at-risk neighborhoods. **The plan focuses on development for workforce and deeply affordable housing.** Additionally, the plan promotes mixed-income housing in neighborhoods that might otherwise exclude lower income levels. The plan recognizes mixed-income development in at-risk neighborhoods should be monitored and measures should be taken to keep current residents in their communities. Mixed-income housing helps provide opportunities to access and benefit from community amenities for all Kansas City residents. **Mixed-income housing development, which includes market-rate units, is a tool to create locally funded housing units aligned with City and community goals.**

Affordable Living

A household can become unable to afford their home due to reasons beyond rising rents and property costs. This plan recognizes the need for a comprehensive approach to anti-displacement to grow economically and socially resilient communities. Fostering wealth-building requires a wholistic approach to address all domains that may relate to a household’s ability to maintain long-term, multi-generational stability.

⁹ U.S. Department of Housing and Urban Development. “HUD Archives: Glossary of Terms to Affordable Housing - HUD.” <https://archives.hud.gov/local/nv/goodstories/2006-04-06glos.cfm>.

Policy Development and Application

Housing affordability can be a challenge across all types of markets. However, the appropriate response to the housing market or resident displacement pressure may be different based on market conditions. Understanding the type of market and displacement pressure affecting residents helps direct what type of interventions and prevention initiatives should be used. The Reinvestment Fund provided the following breakdown to apply policy:

Market Type	Policy
In the strongest markets , housing values are already high and private investment is robust. Even if prices rise, most residents are not at risk of displacement.	Policy should seek to protect what affordability still exists and incentivize the private market to create new housing at diverse price points.
Middle markets have rental and ownership opportunities affordable to most households. Financial stress and maintenance costs are the greatest concern for resident housing stability and market development.	Policy should encourage private investment that strengthens existing housing stock, preserves opportunities for diverse communities, and empowers existing residents and landlords to maintain their properties and communities.
In the weakest markets , private investment is rare, and values haven't kept up with regional trends, leading to abandonment and a loss of opportunity.	Policy should pair tools that incentivize investment and ensure existing residents can safely and affordably remain in their homes as neighborhood conditions and infrastructure improve.

Plan Overview

Goal 1: Predict displacement risk and distribute resources.

Objective: Adhere to data and prioritization policies and procedures.

- **Strategy:** Establish an Anti-Displacement Governing Body.

Objective: Enable data-driven decision-making.

- **Strategy:** Establish a data governance system.
 - **Strategy:** Ensure transparency of the plan's data and priority areas.
 - **Strategy:** Improve existing activities related to anti-displacement efforts.
-

Goal 2: Preserve and produce affordable development citywide.

Objective: Develop and implement a plan to create and preserve affordable housing stock.

- **Strategy:** Provide and expand incentives for preserving affordable housing.
- **Strategy:** Acquire and operate existing affordable housing stock.
- **Strategy:** Improve development processes to create affordable housing.
- **Strategy:** Improve use of publicly owned property for affordable housing.

Objective: Ensure inclusive, equitable development.

- **Strategy:** Use zoning to stabilize neighborhoods through a mixed-income approach.
 - **Strategy:** Require eligible developments to support anti-displacement measures.
-

Goal 3: Retain and empower residents.

Objective: Retain current rental residents.

- **Strategy:** Perform proactive community engagement for at-risk renters.
- **Strategy:** Expand Office of the Tenant Advocate.
- **Strategy:** Improve rental property owner supports and services.

Objective: Retain current homeowners.

- **Strategy:** Provide and expand property improvement support.
- **Strategy:** Provide education and support for accessing financial assistance.

Objective: Strengthen community resilience against displacement pressure.

- **Strategy:** Improve and expand resident opportunity pathways.
 - **Strategy:** Reduce barriers to homeownership.
 - **Strategy:** Provide housing options and support for displaced tenants.
-

Goal 4: Protect and grow commercial and cultural assets.

Objective: Support current local brick-and-mortar businesses.

- **Strategy:** Provide financial and educational resources.
- **Strategy:** Leverage partnerships to protect and grow commercial assets.

Objective: Protect cultural assets.

- **Strategy:** Acquire and preserve arts, cultural, and music spaces.
- **Strategy:** Enhance and protect access to third spaces.

Goal 1: Predict displacement risk and distribute resources.

Objective: Adhere to plan's policies and procedures.

Strategy: Establish an Anti-Displacement Governing Body.

Creating clear policies and procedures supports the Anti-Displacement Comprehensive Plan's implementation. This plan requires cross-sector and interdepartmental collaboration. A governing body is necessary to make sure the plan's recommendations are carried out in an effective way. As a living document, the plan's action items will need to be continuously updated and monitored to match current displacement pressure.

Objective: Enable data-driven decision-making.

Understanding how and when communities are at risk of displacement allows the City to take a more proactive approach. Both qualitative and quantitative data are necessary to help the City understand the specific needs of residents and property owners in areas at risk of displacement. This helps the City tailor and combine effective policy options for that specific community. The City needs a strong data foundation to inform decisions. Otherwise, services and other interventions may not meet the needs of the specific community being affected by displacement.

Strategy: Establish a data governance system.

Data-driven decision-making removes biases and provides better understanding of systems. While data does not tell the entire story, it is important to include metrics to track progress and distribute resources effectively. Establishing good data governance supports transparency and informed decisions. Data governance is the system of internal policies that organizations use to manage, access, and secure enterprise data. Clear processes, standards, and policies provide the data needed to innovate and problem-solve effectively.

Strategy: Ensure transparency of the plan's data and priority areas.

Data transparency helps foster trust, accountability, and informed decision making. Transparent data helps residents, businesses, and other stakeholders make more informed decisions. For this plan, data can help developers better understand their impact on communities. It can also help the City and external service provider agencies understand what type of services and activities would best help buffer communities against displacement. Additionally, residents can hold the City accountable for addressing areas with appropriate resources.

Strategy: Improve existing activities related to anti-displacement efforts.

Currently, Kansas City provides a wide range of initiatives that may address displacement. However, these services and strategies are often created in reaction to sharply rising rents and home prices rather than in anticipation of cost trends. This approach increases the cost and lowers the effectiveness of City initiatives. The City can have a more proactive approach through planning and data application to appropriately leverage existing City activities related to mitigating displacement. Evaluating and improving existing programs is crucial to success. Additional staff support and capacity expansion can help improve outcomes. The City can also consider improving external partner relationships (i.e., counties; healthcare systems) to expand existing activities related to anti-displacement efforts.

Goal 2: Preserve and produce affordable development citywide.

Objective: Develop and implement a plan to create and preserve affordable housing stock.

Preserving existing affordable housing stock is often more economical than developing new affordable housing. Preservation of existing affordable housing is useful early in the cycle of displacement pressures. As demand increases, property owners may upgrade or redevelop affordable rental housing units to sell or raise rent. This loss of affordable housing creates displacement. Tracking market pressures to intervene early in preservation is critical before pressures grow to a level where it is no longer financially feasible to intervene.

Kansas City needs affordable housing stock that can meet the needs of its residents. Housing units should be available for all levels of AMI across the City. However, the plan should focus on gaps in stock availability. Targeted production can help relocate displaced low-income residents within their neighborhoods and create opportunities for new residents to enjoy the benefits of the neighborhood. The creation of new affordable housing units can include the construction of new units and provision of legally binding affordability stipulations for current unsubsidized housing units.

Overall, the Housing and Community Development Department should develop a strategic plan related to affordable housing creation and preservation. The plan should consider including the following strategies related to anti-displacement best practices:

Strategy: Provide and expand incentives for preserving affordable housing.

Preservation can still be a costly intervention in early stages of market pressure. The City should explore financial assistance (monetary and counseling) to support preservation efforts. Partnering with rental property owners to expand their affordability period of units without selling or exiting the subsidy program requires addressing financial barriers. Naturally occurring affordable housing (NOAH) is at-risk of displacement because it does not have affordability requirements. This puts tenants at a high risk of displacement if property owners increase rent or sell to new owners due to investment and development in the area. Incentives can include an agreement to maintain affordable rent for a specified period (dependent on financial need) or to transfer property ownership to a new entity. Additionally, Zoning overlays can prevent housing stock from demolition.

Strategy: Acquire and operate existing affordable housing stock.

