

DRAFT FOR REVIEW

Comprehensive Economic Development Strategy Plan

for Metropolitan Kansas City

Appendices



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Appendix A: SWOT Analysis

Enterprise: Increase capacity for innovation and entrepreneurship

Strengths

- Strong set of programs supporting entrepreneurship, including training and technical assistance (KCSOURCELINK, KAUFFMAN FOUNDATION, BIONEXUS KC, many others). KC RISING FUND to support business start-ups.
- AltCap offering financing and grants to support small business startup and growth.

Weaknesses

- Inadequate capital for business start-up and small business growth, including resources to enable successful small businesses to scale up. Minority and women-owned firms and entrepreneurs face greater challenges securing financing from mainstream lenders

Opportunities

- KC RISING program, CEO to CEO Challenge, to enable small businesses to sell goods and services to large companies.

Threats

- Promising small business startups are leaving the region for places where capital and other supports are more available.

Industry: Strengthen regional economy by growing traded sectors, attracting new businesses and help existing businesses stabilize and grow

Strengths

- Diverse economy.
- Strong regional and local economic development organizations, including the coordinated regional marketing led by the Kansas City Area Development Council.
- Strong industry clusters around life sciences, engineering and architecture, animal health, motor vehicle and food production manufacturing, and other fields.
- Business sector involvement through KC Rising.
- KC Global Design — Kansas Manufacturing Solutions and Missouri Enterprise.

Weaknesses

- The region has few industry clusters, particularly those in traded sectors, with a high location quotient and a competitive advantage over peer metros.

Opportunities

- Over 50 census tracts in the Kansas City region have been designated as Qualified Opportunity Zones.

Threats

- Business acquisitions are reducing the number of locally owned enterprises, increasing risks that businesses and jobs will leave the region.

Education: Create an effective workforce to meet the needs of business and create economic opportunity for residents

Strengths

- Emphasis by K-12 school districts on preparing students for careers with support from Real World Learning, the DeBruce Foundation’s Agilities Profiler and scholarships through KC Scholars.
- School districts and intermediaries establishing career centers for high school students, including PREP-KC, KC STEM Alliance, Blue Valley CAPS, Northland CAPS, KC Tech Academy, Northland Innovation Center, Olathe 21st Century Academies, Independence Wall-to-Wall Academies, KC Kansas Diploma+, Excelsior Springs Reimagine High School, Summit Tech Academy, Missouri Innovation Campus and Liberty School District Innovation.
- KC Scholars’ scholarship support for adults.
- Number of public and nonprofit higher education institutions in and around the metro.

Weaknesses

- Limited supply of early education programs and services, including child care, to enable adults to pursue training and employment.
- Low state support for education — pre-K, K-12 and higher education.
- Limited federal funds to support education, particularly for disadvantaged students.
- Large number of adults without necessary skills to fill in-demand available jobs.
- Middle-age workers with at least a bachelor’s degree and skills are leaving the region.
- Limitations on use of Pell grants and availability of other resources to support training for disadvantaged youth and adults.
- Difficulty attracting and keeping foreign students who may be able to study in area higher education institutions and remain in the region, filling technical and other jobs.
- The region’s workforce system has many strong organizations and programs but lacks strong support to bring multiple organizations together.
- There is a lack of wrap-around services for disadvantaged job seekers, particularly transportation and child care.

Opportunities

- The states of Missouri and Kansas are placing greater emphasis on workforce preparation and business support, particularly around broader use of apprenticeships to prepare workers and fill employer talent needs

Threats

- Numerous political boundaries, including a state line, often complicate efforts at growing the regional economy and creating a skilled workforce.

Neighborhood Connections & Culture: Invest in infrastructure to support economic growth, create vibrant places and increase access to opportunity

Strengths

- Adequate water, wastewater, broadband, natural gas and other resources to support development and business operations.
- Excellent network of roads and highways to support freight and commuter transportation.
- KC Streetcar expansion is under construction and additional routes in planning.
- Growing network of complete streets that accommodate bicycle, pedestrian and motorized travel.
- The region's long-range transportation plan supports a strategy of focusing development along key corridors and at important intersections or centers.

Weaknesses

- Increasing housing costs and lack of diversity of housing types.
- Housing prices and interest rates have limited opportunities for first-time home buyers.
- Community resistance to accepting affordable housing development.
- Inadequate broadband infrastructure in many parts of the metro area (access) and barriers, including costs, for many households to sign up for internet subscriptions and acquire computers.
- Limited public transportation services to support home-to-work trips and limit economic opportunities.
- Limited workforce capacity to deliver on needed new housing and preservation of existing housing.

Opportunities

- Local governments and community organizations have placed a higher priority on addressing housing needs.
- Federal infrastructure funds offer opportunities to address transportation, water, energy conservation and broadband infrastructure.
- MARC and LISC launched the Regional Housing Partnership in 2022 to address the need for more affordable housing in the metro area.
- Climate Action KC and the Kansas City Regional Climate Action Plan, adopted by MARC and area local governments, offer opportunities to support sustainable development and efficient transportation technology.

Threats

- High interest rates are limiting home ownership.
- Increased crime is impacting sense of personal safety

Inclusion: Strengthen local governments and other public institutions throughout the Kansas City region to address racial equity, economic resiliency and climate resiliency

Strengths

- Local governments and other public institutions have adopted diversity, equity and inclusion policies and practices.
- MARC and several local governments have adopted the Kansas City Regional Climate Action Plan.

Weaknesses

- Growing divide among income groups and growth in suburban poverty.
- Low density dispersed development patterns make economic development and access to jobs difficult, while degrading the region's natural resources.
- Racial disparities exist in education, income, housing and health.

Opportunities

- Increasing emphasis by local governments and other public institutions on diversity, equity and inclusion.
- The emergence of the Community Capital Fund and other similar programs that are raising capital and resources to support minority and immigrant small businesses and entrepreneurs.

