

Implementation

Introduction

Successful implementation of the Master Plan will be the responsibility of many individuals over many years. This section builds on the Master Plan guiding principles and the framework elements in the previous sections and outlines specific actions, timing and responsibilities for major Plan recommendations. This section is intended to serve as a general guide and framework for Plan implementation. It is assumed that most actions will require direction, discussion and approval by the Planning Commission and the Board of Commissioners.

Potential Financing Strategies and Incentive Programs

There are a variety of funding sources which governmental agencies, local business owners, and developers can pursue to meet the financial needs of the proposed recommendations. The implementation section of this Master Plan is a first step towards securing some of the financing needed. The Unified Government has a range of actions identified and these actions will require several areas of financing. The following section provides a brief summary of the currently available financing techniques open to the community to pursue for implementation of the recommendations. In each case, the targeted use of the funds, the requirements necessary to obtain funding, and the application process are explained. It should be noted that this list is not exhaustive and other funding mechanisms may be available in the future.

Financing Programs for Infrastructure Public Improvements

Impact Fees: Impact fees can be defined as new growth's fair share of the cost to provide necessary capital facilities. Impact fees have been used to address the costs of many different types of facilities, including water supply, wastewater treatment, roads, schools, open space and parks, government facilities, public safety and stormwater management. While developers have traditionally provided project specific infrastructure improvements, impact fees address the costs of needed system improvements.

Excise Tax: Similar to impact fees, excise taxes are often used to fund new infrastructure and services necessitated by new growth. This revenue mechanism has greater flexibility than impact fees because it is a tax, rather than a development exaction that must withstand a rational nexus and direct benefit test.

Special Assessment District (or Benefit District): A special assessment district is an area in which property owners voluntarily tax themselves to provide public improvement projects designed to help upgrade the area and establish a district identity.

Developer Exactions: Exactions are developer funded in-kind contributions of land, facilities, or services that are demanded as a condition of development approval. Negotiated agreements between the developer and the local jurisdiction traditionally include off-site infrastructure, such as roads, water and sewer lines and site contributions (e.g. land parks).

City-Wide Master Plan

Incentive Programs for Reinvestment and Revitalization

Community Development Block Grant (CDBG): This program is directed by the Department of Housing and Urban Development (HUD) and provides funding for a wide variety of community development projects. CDBG provides eligible cities with annual direct grants they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and improve community facilities and services, principally to benefit low and moderate income persons.

This program allows the state to distribute federal funds to Kansas cities and counties looking to improve their community. One of three national objectives must be met in order to receive funds: 1) benefit to low- and moderate-income individuals, 2) removal or prevention of slum or blight condition, or 3) elimination of an urgent need created by a severe natural or other disaster when local funds are not available.

Each jurisdiction's plan and strategies for using its CDBG allocation are described in its Consolidated Plan, a master plan submitted to the Department of Housing and Urban Development (HUD) for approval every five (5) years. In addition to its Five-Year Plan, jurisdictions must also develop and submit a One-Year Action Plan in order to receive its annual allocation of CDBG dollars.

Citizen participation is a critical component in the development of the Consolidated Plan (Five-Year Plan) and Action Plan (One-Year Plan). Each jurisdiction must actively solicit and consider public input when designing its plan for community development, Emergency Shelter Grant (ESG), and HOME programs. In Kansas City, Kansas, the plan-development process begins in early spring as part of the Unified Government's annual budget process, culminating in early August with adoption of the budget.

STAR Bonds: STAR bonds provide Kansas municipalities the opportunity to issue bonds to finance the development of major commercial entertainment and tourism areas and use sales tax revenue generated by the development to pay off the bonds.

