

# Implementation Plan

## **INTRODUCTION**

The Corridor Plan proposes many recommendations for the future redevelopment of the corridor. Because of the currently limited resources available, the sheer size of the study area, and the complexity of the issues in the corridor, The Corridor Plan is an overall look at the entire corridor area, from a high level perspective.

The Corridor Plan is the first step in the much longer process of redefining and redeveloping the 350 Highway / Blue Parkway Corridor. The focus of the plan is on creating a long range vision for the corridor, upon which detailed projects may be implemented as the next steps. Those next steps are the Implementation Plan.

There are six key issues to be addressed in the Implementation Plan. The success of the project will be determined, in large part, by how successfully these items are implemented and addressed not only initially at project start-up, but over the life of the implementation of the Corridor Plan. The seven issues are:

- Project Start-Up
- Policy
- Creation of a Corridor Plan Organization
- Development of a Marketing and Communications Plan
- Detailed Planning and Engineering Study of the Plan Recommendations
- Securing Funding
- Successful Construction of Funded Improvements

## **PROJECT START-UP**

The initial stages of the Implementation Plan are very complex, require objective decision making, and require difficult coordination and daily attention to be successful. Therefore, it is recommended that the participating entities of the Corridor Plan provide initial funding to secure a consultant to organize and manage the key issues illustrated below, until such time as the Corridor Plan Organization may confidently run the daily operations of the implementation of the Corridor Plan.

This consultant should have proven experience in the creation, management, and operations of the key issues proposed Implementation Plan. The consultant should have performed similar work in the last 5 years, and should provide dedicated staff to address the issues of implementation plan start-up.

## **POLICY**

A number of the components recommended in the 350 Highway / Blue Parkway Plan should be implemented in part through updates or revisions of various approved plans and policies of the affected jurisdictions and entities. These are outlined below.

### **Approve Final Corridor Plan Document**

The first step in moving the Corridor Plan forward is the Approval of the Final Corridor Plan Document by the Client Review Team. Once complete, the Corridor Plan should be adopted as a policy making document.

### **Adoption of the Plan as Policy**

To realize the vision of the 350 Highway / Blue Parkway plan, its goals and recommendations should be adopted by the City of Kansas City, and the City of Raytown. MARC and MoDOT should use it as a reference plan for future planning purposes. Widespread support of the implementation effort will be based on the extent to which the actions are incorporated into the long range plans of the participating entities.

### **Ordinances and Plan Amendments**

Once adoption of the Plan is complete, the City of Kansas City, Missouri, and the City of Raytown, Missouri, should modify their Comprehensive Plans, their Area Plans, Transportation Plans (Thoroughfare Plans), and Ordinances that may be in conflict with the recommendations of this Plan.

The City of Raytown is currently modifying their zoning ordinance to address this issue.

## **CORRIDOR PLAN ORGANIZATION**

It will be impossible for the Corridor Plan to be implemented without an organization, tasked with its stewardship. City staff, business leaders, and stakeholders have too many other daily tasks and concerns to give the Corridor Plan the level of attention it will require for successful implementation. Therefore, a Corridor Plan Organization should be formed to be the day-to-day overseer of the implementation of the Corridor Plan. The creation of that Corridor Plan Organization is the most important initial task for the implementation of the Corridor Plan.

The development of functioning organizational entities and activities resulting in (1) the assembly of human resources, (2) the development of specific strategies for various aspects of the revitalization program and redevelopment projects, and (3) the commitment of public and private capital are essential to the success of the 350 Highway / Blue Parkway effort. To that end, the following organizational steps are recommended

## **Leadership Committee**

A Leadership Committee should be formed with representation from key citizens and stakeholders. The Leadership Committee should be charged with developing a long term strategy, including budget, and for securing financial support for implementation from participating entities and other sources. Financial resources should be provided at inception to conduct a leadership retreat which would have as its goal provision of a framework for action and a draft action plan.

The Leadership Committee may take the form of a Board of Directors, but should be comprised of individuals capable of ensuring the project's success. The Committee should provide corporate governance, oversight, marketing and resource identification as well as guidance and oversight to an implementation staff, charged with day-to-day operations of plan implementation. Strong multi-year commitments from the initial Leadership Committee are recommended to ensure continuity and focus for the start-up and initial operations of the Committee.

The Leadership Committee should be incorporated in the State of Missouri. The corporation should establish as a separate entity or seek for its own corporate designation 501(c) 3 not-for-profit status to receive funds for implementation of certain aspects of the project.

