

# KANSAS CITY, MISSOURI EQUITABLE ECONOMIC DEVELOPMENT STRATEGY

## MARKET ASSESMENT & TARGET INDUSTRIES



AUGUST 2025

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# INTRODUCTION

## What is a Market Assessment?

A market assessment is a critical component when conducting a target industry analysis. It provides valuable insights into the economic landscape, demand dynamics, and potential opportunities or challenges for specific industries. It includes:

1. **Identifying Target Industries:** A market assessment helps in identifying industries that align with the city's strengths, resources, and competitive advantages. It considers factors such as the city's infrastructure, workforce skills, and existing economic activities to pinpoint sectors with growth potential.
2. **Understanding Market Trends:** Assessing market trends allows for a deeper understanding of the evolving economic landscape. This includes identifying emerging industries, technological advancements, and shifts in consumer preferences that can impact the city's target industries.
3. **Evaluating Demand and Supply Factors:** A thorough market assessment analyzes both demand and supply factors for potential industries. This involves understanding the needs of consumers or businesses, as well as assessing the city's capacity to meet those needs through available resources, workforce, and infrastructure.
4. **Assessing Competitive Landscape:** Understanding the competitive landscape is crucial for identifying the city's position relative to other regions. This involves evaluating strengths and weaknesses of existing competitors and assessing the city's comparative advantages to attract target industries.
5. **Identifying Market Gaps and Opportunities:** A market assessment helps in identifying gaps in the market where demand exceeds current supply or where the city has a unique opportunity to meet specific needs. This insight is valuable for targeting industries that can fill these gaps and contribute to economic growth.
6. **Analyzing Regulatory and Policy Environment:** Understanding the regulatory and policy environment at local, regional, and national levels is essential. A market assessment considers how government policies, incentives, and regulations may impact the target industries and influence their potential success in the city.
7. **Mitigating Risks:** By assessing market conditions, potential risks and challenges can be identified. This includes understanding factors such as economic volatility, regulatory uncertainties, or other external threats that may affect the viability of target industries in the city.
8. **Supporting Decision-Making:** A comprehensive market assessment provides decision-makers with data-driven insights to make informed choices regarding investment strategies, economic development initiatives, and resource allocation for supporting and attracting target industries.





# MARKET ASSESSMENT



# KANSAS CITY MARKET ASSESSMENT

## **Region Summary**

### **Overview**

The City of Kansas City, Missouri, the largest city in the state, serves as the urban anchor of a thriving bi-state metropolitan region that spans parts of Missouri and Kansas. With a population of approximately 510,000 within city limits and more than 2.3 million in the broader metro area, the City of Kansas City is a central hub in the Midwest for commerce, culture, and connectivity. The city's location at the confluence of the Missouri and Kansas Rivers, along with its extensive highway and rail infrastructure, has long made it a vital center for logistics and transportation. The City of Kansas City's economy is notably diverse, with key sectors including logistics, manufacturing, finance, healthcare, and an increasingly prominent technology scene. It is also home to the globally significant Animal Health Corridor, a cluster of innovation and production stretching from Kansas to Missouri that represents a third of the global animal health industry.

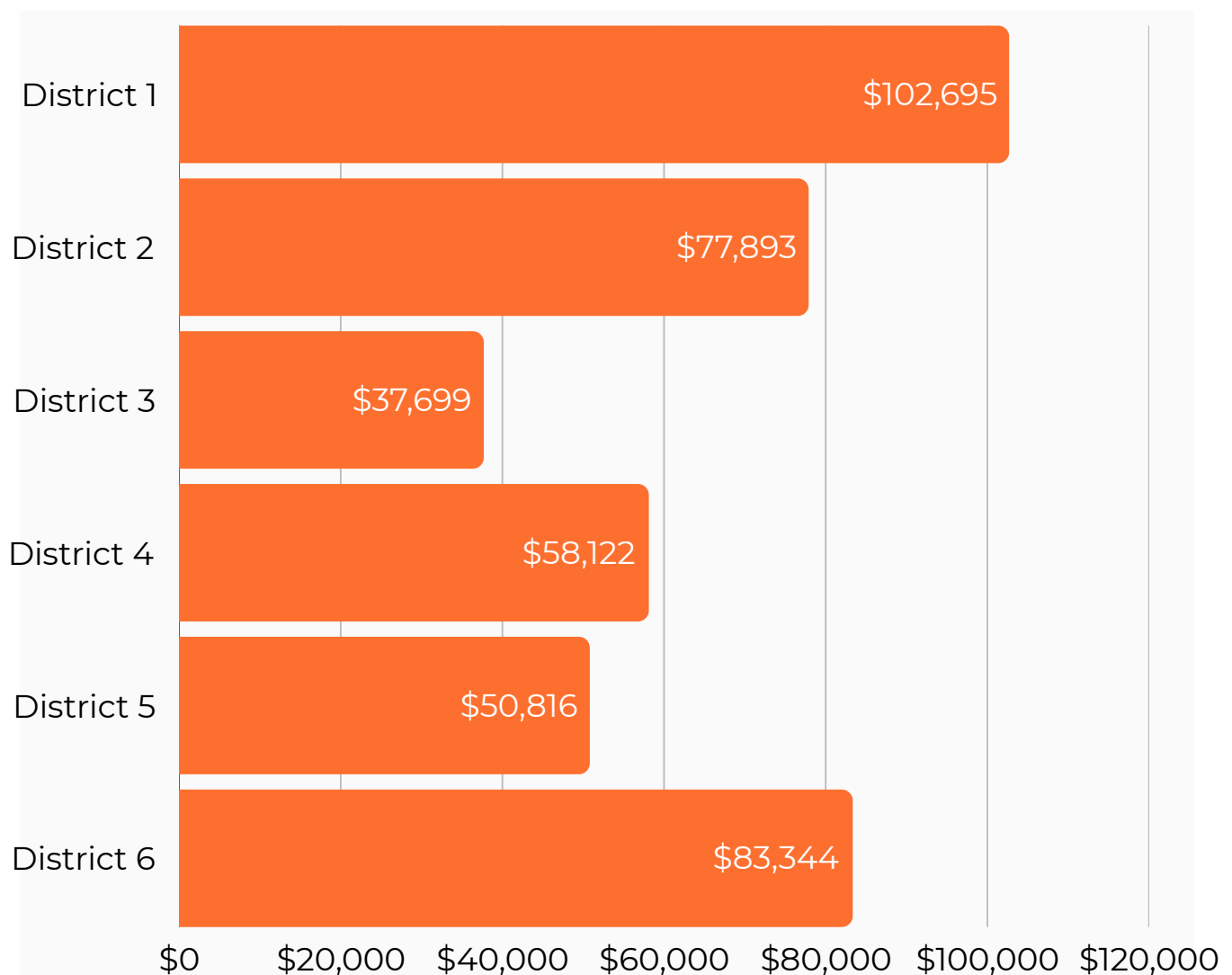
The labor force in the City of Kansas City is bolstered by a strong educational ecosystem and collaborative workforce development initiatives. Institutions like the University of Missouri–Kansas City and nearby universities such as the University of Kansas and Kansas State University contribute to a steady pipeline of talent. About 40% of the city's residents have earned a bachelor's degree or higher, which supports a growing number of knowledge-based jobs, particularly in software, health IT, and professional services.

# KANSAS CITY MARKET ASSESSMENT

## District Demographic Profile

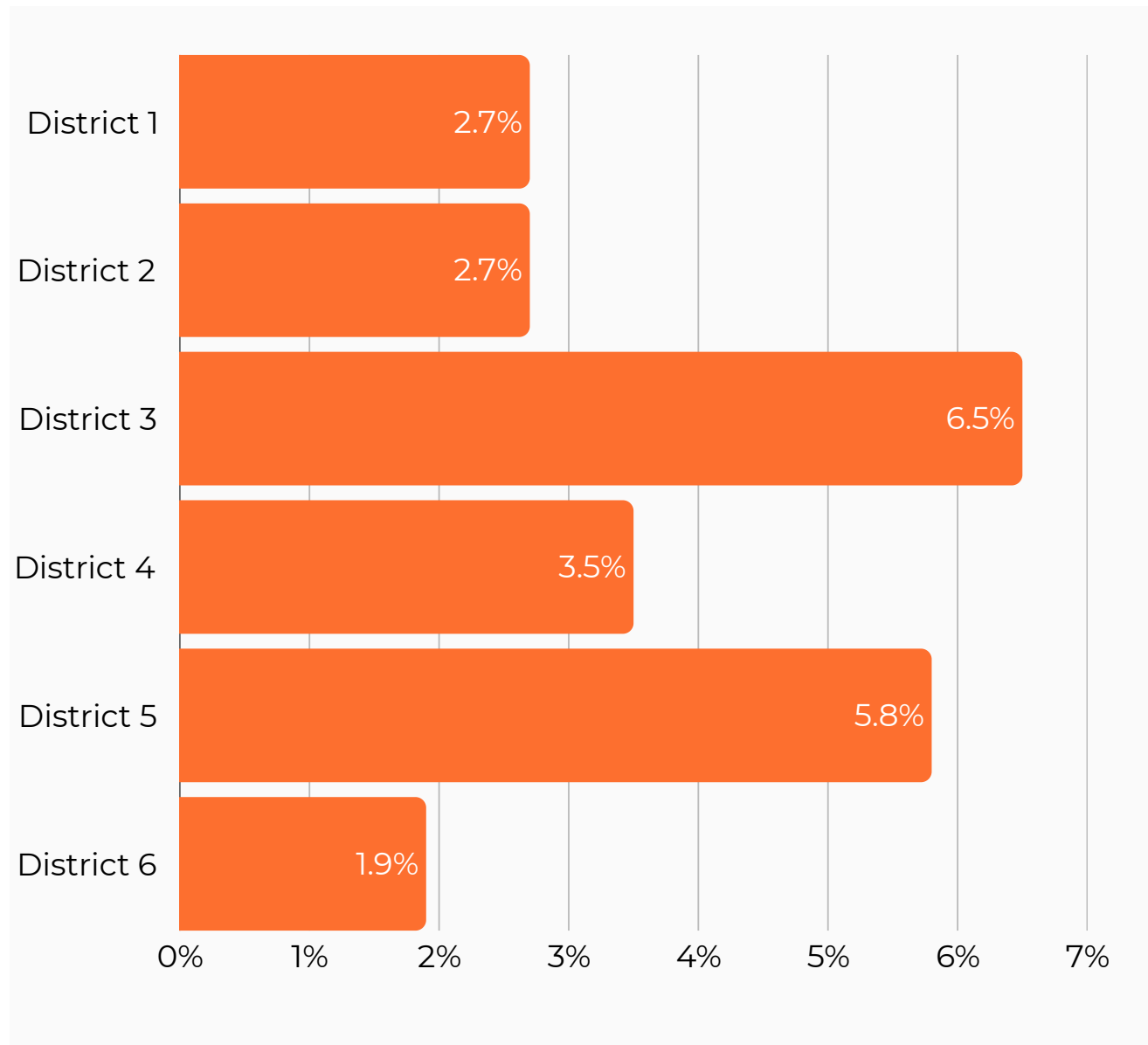
Year	District 1	District 2	District 3	District 4	District 5	District 6
Population	90,066	87,919	83,605	91,064	85,233	83,751
Households	34,025	36,770	34,008	44,853	35,048	40,249
Median Age	36.30	36.40	35.80	33.30	35.90	38.40

