

## Downtown Council Strategic Work Plan Executive Summary

**Mission** - The Downtown Council of Kansas City is committed to creating a vibrant, diverse and economically sustainable Downtown.

### Greater Downtown Area Plan Goals

1. Create a Walkable and Connected Downtown
2. Double the Population Downtown
3. Increase Employment Downtown (Attract New Businesses)
4. Retain and Promote Safe, Unique and Authentic Downtown Neighborhoods
5. Promote Sustainability

ECONOMIC DEVELOPMENT	URBAN ENVIRONMENT	MEMBERSHIP & MANAGEMENT	MARKETING	COMMUNITY DEVELOPMENT
<p>Implement strategies to achieve density in a healthy, diverse Downtown economy</p>	<p>Ensure Downtown is clean, safe, green, attractive and well designed</p>	<p>Develop an inclusive, broad-based membership that represents the diversity of Downtown</p>	<p>Expand marketing efforts to promote business growth, attraction and retention</p>	<p>Support development in the community interest</p>
<p><b>Political Advocacy</b></p> <ul style="list-style-type: none"> <li>● Support new KCI</li> <li>● Track major Downtown initiatives</li> <li>● Proactively advocate 2017-2018 legislative agenda</li> <li>● Conduct PAC process state elections</li> <li>● Ongoing engagement with elected officials</li> <li>● <i>Coordinate at an operational level with other KC regional civic organizations</i></li> <li>● <i>Continue collaboration with higher education institutions to locate/expand Downtown campus</i></li> <li>● <i>Advocate for Downtown UMKC Conservatory</i></li> </ul> <p><b>Downtown Development Group</b></p> <p>Continue current projects:</p> <ul style="list-style-type: none"> <li>● UMKC Conservatory, YMCA Capital development, tax credits, general fundraising, legal, corporate formation</li> <li>- Provide organizational &amp; fiscal management services</li> <li>- Remediate property for clean development site</li> <li>● Continue project management: <ul style="list-style-type: none"> <li>- DCSC ownership</li> <li>- Contractor management</li> <li>- Property management</li> <li>- Provide organizational &amp; fiscal management services</li> </ul> </li> <li>● <i>Develop and conduct state outreach program to secure matching funds</i></li> <li>● <i>Develop and implement UMKC Conservatory real estate and development strategy</i></li> <li>● <i>Facilitate Crossroads Academy high school development</i></li> <li>● <i>Research future opportunities</i></li> </ul> <p><b>Business Attraction &amp; Retention</b></p> <ul style="list-style-type: none"> <li>● Select 2017 Urban Hero Award recipients</li> <li>● Produce high quality quarterly business recognition events</li> <li>● <i>Implement initial phase of major business attraction strategy</i></li> <li>● <i>Utilizing CoStar and other data sources to conduct business 'meet and greets' with short lease companies</i></li> </ul> <p><b>LaunchKC</b></p> <ul style="list-style-type: none"> <li>● Implement year 4</li> <li>● Facilitate steering committee</li> <li>● Expand fundraising base</li> <li>● Provide administration &amp; fiduciary management</li> <li>● Lead marketing campaign</li> <li>● Continue ITEN education</li> <li>● Continue expanding venture capital funding pool</li> <li>● <i>Develop long term plan for LaunchKC beyond year 4</i></li> <li>● <i>Research hiring a full-time staff member at DTC or EDC or independent to focus on LaunchKC</i></li> <li>● <i>Secure office space, phase one of Innovation Center</i></li> </ul>	<p><b>Downtown &amp; River Market CIDs</b></p> <ul style="list-style-type: none"> <li>● Facilitate board goals and priorities</li> <li>● Deliver services per annual plan</li> <li>● Maintain professional management and line staff</li> <li>● Maintain and procure required equipment</li> <li>● Coordinate safety and maintenance service provision with KCPD, Public Works, Parks and others</li> <li>● Leverage CID's investment with additional revenues sources</li> <li>● Continue Full Employment Council internship program</li> <li>● Continue 18<sup>th</sup> &amp; Vine &amp; Central Library service delivery under contract with the City &amp; Library</li> <li>● Implement PIAC/TIF capital improvements</li> <li>● Manage 'Grand Blvd of the Americas' flag program</li> <li>● <i>Manage City landscaping contract</i></li> <li>● Complete DCID renewal</li> <li>● Contemporize CID organization structure, employee handbook &amp; training syllabus</li> <li>● Provide Streetcar ambassador services</li> </ul> <p><b>Open Space Committee</b></p> <ul style="list-style-type: none"> <li>● Monitor Washington Square Park master plan in partnership with Parks Department and neighborhood stakeholders</li> <li>● Provide leadership role in developing and implementing GDAP priorities</li> <li>● <i>Develop concepts for 10th &amp; Main transit center</i></li> <li>● <i>Develop programming partnerships</i></li> <li>● <i>Advance larger public space projects</i></li> </ul> <p><b>Infrastructure Committee</b></p> <ul style="list-style-type: none"> <li>● Retain DTC participation on KCMO Parking &amp; Transportation Commission</li> <li>● Develop annual capital improvements recommendations to GDAP for City PIAC process</li> <li>● Track current PIAC allocations for verification of completion and additional fund availability</li> <li>● Interface with MoDOT on transportation developments</li> <li>● Co-chair and participate on GDAP Imp. Committee</li> <li>● <i>Advance South Loop Link Study (SLL)</i></li> <li>● <i>Prioritize potential