## **Advisory Committee**

In order to facilitate broad based participation in the 350 Highway / Blue Parkway Corridor Plan implementation, it is recommended that the Leadership Committee engage a committee of Advisors for information exchange and discussion of policy alternatives for the project. The corridor-wide membership should include representatives of community groups and organizations interested in community improvement and development as well as residents along the corridor. Members of the Client Team and Steering Committee of this report should also be included. It is further recommended that the majority of the Advisors live or work along the corridor.

## **Use of Implementation Task Forces in Addition to Leadership Committee & Advisors**

The Leadership Committee and Advisors may choose to establish task forces for further planning and implementation in the diverse geographic sectors of the plan area. Mobilization of a large group of advocates along the corridor will increase resources for implementation, bring more unity and multiply the education efforts.

Although one of the major implementation goals is unification of entities, persons and ideas, it is suggested that geographical task forces could provide additional focused energy and ideas for sector-specific implementation techniques. Task forces would not exceed 15 members charged with developing strategies and actions that would supplement work of the Leadership Committee, Advisors and staff. They may be comprised of elected officials, stakeholders,

business leaders, institutional leaders (educational, faith-based, health care) with sufficient diversity to represent characteristics of the sector and with sufficient commitment to ensure implementation. Task Force work would be coordinated by the implementation staff. Corridor-wide ad hoc committees may be formed to address very specific interests. Such committees would contribute to the unity of the effort.

### **Outside Consultant Assistance**

The Leadership Committee may retain the services of outside consultants to address any number of planning, design, engineering, legal, management, and financial issues. These consultants should be hired, funded and answer directly to the Leadership Committee.

### **350 Highway / Blue Parkway Redevelopment Office**

It is recommended that a high quality office, meeting and display space for housing the operation of the various implementation components be established. The facility should provide communications, space for leadership meetings and audio-visual technology. It should also be utilized for facilitation of policy discussions by the Leadership Committee and all participating entities. The office may be a funded, free-standing operation, or may be provided in-kind by a participating entity.

### **Office Staffing**

The participating entities should fund staffing for the implementation office, if they are allowed to by law. In addition to carrying out specific projects, the staff would provide technical assistance to property owners, residents, and groups addressing the various concerns related to the 350 Highway / Blue Parkway plan. The success of the plan implementation will be based on the commitment of funds and qualified staff to oversee the project on a day-to-day basis. An annual statement of goals and timetable for accomplishment of same should be prepared and adopted by the Leadership Committee. Staff will be accountable to the Leadership Committee.

## **FUNDING ANALYSIS**

The Corridor Plan Organization will be charged with performing analysis of required funding for their on-going operations and the recognition, application, and acquisition of funding resources for the implementation of the Corridor Plan recommendations.

### **Development / Redevelopment Tools for Funding Improvements**

There are numerous potential funding tools available for use on the project. These tools are detailed below. It is important to note, the objective of securing funding is to pay for improvements that otherwise would not have a source of funding, and to provide seed monies for

the encouragement of private investment to occur. There will never be enough public funding to complete the recommendations in the plan. For this reason the investment of private dollars is crucial to the success of the plan.

## **I. REGULATORY OPTIONS\***

**A. Impact Fees** – The development applicant pays a fee as a condition of the City’s approval of the development.

### **Advantages:**

1. No voter approval required as long as the fee is structured to be consistent with Missouri case law related to user fees.
2. Fees only paid by those individuals or areas benefited by the improvement(s).

### **Disadvantages:**

1. All fees collected must be spent for improvements that benefit those who pay the fee.
2. Monies must be spent within a “reasonable” period of time from the date paid and must be spent on the type of improvements for which it is paid.
3. Amount of the fee collected cannot exceed an amount that reasonably reflects the cost of constructing those improvements needed as the result of the demand created by the new development. In other words, you can’t collect enough money to improve mile of a major road if a traffic study shows the new development only impacts the demand on a quarter mile of the road.
4. Impact fees are routinely challenged in court by developers.

## **II. TAXING OPTIONS**

**A. Excise Tax** – A tax levied on a particular activity, measured by the amount of business done or income received.

### **Advantages:**

1. Excise taxes are not subject to the benefit or location requirements of impact fees. There need not be a quantifiable relationship between the tax imposed and the demand for public services created by the activity the tax is imposed on.
2. There is no legal limit on the rate of an excise tax.
3. There is no prescribed methodology a city must use to establish the rate of the tax.
4. Funds collected from the tax do not have to be earmarked for a particular purpose. It could actually just be put in the general fund for any valid public purpose. But, from a practical standpoint, cities usually state what the tax revenues will be spent for.
5. Excise taxes can also be imposed in the form of a license tax on “building contractors”.

### **Disadvantages:**

1. Requires the approval of a simple majority in a public vote.
2. Although there is no legal limit on the amount of tax, it can’t be “confiscatory”.