## Median Household Income



# KANSAS CITY MARKET ASSESSMENT

## District Demographic Profile - Unemployment Rate

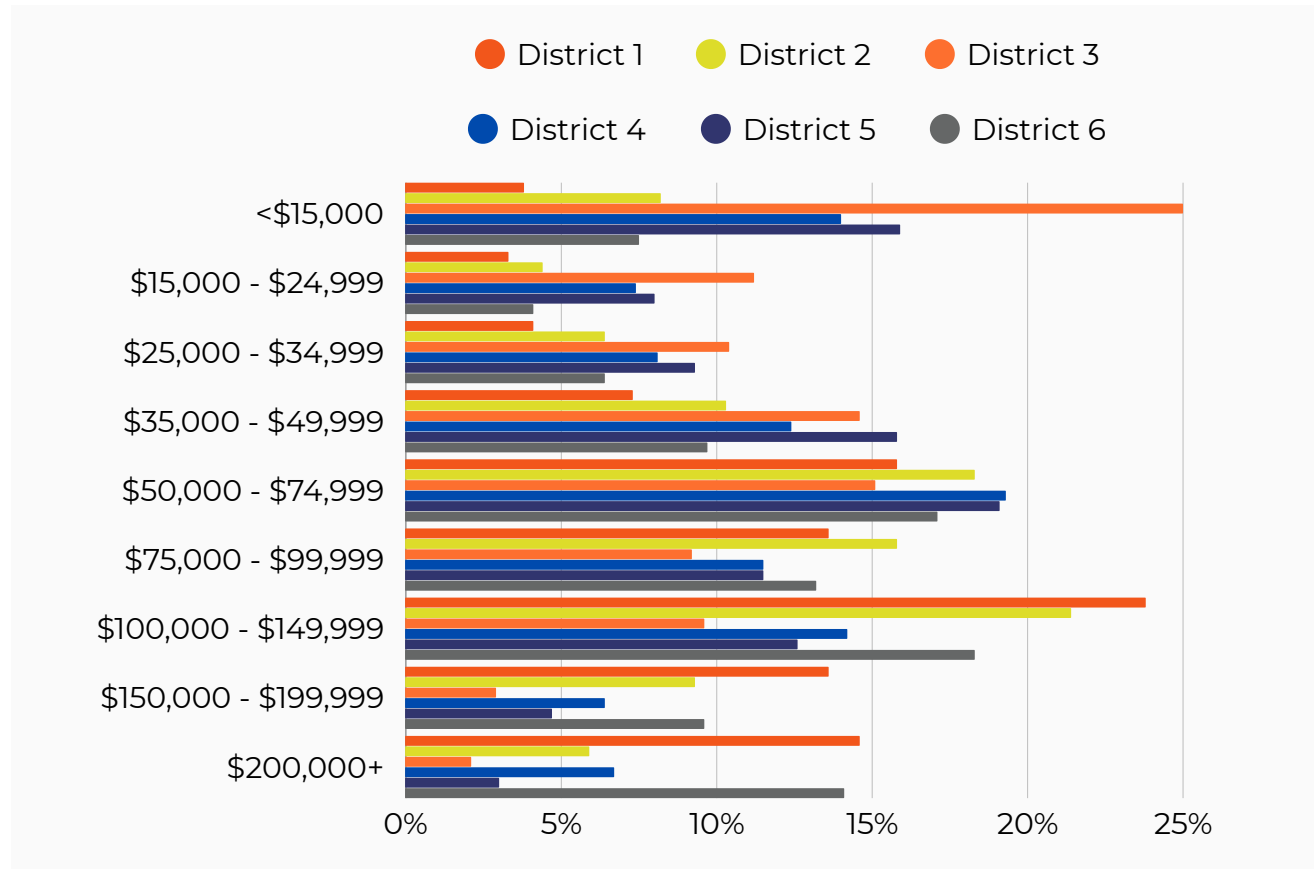


Source: AE, US Census Bureau, Lightcast, ESRI



# KANSAS CITY MARKET ASSESSMENT

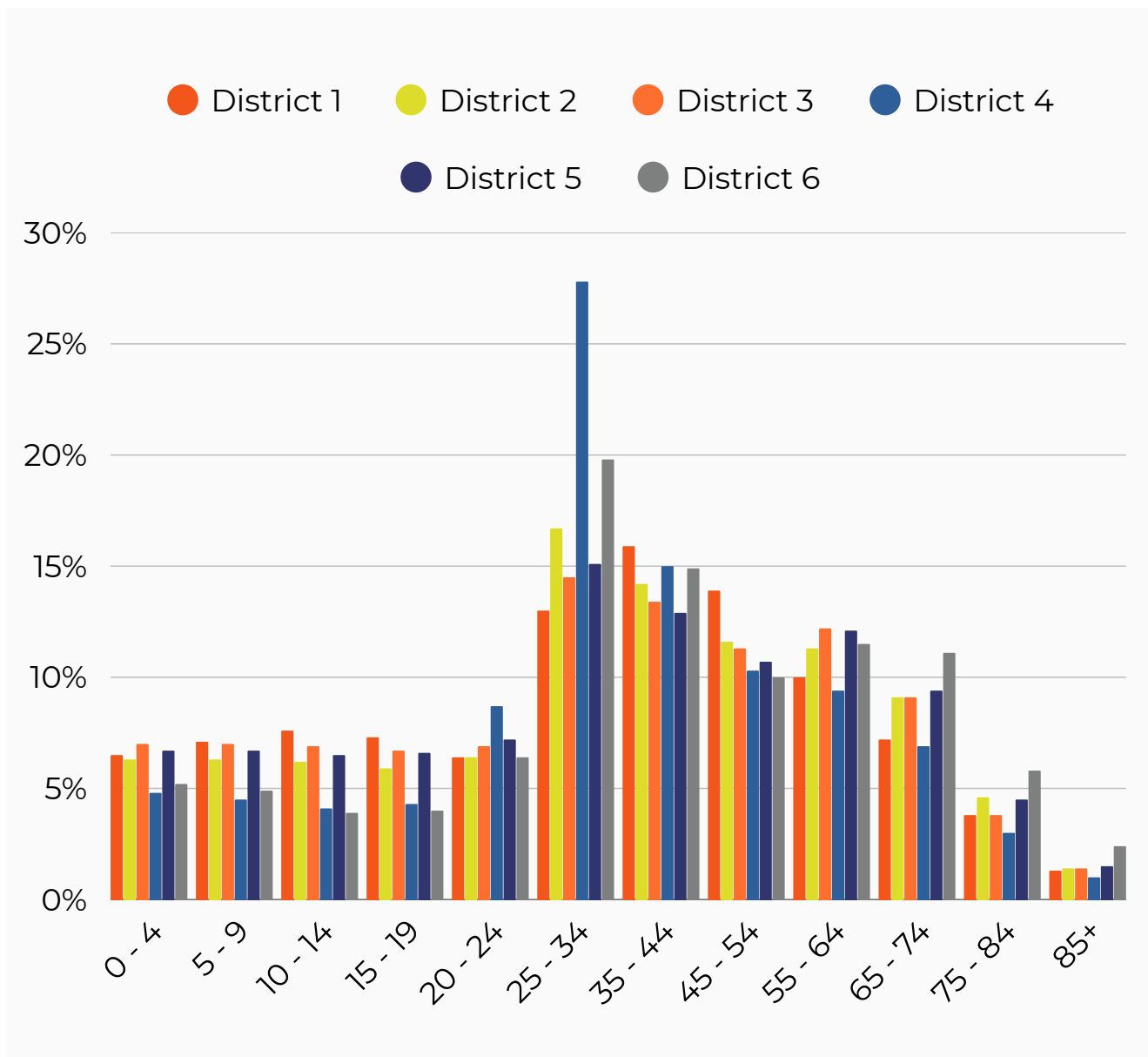
## District Demographic Profile - Income Distribution



