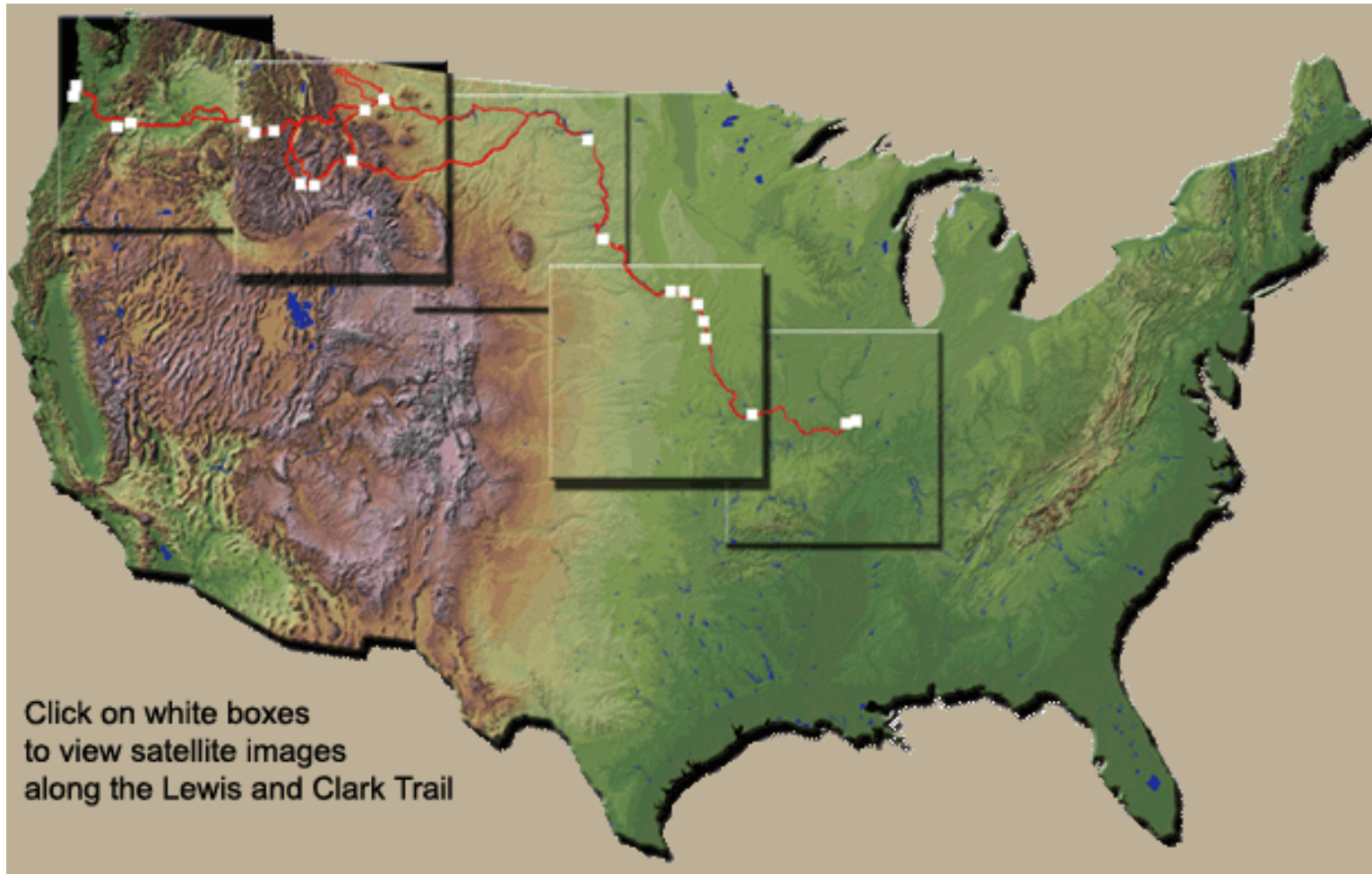


Introducing



A tool for helping the Kansas City
metropolitan area make better
progress

A Satellite View of the Journey of Lewis and Clark

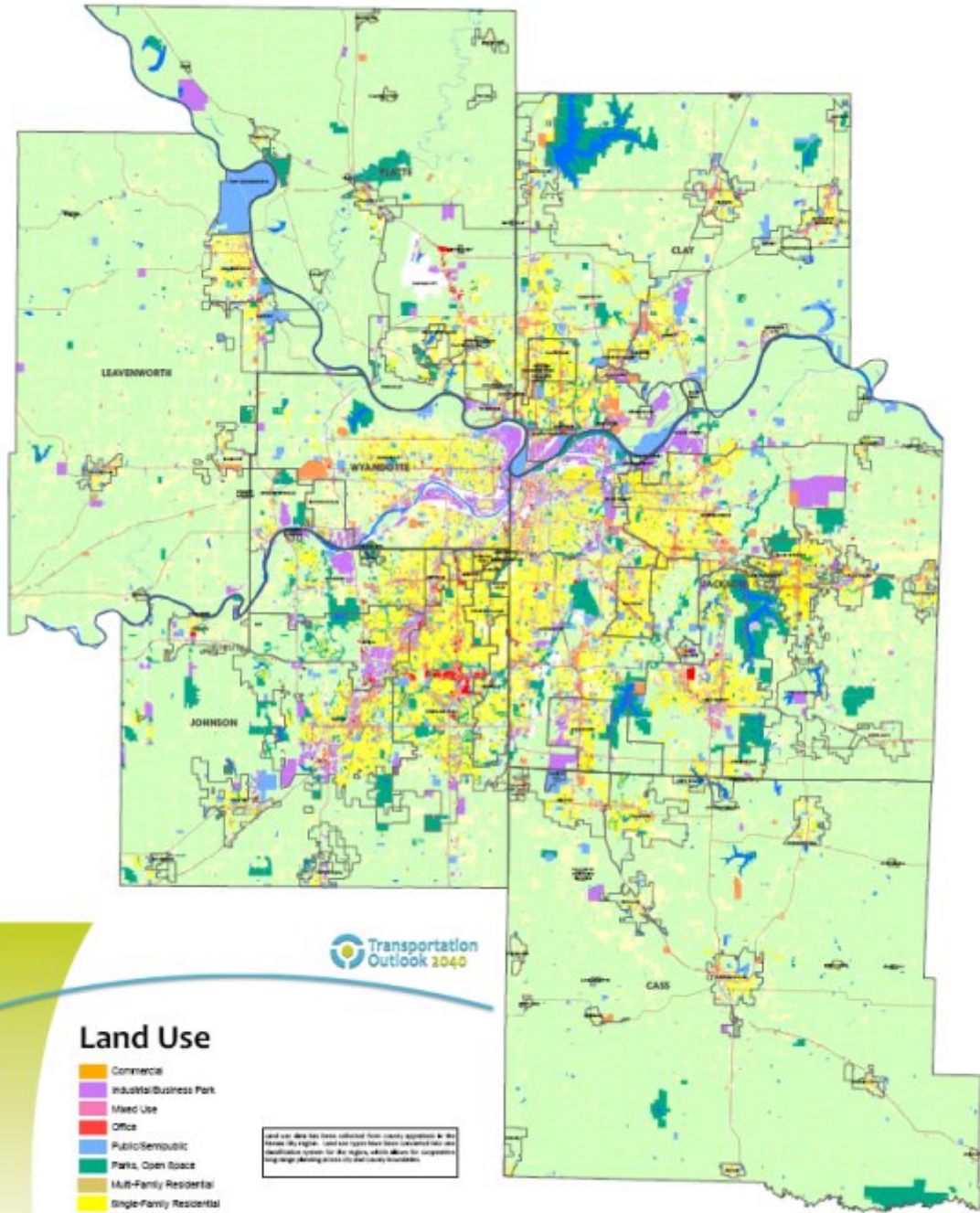


A Satellite View of the Kansas City Area



Current Land Use

- Current development pattern, which accommodates a population of 2 million people:



Transportation Outlook 2040

Land Use

- Commercial
- Industrial/Business Park
- Mixed Use
- Office
- Public/Semipublic
- Parks, Open Space
- Multi-Family Residential
- Single-Family Residential
- Low-Density Residential
- Rural Residential

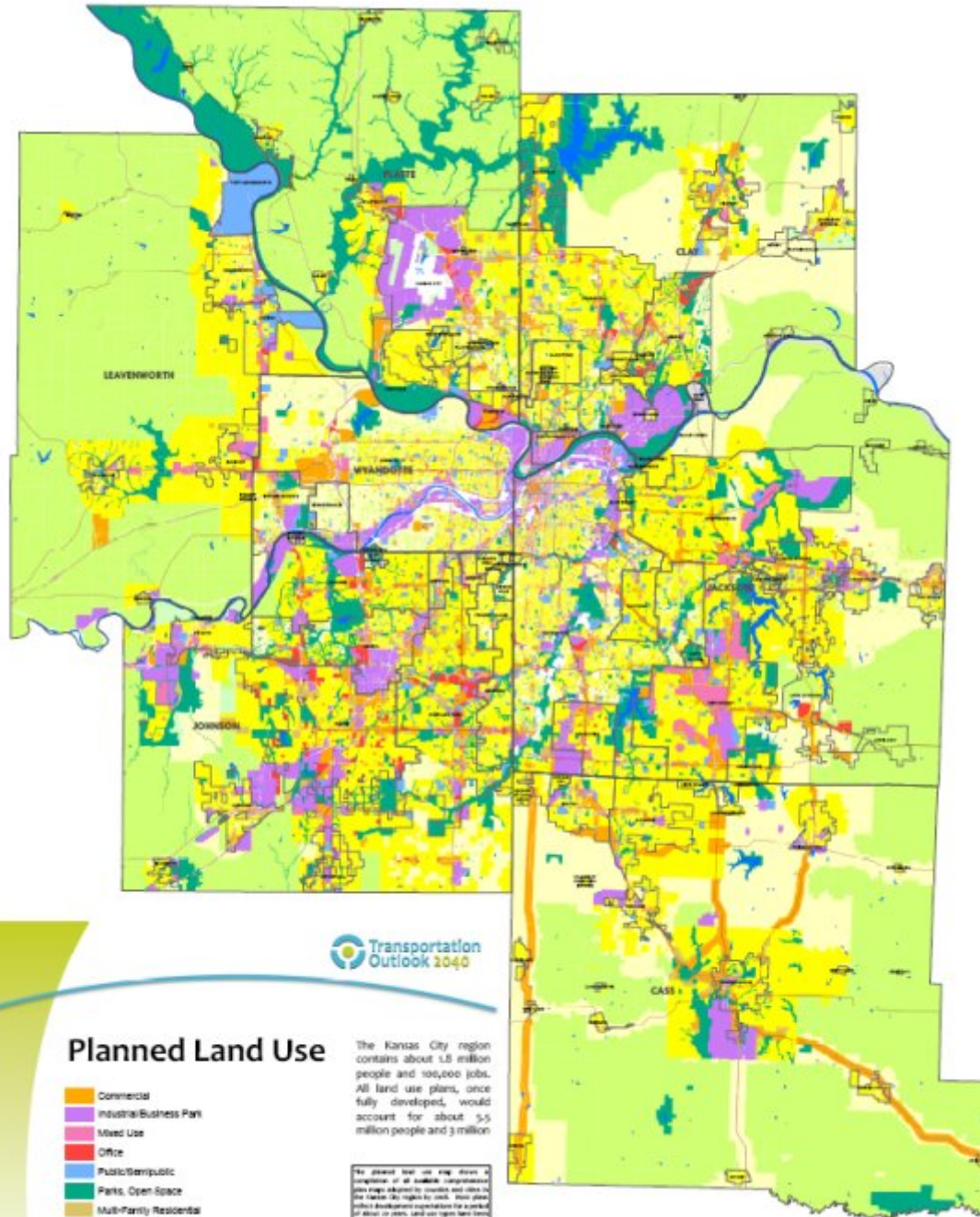
Land use data has been collected from county appraisals in the major city regions. Land use types have been converted into the classification system for the region, which allows for comparison long-range planning across city and county boundaries.



MARC

Future Land Use

- How much land are we planning to consume?
- An aggregation of local plans:




**Transportation
Outlook 2040**

Planned Land Use

- Commercial
- Industrial/Business Park
- Mixed Use
- Office
- Public/Institutional
- Parks, Open Space
- Multi-Family Residential
- Single-Family Residential
- Low-Density Residential
- Rural Residential
- Vacant/Agriculture

The Kansas City region contains about 1.8 million people and 100,000 jobs. All land use plans, once fully developed, would account for about 5.5 million people and 3 million

The planned land use map shows a compilation of all available comprehensive land use plans for counties and cities in the Kansas City region by 2040. Most plans include development expectations for periods of about 10 years. Land use plans have been converted into one classification system for the region which allows for comparison and integration across city and county boundaries.



MARC

Future Land Use

- If we consume land as planned, we will have enough urbanized land for 5 million people.
- We are only going to have 2.5 million by 2040
- Building roads and infrastructure for twice as many people as we'll have is not sustainable.
- Fuels a sprawling development pattern with growth and wealth on the outside and decline and poverty concentrated inward.
- Also creates problems of air pollution, water quality, and solid waste

So What Does One Do?

- Metro Outlook is our answer
- Take a broader look at progress than mere economics
- Is there any net wealth creation going on if we rebuild anew on the urban fringe what we are abandoning in the urban core?
- What kind of wealth are we talking about, then, if not just economic wealth?



Organizing principle: Quality of Life

Why?

It used to be that regions were good places to live if they were good places to work.

Increasingly, they are good places to work only if they are great places to live.



What makes a good place to live?

Resident survey results:

“Very important” quality-of-life factors:

1. Safe neighborhoods (95%)
2. Good health (88%)
3. Loving relationships (82%)
4. Time for family (80%)
5. Clean/safe/healthy environment (80%)
6. Good public schools (77%)
7. Strong families (75%)
8. Adequate income (72%)
9. Successful children (71%)

Issues most important for the KC region to address

1. Education (82%)
2. Violence (79%)
3. Illegal drugs (76%)
4. Health care quality/accessibility (73%)
5. Maintain existing roadways (66%)
6. Poverty (60%)
7. Equal opportunity (59%)
8. Air quality and the environment (56%)
9. Affordable housing (56%)
10. Early childhood education (56%)



Result: An Overall Regional Goal

- Rising quality of life for everyone
 - Not progress for some at the expense of others
 - Not progress now at the expense of future generations
 - Not economic wealth at the expense of natural or social health
- Rather, we seek continuous, lasting improvement in the region's quality of life
 - Growth, yes, but in the quality, not just the quantities, of life

More than a decade ago, I was sitting in my office when I received this message . . .

HELP! Conditions have gotten progressively worse over the last 50 years. They now appear beyond our control!