Oftentimes, existing affordable housing stock is sold into market-rate units or demolished to make way for new developments. This leads to a loss of affordable housing as existing units lose affordability restrictions and are replaced with projects that might not follow the same requirements.¹⁰ The acquisition of existing affordable housing expands the stock of affordable units and protects them against demolition or market-rate conversion. Preserving affordability buffers tenants against rising costs and potential displacement pressures. Building a strategic code enforcement program can support communities and external partners (i.e., community land trusts) in preserving and creating affordable housing.

¹⁰ "Our Homes, Our Communities: How Housing Acquisition Strategies Can Create Affordable Housing, Stabilize Neighborhoods, and Prevent Displacement." PolicyLink. <https://www.policylink.org/resources-tools/housing-acquisition-strategies>.

Strategy: Improve development processes to create affordable housing.

Developers in Kansas City continually name the development process as a barrier to housing development. This includes lack of sufficient funding, access to funding, excessive time to close projects, and ability to connect with local jurisdictions for clarity and assistance through the development process.¹¹ Improving the development process can alleviate barriers and incentivize developers. Improving the process can also help track housing stock for varying types of affordability levels. Additionally, developers cite pre-approved plans and modular homes as ways to more efficiently produce affordable housing.

Strategy: Improve use of publicly owned property for affordable housing where displacement occurs.

Creating an inventory, appraising, and developing publicly owned property where displacement has occurred is a powerful tool in the creation of affordable housing. Leveraging public land can encourage dedicated affordable housing in mixed-income developments. Additionally, it allows public agencies to leverage land holdings in areas that may have scarce residential vacant land. Utilizing vacant land in communities at-risk of displacement can help keep residents in the same community and connected to their social support systems. Expanding affordable housing to areas in the City that have a strong market can help stabilize future risk of displacement. It also gives displaced residents the option to choose where they want to live. The City and public partners can work together to identify and best use publicly owned property for affordable housing. For example, improving Land Bank processes can better coordinate City and community efforts.

Objective: Ensure inclusive, equitable development.

Development and investment can provide beneficial amenities to communities. However, rising rents or property taxes can make it difficult for families to afford to remain in their homes. When residents are pushed out of their neighborhoods, they most likely find comparable affordability in a location that does not offer the same support. Residents should be able to enjoy the benefits offered by new development and investment in their communities.

Strategy: Use zoning to stabilize neighborhoods through a mixed-income approach.

Developing mixed-income communities citywide helps buffer against displacement pressure and stabilize neighborhoods. Mixed-income development refers to projects that include a mix of market-rate and affordable units in the same development. It can also refer to neighborhoods with diverse housing stock available to residents with a range of income levels. This strategy requires thoughtful development plans and careful monitoring to best serve the community. Housing development should include a range of income levels to draw amenities into neighborhoods and improve quality of life for all residents. Mixed-income redevelopment should be incrementally introduced into a neighborhood and include non-housing approaches to support existing residents.

Strategy: Require eligible developments to support anti-displacement measures.

Large-scale developments using City funds and incentives can support anti-displacement initiatives. Funding private developments with public funds requires developers to account for their project's potential impact on the community. Development fees can generate revenue to support anti-displacement initiatives. Additionally, developers can enter into agreements with the City to provide certain benefits or provide plans for protecting renters from eviction if applicable.

¹¹ "Community Development Corporation and For-Profit Developer Assessment and Phased Recommendations." Corporation for Supportive Housing. 2023. <https://kcrhp.org/wp-content/uploads/2024/06/RHP-Developer-Assessment-Final-Report.pdf>.

Goal 3: Retain and Empower Residents

Objective: Provide stability for rental residents.

Preventing evictions and providing tenant stability can help buffer against displacement and future housing instability for at-risk renters. Tenants are primarily at risk of displacement when property owners raise rents that outprice current residents. The City cannot regulate rent, but it can use other tools to help renters afford their units and provide resources to rental property owners. Other factors, such as non-rent-related evictions and poor quality of rental unit conditions, increase displacement risk. Expanding financial, educational, and legal services helps keep current residents in their homes. It also helps rental property owners maintain their affordable units and support their relationship with tenants.

Strategy: Perform proactive community outreach for at-risk renters.

Proactive community outreach ensures that current and future renters have access to rental resources. Certain circumstances, including language and internet access, create barriers to information necessary for healthy living and property owner-tenant relations. Enhanced data and greater access to resources can also reveal patterns of displacement. The City can take a more proactive approach in providing services and resources to tenants. Vulnerable populations may not be as likely to access City services, but the City can improve community engagement and partner with external organizations to connect tenants with access to information and appropriate services.

Strategy: Expand Office of the Tenant Advocate's services.

The Office of the Tenant Advocate can expand services to continue protecting tenants and rental property owners. Healthy rental property owner and tenant relations encourage longevity of tenancy and increases neighborhood stability. Educational, financial, and legal services can address issues between tenants and property owners before an eviction occurs. Expanding Kansas City's Office of the Tenant Advocate can increase the City's capacity to keep tenants in their residence and support small-scale and local rental property owners.

Strategy: Improve rental property owner support and services.

Rental property owners can benefit from City and external partner support services. Rental property owners have voiced concern about a lack of educational and financial resources to support tenant-property owner relationships. Local and small rental property owners do not have the same access to technical assistance as larger, out-of-state rental owners might. Substantial supportive services for rental property owners can improve housing conditions and support affordable housing opportunities. It can help rental property owners understand their roles and responsibilities for providing housing and how to best retain tenants. Understanding which rental property owners receive code violations and Healthy Homes complaints can help the City determine proactive resource engagement. Supporting rental property owners helps provide housing stability to tenants that might otherwise be faced with eviction. It also helps rental property owners to expand their inventory of affordable housing.

Objective: Retain current homeowners.

Strategy: Provide and expand property improvement support.

Homeowners can be vulnerable to displacement pressure as property values increase. Rising property taxes may make it difficult for homeowners to afford to invest in the maintenance of their properties. Properties in disrepair create life and safety issues and lead to code violations, creating additional burdens for low-income homeowners. Anti-displacement strategies can protect homeowners by providing education and financial assistance to give homeowners a greater choice over whether to stay in their homes or sell and leave.

Objective: Strengthen community resilience against displacement pressure.

Change is inevitable. However, households can strengthen their ability to withstand displacement pressures so they can make a choice of when and where to move. Improving social determinants of health (SDOH) plays a crucial role in community resilience efforts by addressing root causes of instability. The City, residents, and external agencies should collaborate to identify SDOH gaps and strengths in communities at risk of displacement. Improving SDOH gaps can help buffer households against rising costs by providing additional support systems. For example, a rise in property taxes may have a larger impact on a neighborhood without adequate transit infrastructure because it limits access to economic opportunities or affordable grocery stores. A household is referred to as cost-burdened when it pays more than 30 percent of its income toward housing expenses. This burden can force residents to choose between their housing or other necessities, such as quality healthcare. Rapidly rising rents and property values impact more than just a person's housing situation.

Social Determinants of Health ¹²					
Economic Stability	Neighborhood & Physical Environment	Education	Food	Community & Social Context	Health Care System
Employment	Housing	Literacy			Health Coverage
Income	Transportation	Language		Social Integration	Provider availability
Expenses	Safety	Early childhood education	Hunger	Support systems	Provider linguistic and cultural competency
Debt	Parks	Vocational training	Access to healthy options	Community engagement	Quality of care
Medical bills	Playgrounds	Higher education		Discrimination	
Support	Walkability				

¹² "Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity." Kaiser Family Foundation. <https://www.kff.org/racial-equity-and-health-policy/issue-brief/beyond-health-care-the-role-of-social-determinants-in-promoting-health-and-health-equity/>.

Strategy: Improve and expand access to opportunities.

Neighborhood or community stabilization refers to efforts that address destabilizing factors such as vacant properties, foreclosures, and safety concerns in a community. The goal is to strengthen the community and improve its overall well-being. However, as neighborhoods stabilize, it is important to mitigate displacement risk to ensure all residents can benefit. Expanding opportunities related to SDOH can build resilience at a household and community level.

Strategy: Reduce barriers to homeownership.

Homeownership increases neighborhood stability and provides an opportunity for generational wealth building for historically disinvested areas. Many potential homeowners face barriers to homeownership due to financing, language access, and credit building, among other obstacles. Currently, renters represent a majority of residents in Kansas City. Greater assistance for Kansas Citians to become homeowners encourages individuals and families to establish roots in the City and strengthen neighborhood fabrics.

