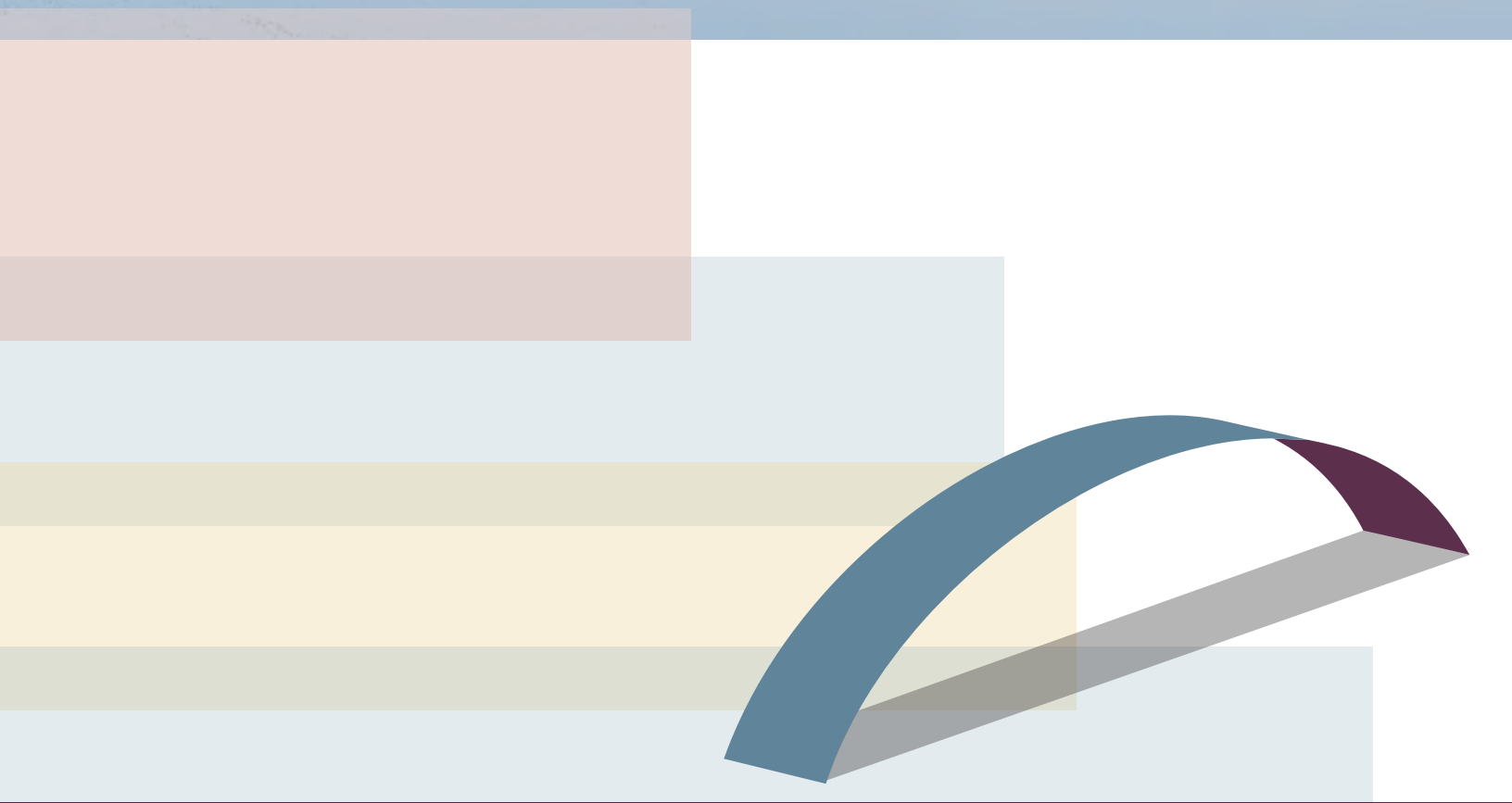




Mid-America Regional Council
ANNUAL REVIEW



2022

A message from our chair

Welcome to the Mid-America Regional Council's 2022 Annual Review. As you page through, I hope you are inspired and encouraged — as I am — by the progress we have made to build a stronger Kansas City region.

Last year, MARC reached 50 years of regional impact. During the celebration, we reflected on past achievements and looked ahead to the next 50 years. As we move forward, MARC will continue to serve as a forum for the region to address critical needs, promote economic and social progress, and ensure equitable opportunities for everyone.

In this Annual Review, you'll read stories about people coming together to benefit our communities in important ways, such as

increasing the region's climate resilience, strengthening roads and infrastructure, supporting mental health response and bringing medical services to kids with few pediatric options.

The MARC Board of Directors joins me in thanking you for everything you do to make this region great. I'm looking forward to an exciting year working alongside colleagues from across the region to build a place we're proud to call home — now and into the future.



Carson Ross
Mayor
Blue Springs, Missouri

MARC Board of Directors

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Bill Baird, Mayor

Pumped up: MARC Board members point to their communities on a Parade of Hearts sculpture, titled “KC Strong.” The heart could be seen in MARC’s lobby in 2022 as part of the MARC 50th anniversary.



Smithville Mayor Damien Boley



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Johnson County Commissioner Janeé Hanzlick



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 Alternate: Dick Jarrold, Vice President of Planning and Development, KCATA
Michael Moriarty, Chief of Transportation Planning, KDOT
 Alternate: Leroy Koehn, District Engineer, KDOT
Chris Redline, District Engineer, Missouri Department of Transportation, MoDOT
 Alternate: Perry Allen, Asst. District Engineer, MoDOT

*Voting Public Transportation Representatives



Photo courtesy Kansas City Aviation Department

Efficient Transportation & Quality Places

MARC advances regional plans for a safe, balanced and equitable transportation system. We establish priorities, guide investments and support coordinated operations to help achieve a regional vision for our people, places and communities.

Connected KC plan

As the metropolitan planning agency for the Kansas City region, MARC updates the region's transportation plan every five years. The current plan, called Connected KC 2050, serves as a blueprint for managing the transportation system for the next 30 years. Work is underway to update the plan, and regional leaders and residents are encouraged to get involved. The plan update will debut in 2025.

Active transportation

MARC published and distributed an updated Regional Trails and Bikeways map featuring more than 2,000 miles of trails and bikeways across the region. Available in print and online, the map helps residents promote physical and mental health while reducing the effects of pollution. Additionally, MARC supported public education campaigns for Walk to School Day on Oct. 12 and Bike Month in May to inspire active modes of transportation.

