



**PLANNING, ZONING AND
ECONOMIC DEVELOPMENT**
APRIL 7, 2015
<https://kcstat.kcmo.org>

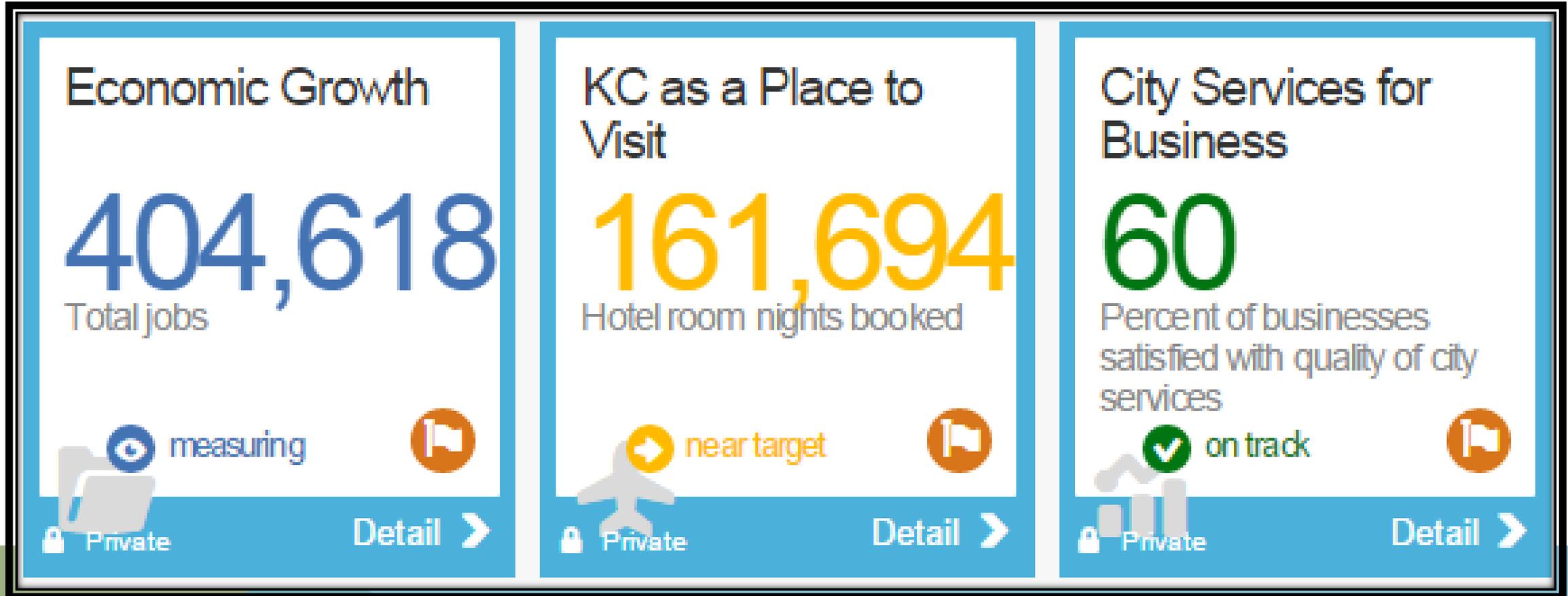
PLANNING, ZONING AND ECONOMIC DEVELOPMENT GOAL(THE “WHAT”) AND OBJECTIVES (THE “HOW”)

Goal: *To develop a vital economy where there is opportunity for growth, particularly in historically underdeveloped areas; citizens have opportunities for creating wealth and prosperity; and visitors consider Kansas City a desirable destination.*

Objectives:

1. "Develop a comprehensive, long-range economic growth plan with attention to historically underdeveloped areas. a. Join the Civic Council’s efforts to participate in the Brookings Institution’s “Prosperity at a Crossroads” report."
2. Implement the City’s AdvanceKC strategic plan
3. Implement activities that foster small business growth and development.
4. Define the roles and opportunities available through the Economic Development Corporation, Urban Neighborhood Initiative, Land Bank, Green Impact Zone, and other programs.
5. Implement the City Planning and Development improvement plan in order to streamline business processes and systems.
6. Develop a defined Economic Development unit within the city
7. Enhance Kansas City as a destination for personal and business travelers.
8. Prepare the airport terminals at KCI to meet and exceed the future needs and requirements for our customers and tenants to make KCI a world-class airport

PLANNING, ZONING AND ECONOMIC DEVELOPMENT: HOW WE MEASURE IT



TOPIC AREA: ECONOMIC GROWTH



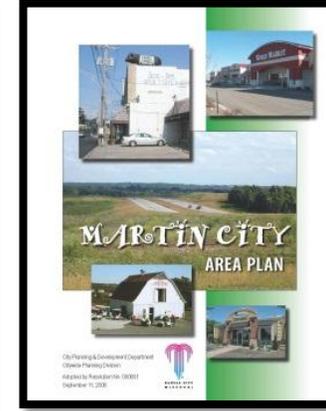
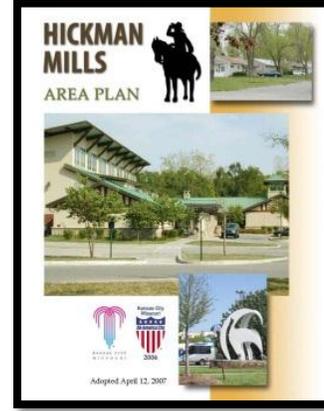
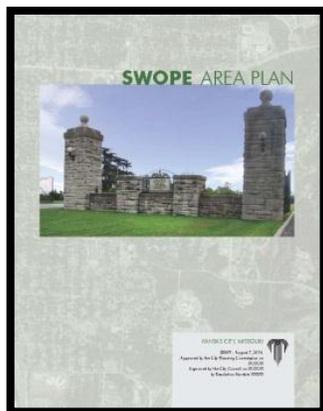
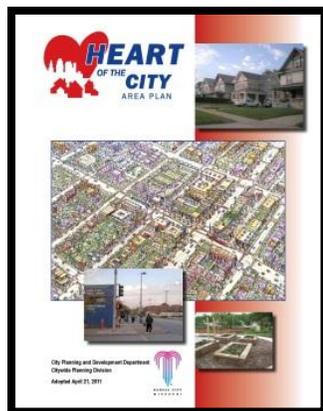
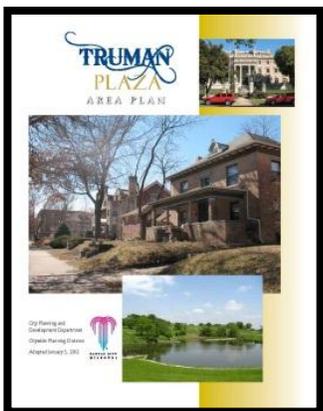
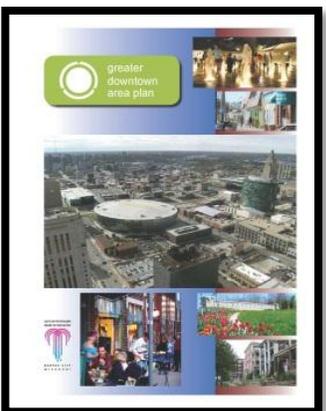
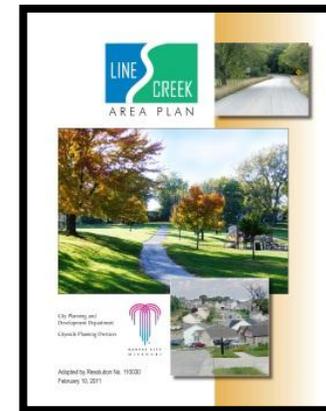
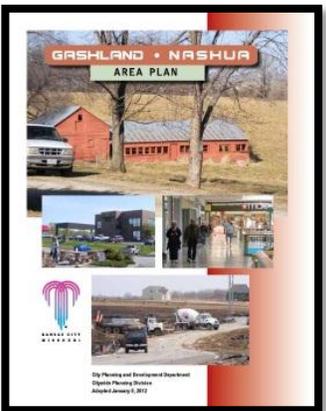
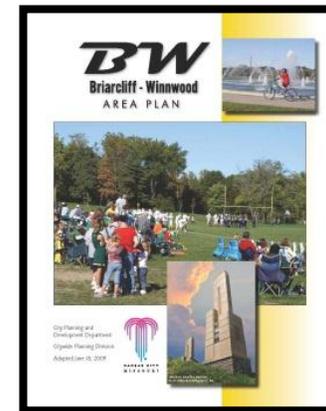
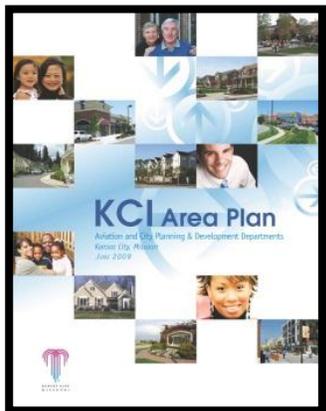
OBJECTIVE:

DEVELOP A COMPREHENSIVE, LONG-RANGE ECONOMIC GROWTH PLAN WITH ATTENTION TO HISTORICALLY UNDERDEVELOPED AREAS

OBJECTIVE:

DEFINE THE ROLES AND OPPORTUNITIES AVAILABLE THROUGH THE ECONOMIC DEVELOPMENT CORPORATION, **URBAN NEIGHBORHOOD INITIATIVE, LAND BANK, GREEN IMPACT ZONE, AND OTHER PROGRAMS**

City Planning & Development Area Plans



PLANNING HIERARCHY AND AREA PLANS

FOCUS – The city’s comprehensive plan that provides a broad policy framework for entire city

Area Plans – Apply broad FOCUS policies to smaller areas of the city

**Neighborhood/
Corridor
Plans**

Upper layers guide lower...

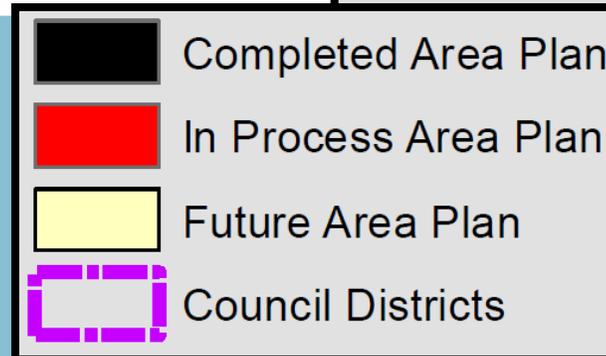
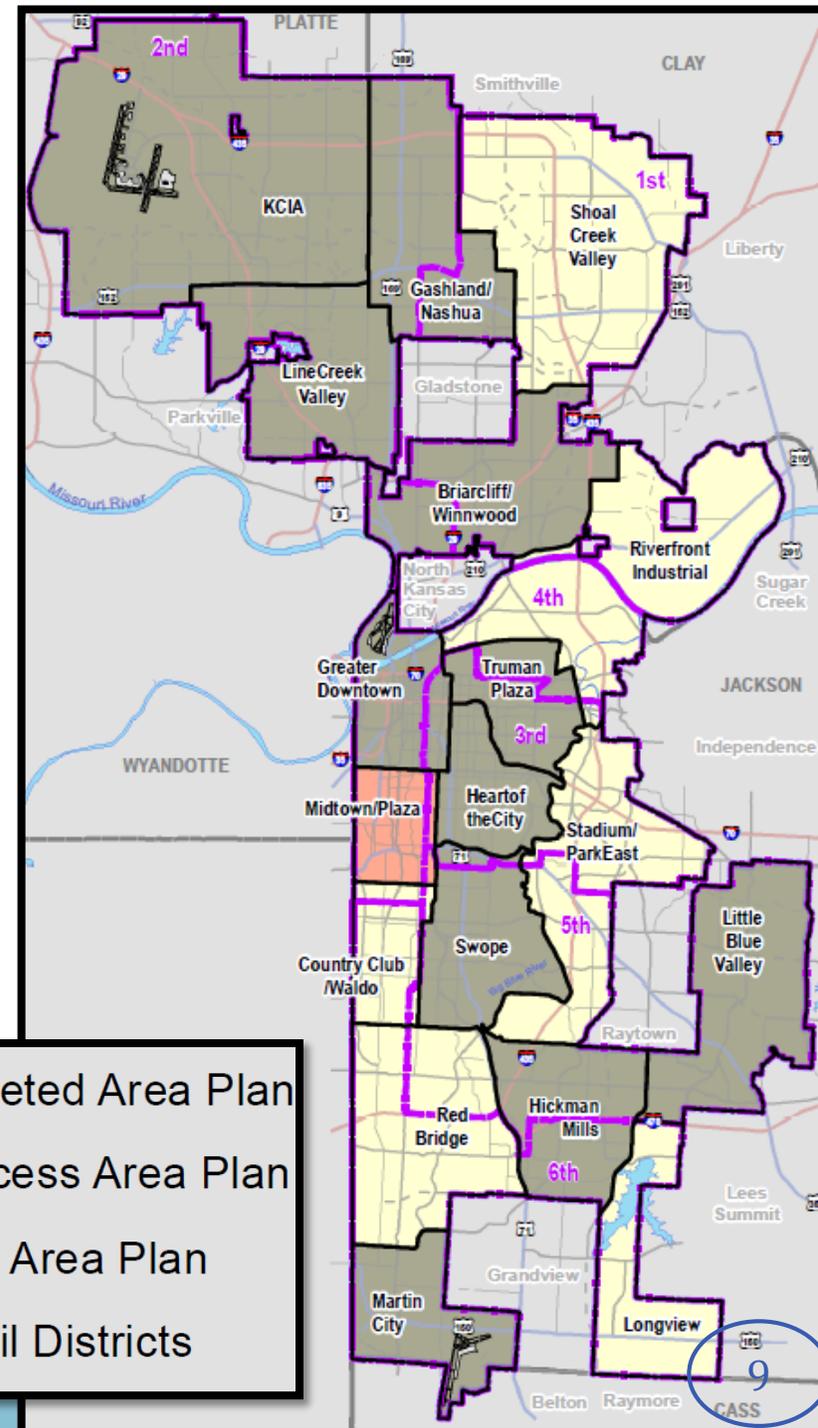
Lower layers refine upper

WHAT'S IN AN AREA PLAN?

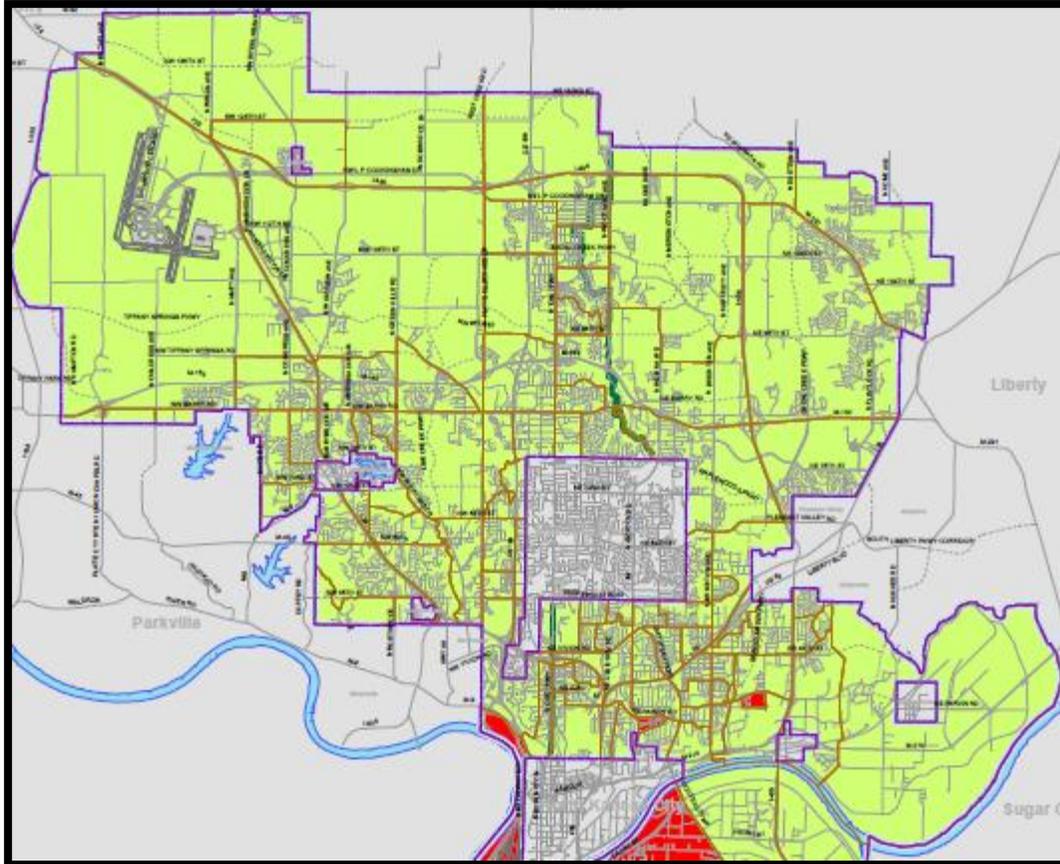


AREA PLAN PROGRAM

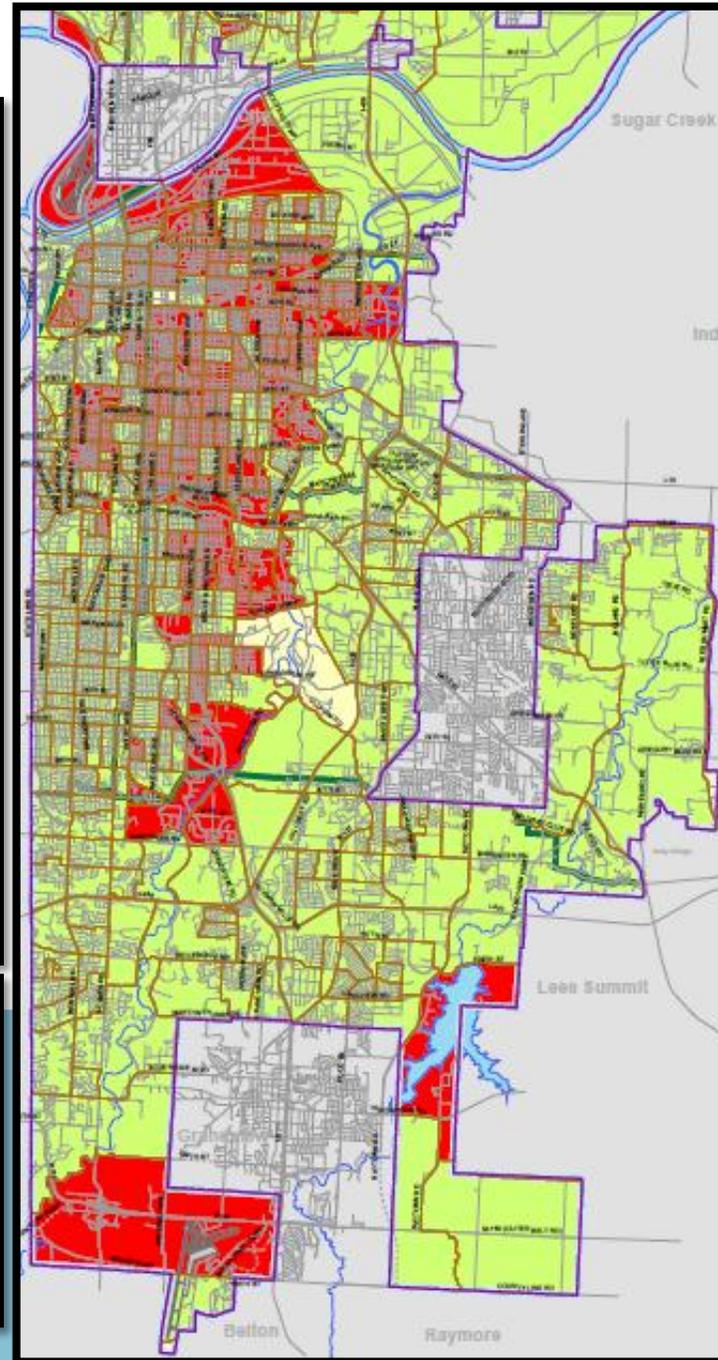
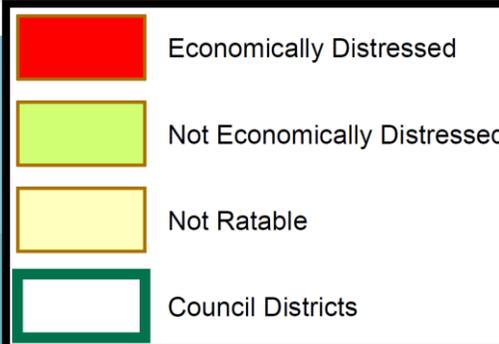
- 18 Area Plans
- Current status:
 - 11 adopted
 - 1 in process
- Includes implementation program after adoption



DISTRESSED CENSUS TRACTS



Economically distressed areas had median household incomes up to 70% of the Kansas City, Missouri median household income in the 2000 Census.