Threats

- Inflation and supply chain issues impact public and private sectors.
- Rising energy costs will impact businesses and households.
- Climate changes may pose greater risk (flooding, water shortages, wildfires, tornadoes and wind storms, and severe winter weather) to the region's built environment.

Appendix B: Community and Private Sector Participation

A number of organizations and initiatives support economic progress in the greater Kansas City area. This listing is not intended to be comprehensive, but illustrative of the breadth of regional and local efforts underway to support the goals, objectives and strategies outlined in the Comprehensive Economic Development (CEDS) Plan. **The Mid-America Regional Council (MARC) welcomes feedback to update information and add organizations and initiatives not listed.**

Regional Economic Development Attraction and Retention

Kansas City Area Development Council (KCADC) represents the economic development interests of the greater Kansas City region (18 counties in Missouri and Kansas). KCADC brands the region as one location to stimulate economic growth and enhance awareness of the metro area's assets. KCADC promotes the region as the business location of choice and as one that offers a high quality of life for talent to move to the Kansas City area.

KC Smart Port is a nonprofit economic development organization and the region's authority on logistics, promoting the region as a leading North American logistics hub. KC Smart Port's mission is to grow the Kansas City area's transportation industry by attracting businesses and make the industry and the region more competitive in the movement of goods in and out of the region.

Animal Health Corridor/Forum is an initiative to support animal health companies in and around the Kansas City region from Manhattan, Kansas, to Columbia, Missouri. The initiative supports programs to bring companies together to strengthen the industry sector and advocate for state and federal legislation to advance the corridor's assets.

Team KC is an initiative to attract and retain top talent by offering resources (Talent Toolkit) to area companies. A network of top recruiters in the region work to build a career network and promote diversity and inclusion.

KC Tech Council is an independent nonprofit membership organization that works with industry leaders to strengthen and promote the tech hub of the Midwest. KCTC promotes the region's tech sector to recruit firms to the region by building connections and industry advocacy. The KC Tech Council brings business leaders together to collaborate, promotes tech positions to attract a strong tech talent pipeline, and operates Apprenti KC, part of a nationally recognized apprenticeship program focused on diversity and equity in tech.

KC World Trade Center, hosted by the KC Chamber, participates in the Brookings Institution Global Cities Initiative. The FTC has a regional export market plan, has an inventory of companies exporting from the region, assists area businesses with their export plan and offers an electronic platform to process Certificates of Origin for export goods.

Bionexus KC formerly known as the Kansas City Area Life Sciences Institute, brings companies and business support organizations together to advance the animal and human health research, manufacturing and related sectors in the metro area. The regional concentration of animal and human health research and manufacturing companies uniquely positions the area to capitalize on economic growth opportunities where these industries intersect. The latest effort to emerge is a new series of events, called Collaborate2Cure, designed to bridge the research and expertise between human and animal health and **BioKansas**, focused on building the biologics industry in the Kansas City area and across the state of Kansas.

Local Economic Development Agencies

There are multiple local economic development agencies in the region that promote economic activity and work to attract new companies or help existing companies expand or address challenges to support retention. A number of economic development offices are part of city and county government. The following are separate organizations, working in close collaboration with local governments.

Other Regional with Special Focus

- Asian Chamber of Commerce
- Black Chamber of Commerce
- Heartland Black Chamber
- Hispanic Chamber of Commerce of GKC
- Mid-America LGBT Chamber
- Visit KC

Missouri Side

Cass County

- Cass County Corp. of Economic Development
- Belton Chamber of Commerce
- Harrisonville Area Chamber
- Harrisonville Economic Development Department
- Pleasant Hill Chamber
- Raymore Chamber

Clay County

- Clay County EDC
- Industrial Development Authority of Clay County
- Excelsior Springs Chamber
- Excelsior Springs Economic Development Office
- Gladstone Chamber
- Gladstone Economic Betterment Council
- Kearney Chamber
- Liberty Chamber
- North KC Business Council
- Northland International Trade Assistance Group
- North KC office of Economic Development
- Northland Regional Chamber
- Smithville Economic Development
- Smithville Chamber

Jackson County

- Blue Springs Chamber
- Buckner Chamber
- Grain Valley Partnership
- Grandview Chamber
- Independence Chamber
- Independence Council for Economic Development
- IDA of Independence

Jackson County (continued)

Lee's Summit Chamber
Lee's Summit EDC
Oak Grove Chamber
Raytown Chamber & Visitor Bureau
Raytown Economic Development Department

Platte County

Platte County EDC
Platte County Convention & Visitor Bureau
Northern Platte County Area Chamber
Parkville Chamber
Platte City Chamber/EDC
Riverside Chamber
Weston Chamber

Ray County

Richmond Chamber
Richmond Economic Development

Kansas City, Missouri

Black Economic Union
Downtown Council
EDC of Kansas City, Missouri
KC Biz Care
KC Industrial Foundation
Northeast KC Chamber
Planned Industrial Authority
Port KC
South Kansas City Chamber

Kansas Side

Johnson County

Johnson County Airport Commission
DeSoto Chamber
Gardner Chamber
Leawood Chamber & EDC
Northeast Johnson County Chamber
Lenexa Chamber
Lenexa EDC
Merriam Visitors Bureau
Olathe Chamber
Olathe Convention & Visitor Bureau
Olathe EDC
Overland Park Chamber
Overland Park EDC
Shawnee EDC
Southwest Johnson County EDC
Spring Hill Chamber
Visit Overland Park
Visit Shawnee

Leavenworth County
Leavenworth County Development Corp.
Basehor Chamber
Leavenworth-Lansing Area Chamber
Tonganoxie Business Association

Miami County
Miami County EDC
Louisburg Chamber
Osawatomie Chamber
Paola Chamber

Wyandotte County
Wyandotte EDC
Bonner Springs-Edwardsville Chamber
Kansas City Kansas Chamber

Innovation and Entrepreneurship/Business Startup

UMKC Innovation Center offers a number of programs to help businesses become established and grow, with a specialization in technology commercialization. The Innovation Center delivers just-in-time education, counseling and access to resources to aspiring and existing business owners resulting in increased jobs for the communities it serves.

