

MAP KEY



MAP LOCATIONS

2014

KCMO CDE | 1900 Vine

NMTc Investments

- A.B. May
- APT/Motovox
- Boys & Girls Club
- Custom Truck & Equipment
- DeLaSalle Education Center
- Lyric Opera
- Posty Cards
- Reeves-Wiedeman Company
- Seton Center
- Synergy Services
- Truman Medical Centers

CCF Grants Tier One

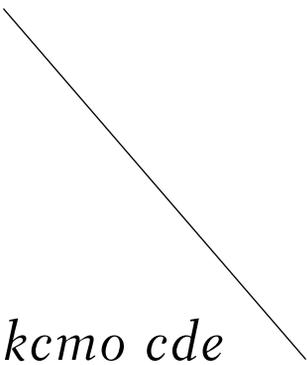
- 49/63 Neighborhood Coalition
- Chouteau Estates Neighborhood ASSN
- Free Network Foundation
- Jerusalem Farm \*
- Kansas City Community Gardens
- Neighbors Helping Neighbors
- Paseo West Neighborhood ASSN
- Pendleton Heights Neighborhood ASSN
- Purpose For Life
- South Round Top Neighborhood ASSN
- The Musketeers Civic Group
- Westside Housing Organization

CCF Grants Tier Two

- 2orMore
- Blue Hills Community Services
- Hist. Manheim Park Neighborhood ASSN
- Historic Northeast \*
- Ivanhoe Neighborhood Council
- Reconciliation Services
- Scarritt Renaissance Neighborhood ASSN
- Town Fork Creek Neighborhood ASSN \*
- USGBC - Central Plains Chapter

FILP Projects

- HELLFEE | 31st & Cherry
- KC Complete Auto
- TYCOR | 31st & Troost



*kcmo cde*

**G R O W I N G  
I M P A C T**



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*Our mission is to be a catalyst for investment in Kansas City, Missouri's economically distressed communities through innovative financial products, targeted economic and community development programming, and the development of strategic partnerships that promote community collaboration and capacity building.*

# kansas city missouri community development entity

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RUBEN ALONSO III

2014

At the KCMO CDE, we are all about growing impact. Our approach to economic and community development isn't just about helping to build one project or helping to grow one business through our various alternative, non-traditional financing tools, it's about investing in communities and investing in Kansas City, Missouri.

Since our first NMTC investment in 2009, we have supported projects and businesses that have anchored communities throughout Kansas City, Missouri, spurring additional investment and opportunities. As you will see in our annual report, the KCMO CDE's investments reflect a multipronged approach that ensures our impact can grow promoting vibrant, sustainable and prosperous communities throughout our service area. We continue to expand our financing platform to offer new financing tools to support investments and address gaps in the capital markets. And, with the growth of our unique business and entrepreneurship training program, Workshop In Business Opportunities (WIBO), we are cultivating entrepreneurs and strengthening existing businesses for growth and profitability that will expand economic opportunities in the communities we serve.

Growing impact takes commitment, focus, ingenuity and it takes time. The KCMO CDE is just getting started.

# new markets tax credits

## S E E I N G

FIVE YEARS OF NEW MARKETS TAX CREDITS DEPLOYMENT HAS MADE A SIGNIFICANT IMPACT ON KANSAS CITY. THIS IS A LOOK AT SOME OF THE INVESTMENTS FINANCED WITH NEW MARKETS TAX CREDITS AND THE INFLUENCE THESE BUSINESSES AND ORGANIZATIONS HAVE ON THEIR COMMUNITY.

### POSTY CARDS 2010

The Posty Cards manufacturing facility expansion involved significant retrofitting of Posty Cards' previous facility. The 65-year-old, business-to-business greeting card and calendar company is located on 1600 Olive Street. The facility is one of the first industrial buildings in the nation to achieve the LEED Platinum designation. The renovation included a solar panel accounting for more than 11 percent of total power use, solar-heated water, a high-efficiency HVAC, active lighting controls, rainwater reclamation, stormwater runoff management and native plant landscaping.

### REEVES-WIEDEMAN COMPANY 2010

The Reeves-Wiedeman Company (RWCo.) relocation to 3635 Main Street involved the renovation of the historic OH Dean building to LEED Gold standards. The building is home to the company's corporate headquarters as well as a new retail store with additional retail/commercial space available to other business tenants. Owner, Kurt Wiedeman, reports that business has been growing steadily, since RWCo's investment. Main Street continues to show progress as well. The area has seen infill including a non-profit across the street and residential projects nearby.