PROSPECT CORRIDOR

- In 2011-2013, public investment over \$12.1M possible through the TIGER grant funding infrastructure improvements in the Green Impact Zone. City and KCATA provided local match.
- Leon Mercer Jordan Campus – one of largest City design and construction projects - \$74M project
- KCATA receives Ladders of Opportunity grant for infrastructure and transit improvements along 22nd to 27th St. along Prospect.
- Private Investment: Aldi's and Blue Hills Business Center

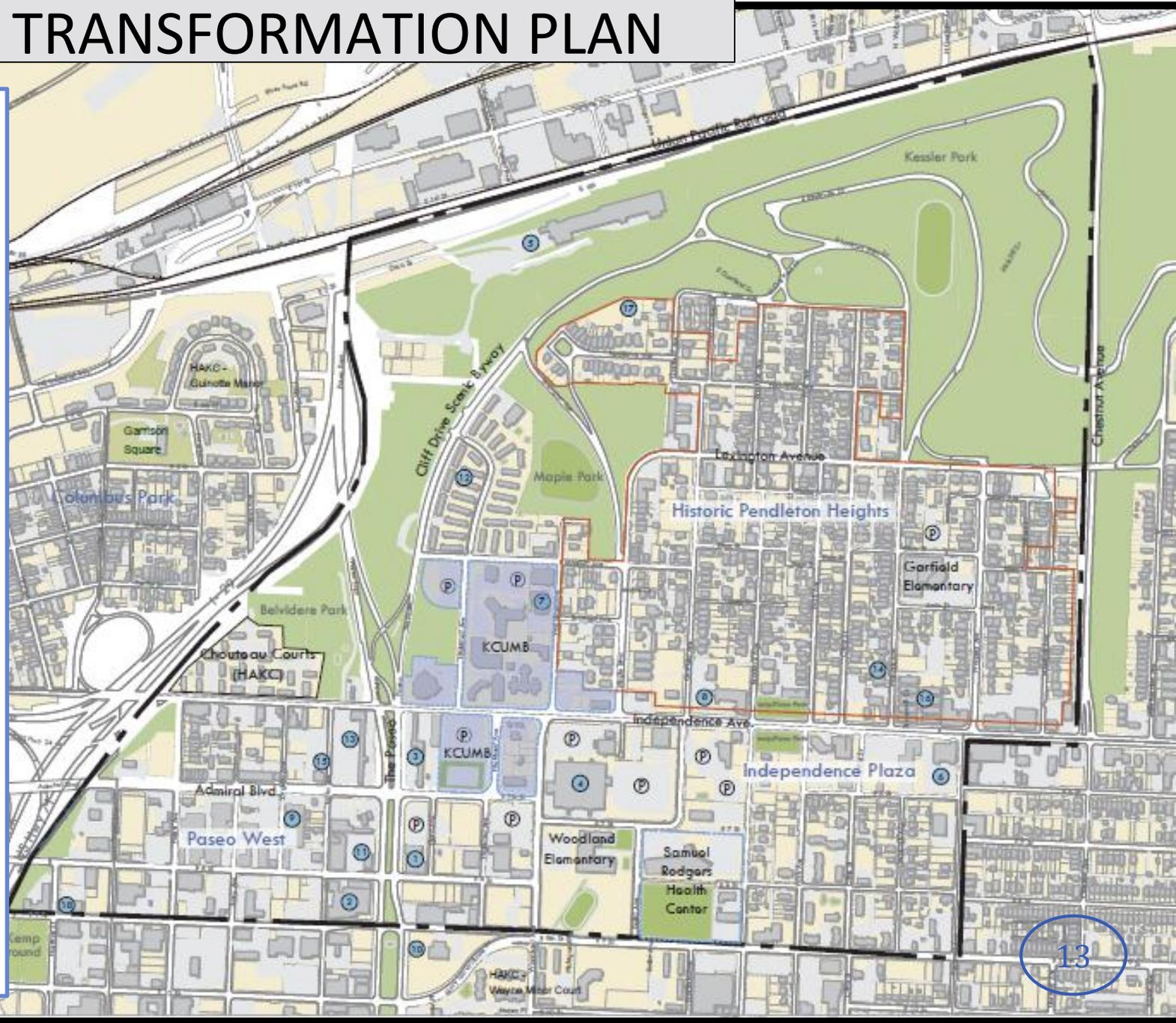
URBAN NEIGHBORHOOD INITIATIVE

Supporting UNI's Collaborative Impact planning and implementation model to address abandoned and vacant properties in the UNI area. UNI hosted its first community-wide meeting Friday, March 28.



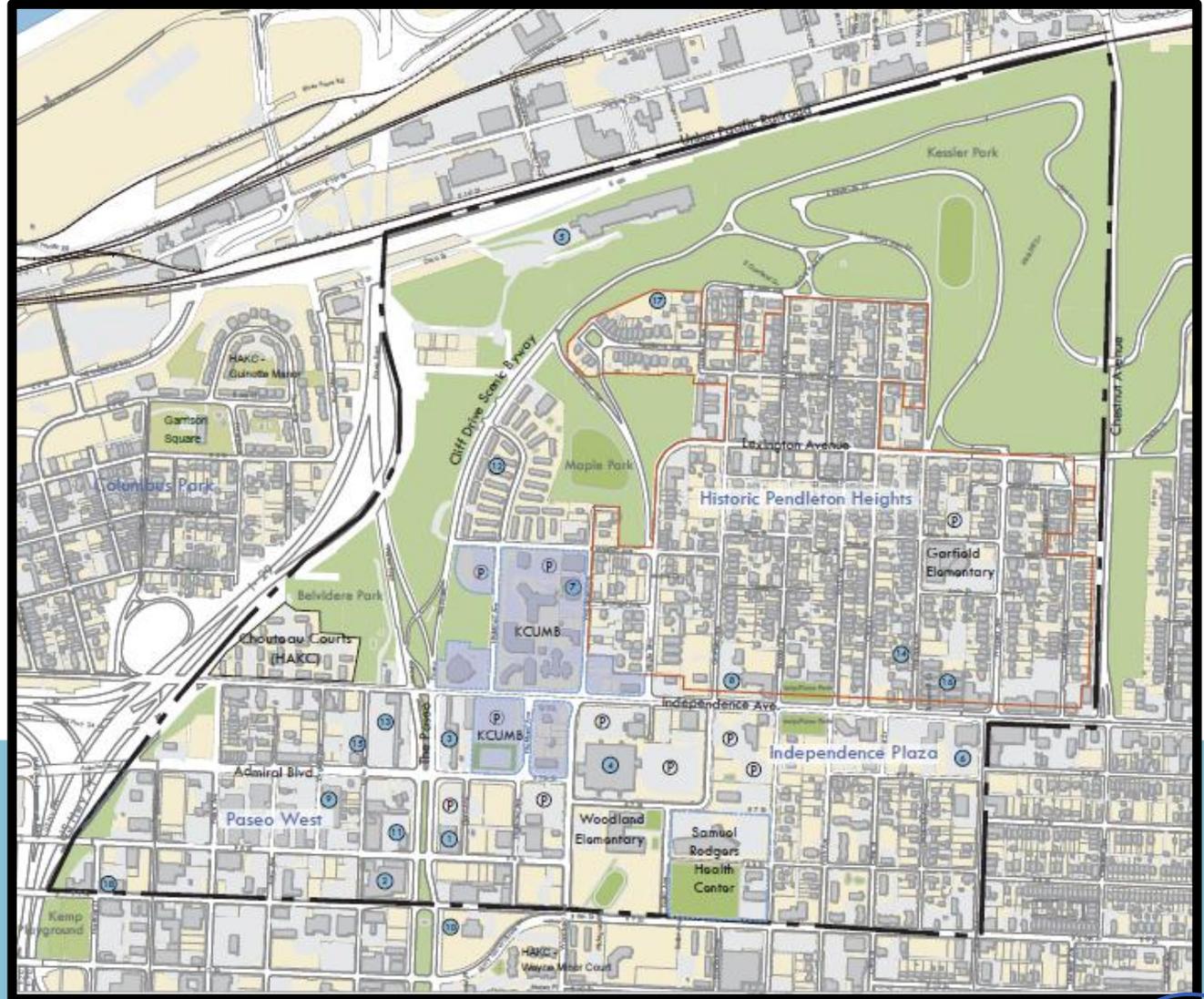
CHOICE NEIGHBORHOODS TRANSFORMATION PLAN

- HUD's signature place-based initiative
- Designed to address struggling neighborhoods with distressed public housing through comprehensive neighborhood transformation
- Provides resources to implement strategies envisioned through Transformation Plans
- Five-Year Funding Period
- Three core goals:
 - Housing
 - People
 - Neighborhoods



CHOICE NEIGHBORHOOD IMPLEMENTATION

- Up to \$30 Million grant
- 32 Applications for 3 grants
- 2015 application
- Grant Team: City, HAKC, Brinshore, United Way
- 70% of award dedicated to – Relocation of 140 units of public housing
- 30% of award dedicated to – Support services and neighborhood enhancement
- City leverage – Approximately \$5.5 million over 5 years



Principal Team Members

Applicants

Lead Applicant
(HAKC)

Co-Applicant
(KCMO)

Implementation
Entities

Brinshore

United Way

City of
KCMO

Strategy

Housing

People

Education

Neighborhoods

Public Safety

MAJOR ACTIVITIES TO DATE

- **2011** - HUD Planning Grant Awarded
 - **July 2012** - Paseo Gateway Quality of Life Plan Completed - LISC
 - **2011-2013** - Transformation Plan Developed
- **March 2014** - Master Developer Hired - Brinshore Development LLC
- **May 2014** - Choice Community Workgroup formed
- **May 2014 to Present** - Grant Preparation
 - **November 2014** - Choice Neighborhoods Implementation Grant Announced; Neighborhood and Housing Implementation Entities Selected
 - **December 2014** - Required Public Meeting #1 Held; Grant Editor Hired
 - **February 2015** - Submitted Grant Application

ROSE HILL TOWNHOMES



PROPOSED HOUSING SITES IN PASEO GATEWAY

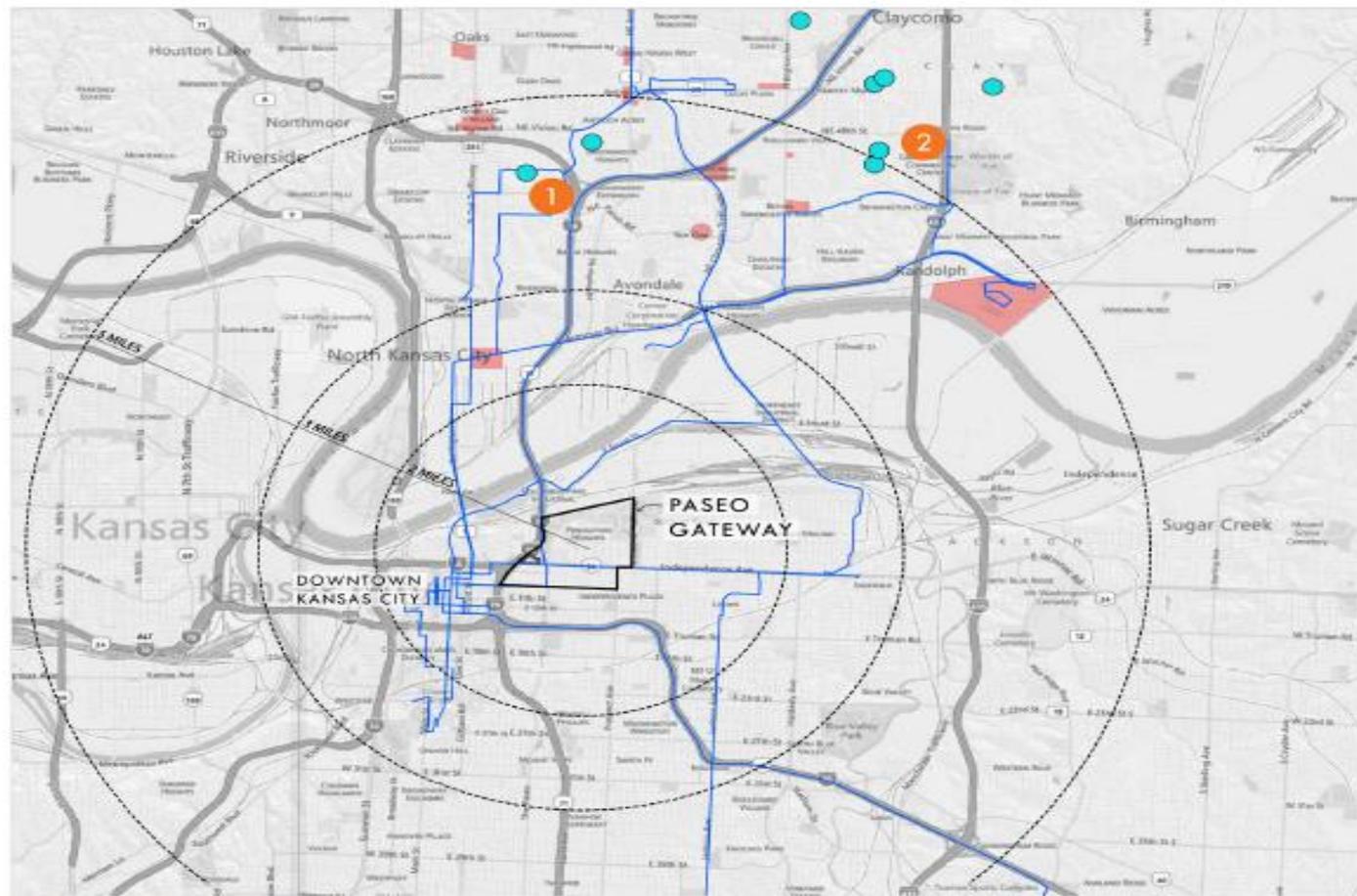
- (A) Rose Hill Townhomes
- (B) Century Apartments
- (C) Century Townhomes
- (D) Pendleton Flats
- (E) Pendleton ArtsBlock

- Existing Parks
- Paseo Gateway Boundary
- 24 Bus Line
- 30 Bus Line
- 109 Bus Line



Paseo Gateway

Paseo Gateway



PROPOSED HOUSING SITES IN OFF-SITE LOCATIONS

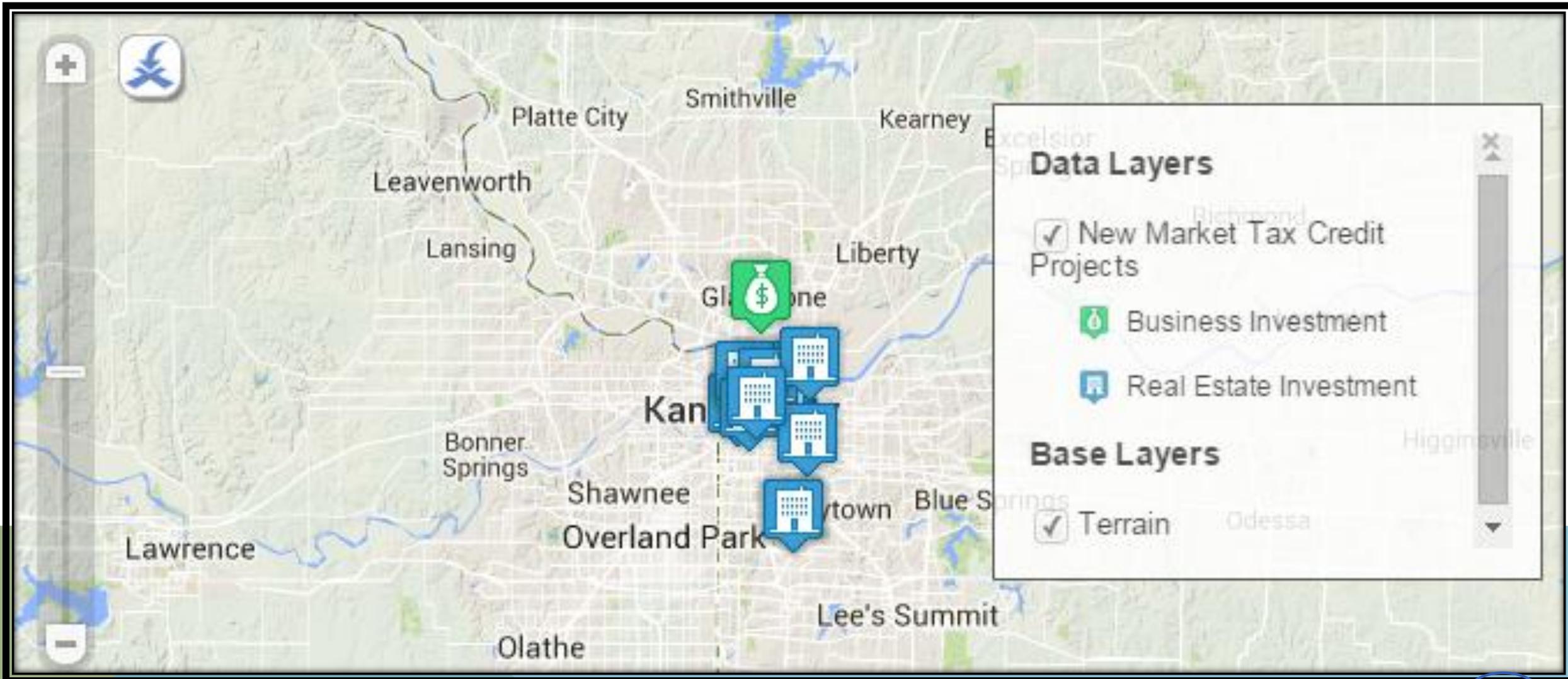
- ① Russell Road
- ② Maple Corners
- Kansas City Regional Bus Lines Connecting Out-of-District Sites to Downtown & Regional Amenities
- North Kansas City Schools
- Shopping Areas/Grocery Stores

The out of district sites provide housing choice and access to some of Kansas City's best public schools. Both Maple Corners and Russell Village are located in the North Kansas City School District, the district has a 93.4% graduation rate, a broad range of academic and extracurricular programs, and state of the art facilities.