Tax Increment Financing (TIF) District: Allows the Unified Government to use its power of eminent domain (i.e. condemnation) to acquire property needed for a development project and to use the funds generated by the tax increment (new property taxes generated by the project) in the projects. TIF Districts may exist for up to twenty (20) years per project. In accordance with Kansas Laws, these funds may only be used for TIF-eligible expenses, which include but are not limited to the following:

1. Land Acquisition and Relocation (of families)
2. Public Improvements (curbs, sidewalks, streets)
3. Site Preparation (demolition)

Transportation Development District (TDD): This district is established by voluntary petition for a specific area by resolution and public hearing to fund, promote, plan, design, construct, improve, maintain, and operate one or more transportation projects. A TDD was used for Hutton Road funded through Target and J.C. Penney's sales tax.

Neighborhood Revitalization Tax Rebate Incentive Program: The Unified Government Commission is offering tax rebates to citizens, developers and retail/commercial/industrial property owners who make significant improvements to their property. The Neighborhood Revitalization Tax Rebate Program provides owners within the designated area the opportunity to receive a rebate of any additional property taxes assessed as a result of the significant property improvements. Initial eligibility criteria includes the following:

1. You must be the legal owner of record of the property.
2. The property must be in the designated area, East of I-635, within USD 500 boundaries and not within a TIF Area.
3. The real estate taxes on the property must be current.
4. The improvement must comply with the NRA Plan and all codes.

Implementation Matrix

The implementation matrix on the following pages summarizes these key actions. Key elements of this matrix include:

- A summary of Key Master Plan recommendations or actions.
- Active partners responsible for initiation, oversight and monitoring.
- Anticipated time frames:
 - Short Term (1-5 Years)
 - Mid Term (5-10 Years)
 - Long Term (Greater than 10 Years)
 - Ongoing

Public Participation and Outreach		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	The City should form a permanent Public Works Citizen Committee to work with City staff and elected officials to provide input and direction to the Capital Maintenance Improvement Program (CMIP).	Ongoing	■	■	■	■
b.	The City should form a permanent Crime and Safety Citizen Committee to work with the Police Department on implementation of the Community Policing Program, neighborhood watch and other strategies and programs.	Ongoing	■	■	■	■
c.	The City should form a permanent Education and Training Citizen Committee to implement the Best Practices, Strategies and Partnerships concept developed during the Master Plan process.	Ongoing	■	■	■	■
d.	The City should form a permanent Education and Training Citizen Committee to implement the Best Practices, Strategies and Partnerships concept developed during the Master Plan process.	Ongoing	■	■	■	■
e.	The City should empower citizens by developing additional opportunities for persons representing a wide-range of interests to participate in local government issues.	Ongoing	■	■	■	■
f.	Work with public and private schools to initiate a local governance curriculum whereby students learn and understand local processes including but not limited to the Planning Commission, etc.	Ongoing	■	■	■	■
g.	Use all available technology and tools to inform the public about key City issues and initiatives.	Ongoing	■	■	■	■

Land Use Plan Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Revise the Zoning Ordinance and Map as necessary to ensure consistency with the Master Plan.	Short Term	■	■	■	■
b.	Use the Land Use Plan and Recommendations to guide City staff, developers, property owners, business owners, residents, public officials and other applicable development review entities as a framework for future development decisions throughout the City.	Short Term	■	■		■
c.	Ensure that the intent of the Land Use Recommendations and Design Guidelines identified in the Master Plan are conveyed to business owners and developers and will be supported by residents.	Mid Term	■		■	■
d.	Work with developers to ensure compatibility with surrounding developments and residences in conformance with the Master Plan Design Guidelines.	Ongoing	■	■		■
e.	Consider use of City financial and other incentives for developments that meet Master Plan principles.	Ongoing	■	■	■	■