Strategy: Provide housing options and support for displaced residents.

Although intervention and prevention measures can be taken, residents can still be pushed out of their homes by displacement pressures. When this happens, the City can provide a relocation process. This helps give residents the choice of where they want to live. Currently, the City does not have a standardized relocation process. This makes it challenging for residents to access assistance.

Goal 4: Protect and grow commercial and cultural assets.

Objective: Support current brick-and-mortar businesses.

Just like residents, businesses can be displaced due to rising rents or property taxes. New development and investment can cause competition with larger businesses that ultimately push locally owned businesses out of communities. This leads to the loss of goods and services, employment opportunities, cultural amenities, and may impact social connections.¹³ Small businesses create a sense of identity for communities and provide stability. Walkable mixed-use development can protect residents against displacement by providing easily accessible services. The City can use the following strategies to develop a comprehensive plan that protects and grows local and small brick-and-mortar businesses.

Strategy: Provide financial and educational resources for small businesses.

Commercial assets rely on similar support systems as affordable housing: production, preservation, and protection. The City should grow programs and partnerships to improve financial and education resources for businesses through a strategic plan. The potential action items represent items that would be helpful to protect and grow commercial assets.

Strategy: Leverage partnerships to protect and grow commercial assets.

Kansas City comprises dozens of commercial spaces that serve as anchors for their respective communities. Due to property tax assessments and rising costs, gentrification directly threatens commercial assets. These businesses are integral to neighborhood survival: they provide basic goods and services, third spaces for residents, and improve quality of life. Strategic partnerships can help residents age in place and help neighborhoods retain character.

¹³ "Small Business Anti-Displacement Toolkit." Small Business Anti-Displacement Network.
<https://antidisplacement.org/wp-content/uploads/2024/07/2024-SBAN-Toolkit-FINAL-1.pdf>.

Objective: Protect cultural assets.

Housing instability and commercial turnover can impact a community's cultural assets. Cultural displacement happens when long-time businesses and services are closed. The erasure of culturally significant landmarks (i.e., historic churches) negatively impacts the sense of belonging for remaining long-term residents. Cultural displacement can lead to some residents experiencing a declining sense of ownership, control, or belonging as new development and investment occurs. When change happens too quickly, residents can feel out of place in their communities. This may lead to social isolation and other negative outcomes.

Strategy: Acquire and preserve arts, cultural, and music spaces.

Arts, cultural, and music spaces are the heart of Kansas City. They serve as a repository of neighborhoods and the broader community, historical anchors, and nationwide attractions. Rising costs threaten the longevity of these spaces. Proactive preservation of these spaces can include financial support and publicity to increase revenue. In certain situations, property acquisition may ensure the long-term success of the space.

Strategy: Enhance and protect access to third spaces.

A third space is defined as a 'home away from home' for residents; they provide community members with an opportunity to meet, relax, express themselves, and actively invest in the neighborhood around them. Libraries, churches, gyms, and community centers are among many potential third spaces that strengthen community resiliency against the threat of displacement.

Financial Considerations

The City is committed to seeking ways to mitigate displacement pressures to enable residents to stay in place, thrive, and enjoy the benefits of the city's growth. However, recommendations in this plan require additional funding for successful outcomes. The City can explore options and best practices for dedicated and sustainable funding sources to support and advance anti-displacement programs and activities. This plan recommends prioritizing local funding sources to allow for flexibility in funding requirements.

This plan recommends exploring the following options:

Private-public partnerships

Currently, Kansas City relies primarily on federal grants to support the development and preservation of affordable housing. Partnering with private institutions can increase the ability for the City to provide affordable housing funding. New York City partnered with major banks, financial institutions, and foundations to establish capital for affordable housing development. This model has been replicated in Chicago and Boston.

Transit Oriented Development Policy

The City's Transit Oriented Development (TOD) Policy can be leveraged to generate revenue for anti-displacement activities. The City can consider expanding its ProspectUs TOD initiative to other areas of the City and incorporate other best practices to generate revenue. The City of Charlotte includes an affordable housing bonus that provides building height and length incentives for participating developers. To receive these incentives, developers can choose to provide on-site or off-site affordable housing, or a fee in lieu. To date, the program has collected \$17.4M and created 51 affordable units.

Franchise Fees

Kansas City collects a utility franchise fee in return for the operator's use of the city's streets and other public property. The fees are set by Ordinance 230548; currently an operator pays the city an amount equal to four percent of its gross revenue received from the operation of the system in the city. Some cities use their franchise fees to expand energy efficiency programs. Kansas City can explore using the fund to expand the City Home Repair program in partnership with the Office of Environmental Quality.

Anti-Displacement Bonds and Taxes

Charlotte, NC used bonds to help fund anti-displacement initiatives. The City of Charlotte set aside \$25M of their affordable housing bond specifically for anti-displacement efforts. Kansas City could consider increasing the bond amount for the Housing Trust Fund and dedicating a portion to the anti-displacement plan. Austin, Texas voters approved \$7.1B for their transit initiative, Project Connect. This project was funded partially through bonds and an increase in property taxes. Voters approved \$300M of the funding to be set aside for anti-displacement initiatives.

Policy Priorities

This Anti-Displacement Plan is being crafted within a larger framework of ongoing efforts to improve socioeconomic and health outcomes for all Kansas City residents. The Anti-Displacement Plan details recommended actions the City and its partners can take to advance its goals and objectives. Out of the recommended actions listed in the plan, the City should focus on eight critical initiatives with the most potential to immediately address drivers of displacement in Kansas City. The following section reviews the plan's strategies that should be prioritized based on community feedback as identified in Appendix C and best practices.

1. Establish an Anti-Displacement Commission to monitor and implement the plan.

Displacement is a continuous challenge that requires evaluation and commitment from the City. The City should establish an Anti-Displacement Commission to oversee the implementation of the plan and engage with residents and stakeholders in at-risk areas of displacement. The City should consider creating the commission as a mix of representatives from City departments and stakeholders from the community. This would enable departments to work together and receive feedback from impacted community members. The commission can provide processes and procedures for the City to standardize its approach to addressing displacement pressure.

2. Develop and implement targeted resource outreach to areas at-risk for displacement, including a "community toolkit" of available resources.

Quantitative data analysis and community engagement work together to provide policymakers with the best understanding of a community's needs and the impact of City support. Including community participation in the planning and development of City initiatives supports program efficiency and effectiveness. A community toolkit provides residents with existing programs that bugger against displacement pressure and sources of funding for community solutions. Targeted outreach with community partners increases opportunity for residents at risk of displacement to access resources. Creating a community engagement subcommittee as part of the Anti-Displacement Commission can help identify trusted community partners to engage with residents in neighborhoods at risk of displacement.

3. Create a Strategic Code Enforcement program to enhance neighborhood stability.

A strategic code enforcement program can proactively evaluate code standards and violations on a case-by-case basis. Without a thoughtful plan for code enforcement, property depreciation, deterioration, or oppositely, rent hikes due to improvements, will ultimately displace residents. A uniform program can identify properties at the neighborhood level and employ tools such as receivership, the Abandoned Housing Act, strategic acquisition, home repair, and other neighborhood stabilization strategies through code enforcement.

4. Develop a strategic plan for production and preservation of affordable housing stock.

The Anti-Displacement Plan recommends the best practices for production and preservation of housing to prevent displacement. These recommendations do not encompass production and preservation at a higher level. A strategic plan for the overall production and preservation of affordable housing stock provides a framework that identifies and aligns key policy tools to achieve City goals. This plan will help coordinate internal and external partnerships, align funding sources and policy initiatives, and build political support. The plan should include a housing needs assessment to help identify current gaps in housing types and affordability levels.

5. Establish a Housing Development Corporation (HDC) to acquire, develop, and manage properties in alignment with City goals.

Housing Development Corporations can help preserve and develop stable, affordable housing in gentrifying neighborhoods and higher-income neighborhoods. A HDC places the City in at the forefront of development and allows the City to streamline development in alignment with anti-displacement initiatives. As a nonprofit, a HDC can optimize both private and public dollars to achieve affordable housing goals. A HDC relies on a mixed-income housing model, which helps stabilize communities and keep units affordable long-term.