All high schools in the district are designated as A+ Schools with three core goals:

1. All students graduate from high school;
2. All students complete a selection of challenging high school studies; and
3. All students proceed from high school graduation to college or post-secondary vocational or technical school, or high-wage job with workplace skill development opportunities.

KCMO CDE: NEW MARKETS TAX CREDITS



OBJECTIVE:

**DEFINE THE ROLES AND OPPORTUNITIES AVAILABLE
THROUGH THE ECONOMIC DEVELOPMENT**

**CORPORATION, URBAN NEIGHBORHOOD INITIATIVE, LAND BANK,
GREEN IMPACT ZONE, AND OTHER PROGRAMS**

EDC UPDATES



■ Leadership Changes

- Bob Langenkamp, President & CEO
- Greg Flisram, Sr. VP Business & Real Estate Development
- Narbeli Galindo, International Business Development Initiatives
- David Macoubrie, PIEA Executive Director

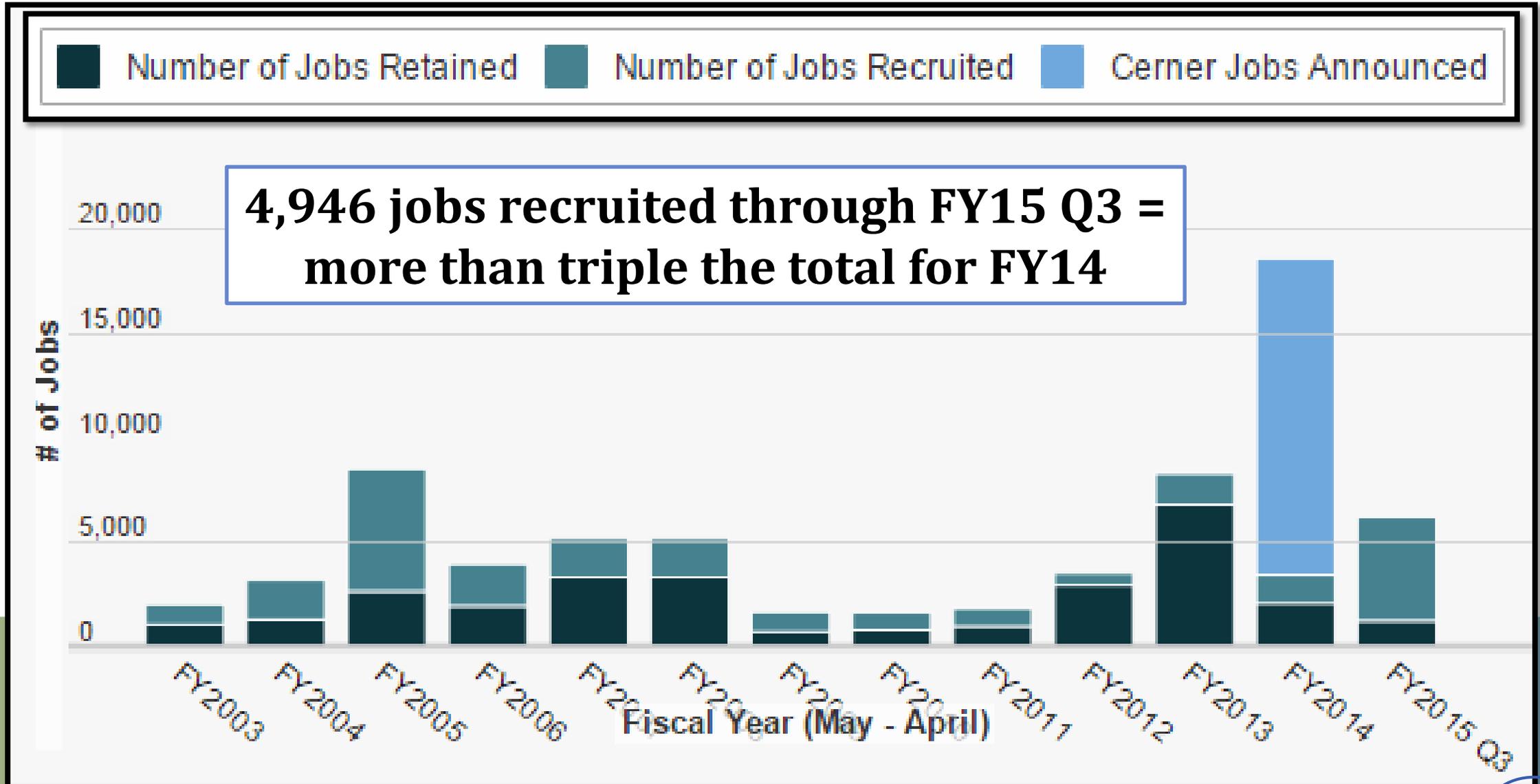
■ LaunchKC Grants (www.launchkc.org)

- LaunchKC is a national grants competition that will award up to ten \$50,000 grants to early stage entrepreneurs and their tech ventures.
- Application window March 31 – July 2
- Final grant recipients will be selected at Techweek KC on Sept 18

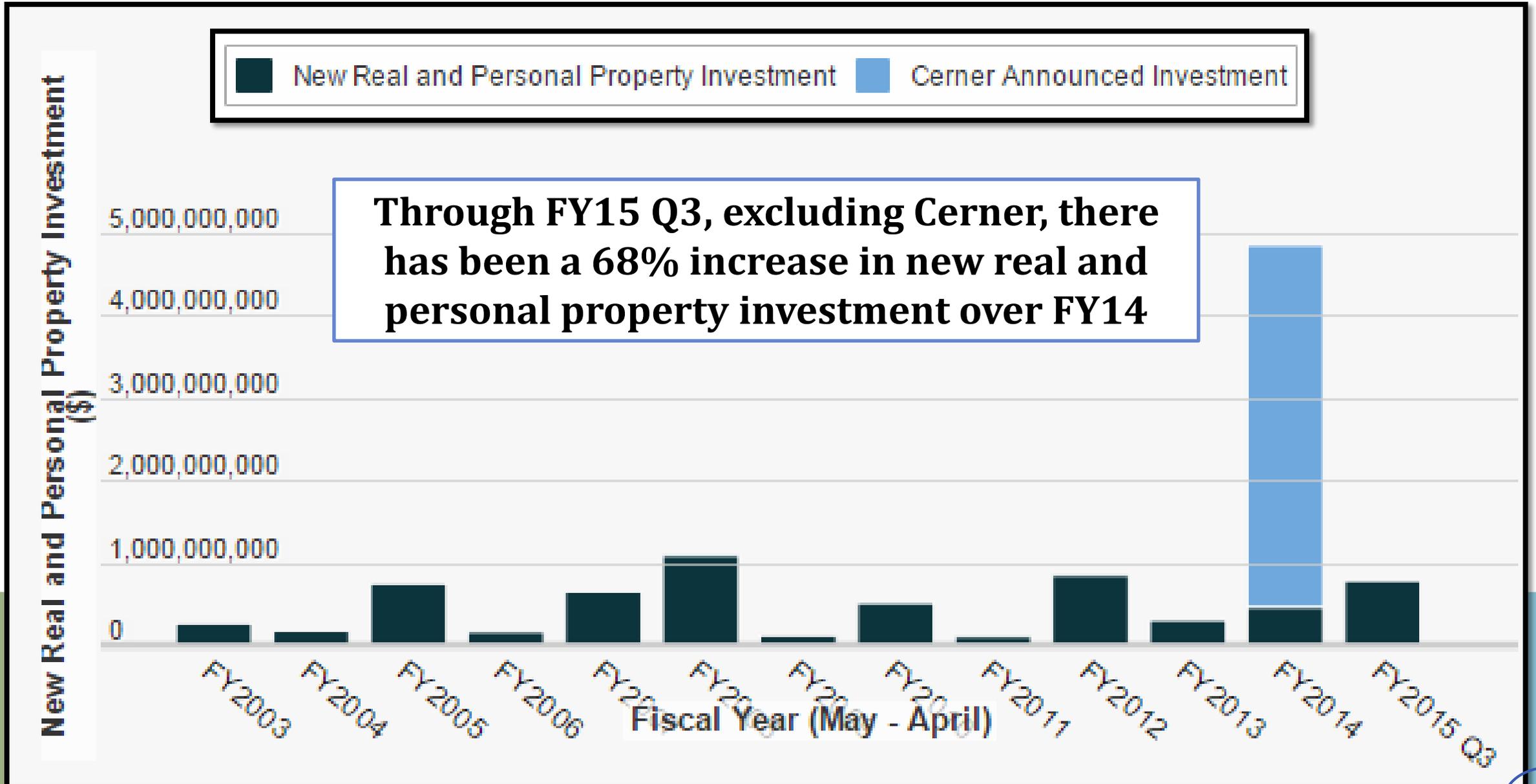
SERVICES PROVIDED BY THE ECONOMIC DEVELOPMENT CORPORATION OF KCMO

- Financing
- Job/Investment Incentives
- Redevelopment Incentives
- Property Tax Abatement
- Tax Increment Financing
- Training Funds
- Regulatory Aid
- City Service Aid
- Real Estate Aid

EDC ACTIVITY – JOBS RETAINED/RECRUITED



EDC ACTIVITY - INVESTMENT



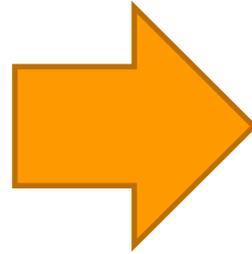
EDC CONTRACT QUARTERLY PERFORMANCE INDICATORS

AdvanceKC Strategy	Measure	FY2015 through 3Q (1/31/15)
Target Sector Support	Announced Projects	22
	Jobs from Announced Projects	3,717
	Existing Business Visits (FY Target = 222)	147
	Investment for Business Development Activities	\$169,862,810
Urban Land Use and Revitalization	Approved Projects	22
	Jobs from Redevelopment Projects	2,483
	New Investment for Redevelopment Activities	\$613,435,158
Business Climate	Satisfaction with KC as a Place to do Business	93%
	Local Tax Incentives Approved	\$173,321,445
	Ratio of Investments to Incentives	4:1
Innovation and Entrepreneurship	SBA 504 Loans Closed (\$ and #)	\$0 (0)
	Revolving Loans Closed (\$ and #)	\$59,000 (2)

PUBLIC INCENTIVES

TOOLS

- Tax Abatement
- Tax Redirection
- Tax Credits
- Financing



BENEFITS

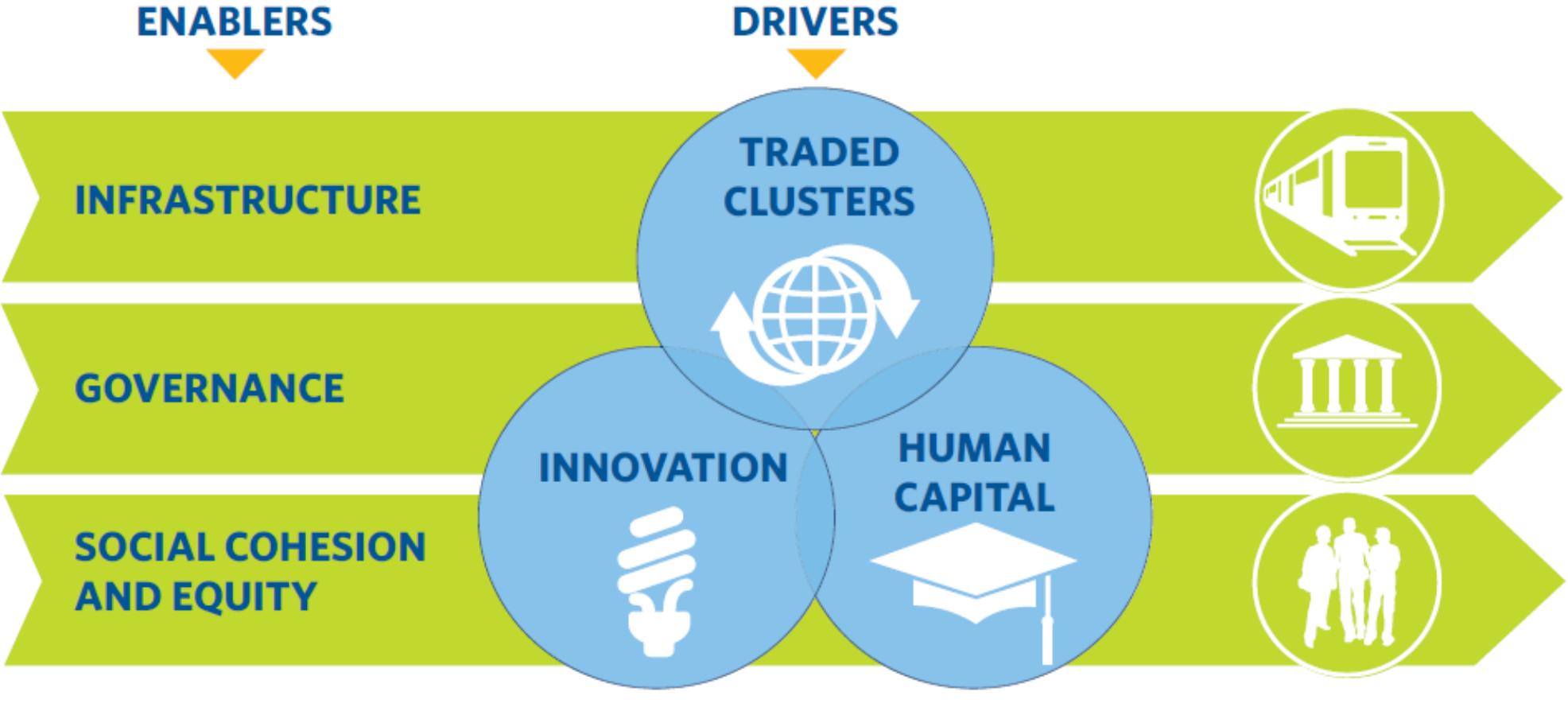
- New Development
- Creation of Jobs
- New Infrastructure
- Removal of Blight
- Net New Revenues Over Time

OBJECTIVE:

IMPLEMENT THE CITY'S ADVANCEKC STRATEGIC PLAN

ELEMENTS OF A STRONG ECONOMY

AS DEFINED BY THE “PROSPERITY AT A CROSSROADS” BROOKINGS INSTITUTE/MARC REPORT



ALIGNMENT OF ADVANCEKC & KC RISING

1. Arts & Leisure
 2. Business Climate
 3. Connectivity and Collaboration
 4. Infrastructure Development
 5. Innovation & Entrepreneurship
 6. Mobility
 7. Public Safety
 8. Talent Development & Education
 9. Target Sector Support
 10. Urban Land Use & Revitalization
- ENABLERS
- DRIVERS

ADVANCEKC STRATEGY MONITORING

- ❖ **Arts & Leisure** → ❖ **Planning & Economic Development KCStat**
- ❖ **Business Climate** → ❖ **Planning & Economic Development KCStat**
- ❖ **Connectivity & Collaboration** → ❖ **EDC Advocacy Council**
- ❖ **Infrastructure Development** → ❖ **Infrastructure KCStat**
- ❖ **Innovation & Entrepreneurship** → ❖ **Planning & Economic Development KCStat**
- ❖ **Mobility** → ❖ **Infrastructure KCStat**
- ❖ **Public Safety** → ❖ **Public Safety KCStat**
- ❖ **Talent Development & Education** → ❖ **Monitored by outside agencies**
- ❖ **Target Sector Support** → ❖ **Planning & Economic Development KCStat**
- ❖ **Urban Land Use & Revitalization** → ❖ **Planning & Economic Development KCStat**



Planning for future jobs and opportunities.