Household Income	District 1	District 2	District 3	District 4	District 5	District 6
<\$15,000	3.80%	8.20%	25.00%	14.00%	15.90%	7.50%
\$15,000 - \$24,999	3.30%	4.40%	11.20%	7.40%	8.00%	4.10%
\$25,000 - \$34,999	4.10%	6.40%	10.40%	8.10%	9.30%	6.40%
\$35,000 - \$49,999	7.30%	10.30%	14.60%	12.40%	15.80%	9.70%
\$50,000 - \$74,999	15.80%	18.30%	15.10%	19.30%	19.10%	17.10%
\$75,000 - \$99,999	13.60%	15.80%	9.20%	11.50%	11.50%	13.20%
\$100,000 - \$149,999	23.80%	21.40%	9.60%	14.20%	12.60%	18.30%
\$150,000 - \$199,999	13.60%	9.30%	2.90%	6.40%	4.70%	9.60%
\$200,000+	14.60%	5.90%	2.10%	6.70%	3.00%	14.10%

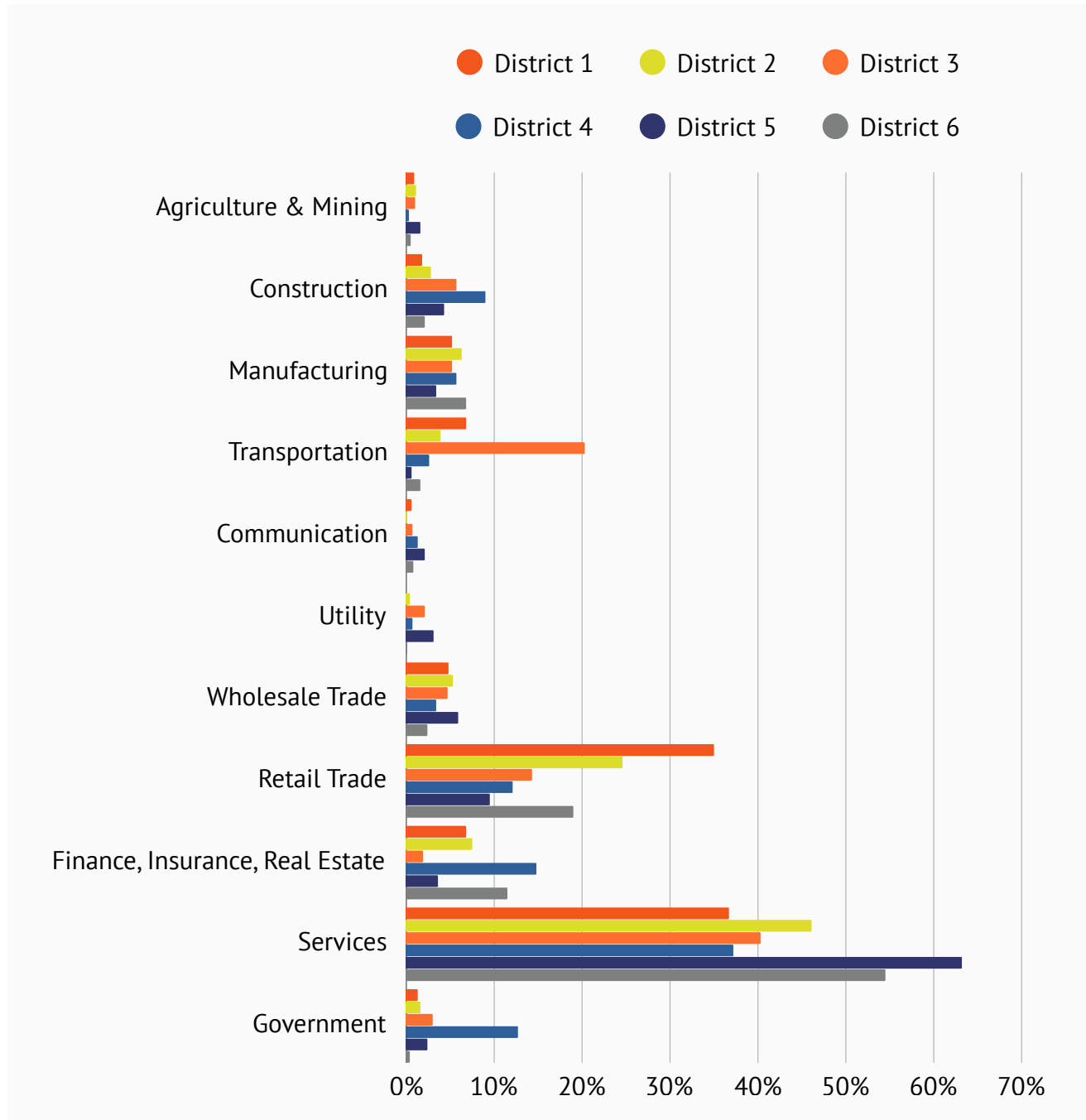
# KANSAS CITY MARKET ASSESSMENT

## District Demographic Profile - Age



# KANSAS CITY MARKET ASSESSMENT

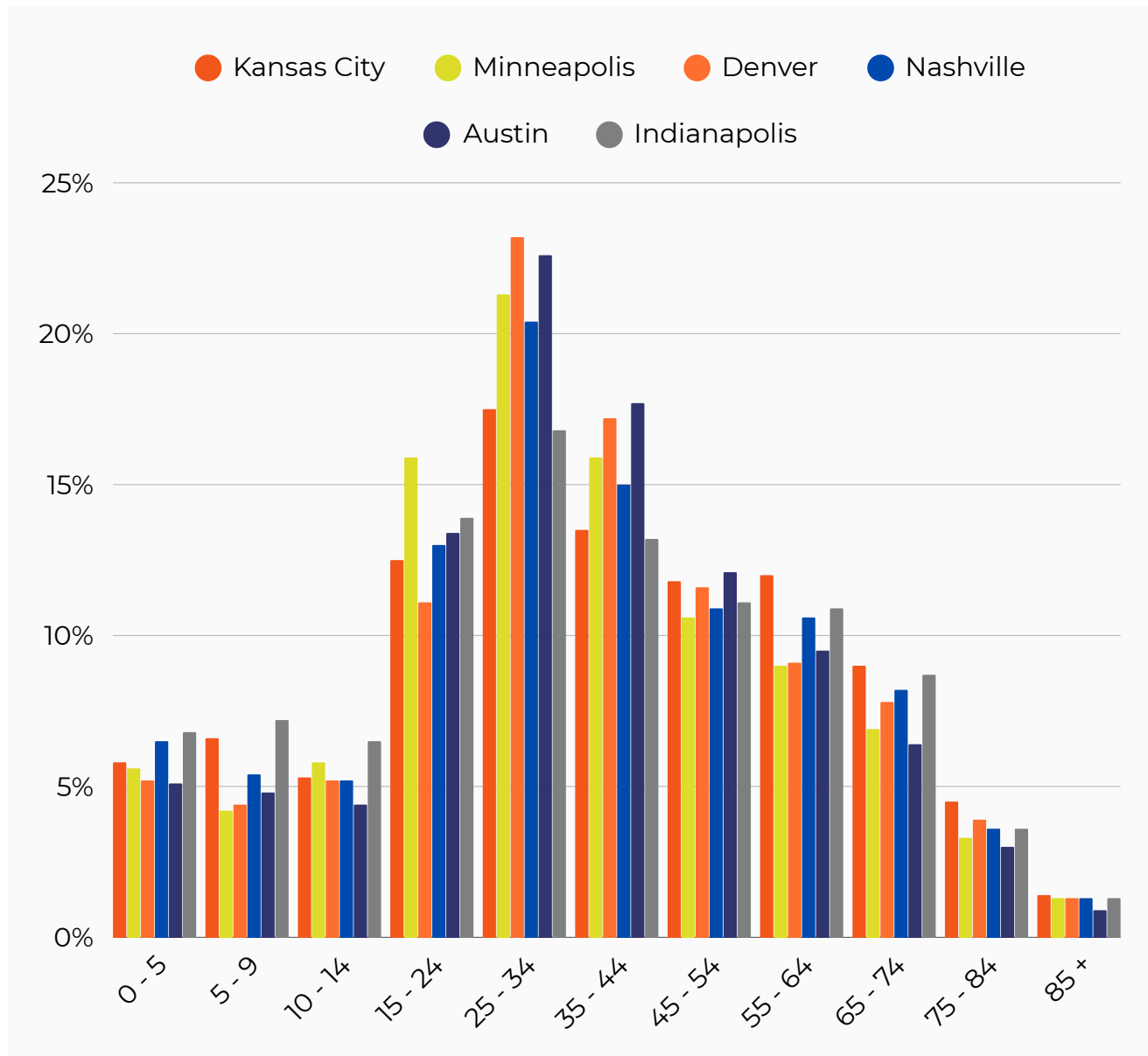
## District Demographic Profile - Occupation Profile