KC SourceLink helps lead the effort to make Kansas City America's most entrepreneurial city by connecting entrepreneurs to resources, coaches, funding, education and help coordinate events for entrepreneurs, like Global Entrepreneurship Week. KCSL monitors Kansas City's entrepreneurial ecosystem to measure outcomes, work with partners to fill gaps in resources and bring national resources to the community through grants such as the i6 Challenge and the University Center grants from the Department of Commerce EDA. KCSL connects 240+ business-building organizations across the 18-county bistate metro. Through KCSL, thousands of entrepreneurs and business owners are able to gain access to the right resource at the right time to start, grow and accelerate their businesses.

Talent Link connects residents, students and employers to fill the workforce talent needs to grow the Kansas City region's economy.

Digital Sandbox KC provides information technology innovators with proof-of-concept resources to support early-stage commercialization processes. The Sandbox may cover expenses for project consultants, market research, legal support, equipment and other market validation, prototyping and beta testing needs.

Whiteboards 2 Boardrooms is a team effort that includes research partners that provide the new technologies, a technology transfer office that collects technologies from research partners and helps with initial assessment and IP issues, entrepreneurs with a depth of expertise and experience in different technical domains that utilize a variety of business models, W2B staff members that serve as "match-makers", and service providers that assist with business connections to facilitate startup development.

KC Rise Fund is a co-investment fund which invests institutional Venture Capital investors in early-stage companies based in Kansas City. KC Rise Fund portfolio companies benefit from the diligence and industry talents of investment professionals all over the U.S., including the Kansas City area.

KC InvestEd, in partnership with KCSL and an advisory board of Kansas City area civic leaders, is dedicated to supporting the development of local investments, connecting investors to improve deal visibility, connecting deals to investors and bringing visibility to Kansas City-based deal flow ready for institutional investment from outside the region.

Entrepreneurship Center of Johnson County aims to reduce barriers to new business creation and entrepreneurship in Kansas. The ECJC is building a statewide coalition of policy partners, engaging and educating lawmakers, and interfacing entrepreneurs with lawmakers to build positive working relationships and support entrepreneurship as a statewide economic development priority in Kansas.

Manufacturing Extension Partnerships for Kansas and Missouri deliver solutions for Kansas City area manufacturing companies by providing technical assistance to implement technology to help resolve process challenges and evaluate products or parts for potential improvements in labor costs, accuracy and materials used.

Small Business Development Center at Johnson County Community College is one of eight SBA-supported centers in the state of Kansas. The center serves Johnson, Wyandotte and Miami counties, and it offers training and technical assistance and advising to entrepreneurs seeking to start a business and to small businesses needing support to expand, grow, market or transition their business.

Launch KC is sponsored by the Kansas City EDC and is designed to provide policy and marketing guidance for a sector specific recruitment and expansion initiative that will qualitatively change the perception of Kansas City's capabilities for emerging innovation technology companies, and for public sector incentives.

Ennovation Center - The Independence Regional Ennovation Center is a mixed-use business incubator which focuses on three core areas for the development of new businesses: biotech, kitchen/culinary and business and technology. Located in Independence, Missouri, the Ennovation Center has transformed the former Independence Regional Medical Center into a launching pad for entrepreneurs with the necessary facilities and support services to assist successful start-up businesses in an innovative environment which fosters collaboration.

KC Innovation District is a redevelopment initiative focused on creating a place where entrepreneurs, research institutions, students and corporations can collaborate to generate impact and workforce readiness. Following a market analysis supported by the Civic Council of Greater Kansas City, the Keystone Community Corporation, a 501c3 nonprofit organization, reached agreement with the Kansas City Area Transportation Authority for the redevelopment of properties around 18th and Troost in an Opportunity Zone in Kansas City.

KC Digital Drive is a 501c3 nonprofit organization whose mission is to make Kansas City a digital leader to secure economic prosperity and improve the quality of life for all people in the region. KCDD accomplishes this by closing the digital divide to connect everyone to affordable broadband Internet and make emerging technology equitably accessible.

AltCa formed in 2008 to be a catalyst for investments in capital and resource starved communities in Missouri and Kansas through the delivery of accessible and innovative financing products, targeted small business and economic development programming, and the development of strategic partnerships that promote inclusive and equitable economic growth. AltCap exists to increase the flow of capital to communities and businesses not adequately served by mainstream financial institutions. Whether it is through the New Markets Tax Credit Program, small business and microloans, or other alternative capital, AltCap is committed to delivering accessible financing to support job-creating small business investments and catalytic, community-focused real estate development projects.

Community Capital Fund: Community Capital Fund (CCF) is a Community Development Corporation that provides grants, technical assistance, and coaching to support under-resourced neighborhoods and businesses in the greater Kansas City metropolitan area, helping to advance asset-based community development and increase financial, human and social capital. CCF is an affiliate organization of AltCap, a Kansas City-based Community Development Financial Institution (CDFI), and eEquity2, an impact investment firm. Since 2012, CCF has granted over \$2 million to community and neighborhood organizations.

The Porter House KC is an inner city-based organization providing entrepreneurship access and resources to underserved populations in the Kansas City metro area. The Porter House KC assists in the representation of entrepreneurs of color by providing an affordable business space that can be used to grow an idea to a full-fledged business. They serve individuals looking to start a business, including start-ups and new product launchers. The organization's other focus is existing small businesses, companies are 0-2 years old, and have already reached some limited success and are planning to expand their operations.

