

## **CHAPTER 14 . PLAN IMPLEMENTATION**

### **Introduction**

The Future Development Plan, along with the Central Business District Analysis and Park Master Plan, suggest a scenario for Raytown that in many ways is quite distinct from how Raytown currently operates and is generally perceived. The Plan recommends a preferred land use pattern and street network, and makes recommendations for enhanced public services and other improvements in the City. Implementing these recommendations is integral to the success of the Plan. If in the future unforeseen circumstances or the rejection of some of the recommendations occur, the City should amend the plan and the implementation strategies described below.

This chapter identifies means to implement the plan. The implementation strategy for the Future Development Plan is comprised of four distinct areas; Physical Improvement, Regulatory, Administrative and Financial program areas. Physical Improvement programs are related to recommended capital improvements, while Policy Programs include changes to existing or new programmatic and regulatory tools that would enable or support physical or financial programs. Similarly, Administrative programs are those that would assist the City in carrying out recommendations, while Financial programs include new mechanisms for funding recommendations. As described below, each program is supported by relevant actions. Frequently, actions listed under one program are related to and depend on the success of other programs. Therefore, integral to the successful implementation of the Future Development Plan is a coordinated approach to plan implementation. Some actions in the implementation strategy could be initiated by the private sector or community groups, though most would rely on the initiative of the public sector or cooperative partnerships between the public and private sectors.

### **Physical Improvement Programs**

Physical enhancements provide the most visible and tangible evidence of a successful comprehensive planning program. The improvements identified below are differentiated between short, medium and long term actions. Short-term actions would be targeted for implementation within a five year period after this plan is adopted. Medium term actions would be targeted for a ten year period and long-term actions may be implemented more than ten years after the adoption of this plan. This prioritization of recommended actions is intended to act as a guide for a Capital Improvements Program (CIP) in Raytown.

Generally, physical improvements target infrastructure items, such as streets, sidewalks, landscaping and lighting facilities in the City, as well as facility enhancements for public service programs (police, fire, EMS and so on), and identifies catalyst developments. The recommendations in the Downtown Plan are incorporated in this plan.

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**Streets:** The major street element of the Future Development Plan lists a number of changes to the street system in Raytown. Given the limited availability of funds, the City will have to target and prioritize improvements. The revitalization of downtown has been identified as a priority for Raytown residents. Therefore, improvements are prioritized depending upon their direct impact on traffic circulation to and within downtown. The recommendations presented below are general in nature and will require more in-depth analysis and review to determine actual nature and form of improvements needed. Overall, the topography of Raytown requires special attention be paid to improving sight lines for most streets and intersections. Moreover, there is a need to improve curbs and storm water drainage. All the strategies listed below naturally imply curb and sight line improvements.

The recommendations in the Future Development Plan need to be weighed against those recommended by MARC in their long-range plan for the metropolitan region. Discrepancies need to be resolved on a case-by-case basis. The recommendations below essentially capture a key idea of the Future Development Plan and should be thoroughly assessed in regard to cost, funding availability and other concurrent projects prior to implementation.

**TABLE 1. RECOMMENDATIONS FOR STREET IMPROVEMENTS**

	Street Category	Priority		
		Short-term	Medium-term	Long-term
Upgrade 87th Street	Primary Arterial	X		
63rd Street	Primary Collector (parking and turning lane in Downtown)	X		
Cedar Street Extension	Secondary Arterial (parking on both sides)	X		
59th Street	Secondary Arterial	X		
Industrial frontage road	Secondary Collector	X		
67th Street (Raytown Road to Blue Ridge Cutoff)	Secondary Collector (no on-street parking)	X		
Upgrade Gregory Boulevard	Primary Arterial		X	
Upgrade Blue Ridge Cutoff from 52nd to 75th Street	Primary Arterial		X	
Upgrade Raytown Road/Trafficway	Primary Arterial		X	
Upgrade 75th Street	Secondary Arterial		X	
Complete Blue Ridge Boulevard north of 63rd Street	Secondary Arterial (limit speed to 25mph south of 59th Street)		X	
Raytown Road (south of 63rd Street to Cedar Street realignment)	Secondary Collector (with parking on both sides)		X	
Woodson Road Realignment	Primary Arterial			X



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**TABLE 2. RECOMMENDATIONS FOR STREETScape ENHANCEMENTS**

