

ASSESSMENT OF THE KANSAS CITY, MISSOURI COMMUNITY IMPROVEMENT DISTRICTS

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Assessment of Community Improvement Districts Kansas City, Missouri

Part I

A. Introduction

“The cities will be saved. The cities will be governed. But they won’t be run from 3,000 miles away in Washington, [or] from the state house, and most of all, they won’t be run by...the suburbs. You can’t run a city by people who don’t live there. What you’ve got there is an occupying army...the cities will be saved by the people who like it here...people who prefer the neighborhood stores to the shopping mall, who go to plays and eat in restaurants...and worry about the education the kids are getting even if they have no kids of their own.” ---Harvey Milk, San Francisco Board of Supervisors, 1977.¹

The suburbs were an easy—and sometimes appropriate—target 43 years ago when the late Harvey Milk drew a sharp dividing line between the urban and the suburban. Today the suburbs of San Francisco and, yes, the suburbs of metropolitan Kansas City, have shed their rosy-cheeked youth and donned a mild patina of urbanity. And perhaps we have reached the point-of-no-return in the manifest destiny of cities. A time when the endless vistas of open land no longer loom beyond the urban horizon. And our new manifest destiny may dictate not that we “go west, young men and women,” but that we preserve and care for what the planners call the “built environment.”

Community Improvement Districts (CIDs) are mostly about the built environment, and they may represent only the latest in a long line of community development tools, the fad *du jour*. Or perhaps they signify both a new model of democracy in action and the fullest embodiment of an old idea: create districts with their own dedicated funding streams to solve problems which lie beyond the immediate or appropriate funding capacity of the local at-large electorate.

In Kansas City, special districts—and their companion special assessments—have long funded sewer and water line extensions, neighborhood curbs and gutters, street lighting, tree maintenance, park and boulevard maintenance, and much more. In fact, over the years Kansas City voters have been generous in their support of new special levies and new sales taxes to pay for public services perceived as important and desirable. For example:

Health levy – established in 2005, renewed in 2013

Museum levy – mill levy approved for Kansas City Museum in 1976

Bi-State Cultural tax – first approved November 5, 1996; passed in 4 of the 5 counties in which it was on the ballot

Sales Tax for Public Improvements (PIAC) – first approved in the 1980s and renewed several times

COMBAT (Sales tax for Jackson County anti-drug program) – established in 1989, renewed 3 times

General Obligation Bond issues (too numerous to list)

Revenue Bond issues (too numerous to list)

Revenue Bond issues (too numerous to list)

School levies and bond issues (too numerous to list)

Voters from the four corners of Kansas City's 320 square miles have also stepped up repeatedly to support regional causes they deemed necessary for the common good. For example: Truman Medical Center, Arrowhead Stadium for the Chiefs and Kauffman Stadium for the Royals, the 18th & Vine Historic District, Brush Creek Flood Control and Beautification, the Kansas City Zoo...and Downtown, a recurring subject in this Assessment.

But Community Improvement Districts (or CIDs as they are called in development-speak) bring a special genius to the challenge of saving and enhancing urban commerce and urban communities. They do so through a new alchemy that melds the concept of special districts with highly localized taxation, governance and management. Because the CID legislation broadly interpreted the purposes for which CID revenues could be used, and was flexible in the process for forming the legal entities, CIDs lend themselves (at least in theory) to more decentralized, more democratic, and more environmentally-sensitive development.

That's something author and environmental advocate William Shutkin calls "civic environmentalism because it marries a concern for the physical health of communities with an understanding that part and parcel of environmental quality is overall civic health. Civic environmentalism holds that the physical environment—the places people inhabit or otherwise affect through their actions—influence our behavior and our sense of place, community and well-being."²

Those who petition the City Council to authorize establishment of CIDs must embed in their proposed organizations a deadline or lifespan extending from less than a decade to perpetuity. While perpetuity is a meaningless concept for charting the progress of community improvement, seven years or twenty years or even fifty years are reasonable milestones for a self-imposed accountability in the quest for Shutkin's civic environmentalism...and for better communities.

Enacted by the State Legislature in 1998, the Community Improvement District law is still in its adolescence, still growing, still experimental, still a work-in-progress. As this report is written, there are more than sixty-five approved CIDs in Kansas City. More are in the pipeline.

The popularity of the program is itself a sign of success...in the eyes of CID supporters. The CID tool has been widely employed through the length and breadth of Kansas City's roughly 320 square miles. At one end of the spectrum are the high-energy Downtown CID, a continuing force in the long-awaited renaissance of the central business district, and the Independence Avenue CID, now transforming a major swath of the city's historic and vibrantly diverse Northeast commercial and residential neighborhood. From there they range in size and shape and include "districts" as tiny as a single building. To help cope with the increasing complexity of this relatively new genre of development incentives, this report groups Kansas City's CIDs into three main categories: Community-based, Shopping Centers, and Single Site (KCI Airport and a casino are among several stand-alone categories). The Assessment which follows will point to real and potential problems with the CID program as well as some dazzling successes. Solving these problems could lead to stronger CIDs...and a stronger city. But environmentalist Shutkin believes stronger cities will require more than CIDs—or any other single incentive—can provide.

"A place worth living in and leaving to future generations requires the investment of time and money, as well as an understanding of the fundamental relation between the quality of the physical environment and society's overall quality of life. Getting there often requires solutions that go beyond the traditional legal or adversarial approach. It requires a shared sense of commitment to a particular place and to the life of a particular community arrived at by rigorous dialog and the practice of genuine citizenship."³

This Assessment attempts to measure that "sense of commitment" to place and community. My hope is that the Assessment will inspire a dialog that is both rigorous and instrumental in creating an even better economic development climate in Kansas City, Missouri.

--Jim Rice, January 2020

B. Components of the Assessment

In order to make this Assessment both comprehensive and readable, it has been organized into the following component parts:

1. The Economic Development Context for CIDs
2. Enter CIDs
3. Key Success Factors for CIDs
 - Legal Status of CIDs
 - Sustainability of Revenues
 - Quality of Management
 - Quality of Board Governance
 - Staff vs Board Roles
 - Board Development
 - Committees
 - Communications
 - Fiscal Integrity, Budgeting, Independent Audits
 - Leveraging of Scarce Resources
4. Missouri Auditor's 2018 Report on CIDs Statewide
5. Primary Research for the Assessment
6. Recommendations

The Assessment will be based primarily on three measures:

1. To what degree do individual CIDs meet the success standards listed above (Key Success Factors for CIDs)? These standards, to the extent possible, are reflected in the Questionnaire. The standards are admittedly less relevant to the majority of Kansas City CIDs, which happen to be shopping centers or single buildings (primarily hotels or multi-family residential use). These CIDs tend to follow corporate models for both management and governance. The author of this Assessment believes this issue is problematic, although clearly allowable under the Community Improvement District Act.
2. How do the CIDs fare (individually and collectively) in their responses to the Questionnaire?
3. As mentioned above, the vast majority of Kansas City CIDs are either shopping centers or single sites (hotels, office buildings, apartments/condos). The Community Improvement District Act of 1997 (revised in 1998) allowed an extensive and diverse list of purposes and services. Nevertheless, it is both appropriate and useful for a government entity such as the City of Kansas City to apply three simple tests (based on the explicit name of the CID Act) to those entities today operating under the mantle of "Community Improvement Districts":

Community

Does the CID have a community mission (or purpose)? Does it abate blight and other public nuisances. Does it promote a safer, cleaner, and healthier environment? Does it, through its policies, programs or practices, promote public goods such as clearance of dangerous buildings, comprehensive code enforcement, enhancement of the city's ethnic and historic treasures, or expansion of public art into the core city? And does it promote unity rather than division at a time when the world, the nation, the region...and the Kansas City community are divided on multiple fronts?

Improvement

Does the CID, directly or indirectly, provide improvements not possible or feasible without the publicly granted powers of the CID? Do the CID benefits inure to the good of CID stakeholders (property owners/operators within the District), customers who pay incremental increases in sales tax on retail items, tenants who pay higher leases or rents to subsidize the incremental increases in property taxes and/or special assessments, or members of the general public who are better off when the entire city experiences more employment, more construction and more economic growth?

District

By what stretch of imagination can a single building, however tall or spacious, qualify as a "district?" How extensive and diverse in land uses must a shopping center be to qualify as a "district?" Does the center have enough historic significance to merit special treatment? Is there not a clear qualitative difference between centers such as the Country Club Plaza, Crown Center, or Downtown...and the many regional and strip shopping centers currently qualifying as CIDs? How about historic enclaves such as Independence Avenue, Westport, the Northeast Industrial District (home to the first Ford Motor Company plant outside the state of Michigan), or the West Bottoms (birthplace of Kansas City's industrial might, launching pad for the Pendergast machine, and seedbed of Kansas City's ethnic heritage)?

Not everyone in the development community embraces the above argument. John Crawford, who authored Missouri's CID law and helped navigate its adoption by the State Legislature, has a decidedly different perspective. "I wanted a development incentive that could serve as a consensus-building tool amid disparate ownership and often diverse development goals," Crawford recalls. "I also wanted more flexibility and more planning participation by a project's stakeholders," he added.⁴ The CID law provided all those features without the expense and stress of applications for Chapter 353 or Tax Increment Financing.

The Questionnaire offered respondents several opportunities to provide qualitative answers to add nuance to the evaluation. **Few CIDs took advantage of these opportunities.** The remaining components attempt to discern which CIDs meet both the letter and the spirit of the State law and the municipal approval process which enable and encourage this very fascinating, still novel mode of community development.

1. The Economic Development Context for CIDs

Kansas City's downtown is a poster child for economic development incentives...and deservedly so. Downtown not only serves as the coat of arms for Kansas City's page in the annals of American cities; Downtown is also a hub for government, finance, commerce, entertainment and the arts, and, more recently, 24/7 urban living. But Downtown's current renaissance followed a decades-long period of decline and disintegration. Much of the demise began as early as the 1940s. External forces were gathering then that would challenge even the management and political genius of legendary City Manager L. P. Cookingham. The G.I. Bill made home ownership more available...mostly in the suburbs. New interstate highways within a decade would make raw land at the city's edge accessible and attractive. The frenzied migration to the suburbs debilitated the city's core. In older neighborhoods the fabric of community slowly unraveled. Downtown, long a vibrant hub of city life, lost density, jobs...and a piece of its heart.

Until the mid-1950s, Downtown remained the primary location for average middle-class persons and families to do their banking, shopping, and attendance at "first-run" movies. But most families triaged their shopping and entertainment among regional options such as the then vibrant 31st and Troost area, Minnesota Avenue in nearby downtown Kansas City, *Kansas* or the more upscale Country Club Plaza. Routine shopping, "second-run" movie-going and services such as grocers, barber and beauty shops, doctors and dentists, dry goods and a variety of restaurants and cafes could be found in nearly every neighborhood. Neighborhood theater ads took up 3-5 full pages in the daily and weekend editions of the *Kansas City Star* and *Times*. The post-war rise of the automobile, decline of public transit, and advent of the suburbs (including the annexation of huge open spaces north of the Missouri River) changed the dynamics of Downtown and the rich diversity of neighborhoods that helped fuel Downtown's energy.

Urban Renewal and Redevelopment

The battle to save Downtown would unfold over the last half of the 20th Century and would spark an economic development arms race. The Urban Renewal program cleared vast portions of the Downtown landscape, often destroying historic treasures along the way. Rebirth of areas cleared by Urban Renewal (opponents called it "Urban Removal") required heavy artillery versions of the time-honored special district concept. These would fund major urban redevelopment projects such as Crown Center, Quality Hill, 12th & Wyandotte, the AT&T Town Pavilion, Lucas Place and others. Commonly called "353" developments (Chapter 353 of the Missouri Urban Redevelopment Act), these projects defined geographic boundaries within which physical or economic blight had been determined, granted full or partial abatement of property taxes for a specified period of time, and employed eminent domain for property acquisition and clearance.

An alphabet soup emerged along with Chapter 353. LCRA (Land Clearance for Redevelopment Authority), PIEA (Planned Industrial Expansion Authority), UDAG (Urban

Development Action Grant, and Chapters 99 and 100 were among the arsenal of incentives, most created or authorized by the Missouri General Assembly (UDAG was a federal program). These public incentives often stimulated the private sector to initiate major projects in the Downtown core:

Traders Bank, 1125 Grand Avenue, 1963
Commerce Tower, 911 Main, 1965
Ten Main Center, 920 Main, 1968
Crown Center, Pershing and Main, 1974
Mercantile Bank, 106 West 11th Street, 1974
City Center Square, 1100 Main Street, 1977
Hyatt Regency, 2345 McGee, 1980
Folly Theatre Restoration, 300 West 12th Street, 1981
Vista International Hotel (now called the Downtown Marriott), 12th Street, Central to Wyandotte, 1982
Commerce Bank Building, 920 Main, 1985
12 Wyandotte Plaza, 12th and Wyandotte, 1986
AT&T Pavilion, 1111 Main, 1986
One Kansas City Place, 1200 Main, 1988
1201 Walnut, 1991

Tax Increment Financing (TIF)

In more recent times, “Chapter 353” and its sister programs have been somewhat eclipsed by the popular—occasionally controversial—Tax Increment Financing (TIF). As with other incentives on the economic development menu, TIF plans require developers to prove that their proposed project meets a critical “but for” test. That is, “but for” the TIF incentives, the project could not move forward under normal market forces. TIF also requires blight findings and employ both property taxes in the form of Payments in Lieu of Taxes (PILOTS) and Economic Activity Taxes (EATS). However, with TIF, these taxes are not abated, but are paid by developers with all or portions of the taxes directed to underwrite certain approved costs of the TIF project itself for a period of up to 23 years. Under TIF, eminent domain may be delegated to the developers by the governmental authority.

Three TIF projects are highlighted below. The first example represents how a smart, civic-minded developer used TIF to change the face of Downtown’s west side and provide early stimulus for the Crossroads area. The second example illustrates how TIF was used to dramatically clear and repurpose a critically important Midtown hub area that had hit rock bottom. The third example demonstrates how TIF was used in a sparsely populated portion of Kansas City’s Northland to create a vital new commercial and residential area that quickly generated sufficient TIF revenue to build the TIF District’s road system while construction of the primary projects was still underway.

DST's West Side Story

Much of the Downtown TIF tapestry was woven by DST (a financial services spin-off of Kansas City Southern Railroad, which could boast a series of brilliant and civic-minded chief executive officers dating back to the legendary William Deramus). Guided by the late Phil Kirk, DST's visionary real estate strategist, the following Downtown TIF plans became part of DST's urban development legacy:

19th and Central/Custom Color, 1999

Downtown Library at 10th & Baltimore (Sponsored by the Downtown Council with DST and MC Realty, led by Phil Kirk, as Project Managers), 2002

Pershing Road IRS and Post Office, 2003

Kauffman Center for the Performing Arts, 1601 Broadway, MC Realty was Project Manager, 2011 ⁵

Under Kirk's skillful and thoughtful direction, DST's projects carried a distinctive mark of creativity and quality. Whether it was the meticulous restoration of vintage office buildings and warehouses, the transformation of an old bank building into a new central library or new parking structures designed to fit the scale and architecture of an early 20th Century neighborhood, the final product was something of which Downtown, the TIF Commission and DST could all be proud.

The Glover Plan

As the decade of the 1980s drew to a close, the area bounded by Linwood Boulevard, 35th Terrace, Gillham and Main Street had become an urban battle zone. This future site of the Midtown Marketplace, once a resolutely middle-class commercial and residential enclave, had fallen victim to age, crumbling infrastructure, drug dealing, and constant disorder. To reshape Warner Miller Plaza (as the area was then known) into a viable commercial site would take all the economic incentives in the Economic Development Corporation's arsenal...and then some. The "then some" was supplied by commercial real estate executive Steve Block and Kansas City Councilman Jim Glover. Assembling and clearing the site was one thing. Luring the commercial and retail powerhouses needed to resuscitate the moribund site was quite another matter. But neither Block nor Glover was about to give up on a mission that would come to be widely known as the "Glover Plan." Fortunately, the non-contiguous piece of the Midtown TIF Plan opened in 1996. Anchored by a Sun Fresh Grocery and located in the more friendly market of historic Westport, Mill Street Station yielded healthy profits from the git-go and bought Glover and Block some critically needed time. In the end, Glover and Block brought home the gold for the Linwood and Main site: Home Depot and Costco, both debuting in 2001. While the big box architecture of the two retail giants assaulted the sensibilities of many Westport purists, Home Depot became a Mecca for the army of do-it-yourself enthusiasts then gentrifying Midtown. And Costco offered the middle and upper income denizens of the area a huge variety of appliances, electronics, deli food items, and other suburban-style goodies, at discount prices.

Shoal Creek

In 1994, a portion of Clay County's vast Shoal Creek Valley became a TIF development area. Over the years, the Shoal Creek TIF grew into an area bounded generally by Northeast 108th Street/Missouri 291 on the north, the Kansas City-Pleasant Valley city limits on the south, the Kansas City-Liberty city limits on the east, and Indiana-North Eastern Avenue on the west. A public investment was probably the seed for the Shoal Creek phenomenon. The Shoal Creek Police Station was the second Northland police outpost, after the long-standing North Patrol Division's famous "Bumble Bee" building. (An imaginative architect designed a surrealistic paint scheme that derived its hues from the fearsome yellow and black insect commonly known as the bumble bee.) The coveted police academy campus found its home adjacent to the Shoal Creek Station along Pleasant Valley Road east of Brighton Avenue. True to Kansas City's FOCUS (Forging Our Comprehensive Urban Strategies) Master Plan, this construction created a massive footprint of public safety infrastructure in the Northland. A notable earlier example of such municipal pump-priming was the new headquarters for the Kansas City Health Department at 2400 Troost Avenue. This siting of an important city agency to a new location outside City Hall was a precursor of transformative development south of the Hospital Hill miracle. This section of Troost Avenue had long been devoid of new construction. The pioneering impact of the handsome new Health Department building may have been the tipping point for a Troost Avenue comeback, now a happy work-in-progress from Hospital Hill to Linwood Boulevard.

In 1994, the estimated revenues over the life of the Shoal Creek TIF were \$141,000,000, of which \$92,000,000 were new Payments in Lieu of Taxes (real property taxes) and \$49,000,000 in Economic Activity Taxes (sales, income, utility taxes). The original estimate of all construction costs in the TIF area was \$16.8 million. By 2017, total construction was more than \$1 billion in private improvements. Assessed value in 1994 of all the land in the TIF area was \$1,833,330 which brought in taxes of \$160,000 per year. Estimated assessed value after plan build-out totaled nearly \$100 million, with tax revenues of \$7.7 million annually. In 1994, 140 building permits were issued within the TIF area; by 2016, 10,508 permits had been issued. It would be difficult to find another TIF plan over the past 24 years that could match the economic development generated by Shoal Creek. And, for the first time—thanks to the Shoal Creek TIF and determined Northland civic leaders—the City was able to construct roads at the same time development occurred, a boon to creating a market that quickly produces sizable tax revenues. The result was more than 15 lane-miles of new, mostly 4-lane roads and parkways. ⁶

Tax Increment Financing has been so prolific that TIF districts now blanket large portions of Kansas City's Downtown and Midtown maps. Indeed, between 1992 and 2008, twenty-one TIF plans were approved for the Downtown area alone. But TIF districts can be found in the Northland (See Shoal Creek above), the eastern leg of Blue Parkway, Health Midwest's Partnership for Change along the 63rd Street Corridor in Southtown and the 31st and Baltimore area in Midtown, and Cerner's new office campus on the former Bannister Mall site at I-435 and Bannister Road.

TIF projects were routinely greeted with acrimony by library and school districts, neighborhood associations and at times even City Council and TIF Commission members. But today, in 2019, many TIF plans have reached their 23-year time limit, having fulfilled or exceeded their original financial and development promises. Those same library and school districts will now enjoy increased property tax revenues that never would have been possible without TIF, and that enjoyment will last well beyond the 23-year life spans of the TIF plans.

Community Improvement Districts may—or may not—hold similar promise for return on investment in urban development.

2. Enter CIDs

In 1997, Senate Bill 21 enacted (along with the Missouri Museum District Act) the Community Improvement District Act. In 1998, a stand-alone version of the CID Act was reenacted following a technicality challenge in the Missouri Supreme Court. ⁷ In a scant 21 years (not long in the world of community development) CIDs have earned a place in the pantheon of statutes, programs, tax incentives and organizations designed to strengthen, revitalize, and even reinvent beleaguered central cities, especially their anemic commercial enclaves.

In CIDs, property and/or business owners within legally defined boundaries may impose taxes and Special Assessments on themselves that provide reliable revenues for substantial ongoing development and maintenance. Elected or appointed boards of directors determine the specific uses of these revenues. **Importantly, these revenues must provide net additional programs, services and improvements within the District that go beyond the basic municipal services available to the entire city as well as the CIDs.**

Districts may opt to govern themselves by becoming 1) a political subdivision overseen by an elected or appointed board of directors, or 2) as a not-for-profit corporation governed by a board of directors elected in compliance with Missouri statutes. CIDs are approved by the City Council after submitting a detailed petition signed by “the property owners collectively owning more than 50% by assessed value of the real property and by more than 50% per capita of all owners of real property within the boundaries of the proposed district.” ⁸

Upon approval, CID’s are given extraordinary flexibility in how they are governed and managed on a daily basis. Statutory requirements are minimal: submit annual budgets, annual reports (both financial and performance) to proper state and local agencies, abide by the Sunshine Law, and conduct annual meetings. Unfortunately, many of the shopping center and single-site CIDs (and some of the community-based districts) take a minimalist approach to the annual report requirement. One shopping center CID provided a one-page annual report that was typical in form and content with other annual report submissions. In the report’s Section II, Purposes of CID and Services Performed during Fiscal Year, it states: “1) Provide or cause to be provided for the benefit of the District certain improvements; 2) Authorize and collect a sales and use tax on all retail sales within the District. The CID has worked toward these goals during the FYE 4/30/2016.” No further details were provided.

Once established, CID powers extend to an expansive array of public and private improvements: ⁹

- Pedestrian or shopping malls and plazas
- Parks, lawns, trees, and any other landscaping
- Convention centers, arenas, aquariums, aviaries, and meeting facilities
- Sidewalks; streets; alleys; bridges; ramps; tunnels; overpasses and underpasses; traffic signs and signals; utilities; drainage, water, storm and sewer systems

- Parking lots or garages
- Paintings, murals, display cases, sculptures, and fountains
- Lakes, dams and waterways
- Streetscape including lighting, street furniture, trash containers, awnings, walls, barriers
- Bus stops and other shelters, rest rooms, kiosks
- Music, news, and child-care facilities
- Any other useful, necessary, or desired improvement
- CIDs may also demolish and remove, renovate, reconstruct, or rehabilitate any building or structure owned by a private property owner if the area is deemed to be blighted.