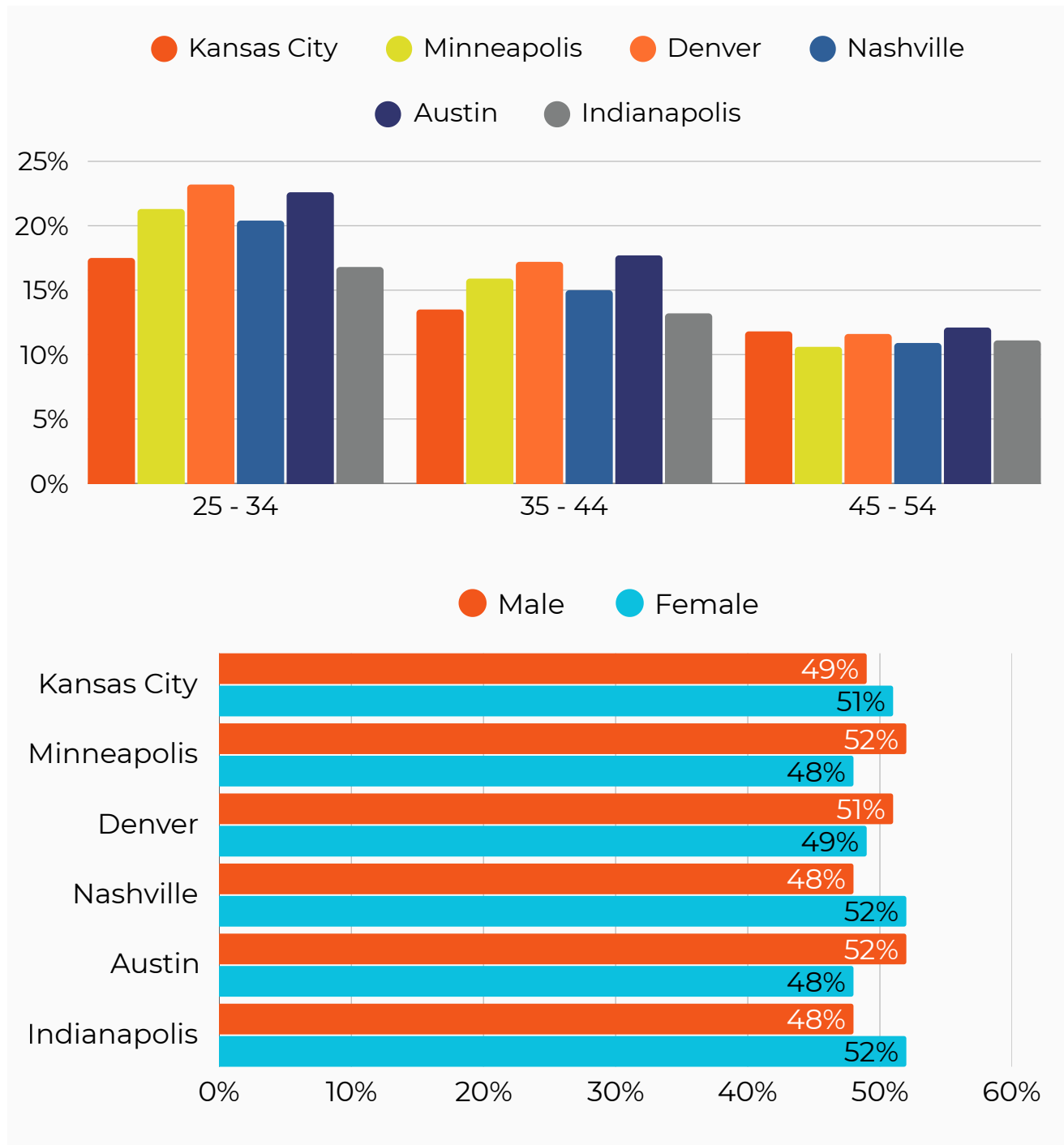
# KANSAS CITY MARKET ASSESSMENT

## Demographic Profile - Population Age Group Distribution



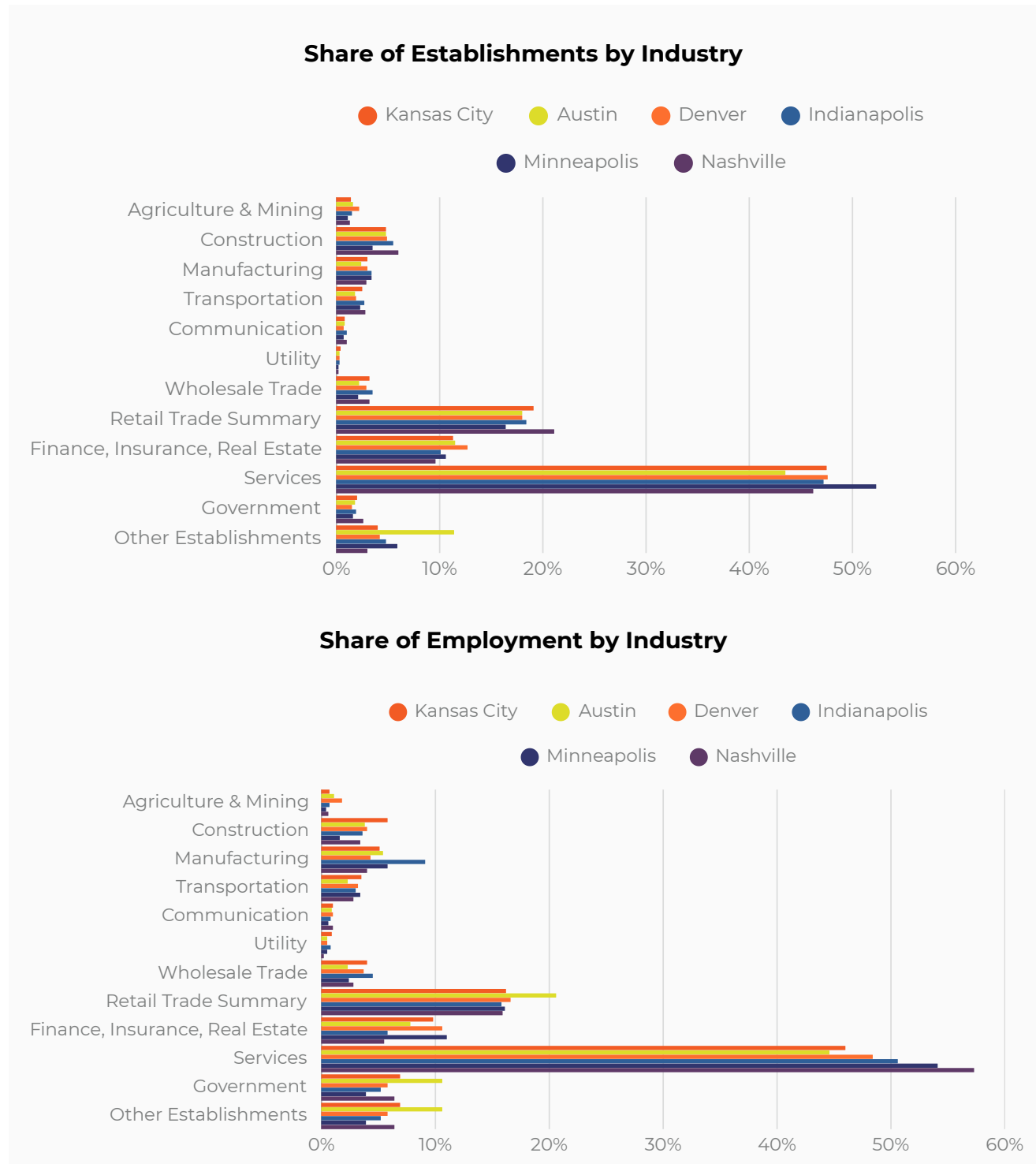
# KANSAS CITY MARKET ASSESSMENT

## Demographic Profile - Key Age Group & Gender Distribution



# KANSAS CITY MARKET ASSESSMENT

## Establishment & Employment Distribution



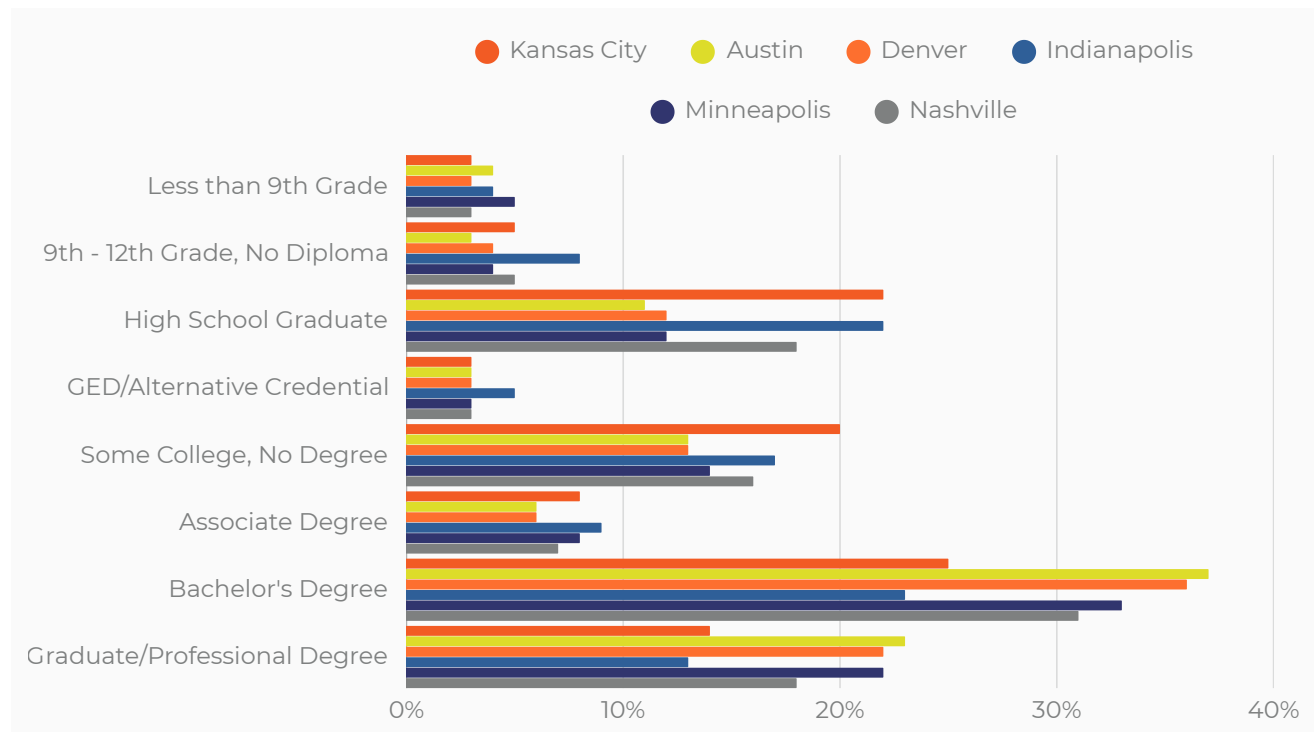
Source: AE, US Census Bureau, Lightcast, ESRI



# KANSAS CITY MARKET ASSESSMENT

## Educational Attainment

These data are based on demographic data and the American Community Survey. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.