Transportation investments

More than \$137 million in federal transportation funds were distributed to support 78 projects across the region. Additionally, MARC received a \$6 million federal grant to support planning for the Bi-State Sustainable Reinvestment Corridor, which will connect three downtowns and multiple destinations in the Kansas City region. The grant funding will help update transportation plans and complete advanced engineering design for one or more high-capacity transit routes, while also laying the groundwork for improved access to housing, health care, employment and education for residents in the area.

Operation Green Light

This cooperative effort is improving the operation of traffic signals on major routes throughout the Kansas City area. In 2022, Operation Green Light deployed new signal timing plans to improve traffic flow and save drivers time. The program also finalized a signal timing project for U.S. Highway 71.

Planning Sustainable Places

MARC allocated \$1,228,500 in grant funds to 15 local Planning Sustainable Places projects. The 2022 projects include a plan for improvements to the Rock Creek corridor in Mission, Kansas, and a feasibility study for a mixed-use trail on the North Kansas City, Missouri, levee system.

Regional commuting

More than 300 commuters participated in the annual Green Commute Challenge supported by RideshareKC, a program that encourages alternative transportation and promotes air quality. In total, the green commuters traveled 68,975 miles and stopped 56,043 pounds of emissions. RideshareKC also promoted use of the Guaranteed Ride Home program and carpool-matching services for commuters.

Transportation safety

The Destination Safe coalition, a multidisciplinary group of stakeholders dedicated to transportation safety, launched a transportation safety plan with the goal of zero roadway deaths in the Kansas City region by 2050. The plan includes strategies from Vision Zero, a national effort aimed at setting and reaching a goal of zero roadway deaths among all road users.

Looking Ahead

Electric vehicles

As electric vehicles increase in popularity and local jurisdictions electrify their fleets, MARC will lead the development of a regional charging station plan.

Airport transit strategy

The Kansas City Area Transportation Authority and MARC will continue to work together to create a strategy for public transit services serving the new Kansas City International Airport terminal. This plan will develop strategies to improve transit connections for travelers, visitors and workers moving between the airport and other major destinations across the region.

Anniversaries

Some big milestones are coming up in 2023. Operation Green Light will celebrate its 15-year anniversary and the Planning Sustainable Places program will celebrate its 10th anniversary. Both programs will engage partners and stakeholders as they reflect on past successes and look to the future.

2,125
miles of bikeways
and trails span the
region

24.4
minutes is
the region's
average travel
time to work

3,681
bridges are located
in the region



Competitive Economy

Workforce development

Community and partner organizations are working together through MARC to strengthen the region's economy and workforce development system. In 2022, more than 300 adult learners were connected to assistance from KC Degrees and WYCO Works. Career coaches and partners were also important in helping unemployed and underemployed residents identify career options, enroll in training and secure employment. The annual Workforce and Education Summit drew almost 200 attendees to focus on building a stronger regional workforce system. And MARC continued to convene the GradForce KC membership on a quarterly basis.

Economic recovery and resiliency

To support the region's continued recovery from the COVID-19 pandemic, MARC delivered training and technical assistance to local governments and convened community partners seeking federal resources to support workforce development. MARC, the United Way of Greater Kansas City, the Greater Kansas City Community Foundation and LISC Kansas City worked with area philanthropies and an advisory board to complete investments from the Kansas City Regional COVID-19 Response and Recovery Fund. The UMKC Innovation Center was also a partner in a federal grant and provided training and technical assistance to small businesses, particularly those working to expand their operations and employment. In coordination with the Wyandotte Economic Development Council, two partners — the Toolbox and Entrepreneurial Business Basics — expanded training and technical assistance to disadvantaged entrepreneurs and small businesses in Wyandotte County.

MARC updated the region's Comprehensive Economic Development Strategy (CEDS) plan to incorporate strategies that support economic recovery and increase the region's resiliency. The Regional Workforce Intelligence Network provided important input to the CEDS update and met quarterly to share information about labor market trends.

MARC works with regional partnerships to enhance the performance of the metropolitan economy and expand inclusive economic opportunity, focusing on workforce development systems, postsecondary educational attainment, and producing data and analysis for economic prosperity efforts.

1 in 9

households in the region lack an internet subscription

10

cities in the U.S. are considered our peer metros

92%

of the region's 2010-2020 population growth was due to an increase in the number of people of color

Broadband and digital equity

In partnership with KC Rising and the Federal Reserve Bank of Kansas City, MARC worked with local and state governments, businesses, civic leaders and community partners to analyze the availability of high-speed broadband infrastructure and develop a Kansas City Regional Digital Equity Action Plan. MARC has continued to work with the two state broadband offices and community organizations to ensure that federal broadband and digital equity funds could meet needs in the Kansas City region.

KC Rising

KC Rising brings together civic and business partners to strengthen the regional economy and foster inclusive prosperity. In 2022, MARC launched new metrics to describe progress on the seven KC Rising pillars of prosperity and updated metrics for the KC Rising horizon goals. This work included supporting the Place Committee, which focuses on developing strategies for improving digital equity, improving housing choice and public transit capacity. MARC continued to periodically update forecasts for the region's job growth by industry to inform decision-makers about the region's economic recovery and the impact of rising inflation.

Economic Equity Values Atlas

Based on the new KC Rising pillar metrics, MARC also launched the Economic Equity Values Atlas (EEVA), a tool designed to help decision-makers apply an equity lens when evaluating place-based investments and policies. EEVA is a web-based application that maps the strength of the pillars in all of the region's neighborhoods. By overlaying recent major investments or growth patterns, users can identify strategies to support an economy that grows for everyone. A version of EEVA was also incorporated into the Planning Sustainable Places program.

Looking Ahead

Economic and demographic forecasts

As part of an update to the region's long-range transportation plan, MARC will look to 2050 and forecast how the metro will grow and develop. Upcoming forecasts will focus on the region's population by age and race, households and employment by industry. Efforts will continue to produce forecasts for individual communities and neighborhoods.

Regional digital access strategy

The Kansas City Regional COVID-19 Response and Recovery Fund advisory board will allocate \$800,000 to digital equity projects across the region.

Workforce development

In 2023, MARC will convene stakeholders around economic and workforce development, with a focus on data and analytics, to ensure the region has the talent needed to sustain and grow the economy.