**B. Economic Development Tax** – a new sales tax (up to 1%), approved by last year’s legislative session.

**Advantages:**

1. Sales taxes have been successful in most communities.
2. Sales taxes generate revenues from non-residents.
3. Can use the revenue not only for infrastructure, but operating expenses within certain parameters. After the revenue is used as defined in items #2 & #3 below, remaining funds can be used for almost any economic development-related activity: marking, grants to companies for job training, equipment acquisition, training programs, legal & accounting expenses related to economic development planning and preparation.
4. When imposed within special taxing district such as TIF, CID, or NID, the tax is excluded from the calculation of revenues available to those districts.

**Disadvantages:**

1. Tax must be approved by a simple majority of the voters.
2. No more that 25% can be used annually for administrative (staff & operating) costs.
3. At least 20% must be used for long-term economic development. However, this includes land acquisition, infrastructure for industrial or business parks, water & wastewater treatment facility improvements, streets, public facilities directly related to economic development & job creation, matching dollars for state or federal grants.
4. Need to establish a 5-member, volunteer board that prepares recommendations on projects. However, Council has final decision on how monies spent.
5. Can’t be used for retail projects.

**C. Capital Improvements Tax** – a tax levied on all retail sales for the purpose of funding capital improvements.

**Advantages:**

1. Sales taxes have been successful in our community.
2. Sales taxes generate revenues from non-residents.

**Disadvantages:**

1. There is a limit on each authorized CIP tax of up to ½ of a percent.
2. Tax must be approved by simple majority of the voters.
3. If any one tax measure fails at the polls, it cannot be resubmitted to the voters for at least 12 months.
4. Revenue bonds backed by CIP sales tax revenue must be approved by either a 4/7ths or 2/3rds majority, depending on the election date (see G.O. Debt section).

**D. Transportation Sales Tax** – a sales tax of one-half percent on all retail sales to generate revenues for transportation purposes.

**Advantages:**

1. The same as those for the CIP Tax.
2. Any bonds issued by these revenues do not count against the city’s debt limit.

**Disadvantages:**

1. Tax must be approved by simple majority of the voters.
2. Proceeds must be used for transportation purposes – streets, roads, bridges, parking lots, garages, and public mass transportation.

**E. Storm Water Control and Local Parks Sales Tax** – a sales tax of up to one-half percent on all retail sales in order to provide funds specifically for storm water control or parks, or both. Same basic pros and restrictions as in the two other taxes above.

**III. DISTRICT OPTIONS** - All of the following are districts formed to create funding mechanisms in order to finance public improvements. An overall advantage to most of these districts is that they can be layered on top of each other and used in the same area – for example a TDD can be layered on top of a TIF, etc.

**A. Special Assessment District** – best used for small projects the City can afford to finance up front.

**Formation:** City draws the district and it is established by Ordinance.

**Financing:** City issues special tax bills to parcels within the district. Payback is within 10 years.

**Advantages:**

1. Not public vote needed.

**Disadvantages:**

1. Not a widely used mechanism in Missouri. The special tax bills issued are not a familiar concept for investors and are not widely marketable, unlike bonds.
2. Only useful if the City can front the cost of the improvement and can wait the 10 years for total repayment.

**B. Community Improvement District (CID)** – best used when there could be multiple improvements contemplated cover a large area.

**Formation:** Requested by a petition of property owners within the proposed district (more than 50% by both assessed value and by number of owners). City Council has a public hearing . District approved by ordinance. Can be a political subdivision or a not for profit corporation.

**Financing:** If a not for profit, funds raised through special assessments. If a political subdivision CID can also levy real property taxes after approval by a majority of district voters.

**Advantages:**

1. Don't need to go to Circuit Court to form the district. And, although the amount of paperwork and the process involved in establishing the district is fairly extensive it's easier than a TDD (see below).
2. The district has the ability to construct, reconstruct, maintain, equip a variety of public improvements.
3. The District has several funding sources available.
4. CID's, as homes/merchants association, can provide revenue and management services of a flexible basis for residential or commercial areas. Each CID can be custom designed to the needs of each district.

**Disadvantages:**

1. Creating a separate entity can cause problems unless a Redevelopment Agreement is used to stipulate exactly what projects are to be done, how long the district will exist, etc.

**C. Neighborhood Improvement District (NID)** – best used for single improvement projects within a fairly narrow geographical area.

**Formation:** Council designates particular areas of land as a “neighborhood” that will benefit from a particular public improvement. Landowners authorize the NID either by a vote or by a petition signed by owners representing 2/3rds of the area. If the election method is used, majority needed for approval follows the same guidelines as for GO Bonds.

**Financing:** Council may authorize issuance of GO bonds to finance construction of the identified improvements. Special assessments against the benefiting property owners go to pay back the bonds.