RECOMMENDED IMPROVEMENTS	LEVEL OF IMPROVEMENTS			PRIORITY		
	A	B	C	SHORT TERM	MODERATE TERM	LONG TERM
<b>GATEWAYS</b>						
63rd Street and Raytown Trafficway	X			X		
New Cedar Street and Raytown Trafficway intersection	X			X		
Raytown Road and M-350 Highway	X			X		
59th Street and Raytown Trafficway	X				X	
Blue Ridge Boulevard and 63rd Street	X				X	
Blue Ridge Boulevard and 59th Street	X					X
Raytown Road and 59th Street	X					X
63rd Street and Raytown Road		X			X	
67th Street and M-350 Highway		X			X	
Western intersection of Blue Ridge Boulevard and 63rd Street		X				X
63rd Street around the Post Office		X				X
63rd Street at Western City limits			X			X
83rd Street by Blue Ridge Cutoff			X			X
<b>ENTRYWAYS</b>						
Raytown Trafficway between 59th and 67th Streets		X			X	
63rd Street west of Raytown Trafficway to the minor gateway		X				X
63rd Street east of Blue Ridge Boulevard to the minor gateway		X				X
<b>STREETS/LINKAGES</b>						
Raytown Road between 59th Street and new Cedar Street realignment		X			X	
Raytown Road		X			X	
Raytown Road north of 59th Street, south of 67th Street		X		X		
59th Street			X		X	
Blue Ridge Boulevard, south of 59th Street			X		X	

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Street						
Blue Ridge Cutoff			X		X	
Woodson Road			X			X
The north-south linkage between 53rd and 83rd Streets			X			X
The north-south linkage between 75th and 83rd Streets			X			X
Secondary linkage between Blue Ridge Cutoff and Harvard Road			X			X

**Right-of-way Acquisition:** The City will need to investigate and begin to acquire property as right-of-way easements for public projects and frontage roads prior to implementing some improvements. Alternatively, the City could work with property owners for dedicated right-of-way as a means to achieve a larger public vision identified in the Future Development Plan.

- ⌚ New detention basin on 59th Street; and
- ⌚ Frontage roads on M-350 Highway.

**Public Services / Utilities:** Generally, residents have raised very few concerns about the condition of public services and utilities in Raytown. Major capital improvement projects are listed below:

- ⌚ **Storm Water:** Generally the lack of adequate curbs and gutters in the City causes poor storm water conditions in Raytown. These deficiencies need to be systematically identified and corrected on an annual basis. Above and beyond repair and maintenance, the City should review the possibility of a detention basin at the bottom of Round Grove Creek to control flooding in the area. This could enable the City to seek re-evaluation of the floodplain boundaries and if boundaries are revised, the City could approve new development in the previously defined floodplain limits.

Also, the City should acquire property for flow easements for lower reaches of the Wildwood North watershed and in the White Oak West watershed. The Public Works department has identified a new detention basin that would be constructed in the median along M-350 Highway by Gregory Boulevard.

- ⌚ **Police:** The Police department has determined a need for larger office space and jail facilities. Preferably, the department would remain within the vicinity of City Hall and expand in or near its current location.
- ⌚ **Fire Department:** The Fire Department has not identified any new capital improvements, given the current rate of population change and growth in Raytown.
- ⌚ **Water Services:** Both Water Districts have identified their capital improvement projects. These need to be coordinated with street and streetscape improvements identified for the City.

**Comprehensive Street Lighting Plan:** The City should inventory existing and determine future street lighting and prepare a plan for providing adequate street lighting throughout the entire City. The Plan should indicate division and allocation of responsibilities for construction of new and maintenance of existing street lighting in the City.

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**Catalyst Projects:** The Downtown Plan identifies several development projects that are broadly defined. Some of the proposed projects are described below:

- ⓑ ***Bike Trail:*** As a part of the proposed linkage system for the City, the Chicago Rock Island Railroad could be converted into a bike trail. This project is subject to the sale and revitalization of the tracks to another railroad company.
- ⓑ ***Santa Fe Retail Square:*** Redevelopment of the Santa Fe Retail Square in the Downtown could be initiated by a single developer or developed gradually, by a number of different developers.
- ⓑ ***Civic Extension:*** A master plan should be developed for the area north of City Hall. Along with additional office uses, this area could include an open-air amphitheater, trails and lake enhancements. Amenities, such as benches and pits, could be incorporated within the landscape to support a variety of uses.