### BOYS & GIRLS CLUB 2010

The development of the Greater Kansas City Boys & Girls Club's J&D Wagner Unit, located at 2405 Elmwood, involved the rehabilitation and expansion of the historic Minute Circle Friendship House building. The J&D Wagner Unit includes a full gym, indoor pool, locker rooms, computer lab, art room, multi-purpose space, and classrooms.

## C H A N G E

### TRUMAN MEDICAL CENTERS 2011

Truman Medical Centers (TMC) is a not-for-profit health system serving Kansas City, Missouri. Its Hospital Hill campus is the largest provider of outpatient specialty care, operates the busiest adult emergency department in the city and has one of the top Level 1 trauma centers in the metro area. This year, TMC's community health improvement venues saw double-digit increases in total patients and staff immunized, encounters and pounds of produce sold through the healthy harvest markets and preventative screenings such as mammograms administered. All of these combine to help improve overall community health.

### SYNERGY SERVICES 2012

Synergy Services is a fully accredited not-for-profit human service organization that provides assistance and shelter to victims of violence including young children, adolescents and women. The completed Youth Resiliency Center will allow Synergy Services to provide a full continuum of care to assist individuals and families with immediate respite from violence.

### APT/MOTOVOX 2012

APT is a Kansas City-based technology company that primarily develops high-performing, low-emission fuel systems for small engine products including motorsport vehicles and portable generators. In an effort to meet the growing demand for its technology and products, APT's investment included the purchase and redevelopment of an old Montgomery Ward building (located at the former Bannister Mall) which it converted to a light manufacturing and assembly facility, research and development and office space.

### LYRIC OPERA 2012

The Lyric project includes the development of a new set design and production facility, rehearsal and storage space and administrative offices at the corner of 18th & Charlotte streets. The project involved the reuse of an empty warehouse as well as new infill construction helping to stabilize the 18th Street corridor and further connect the Crossroads Arts and Historic 18th & Vine districts.

### DELASALLE EDUCATION CENTER 2013

DeLaSalle Education Center is an alternative high school that goes beyond the traditional school setting by offering a holistic approach to education that allows at-risk, non-traditional students to address their significant life barriers and gain the skills they need to be successful. Since the project's completion, DeLaSalle has been able to further their mission with a 300-student enrollment, thanks to significant improvements made to the existing school facility as well as the construction of the Norman O. Sanders wing.

### SETON CENTER 2013

The Seton Center was founded in 1969 to assist the elderly poor in urban Kansas City. Since then, the programmatic goals have shifted to meet the changing needs in the community. Seton Center's NMTC-facilitated investment involved the renovation and expansion of the existing facility to include a new thrift store and community center, as well as expand the dental and social services. The added space has allowed the organization to see an increase in clients, increase in pride of the facility and increase in program opportunities.

## FINANCIAL DETAILS

### Posty Cards

NMTC Investor: US Bank  
KCMO CDE: \$2,192,352  
Total Investment: \$6,000,000

### Reeves-Wiedeman Company

NMTC Investor: US Bank  
KCMO CDE: \$1,274,000  
Total Investment: \$5,000,000

### Boys & Girls Club

NMTC Investor: US Bank  
KCMO CDE: \$1,274,000  
Total Investment: \$5,000,000

### Truman Medical Centers

NMTC Investor: US Bank  
KCMO CDE: \$2,433,000  
CBKC CDE: \$1,054,000  
Total Investment: \$15,000,000