Economic Equity Values Atlas

MARC will update the data in EEVA and upgrade the software to enhance its ability to generate scores that might help rank individual project proposals. As a result, EEVA should grow in its ability to support thoughtful decision-making and resource allocation at local and regional levels.



Effective Local Government

MARC provides high-quality training and technical assistance services to local governments, and develops collaborative efforts and shared services to help cities and counties work more efficiently and effectively.

Housing partnership

Building on momentum from its 2021 launch, the Regional Housing Partnership (RHP) continued to bring together diverse partners with the goal of creating and preserving more homes of greater variety and at different price points across the region. Working with LISC Greater Kansas City, the partnership launched a housing data hub and e-newsletter, and increased funder support. The partnership also shared data-centered articles about housing issues in the region, including the current gap in affordable rental units, as well as the current impacts of historic racial housing discrimination.

In fall 2022, the RHP Strategy Committee convened for the first time. Additionally, throughout fall and early 2023, the RHP explored the ways community land trusts (CLTs) could be scaled across the region through a regional business plan. The business plan was completed in May 2023 after extensive engagement with existing CLTs in the region, communities and organizations interested in using this model.

Government Training Institute

MARC's Government Training Institute (GTI) provides quality professional development at an affordable cost to local governments. In 2022, GTI offered relevant and timely training opportunities, including specialized trainings for planning commissioners and courses on diversity, equity and inclusion — serving 452 people. GTI also provided customized courses for area cities and counties, and support for special projects such as the ArtsKC and Jackson County, Missouri, Arts and Culture Strategic Plan.

Government-to-University initiative

The Government-to-University (G2U) program supports the need for talented public servants by building sustainable connections between government and universities. In 2022, G2U received a Talent Connections award from the Volcker Alliance to enhance partnerships between government employers and college career service officers. A foundation was also created for the development of a regional jobs aggregator. G2U expanded available curriculum, including online courses for the Regional Data Academy, to help public sector employees expand their data skills.

Shared services

The Eastern Jackson County Shared Services Initiative collaborated on projects including supervisory training and the mental health co-responders program. In 2022, co-responders funded by a U.S. Department of Justice grant administered by MARC were embedded in police departments in Blue Springs, Independence and Lee's Summit in Missouri. They responded to 610 police calls for service, approximately 21% of all mental health related calls for services received by the departments. The Council for State Governments conducted a successful technical assistance site visit in 2022 to bring together law enforcement and mental health partners to better integrate co-responders with the mobile crisis response system. The grant concluded in 2022 and MARC helped the partners, including two additional cities (Raytown and Grandview), apply for new federal funding pending for 2023.

64,000

affordable rental units are needed to meet demand in the region

\$1.2M

was saved by local governments through cooperative purchasing in 2022

80

stops were made across the region by MARC staff for #CityHallSelfieDay

Looking Ahead

Regional Housing Partnership

To continue momentum around affordable housing, MARC will work on identifying sustained funding for the Regional Housing Partnership. Work is also under way to launch a housing locator tool, complete a developer needs assessment, explore the structure of a regional housing trust fund and develop an online resource connection.

Public sector workforce development

A number of initiatives around recruitment, retention and professional development for the public sector workforce will be supported in 2023. Upcoming work will include training through GTI, a Talent Connections grant, shared services such as a salary survey, and the 2023 regional Public Sector Career Expo.

Sub-regional partnerships

MARC will continue to support smaller cohorts of communities as they work together on common challenges.



Safe & Secure Communities

988 mobile crisis response implementation

Local community mental health centers in the Kansas City region worked together to identify best practices for a collaborative, shared approach to implementing 988, the new national suicide and crisis lifeline. MARC facilitated discussions with six community health centers that serve Cass, Clay, Jackson, Platte and Ray counties in Missouri in coordination with Kansas partners. The discussions also involved the Missouri Department of Mental Health and local leaders representing law enforcement, emergency services, medical professionals, educators and people with lived experiences. Together, the group developed a shared implementation plan. The effort received a \$3 million federal grant to advance equitable mobile crisis response for 988 calls in partnership with community health centers in Missouri and coordination with providers in Kansas.

Emergency coordination and preparedness

Through the Regional Homeland Security Coordinating Committee (RHSCC), the region supported a broad range of trainings and exercises, including 55 trainings reaching 1,000 personnel on topics such as cybersecurity, hazardous materials and counter-terrorism response. The RHSCC also launched web-based training modules and completed six multi-jurisdictional, multi-discipline exercises that allowed agencies to practice their plans and develop a toolkit. Other committee efforts in 2022 included updating the active shooter framework, updating the regional threat hazard risk assessment, rolling out a dashboard to house regional plans and creating a special event security measures document. To help provide support to jurisdictions when they most need it, the MARC Board of Directors adopted a new regional resource sharing agreement that fills gaps between existing mutual aid agreements in times of need.

MARC manages ongoing operation, maintenance and state-of-the-art enhancement of the regional 911 system, and coordination of the region's interoperable communications system, and helps strengthen the region's emergency services and homeland security capabilities to prevent, protect, prepare, respond and recover with coordinated plans and high-quality training, exercises, technology and specialized equipment.

1,000

personnel participated
in emergency
preparedness trainings

1.5

million 911 calls are
made in the region
each year

24,752

people visited
PrepareMetroKC.org
in 2022

Regional COVID-19 response

The RHSCC and Health Care Coalition continued to work with partners to support the region's COVID-19 response and recovery. Activities included coordinating resources to mitigate the impact of the pandemic and support recovery, along with updating the region's preparedness website, PrepareMetroKC.org, with the latest COVID-19 data, information and resources. The region's public information officers worked together to issue joint public health news releases. With support from dozens of partners, MARC completed a COVID-19 after-action report to identify lessons learned from the pandemic response, strengths and modifications needed for the future.

911 training

In 2022, MARC's Public Safety Training Program conducted online and in-person trainings to ensure state-level minimum guidelines were met. Through a partnership with the Kansas 911 Coordinating Council, MARC shared online classes with 911 dispatchers via a new learning management system and shared online learning resources. Nearly 650 dispatchers participated in 911 trainings in 2022. MARC continued to offer mental health resilience training for regional dispatchers through Peer Support Teams, which help 911 and other emergency response professionals cope with personal and job-related stress. Weekly training tips with dispatchers and supervisors were also shared.