### **Regulatory Programs**

Programs and statutory changes are critical to maintaining public improvements, as well as encouraging and guiding private development efforts. The following are recommendations for a number of programs, ranging from subdivision regulations and design guidelines to upkeep programs for monitoring the quality of development.

***Subdivision Regulation Recommendations:*** Chapter 22 of the Raytown Code of Ordinances serve as the City's subdivision regulations, although this particular chapter is entitled "Subdivisions." Preliminary recommendations with regard to the City's subdivision regulations are listed below:

- ⓑ ***Required sketch plat and staff review:*** Currently, a sketch plat may be submitted to the City Engineer. Some municipalities have made such sketch plats a required part of the platting process. A required sketch plat often saves the subdivider time and money because it identifies potential problems early in the platting process.
- ⓑ ***Preliminary plat; effect of submittal and approval:*** The subdivision regulations state that the submission of a preliminary plat "shall constitute formal filing of a plat with the City, however, a final plat shall be required." Language should be added to clarify that approval of a preliminary plat by the Planning Commission only allows the subdivider to prepare and submit a final plat.
- ⓑ ***Public hearings on preliminary plats:*** The subdivision regulation should be amended so that preliminary plats are presented at a public hearing before the Planning Commission. Such public hearings should include fifteen days notice of the time and place of the hearing to be published in the official City paper. Currently, the subdivision regulations only require that preliminary plats be presented to the Planning Commission at one of its public meetings; there are no publication or notice requirements.
- ⓑ ***Approval of preliminary and final plats by Planning Commission:*** The subdivision regulations are unclear as to the Planning Commission's voting requirements to approve preliminary and final plats. Said regulations should be amended to reflect whether plat approval requires a majority vote of the entire membership, or a majority vote of a quorum.

- ⓑ **Lot splits:** The subdivision regulations allow the creation of three lots by an administrative lot split. Most communities allow the creation of two lots using the lot split procedure. Also, the subdivision regulations should state that once a lot has been created by lot split, any additional lots must be created by platting.
- ⓑ **Variance to subdivision regulations:** The subdivision regulations state that the Board of Aldermen may grant a variance to said regulations. Language should be added to state that variances to the subdivision regulations “required minimum improvements” are not allowed. Also, language should be added to state that variances may be granted only in situations where there are “practical difficulties or unnecessary hardship.”
- ⓑ **Amendments to subdivision regulations:** Language should be added to the subdivision regulations that describes the process to amend said regulations.
- ⓑ **Joint submittal of preliminary and final plats:** Language should be added to allow subdividers to streamline the platting process and submit preliminary and final plats at the same time. Such a process would require a public hearing.
- ⓑ **Recording of plats:** The subdivision regulations should be consistent the RSMO 89.400 and state that no plat shall be filed with the county unless it has been platted in accordance with said regulations.
- ⓑ **Exemptions from subdivision regulations:** The subdivision regulations do not specifically identify the situations in which a subdivider is exempt from said regulations. Exemptions can be inferred from the regulations’ definition of a subdivision, but language should be added to make such exemptions more understandable to the public.
- ⓑ **Conformance of preliminary plats with Comprehensive Plan and Major Street Element:** The subdivision regulations should state that one of the criteria for approval of a preliminary plat is its conformance with the Comprehensive Plan and Major Street Element. Also, if applicable, a preliminary plat should be consistent with the site plan approved as part of rezoning the property.
- ⓑ **Conformance of final plats with preliminary plats:** Language should be added to the subdivision regulations stating that a final plat, to be approved by the Planning Commission and Board of Alderman, must be in substantial conformance with the approved preliminary plat.
- ⓑ **Miscellaneous:** Chapter 22 (Subdivisions) of the Raytown Code of Ordinances should be renamed “Subdivision Regulations.” It should also be printed as a separate report (like the Zoning Ordinance) and made available to the public.

**Zoning Ordinance Recommendations:** Preliminary recommendations with regard to the City’s Zoning Ordinance are listed below:

- ⓑ **Document Update:** Review and update entire Zoning Ordinance.
- ⓑ **Definition of “Single Family Dwelling”:** The City’s Zoning Ordinance needs to reflect statutory language regarding the definition of a single family dwelling. More specifically, the City’s Zoning Ordinance should indicate that single family dwellings include any home in which eight or fewer unrelated mentally or physically handicapped persons reside. The Ordinance should also indicate that single family dwellings include any private residence licensed by the State’s division of family services or department of mental health to provide foster care to one or more (but less than seven) unrelated children. Finally, the definition of a single family dwelling should reflect statutory language that such dwellings do not include unrelated individuals recovering from alcohol or drug abuse.

