



CHAPTER

9

IMPLEMENTATION

The earlier chapters, with their narratives and maps, are the core of the Excelsior Springs Plan. This chapter addresses the scheduling of plan implementation by both public agencies and private decision makers.



KEY AREAS INCLUDE:

Development Policies and Actions. This section summarizes the policies and actions proposed in the Excelsior Springs plan, and presents projected time frames for the implementation of these recommendations.

Annexation Policy. This section outlines an annexation policy based on developing land within the existing city limits and annexing land for future growth.

Plan Maintenance. This section outlines a process for maintaining the plan and evaluating progress in meeting the plan's goals.

DEVELOPMENT POLICIES AND ACTIONS

The following tables in this chapter present a concise summary of the recommendations of the Excelsior Springs Plan. These recommendations include various types of efforts:

Policies, which indicate continuing efforts over a long period to implement the plan. In some cases, policies include specific regulatory or administrative actions.

Action Items, which include specific efforts or accomplishments by the community.

Capital Investments, which include public capital projects that will implement features of the Plan.

Each recommendation is associated with specific goals and a general timeframe for implementation.

- » On-going implementation
- » Short-term indicates implementation within five years
- » Medium-term within five to ten years

- » Long-term within ten to twenty years

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Chapter Three: Growth and Land Use					
Policy Districts: Historic Crescent					
Identify and implement strategic reuse projects in the Downtown core, with a focus on highly visible buildings that adapt to market-based reuse programs.	Policy Action		X	X	
Implement major residential renewal or redevelopment projects on traditional neighborhood streets adjacent to Downtown.	Action Capital		X	X	
Improve the function, safety, and appearance of the transportation system. Make gateways to the district clear and safe for motorists and pedestrians crossing those arterials.	Capital		X	X	
Fully utilize important public buildings. Implement a comprehensive reuse program for the Hall of Waters that improves city government accommodations, increases public use and access to common space, and envisions development of the lower (pool) level of the buildings as an extension of the Fishing River greenway.	Action		X		
Establish development design guidelines consistent with the scale and proportion of the core district.	Policy		X		

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Encourage dense or small-scale developments consistent with the district's scale.	Policy	X			
Implement a corridor improvement program along the Isley Boulevard corridor, including street greening, residential rehabilitation, and commercial area enhancement.	Policy Capital		X	X	
Increase pedestrian and bicycle access to the Fishing River greenway from Downtown streets.	Capital		X		
Relocate land uses and human services that are poorly accommodated by their current downtown locations to more appropriate sites.	Policy Action			X	
Policy Districts: Uplands Neighborhoods					
Implement residential rehabilitation programs to upgrade existing housing stock.	Action		X		
Encourage desirable new investment through infrastructure and financing tools in uplands areas. Focus attention on high-image sites, such as the former high school building.	Capital	X			
Demolish dilapidated structures.	Capital	X			
Through a redevelopment agency or community development corporation, assemble and redevelop buildable sites with new housing.	Action	X			
Rehabilitate infrastructure, including local streets and stepped walks, to leverage private market reinvestment in the neighborhoods.	Capital	X			
Develop a unified pedestrian system, including improved paths and sidewalks, to connect uplands neighborhoods with the core district and other community facilities.	Capital			X	
Policy Districts: Midtown Residential					
Reinforce residential character through code and zoning enforcement and infill residential development on buildable lots.	Policy	X			
Implement a residential rehabilitation programs on a spot basis.	Policy	X			
Improve sidewalks and pedestrian/bicycle connections to community facilities and traditional core. Remove substantial barriers to pedestrian access.	Capital			X	
Where necessary, rehabilitate infrastructure, including local streets.	Capital	X			
Policy Districts: Corridors					
Strengthen primary retail and commercial node along the Kearney Road/Jesse James corridor between the railroad and the 69/10 junction by developing infill sites, encouraging redevelopment of underutilized commercial centers, and improving local circulation.	Policy			X	
Conceive of the Kearney Road/Jesse James and Highway 69 node as a unified district, with improved lighting and landscaping, cooperative marketing, accommodations for pedestrian and bicycle transportation,	Capital			X	
Provide internal connections that link existing commercial and multifamily development within the central node.	Policy	X			
Direct low-impact industrial uses to undeveloped portions of the rail corridor.	Policy	X			
Encourage mixed use development on key opportunity sites, most notably the Tracy Avenue (both sides) to Rose Lane parcel between Jesse James and US 69.	Policy	X			
Provide safe and pleasant pedestrian and bicycle connections between Kearney Road and major community uses such as the library, high school, and hospital.	Policy Capital	X			
Provide improved local traffic access and cross-connections throughout the entire corridor.	Policy	X			
Limit nuisances and negative effects to surrounding property through proper site design and landscape buffers.	Policy	X			



Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Protect existing residential neighborhoods within or adjacent to the corridors through management of external effects and improved building and site design guidelines.	Policy	X	X		
Implement an overall corridor enhancement plan.	Action		X		
Policy Districts: Excelsior Commons					
Parcel between Highway 69 and Jesse James south of Wornall Road is a priority civic development site, and the leading recommended site for a new community center.	Action Capital		X		
Integrate this district with nearby commercial and residential areas through improved pedestrian/bicycle pathway connections.	Capital		X		
Utilize grades and views, and build with the nature of the land. Provide site features that provide amenities and manage stormwater effectively.	Policy		X		
Encourage surrounding development that complements a civic and public facility core.	Policy	X			
Limit any negative effects on surrounding residential areas by requiring landscaping and buffering.	Policy Action		X		
Calm arterial traffic and provide protected pedestrian connections to unify community features on both sides of Wornall and Highway 69.	Policy		X		
Policy Districts: Residential Growth Areas					
Define three primary growth areas: a southern area, generally south of Coronado between the hills and McCleary Road; a central area using infill sites between Highway 69 and North McCleary south of Tracy Avenue; and a north area between Tracey and NE 150th Street.	Policy	X			
Require developments to have a mixture of residential styles and densities that accommodate a wide range of residents.	Policy	X			
Include a neighborhood park/commons serving each growth area, with locations based on drainageways and expanding sites to incorporate a menu of neighborhood park facilities.					
Incorporate these neighborhood greenways into the city-wide trail and greenway system.	Action Capital			X	
Include a neighborhood park/commons serving each growth area, with locations based on drainageways and expanding sites to incorporate a menu of neighborhood park facilities.	Capital			X	
Provide an interconnected street system between neighborhoods and accommodate all modes of transportation.	Capital				X
Designate a greenway and trail system between newer and older parts of the city.	Action Capital		X		
Develop Corum Road/Crown Hill Road as a parkway between emerging residential developments. Develop to complete street standards, accommodating motor vehicle, pedestrian, and bicycle transportation.	Capital				X
Policy Districts: Enterprise Centers					
Primary industrial locations include completion of the Johnson Industrial Park; the industrial district north of Plummers Road between the railroad and US 69; and the McCleary Road corridor between Highway 69 and the railroad.	Policy	X			
Annex and capitalize on regional industrial/commercial mixed use opportunity adjacent to Clay County Regional Airport.	Action		X		
Market locations on major assets -- resources, quality of life, physical environment, regional airport facilities, Highway 69, access to Interstate 35, and railroad service.	Action	X			
Encourage a mixture of industrial, light industrial and business park uses.	Policy	X			
Include adequate buffering and landscaping in all new development, offering an appealing image of the city.	Policy	X			

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Development Centers: Greenbelt					
Identify the Excelsior Greenbelt as a signature feature for the community and a unique urban nature preserve.	Policy	X			
Maintain as undisturbed open spaces with a well-defined nature/walking trail network, composed of spines and loops.	Policy Action	X			
Secure public access on trails and pathways through easements and charitable donations rather than outright property purchases to the greatest degree possible.	Policy		X		
Work with current property owners and public agencies to develop a use program for Lake Maurer, possibly combining continued nonprofit use, expanded public access, and some private development, and incorporating elements of the lake area’s historic recreational and amusement role. Connect Lake Maurer into the Excelsior Greenbelt.	Action		X		
Use nature preserves to connect residential clusters and the historic core.	Action	X			
Provide clear wayfinding graphics and trail markets.	Capital	X			
Locate trails to balance seclusion with security, providing periodic visibility from adjacent roads.	Policy	X			
Hearts of Community					
Establish two civic focuses that are the territory of all Excelsior Springs citizens and form the centers of community life: the traditional Downtown core and the “civic node” at Wornall and Highway 69, anchored by a new community recreation center.	Policy		X		
Design of the recreation center with the landform. The site, sloping down from north to south, lends itself to a walk-out concept, with upper level primary access from Wornall Road.	Policy				
Reconstruction of the Wornall Road underpass.	Capital		X		
Development of pathways connecting the site to both new and established parts of town. The site is served by the existing Highway 69 path between the hospital and high school.	Capital			X	
Redesign of the Highway 69 and Wornall intersection for improved pedestrian/bicycle and local vehicular crossings of the highway.	Capital		X		
Residential Growth Centers					
New “greenfield” residential growth in Excelsior Springs should be focused in three westside growth areas, designed around community space and connected to the rest of the city and each other by streets and greenways.	Policy				X
Common attributes of these residential growth centers include:					
<ul style="list-style-type: none"> - A mixture of housing types and lot sizes. - Organization around continuous street patterns, including a “community street” where possible that connects residential areas with a park or important community facility. Community streets should be multi-modal complete streets, including sidewalks and bike lanes or other bicycle accommodation. - New neighborhood parks and greenways, designed as central open spaces that become neighborhood focuses. - Location of higher-density residential development along community streets, parks and greenways, or at transitions to higher intensity land uses and services. 	Policy Capital	X			
Major Opportunity Sites					
Excelsior Springs should capitalize on significant development opportunities that have special potential because of strategic location or unified public ownership.	Policy Action			X	X
Street Connectivity and Transportation					





Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
As Excelsior Springs grows, it should maintain a connected street network, providing alternative routes for moving around the city.	Policy	X			
Extension of Crown Hill Road north to Brunke Road as a parkway with complete street characteristics.	Policy Capital				X
Improvement of Wornall Road, focusing on reconstruction of the DM&E underpass and the US 69 intersection.	Capital		X		
Improvement of Kearney Road (Highway 10), including development of a sidepath and an improved road section.	Capital			X	
Connection of Jesse James Road and Brunke Road on the north side of the hospital campus, coordinated with the hospital's development plans.	Capital			X	
Realignment and improvement of the Saratoga Street entrance to Downtown.	Capital		X		
Redesign of the Elms Boulevard/Saint Louis Avenue/Thompson Avenue intersection.	Capital		X		
Probable reconstruction of the Isley Boulevard bridge over the Fishing River.	Capital			X	
Development of collector street links identified in the plan.	Capital				X
Urban Corridors					
Excelsior Springs should maintain the design quality of its major community corridors allowing them to serve as attractive gateways into the town and supporting the business and community environment.	Policy	X			
Implementing land use regulations along the urban corridors that encourage mixed uses, generally including residential, office, civic, and consumer commercial uses.	Action Policy		X		
Adopting land development standards that limit the amount of parking directly visible from the corridors, and encourage a stronger visual relationship between the road and buildings.	Action Policy		X		
Maintaining a quality public environment, with attractive sidewalks, landscaping, street graphics, and lighting as appropriate.	Action Policy	X			
Completing an enhancement program along Isley Boulevard to upgrade the street's appearance with new curbs, sidewalks, and street trees.	Capital		X		
Improve entrances to key community districts and destinations.	Capital		X	X	
Improve the clarity and readability of directional graphics.	Action Capital		X		
A Linked Greenway and Trail System					
Excelsior Springs's neighborhoods, activity centers, civic districts, and major open spaces should be linked by a comprehensive and continuous greenway and trail system that serves both transportation and recreation purposes.	Policy	X			
Construct an East-West Pathway, linking the traditional Downtown with the Highway 10 corridor and West Jesse James Road mixed use district.	Capital		X		
Construct north-south Jesse James Trail, extending the existing Highway 69 south through Excelsior Commons, over Highway 10 and an intersection with the east-west pathway, and on to the south growth center and Lake Maurer.	Capital		X	X	
Construct Corum/Crown Hill Parkway, a north-south complete street between Saint Louis Avenue and Brunke Road.	Capital			X	X
Construct a Lake Maurer Trail, a sidepath from the Elms District along Kansas City Avenue and Lake Maurer Road to Saint Louis Avenue and the south growth center.	Capital				X
Construct local trails within greenways of the residential growth areas.	Capital	X			
Establish the Excelsior Greenbelt Trail system of low-impact pedestrian ways through the wooded hills of the city.	Action		X		