Education Level	Kansas City	Austin	Denver	Indianapolis	Minneapolis	Nashville
Less than 9th Grade	3%	4%	3%	4%	5%	3%
9th - 12th Grade, No Diploma	5%	3%	4%	8%	4%	5%
High School Graduate	22%	11%	12%	22%	12%	18%
GED/Alternative Credential	3%	3%	3%	5%	3%	3%
Some College, No Degree	20%	13%	13%	17%	14%	16%
Associate Degree	8%	6%	6%	9%	8%	7%
Bachelor's Degree	25%	37%	36%	23%	33%	31%
Graduate/Professional Degree	14%	23%	22%	13%	22%	18%

Source: AE, US Census Bureau, Lightcast, ESRI



# ■ TARGET INDUSTRIES

# TARGET INDUSTRY INTRODUCTION

## **What is a Target Industry Analysis?**

Informed by stakeholder engagements, AE conducted a detailed target industry analysis, a systematic and comprehensive evaluation aimed at identifying key trends, challenges, opportunities, and potential growth sectors within specific industries. This analytical process involves thoroughly assessing numerous critical factors, including market size, competitive landscape, consumer preferences, technological innovations, and regulatory environments, all of which significantly influence an industry's performance.

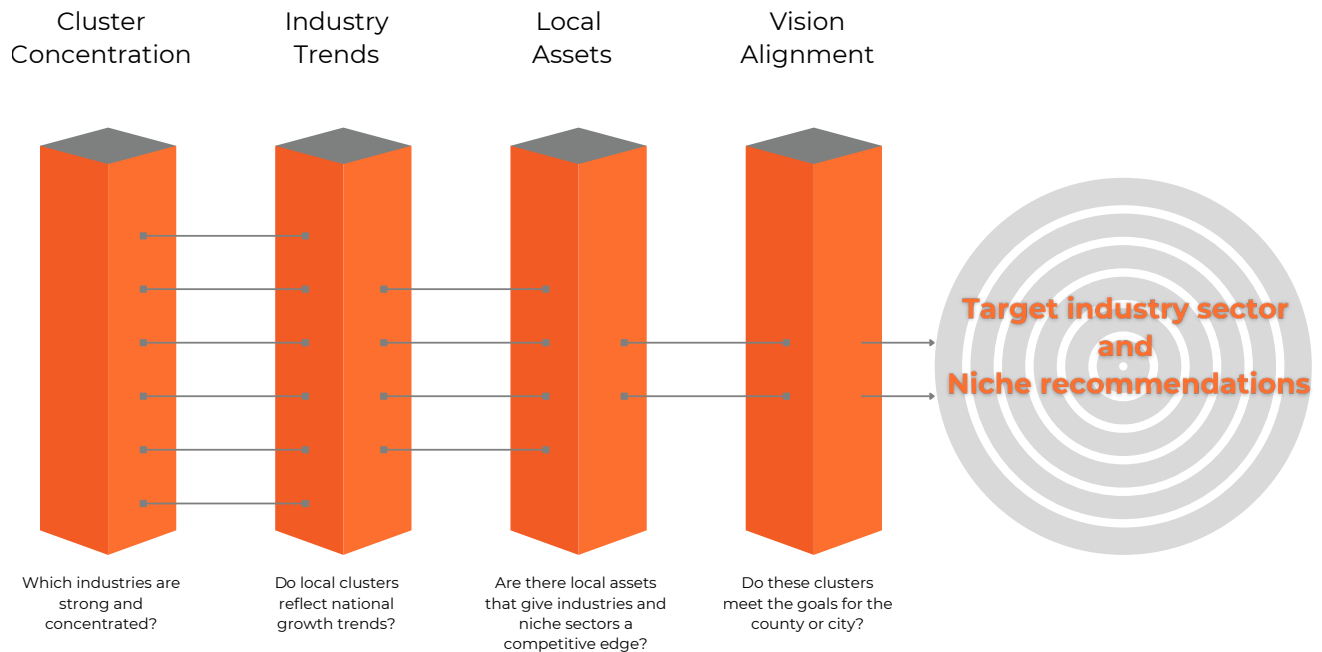
The primary value of conducting a target industry analysis lies in its ability to provide actionable insights and robust data, which enables businesses to make informed decisions, strategically position themselves, and maintain a competitive edge. This analysis is particularly crucial for stakeholders, as it highlights potential risks and opportunities, informing more strategic investment decisions and enhancing long-term viability.

Ultimately, the target industry analysis and selection process often functions as an elimination method, systematically excluding industries that do not align with the local context or community objectives. This elimination process is essential in accurately identifying industries that genuinely complement and capitalize on the City of Kansas City's unique strengths and assets, ultimately positioning the community for sustainable economic growth and prosperity.



# TARGET INDUSTRY INTRODUCTION

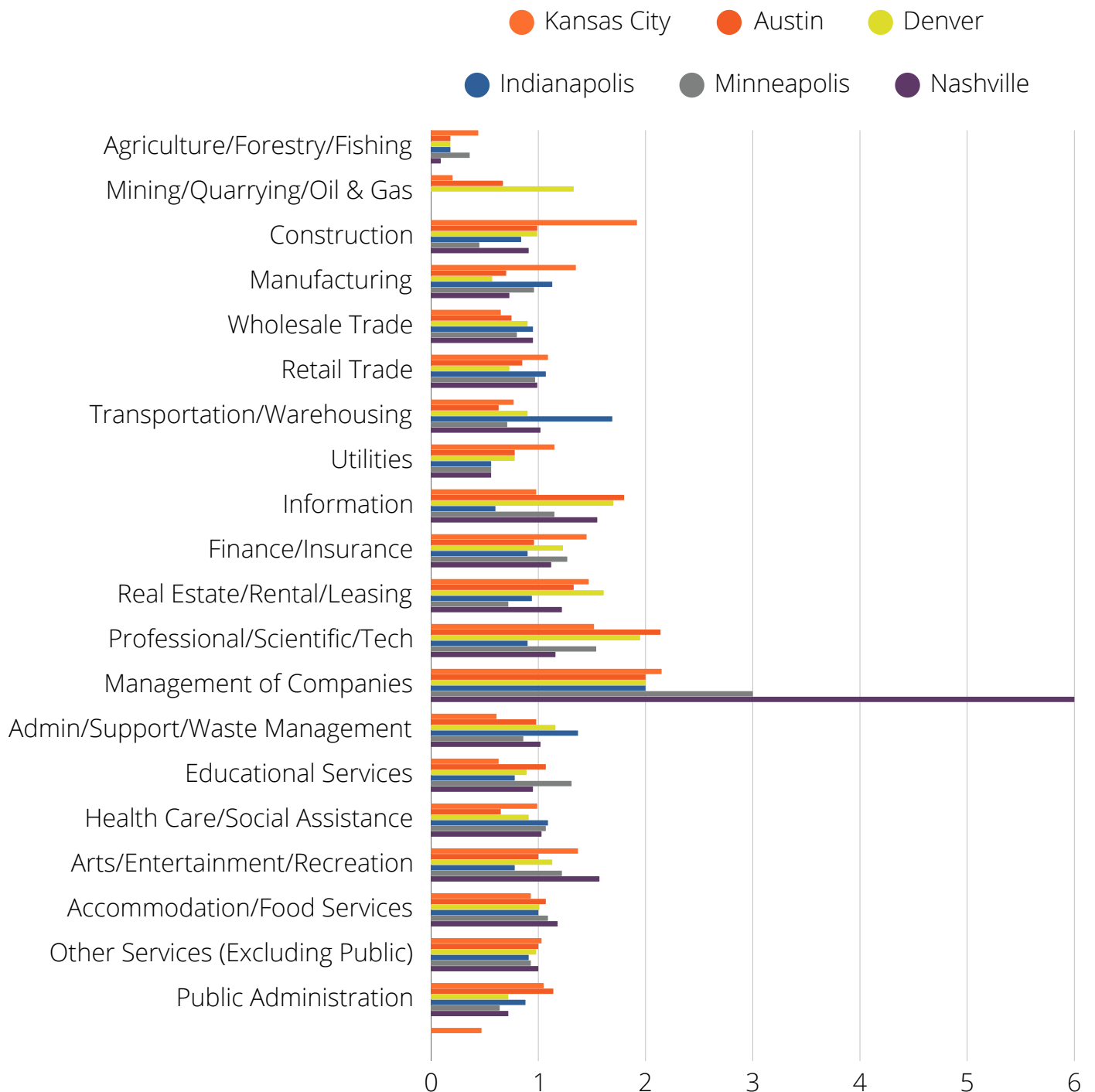
## Target Industry Selection Process



The target industry selection process includes four main steps. The first is to identify a cluster concentration. In the region, one must identify which industries are strong and concentrated. From that filter, one evaluates historic and ongoing industry trends. Examining data at the local level, one must determine if the local clusters reflect national growth trends. As the filtering process continues, local assets are evaluated to determine if they provide potential target industries and niche sectors a competitive edge. After this step is completed, the final part of the process is to determine if the target industries or clusters meet the goals of the community. This determination can be twofold. The first, does the community desire to include such an industry or cluster and the second, does the community desire to offer economic development incentives to support them.