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- Ⓟ **Definition of “Dwelling Unit” and “Family”:** These terms should be redefined to be consistent with the revised definition of a single family dwelling.
- Ⓟ **Conditional Uses:** The City’s Zoning Ordinance should reflect statutory language that requires zoning ordinances in Missouri to make provision for conditional use permits for alcohol and other drug treatment centers.
- Ⓟ **Action by Planning Commission on Amendments:** The Zoning Ordinance should clarify the voting requirements of the Planning Commission when it recommends approval of a rezoning request.
- Ⓟ **Planned Development Zone:** The category should be deleted and requirements in this category should be included in every commercial category above C-0 and in the industrial zoning category. The performance requirements of the Planned Development zone, however, should be enhanced to include additional requirements for landscaping and parking.
- Ⓟ **Cumulative Zoning:** The Zoning Ordinance should be revised so that many of the zoning districts are exclusive rather than cumulative. (Note: When making such changes, the City needs to understand if any legal nonconforming uses are created by its action.)

**Zoning Overlay District:** A zoning overlay district has been completed for the Downtown and the M-350 Highway commercial corridor that would incorporate additional building and site planning requirements for new construction, such as parking, setbacks, building openings, building form and height. It now needs to be implemented and is discussed in greater detail in the Downtown Plan.

- Ⓟ **Driveways:** Currently driveways close to street intersections impede efficient traffic flow. To reduce traffic conflicts some cities do not allow driveways near street intersections and a minimum of fifty feet between the nearest edge of the driveway and the edge of the street intersection.
- Ⓟ **Sign Ordinance:** Currently the sign ordinance for the City allows for very generous and oversized signs. Revise the ordinance, in particular for signs within commercial and multifamily zones to reduce the maximum sign area allowable by code.
- Ⓟ **Monument signs and signs projected beyond 4'-0” from the wall** should not be permitted within the Downtown. In addition to these permanent signs, the City should mandate the minimum requirements for temporary signs. These should be incorporated into the zoning ordinance for the City using the overlay zoning district.

### *Individual Property Maintenance Programs*

- Ⓟ **Vacancy Ordinance:** Cities have instituted ordinances that penalize property owners for keeping properties vacant and have offered incentives to encourage rental / sale of properties.
- Ⓟ **Facade Improvement Program:** To create a new image for the commercial areas in the City; the Downtown and the M-350 commercial corridor, encourage renovation of existing building exteriors. The new facades should conform to design guidelines established for the commercial districts. Some cities have created revolving loan funds or offered architectural services at reduced rates. Other cities have offered free paint.

- ↳ **Design Guidelines:** Distinct design guidelines that incorporate the historical background of the City, yet allow for innovation and modernization of building exteriors are necessary. Appropriate application of these guidelines would be monitored through a design review process. The areas that would require design guidelines are:
  - a) The Downtown;
  - b) from 67th Street to 71st Street;
  - c) from 71st Street to 75th Street; and
  - d) from 79th Street to 83rd Street.

### ***Downtown Improvement Programs***

- ↳ **Urban Renewal District:** The City should establish the boundaries for the Downtown as an Urban Renewal District.
- ↳ **Downtown Traffic Study and Plan:** Initiate a detailed study of traffic patterns, parking facilities / requirements and potential for alternate modes of travel within the Downtown. Prepare a traffic and parking plan for the Downtown that will guide future development within the Downtown.
- ↳ **Amortization Program:** This program needs to be established to allow property owners to gradually upgrade properties per code requirements, over a period of time.
- ↳ **Sidewalks:** To improve maintenance and upkeep of sidewalks in the Downtown, Raytown should establish an ordinance that will transfer responsibility for condition of sidewalks to adjacent property owners.

### ***Citywide Improvement Programs***

- ↳ **Streetscape/Landscaping Guidelines:** Prepare guidelines for streetscape improvements throughout the City, especially for those improvements that could be initiated by adjacent private businesses. The plan should indicate preferable streetscape elements, their location criteria and maintenance requirements. Guidelines should also include a description of entryways, as well as gateways.
- ↳ **Historic Preservation:** For historic sites and structures in the City, establish historic preservation districts and a local Historic Preservation Commission for reviewing any new buildings or modifications to existing historic structures within the designated areas.
- ↳ **Neighborhoods:** Using subdivision boundaries and with the help of public input, neighborhood boundaries should be established for the residential areas in Raytown. Neighborhood associations would be encouraged for each defined neighborhood and expert help be made available to help organize the associations to the point that they would be able to initiate improvements and other programs, such as Crime Watch groups in the future.