The Toolbox is a nonprofit small business assistance organization operating a co-working and training and technical assistance program in Kansas City, Kansas. The Toolbox provides support with planning, registering, funding, operating and growing a small business. They provide private one-on-one small business coaching. Many of those served are minority or women-owned small businesses.

The Women's Employment Network (WEN) helps women earn a brighter future for themselves, families and the community. Through structured and personalized signature programming and career services, WEN creates positive change in the lives of women who struggle with social, economic and educational barriers to employment. WEN's efforts help women discover their own abilities, gain employment and build a better future for themselves, their families and their communities. Services include licensed case management and community referrals; career exploration; job-search assistance; ongoing support for program graduates; and financial coaching and credit building.

GIFT (Generating Income for Tomorrow) provides access to capital, technical assistance and training for Black small business owners.

The Black Mastermind Group serves Black entrepreneurs with training and technical assistance in Kansas City, Kansas.

KC Prospect Business Association offers entrepreneurial support and business association services and business-to-business connections in Kansas City.

Workforce Investment Boards

Full Employment Council is a nonprofit organization that administers two workforce investment boards serving the region's five Missouri counties, including Kansas City, Missouri. Programs include Missouri WIA Economically Disadvantaged – Adult and Youth Programs, WIA Dislocated Worker/Displaced Homemaker, and Temporary Assistance to Needy Families.

Workforce Partnership is the local workforce investment board serving Johnson, Leavenworth, and Wyandotte counties in Kansas. It has a network of career centers in the three-county area.

Southeast Kansas Works is the local workforce investment board serving Miami County, Kansas. The organization has a career center in Paola.

K-12 Intermediaries

PREP-KC is focused on increasing career exploration, college going and access to high-quality employment for the over 60,000 mostly low-income students served by six of bistate Kansas City's urban school districts. PREP-KC addresses benchmarking for teachers to help students improve math and literacy scores, career academies to gain knowledge and skills in specific growing industry sectors, and college and workforce preparation.

The KC STEM Alliance is a collaborative network of educators, business affiliates and organizations designed to inspire interest in Science, Technology, Engineering and Math careers and to strengthen skills and knowledge of professionals supporting students. KC STEM provides a shared services model for STEM programs, such as Project Lead the Way and FIRST, coordinating data collection and program evaluation as well as facilitating school and industry partnerships. The KC Social Innovation Center (KCSIC), in partnership with Kansas City, Missouri Mayor's Office, Kansas City Public Library, and KC STEM Alliance, launched the LRNG KC pilot in Summer 2016 with the goal of connecting 10,000 youth to engaging learning experiences that will inspire youth while providing 21st century skills and career pathways to opportunity. This means the KCSIC will manage and organize local efforts with the national LRNG movement. LRNG KC will build partnerships between existing community resources on and offline to help the city's youth learn anywhere and anytime.

Real World Learning established by the Ewing Marion Kauffman Foundation to help students to earn "Market Value Assets." Their experience has shown that students attaining professional experiences with employers and documenting these MVAs in high school are much more likely to persist and succeed in work and learning beyond graduation. To-date, RWL has engaged 31 school districts with 75 high schools and 83,000 students. ProX was established under the Real-World Learning program to offer professional experiences for high school students during the summer months.

aSTEAM Village is an equity nonprofit focusing on engaging students, families, and educators in science, technology, engineering, arts, and math (STEAM) pathways to facilitate career and education readiness for participation in the 21st Century economy. They strive to serve and inspire students and families to pursue education and career pathways in Science, Technology, Engineering, Arts and Math (STEAM), through community-based project learning and innovative programs.

Workforce Support

KC Scholars was publicly launched on Sept. 28, 2016. It awarded its first scholarships in May 2017. KC Scholars has grown into a strong, recognizable community asset offering savings accounts for children and scholarships for youth and adults. A new initiative around workforce development is helping youth and adults interested in careers that do not require a college degree to pursue credentials and other training to be prepared for good paying jobs. It is unlike other programs nationally and is changing the lives of thousands of low- and modest-income Kansas Citizens and will be transformative to our region's workforce and economy.

KC Rising, a business-led initiative led by the **Civic Council of Greater Kansas City**, is focused on growing an inclusive economy, will provide leadership and employer engagement. Formed in 2015 by the Civic Council of Greater Kansas City, the Kansas City Area Development Council, the Mid-America Regional Council, and the Kansas City Chamber of Commerce by increasing the region's economic competitiveness by focusing on growing target industry sectors. KC Rising engages business and civic leaders through a series of task forces focused on growing region's economy (Traded Sectors) and workforce (People) with an intentional focus on addressing disparities for economic opportunity. KC Rising supports initiatives that have resulted in stronger industry collaboration such as KC Global Design and the Biologics sector.

Greater Kansas City Chamber engages business and community leaders to support building a stronger regional economy and representing business interests at the federal, state and local levels. The Chamber focuses on workforce development through a number of initiatives to expand opportunities for entrepreneurs, women, formerly incarcerated and immigrants.

Urban League of Greater Kansas City, a regional nonprofit, is founded on the principles of equity and opportunity. This organization is a historic civil rights organization dedicated to economic empowerment, equal opportunity, equity, and social justice. The League collaborates with community leaders, policy makers, and corporate partners across Greater Kansas City and the region to elevate standards of living for African Americans and other historically underserved groups. Its mission is to enable African Americans and other disadvantaged populations to secure economic self-reliance, parity, power, and civil rights. The Urban League's programs support youth and adults to pursue training and education, leading to fulfilling careers.