### Synergy Services

NMTC Investor: US Bank  
KCMO CDE: \$1,570,082  
Total Investment: \$7,000,000

### APT/Motovox

NMTC Investor: US Bank  
KCMO CDE: \$1,853,660  
Total Investment: \$7,700,000

### Lyric Opera

NMTC Investor: PNC Bank  
KCMO CDE: \$2,989,350  
Total Investment: \$10,500,000

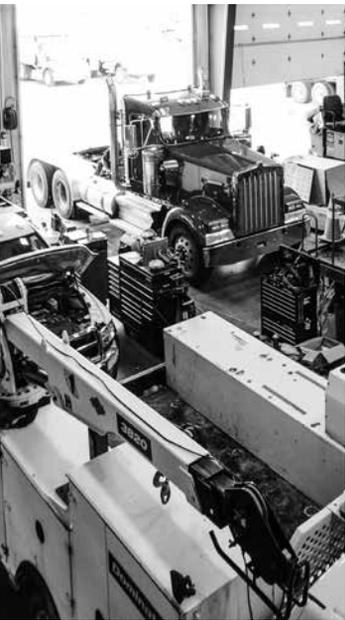
### DeLaSalle Education Center

NMTC Investor: UMB Bank  
KCMO CDE: \$1,770,417  
Total Investment: \$7,000,000

### Seton Center

NMTC Investor: US Bank  
KCMO CDE: \$1,421,000  
Total Investment: \$5,000,000

*Through the NMTC Program the KCMO CDE seeks to facilitate the financing of qualified job-creating businesses and catalytic real estate development projects in highly distressed areas within the city limits of Kansas City, Missouri that will create significant community impacts.*



“ Through KCMO CDE  
we were able  
to minimize our  
out-of-pocket cost  
and get the benefits  
of NMTC financing  
over a 7-year period. ”

JIM ROSS | *Custom Truck & Equipment*

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**CUSTOM TRUCK & EQUIPMENT** 2014  
 Looking over the massive, bustling truck lots, it's hard to imagine what the area might have looked like before Custom Truck & Equipment (CTE) took ownership. With some help from the KCMO CDE's NMTC program, CTE was able to build a new 21,000 SF office as well as a new service facility, opening up opportunities for even more expansion of the already growing business.

CTE sells, fabricates, modifies, services and finances vocational trucks, cranes and heavy equipment. It is the largest independent truck dealer and leasing office in the United States. With offices in Texas, Colorado and Wisconsin, they are headquartered at 7701 Independence Avenue in a blighted area near I-435. The company owns six buildings totaling 320,000 SF of



●  
*Custom Truck & Equipment, a family-owned business, is a driving force in bringing industry back to the area off Highway 24 and I-435.*

# G A I N I N G

space on 50 acres of land. Millions of dollars have been invested in the Kansas City location to build the company and help revitalize the community.

The company has grown 167.7% over the past 5 years, putting a large amount of strain on the headquarters. Jim Ross, CFO of CTE said, "Raising capital has been challenging since the inception of our family business in 2003. In order to meet customer demand, as well as to introduce new products into the mix, we needed

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“  
 With the additional funds  
 and low interest loans,  
 we were able to make our  
 dollars go a little further.”

STEVE CREAL | *Custom Truck & Equipment*

# M O M E N T U M

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to expand our facilities.” Through the NMTC, CTE was able to minimize the out-of-pocket cost and get the benefits of patient, nontraditional financing over a 7-year period.

Previously, Armco Steel's plant and operations occupied over 700 acres of what is being partially acquired by CTE. Kansas City lost thousands of jobs when Armco went under in 2001 and CTE is doing its part to bring industry back to the area. Since the NMTC facilitated investment, CTE has added over 100 employees to its sales, service and administrative staff.

After seeing success with its \$8-million expansion project, CTE has plans to renovate more buildings. This will include 60,000 SF of manufacturing and 100,000 SF of production space. Jim Ross said, "We plan to add additional jobs, and to make our community home to the country's largest truck and equipment dealer. CTE will have a positive impact on this community for many years to come."

# M A K E

**A.B. MAY** **2014**  
A family-owned service company with a long history in Kansas City is now able to grow its business and expand its reach in the city.

It took a combination of funding from the state, city and KCMO CDE programs to put a package together that would aid A.B. May's relocation. "We didn't know about any of the programs when we started looking at properties," said owner Glen Posladek. "We just knew we needed a bigger space and that it had to be on the Interstate."

Highway access was crucial in choosing a location for the new headquarters. A.B. May serves 70,000 customers a year throughout the Metro area. "We always thought we would stay in Lenexa or somewhere near I-35. But when we found this space, we recognized that it fit," Posladek said. The company did its research and realized that the new location would work well from a logistical standpoint. They found that with a move, office workers, on average, have a two-minute-longer commute, and field workers have a two-minute-shorter commute.