We have traced the cause to decisions YOU are about to make. How do we know? Because we are sending this message from 100 years in your FUTURE!

I know this sounds impossible to you, but PLEASE, you MUST change your decisions and policies regarding

And then the space/time continuum
went blank . . .

How would you complete that thought?



To create a tool sensitive enough to “hear” messages from future generations.

Impossible?

If we can figure out what went wrong in the past, we ought to be able to figure out what might happen in the future, where are we most vulnerable now, and take appropriate action.





So Also:

How Do Region's Produce Their Residents'
Quality of Life?

It's hard to increase something when you don't
know how it's created.

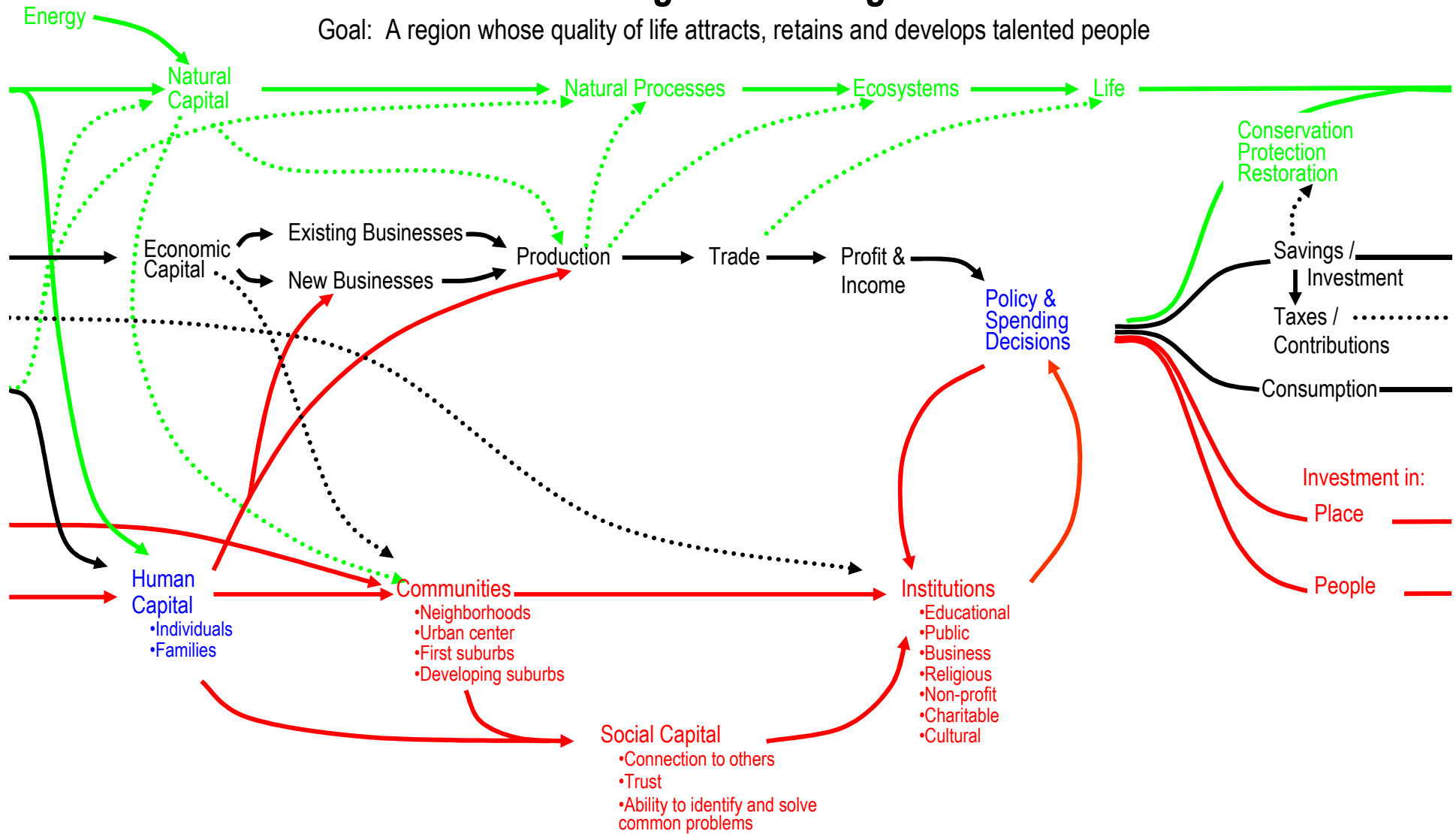
So we developed a model that captures our
current understanding, integrating 3
systems



METRO OUTLOOK 2.0

Creating a Great Region

Goal: A region whose quality of life attracts, retains and develops talented people



| | | | |
|-----------------|---------------|----------------|-------------------|
| Economic System | Social System | Natural System | All Three Systems |
|-----------------|---------------|----------------|-------------------|



The Metro Outlook Poem

“People choose attractive communities
Whose institutions create opportunities
To participate in a competitive economy
Without harming Nature’s autonomy.”

- For some reason, this didn’t make it into the final report...

Several Points About This Diagram

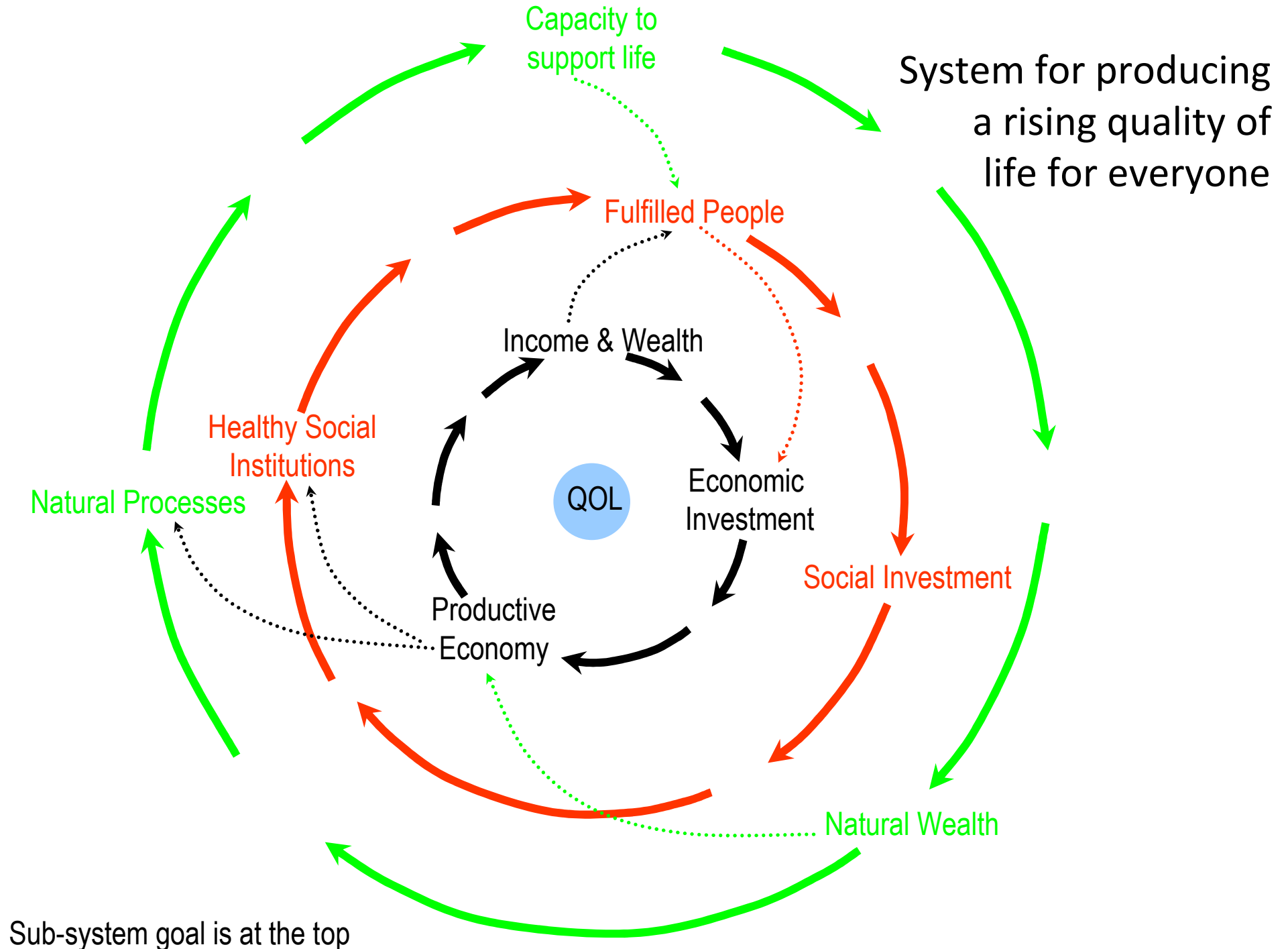
- We make the policy and spending decisions that drive how the systems interact
- Bad decisions are punished by the out-migration of talent, as people are very mobile in free societies
- Economic system is pictured as completely embedded within the social and natural systems.
- Focus is on raising the wealth in all three (actually four) dimensions at once
 - Human, Social, Economic and Natural
 - Wealth is what we leave behind – our legacy. Rising wealth in all dimensions is a necessary condition for sustainability

Several Points About This Diagram (cont'd)

- Life requires a profit
 - An excess of energy over needs
 - Only exogenous variable in the model is energy from the sun
- Topology is actually a torus (cylinder)
 - Quality of Life filling the interior
 - That is, the cylinder's diameter is meant to expand as QOL rises
 - We call it the “Cylinder of Progress” or (our favorite) “The Tube of Tomorrow”

Another Diagram

- Taken from an environmental report card we did that was based on Metro Outlook
- Uses the same idea of an economy embedded within the social and natural systems, but frames it differently.
 - Concentric circles with Quality of Life as the target
 - Social embedded within Natural
 - Economic embedded within Social



Capacity to support life

System for producing a rising quality of life for everyone

Fulfilled People

Income & Wealth

QOL

Economic Investment

Social Investment

Healthy Social Institutions

Natural Processes

Productive Economy

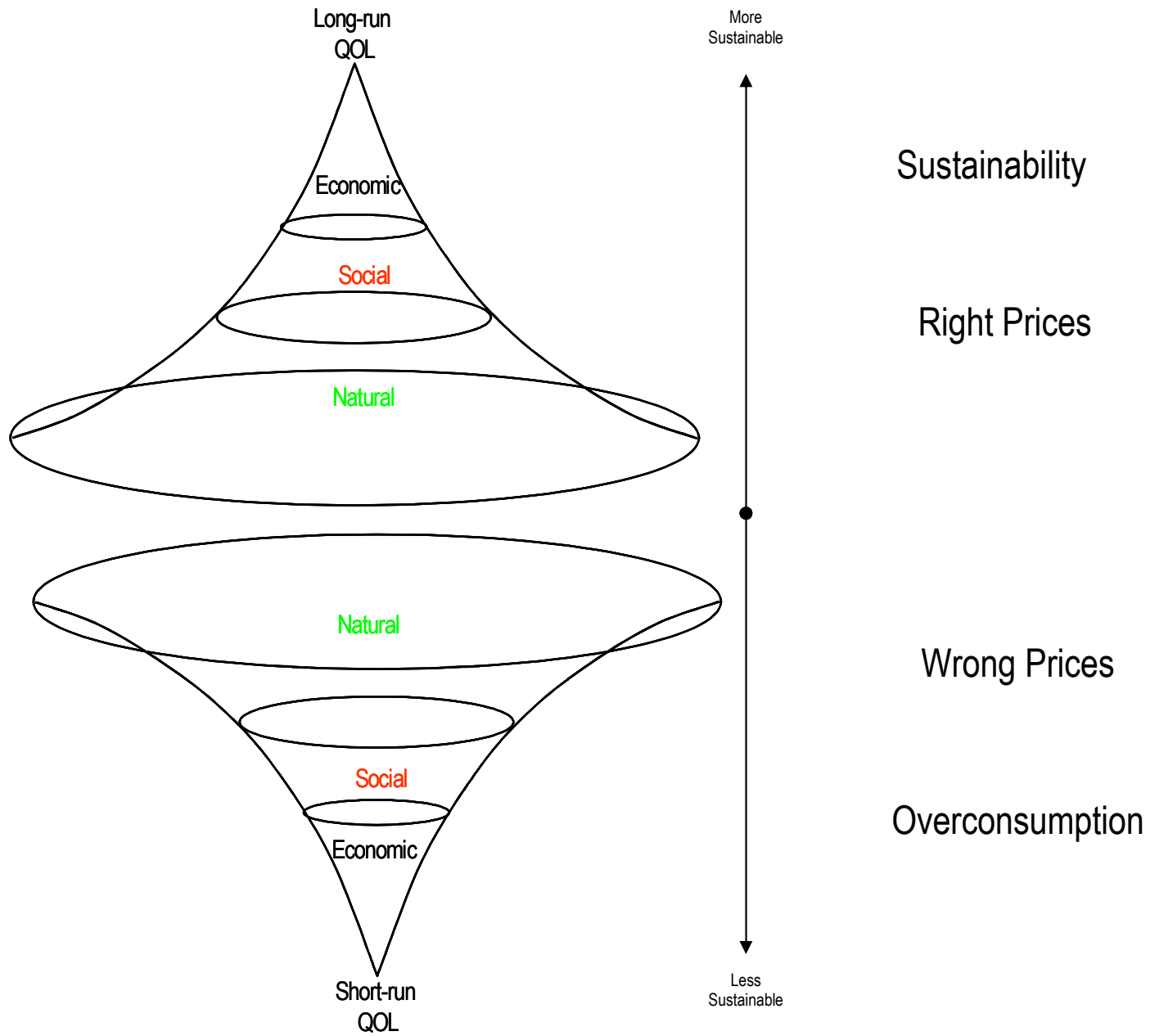
Natural Wealth

Sub-system goal is at the top

Another Diagram (cont'd)

- This looks like a topographic map. But we can't tell whether it is a hill or a hole.
- Which it is depends on what kind of Quality of Life we are aiming for.
- If we are only concerned about raising Quality of Life in the short run, then often the economic system dominates and sucks natural and social resources into it at unsustainable rates
- If we aim instead for long-run Quality of Life, then the economy is seen for what it is - a tool for quality of life improvement that needs to rest on a foundation of healthy social and natural systems.