In their operations, CIDs may:

- Contract for or provide street cleaning/maintenance and Security
- Promote tourism
- Conduct market research and marketing programs
- Provide training programs for employees of stakeholder companies

Under the administrative umbrella, CIDs can:

- Adopt, amend and repeal by-laws
- Sue and be sued
- Accept grants and donations of property, labor, services or other items of value
- Acquire or dispose of any real or personal property
- Levy and collect special assessments and taxes
- Borrow and loan money
- Contract with the City to abate public nuisances such as dangerous or abandoned buildings

In other words, the larger CIDs have the statutory power, if not the financial resources, to become small cities within cities. The natural tension between a CID's **authority** to conduct programs and its **ability** to conduct programs begs the need for CIDs to develop and sustain strategic plans that cover financial as well as program issues. These plans should be tailored to the scope of the mission and purposes cited in their formal Petition to establish the district. But, at a minimum, they should track progress on specific promised improvements, note variances between expectations and achievements and, of course, document how budget estimates compare to actual income and expenses. Plans should also state proposed remedies for correcting problems and meeting unexpected challenges.

So, at a time when government at all levels is widely mistrusted, the body politic has created a *new* lawful entity with the potential for remarkable public good or, if allowed to operate unconstrained by reasonable checks and balances, a potential instrument of municipal mischief.

Fortunately, in Kansas City, some of the early CIDs grew out of—or were sponsored by—well-established community-based not-for-profits or business associations such as the Downtown

Council, the Main Street Corridor Development Corporation (MainCor), the Northeast Kansas City Chamber of Commerce, and the Southtown Council. There are also a number of business persons (representing shopping center CIDs and single-site CIDs) who appreciate that levying taxes and special assessments carries with it a responsibility for such public goods as safety, transportation, environmental preservation, and maintenance of shared public infrastructure.

Downtown Council

The Downtown Council was a response to the slumping trajectory of the Downtown economy, the nearly total lack of positive night time activity, crumbling public infrastructure, and an historic inability to unite the individually powerful but diverse financial, retail, and corporate players who made downtown their daytime home. Fortunately, leadership emerged that possessed the creativity, management talent, civic experience and proven influence to form and fund an organization that, at long last, gave Downtown a strong and unified voice. The Downtown merchants listened. City Hall listened. Kansas City listened.

From its onset, the Downtown Council adopted best practices based on its founders' civic experience and management expertise. In the pre-Downtown Council days numerous studies had been conducted, but few actions had resulted. Now, the Downtown Council revisited the best ideas from the past, reviewed Downtown's current challenges, and began to craft new strategies that would morph into bold and comprehensive work plans to reshape Downtown. Business attraction and retention would top the priority list, followed closely by cleaning up Downtown's shoddy infrastructure and litter-strewn streetscape, and plumbing the underlying causes for the area's homeless population. In time, the Council would form partnerships to give the Central Library a new and fitting home, create the Art in the Loop Foundation to capture Downtown's potential as a hub for a burgeoning arts community, and establish a Political Action Committee (PAC) to turbo-charge Downtown's political clout.

The Council's time and talent would also focus on building a residential population for Downtown, creating scores of renovated and new housing units, the first seen in Downtown since the 1940s. Today, this housing gold rush has extended to the garment district, River Market and Crossroads, with new threads in the housing tapestry now extending into Columbus Park, the West Bottoms, and an explosion of multi-family units along the Armour Road corridor in an awakening North Kansas City. The Council's board and staff realized the fate of contiguous districts like Crossroads and River Market would impact Downtown's ultimate success and thus must be part of a more inclusive view of Downtown. All of these strategic initiatives would set the stage for a seamless transition to a Downtown CID.

MainCor

Years of confrontation between revered Westport neighborhoods and similarly respected Westport businesses and institutions had produced bad feelings, scarred neighborhoods, and a siege mentality on the part of the former combatants. In the wake of a bitter neighborhood-business battle that threatened the stately Valentine neighborhood, City Council members, neighborhood associations and businesses decided that collaboration might be more effective

in reviving historic Westport, especially the area's central corridors: Main Street and Westport Road. That was the origin of the Broadway-Westport Community Development Corporation, renamed Westport Tomorrow, and finally the Main Street Corridor Corporation...or MainCor (its latest incarnation is "Midtown KC Now"). Businesses like H&R Block, Charlie Fisher Buick, Crown Center, Hallmark Cards, and Shafer Kline & Warren Engineering came on board with talent and funding. Long-established businesses like Trapp and Company, Pryde's, Luyben Music, and Ambrosi Brothers Cutlery continued to make the Main Street corridor one of Kansas City's most colorful and eclectic marketplaces. Financial giants like American Century Investments and the new Federal Reserve Bank, along with non-profits like The Whole Person and Saint Paul's Episcopal Day School balanced and strengthened the corridor's assets. Performance venues such as Coterie Theatre, Off Center Theatre, Just Off Broadway, City of Motion School of Dance, Metropolitan Ensemble Theatre, and Unicorn Theatre were only a few of the corridor's burgeoning arts and entertainment attractions. Westport's colorful neighborhoods came to the table as well. Together, they began to reclaim Main Street as the vibrant spine of the corridor extending from Union Station to the Plaza. MainCor preached—and practiced—collaboration, sometimes leading...sometimes following the lead of others, always ready to bring resources together to get the job done.

Southtown Council

In 1982, the Blue Hills Homes Corporation asked five corporations with facilities near 63rd and Prospect to join forces in solving a festering problem. Elderly pedestrians in the area were risking life and limb to get to grocery stores, medical offices, and shopping centers along an aging and crumbling 63rd Street. In short order, the ad hoc group drew up a comprehensive, multi-year plan for 63rd Street, from Prospect to The Paseo. It included widening, new sidewalks and curbs, new street lights, traffic signals and turn lanes. The plan was approved by the City for funding over the next five years.

These area businesses and institutions were so excited about this early success that they created a new community organization to see the 63rd Street project through to completion and work on other pressing issues. They staked out an area from Volker to Gregory Boulevards, Prospect to the Main/Brookside corridor. It would later expand to include the Waldo and Swope Park districts. They called the familiar but underserved area "Southtown." The organization would be called the Southtown Council. Southtown's strengths were its parks and boulevards, two major universities, two large hospitals, strong neighborhoods, and a mix of large and small businesses, located primarily on Troost and Prospect Avenues, in Waldo and Brookside and, of course, along 63rd Street.

From the beginning, Southtown was blessed with a dedicated board of directors and a strong executive, Marti Lee. Lee's genius was getting big things done with a modest budget and drawing on the talent-rich area corporations for institutional support such as staff expertise, meeting space, and printing. When Marti left Southtown after twenty-five years, the Southtown Council had contracts to manage the Waldo and Brookside Associations; it had pioneered focused, comprehensive corridor revitalization along Troost Avenue; established communications, luncheon meetings and evening events to bring people together; and

launched contract engagements to manage the Brookside, Waldo and Troost CIDs. Throughout its history, the Southtown Council neither sought nor received operations funding from any governmental source. (The management fees for the CIDs would come from special taxes the businesses imposed on themselves.)

These three organizations—and others in the Community Improvement District vanguard—came to the CID world with sound experience in managing and governing a community-based organization. The key success factors for their CIDs were quite similar to the success factors of the mother organizations. Of course, in the case of community-based non-profits, participation was entirely voluntary in the absence of the CIDs. Organizations could withdraw their participation, whether it be board membership or financial support, at will. And, it was especially challenging to persuade business and institutional volunteers to unite behind the goals of the non-profit umbrella organization when—happily only on rare occasions—those goals conflicted or competed with the goals of the individual businesses or institutions. Indeed, the challenge was similar to herding a group of strong-willed felines. Entities such as the Country Club Plaza or Crown Center, which enjoyed the advantage of single ownership (the J.C. Nichols Company and the Hallmark family respectively), were the envy of many community-based organizations. So, organizations such as MainCor, the Downtown Council or the Southtown Council relied on strong board and executive leadership to foster what CID godfather John Crawford calls consensus-building. And, major development programs such as Chapter 353, TIF, and especially CIDs provided surrogates for single ownership. CIDs offered particular utility because, unlike other development incentives, the Community Improvement District law mandated creation of sustainable funding for the sponsoring organizations to manage the programs, services and improvements called for in the CID's original petition to City Hall. The extent to which the CIDs exploited this consensus-building utility was left to the individual boards of directors and executive directors (or district managers).

3. Key Success Factors for CIDs

- The **legal status of CIDs** guarantees continued existence (a limited lifespan or even perpetuity embedded in its approved petition). However, CIDs may be terminated by the City upon petition, notice and public hearing (67.1451). This provision of the law has rarely been tested. CIDs may be formed as either a political subdivision or a not-for-profit corporation. Compliance issues include: a) Board of directors shall consist of at least 5 but not more than 30 directors. (Most CIDs choose to have 5 directors.) b) Must submit proposed annual budget to City each fiscal year. c) Must submit annual report to City Clerk and Missouri Department of Economic Development stating services provided, revenues collected, and expenditures made by CID during fiscal year and indicating the district's debt. **(In the research for this Assessment, numerous compliance inconsistencies have been noted.)**
- **Appropriate Balance of Revenues**
Property taxes, special assessments, and sales and use taxes are the primary revenue sources allowed in the CID legislation. (Sales and Use taxes are available only to "Political Subdivision" CIDs.) Fluctuations can occur in the real property base of a district; and sales taxes are quite dependent on the level of retail activity in a district. It is therefore important that petitioners for CIDs thoughtfully consider the types of taxes or the right balance of multiple taxes that are originally requested. For example, a district where the land use is heavily retail should probably give priority to sales and use taxes. Also, property taxes are generally less popular in the short term, and sales taxes can usually be passed through to retail customers with minimal pain. However, because many CID services benefit property within the district, property taxes and special assessments are reasonable and appropriate revenue sources. Thus, it would seem that a combination of revenue sources calibrated to the particular conditions in a specific district should be incorporated into the original petition process and adjusted periodically based on fundamental changes in those conditions.
- **Quality of Management**
Few success factors are as critical as this one. However, management excellence can be fleeting when measured against the existential realities of job mobility, retirement, burnout—even unexpected death. So, assuring high management quality gives rise to a series of related issues that, in practice, apply mostly to the community-based CIDs:
 - Does the organization maintain a well-crafted job description for its executive?
 - Are both salary and benefits reviewed periodically to assure they are competitive with similar jobs in the region?
 - Are the organization's expectations for high quality management incorporated into an employment contract? Is the contract updated at reasonable intervals?
 - Does the organization maintain a Succession Plan that provides for smooth transitions during unexpected or emergency changes in management? Succession plans are increasingly used in both the corporate and not-for-profit sectors; models are available that can be customized for a particular

organization. **(This is not a hypothetical suggestion; in 2019, two prominent CIDs experienced the relatively sudden loss of their executives.)**

Those charged with approving or evaluating CIDs must be alert to the following reality: Effectively managing a single-building CID or even a shopping center CID requires strong personal and professional skills. It is also true that effectively managing the slice of community that comprises a corridor like Main Street, Troost Avenue, or an entire neighborhood like Waldo, Downtown or Martin City require rather different skill sets, not dissimilar to those possessed by professional city managers. The differences lie in size and scale rather than in the substance of the work itself.

It is worth noting that, among Kansas City CIDs, the vast majority are shopping centers or single sites. So, the reality is that District Managers—if such positions exist at all—are recruited from the ranks of property managers and real estate professionals. It is apparent from the data provided by this Assessment that the CID roles of District

District Manager and Boards of Directors roles are often assigned to the existing owners/CEOs and key professional staff of the sponsoring corporation or ownership group. This arrangement suffices if the primary function of the CID is serving as a conduit for funding of bonds or other financial obligations related to the core property within the CID. Administrative tasks, such as filing various reports to local and state agencies appear to be routinely delegated to corporate counsel or to the attorneys and firms which handled the petitions and other documents needed for the CID's original approval. Honorable jobs to be sure. But these personnel may lack some of the skill sets appropriate for the community and/or public purposes implicit in the Community Improvement District concept. Kansas City CIDs are already quite diverse in size, complexity, physical and economic conditions of the areas served. In terms of management quality, one size will **not** fit all CIDs.

The answer may lie in the creation of an association of CIDs or a general services group funded collectively by the CIDs and the City. CIDs, especially the community-based ones, could then acquire certain benefits (life and health insurance, e.g.) through group purchasing. Some additional management skills could be brought in on an “as-needed” basis. This issue will be explored in more detail in the “Recommendations” section of this report.

- **Quality of Governance**

Boards of directors, often under-rated, even viewed by some executives as an impediment to progress, are in reality critical ingredients for organizational success. In the case of CIDs, they are among the few—certainly the most visible—checks and balances for organizations that were designed to be highly flexible and unimpaired by bureaucracy. In short, boards of directors are accountability's “first responders.” In this context, therefore, great care must be taken to ensure that members of the voluntary board are selected/elected from candidates who are equipped to competently perform

their governance role. The CID legislation notes that CIDs may be not-for-profit corporations or political subdivisions. If the CID is a not-for-profit corporation, the election and qualification of members of the board shall comply with Chapter 355, RSMo. Political subdivision CID boards may be appointed by the City as set forth in their petitions or elected by qualified voters of the district. No bylaws or procedures can *guarantee* that future board members will perform with consistent competence. However, following a set of standards for board performance can greatly improve the likelihood for high-functioning directors.

- **Staff vs Board Roles**

Where does an organization draw the line between board roles and staff responsibilities? There are no “one-size-fits-all” solutions, but there are philosophies and techniques that help clarify an often murky area. The two primary roles of board members are **governance** and **support**. The governance role includes debating and voting on action items at regular board meetings, evaluating executive performance, monitoring compliance issues, and participating in the strategic planning process. Boards that provide clarity and strategic direction are often the most effective boards in the non-profit world. Examples of board support include helping recruit new board members, assisting with fund raising in the case of not-for-profit boards, and advocating for the organization at community meetings or City Council hearings. Simply stating that “the board sets policy and the staff implements it” ignores the complexity of these human interactions.

Board micro-management inevitably undercuts the confidence and initiative of the CEO and other employees...leading to poor morale and management paralysis. The entire organization suffers. So, it is imperative that board/staff roles be clearly defined and adhered to. CEOs/District Managers and board chairs share responsibility for clarifying this differentiation in roles when and if the need arises. A good CEO/District Manager will keep the board and its committees in-the-know about **what** the organization is doing, **why** the organization is doing it, and **whether** it is succeeding or failing. CEO/District Manager reports keep board members informed and provide background for issues that might be targeted for further discussion and/or action at committee and board meetings. (These reports also help fulfill the ever important—but often overlooked responsibility to document the organization’s history.)

- **Board Development**

The best board development program is an organization where:

- a) Board members believe the organization they help direct is a genuine force for good in their community or industry.
- b) Management is effective and efficient.
- c) Board members are meaningfully involved in guiding the organization toward financial success, community support, and innovative programming.

- d) Board members experience the sense of civic fulfillment that comes from a consistent and disciplined adherence to the organization's mission or purposes.

- **Committees**

Here again, the following discussion is more relevant to the community-based CIDs than the single-site or shopping center CIDs.

Board committees should be designed around the key functional areas of the organization (for example, Administration & Finance, Planning & Development, Communications & Marketing, etc.). Such committees offer staff and board members and other stakeholders more in-depth knowledge about a particular function. Opening committee membership to non-board members provides a deeper bench from which future board members might be recruited and allows the organization to take advantage of particular talents that may not then be readily available on the board. Minutes of committee meetings should be carefully prepared and included in the board meeting packets.

- **Communications**

Communications are the doors and windows that enable the organization's story to migrate to the community. They also provide the community access to the organization's mission, programs and activities. Communications should be as diverse and layered as the organization's varied audiences

- a) Annual Reports
- b) On-line and/or print newsletter
- c) Ongoing communication and relationship-building with the local media
- d) A website that stays fresh and lively (like the organization itself)
- e) News conferences and news releases when warranted
- f) Well-crafted and informative meeting minutes and CEO/District Manager reports; they provide a framework for documenting the organization's history and *can be helpful in demonstrating compliance with the Sunshine Law.*¹⁰

- **Fiscal integrity: Financial Reporting, Budgeting, Independent Audit**

CIDs enjoy one great advantage over most community-based organizations: they have certain and (mostly) predictable revenue sources. Estimating sales and property taxes (even if they fluctuate with retail activity, plant and business relocations, and declining property assessments) is far more reliable than predicting grants, event income and philanthropic donations.

- a) **Financial Reporting:** Monthly financial statements help the CEO/District Manager and the board monitor financial results on a timely basis. The volume of financial statements need not harm the national forests, but board packets should include: profit and loss (balance sheet), income and expense, cash flow (optional, but some boards find these helpful), and budget vs actual revenue and expense.

- b) **Budgeting** is a planning—not an accounting—tool. Explaining budget variances helps educate boards in the nuances of managing an organization; that is, with organizations, as in life, there is always the unexpected. The “budget vs actual” report referred to above provides a good opportunity for explaining organizational nuances.
 - c) **Annual Independent audits** are vital to any organizational success story, and they are increasingly considered standard equipment in the organization’s financial portfolio. They are usually required in any credit qualification process, major grant applications, and in complex partnerships and joint ventures.
- **Leveraging of scarce resources**
 CIDs, if they have thoughtfully planned their regular operations and matched their tax revenues to recurring expenditures, have a leg up on many community-based organizations. However, capital funding, an important factor in both the community development and business worlds, remains a scarce, highly competitive resource. Leveraging has proven to be a helpful tool in competing for scarce capital resources be they governmental, corporate or foundation-based.

PIAC (an acronym for Public Improvements Advisory Committee) is shorthand for the City’s pay-as-you-go capital improvements program. It has been a godsend for many community non-profits and neighborhood associations. But from its beginning, demand has outstripped supply in this sales tax-funded infrastructure program. PIAC literally has a waiting list, with projects languishing five or more years from date of approval to construction start. Matching funds can notch up an organization’s standing on PIAC’s priority list.

A more subtle form of leveraging is also finding favor with local governments and other funders. Concentrated, yet comprehensive, initiatives that mix capital projects with intensified maintenance and basic—but expedited—services can make sense to funders. Such an approach is made-to-order for CIDs, which have:

- a) A defined geographic area
- b) Reliable, dedicated tax resources
- c) Flexibility in the projects and services they may legally undertake
- d) Ability to collaborate with other organizations through partnerships, contractual agreements, and minimal red tape.

4. Missouri Auditor's Report on CIDs Statewide

In August 2018, Missouri Auditor Nicole Galloway issued her report on Community Improvement Districts. She noted three main concerns with the CIDs and the State Government's oversight over this relatively new, but rapidly growing, economic and urban redevelopment tool.¹¹ According to the State Auditor's Report, as of the year ended in December 2017:

- A) CIDs are formed and taxes imposed without adequate public scrutiny or sufficient public protections.
- B) The Department of Revenue (DOR) did not adequately track sales tax district boundaries. Also, the DOR did "not have adequate procedures in place to ensure district sales taxes are administered, charged, and disbursed."¹²
- C) The State Auditor found the sampling of CIDs selected for in-depth review inconsistent "with state laws regarding budget preparation, annual financial and performance reporting, Sunshine Law compliance, and holding an annual meeting," the report declared. "We determined 11 of the 15 CIDs reviewed did not properly adopt budgets or did not properly provide prepared budgets to the municipalities...CIDs consistently failed to provide required annual financial reports to the State Auditor's Office and annual performance reports to the Department of Economic Development. We determined 3 of the 15 CIDs reviewed [in-depth] did not comply with the Sunshine Law by failing to prepare board meeting minutes with all required information. We identified 4 of the 15 CIDs did not hold an annual meeting during 2017 as required."¹³

Galloway's report was issued to the Governor, members of the General Assembly and the Director of the Department of Revenue. Galloway noted in her introduction that "due to the increasing number of CIDs in the state, and the significant amount of public money collected and spent by such districts, state laws establishing CIDs are a significant issue to taxpayers."¹⁴ ***Throughout her report Galloway uses the terms "taxpayers" and "the public" when referring to CID revenues and expenditures. These references can leave readers of the Audit Report confused about an important characteristic of CIDs. CIDs, by definition, operate, levy taxes, exact special assessments and fees, within specific geographic districts. Technically, CIDs impose these revenue sources only on properly owners and business operators within the district. If revenues derive from retail sales, the taxes are passed on to customers without regard to where the customers reside. Yet, uses of CID revenues are confined exclusively to the defined and approved geographic territory of the district.***

The audit covered the year ended December 31, 2017. Of the 428 CIDs in Missouri as of that date, 411 responded to the Auditor's questionnaire, a remarkable 96% response rate. During the audit year, Missouri CIDs collected \$74.3 million in revenues. Fifteen CIDs from across the state were selected for more in-depth review. Of these fifteen,

only the 12th and Wyandotte CID and Ward Parkway Shopping Center CID were selected from Kansas City. *[Selecting only 15 of 428 CIDs existing in Missouri seems a very small sample on which to base recommendations that could have significant impact. The sample of 15 CIDs represents only 4% of the total number of CIDs existing in Missouri by 2017. For example, the Auditor's recommendations could become state law and/or show up on the local scene as new regulations and procedures, not only within CIDs, but also within state and local agencies that interface with the CIDs.]*

The Auditor suggests throughout her report that it might be too easy to set up a CID. The following describes the components of the petition:

“A petition to form must also include (1) a legal description of the proposed district, including a map illustrating the district boundaries; (2) the name of the proposed district; (3) a notice that the signatures of the signers may not be withdrawn later than 7 days after the petition is filed with the municipal clerk; (4) a 5-year plan stating a description of the purposes of the proposed district, the services it will provide, the improvement it will make and an estimate of costs of these services and improvements to be incurred; (5) a statement as to whether the district will be a political subdivision or a not-for-profit corporation, including the name of the not-for-profit corporation; (6) if the district is to be a political subdivision, a statement as to whether the district will be governed by a board elected by the district or whether the board will be appointed by the municipality; (7) if the district is to be a political subdivision, the number of directors to serve on the board; (8) the total assessed value of all real property within the proposed district; (9) a statement as to whether the petitioners are seeking a determination that the proposed district, or any legally described portion thereof, is a blighted area; (10) the proposed length of time for the existence of the district; (11) the maximum rates of real property taxes, and, business license taxes in the county seat of a county of the first classification without a charter form of government containing a population of at least 200,000, that may be submitted to the qualified voters for approval; (12) the maximum rates of special assessments, and respective methods of assessment that may be proposed by petition; (13) the limitations, if any, on the borrowing capacity of the district; (14) the limitations, if any, on the revenue generation of the district; (15) other limitations, if any, on the powers of the district; (16) a request that the district be established; and (17) any other items the petitioners deem appropriate.”¹⁵

As noted above, the petition to establish a CID is a challenging document to prepare and the petition form itself advises petitioners to seek at least the following professional assistance: an attorney experienced in community development law, a licensed professional land surveyor, a specialist in preparing professional blight studies (if the CID seeks a blight determination for all or part of the district.) After the petition has been completed and filed with the clerk of the host municipality, the clerk must determine if the petition substantially complies with the legal requirements, the

municipal governing body must hold a public hearing and, finally, adopt the petition and establish the district.