Policy Plan Element (Rural Development Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Update the Subdivision Regulations to require a shadow plat within these areas to delineate future lots, road right-of-ways and utility easements.	Short Term	■	■	■	■
b.	Encourage new development within areas planned for future infrastructure expansion. Within areas without adequate infrastructure, examine ways in which new development can pay its fair share of the costs of facilities and services that are necessary to serve that development.	Ongoing	■	■	■	■
c.	Draft and adopt an adequate public facilities ordinance.	Short Term	■	■	■	■
d.	Designate appropriate zoning in rural areas to help maintain rural character.	Short Term	■	■	■	■
e.	Evaluate and update the Zoning and Subdivision Regulations minimum infrastructure requirements, as needed, so that the requirements are consistent with development needs and impacts.	Short Term	■	■	■	■

Policy Plan Element (Rural Conservation Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Update the Subdivision Regulations to permit clustered/conservation subdivisions.	Short Term	■	■	■	■
b.	Update the Subdivision Regulations to require a shadow plat or concept plan as part of the preliminary plat process to delineate future lots, road and utility connections to guide future development of land at full suburban densities for which partial development is sought in the short-term.	Short Term	■	■	■	■
c.	Develop additional strategies to protect, maintain, or possibly acquire stream corridors, greenways, and open space areas.	Mid Term	■	■	■	■
d.	Commission a comprehensive corridor study of State Avenue from I-635 to the east to I-435 to the west.	Short Term	■	■	■	■
e.	As streamway inventory data becomes available, consider adopting streamway buffer regulations as a tool to protect streamway integrity and water quality.	Short Term	■	■	■	
f.	Construct bicycle and pedestrian trail connections along the Missouri River to complete the portion of the MARC MetroGreen® trail system along the Missouri River through these areas.	Short Term	■	■		
g.	Protect the areas surrounding Wyandotte County Lake Park from encroaching development.	Ongoing	■	■		

Policy Plan Element (Community Development Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Ensure that new development is self-supporting and “pays its own way” for new infrastructure improvements.	Ongoing	■	■	■	■
b.	Encourage pedestrian connections between neighborhoods, parks, activity centers retail and employment areas.	Ongoing	■	■	■	■
c.	Provide ample park, open space, recreation opportunities and amenities for new residential developments.	Ongoing	■	■		■
d.	Work with MARC, EPA, AIA, APA, KCHBA, etc. to provide training and education to building professionals, home buyers, home owners, realtors, lenders and the general public about best practices for green and energy efficient construction.	Ongoing	■	■		■
e.	Where feasible, provide transit connections and/or improve service from the neighborhoods to employment areas, retail centers and major activity centers.	Ongoing	■	■	■	■
f.	Determine whether the City’s current residential building code conforms to the requirements of the 2006 IECC.	Short Term	■			

Policy Plan Element (Neighborhood Conservation Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Address basic infrastructure concerns such as, storm and sanitary sewer service, deteriorating curbs, gutters and sidewalks, and transit service to under-served areas.	Mid Term	■	■	■	■
b.	Expand curb-side recycling program to neighborhood conservation areas.	Mid Term	■	■		■
c.	Work with MARC and City staff to design a workshop to demonstrate the application of the First Suburbs Coalition Idea Book: A Guide for Updating Post World War II Homes to prospective lending institutions, builders, developers and home buyers.	Short Term	■	■		■
d.	Improve neighborhood identity through enhancement of local parks and open space.	Ongoing	■		■	■
e.	Control access to manage traffic flow and congestion along major Class A and B thoroughfares including: Leavenworth Road; Parallel Parkway; and 78th Street.	Short Term	■	■	■	■
f.	Connect existing neighborhoods to institutional uses and parks through improved sidewalk/trail connections.	Ongoing	■	■	■	■
g.	Initiate a highly visible revitalization project where builders compete to build green homes on land bank properties.	Short Term	■	■		■
h.	Work with neighborhood and homes associations to proactively identify opportunities for down-zoning within established single-family residential areas.	Ongoing	■	■		■