Figure 2
Alternative Futures



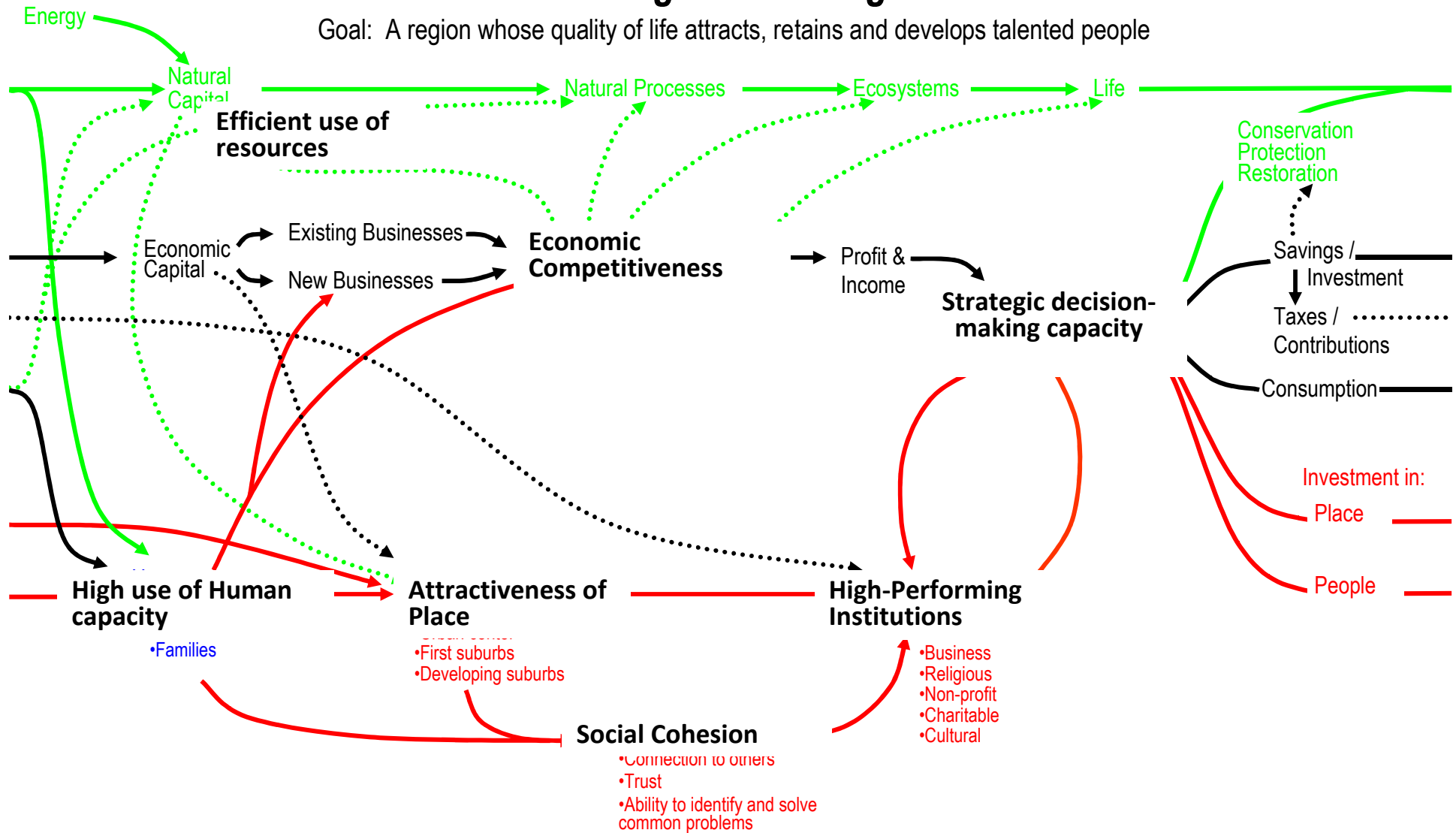
Model is Linked to Regional Goals

1. Economic competitiveness rooted in innovative capacity
2. High levels and use of human capacity
3. Inherent attractiveness of place and amenities
4. Social cohesion
5. Strategic and inclusive decision-making capacity
6. Efficiency in the use of resources

METRO OUTLOOK 2.0

Creating a Great Region

Goal: A region whose quality of life attracts, retains and develops talented people



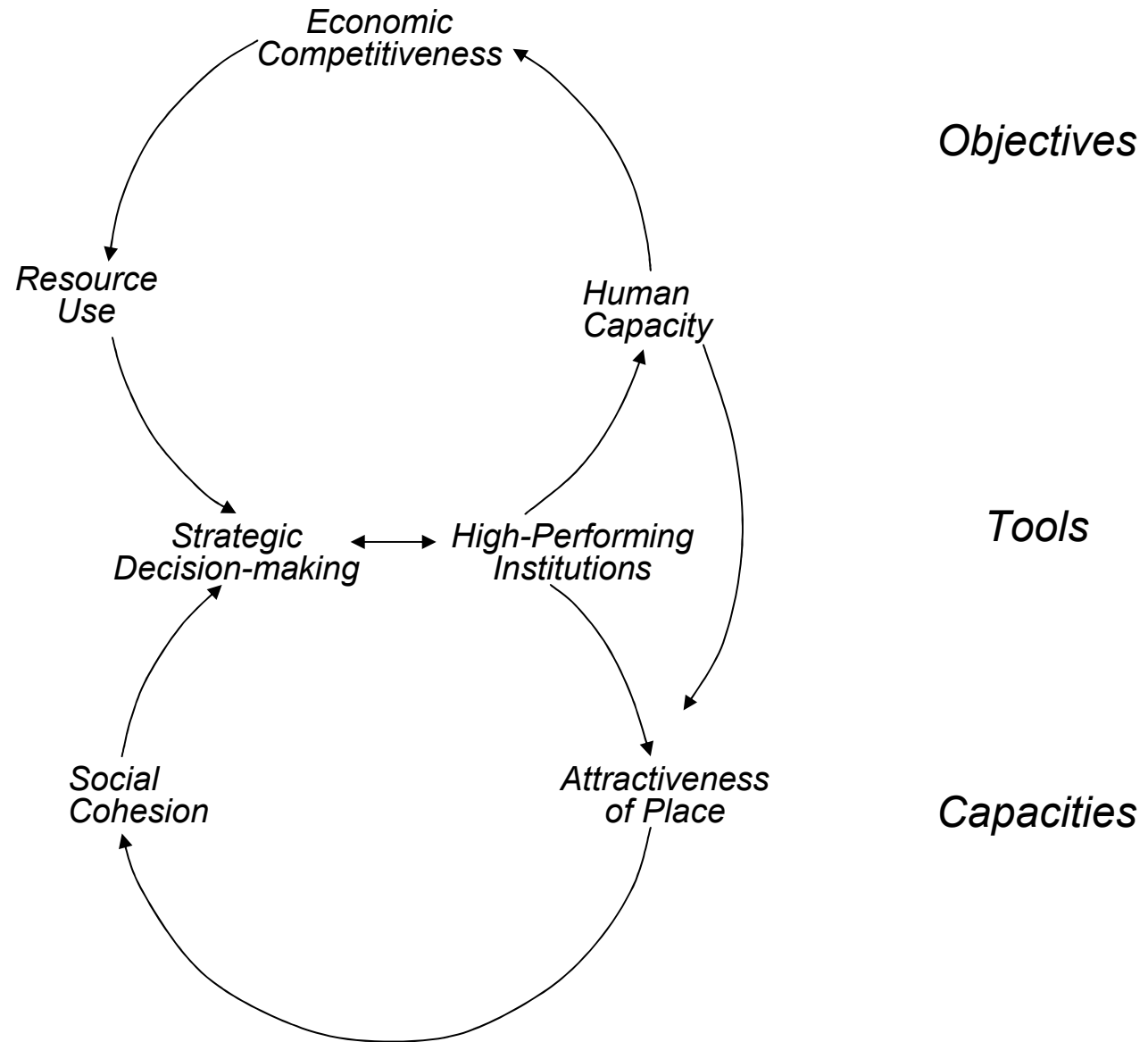
| | | | |
|-----------------|---------------|----------------|-------------------|
| Economic System | Social System | Natural System | All Three Systems |
|-----------------|---------------|----------------|-------------------|



The Goals Are NOT Independent

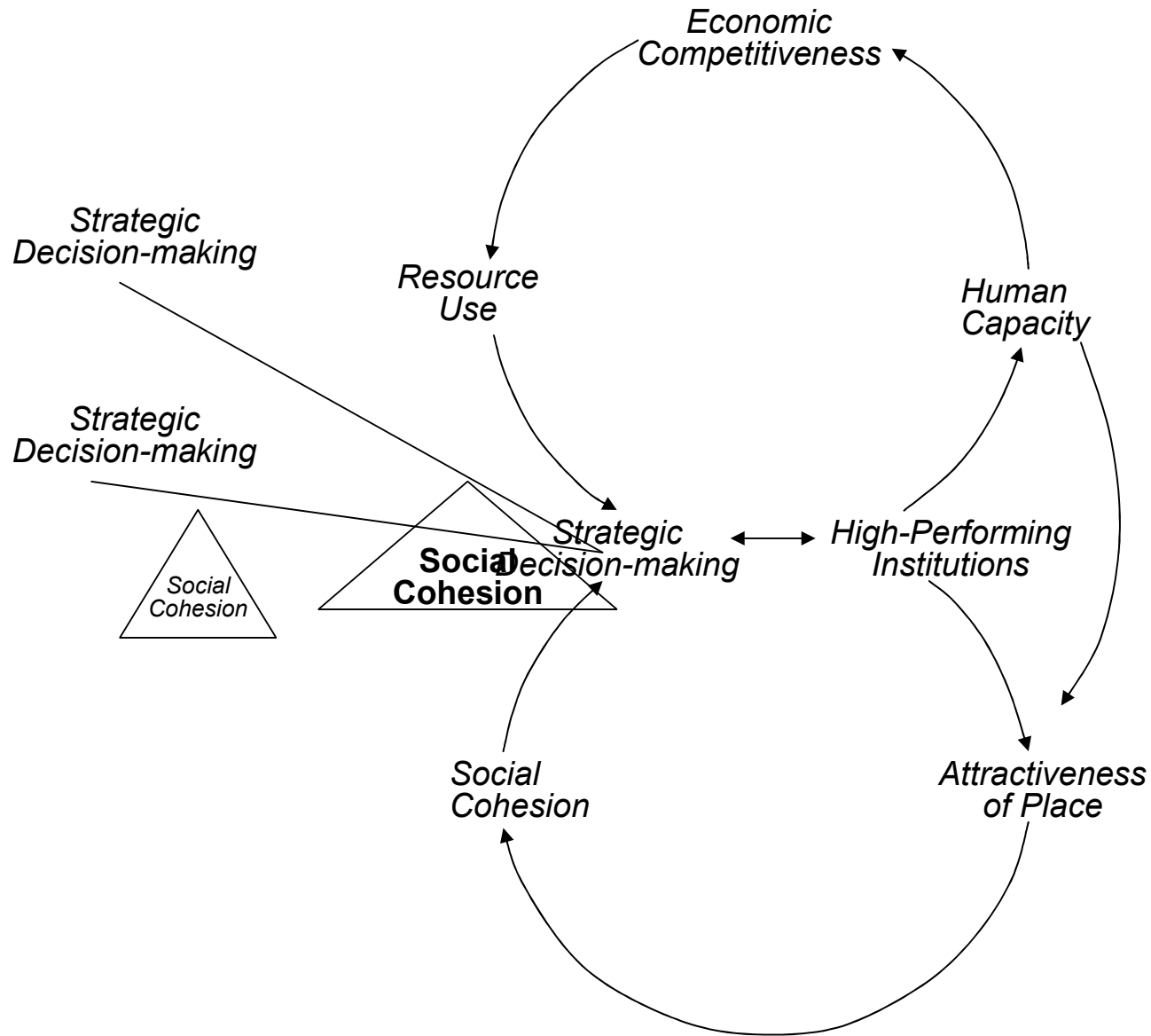
- The goals are outcomes from the operation of the systems described in the model.
- The goals themselves then have structure. Some come before others, implying that some are more fundamental.
- In fact, the goals can be linked together into a systems model that forms the dual of the Metro Outlook model above.

Linking the Goals



Linking the Policies

Where is the leverage?



Why Bother to Create A Model?

1. Coherence – indicators link to form a story
2. Clarity – underlying mental models are made explicit so they can be talked about
3. Common frame of reference – Agreement on the basic underlying story leads to more thoughtful questions and better policy construction
4. Completeness – the model forces holistic thinking that can uncover “hidden” but important factors, as well as identify important linkages between systems

Why Bother to Create A Model?

5. Can identify highest leverage interventions
 - When dealing with complex systems, solutions are often far from where the problems surface.
6. Continuous improvement – interventions are tests of the model.
 - If you don't get desired results, model may be wrong
 - Research, improve, try a new intervention, monitor impact, repeat
7. Helps indicator selection
 - Too easy to see what you want to see, select indicators that prove your own judgments and values are “right”

Have we been completely successful?

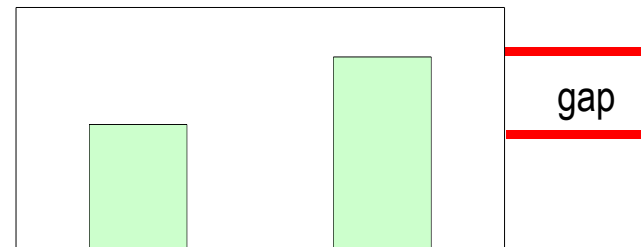
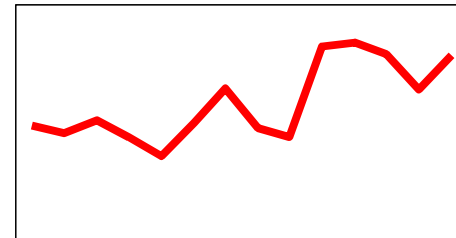
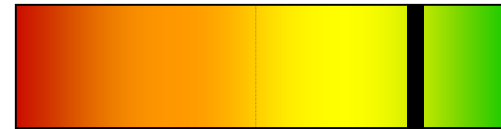
- No
- The model is conceptual rather than operational, and so it can't be used for sensitivity testing
 - i.e., can't run model to see which factors produce the highest quality of life for all for the least cost
- So there is still lots of room to disagree on indicator choices
 - My boss said I was “relentless” – indicators too negative
- Model is complex, making communication difficult and use by non-experts unlikely.
 - Ultimate goal would be a SimCity-like game that residents and policy makers can play together.
 - The game's engine (the model) generally remains hidden “under the hood”, but can be tinkered with to run various scenarios

Metro Outlook, V.1 Indicators

- Simple indicators in 9 categories
- Examine KC metro with respect to 3 things
 - Some kind of standard
 - Its own trend
 - Some kind of gap or inequity
- Also a survey of residents' quality of life
- And so, an example:

Three dimensions of evaluation

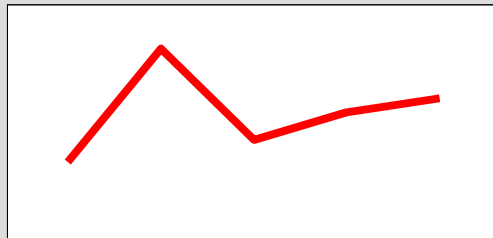
- Where do we stand?
- Where are we headed?
- What gaps are holding us back?