In her report, the Auditor found that 87% of Missouri's CIDs employed sales taxes as a revenue stream, 10% opted for special assessment, only 3% imposed property taxes.¹⁶ The Auditor also charted the growth of CIDs from 1999 (the CID Act was approved in 1998) to 2017. From 1999 to 2004, CIDs trickled in at the rate of 2 to 4 per year. In 2005, the numbers of new CIDs soared to more than 20; from 2006 to 2016, 37 or more new CIDs joined the crowd each year.¹⁷ By 2017, the year of the Auditor's report, 411 CIDs statewide responded to the Auditor's questionnaire.

Findings of the 2018 State Auditor's Report on CIDs

[Note: The Auditor's report repeats such statements as "taxes and assessments to be imposed without adequate public scrutiny or sufficient public protections...the state had approximately 428 CIDs that collected \$74.3 million in taxes and assessments from the public..."

CIDs are, by definition, "districts" which impose taxes and assessments on themselves. The general public does not participate in these impositions; however, members of the "general public" may pay incremental lease or rent increases passed on by the CID or price increases due to the added sales tax imposed by the CID.

A related question arises. Does the Audit report place undue restraints and regulation on at least the community-based CIDs? One of the major benefits of the CID concept is its comparatively non-bureaucratic approach to community development. Grass roots community development—when in the form of HUD housing regulations or the inability of neighborhood organizations to develop capital funding for infrastructure in a timely fashion—has sometimes been retarded more than helped by federal, state and local bureaucracy. Where is the middle ground?]

- 1. Weaknesses in the State's CID Laws:** The Auditor's Report concludes that "districts [are] formed and taxes imposed without public scrutiny or public protections."¹⁸ The foremost purpose of CIDs is to provide special, extra services to the CID and its stakeholders. The Auditor's assertion that "state law does not require district purpose to be well defined" and that, "as a result, districts are allowed to form a vague purpose"¹⁹ is probably well founded. However, this could easily be corrected by more rigorous Council hearings prior to approval of the district's petition, which requires a specific statement of the district's purpose.

It is also reasonable, when discussing allowable CID purposes, to call into question those CIDs the Auditor says are established solely to help developers pay down TIF liabilities.²⁰

The Auditor also asserts that CIDs are not required to assess their economic impact or to pass a “but for” test.²¹ While CIDs may not be required to perform a formal economic impact analysis, they are required to submit detailed annual budgets and annual financial/performance reports *[the Auditor does note that CIDs are routinely derelict in meeting this requirement.]* However, the petition process requires submission of a five-year plan. Armed with these documents, most experienced District Managers could and should provide a satisfactory economic impact statement.

“State law allows for significant conflicts of interest to occur at CIDs.”²² The Auditor points out that state law does not require persons independent of the developer/property owner to have a seat on the board of directors. The Auditor’s point is well taken. The Auditor correctly points out problems with non-competitive procurement procedures, insufficient reporting systems, and lack of compliance with existing reporting requirements.²³ The Auditor also has concerns about the transparency of sales tax distribution for CIDs with less than six employees.²⁴

Of the six recommendations related to the State’s CID laws, two deserve further consideration.²⁵

- a) Require municipalities to evaluate CID petitions to ensure a district is in the best interest of the public and require an economic impact assessment.
- b) Require a public entity representative on the CID board of directors and competitively procure construction contracts and other major contractual expenditures. The latter recommendation needs to be free of regulations that add exorbitant expenses to CID budgets without commensurate benefit to both the CID stakeholders and the community-at-large.

2. Weaknesses in Sales Tax Administration

“The sales tax administration system in place at the DOR does not adequately track sales tax district boundaries, and the DOR does not have adequate procedures in place to ensure district sales taxes are correctly administered, charged, collected, and disbursed... During the year ended December 31, 2017, the DOR disbursed \$56.9 million in sales taxes to CIDs.”²⁶ “Businesses inside the districts are not remitting CID sales taxes to the DOR...Businesses inside the districts are not charging the CID sales tax.”²⁷ From its response to the Auditor’s Report, it would appear that the DOR believes it takes reasonable measures to ensure maximum accuracy in its records and, thus, maximum revenues that can benefit CIDs.²⁸ The average observer would find it difficult, if not impossible, to determine which state entity is correct on this point.

3. Noncompliance with Statutory Requirements ²⁹

Based on her research of 15 CIDs selected from the 428 CIDs then operating in Missouri, the Auditor determined that CIDs have routinely not complied with state laws regarding “budget preparation, adoption, and annual submission. The Audit revealed that CIDs consistently failed to provide required reports [Annual Financial, Annual Performance] to the State Auditor’s Office and the Department of Economic Development.” Finally, the Audit reported that some CIDs “did not comply with the Sunshine Law by failing to prepare board meeting minutes with all required information *[date, time, place, members present, members absent, and a record of any votes taken]*.”

5. Primary Research for the Assessment

Research for this Assessment was obtained from three primary sources: a questionnaire; interviews with CID, municipal, and economic development officials; and case studies of selected Kansas City CIDs.

a) The Questionnaire

This instrument provided a consistent template for gathering, organizing and consolidating basic information about the 72 diverse CIDs currently operating in Kansas City, Missouri. It also included a few qualitative questions designed to provide more nuanced insights into this new and important economic development tool. The questionnaire was emailed to all of the 64 CIDs thought to exist as of December 1, 2019. Of these, only 24, or 33%, completed and returned the questionnaire. (The questionnaire form is included in the Appendix to this report. The following CIDs complied with this request for information:

39th Street
45th & Main
51st & Oak
Broadway Area
Brookside
Downtown
Electric Park
The Flintlock Plaza
The Flintlock Shoppes
Independence Avenue
KCI Airport
Martin City
Midtown KC Now (formerly Main Street)
NW 112th Street
Plaza East
River Market
Shoal Creek Valley
The Landing Mall
The Old Foundation
The Skelly
The Watts Mill
Troost Avenue
Truman Road
Waldo

Identifying the contact information on District Managers (or their representatives) was a slow and tedious task. In many cases, several documents (petitions, annual reports, ordinance fact sheets, and ordinances approving the CIDs) had to be retrieved from the on-line universe. Often the author discovered that attorneys and paralegals representing the CIDs were the only contacts listed. Many of these proved elusive; a few were openly hostile to the questionnaire. The author of this Assessment strongly believes the CIDs and the attorneys who represent them, should maintain complete transparency on all matters not exempted by the Sunshine Law. After all, the vast majority of the CIDs (93%) are considered political subdivisions by State and local government agencies. They have been granted the privilege (usually reserved for recognized government authorities) to impose sales and property taxes and to levy special assessments on real property. They are required to comply with limited reporting (their original Petitions, annual reports) and demonstrate due diligence on substantial changes in their organization's status.

The questionnaire was designed to yield the basic information needed to create 1-page profiles of each CID existing in Kansas City, Missouri. As a set of 1-page modular documents, the profiles will be easy to update individually without wholesale revisions to the entire set of profiles. Most of the Shopping Center and Single-Site CIDs were slow to complete and return the questionnaire. Some simply did not complete the document in the first place. All of the community-based CIDs completed and returned their questionnaires.

b) Assembling the Profiles

Despite the lethargic response to the Questionnaire, the Appendix to the Assessment does include Profiles of all Kansas City, Missouri CIDs known to exist as of December 31, 2019. They may be found in Appendix C-1. Listed below is an analysis of the collective information provided by the Profiles which were developed by researching the Questionnaires, the Petitions, and Annual Reports of the 72 individual CIDs:

District Manager:

Sixty-eight CIDs listed District Managers or key contacts. Except for the community-based CIDs, the designated District Managers appeared to be proforma, part-time positions at best. They were often owners, board members or employees of the sponsoring companies, even members of the law firms that assisted in the formation of the CID.

Type:

Shopping Center – 37, Hotel – 8, Community-based – 15, Single-site – 8
Other: Multi-use – 2, office – 1, casino – 1, recreation facility – 1, airport – 1

Governance:

Political Subdivision – 67 (93%); Not-For-Profit – 6 (7%)

Mission or Purposes; Services:

Only the community-based CIDs seemed to understand the concept of Mission or Purpose in the context of CIDs. The best mission statements tend to be succinct descriptions of the organization's best version of themselves. For example, the Downtown CID Mission Statement: *"to make Downtown Kansas City the preeminent place to live, work, play and visit. We do this by communication to our stakeholders, creating a clean, safe, green and economically sustainable Downtown."* The non-community-based CIDs provided boiler plate language gleaned from the Petition form. Their Mission Statements are indistinguishable from their listing of services. They list "Services" as an organization would list "Objectives" in a business plan. These listings also draw from the exhaustive litany of allowable CID activities mentioned in the Petition form and the Missouri Community Improvement District Act (Ch. 67.1401 to 67.1571). The community-based CIDs, in contrast, tended to concentrate on the trio of services on which they often focus: security, cleaning/maintenance, and marketing.

Revenues:

Sixty-four CIDs employ Sales and Use taxes (the CID law allows only the Political Subdivision category to levy a sales tax); eighteen CIDs use Special Assessments; and two levy a property tax.

Boundaries:

Boundaries in the Profiles are outlined in plain English rather than the more technical (and tedious) legal descriptions.

Lifespan of the CID:

These range from single digit to perpetuity:

Five years – 1

Ten years – 1

Fifteen years – 2

Nineteen years – 1

Twenty years – 23

Twenty-three years – 2

Twenty-five years – 1

Thirty years – 19

Thirty-one years – 1

Thirty-five years – 1

Forty years – 5

Fifty years – 2

Perpetuity – 13

Date Established:

CIDs that have reached or surpassed their documented lifespan date technically should have been dissolved or corrected through a Petition renewal. Of course, the renewal may not have been properly documented...or this author could have failed to find the documentation in the ordinance and petition records. Or, it could be a compliance issue. (The “Recommendations” section of this Assessment will have a comment.)

c) Contacts with Selected CID and Governmental Officials

Selected CID and City officials, as well as attorneys, paralegals and administrative assistants for several CIDs were also contacted to provide added reality and accuracy checks for the Assessment:

CID Officials

Bobbi Baker, Independence Avenue CID

Leigh Blumenthal, Midtown KC Now CID (formerly Main Street CID) Interim District Manager

Owen Buckley, Red Bridge Shopping Center CID District Manager

Lonnie Clark, Independence Avenue CID

Pete Fullerton, KCI CID District Manager

Amanda McGee, 39th Street CID District Manager

Sean O’Byrne, Downtown CID Executive Director

Dorna Edgar Swan, Waldo CID District Manager

John Weilert , Board Chair and Interim District Manager, Truman Road CID

City Officials

Pat Klein, Director of Aviation

Randy Landis, former Director of Finance

Claude Page, City Development Department

Jeff Phillips, City Development Department

Brian Rabineau, Law Department

Troy Schulte, former City Manager

Patricia Solis, City Development Department

Other

John Crawford, former executive with the Kansas City Economic Development Corporation and author of Kansas City’s CID legislation

Tom Edgerton, patron of Red Bridge Shopping Center and long-time resident of the Red Bridge area

Patricia Jensen, Attorney, Rouse Frets White Goss Gentile Rhodes

Marti Lee, former executive director, Southtown Council (which managed the Brookside, Waldo, and Troost CIDs during Lee’s watch)

Bob Mayer, Consultant

Charles Passantino, Passantino Brothers Funeral Home, Board Member,
Independence Avenue CID
Jerry Riffel, Attorney, Lathrop and Gage

6. Recommendations

Background 6-1:

The overarching flaw with Kansas City's CID program lies within the legislation itself. The bar for approval was set unreasonably low from the outset. The list of services and activities for which CID revenues can be used is virtually unlimited. And the meanings behind the words "Community Improvement District" were left open to the broadest possible interpretation.

Consequently, the number of CIDs in Kansas City has proliferated, with a constant stream of CID wannabes in the pipeline. This growth trajectory will soon blanket Kansas City with additional earmarked sales taxes that will be difficult to sustain. Kansas Citians, over the last forty years, have been generous in granting new sales taxes for a variety of worthy public purposes, but this generosity may at last give way to the enormous burden this regressive tax places on middle and low-income taxpayers. In a list of 122 American cities with more than 200,000 population, Kansas City ranks tenth in the size of its sales tax rates. For example, Kansas City has a higher sales tax than Long Beach, Oklahoma City, Tulsa, Chicago, Rochester (New York) and Seattle, among others. (See Appendix 3, "Local Sales Tax Rates in Cities with Populations above 200,000, as of July 1, 2019") The unconstrained flood of private purpose CIDs will have foreclosed on the City's ability to provide such essential services as police, fire, and capital improvements. Indeed, the former City Manager of Kansas City warned about the CID issue eight years ago, when Kansas City had only eleven CIDs. (Posted by Mary Jo Draper in the midtownkcposter2, July 2, 2012.) Today, there are 72 approved CIDs, with dozens more in the pipeline.

Recommendation 6-1:

Appoint a task force to hammer out a sensible set of revisions to the Community Improvement District Act and/or the City's CID policies. The task force report should then be incorporated into the City's legislative program for 2021. Consider declaring a moratorium on additional CIDs until the task force report is adopted.

The composition of the task force is properly the domain of the Mayor and Council. However, it should have at least the following parameters:

- Be distributed among the six Council districts;
- Exclude existing CID board members, staff and outside legal counsel (any of these parties should, of course, be permitted to testify before the task force);
- Be staffed by appropriate representatives from the City Planning and Development, Law, Finance Departments, and the City Clerk's Office;
- Representatives from the following agencies should provide information to the task force from their special perspectives: Missouri Department of Economic

Development, Missouri Department of Revenue, Kansas City Economic Development Corporation.

Background 6-2:

The City of Kansas City has made serious efforts to receive, organize, store and manage the CID data continuously flowing from the Petitions, ordinances, minutes from public hearings, and annual reports required for approval and maintenance of CIDs. But navigating this formidable trove of data is increasingly overwhelming for staff, students and researchers.

Recommendation 6-2:

The City Clerk should be encouraged to continue efforts to make the on-line files more user-friendly. For example, the Clerk's on-line CID files sometimes confuse Petitions and Annual Reports, two related but quite distinct documents; requests for verbatim copies of ordinances show up as ordinance fact sheets, and these are often undated; and undated documents are generally useless as research material.

Background 6-3:

Private CIDs (shopping centers, hotels, etc.) are vastly different from what the author calls "community-based" CIDs. The differences manifest in at least three significant ways:

- a) Most community-based CIDs are the product of community organizations, which often enter into contracts to manage their CID cousins. For example, the Brookside, Troost Avenue, and Waldo CIDs had prior relationships with the Southtown Council. The Downtown CID had its origin in the Downtown Council, the Main Street CID with MainCor, the Truman Road CID with the Truman Road Corridor organization, and so on. Each of these CIDs identify (in name and general boundaries) with their host community. This identity is reflected in their Mission Statements, their services, and their marketing.
- b) The community-based CIDs tend to focus on improving the social, economic, and physical environment of their distinct communities. More and more, these CIDs are adopting a holistic approach to their missions. They recognize the value of cleaning and maintaining the streets, alleys and storefronts which frame the physical neighborhood; providing community policing initiatives that look for cures—not band-aids—for crime; and launching marketing campaigns that instill pride in stakeholders and help attract new business investment.
- c) In every case, the community-based CIDs are true districts, distinct geographic statements with common histories, common identity, and clearly definable boundaries. None of the community-based CIDs are single sites or single businesses. They are neighborhoods.

Recommendation 6-3:

The community-based CIDs have real stories to tell about Kansas City. The City's very capable Communications Office should help tell these stories. How? In their contacts with local print and broadcast media. In the incredible resource of Channel 2 television. In the social media.

The community-based CIDs should hold a distinctive position in the way CID information is organized. In other words, the community-based CIDs should not be routinely lumped in with the private CIDs. The special taxes and assessments available to the private CIDs should make better bottom lines, better facilities with better landscaping and parking. But these incremental improvements do not have the same collective impact as do the community-based CIDs that transform entire neighborhoods for the better.

The City Planning and Development and the Housing and Neighborhood Services departments should jointly sponsor periodic seminars or convocations for the community-based CIDs. These events should be opportunities for:

- Board and staff members to learn about the achievements and best practices of CIDs on a regional or even national basis.
- Showcase the accomplishments and innovations of Kansas City's community-based CIDs.
- Provide an opportunity for conversation and socializing by the CID boards and staffs with City staff, members of the City Council, and with each other.

Background 6-4:

On December 12, 2007, the City Auditor issued an audit of Kansas City community improvement districts. Of the sixteen CIDs existing at the time of the Audit, only one complied with State law requiring submission of annual budgets and annual reports. One of the City Auditor's three recommendations asked the City Clerk to develop a mechanism to publicly report on requested CID submissions as reporting deadlines occur.

Recommendation 6-4:

Revisit whether the City Clerk has developed the above mechanism to publicly report on compliance with state-mandated annual reporting requirements. If not, such a procedure should be promptly developed and implemented. CIDs failing to comply should be sanctioned.

Background 6-5:

In August of 2018, the Missouri State Auditor made a series of recommendations to tighten CID compliance with provisions of the CID Act and shore up the State's collection and distribution of sales tax receipts.

Recommendation 6-5:

- a) The City should determine whether its Petition review process ensures a district is in the best interest of the public and includes an economic impact assessment.
- b) “Require a public entity representative on the board of directors and competitively procure construction contracts and other major contractual expenditures.” (This Assessment adds the following caveat: This requirement should be free of regulations that add exorbitant expense to CID budgets without commensurate benefit to both the CID and the community-at-large.)

Background 6-6:

Part III of the Assessment contains individual “Profiles” on the Kansas City CIDs existing as this Assessment was drafted. Each Profile contains basic data such as contact information for District Managers, purposes and services provided by the District, date District was established, etc. The Profiles are designed (one Profile per page) to be easily updated.

Recommendation 6-6:

The task of creating a Profile when each future CID is approved by the City Council should be assigned to a staff person who coordinates municipal responsibilities related to the CIDs. A parallel task would be to update existing CID Profiles as changes are made in any of the items included in the Profile.

Background 6-7:

In the Petition approval process, the CIDs agree to a revenue “lifespan” during which they will accomplish their purposes. These lifespans may usually be renewed at 10-year intervals if the CIDs demonstrate legitimate justification for the time extension. This information is included in the Profiles, as well as the date the CID was established by ordinance.

Recommendation 6-7:

Failure to meet the above-described deadline should be noted by the City’s CID coordinator and brought to the attention of:

- CID District Managers and owners (if applicable)
- City Law Department
- City Clerk’s Office
- Director of Planning and Development
- State Department of Economic Development

If compliance does not occur within a designated period of time, appropriate corrective action should be taken.

Background 6-8:

It seems self-evident that Community Improvement Districts should operate in the public interest. After all, every CID is either a “political subdivision” or a “not-for-profit corporation.” Both organizational forms strongly imply a public interest. Yet, according to the August 2018 State Auditor’s Report on CIDs, “State law does not require district petition documents [to] contain a well-defined purpose... As a result, districts are allowed to form with vague purposes.”³⁰ The Auditor adds that, “in the absence of a law change, municipalities must provide more critical review of district petition documents to ensure the interests of the public are considered.”³¹

Recommendation 6-8:

If there is consensus at City Hall that CIDs, whether community-based or private, should operate in the public interest, the staff must develop a framework for City Council review of initial CID Petitions and subsequent documentation that will determine both the quality and intensity of public interest. By the way, the old saw that the mere *existence* of viable business entities are in and of themselves good for the economy and therefore godsend to the democracy just won’t hold water anymore. The era of incentives is entering the winter of its discontent. In the future, petitions for the CID designation should undergo rigorous review by the appropriate staff, followed by equally rigorous public hearings before the City Council. (For the record, the author of this Assessment is a strong advocate for economic development incentives, including TIFs and CIDs, as long as the case is made that their objectives include the public good.) The following checklist is offered as an example of how this framework might look:

- **Respect for the Environment**
The CID goes beyond federal, state and local environmental standards to ensure the CID and its stakeholders do their part to provide cleaner air and water, and conserve energy; whenever possible, promote green solutions for handling storm runoff and minimizing sewage and solid waste; promotes public transit when possible.
- **Safety and security**
The CID encourages and supports KCPD community policing and other preventive strategies to address crime and disorder, including provision of CID tax resources to supplement police and social service programs; builds and maintains a safe physical environment which emphasizes clear sight lines, extra lighting and video surveillance, if appropriate; maintains open communication lines among CID management, KCPD, private security firms, stakeholders, tenants and customers.
- **Civic Responsibility and Participation in Civic Life**
CIDs can meet their responsibilities as corporate citizens and encourage civic participation by employees with minimal disruption to normal business operations...and at minimal or no cost. Examples might include:

- Service by management and/or employees on City commissions, boards, and task forces; on neighborhood and other non-profit boards
- Providing meeting space for civic organizations and neighborhood groups
- Encouraging management and employee involvement in civic initiatives such as area plans, special elections for municipal and school bond issues, and other non-candidate/non-partisan issues.
- Encouraging employees to volunteer in neighborhood and public right-of-way clean-ups, food drives for community pantries, disaster relief efforts, etc.

Part II

Case Studies of Selected Kansas City CIDs

Finally, case studies are included for two CIDs to demonstrate best practices and innovations emanating from these organizations and/or to spotlight CIDs which improve sections or neighborhoods that are significant because of their historic character, ethnic diversity, or have benefited from joint ventures, collaborations and ingenuity in leveraging scarce resources.