## **Administrative Programs**

Administering the above programs would be difficult within the current framework for City government in Raytown. Below are recommendations for efficient management of the proposed programs. These changes could be implemented through the creation of new agencies or administered by incorporating new functions within current Raytown government.

- ↳ **Interdepartmental Committee:** To support the functions of the Downtown Development Agency, create an interdepartmental committee that would facilitate coordination between the activities of City departments.

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- ↳ ***Business Development Agency:*** To support commercial growth beyond the Downtown, Raytown should also foster the growth of small businesses locally. Responsibilities for encouraging entrepreneurs within Raytown to set up businesses through outreach programs, training programs and loan programs should be established with either a new or existing City department.
- ↳ ***Service Provider Coordinating Committee:*** For purposes of coordinating the public improvement programs undertaken by the various City Departments and other providers, such as the Water Departments, there should be a committee established consisting of representatives from the above departments.

## **Financial Programs**

Above all, the City will need funding for the above programs. With a relatively small tax base, the City will have to be entrepreneurial, innovative and aggressive in pursuing means of financing, other than City taxes. A variety of alternate funding sources are available to Raytown, such as private loans, grants, joint development, state and federal grants, tax subsidies and collaboration with nonprofit agencies.

### ***Redevelopment Programs***

- ↳ ***Redevelopment Land Assembly Fund:*** Many proposed recommendations in the Future Development Plan require assembly of properties for redevelopment. Land would need to be assembled strategically, dependent on the location of the property within the overall context of the Future Development Plan, the willingness of the property owner to sell the property and the availability of other properties nearby.
- ↳ ***Tax Increment Financing (TIF):*** TIF allows for payments in lieu of taxes (PILOTS) to be used to pay for approved project related costs, infrastructure and capital improvements. Property owners make PILOTS in an amount equal to the tax abatement granted, as well as 50 percent of all local operations and activity taxes generated within the plan area to a special allocation fund. Approved project costs are then paid or reimbursed to the developer from the special allocation fund. Other TIF incentives include bond financing and property acquisition assistance.
- ↳ ***Land Clearance for Redevelopment Authority (LCRA):*** LCRA incentives in Kansas City, Missouri are designed to encourage investment in areas or structures that are in blighted condition. A similar program could be established in Raytown. Urban renewal areas and the associated Redevelopment Plans are designated by the LCRA Board of Commissioners and Board of Aldermen. LCRA offers 100 percent property tax abatements on property improvements for ten years, based on the Urban Redevelopment Corporation Law, Missouri State Statute "353." The authority can also issue bonds to assist with the financing of approved projects within redevelopment areas. The LCRA may assist approved projects with property acquisition, coordination of relocation benefits and assistance, and make use of its powers of eminent domain when necessary.