catalyst bond projects</i></li> <li>● <i>Draft Infrastructure grant for SLL</i></li> <li>● <i>Participate in Streetcar expansion, planning &amp; advocacy</i></li> <li>● <i>Support North Loop/ Buck O'Neil Bridge Study</i></li> <li>● <i>Support Mega Region Commuter Rail</i></li> <li>● <i>Support Heartland Express Passenger Rail</i></li> </ul>	<p><b>Membership Committee</b></p> <ul style="list-style-type: none"> <li>● Continue to implement Peer to Peer tiered membership recruitment and retention program</li> <li>● Produce Annual Luncheon</li> <li>● Proactively engage DTC membership in developing a more representative leadership base</li> <li>● Produce member orientation session</li> <li>● <i>Develop relevant speaker series for DTC membership</i></li> </ul> <p><b>Downtown Research</b></p> <ul style="list-style-type: none"> <li>● Maintain and expand creative business mapping initiative</li> <li>● Track residential development</li> <li>● Track major developments and commercial activity</li> <li>● Respond to data requests</li> <li>● Maintain retail database</li> <li>● Collect and publish information on Downtown benchmarks</li> <li>● <i>Initiate mySidewalk study of fiscal and economic impacts of investments Downtown</i></li> <li>● <i>Issue State of Downtown Report</i></li> <li>● <i>Explore design and facilitation of an RFP/RFQ process to develop new Strategic/Master Plan for Downtown. Facilitate study.</i></li> </ul> <p><b>Downtown Council Management</b></p> <ul style="list-style-type: none"> <li>● Facilitate BOD &amp; Executive Committee</li> <li>● Provide legal &amp; fiduciary management</li> <li>● Provide fund accounting for six plus corporations</li> <li>● Conduct financial audits</li> <li>● Provide payroll management</li> <li>● Conduct strategic planning</li> <li>● Provide constituent services</li> <li>● Facilitate Nominating Committee</li> <li>● Manage resources of Library District TIF</li> <li>● Provide organizational and fiscal management services for Downtown KC Civic Ventures</li> <li>● <i>Build human resources capacity</i></li> <li>● <i>Build grant identification &amp; writing capacity</i></li> </ul>	<p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>● Promote Downtown housing and living</li> <li>● Provide Streetcar marketing support</li> <li>● Promote and support the world-class Kauffman Center for the Performing Arts</li> <li>● Pursue NTDF grant opportunities</li> <li>● Manage social media platforms</li> <li>● Produce DTC and CID e-newsletters and annual reports</li> <li>● Produce collateral materials including the Downtown Directory, dining/shopping guide and parking/directional map</li> <li>● Conduct media relations activities to present positive messaging on Downtown</li> <li>● Participate in the year 3 of "Downtown Dazzle"</li> <li>● Expand the annual tour of residential properties via the "Downtown Dazzle" event weekends</li> </ul> <p><b>Art in the Loop Foundation</b></p> <ul style="list-style-type: none"> <li>● Continue to provide leadership and management services</li> <li>● Implement annual Art in the Loop Project along the KC Streetcar route, at Downtown parks and other public spaces</li> <li>● Continue to partner with KCMO Office of Culture and Creative Services and the Municipal Art Commission</li> <li>● Actively participate on the Arts Industry Sector Council</li> <li>● Coordinate and support partnerships with local arts organizations</li> <li>● Coordinate &amp; co-promote with Tactical Urbanism</li> <li>● Coordinate with Open Space Committee</li> </ul> <p><b>Tactical Urbanism</b></p> <ul style="list-style-type: none"> <li>● Create a fresh series of events to attract visitors to specific Downtown neighborhoods, such as 18th &amp; Vine, which would benefit from an influx of guests for events such as pub crawls, art tours or wine walks.</li> <li>● Collaborate with the Streetcar Authority to utilize the streetcar for these planned or pop-up events, but place a focus on neighborhoods that are not immediately on the streetcar line.</li> </ul>	<p><b>Human Services Committee</b></p> <ul style="list-style-type: none"> <li>● Provide property management to the Downtown Community Services Center (DCSC)</li> <li>● Continue DCSC endowment campaign</li> <li>● Support and participate on the Greater Kansas City Coalition to End Homelessness</li> <li>● Create more mixed-use affordable housing options</li> <li>● Participate in annual Point in Time homeless survey</li> <li>● On going management of Children's Services Fund</li> <li>● Support Project Homeless Connect</li> <li>● Participate in Choice Neighborhoods</li> <li>● Participate in Paseo Gateway initiative</li> <li>● Work closely with Paseo West Safety Committee</li> <li>● Expand committee's agenda to represent broader non-profit missions</li> <li>● <i>Functional Zero for Vets</i></li> <li>● <i>Metrowide CID Homeless Summit</i></li> <li>● <i>Support Greater Kansas City Coalition to End Homelessness</i></li> </ul> <p><b>Workforce Housing Task Force</b></p> <ul style="list-style-type: none"> <li>● <i>Develop workforce housing development strategy</i></li> <li>● <i>Land Clearance title clearing, home restoration and sales</i></li> <li>● <i>Establish revolving development fund for home restoration</i></li> <li>● <i>Identify and work with all existing partners</i></li> <li>● <i>Focus on inner city neighborhoods adjacent to central Downtown</i></li> <li>● <i>Develop "free transit" component</i></li> </ul>