The Independence Avenue Community Improvement District: Putting Northeast Kansas City on the Comeback Trail

In March 2013, the City Council voted to establish the Independence Avenue Community Improvement District (IACID). The District spans the Independence Avenue Corridor, from the Paseo to Ewing Avenue. In that first year, the newly created CID gained stakeholder approval for special assessments and sales taxes to operate the district, and Kansas State University students created a comprehensive new vision for historic Independence Avenue. The project, which later earned a major regional award, gave the IACID a road map for its future.

Over the next seven years, the IACID logged a dizzying series of accomplishments. To be sure, the journey from 2013 to 2018 had its share of uneven roadway, a few detours and bouts of fitful weather. But amid the challenges the District learned to fly through the fog of impossibility and shake hands with the rain. Today, the sun shines more brightly on Kansas City's iconic Independence Avenue and its adjacent historic neighborhoods. The Avenue bespeaks a vibrant diversity in its people, its food, its cultures and languages. The future holds even more promise:

- Abustling International Marketplace that brings the best of the world's food, shops and cultural products.
- A proud avenue where aging storefronts awaken from their drowsiness, put on refurbished facades, and welcome customers to one-of-a-kind shops and restaurants.
- Kansas City's latest MAX buses add another chapter to the Avenue's long transit history and help connect passengers to a host of Historic Northeast attractions.
- The IACID's nimble, energetic staff finds ever new and innovative ways to create a cleaner, safer and more engaging Independence Avenue Corridor.

IACID's accomplishments fall under four areas of concentration:

- **CID Paradigm** (In this case, **CID** means Coordinating, Inspiring, Directing)
- **Crime** (Prevention and enforcement programs)
- **Grime** (Cleanliness, design and beautification programs)
- **Chime** (Marketing, communications and economic development)

The CID (Coordinating, Inspiring, Directing) Paradigm

- In August 2013, the IACID Board of Directors contracted with the Northeast Kansas City Chamber of Commerce to manage the CID. In taking this action, the IACID board chose an organization active in Northeast civic affairs for nearly two decades. The Chamber could be trusted to build strong community relationships for the IACID with both Avenue businesses and the six active neighborhood associations abutting the Independence Avenue Corridor.
- The legislation that authorized creation of community improvement districts permits a variety of programs and services CIDs may perform for their stakeholders. The IACID decided that three critical services would best serve the needs of Independence Avenue:
 - A safer Independence Avenue and more peaceful surrounding neighborhoods (Crime)
 - A cleaner, more orderly and attractive environment (Grime)
 - A robust economy, with a culturally diverse flavor (Chime)

These critical programs are supported and driven by an effective but out-of-the-ordinary management style. The CID (Coordinating, Inspiring, Directing) paradigm is suited to the daily challenges of reclaiming an important and historic Kansas City artery that had been in decline for fifty years. This paradigm offers flexibility over bureaucracy, innovation over dogma, and collaboration over isolation:

- In 2014, IACID and the Chamber teamed up with the “Take Charge” Leadership Program to develop leaders for themselves and other Northeast neighborhood and civic organizations. This intensive, 8-week course featured expert lecturers from many of Kansas City’s top governmental and non-profit agencies. “Take Charge” encored in 2015, graduating a total of sixty neighborhood and business people from the program over the two-year period.
- By early 2014, IACID was able to submit a \$572,000 operating budget funded by self-imposed special assessments and sales taxes. Hard work by Independence Avenue stakeholders in organizing and promoting the CID paid off with robust and sustainable revenues to support the fledgling improvement district. IACID monitors tax revenues continually, thus fulfilling a key fiduciary responsibility as prescribed by the CID statute. Regular revenue reports are documented in the IACID Board minutes.
- Neither IACID, nor any community-based organization, can afford to maintain staff capacity to respond to every problem or request that arises. So, IACID relies on a series of formal and informal relationships to supplement normal staff functions and operations. This network includes neighborhood associations, governmental and quasi-governmental agencies, social service organizations, institutions, foundations, news media, other CIDs and non-profits, and loyal friends, including Kansas City Parks and Recreation, the Area Transportation Authority, KCMO Public Works Department, Kansas City Police Department, NEKCCOC, and the Jackson County COMBAT

program. This helps leverage IACID's capacity to serve Avenue stakeholders as well as the broader Northeast community.

Crime (Prevention and Law Enforcement)

- On December 31, 2013, IACID engaged Titan Safety and Security to supplement public law enforcement on the Avenue and in the adjacent corridor. IACID dubbed the Titan security force "the Avenue Angels."
- Orientation and training of the Urban Street Ambassadors stresses their role as additional eyes and ears for the Avenue Angels, ever watchful for suspicious activity on the Avenue. High-tech telecommunications allow the Ambassadors to quickly direct calls for service not only to the Avenue Angels but also to other emergency and social service agencies. It adds up to rapid and effective response to calls for help from businesses and visitors.
- In 2016, their first full year of incident reporting, the Avenue Angels logged 1,465 incidents. By 2018, that number had fallen to less than 800. Experts in community policing are also quick to point out the impact of the Urban Street Ambassadors in maintaining an orderly physical environment. In such an environment criminal elements become more isolated, more visible, and more vulnerable.
- By January 2017, IACID had reached another milestone in its use of collective video surveillance in portions of the Avenue known to be trouble spots. Collective video surveillance was possible through collaboration with the Avenue Angels, KCPD and Avenue businesses and institutions with their own video surveillance systems. The "KC Watch" program was one more piece in IACID's holistic approach to crime reduction. If these efforts can be sustained, Kansas City's crime practitioners and gang lords will soon know they are no longer welcome in the Historic Northeast.
- In 2018, IACID gained the City Manager's support for a strategy to clean up and re-use a long untapped asset: alleyways. Over the years many of the Northeast's alleys had not only lost their by-gone utility, but had become havens for litter and unsavory activity. The IACID has now contracted with the KCMO Housing and Neighborhood Services Department to clean a series of alleys. The next step in the alley reclamation project will be to seek multi-year PIAC funding for alley repaving.
- Through a 2016 Memorandum of Understanding with KCMO Parks and Recreation, the IACID provides supplemental safety and maintenance services for Independence Plaza Park. The presence of uniformed Avenue Angels makes the park safer and more family-friendly. The Urban Street Ambassadors perform additional trash and litter pickup in the park. This win-win collaboration is reviving a lovely green oasis for visitors and Northeast families.
- Within the Independence Avenue Corridor, any war on crime must include a special battlefield against prostitution and vagrancy. And, like earlier efforts to eradicate these ancient enemies of community, modern attempts may result in equal parts displacement and cure. Yet, the battles must be fought. So, in Spring of 2017, IACID gathered its forces. The army was taken from the ranks of law enforcement, social

services, video surveillance technology, Rockhurst University students, and the CID's own remarkable Urban Street Ambassadors. To slow demand for prostitutes, a powerful outdoor advertising campaign targeted johns.

Grime (Cleanliness, Order and Beautification)

- Even before IACID began receiving its dedicated CID revenues, a LISC (Local Initiatives Support Corporation) grant supported a trial run for the Urban Street Ambassadors. The trial run passed muster and went on to become one of the CID's most successful and most visible ventures. Today, a small army of Street Ambassadors, clad in their eye-popping lime-green uniforms, fan out along Independence Avenue seven days a week in all weather. They collect litter, clear snow and ice, maintain green spaces, report emergencies, check in with businesses and dispense directions and good cheer to shoppers and visitors. They also recycle eligible items from the nearly 69,000 bags of litter collected annually. The Ambassadors' positive attitudes are also being recycled by many property owners who are helping to keep their storefronts and entryways crisp and welcoming. The CID's investment in the Street Ambassadors is paying many unexpected dividends.
- In May 2015, IACID launched a facade improvement program for a portion of Independence Avenue. This economic development incentive provides grants to offset owner expenses for eligible facade improvements. The program for commercial buildings helps ensure that life-safety codes as well as design standards are met. IACID also pioneered the Exterior Lighting Installation Program. It served double duty as a nighttime beautification and safety feature.
- KCMO funds public capital improvements from two primary sources: the PIAC program (Public Improvements Advisory Committee) for pay-as-you-go improvements and G.O. (General Obligation) bonds for large, long-term projects. Both sources are substantial but are no match for the demands of hundreds of neighborhoods across Kansas City's 320 square miles of aging infrastructure. In 2018, IACID began to prioritize the Avenue's infrastructure needs. Creation of this priority list, to be updated annually, gives the Independence Avenue Corridor a better chance to secure PIAC funds and improves the likelihood of IACID making the short list of limited G.O. bond funds.
- In 2017, IACID pulled together pedestrian and pro-cycling individuals and organizations such as KC Bike Walk to create special crosswalks and bike share stations. These first steps will help make Independence Avenue safer and more accessible for pedestrians and cyclists.
- In 2018, the Independence Avenue/Benton Boulevard intersection revival, strongly supported by IACID and the Northeast Chamber, brought new beauty and order to an iconic Avenue location. New curbs and sidewalks, spanning ½ blocks east and west, bolstered pedestrian safety and created a new urban frontage that had nearly been destroyed by time and neglect. Dramatic metal streetscape amenities at the intersection signal the birth of an exciting new people place for Independence Avenue.

- Inspired by the Avenue's Urban Street Ambassadors, cleanliness and beautification is becoming part of the Independence Avenue business culture. The Ambassadors report business owners beginning to help maintain and beautify their own storefronts, install plantings and sweep their entryways.
- On the theory that rapid response deters repeated vandalism, IACID's Urban Street Ambassadors strive to remove graffiti within twenty-four hours of its occurrence. This is a real-life application of community policing's "broken window" theory.
- Beginning in November 2017, IACID began strongly encouraging compliance with adopted design guidelines for Avenue streetscaping, signage and facades. To further exploit the benefits of design guidelines, IACID now employs a professional planner/architect. He is very familiar with KCMO design standards, codes and historic regulations/protections, including the recent Independence Avenue Overlay District.
- By November 2017, IACID had reached agreement with the Area Transportation Authority (KCATA) to keep bus shelters clean, safe and well-maintained. The Urban Street Ambassadors also pitch in to bring an extra measure of cleanliness to these highly visible gathering places.

Chime (Marketing, Communications, and Economic Development)

- In June 2016, CORO Foundation interns presented a very polished analysis/vision that set the stage for the International Marketplace branding. IACID followed up by conducting a concentrated brand identity campaign for the section of Independence Avenue designated as the International Marketplace. The campaign consisted of outdoor advertising on Independence Avenue, collateral publications that carry the Marketplace brand, and generous free news media provided by the **Northeast News**.
- Independence Avenue, sponsored by IACID, won the "Best Economic Restructuring" Award from the Missouri Main Street Connection. To the cheers of community advocates from across Missouri, the "new kid on the block" stole the show at the State Main Street organization's annual convention.
- From its earliest days, the IACID recognized the importance of telling its story—achievements and setbacks—to Avenue stakeholders, the Northeast community and metro area. The staff produces news releases, brochures and area maps; promotes the organization through events such as the annual Taste and Tour; Beans, Beads and Beer; groundbreakings and ribbon cuttings; and Annual Recycling for Bottles and Cans.
- Beginning in May 2018, the Northeast Chamber and IACID collaborated to organize car, bus and pedestrian tours of Historic Northeast neighborhoods abutting the Independence Avenue Corridor. The tours helped bond the neighborhoods and the CID. The Historic Northeast Real Estate Exchange helped promote real estate opportunities that arose from the tours.
- Detailing Avenue businesses (a critical component of ongoing marketing) has become a major part of IACID's Ambassador/Business Community's job description. Through

his efforts, business owners gain awareness of CID benefits and accomplishments on a frequent basis.

- IACID's new quarters at 2657 Independence Boulevard enabled the CID to share its meeting space and hospitality with a number of area governmental and non-profit organizations. These include:

- ATA's MAX Bus Charrette
- Heartland Africa Foundation
- Seyoum Kassa Advanced Soccer Academy
- Lykins Housing Committee
- BikeWalk KC
- Paseo Gateway/Choice Neighborhoods Planning Group
- KC Parks and Recreation Independence Avenue Park Design Group

Hosting these groups helps solve the perennial shortage of convenient community meeting space. In the process, group members learn more about the Historic Northeast and one of the Northeast's most successful and energetic community-based organizations. Another win-win!

The story of these accomplishments resulted from the diligent and, frequently, inspired creativity of the IACID staff. Most of their job titles include the word "Ambassador," and for good reason. For, whatever their other duties, each member of the staff is also committed to spreading what some call ***Northeast patriotism***. That, put simply, is the belief that Kansas City's Northeast area is richly historic, its neighborhoods among the city's most elegant, its business districts (especially Independence Avenue) the most ethnically diverse, its food the most delicious, and its people the spice of the earth.

The Downtown Community Improvement District: Sustaining the Renaissance

Since 2002, the Downtown Community Improvement District (DCID) has worked to ensure “Community” is at the forefront of this community improvement district. This commitment anchors the multidisciplinary approach to providing services day-in and day-out. Downtowns nationwide need to be more than clean and safe. They need to address issues like homelessness, vagrancy, quality of life crimes, antiquated infrastructure, and sustainable development. The DCID is proud of its accomplishments:

- 1. The Kansas City Central Library:** The DCID and the Downtown Council partnered with many civic organizations and foundations to create the nationally acclaimed Kansas City Central Library. This \$49 million catalytic project sparked millions of dollars of new investment in and around the Library District. Thirteen “Class C” office buildings in the Library area were vacant prior to the opening of the new Central Library in 2004. Today, every building in the Library District has been restored into shops, restaurants and mixed-income residential units. More than \$382 million has been invested in the district and some 1,500 residents now call it home. Since its opening, the Central Library has contracted with the DCID for Ambassadors services, a proud role in this world-class example of collaboration, partnership and success.
- 2. The Infrastructure Repair Task Force:** In 2003, the DCID began its first year of operation. It was soon evident that more was needed than sweeping the sidewalks; the city’s broken infrastructure was on life-support. The DCID joined with the City Manager’s Office to create the Infrastructure Repair Task Force. DCID Ambassadors took responsibility for reporting damaged curbs, gutters, sidewalks, sign poles, etc. to the City staff. This led to more than \$8 million in infrastructure repairs in the first year of implementation and inspired the successful \$300 million City bond issue for citywide deferred infrastructure needs.
- 3. The Downtown Community Services Center:** In 2004, DCID Ambassadors noticed that Downtown’s homeless people were walking 2.3 miles from overnight shelters to access basic services and food. This led to the DCID’s successful efforts to build the Downtown Community Services Center located at 9th and the Paseo. The DCID partnered with reStart Inc. and NourishKC to create a state-of-the-art kitchen and housing referral center. Each year, DCID raises approximately \$40,000 from private foundations to support this Center and its important services to the homeless community. The Center has served more than 1 million meals and provided thousands of housing referrals to get individuals and families off the streets and into structured clinical care and homes. In 2017, DCID partner reStart assisted 2,914 households at the Community Services Center. Of the 470 households helped through reStart’s permanent housing program, 82% transitioned from the program to permanent

housing, 98% stayed in permanent housing more than six months, and 73% increased their income. Talk about results!

4. Community Kitchen: In 2017, 6,851 persons supplemented the Community Kitchen staff with 22,271 volunteer hours. The volunteers came to the Community Services Center on their own or through corporate and faith-based communities.

5. Legislation to Eradicate Aggressive Panhandling and Solicitation: After creation of the Community Services Center, DCID Ambassadors still encountered panhandlers at every highway arterial and park. In a joint initiative with the KCPD and social workers from reStart, the DCID launched “Operation Great Day,” designed to get to the causes of panhandling and solicitation. The conclusion: The chronic offenders were using the mask of homelessness to get cash for alcohol and drugs. This led to the successful passage of a City ordinance prohibiting aggressive panhandling and soliciting.

6. Prison Reform and Reintegration: Data collected by DCID Ambassadors pointed to a high rate of “negative quality of life incidents” (petty theft, crimes against property, public urination and defecation, assaults and trespassing). Once again, DCID went after the cause—not the symptom—of the problem. Collaboration with the Coalition to End Homelessness and KCPD led to a common address for the offenders: 651 Mulberry in Kansas City’s West Bottoms, also known as The Kansas City Community Release Center. This State-owned facility was unsuccessfully attempting to reintegrate felons into society in Downtown Kansas City. With increased crime Downtown and a 94% recidivism rate from the release center, the DCID worked with the State to invest in up-stream education and coordination in prisoner reintegration. The DCID also teamed with the State to transform the release center into a State Correctional Facility that no longer allowed the inmates to easily leave the facility. Results: the DCID introduced a Transitional Jobs Program for Prisoner Reintegration, reduced statewide recidivism rates and substantially lowered the number of “negative quality of life” offenses. As a result of the Community Release Center’s transformation, more than \$225 million has since been invested in the West Bottoms, with new shops, restaurants, apartments, and an arena.

7. Blight Removal – Garage Demolition and Development Site Prep: In the heart of Downtown Kansas City sat an antiquated, unused, dangerous parking structure that had fallen into disrepair and blight. It encompassed an entire city block, was home to crime and vagrancy, and created a road block to future economic development. Multiple ownership, environmental concerns, and lack of funding made this abandoned facility a major negative influence in Downtown. The DCID joined with the City of Kansas City to create a banking consortium to spread the financial risk of razing the structure, creating a 125-space parking lot and a one-city block development site. The DCID and the bank consortium raised \$2.2 million to eliminate the blight and

set the stage for future development. Result: Two vacant buildings were converted into housing; one building was converted into a five-star hotel.

8. Partnership for New Construction, Market Rate Housing: Downtown has long provided affordable rental units in beautifully restored former office buildings, made possible by utilizing tools like the Low Income Tax Credit and Historic Tax Credit programs. Each helped drive down the cost of the projects to make them successful. Unfortunately, those tools do not apply to market rate, new construction apartments. The DCID approached the City with a proposal to use \$10 million in City bonds to “kick start” construction of market rate new apartments. Through a rigorous Request for Proposal process, the City awarded the \$10 million to two proposed projects. Results: more than \$1.5 billion has been invested in residential construction Downtown, 6,516 apartments were completed, and Downtown population jumped 39%.

9. Quality Hill Lighting Public/Private Partnership: One of the early successes in Downtown’s redevelopment was the rebirth of Quality Hill. This once posh neighborhood fell into disrepair and disrepute in the 1970s and was headed for the wrecking ball. But civic-minded developers and the City joined forces to rescue this historic treasure in the early 2000s. Yet a key element in both the safety and the ambiance of the neighborhood lagged: street pedestrian lighting. The City Manager challenged the DCID and the neighborhood to raise \$50,000 to restore the lighting program. The City would respond with a \$350,000 contract to repair, upgrade and maintain the lights in perpetuity. The \$50,000 was raised and the City came through. Result: the handsome period lighting glows strong, the neighborhood is bright, and a 20-year-old problem is resolved.

10. Ilus Davis Mall Safety, Security and \$150,000 Camera Installation: As with many federal malls or parks, crime and safety concerns arise after-hours. Ilus Davis Park was no different, even though it was nestled between the massive City Hall on the south and the new federal Court Building on the north. The beautifully landscaped park featured a statue of Mayor Ike Davis in an uncharacteristic, but endearingly informal, stance. But sadly, it was attracting loitering, prostitution and other unseemly activities. The DCID teamed with the City to install seven state-of-the-art cameras strategically located throughout the park. These cameras, along with increased DCID patrols, and a drone program, have made the park safer and more enjoyable for tenants, residents and visitors to Downtown.

11. Case Park Historic Palisades \$200,000 Reconstruction: When removing graffiti from the Historic Palisades in Case Park, DCID Maintenance Ambassadors discovered that the structure, built in the late 1800s, was beginning to crumble and collapse. The original roof and structure had been struck by lightning and was open to the elements. But through a public/private partnership with the City of Kansas City, the DCID was able to create “The Friends of Case Park.” Together, they raised \$200,000

to restore this venerable structure. Today, more than 300 new residential units surround Case Park's historic, beautifully restored Palisades.

These and other accomplishments bespeak both the quantity and quality of the Downtown Community Improvement District's central role in Kansas City's Downtown renaissance. They also serve as testimony to the value and utility of CIDs in the quest for a better, more enduring urban fabric.

The Downtown CID and the Independence Avenue CID embody a new force for good. Their stories demonstrate that, at their best, CIDs can create safer and more beautiful urban environments, more strategic investment, and more stable communities.

Part III

The Profiles

CID PROFILE

9th and Central (Savoy) CID

District Manager: Michael Lynch; Owner: 21cKansas City LLC, 710 West Main Street, Louisville, Kentucky 40202, 502.882.6211

Type: Hotel

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Construct new hotel and ground floor retail on site of historic Savoy Hotel and restaurant. Fund related capital improvements and services; collect sales tax

Revenues: Sales Tax (1% limit)

Services: Eligible services: cleaning, maintenance of public and private property

Boundaries: SW corner W. 9th Street and Wyandotte Street

Lifespan of CID: 30 years

Date established: 4-19-18

CID PROFILE

12th Street Heritage CID

District Manager: Ollie Gates, 4621 The Paseo, Kansas City, Mo 64110, 816.923.0900; Owner: OGTwelve LLC, 4621 The Paseo, Kansas City, Mo 64110

Type: Shopping, Commercial

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Construction of public and private improvements, provision of services, levy and collect sales tax, remediate blight based on blight determination within 4 urban renewal districts which partially overlap with the CID

Revenues: Sales Tax (1% limit)

Services: Security, Maintenance of common areas, marketing, cleaning and maintenance

Boundaries: Located along 12th Street between The Paseo and Prospect Avenue, 28.6 acres which include nine commercial properties, 2 public parks, public r-o-w

Lifespan of CID: 20 years

Date established: 4-22-18

CID PROFILE

12th and Wyandotte

District Manager or Contact: KC Downtown Hotel Group, LLC, 300 W. 11th Street, Kansas City, Mo. 64105, 816.435.6403; Represented by United Fidelity Life Insurance Co., Mark Fallon 816.391.2040; Attorneys: Rich Cook, 816.691.3413, rich.cook@stinson.com, Stinson Leonard Street LLP, Chris Frantze, 816.691.3133,

Type: Hotel

Governance: Political Subdivision

Mission or Purposes: Renovation of the Marriott-Muehlebach hotel complex (990 rooms)

Revenues: Sales and Use Tax (1%) \$427,415

Services: N/A

Boundaries: 11th Street on north, 13th Street on south, Baltimore on east, Central on west

Lifespan of CID: 30 years, with renewal at 10-year intervals

Date established: 11-3-16

CID PROFILE

39th Street CID (West 39th Street CID)

District Manager: Amanda McGee, 6501 N. National Dr., Parkville, Mo.