Goodwill of Western Missouri and Eastern Kansas: Nonprofit organization providing employment services to disadvantaged residents of the greater Kansas City area. Goodwill provides Digital Skills Training, Employment Services with one-on-one career support to individuals with barriers to employment, Reentry Services offer career support to individuals who have been incarcerated and/or currently involved with the criminal justice system; the Federal AbilityOne Program serves individuals with disabilities, and Essential Skills Training that provides career planning and employment readiness courses. In 2021, Goodwill established The Artemis Institute Bridge to Technology Program will offer the opportunity for adult learners to enhance their digital skills for tech-driven work.

Literacy KC provides training for adults to increase reading skills and basic computer skills; help adults complete an online high school diploma and offers a creative writing program in partnership with UMKC.

The DeBruce Foundation is a national foundation whose mission is to expand pathways to economic growth and opportunity. The foundation is committed to helping individuals unlock their potential and find career pathways. By developing solutions such as the Agile Work Profiler, the foundation supports youth and adults to learn about and pursue careers.

Truman Heartland Community Foundation was established in 1982 to support residents in Jackson County. The foundation launched the Job Skills for New Careers community initiative in 2019 to help improve the economic status of families in Eastern Jackson County and break the cycle of poverty by providing a pathway to higher paying, in-demand careers through job skills training, financial coaching and mentorship.

PCs for People is a national nonprofit social enterprise working to get low-cost quality computers and internet into the homes of individuals, families, and nonprofits with low income. By recycling and then refurbishing computers, PCs for People provides a valuable service to businesses, families, and the planet by keeping computers out of landfills and repurposing them to advance digital inclusion.

Mid-Continent Public Library provides a range of services at 36 locations across Platte, Clay and Jackson counties. Public computers and Wi-Fi, chrome books and hot spots available for check-out use, and online excel adult high school diploma training are among services.

Kansas City Public Library provides digital services to help residents with online and one on one services, public computers and Wi-Fi, and technology available for check-out.

The Builders' Association is a nonprofit commercial construction trade association serving hundreds of member companies that employ over 25,000 people in mid-America. Founded in 1887, The Builders' Association has advanced the construction industry by delivering safety, craft and management training; employment, labor and government relations; and construction plans and technology tools.

Associated Builders and Contractors (ABC) is a national construction industry trade association representing more than 21,000 members. Founded on the merit shop philosophy, ABC and its 68 Chapters help members develop people, win work and deliver that work safely, ethically and profitably for the betterment of the communities in which ABC and its members work. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors.

Determination, Incorporated is a 501C3 nonprofit in KCMO empowering formerly incarcerated people to seize employment and entrepreneurial opportunity in home improvement, home building, and affordable housing in Kansas City.

Pawsperity (formerly The Grooming Project) 501c3 organization dedicated to reducing generational poverty in Kansas City. Through a state-certified grooming school and grooming salon, the organization trains struggling parents to be pet groomers and salon managers, both in-demand, high pay professions.

Higher Education

There are many higher education institutions serving the Kansas City region. These institutions offer short-term credentials and certificates to support technology, skilled trades and other workforce opportunities. Their traditional role of supporting post-secondary attainment with associates, bachelors and advanced degrees continues to expand to meet the diverse needs of students and talent needs of employers.

Metropolitan Community College is a five-campus community college system serving a 50-mile radius area around Kansas City. More than 30,000 students are enrolled in credit coursework and another 12,000 in career workforce programs each year. Collaborative relationships with more than 30 four-year colleges and universities provide easy credit transfer. The MCC student population is categorized as disadvantaged: within the Associate Degree program, 51 percent of students are classified as ethnic minority, socio-economically or educationally disadvantaged. Approximately 80 percent of students need developmental education support. No other area college is as diverse. Students represent high school graduates, GED recipients, single parents, older returning students, and international students. Working students are the norm; 78 percent are employed. More than 27 percent are people of color; 43 percent are the first generation in their family to attend college.

Johnson County Community College has over 34,000 students enrolled in credit and continuing education classes, JCCC is located in Overland Park, Kansas is the third largest institution of higher education in the state. JCCC offers undergraduate credit courses that form the first two years of most college curricula and features more than 50 one- and two-year career degree and certificate programs which prepare students to enter the job market. Professional continuing education is offered to individuals required by state licensing boards, certifying agencies and professional associations to obtain continuing education units (CEUs). Kansas City Kansas Community College is a public, urban, open-door, and comprehensive community college committed to excellence in higher education. Through an accessible and supportive learning environment, the college mission is to provide higher education and lifelong learning to the varied communities, primarily in its service area of Wyandotte and Leavenworth counties in Kansas. The total enrollment at the college is 7,000 students.

Kansas City Kansas Community College (KCKCC) has received a TAACCCT grant from the Department of Labor to create the Training for Employment (T4E) program. T4E will focus on programs in construction (electrical, heating and refrigeration, building and property maintenance) with value added through additional green technology training (material reuse and recycling, lead, LEED, and environmental remediation); and advanced manufacturing (machine technology and welding).

Donnelly College is a private Catholic institution of higher education located in Kansas City, Kansas. The college offers bachelor's and Associates of Arts degree programs, including business, information technology and nursing.

Four-year public and not-for-profit higher education institutions serving the metro area include:

The **University of Central Missouri** main campus is located in Warrensburg, Missouri, and hosts more than 11,000 students each year. The Summit Center in Lee's Summit, Missouri offers workforce development programs and helps individuals obtain their bachelor's or master's degree. The state-of-the-art UCM Summit Center provides evening classes complemented with online and interactive classes.

The **University of Kansas Edwards** is located in Overland Park, KS. Courses at the Edwards Campus earn the same credit as those taught on the main campus in Lawrence, Kan. with students earning KU degrees. They have a wide variety of graduate and undergraduate degree completion programs for students to choose from and provide late afternoon and evening classes to help students balance the responsibilities of work and family. The University of Kansas in Lawrence offers over 400 degree and certificate programs at five campuses with 28,500 students.