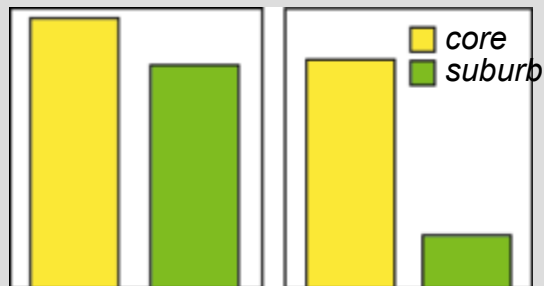
Social Investment



Time for family



Charitable giving



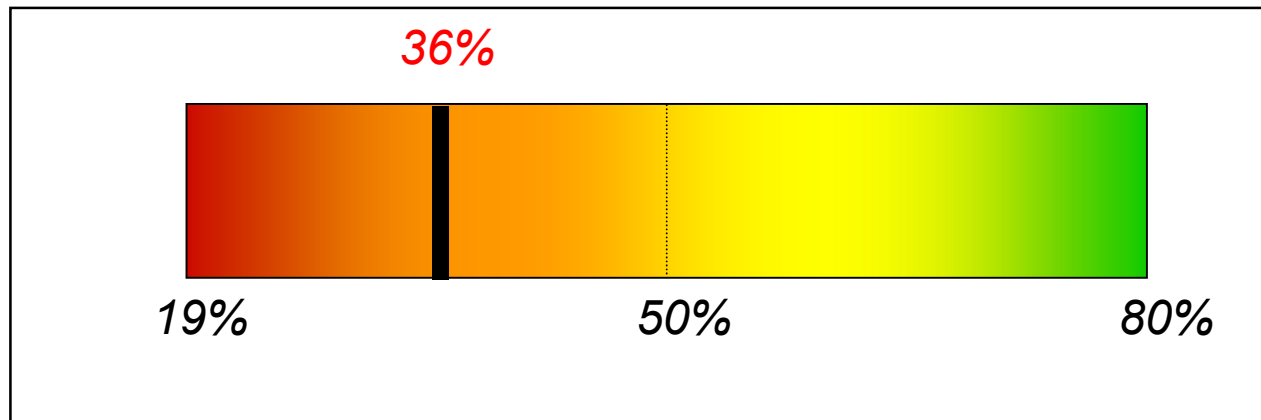
School spending vs. need

- The pace of society challenges us. Only 36 percent of us strongly agree we get to spend enough time with family
- We're generous, giving increasing amounts to worthy causes at rates that exceed the national average
- But there is still a large disparity between what we spend and the needs generated by poverty

Social Investment

Time for Family

*Percent strongly agreeing they have enough time
Metro average relative to those with the highest and lowest quality of life*



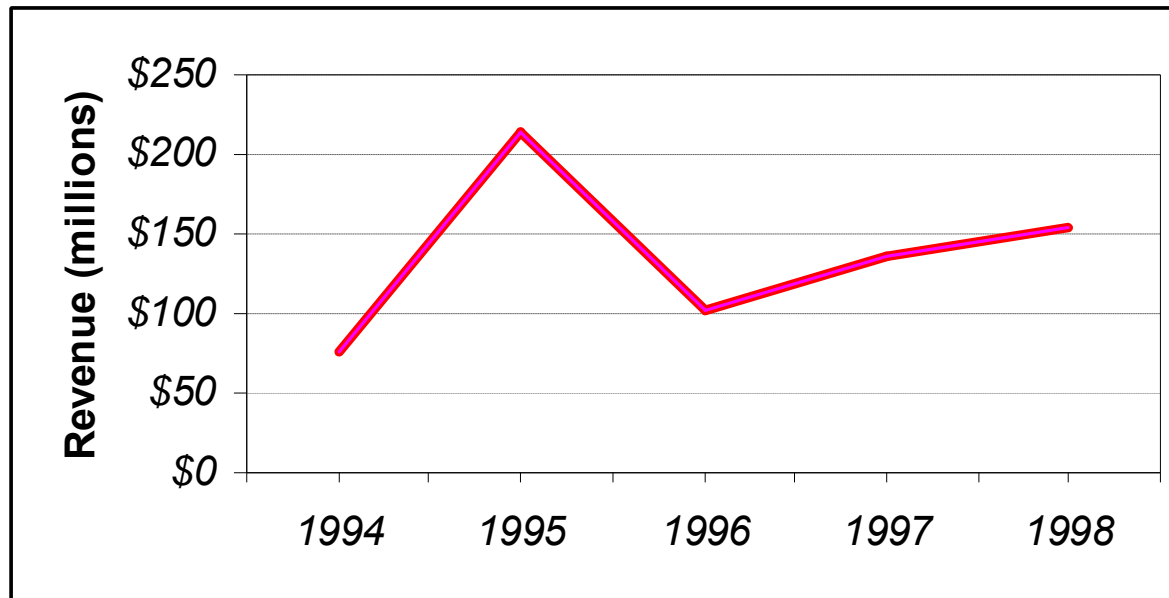
Source: Metro Outlook Public Survey



Social Investment

Charitable Giving

*KC Area Total Charitable Giving
79 bellwether non-profit organizations*



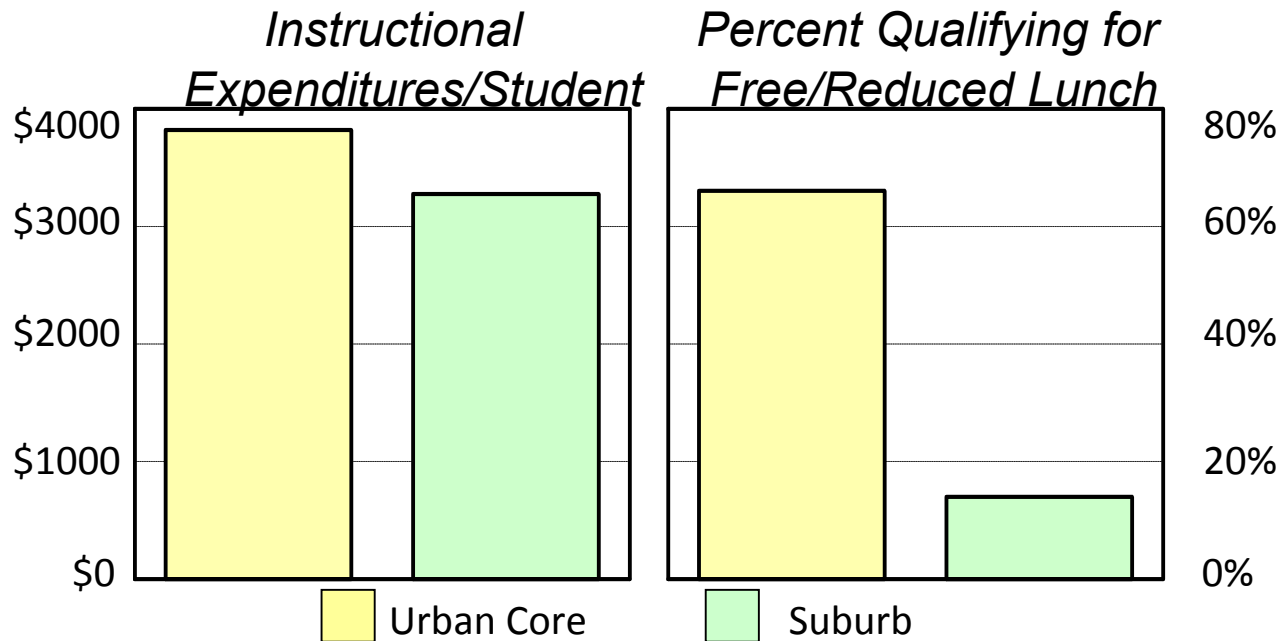
Source: Center for Management Assistance



Social Investment

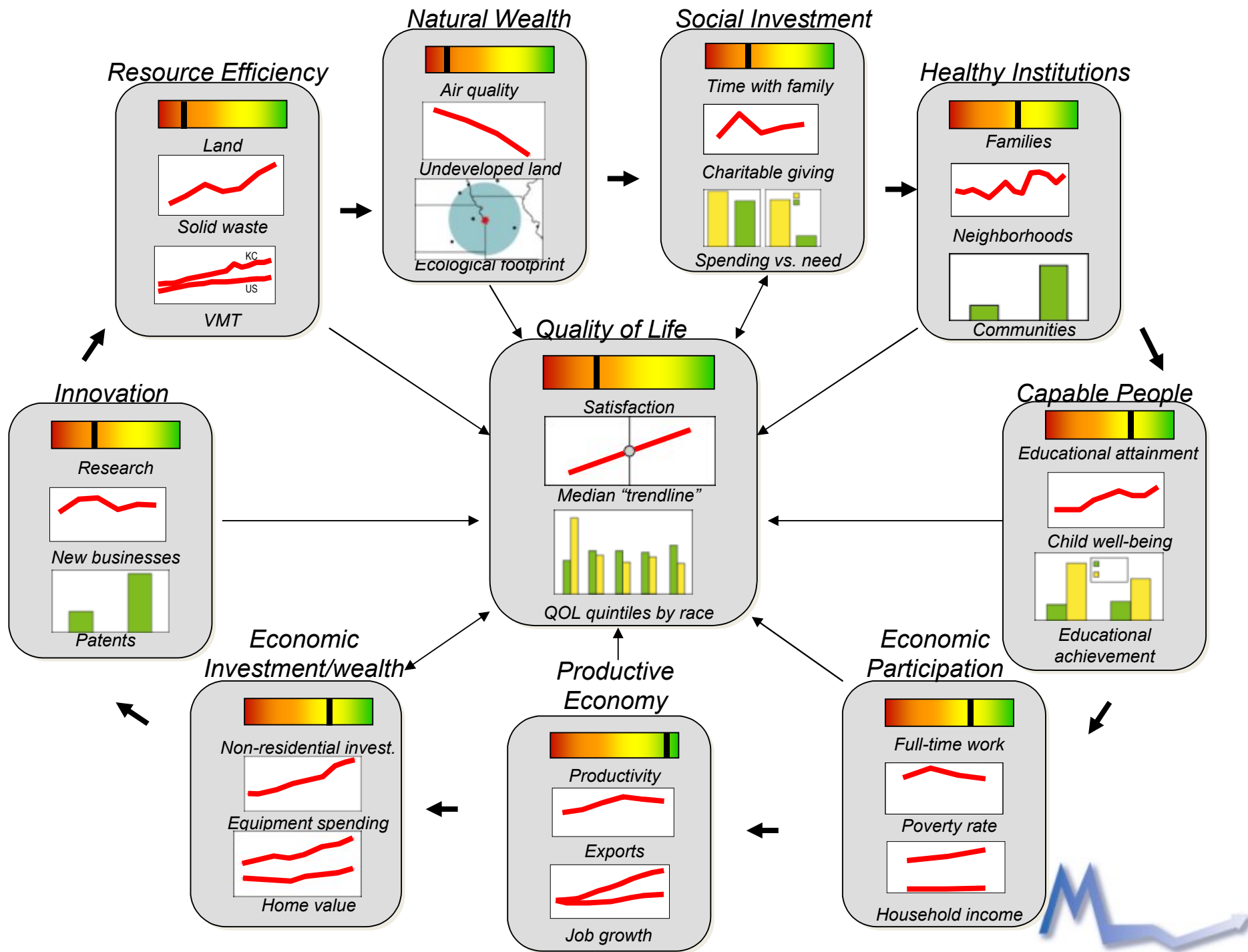
Spending vs. Need

KC Area School Spending vs. Student Need
Urban core and suburban school districts, 1996-97



Source: 1997 Census of Governments, State Departments of Education

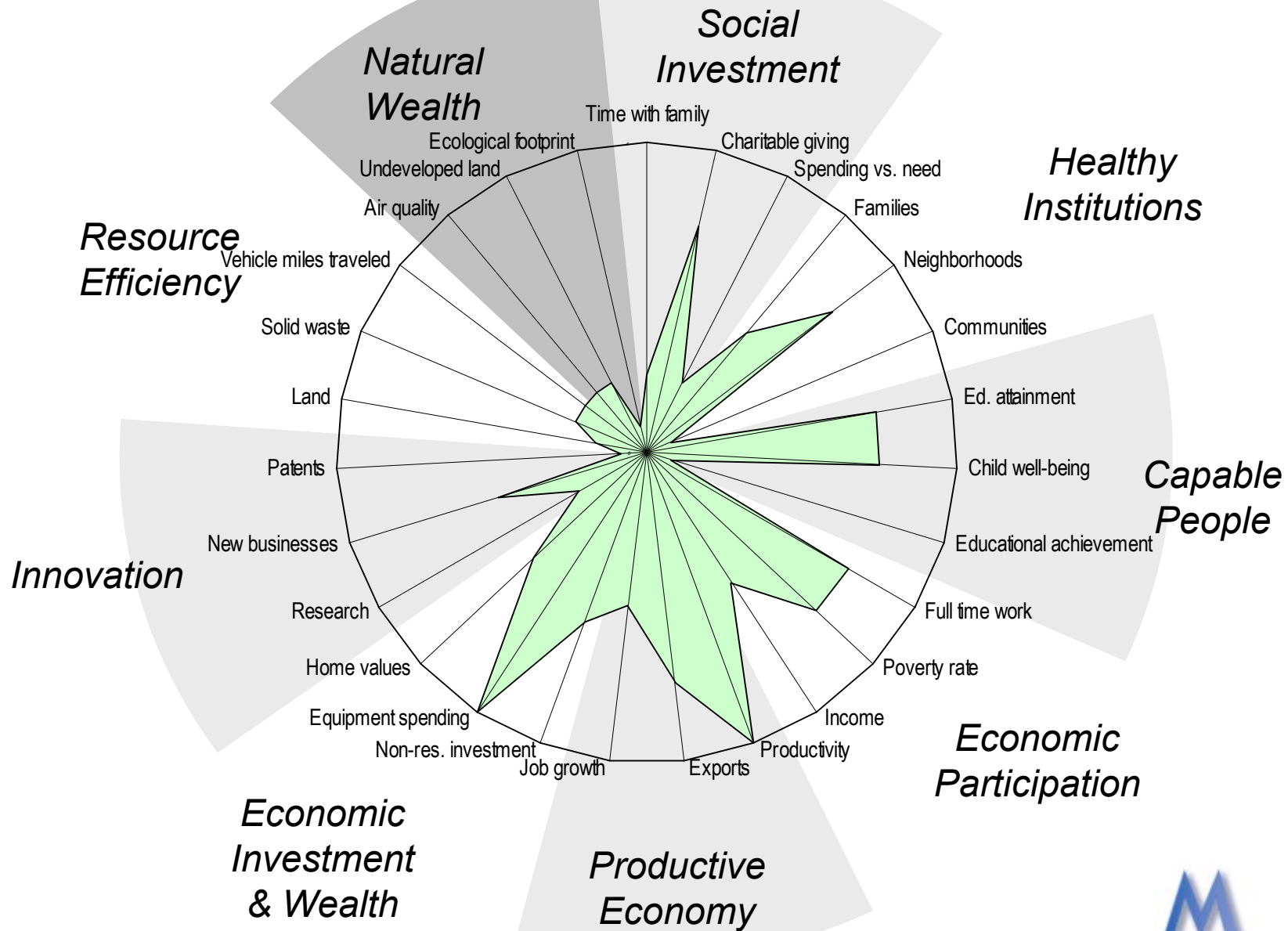




Beautiful, but . . .