Arts & Leisure

Business Climate

Target Sector Analysis

KCMO ARTS CONVERGENCE

BECOMING A 21ST CENTURY CULTURAL CENTER

FINAL PLAN

NOV
2013



*Source: Arts
Convergence
Report*

GOALS OF THE OFFICE OF CULTURE & CREATIVE SERVICES

CREATIVE SECTOR DEVELOPMENT

CREATIVE LEARNING & WORKFORCE DEVELOPMENT

ARTS MARKETING / TOURISM

CAPITAL INVESTMENTS & INFRASTRUCTURE

COMMUNITY PARTNERSHIPS



BUSINESS CLIMATE

Action Item: Revisit the City of Kansas City's incentives policy based on the dynamics of the AdvanceKC strategy

AdvanceKC Pipeline

Total Projects FY 2015 YTD	111
Business Attraction	34
Business Expansion	21
Multi-Family	26
Other	30

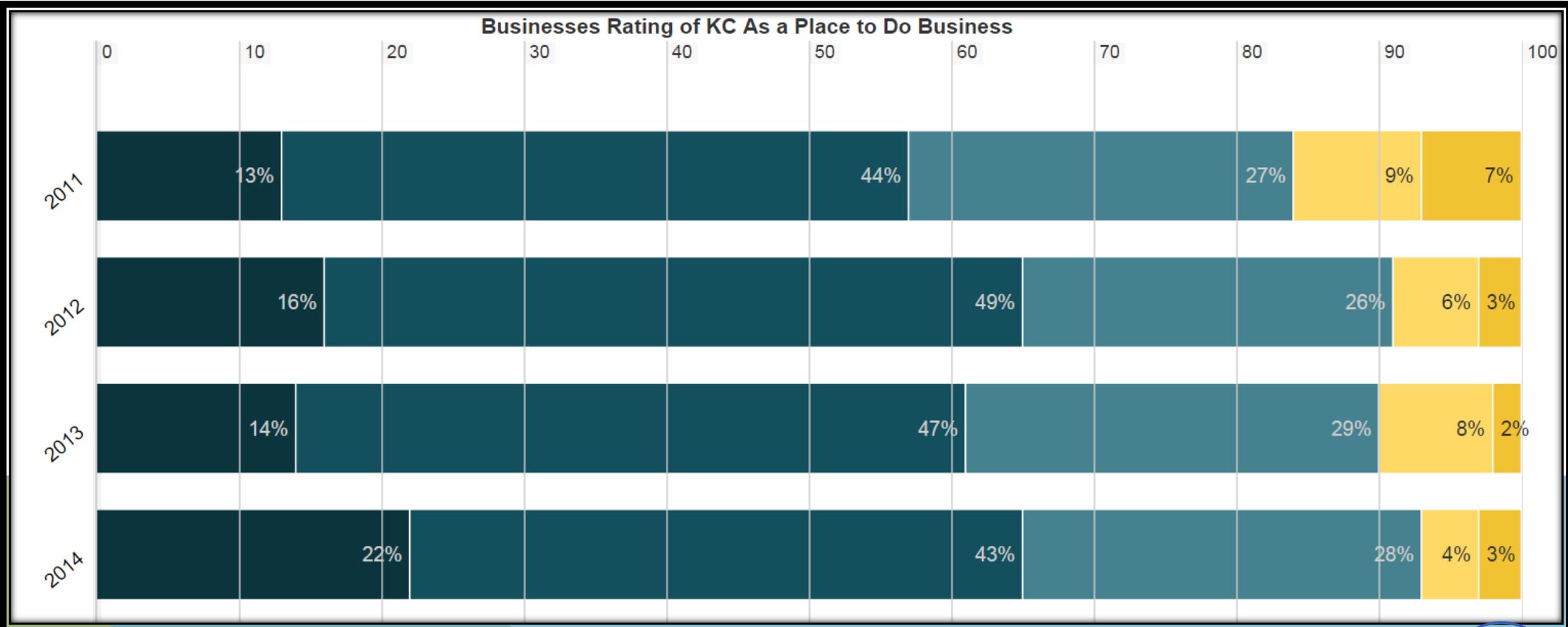
<u>Project Community Impact Score</u>				
Range 0 - 300				
Project Assessment	Not Recommended	Low Impact	Standard Impact	High Impact
Score	< 30	30 - 60	61 - 150	> 150



Average Score = 83

Low Impact	17 projects
Standard Impact	36 projects
High Impact	5 projects

MEASURING KANSAS CITY AS A PLACE TO DO BUSINESS

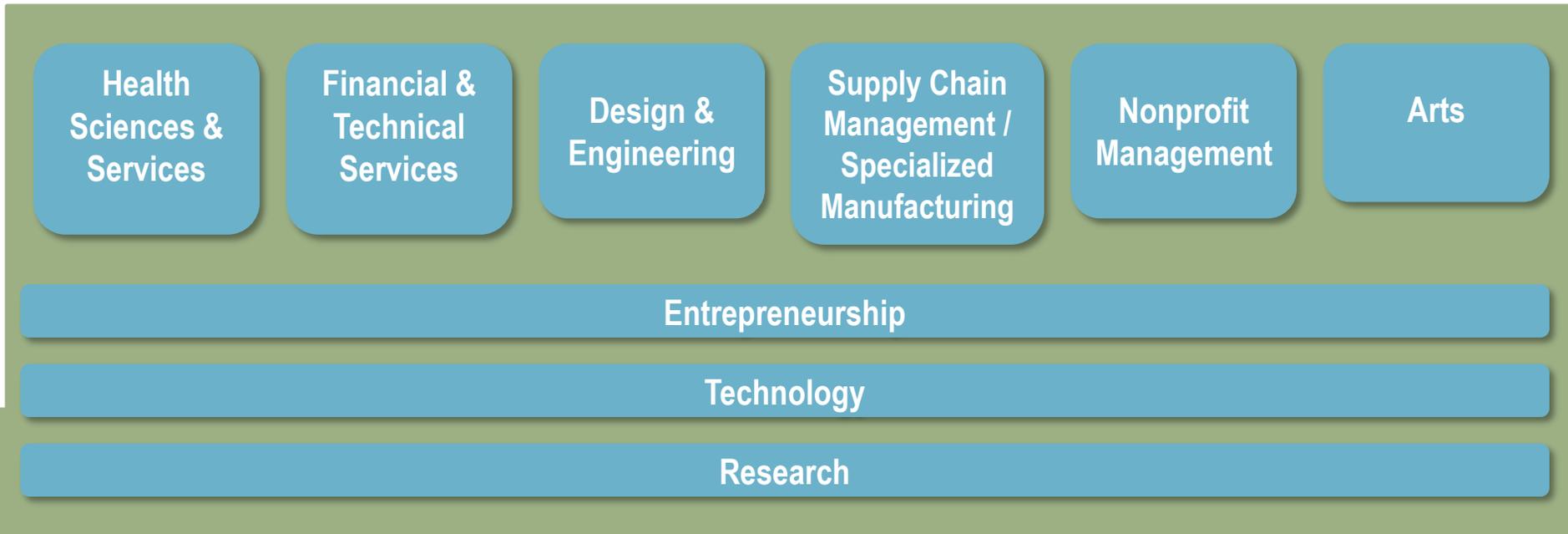


Source: 2014 EDC Business Survey (ETC, Institute)



TARGET SECTOR SUPPORT

Action Item: Develop research-supported Action Agendas for Kansas City's priority target business sectors





9.0 TARGET SECTOR SUPPORT

Industry Council: Groups of leaders in their industry who are meeting to determine how to strengthen the targeted industry clusters in KCMO by identifying opportunities for collaboration and shared resources, monitoring the health of the industry and determining action to grow the jobs and wages in each industry.

Arts

- Crossroads Arts PIEA District
- Arts Conventions

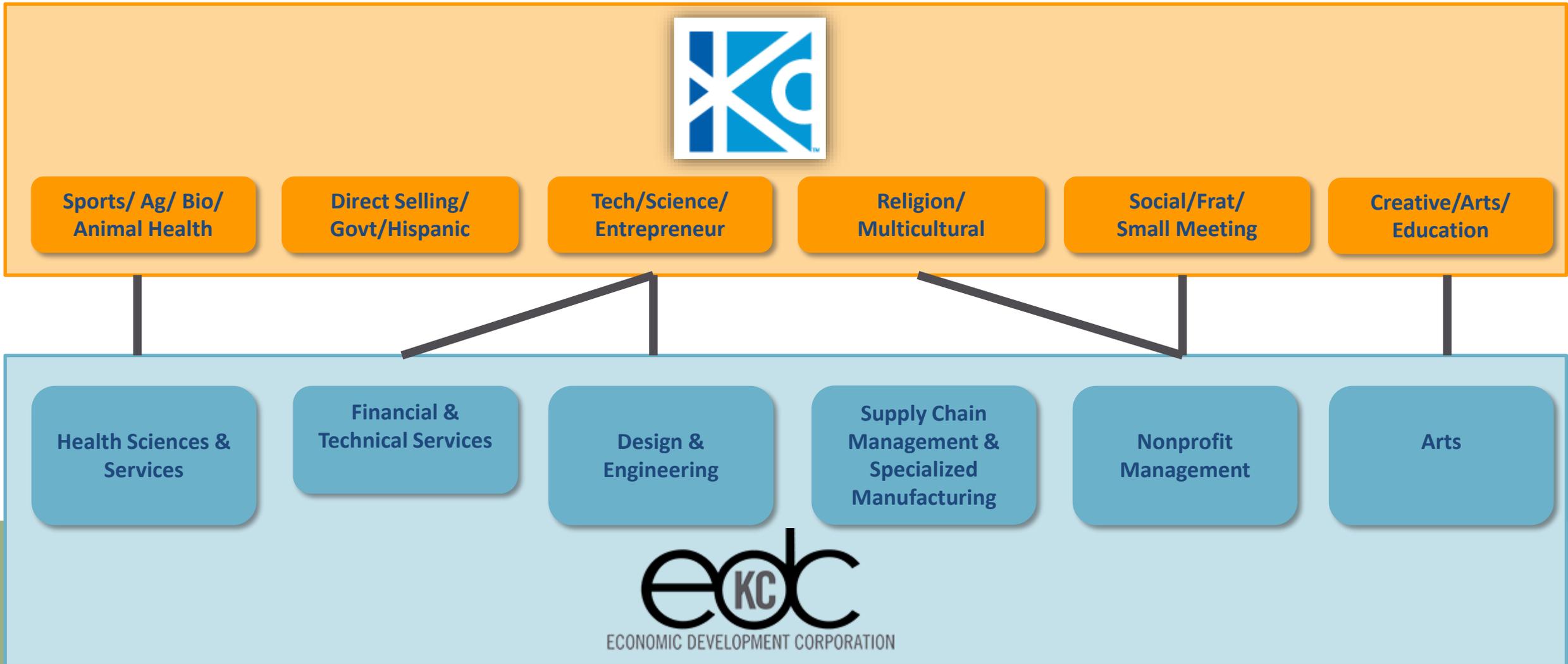
Finance

- Work Force Shortage
- Training & Education
- Venture Capital

Non-Profit

- Philanthropic Giving
- Non-profit Impact

VISITKC ALIGNMENT WITH INDUSTRY SECTORS

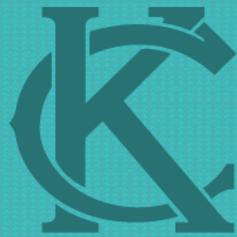


OBJECTIVE:

IMPLEMENT ACTIVITIES THAT FOSTER SMALL BUSINESS GROWTH
AND DEVELOPMENT

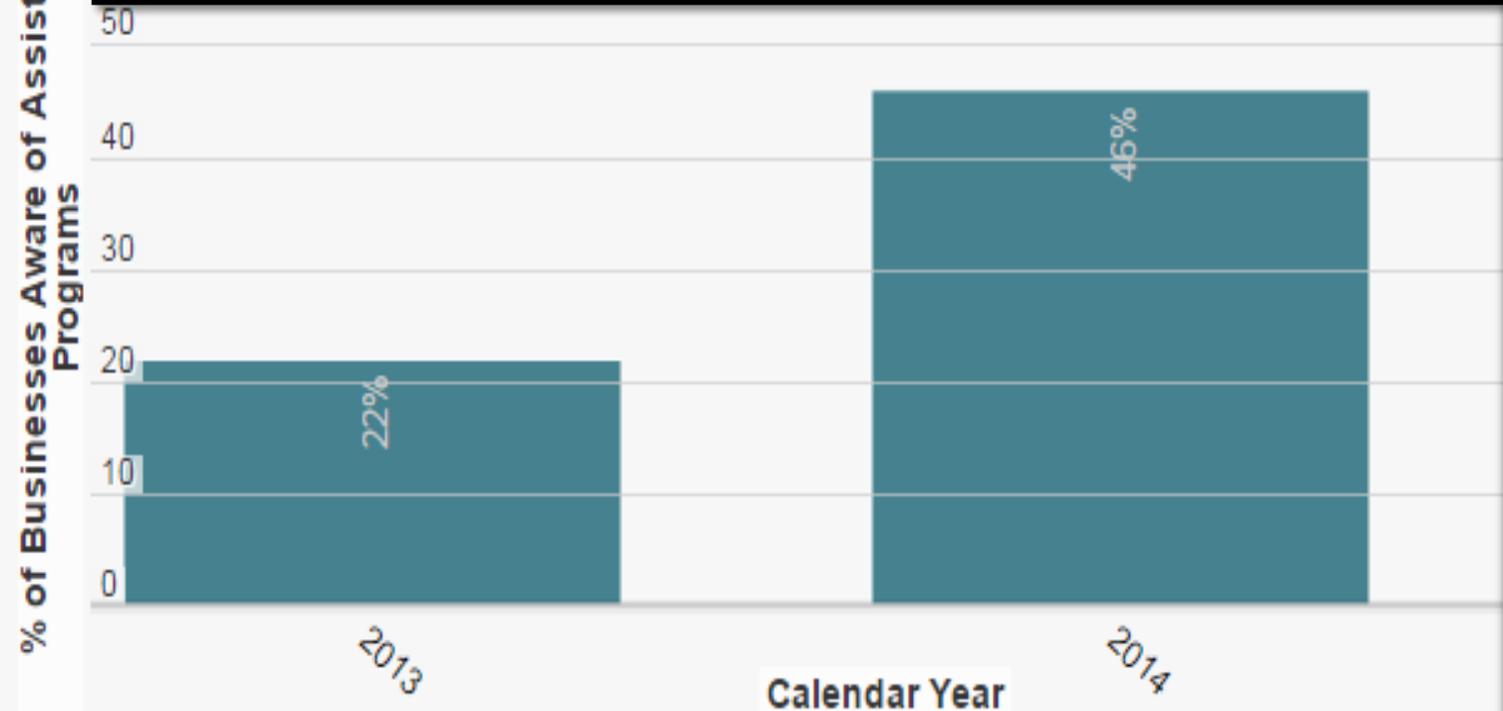
THANK
YOU

FOR DOING BUSINESS IN
KANSAS CITY, MO



◆ CITY OF KANSAS CITY, MO. ◆

Are you aware of any local business assistance programs (KCBizCare, EDC, PIEA, Justine PETERSEN, etc) (% yes)

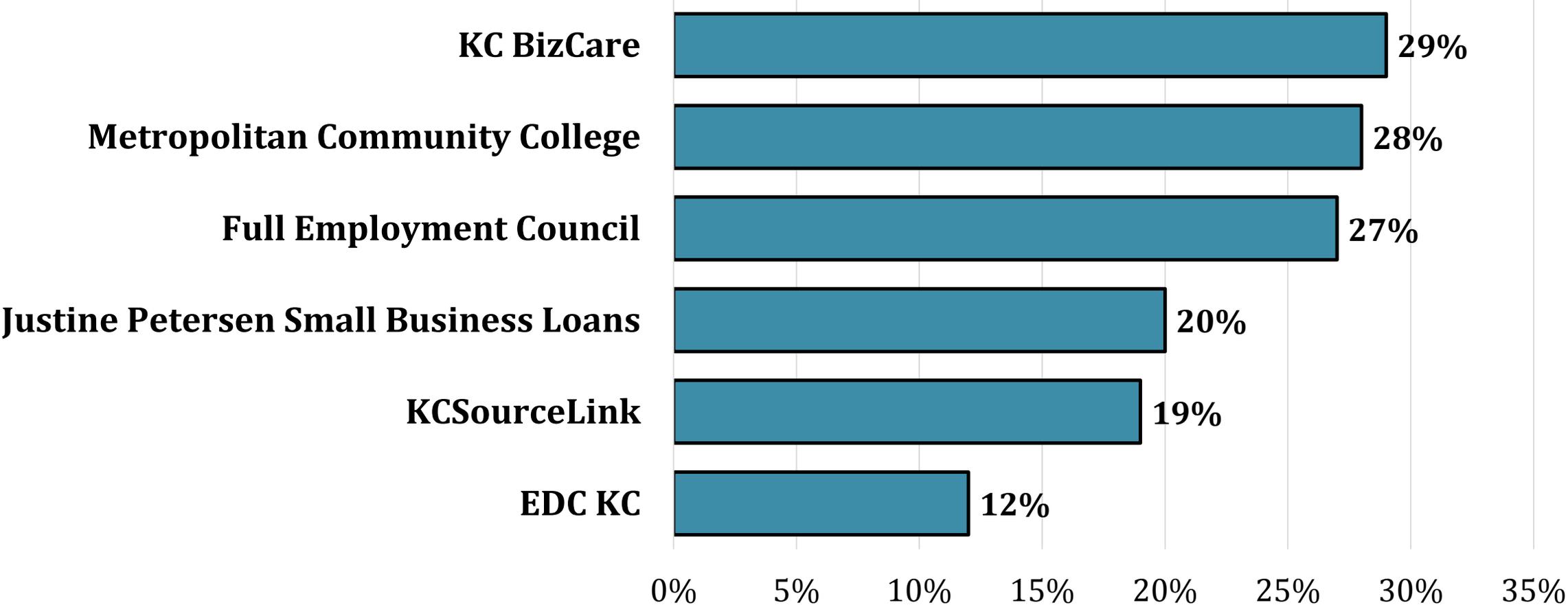


**24% increase in awareness of local
business assistance programs**

Source: 2014 EDC Business Survey
(ETC, Institute)

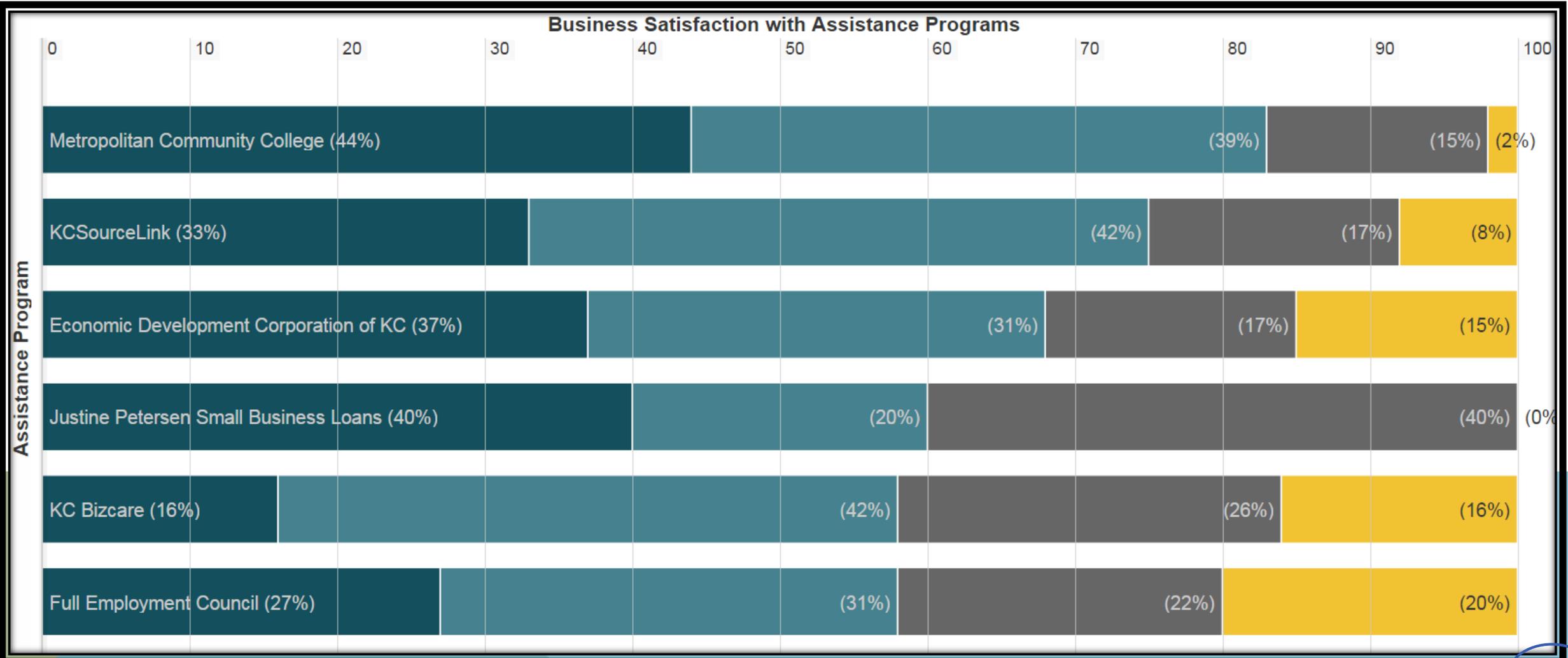
USE OF BUSINESS ASSISTANCE CENTERS

Have you used these programs?