The **University of Missouri–Kansas City** is a public research university located in Kansas City, Missouri. It is a part of the University of Missouri System. The academic divisions of UMKC are the College of Arts and Sciences, the School of Education, the School of Nursing, the School of Management, the School of Medicine (one of six in Missouri), the School of Law (also one of only four in Missouri), the School of Computing and Engineering, the 78 School of Biological Sciences, the Conservatory of Music and Dance, the School of Dentistry, the School of Graduate Studies, and the School of Pharmacy.

Kansas State University is a three-campus system, and K-State Olathe, is the newest member of the family. complementing the main campus in Manhattan and the College of Technology and Aviation in Salina, the Olathe campus is the academic research presence within the Kansas Bioscience Park, leveraging K-State’s broad capabilities and its many resources on the Manhattan campus.

Northwest Missouri University has a campus in Gladstone at the Northland CAPS building offering students the opportunity to complete degrees or advance their education.

Park University is a private non-profit university headquartered in Parkville, with over 60 online programs and 41 campus centers. Park offers degree programs in Accounting, Criminal Justice, Business, Social Work, Communication and Leadership, Psychology and Public Administration.

Avila University, a Catholic nonprofit university in south Kansas City, offers 60 undergraduate and 6 graduate programs.

Rockhurst University, a Jesuit institution established in Kansas City in 1910, offering a liberal arts curriculum. The university offers the School of Management and an Executive MBA program as well as masters and doctorate degrees in occupational and physical therapy, education and speech pathology.

Western Governor’s University was established in 1997 to support affordable online learning by students in partnership with states. The WGU Missouri was established in 2013 through an agreement with the state of Missouri. The online programs provide affordable, accessible competency-based programs that address key workforce needs.

Baker University is a public nonprofit university in Baldwin City, Kansas, serving traditional and non-traditional students with degree programs in four schools – arts and sciences, nursing, education, and professional and graduate studies.

Lincoln University is a land grant public university established in 1866 to serve African American students. Today, the university offers undergraduate and graduate programs in nursing, education business, arts and sciences and agriculture, environment and human science.

University of Missouri – Columbia is a public research university established in 1839 and offering over 300 post-secondary degree programs with 90 online options through 19 colleges and universities. MU is one of only six public universities nationwide that can claim a medical school, veterinary medicine college, and a law school on the same campus.

Wrap-Around Service Support for Workforce Development

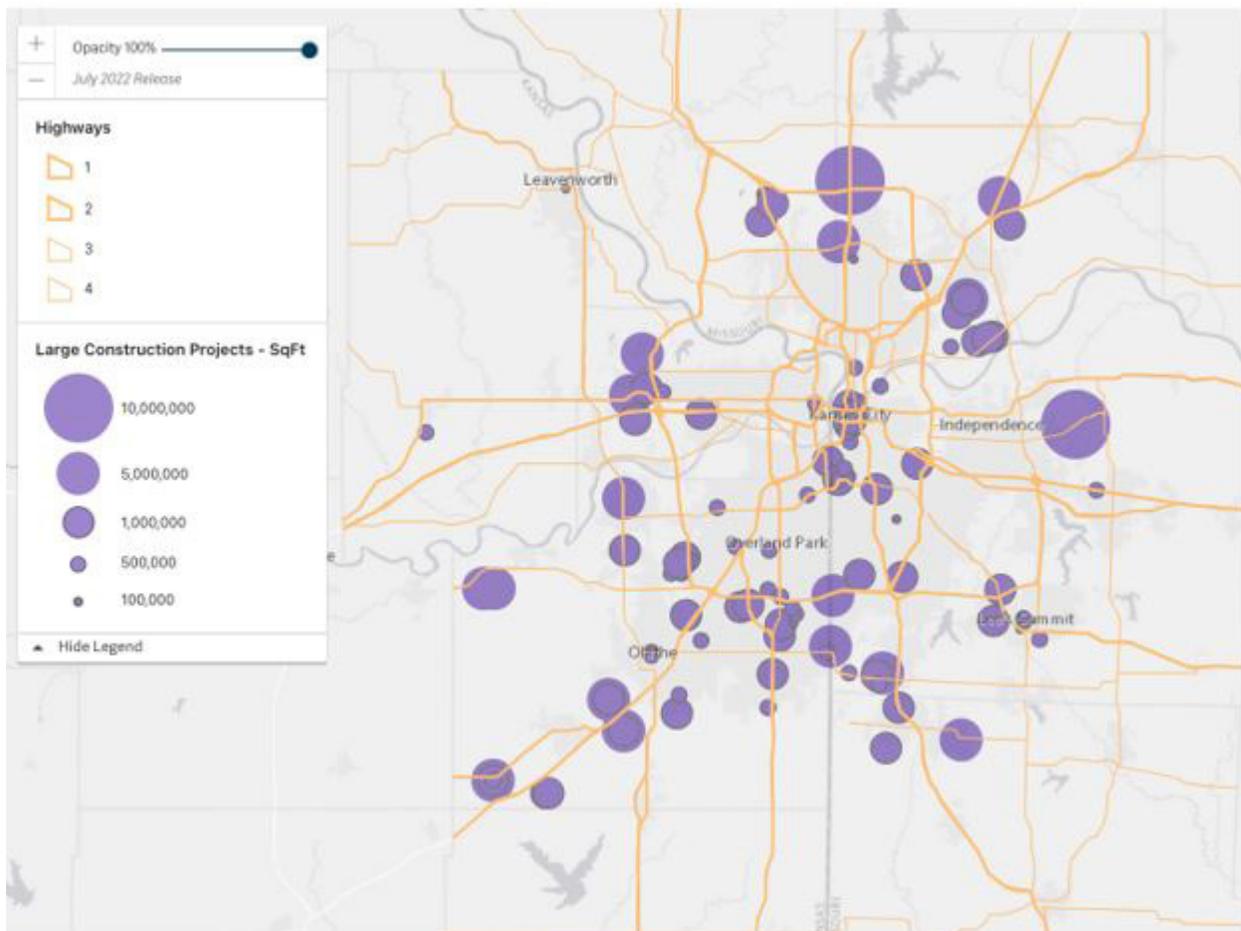
There are many community organizations providing career coaching and wrap-around service support for those pursuing further training and education and for job seekers. Many also offer workforce training. Those identified include:

- Amethyst Place
- Avenue of Life
- Catholic Charities of Northeast Kansas
- Catholic Charities of Kansas City/St. Joseph
- Community Services League
- Connections to Success
- Determination Inc
- El Centro
- Guadalupe Centers
- Healing House
- Jewish Vocational Service
- Made Men
- Metropolitan Crime Commission – Second Chance
- Metropolitan Lutheran Ministry
- NCircle
- Swagg Inc.
- Welcome House KC
- West Central Community Action Agency

Appendix C: Recent Significant Projects and Employment Changes Across the Metro

The Kansas City metropolitan region has experienced significant public and private investment over the past several years. These public sector projects have supported economic and business development and addressed deficiencies in public infrastructure. The private sector investments have brought new employers to the region and enabled existing businesses to expand.

The following map shows large existing and planned construction projects in the metro area between 2019 and 2022. Much of the construction has been concentrated in the industrial and distribution sectors, with most locating near highways along and outside of the I-435 / I-470 Interstate loop.



Significant public infrastructure investments include the new terminal at Kansas City International Airport with expected completion in April 2023. Major Missouri side transportation projects include extension of the KC Streetcar from Union Station south to UMKC, the new Buck O'Neill Bridge over the Missouri River, new interchanges at I-435 and M-210 and I-435 and I-70, bridge replacements along I-49 (140th Street) and in downtown Kansas City, Missouri. Other Missouri projects include a new interchange on I-35 at 19th Street in Kearney; I-49 adding lanes from 155th Street to North Cass Parkway in Belton; and I-70: Bridge replacement, removal and rebuild pavement from Paseo to I-435.

Kansas side projects include US-69 expansion in Overland Park, K-68 Expansion from US-169 to US-69 in Miami County, 119th Street – Complete the facility between Woodland & Northgate in Olathe, Local Road Improvements in DeSoto (related to the Panasonic Battery Plant), New interchange at 119th Street & I-35, and Bridge replacements on K-32 at the Turner Diagonal intersection.

Johnson County is updating their wastewater facilities with a new wastewater treatment plant in Olathe under construction and a recently completed one in Leawood. With the opportunity for broadband infrastructure grants through the states, many internet service providers are seeking federal funds to expand their facilities throughout the region.

A new stadium and event space for the region's women's soccer team, KC Current, is under construction on the Kansas City, Missouri, riverfront. The region is experiencing continued construction in warehouse and light manufacturing space, hotels, and multi-unit housing.

In addition to construction investments, companies moving into the region and existing companies expanding are announcing significant job growth. There are some changes and downsizing. The following chart from the Kansas City Area Development Council provides this detail.

Businesses that Opened Major Operations or Expanded Existing Operations in Greater Kansas City

Company	Type of Operation	Location	Jobs Created	Type of Action	Date
2022					
Boot Barn	Retail distribution center	Kansas City, MO	240	Opening	5/16/22
Clorox	Distribution	Olathe, KS	250	Opening	5/3/22
Ford Motor Company**	Motor vehicle mfg.	Claycomo, MO	1,100	Expansion	6/2/22
Garmin International, Inc.***	Global positioning systems mfg. (Hdq.)	Olathe, KS	Phase 1 – 900 Phase 2 – 600	Expansion	8/4/22
Home Depot	Retail distribution	Kansas City, MO	25	Opening	3/30/22
Mars Petcare	Pet food R&D and mfg.	Kansas City, MO	95	Expansion	7/27/22
Meta	Data Center	Kansas City, MO	100	Opening	3/24/22
Panasonic Energy Co., Ltd.	EV Battery mfg.	De Soto, KS	4,000	Opening	7/13/22
RLE International Group USA	Global engineering and design	Kansas City, MO	85	Opening	3/1/22
VetNova	Animal supplements distribution	Olathe, KS	2	Opening	2/23/22
Zoom	Tech and video communications	Overland Park, KS	50	Expansion	5/25/22
2021					
Accelerate360	Retail magazines and consumer packaged goods order fulfillment center	Olathe, KS	167	Opening	3/12/21
ALPLA, Inc.	Plastics mfg.	Kansas City, MO	75	Opening	10/25/21
Amazon Air	eCommerce	Kansas City, MO	50	Opening	5/13/21
C2FO	Financial technology (Hdq.)	Leawood, KS	150	Expansion	6/2/21
Cereal Ingredients Inc.	Fruit analogs production	St. Joseph, MO	60	Opening	4/19/21
Charter Communications	Telecommunications call center	Overland Park, KS	510	Opening	11/19/21
Eastern Airlines	Retrofitting passenger planes to cargo haulers	Kansas City, MO	140	Opening	11/29/21
gPac	Flexible packaging mfg.	Lenexa, KS	40	Opening	10/8/21
Ford Motor Company*	Motor vehicle mfg.	Claycomo, MO	150	Expansion	1/4/21