The new headquarters is not only in an ideal location, it has an incredible list of amenities. The 84,000 SF building includes a community space, a kitchen, a classroom for training and a lab for more hands-on training. There are three open work areas:

# H E A D W A Y

one is administrative; one is sales; and the third is for taking service calls. There are offices for people who didn't have offices previously, more meeting space, a fitness center and a micro market with healthy lunch options.

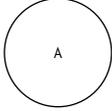
Another great improvement is the parking. "In our old space we had to park down the block, and had to walk long ways. People visiting us had a hard time finding a place to park," Posladek recalls. In addition, the warehouse went from 7,000 SF at the old location to about 50,000 SF. The new space even allows for service truck fleet maintenance in the same building. Posladek said, "Before the relocation, we had 5 spaces that we were trying to manage so once we moved, communication improved immediately."

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*A.B. May has been in its new location for a short time, but has already forged relationships with surrounding neighbors and businesses.*

Posladek hopes to have a huge impact on the community-providing new jobs and foot traffic to local businesses. "It seemed to be a clear path leading us to this part of the city. There must be purpose beyond just the economic one. We have only been here 3 months but we have some really great relationships with our neighbors," Posladek says. He has already forged new partnerships with the local church and school, as well as drummed up business for the local convenience store, car wash and eating establishments. Posladek says, "The neighbors have been great. Hopes are high that we will make a difference."

BEFORE & AFTER A. B. MAY RELOCATION

B



**REVENUE**

Approximated Values

Before (B): \$10 Million

After (A): \$30 Million

B



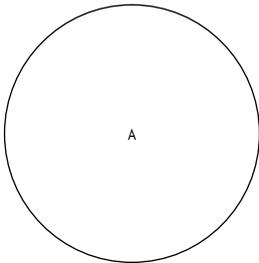
**# OF EMPLOYEES**

Approximated Values

Before (B): 100

After (A): 230

B



**WAREHOUSE SIZE**

Approximated Values

Before (B): 7,000 SF

After (A): 50,000 SF



“ It seemed to be a clear path  
leading us to this part of the city.  
There must be purpose beyond  
just the economic one. ”

GLEN POSLADEK | *A.B. May*

# community capital fund

## L O C A L

### COMMUNITY DEVELOPMENT 2014

CCF continued its success in building capacity in Kansas City neighborhoods through its grant programs and Annual Community Development Workshop. CCF's initial success with the previous workshop reaffirmed the need for meaningful, highly curated programming that provides a forum for residents, community leaders, small non-profits, and neighborhood-oriented organizations. The workshop, held in collaboration with Greater Kansas City Local Initiative Support Corporation and Communities Creating Opportunities, allowed participants to talk about challenges and learn valuable skills. The goal of the workshop was to help build the capacity of underserved organizations and build individual capacity so that people can better serve their communities.

Over 200 people gathered at the Kauffman Foundation Conference Center to hear panels on various topics including engaging youth, equitable development, safety initiatives and the abandoned home crisis/opportunity. Attendees also had a unique opportunity to hear a keynote interview with Denise St. Omer, Vice President at Greater Kansas City Community Foundation, and Rodrigo Davies, expert on crowdfunding.

Participants responded extremely well to facilitated networking sessions on urban agriculture, applying for grants, and neighborhood policing. They were able to learn from one another, and hear from facilitators on what resources are available. Overall, the response from attendees was positive. One person said, "This is what change looks like!" Another commented, "Truly informative... I feel connected with people and their organizations and empowered to form partnerships."

### CCF GRANTS

2014

The Community Capital Fund continues its mission to support and promote innovative and measurable community development in Kansas City, Missouri through its grantmaking. To date, over \$240,000 has been deployed into the community via Neighborhood Opportunity Grants.

CCF grants and programming provide much needed support to local organizations and neighborhoods.

## C O M M U N I T Y

One of those recipients is 2orMore, a non-profit founded to increase the engagement of young adults in Kansas City. The group received \$12,500 in grant money to help initially clean up the abandoned castle (former city prison) at 2100 Vine Street.

Founders Daniel Edwards and his wife, Ebony, were inspired to take on the project when they were looking for a wedding venue. They thought, instead of paying money for a venue they would give back to the community in a meaningful way. The couple hopes that by choosing projects that are more relevant, KC's young adults will take action and make significant change happen. The two initially took on the project to remove blight from a rundown neighborhood, but the concept snowballed into much more. "We started just by cleaning this place up and as we've cleaned, we've gotten more excited and dreamed a little bigger."

