

A. Mosaic of Neighborhoods

Strategy	Strategy Recommendations and Corresponding Goals					Responsible Entities:					Timeframe		Reference & more info
						●Primary ○Secondary					●	<1 year	
	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●●	1-3 years						
						●●●	>3 years						
											Ongoing		
A1. Implement inclusive branding and communication strategies													
A1a.	Review branding and communications materials to underscore that Downtown is inclusive of all adjacent neighborhoods.					○		●	○		●		
	①	②		④									
A1b.	Extend Downtown Council expertise in advocacy, grant writing and communications to Downtown neighborhood organizations to help them to implement their goals.							●	○		●●		
	①	②		④									
A1c.	Implement outreach strategies that accommodate neighborhood organizations that are primarily volunteer-driven.					○		●	○		●●		
		②		④									
A1d.	Provide support from the Downtown Council neighborhood liaison to help neighborhood organizations participate in collective action.							●	○		●● on-going		
		②											
A1e.	Explore partnerships with neighborhood non-profit organizations and local institutions such as churches and service providers.							●	○		●●		
		②											
A2. Create opportunities for collaboration among neighborhoods.													
A2a.	Establish a forum where all the neighborhoods can share ideas, solve problems, and develop plans to act collectively.					○	○	●	○		●●		
	①	②											
A2b.	Offer online tools and technology that provide a variety of ways to participate for all neighborhood meetings.					●		○	○		●●		
	①	②											
A2c.	Explore a partnership with the City to officially support the neighborhood collaboration effort.					○		●			●●		
	①	②		④									
A2d.	Encourage representation from all neighborhoods in future planning efforts.							●			●		
	①	②	③	④									
A3. Develop joint economic development priorities with neighborhood partners													
A3a.	Advocate for economic development projects in all Downtown neighborhoods					●		○	○		● ongoing		
	①	②	③	④									
A3b.	Connect neighborhood economic development organizations to the Downtown business community ecosystem.					○		●	○		●● ongoing		
	①	②											
A3c.	Support Downtown neighborhoods in their efforts to recruit needed businesses and services like grocery stores and childcare.					○		○	●		●●● ongoing		
	①	②	③										

B. Housing for All

Strategy	Strategy Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
						City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year	
	●●	1-3 years											
	●●●	>3 years											
	Ongoing												
B1. Develop new funding sources to support affordable housing, community wealth building, shared prosperity and reduce displacement.													
B1a.	Work with civic partners to establish a Social Impact Fund to build workforce housing, with the financial support of local corporations, individuals, and foundations.					○	○	●	○	○	●●●		
	①			④									
B1b.	Work with civic partners to develop a Community Impact Fund to provide investment capital to enable residents to invest and build equity via shared ownership in real estate.					○	○	●	○	○	●●●		Equity Squared
	①	②											
B1c.	Partner with local non-profits to help low-income owners purchase naturally occurring affordable units to stabilize rents and enable owners to stay in their homes.					●		○	○		●●● ongoing		
	①	②		④									
B1d.	Build a grant fund for emergency repairs and technical assistance to prevent low-income homeowners from losing their homes due to citations and fines for deficiencies they cannot afford to fix.					●		○	○		●●●		
	①			④									
B1e.	Encourage the City to identify local women and minority contractors that could grow their businesses through performing emergency repair work for homeowners.					●		○	○		●●		
	①		③	④									
B1f.	Identify displacement risks in Downtown neighborhoods, then work with the Land Bank, the City and other community organizations to reserve sites for mixed-use/affordable housing.					●		○	○		●●		
	①		③	④									
B1g.	Focus on sustaining and improving the existing housing stock of extremely affordable housing to ensure it is well maintained and operated.					●		○	○		●●		
	①			④									
B1h.	Fund the Affordable Housing Trust Fund through a City Council appropriation and increases in impact fees or other fees.					●		○	○		●●●		
	①			④									
B1i.	Pursue a companion Housing Trust Fund supported by the Kansas City's Philanthropic Community and privately administered.					○	○	○	●		●●●		
	①			④									
B1j.	Pursue other creative financing tools like opportunity zones, CRA and CDFI funds to finance a broad-scale home rehab program.					●	○	○	○		●●●		LISC
	①			④	⑤								
B2.Implement regulatory changes to support affordable housing.													
B2a.	Build on the work of the prior City Council in A Housing Policy for Kansas City (2019-2023) to create a comprehensive housing policy for the City to further inform subsequent inclusionary housing ordinances.					●		○	○		●●●		
	①			④									