**Advantages:**

1. Don’t need to go to Circuit Court to form the district.
2. Requirements to form the district are not as involved as in the CID and the NID is not a separate public entity.
3. City does not need to do an election to issue GO bonds if it pledges current revenue streams to back the bonds in case the special assessments prove to be insufficient to fund repayment.
4. These bonds don’t count against the City’s overall debt limit.

**Disadvantages:**

1. A fairly large majority of landowners must approve formation of the district.
2. The City could end up picking up the tab for landowners who default on their payments and for which tax liens prove un-collectable.
3. Amount of debt can’t exceed 10% of the assessed value of tangible property. (However, it would have to be a huge project to do that).
4. Compared to a CID, the NID financing purposes are limited to specific projects, although the project need not be inside of the district.
5. Only special assessments can be issued.

**D. Special Business District** (best used in areas with a heavy concentration of commercial businesses)

**Formation:** Requested by a petition of one or more property owners within the proposed district, then approved by a majority of the property owners in the district. City Council appoints a commission or advisory board to recommend how money is spent.

**Financing:** District can levy property taxes (up to \$.85 per \$100 valuation) and special fees a (a license tax). Can also issue up to 20 year GO bonds with Council approval and a majority vote of property owners (4/7ths or 2/3rds).

**Advantages:**

1. Discretion as to types and amounts of expenditures lies solely with the Council.

2. Funds can be used for a variety of “maintenance and improvement projects” within the district including new and improved streets.

**Disadvantages:**

1. Any license fees levied can be protested by businesses representing a majority of the total license taxes being collected.
2. Any bonds issued do count against the City’s debt limit.
3. Would only apply to “business” within the area.

**E. Transportation Development District (TDD)**

**Formation:** Approved by the circuit court after receiving a petition from either at least 50 registered voters, or from real property owners in the proposed district, or by City Council. If the court approves the petition, a simple majority vote by the registered voters or property owners (depending on the type of petition) is needed. Within 120 days of this election, another election is held to elect a board of directors.

**Financing:** Transportation related projects can be funded by special assessments and tolls (no limit), property taxes (up to \$.10 per \$100), or sales taxes (up to 1%). TDD’s can issue bonds without a vote of the public.

**Advantages:**

1. The district has a wide range of funding mechanisms available (although the types of mechanisms have to be approved through an election of district members).
2. The TDD is a separate political subdivision with powers of condemnation, power to contract, to lease or purchase property, and to sue (and be sued), can be multi-jurisdictional.
3. Any bonds issued do not count against the City debt limit.
4. Although uses of TDD funds can be limited, if overlaid on a TIF, its revenues are captured by the TIF become “TIF dollars” and can be spent with same way as TIF revenues.
5. Projects need not be totally inside of the District funding them.

**Disadvantages:**

1. Since it is a separate political entity, the City would have no control over it unless defined by contract.
2. Procedure for setting up the district is fairly complicated and can take months to approve.
3. Types of projects are approved by the Circuit Court when the district is first formed and cannot be changed unless authorized by the voters and MODOT and the City (depending on the project).
4. Projects must be transportation related – streets, parking, and “other” transportation uses.
5. If the initial attempt to form a TDD fails with the voters, it cannot be resubmitted for 2 years.

**F. TIF Districts**

“Regular TIF” – best used for retail development or for-sale residential development.

**Formation:** Approved by the City Council after recommendation from TIF Commission. Plan is required to meet specific findings, including Blight, as described in state statute.

**Financing:** Revenues are generated through property taxes (100% of real property taxes above the base that was there before a TIF district was formed), and sales & franchise taxes (50% of the new taxes). TIF bonds can be issued based on the revenue stream.

**Advantages:**

1. TIF allows future real property taxes and other taxes generated by new development to pay for the costs of construction of public infrastructure and other improvements required to make the project possible.
2. TIFs can be easily combined with other development tools using cooperative agreements.
3. Provides a way to fund public infrastructure projects the City would otherwise have no means of financing.
4. TIF bonds can be issued without a vote.

**Disadvantages:**

1. Establishing a TIF district is complicated.
2. Projects have to be able to generate enough revenue to pay off the reimbursable costs, either on a pay-as-you-go basis, or by paying off the debt service on TIF bonds.

**“MODESA TIF” (Missouri Downtown Economic Stimulus Act)** – best suited for large projects involving public infrastructure in the central business area of the city.

**Formation:** Similar to a regular TIF, however a Downtown Economic Stimulus Authority must be created to administer the provisions of MODESA within the City. This takes the place of the regular TIF Commission.

**Financing:** In addition to the revenues captured by the regular TIF, the MODESA can capture 50% of the new state sales taxes generated as well as 50% of state income taxes generated by new jobs created within the development area.