- Hard to interpret
- So we graded each graph or chart of an indicator on a 4 point scale
- Grade for each of the indicators shown on a radar graph.

Summary: Overall Evaluation



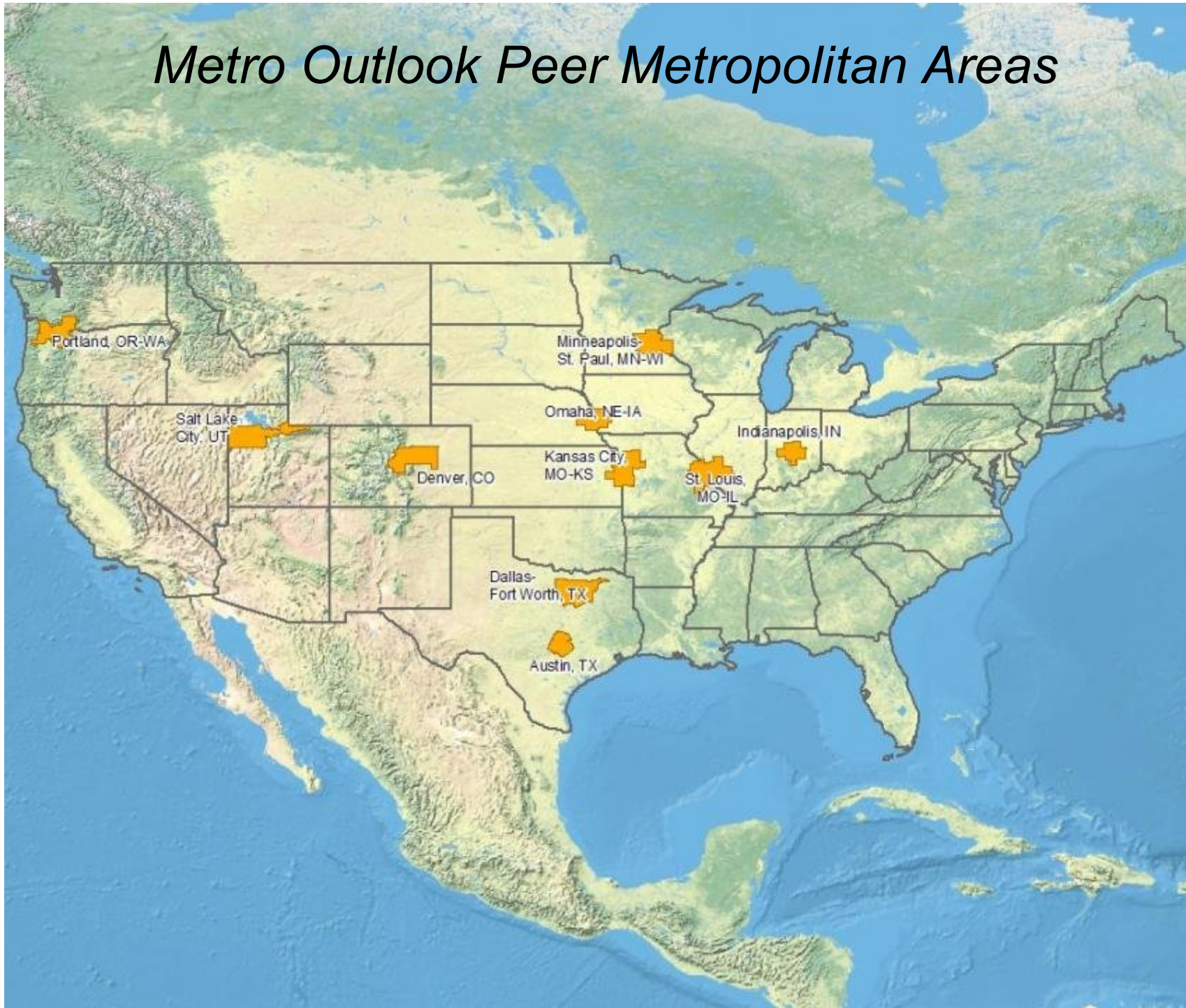
Interpretation

- If we got a perfect score, the interior of the circle would be completely filled with green
- That it is “bottom heavy” indicates that we are doing best with respect to our economic performance
- The social characteristics measured show some areas of strength but also areas of great weakness. These generally have to do with the fact that the region has large concentration of poor minorities in its urban core.
- The innovation and natural systems portion is nearly vacant. We have significant weaknesses there.

Metro Outlook, V.2 Indicators

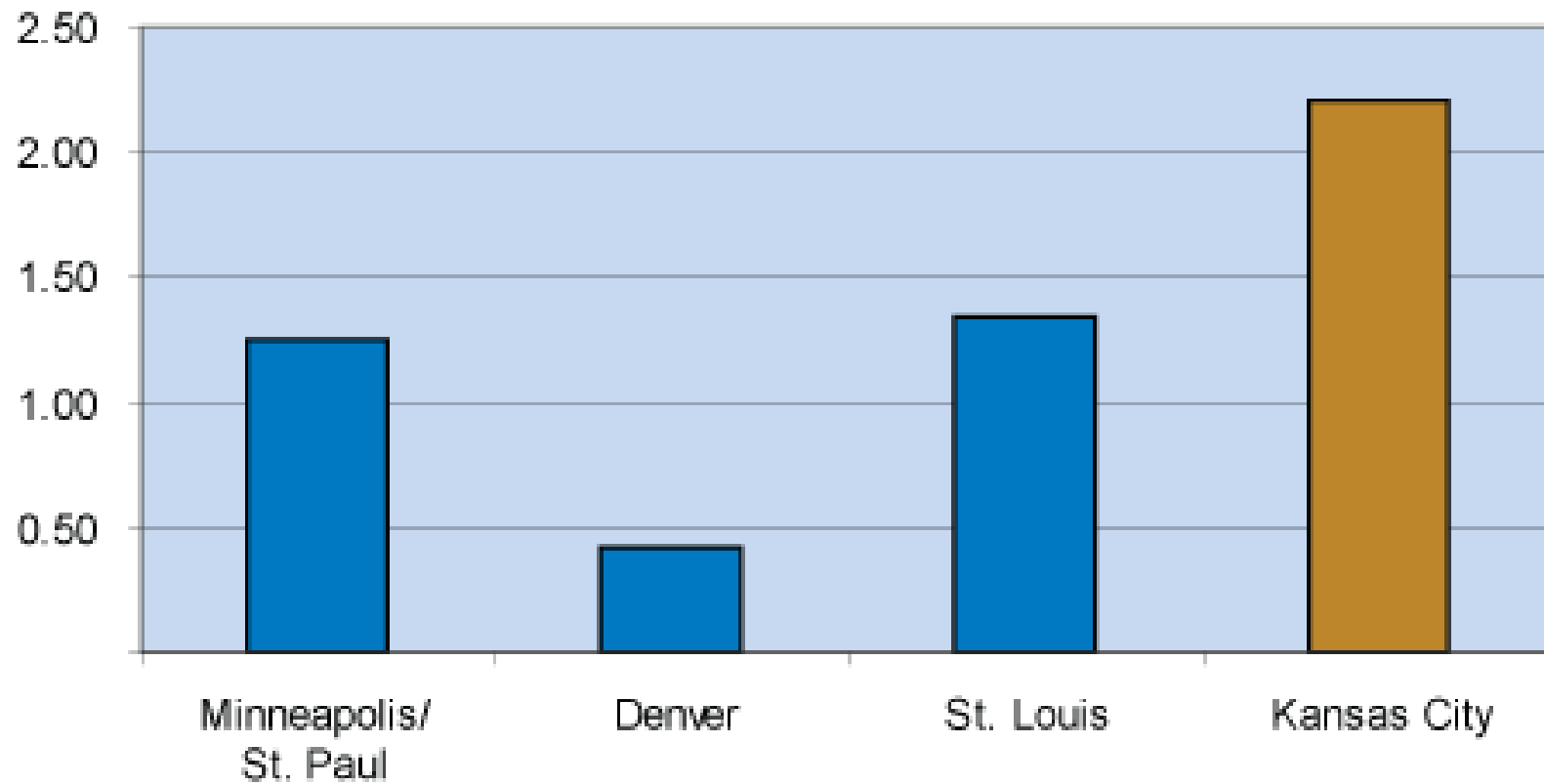
- Trying to increase sensitivity to “messages from the future.”
- KC compared to “peer” metros, defined by cluster analysis
- Quality of life survey administered to 3 of the closest (geographically) peers
- Many more indicators (120+) and a wider variety of indicator types (e.g., maps) to tell a more complete, richer story.
- Indicators directly align with regional goals

Metro Outlook Peer Metropolitan Areas



Social Cohesion

Community/Metro Disconnection Index

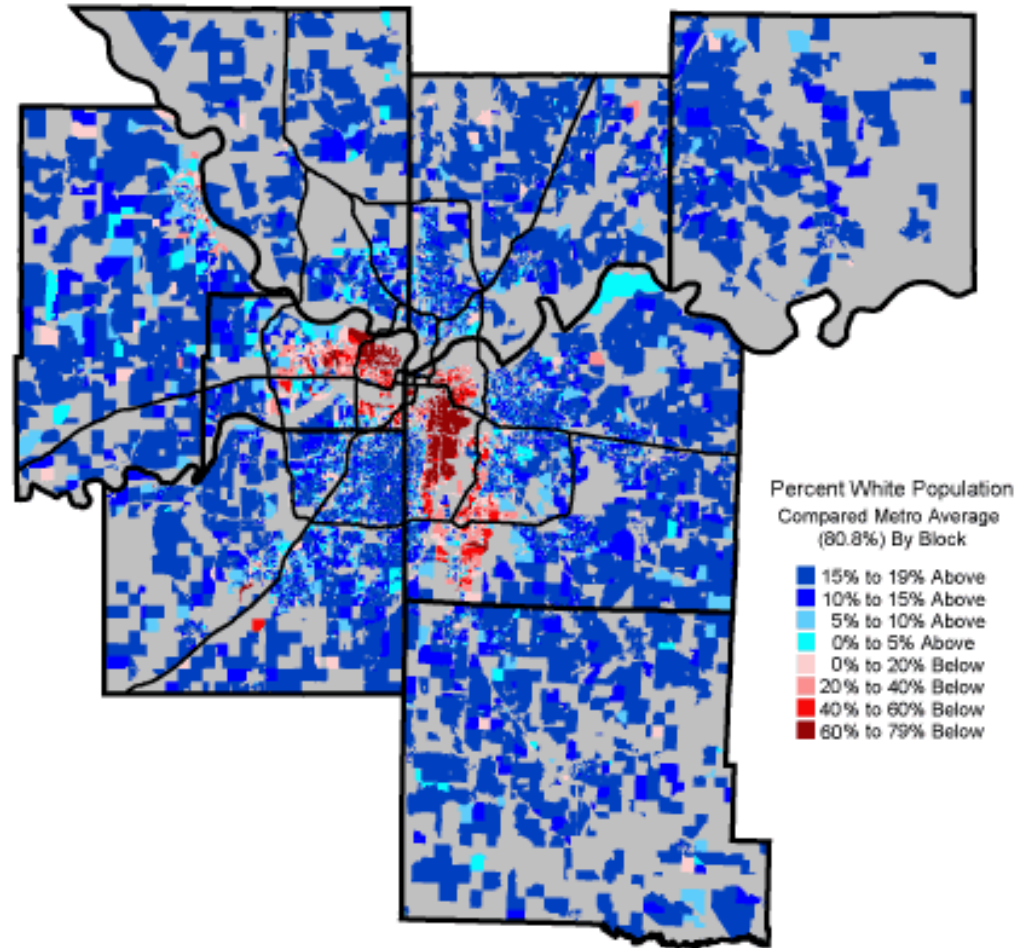


Community/Metro Disconnection Index

- We asked residents in four metros – Kansas City (KC), Denver, St. Louis and Minneapolis to rank their neighborhoods on a whole host of quality of life criteria
- We then asked them to rank the metro as a whole on those same criteria
- As expected, most people thought their neighborhood was doing better than the rest of the metro.
- What surprised us was how big that difference was in KC compared to the other metros
- This difference indicates our residents feel isolated from the metro as a whole, and do not view themselves as part of a larger whole.
- One reason: Racial segregation and its impacts