B2b.	Propose regulatory changes to allow more flexibility for Accessory Dwelling Units (ADUs) on single-family parcels.	●		○	○		● ●	
	①			④				
B2c.	Start a pilot project to allow and encourage ADU implementation in Downtown neighborhoods.	●		○	○		● ●	
	①			④				
B2d.	Advocate for regulatory changes to permit commercial and mini manufacturing uses in strategic locations within single-family residential zones in close-in neighborhoods to allow homeowners to start home businesses.	●		○	○		● ●	
	①	②	③					
B2e.	Partner with the City to fund a permit navigator to supplement the City's BizCare program and guide nonprofits, local women and minority-owned companies, and individuals trying to develop housing projects in low-income neighborhoods to comply quickly and efficiently with City processes.	●		○	○		● ●	
			③	④				
B2f.	Provide property tax relief for market-rate projects in exchange for affordable unit set-asides or a payment in lieu directed towards an Affordable Housing Fund.	●		○	○		● ongoing	
	①	②		④				
B2g.	Develop regulatory tools to discourage or prevent teardowns of small homes to prevent displacement of existing residents and to retain neighborhood character.	●		○	○		● ●	
	①	②		④				
B2h.	Create incentives to prioritize the creation of affordable housing along the Streetcar route.	●		○	○		● ●	
	①	②						
B3.Create new partnerships to develop creative solutions.								
B3a.	Create a private/public sector task force to research and advocate for national best practice homeless solutions, such as the By-Name processes, coordinated case management, coordinated entry and Housing First.	●		○	○		● ongoing	
	①							
B3b.	Support the growth of non-profit affordable housing builders and develop connections between housing non-profits and the Downtown business community.			●	○		● ongoing	
	①							
B3c.	Encourage partnerships between the Housing Authority and the private sector to develop mixed-income projects in Downtown.	○		●	○		● ●	
	①							
B3d.	Work with the Housing Authority to ensure all units under its control are available for rent.	●		○	○		● ●	
	①							

C. 21st Century Jobs, Economy and Recovery

Strategy	Strategy Recommendations and Corresponding Goals				Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year				
							●●	1-3 years				
							●●●	>3 years				
							Ongoing					
C1.Focus on helping retail businesses and restaurants to develop strong reopening strategies.												
C1a.	Continue communications and marketing strategies to encourage people to patronize Downtown businesses and restaurants.			●	○	○	● ongoing					
			③	④								
C1b.	Work with hotels, the Convention Center, the T-Mobile Center, and arts and cultural organizations to include information about local retail and restaurants as part of their reopening promotions.	○		●	○	○	●					
			③	④								
C1c.	Advocate for retaining the flexible COVID-19 permitting process for outdoor dining and load zones for Downtown retailers and restaurants.	○		●	○		●					
			③	④								
C1d.	Continue to offer expertise on local business support and financing (including COVID-19 relief) programs and how to access them.	○	○	●	○		●●					
			③	④								
C1e.	Act as an advocate to help re-opening businesses navigate the City permitting processes.	●		○		○	●●					
			③									
C2.Partner with arts organizations to promote their re-opening strategies.												
C2a.	Support the ArtsKC Recovery & Resiliency Plan, a long-term marketing, communications, and PR campaign aimed at reviving the post-pandemic KC arts industry			○	●	○	●●					
			③	④								
C2b.	Promote Downtown arts through outdoor public performances, activated streetscapes, and new programming	○	○	○	●	○	●●					
		②	③	④								
C2c.	Work with arts and culture organizations to create affordable opportunities to participate in and experience the arts. This could include audience development, perception management, new corporate programs and pricing			○	●		●●					
	①		③	④								
C2d.	Develop specific initiatives and promotions to reintroduce the Downtown arts and culture opportunities and experience to the community.	○	○	○	●	○	●●					
	①		③	④								
C3.Develop and build awareness support programs for entrepreneurs.												
C3a.	Identify and promote awareness of existing programs and training centers for women and minority entrepreneurs.	○	○	●	○		●● ongoing					
	①	②	③									
C3b.	Provide access to capital and coaching skills on all aspects of business from successful strategies with lenders, negotiating with vendors, interacting with the business community power structure.			●	○		●●					
	①		③									

C3c.	Explore opportunities to work with local colleges to link students with local businesses to aid with developing online strategies, adopting new payment systems, and installing new technologies to be competitive in the digital age.						●	○		●●	
	①		③								
C3d.	Continue to support LaunchKC, which partners Kansas City corporations with start-ups and helps to make Downtown a startup hub.	○	○		●	○				● ongoing	
			③								
C4.Support economic development strategies in Downtown neighborhoods.											
C4a.	Support Downtown neighborhood goals to develop partnerships between community institutions and local merchant associations with the goal of providing accessible training and support to existing and start-up small businesses.	○	○	○	●					●	
	①	②	③								
C4b.	Support the creation of training and mentoring programs to assist Downtown neighborhood development corporations to access capital for their projects.	○	○				●			●●	
			③								
C4c.	Partner with neighborhoods on wealth-building strategies.	○			○	●				●●	
	①	②	③								
C4d.	Develop policies to link the use of public funds in private development projects with community goals such as inclusive procurement, hiring, and contracting policies.	●			○	○				●●●	
	①	②	③								
C5.Continue efforts to expand and strengthen the office sector in Downtown.											
C5a.	Retain existing large employers and work to recruit new headquarters to Downtown.	○	○	○	●	○				● ongoing	
	①	②	③								
C5b.	Continue support for the Downtown Council's business attraction initiative "Place Matters" to become "prospect ready" so that when an employer is considering locating Downtown, the relevant data, materials and local leaders/peer employers are prepared and ready to be mobilized.	○	○	○	●	○				●	
	①	②	③								
C5c.	Identify priority locations for clusters of new commercial office development to leverage positive impacts of concentrated locations and increase the attractiveness for potential relocation prospects.	○	○	○	●	○				●	
	①	②	③								
C5d.	Identify a strategic middle ground in office development, targeting lower-scale structures and mixed-use projects with well-designed public amenities in districts outside the core to extend the Downtown business energy to other areas.	○	○	○	●	○				●	
	①	②	③								
C5e.	Continue the Downtown Council's annual Office Summit to raise awareness of Downtown opportunities.	○	○	○	●	○				● ongoing	
		②	③								