Chapter Four: Parks and Recreation

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Park System Expansion					
All areas of the community should be served by a neighborhood park, establishing adequate service to all neighborhoods.	Policy Capital	X			
Development of a new neighborhood park in the southwest growth area.	Capital			X	
Development of a new neighborhood park in the northwest growth area.	Capital		X		
Development of neighborhood park and sports complex in the area of Kearney Road and Lodwich Lane.	Capital				X
Development, implementation, and funding of a systematic park site improvement plan.	Capital	X			
Greenways and Trails					
Utilize the city's greenways including the Fishing River and forested areas surrounding the city to develop a trail system that links the eastern and western portions of the city.	Capital		X		
Develop an on – and off-street trail system that connects the city's existing trails and community destinations.	Capital			X	
Park Site Improvements					
East Valley Park					
<ul style="list-style-type: none"> - Connect the boardwalk with the Siloam Mountain sidewalk. - Replace shelters for consistency throughout the park system. - Continue routine maintenance. 	Capital		X		
Isley Park Woods					
<ul style="list-style-type: none"> - Continue to implement state regulations for a nature preserve. - Evaluate the need to map trails that have been cut through the woods for visitors to the area. 	Policy	X			
Fishing River Linear Park					
<ul style="list-style-type: none"> - Work with the Army Corp of Engineers to identify alternatives for a new foot bridge across the Fishing River. - Connect the trail to the downtown across Marietta Street. - Reconstruct the gazebo to be as historically accurate as possible. - Continue routine maintenance. 	Action Capital	X	X		
Sunnyside Park					
<ul style="list-style-type: none"> - Ensure proper sidewalk connections to the park. - Continue routine maintenance. 	Capital		X		
Siloam Mountain Park					
<ul style="list-style-type: none"> - Connect the sidewalk path with the East Valley boardwalk to create a connected loop. - Evaluate the need for an additional play structure at the only shelter that does not have one. - Ensure sidewalk access to the park, connected to the parks internal sidewalks. - Continue routine maintenance. 	Capital		X		
Lincoln Park					
<ul style="list-style-type: none"> - Improve sidewalk access to the park. - Continue routine maintenance. 	Capital			X	
Kibler Park					
<ul style="list-style-type: none"> - Improve sidewalk access to the park. - Continue routine maintenance. 	Capital		X		
Regent Park					
<ul style="list-style-type: none"> - Pave existing parking lot. - Improve sidewalk access to the park. - Continue routine maintenance. 	Capital			X	



Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Raper Park - Evaluate ways to improve the safety of the park entrance on Orrick Road. - Update restrooms. - Replace field lights. - Improve sidewalk access to the park. - Continue routine maintenance.	Capital		X		
Powell Lake (unofficially named park at Wornall and Lynn Roads) - Complete implementation of the park master plan. - Ensure sidewalk access to the park. - Ensure construction of trail linkages between the park and residential developments in the area.	Capital		X	X	
Jim Piburn Baseball Park - Replace field lighting. - Determine the long term maintenance and improvement needs of the bleachers. - Continue routine maintenance.	Capital		X		
Paul Craig Park - Complete construction of the basketball court. - Construct a sidewalk that links the baseball field, playground equipment, and Fishing River trail. - Continue routine maintenance.	Capital		X		
Kent & Outlook Park - Following closer of the reservoir, acquire the site to add space to the existing park. - Continue routine maintenance.	Capital			X	

Chapter Five: Public Facilities

Public Facility Priorities

Construction of a new community center.	Capital		X		
Complete evaluation of the Hall of Waters to determine priority projects and ensure preservation of the historic building.	Action		X		
Construct an additional fire station.	Capital		X		
Complete planned replacement of the Airport fueling station and plan for replacement of ramps and parking areas.	Capital		X		

Infrastructure Priorities

Establish a replacement program for the city's oldest water and sewer lines. These programs should provide a coordinated effort to ensure efficiency and cost savings for the city.	Action Capital		X		X
Complete implementation of the Pilot program at the Wastewater Treatment Plant and complete a follow-up evaluation to determine additional permitting needs and growth opportunities.	Action Capital		X		
Construct new water storage facility to replace three of the city's oldest storage tanks.	Capital		X		

Transportation Priorities

Improved access to the downtown at the districts two major intersections, St. Louis Avenue and Elms Boulevard, and Isley Boulevard and Saratoga Street.	Capital		X	X	
Improved pedestrian access around the city including a crossing of the railroad to connect the eastern and western portions of the city and improved access along Kearney Road.	Capital		X	X	
Improvements to Isley Boulevard including new curb and gutter, sidewalks, and landscaping.	Capital		X		
Continue to monitor the Isley Boulevard bridge over the Fishing River.	Action	X			

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Chapter Six: Housing and Neighborhoods					
Neighborhood Conservation					
Excelsior Springs should implement neighborhood conservation programs, including an aggressive residential rehabilitation program.	Action		X		
A Variety of Housing Types					
Excelsior Springs' new residential development should encourage a variety of housing types.	Policy	X			
Land development regulations should not impeded the development of housing variety in the community.	Action		X		
Central District					
Excelsior Springs' central district should offer innovative, amenity-rich housing opportunities.	Policy	X			
Senior Housing					
Excelsior Springs should encourage construction of independent living residential developments for seniors.	Policy			X	
Chapter Seven: Downtown Excelsior Springs					
Downtown Living					
Excelsior Springs should capitalize on existing downtown housing and encourage new market rate housing opportunities within and around the district. This will include the necessary infrastructure improvements to support redevelopment.	Policy Capital		X		
Entering Downtown					
The city should enhance the Elms Boulevard and Saratoga Street entrances into downtown to improve safety, welcome visitors, and guide them easily into the district.	Capital			X	
Trails and Passageways					
Excelsior Springs should improve trail access in and around the downtown and utilize hidden assets to create a unique and high quality experience.	Capital		X		
Complete Access					
In addition to trails, downtown's overall transportation network should accommodate all modes of transportation comfortably, pleasantly, and safely.	Capital			X	
A Royal Image					
The Royal Hotel should be restored in a way that draws visitors and residents and stabilizes the existing building and surrounding area.	Policy		X		
The Stable and Hitch Lot					
The redevelopment of the historic Hitch Lot area should provide additional green space in the downtown and create a regional draw for artists.	Capital			X	
ENTERPRISE FUND					
Downtown should complement its façade rehabilitation financing program with incentives for desirable start-up businesses.	Capital		X		



Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
AN URBAN HISTORIC PARK					
Downtown should use its unique history as a special attraction that supports overall business development goals.	Policy		X		
ELMS REINVESTMENT					
Maintaining the Elms as a quality hotel and conference center is indispensable to downtown development.	Policy		X		
Chapter Eight: Community Character					
Green Character: Greenway Corridors					
Construct trail corridors in western Excelsior Springs with supporting facilities and infrastructure such as signage, benches and other site furnishing, and trail heads.	Capital			X	
In areas where paths have already been created, routes should be formalized with signage and maintenance.	Capital		X		
Acquire easements for trail corridors in the city's forested areas and along creek corridors.	Action		X		
Encourage public access to all water resources and connect adjacent developments to the trail and greenway system.	Policy	X			
Prohibit developments that increase the extent of the 100-year floodplain or cause damage to or erosion of improvements along the drainage system.	Policy	X			
Green Character: A Complete Trail and Pathway System					
Complete a trail system around the city that connects Excelsior Springs' major open spaces and community features.	Capital			X	
Establish standards for roadside pathway construction, and incorporate pathways into major street projects	Action	X			
Construct a Kearney Road pathway that links eastern and western portions of the city.	Capital		X		
Provide landscaping improvements and trail amenities at strategic points along the city's pathways and multi-use trails.	Capital			X	
Construction of pathways to the community center and any other major private or public development.	Capital	X	X		
Green Character: Conservation of Steep Slopes					
Encourage the use of conservation design techniques in redeveloping the hills north of downtown.	Policy	X			
Limit development of the forested hills, specifically those with grades of 15% or greater should remain undisturbed.	Policy Action	X			
Green Character: Green Streets					
Incorporate landscaping into all new major street construction projects.	Policy Action	X	X		
Landscaping of local streets should reinforce the quality of residential areas.	Policy Action	X	X		
Implement a neighborhood street greening program, providing assistance to neighborhoods seeking to implement upgraded public landscaping.	Action		X		
Good Landscaping on Public and Private Property					
Review and upgrade of the city's existing landscape ordinance.	Policy Action		X		
Review and upgrade city owned property for compliance with upgraded landscaping ordinance.	Action Capital		X		

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Establish a pilot landscape incentive program for existing properties.	Action			X	
Encourage the use of innovative landscape materials and techniques that reduce maintenance costs and water consumption while maintaining a quality visual landscape. Areas for potential new or improved standards include parking lot landscaping and stormwater management, efficient irrigation techniques, and innovative landscape design.	Policy Action	X	X		
Transportation Character: Functional & Attractive City Corridors					
Develop and implement comprehensive corridor development plans for Isley Boulevard, St. Louis Avenue, and Kearney Road.	Policy Action		X		
Require detailed review, inclusion of green street amenities, and pedestrian and bicycle access along emerging corridors like Wornall and McCleary roads.	Policy				X
Transportation Character: Streetscape Elements					
Design and install a community wayfinding system along corridors that direct visitors to destinations in a clear and attractive way.	Capital		X	X	
Work with MDOT to install wayfinding along Highway 69 that is acceptable to the DOT and attractive, economical, and clear to users.	Action Capital		X		
Establish design and material standards for street lights, signage, street furniture, and other features along major corridors.	Policy		X		
Development of graphic themes for commercial corridors that are individual but with a unified family resemblance.	Policy		X		
Transportation Character: Gateways					
Entrance features similar to the existing Kearney Road sign should be done at the appropriate scale along Isley Boulevard, Highway 92, and the northern extend to Highway 69.	Action Capital		X		
Improvements to Isley Boulevard should be placed on the city's one to five year capital improvement program.	Capital		X		
Transportation Character: Building Design and Scale Along Corridors					
Encourage site designs that place commercial buildings closer to the street and locate parking lots to the side or rear of principal buildings. However, building setbacks should comfortably accommodate future widening when street expansion is reasonably expected.	Policy	X			
Require as part of site plan review a direct, safe route from public sidewalks or pathways to the main entrances of commercial buildings.	Policy	X			
Developments should manage the number of curb cuts along major corridors by providing common access points, circulator roads, interconnected parking lots, and rearage roads to the greatest degree possible.	Policy	X			
Place Character: Define Areas of Civic Importance					
Define areas as Areas of Civic Importance that receive special design review and attention as they grow and change.	Policy		X		
Establish specific design objectives for the private and public built environment within defined Areas of Civic Importance.	Policy		X		
Ensure that private development in each area is consistent with its respective design vision.	Policy	X			
Ensure that sign regulations accommodate the need for businesses to identify premises and to advertise goods and services while encouraging excellent design of street graphics.	Policy	X			
Provide good access for both motorized and non-motorized methods of transportation in Areas of Civic Importance.	Policy	X			



Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Projects in Areas of Civic Importance should be related and connected to each other, with these areas emerging as more unified districts.	Policy	X			
Establish mechanisms within development regulations to review the nature of development within these areas for their consistency with the design objectives for the area.	Policy		X		
Place Character: A Distinctive Heart of the City					
Expand the street improvement work that has been done along Thompson and Broadway to other streets in the district.	Capital			X	
Improve the visibility of the downtown from Isley Boulevard (as described in Chapter 7).	Capital		X		
Installation of signage that directs visitors from Highway 69 into downtown.	Capital		X		
Complete development of historic design standards and utilize them with both rehabilitation and infill projects.	Policy		X		
Place Character: Public Art					
The City should incorporate public art in major public projects, including large transportation projects.	Policy	X			
Public art should include work by significant local and regional artists, but also should incorporate the work of others, such as students, in appropriate places in enhancement projects.	Policy	X			
Public art should include both permanent installations and works on exhibit temporarily on either a loan or consignment basis.	Policy	X			
Excelsior Springs should utilize a Public Art Commission to help organize and manage the public art program.	Action		X		
Place Character: Historic Preservation and Conservation					
Consider instituting and enforcing a Property Maintenance Code, and work with private sector on programs that finance improvements necessary to fund the rehabilitation of worthy structures.	Policy		X		
Excelsior Springs should complete development of the Historic Design Guidelines and use them in conjunction with a conservation and preservation ordinance that discourages the demolition of historically or architecturally important buildings, provides guidelines for the modifications of these buildings, and provides flexibility to encourage the rehabilitation and reuse of these structures.	Policy	X	X		
Implementing Character					
Establish an Excelsior Springs Character Committee to review projects and build partnerships that improve the city's design quality. A variety of interests should be included in the committee.	Action		X		
Implementing Character: Guidelines and Review					
Undertake a major revision of development ordinances, including zoning and subdivision ordinances, in an effort to make them clearer and easier to use.	Policy		X		
Make appropriate changes to ordinances to conform to the land use concepts in this plan.	Policy		X		
Create additional guidelines that affect the design of residential and commercial development. This will be required for full implementation of the Community Character element of this plan.	Policy		X		
Include the Character Committee as a stakeholder group to complete ordinance modifications.	Policy		X		
Expand of efforts by public works to include design enhancements in public projects.	Action	X			
Enhance the function and appearance of existing development. The Character Committee should take a lead role in improving the functional aesthetic design of existing projects.	Action	X			
Provide financial assistance for enhancements to existing projects. Capital requirements may need to be created.	Capital	X			

Table 8.1: Implementation Chart

	Type	On-Going	Short	Medium	Long
Capital Projects					
Set project priorities, for projects included in Chapter 8, based upon a community input process.	Action	X			
Review Chapter 8 in detail and develop a system for assessing project priorities. This should be conducted by the Character Committee. The result should be an Excelsior Springs Character Capital Plan, ultimately becoming a part of the Capital Improvement Program.	Action	X			
The Character Committee should establish priorities and application guidelines, and be the initial review agency to evaluate neighborhood improvement projects.	Action	X			

PLAN MAINTENANCE

Because the scope of the Excelsior Springs Comprehensive Plan is both ambitious and long-range, its recommendations may appear daunting. Thus, the city should implement an ongoing planning process that uses the plan to develop year-by-year improvement programs. In addition, this process should evaluate the plan on an annual basis in consideration of the development events of that particular year.