64152, 39thstreetwest@gmail.com , Amanda info:

akmcgee@mail.umkc.edu, 310.497.8284, Website: www.w39thkc.com, All social media accounts @w39thkc

Type: Community-based

Governance: Political Subdivision, 5-member board, 5 slots filled

Revenues: Sales and Use Taxes (.5%) \$172,000 estimate for fy 2016-17

Mission Statement: To provide eligible services and/or public improvements necessary and desirable to the economic vitality of the District; improve safety conditions within the District; improve the visual appearance of the District by maintenance and other amenities; improve parking management including lease and acquisition; and implement a comprehensive promotional marketing program on behalf of the District.

Services: Security, Cleaning and Maintenance of public r-o-w, marketing, advertising, special events

Boundaries: Along the entire West 39th Street corridor from State Line Road to Southwest Trafficway

Lifespan of CID: 20 years (election for renewal to 3-31-2034 occurred 2-5-14)

Date established: 4-24-02

CID PROFILE

45th & Main CID No 1

District Manager or Contact: Gary Janko, Trillium Industrial No. 1, LLC
312.315.5031, gjanko@jankogroup.us

Type: Single site

Governance: Political Subdivision, 5-Director Board (all owners)

Mission or Purposes: Issue bonds to pay for Eligible Services, insurance, interest and debt reserve fund.

Revenues: Sales and Use Tax (1%)

Boundaries: 1 East 45th Street and its parking garage

Services: Make interior and exterior renovations at 1 East 45th Street and structural improvement to the parking garage

Lifespan of CID: 20 years

Date established: 7-11-19

CID PROFILE

45th & Main CID No 2 (Overlaps with No. 1)

District Manager or Contact: Gary Janko, Trillium Industrial No. 1, LLC
312.315.5031, gjanko@jankogroup.us

Type: Single site

Governance: Political Subdivision, 5-member Board (all owners), 5 slots filled, 4 and 2-year terms

Mission or Purposes: Issue bonds to pay for Eligible Services, insurance, interest and debt reserve fund.

Revenues: Sales and Use Taxes (1%)

Boundaries: 1 East 45th Street and its parking garage

Services: Make interior and exterior renovations at 1 East 45th Street and structural improvement to the parking garage

Lifespan of CID: 20 years

Date established: 7-11-19

CID PROFILE

46th & Wornall CID # 1

District Manager/Contact: Chuck Mackey, La Raza Pizza, 6811 Shawnee Mission Parkway, Suite 210, Overland Park, Kansas 66202, 913.262.5143

Type: Single site + parking garage

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Undertake public and private improvements, debt service, 4 and ½ story parking garage

Revenues: Sales and Use Tax (1% limit)

Services: Eligible Services

Boundaries: South side of W. 46th Street between Broadway on the west and Wornall on the east and extending to W.46th Terr on the east side of the block in Kansas City, Jackson County, Missouri

Lifespan of CID: 20 years

Date established: 11-6-16

CID PROFILE

46th & Wornall CID # 2

District Manager/Contact: Chuck Mackey, La Raza Pizza, 6811 Shawnee Mission Parkway, Suite 210, Overland Park, Kansas 66202, 913.262.5143

Type: Single site + parking garage

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Undertake public and private improvements, debt service, 4 and ½ story parking garage

Revenues: Sales and Use Tax (1% limit)

Services:

Boundaries: South side of W. 46th Street between Broadway on the west and Wornall on the east and extending to W.46th Terr on the east side of the block in Kansas City, Jackson County, Missouri

Lifespan of CID: 20 years

Date established: 11-6-16

CID PROFILE

51st and Oak CID

District Manager or Contact: Christy Soeken 4900 Main Street, Suite 400, Kansas City, Mo 64112, (E. Brice Harrison, Chairman of the Board, 816.569.1441) brice.harrison@vantrustre.com

Type: Single site

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: The primary goals of the District in financing the improvements and the services are 1) to foster the development of a property in an emerging area of the city to its highest and best use and 2) to stimulate economic development through making improvements to the property to serve development that will be occurring thereon.

Revenues: Sales and Use Taxes (1%)

Services: Improve the property primarily through financing

Boundaries: 5100 Oak Street, Kansas City, Mo, at the southwest corner of 51st and Oak Streets, including portions of Oak Street, 51st Street, and Brookside Boulevard, approximately 3 square miles

Lifespan of the CID: Perpetual

Date established: 7-2-15

CID PROFILE

89th & State Line CID

District Manager: David Block; owner: State Line Corner, LLC, Steve Caffey, Chair, 605 W. 47th Street, Kansas City, Mo 64112, 753-6000

Type: Shopping Center, single building

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purposes: Fund capital improvements and services; obtain financing, collect sales tax, remediate blight based on blight determination report

Revenues: Sales Tax (1% limit)

Services: Maintenance of public and private property, business promotion, retention, development

Boundaries: NE corner of intersection of State Line Road and West 89th Street, within Western Hills Neighborhood, Kansas City in Jackson County, Missouri

Lifespan of CID: 30 years, with successive 10-year terms

Date established: 9-10-18

CID PROFILE

801 Westport Road CID

District Manager: Doug Gamble, ADMJM WP1, LLC; 4323 N. Mulberry Drive, Kansas City, Mo 64116, 746-0111, dgamble@glinvestments.com; Christopher Matix, cmatix@rousepc.com, 502-4736

Type: Six-parcel site, including 816 Hotel, Westport Flea Market, and miscellaneous other properties within the overall boundaries of the CID

Governance: Political Subdivision, 5-member board

Mission or Purposes: To fund capital improvements and services

Revenues: Sales Tax (1%) \$12,000 (estimate for partial year)

Services: Maintenance of public improvements, blight remediation, repair water damage to structure, exterior repairs, rehab obsolete building systems, repair roof, repair sidewalks and parking lots

Boundaries: South side of Westport Road between Roanoke on the west, Clark Avenue on the east

Lifespan of CID: 30 years

Date established: 5-16-19

CID PROFILE

1111 Grand CID

District Manager or Contact: Paul Coury, CEO/Owner, Coury Hospitality, Tulsa, Oklahoma, pcoury@couryprop.com

Type: Single Building, Hotel

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: undertake improvements and pay costs of said improvements, including debt service and other financial obligations. Improvements to include site work, grading, construction of an expanded hotel tower on existing parking lot

Revenues: Sales and Use Tax (1%); estimated \$71,300 in first year, \$1.7 million over 20-year life of the CID

Boundaries: 11th Street on north, 12th Street on south, east side of Grand Boulevard

Services: NA

Lifespan of CID: 20 years

Date established: 7-9-17

CID PROFILE

1200 Main/South Loop

District Manager or Contact: City of KCMO - City Manager, 414 E. 12th Street, Kansas City, Mo 64106, 816.513.1408; KC Live, LLC - Nick Benjamin, 50 East 13th Street, Kansas City, Mo 64106, 816.877.8304

Type: Multiple parcels within Downtown south loop

Governance: Political Subdivision, 5- member board, 4 of the 5 directors are KCMO staff, 5th member is a representative of KC Live LLC

Mission or Purposes: Construction, operation, maintenance, management, repairs and/or replacements of certain future and existing parking facilities within the district.

Revenues: Sales Tax - 1%, 50% toward current TIF, 50% to KC Live LLC for garages in the CID, estimated revenue \$969,000

Services: Maintenance of parking facilities described under "Mission or Purposes"

Boundaries: 12th Street on the north, East Truman Road on the south, Grand Boulevard on the east, Baltimore Avenue on the west

Lifespan of CID: 30 years

Date established: 5-2-19

CID PROFILE

1707 Locust CID

District Manager: Garrett Simon, Manager, 2440 Junction Place, Suite 200, Boulder, Colorado 80301, 970.596.6642; Owner: 1707 Locust Investors LLC, 3020 Carbon Place, Boulder, Colorado 80301

Type: Single-site (Commercial building and parking lot)

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Provide funding for construction, renovations, parking improvements, landscaping, blight remediation (blight declared by ordinance #150593), services

Revenues: Sales Tax (1% limit)

Services: Maintenance of public and private property, other "Eligible Services"

Boundaries: E. 18th Street on the south, Locust on the west, Cherry on the east, E. 17th Street on the north

Lifespan of CID: 20 years

Date established: 7-29-18

CID PROFILE

4840 CID

District Manager or Contact: Jeff Smith, District Manager % VanTrust
Real Estate, 4900 Main St, Ste. 400, Kansas City, Mo. 64112

816.527-9100, jess.smith@vantrustre.com

Type: 4840 Roanoke Condominium, mixed use: office, hotel, retail

Governance: Political Subdivision, 5-member board

Mission or Purposes: Rehab of property, including landscaping, utilities,
storm water detention, lighting, benches, and other improvements

Revenues: Sales and Use Tax (1%) \$155,069 in FY ending April 30, 2019

Services: Cleaning and maintenance, security

Boundaries: Belleview to Roanoke, 48th Street

Lifespan of CID: 20 years

Date established: 3-28-13

CID PROFILE

5050 Main CID

District Manager or Contact: Christy Soeken, 4900 Main Street, Suite 400, Kansas City, Mo 64112, (E. Brice Harrison, Chairman of the Board, 816.569.1441) brice.harrison@vantrustre.com

Type: Single site

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: The primary goals of the District in financing the improvements and the services are 1) to foster the development of a property in an emerging area of the city to its highest and best use and 2) to stimulate economic development through making improvements to the property to serve development that will be occurring thereon.

Revenues: Sales and Use Taxes (1%)

Services: Improve the property primarily through financing

Boundaries: NW corner of 51st and Main, 2+ acres

Lifespan of CID: 30 years

Date established: 3-28-13

CID PROFILE

Antioch Crossing CID

District Manager or Contact: Dave Horn, 4240 Blue Ridge Boulevard, Suite 350, Kansas City, Mo 64133, 816.454.1200 x1, dhorn@blueridgecrossing.com

Type: Shopping Center (Originally called Antioch Shopping Center)

Governance: Political Subdivision

Mission or Purposes: Develop a modern, competitive shopping center on the site of a vintage 1956-57 center

Revenues: Sales and Use Taxes (1% limit), Special Assessments

Services: Cleaning, maintenance, security

Boundaries: NE Chouteau Trafficway on north and east, N. Antioch Road on west, NE Vivion Road on south, between Chouteau Trafficway and NE Antioch Road

Lifespan of the CID: 50 years

Date established: 10-26-06

CID PROFILE

Brighton Creek Commons

District Manager of Contact: Robert Becker, Owner's representative and manager, Beck-Cal LLC, 16040 N. Winan Road, Platte City, MO 64079-9133, bmiddleton@stewart.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 4 and 2-year terms

Mission or Purposes: Fund improvements and services for Brighton Creek Commons, obtain other financing, levy and collect sales tax

Revenues: Sales and Use Taxes (1% limit)

Services: Maintenance of public improvements and property; support for business activity and economic development

Boundaries: SE corner of Missouri 152 and N. Brighton Avenue

Lifespan of the CID: 30 years

Date established: 11-22-15

CID PROFILE

Broadway Area CID

Interim District Manager: Leigh Blumenthal, 3931 Main Street,
Kansas City, Mo 64111, 816.753.3820 x 422 or 816.448.8357,
Leigh@midtownkcnw.org

Type: Community-based

Governance: Political Subdivision, 30-member board, 9 filled, 1-year terms

Mission: To advocate and execute strategies to make the Broadway Area CID a great place to live, work, visit and do business

Revenues: Sales and Use Taxes (1%)

Services: Security, Maintenance/Cleaning of public r-o-w

Boundaries: East side: 36th Street to Westport Road, 39th Street to Wyandotte; West side: 37th to 40th, 39th Street to SW Trafficway

Lifespan of the CID: Perpetual

Date established: 11-9-07

CID PROFILE

Brookside CID

District Manager: Sean Ackerson, 6814 Troost Avenue, Kansas City, Mo 64131-1509, Phone: 816.523.5553, sean@southtown.org; board chair: Kim Harris; website: <https://www.brookside.org/brookside-community-improvement-district>

Type: Community-based

Governance: Political Subdivision, 7-member board, 6 slots filled, events committee

Mission or Purposes: The Brookside CID creates and preserves a pleasant surrounding for conducting business in the historic Brookside Shops, to serve our community for the next 100 years by helping keep the shops and their community safe, clean and thriving.

Revenues: Special Assessment - \$105,000, Sales and Use Taxes - \$410,000

Services: Supplemental security; supplemental sidewalk and public r-o-w cleaning/maintenance; service agreements with ATA, KCMO departments

Boundaries: Brookside shops, Wornall Road to Main

Lifespan of the CID: 30 years

Date established: 8-18-05, amended 5-02-13

CID PROFILE

Brywood Centre CID

District Manager or Contact: Susan Cooper or Karen, SE Cooper & Associates PC, 6014 N. State Route 9, Suite B, Kansas City, Mo 64152, 816.587.2300

Type: Shopping Center

Governance: Political Subdivision

Mission or Purposes: Provide funding for building demolition, asbestos abatement, retaining walls, signage, etc.

Revenues: Sales and Use Tax (1%), \$239,201 (April 30, 2016)

Services: NA

Boundaries: NW corner 63rd Street and Blue Ridge Cut-Off, between Booth Avenue on the west and KCMO city limits on the east in Kansas City, Jackson County

Lifespan of the CID: Perpetual

Date established: 6-4-09

CID PROFILE

Creekwood Commons CID

District Manager: Mark Thomas, Chief Property Management Officer, Big Creekwood Commons, LLC, 1100 Walnut, Suite 2000, Kansas City, Mo 64106, 816.701.5000; Chris Kline, Husch Blackwell LLC, 4801 Main, Suite 1000, Kansas City, Mo 64112, 816.983.8285, Chris.Kline@Huschblackwell.com; Owners: Bill Cielo, Copaken Brooks et al.

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, all represent owners

Mission or Purposes: Provide "Eligible Services," serve as an economic development too, plan and implement public improvements, share costs, support financing of other economic development undertakings within the district

Revenues: Sales and Use Tax (1%) \$250,000 estimate for first year

Services: Master planning, including image and marketing plan, site improvement, transportation improvements, maintenance and cleaning of exterior common areas, security

Boundaries: generally the SW corner of the intersection of North Oak Trafficway and NE Englewood Road

Lifespan of the CID: 20 years

Date established: 10-6-16

CID PROFILE

Downtown CID

Executive Director: Sean O'Byrne, 1000 Walnut, Suite 200 Kansas City, Mo. 64106, 816.421.5243 (O), 816.589.8913, sean@downtownkc.org

Type: Community-based

Governance: not-for-profit 501 (c) 4; 19-member board, 15 slots currently filled; includes at least one member who is neither a developer nor a commercial property owner; ex officio members from KCMO and Jackson County; Committees: NA

Revenues: Special Assessments - \$2,237,840 (62% of total revenues), Voluntary assessments - \$738,636, Contracts - \$625,876 TOTAL \$3,692,352

Mission Statement: To make Downtown Kansas City the preeminent place to live, work, play and visit. We do this by communication to our stakeholders, creating a clean, safe, green and economically sustainable Downtown

Services: Provides contract private security; public r-o-w cleaning/maintenance provided with in-house staff

Boundaries: Bounded by the Interstate system that surrounds the CBD. Represents approximately 185 Square Blocks from 6th Street on the North to 14th Street on the South, Charlotte Street on the East to Pennsylvania on the West.

Lifespan of the CID: 31 years

Date established: 9-12-02; renewed in 2008 and 2018

Website: www.downtownkc.org

CID PROFILE

Edgewood Farms CID

District Manager: Edgewood Farm Partners, LLC, Spencer Thomson, Thomson Walker, 4700 Belleview Avenue, Suite 404, Kansas City, Mo 64112, 816.875.3313, Sthomson@thomsonwalker.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Development of the property with all necessary improvements, such as Roanridge Road improvements, public road improvements to intersection of Barry Road and Roanridge Road, intersection of Barry Road and Barrybrooke Road; drainage and water utilities, storm water drainage and detention. Projected cost of capital improvements: \$7,660,306.

Revenues: Sales and Use Tax (1%) \$79,924 fy 2017-18

Services: Cleaning, maintenance, refuse collection, security, marketing and advertising, music for special events

Boundaries: Generally east of NW Roanridge Road, south of NW 82nd Street, and north of NW 79th Street in KCMO, Platte County

Lifespan of the CID: 20 years, with successive 10-year terms

Date established: 1-25-16

CID PROFILE

Electric Park CID

District Manager or Contact: Jerry Riffel (Lathrop Gage, etc.)

Type: Shopping center

Governance: Political Subdivision; 5-member board, 5 slots filled

Mission or Purposes: To provide or cause to be provided for the benefit of the District:

- Issue bonds to finance costs of eligible services, other costs incurred by District to carry out its purposes
- Authorize and collect a sales and use tax
- Levy and collect special assessments
- Generate revenues to service debt of and provide services for the District
- Hold fee simple interest in District properties
- Partner with KCMO, development agencies, and third-party developers to complete the future redevelopment in the District
- Assist with financing of the redevelopment projects with leaseback transactions, bond issues, and other incentives authorized for a political subdivision CID

Revenues: Sales and Use Taxes (1%), Special Assessment on the building

Services: Snow plowing, landscaping, trash cleanups, increased police presence

Boundaries: Southeast corner of Union Pacific RR and North Prospect intersection and ending to the west of North Chestnut Trafficway; Less than 3 acres of land that include a parking lot, a 60,000-square foot building, and a gravel lot future development site

Lifespan of the CID: 20 years

Date established: 5-2-19

CID PROFILE

Greenway Fields CID

District Manager: David Slawson, dslawson@platinumhe.net (Clem Helmstetter, clem.helmstetter@greenwayfields.org)

Type: Community-Based

Governance: Political Subdivision

Mission or Purposes: Assist with parks, lawns, sculptures, fountains, streetscape, lighting, benches; security patrols; refuse collection

Revenues: Special Assessments \$48,000 est. for 2016

Services: Public area lawns, grounds cleaning and maintenance (by contract); snow removal; security (by contract)

Boundaries: W. 61st Street on north, W. 65th on south, Summit Street on west, Wornall Road on east

Lifespan of the CID: 25 years

Date established: 10-29-09

CID PROFILE

I-70 and Blue Ridge Cutoff CID

District Manager: WRDH KC LLC, 123 Coulter Avenue, Ardmore, Pennsylvania 19003

Type: Hotel and Resort

Governance: Political Subdivision, 5-member board, 5 slots filled (all owners)

Mission or Purposes: Provide services to district, issue bonds to fund operations/services, authorize sales tax

Revenues: Sales and Use Taxes (1%), first year sales tax est - \$60,245

Services: Interior and exterior renovations to Adams Mark (Clarion) Hotel and Resort

Boundaries: North of I-70, to east of Blue Ridge Cutoff, ending south of 39th Street

Lifespan of the CID: 20 years, renewable for 2 consecutive 10-year terms

Date established: 5-16-19

CID PROFILE

Independence Avenue CID

District Manager: Bobbi Baker, 2657 Independence Boulevard
Kansas City, Mo. 64124, 816.221.0020 816-215-6813,
bobbibaker@nekcchamber.com

Type: Community-based

Governance: Political Subdivision; 5-member board, 5 slots filled, alternating 2-4 year terms; Committees: Finance, Storefront Improvement, Rebate Program; board includes at least one member who is neither a developer nor a commercial property owner

Mission Statement: The purpose of the Independence Avenue Community Improvement District is to provide for enhanced and reliable improvements, security, services and activities such as general maintenance of public areas, continued efforts to address area beautification-related issues, as well as other concerns within the Independence Avenue corridor not already receiving such services.

Revenues: Sales and Use Taxes - \$850,000, Special Assessments - \$35,000, total \$885,000; these sources represent 98% of the organization's revenues.

Services: Provides supplemental security through contract with private firm; provides r-o-w cleaning/maintenance through in-house staff.

Boundaries: Both sides Independence Avenue, the Paseo to Ewing Avenue, extending approximately ½ block north and south, and alleyways within the Northeast area of Kansas City

Lifespan of the CID: 40 years

Date established: 3-22-13

Website: <https://nekcchamber.com>

CID PROFILE

InterContinental CID (originally Alameda Plaza Hotel)

District Manager or Contact: TPG KCMO 1 LLC, by James A. Procaccianti, Manager; Richard Moeller (also Paul Mack, pmack@kansascityic.com), 816.756.1500, rmoeller@kansascityic.com

Type: Hotel

Governance: Political Subdivision, 5-member board, 5 slots filled (all owners)

Mission or Purposes: Issue debt to fund services, insurance, interest; authorize sales tax, create an economic development tool to help fund improvements to hotel constructed in 1972

Revenues: Sales and Use Tax (1%), \$282,000 in 2016

Services: Interior and exterior renovations to the InterContinental Hotel and structural improvements to parking garage

Boundaries: Southwest corner of Ward Parkway and Wornall Road

Lifespan of the CID: 20 years, renewable by 2 consecutive 10-year terms, or at time debt is retired

Date established: 10-16-16

CID PROFILE

KC Convention Center Headquarters Hotel CID

District Manager: KC Hotel Property Owner, LLC, Michael Burke, Chair;

Contact: Roxsen Koch, Atty, Polsinelli, 900 W. 48th Place, Suite 900, Kansas City, Mo 64112, 816.572.4669, koch@polsinelli.com

Type: Hotel

Governance: Political Subdivision

Mission or Purposes: Develop a convention center hotel in the heart of downtown Kansas City's cultural center

Revenues: Sales and Use Tax (1%), Special Assessment

Services: "Eligible services" permitted in the CID Act

Boundaries: Block bounded by Truman Road on north, Baltimore Avenue on east, W. 16th Street on south, Wyandotte on west in Jackson County in Missouri; on May 5, 2017, property owned by the City of Kansas City was added to the original footprint; this addition filled in the area to Truman Road on north, and Wyandotte to the east.

Lifespan of the CID: 50 years, with 10-year renewals

Date established: 7-23-15

CID PROFILE

KC International Airport CID

District Manager: Pete Fullerton, Assistant Director, Commercial Properties and Development, 601 Brasilia, Kansas City, Mo 64153, 816.243.3005, pete.fullerton@kcmo.org

Type: Airport

Governance: Political Subdivision, 5-member board, 5 slots filled, bylaws require at least one board member who is neither a developer nor a commercial property owner.