Policy Plan Element (Urban Revitalization Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Address basic infrastructure concerns such as, storm and sanitary sewer service, deteriorating curbs, gutters and sidewalks, and transit service.	Short Term	■	■	■	■
b.	Provide a pilot curb-side recycling program for the urban core.	Short Term	■	■		■
c.	Enhance transit service and connections throughout the urban core.	Mid Term	■	■	■	■
d.	Provide funding and/or incentives for city market with a multi-cultural theme.	Ongoing	■		■	■
e.	Provide adequate funding for juvenile diversion programs.	Ongoing	■			■
f.	Enhance the Quindaro-Western University Historic District; use the improved site for local and regional education programs and to attract tourists.	Short Term	■	■		■
g.	Revitalize/restore key corridors: Minnesota Avenue; Quindaro Boulevard; Central Avenue; 10th Street; 7th Street Trafficway; and 18th Street Expressway.	Mid Term	■	■	■	■
h.	Implement the original George Kessler Boulevard system.	Long Term	■	■	■	■
i.	Enhance Jersey Creek as a key amenity.	Mid Term	■	■	■	

Policy Plan Element (Mixed-Use Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Modify existing Zoning and Subdivision regulations to allow a mix of uses by right within these areas.	Short Term	■	■	■	■
b.	Increase bus service along State Avenue in terms of frequency, hours of operation and connections into adjacent neighborhoods.	Mid Term	■	■	■	■
c.	Commission a comprehensive corridor study of State Avenue from I-635 to the east to I-435 to the west.	Short Term	■	■	■	■
d.	Plan for a rapid transit corridor along State Avenue connecting the urban revitalization area to the regional entertainment area.	Mid Term	■	■	■	■
e.	Redevelop the former Indian Springs Mall site to serve as an anchor for the east-side of the State Avenue corridor.	Short Term	■	■	■	
f.	Proactively acquire, clean-up and redevelop vacant and/or under-utilized big boxes and strip commercial centers along State Avenue.	Mid Term	■	■	■	

Policy Plan Element (Regional Entertainment Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Ensure that new development is self-supporting and “pays its own way” for new infrastructure improvements.	Ongoing	■	■		
b.	Work with KDOT to implement the K-7 Corridor Management Plan.	Short Term	■	■	■	■
c.	Improve Dohahoo Road between Hutton and 97th Street to a Boulevard/Parkway standard.	Short Term	■	■		■
d.	Construct the I-435/Donahoo interchange and associated improvements.	Mid Term	■	■		

Policy Plan Element (Employment Revitalization Areas)		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Work with the State to upgrade local incentive packages and tools for attracting and retaining businesses and industries. At a minimum, these incentive packages should be designed to make Kansas City, Kansas more competitive with other cities within the metropolitan area as well as across the United States. Incentive packages should be targeted to businesses and industries that create local jobs.	Ongoing	■	■	■	
b.	Upgrade aging and deteriorating infrastructure to attract new industries and businesses.	Mid Term	■	■	■	
c.	Attract “green” industries that employ a large percentage of local residents and provide job training programs.	Ongoing	■	■		■
d.	Work with MARC, EPA, AIA, APA, etc. to provide training and education to building professionals about best practices for green and energy efficient construction.	Short Term	■	■	■	
e.	Proactively acquire, clean-up and reuse brownfield sites.	Ongoing	■	■	■	■
f.	Construct bicycle and pedestrian trail connections to complete the portion of the MARC MetroGreen® trail system along the Kansas and Missouri Rivers through these areas.	Mid Term	■	■	■	■