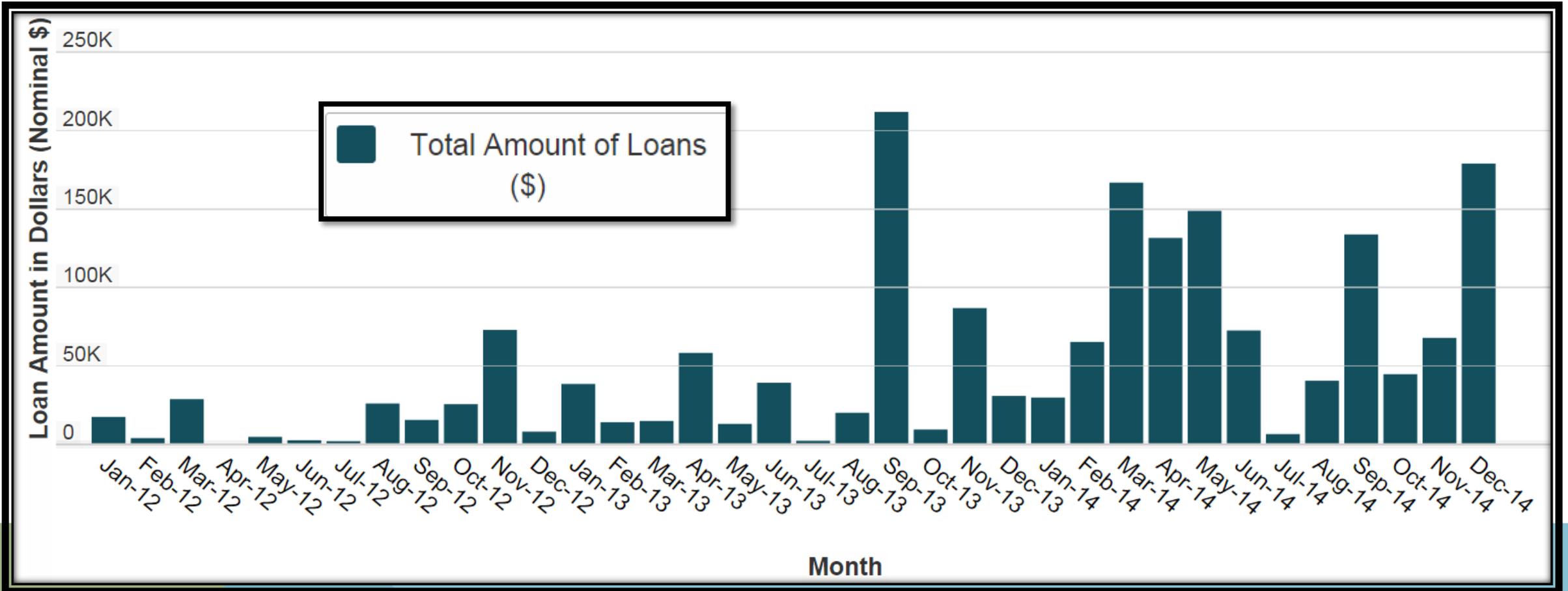


Source: 2014 EDC Business Survey (ETC, Institute)

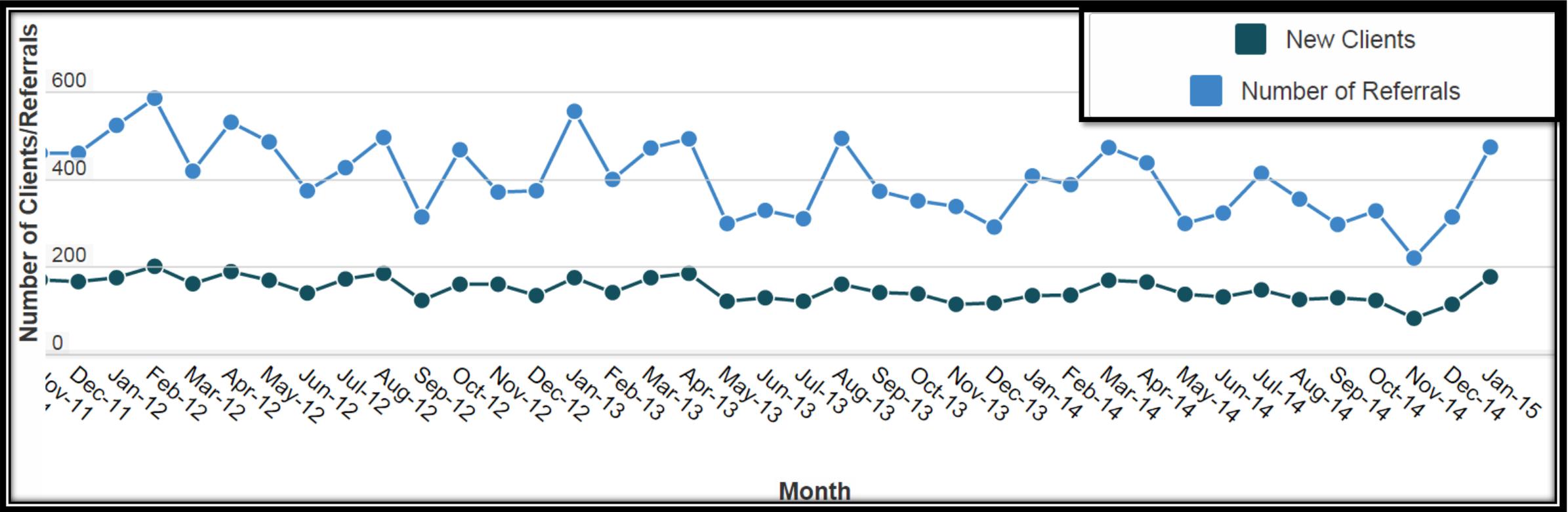
SATISFACTION WITH BUSINESS ASSISTANCE CENTERS



JUSTINE PETERSEN MICROLOANS

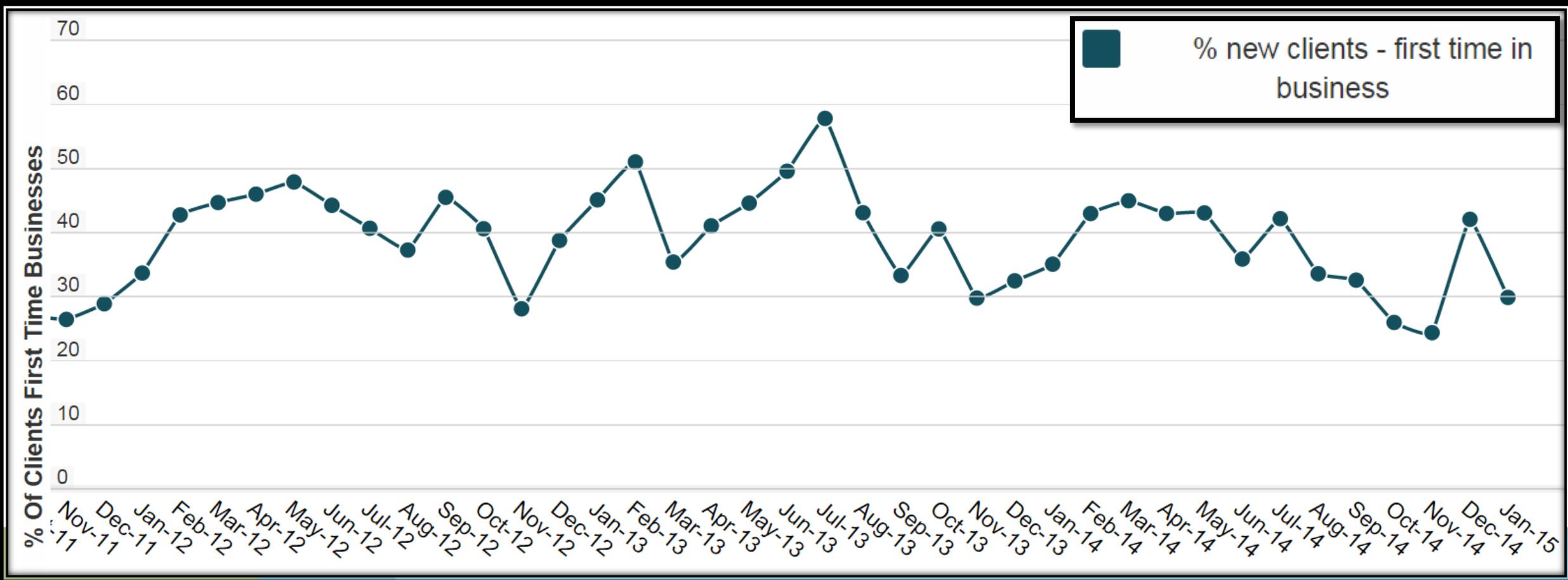


KC BIZCARE - REFERRALS



177 new clients in January 2015 – most since April 2013

KC BIZCARE – FIRST-TIME BUSINESS OWNERS

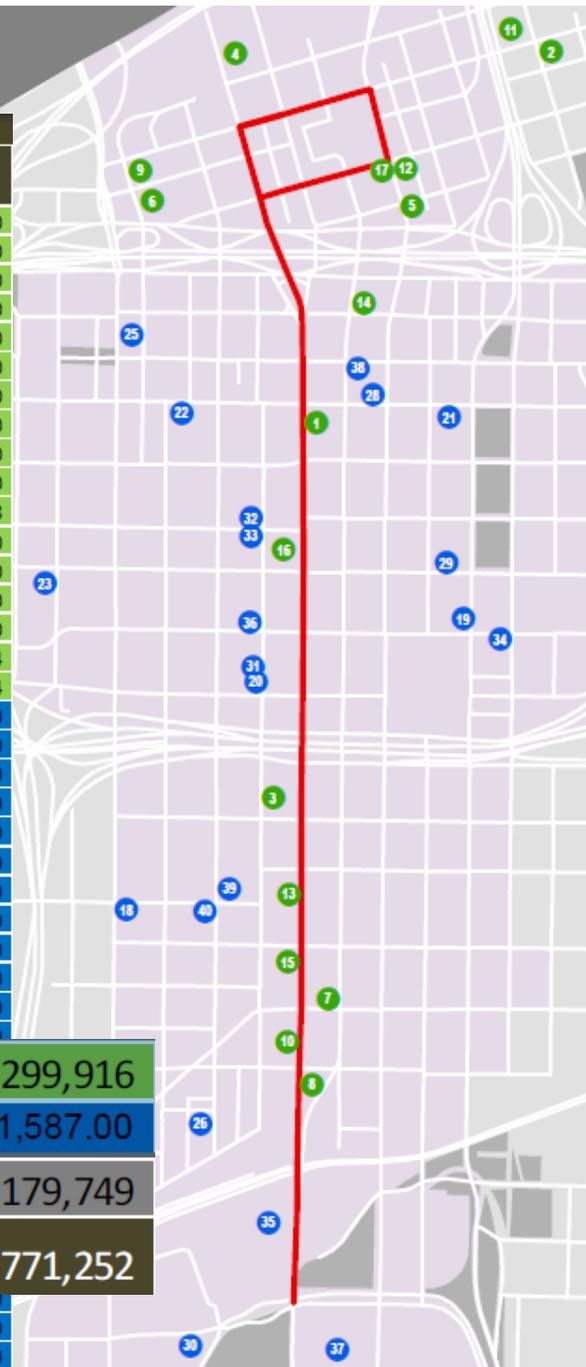


Source: KC Bizcare

STREETCAR DEVELOPMENT EXPEDITING AND CONSTRUCTION MITIGATION PROGRAM

Kansas City Downtown Development December 2012 - March 2015 (updated 3/7/15)

#	Project	Status	Dwelling Units	Cost
1	Commerce Tower Residential Conversion	Planning	265	\$71,000,000
2	Columbus Park Redevelopment	Planning	360	\$70,000,000
4	2nd & Delaware Residential	Planning	298	\$50,000,000
3	Marriott Courtyard/Residence Inn	Under Construction		\$46,000,000
6	River Market West, Phase II	Planning	148	\$25,000,000
5	531 Grand	Planning	140	\$24,300,000
7	Corrigan Building	Planning		\$22,000,000
8	Hilton Home2	Planning		\$16,000,000
9	River Market West	Under Construction	137	\$16,000,000
10	Linden Street Partners (1914 Main)	Under Construction	44	\$10,000,000
11	Streetcar Maintenance Facility	Under Construction		\$8,861,578
12	Centropolis on Grand	Under Construction	52	\$8,000,000
13	Globe Building	Completed		\$6,800,000
14	The Nerdery	Planning		\$4,300,000
15	Centric Projects	Completed		\$1,500,000
16	Sungevity	Completed		\$1,273,634
17	Nguyen Restaurant	Completed		\$268,704
18	UMKC Conservatory of Music and Dance	Planning		\$96,000,000
19	One Light	Under Construction	315	\$79,000,000
20	Kansas City Power & Light Building	Planning	220	\$63,000,000
21	Pickwick Hotel Renovation	Plans in Review	261	\$55,000,000
22	21C Hotel/Savoy Hotel	Planning		\$47,500,000
23	Summit on Quality Hill	Plans in Review	138	\$42,423,000
24	YMCA	Planning		\$40,000,000
25	Folgers Redevelopment	Under Construction	151	\$30,000,000
26	Arterra	Planning	47	\$24,000,000
27	Apex on Quality Hill	Plans in Review	130	\$23,750,000
28	Scarritt Building	Planning	109	\$21,700,000
29	The Arcade Apartments	Under Construction	124	\$21,300,000



Key Reason For Development		1296	\$381,299,916
Major Projects \$4,000,000+		1702	667,291,587.00
Other Smaller Projects		60	\$47,179,749
Total Development Since December 2012		3058	\$1,095,771,252

38	Hampton Inn At the Gumbel Building	Under Construction		\$6,000,000
39	Webster House Parking Garage	Completed		\$5,800,000
40	1700 and 1706-10 Wyandotte	Planning		\$4,600,000

TOPIC AREA: CITY SERVICES AND PROCESSES FOR
BUSINESSES



BUSINESS SATISFACTION WITH CITY SERVICES

The key measurement for this priority is the percent of businesses that are satisfied or very satisfied with services delivered by Kansas City. The goal is to increase satisfaction by at least 5% within two years, which translates into a target of 64% by August 2016. [Explore the data >](#)

60 Percent of businesses satisfied
Current as of Aug 2014

64 Percent of businesses satisfied
Aug 2016 Target



On Track
[Show chart](#)