**Advantages:**

1. Same as with the regular TIF, plus diversion of state tax monies to the project.

**Disadvantages:**

1. Much more complicated to set up than a normal TIF. Many restrictions on where the district can be formed; on how the state-generated funds can be used (only 10 specific uses defined); and on how the district is to be administered.

**“TIF Light” (Tax Rebate Agreements)** best used in retail or other “sales” related projects where a TIF isn’t feasible and public improvements required for project’s success.

**Formation:** Not actually a district. It is an alternative to a formal TIF. Established as a contract between the developer and the City (although other entities, like the County, could partner in the agreement)

**Financing:** Agreement stipulates what amount of incremental city sales and/or property tax to be captured by the City in order to reimburse City costs for public improvements made in association with a private project.

**Advantages:**

1. No plans or other formalities to follow.
2. Agreement is strictly between the City (and any other public entity that wants to join) and the developer.

**Disadvantages:**

1. Limited revenues available unless other partners agree to forsake their portions of new taxes.
2. Revenues can only reimburse public improvements related to the project.

#### **IV. BONDING OPTIONS**

**A. General Obligation Bonds** – bonds issued with the City’s full faith and credit. Paid by a dedicated amount of property tax.

**Advantages:**

1. Can be used for streets and other public improvements.
2. Tax is usually community wide unless it has been levied under the authority of one of the various districts mentioned above.

**Disadvantages:**

1. Requires voter approval (4/7ths in an April, August or November election), 2/3rds approval any other time.
2. Limits on how much a City can issue based on a set percentage of assessed valuation.

**B. Revenue Bonds** – bonds issued to finance facilities with a definable user or revenue base. Citizens using the services pay for the financing through rates or fees.

**Advantages:**

1. Revenue bonds can be issued without voter approval (in certain circumstances).
2. Revenue bonds do not count toward the City’s debt limit.

**Disadvantages:**

1. Unless there is a dedicated revenue source to pay off the bonds, voter approval may be needed to put a property tax, sales tax or other funding mechanism in place.
2. Limits on how much a City can issue based on a set percentage of assessed valuation.

#### **V. CHAPTER 353 REDEVELOPMENT CORPORATION**

**A. Allowed by State Law** – to correct blighted conditions and attract new investment in a designated area

**Advantages:**

1. Corporation redevelopment is locally run to address specific area defined in a redevelopment plan and may include provisions for recreational facilities – 353 includes residential and commercial redevelopment.
2. Offers incentive of abatement of real property taxes for 25 years – 10 years are 100 percent and the remaining 15 years are at 50 percent.
3. Redevelopment corporation has flexibility within the plan area and within established goals.
4. May be combined with other economic development incentives.
5. Good track record for reversing decline and attracting investment.

**Disadvantages:**

1. Initial detailed planning is required.
2. Major funding may be required for acquisitions to ensure success.
3. Participation in program is largely voluntary.

(\* this description of financing options adopted from work originally prepared by Robert Meyers, AICP, planner.)

These tools can and should be used in combination with each other to provide the greatest amount of incentive and assistance that is possible. It is common to utilize multiple funding tools like TIF and TDD together to generate more available funding for large projects. Because each project is unique, a blanket statement of what tools should be used and how is not possible. Each project should be evaluated on its individual funding needs. A legal consultant should be retained by the Corridor Plan Organization and the participating entities to assist them in the legal interaction and availability of these tools.

Additional funding may be sought through grants, in-kind donations, or donations by corporations, businesses, and citizens. Funding of this kind should be acquired through fundraising campaigns and direct outreach to those organizations and individuals. This type of fundraising should be conducted by the Corridor Plan Organization. Additionally, a professional fundraiser should be hired as a consultant to assist in the fundraising effort.

Additional information on development and redevelopment programs available in the State of Missouri and their submission and qualification requirements can be found on the Missouri Department of Economic Development website in the development toolbox section:  
<http://www.missouridevelopment.org/topnavpages/Research%20Toolbox/BCS%20Programs.asp>

x

**Transportation Funding Sources**

There are several transportation specific funding sources. Available State of Missouri funding tools for transportation related improvements are listed in the Development / Redevelopment Tools for Funding Improvements section. Additional funding sources include:

STP sub allocated funding is available through MARC for regional needs. These funds can be used toward any public transportation project subject to the priorities of MARC, and MoDOT local program rules and regulations as well as FHWA rules and regulations.

Transportation Enhancement Funding – 10% of STP funding to be spent on non roadway items such as bike/pedestrian trails, transit centers, landscaping and aesthetic improvements, etc.