6. Increase tenant protections and provide support for rental property owners.

Improving rental stability requires support for both tenants and rental property owners. Providing landlords with model leases, education, and other resources streamlines rental processes and prevents costly evictions. Supporting the landlord-tenant relationship builds trust, community, and well-being for both parties. Tenants are at risk for displacement when rents suddenly rise due to investment or change of ownership. Increasing protection against retaliation and providing targeted outreach can help tenants exercise their rights.

7. Identify designated funding mechanisms for anti-displacement initiatives.

Recommendations in this plan require additional funding for successful outcomes. The City can explore options and best practices for dedicated and sustainable funding sources to support and advance anti-displacement programs and activities. This plan recommends prioritizing local funding sources to allow for flexibility in funding requirements.

8. Improve existing anti-displacement related activities as identified in the Plan.

Kansas City provides a wide range of initiatives that may address displacement. However, these services and strategies are often created in reaction to sharply rising rents and home prices rather than in anticipation of cost trends. This approach increases the cost and lowers the effectiveness of City initiatives. The City can have a more proactive approach through planning and data application to appropriately leverage existing City activities related to mitigating displacement. Evaluating and improving existing programs is crucial to success.

Appendix A - Recommended Action Items

Goal 1: Predict displacement risk and distribute resources.

Objective: Adhere to data and prioritization policies and procedures.

Strategy: Establish an Anti-Displacement Governing Body.

Action	Description
■ Establish anti-displacement governing body.	Anti-displacement efforts require interdepartmental and cross-sector support. Displacement threats and mitigation recommendations are constantly changing and require continuous oversight. In response to these challenges, cities establish oversight to provide recommendations and data analysis related to displacement.
■ Create and adopt internal City AR for displacement mitigation and area prioritization.	An administrative regulation helps staff understand their roles and responsibilities when carrying out a policy or program. Clear processes allow staff to achieve objectives in an effective manner when working across departments. The Anti-Displacement Comprehensive Plan’s governing body should work with necessary departments to monitor, facilitate, and create a process and procedure policy for prioritization, intervention, and prevention. This process should include the recommendations from the MVA, supplemental City data (i.e., social vulnerability index; eviction notifications), and lived experience.
■ Provide citywide awareness of target areas and available services.	While the City provides a multitude of services, both the public and City departments may be unaware of eligibility and the existence of certain resources, policies, and data that complement each other. Streamlining City anti-displacement resources improves internal and external access. A standardization and understanding of City target areas helps distribute these resources more appropriately.

Objective: Enable data-driven decision-making.

Strategy: Establish a data governance system.

Action	Description
■ Establish key data metrics to evaluate plan efficacy.	The KC Spirit Playbook outlines specific metrics related to displacement, but the metrics are not specific to this plan. Supplemental measures should be created to evaluate the plan's efficacy.
■ Create and implement data collection methods.	Data-driven decision making can only be as good as the data it uses. Creating a method for data collection helps ensure accurate, reliable, and valid data that supports meaningful insights. The Anti-Displacement Comprehensive Plan relies on data from the MVA, as well as additional sources (i.e., Social Vulnerability Index, eviction cases). Additionally, the efficacy of the plan relies on data collection and reporting to track key performance indicators and outcomes.

Strategy: Ensure transparency of the plan's data and priority areas.

Action	Description
■ Create and maintain a public Displacement Risk Dashboard.	The City needs the ability to monitor displacement risk and trends as it's likely to shift and change over time and may even occur where it is least expected. To aid in this effort, there should be a dashboard that incorporates multiple data sources to help better monitor displacement risk and target investments where they are needed most.
■ Include a Community Engagement Advisory as part of governing body.	As a living document, the Anti-Displacement Plan should maintain ongoing community engagement efforts with residents, businesses, related agencies, and other external stakeholders. Similar to the City of Boston, the plan's governing body should create an advisory subcommittee to ensure public engagement is continued throughout the duration of the plan.
■ Review and evaluate current City activities to improve efficiency.	The City currently has a wide range of policies that could be improved to support and encourage anti-displacement initiatives. Additional support for staff and designated funding streams are necessary to improve current programs. Inventories and reviews of City activities related to displacement will identify the support needed to make them successful.

Strategy: Improve existing activities related to anti-displacement efforts.

Action	Description
<ul style="list-style-type: none">■ Improve Land Bank policies and processes.	Land banks can be a powerful tool to address anti-displacement issues in a community at both development and resident levels. Promoting Equitable Neighborhoods (PEN) recently reviewed the City's Land Bank and provided recommendations for improving its policies and processes to better align with City goals.

Goal 2: Preserve and produce affordable development citywide.

Objective: Develop and implement a plan to create and preserve affordable housing stock.

Strategy: Improve existing activities related to anti-displacement efforts.

Action	Description
<ul style="list-style-type: none">■ Leverage Community Improvement Districts (CIDs) for affordable housing development.	By leveraging CIDs, cities can create a supportive environment for developers to build affordable housing without solely relying on external funding sources. Additionally, these districts often encourage a collaborative approach, involving residents and stakeholders in the decision-making process. This ensures that the improvements are tailored to the community's specific needs and priorities, ultimately leading to more sustainable and effective affordable housing solutions.
<ul style="list-style-type: none">■ Enhance area plan updates to include anti-displacement recommendations.	The City of Kansas City's City Planning Department will be updating all eighteen area plans, starting with three in 2025: KCI, Truman Plaza, and Briarcliff. A combination of targeted rezonings for increased density (as supported by the applicable area plans) and the relaxation or modification of certain development code requirements to diversify housing types. As area plans are updated, opportunities for additional density and diversity of housing can be identified.
<ul style="list-style-type: none">■ Explore developing a suitability analysis for eligible projects.	Suitability analysis criteria can be incorporated into scorecards for developers requesting City funds.

Action	Description
<ul style="list-style-type: none"> Update development code to align with City's affordable housing goals. 	<p>Building code requirements can sometimes unintentionally create barriers to the development of affordable housing. For example, to decrease barriers to developing missing middle housing, Memphis, TN amended its Local Building Code to enable structures of 3 to 6 dwelling units to be reviewed under their residential building code as opposed to its commercial building code.</p>
<ul style="list-style-type: none"> Review and support the Affordable Housing Set Aside. 	<p>The Affordable Housing Set Aside requires eligible developers to provide a certain portion of affordable units or an equivalent payment. This ordinance falls short of generating necessary affordable units because of exemptions and lack of staff for capacity.</p>
<ul style="list-style-type: none"> Explore additional development options for projects apply to the Housing Trust Fund. 	<p>Development timelines for the Housing Trust Fund can increase costs and be unable to provide necessary housing units to Kansas City residents. Staff should explore policy options to streamline project modifications if construction costs increase or if developers are unable to finish a project.</p>
<ul style="list-style-type: none"> Provide additional support for ADU development. 	<p>Ordinance 230552 revises regulations concerning ADUs. ADUs will increase housing density by allowing homeowners to build more compact residential units on lots with existing residential units. ADUs lead to low-cost, affordable units for residents who are at risk of displacement, while also increasing the missing middle housing stock for renters.</p>
<ul style="list-style-type: none"> Explore the development of pre-approved building plans for specific developments. 	<p>The creation of pre-approved building plans for higher density and missing middle housing types could expedite review processes to accelerate the production of affordable housing units and increase housing diversity. South Bend, Indiana and Spokane, Washington have implemented this process to address housing needs (i.e., missing middle housing; smaller developer involvement). Building plans can also be created to encourage the development of ADUs and expediate community partner developer (i.e., community land trusts).</p>
<p>Strategy: Provide and expand incentives for preserving affordable housing.</p>	
<ul style="list-style-type: none"> Create a funding and resource hub for small-scale developers. 	<p>Participants in Kansas City's Regional Housing Partnership Developer Assessment (2023) showed a need for education and training opportunities that are flexible and provide insight on application. Small-scale developers, rental property owners, nonprofits, and other agencies can find it challenging to access funding and resources to preserve housing stock. A centralized development process can alleviate these issues. The City can then explore models that incentive affordable housing development.</p>

Strategy: Acquire and operate existing affordable housing stock.