Jan 2012

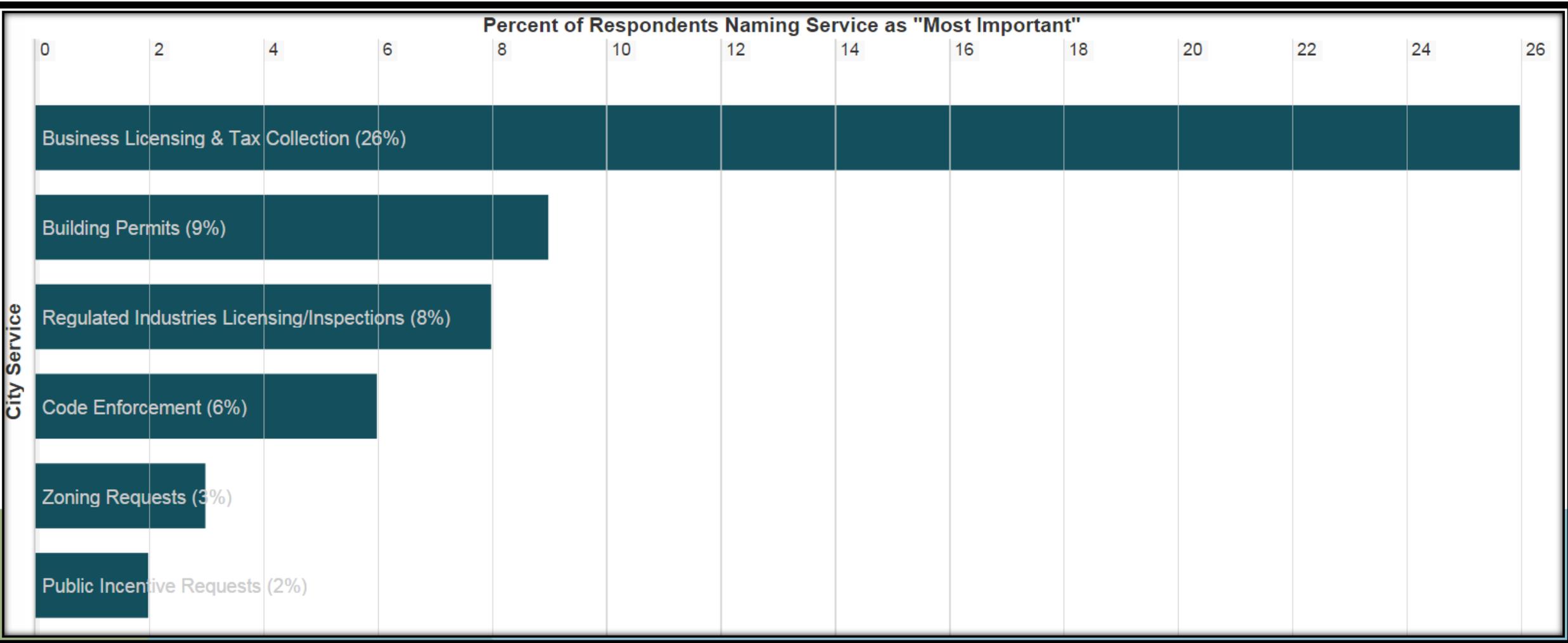
Jan 2013

Jan 2014

Jan 2015

Jan 2016

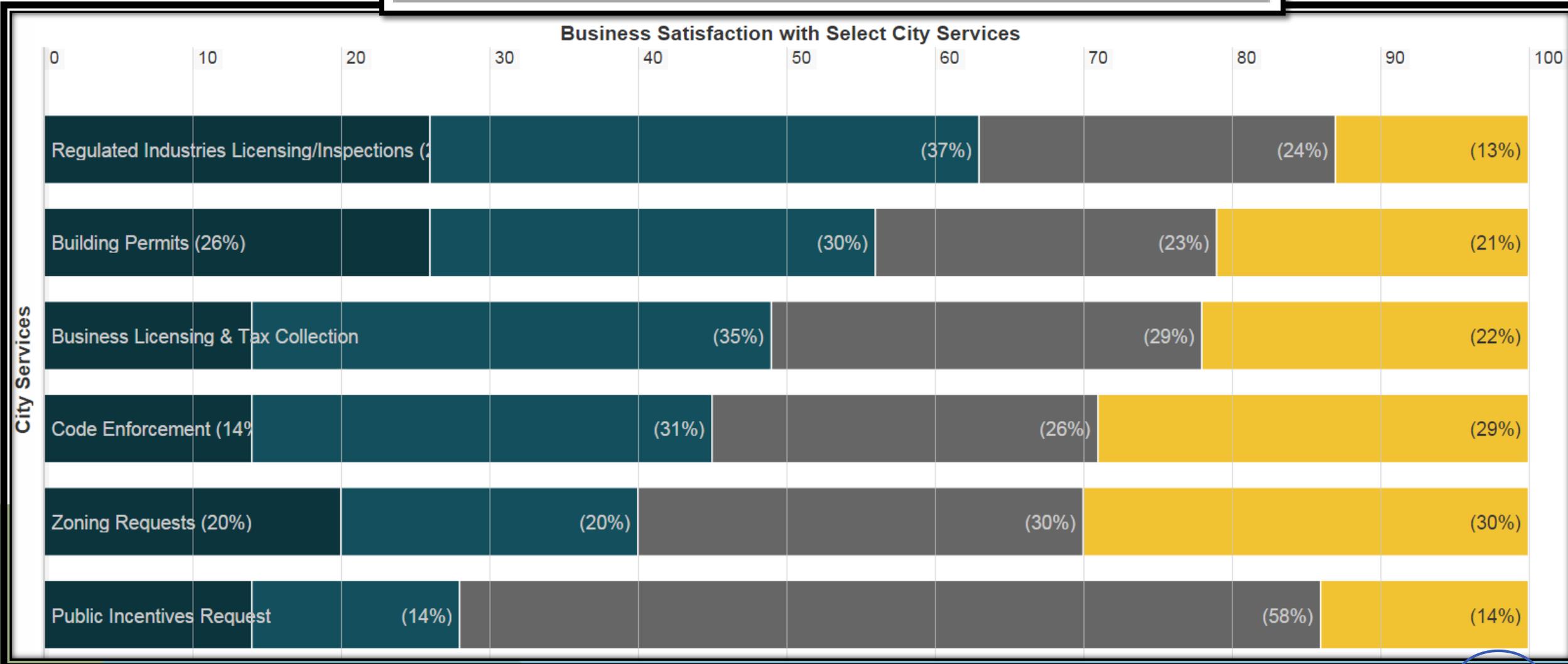
BUSINESS RANKINGS OF IMPORTANCE OF CITY SERVICES



Source: 2014 EDC Business Survey (ETC, Institute)

BUSINESS SATISFACTION WITH CITY SERVICES

Very Satisfied
 Satisfied
 Neutral
 Dissatisfied



Source: 2014 EDC Business Survey (ETC, Institute)

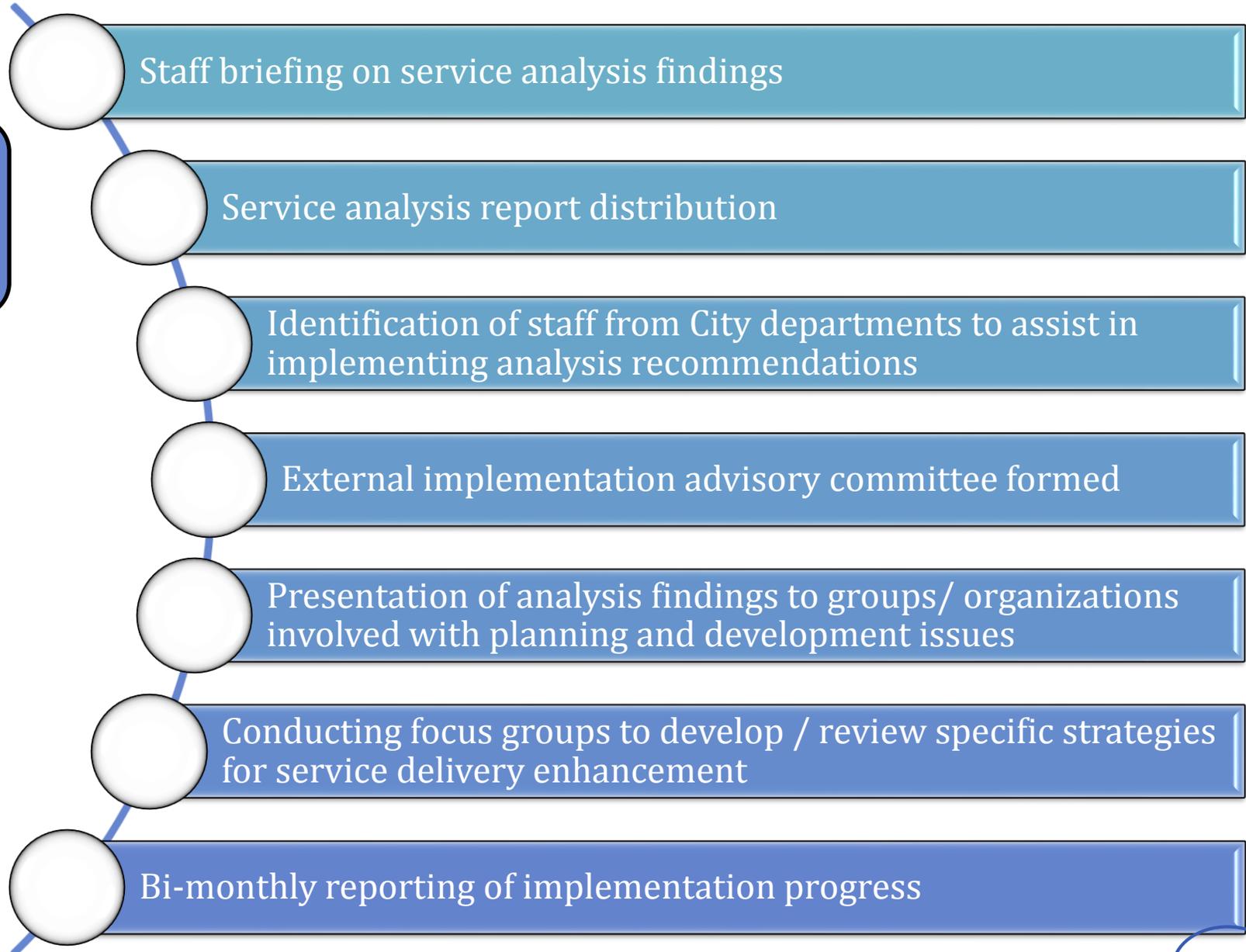
OBJECTIVE:

IMPLEMENT THE CITY PLANNING AND DEVELOPMENT
IMPROVEMENT PLAN IN ORDER TO STREAMLINE BUSINESS
PROCESSES AND SYSTEMS

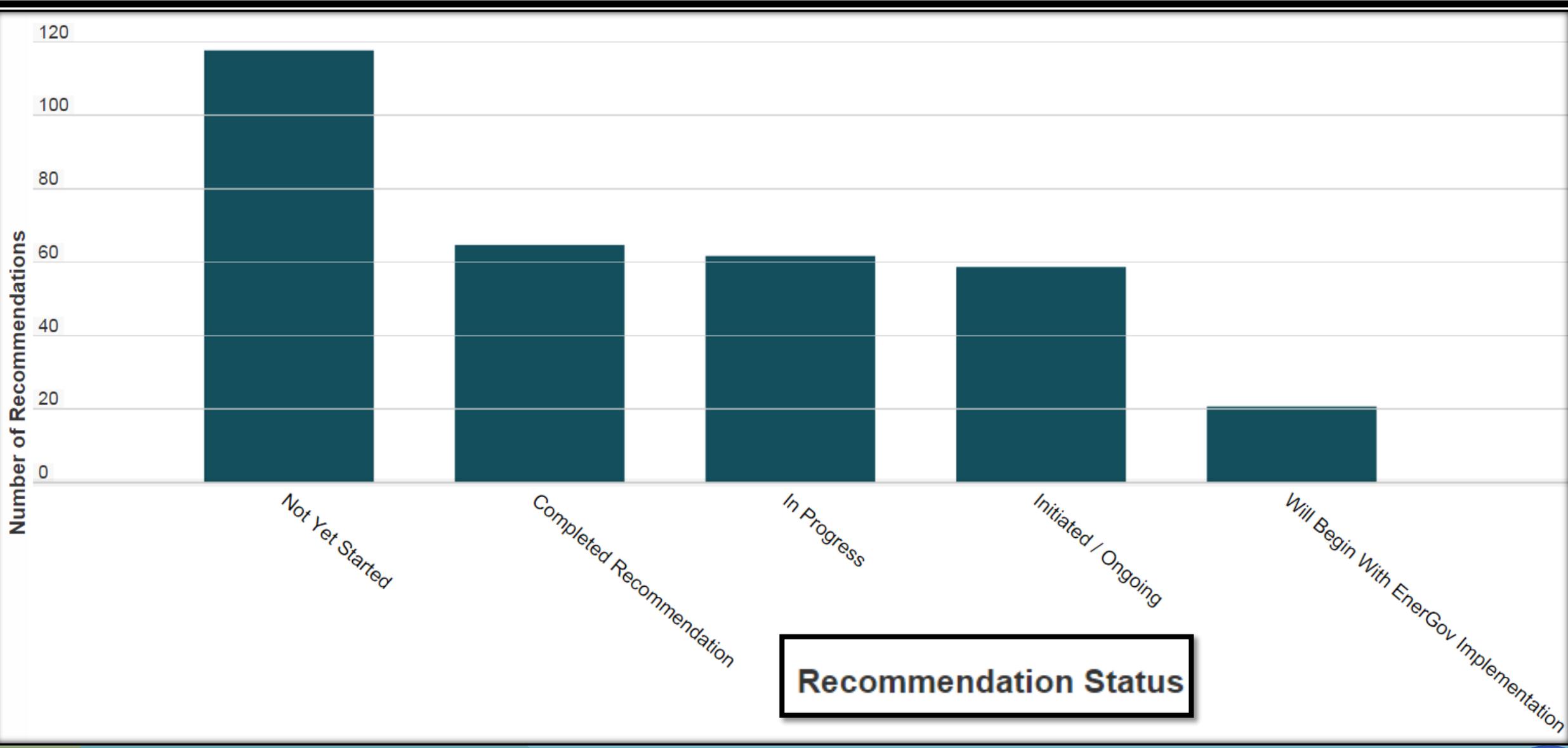
SEVEN KEY POINTS AND STRUCTURE FOR IMPLEMENTING RECOMMENDATIONS

Seven Key Priority Areas

- Finance
- Management
- Culture
- Land Development Division
- Performance Standards
- Communications/Silos
- Fifth Floor



CITY PLANNING AND DEVELOPMENT IMPROVEMENT PLAN: STATUS



Source: City Planning and Development Improvement Implementation Plan

OBJECTIVE:

DEVELOP A DEFINED ECONOMIC DEVELOPMENT UNIT
WITHIN THE CITY

DEFINING AN ECONOMIC DEVELOPMENT UNIT WITHIN THE CITY

Changes to submitted to FY2015-16 Adopted Budget Economic Incentives program

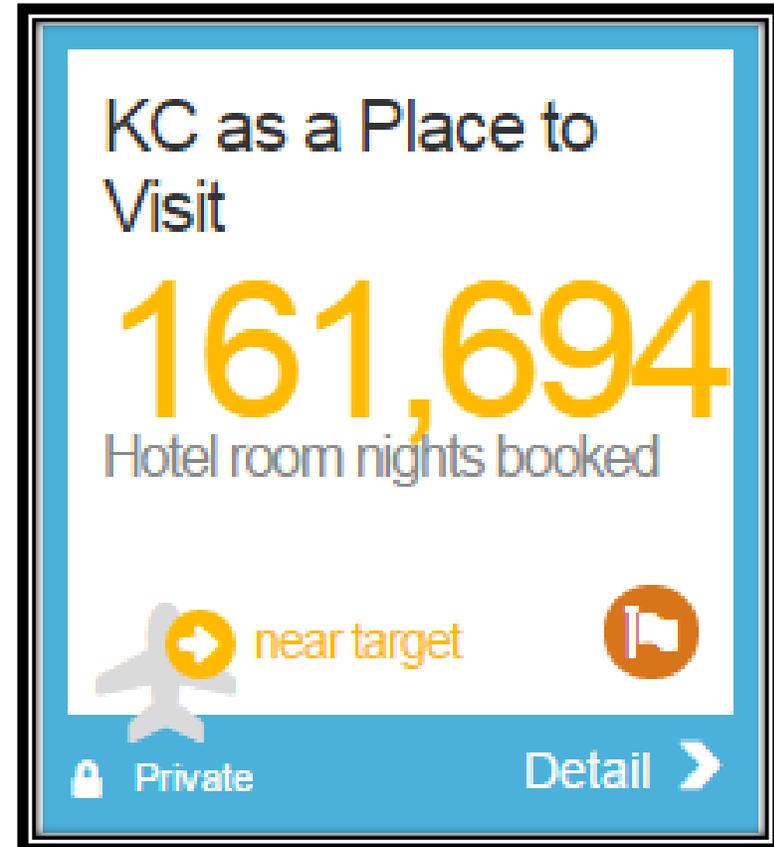
7.0 existing FTEs
(City Manager's
Office, Finance, City
Planning and Law)

Economic
Development Work
Group

EDC is currently
evaluating options to
improve its
administrative
accounting functions
related to TIF

TOPIC AREA: KC AS A PLACE TO VISIT

**FY2014 Room nights booked total =
284,154**



OBJECTIVE:

ENHANCE KANSAS CITY AS A DESTINATION FOR
PERSONAL AND BUSINESS TRAVELERS

HOTEL ROOM NIGHTS

FY2014 Room nights booked total = 284,154

The key measurement for this priority is the number of hotel room nights booked due to meetings at the convention center. A decreased number of hotel room bookings (which are for future years) means that the city can anticipate a decreased number of convention visitors (resulting in less economic impact). The target for Fiscal Year 2016 is 200,000 room night bookings. [Explore the data](#)

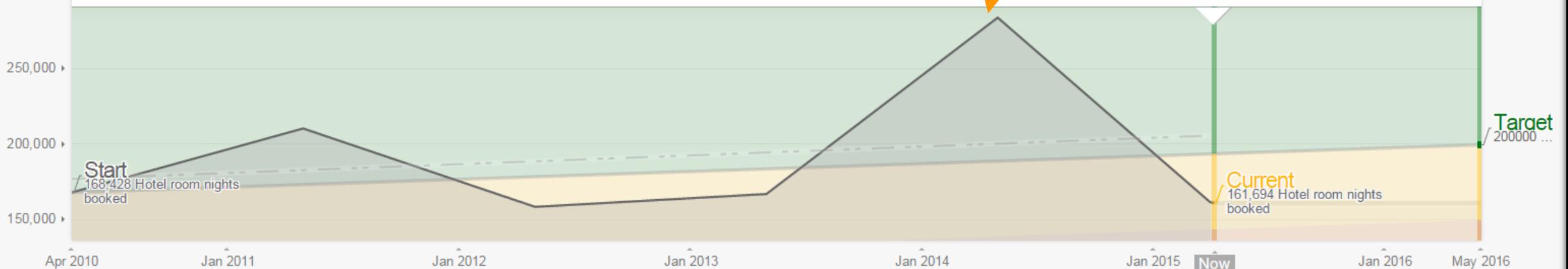
161,694 Hotel room nights booked
Current as of Apr 2015