D. A Green, Beautiful and Vibrant City Center

Strategy	Strategy Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year					
							●●	1-3 years					
							●●●	>3 years					
							Ongoing						
D1.Plant more trees and flowers													
D1a.	Continue implementation of an aggressive tree planting and tree maintenance program in Downtown neighborhoods through close working relationships with the Kansas City Department of Parks and Recreation and non-profits like Bridging the Gap.					●		○	○	○	●	ongoing	
	①	②			⑤								
D1b.	Encourage property owners to plant trees in front of their buildings and help them to navigate City regulations.					○		●	○	○	●●		
	①	②			⑤								
D1c.	Start a hanging flower basket program.					○		●	○	○	●●		
	①				⑤								
D1d.	Partner with the Community Improvement District to maintain trees and flowers.					○	○	●	○	○	●	ongoing	
	①				⑤								
D2.Prioritize renovating parks in underserved neighborhoods.													
D2a.	Support neighborhood improvements to public spaces, parks, and landscaping in every Downtown neighborhood. Review and contemporize the Greenspace plan developed by the Kansas City Design Center.					○		●	○	○	●●		
	①	②			⑤								
D2b.	Prioritize eliminating pedestrian access barriers and increasing walking and bicycle access to neighborhood parks in the City capital budget.					●		○	○		●●		
	①	②			⑤								
D3.Develop additional support and funding for park activation and maintenance.													
D3a.	Plan for the development of a parks conservancy that would support the revitalization, activation and maintenance of Downtown parks, plazas and open spaces and the creation of new green spaces.					○	○	●	○	○	●●●		
	①				⑤								
D3b.	Partner with Downtown residents to develop “Friends of” organizations for parks in residential neighborhoods.					○		○	●	○	●●		
	①	②			⑤								
D3c.	Support neighborhood community events by providing connections to potential sponsors and developing a Downtown wide calendar of community events.					○	○	●	○	○	●	ongoing	ArtsKC go
	①	②			⑤								
D4.Reimagine and reinvigorate parks and plazas.													
D4a.	Identify underutilized parks that could be locations for community gardens, wildlife habitat and ecological restoration and help communities to find funding and implement innovative new programs.					●		○	○		●●		
	①				⑤								
D4b.	Consider adding park activation and management programs to the CID business plan					○		●	○	○	●●	ongoing	
	①				⑤								

E. Seamless Mobility

Strategy	Strategy Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info	
	1 Ensure a Livable City for All 2 Connect Downtown Neighborhoods 3 Nurture a Prosperous, Innovative and Creative Economy 4 Preserve and Enhance our Unique Assets 5 Make Downtown Sustainable and Green					City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year		
											●●	1-3 years		
											●●●	>3 years		
											Ongoing			
E1.Increase equity throughout the transit system.														
E1a.	Support funding for Zero Fare for all transit citywide and in Downtown.					○	●	○	○	○	●●	ongoing		
	1	2	3		5									
E1b.	Prioritize east-west routes as part of the new Ride KC Next transit route plan.					●	○	○	○	○	●●			
	1	2	3		5									
E2.Increase bike mobility, especially on east-west corridors.														
E2a.	Support implementation of bike mobility strategies identified in the BikeKC Plan					●	○	○	○	○	●●●			
	1	2			5									
E2b.	Advocate increasing electric bike access Downtown.					○	○	○	●	○	●●	Bike Walk KC		
	1	2			5									
E2c.	Support the RideKC dock-less bikes.					○	○	○	●		●●			
	1	2			5									
E2d.	Propose a shared e-cargo bike program for local business deliveries around Downtown.					○	○	●	○	○	●●●			
	1	2	3		5									
E3. Implement Vision Zero strategies.														
E3a.	Advocate for pedestrian safety improvements in Downtown to implement Vision Zero goals.					●		○	○	○	●●●			
	1	2			5									
E3b.	Improve signal timing at intersections where there is high foot traffic, high speeds, and safety concerns.					●		○	○		●●●			
	1	2			5									
E3c.	Work with neighborhoods on the east and west sides of Downtown to identify pedestrian safety concerns and make them a priority.					●		○	○	○	●●●			
	1	2			5									
E4. Install Complete Streets improvements that are designed and operated to enable safe use and mobility for all users.														
E4a.	Advocate that development projects adjacent to public rights of way implement Complete Streets policies.					○	○	●	○	○	●●	ongoing		
	1	2			5									
E4b.	Focus Complete Streets implementation on improving walkability and bike-ability on key east-west connections.					●	○	○	○		●●●			
	1	2			5									
E5. Implement parking management strategies to maximize the use of existing parking spaces.														