- Ⓟ **Special Business District; Chapter 71.790 (1972):** The governing body of any city may establish special business districts in the manner provided hereafter. Once the business district is established, with the governing body's approval, the district can close streets or open new streets; undertake physical improvements and public uses; landscaping improvements; public facilities; public transportation and so on. Any Special Business District thus established may, upon a vote of two-thirds of the voters of the district voting thereon, incur indebtedness and issue bonds or notes for the payment thereof. The indebtedness authorized by this section shall not be contracted for a period not more than twenty years and shall not at any time exceed, including existing indebtedness in the district, in the aggregate ten percent of the value of taxable tangible property therein.
- Ⓟ **Neighborhood Assistance Program:** The Neighborhood Assistance Program (1978) enables businesses to redirect their tax dollars to help finance local projects in endangered neighborhoods. The state tax credit stretches the amount a business might normally be able to give and does not involve transfer of state dollars to help finance local projects. The State's role is to approve projects and to offer tax credits up to 75 percent of the value of the contribution. Donations may be in the form of cash, materials, supplies, real estate, labor or technical assistance. This assistance can be extended to any type of community development project that improves the neighborhood in one of the following categories; community services; crime prevention; education; job training; physical revitalization; and economic development. The primary focus of NAP in downtown revitalization centers on organizational development, physical improvement, and downtown promotion. Applicants should consist of volunteers who have organized themselves for the purpose of improving or preserving the overall condition of the downtown. The tax credits can be used for staff salaries and benefits, consultant services, postage and stationery, training and conferences, travel, office equipment, landscaping, revolving loan fund to businesses; and downtown promotional material.
- Ⓟ **Revenue Bonds:** Conventional revenue bonds are not applicable in the present instance, because municipal enterprises that would produce a dependable stream of revenues is not a given. There is significant advantage of public improvements financed from tax-free municipal debt. It is generally recommended that all uses of bonds be evaluated in terms of the City's short-term capacity to deal with default. Though default has no legal repercussions, it could affect the City's overall credit rating and ability to issue future bonds. The issuance of revenue bonds could require voter approval.
- Ⓟ **Revenue Bonds Secured by User Charges:** The term "user charges" in the context of this discussion, refers to charges collected to secure 1933, 1941 and 1957 Act revenue bonds. These bonds are designed to finance facilities that provide services to a group of identifiable users. Debt service payments are met from charges placed exclusively on the users of the public facility.
- Ⓟ **Lease Revenue Arrangements:** These are typically issued by public nonprofit corporations, redevelopment agencies, joint power authorities or parking authorities to construct or acquire a facility to be leased to a public entity in return for lease payments that secure the debt service. Security for the bond issue is provided by the lease agreement and subsequent lease payments. In addition, a reserve fund and insurance are usually required. Title to the lease facility passes to the public agency after the bonds are paid off.

### *Business Development*

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- ↳ **Business Development Loans:** In an effort to support and promote small business development in the City, it will be important to provide small business loans, as well as fund local business development programs. This agency responsible for this task would need to be identified.
- ↳ **Facade Improvement Program:** Expenses for the Facade Improvement Program would include revolving loans in addition to the administrative costs for the program. In some cities, this program is managed by the Public Works Department, while in other cities it is administered by the economic development department.
- ↳ **Downtown Development Agency / Coordinator:** Costs involved include one time cost of setting up the agency and annual administration as well as programs costs. If established as a community development corporation, (CDC) consisting of volunteer members, the organization could apply for the status of a nonprofit organization (501 (c) 3) which would enable it to apply for many federal and state grants and other assistance.
- ↳ **Private Lending Consortium:** Where financing packages and loans are limited or have restrictive clauses, local lenders have in other cases created a “pool” of funds for low interest loans to local businesses. These funds can be rotated among applicant businesses for business development purposes or physical improvement projects.

### *Infrastructure*

- ↳ **Streetscape improvements:** Once the improvements are phased, the budget for implementing the improvements will need to be included in capital improvement program and the annual budget for the City.
- ↳ **Special Assessment Districts:** A special assessment district in Missouri requires a petition signed by two-third of the land in the district. Two types of districts are available statewide.
  - 1) **Special Business District; Chapter 71.790 (1972):** The governing body of any city may establish special business districts in the manner provided hereafter. Once the business district is established, with the governing body’s approval, the district can close streets or open new streets; undertake physical improvements and public uses; landscaping improvements; public facilities; public transportation and so on. Any Special Business District thus established may, upon a vote of two-thirds of the voters of the district voting thereon, incur indebtedness and issue bonds or notes for the payment thereof. The indebtedness authorized by this section shall not be contracted for a period not more than twenty years and shall not at any time exceed, including existing indebtedness in the district, in the aggregate ten percent of the value of taxable tangible property therein.