200,000 Hotel room nights booked
May 2016 Target

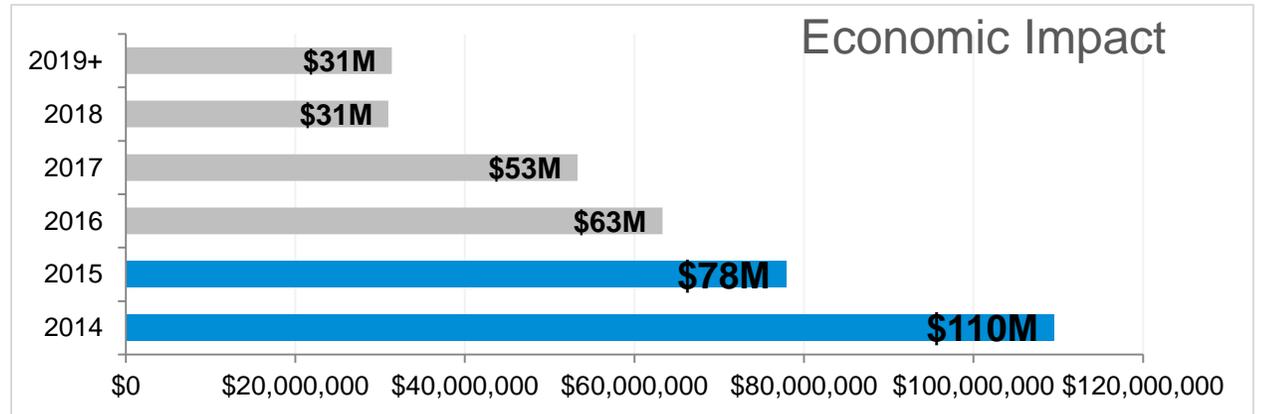
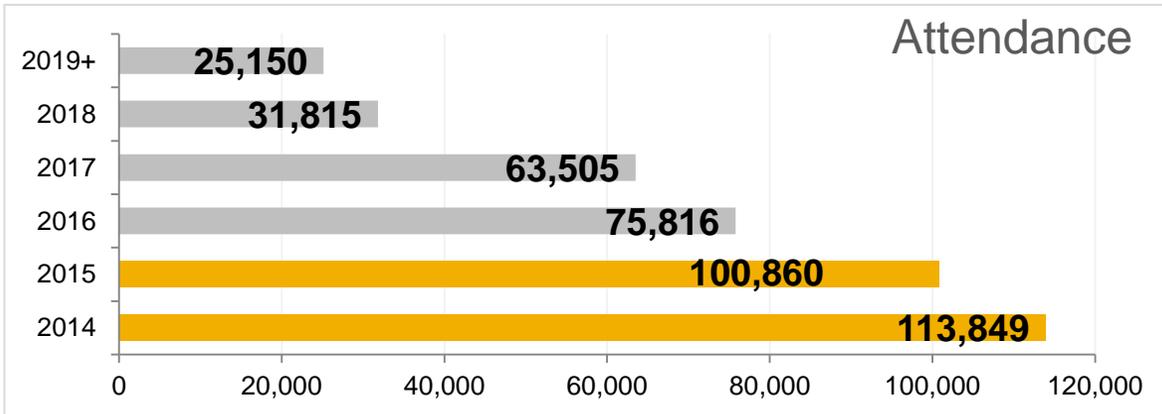
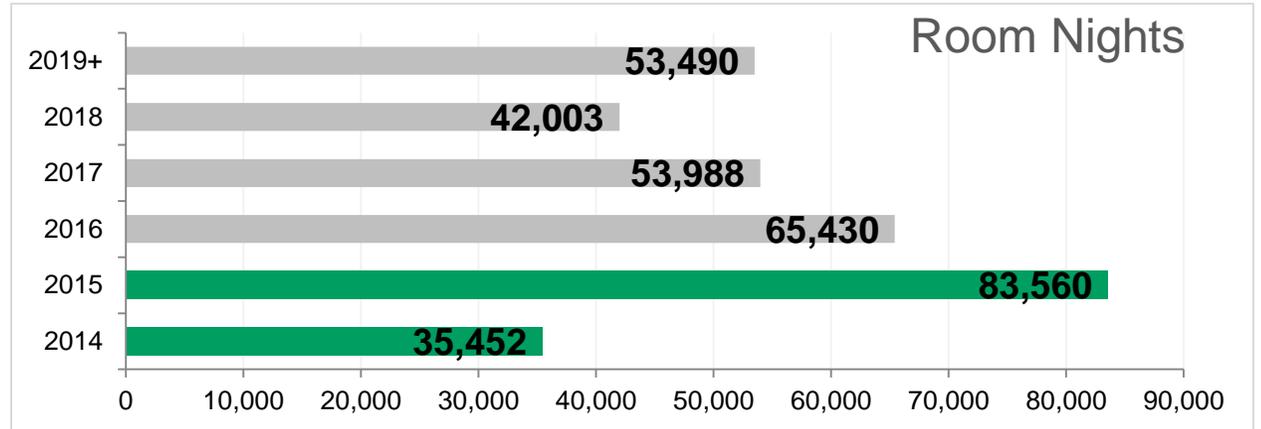
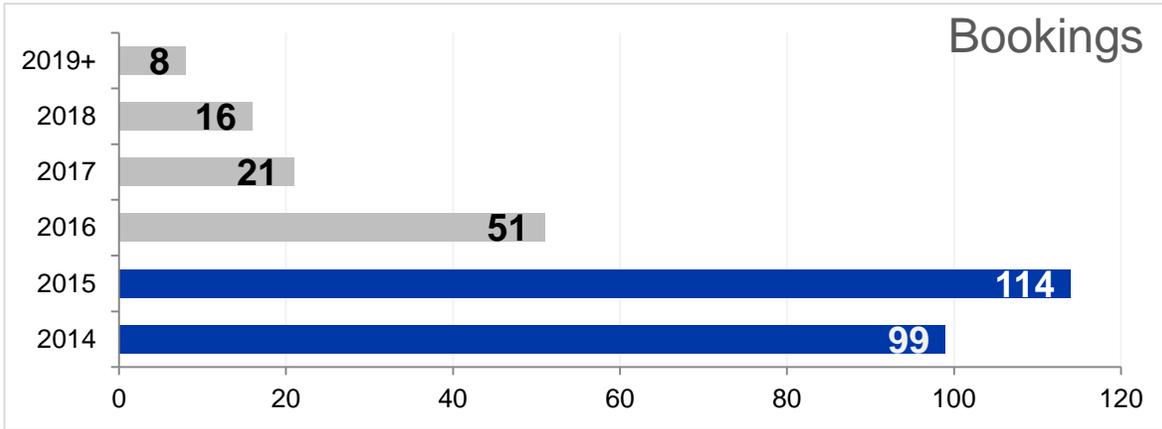


Near Target

Hide chart



2014 YEARLY PLACEMENT



ROI (RETURN ON INVESTMENT)

Convention Impact

In 2014, Visit KC booked 309 meetings for future years.



203,883 Convention Center Room Nights

130,040 Non-Center Room Nights



\$366 Million Economic Impact

Leisure Impact

For every \$1, Visit KC spends on advertising, we generate \$73 in visitor spending.

 ROI was **\$73**

Visit KC's 2014 Marketing Campaign resulted in **99.2k** incremental trips.



Incremental room nights totaled **202k**



\$71.4 million in incremental travel spending



2014 KEY ACCOMPLISHMENTS: **MARKETING & COMMUNICATIONS**

- Executed **\$1 million destination advertising campaign** that generated **202,000** incremental **hotel room** nights and \$71 million in incremental economic impact. The five-state campaign realized a \$73 return on investment for every Visit KC media dollar spent.
- Recorded Visit KC's best year ever in terms of earned **media coverage** for the fifth consecutive year—producing an estimated **161 million brand impressions** for Kansas City. National exposure included major features by *Travel + Leisure*, *Lonely Planet*, *NBC's Today Show* and *Condé Nast Traveler*.
- Unveiled a new-and-improved **VisitKC.com**, featuring a responsive design and improved navigation. The site witnessed **10 million page views** in 2014, a new record.
- Generated **131 million brand impressions** for Kansas City through social media campaigns, while surpassing 100,000 Likes on Facebook and 50,000 followers on Twitter.
- **Implemented integrated marketing campaigns** to maximize publicity and interest in events such as the 2014 MLB World Series, Kansas City Restaurant Week, March basketball, Downtown Dazzle and KC Streetcar Open for Business campaign.
- **Amassed 32 million impressions** for convention audiences through advertising in trade publications, earned media, social media and e-mail marketing.

2014 KEY ACCOMPLISHMENTS:

CONVENTION SALES

- Generated 333,923 room nights and 309 bookings
- Hosted 111 personalized site visits to Kansas City, resulting in 64 new bookings
- Increased awareness and visibility
- Conducted 12 personalized sales trips to key markets

DESTINATION SERVICES

- Assisted with the successful execution of 253 meetings in Kansas City
- Maintained Kansas City's position as the second-largest membership-based CVB
- Generated more than \$242,000 in revenue through convention housing reservations

ADMINISTRATION & FINANCE

- Generated more than \$6.4 million in tax revenue.
- Visit KC's new downtown headquarters open in March.
- Continued evaluation and update of staff programming/development in support of "igniting passion for Kansas City."
- Facilitated a company-wide update of CRM and CMS platforms.
- Updated network infrastructure to accommodate increased web traffic

RESTAURANT WEEK 2015

- Record **160** restaurant participants and raised a record-breaking **\$275,000** for three local charities
- New hotel and shopping components
- Website traffic up **60%** over 2014
- Mobile & tablet traffic made up the majority of traffic to the website, **making up 64%**.
- **23** ad placements in eight Kansas City publications: Kansas City Star, INK, SPACES, The Pitch, KC Magazine, Feast, Lawrence-Journal World, Dos Mundos and Vital Voice.
- Expanded presence in St. Louis market through PR and social
- Gain of **7,600** social media followers. Total fan count **30,500**.
- More than **11.3 million** impressions accrued through social channels (#KCRW2015)
- **Limited edition** KCRW hooded T-shirts distributed at shopping districts

Visit KC
Posted by Carolyn Anderson [?], January 8 · Edited [?] ·

We'd like to interrupt your Facebook News Feed with a post full of food pictures. Mark your calendars...Kansas City Restaurant Week is nearly here! Head to KCRestaurantWeek.com for details including menus and reservations.



MENTIONS OF KC: OCTOBER-MARCH

CNN.com– Oct. 17, 2014

“7 Reasons Why Kansas City’s a Winner”

ASSOCIATED PRESS – Oct. 20, 2014

“Royals Fans, City Have Evolved a Lot Since 1985”

HUFFINGTON POST – Dec. 2, 2014

“7 Off-the-Grid Travel Destinations Worth a Visit”

SHERMANTRAVEL.COM – Jan. 5

“5 Up-and-Coming Tourism Cities”

FOOD & WINE – Feb. 13

“Best Bars in America”

TRAVEL + LEISURE – March 11

“America’s Best Cities for Food”

Others include TIME, New York Magazine, Good Morning America and more



ARTS & CULTURE PROMOTION

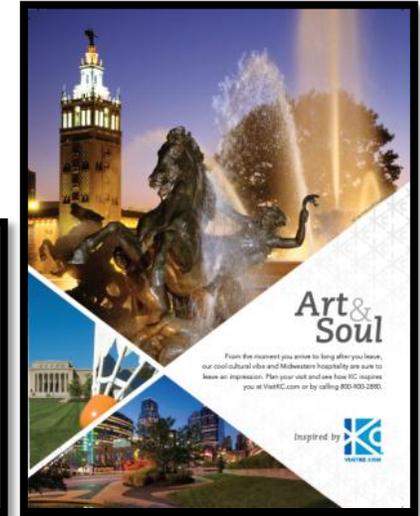
Partnering with **Office of Cultural and Creative Services** to promote the cultural assets in Kansas City, Missouri.

- Survey of cultural institutions in progress
- Exploring creation of a KCMO arts/culture week
- Planning media event in New York City highlighting KC cultural assets around Plains Indians exhibit at Metropolitan Museum of Art

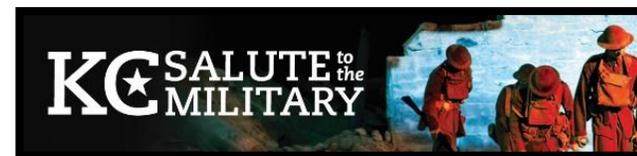
Black History Month Promotion in Feb. highlighted KC's African-American history.



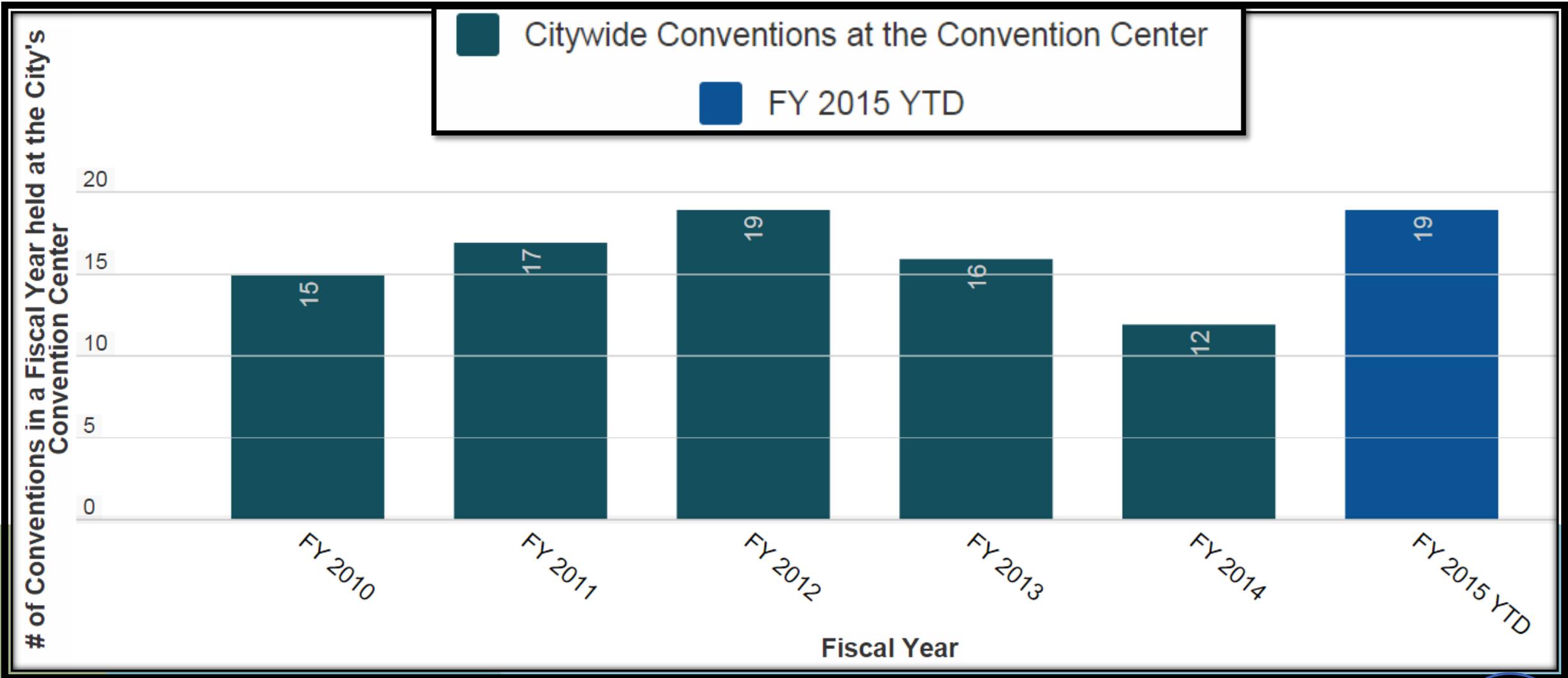
Placed ads in Missouri Travel Guide, Midwest Living and more featuring Arts & Culture message.



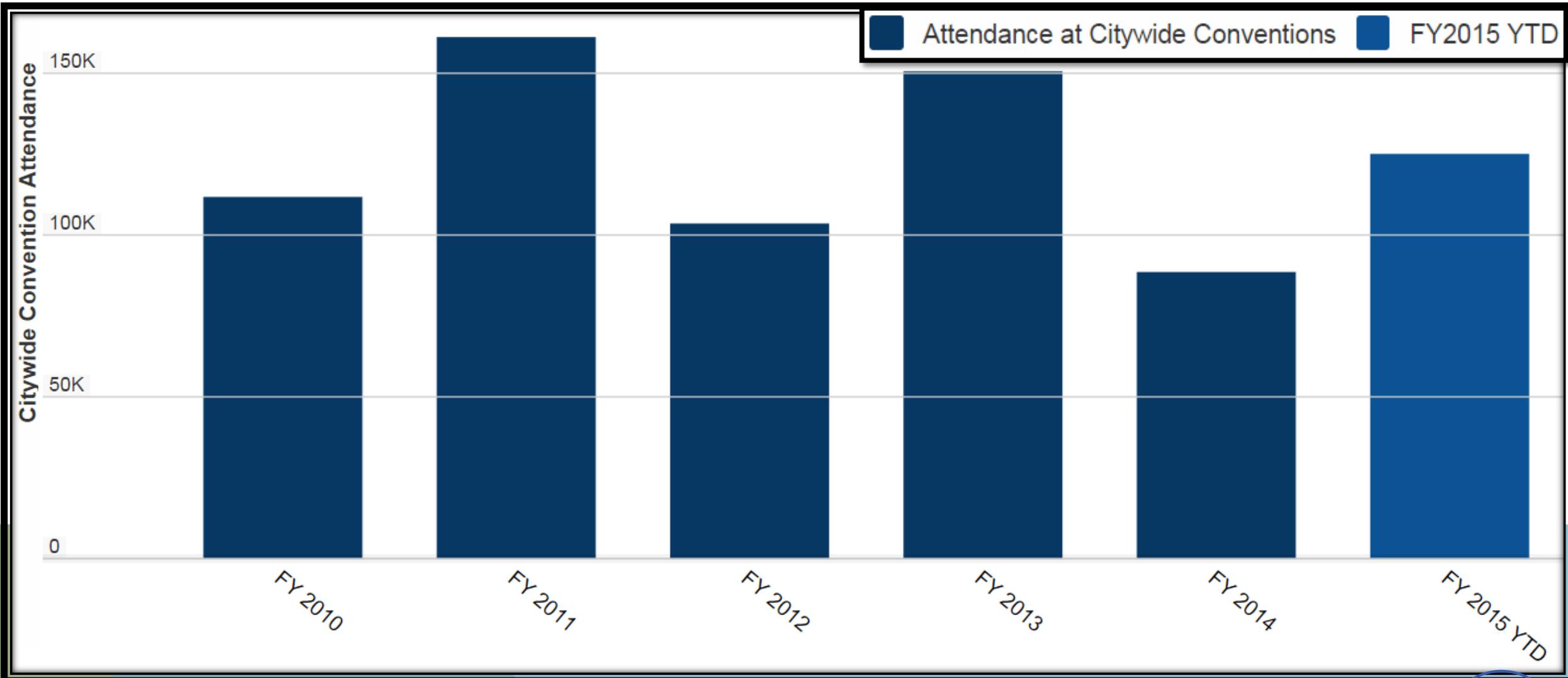
Salute to Military Promotion (Sept. 29-Nov. 11) highlighted special offers and events targeted to current and former military members and families.