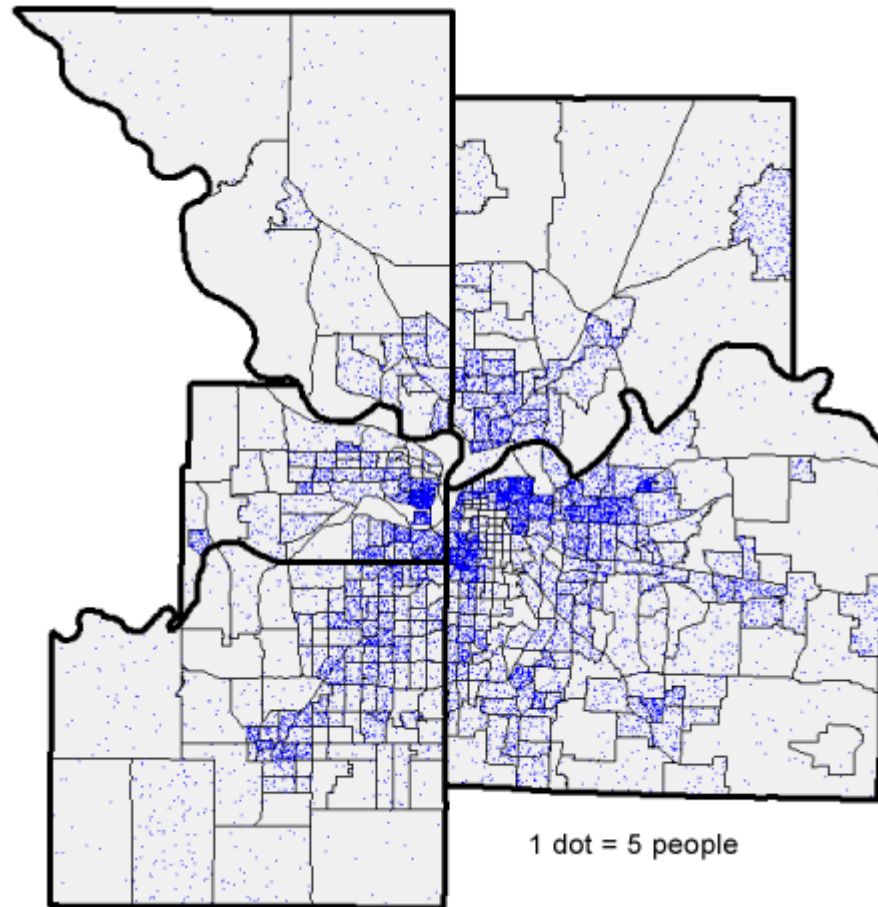
Social Cohesion

Racial Isolation



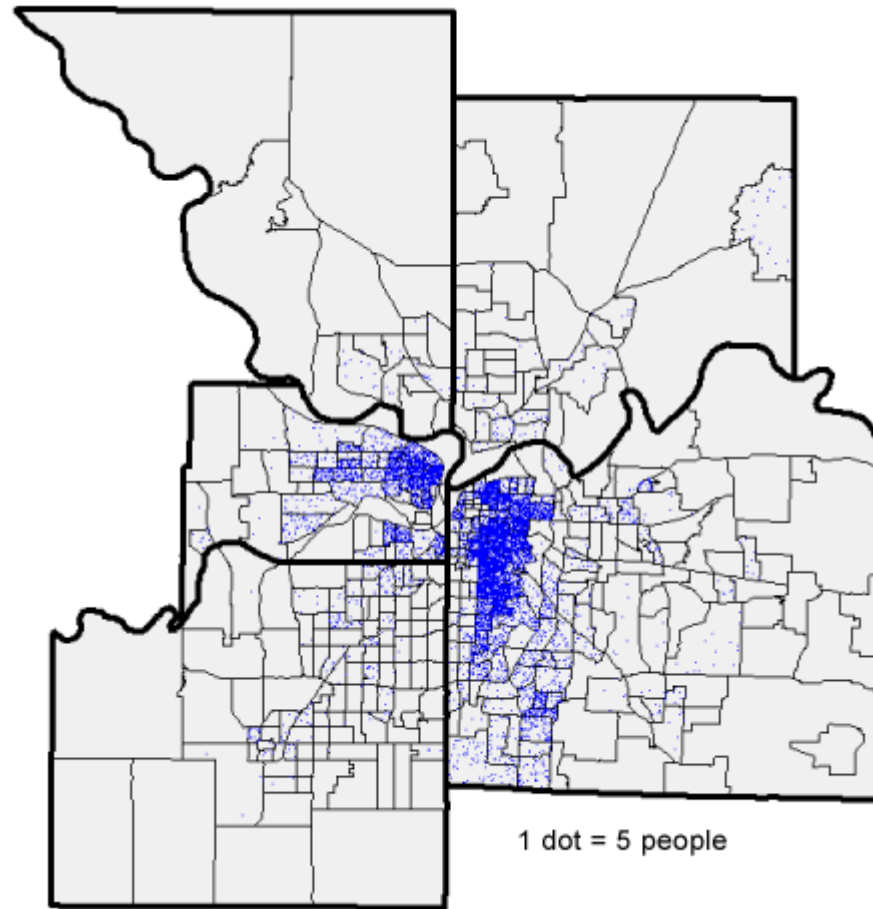
Social Cohesion

Whites in Poverty



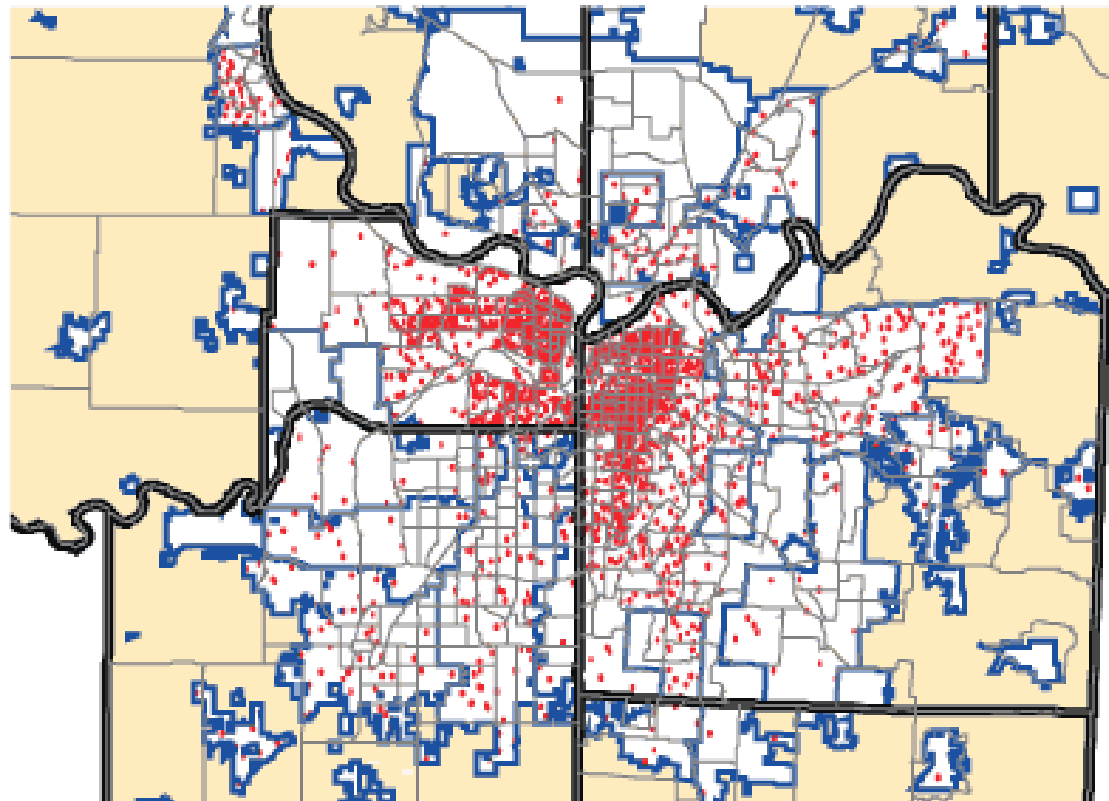
Social Cohesion

Blacks in Poverty



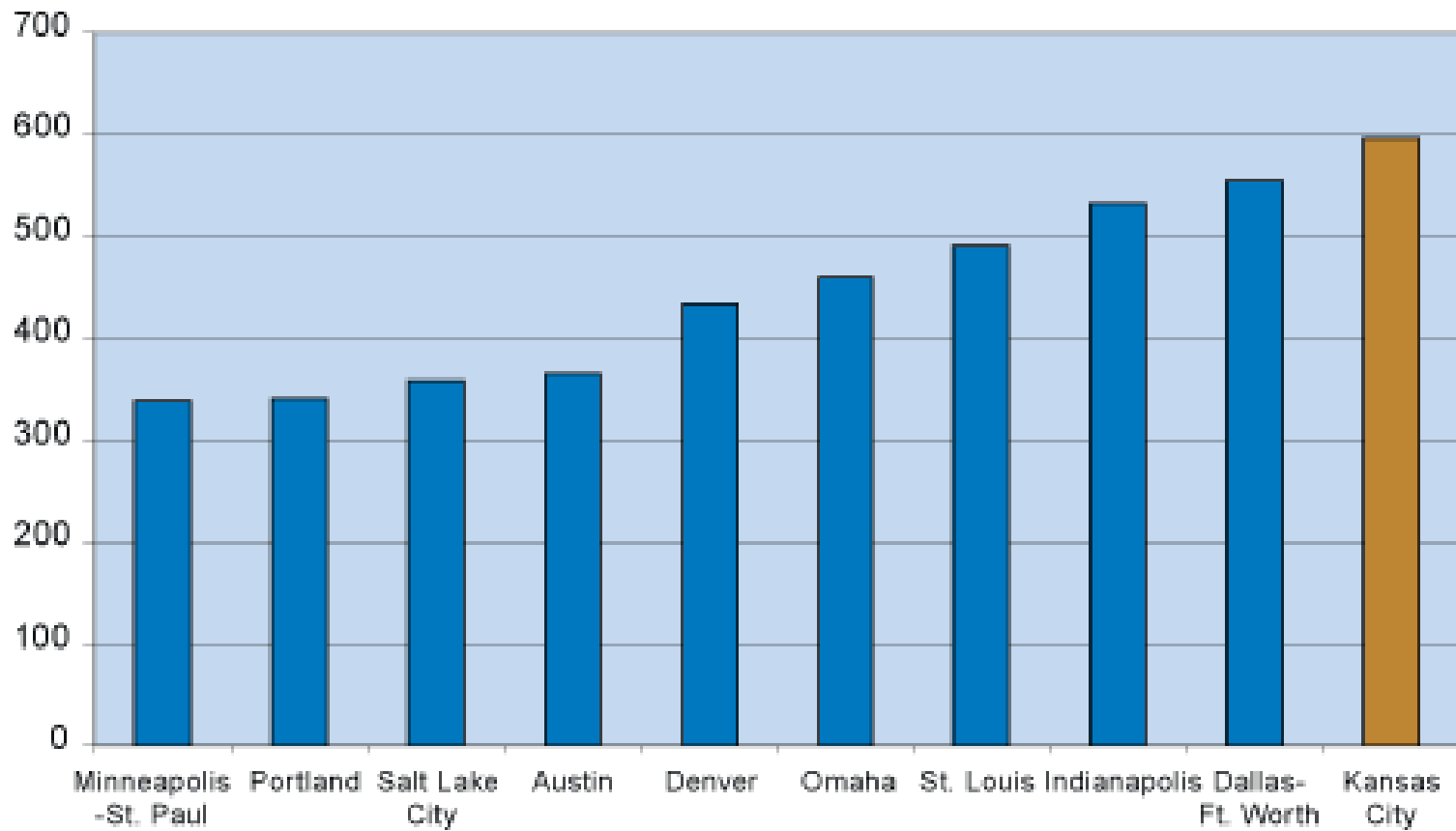
Social Cohesion

Violent Crime



Social Cohesion

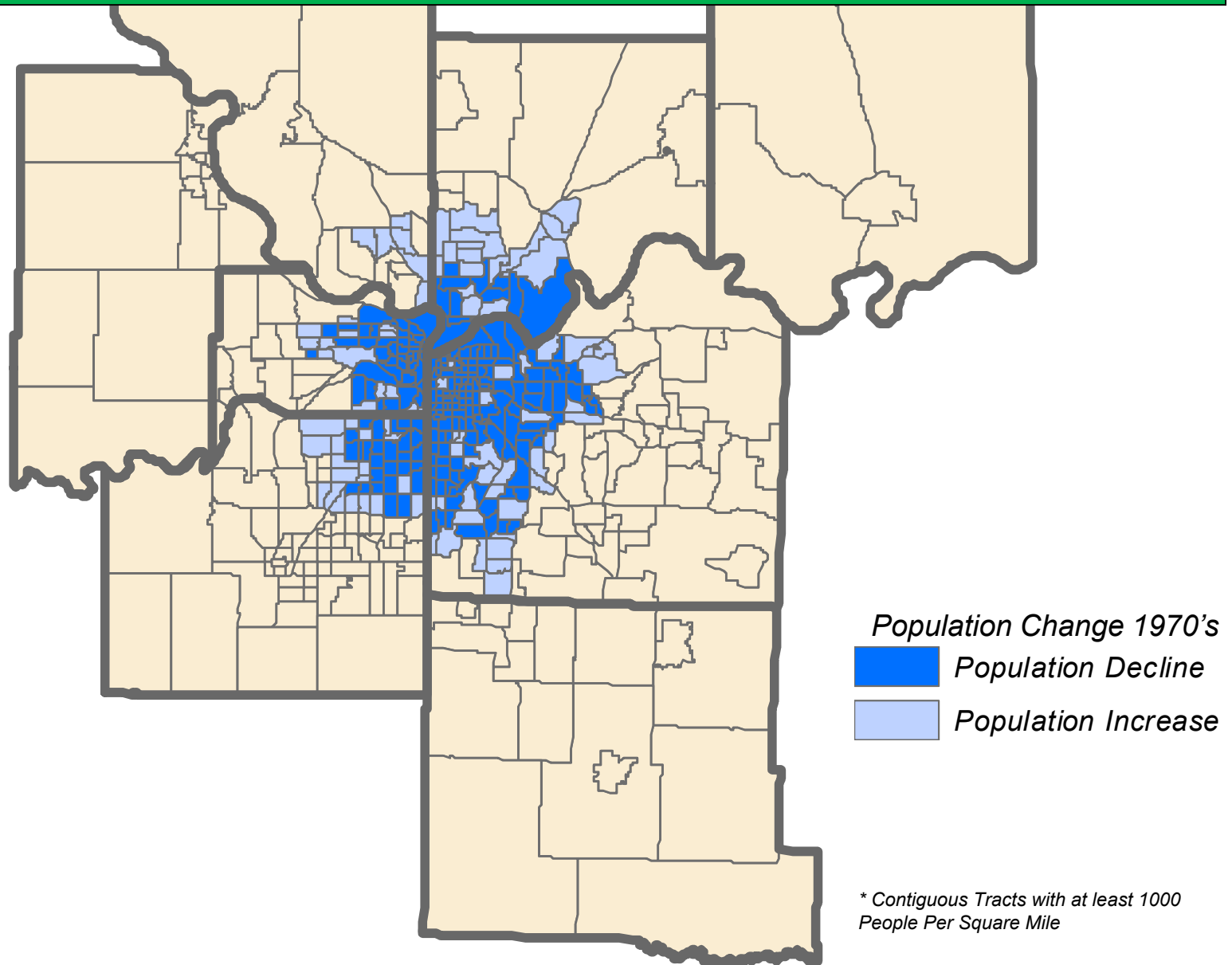
Violent Crime Rate



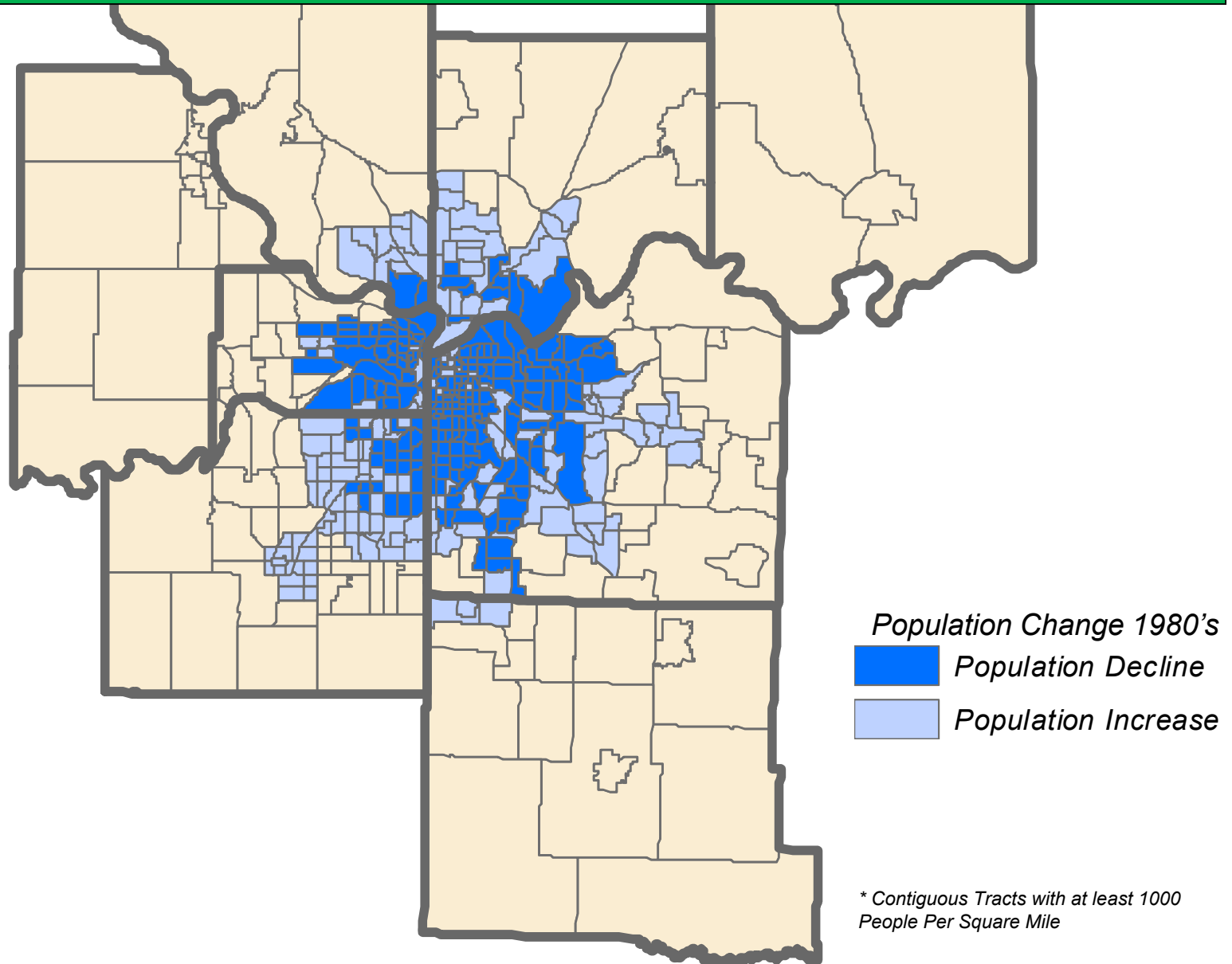
Fear of Crime Related to Residential Choice

- High violent crime causes the exodus of the middle and upper class from many parts of the urban core.
- Declining center, growing outskirts, continues unabated, at least up until 2000, in Kansas City