Congestion Management and Air Quality (CMAQ) funding is available for mitigation of congestion such as bike/pedestrian facilities, signal upgrades and synchronizations, etc.

Bridge off system and on system funding addresses bridge needs in the MARC region. The on system (MoDOT system) funding is subject to the MoDOT Planning Framework and the off system funding is subject to MARC regional priorities as well as fed and state regulations.

MoDOT's Planning Framework identifies and prioritizes needs and projects district wide with input and decision-making including planning partners such as MARC or regional planning commissions. The prioritized needs and project lists are not fiscally constrained, enabling selection to be done based on priorities and available funding. Any shared costs by other entities is factored in to the process during selection.

Additional funding sources for transportation improvements can come from innovative financing, through the use of transportation corporations, loans from the Infrastructure Bank, and Cost Share programs. Economic development financing tools from the State of Missouri are available as well.

Currently (October 06'), there are no MoDOT funds available, and the majority of funds are already committed to projects for the next 3-5 years. Following this, funding may become available. The Corridor Plan Organization, and the jurisdictions involved should work closely with MoDOT to determine timelines and qualification requirements for future funding.

### **City Services and Capital Improvements Programs**

Basic city services of primary concern to the 350 Highway / Blue Parkway plan are the provision of capital improvements for infrastructure and regulations to make priority improvements possible. Implementation will require cooperation in Capital Improvements Planning on the part of all participating entities as well as commitments to funding. A firm commitment in capital improvement funding should be secured from all participating entities. It is recommended that a 10-year capital improvements program be approved by participating entities to assist with the following elements of the plan:

*Infrastructure Improvements*

*Public Places, Parks and Bikeways Plans*

*350 Highway / Blue Parkway Corridor Infrastructure Plan*

*350 Highway / Blue Parkway Corridor Aesthetic Enhancement Plan*

*Existing Façade Maintenance and Enhancements Plan*

### **MARKETING AND COMMUNICATIONS**

## **Identity**

The Leadership Committee should undertake development of a visual identity and joint marketing efforts to make the identity visible to the participating entities and along the corridor. One of the first efforts should be directed toward achieving cohesiveness among the corridor entities and creating visibility for the corridor and the project.

The identity should include a logo and theme, which will be visible along the corridor and in all communications created by the corporation. The marketing component basically is an economic development campaign.

Communities should be aware that the initial planning effort is complete and that the implementation effort has begun through media coverage and public meetings to discuss the plan and its action timeline. Public education about the process of planning, corridor and neighborhood revitalization should continue to be provided.

A schedule of meetings and events should be held along the corridor to secure volunteer or financial support and unite those who can serve the implementation cause. The events should draw on individuals who have previously been involved in the plan development.

## **Communications**

Three components are recommended for communication within and about the 350 Highway / Blue Parkway area. It is recommended that (1) the Leadership Committee and Advisors schedule at least annual meetings with the community-at-large for the purpose of public education about the process of corridor enhancement and its elements and about corporate progress (a follow-up on the introductory sessions mentioned above) (2) the Leadership Committee establish a newsletter for residents, corridor businesses, stakeholders and interested citizens and (3) routinely provide information regarding activities to the local press. Media representatives should be invited to “track” the project, provide a special column for that purpose or introduce special insert sections.

The unifying logo also can be displayed on billboards, utility pole banners or windows of establishments along the corridor. Public events along the corridor are encouraged.

The Leadership Committee, Advisors and staff should join in a series of “roadshow” presentations, to be scheduled at organization meetings, churches, schools, etc. to explain about the project. The presentations should be in simple terms and utilize effective graphics. The meetings should be interactive as much as possible. Public feedback should be secured at every opportunity.

## **Recruitment strategy**

A strategy and schedule of recruitment efforts should be developed. Staff will assume the primary responsibility of recruitment of candidates for revitalization. Sections along the corridor may be selected for a “demonstration block” of what can be accomplished.

## **NEXT PHASE PLANNING AND ENGINEERING**

The initial phase of planning for the corridor is the Corridor Plan. It proposes a new Land Use Plan, a Transportation Plan, and an Aesthetics and Enhancement Plan. The plans and strategies in this Corridor Plan are the guide book for the future improvements. These plans and strategies are defined at a corridor level. A more detailed study of the individual recommendations is necessary.

The next phase of planning and engineering studies will further define, scope, scale, cost, and impact of the Corridor Plan recommendations as specific projects. It is from this next phase, and subsequent planning phases, that specific plans are designed, funded, approved, and built. The criteria for developing plans should be focused as follows:

- Development of funded projects*
- Development of studies necessary to qualify for funding*
- Development of the demonstration projects*
- Development of Infrastructure for health, safety and welfare needs*
- Development of high impact – low cost improvements*

The Leadership Committee shall determine what recommendations shall be studied in the next phase of planning and engineering, with advisory committee, staff, and hired consultant assistance.