# TARGET INDUSTRY INTRODUCTION

## Cluster Concentration



# TARGET INDUSTRY INTRODUCTION

## Target Industry Selection

### **1 Finance, Insurance, Real Estate**

The Finance, Insurance, and Real Estate (FIRE) cluster encompasses establishments primarily engaged in financial transactions, facilitating transactions through credit intermediation, insurance provision, and the buying, selling, managing, or leasing of real estate properties. This cluster includes institutions such as banks, credit unions, investment companies, insurance carriers, brokerage firms, and property management agencies. The FIRE cluster is critical for economic stability, providing essential services that underpin business activities, facilitate capital formation, manage risk, and drive substantial economic contributions through employment, investment opportunities, and the provision of vital financial services.

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### **2 Manufacturing**

Manufacturing comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Industries within this cluster span a diverse range of production activities, including the manufacture of durable goods such as automobiles, machinery, and electronics, as well as non-durable goods like food products, chemicals, and textiles. Manufacturing plays a crucial role in the broader economy, driving innovation, contributing significantly to employment, and stimulating related sectors through supply chain linkages. It serves as a cornerstone for regional economic growth, productivity improvements, and technological advancements.

# ■ TARGET INDUSTRY INTRODUCTION

## Target Industry Selection

### 3 Logistics & Warehousing

The Logistics and Warehousing cluster encompasses establishments involved in the transportation, storage, and efficient distribution of goods across local, regional, national, and global supply chains. Industries within this cluster include freight transportation services, storage and warehousing facilities, distribution centers, logistics planning, and supply chain management firms. This cluster is critical in supporting commerce and trade by ensuring timely and cost-effective delivery of products, optimizing inventory management, and enhancing overall operational efficiency. Strong logistics and warehousing capabilities can significantly boost regional economic competitiveness, attract business investments, and facilitate sustained economic growth.

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### 4 Professional, Scientific, & Technical Services

The Professional, Scientific & Technical Services cluster encompasses establishments specializing in activities that require high levels of expertise, knowledge, and technical skill. Industries within this cluster include legal services, architectural and engineering services, consulting, research and development, computer systems design, accounting, advertising, and other specialized technical fields. This sector is pivotal in driving innovation, enhancing productivity, and providing essential support that enables other businesses to thrive. Robust growth in the Professional, Scientific & Technical Services cluster typically contributes significantly to economic resilience, job creation, and the attraction of high-quality talent, positioning communities to compete effectively in a knowledge-based economy.

# TARGET INDUSTRY INTRODUCTION

## **The Role of Entrepreneurship**

The current targeted industries for the City of Kansas City consider regional and national growth trends, providing the City of Kansas City with opportunities to grow with a quickly changing regional and national economy. The location quotients recommend a commitment to:

- Finance, Insurance, & Real Estate
- Manufacturing
- Logistics & Warehousing
- Professional, Scientific, & Technical Services.
- Entrepreneurship

The last target "industry" represents a commitment to start ups, young professionals, and entrepreneurs of all ages. Entrepreneurship is the purest way to add jobs that does not include taking jobs from (potentially) somewhere else. Entrepreneurship extends into Finance, Insurance, and Real Estate, Manufacturing, Logistics and Warehousing, and Professional, Scientific, and Technical Services.

## **Kansas City's Ongoing Entrepreneurial Efforts**

The City of Kansas City actively fosters early-stage entrepreneurship through a variety of targeted programs and initiatives designed to provide capital, mentorship, and technical assistance to emerging businesses. These efforts aim to cultivate a dynamic and inclusive entrepreneurial ecosystem across the city. Support is observed through early stage efforts such as:

- LaunchKC Grants Program
- KC BizCare
- KC Small Business Capital Programs
- Digital Sandbox KC
- Social Impact Pitch Competition
- Back to Business Fund



# ■ TARGET INDUSTRY INTRODUCTION

## The Role of Downtown Revitalization

Downtown revitalization serves as a powerful catalyst for attracting and retaining target industries. A thriving, thoughtfully designed downtown enhances a region's image, strengthens its economic positioning, and increases its appeal to prospective businesses and investors.

- **Enhanced Quality of Life and Talent Attraction:** A revitalized downtown featuring well-maintained public spaces, modern infrastructure, and vibrant cultural amenities significantly boosts the quality of life for residents and workers. These improvements make the city more appealing to skilled professionals, which is essential for industries that rely heavily on attracting and retaining top-tier talent.
- **Mixed-Use Economic Ecosystem:** Downtown revitalization often fosters a dynamic, mixed-use environment that blends residential, commercial, and recreational spaces. This synergy creates a central hub of activity that appeals to businesses and their employees by offering proximity to work, amenities, and social experiences, all within a walkable and convenient setting.
- **Cultural and Recreational Vitality:** The development of theaters, museums, parks, and entertainment venues contributes to a lively and engaging downtown. These cultural and recreational assets not only enhance the community experience but also serve as strong selling points for companies considering relocation or expansion.
- **Improved Infrastructure and Accessibility:** Revitalized downtown areas typically benefit from upgraded transportation systems, pedestrian-friendly streets, and well-connected public spaces. These enhancements support business operations, streamline logistics, and improve commute options, making the downtown more functional and desirable for both employers and employees.

# ■ TARGET INDUSTRY INTRODUCTION

## The Role of Downtown Revitalization

- **Entrepreneurial Ecosystem:** A vibrant downtown can stimulate entrepreneurial activity by attracting startups and innovative ventures. The availability of co-working spaces, business incubators, and collaborative hubs fosters a creative, high-energy environment that is essential for the growth of emerging industries and technology-driven sectors.
- **Preservation of Historic Identity:** Many downtown revitalization efforts incorporate the preservation and adaptive reuse of historic buildings, which contributes to the distinctive character of a city. This unique blend of old and new helps cultivate a strong sense of place, appealing to businesses and residents who value authenticity and community heritage.
- **Enhanced Brand and Civic Identity:** A flourishing downtown serves as a city's visual and symbolic core, reinforcing its brand identity and civic pride. A distinct, well-branded downtown strengthens marketing efforts to attract businesses and talent, and signals a city's readiness to support long-term investment and innovation.

In short, downtown revitalization is essential to advancing target industry recruitment. It creates a competitive, livable, and culturally rich environment that supports business growth, talent retention, and the long-term aspirations of the community.

## Evaluation

The clarity of target industries provides guidance for the recruitment of companies within such industries. It also provides guidance for supporting existing companies and businesses in these industries that already call the City of Kansas City home. Further evaluation of target industry recruitment can be accomplished through the use of the scorecards that are discussed at length in the companion Strategic Recommendations.



# ■ TARGET CLUSTERS

# TARGET CLUSTERS

## **Setting the Table for Incentives - THREAD IN SCORECARDS**

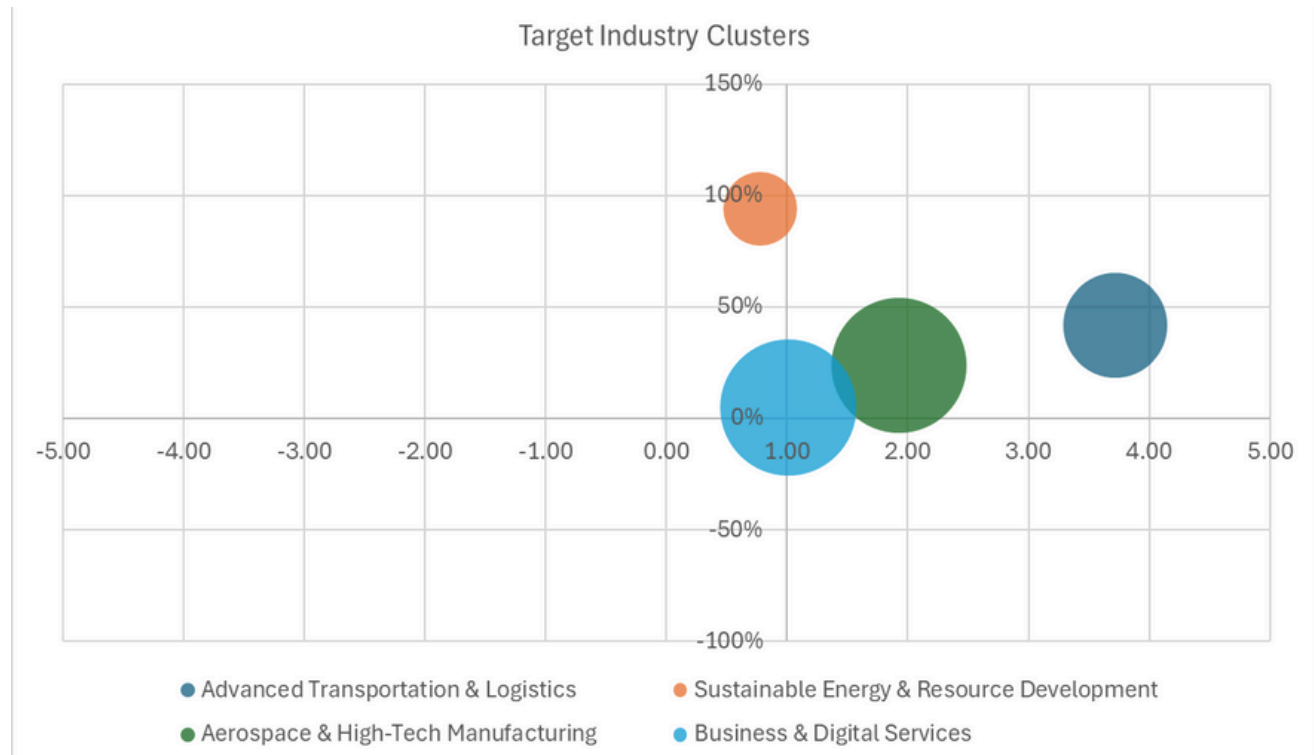
The target industry analysis (TIA) provides the foundation for determining which industries should be prioritized for local economic development incentives. This analysis systematically identifies the industries that align best with the City of Kansas City's economic strengths, workforce capabilities, infrastructure, and long-term development goals. Rather than relying on anecdotal evidence or reactive approaches, this TIA offers data-driven insights into which sectors have the greatest potential to generate high-quality jobs, foster innovation, and stimulate sustainable growth. This work provides city leadership a roadmap for informed decision-making, ensuring that public resources are used effectively.