- But Denver, while starting down the same path, somehow turned it around in the 1990s.
- Their greater social cohesion, perhaps coming from sharing the natural beauty of the Rocky Mountains, allowed them to come together to reinvest in their urban core much earlier than KC decided to.

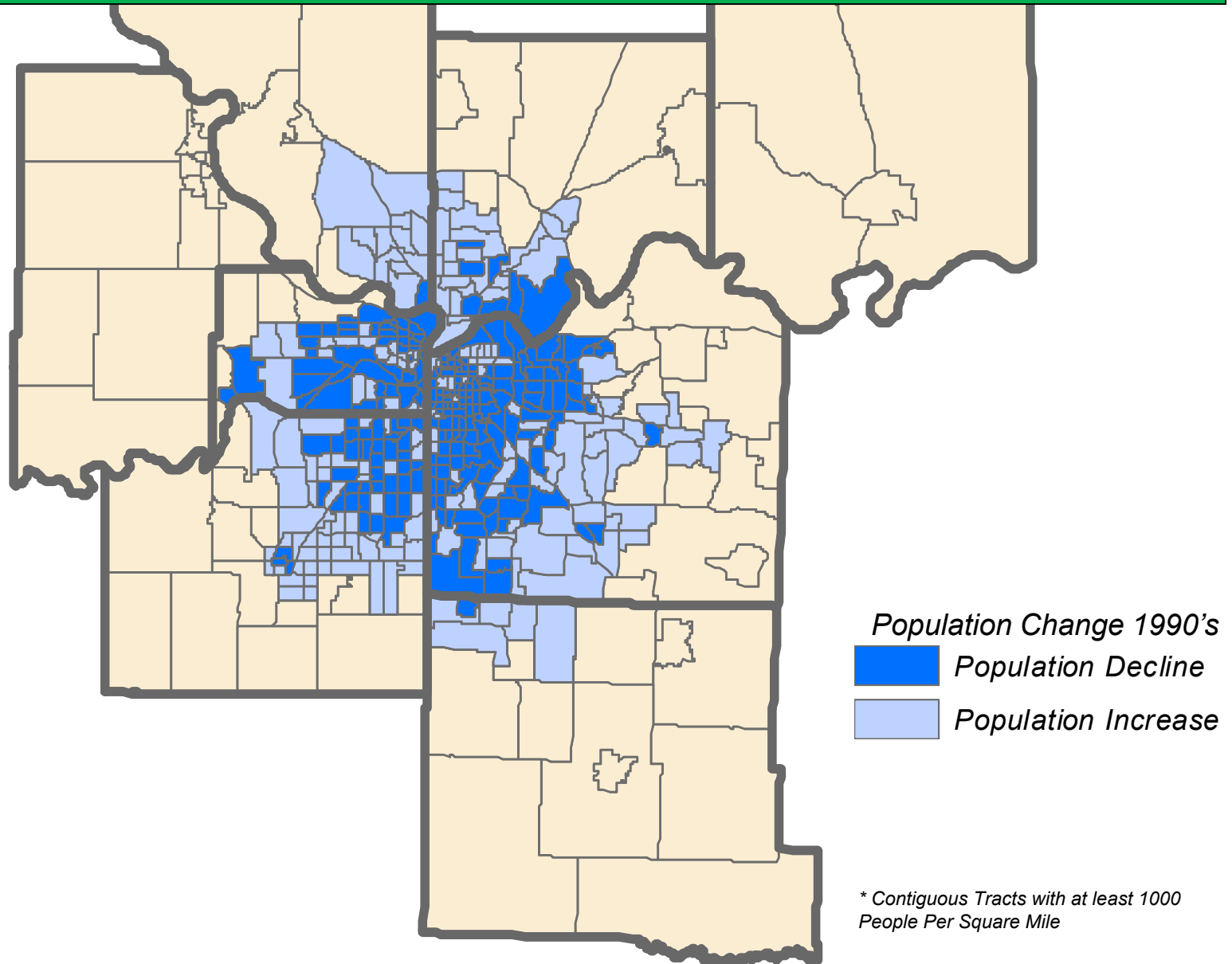
Strategic Decision Making



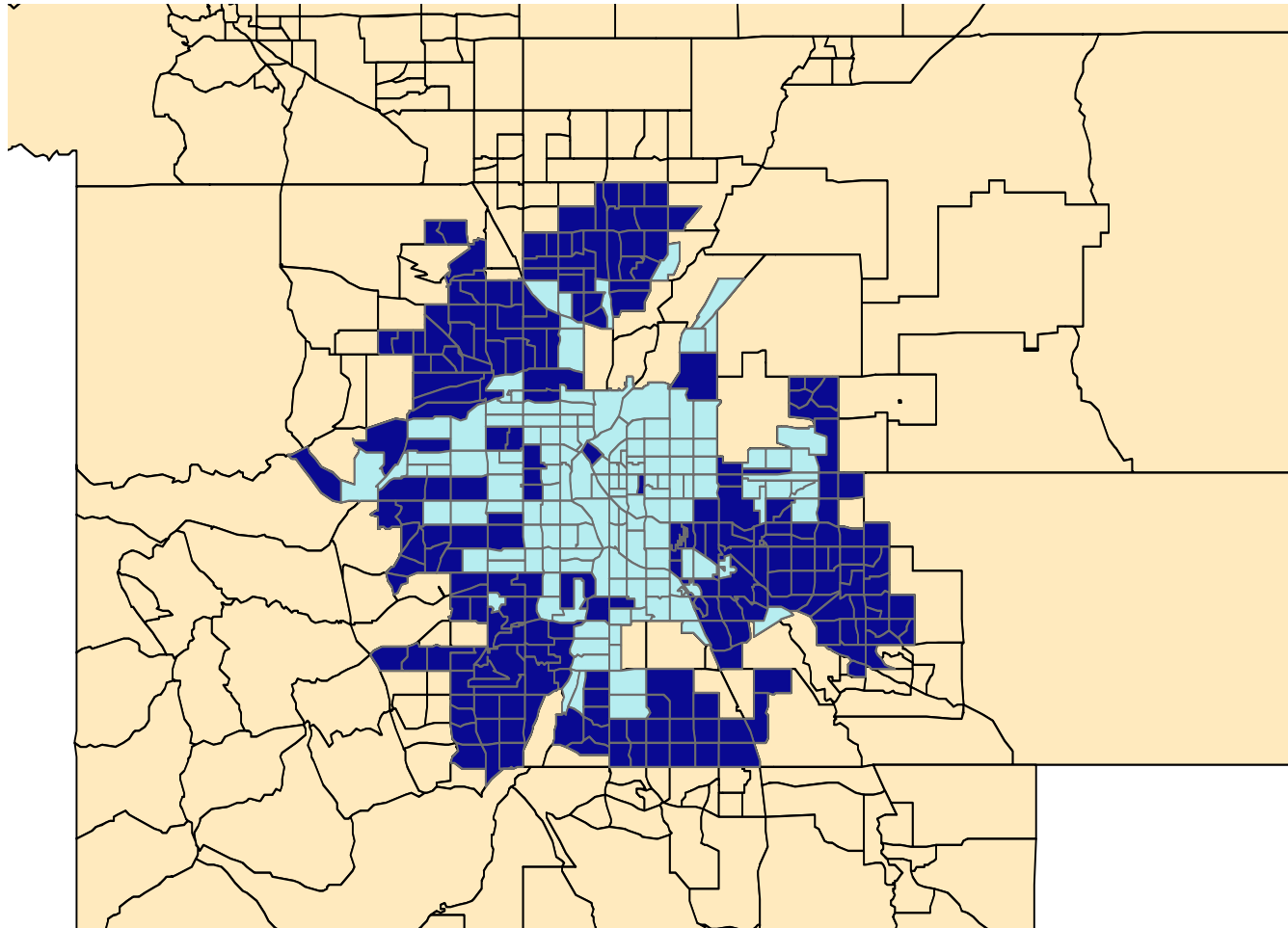
Strategic Decision Making



Strategic Decision Making



Strategic Decision Making



*Population by
Tract 1970-1980*

% Growing

57.0%

% Declining

43.0%

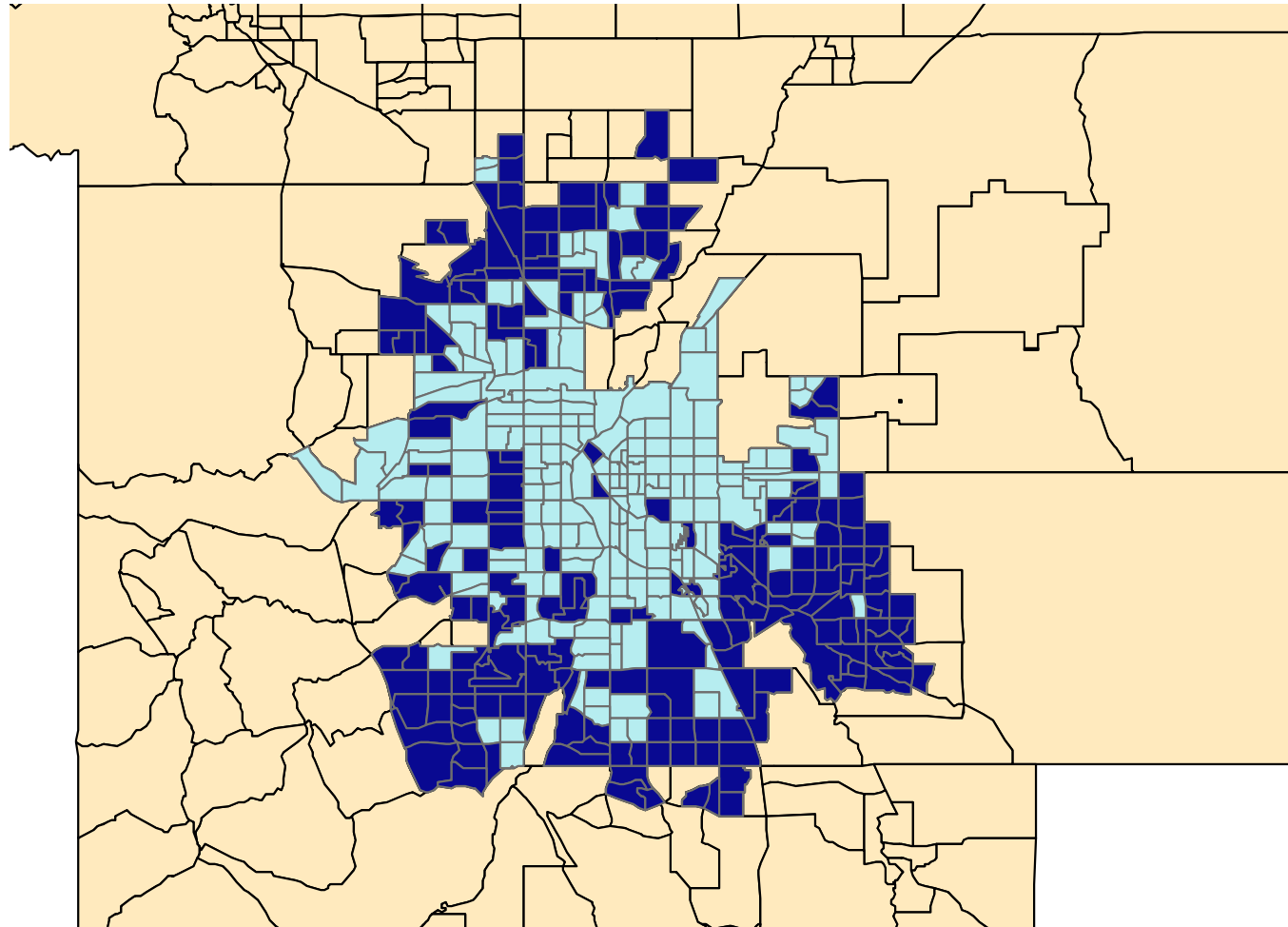
**Population Change in the Urban Area 1970-1980:
Denver**