A key feature of this process is an annual action and capital improvement program. In such a program, the Planning Commission and City Council use the plan to define annual strategic work programs of policies, actions, and capital investments. This program should be coordinated with Excelsior Springs’s existing capital improvement planning and budgeting process, even though many of the plan’s recommendations are not capital items. This annual process should be completed before the beginning of each budget year and should include:

- » *A specific work program for the upcoming year.* This program should be specific and related to the city’s financial resources. The work program will establish the specific Plan recommendations that the city will accomplish during that year.
- » *A three-year strategic program.* This component provides for a multi-year perspective, informing the preparation of the annual work program. It provides a middle-term implementation plan for the city.
- » *A six-year capital investment program.* This is merged into Excelsior Springs’s current capital improvement program.

In addition, this process should include an annual evaluation of the Comprehensive Plan. This evaluation should occur at the end of each calendar year and include a written report that:

- » Summarizes key land use developments and decisions during that year and relates them to the plan.
- » Reviews actions taken by the city during that year to implement plan recommendations.
- » Defines any changes that should be made in the plan.





PLAN SUPPORT

In order to implement many of the objectives described in the plan, the city will need to consider outside funding sources. The following table presents possible funding sources available to the City of Excelsior Springs. This should not be viewed as a complete list, but rather one that should be reviewed and modified each fiscal year.

POTENTIAL FUNDING SOURCES						
SOURCE	FUND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINES	AVAILABLE FUNDS	REQUIRED MATCH
Business Improvement District	Local Business Association	Special assessment districts, permitting businesses within a district to finance public capital improvement projects and district management, promotion, and maintenance	Physical improvements to business district, upper-story restoration of downtown buildings.	NA	TBD	NA
Community Development Block Grant (CDBG)	HUD	Federal funding for housing and economic development to benefit low- and moderate-income residents.	Rehabilitation and infill projects, directed to projects that benefit low- and moderate-income households or eliminate blighted areas.	May 15, 2009 (deadlines dependent on category)	Differs by category. See MoDED website.	NA
Community Development Corporation Grant	Missouri Department of Economic Development (DED)	Provides grants to assist both urban and rural communities in housing, economic development, and human services activities. DED's (CDC) grant program is designed to fund projects that encourage community organizations to work together to strategically redevelop economically depressed areas.	Offset costs to develop commercial space in low-income areas. CDC grant categories also include redevelopment, business incubators, micro-loan programs, new housing construction, housing rehabilitation, down payment assistance, job training and placement, and credit counseling and budgeting services.	Open	\$100,000	encouraged
Community Facilities Grant Program	USDA	Provides grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population and are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes receive a higher percentage of grants.	Schools, libraries, childcare, hospitals, medical clinics, assisted living facilities, fire and rescue stations, police stations, community centers, public buildings and transportation	See USDA Rural Development State Office	TBD	NA
Downtown Bond Issue	City	Appropriate to finance major public projects or improvements, and are secured by general city revenues. These revenues typically include property taxes or, potentially, local option sales taxes	Streetscape improvements, public infrastructure	NA	NA	NA

POTENTIAL FUNDING SOURCES						
SOURCE	FUND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINES	AVAILABLE FUNDS	REQUIRED MATCH
Downtown Preservation Program	City	Facilitates the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure. The program works by a portion of the new state and local taxes created by a redevelopment project being diverted to fund eligible public infrastructure and related costs for a period of up to 25 years.	Redevelopment projects that promote tourism and cultural activities that further the objectives of the redevelopment plan	NA	TBD	NA
DREAM Initiative	Mo DED, Missouri Development Finance Board, Missouri Housing Development Commission	Reduces the complexity involved in financing downtown revitalization plans through a coordinated, streamlined approach. Initiative centralizes several major state incentives; offers direct access to financial technical assistance at the preliminary proposal stage; supported by a team of professionals specifically dedicated to helping a community rebuild its central business district; and substantially shortens the redevelopment timeline	Excelsior Springs has chosen to hire a downtown manager to develop a plan for marketing, revitalization of downtown properties, business recruitment and creation of an environment that attracting artists to the community. Services include technical assistance and planning for historic preservation, public infrastructure improvements, facade renovation, and housing development.	NA	\$100,000	no
Estate Taxes	County	Collected by the county, may be appropriately used to help finance capital improvements	Variety of public structures and spaces	NA	TBD	NA
Family Development Account	MoDED	The Department of Economic Development (DED) issues state tax credits to an eligible taxpayer who donates money to an organization approved to administer a Family Development Account (FDA) project.	To recruit low-income Missourians to participate in a matched savings program to help pay for: Education, Job Training, Purchase of Housing, and Start-up Capital of a small-business	NA	\$600,000 per organization	NA
Historic Tax Credits	MoDED State Historic Preservation Office	Provide an incentive for the redevelopment of commercial and residential historic structures. Program provides state tax credits equal to 25% of eligible costs and expenses of the rehabilitation of approved historic structures.	Already successfully utilized by Mook and Mook Law Firm for offices at 100 and 102 East Broadway	NA	NA	NA
Land and Water Conservation Fund (LWCF)	Missouri Dept. of Natural Resources	Land and Water Conservation Fund grants are available to cities, counties and school districts to be used for outdoor recreation projects.	Wide variety of outdoor recreation projects	NA	NA	55%
Land Sale Proceeds	State	Proceeds from sale of land to development projects should be allocated back to improvements and acquisition for other redevelopment activities.	Redevelopment activities	NA	NA	NA