911 system updates

Work continued in 2022 to strengthen and expand the regional 911 system. Linn County, Kansas, was added to the regional 911 system and new IP-based routers were installed to facilitate emergency call handling during the transition to Next Generation 911, a new technology that will allow the public to share videos, images and texts with emergency call centers. New microwave and dual radios on 10 towers tripled available bandwidth and ensured continued high-quality system operations. Across the region, 60 workstations for 911 dispatchers were replaced. MARC also moved its 911 system operations into a secured area, meeting federal cybersecurity recommendations, while preparing to install a disaster recovery system that will back up the 911 computer system in the event of a cyberattack or loss of system resources.

Looking Ahead

988 coordination

To support local implementation, MARC will work with five behavioral health centers to advance a better model for mobile crisis response for 988 calls.

Strategic planning

Based on a key finding from an organizational review of the RHSCC, committee members will engage partners in a multi-year strategic planning effort to build consensus on future priorities, maximizing available resources.

911 regional coordination

MARC will continue to maintain the regional 911 system using nearly \$3 million in capital outlay and expenses to ensure maximum functionality.

Resource sharing agreement

The RHSCC will continue to encourage cities and counties in the region to adopt the resource sharing agreement developed in 2022.



Thriving Older Adults & Communities

MARC empowers our region's vulnerable residents, including older adults and underserved communities, by ensuring equitable access to opportunities and resources that support independence, healthy living and active lifestyles for all residents.

Integrated care

To support the increasing number of older adults, as well as individuals of all ages living with chronic disease in the region, MARC is working with partners to expand integrated health care models that improve health outcomes, reduce cost and increase patient satisfaction. The Mid-America Community Support Network (CSN) launched in 2022 and integrates a variety of community-based services into the health care system. Integrated care services provided in 2022 include whole-person interventions, in-home supports, community health workers support, administration function coordination, and centralized intake and referral services. MARC also worked with the state of Missouri and partner organizations to support 74 individuals in need of adult protective services through meals, transportation, groceries and rent assistance.

Nutrition

The Double Up Food Bucks program helps families afford fresh produce at grocery stores and farmers markets in Kansas and Missouri. Launched in 2015, the program provides a dollar-for-dollar match for Supplemental Nutrition Assistance Program (SNAP) recipients, up to \$25 a day, for fresh produce purchases at participating grocery stores, farmers markets and farmstands. In 2022, the program expanded to 151 locations across the two states, reaching nearly 55,000 households and an estimated 118,000 individuals.

MARC continued to ensure older adults and individuals with disabilities had access to healthy food with the home-delivered meal program. MARC expanded this program in 2022 and delivered 12,000 meals weekly in 2022.

Community health workers

Since 2015, MARC has supported the KC Regional Community Health Worker Collaborative, which encourages the use of community health workers (CHWs) to meet patient needs. CHWs are trusted members of the community who serve as a link between patients and health organizations. In 2022, the collaborative developed and distributed a toolkit to help health care and community organizations secure reimbursement of CHW services. MARC supported the development of a video about the critical role of CHWs as part of the collaborative's advocacy, training and sustainability efforts. CHWs in the region accessed new training in 2022, including a new supervisor course and educational sessions focused on topics like heart health and maintaining ethical boundaries with clients.

Communities for All Ages

The Communities for All Ages program recognized five cities in 2022 for their efforts to make communities more welcoming for all age groups. Twenty-two jurisdictions have earned honors to date, with 10 reaching the Gold Level. MARC also worked with partners to promote the 2021 Accessible Home Remodeling Guidebook through a video and training, and promoted referral pathways to services for older adults for three pilot cities.

Caregiver support

In recognition of the critical role that family caregivers play, MARC provided programming and support for caregivers through tools and training. In partnership with KU Medical Center, CareTEXT, a free program to support caregivers of people with dementia through text messages, was launched.

Public health

Public health departments keep our communities safe by working to prevent communicable diseases and providing wellness services to children and adults. Through MARC, the region's 11 public health departments coordinate, cooperate and strengthen their impact. In 2022, the public health agencies across the region continued disease surveillance, testing, vaccination efforts and recovery to build back stronger for future public health emergencies. The departments also prepared for opioid overdose prevention efforts.

Looking Ahead

Volunteer matching

The Give 5 program helps active retirees find meaningful volunteer opportunities at participating nonprofit organizations. Give 5 provides orientation classes and site visits to the nonprofits for eligible residents and organizations in Cass, Clay, Jackson, Platte and Ray counties.

Strong core programs

As part of efforts to strengthen programming, MARC will implement a plan to ensure all Aging and Adult Services programs are integrated and focused on the whole person.

Federal COVID-19 relief funding will be used to increase programs' reach, impact and durability.

Expanding nutrition incentives

Through Double Up Food Bucks and affiliated grants, MARC will expand and improve the program to meet needs while taking advantage of new federal funding for a produce prescription program to encourage pre-diabetic and pre-hypertensive clients to eat more fresh fruits and vegetables.

59

farmers markets participated in Double Up Food Bucks in 2022, along with 86 grocery stores

36,997

calls were fielded by the MARC Information and Referral team

137

veterans accessed new health care options through the Veteran-Directed Care Program



MARC provides leadership and coordination to build a robust early learning system with strong families, skilled teachers, quality programs, supportive communities, sustained and sufficient funding, and multi-sector collaboration.

Quality Early Learning

Quality environments for kids

Big steps were taken in 2022 to ensure the healthy growth and development of children receiving care in MARC-supported child care centers and home programs. To support continuous improvement, MARC implemented quality rating and improvement systems in 29 centers and 23 family home programs in partnership with Wyandotte County's Start Young program and programs receiving Kauffman Quality Enhancement grants. Nearly 300 classrooms participated in quality assessments.

Providers and community organizations received over \$90,000 in grants targeted to improve classroom learning environments. These funds provided training, materials and equipment for fine motor, art, music, science, dramatic play, diversity and block activities in classrooms. Eighty-four percent of programs receiving these supports achieved two or more quality improvement goals.

Early care and education workforce

The region's early care and education programs continued to recover from impacts related to the COVID-19 pandemic, but systemic workforce shortages have persisted. A recent analysis showed that nearly half of all Missouri children age 5 and under live in child care deserts, where there are more than three children for every licensed child care slot or, in some cases, no licensed slots at all. In many areas not considered child care deserts, the lack of staffing forces programs to operate well below capacity. MARC is supporting the region in creating, expanding and deploying strategies to strengthen the regional early care and education workforce, including offering stackable credentials through a partnership with the University of Central Missouri and implementing a retention pay plan to mitigate staff turnover for MARC Head Start direct service providers.