**Urban Area
Population Change**

Loss

Gain

Strategic Decision Making



*Population by
Tract 1980-1990*

% Growing

48.8%

% Declining

51.2%

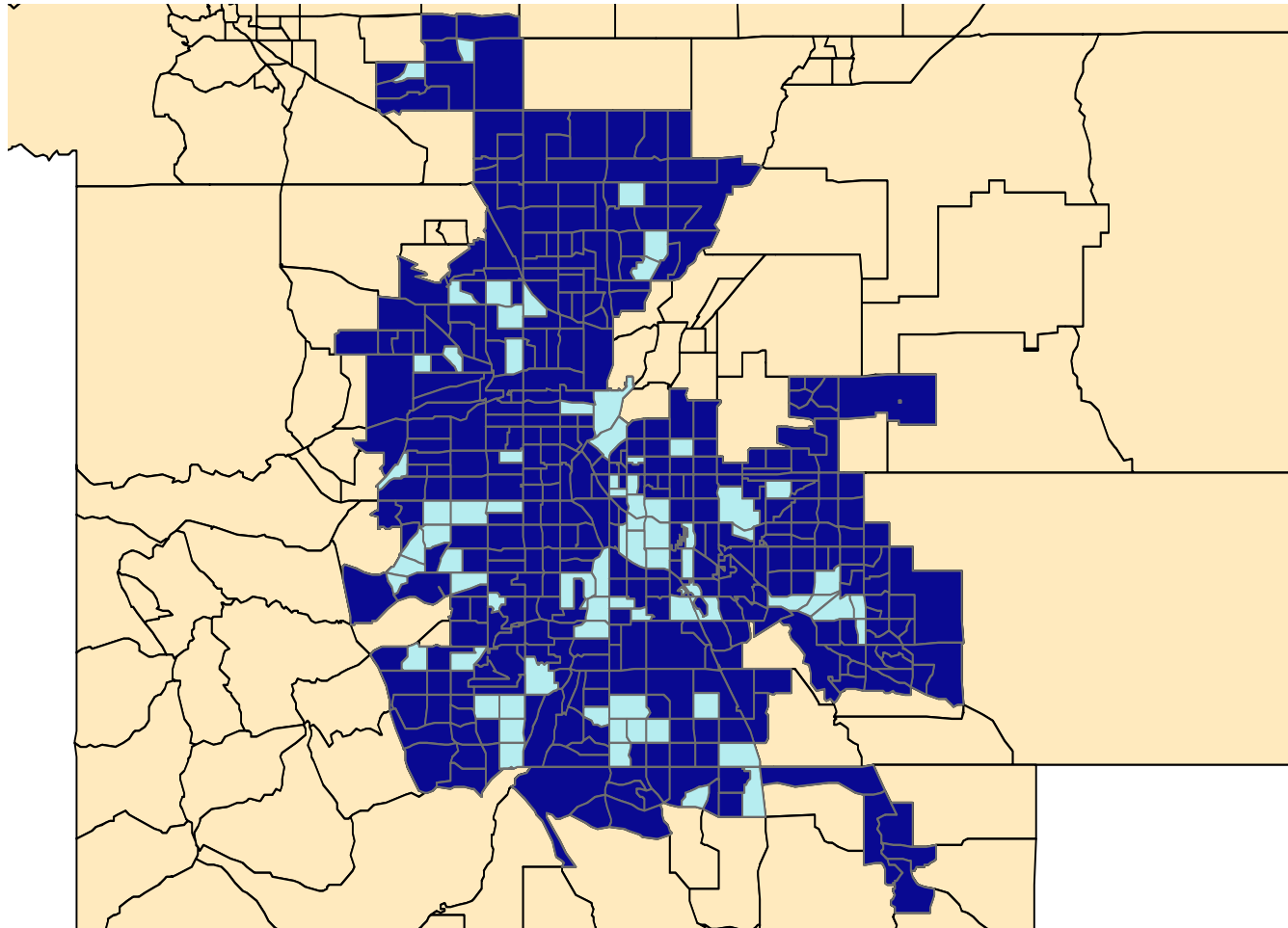
**Population Change in the Urban Area 1980-1990:
Denver**

**Urban Area
Population Change**

Light Blue Loss

Dark Blue Gain

Strategic Decision Making



*Population by
Tract 1990-2000*

% Growing

85.9%

% Declining

14.1%

**Population Change in the Urban Area 1990-2000:
Denver**

**Urban Area
Population Change**

Loss

Gain

So Metro Outlook 2.0 has some advantages, but . . .

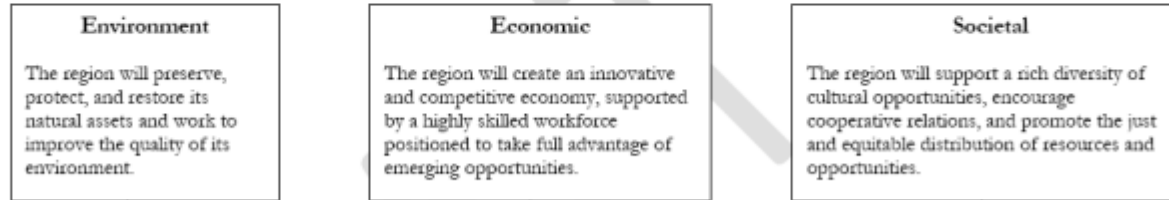
- 120+ indicators rather than 29
- Overuse of comparisons between peers puts emphasis on competitiveness rather than quality of life
- But the funds for Version 2.0 WERE granted for the express purpose of producing something that would enhance the region's economic competitiveness.
- The overarching importance of economic competitiveness is changing as sustainability concerns comes even to the heartland of the US.
- Version 3.0 will include "Becoming America's Green Region" as one of its goals, and link indicators to the policies and actions organizations in the KC region have adopted to achieve it.

Regional Principles Supported by MARC

MARC's Regional Vision

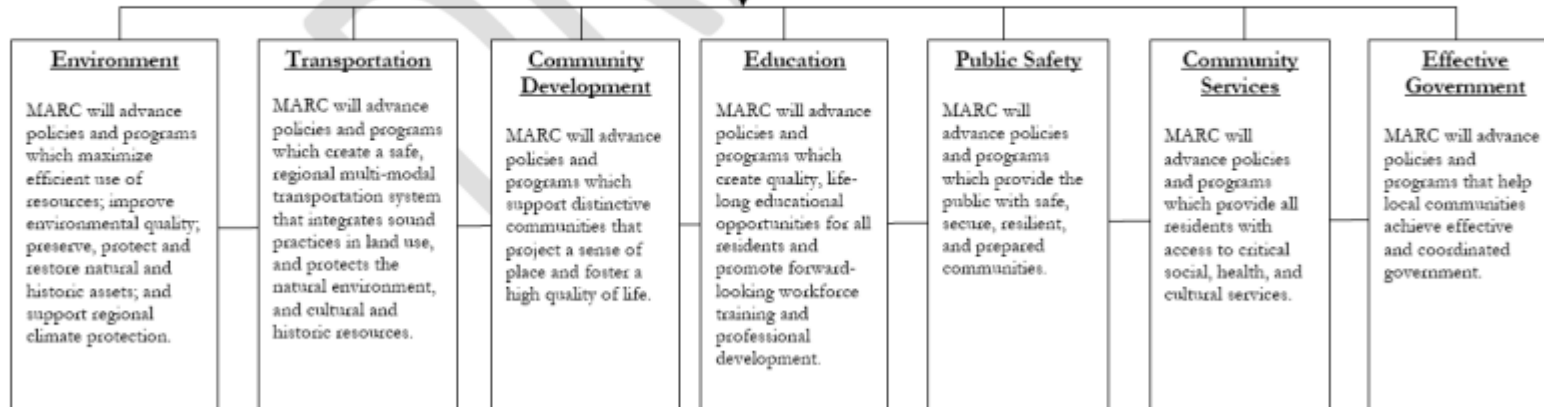
Greater Kansas City is a sustainable region that increases the vitality of our society, economy and environment for current residents and future generations.

Key Regional Sustainability Principles Supported by MARC



MARC's program objectives strive to advance these three regional sustainability principles.

MARC's Program Goals



MARC's Mission, Role and Objectives

MARC's Organizational Mission

MARC provides a forum for local governments and diverse community interests to work together in innovative, effective and strategic ways to advance a vision of a sustainable region.

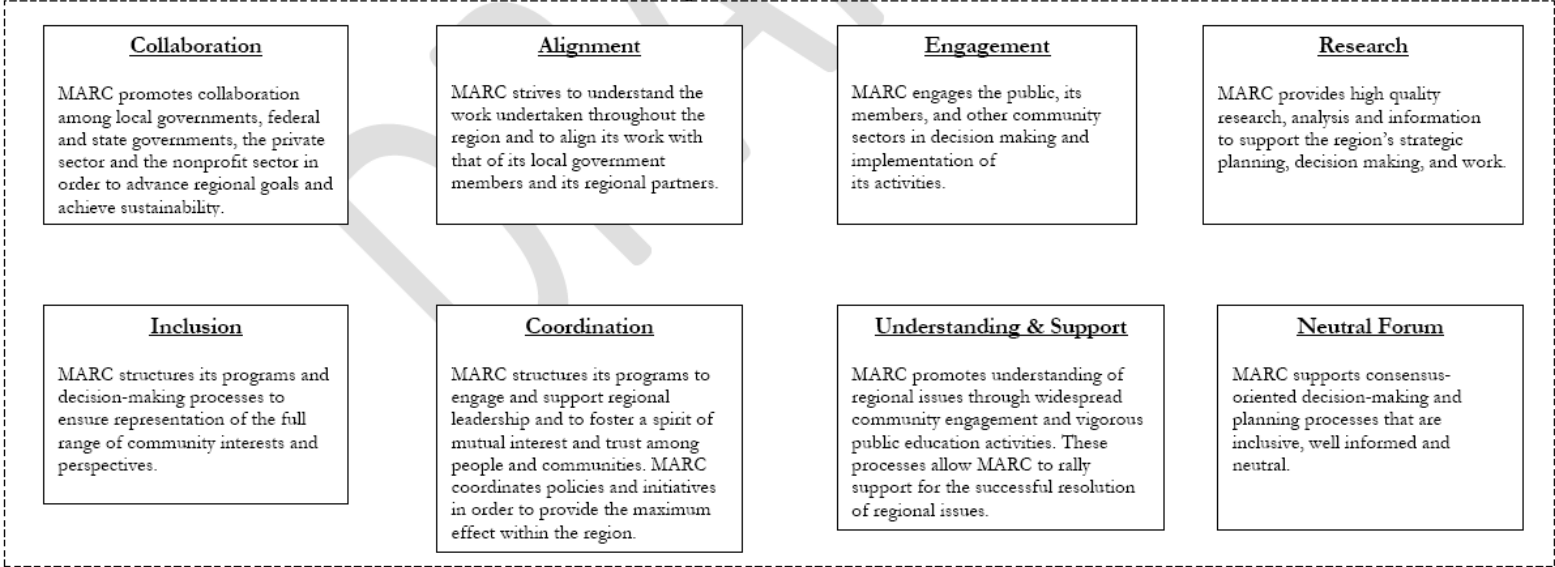
MARC's Role:
The Nature of Our Work

Regional Leadership
MARC identifies strategic issues, provides a neutral problem-solving forum, promotes consensus and commitment to regional solutions, and engages the public in regional affairs.

Regional Planning
MARC conducts research and analysis, develops policies and plans to guide the progress of the region, and provides the region technical support for regional decision making.

Regional Action
MARC promotes public policy of regional interest, produces cooperative services, allocates resources for regional systems, and sponsors constructive regional initiatives.

MARC's Operating Objectives:
How We Approach Regional Issues





www.metrooutlook.org

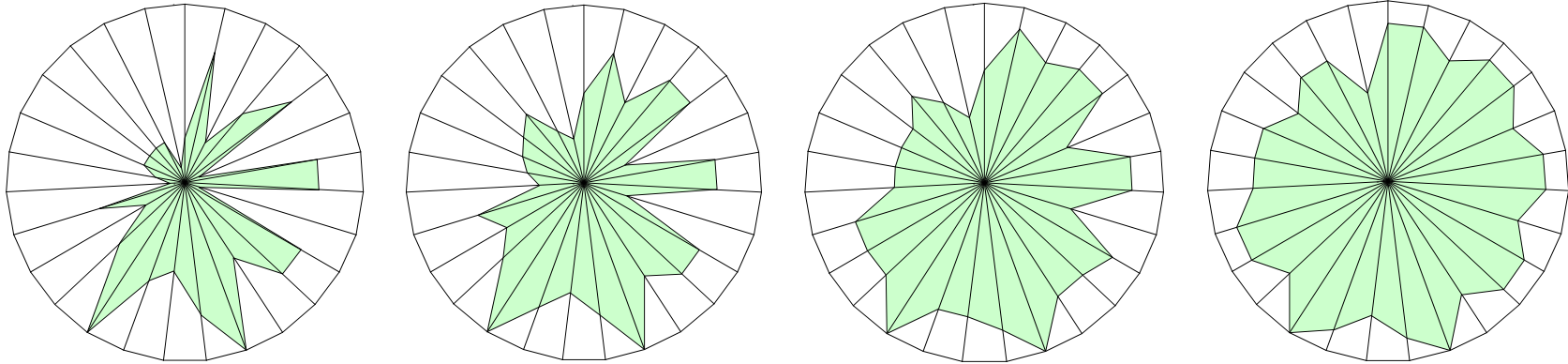
Measuring the Progress of Metropolitan Kansas City

Frank Lenk

flenk@marc.org

Director of Research Services
Mid-America Regional Council
600 Broadway, Suite 200
Kansas City, Missouri 64105

Metro OUTLOOK



Today's investments create tomorrow's quality of life

How can we create a system that helps us invest more wisely?