## **DEMONSTRATION PROJECTS**

One of the key components of the Plan is the initial use of Demonstration Projects to facilitate the idea of the early, visible success. Early, visible success is critical to the future implementation of the redevelopment plan. Early demonstrations show the public, private investment, existing business and residents, and potential funding agencies that change is occurring for the better. Developing a series of smaller, manageable, projects that can be completed early helps to build momentum.

The more visible the project or improvement is, the more it will be recognized. The successful completion of the initial project begins to change perception that the area can change and is changing. Often, it is this change in perception that helps trigger the most vital component of all development and redevelopment, private investment.

The Leadership Committee and public officials will be presented with multiple projects in the corridor plan area, either from the Corridor Plan, or from private developers. Because of the competition for limited resources, a way to evaluate and compare the priority of projects, as demonstration projects, is needed. The following table should be used for evaluating each individual project. Final scores should be compared to each other to assist in determining which projects to move forward on.

The Project Evaluation Criteria Scoring Table, below, should be used to evaluate and prioritize projects. The Attribute is the category to be evaluated. The Scoring Criteria is the range of scoring available for the attribute. The Score is the actual score of the attribute. Scores for the attributes should be added together for a total evaluation score. Lower scores produce a higher priority for the project.

**PROJECT EVALUATION CRITERIA TABLE**

Attribute	Scoring Criteria	Score
Property Owner Impact Complexity Consultant Fees Cost	<p><b>Low to High impact</b> (1=Low, 3= Medium, 5=High)</p> <p>(1=Low, 3= Medium, 5=High)</p> <p>(1=Low, 3= Medium, 5=High)</p> <p>(1=Low, 3= Medium, 5=High)</p>	
Economic Impact Neighborhood Impact Aesthetic Impact Public Health, Safety, Welfare Impact Recreation, Open Space Impact	<p><b>High to low positive impact</b> (1=High, 3= Medium, 5=Low)</p> <p>(1=High, 3= Medium, 5=Low)</p> <p>(1=High, 3= Medium, 5=Low)</p> <p>(1=High, 3= Medium, 5=Low)</p> <p>(1=High, 3= Medium, 5=Low)</p>	
Available Funding Time Requirement to Implement	<p><b>Misc.</b> (1=Existing Funding Available / 5=No Funding Available)</p> <p>(1=Short, 3=Medium, 5=Long)</p>	
(Lowest total score on comparison of projects equals highest benefit)		Total Score

It is nearly impossible to develop evaluation criteria that balance all factors for all unique instances that could occur. In the above table, all attributes are weighted the same in the table. This must be taken into account for evaluation of all projects. For example, cost that is rated as high (5) would offset the benefit of having a project fully funded (regardless of cost)(1). This is very apparently not of equal weight in this case. A fully funded project with other benefits should rate as a high priority project.

This should be kept in mind during comparison evaluation of all projects. The scores obtained from the Project Evaluation Criteria Table should be used as a guideline, subject to full review for specific circumstances unique to the project being evaluated.

Additionally, It should be noted that this evaluation table should not be used to evaluate the major transportation recommendations. Because of the high cost, long time frame, lack of available funding, high impact to residents, but high positive impact to safety, economic impact and aesthetic impact, these recommendations will be evaluated during additional studies required to meet local, state, and federal requirements.

## **FUNDING REQUIREMENTS**

The acquisition of funding sources for the Corridor Plan Implementation will be crucial to its success. There are numerous funding requirements, at different stages of Corridor Plan development. At the current time, no commitment in funding has been made by any of the municipal, state, federal, or private entities for the next phase of the Plan.

During the initial stages of the Implementation Plan, there are two primary funding goals:

1. Funding for the Policy decisions that need to be made.  
Because of the gap in current funding between approval of the Corridor Plan and the formation of the Corridor Plan Organization, some additional funding will be needed for the time and effort it will take to get the Policy changes and approvals with the jurisdictions involved. These tasks would be conducted by the staff of the jurisdictions involved, and the consultant responsible for this report. The jurisdictions would provide funding for their own portion of the Policy tasks. Refer to Policy section, above, for details of the required tasks. An initial Budget of \$40-50,000.00 should be used for these tasks.
2. Funding for the start-up of the Corridor Plan Organization.  
During the completion of the required Policy tasks mentioned above, the formulation of the Corridor Plan Organization needs to be accomplished. The success of the plan implementation will be based on the commitment of adequate funds to oversee the project on a day-to-day basis. An estimated budget for such activity is \$175,000-\$250,000 annually. Initially, 75-100 percent of the financial requirements to operate the 350 Highway / Blue Parkway office should come from cities, counties, MoDOT, MARC, and others, if allowed by law, while 0-25 percent should come from other sources, which may include grants, contributions and fund raising events.