Daniel and Ebony were married in the Vine Street Castle in June. In the future they hope to turn it into an outdoor event space and pocket park for the community to use. Other ideas include opening an internet cafe, giving young adults a place to come together for a purpose. The couple credits CCF to helping them gain the momentum they needed to accomplish the clean up. They went from renting one chainsaw with out-of-pocket funds, to renting 5 chainsaws, a Bobcat, tons of materials, recruiting 60+ helpers, and winning the incredible support of the community. "If it wasn't for the CCF we wouldn't be sitting with you today, honestly. We have been blessed tremendously because of the exposure that the grant (which included a required crowdfunding component on Neighbor.ly) was able to help us get."

COMMUNITY CAPITAL FUND HAS DEPLOYED JUST OVER \$240,000 IN FUNDING SINCE ITS INCEPTION. FROM COMMUNITY WORKSHOPS TO URBAN GARDENS, THE CITY HAS SEEN A JUMPSTART ON COMMUNITY INVESTMENTS IN LOW-INCOME COMMUNITIES THANKS TO THE CCF.

**FALL 2013 TIER 1**

49/63 Neighborhood Coalition  
KCMO CDE: \$700

Kansas City Community Gardens with Ivanhoe  
KCMO CDE: \$1,000

The Musketeers Civic Group  
KCMO CDE: \$1,000

**FALL 2013 TIER 2**

Historic Northeast  
KCMO CDE: \$20,000

Scarritt Renaissance Neighborhood Association  
KCMO CDE: \$20,000

Reconciliation Services  
KCMO CDE: \$20,000

**SPRING 2014 TIER 1**

Westside Housing Organization  
KCMO CDE: \$940

South Round Top Neighborhood Association  
KCMO CDE: \$1,000

Neighbors Helping Neighbors / Jolet Home  
KCMO CDE: \$960

Jerusalem Farm  
KCMO CDE: \$1,000

**SPRING 2014 TIER 2**

ZorMore in partnership with KC Business  
Center For Entrepreneurial Development  
KCMO CDE: \$12,500

Blue Hills Community Services  
KCMO CDE: \$20,000

Town Fork Creek Neighborhood Association  
KCMO CDE: \$5,603

Ivanhoe Neighborhood Council  
KCMO CDE: \$5,000



Business owners from different stages of the business cycle come together to share ideas and learn about valuable local resources.

# workshop in business opportunities

## P O S I T I V E I M P A C T S

### WIBO GRADUATION 2013 - 2014

The KCMO CDE put on 2 sessions of Workshop In Business Opportunities (WIBO), with a third set for February 2015. Small business owners from all around the area attended the 16-Week Workshop, aiming to gain knowledge on making sound business decisions. The goal of the workshop is to give participants the skills to start or grow a profitable business.

The WIBO program “How to Build a Growing Profitable Business” focuses on two things: profitability and marketing while still covering a variety of other business concepts and topics. The profitability piece includes a breakeven financial analysis, and information on resources available for financing a business. Aside from the financial portion, many sessions were devoted to marketing - understanding the target market and how to get that brand message to them - as well as purchasing, sales, business law, and human resources.

The WIBO curriculum was developed in the 60s as a tool for economic empowerment in Harlem, NY. In order to make a greater impact in Kansas City, the classes incorporated local resources into basic skills training. Connecting students with groups like KCSOURCELINK allows the program to be supported and grow on a more relevant level.

### TO DATE, KCMO CDE HAS GRADUATED

### TWO COHORTS FROM THE WORKSHOP

### IN BUSINESS OPPORTUNITIES 16-WEEK

### WORKSHOP. ATTENDEES LEFT THE

### PROGRAM WITH BETTER KNOWLEDGE OF

### HOW TO GROW A PROFITABLE BUSINESS

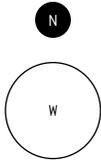
### AND A SENSE OF COMMUNITY SUPPORT.

### PATSY YBARRA 2014

With this year’s graduation, 20 participants have completed the program. The WIBO Graduation event was held at Mutual Musicians Foundation in June. As a testament to the community being cultivated by WIBO, numerous previous graduates attended the event. Next year, the program is planning to hold an expo to promote businesses that are part of the growing WIBO community in the city.