POTENTIAL FUNDING SOURCES						
SOURCE	FUND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINES	AVAILABLE FUNDS	REQUIRED MATCH
Local Option Economic Development Sales Tax	City	Allows citizens to authorize a supplemental sales tax dedicated exclusively for certain economic development initiatives in their home municipality. A voter-approved tax of not more than one half per cent is charged on all retail sales made in the municipality that are subject to sales taxes under Ch.144 RSMo. Excelsior Springs could use a significant portion of these funds to sustain certain districts as a major community asset.	Sales tax proceeds may be used to help finance bonds for downtown public improvements. A portion of revenues may be used for matching state or federal grants related to such long-term projects. Any remaining funds may also be used for marketing, training for advanced technology jobs, grants and loans to companies for employee training, equipment and infrastructure and other specified uses.	NA	NA	NA
Missouri Downtown Economic Stimulus Act (MODESA)	Missouri DED & Missouri Development Finance Board	To facilitate the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure in communities with the median household income less than \$62,000 and "central business districts" that are either "blighted" or a "conservation area." At least 50% of the buildings must be 35 years old or older.	Eligible projects can be "community enhancement" or for "job creation." Total project costs and/or new job creation minimums are based on the population of the municipality.	NA	varies	50%
Neighborhood Assistance Program	MoDED	The Department of Economic Development (DED) will issue 50% or 70% tax credits to an eligible taxpayer that makes a qualified contribution to an approved Neighborhood Assistance Program (NAP) project. Eligible applicants include non-profit corporations organized under Chapter 355, RSMo; organizations holding a 501(c)(3) ruling from the IRS; and missouri businesses.	Provide assistance to community-based organizations that enable them to implement community or neighborhood projects in the areas of community service, education, crime prevention, job training and physical revitalization.	NA	NA	NA
Neighborhood Preservation Act.	MoDED	Incentive for the rehabilitation or construction of owner-occupied homes in certain areas of the state through issuing of state tax credits to a homeowner who rehabilitates a home or to a homeowner or developer that constructs a new home for owner-occupancy.	Rehabilitation of home or construction of home for owner-occupancy in "eligible areas." (median household income of 70% to 89% of the median household income in MSA)	NA	varies	NA
Private and Foundation Philanthropy	Local Benefactors	Local philanthropists and foundations contribute to various community development projects	Numerous	NA	NA	NA

POTENTIAL FUNDING SOURCES						
SOURCE	FUND ADMINISTRATOR	DESCRIPTION	POSSIBLE USES	DEADLINES	AVAILABLE FUNDS	REQUIRED MATCH
Recreational Trails Program (RTP)	MoDNR	Funds are to be used for motorized or non-motorized trail development or renovation and preservation	Construction of new trails; Acquisition of property/easements; Preservation and restoration of existing trails; Educational programs related to trails	August 17, 2009	100,000	20%
Tax Abatement	City	Reduction or elimination of property taxes for set period of time on new improvements to property, granted as an incentive to do such projects.	Available for commercial, industrial, or residential developments.	NA	NA	NA
Tax Increment Financing (TIF)	City	Uses added property tax revenues created by growth and development to finance improvements within the boundaries of a redevelopment district.	New residential, commercial, or industrial developments, including public improvement, land acquisition, and some development costs.	NA	NA	NA
Transportation Equity Act for the 21st Century (TEA-21)	Federal Housing Administration. MoDOT-Innovative Financing Programs	A variety of financing mechanisms for enhancing transportation services in the state: Missouri Transportation Finance Corporation, State Transportation Assistance Revolving Fund, Acceleration Agreements with MoDOT, Cost Sharing Program, Economic Development Funding, Transportation Corporations, and Transportation Development Districts	Wide variety of uses. Programs can be used in conjunction with one another for streetscape improvement, trail development, and intersection improvements	NA	NA	NA
Tax Increment Financing (TIF)	City	Uses added property tax revenues created by growth and development to finance improvements within the boundaries of a redevelopment district.	New residential, commercial, or industrial developments, including public improvement, land acquisition, and some development costs.	NA	NA	NA