Urban Design Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	As funding becomes available, area plans should be completed for all districts. These plans will build on the Master Plan as a framework but will include more detailed recommendations tailored to each district.	Short Term	■	■	■	■
b.	Work with individual neighborhood and homes associations as well as local businesses within each district to tailor future urban design enhancements to reinforce and enhance each district's unique character and sense of place.	Ongoing	■	■	■	■
c.	As funding becomes available, commission corridor plans to identify specific urban design and streetscape themes for each street. Area plans will note design variations through individual districts.	Mid Term	■	■	■	■
d.	Proactively work with property owners, businesses and residents to plan for future rapid transit improvements including provisions for future transit stops, dedicated lanes, signal preemption and to mitigate potential impacts to local traffic and parking.	Short Term	■	■	■	■
e.	Encourage Transit Oriented Development (TOD) by supporting higher densities and a mix of uses that include retail businesses, services, offices and residences clustered adjacent to or near planned transit stops.	Ongoing	■	■	■	■
f.	Preserve greenways along major streams and creeks.	Short Term	■	■		
g.	Enhance the Missouri and Kansas River corridors.	Mid Term	■	■	■	■
h.	Work with the Kansas Department of Transportation (KDOT) to plan for landscape and decorative hardscape enhancements along interstates and highways.	Short Term	■	■	■	■
i.	Work with Business West to study the removal of key medians along State Avenue between College Parkway and 82nd Street.	Short Term	■	■	■	■
j.	Work with the Leavenworth Road Association to develop a standard that maintains a rural character along the corridor. Particular attention should be shown to the narrowness of the right-of-way in the Christ the King Church area.	Short Term	■	■	■	■

Parks, Open Space and Trails Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Implement the MetroGreen® vision within Wyandotte County by planning an interconnected system of public and private open spaces, greenways and trails.	Long-Term	■	■	■	■
a1.	Adopt an ordinance to establish stream-side buffer setbacks.	Short-Term	■	■		■
a2.	Maintain floodplains as open, undeveloped landscapes.	Ongoing	■	■		■
a3.	Develop watershed-based strategies for controlling flooding.	Ongoing	■	■		■
a4.	Utilize greenways as a mitigating landscape feature.	Ongoing	■	■		■
a5.	Develop a City-wide strategy for protecting undeveloped natural stream corridors.	Short-Term	■	■		■
a6.	Develop a mitigation program to restore and reclaim stream corridors that have been adversely effected by poor land use practices.	Mid-Term	■	■	■	■
a7.	Increase public awareness of water quality issues and concerns.	Ongoing	■	■	■	■
a8.	Develop and effectively implement proactive efforts to improve water quality involving private citizens through existing and expanded programs.	Ongoing	■	■	■	■
a9.	Increase public access to and public ownership of stream corridors.	Ongoing	■	■	■	■
a10.	Encourage the establishment of outdoor classrooms to promote environmental education opportunities within greenways.	Short-Term	■	■	■	■
a11.	Expand education curriculums of primary and secondary schools to include urban geography, social studies, and sciences related to environmental management.	Short-Term	■		■	■

City-Wide Master Plan

Parks, Open Space and Trails Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a12.	Establish an “adopt-a-greenway” program to include participation among local business, industry, residential and civic organizations.	Short-Term	■	■	■	■
a13.	Establish a greenways publication to keep residents informed of progress. Develop a web site to include updated information on the greenway program.	Short-Term	■	■	■	■
a14.	Celebrate the City’s special cultural and historic resources through the development of the greenway system.	Long-Term	■	■	■	■
a15.	Protect, restore and create wetlands in riparian corridors to promote aquatic and wildlife breeding grounds, store floodwaters and provide aesthetic value.	Ongoing	■	■		■
a16.	Assign responsibilities for facility and land management to appropriate public and private sector organizations and agencies.	Short-Term	■	■	■	■
a17.	Promote a City management philosophy that encourages natural resource stewardship.	Short-Term	■	■	■	■
a18.	Identify partnership opportunities with the private sector (businesses, civic organizations, neighborhood and homes associations and interested residents).	Ongoing	■	■	■	■
a19.	Provide information to developers and real estate investors, including homeowners, about the value added from proximity to open space and trails.	Ongoing	■	■		■
a20.	Ensure that greenways and trails are accessible to all persons, regardless of their ability. The City should use the most current national guidelines on outdoor accessibility to define the variety of trail environments and experiences that are available to residents and visitors.	Ongoing	■	■		■
a21.	Provide environmental education, and nature-based recreation that encourages residents and visitors to explore, protect, understand, and become stewards of natural areas.	Ongoing	■	■		■