Mission or Purposes: The purpose of the KCI CID is to benefit the district by addressing economic, social and infrastructure needs within the district as well as providing management, operational and ownership duties and responsibilities for all real and personal property either owned, leased to or from, granted easements to or from the KCCID for the enjoyment of its members.

Revenues: Sales and Use Taxes; Amount - \$665,824 (4-30-18)

Services: Through a cooperative agreement with the City of Kansas City, the CID supplements funds to build and maintain existing public infrastructure to continue to grow investment and jobs in and around the KCI Intermodal Centre. This industrial park has, since 2012, completed more than 1.4 million square feet housing 4 businesses currently employing 700+ persons. Also, by the end of 2019, 2 buildings totaling 900,000+ square feet are under construction.

Boundaries: I-29 to West city limits (contains all airport properties)

Lifespan of the CID: 30 years

Date established: 3-3-05

CID PROFILE

Linwood Square CID

District Manager: Donald Maxwell, Manager, Linwood Shopping Center Redevelopment Company LLC, 2420 Linwood Boulevard, Kansas City, Mo 64105, 816.421.0202; Land Clearance for Redevelopment Authority (LCRA), 300 Wyandotte, Suite 400, Kansas City, Mo 64105, Greg Flisram, Executive Director, 816.221.0636; Arvest Bank, Mark Larrabee, President/CEO, 6300 Nall, Mission, Kansas 66202, 913.279.3370;

Contact: Roxsen Koch, Atty, Polsinelli, 900 W. 48th Place, Suite 900, Kansas City, Mo 64112, 816.572.4669, koch@polsinelli.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board

Mission or Purposes: Fund construction or reconstruction of infrastructure improvements, and rehab of blighted private improvements

Revenues: Sales and Use Tax (1%), Special Assessment; (Total Revenue estimate for 2020: \$19,710)

Services: Maintenance of common areas, streetscaping, landscaping, lighting, public art, mowing, management of parking lots, snow removal, signage, security (by contract or employment)

Boundaries: E. 30th Street on the north, Linwood Boulevard on the south, Prospect Avenue on the west, Montgall Avenue on the east

Lifespan of the CID: 40 years, with successive 10-year terms

Date established: 12-12-19

CID PROFILE

Marketplace 152 CID

District Manager: Benny Hoy, 816.502.4723, Highway Investors LLC, PO Box 3359, Shawnee, Kansas 66203, 816.217.8205; **Contact:** Patricia Jensen, Rouse Frets White Goss Gentile Rhodes, 4510 Belleview Avenue, Suite 300, Kansas City, Mo 64111, 816.753.9200
Pjensen@whitegoss.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Provide funding for design, construction, demolition, renovation, public utilities, street improvements, initial start-up costs for the district

Revenues: Sales and Use Taxes (1% limit)

Services: Maintenance, cleaning, business support, economic development

Boundaries: generally Highway 152 on south, N. Indiana on east, NE Barry Road on north

Lifespan of the CID: 30 years, with successive 10-year terms

Date established: 12-25-16

CID PROFILE

Martin City CID

District Manager: Vickie Wolgast, South Kansas City Chamber of Commerce, 406 Bannister Road, Kansas City, Mo 64131, 816.308.1023
manager@martincity.org

Type: Community-based

Governance: Political Subdivision, 7-member board, 7 slots filled

Mission or Purposes: To serve as an economic development tool that allows landowners in the District to coordinate efforts to improve the District through master planning, public improvements and infrastructure, policies on safety and security, marketing, create programs that foster recreational and cultural activity

Revenues: Special Assessment (\$180 per parcel), Sales and Use Tax (.05%)

Services: Security by contract; clean-up and maintenance by contract

Boundaries: Blue Ridge Boulevard on the north, 137th Street on the south, State Line Road on the west, Holmes on the east

Lifespan of the CID: 40 years

Date established: 1-13-05

CID PROFILE

Metro North Crossing CID

District Manager: Dave Horn, 4240 Blue Ridge Boulevard, Suite 350, Kansas City, Mo 64133, 816.454.1200 x1, dhorn@blueridgecrossing.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board

Mission or Purposes: Provide the infrastructure needed to restore the site of the Metro North Shopping Center (street, utility and landscaping improvements)

Revenues: Sales and Use Taxes (1% limit), Special Assessments)

Services: Lighting, landscaping, signage, site work

Boundaries: East side of Missouri Highway 169, N. Baltimore on the east, NW 88th Street on the north, NW Barry Road on the south, in Kansas City, Platte County, Missouri

Lifespan of the CID: 20 years

Date established: 12-24-17

CID PROFILE

Metro North Square and Commons

District Manager: Developer - Metro North Square, LP, and MN Plaza Properties, LLC, **Contact:** Thomson Walker LLC, 4700 Belleview Avenue, Suite 404, Kansas City, Mo 64112, 816.875.3310, sthompson@thomsonWalker.com

Type: Shopping Center

Governance: Political Subdivision

Mission or Purposes: Demolition, removal, renovation, reconstruction or rehabilitation of portions of buildings and related improvements, landscaping, parking lot improvements, lighting (cost of improvements: \$13,495,922

Revenues: 0.875% Sales and Use Taxes, \$148,085 in FY 2014-15

Services: Eligible Services

Boundaries: SE corner of NE Barry Road and Missouri Highway 169

Lifespan of the CID: 23 years

Date established: 2-12-12

CID PROFILE

MidtownKCNow CID (formerly Main Street CID)

Interim District Manager: Leigh Blumenthal, 3931 Main Street, Kansas City, Mo 64111, 816.753.3820 x422, Leigh@midtownkcnw.org

Type: Community-based

Governance: Not-for-profit, 12-member board, 12 slots filled, 2-year term limits

Revenues: Property tax, \$700,000

Mission Statement: The CID's focus is to enhance the quality of life of Kansas City's Main Street Corridor through addressing concerns of general welfare and common good by implementing a "clean and safe" program and enhancing the image of Main Street.

Services: Security, public r-o-w cleaning and maintenance

Boundaries: Both sides Main Street, 27th to Cleaver II Boulevard, and one to four blocks off of Main Street at 43rd 39th, 35th 36th Armour and Linwood

Lifespan of the CID: 15 years

Date established: 11-12-16

website: www.maincor.org

CID PROFILE

North Oak Village CID

District Manager or Contact: Doug Coleman, Hunt Midwest, 8300 NE Underground Drive, Suite 500, Kansas City, Mo 64161-9736, 816.455.2500; dcoleman@huntmidwest.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Facilitate economic development within the district, capital improvements, maintenance, marketing and public relations, cleaning and security

Revenues: Sales and Use Taxes (1%), \$349,450 (Year ending 4-30-18)

Services: Eligible services

Boundaries: Vivion Road and N. Oak Trafficway

Lifespan of the CID: 30 years

Date established: 5-20-07

CID PROFILE

NW 112th CID

District Manager: William Mann; **Contact:** James Thomas III, 7509 NW Tiffany Springs Parkway, Suite 300, Kansas City, Mo 64153, 816.584.9393, james@jct3law.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Capital projects

Revenues: Special Assessment - .05 cents per square foot per year; Sales and Use Taxes (1%)

Services: NA

Boundaries: Northeast corner of west side of I-29, east of Ambassador Drive, north of NW 112th Street

Lifespan of the CID: 30 years

Date established: 12-7-17

CID PROFILE

Oak Barry CID

District Manager: Mark Morgan, Vice President of MD Associates #4, Inc., General Partner of MD II L.P.; Owner: MD II, L.P., 4400 Shawnee Mission, Kansas 66205, 913.831.2996; Other Contact: Patricia Jensen, White Goss, 4510 Bellevue Avenue, Suite 300, Kansas City, Mo 64111, 816.502.4723, Pjensen@whitegoss.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 filled; 4 and 2-year terms

Mission or Purposes: Form and govern the District, provide improvements and services to the District, levy and collect sales tax

Revenues: Sales and Use Taxes (1% limit)

Services: Eligible services

Boundaries: generally bounded by NE Barry Road on the south, North Oak Trafficway on the west, NE 85th Terr on the north, lies within the Gashland neighborhood, approximately 27.8 acres

Lifespan of the CID: 23 years

Date established: NA

CID PROFILE

Performing Arts CID

District Manager: Galen Beaufort, 816.513.3122, galen.beaufort@kcmo.org, **Contact:** Amanda Yoder, Lathrop Gage LLP, 2345 Grand Boulevard, Suite 2200, Kansas City, Mo 64108, 816.460.5810

Type: Community Based

Governance: Political Subdivision, 8-member board

Mission or Purposes: Construct, reconstruct, install, repair, maintain and equip parking lots, garages, or other such facilities and all related improvements such as roads, driveways, walkways, signage and control stations within the district

Revenues: Sales and Use Taxes (1%), \$211,588 for FY 2018-19

Services: Master planning, employing and/or contracting with necessary personnel, maintenance of public areas, parking support, marketing, special events, security

Boundaries: 12th Street on the north, 17th Street on the south, Wyandotte/Baltimore Avenues on the east, Broadway on the west in Kansas City in Jackson County, Missouri

Lifespan of the CID: Perpetual

Date established: 5-11-03

CID PROFILE

Pershing and Grand CID

District Manager: Crown Center Redevelopment Corporation (Joe Garcia, 816.274-5622); **Contact:** Christina Hall, Paralegal, Husch Blackwell 4801 Main Street, Suite 1000, KCMO 64112, 816.983.8660, Christina.Hall@huschblackwell.com

Type: Hotel

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Provide "Eligible Services, issue debt, authorize and collect a sales and use tax

Revenues: Sales and Use Tax (1%) FY 2017-18 \$240,920

Services: Safety; repair, maintenance, and renovation of public areas within the district; public site improvements including the Ice Terrace; marketing

Boundaries: Sheraton KC Hotel, 2345 McGee; The Westin KC at Crown Center, 1 East Pershing Road, the Ice Terrace

Lifespan of the CID: 30 years

Date established: 5-25-17

CID PROFILE

Plaza East CID

District Manager or Contact: Pat Sterritt, 4621 Paseo, Kansas City, Mo 64110, 816.514.2830, 686.9559, Psterritt@sterritturban.com; James Scott, AIA, AICP, Chairman

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Business development; improve and memorialize the importance of Troost Avenue and Cleaver II Boulevard intersection; public improvements, including enhancements to park property in the district; make the district more aesthetically pleasing and attractive to all.

Revenues: Sales and Use (\$96,680)

Services: video surveillance, supplemental sidewalk and r-o-w cleaning/maintenance, landscaping, trash pick-up, snow and ice removal, security ambassadors

Boundaries: Bounded on the north by those properties fronting the north side of Cleaver Boulevard, on the east by the Paseo, on the south by Volker Boulevard, and on the west by Troost Avenue

Lifespan of the CID: Perpetual

Date established: 12-20-12

CID PROFILE

Red Bridge CID

District Manager: Owen Buckley, Lane 4, Property Group, 4705 Central, Kansas City, Mo 64112, 816.268.9105, obuckley@lane4group.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board

Mission or Purposes: To provide maintenance of public areas, implement programs to attract patrons, visitors, businesses and residents by improving the image and marketability of the district.

Revenues: Sales and Use Tax (1% limit) \$85,855 for FY 2015-16, Special Assessment not to exceed .50 per square foot \$53,472 for FY 2015-16

Services: Provide security, public improvements, trash and snow removal, landscaping islands on Red Bridge Road

Boundaries: Oak on west, Holmes on east, both sides Red Bridge Road

Lifespan of the CID: 10 years

Date established: 11-16-08

CID PROFILE

Red Bridge Shopping Center CID

District Manager: Owen Buckley, Lane 4, Property Group, 4705 Central, Kansas City, Mo 64112, 816.268.9105

obuckley@lane4group.com; Red Bridge Properties, Inc. (Developer)

Type: Shopping Center

Governance: Political Subdivision, 5-member board

Mission or Purposes: Funding to construct certain public and private improvements and provide certain services.

Revenues: Sales and Use Tax (1%) \$34,000, Special Assessment \$182,124 FY 2016-17

Services: Maintenance of common areas; streetscaping, landscaping, lighting, mowing; maintenance of storm and sanitary sewers, parking lots; cleaning, signage, security

Boundaries: SW corner Holmes Road and E. Red Bridge Road

Lifespan of the CID: 20 years, with successive 10-year terms

Date established: 12-22-15

CID PROFILE

River Market CID

District Manager: Sean O'Byrne, Executive Director, 1000 Walnut, Suite 200, Kansas City, Mo 64106, office - 816.421.5243, cell 816.589.8913, sean@downtownkc.org; Santos Ramirez, director of operations

Type: Community-based

Governance: not-for-profit, 501(c)4, 30-member board, 20 slots filled, 3 and 4-year terms; bylaws require at least one board member who is neither a developer nor a commercial property owner.

Mission or Purposes: To make River Market the preeminent place to live, work, play and visit while protecting its history and unique environment. We do this by communicating to our stakeholders, creating a clean, safe, green and economically sustainable River Market.

Revenues: Special Assessment - \$280,142 (Other non-statutory revenues: voluntary assessments - \$66,039, contracts - \$122,150)

Services: Security, sidewalk and public r-o-w cleaning and maintenance, streetcar ambassadors, landscape ambassadors, marketing and communications, homeless outreach

Boundaries: 6th Street on south, Broadway Bridge on west, Heart of America Bridge on east, Missouri River on north

Lifespan of the CID: 19 years

Date established: 7-26-07 (9-year term), Renewed 7-27-16 (10-year term)

CID PROFILE

Romanelli Shops CID

District Manager: David Palen, G. Palen Investments, LLC (domestic state - Minnesota), Registered Agent - Cogency Global, Inc., 9666 Olive Boulevard, Suite 690, St. Louis, Missouri 63132

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Construction of public and private improvements including demolition, rehabilitation, renovation of shop buildings, utility and parking improvements, etc.

Revenues: Sales and Use Tax (1% limit), projected \$70,000 - \$78,000 over first 5 years of the CID

Services: Maintenance of common areas, streetscaping, landscaping, maintenance of parking lots, cleaning and maintenance of exteriors of buildings, security

Boundaries: Generally, West Gregory on the north, Wornall Road on the east, W. 72nd on the south, ½ block west of Wornall Road on the west in Kansas City, Jackson County, Missouri

Lifespan of the CID: 40 years

Date established: 12-29-19

CID PROFILE

Shoal Creek Valley CID

District Manager: Community Association Management, 5000 W. 95th Street, #280, Prairie Village, Kansas 66207 www.scvhoa.com; Philip Burright, philip.burright@aol.com) 816.502.4717; Other contact: Mark McHenry, Oshsner Hare & Hare, 1814 Main, Kansas City, Mo 64108, 816.223-8926, McHenry.Mark@live.com:

Type: Recreational Facility

Governance: Not-for profit, 4-member board, 4 slots filled, 1-year terms (CID is not active; meets once a year to maintain legal obligations)

Mission or Purposes: Owning, leasing, maintaining, operating the recreational facility and grounds, including clubhouse, pool, grounds

Revenues: Special Assessment of property within the district, .30 for every \$100 assessed valuation (No revenues; CID inactive)

Services: NA; CID not active

Boundaries: West boundary at Shoal Creek Valley Drive, East boundary at Flintlock, North boundary at Highway 152 to Farley, south 79th Street (Star Acquisitions land, Valley View, removed from Shoal Creek footprint 3-13-17)

Lifespan of the CID: 30 years

Date established: 3-16-08

CID PROFILE

Shops on Blue Parkway CID

District Manager or Contact: Felicia Mann, Treasurer, 4001 Blue Parkway, Kansas City, Mo 64130, 816.627.2155
fmann@cb-kc.org

Type: Shopping Center

Governance: Political Subdivision

Mission or Purposes: Benefit those within district by providing revenue to fund Eligible Services

Revenues: Sales and Use Tax (1% limit) \$133,455 per July 19, 2019 Annual Report (Shops on Blue Parkway are located within a Tax Increment Financing District; 50% of the sales tax will be captured by the TIF and be directed toward the City's debt obligation)

Services: Security, neighborhood beautification, marketing and public relations

Boundaries: Generally bounded by parcels on the north and south sides of Blue Parkway between Cleveland Avenue and Lawn Avenue in Kansas City, Jackson County, Missouri

Lifespan of the CID: 5 years

Date established: 2-18-07

CID PROFILE

South Bristol Center CID

District Manager/Owner: Brian Mertz, Managing Member, Bristol South Investments, LLC, 7607 NW John Anders Road, Kansas City, Mo 64152-4813; **Additional Contact:** Patricia Jensen, White Goss, 4510 Belleview #300, Kansas City, Mo 64111, 816.502.4723, Pjensen@whitegoss.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Obtain financing for costs and expenditures of district, levy and collect CID sales tax

Revenues: Sales and Use Tax (1% limit), 50% distributed to KCMO to reimburse for Neighborhood Improvement District costs

Services: Maintenance of public improvements, promoting business activity and economic development in district; projects include street improvements and parking, street lights, and site improvement

Boundaries: North side of NW Shoal Creek Parkway, N. Summit Street on west, Mo 169 on east in Kansas City, Clay County, Missouri

Lifespan of the CID: 30 years

Date established: 11-9-17

CID PROFILE

State Line Shopping Center CID

District Manager or Contact: Tony Greenberg, Manager and Owners Representative, State Line Shopping Center, LLC, 4705 Central Street, Kansas City, Mo 64112, 816.960.1444; also 12004 Maple Ridge Road, Oklahoma City, Oklahoma 73120, 405.206.8669

Type: Shopping Center

Governance: Political Subdivision, 5-member board

Mission or Purposes: Make improvements that will remediate blighting conditions cited in the Blight Study and bring the district to its highest and best use.

Services: NA

Boundaries: Generally located on the east side of State Line Road south of 100th Street and north of 103rd Street in Jackson County, Kansas City, Mo

Lifespan of the CID: 20 years

Date established: 7-3-16

CID PROFILE

The 210 Highway CID

District Manager: Sean Barnard, SVP/GM, Ameristar Casino, 3200 N. Ameristar Drive, Kansas City, Mo 64161, 816.414.7000, **Contact:** Daniel Cook, Cook & Riley LLC, 314.241.3314 dcook@cookrileyllaw.com

Type: Casino

Governance: Political Subdivision

Mission or Purposes: To fund landscaping, meeting facilities, streetscape, parking, etc.

Revenues: Sales and Use Taxes (1%)

Services: Maintenance and security; promote tourism, recreation, parking

Boundaries: SW corner of N.E. Birmingham Road and N. Station Drive in Clay County, Missouri

Lifespan of CID: Perpetual

Date established: 6-17-12

CID PROFILE

The Flintlock Plaza CID

District Manager: David Block; **Contact:** Charles Renner, 816.983.8660, charles.renner@huschblackwell.com; Christina Hall, Paralegal Assistant, Husch Blackwell, LLP, 4801 Main, Suite 1000, Kansas City, Mo 64112-2551, 816.983.8660, Christina.Hall@huschblackwell.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purposes: Serve as an economic development tool to coordinate district improvements, implement necessary services, share costs

Revenues: Sales and Use Taxes (1%)

Services: Snow removal/lot cleanup, common area maintenance and improvements, security, trash removal/curb and utility repair

Boundaries: SW corner of Missouri Hwy 152 and NE Flintlock Road, including addresses: 9201-9307 MO Hwy 152, 8261 N Oxford Rd, 8260 NE Ditzler Rd, 9263-9304 NE 83rd Terrace

Lifespan of the CID: Perpetual

Date established: 3-31-11

CID PROFILE

The Flintlock Shoppes CID

District Manager: David Block; **Contact:** Charles Renner, 816.983.8660, charles.renner@huschblackwell.com; Christina Hall, Paralegal Assistant, Husch Blackwell, LLP, 4801 Main, Suite 1000, Kansas City, Mo 64112-2551, 816.983.8660, Christina.Hall@huschblackwell.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purposes: Serve as an economic development tool to coordinate district improvements, implement necessary services, share costs

Revenues: Sales and Use Taxes (1%)

Services: Snow removal/lot cleanup, common area maintenance and improvements, security, trash removal/curb and utility repair

Boundaries: NW of Missouri Hwy 152 and N. Flintlock Road, including addresses: 9050-9152 NE Barry Road, 8450-8706 N. Flintlock Road

Lifespan of the CID: Perpetual

Date established: 9-9-10

CID PROFILE

The Landing Mall CID

District Manager: David Block; **Main Contact:** Charles Renner, Husch Blackwell, 816.983.8660, charles.renner@huschblackwell.com, 4801 Main Street, Suite 1000, KCMO 64112, 816.983.8660,

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year term limits

Mission or Purposes: Provide Eligible Services for benefit of the district, issue instruments to finance services and other costs, collect a sales tax

Revenues: Sales and Use Taxes (1%)

Services: Snow removal/lot cleanup, common area maintenance and improvements, security, trash removal/curb and utility repair

Boundaries: Between 63rd Street, Paseo, Meyer Boulevard, and Troost Avenue, 6301 Troost Avenue

Lifespan of the CID: Perpetual

Date established: 2-5-09

CID PROFILE

The Old Foundation

District Manager: David Block; **Main Contact:** Charles Renner,
816.983.8660, Husch Blackwell, 4801 Main Street, Kansas City, Mo
64112, 816.283.4647

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purpose: To construct, install, repair, maintain and equip public improvements; cleaning, support business activity and economic development in the district.