E5a.	Require parking garages to either have street-level retail, art, creative design, or plantings at ground level to make the adjacent sidewalk safe and attractive.	●		○	○	○	● ● ●	
	① ② ③ ⑤							
E5b.	Reduce the number of curb cuts in new development.	●		○	○	○	● ● ●	
	②							
E5c.	Encourage operators to adopt parking apps and technology so that customers have access to information for Downtown garage parking availability in real-time.	●		○	○	○	● ● ●	
	③ ⑤							
E5d.	Continue to develop an on-street parking management program with variable costing models and consistent enforcement.	●		○	○	○	● ●	
	③							
E5e.	Create tools and incentives, like shared parking, that maximize the existing parking inventory and reduces the need to create new parking.	●		○	○	○	● ● ●	
	⑤							
E5f.	Explore the feasibility of a “Parking Benefit District” to cooperatively manage the parking inventory.	●		○		○	● ● ●	
	⑤							

F. Smart and Healthy Infrastructure

[illegible]

F3d.	Explore digital upgrades to low-income Downtown neighborhoods as part of community benefit packages for new development.					●				○	○	●	
	①	②	③										
F4. Promote the environmental benefit of preserving historic buildings.													
F4a.	Continue to encourage the reuse of historic buildings as affordable housing and creative office space.						○	●	○	○		●	
	①		③	④	⑤								
F4b.	Promote Downtown historic buildings by celebrating successful historic reuse and rehabilitation projects.					○		○	●			●	
	①		③	④	⑤								
F4c.	Encourage signs and plaques identifying historic sites and buildings Downtown.					○	○		●	○		●●	
	①	②		④									
F4d.	Educate the community on the environmental benefits of preservation including reducing resource and material consumption, reducing waste in landfills, and using less energy by re-using existing buildings instead of demolishing them and constructing new ones.					○	○	○	●	○		●●	
	①			④	⑤								

A. East-West Connections

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info	
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green					City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year		
											●●	1-3 years		
											●●●	>3 years		
											Ongoing			
A1. Paseo Gateway Connections														
A1a.	Support implementation of the Independence Avenue Bus Rapid Transit (BRT) line as recommended in the 2018 KCATA study and make it a priority project.					○	○	○	●	○	●●			
	①	②	③		⑤									
A1b.	Support completion of the Paseo Boulevard/Independence Avenue intersection realignment.					●		○	○		●			
		②			⑤									
A1c.	Initiate environmental and economic impact studies for removing the North Loop and for bringing Highway 9 down to grade.					●	○	○	○	○	●●		Bridging Park & M	
	①	②	③		⑤									
A1d.	Identify strategies for redevelopment that fit within the context of the neighborhood(s); fill identified needs for housing, office, and commercial uses; support existing businesses and housing; and prevent displacement. For example, the Chouteau Court site provides an infill opportunity that could help connect existing neighborhoods.					●		○	○	○	●●●			
	①	②			⑤									
A1e.	Implement a Complete Streets approach to the redesign, including protected bicycle lanes, narrowed vehicular lanes with a center turn lane, new transit and micro-mobility amenities, wider sidewalks with enhanced streetscape amenities, and on-street parking to support the existing and proposed commercial and mixed-use development. Support place-making improvements currently being planned for the 8th & Woodland area.					●		○	○		●●● ongoing			
	①	②			⑤									
A1f.	Identify opportunities to enhance the existing Independence Avenue bridge over I-29/I-35 for pedestrian/bicycle safety and as a gateway into the Downtown Loop from southbound I-29/I-35.					●	○	○	○		●●●			
	①	②			⑤									
A2. 18th Street Corridor														
A2a.	Develop a cohesive design strategy for streetscaping elements that celebrate the unique heritage and qualities of the 18th and Vine neighborhood, the Crossroads Arts District, and Crossroads East.					●		○	○	○	●●			
	①	②		④										
A2b.	Encourage the Keystone Innovation District along the 18th Street corridor to support innovative pilot project approaches for new streetscaping elements, transit amenities, and art to reconnect the neighborhoods.					○		●	○		●●● ongoing			
	①	②			⑤									
A2c.	Identify a strategy for the enhancement of Highway 71 overpass aesthetics to minimize the negative effects the overhead infrastructure has on the pedestrian experience. This space should be viewed as an opportunity for public art, dynamic lighting, and other creative design elements.					●		○	○		●●●			
	①	②												
A3. 12th Street Corridor														
A3a.	Engage with neighborhoods and business owners along the 12th Street corridor to develop a cohesive streetscape design strategy that complements the Downtown Streetscape Standards.					●		○	○	○	●●			
	①	②												

A3b.	Implement the two-way protected cycle track facility along this corridor as recommended in the draft BikeKC plan for Downtown. Efforts should be undertaken to promote this approach in conjunction with revitalizing the physical appearance and amenities along the corridor.								
	①	②							
A3c.	Focus on the continuity of design elements and multi-modal facilities along the entire corridor to link neighborhoods together.								
		②				⑤			
A3d.	Encourage the use of dynamic lighting, public art, or tactical urbanism elements to enhance the I-70 overpass(es) to minimize the negative effects the infrastructure has on the pedestrian experience.								
	①	②							
A3e.	Promote an urban village concept that seamlessly integrates improvements and enhancements made as part of the 12th Street Corridor project.								
	①	②							