Prioritizing incentives without a clear strategy risks misallocating limited resources and missing opportunities to attract high-impact industries. A TIA allows the City of Kansas City and the EDCKC to make the case for targeting specific industries that match the community's assets including access to talent, transportation networks, real estate, and supply chain synergies. By understanding competitive advantages, city leadership can structure incentive packages that are not only attractive but also strategically aligned with long-term community benefits.

Furthermore, this TIA supports transparency and accountability in public policy. When incentives are guided by a clear analysis and targeted plan, city councilmembers can better justify economic development decisions to residents and stakeholders. It shifts the conversation from short-term wins to strategic investments in sectors that enhance the city's economic resilience and identity. This better positions incentives as not just "win deals", but as a tool to help build a thriving economic ecosystem that delivers broad-based prosperity for the community. In effect, the TIA "sets the table" by clarifying who the city should invite and why - ensuring that the incentive strategy is purposeful, impactful, and equitable.

# TARGET CLUSTERS

## Identified Industry Clusters



Advanced Transportation & Logistics

Strong logistics hub potential with automotive supply chains and freight expansion.

Sustainable Energy & Resource Development

Growth in sustainable agriculture and renewable energy materials.

Aerospace & High-Tech Manufacturing

Aerospace and precision manufacturing leveraging transportation infrastructure.

Business & Digital Services

Tech-enabled logistics and digital transformation for business services.



# TARGET CLUSTERS

## **Advanced Transportation & Logistics**

### **Overview:**

The City of Kansas City can become a national leader in Advanced Transportation & Logistics by capitalizing on its central location and infrastructure. The region already functions as a multimodal hub where freight, warehousing, and distribution operations converge. The logistics industry is rapidly evolving to include smart mobility, automation, and next-generation supply chain technologies. These advancements, along with a strong legacy in freight and warehousing, create a powerful foundation for growth and investment.

### **Strategic Location & Connectivity:**

At the heart of North America, the City of Kansas City is within a one-day drive of 85% of the U.S. population, making it an ideal location for national distribution. The region benefits from a dense highway network with I-35, I-70, and I-29 facilitating north-south and east-west freight movement. With five Class I railroads intersecting in the metro area, the City of Kansas City ranks as the second largest rail hub by tonnage in the United States. Kansas City International Airport (MCI) adds capacity for both cargo and passenger flights, and the presence of Foreign Trade Zone #15 allows companies to defer or reduce customs duties on imports.

### **Existing Infrastructure:**

The City of Kansas City has developed a world-class logistics infrastructure. The BNSF Logistics Park Kansas City (LPKC) is a cornerstone facility, a 1,700-acre intermodal and logistics park that seamlessly integrates rail, truck, and warehouse operations. KC SmartPort, a public-private partnership, is a leading force in driving investment, advocating for policy alignment, and fostering innovation in supply chain practices. Across the region, logistics parks such as CenterPoint, Northland Park, and the KCI Intermodal BusinessCentre are expanding to meet growing demand for warehouse and distribution space.

# TARGET CLUSTERS

## **Advanced Transportation & Logistics - MENTION FREIGHT PLAN**

### **Workforce & Talent:**

The advanced transportation and logistics industry in the City of Kansas City employs over 70,000 people, supported by a talent pipeline that balances experience with education and adaptability. The region's workforce is trained in logistics operations, CDL driving, dispatch management, and increasingly, in data-driven logistics roles such as analytics and warehouse automation. Regional educational institutions including Johnson County Community College, Metropolitan Community College, and the University of Missouri–Kansas City offer tailored programs in supply chain management, logistics technology, and business operations. These institutions ensure a steady stream of job-ready talent prepared to meet the evolving needs of the sector.

### **Major Employers:**

The City of Kansas City is home to a strong mix of legacy logistics operators and new industry entrants. Companies like Amazon, FedEx, UPS, and DHL have established major distribution hubs throughout the region. Railroads such as BNSF and CPKC (formerly Kansas City Southern) anchor the area's freight rail dominance. Employers like Hallmark, Hostess Brands, and Honeywell utilize the region's logistics advantages to streamline supply chain functions. Recent developments include significant new facilities for CVS Health, Chewy, and Kubota, demonstrating ongoing confidence in the City of Kansas City as a strategic logistics center.

### **Investments:**

Investment in logistics infrastructure has been both strategic and substantial. Over the past decade, the City of Kansas City has attracted more than \$1.5 billion in logistics-related investment. These dollars support the construction of warehouses, intermodal facilities, and road improvements that boost freight capacity and connectivity. The sector contributes over \$10 billion annually to the regional economy, with downstream effects in retail, construction, and manufacturing. This impact is amplified through job creation, commercial real estate activity, and workforce mobility.

# TARGET CLUSTERS

## Advanced Transportation & Logistics

### Trends:

Companies are piloting autonomous trucking and implementing smart fleet systems that leverage artificial intelligence and real-time analytics. As part of the KC Smart City initiative, connected vehicle infrastructure is being tested across the metro. The region is also advancing sustainability through investments in electric vehicle fleets, solar-powered logistics facilities, and energy-efficient building practices, positioning the City of Kansas City at the forefront of green logistics innovation.

### Summary:

The City of Kansas City is uniquely positioned for sustained leadership in Advanced Transportation & Logistics. Its central geography, multimodal infrastructure, and educated workforce provide a competitive advantage. With billions in investment, a strong roster of employers, and a focus on innovation and sustainability, the region is well-equipped to meet the demands of a rapidly evolving global supply chain. While the City of Kansas City is a logistics hub today, it can be the model for the future of connected, resilient, and intelligent transportation systems.

The City of Kansas City can look to its Midwestern neighbors for regional freight plans. The The Chicago Metropolitan Agency for Planning (CMAP) developed the [Regional Strategic Freight Direction](#) to address the unique freight challenges and opportunities in northeastern Illinois, home to the nation's largest inland freight hub. This plan identifies critical freight corridors, recommends infrastructure investments, and proposes policies to enhance the region's global competitiveness while mitigating local community impacts such as congestion, air quality, and safety. It integrates stakeholder input from industry and government to guide coordinated action on freight mobility. Additionally, the Minnesota Department of Transportation (MnDOT) has developed a series of [Regional Freight Plans](#) for multiple districts across Greater Minnesota to align local freight needs with statewide transportation goals. This plan is discussed in greater detail later in this document.

These plans evaluate regional freight infrastructure, identify priority investment corridors, and engage with local industries to understand logistics demands. Tailored to each district's unique economic profile, the plans support safer, more efficient freight movement and provide actionable strategies to support economic development across rural and regional communities.



# TARGET CLUSTERS

## **Sustainable Energy & Resource Development**

### **Overview:**

The City of Kansas City can be at the forefront of sustainable energy and resource development, with its growing public and private investments focused on renewable energy, energy efficiency, environmental stewardship, and the circular economy. The region is advancing efforts to transition from fossil fuel dependency to clean, resilient, and locally driven energy systems. With the dual goals of environmental sustainability and economic competitiveness, the City of Kansas City can foster a regional ecosystem that supports green innovation, resource optimization, and low-carbon development.

### **Energy Infrastructure:**

The City of Kansas City has an increasingly diverse energy portfolio. The region benefits from a reliable electrical grid operated by Evergy, which is investing heavily in renewable energy integration. Wind power plays a major role, with Kansas ranking among the top U.S. states for wind energy production. Solar adoption is also expanding, both at the utility scale and through distributed rooftop installations. Grid modernization projects, smart metering, and battery storage are being deployed to enhance resilience and optimize energy use. Natural gas remains a transitional fuel, with cleaner-burning operations and infrastructure upgrades underway.

### **Clean Energy Initiatives:**

Across the metro, government and business leaders are launching clean energy programs aligned with local climate goals. The Kansas City Climate Protection and Resiliency Plan (CPRP) sets ambitious targets: achieving net-zero carbon emissions by 2040 and transitioning all municipal operations to 100% renewable energy by 2025. This plan prioritizes energy equity, green job creation, and regional climate resilience. Private sector commitments, from companies like Burns & McDonnell, Evergy, and Black & Veatch, are driving additional investment in wind farms, solar projects, energy audits, and green building design.

# TARGET CLUSTERS

## **Sustainable Energy & Resource Development**

### **Workforce & Talent:**

The City of Kansas City has a deepening talent base in sustainable energy, environmental engineering, and clean tech innovation. The region's universities and technical colleges offer degrees and certifications in renewable energy systems, environmental science, and energy-efficient construction. Research institutions like the National Renewable Energy Laboratory (NREL) have collaborative ties with local firms to commercialize next-gen technologies. Entrepreneurial incubators and accelerators such as LaunchKC and Digital Sandbox KC support startups in clean tech, smart infrastructure, and waste-to-energy solutions.