2,320

students enrolled in
MARC Head Start
programs in 2022

1,200

children will be
served by a new
clinic in Excelsior
Springs

27

parents serve on
the Head Start
Policy Board

Training and assistance

Since 2018, MARC has partnered with the Local Investment Commission to provide oversight for the Educare program. The program offers resources, trainings and technical assistance to improve the quality of care and education provided within family child care, faith-based and small licensed center-based programs receiving a child care subsidy in Cass, Clay, Jackson, Platte and Ray counties. In 2022, Educare delivered 94 trainings to more than 1,000 child care providers and teaching staff, while expanding services to 20 centers in the service area and passing through \$60,000 in mini-grants through expansion funding from the Kauffman Foundation. In December 2022, the Missouri Office of Early Childhood ended the Educare program and issued requests for proposals for new collaborative networks. MARC has submitted proposals to administer these new networks, which will provide on-site coaching, intensive cohort trainings and best practice trainings to support home-based and family child care providers, infant and toddler teachers, and preschool teachers across northwest Missouri.

Mobile medical services

MARC continued to support KidsCARE, a collaboration to remove barriers to high-quality medical and dental care for children, through a partnership with Swope Health Services. In 2022, the partnership expanded the availability of mobile dental units to 11 Educare community-based providers in Jackson and Clay counties. KidsCARE also secured \$300,000 in federal, private and corporate support to build a medical facility in Excelsior Springs, Missouri, a community with few primary pediatric medical and dental services. Swope Health has long provided mobile pediatric health care and dental services through a partnership with the MARC Head Start program and Excelsior Springs schools. The new Swope Health KidsCARE clinic will feature three exam rooms, providing preventive, early intervention and treatment services covering medical, dental, behavioral health care and optometry services.

Technology and apps

To better reach families, MARC supported the rollout of the Come on Now app, which sends notifications for upcoming well-child checkups and helps with keeping appointments. The app was piloted with KidsCARE families at the Excelsior Springs Early Childhood Center and provides remote access to medical and oral health care services.

Looking Ahead

Health initiatives

In 2023, MARC will focus on strengthening partnerships to deliver dental and well-child visits to more families in the region. In coordination with partners, MARC will deploy additional mobile medical and dental units, and bring health care and regular well-child visits to new areas.

Family engagement

Building on the first year of the fatherhood literacy program, efforts will continue to ensure that children and fathers have the opportunity to read and learn together. MARC will also continue the Head Start Connections project to increase the workplace skills and capacities of Head Start families.

Systems visioning

The past few years prompted big questions in the early education world. MARC will work with stakeholders to build an early learning vision, so children and families thrive in the region. Concrete action steps and strategies will be shared with partners throughout 2023.



Healthy Environment

MARC develops and implements initiatives that help keep the region's air and water clean, reduces the amount of waste sent to landfills, protects and conserves green infrastructure, advances energy efficiency and renewable energy, and catalyzes climate resilience.

Climate resilience

The region is taking action on climate by implementing the Kansas City Regional Climate Action Plan, which offers a roadmap for fostering more resilient and healthy communities. The plan was approved by the MARC Board of Directors in 2021 and has since been embraced by 19 jurisdictions, representing 83% of the region's population.

In 2022, MARC launched the Climate and Environment Council to foster collaboration around the plan and regional sustainability initiatives. The committee develops near-term regional climate action work plans and partnerships, among other functions. Also in 2022, MARC supported Climate Action KC's Climate Action Summit, which attracted more than 600 attendees and featured local and national leaders.

Uplifting stories were the focus of the Resilient Success Stories event in December, a continuation of prior Sustainable Success Stories events, which highlighted exemplary local and regional climate projects. The 12 honorees demonstrated ways that organizations can transform communities and create a resilient region. The highlighted projects ranged from local energy efficiency grants to forest restoration and invasive plant removal.

Building decarbonization efforts continued in 2022 through the Building Energy Exchange of KC (BE-Ex KC), which held its first-ever Rising Trades Contractor Accelerator Program to support diverse entrepreneurs in green construction and the high-performance buildings industry. In partnership with the Urban Land Institute's Net Zero Imperative, BE-Ex KC also brought area leaders together with national experts to analyze the formation and management of an energy efficiency investment fund in the region.

Ozone season

During ozone season — from March to October — MARC issues a daily SkyCast forecast to alert Kansas City region residents of potentially high levels of ozone pollution. A moderate summer led to two high ozone days in 2022. Based on the rolling average, the region remained in attainment of U.S. Environmental Protection Agency standards, with average ozone levels below the federal standard of 70 parts per billion. MARC also continued to track and educate the public about fine particulate matter.

Air quality campaign

To help keep our air clean, MARC develops an annual education campaign involving advertising, social media and other tactics that inform the public about health and environmental issues. The 2022 campaign continued a focus on reaching vulnerable communities through print media, digital messages and streaming ads.

Water quality

MARC works with partners to keep our watersheds clean and improve water quality. Each year, the MARC Water Quality Education Committee offers funding opportunities to local nonprofit and educational organizations to help reduce stormwater runoff and improve the quality of local waterways through education and outreach. In 2022, the committee awarded \$25,000 in grants to six nonprofits for projects ranging from hands-on educational events in Pendleton Heights to green infrastructure installation in Kansas City, Kansas. The committee also supported the annual Plogtober event, which encourages regional residents to pick up litter near waterways while exercising outdoors, spreading the program’s messaging of, “If it’s on the ground, it’s in our water.” MARC also launched an initiative to update the region’s stormwater engineering and best management practices through a partnership with 22 communities and the Kansas City chapter of the American Public Works Association. The standards’ last major update was in 2003. Together with the U.S. Army Corps of Engineers and seven local communities, MARC also completed phase one of a feasibility study for the Little Blue River watershed.

Green infrastructure

Green infrastructure incorporates natural elements, such as trees, rain gardens, native landscaping and bioretention, into the built environment. In 2022, MARC worked with municipalities to implement recommendations from the Green Infrastructure Framework, which provides a roadmap to protect, preserve and restore natural areas while meeting social and economic needs. MARC also facilitated discussions to advance tree protection and native landscaping, hosted regional workshops and provided direct technical assistance to area cities. Staff also collaborated with the Urban Neighborhood Initiative to develop a demonstration site and a comprehensive, green infrastructure-focused site plan for the Wendell Phillips Accelerator, which teaches area youth and adults about urban agriculture, culinary training, STEM, health care, business and the importance of outdoor community gathering spaces.