B. Innovation Districts

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
						City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year	
	●●	1-3 years											
	●●●	>3 years											
	Ongoing												
B1. Keystone Innovation District													
B1a.	Continue to support the Keystone Innovation District as it develops.					○	○	●	○	○	●●	ongoing	
		②	③										
B1ai.	Assist the District developer and Keystone Community Corporation to engage the community in its plans, supporting neighborhood engagement in its committees.					○		●	○	○	●	ongoing	
		②	③										
B1aii.	Advocate for the necessary financing and regulatory permits to enable the District to move forward.					○		●	○	○	●	ongoing	
		②	③										
B1b.	Ensure that the District provides measurable economic opportunities for neighborhood residents and businesses.					○		●	○	○	●●	ongoing	
	①	②	③										
B1bi.	Develop programs that are specifically welcoming to local neighborhood residents and people of color, with specific programs to help build appropriate tech skills and entrepreneurial support.							○	●		●●	ongoing	
	①	②	③										
B1bii.	Ensure local community representation in the planning and development of the Keystone Innovation District.					○		○	●	○	●●	ongoing	
	①	②	③										
B1biii.	Cultivate a strong partnership with public schools, particularly middle and high schools, to help disadvantaged students of color build skills that help them participate in the tech economy and access higher education. Connect with existing training programs and local schools in the district such as a STEAM Village, Alta Vista school, and Lincoln Academy.					○			●		●●	ongoing	
	①	②	③										
B1biv.	Provide affordable commercial live/work and studio spaces for local businesses and non-profit organizations.								●	○	●●	ongoing	
	①	②	③										

B1bv.	Develop strong relationships with entrepreneurial initiatives exemplified by programs like the Digital Sandbox and Launch KC and make participation in any of their programs easily accessible for students, women and minority entrepreneurs.								
	1		3						
B1c.	Leverage the development of the Innovation District to support adjacent physical improvements.	●		○	○	○		●●●	
	1	2	3		5				
B1ci.	Complement and support the neighborhood by respecting and enhancing existing character and implementing proactive measures that prevent and minimize displacement.	●			○	○		●● ongoing	
	1	2		4					
B1cii.	Prioritize multi-modal access in site and building design, especially from the immediate neighborhood, and plan for a variety of modes, including walking, biking, and transit, in addition to cars.	○		○	●	○		●●	
	1	2			5				
B1ciii.	Invest in 18th Street to bridge the gap between the Crossroads Arts and Vine Street districts. This could include infrastructure upgrades, potential redesign as a flexible street.	●		○	○	○		●●	
	1	2	3						
B1civ.	Look for opportunities to include implementation of a section of the Green Line as plans for the Innovation District are developed.	○		○	●	○		●●	
	1	2							
B2. University of Missouri Kansas City (UMKC) Health Sciences District									
B2a.	Support the emerging growth of the medical research district by periodically meeting with representatives of the sector. The goal would be to build relationships, share information, and develop joint policy, infrastructure, and regulatory reform proposals.	○		●	○	○		●●	
		2	3						
B2b.	Advocate for better transit connections and walking and biking routes to the Health Sciences District.	●		○	○			●●	
	1	2	3	4					
B2c.	Support creation of a Health Sciences Community Improvement District and regulatory changes the District may need to support lab development or other infrastructure.	○	○	●		○		●●	
			3		5				
B2d.	Assist in the recruitment of key businesses and professionals to the UMKC cluster through offering to conduct Downtown tours and introductions when they are recruiting scientists and researchers.	○	○	●				Ongoing	
			3						
B3. Crossroads Arts District									
B3a.	Track the economic impact of the Crossroads Arts District	○	○	○	●			Ongoing	
			3	4					
B3ai.	Partner with a local univeristy or economic development group to develop an economic impact study of creative employment in the Crossroads Arts District, documenting size, market opportunities, and economic impacts.		○	●		○		●●	
	1		3	4					

B3aii.	Educate the community and City leaders about the District's importance.			●	○		● ●	
	①		③	④				
B3aiii.	Support the emerging growth of the digital creative sectors by periodically convening representatives of the sector to build relationships, share information, and develop policy, infrastructure, and regulatory reform proposals.			●	○		● ●	
	①		③	④				
B3b.	Advocate for land use policies that will ensure that the Crossroads Arts District retains its current character and does not transition to a uniform, commoditized district.	●		○	○		● ●	
	①	②	③	④				
B3bi.	Adopt land-use policies that preserve the existing historic building stock and limit new investment to underutilized parking lots, garages, and vacant land. This approach would allow new investment to occur, which will keep the area vibrant, without losing the assets that give it the character it has today.	●		○	○		● ●	
	①		③	④				
B3bii.	Continue support for the Planned Industrial Expansion Authority overlay district to retain affordability of real estate designated as art uses, while enabling the remainder of the district to develop.	○	○	●	○		● ongoing	
	①		③	④				