Revenues: Sales and Use Taxes (1%) \$76,949 as of August 28, 2015

Services: Landscaping, snow removal, common area maintenance and improvements, waterway maintenance, trash removal/lot clean-up, security

Boundaries: Between NW 64 Street and North Chatham Avenue

Lifespan of the CID: Perpetual

Date established: 12-15-11

CID PROFILE

The Skelly CID

District Manager: David Block; **Main Contact:** Charles Renner,
816.983.8660, Husch Blackwell, 4801 Main Street, Kansas City, Mo
64112

Type: Shopping/Office Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purposes: Provide funding for common area renovation and improvements, landscaping, maintenance

Revenues: Sales and Use Taxes (1% limit) \$55,399 for FY ending 4-30-19

Services: Snow removal, common area maintenance and improvements, security

Boundaries: South side of W. 47th Street, between Pennsylvania and Jefferson, 601 W. 47th Street, 4700 Pennsylvania, 4701 Jefferson Street

Lifespan of the CID: Perpetual

Date established: 8-7-08

CID PROFILE

Tiffany Landing CID

District Manager: John Pepper, Owner representative

Other Contact: Patricia Jensen, White Goss, 4510 Belleview #300, Kansas City, Mo 64111, 816.502.4723, Pjensen@whitegoss.com; Owner: Tiffany Landing LLC, P.O. Box 901514, Kansas City, Mo 64190, 816.590.1986

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 filled, 4 and 2-year terms

Mission or Purposes: Provide funding for rehab of public improvements and buildings in the district; levy and collect sales tax

Revenues: Sales and Use Taxes (1% limit)

Services: Maintenance, business promotion, marketing, landscaping, parking, walks, blight remediation

Boundaries: generally located at the NE corner of the intersection of I-29 and NW Tiffany Springs Parkway in Kansas City, Platte County, Mo

Lifespan of the CID: 30 years

Date established: 6-21-15

CID PROFILE

Troost Avenue CID

District Manager: Sean Ackerson, 6814 Troost Avenue, Kansas City, Mo 64131-1509, 816.523.5553, sean@southtown.org

Type: Community-based

Governance: Political Subdivision, 7-member board, 6 slots filled

Revenues: Sales and Use Taxes (1% limit) \$240,000; Special Assessments - \$25,000

Mission or Purposes: To develop an image/marketing program, maintain public areas, make transportation improvements

Services: 63rd Street Corridor study, security cameras at major intersections, cid-managed security, graffiti removal, sidewalk and public r-o-w cleaning/maintenance through contract

Boundaries: Properties along Troost Avenue from the north side of Brush Creek on the north to 75th Street on the south, excluding select properties in the Plaza East and The Landing Mall CIDs and along portions of the frontage of Rockhurst University, and along 63rd Street from Rockhill Road to Metro Plaza Shopping Center at Bushman Drive, excluding the south side of 63rd from Troost east (excluding properties in The Landing Mall and Kauffman School)

Lifespan of the CID: Perpetual

Date established: 5-09-2013

CID PROFILE

Truman Road CID

Interim District Manager: Board Chair John Weilert, Elmwood Cemetery, 4900 Truman Road 64127, 816.213-4750, JKWeilert@comcast.net

Type: Community-based

Governance: Political Subdivision; 7-member board, 7 slots filled

Mission or Purposes: To fund an organization that can provide services to the Truman Road community not possible without the supplemental revenue provided by the CID.

Revenues: Sales and Use Tax (1% limit), Special Assessment (2014 Budget: \$50,000 - Special Assessments, \$110,000 - Sales and Use

Services: security, clean-up and maintenance of public areas, marketing, problem-solving; graffiti, trash and snow removal, beautification

Boundaries: White on east, Indiana on west, Truman Road on south, 12th Street on north

Lifespan of the CID: 20 years

Date established: 10-23 -08

CID PROFILE

Twin Creeks Center Villages CID

District Manager: Tim Hughes, Vice President, AREP III BT, LLC, 250 Miron Drive, Southlake, Texas, 972.404.8382; **Other Contact:** Patricia Jensen, White Goss, 4510 Belleview, #300 Kansas City, Mo 64111, 816.502.4723, Jjensen@whitegoss.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Design, construction, rehab of public improvements within district

Revenues: Sales and Use Taxes (1% limit)

Services: Eligible services, maintenance of improvements, support of business activity and economic development

Boundaries: NW 88th Street on north, U.S. Highway 169 on east, Barry Road on south, approximately Mercer on west

Lifespan of the CID: 30 years

Date established: 6-15-17

CID PROFILE

Uptown CID

District Manager: Larry Sells, lsells@uptopwntheater.com; UGA, LLC, 3700 Broadway, Suite 300, Kansas City, Mo 64111; Owners: Land Clearance for Redevelopment Authority (LCRA), Joe Egan, executive director, 1100 Walnut Street, Suite 1700, Kansas City, Mo 64106, 816.691.2113; UGA, LLC

Type: Shopping center, performance venue

Governance: Political Subdivision, 5-member board, 5 slots filled,

Mission or Purposes: Finance debt service for cost of Eligible Services, serve as economic development tool to help coordinate efforts stakeholders to improve the district

Revenues: Sales and Use Taxes (1% limit)

Services: Master planning, marketing, security, maintenance and cleaning of public areas, attract further investment in the district

Boundaries: Generally located on either side of Valentine Road between Broadway Boulevard on the east and Pennsylvania on the west in Kansas City, Jackson County, Missouri

Time Frame: 20 years

Date established: 10-27-16

CID PROFILE

Valley View CID

District Manager or Contact: Timothy Harris, Star Acquisitions, LLC,
244 W. Mill Street, Liberty, Mo 64068, 816.781.3322,

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: To improve Booth Avenue, E. Shoal Creek Valley Drive, W. Shoal Creek Valley Drive

Revenues: Sales and Use Taxes (1% limit)

Services: NA

Boundaries: north of Missouri Highway 152 between N. Donnelly Avenue on the west and NE Shoal Creek Valley Drive on east, in Kansas City, Mo in Clay County

Lifespan of the CID: 35 years

Date established: 10-12-17

CID PROFILE

Villages aka TOWNE CENTER CID

District Manager or Contact: Daniel K. Carr, SCV Retail, LLC
% US Federal Properties Co. LLC, 4706 Broadway, #240, Kansas City,
Mo 64112, 816.285.9553 or 816.531.2082

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Street, intersection and storm drainage
improvements

Revenues: Sales and Use Taxes (1% limit)

Services: NA

Boundaries: Missouri Highway 152 and Shoal Creek Parkway

Lifespan of the CID: 20 years

Date established: 1-8-15

CID PROFILE

Waldo Community Improvement District

District Manager: Dorna Edgar Swan, 7222 Wornall Road, Kansas City, Mo 64114, 816.286.4523, Dorna@Waldokc.org; Office email: info@waldokc.org; Asst: Natalie Nelson, Natalie@Waldokc.org
Office email: info@waldokc.org; Asst: Natalie Nelson, Natalie@Waldokc.org

Type: Community-based

Governance: Political Subdivision; 8-member board, 8 slots currently filled; includes at least one member who is neither a developer nor a commercial property owner; ex-officio member from the Waldo Business Association; Committees: Marketing, Property, Security, Ambassador

Mission or Purposes: The mission of the District is to (1) prepare and implement a Master Plan for the District, including implementing a comprehensive image and marketing plan; (2) employ or contract for personnel and services necessary to carry out the purposes of the District, including improved safety and assistance to patrons within the District; (3) provide maintenance of public areas within the District; (4) provide transportation-related improvements within the District; (5) advocate and provide assistance to attract further investment within the District (collectively the "Eligible Services"); (6) fund such other costs necessary and related to implementation of the Eligible Services.

Revenues: Special Assessments - \$600,000, Property Tax - \$28,000 Sales and Use Taxes - \$4,000 (88% of revenues are those authorized in the CID law)

Services: provides supplemental security through contract with private firm; public r-o-w cleaning/maintenance by contract with private firm.

Boundaries: Along Gregory Boulevard, from Oak to Wornall Road, to 85th Street

Lifespan of the CID: Perpetual

Date established: 12-22-09

CID PROFILE

Ward Parkway Plaza CID

District Manager or Contact: David Harris, Greensboro Property Co. LLC, 605 W. 47th Street, Suite 200, Kansas City, Mo 64112, 816.753.6000

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled

Mission or Purposes: Provide improvements and services for the District; levy and collect sales tax

Revenues: Sales and Use Taxes (1% limit)

Services: Maintenance of public improvements and property, support business activity and economic development, remediate blight

Boundaries: Bounded on the west by State Line Road, on the south by West 85th Street, on the east by Ward Parkway

Lifespan of the CID: 30 years, with successive 10-year terms

Date established: 8-30-18

CID PROFILE

Ward Parkway Shopping Center

District Manager or Contact: Doug Stone, Lewis Rice, 1010 Walnut, Suite 500, Kansas City, Mo 64106, 816.472.2539, dstone@lewisricekc.com (Also: Jeff McMahon, RED Asset Management , 4717 Central, KCMO 64112)

Type: Shopping Center

Governance: Political Subdivision

Mission or Purposes: Fund construction of public improvements, restoration, rehab of certain private improvements, remediate blight

Revenues: Sales and Use Taxes (1% limit)

Services: Eligible Services

Boundaries: 85th Terr to 89th Street, between Ward Parkway and State Line Road

Lifespan of the CID: 40 years

Date established: 5-15-11

CID PROFILE

Watts Mill CID

District Manager: Leonard Mirabile, 1201-1251 W. 103rd Street, Kansas City, Mo; Owner: Mirason Properties, LLC, 605 W 47th Street, Kansas City, Mo 64112, 816.941.6600; **Other Contact:** Charles Renner, Husch Blackwell, 4801 Main Street, Kansas City, Mo 64112, 816.983.8660, charles.renner@huschblackwell.com

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4-year terms

Mission or Purposes: Exterior renovation, reconstruction and rehabilitation of certain improvements in order to remediate the blighted conditions within the District

Revenues: Sales and Use Taxes (1% limit)

Services: Eligible Services

Boundaries: 1201-1251 W. 103rd Street

Lifespan of the CID: 20 years

Date established: 9-17-15

CID PROFILE

Westport CID #1

District Manager: Franklin D. Kimbrough, 4050 Pennsylvania, Kansas City, Mo 64111, 816.531.4370, Kim@Wrbl.org, **Other Contact:** Steve Block, Board Chair

Type: Community-based

Governance: Not-for-profit, 11-member board, 11 slots filled

Mission or Purposes: Facilitate development and improve conditions that support strong business climate for stakeholders of the District.

Revenues: Special Assessments - \$1,091,080 4-30-18 (also had Program and Event income of \$323,062 as of 4-30-18)

Services: Security, marketing, event management

Boundaries: Broadway Boulevard on east, 40th Street on north, SW Trafficway and Bridger Road on west, 43rd Street on south

Lifespan of the CID: 15 years

Date established: 10-2-03; amended by ordinance #040406 correcting governance wording to "not-for-profit"

CID PROFILE

Westport CID II

District Manager: Franklin D. Kimbrough, 4050 Pennsylvania, Kansas City, Mo 64111] 816.531.4370, Kim@Wrbl.org

Type: Shopping Center

Governance: Political Subdivision, 11-member board, 11 slots filled, 4 and 2-year terms

Mission or Purposes: Facilitate economic development, levy and collect sales tax, fund debt service

Revenues: Sales and Use Taxes (1% limit)

Services: capital improvements, maintenance, marketing and public relations, security

Boundaries: Generally 40th Street on north, approximately 42nd Street on south, SW Trafficway/Bridger Road on west, Broadway/Central on east in Kansas City, Jackson County, Missouri

Lifespan of the CID: 20 years

CID PROFILE

Wornall Village CID

District Manager or Main Contacts: Joseph C. Tuter, President, Columbia Wornall Village LLC, 7611 State Line, Suite 301, Kansas City, Mo 64114, 816.444.0900; and Eugene George Goldman, 1015 W. 63rd Street, Kansas City, Mo 64113, 816.363.2155

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Provide “Eligible Services,” levy and collect sales tax, promote economic development, remediate blight

Revenues: Sales and Use Taxes (1% limit)

Services: Interior and exterior renovations to Wornall Village Shopping Center, demolition of deteriorated structures, construction and renovation of retail space, other “Eligible Services”

Boundaries: Generally located at SW corner of Wornall Road and 84th Street, with adjacent property north of 85th Street in Kansas City, Jackson County, Missouri

Lifespan of the CID: 20 years

Date established: 12-16-18

CID PROFILE

Zona Rosa CID

District Manager: Yaromir Steiner, Zona Rosa Development LLC, % Steiner and Associates, 4016 Townsfair Way, Columbus, Ohio 43219, 614.414.7300; **Other Contact:** Patricia Jensen, White Goss, Pjensen@whitegoss.com, 4510 Belleview #300, Kansas City, Mo 64111, 816.502.4723

Type: Shopping Center

Governance: Political Subdivision, 5-member board, 5 slots filled, 4 and 2-year terms

Mission or Purposes: Design, construction and financing of public street and r-o-w improvements, provide a distinctive shopping and entertainment venue

Revenues: Special Assessment (\$1.89 per square foot limit)

Services: Security, marketing, business promotion

Boundaries: Generally bounded by the south side of Missouri Highway 152 on north, north half of tract II on south, North Congress Avenue on west and I-29 and I-29 on east in Kansas City, Platte County, Missouri

Lifespan of the CID: 23 years

Date established: 12-23-07 by ordinance 031322; amended by ordinance 190460, 6-13-19

CID PROFILE

DEACTIVATED CIDs AND DATE OF DEACTIVATION: 3 Trails Village CID, dissolved 7-7-15; 27th & Troost CID, inactive as of 10-28-19, KCI-I29, work completed, cid closed in 2013; Renaissance Plaza CID dissolved between 2014 and 2017; Truman Plaza CID was tabled by the City Council and was never revived; Vivion Point CID was never approved

Part IV

Appendix

Appendix 1

List of All KCMO CIDS

9th and Central (Savoy) CID	Martin City CID
12 Street Heritage CID	North Oak Village CID
12th and Wyandotte	NW 112th CID
39th Street CID	Oak Barry CID
45th & Main CID No 1	Performing Arts CID
45th & Main CID No 2	Pershing and Grand CID
46th & Wornall CID	Plaza East CID
46th & Wornall CID #2	Red Bridge CID
51st and Oak CID	Red Bridge Shopping Center CID
89th & State Line CID	River Market CID
801 Westport Road	Romanelli Shops CID
1111 Grand CID	Shoal Creek Valley CID
1200 Main/South Loop	Shops on Blue Parkway CID
1707 Locust CID	South Bristol Center CID
4840 CID	State Line Shopping Center CID
5050 Main CID	The 210 Highway CID
Antioch Crossing CID	The Flintlock Plaza
Brighton Creek Commons	The Flintlock Shoppes
Broadway Area CID	The Landing Mall CID
Brookside CID	The Old Foundation
Brywood Centre CID	The Skelly CID
Creekwood Commons	Tiffany Landing CID
Downtown CID	Troost Avenue CID
Edgewood Farms CID	Truman Road CID
Electric Park CID	Twin Creeks Center Villages CID
Greenway Fields	Uptown CID
I-70 and Blue Ridge Cutoff CID	Valley View CID
Independence Avenue CID	Villages aka TOWNE CENTER CID
InterContinental CID (originally Alameda Plaza Hotel)	Waldo Community Improvement District
KC Convention Center Hotel CID	Ward Parkway Plaza CID
KC International Airport CID	Ward Parkway Shopping Center
Linwood Square CID	Watts Mill CID
Marketplace 152 CID	Westport CID #1
MidtownKCNow CID (formerly Main Street CID)	Westport CID II
Metro North Crossing CID	Wornall Village CID
Metro North Square and Commons	Zona Rosa CID

Appendix 2

List of Community-Based CIDS



39th Street CID
Broadway Area CID
Brookside CID
Downtown CID
Greenway Fields
Independence Avenue CID
MidtownKCNow CID (formerly Main Street CID)
Martin City CID
Performing Arts CID
River Market CID
Troost Avenue CID
Truman Road CID
Waldo Community Improvement District

Appendix 3

Local Sales Tax Rates in Cities with Populations above 200,000, as of July 1, 2019

City	Local	Rank
Birmingham	0.06	1
Aurora	0.056	2
St. Louis	0.05454	3
Denver	0.0541	4
Colorado Springs	0.0535	5
Baton Rouge	0.05	6
New Orleans	0.05	6
Atlanta	0.049	7
New York	0.04875	8
Buffalo	0.0475	9
Kansas City	0.04375	10
Long Beach	0.0425	11
Oklahoma City	0.04125	12
Tulsa	0.04017	13
Chicago	0.04	14
Rochester	0.04	14
Tacoma	0.037	15
Seattle	0.036	16
Glendale	0.036	16
Tucson	0.031	17
Glendale	0.03	18
Phoenix	0.03	18
Salt Lake City	0.029	19
Albuquerque	0.0275	20
Durham	0.0275	20
Mesa	0.027	21
Tampa	0.025	22
Charlotte	0.025	22
Raleigh	0.025	22
Scottsdale	0.0245	23
Spokane	0.024	24
Los Angeles	0.0225	25
Santa Clarita	0.0225	25
Memphis	0.0225	25
Nashville	0.0225	25
Cleveland	0.0225	25
Fayetteville	0.0225	25
Chandler	0.022	26

Source: TaxFoundation.org

Local Sales Tax Rates in Cities with Populations above 200,000, as of July 1, 2019

City	Local	Rank
Gilbert	0.022	26
Fremont	0.02	27
Oakland	0.02	27
San Jose	0.02	27
Santa Ana	0.02	27
Austin	0.02	27
Corpus Christi	0.02	27
Dallas	0.02	27
El Paso	0.02	27
Fort Worth	0.02	27
Garland	0.02	27
Houston	0.02	27
Irving	0.02	27
Laredo	0.02	27
Lubbock	0.02	27
Plano	0.02	27
San Antonio	0.02	27
Philadelphia	0.02	27
Greensboro	0.02	27
Winston-Salem	0.02	27
Stockton	0.0175	28
Arlington	0.0175	28
San Diego	0.0175	28
Columbus	0.0175	28
Chula Vista	0.015	29
Riverside	0.015	29
Sacramento	0.015	29
Toledo	0.015	29
Lincoln	0.015	29
Omaha	0.015	29
Reno	0.01415	30
Henderson	0.014	31
Las Vegas	0.014	31
North Las Vegas	0.014	31
San Francisco	0.0125	32
Cincinnati	0.0125	32
Minneapolis	0.0115	33
Bakersfield	0.01	34

Source: TaxFoundation.org

Local Sales Tax Rates in Cities with Populations above 200,000, as of July 1, 2019

City	Local	Rank
St. Paul	0.01	34
Wichita	0.01	34
Hialeah	0.01	34
Jacksonville	0.01	34
Miami	0.01	34
Pittsburgh	0.01	34
St. Petersburg	0.01	34
Norfolk	0.01	34
San Bernardino	0.0075	35
Fresno	0.00725	36
Chesapeake	0.007	37
Virginia Beach	0.007	37
Modesto	0.00625	38
Milwaukee	0.006	39
Anaheim	0.005	40
Fontana	0.005	40
Huntington Beach	0.005	40
Irvine	0.005	40
Moreno Valley	0.005	40
Oxnard	0.005	40
Orlando	0.005	40
Madison	0.005	40
Honolulu	0.005	40
Fort Wayne	0	41
Indianapolis	0	41
Jersey City	0	41
Newark	0	41
Boston	0	41
Baltimore	0	41
Boise	0	41
Des Moines	0	41
Detroit	0	41
Grand Rapids	0	41
Lexington	0	41
Louisville	0	41
Washington	0	41
Richmond	0	41
Anchorage	0	41
Portland	0	41

Source: TaxFoundation.org

Appendix 4: Questionnaire and Petition Forms

KC/CID Questionnaire

The following information (in bold face) regarding your CID is on file with the City of Kansas City, Missouri and other governmental agencies. Please verify its accuracy and completeness. Your responses to the other questions will help us identify high performance in governance and management, and compliance with statutory requirements. Please e-mail the completed questionnaire to jim_rice@carter-rice.com as soon as possible. Thanks in advance for your prompt response.

[Name and address of CID, Current CEO or Manager, Phone (office and cell), Email address of main CID contact person (if other than the CEO/Manager), Name of current board chair, Website address]

1. Check below which type of governance applies to your CID: ___ Political subdivision, ___ Not-for Profit Corporation
2. Date (Day, Month, Year) your CID was approved by the City Council: _____
3. Which revenues apply to your CID and what is the approximate annual amount of each? ___ Special Assessment (amount: _____) ___ Sales and Use Taxes (amount _____) ___ Property Tax (amount _____)
4. Is your CID's most recent annual report on file in the City Clerk's Office? ___ Yes ___ No
5. Do you submit your annual reports to the State Auditor's Office and Department of Economic Development each year on a timely basis as required by state statute?
Yes No
6. Please check which of the following is available for review:
Current Bylaws ___
Conflict of Interest Policy ___
Financial policies and procedures ___
Succession Policy ___
7. Date of your most recent Board/Management Retreat (Month, Year):
8. Date of your most recent Strategic Plan (Month, Year):
9. Please include a copy of your Mission Statement, if available.
10. Board/Governance:
Number of authorized board member slots _____
Number of slots currently filled _____
Names of Board standing committees:
Frequency of board meetings _____ Frequency of committee meetings _____
11. How does the board conduct executive performance reviews? (There are a variety of accepted performance review programs. Please describe your program as concisely as possible:

12. Do your bylaws require at least one board member who is neither a developer nor a commercial property owner? ___Yes___No (The Missouri State Auditor has recommended this requirement as a way to reduce conflicts of interest.)

13. Does your CID annually commission an independent audit? ___Yes___No

14. Communications: Which of the following does your CID provide to Board, Employees, Stakeholders or general public:

___Minutes of Board and Committee meetings

___CEO Reports

___Newsletter (print and/or on-line)

___News Releases

___Social Media

___Presentations to stakeholder audiences

___Annual Report

15. Does your Board have term limits, If so, please state them:

16. Has your CID issued: ___revenue bonds, ___general obligation bonds

17. What per cent of your total annual income comes from state-authorized CID revenues such as special assessments, sales and use taxes and property taxes?

18. Has your CID been able to leverage some portion of your normal revenues to support initiatives such as public infrastructure projects, storefront improvements, street lighting, video surveillance units? ___Yes, ___No. If "Yes" please name the project or projects.

19. Does your CID provide supplemental security services to augment basic KCPD services? ___Yes___No

If "Yes," these services are provided:

___Through a contract with a private security firm

___Your own in-house staff

___Security consortium with other CIDs

20. Has your CID documented improvement in the crime/disorder record (incidence and intensity)? If yes, please provide a brief summary of this documentation.

21. Does your CID provide supplemental sidewalk and/or public right-of-way cleaning/maintenance to augment basic City services? ___Yes___No

If "Yes," these services are provided:

___Through a contract with a private firm

___Your own in-house staff

___Consortium with other CIDs

22. Does your CID formalize service agreements with KCMO departments and/or agencies such as ATA or MODOT through a Memorandum of Understanding? ___Yes___No

23. To fully comply with the Sunshine Law, does your CID prepare and retain board meeting minutes that contain all of the following: date, time, place, members present, members absent, and a record of any votes taken.