Action	Description
■ Inventory and appraise publicly owned property.	Inventorying and appraising publicly owned property for affordable housing development involves a systematic process to identify, evaluate, and prepare these properties for residential use. The City of Atlanta was able to negotiate with developers to increase their affordable housing stock once assets were property inventoried and appraised.
■ Acquire at-risk subsidized, naturally occurring affordable housing, and market affordable properties.	Some affordable housing properties rent to low- or moderate- income households due to other factors than government subsidy or restriction. These units are necessary for households that do not qualify for federal assistance, cannot find an available subsidized unit, or do not choose to live in a subsidized unit before of other concerns. Property owners not subject to affordability requirements can more easily increase rents, convert to condos, or sell. For example, the Minneapolis-St. Paul metro area connects developers and owner-operators with social motivated investors.
■ Establish acquisition funds for eligible property development.	Developers cite cost as a barrier to affordable housing development. Bridge financing is a way to provide loans to non- and for-profit developers that would be unable to acquire property and pay for "soft" predevelopment costs. The New York City Acquisition Fund is a public-private initiative, includes philanthropies, the City of New York, and financial institutions (i.e., JPMorgan, Chase). Chicago duplicated this fund structure as well. Boston has a similar private-public fund model.
■ Establish council priority for first refusal policies.	Right of first refusal is a contractual right that allows an interested party the first right to purchase a property. Priority consideration can be given to buyers that can keep a property affordable or facilitate conversion of the property to include affordable units. There are various mechanisms in which a rental property is made available to eligible purchases (i.e., advance notification, "right to make an offer"). Tenant and Community Opportunity to Purchase Acts are examples of right of first refusal.

Strategy: Improve development processes to create affordable housing.

Action	Description
■ Explore a transfer of development rights (TDR) program.	Cities use a TDR program to preserve long-term affordability, generate revenue, and encourage density. TDR programs are voluntary programs that allow the owner of one property to transfer its development rights to the owner for a second property.
■ Explore offsets for developments creating affordable and deeply affordable housing.	Affordable housing development can be costly. The City can offer in-kind benefits to developers and rental property owners to help balance costs and resources for affordable housing. Examples of benefits include permit fee waivers and predevelopment work.
■ Partner with Kansas City Community Development Financial Institutions (CDFIs).	CDFIs are mission-driven financial entities committed to improving economically disadvantaged communities. The common goal allows CDFIs to work together in a market-based approach to provide access to financial products for low-income residents and businesses.
■ Establish a housing development corporation.	The City does not have a centralized organization dedicated to the production of housing that aligns with City goals. A Housing Development Corporation (HDC) can acquire, maintain, and develop property in alignment with the City. A HDC places the City at the forefront of the development process with a goal of affordability, rather than profit. As directed by Resolution 240997, the best practices and implementation plan regarding a housing development corporation is available for review.

Strategy: Improve use of publicly owned property for affordable housing.

■ Establish partners for joint development on publicly owned land.	Joint development on land owned by public agencies (i.e., City of Kansas City; KCATA; KCPS) is a process by which the public agency makes land available for private development. This can improve the availability of workforce housing and other affordable housing opportunities. The City can play a role by encouraging partnership with a variety of local public agencies and matchmaking with appropriate developers (i.e., community land trusts).
--	---

Acquire property to address vacant and derelict property.

Investor ownership is a driver of displacement. Out of state speculators and property owners can lead to vacant structures and properties. Strategic code enforcement can help communities bring vacant property into use. Cities across the country, including Memphis, have highly effective strategic code enforcement programs. The program can acquire and transfer property to improve housing stock availability and resident concerns.

Objective: Ensure inclusive, equitable development.

Strategy: Use zoning to stabilize neighborhoods through a mixed-income approach.

Action	Description
<ul style="list-style-type: none">■ Create zoning overlays to target areas for housing production.	The City does not target areas for mixed-income production. A targeted approach can provide more options for residents to choose where to live and maintain access to amenities. Zoning can be used to require developers to provide a certain number of affordable, income-restricted housing units within new development. Independence, MO, has created a special overlay district to promote mixed-income and sustainable communities. The City can also consider creating Neighborhood stabilization zoning to prevent demolition and promote preservation of current housing stock.
Strategy: Require eligible developments to support anti-displacement measures.	
<ul style="list-style-type: none">■ Eligible developments provide a Community Benefits Agreement (CBA).	Developments incentivized through City funds use tax payer dollars to develop their project. A Community Benefits Agreement (CBA) is a legally binding contract between a community and a developer that includes commitments the developer will make to the neighborhood, in exchange for the community's support. CBAs reduce the likelihood that public funds will be wasted or misdirected.
<ul style="list-style-type: none">■ Eligible developments provide an Eviction Prevention Plan.	An eviction prevention plan provides details on what steps will be taken by management companies in eviction scenarios. The City of Boston requires developments receiving City funds to provide their plan to receive their funds. The plan includes conflict resolution and mediation procedures, repayment plans, an on-site eviction prevention coordinator, tenant education, and housing referrals. Other requirements exist as well.
<ul style="list-style-type: none">■ Reissue RFP for a linkage fee nexus study.	Linkage fees and impact fees can generate revenue for affordable housing development. They can be used in place of, or to supplement, inclusionary zoning. These fees are charged to developers when they undertake new commercial or residential projects. Linkage fees offer flexibility as they can be adjusted based on the type and size of the development. The purpose is to link the creation of market-rate real estate to the production of affordable housing.

Goal 3: Retain and empower residents.

Objective: Retain current rental residents.

Strategy: Perform proactive community engagement for at-risk renters.

Action	Description
<ul style="list-style-type: none">■ Create a predictive model for better resource distribution.	<p>The City currently relies on reactive interventions rather than proactive engagement. Delaying services can lead to a higher risk of displacement as economic pressure continues to grow. Early intervention can prevent people from becoming at-risk of displacement. Predictive models can use an array of data to predict which residents are at high risk of losing their housing. Other cities, such as Los Angeles County, had success in using predictive models to increase targeted outreach.</p>
<ul style="list-style-type: none">■ Implement policy for eviction notifications.	<p>The City's Right to Counsel (RtC) program relies on eviction filing notices to alert tenants of legal services. However, only Jackson County reports eviction filings to the City. This leaves residents in the remaining Kansas City counties from having the same opportunity for services. Adopting a policy to require all rental properties in Kansas City to submit evictions directly to the City will allow all residents the same opportunity for resources. Additionally, the notification can alert the City to provide legal and educational resources to the rental property owners.</p>
Action	Description
<ul style="list-style-type: none">■ Improve accessibility for tenant resources.	<p>The City offers various tenant protection resources; however, these resources can be hard to access. The City should provide resources in multiple languages and plain language. This helps both rental property owners and tenants understand their rights, responsibilities, and services. The City can perform proactive engagement by identifying areas with higher concentrations of at-risk tenants to raise awareness of services and identify appropriate languages for resources.</p>

Strategy: Expand Office of the Tenant Advocate.

Action	Description
<ul style="list-style-type: none">Provide mediation services.	Eviction processes can be stressful, adversarial, and costly for both landlords and tenants. Mediation services for eviction processes are designed to help landlords and tenants resolve disputes outside of the court, providing a more collaborative and less adversarial approach. The goal is to facilitate communication between the parties, identify common ground, and help them reach a mutually agreeable solution. Mediation helps keep eviction filings off a tenant's record and saves the property owner's time and money from a costly eviction.

Strategy: Improve rental property owner supports and services.

<ul style="list-style-type: none">Develop best practices and additional resources for rental property owners.	Kansas City does not provide standard education resources and support for landlords. Without adequate support, small scale and local landlords can have difficulty navigating the rental process. The City of Philadelphia provides resources, such as tenant screening guidelines and a model lease, to support both tenants and landlords. Kansas City could reinstitute the Landlord University to address tenant-landlord relationships, financial resources, the voucher process, and other related subjects.
<ul style="list-style-type: none">Create a performance-based rental license program.	Currently, rental property owners pay a fee to register through the City's Healthy Homes program. While Healthy Homes is a flat fee regardless of a landlord's relationship with the City, a performance-based rental license program offers benefits to landlords that meet or exceed City requirements. For example, the City of Brooklyn Center in Minnesota rewards longer rental license terms and less frequent property inspections to landlords with the highest level of compliance. Kansas City could explore tier levels of benefits dependent on code violations, crime reports, and if Landlords attend and complete Landlord University.

Objective: Retain current homeowners.

Strategy: Provide and expand property improvement support.