C. Downtown Parks, Open Spaces and Plazas

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
						City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year	
	●●	1-3 years											
	●●●	>3 years											
	Ongoing												
C1. Barney Allis Plaza													
C1a.	Advocate for Federal, State, and local funding to complete current plans for the garage and Plaza.					○		●		○	●●		
	①			④	⑤								
C1b.	Encourage ground floor retail uses in surrounding buildings that would support Plaza activation.					○		○		●	●●		
	①		③		⑤								
C1c.	Require a robust woman and minority-owned business enterprise (WMBE) and local hire program for the garage and plaza construction and procurement.					●		○			●		
	①		③										
C1d.	Ensure that the Plaza design is a beautiful multifunctional park and festival location and has features that will make it well used and well-loved by the community.					●		○		○	●●		
	①		③	④	⑤								
C1e.	Retain the underground parking structure in a form that complements the above-ground park design and activities.					●		○		○	●●		
	①				⑤								
C1f.	Include stormwater retention systems as part of the design.					●		○		○	●●		
	①		③	④	⑤								
C1g.	Develop a strong and well-funded management plan to provide the necessary programming and maintenance resources.					●		○		○	●●		
				④	⑤								
C2. Greenline													
C2a.	Ensure an inclusive and proactive planning process designed to connect neighborhoods and fulfill the goals of various neighborhood plans while creating a destination in and of itself.					○	○	●	○	○	●●●		
	①	②			⑤								
C2ai.	i. Identify and prioritize elements of the Greenline Plan that would have the most immediate benefit for each Downtown neighborhood.					○	○	●	○	○	●●●		
	①	②			⑤								

C2aii.	ii. Work in partnership with the City, adjacent property owners, businesses, and Downtown neighborhoods, especially the east and west neighborhoods. Involve neighborhood leaders, organizations, and stakeholders in a grassroots planning process that is neighborhood-driven and includes neighborhood history and stories.					○	○	●	○	○	● ● ●	
	①	②			⑤							
C2aiii.	iii. Develop a strategy to prevent displacement due to new development that occurs along the Greenline.					○	○	●	○	○	● ● ●	
	①	②			⑤							
C2b.	Develop comprehensive designs that have immediately implementable projects, quick wins with sustainable impact.					○	○	●	○	○	● ●	
	①	②			⑤							
C2bi.	i. Prioritize connecting the neighborhoods to the east and west of the Downtown core.					○	○	●	○	○	● ●	
	①	②			⑤							
C2bii.	ii. Support the development of detailed designs for the Greenline so that the community is prepared to leverage potential stimulus funding, private funders, and adjacent development projects.					○	○	●	○	○	● ●	
	①	②			⑤							
C2biii.	iii. Identify all the major infrastructure and public redevelopment projects that are adjacent to potential connections and work to make Greenline improvements a part of their design.					○	○	●	○	○	● ●	
	①	②			⑤							
C2biv.	iv. Educate the developers about the Greenline and how they can contribute to its implementation by including Greenline segments as part of their development plans or community benefits package.					○	○	●	○	○	● ●	
	①	②			⑤							
C3. Historic Buck O'Neil Bridge Park												
C3a.	Support the private sector and City efforts to explore saving and transforming this structure into an urban park amenity.					●	○	○			● ●	
				④								
C3b.	Advocate that MoDOT explore additional funding sources and pursue an alternate plan that supports Downtown sustainability goals.					●	○	○	○		● ●	
				④								
C4. Washington Square Park												
C4a.	Reconvene the major park stakeholders, including Crown Center and Union Station to drive the implementation of the park vision developed by the Parks and Recreation Department.					○		●		○	● ● ●	
			③	④	⑤							
C4b.	Leverage the opportunity to use the park as an activity zone for the 2023 NFL Draft event at Union Station to catalyze the park rehabilitation strategy.					○		●	○	○	● ●	
			③	④	⑤							
C5. West Bottoms Open Space												
C5a.	Identify an area within the West Bottoms to develop an innovative open space with green infrastructure elements that reduce the negative impacts of the combined sewer overflow into the Kansas and Missouri rivers.					●	○	○	○	○	● ● ●	
	①			④	⑤							
C5b.	Encourage redevelopment of historic buildings to retain the qualities and historic character that make the West Bottoms unique.					○	○	●	○		● ●	
	①			④	⑤							

C5c.	Reclaim the Rock Island Bridge as a destination and trail amenity connecting the West Bottoms across the Kaw River to Kansas City, Kansas.				○	○	●	○	○	● ●		
	①	②		④	⑤							

D. Streetcar Expansion

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year					
							●●	1-3 years					
							●●●	>3 years					
							Ongoing						
D1. Streetcar Expansion													
D1a.	Encourage economic inclusion and diverse participation in all aspects of Streetcar planning and implementation.						●	○	○		●● ongoing		
	①	②		④									
D1b.	Advocate for strong east-west transit options that can connect the Streetcar to neighborhoods as part of Streetcar extensions.					○	●	○	○		●●●		
	①	②			⑤								
D1c.	Coordinate closely with stakeholders systemwide to create a seamless Streetcar customer experience, a security presence, and coordinated wayfinding.					○	●	○	○		●●●		
	①	②			⑤								
D1d.	Continue to advocate for zero-fare box policies for the existing Streetcar line and the expansion.					○	●	○	○		●●●	KCATA	
	①	②	③		⑤								
D1e.	Use smart technology, such as free wi-fi and kiosks to leverage the value created by the Streetcar.					○	●	○	○		●●●		
	①	②	③		⑤								
D1f.	Protect streetcar service travel time and reliability by aggressively implementing past recommendations related to downtown parking management, including transitioning high demand and special event locations to paid parking, expanding parking enforcement, and advancing supportive code amendments to prevent overbuilding of parking facilities.					○	●	○	○		●●●		
	①	②			⑤								
D1g.	Ensure Streetcar and Downtown transit services receive the maximum possible transit signal priority to improve service and reliability, giving priority for total passenger throughput as opposed to the number of vehicles.					○	●	○	○		●●● ongoing		
		②			⑤								
D1h.	Support the study of streetcar expansion corridors including the following: i. Northern routes (Riverfront to Casino / HOA / North Kansas City) ii. Downtown east/west routes (Independence Avenue / 18th St / KCK) iii. Midtown east/west (31 St /Linwood/39th) iv. South Kansas City					○	●	○	○		●●●		
		②											