24. One purpose of this Assessment is to showcase Best Practices and/or significant innovations/achievements by individual CIDs. To assist us in this part of the Assessment, please describe an example of your CID's best practices or innovations which benefit both your own stakeholders and the community-at-large.

25. Please describe your CID's boundaries in simple terms (legal description not necessary).

Thanks for your generous cooperation in completing this questionnaire.

(cid questionnaire)

**PETITION TO ESTABLISH
THE
_____COMMUNITY IMPROVEMENT DISTRICT
AND
[AUTHORIZE SPECIAL ASSESSMENTS]**

**KANSAS CITY, _____COUNTY, MISSOURI

COUNCIL DISTRICT
_____, 20__**

NOTE TO PETITIONERS: You must select your name. If you are a not-for-profit corporation, your name must be the same name that you registered with the Missouri Secretary of State, and you must be in good standing prior to filing this petition.

You must determine whether the CID will be imposing special assessments. They typically do as this is the most common funding mechanism (other than sales taxes, which can only be imposed by CIDs formed as political subdivisions and only after an election is held)

Fill in the applicable county, council district and month/year.

Delete this Note.

TABLE OF CONTENTS

NOTE TO PETITIONERS: Insert a complete Table of Contents once your document is completed.

Delete this Note.**EXHIBITS**

EXHIBIT A DISTRICT LEGAL DESCRIPTION

EXHIBIT B DISTRICT BOUNDARY MAP

EXHIBIT C FIVE YEAR PLAN

EXHIBIT D SPECIAL ASSESSMENT PETITION

NOTE TO PETITIONERS: Exhibits A, B and C will always be included. Exhibit D may not be applicable, depending on whether this CID will impose special assessments. If Exhibit D is inapplicable (extremely rare), you should delete it from this list and remove the appropriate attachment before circulating the petition for signatures.

Delete this Note.

**PETITION TO ESTABLISH THE
_____COMMUNITY IMPROVEMENT DISTRICT
[AND AUTHORIZE SPECIALASSESSMENTS]**

This petition ("Petition") is submitted in accordance with the Community Improvement District Act, Sections 67.1401 to 67.1571, Revised Statutes of Missouri (the "Act"), by those persons and entities whose signatures appear below (the "Petitioners"). The Petitioners request that the City Council (the "City Council") of the City of Kansas City, Missouri establish a community improvement district in the City of Kansas City, _____ County, Missouri (the "City") in accordance with this Petition.

1. DESCRIPTION OF THE DISTRICT

A. Name of District

The name of the District shall be the _____ Community Improvement District (the "District").

B. Legal Description

The District includes all of the real property (the "District Land") legally described in Exhibit A ("District Legal Description") attached to this Petition.

NOTE TO PETITIONERS: You should obtain the services of a Missouri licensed professional land surveyor to assist you. If the boundaries of the proposed CID do not properly "close," your petition will not proceed further. You must attach a printed metes and bounds legal description on 8 ½ x 11 and label it "EXHIBIT A."

Delete this Note.

C. Boundary Map

A map illustrating the general boundaries of the District is attached to this Petition as Exhibit B ("District Boundary Map").

NOTE TO PETITIONERS: The boundaries must be contiguous. It is permissible, however, for the property to be separated by public street(s). You must attach a legible 8 ½ x 11 map and label it "EXHIBIT B."

Delete this Note.

D. Notice to Petitioners

The signatures of Petitioners signing this Petition may not be withdrawn later than seven days after this Petition is filed with the City Clerk.

NOTE TO PETITIONERS: Anyone signing the petition will be subject to any special assessment. Tax exempt entities are also exempted from special assessments, but they may elect opt-in by signing the petition. If they wish to support the creation of the CID but not pay special assessment, it is your obligation to make sure that everyone is aware of that by adding language to that effect in this section. You may use the following as an example:

Any District Land owner exempt from taxation that elects to sign this Petition in support of the creation of the District will not be obligated to pay the assessment rate stated in this Petition.

Delete this Note.

II. PETITIONERS

The Petitioners represent:

- (a) more than fifty percent (50%) per capita of all District Land owners; and
- (b) District Land owners collectively owning more than fifty percent (50%), by assessed value, of the District Land.

III. FIVE YEAR PLAN

A five-year plan stating a description of the purposes of the District, the services and improvements it will assist in providing, creating, or funding, and an estimate of costs of these services and improvements to be incurred is attached to this Petition as Exhibit C (“Five Year Plan”).

NOTE TO PETITIONERS: You are required to have a sufficiently detailed five-year plan so that people signing the petition know what services you are proposing to provide, the timetable that you anticipate for providing them, and a line-item budget for each respective year. You must attach this on 8 ½ x 11 and label it “EXHIBIT C.”

Delete this Note.

IV. DISTRICT POWERS

The District shall have all of the powers granted to and/or exercisable by a community improvement district according to the Act and as otherwise provided by law. The District shall provide any and all services deemed in the sole discretion of the Board to be desirable, and shall have all rights and powers needed to provide those desired services, up to and including any right or power not specifically limited, or prevented, by the Act or this Petition. These powers include, but are not limited to, the following:

1. To adopt, amend, and repeal bylaws, not inconsistent with the Act necessary or convenient to carry out the provisions of the Act;

- 2.** To sue and be sued;
- 3.** To make and enter into contracts and other instruments, with public and private entities, necessary or convenient to exercise its powers and carry out its duties pursuant to the Act;
- 4.** To accept grants, guarantees, and donations of property, labor, services, or other things of value from any public or private source;
- 5.** To employ or contract for such managerial, engineering, legal, technical, clerical, accounting, or other assistance as it deems advisable;
- 6.** To acquire by purchase, lease, gift, grant, bequest, devise, or otherwise, any real property within its boundaries, personal property or any interest in such property;
- 7.** To sell, lease, exchange, transfer, assign, mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real or personal property or any interest in such property;
- 8.** To levy and collect special assessments and taxes as provided in the Act, subject to any limitations set forth in this Petition;
- 9.** To levy sales taxes pursuant to the Act;
- 10.** To fix, charge, and collect fees, rents and other charges for use of any of the following:
 - 1.** The District's real property, except for public rights-of-way for utilities;
 - 2.** The District's personal property; or
 - 3.** Any of the District's interest in such real or personal property, except for public rights-of-way for utilities.
- 11.** To borrow money from any public or private source and issue obligations and provide security for the repayment of the same as provided in the Act;
- 12.** To loan money as provided in the Act;

- 13.** To make expenditures, create reserve funds, and use its revenues as necessary to carry out its powers or duties and the provisions and purposes of the Act;
- 14.** To enter into one or more agreements with the City for the purpose of abating any public nuisance within the boundaries of the District including, but not limited to, the stabilization, repair or maintenance or demolition and removal of buildings or structures, provided that the City has declared the existence of a public nuisance;
- 15.** Within the District's boundaries, to provide assistance or construct, reconstruct, install, repair, maintain and equip any of the following public improvements:
 - 1.** Pedestrian or shopping malls and plazas;
 - 2.** Parks, lawns, trees, and any other landscape;
 - 3.** Convention centers, arenas, aquariums, aviaries, and meeting facilities;
 - 4.** Sidewalks, streets, alleys, bridges, ramps, tunnels, overpasses and underpasses, traffic signs and signals, utilities, drainage, water, storm and sewer systems, and other site improvements;
 - 5.** Parking lots, garages, or other facilities;
 - 6.** Lakes, dams, and waterways;
 - 7.** Streetscape, lighting, benches or other seating furniture, trash receptacles, marquees, awnings, canopies, walls, and barriers;
 - 8.** Telephone and information booths, bus stop and other shelters, rest rooms, and kiosks;
 - 9.** Paintings, murals, display cases, sculptures, and fountains;
 - 10.** Music, news, and child-care facilities; and
 - 11.** Any other useful, necessary, or desired improvement.
- 16.** To dedicate to the municipality, with the municipality's consent, streets, sidewalks, parks, and other real property and improvements located within its boundaries for public use;

- 17.** Within its boundaries, and with the City's consent, to prohibit or restrict vehicular and pedestrian traffic and vendors on streets, alleys, malls, bridges, ramps, sidewalks, and tunnels and to provide the means for access by emergency vehicles to or in such areas;
- 18.** Within its boundaries, to operate or to contract for the provision of music, news, child-care, or parking facilities, and buses, minibuses, or other modes of transportation;
- 19.** Within its boundaries, to lease space for sidewalk café tables and chairs;
- 20.** Within its boundaries, to provide or contract for cleaning, maintenance, security, and other services to public and private property;
- 21.** Within its boundaries, to provide or contract for the provision of security personnel, equipment, or facilities for the protection of property and persons;
- 22.** To produce and promote any tourism, recreational or cultural activity or special event in the District by, but not limited to, advertising, decoration of any public place in the District, promotion of such activity and special events, and furnishing music in any public place;
- 23.** To support business activity and economic development in the District including, but not limited to, the promotion of business activity, development and retention, and the recruitment of developers and businesses;
- 24.** To provide or support training programs for employees of businesses within the District;
- 25.** To provide refuse collection and disposal services within the District;
- 26.** To contract for or conduct economic, planning, marketing, or other studies;
- 27.** To repair, restore, or maintain any abandoned cemetery on public or private land within the District;
- 28.** To make expenditures, create reserve funds, and use its revenues as necessary to carry out its powers or duties and the provisions and purposes of the Act.
- 29.** To carry out any other powers set forth in the Act.

NOTE TO PETITIONERS: This list is expansive and entitles the CID to act to the full extent allowed by law. If you wish to restrict the CIDs authority in any manner you should revise this section accordingly. Also note that paragraphs 8 and/or 9 may need to be deleted depending on whether this CID will include special assessments and/or sales taxes.

Delete this Note.

V. GOVERNANCE OF THE DISTRICT

1. Type of District

The District shall be a [separate political subdivision] [not-for-profit corporation] and shall have all of the powers granted to and/or exercisable by a community improvement district according to the Act except to the extent its powers, if any, are expressly limited by this Petition.

NOTE TO PETITIONERS: Delete whichever bracketed descriptor is inapplicable before circulating the petition for signatures

Delete this Note.

2. Board of Directors

NOTE TO PETITIONERS: Whether the CID is a separate political subdivision or a not-for-profit corporation will significantly impact the procedures for establishing the board of directors. The reset of this section presumes that the CID will be a separate political subdivision. If your CID will be a not-for-profit corporation, delete all of this Section B and insert the following text in its place:

The election and qualification of the District's Board of Directors (the "Board") shall be in accordance with Chapter 355, RSMo.

Delete this Note.

1. Number

The District shall be governed by a Board of Directors (the "Board") consisting of _____ () members.

NOTE TO PETITIONERS: You must have at least five (5), and may have up to thirty (30) directors. The typical number tends to be either 5 or 7.

Delete this Note.

2. Qualifications

initial directors (“Initial Directors”) of the Board shall be comprised of those individuals listed below. Directors appointed to succeed the Initial Directors (“Successor Directors”) shall be appointed as provided in this Petition. Each person appointed as an Initial Director or Successor Director shall meet the following requirements:

1. be at least 18 years of age;
2. be either an owner of real property within the District, or such owner’s representative; an owner of a business operating within the District, or such operator’s representative; or a registered voter residing within the District;
3. be a resident of the State of Missouri; and
4. except for the Initial Directors named in this Petition, be nominated according to a slate submitted by the Board to the mayor of the City (“Mayor”) and the City Council according to the nominating procedures set out below.

3. Initial Directors

The Initial Directors to serve on the Board will be:

NAME

4. Terms

The term of each Initial Director named above shall be as follows: If the Board is to be comprised of an uneven number of Directors, then beginning at the top of the list and proceeding down the list, a simple majority shall serve four (4) years following the date the District is established by ordinance adopted by the City Council or until his/her successor is appointed in accordance with the Petition, and the balance shall serve for two (2) years following the date the District is established by ordinance adopted by the City Council or until his/her successor is appointed in accordance with the Petition. If the Board is to be comprised of an even number of Directors, then beginning at the top of the list and proceeding down the list, one-half shall serve four (4) years following the date the District is established by ordinance adopted by the City Council or until his/her successor is appointed in accordance with the Petition, and the balance shall serve for two (2) years following the date the District is established by ordinance adopted by the City Council or until his/her successor is appointed in accordance with the Petition.

Each Successor Director shall serve a four-year term or until his/her successor is appointed in accordance with this Petition.

If, for any reason, a director is not able to serve his/her full term, his/her vacancy to the Board shall be filled by an appointment of the remaining Directors and such replacement Director (“Replacement Director”) shall serve the remainder of the un-expired term.

Notwithstanding anything to the contrary, any Director’s failure to meet or continue to meet the qualifications for such position shall constitute cause for the Board to take appropriate action to remove said Director.

NOTE TO PETITIONERS: The standard procedure is to name the initial directors. Other options are also available; you should consult with an attorney if you wish to follow a different procedure. If you elect to name the initial directors, you have the right to determine what their term in office will be. This template presumes that you want to stagger the membership so that you do not

have complete turnover. The common procedure is to split the board into 4 year and 2 year terms. Every subsequent director would then serve a 4 year term.

Delete this Note.

5. Successor Directors

Successor Directors shall be appointed by the Mayor with the consent of the City Council by resolution according to a slate submitted by the Board to the City clerk (the “City Clerk”), as provided below in this Paragraph. The City Clerk shall immediately deliver the slate to the Mayor and the City Council.

Not later than 30 days following the date the slate is submitted to the City Clerk:

- (a) the Mayor shall appoint the Successor Directors according to the slate submitted, and the City Council shall consent by resolution to the appointment; or
- (b) the Mayor, or the City Council, may reject the slate submitted and request in writing, with written reasons for rejection of the slate, that the Board submit an alternate slate.

If such action by the Mayor or the City Council is not completed within the 30-day period, the Successor Directors shall be deemed to have been appointed by the Mayor with the consent of the City Council according to the slate submitted.

If an alternate slate is requested, the Board shall, within 10 days following receipt of the written request, submit an alternate slate to the City Clerk. The City Clerk shall immediately deliver the alternate slate to the Mayor and the City Council. Not later than 15 days following the date the alternate slate is submitted to the City Clerk:

- (a) the Mayor shall appoint the Successor Directors according to the alternate slate submitted, and the City Council shall consent by resolution to the appointment; or

- (b) the Mayor, or the City Council, may reject the alternate slate submitted and request in writing, with written reasons for rejection of the alternate slate, that the Board submit another alternate slate.

If such action by the Mayor or the City Council is not completed within the 15-day period, the Successor Directors shall be deemed to have been appointed by the Mayor with the consent of the City Council according to the alternate slate submitted.

The procedure described above shall continue until the Successor Directors are appointed or deemed to be appointed by the Mayor with the consent of the City Council; provided however, the time period for action by the Mayor and the City Council following the submission of each successive alternate slate shall be reduced to 10 days.

The Board shall select the slate as follows:

1. Individuals meeting the qualifications set out in this Petition for Successor Directors must be nominated by two sitting Directors; and
2. The Directors shall then vote for a slate of nominees who shall consist of the number needed to fill the seats of expiring terms.

VI. ASSESSED VALUE

The total assessed valuation of all real property within the District at the time of signing is \$_____. The official total assessed valuation for the District may change by the time the District is created.

VII. BLIGHT DETERMINATION

The petitioners [are] or [are not] seeking a determination that the District is a blighted area.

NOTE TO PETITIONERS: Blight, for purposes of establishing a CID, is a legally defined term. If you believe that all or a portion of the District is blighted, and you wish to have the City Council make a blight determination, you must commission a blight study and provide the complete results of that study when you submit this petition. A blight determination provides the CID with additional powers to use its revenues to improve privately owned properties under certain circumstances.

Delete this Note.

VIII. LIFE OF DISTRICT

The life of the District shall be _____() years following the effective date of the Ordinance establishing the District, unless and until terminated in accordance with the Act.

IX. SPECIAL ASSESSMENTS

1. Levy of Special Assessment and Policies

The District shall be permitted to impose special assessments. Each calendar year the Board shall establish the levy rate of the District's special assessment ("Special Assessment").

The Board shall notify the relevant county collector of the levy rate of the Special Assessment and the parcels that are subject to the Special Assessment for the then current calendar year; provided however, that no rate levied for the Special Assessment shall exceed the maximum rate set forth in the Special Assessment Petition in Exhibit D ("Special Assessment Petition") attached to this Petition. Such information shall be provided in a timely manner by the Board to the relevant county collector such that the county collector may include the Special Assessment on the real property tax bills for the then current calendar year.

In order to facilitate the levy of the Special Assessment, the Board may from time to time and in its discretion, adopt by resolution written policies and procedures concerning the levy of the Special Assessment, which shall be binding on all District Land owners; provided, that such policies and procedures shall not be contrary to the requirements or limitations set forth in this Petition or the Act.

2. Maximum Rates and Methods

The maximum rate of the Special Assessment, and the method of assessment for each parcel, is set out in the Special Assessment Petition. By the execution of this Petition, the Petitioners have executed the Special Assessment Petition and have authorized the Special Assessment as set out in the Special Assessment Petition. Upon the City's adoption of an ordinance establishing the District in accordance with the Act and as provided for in this Petition, the Petitioners shall be deemed to have presented the Special Assessment Petition to the Board for its approval.

C. Additional Special Assessments

Nothing in this Petition shall prevent the Board from levying additional special assessments upon the presentation by the District Land owners, to the Board, of such additional special assessment petitions prepared in accordance with the Act.

NOTE TO PETITIONERS: Delete this section if the CID will not be authorized to impose special assessments. If the CID will be imposing special assessments, you must prepare and attach the Special Assessment Petition (Exhibit D) prior to circulating this petition for signatures.

Delete this Note.

X. SALES TAXES

The District [is] or [is not] authorized to levy a sales tax.

NOTE TO PETITIONERS: Only CIDs organized as political subdivisions may impose a sales tax. If you are organizing as one, and wish to impose a sales tax, you must insert language to that effect in this section. An election is required, meaning that the sales tax cannot be imposed simply by getting a majority of the property owners to sign this petition. A sales tax can be imposed in increments of one-eighth of one percent, up to a maximum of one percent.

Delete this Note.

XI. REAL PROPERTY TAXES AND BUSINESS LICENSE TAXES

The District is not authorized to levy either real property taxes or business license taxes.

NOTE TO PETITIONERS: A CID is not permitted to impose a business license tax in Kansas City. You *may* be able to impose real property taxes. This is extremely rare, however, as funding is more commonly handled through special assessments; if you think you may want or need this authority, consult with an attorney before circulating the petition with this language.

Delete this Note.

XII. LIMITATIONS ON BORROWING CAPACITY, REVENUE GENERATION AND DISTRICT POWERS

There shall be no limitations on the District's borrowing capacity, revenue generation or powers.

NOTE TO PETITIONERS: If you wish to restrict the CIDs authority in any manner, you must insert appropriate language in this section. It is more common not to do so; this enables the ID to act to the full extent authorized by the petition and law.

Delete this Note.

XIII. REQUEST TO ESTABLISH DISTRICT

By execution and submission of this Petition, the Petitioners request that the City Council establish the District as set out in this Petition.

XIV. SEVERABILITY

If any provision of this Petition shall be held or determined to be invalid, inoperative or unenforceable as applied in any particular case, or in all cases, because it conflicts with any other provision or provisions of this Petition or for any other reason, such circumstances shall not have the effect of rendering the provision in question inoperative or unenforceable in any other case or circumstance, or of rendering any other provision contained in this Petition invalid, inoperative or unenforceable to any extent whatsoever.

EXHIBIT A

EXHIBIT B

EXHIBIT C

EXHIBIT D

SPECIAL ASSESSMENT PETITION

Petition for the Levy of Special Assessment

The District shall be authorized to levy special assessments against real property benefited within the District for the purpose of providing revenue for the services authorized to be provided in the Petition to establish the District, such special assessments to be levied against each tract, lot or parcel of real property listed below within the District which receives special benefit as a result of such service and/or projects, the cost of which shall be assessed as follows:

_____ (insert
method of assessment, e.g., per square foot of property, per square foot on each square foot of
improvement, or by abutting foot of property abutting streets, roads, highways, parks or other
improvements, or any other reasonable method) in an amount not to exceed _____ dollars
per (insert unit of measure). Such authorization to levy the special assessment shall expire on

_____ (insert date). The tracts of land located in the district which will receive special benefit from this service and/or projects are: _____ (list of properties by common addresses and legal descriptions).

NOTE TO PETITIONERS: There are a number of ways to handle special assessments, and they can be imposed in any reasonable manner so long as it results in an assessment amount that is reasonably related to the benefit being conferred by the District. You must include a list of every parcel that will be subject to the special assessment as part of this Exhibit D.

Delete this Note.

Appendix 5

End Notes

- 1 "A City of Neighborhoods," The American Reader, Diane Ravitch, Editor, pps 354-357
- 2 William A. Shutkin, "The Land That Could Be," the MIT Press, Cambridge, Massachusetts, 2001, page xiv
- 3 Shutkin, Willaim A. page xv
- 4 Interviews with John Crawford October 22, 2019 and November 4, 2019
- 5 Based on estimates included in the adopted TIF plans, as amended. Source: EDCKC, 2012.
- 6 Jim Rice, "Reflections of the Northland: AHistory," published by the Northland Regional Chamber of Commerce, February 2017, pps 29-33.
- 7 White, Michael T. and UMKC School of Law, Continuing Legal Education, 2005, p. 21.
- 8 RSMo, Chapter 67.1421.
- 9 RSMo, Chapter 67.1401 to 67.1571, Community Improvement District Act.
- 10 See Galloway, Nicole, CPA, Office of State Auditor, Community Improvement Districts, Report No. 2018-056, August 2018, pps. 25-27.
- 11 Galloway, pps. 10-28.
- 12 Galloway, Citizens Summary page
- 13 Galloway, Citizens Summary page
- 14 Galloway, p. 2.
- 15 Galloway, p. 5.
- 16 Galloway, p. 8.
- 17 Galloway, p. 4.
- 18 Galloway, p. 10.
- 19 Galloway, p. 11.
- 20 Galloway, p. 12.
- 21 Galloway, pps. 12-13.

End Notes

22 Galloway, p. 15.

23 Galloway, pps. 15-16.

24 Galloway, p. 17.

25 Galloway, p. 20.

26 Galloway, p. 21.

27 Galloway, p. 22.

28 Galloway, pps. 24-25.

29 Galloway, pps. 25-27.

30 Galloway, p. 11

31 Galloway, p. 11