Brownfields

MARC supports the assessment of potentially contaminated commercial and industrial sites in partnership with Kansas City, Missouri; Jackson County, Missouri; and the Unified Government of Wyandotte County and Kansas City, Kansas. In 2022, MARC initiated assessments of priority brownfield sites in each of these jurisdictions and opened grant funding opportunities to eligible brownfield projects, in addition to hiring two consulting entities to oversee the assessment process.

Recycling

The MARC Solid Waste Management District (SWMD) continued its outreach in 2022 to educate residents about resources on RecycleSpot.org, the district’s recycling and waste reduction education website. The site will be redesigned in 2023 to make it even easier to recycle in the region. Staff also helped communities respond to changing recycling markets through outreach and education about the importance of clean recycling streams with a focus on wasted food, compost and paint.

37

million metric tons of CO₂ will need to be cut for the region to hit its 2050 net zero vision

120

volunteer “ploggers” picked up litter at 20 locations

270

tons of hazardous waste were collected at events in Missouri

Healthy Environment, continued

Household hazardous waste

The MARC SWMD has coordinated household hazardous waste collection events since 1997 to help residents safely dispose of their toxic household products. In 2022, the district held 11 household hazardous waste mobile events across the region, collecting over 103 tons of hazardous materials and another 167 tons between two permanent facilities in Kansas City, Missouri, and Lee's Summit, Missouri.

Grants

The district awarded more than \$700,000 in grants to six organizations and private companies to help divert waste from landfills. Other grant-funded projects included the purchase of a construction and demolition materials sorting system for KC Dumpster, and installation of a baler for materials generated from the KC Public Library recyclable materials program.

Food waste

Building off a federal grant to address food waste in the Kansas City region, MARC SWMD staff began developing a regional food waste reduction action plan and website to identify regional food system organizations and facilitate food recovery. Research shows that more than 30% of all food is wasted in the United States. This effort will identify regional food system organizations, facilitate food recovery, and raise awareness and provide information on how to waste less food.

Looking Ahead

Climate action

The Climate and Environment Council will refine the Kansas City Regional Climate Action Plan to prioritize implementation opportunities with a focus on disadvantaged communities. MARC will also pursue opportunities to identify and obtain federal funding to support the plan's implementation.

Brownfields

MARC will continue to work on brownfield site assessments. Three sites in Kansas City, Kansas; Kansas City, Missouri; and Jackson County will be evaluated and prepared for remediation activities.

Stormwater

Working with cities, counties and the American Public Works Association, MARC will continue work on updating the stormwater engineering design standards and site design for the region, a significant undertaking related to green infrastructure and climate resilience.



Exemplary Core Capacities

MARC provides exemplary core functions necessary to ensure effective operation of all programs, including financial management, human resources, information technology, data management and communications.

MARC's 50th anniversary

MARC celebrated a big milestone in 2022 — turning 50. Reflections on the past and hopes for the future were shared at the Regional Assembly, in a special edition of the Annual Review, through staff presentations and on social media. Dozens of cities and counties across the MARC region signed proclamations declaring June 10, 2022, “MARC 50 — Forward Day.”

Digital communications

The ways MARC distributes information is increasingly digital. To better connect with audiences, staff refined the award-winning marc.org website and prepared for a major update to RecycleSpot.org, which serves more than 100,000 users a year. Another leap forward was the launch of GrowthZone, MARC's new contact and event management system. The system is facilitating effective and coordinated communications by centralizing, organizing and tracking digital stakeholder engagement.

Office and conference center improvements

A 2021 space study revealed needs for additional and reconfigured space for MARC operations. More workstations were needed, as were secured areas for 911 and information technology storage. MARC expanded space by leasing and remodeling 12,000 square feet on the fourth floor of the building. The project was funded by tenant improvement allowance, general, indirect and 911 funds. Office furniture was donated by Axis Capital.

Financial excellence

MARC's record of financial excellence continued in 2022 with the Government Finance Officers Association Certificate for Distinguished Budget Presentation for the 2022 Budget and Work Plan. MARC's 2021 audit also received a Certificate of Excellence in Financial Reporting, an honor MARC has achieved for more than 30 years.

Diversity, equity and inclusion

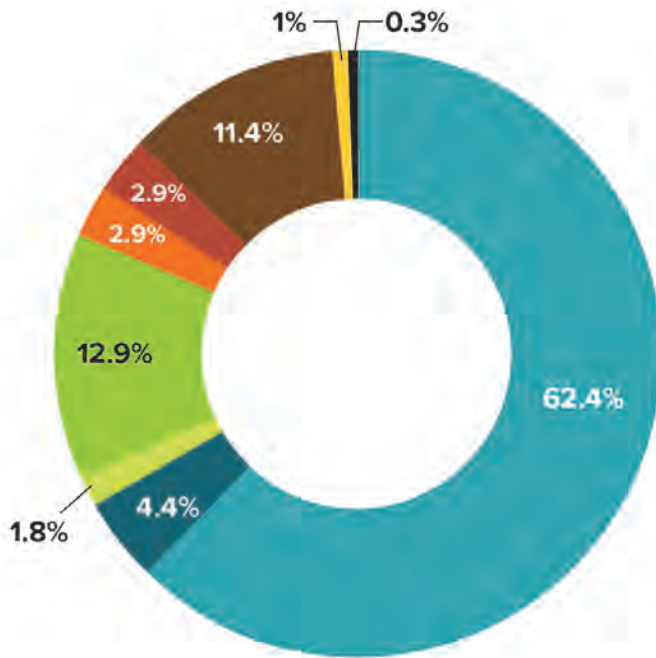
Diversity, equity and inclusion efforts continued in 2022 as MARC staff implemented training plans and reviewed internal processes. The agency provided opportunities for DEI-focused conversations, professional development and activities. MARC also approved a new appearance policy and updated its Affirmative Action plan.

Technical capacity

MARC supported regional efforts through the use of innovative technology and tools. Ongoing implementation of the Data Forward Plan continued to advance agency-wide goals to streamline access, organization and usability of data critical to regional initiatives.