D1i.	Support co-locating of affordable housing near streetcar and rapid transit stops through supportive code modifications to allow higher density development, reduced and/or eliminated parking requirements, and accessory dwelling units in locations served by transit.											
D1j.	Maximize streetcar development frontage and the quality of the pedestrian environment through proactive access management (i.e. reduction in curb cuts during new developments), a widening of sidewalks, and a greening of the corridor with expanded green infrastructure and tree plantings.											

E. Loop Reimagination

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year					
							●●	1-3 years					
							●●●	>3 years					
							Ongoing						
E1. North Loop													
E1a.	Identify opportunities for short-term, low-cost projects that would show progress while advancing to larger goals, including strategies to reduce freeway barriers, creative improvements for freeway underpasses, new signage, transit access, and pedestrian and bicycle amenities.	○		●	○		●●						
	②④												
E1b.	Advocate for the required engineering studies to advance the project.	●	○	○	○		●●●						
	①②⑤												
E1c.	Work with neighborhood leaders to identify ways to integrate new development and public spaces into the existing neighborhoods.	●	○	○	○		●●●						
	①②⑤												
E1d.	Seamlessly integrate transit with particular emphasis on the Streetcar, future Bus Rapid Transit (BRT) lines, bicycle infrastructure and pedestrian networks.	○	●	○	○		●●●						
	①②⑤												
E1e.	Explore connecting this central greenway feature to the region’s trail networks, the proposed Greenline, and other multi-modal connection opportunities.	●	○	○	○		●●●						
	①②④⑤												
E2. South Loop													
E2a.	Continue to advocate for future implementation of this initiative to reconnect the Central Business District with the Crossroads Arts District.	○	○	●	○	○	●●●						
	①②⑤												
E2b.	Identify the economic development benefits that could be achieved by this project, including opportunities for this to be led by the private sector as a public-private partnership while determining an appropriate level of public investment to move it forward.	○	○	●	○	○	●●						
	①②⑤												
E2c.	Determine the ongoing operation and maintenance costs and related funding mechanisms needed to support the anticipated park programming efforts to ensure it can serve the needs of the community long-term.	○	○	●	○	○	●●						
	①②⑤												
E3. Bridging Park and Market - the Highway 9 Project													
E3a.	Continue studying the feasibility of bringing Highway 9 down to grade between the Missouri River and the Central Business District	●		○	○		●●●						
	①②⑤												
E3b.	Include River Market and Columbus Park neighborhood leaders and residents in any planning processes. Ensure new development in Highway 9 footprint meets the needs and goals of the community and includes strategies to avoid displacement.	●		○	○		●●●						
	①②⑤												
E3c.	Integrate multi-modal transit along Highway 9 and Independence Avenue.	○	●				●●●						
	①②⑤												

F. Ballpark

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green					City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year	
											●●	1-3 years	
											●●●	>3 years	
											Ongoing		
F1a. Support community economic development goals:													
F1ai.	Develop a best-in-class job training and entrepreneur program at the new Ballpark, actively seeking and supporting local businesses and local hires, especially from Black and other communities that are underrepresented in the economy.					○		●		○	●●●		
			③	④									
F1aii.	Require a strong W/MBE and local hire program for Ballpark construction and procurement.					●		○		○	●●●		
			③	④									
F1aiii.	Establish a strong contractor and construction worker training program.					○		●		○	●●●		
			③	④									
F1aiv.	Develop strategies to address increasing property values and to prevent displacement in the surrounding neighborhood.					●		○	○	○	●●●		
			③	④									
F1av.	Consider a strong component of mixed-use development, such as hotel, office and residential, as part of or directly adjacent to the stadium.					○		●		○	●●●		
			③	④									
F1b. Integrate the new Ballpark seamlessly into its neighborhood, respecting the surrounding urban form.													
F1bi.	Ensure that all sides of the facility are welcoming and have a vibrant street presence with no blank walls.					○		○		●	●●●		
		②	③	④									
F1bii.	Ensure that the stadium design weaves into the fabric of Downtown and surrounding neighborhoods, with active edges and plazas.					○		○		●	●●●		
			③	④									
F1biii.	Design for multi-modal stadium access, ensuring that baseball fans have many choices on how to get to the stadium.					○		○		●	●●●		
			③	④									
F1c. Highlight and support Kansas City’s rich sports history in the stadium and with community investments.													
F1ci.	Highlight Kansas City’s baseball heritage and the history of the Negro Baseball leagues at the new stadium. The history of the Negro leagues should become an important part of the brand and identity for the new Ballpark, and the new stadium should support this important cultural icon.					○	○	○	○	●	●●●		
			③	④									
F1cii.	Improve Vine Street to enhance connections to the Negro Baseball Museum and the Major League Baseball academy.					●	○	○	○	○	●●●		
			③	④									
F1ciii.	Leverage sports tourism opportunities, attracting visitors to Downtown’s sports attractions including the Negro Leagues Baseball Museum and the College Basketball Experience.					○	○	○	○	●	●●●		
			③	④									