- 2) **Neighborhood Improvement District: Statute RSMO 67.453-67.475 (1990):** The purpose of this program is to provide an affordable mechanism to finance public improvements. Cities or counties raise the funds by issuing general obligation bonds. The payments of these bonds are passed on to property owners who benefit from the improvements through special assessments. Public votes are NOT required for issuing the bonds, but two-third of the land area within the district must sign the petition. The monies would sponsor public improvements, including acquisition, construction, engineering, legal and related costs. Any balance after completion shall be credited against the amount of the original assessment of each parcel on a pro-rata basis and refunded. The county has a limit on NID bonds of 10 percent of the assessed valuation of taxable tangible property that does not impact on limits imposed for other general obligation bonds.
- b) **Community Development Block Grant (CDBG):** Federal funds are available at the Missouri Department of Economic Development for distribution among non-entitlement cities, for purposes of public improvements or housing development. These funds are distributed on an annual basis by the federal government, which implies little to no guarantee as a reliable source of public improvement funds. Competition for procuring these funds is usually high.
- b) **Private Foundations:** There are a number of private foundations that provide financial assistance to historic preservation, housing or other redevelopment projects. One agency, the Local Initiatives Support Corporation (LISC) is a national, privately funded organization that has maintained ongoing activities in Kansas City. The agency essentially provides below market interest loans for redevelopment or construction costs for revitalization projects sponsored by community development corporations. LISC also provides technical assistance for development projects.
- 1) **Revenue Bonds Secured by User Charges:** The term “user charges” in the context of this discussion, refers to charges collected to secure 1933, 1941 and 1957 Act revenue bonds. These bonds are designed to finance facilities that provide services to a group of identifiable users. Debt service payments are met from charges placed exclusively on the users of the public facility.
- 2) **Lease Revenue Arrangements:** These are typically issued by public nonprofit corporations, redevelopment agencies, joint power authorities or parking authorities to construct or acquire a facility to be leased to a public entity in return for lease payments that secure the debt service. Security for the bond issue is provided by the lease agreement and subsequent lease payments. In addition, a reserve fund and insurance are usually required. Title to the lease facility passes to the public agency after the bonds are paid off.
- b) **Intermodal Surface Transportation Efficiency Act (ISTEA):** The Intermodal Surface Transportation Efficiency Act of 1991 authorizes funding for programs and construction activities related to highways, highway safety and mass transportation for the fiscal years 1992-1997. Highway funds are available for many activities including bicycle and pedestrian projects and highway beautification projects. Application process for funding is defined under ISTEA legislation and selection is based on bidding and ability of the project to meet the goals established by the ISTEA legislation.

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Though the homes in Raytown are mostly less than forty years old, residents have expressed their concern over the condition of some properties and the need to rehabilitate them. There are many programs that support and encourage building rehabilitation at the State and the Federal levels. These are discussed below. In addition to those listed below, other cities have set up revolving loan programs or free paint programs to help upgrade deteriorating homes. Information about the available programs need to be readily available for distribution to the community.

- ⓑ **Missouri Housing Development Commission:** The mission of the Missouri Housing Development Commission (MHDC) is to provide quality, safe, affordable housing for low and moderate income citizens of Missouri. MHDC provides a variety of programs that serve the housing needs of Missourians. These programs include federal tax credits, state tax credits, rental housing production, rental assistance for families and individuals, down payment assistance, as well as permanent financing of housing through cooperation with local governments, developers, and not-for-profit organizations.

If there is interest in constructing multifamily housing in the City, developers could apply for assistance from MHDC using the following programs:

### *Rental Housing*

- ⓑ **Federal Low Income Housing Tax Credit Program:** This is a credit or a reduction in tax liability for ten years to owners and investors in low income rental housing. The credit is based on the cost of the development and the number of qualified low income units created. The amount of the tax credit is directly related to the percentage of low income units made available to low income families and individuals, and the acquisition, construction or rehabilitation expenditures less land costs incurred to create the units. The credit is provided for up to ten years, if all requirements of the law are met annually. Note: A qualified low income housing development:
  - 1) Is one that provides at least 20 percent of its units at 50 percent of median income.
  - 2) Is one that provides at least 40 percent of its units at 60 percent of area median income.
- ⓑ **Missouri Housing Tax Credit Program:** This is a ten year annual state tax credit allocated to qualified owners of rental housing. This was created to provide additional equity investment that serves as an incentive to developers to lower rents on eligible units. The amount of this credit is 20 to 40 percent of the Federal Tax Credit.
- ⓑ **Bridge Loan Program:** This program provides short-term “bridge” financing for housing developments approved for Federal and State Low Income Housing Tax Credits, to encourage and facilitate low income housing production. When developers syndicate the tax credit, investors make equity payments over a specified period of time. MHDC will make a loan, at an attractive interest rate to the developer, based on the amount of the syndication proceeds; and repayment is tied to the investors pay-in schedule. The loan is accrued by the investors’ promissory notes.
- ⓑ **Missouri Affordable Housing Tax Credit Program:** This offers an incentive to businesses operating in Missouri to participate in affordable housing production. The credit, amounting to 55 percent of the value of the contribution, can be used by a firm as a dollar-for-dollar reduction in its state tax obligation. The firm could donate cash, professional services, real or personal property to a nonprofit community housing organization to assist with the construction and/or acquisition of a particular affordable housing development. The rental housing must be available to families whose incomes are 50 percent or less of the area median.