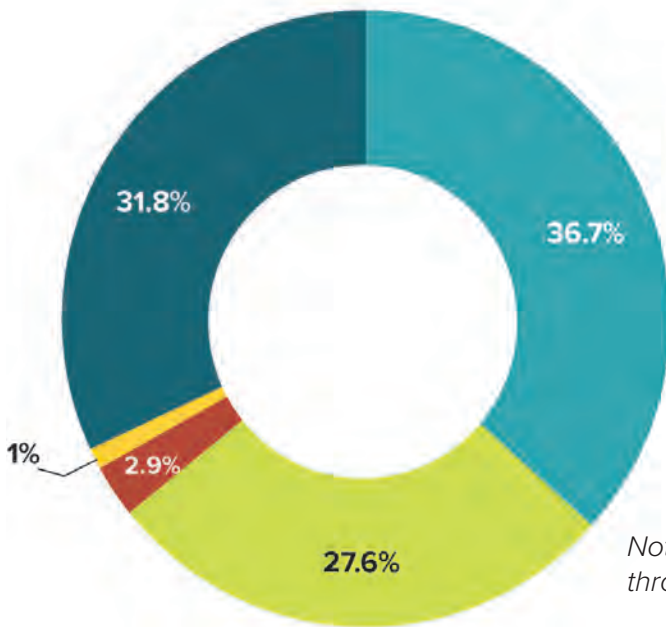
Other improvements included a streamlined internal approval process for grants and contracts, modernizing online project proposal platforms for environmental and transportation project funding, and developing a best practices guide for visualization of public and regional data.

2022 Budget



2022 REVENUES

- Federal and State Funds — \$52,859,537
 - Private Funds — \$3,703,142
 - Local Dues and Fees — \$1,551,457
 - Other Local Funds — \$10,933,463
 - Fees for Services — \$2,415,269
 - Contributed Services — \$2,466,522
 - Indirect Allocation to Clearing Fund — \$9,626,439
 - Transfer from Other Funds — \$874,881
 - Investment Income and Other Financing Sources — \$301,728
- TOTAL — \$84,732,438**



2022 EXPENSES

- Direct Program Expenses — \$31,281,764
 - Contractual Services — \$23,445,575
 - Contributed Services — \$2,466,522
 - Transfer to Other Funds — \$874,881
 - Personnel* — \$27,019,151
- TOTAL — \$85,087,893**

Note: Approximately 67.9% of cash revenue was passed through to local governments and service providers in 2022.

Because MARC's budget typically includes more than 100 active grants that operate on different schedules, it is not unusual for expenses to exceed revenues, or vice versa, in a given calendar year.

2022 Funders

FEDERAL

- U.S. Department of Agriculture
- U.S. Economic Development Administration
- U.S. Department of Health and Human Services
- U.S. Department of Homeland Security
- U.S. Department of Housing and Urban Development
- U.S. Department of Justice
- U.S. Department of Transportation / Federal Transit Administration
- U.S. Department of Treasury
- U.S. Department of Veterans Affairs
- U.S. Environmental Protection Agency

NATIONAL ORGANIZATIONS

- Kresge Foundation
- Volcker Alliance

STATE*

- Kresge Foundation
- Kansas Department of Health and Environment
- Kansas Department of Transportation
- Kansas Division of Emergency Management
- Kansas Highway Patrol
- Missouri Association of Area Agencies on Aging
- Missouri Association of Councils of Government
- Missouri Department of Health and Senior Services
- Missouri Department of Homeland Security
- Missouri Department of Natural Resources
- Missouri Department of Public Safety
- Missouri Department of Elementary and Secondary Education
- Missouri Department of Transportation

LOCAL GOVERNMENTS AND AGENCIES*

- Nine counties and 119 cities in the MARC region
- Kansas City Area Transportation Authority
- Regional hospitals and emergency services agencies

FOUNDATIONS AND NONPROFITS

- Anthem Foundation
- ARTSKC – Regional ARTS Council aka Parade of Hearts
- BlueKC
- Blue Cross Blue Shield Foundation
- Blue Cross Blue Shield of Kansas
- Civic Council of Greater Kansas City
- Ewing Marion Kauffman Foundation
- Family Conservancy
- Francis Family Foundation
- Marion and Henry Bloch Family Foundation
- Hall Family Foundation
- Health Forward Foundation
- Kansas Health Foundation
- KC Healthy Kids
- Local Initiatives Support Corporation
- Menorah Heritage Foundation
- REACH Healthcare Foundation
- Roger A. and Corinne R. Durkee Fund
- School Smart KC
- Sosland Foundation
- St. Louis University
- Stanley H. Durwood Foundation
- United Way of Greater Kansas City
- University of Missouri
- William T. Kemper Foundation, Commerce Bank, Trustee
- WJ Brace Charitable Trust, Bank of America, Trustee

**Includes pass-through federal funds*

MARC Management Team

As of May 2023

- **David A. Warm**, Executive Director
- **Ron Achelpohl**, Director of Transportation and Environment
- **Carol Gonzales**, Director of Finance and Administration
- **Melody Elston**, Interim Director of Aging and Adult Services
 - James Stowe, through January 2023
- **Kasey Lawson**, Interim Director of Early Learning
 - Jovanna Rohs, through May 2023
- **Frank Lenk**, Director of Research Services
- **Marlene Nagel**, Director of Community Development
- **Lauren Palmer**, Director of Local Government Services

MARC Committees

AGING SERVICES

- Commission on Aging
- Community Support Network Steering Committee
- Leaders in Aging Network

COMMUNITY DEVELOPMENT/LOCAL GOVERNMENT SERVICES

- First Suburbs Coalition
- Government 2 University Steering Committee
- GradForce KC Steering Committee
- Regional Community Health Workers Collaborative
- Regional Housing Partnership Strategy Committee
- Regional Workforce Intelligence Network
- Solid Waste Management District Management Council

EARLY LEARNING

- Partners in Quality
- Head Start Advisory Committee
- Head Start Health Advisory Committee
- Head Start Policy Council

EMERGENCY SERVICES

- Regional Homeland Security Coordinating Committee and subcommittees:
 - Cybersecurity
 - KC Regional Fusion Center
 - Law Enforcement
 - Policy
 - Public Health
 - Training and Exercise
- MARC Health Care Coalition
 - Hospitals Committee
 - Mid-America Regional Council Emergency Rescue
 - Northern and Southern Health Care Coalitions
- Hazardous Materials Emergency Preparedness Alliance
 - Missouri Local Emergency Planning District
 - Kansas Mid-America Local Emergency Preparedness Committee
- Metropolitan Emergency Managers Committee
 - Community Disaster Resiliency Network
 - Plans
- 988/Mobile Crisis Steering Committee