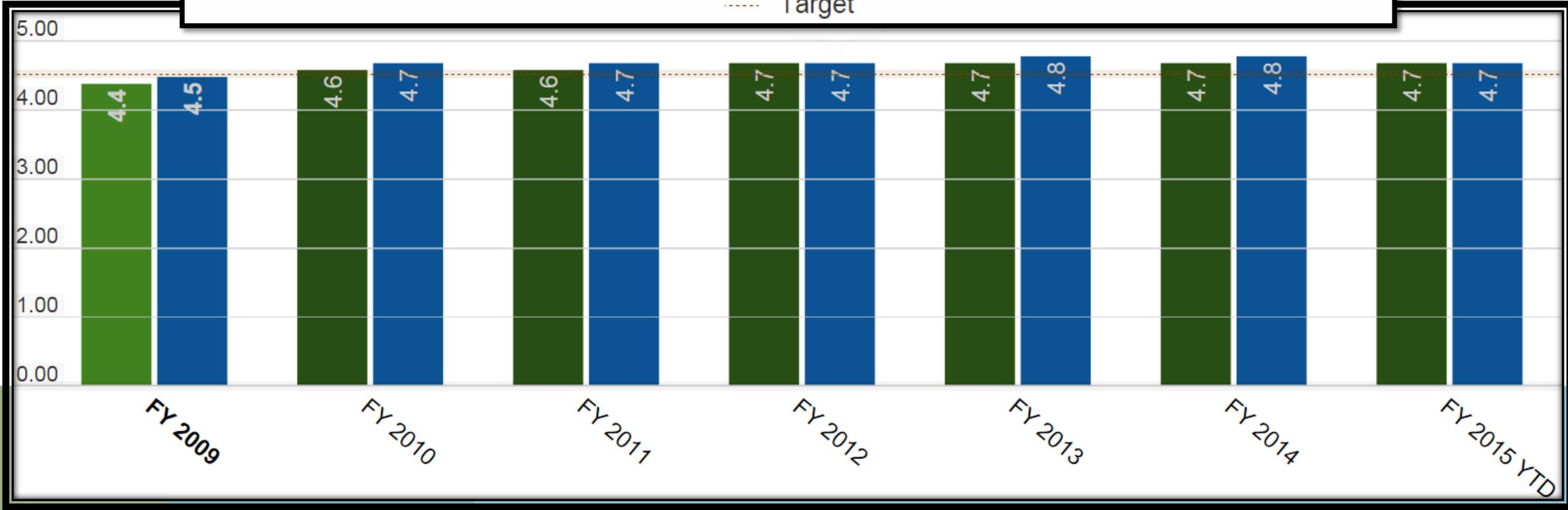
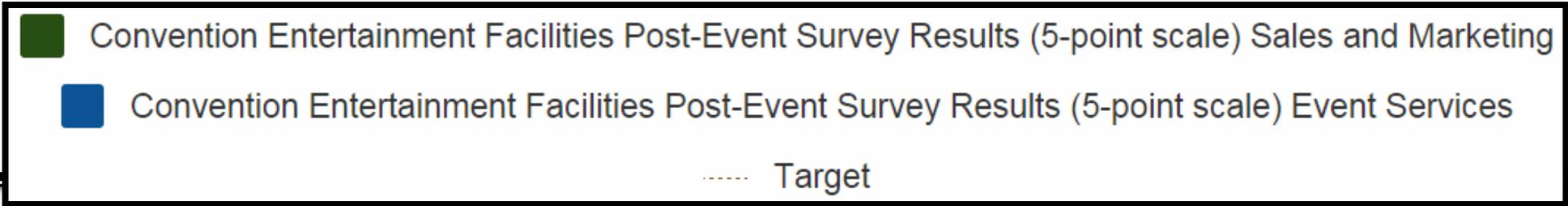
CONVENTION CENTER ACTIVITY – CITYWIDE CONVENTIONS HELD AT CONVENTION CENTER



CONVENTION CENTER ACTIVITY – ATTENDANCE FOR CITYWIDE CONVENTIONS HELD



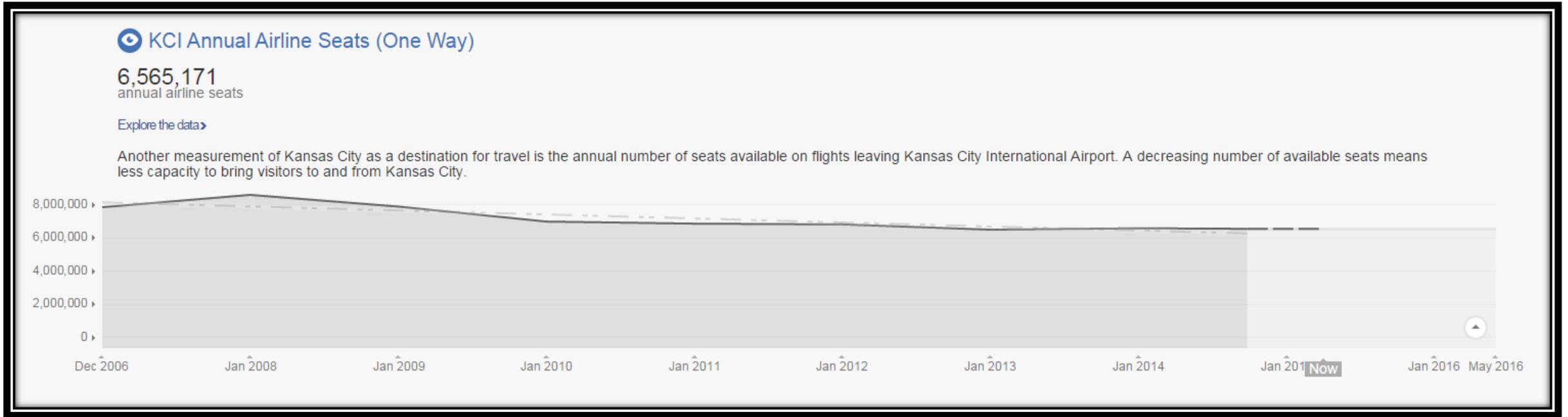
CONVENTION CENTER POST-EVENT SURVEY



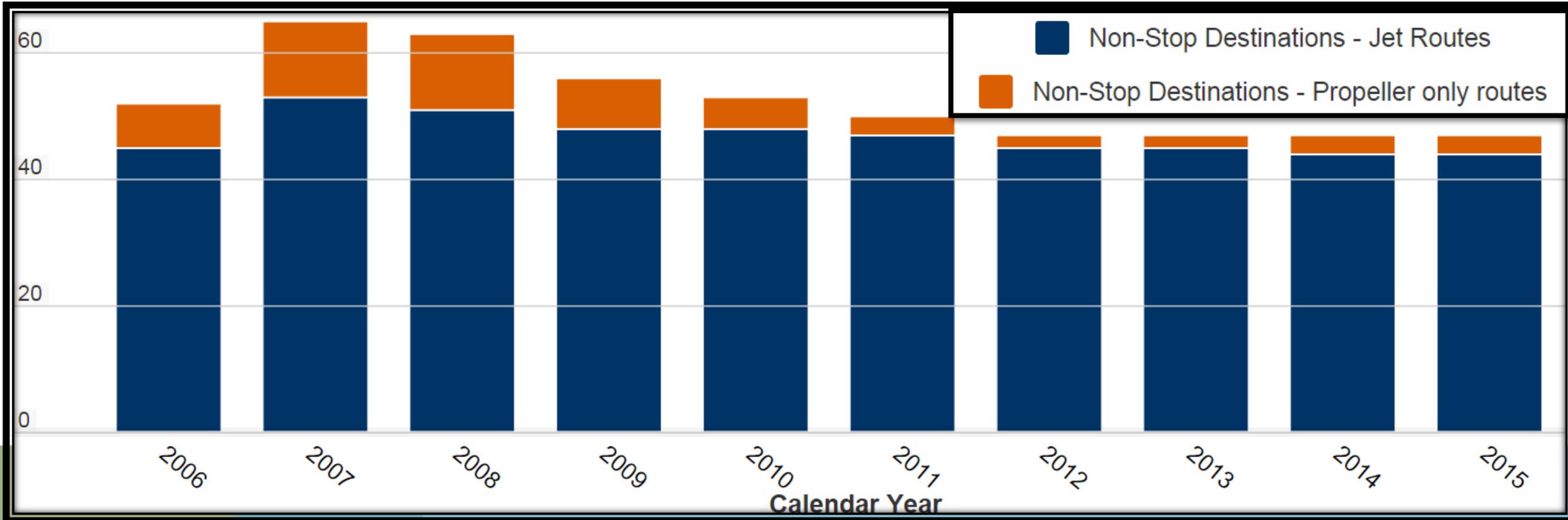
OBJECTIVE:

PREPARE THE AIRPORT TERMINALS AT KCI TO MEET AND EXCEED THE
FUTURE NEEDS AND REQUIREMENTS FOR OUR CUSTOMERS AND
TENANTS TO MAKE KCI A WORLD-CLASS AIRPORT

KCI ANNUAL AIRLINE SEATS



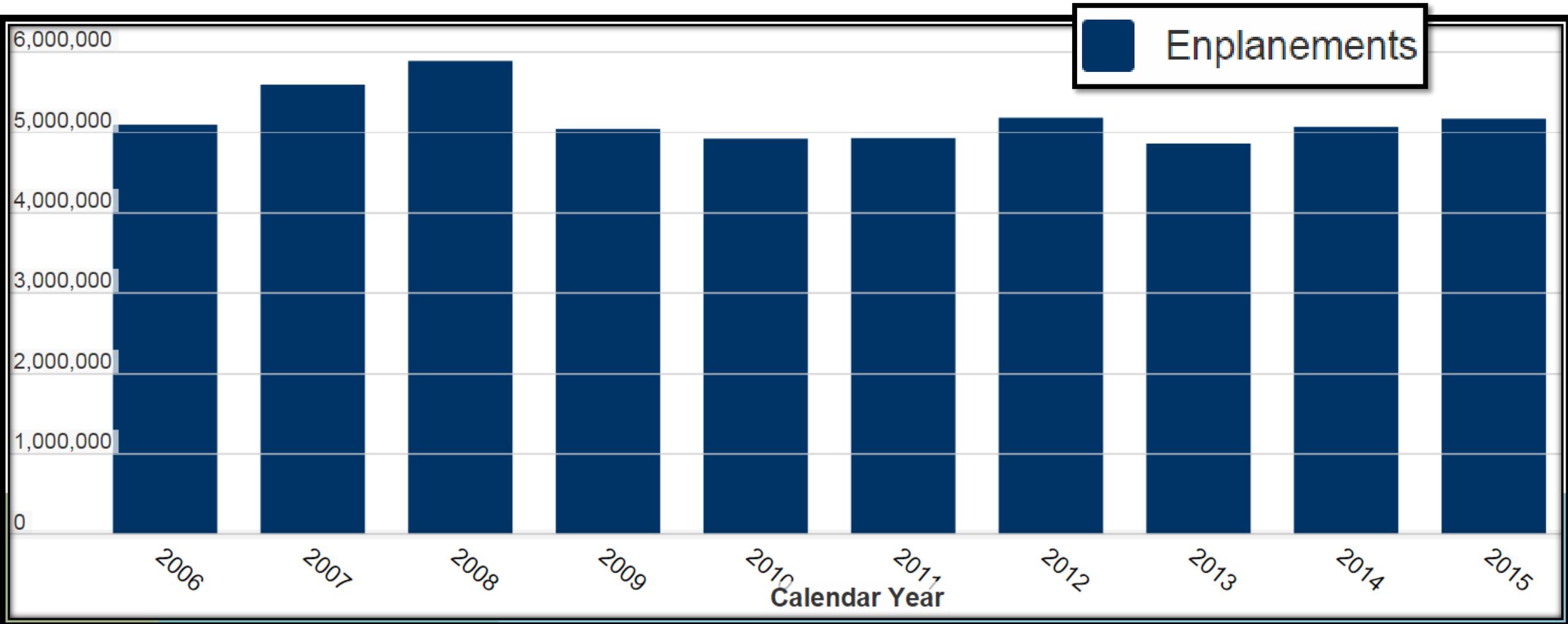
NON-STOP DESTINATION SNAPSHOT



NEW AIR SERVICE FROM KCI

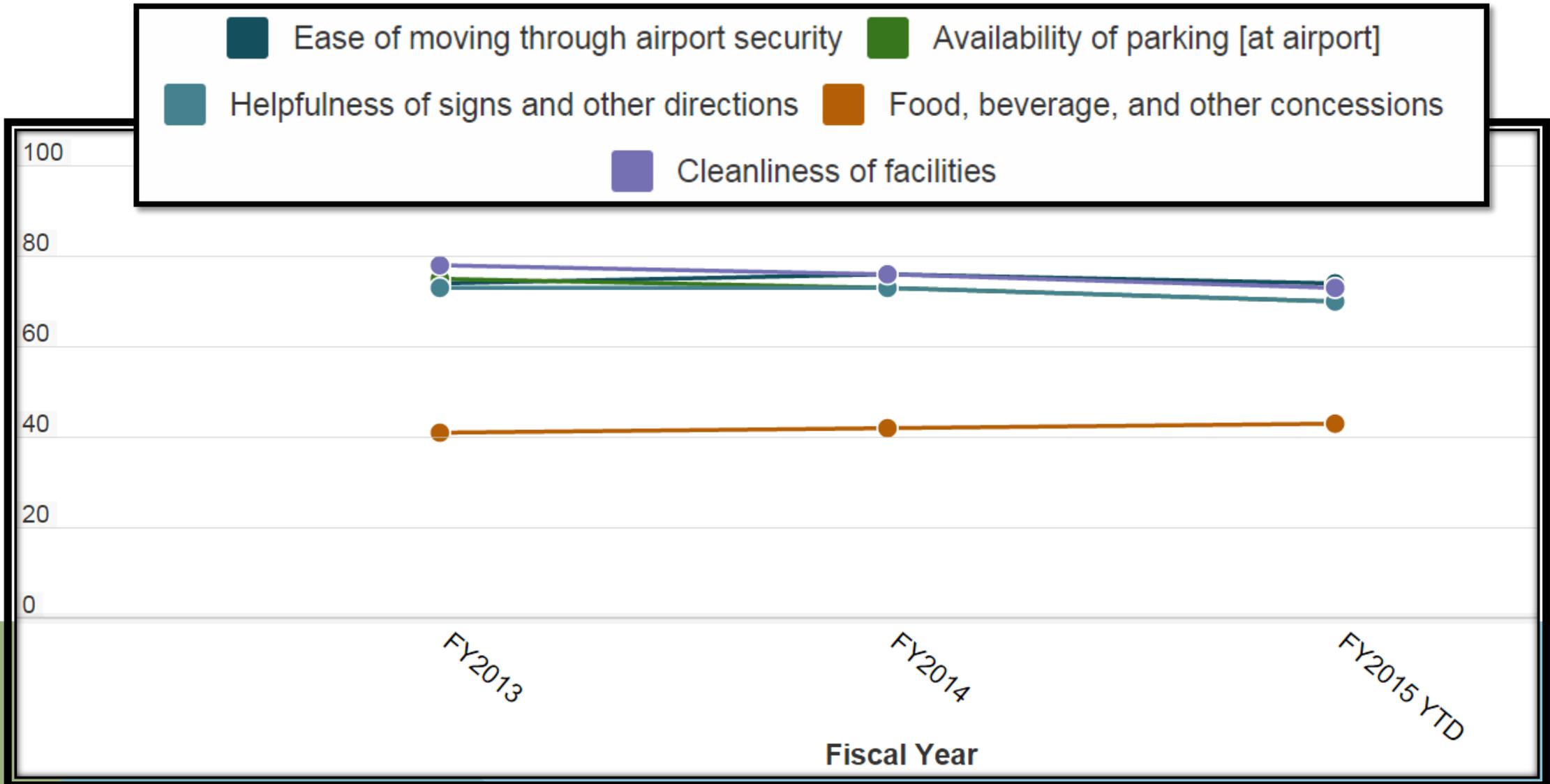
- New air service:
 - American Airlines to Miami (MIA) began March 2015
 - Southwest Airlines to New York (LGA) begins April 2015
 - Alaska Airlines increasing Seattle (SEA) to twice per day June 2015
 - Spirit Airlines to Los Angeles (LAX) begins July 2015
 - Southwest increasing Washington (DCA) to twice per day in August 2015

ENPLANEMENTS



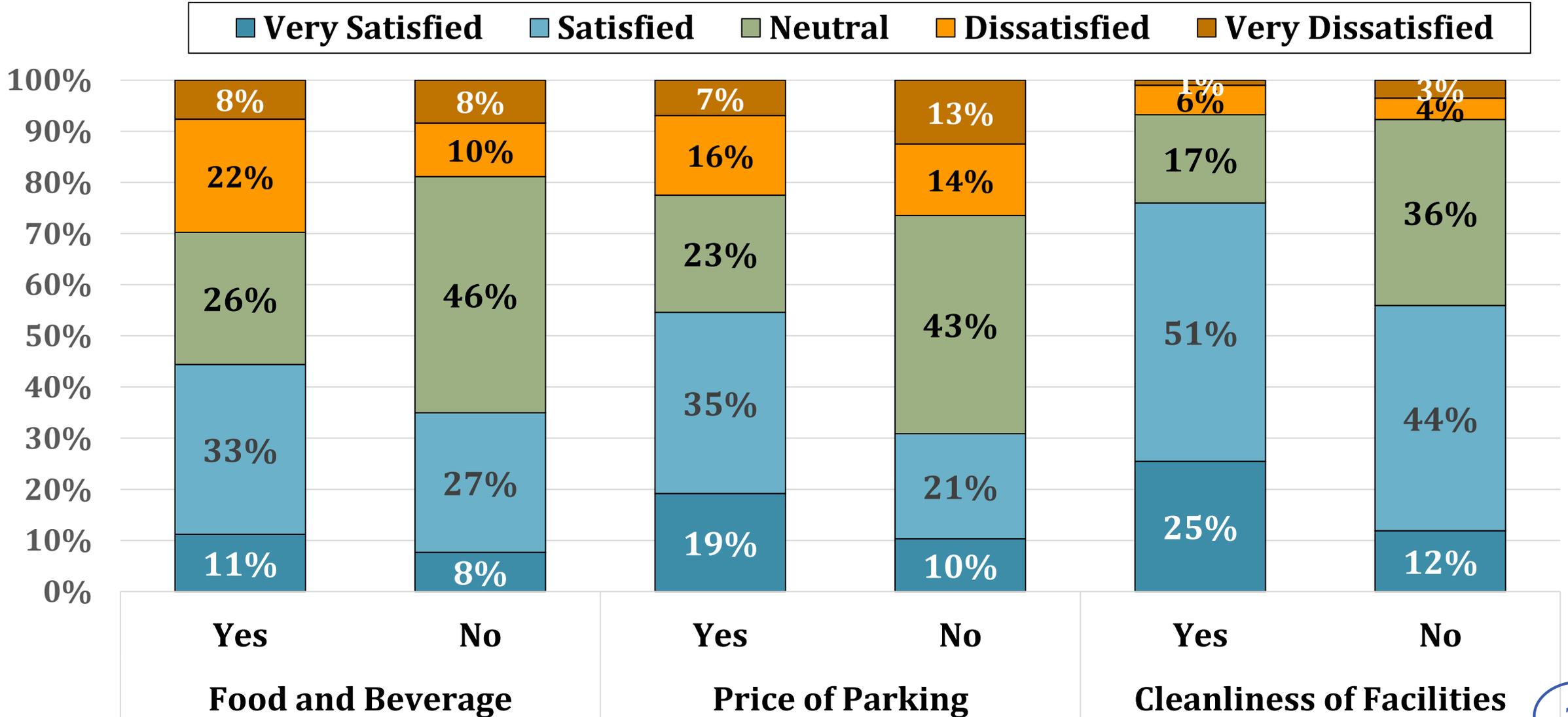
Source: Aviation Department

CITIZEN SATISFACTION WITH AIRPORT SERVICES



CITIZEN SATISFACTION BY USER OF AIRPORT (MID-YEAR)

Satisfaction by Have you visited KCI?



EMPHASIS ON CUSTOMER SERVICE

- **Installation of new Wi-Fi network in the terminals. Substantial improvement from previous system. More connectivity. Faster speeds. Remains free for customers.**
- **Valet Parking, launched in 4Q14, is performing well and alleviating congestion in Terminal B garage.**
- **Completed installation of restroom facilities in gate 50/52 hold room.**

Final Thoughts or Questions?