- ⌋ **HOME Rental Housing Production Program:** A portion of the annual funding for the HOME Rental Housing Production Program is provided to finance the acquisition, rehabilitation, and/or new construction of rental housing for low and moderate income families, only in non-entitlement areas. Under this program, applicants must provide housing for the lowest income households, leverage HOME dollars with other public and private funds and provide housing for the homeless, elderly, small or large families, or families with special needs.
- ⌋ **Multifamily Tax Exempt & Taxable Bond Program:** Since 1971, MHDC has used this to financing tool to encourage construction and rehabilitation of almost 16,000 units of affordable rental housing for low and moderate income families across the state. This program is financed through the sale of tax-exempt bonds that are leveraged with other sources, such as federal, state, and local funds, as well as its own resources, to provide below-market interest rate construction and permanent loans for rental housing.

### *Single Family Homes*

- ⌋ **Affordable Housing Production Program:** This program provides funding to developers for the acquisition, rehabilitation and/or new construction of rental or for-sale single family housing for low and moderate income families. Local communities can also avail of funds to develop lots on which to build affordable single family homes. Developers and communities may apply for a low interest loan for construction and/or permanent financing, or for interest subsidy.
- ⌋ **Single Family Mortgage Revenue Bond Program:** Since 1976, MHDC has financed home purchases with Mortgage Revenue Bonds (MRBs). These bonds allow MHDC to provide mortgage financing at interest rates below conventional market rates. Homebuyers may purchase new or existing single family homes within the state. Proceeds from the bond sales are allocated to participating mortgage lenders, who originate and service the mortgages. The loans must be insured by Federal Housing Administration (FHA), Veterans Administration (VA) or Farmers Home Administration (FmHA). Twenty percent of the funds are reserved for use in federally targeted census tracts.
- ⌋ **Single Family Mortgage Credit Certificate Program:** The Mortgage Credit Certificate (MCC) Program is an income tax credit available to first time homebuyers to reduce their federal tax liability, and increase the amount of disposable income available for mortgage payments. These deduct 25 percent of the mortgage interest paid each year, up to a maximum of \$2,000. The credit is available for the life of the mortgage and reduces tax liability on a dollar-for-dollar basis. In addition, buyers may claim the remaining 75 percent of their mortgage interest as an itemized deduction.
- ⌋ **Single Family Down Payment Assistance Program:** This is offered to first-time buyers with the purchase of a single family home. MHDC and Federal HOME funds provide the resources for a non-amortizing second mortgage with no interest. This can be used to pay down payment and/or closing costs for eligible buyers. MHDC may loan 5 percent of the price of a home as a second mortgage. To qualify, a family's income may not exceed 80 percent of the area median income

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## ***Plan Implementation***

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- Ⓟ ***Affordable Housing Department Programs:*** In 1989, MHDC created the Affordable Housing Department to administer a small number of HUD Section 8 vouchers awarded under a homeless demonstration program in Kansas City. Additional programs have been developed to provide rental assistance to families and individuals across the state. In addition to its partnership with HUD, MHDC also works with the Missouri Department of Health and Mental Health to meet the affordable housing needs, particularly in urban areas, of homeless and low income families and special needs populations, including persons with mental illness and /or AIDS. Programs include; Section 8 Certificate and Voucher Program, HOME Tenant Based Rental Assistance; MHDC Rental Assistance Program; MHDC/Department of Mental Health Voucher Program; Shelter Plus Voucher Program.
  
- Ⓟ ***Habitat for Humanity:*** Habitat for Humanity was founded by Millard and Linda Fuller in 1976. Habitat for Humanity is an international nonprofit, ecumenical Christian housing Ministry. Through volunteer labor and tax deductible donations of money and materials, Habitat builds and rehabilitates simple, decent houses with the help of the homeowners. Habitat houses are sold to partner families at no profit, and financed with affordable, no interest loans. The homeowners monthly mortgage payments go into a revolving Fund for Humanity that is used to build more houses. The programs are self-directed and the money for the programs are generally generated locally. Currently among the programs in the region, one is in Kansas City and another in eastern Jackson County. Habitat for Humanity is currently building in Raytown, and the City wishes to ensure its continuance.

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