Action	Description
■ Expand City Home Repair and Paint Program.	Kansas City's City Home Repair and Paint programs currently offer structural improvements to eligible homeowners. The programs target low- and moderate-income households and help residents age in place. The programs currently use Community Development Block Grant funding but should explore using the franchise fee from utilities as an additional funding source. Expanding funding and partnerships can provide additional support for weatherization, climate efficiency, and homeowners that would otherwise not be eligible under federal requirements.
■ Educate and promote property tax relief programs.	The Economic Development Corporation of Kansas City (EDCKC) currently provides tax abatements for qualified single-family owner-occupied properties through the Land Clearance for Redevelopment Authority (LCRA). Often, homeowners using the City's Home Repair Program are eligible for a tax abatement through the LCRA. The City should work with the EDCKC to promote this program and help eligible homeowners in accessing the abatement.
■ Implement strategic building code enforcement.	Code enforcers operate from various city departments and do not have a uniform procedure. A strategic code enforcement program can create cohesion among City code enforcement operations and proactively assess the next steps for residents, businesses, or vacant properties. The program can support residential properties in accessing resources to amend code violations before legal escalation occurs.

Strategy: Provide education and support for accessing financial assistance.

■ Partner with legal service organizations to empower communities to appeal property tax assessments.	The State of Missouri assesses property taxes on a two-year cycle. In gentrifying areas, property value is easily over assessed and can hurt longstanding residents and businesses. Legal aid organizations can help residents appeal property tax assessments. The City can partner with legal aid organizations to expand access to legal assistance and understand limitations.
■ Expand resources to include foreclosure intervention counseling.	A foreclosure intervention counselor can help advocate for at-risk homeowners with financial institutions. Homeowners may need budgeting assistance, refined loan terms or repaired credit scores. Other Cities use various funding sources (i.e., CDBG; affordable housing trust funds) to support this service. Community Land Trusts can also be used to purchase foreclosed property and restore ownership for the original resident.

Objective: Strengthen community resilience against displacement pressure.

Strategy: Improve and expand resident opportunity pathways.

Action	Description
<ul style="list-style-type: none">Explore the use of Kansas City's transit-oriented development (TOD) policy to enhance amenities and housing stock.	<p>Transit and other infrastructure projects can result in displacement as private investment increases property prices. However, a Transit-Oriented Development (TOD) policy can significantly support affordable housing by creating dense, walkable communities centered around public transit hubs. The City of Charlotte uses their TOD to designate specific transit corridors as eligible for their Affordable Housing Density Bonus Program. In this program, developers have the option of building onsite or offsite affordable housing units or making a payment in place of affordable housing unit production.</p>
<ul style="list-style-type: none">Create a Skilled Trades Action Plan to increase economic opportunities.	<p>A Skilled Trades Action Plan for municipalities is a strategic framework designed to address skill shortages and promote workforce development in the trades sector. By implementing a Skilled Trades Action Plan, municipalities can create a more skilled and adaptable workforce, which in turn can drive economic growth and improve the quality of life for residents. This plan can include Section 3 and work closely with the Housing Authority to support management of public housing.</p>
<ul style="list-style-type: none">Develop a community toolkit of resources and proactively connect residents.	<p>A centralized hub of City services related to anti-displacement helps residents and community organizations easily navigate resources. The City of Charlotte created an inventory of resources for residents to access as part of their anti-displacement plan. This toolkit supports communities in accessing programs and resources to help with neighborhood and household stability. The toolkit is updated as new resources are available. The City can create a similar inventory and partner with external agencies, such as the Kansas City Public Library, to engage residents.</p>
<ul style="list-style-type: none">Enhance public services and infrastructure.	<p>Residents in lagging markets (disinvested areas) may be displaced due to lack of amenities. Rising costs in higher opportunity areas may displace residents from relocating within Kansas City. Using data and community engagement, the City can identify areas that need additional support for public services and infrastructure enhancement. The City can facilitate targeted improvements with schools, transit, and other external agencies that may impact the stability of a neighborhood. Area plans and a suitability analysis can support this action.</p>

- Develop and implement an aging in place policy.
- An Aging in Place Policy is a framework or set of guidelines aimed at supporting older adults to live in their own homes or communities for as long as possible, with dignity, independence, and safety. These policies typically focus on removing barriers to aging in place by addressing physical, social, and economic challenges that seniors may face as they age. The goal is to allow seniors to age in a familiar environment with access to the necessary services and supports, rather than moving to institutional settings like nursing homes or assisted living facilities, unless necessary.

Strategy: Reduce barriers to homeownership.

Action	Description
■ Expand home buyer assistance programs.	The City's current homeowner assistance program is restricted to City employees but could expand to the public. This would help low-income households create generational wealth through homeownership. It could also help stabilize neighborhoods by decreasing the number of rentals. The Housing Trust Fund could explore providing additional homeowner and down payment assistance.
■ Explore developing a Heirs' Property Program.	The City can explore a program to address title clearing and heir location. A program can also identify funding or tax relief to support families living in inherited homes. Partnerships with legal aid organizations or local law clinics should be considered. Such programs exist in cities like Memphis and Philadelphia.
■ Increase partnerships with banks to provide financial assistance.	Improving the City's relationship with banks helps the City provide resources from financial institutions to residents. Residents may not be aware of financial and educational support provided by financial institutions. The City can advertise resources provided by financial institutions to residents and be proactive in connecting residents with appropriate resources. The City can coordinate partnerships with local banks to expand loan assistance and financial services to Kansas Citians at moderate-income levels. Currently, most City service programs are limited by income eligibility. Partnerships with external financial institutions could improve services for incomes that are otherwise ineligible for City services. An expansion of services could help retain all residents in areas at-risk of displacement.
■ Expand energy and water savers program.	Eligible low-to moderate-income households in Kansas City have access to a free visit from a Water and Energy Community Specialist to identify household efficiency issues and install water and energy saving products, including a free Energy Savings Kit, if necessary. Data can help staff identify priority households to improve energy efficiency improvements.

Strategy: Provide housing options and support for displaced tenants.

- Standardize a relocation process.

The City can enact certain policies to establish a relocation process. For example, the City of Seattle passed an ordinance to require developers to provide relocation funds for displaced tenants when demolition of existing housing units to build newer, higher-density housing types occurs. Kansas City can consider a similar requirement to protect residents when buildings are demolished due to disrepair or new development.

Goal 4: Protect and grow commercial and cultural assets.

Objective: Support current local brick-and-mortar businesses.

Strategy: Provide financial and educational resources.

Action	Description
<ul style="list-style-type: none"> Educate and target property tax abatement for locally owned businesses in anti-displacement risk areas. 	<p>Property tax abatements for local businesses are necessary in areas with sudden increases in property value. Spikes in property value can threaten even the most successful local businesses. The City can explore options to expand information related to tax abatements for locally owned businesses threatened by rising costs.</p>
<ul style="list-style-type: none"> Promote and expand the Commercial Façade Improvements Programs. 	<p>The City can strengthen the longevity of commercial businesses by funding façade improvements for local businesses. Many small businesses do not have the resources to retain code standards or obtain proper title, particularly with Kansas City's older buildings. Funding can help ensure a business' long-term success by covering otherwise destabilizing fees and fines. Additionally, some design standards may be difficult for small businesses to achieve. Flexibility in City design standards, led by the City Planning Department, can work to keep small businesses operable.</p>
<ul style="list-style-type: none"> Establish a Revolving Loan Fund (RLF) for Small Business Commercial Acquisition. 	<p>A RLF can generate funding for low- or no-interest short-term loans to increase business ownership and affordability of commercial spaces for small businesses. Small businesses cannot compete with larger companies vying for similar commercial spaces, particularly in areas of high investment. Property ownership can help businesses withstand displacement and become community anchors.</p>

- Establish a Construction Disruption Assistance Program.

A Construction Disruption Assistance program can provide small businesses financial, programming, or legal assistance for business disruption or loss of revenue caused by development. The programs often work with local Community Development Corporations that can provide community-level assistance.
- Create Legacy Business Registry

A Legacy Business Registry can help provide recognition, technical, and financial support to businesses that have served the Kansas City metro area for twenty or more years. The official registry will be public facing on a City-sponsored website. Often, these businesses may be family-run or cultural anchors, which also helps to preserve culture in gentrifying areas.

Strategy: Leverage partnerships to protect and grow commercial assets.