Additionally, all incentive programs (TIF, TDD, NID, CID, etc.) approved along the corridor should be required to contribute to the Corridor Plan Organization for operations and implementation of the Corridor Plan. Contributions should be based upon current and future plan implementation needs.

Initial financial commitments by all founding entities should be for five years. During that time frame, government funding should be reduced.

The next phase Implementation Plan, will require funding to occur for:

1. Marketing and Communications Plan
2. Next Phase Planning and Engineering
3. Funding Analysis
4. Demonstration Projects/Plan Recommendations

## SUCCESSFUL CONSTRUCTION IMPLEMENTATION

Once designed, prioritized and funded, the demonstration projects need to be constructed and maintained. As the capstone to this lengthy process, construction implementation and maintenance of the demonstration projects is the public manifestation of the Corridor Plan. Ultimately, the public will determine the success of the project on the physical development of its recommendations. Timely construction, minimizing construction impact on adjacent property owners, improvements to transportation, and the aesthetics of the improvements will increase the enthusiasm, the positive perception of change, and the economic impact the improvements will have. Additionally, on-going, quality maintenance of the existing corridor and the implemented projects must occur. All project budgets should include an estimate of on-going maintenance cost, timing, and responsible party.

## PROPOSED SCHEDULE FOR KEY PLAN MILESTONES

These key items can be addressed as milestones that lay ahead for the Corridor Plan. These are illustrated on the following chart. Additionally, the entity(s) responsible for that milestone, and the recommended start date are also indicated :

### 350 Highway / Blue Parkway Corridor Plan – Key Milestones

<b>Plan Milestone – Next Steps?</b>	<b>Responsibility – Who?</b>	<b>Recommended Start Date – (End date undetermined) When?</b>
Approve Final Corridor Plan Document	Client Team Members	Nov 06'
Adoption of Corridor Plan as Policy	Participating Jurisdictions – KCMO, Raytown	Following Approval of Corridor Plan – Dec 06'
Modifications of local ordinances and plans to be consistent with the Plan	Participating Jurisdictions – KCMO, Raytown	Following Adoption of Corridor Plan – Jan 07'
Creation of organization to shepherd project	Participating Jurisdictions, private entities, citizens	Following approved code changes - Second Quarter 07'
Initial Corridor Plan Organization funding to begin project set up	Participating Jurisdictions, private entities, citizens	Following approved code changes - Second Quarter 07'
Available Funding Analysis	Corridor Plan Organization -	During development of Marketing and Communications Plan –

		2 <sup>nd</sup> Quarter 07'
Development of Marketing and Communications Plan	Corridor Plan Organization –	Following creation and initial funding of Plan Organization – 2 <sup>nd</sup> or 3 <sup>rd</sup> Quarter 07'
Development of next phase of planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	Following creation and initial funding of Plan Organization – 3 <sup>rd</sup> or 4 <sup>th</sup> Quarter 07'
Evaluation, approval, and/or continued development of next phase planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	Following development of next phase studies - 4 <sup>th</sup> Quarter 07'
Develop demonstration projects/blocks	Corridor Plan Organization – With jurisdiction assistance or support	Following approval by Leadership Committee of next phase engineering studies – Jan-08'
Develop funding plan for approved next phase projects and demonstration blocks	Corridor Plan Organization – With jurisdiction assistance or support	Following development of next phase studies - 4 <sup>th</sup> Quarter 07'
Secure funding for next phase projects and demonstration blocks according to funding plan	Corridor Plan Organization – With jurisdiction assistance or support	Following development of funding plan for next phase projects – 1 <sup>st</sup> Quarter 08'
Begin implementation and construction of initial project/demonstration block(s)	Corridor Plan Organization – With jurisdiction assistance or support	Following securing of funding for next phase projects – 4 <sup>th</sup> Quarter 08'
Continued development of planning and engineering studies	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going
On-going review, approval, and implementation of developed Corridor Plan recommendations	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going
On-going capital improvements funding, design, and construction	Corridor Plan Organization – With jurisdiction assistance or support	Following installation of initial project/demonstration block(s) – On-going
On-going Marketing and maintenance	Corridor Plan Organization – With jurisdiction assistance or support	During life of project – On-going

Implementation of the Corridor Plan will require commitment and coordinated efforts among public, private and voluntary organizations and individuals and the Corridor Plan Organization. It will also require policy commitments and human and financial resources dedicated to the project over an extended period of time. But, this commitment will be rewarded with a revitalized corridor with new living, working, shopping, and recreation opportunities.