Parks, Open Space and Trails Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a22.	Integrate corporate health care programs into physical development strategies of the greenway system.	Short-Term	■		■	
a23.	Make greenways a destination for health and fitness activities.	Ongoing	■	■	■	■
a24.	Enforce leash laws and use of designated trails to protect sensitive ecosystems and wildlife.	Short-Term	■	■		■
a25.	Acquire greenway connections as development occurs. Ensure that neighborhood-level connections are included as part of the platting process.	Ongoing	■	■		■
b.	Continue to plan for the City's future park and recreation needs while maintaining and/or upgrading existing facilities.	Ongoing	■	■	■	■
b1.	Develop additional facilities to maintain National Recreation and Parks Association (NRPA) standards, particularly in the developing areas of western Wyandotte County.	Ongoing	■	■	■	■
b2.	Within the park system, protect natural resources recognized as significant city, regional, or national resources due to historical, ecological, or aesthetic value.	Ongoing	■	■		■
b3.	Enhance natural features in neighborhood and community parks to increase awareness and enjoyment of the natural environment.	Ongoing	■	■		■
b4.	Educate park visitors of the importance of preserving and properly managing natural resources for health, water, and air quality, and general environmental benefits.	Ongoing	■			■

Parks, Open Space and Trails Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
b5.	Provide opportunities to interpret the City's history and historic features through venues that are engaging and fun.	Ongoing	■	■	■	■
b6.	Encourage the use of parks for public art and cultural and history events, giving priority to those that support local artists or foster an understanding of local cultures and history.	Ongoing	■	■	■	■
b7.	Develop connections between the neighborhood and community/ regional park system.	Ongoing	■	■		■
b8.	Clean-up vacant city-owned parcels within the urban core. Partner with local residents, faith groups as well as neighborhood and homes associations to adopt and help maintain these areas as open space and potential pocket parks.	Ongoing	■	■	■	■
b9.	Provide access and encouragement for children and youth to participate in fundamental-level athletics.	Ongoing	■			■
b10.	Provide team sports for all age groups. Partner with the private sector and consider opportunities to develop shared regional facilities such as a soccer complex with mixed use development including hotels, retail, etc.	Ongoing	■		■	■
b11.	Form or encourage groups and clubs that help motivate individuals to reach their health and fitness goals.	Ongoing	■		■	■
b11.	Explore ways to integrate non-traditional recreation opportunities for all ages into the park system including "extreme parks."	Ongoing	■			■
b12.	Provide recreation opportunities that support active lifestyles for workers before, after, and/or during their workday.	Ongoing	■		■	■
b13.	Offer a culturally rich selection of programs, expanding cross-cultural programming and interpretive opportunities.	Ongoing	■			■
b14.	Tailor programs and services to the needs of each neighborhood.	Ongoing	■	■		■
b15.	Promote volunteer opportunities in each park.	Ongoing	■	■	■	■

Transportation Element		Time Frame	Responsible Entities			
			CITY	Active Partners		
				Private Developers/ Property Owners	Business Community	Residents
a.	Expansion or improvement of transportation facilities will be coordinated with the Master Plan future land use goals and recommendations.	Ongoing	■	■	■	■
b.	Mitigate cut-through traffic along neighborhood streets, especially near schools, churches and parks.	Short Term	■	■		■
c.	Develop a functional mass transit system that provides reliable service between major land uses.	Ongoing	■	■	■	■
d.	Reintroduce boulevards/parkways as a central connecting element.	Mid Term	■	■	■	■
e.	As funding becomes available, prepare corridor specific plans for Class "A" and "B" arterials.	Ongoing	■	■	■	■

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