PUBLIC SAFETY

- Metropolitan Area-Wide Regional Radio System Board
- Public Safety Communications Board and subcommittees:
 - Public Safety Communications Users
 - Regional Interoperability Committee
 - 911 Peer Support Advisory Committee

RESEARCH SERVICES

- KC Metro GIS
- Technical Forecast Committee

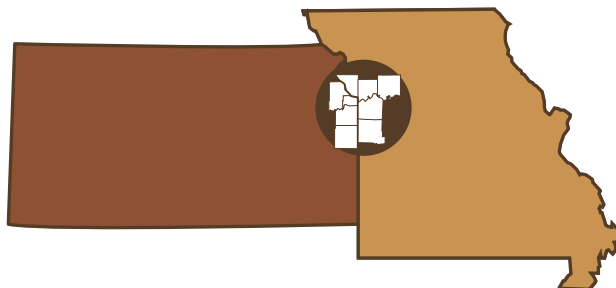
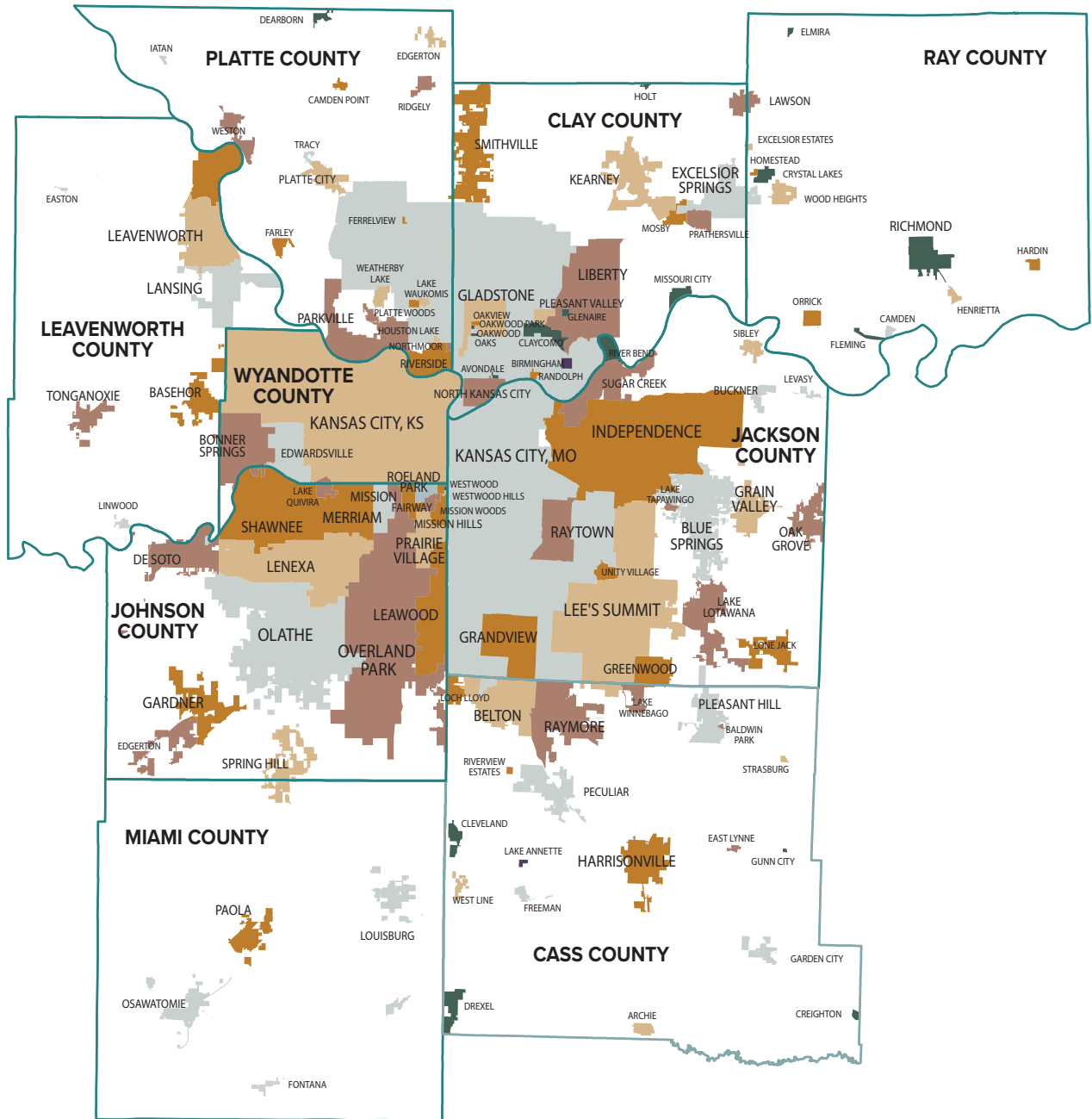
TRANSPORTATION AND ENVIRONMENT

- Air Quality Forum and subcommittees:
 - Air Quality Public Education Committee
 - Conformity Consulting Agencies
- Climate and Environment Council
- Household Hazardous Waste Task Force
- Operation Green Light Steering Committee
- Regional Water Quality Public Education Committee
- Solid Waste Management District Grant Review Committee
- Solid Waste Management District Management Council
- Sustainable Places Policy Committee
- Total Transportation Policy Committee and subcommittees:
 - Active Transportation Programming Committee
 - Aviation Committee
 - Bicycle-Pedestrian Advisory Committee
 - Destination Safe Coalition
 - Goods Movement Committee
 - Highway Committee
 - Kansas and Missouri Surface Transportation Program Committees
 - Mobility Advisory Committee
 - Regional Transit Coordinating Council

PROFESSIONAL ROUNDTABLES

- Kansas City Regional Purchasing Cooperative
- Managers Roundtable
- Planners Roundtable
- Metropolitan Official Health Agencies of the Kansas City Area
- Regional Association of Public Information Officers and subcommittee:
 - E-RAPIO
 - Social Media Subcommittee
- Regional Information Technology Managers Association

The MARC Region



- 2 states
- 9 counties
- 119 cities
- 4,423 square miles
- 2 million people

MARC

MID-AMERICA REGIONAL COUNCIL

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Kansas City, MO, 64105-1659

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