### **Environmental & Resource Management:**

The City of Kansas City is taking a holistic approach to sustainable resource development. Local governments are investing in green stormwater infrastructure, sustainable wastewater treatment, and tree canopy restoration. The Mid-America Regional Council (MARC) coordinates regional efforts on water quality, air monitoring, and solid waste management. Circular economy practices, such as recycling, composting, and industrial byproduct reuse, are gaining traction, particularly in manufacturing and construction sectors. The city's "Zero Waste by 2040" goal is influencing public policy, procurement, and innovation priorities.

### **Employers:**

The region is home to leading engineering, energy, and infrastructure firms contributing to sustainable energy advancement. Companies like Black & Veatch, Burns & McDonnell, and Evergy are designing and building renewable power systems, grid upgrades, and decarbonization strategies across the Midwest.

# TARGET CLUSTERS

## **Sustainable Energy & Resource Development**

### **Investment:**

Sustainable energy and resource development is driving economic growth and job creation across the City of Kansas City. Clean energy jobs in solar, wind, efficiency, and electric vehicles are on the rise, supported by both local initiatives and federal funding (e.g., Infrastructure Investment and Jobs Act, Inflation Reduction Act). The green economy is expected to generate thousands of new jobs over the next decade while lowering utility bills and boosting regional competitiveness. Additionally, sustainable infrastructure attracts talent, enhances community well-being, and makes the region more resilient to climate risk.

### **Summary:**

The City of Kansas City can build a resilient, low-carbon economy through bold leadership, strategic investments, and inclusive growth. A commitment to clean energy, resource stewardship, and environmental justice can position the region as a national model for sustainable development. As technologies advance and policy frameworks evolve, the City of Kansas City is well positioned to become a dynamic hub for sustainable energy and environmental innovation.

# TARGET CLUSTERS

## **Aerospace & High-Tech Manufacturing**

### **Overview:**

The City of Kansas City is an emerging force in the Aerospace & High-Tech Manufacturing sectors, driven by advanced production capabilities, skilled labor, and a strong base of engineering talent. The region combines traditional strengths in precision manufacturing with forward-looking investments in automation, robotics, and aerospace systems. With both legacy manufacturers and next-generation tech startups, the City of Kansas City is uniquely positioned to support the full value chain of high-tech production, from design and prototyping to scaled assembly and logistics.

### **Strengths:**

The City of Kansas City's advanced manufacturing sector is diversified and increasingly technology-driven. The region excels in aerospace components, defense systems, electronics, additive manufacturing, and high-specification metalworking. Facilities throughout the area produce everything from jet engine components to avionics systems, sensors, and mission-critical defense hardware. High-tech manufacturing also spans medical devices, smart grid components, and robotics, all benefiting from a regional emphasis on quality, precision, and innovation.

### **Infrastructure:**

Located at the geographic center of the U.S., the City of Kansas City offers outstanding access to national and international markets. The region benefits from multimodal transportation assets, including five Class I railroads, three interstate highways, and Kansas City International Airport (MCI), which has direct freight capabilities. These logistics advantages are critical for manufacturers who rely on time-sensitive supply chains. Industrial parks and certified megasites, such as the KCI 29 Northland Corridor and Fairfax Industrial District, provide scalable, infrastructure-ready space for high-tech firms.

# TARGET CLUSTERS

## **Aerospace & High-Tech Manufacturing**

### **Workforce & Talent:**

The region's workforce is well-equipped to support aerospace and advanced manufacturing operations. With over 30,000 workers in related industries, the City of Kansas City boasts a deep bench of machinists, welders, industrial engineers, and supply chain specialists. Institutions such as Metropolitan Community College, University of Missouri–Kansas City, and Kansas State University – Olathe provide degrees and certifications in aerospace engineering, robotics, and advanced materials. Additionally, apprenticeship programs and training centers ensure continued workforce alignment with industry needs.

### **Trends:**

Companies are investing in automation, predictive maintenance, real-time production monitoring, and digital twins to enhance quality and reduce costs. Additive manufacturing (3D printing), particularly for aerospace prototyping, is on the rise. Public-private collaborations are also supporting technology adoption, including through innovation districts, research grants, and regional digital transformation programs.

### **Employers:**

The City of Kansas City is home to several major players in aerospace and high-tech manufacturing. Honeywell FM&T, operating the National Security Campus, is one of the largest employers in the region and a critical component of the U.S. defense manufacturing base. Other notable companies include:

- Garmin International – avionics and wearable tech headquartered in nearby Olathe.
- Boeing suppliers across the metro providing components for defense and commercial aviation.
- MRIGlobal, GE Aviation, and Burns & McDonnell – engaged in R&D, design engineering, and systems integration.

Recent expansions include aerospace parts manufacturing, defense contractor labs, and small satellite component production.

# TARGET CLUSTERS

## **Aerospace & High-Tech Manufacturing**

### **Investment:**

Aerospace and advanced manufacturing contribute significantly to the regional economy, both through direct employment and high-value exports. In recent years, the sector has attracted hundreds of millions in capital investment, supporting new facilities, R&D centers, and equipment upgrades. These investments have ripple effects across construction, logistics, and education. Moreover, the high average wages associated with aerospace and tech manufacturing enhance local income levels and regional GDP.

### **Summary:**

Demand for defense systems, autonomous aviation, and clean energy components will continue to rise, presenting new opportunities for local firms. With a favorable cost environment, skilled labor force, and strong infrastructure, the region is well-positioned to attract new manufacturers and expand existing operations. As global supply chains become more regionalized, the City of Kansas City's role as a hub for precision production and innovation will only deepen.

# TARGET CLUSTERS

## **Business & Digital Services**

### **Overview:**

The City of Kansas City has become a thriving hub for Business & Digital Services, encompassing a wide range of sectors including corporate headquarters, IT consulting, finance and insurance, shared services, cybersecurity, and back-office operations. The region's strategic central location, pro-business environment, and affordable cost of living make it an attractive location for companies seeking high-quality talent and scalable operations. The City of Kansas City's strong digital infrastructure, combined with its workforce adaptability, has accelerated its rise as a leader in this rapidly evolving industry.

### **Sector Components:**

The Business & Digital Services sector in the City of Kansas City is defined by its breadth and integration across key service areas. These include enterprise IT, cloud computing, customer experience management, fintech, accounting, data analytics, and HR/payroll services. The region has a growing reputation for handling complex operations such as software engineering, business intelligence, remote technical support, and virtual collaboration platforms. These services are increasingly critical for companies adapting to digital transformation and hybrid work environments.

### **Workforce:**

The City of Kansas City's workforce is a key driver of its success in business and digital services. The region is home to more than 100,000 professionals in business, finance, and IT roles. A large segment of this workforce is equipped with technical certifications, bachelor's degrees, and soft skills aligned with client services and digital collaboration. Institutions such as University of Missouri–Kansas City, Rockhurst University, and Johnson County Community College support a continuous pipeline of graduates in business administration, information systems, and computer science. Bootcamps and tech training initiatives, including KC Scholars and LaunchCode, also help close skills gaps.

# TARGET CLUSTERS

## **Business & Digital Services**

### **Digital Infrastructure:**

The region boasts a strong digital infrastructure that supports advanced services and remote operations. The City of Kansas City was the first city in the U.S. to receive Google Fiber, offering gigabit-speed broadband that catalyzed growth in data-intensive sectors. Today, a growing network of fiber providers, 5G rollout, and cloud platform adoption underpin the city's digital services landscape. Business continuity and secure data environments are also supported by local data centers and colocation facilities, making the City of Kansas City's a reliable node for IT service delivery.

### **Innovation & Entrepreneurship:**

The City of Kansas City's startup ecosystem contributes significantly to the growth of digital services. Innovation hubs like KC Tech Council, Startland, and Digital Sandbox KC support entrepreneurs working in SaaS, data analytics, cloud tools, and customer experience platforms. The Smart City Initiative piloted by the City of Kansas City, Missouri, helped lay the groundwork for technology adoption in both public and private sectors. From fintech startups to AI-driven support platforms, the region's innovative culture continues to attract venture capital and corporate partnerships.

### **Employers:**

The City of Kansas City hosts a robust ecosystem of corporate headquarters, regional service centers, and digital service firms. Major employers include:

- T-Mobile – customer service and tech operations
- DST Systems (SS&C Technologies) – fintech and data processing
- H&R Block – tax software and financial services
- Garmin – enterprise systems and technical support

In addition, professional services firms such as Accenture, PwC, and Deloitte maintain regional operations focused on consulting, analytics, and cybersecurity. The downtown KC core, Overland Park, and North Kansas City serve as key business corridors with modern office infrastructure.



# TARGET CLUSTERS

## **Business & Digital Services**

### **Investment:**

The business and digital services sector contributes billions to the City of Kansas City's gross regional product and is among the fastest-growing employment clusters. Companies continue to invest in new office space, IT infrastructure, and workforce training. The low operating costs, competitive wage structures, and available Class A office space make the City of Kansas City a prime location for expansions and relocations. Economic development incentives can further support industry growth and job creation.

### **Summary:**

The City of Kansas City's Business & Digital Services sector is poised for continued expansion as demand for tech-enabled solutions, remote work capacity, and business process outsourcing increases. As artificial intelligence, automation, and cloud adoption continue to reshape the service economy, the City of Kansas City is well-positioned to offer scalable, cost-effective, and talent-rich solutions for national and global clients. The region's emphasis on innovation, infrastructure, and inclusive growth ensures a resilient and competitive future in business and digital services.

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## Major Corporate Clients




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



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