Action	Description
■ Provide matchmaking process to connect businesses and vacant space.	<p>The City of Boston offers a matchmaking program that connects businesses to vacant commercial space. This allows the brand of the business to be maintained, even if it is priced out of the current location. Affordable vacancies may be present near the original location of the business. Additionally, if eligible, the Commercial Façade Program could provide outfit costs. This program helps identify the new location and keeps vacancy rates down. The City can keep an online registry for property owners to market their vacant spaces.</p>
■ Commercial Corridor Action Plan	<p>Revitalizing commercial corridors is critical to the success of communities. A neighborhood's business district is an indicator of the overall level of economic confidence in a neighborhood.</p>
■ Neighborhood Business Incubators	<p>Incubators are typically larger entities with working capital that support small businesses or start-ups by providing access to workspace, mentorship, investors, or additional capital at a low-barrier and low-cost. Due to the demand of incubator opportunities, the program can look towards rotating spaces or startup funding to ensure equitable access for more than one business. A Neighborhood Business Incubator model can be incorporated with Community Benefits Agreements or a Neighborhood Jobs Trust/Linkage Fee model.</p>

Objective: Protect cultural assets.

Strategy: Acquire and preserve arts, cultural, and music spaces.

Action	Description
▪ Establish a Cultural Trust.	A cultural trust can provide an inventory of current Kansas City cultural assets. The trust can keep historic or artistic anchors in Kansas City from being priced out as the city develops. These anchors help root communities and culture and give citizens a sense of belonging. A Cultural Trust aims to leverage this funding and philanthropic donations to retain cultural anchors through acquisition, long-term leases, and a network of support.
▪ Expand cultural programming.	An online database of current cultural traditions can help to identify and retain these traditions for future generations. The City can partner with cultural institutions (libraries, churches, community centers, art collaboratives) to ensure traditions, social identity, and heritage stay in neighborhoods when threatened with change. Kansas City could explore reinvesting in an Arts and Culture Office.

Strategy: Enhance and protect access to third spaces.

▪ Partner with the school system and Kansas City Public Library system to improve significance as community assets and third spaces.	Public schools and libraries can exist as community hubs for students and families. The “hub” model relies on partnerships with community-based nonprofits, local universities, and City departments to increase learning opportunities and after-school programs for children and families. Several public schools in Boston have transitioned to this approach, championing the historic and present culture and tradition that surrounds the neighborhood school. The Kansas City Public Library system already functions as a hub for City residents, but additional support can expand capacity and “hub” locations.
▪ Plan for public spaces.	Incorporate public space analyses and strategies into all future plans (area, corridor, and neighborhood plans). Ensure that projects are identified over a range of scales, including multi-year projects as well as small scale, tactical urbanism projects that can create immediate impacts and catalyze other improvements in underserved areas.

Appendix B: Glossary

ADUs: Accessory Dwelling Units (ADUs) are secondary units on single-family property lots, independent from the primary home. They can be attached to the primary structure or detached.

Affordability: In general, “affordable” is considered as housing for which occupants pay no more than 30% of total household income for housing costs, including rent and utilities.

Community Land Trust: A community land trust (“CLT”) is a private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents. CLTs attempt to meet the needs of residents least served by the prevailing market. CLTs prohibit speculation and absentee ownership of land and housing, promote ecologically sound land-use practices, and preserve the long-term affordability of housing.

Displacement: Displacement is when rising costs, economic pressures, and overt policy cause long-term residents and businesses to leave an area. Kansas City has identified three types of displacement: indirect, direct, and cultural.

Gentrification: Gentrification refers to a sharp increase in the area cost of living due to the practices and policies that welcome new investment into historically disinvested areas.

Housing Development Corporation: A housing development corporation is a government-affiliated nonprofit that can incorporate City goals directly into City development through strategic acquisition, financing, and construction of housing.

Missing Middle Housing: “Missing Middle” housing denotes housing types found in single-family neighborhoods that are accessible to a range of housing needs. Duplexes, cottage style, townhomes, and 4-plexes are examples of some of Kansas City’s missing middle housing.

Mixed-income Development: Mixed-income development refers to projects that include a mix of market-rate and affordable units in the same development. It can also refer to neighborhoods with diverse housing stock available to residents with a range of income levels.

Naturally Occurring Affordable Housing (NOAH): Naturally occurring affordable housing refers to private market housing accessible to low- or moderate-income residents without public subsidy. NOAH is often in historically disinvested neighborhoods at-risk for gentrification and subsequent displacement. NOAH is not traditionally protected by public regulation and therefore most vulnerable.

Subsidized housing: Subsidized housing is all federal, state, or local government programs that reduce the cost of housing for a specified income level. This may be voucher programs, public housing, downpayment assistance programs, and tax credits, among other examples.

Appendix C: Community Engagement

Kansas City's Comprehensive Anti-Displacement Plan was created by City staff in accordance with Resolution 240997. The City partnered with a consultant to identify displacement risk and market conditions. Additional evaluation included a review of the City's existing initiatives that related to anti-displacement to understand their impact and identify gaps in current programming. The plan reflects these findings and includes input gathered from previous related plans from City Departments and external partners. The plan includes a survey for all Kansas City residents and business owners to guide future priorities.

The plan includes recommendations from community stakeholders including local non-profit service providers and advocates. The plan reflects feedback from community members collected through a Citywide survey and during district meetings. Additional feedback was incorporated from community involvement in additional plans related to anti-displacement efforts. Information collected from external organizations and the community helped supplement these findings and inform the development of the plan recommendations. The plan recognizes ongoing collaboration with community partners to increase capacity and facilitate service delivery. The plan includes insight from other cities to improve upon lessons learned and best practices. A detailed list of other cities reviewed and stakeholder and resident engagement can be found below:

City of Atlanta, GA	Kansas City Playbook Community Engagement
City of Austin, TX	
City of Boston, MA	Kansas City Public Library
City of Charlotte, NC	Kansas City Public Schools
City of Minneapolis, MN	KC Tenants
City Planning and Community Development Department	Local 500 Union
CommunityCares KC	Mid-America Regional Council
Fifth District Monthly Meeting	Neighborhood Services Department
Habitat for Humanity	Office of Environmental Quality
Health Department	Promoting Equitable Neighborhoods (PEN) Coalition
Housing and Community Development Department	State of the Third District
Kansas City Equity Office	Water Service Department

This plan recognizes that quantitative data does not always tell the entire story and community engagement should be a priority to understanding resident concerns. **This plan recommends continuous community engagement to best serve residents.**

Keep KC in Place: An Anti-Displacement Initiative Survey Results

This plan includes recommendations from the Keep KC in Place Survey. This survey was an opportunity for residents and local businesses to provide their insight related to displacement and inform the plan's policy priorities and recommended action items. **The plan recommends staff, and the Anti-Displacement Governing Body, to perform continuous community outreach at the neighborhood level to better understand appropriate resources for each community at-risk of displacement.** The feedback collected from Keep KC in Place is a Citywide engagement initiative to help guide initial recommendations.

The Keep KC in Place survey had 171 respondents, including 7 businesses and 41 respondents that are involved with local nonprofits. Residents in all districts responded to the survey, with most respondents (37.5%) residing in the 4th District. The responses from this survey and other community engagement efforts helped guide the plan's policy priority areas and recommended action items. The survey was structured to include responses from residents, local business owners, and local nonprofits.

Residents

Over half of the respondents identified as being at risk of displacement in the past two years. The most common concern among respondents is the sharp rise in rents and property taxes, which many say is making it unaffordable for long-term residents, working-class people, and even city employees to remain in their neighborhoods. Many link these increases to gentrification, out-of-state investors, and luxury developments that do not serve existing residents.

Several respondents point to a lack of investment in infrastructure and services—such as public transportation, schools, grocery stores, and basic maintenance—which disproportionately affects lower-income and minority communities. Respondents identified the need for better code enforcement to keep rental property managers accountable and expressed the need for developers to adhere to anti-displacement measures (i.e., community benefit agreements).

Local Businesses

Seven respondents identified as owning and/or operating a brick-and-mortar business in Kansas City. The businesses were in the 4th District (57%), 6th District (29%), and 3rd District (14%). On average, respondents ranked the following top three strategies as most important in preventing business displacement:

- 1) Create a property tax relief program for small businesses.
- 2) Provide outreach and expansion for the commercial façade improvements program.
- 3) Provide financial and educational resources for small businesses.

Additional surveys should be conducted to gather more information specifically related to the needs of small businesses and displacement.

Nonprofits

The plan recognizes Kansas City has strong community organizations that already work in goal areas of the plan. The plan recommends the City partners with organizations to best serve the community. The survey provided a section for individuals that lead or work with a nonprofit to identify their nonprofit and related anti-displacement topics.