Participants join WIBO for a number of reasons, throughout all phases of business cycles. Patsy Ybarra was an Interior Design Consultant looking to expand her business. “I took WIBO because I wanted to step back and think about putting out a product.” Patsy was inspired to create a concept based on the idea that all you need is three pieces to transform a room - bundling products as a selling point. Patsy said, “My goal is to build wealth for the community as a successful business and to be proud to say I started in Kansas City.”

WIBO STATISTIC



**% OF SMALL BUSINESSES**

Still in Business After 5 Years

National Average (N): 20%

WIBO Graduates (W): 54%





FILP

## façade improvement loan program

### T A K E

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**HELLFEE** **2014**  
Idris Raoufi, lives in a once-abandoned building at 31st and Cherry. Raoufi acquired the building a few years ago, but it was in much need of repair. Everything from the floor to roof needed refinishing, reframing or replacing. The ambitious owner put a lot of work into the project, but needed a little help to make a big impact.

Raoufi received a \$25,115 loan from the Façade Improvement Loan Program (FILP) to completely redo the first floor of the façade. The boarded-up building is now an open storefront housing a yoga studio. The second floor, where Raoufi has live/work space, is now outfitted with new windows and wood rainscreen.

### A C T I O N

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“The Façade Improvement Loan accelerated the work on the building. It allowed me to shore up some other financing, and do more repairs I needed.” Raoufi says. He is excited about the support from the neighborhood. “We have really good ties with the Longfellow Neighborhood Association. They have been really supportive of what we’re doing. We have great relationships with other building owners on the block as well.”

Raoufi’s space is a perfect fit for the neighborhood. He commented, “It’s been an urban wasteland for the last decade, and before that it was just a bunch of seedy bars. The nice thing about it is that we’re not just going into a neighborhood and changing it from what people are accustomed to. All of these buildings have a function that engages a younger generation interested in urban space.”

**IDRIS RAOUFI MAKES A SIGNIFICANT  
INVESTMENT IN THE COMMUNITY  
AT 31ST AND CHERRY. THE FILP  
ALLOWED HIM TO SECURE A TENANT,  
BEAUTIFY THE BUILDING AND  
ENERGIZE THE NEIGHBORHOOD.**

“ This is a drastic  
transformation from  
where the block was,  
even a year ago. ”

IDRIS RAOUFI | *HELLFEE*



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> The Historic 18th & Vine Jazz District  
> 1900 Vine Street, KCMO 64108  
> www.kcmocde.org



F



E



A



B



F



C



D

# financials and contact

REVENUE	2014
Management Fees	\$471,486
Origination Fees	\$311,000
Interest Income	\$17,621
Miscellaneous Income	\$11,174
<b>Total Revenue</b>	<b>\$811,281</b>

EXPENSES	2014
General and Administrative	\$372,976
Sponsorship Fees	\$3,000
Community Capital Fund	\$150,000
Depreciation	\$1,972
<b>Total Expenses</b>	<b>\$527,948</b>

NET ASSETS	2014
Increase in Net Assets	\$283,333
Net Assets at Beginning of Period	\$1,684,098
<b>Net Assets at End of Period</b>	<b>\$1,967,431</b>

ASSETS	2014
Current Assets	
Cash and Cash Equivalents	\$1,441,749
Asset Management Fee Receivable	\$102,062
<b>Total Current Assets</b>	<b>\$1,543,811</b>
Other Assets	
Restricted Cash	\$598,811
Note Receivable	\$119,504
Investments in L.L.C.	\$8,865
Prepaid Expenses	\$1,250
Fixed Assets, Net	\$10,201
<b>Total Other Assets</b>	<b>\$738,631</b>
<b>Total Assets</b>	<b>\$2,282,442</b>

LIABILITIES AND NET ASSETS	2014
Current Liabilities	
Accounts Payable and Accrued Expenses	\$152,511
Donations Payable	\$150,000
Refundable Retainer	\$12,500
<b>Total Current Liabilities</b>	<b>\$315,011</b>
Net Assets	
Unrestricted	\$1,624,042
Temporarily Restricted	\$343,389
<b>Total Net Assets</b>	<b>\$1,967,431</b>
<b>Total Liabilities and Net Assets</b>	<b>\$2,282,442</b>