Company	Type of Operation	Location	Jobs Created	Type of Action	Date
National Fulfillment Services, LLC	Distribution services	Kansas City, MO	18	Opening	4/5/21
NetPMD Solutions	Network engineering, design, installation and integration services provider (Hdq.)	Overland Park, KS	131	Opening	11/5/21
Niagara Bottling Co.	Bottling mfg.	Kansas City, MO	92	Opening	6/28/21
Torch.AI	Large data analysis software	Leawood, KS	70	Expansion	3/17/21
TTEC	Shared service center	Overland Park, KS	450	Opening	5/13/21
Walgreens	Fulfillment and distribution center	Liberty, MO	200	Opening	11/22/21
2020					
A Place for Mom	Shared Service Center	Overland Park, KS	600	Opening	1/14/20
BoxyCharm	Makeup products distribution	Belton, MO	250	Opening	10/5/20
CarMax	Customer experience center	Olathe, KS	150	Expansion	7/22/20
Chewy, Inc.	eCommerce	Belton, MO	1,200	Opening	7/21/20
CVS CareMark	Pharmaceutical customer service center	Lenexa, KS / Lee's Summit, MO	500	Expansion	10/19/20
CVS Health	Pharmaceutical fulfillment	Kansas City, MO	200	Expansion	7/29/20
Deluxe Corp.	Check printing and customer service	Lenexa, KS	100	Expansion	3/16/20
Dots Pretzels	Food mfg.	Edgerton, KS	22	Opening	6/9/20
FedEx	Delivery services	Kansas City, MO	300 / 300	Expansion	
GEICO	Auto insurance customer service center	Overland Park, KS	100	Expansion	6/10/20
Kenco Logistics Services	Third-party logistics	Liberty, MO	31	Opening	11/16/20
Loews Kansas City Hotel	Hotel	Kansas City, MO	350	Opening	2/19/20
Pretzel's, Inc.	Pretzel mfg.	Lawrence, KS	281	Opening	10/5/20
Spectrum	Cable tv contact center	Kansas City, MO	185	Expansion	2/21/20

Company	Type of Operation	Location	Jobs Created	Type of Action	Date
Spring Venture Group	Insurance broker (Hdq.)	Kansas City, MO	300	Expansion	5/19/20
Thermo Fisher Scientific, Inc.	Microbiology media products mfg.	Lenexa, KS	300	Expansion	5/18/20
Tuthill	Pump mfg.	Lenexa, KS	68	Opening	6/11/20
UPS	Delivery service	Kansas City, MO	68	Expansion	8/25/20
Urban Outfitters	Omni-channel distribution center	Kansas City, KS	985	Opening	7/23/20
World Pantry	eCommerce	Kansas City, MO	20	Opening	7/16/20

**Ford announced their plan to invest \$100 million into their Claycomo plant which created 150 jobs in 2021.*

***Ford announced their plan to invest \$95 million into their Claycomo plant and add 1,100 jobs to boost production of the Transit and the E-Transit vans by adding a new shift.*

****Garmin announced phases to invest \$240 million-plus headquarters expansion second phase, which will add 1,500 jobs.*

Businesses that Closed Major Operations or Reduced Existing Operations in Greater Kansas City

Company	Type of Operation	Location	Jobs Lost	Type of Action	Date
2022					
Serta Simmons Bedding (SSB Manufacturing Company)	Mattress mfg.	Lenexa, KS	70	Closing	5/1/2022
Smithfield Farmland Foods	Meat processing mfg.	Kansas City, KS	80	Closing	5/17/22
Spring Venture	Insurance broker (Hdq.)	Kansas City, MO	197	Downsizing	1/13/22
2021					
CEVA Logistics	Freight forwarding company	Liberty, MO	74	Downsizing	2/28/21
Graham Packaging Company	Packaging mfg.	North Kansas City, MO	67	Closing	7/31/21
H&R Block, Inc.	Tax preparation and financial services (Hdq.)	Kansas City, MO	90	Downsizing	6/10/21
Informa	Event digital platforms	Shawnee Mission, KS	60	Downsizing	1/7/21
Waddell & Reed Financial, Inc.*	Financial services (Hdq.)	Overland Park, KS	219	Downsizing	3/2/21
2020					
API Foils, Inc.	Metal foil and leaf mfg.	Lawrence, KS	90	Closing	2/10/20
Cerner Corporation	Healthcare information systems (World Hdq.)	Kansas City, MO	50	Downsizing	6/24/20
Exide Technologies	Industrial battery mfg.	Kansas City, KS	223	Closing	5/1/20
Ford Motor Co.*	Motor vehicle mfg.	Claycomo, MO	150	Downsizing	11/10/20
Gaming Partners International	Gaming equipment mfg.	Blue Springs, MO	112	Closing	5/26/20
Hallmark Cards, Inc.	Greeting card mfg. (Hdq.)	Kansas City, MO	325 / 125	Downsizing	1/6/20 / 7/29/20
Home Credit US LLC	Sprint credit card customer service center	Overland Park, KS	99	Downsizing	1/31/20
Hy-Vee	Fulfillment center	Kansas City, MO	583	Closing	5/6/20
JCPenney Logistics Center	Catalog fulfillment and store distribution center	Lenexa, KS	243	Downsizing	1/17/20
Kansas City Star	Newspaper printing and publishing	Kansas City, MO	124	Downsizing	11/11/20
Kmart Distribution Center	Retail	Lawrence, KS	111	Closing	1/30/20

Company	Type of Operation	Location	Jobs Lost	Type of Action	Date
Premier Surfaces	<u>Counter top</u> mfg.	Riverside, MO	175	Closing	1/8/20
T-Mobile	Telecommunications	Overland Park, KS	241 / 270 / 74	Downsizing	6/17/20 / 7/1/20 / 8/31/20

** Ford Motor Co. announced that it will invest \$100 million and create 150 new jobs at its Kansas City Assembly Plant in Claycomo to produce an all-electric version of the Transit van. KCBJ 11/10/20*

**Waddell & Reed bought by Macquarie Asset Management, a division of Australian financial services company Macquarie Group to be finalized April 30, 2021.*

Cerner will be laying off 500 persons but haven't disclosed how many in the area will be affected. Also they stated they will not be filing a WARN notice.