Most respondents focus on preservation and creation of affordable housing, support and services for tenants, and improving access to economic opportunities. Respondents highlighted transportation access as important for preventing displacement, especially for communities living in less accessible areas. Some respondents emphasize broader social issues such as labor rights, healthcare, education, and climate, and addressing social isolation among vulnerable groups

Overall, responses reflected the need for a systematic approach to mitigating displacement in Kansas City. The plan includes recommended actions to address community identified causes of displacement at various levels (i.e., individual, neighborhood, government).

Appendix D: Current City Anti-Displacement Activities

Goal	Activity	Description	Department
Retain and Empower Residents	City Home Repair	The City Home Repair program offers home repair services to income-eligible homeowners in Kansas City, MO. By ensuring building longevity, the program helps residents age in place and retain naturally occurring affordable housing. City Home Repair also includes the Paint Program and Targeted Minor Home Repair.	Housing
Retain and Empower Residents, Preserve and produce affordable development citywide, Protect and grow commercial and cultural assets	Central City Economic Development	Central City Economic Develop (CCED) is defined on the north by 9th Street, the south by Gregory Boulevard, the east at Indiana Avenue, and the west by Paseo Boulevard. A voter-approved sales tax funds economic development within the boundaries. CCED encourages investment in a historically disinvested area of Kansas City.	Housing
Retain and Empower Residents, Preserve and produce affordable development citywide	Housing Trust Fund	The Affordable Housing Trust Fund (HTF) is a city-wide fund to promote, preserve and create long-term affordable housing for extremely low, very low and moderate-income households. HTF helps affordable-housing developers ensure financing for their projects. It also incentivizes affordability in development.	Housing
Preserve and produce affordable development citywide	Community Development Block Grant (CDBG)	HUD grant administered by the City to support projects that benefit low-and-moderate-income persons. CDBG programs help facilitate affordable housing development and expand economic opportunities.	Housing

Preserve and produce affordable development citywide	Community Land Trust Partnership	The community land trust model ensures permanently affordable housing for residents. This model makes sure everyone has the opportunity to benefit from quality housing, community investment, and homeownership.	Housing
Preserve and produce affordable development citywide	HOME	The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. It is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. This HUD grant helps promote affordable housing development in Kansas City.	Housing
Retain and Empower Residents	Emergency Rental Assistance Program (ERAP)	In partnership with local agencies, the City can distribute rental and utility assistance to individuals and families needing relief. This program helps to prevent eviction and subsequent displacement of families from long-term residences.	Housing
Retain and Empower Residents	Right to Counsel	The Right to Counsel (RTC) program provides free legal assistance and support to individuals and families to ensure all individuals facing eviction will have legal representation. The program helps prevent displacement due to eviction. It can also help improve relations between tenant and property owner.	Housing

Retain and Empower Residents	Tenant Bill of Rights	The Tenant Bill of Rights ensures the rights of tenants across Kansas City. It outlines responsibilities and resources for property owners, landlords, and tenants, to encourage transparency for all parties involved.	Housing
Retain and Empower Residents	Zero KC Plan	Zero KC is Kansas City's strategic plan to end homelessness and is executed through the Office of Unhoused Solutions (OUS). The plan relies on 5 core pillars and a commitment to functional zero.	Housing
Retain and Empower Residents	Title Clearing for Land Bank	As part of its strategic plan, the Land Bank researches and corrects tax titles and title issues regarding tax sale notices, encumbrances, and errant legal descriptions. This helps prepare vacant land for future development and support the creation of affordable housing.	Housing
Retain and Empower Residents	Solar for All Program	The City will deliver low or no-cost solar to low-income residents with 2024 EPA Solar For All grant funds. This helps low-income residents prepare for future weather-related events and age-in-place as weather patterns change.	Office of Environmental Quality
Retain and Empower Residents	Brownfield Lead Contamination Removal in Ivanhoe	\$3 million EPA grant to remediate lead-contaminated vacant lots in the Ivanhoe neighborhood. Cleanup and preparation of brownfields helps prepare vacant lots, many of which are in the City's Land Bank, for affordable housing development. For example, the low-income affordable housing development East Garfield Senior Cottages was built on the former brownfields.	Office of Environmental Quality

Retain and Empower Residents	Climate Protection and Resiliency Plan	The Climate Protection and Resiliency Plan is an equity-centered roadmap to help our community achieve our greenhouse gas emission reduction goals of climate neutrality for city operations by 2030 and citywide by 2040 and adapt to flooding, extreme heat, and other climate change impacts we are already facing. This helps keep residents in their homes, instead of being displaced due to weather-related events.	Office of Environmental Quality
Retain and Empower Residents	Energy and Water Savers	The City's partnership with local not-for-profit Bridging the Gap provides low-to-moderate income residents with a basic walk-through from A Water and Energy Community Specialist to identify leaks and energy efficiency issues as well as install FREE water conservation and energy-efficient products as needed. This helps residents identify ways to improve their housing for long-term sustainability.	Office of Environmental Quality
Preserve and produce affordable development citywide	Vacant Building Registry	All vacant or foreclosed housing units within the city limits of Kansas City, Missouri which are not occupied by the owner must be registered with the City between December 1 and January 31 of each year. This helps ensure accountability and stabilize neighborhoods.	Neighborhood Services
Preserve and produce affordable development citywide	Dangerous Buildings	All dangerous buildings are evaluated by inspectors according to several objective criteria, including age of the case, severity of the damage to the structure, proximity to parks, schools, and major streets, and likelihood of being repaired. The current list of dangerous buildings is available online, updated approximately weekly. The program helps ensure long-term safety for neighbors and accountability for property owners.	Neighborhood Services
Retain and Empower Residents	Empowerment Grant	The Neighborhood Empowerment Grant awards up to \$20,000 to registered Neighborhood Associations for neighborhood improvement projects. Projects are related to community engagement, identity, safety, youth, and overall quality of life. The grant helps equip neighborhoods for long-term stability and retain culture.	Neighborhood Services
Retain and Empower Residents	Neighborhood Legal Support	The City works with legal agencies to assist neighborhood needs. This can include services related to legal advice and counsel regarding problem property owners and supporting the City's abandoned vacant properties initiatives. Legal assistance can help residents stay in their current homes by clearing titles and addressing other legal barriers as necessary.	Neighborhood Services, Housing

Preserve and produce affordable development citywide	Area Plan updates	Area plans recommend strategies to help realize a community's long-term vision for the future and provide a comprehensive framework to guide public decisions on land use, housing, public improvements, community development, and city services. Area plans provide both proactive strategies (phased action steps which are outcome driven) and reactive guidelines (evaluation tool to guide future decision making). These plans are used by the city and the Community alike and become an element of the City's Comprehensive Plan.	City Planning
Preserve and produce affordable development citywide, Retain and Empower Residents	Transit Oriented Development Policy	The City's transit-oriented development policy helps provide housing and planning guidance related to transit. Including an anti-displacement framework can help improve transit access to residents and other amenities. It can also help current residents benefit from transit development.	City Planning
Preserve and produce affordable development citywide	Development Concierge Services	The concierge services for development help streamline and provide assistance to developers. This new program is intended to make the development process more accessible.	City Planning
Retain and Empower Residents	Health in All Policies (HiAP)	Health in All Policies is a collaborative approach to improve well-being across various sectors. Addressing social determinants of health improves community resilience and helps keep residents in their homes.	Health
Retain and Empower Residents	Housing and Health Referral System	As a part of a National League of Cities initiative, the Health and Housing Departments are developing a referral system for residents accessing services. This can help the City better leverage resources and connect residents to services to maintain their homes.	Health, Housing
Protect and grow commercial and cultural assets.	Small Business Comprehensive Plan	The Mayor's Small Business Task Force is developing a Small Business Comprehensive Plan. This plan includes anti-displacement recommendations to help keep local businesses in place.	Neighborhood Services
Retain and Empower Residents	Neighborhood Tourist Development Fund	The Neighborhood Tourist Development Fund (NTDF) program promotes Kansas City's distinct and diverse neighborhoods through cultural, social, ethnic, historic, educational and recreational activities in conjunction with promoting the city as a premier convention, visitor and tourist center. Supporting these types of activities can improve social cohesion and strengthen communities.	Neighborhood Services