G. Street Reimagination

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green	City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year					
							●●	1-3 years					
							●●●	>3 years					
							Ongoing						
G1. Downtown Walkability													
G1a.	Advocate keeping COVID-19 regulatory changes that improved Downtown walkability and retail opportunity.					●		○	○	○	●		
	①		③										
G1ai.	Review commercial load zone signage and pricing to accommodate restaurant pick-up zones for deliveries.					●		○	○	○	●		
	①		③										
G1aii.	Advocate making permanent the flexible policies implemented during COVID-19 for outdoor dining, including parklets, open streets and play streets.					○		●	○	○	●		
	①		③										
G1b.	Increase Downtown walkability and pedestrian safety.					●	○	○	○	○	●● ongoing		
	①	②			⑤								
G1bi.	Advocate for Vision Zero policies that reduce speeds Downtown.					○	○	●	○	○	●●		
	①	②			⑤								
G1bii.	Consider piloting events such as no-car Sundays to experiment with removing cars from Main and Delaware Streets and to activate the street for pedestrians and bikes.					●		○	○	○	●●		
	①	②			⑤								
G1biii.	Incorporate Universal Design principles that support use by people of all abilities for all Downtown sidewalks.					●	○	○	○	○	●●		
	①	②			⑤								
G1biv.	Develop a plan and implementation priorities by working with different user groups including Downtown residents, artists, people with disabilities and leaders from adjacent neighborhoods.					○		●	○	○	●●		
	①	②			⑤								
G1bv.	Prioritize City investment in sidewalk improvements for walkability, street shade, shelters, and benches, and continue to advocate through the Public Improvements Advisory Committee (PIAC) process for the City's capital projects list					○		○	●	○	●● ongoing		
	①	②			⑤								
G1bvi.	Advocate to implement the return of one-way streets to two-way streets per the City adopted two-way street conversion plan.					○		●	○	○	●●		
	①	②			⑤								
G1c.	Improve the design quality of Downtown sidewalks.					●		○	○	○	●●● ongoing		
	①	②		④	⑤								

G1ci.	Review the 2005 Downtown Streetscape plan, the Grand Boulevard Plan “Making Grand, Grand”, and the 20th Street plan, and advocate for the implementation of relevant plan projects and proposals.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ● ●	
	① ② ④ ⑤							
G1cii.	Work with the Kansas City Design Center, using Universal Design proposals as a starting point, review and update streetscape design guidelines for Downtown and work with the City to support the guidelines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	● ● ●	
	① ② ⑤							
G1ciii.	Contact developers of Downtown projects to inform them of existing city ordinances regarding streetscape requirements to ensure the Streetscape regulations are followed while implementing their development projects.	<input checked="" type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ● ongoing	
	① ② ⑤							
G1civ.	Continue to advocate for Complete Streets policies that would leverage capital projects to improve walkability and bike routes.	<input type="radio"/>		<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ●	
	① ② ⑤							
G2. Making Grand "Grand"								
G2a.	Implement a Complete Streets approach to future designs and improvements.	<input checked="" type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ● ●	
	① ② ⑤							
G2b.	Work with property owners of underutilized parking lots along the corridor to leverage future development as a catalyst for additional sidewalk improvements.	<input type="radio"/>		<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ●	
	① ② ③ ⑤							
G2c.	Encourage the City department of Parks and Recreation to consider this iconic corridor’s potential to be a showcase Complete Street in its network of historic and beautiful parkways and boulevard system.	<input checked="" type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ●	
	① ② ④ ⑤							
G3. Downtown Alley Enhancement (Grand/Walnut - Old Railroad Alley)								
G3a.	Partner with the Kansas City Design Center to develop creative ideas and a vision to transform the alley.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	● ●	
	① ② ④							
G3b.	Meet with property owners to understand daily operations and needs and opportunities to activate the alley side of their buildings.	<input type="radio"/>		<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	● ●	
	① ② ④							
G3c.	Discuss the idea of partnering with local artists to create murals and paintings that draw people to the alley.	<input type="radio"/>		<input type="radio"/>		<input checked="" type="radio"/>	● ●	
	① ② ④							
G3d.	Create a committee that touches all parts of the design (architecture, landscape architecture, artist, civil engineer) to guide the process.	<input checked="" type="radio"/>		<input type="radio"/>		<input type="radio"/>	● ●	
	① ② ④							

H. Arts, Cultural and Historic Destinations

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info	
	① Ensure a Livable City for All ② Connect Downtown Neighborhoods ③ Nurture a Prosperous, Innovative and Creative Economy ④ Preserve and Enhance our Unique Assets ⑤ Make Downtown Sustainable and Green					City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year		
											●●	1-3 years		
											●●●	>3 years		
											Ongoing			
H1. 18th and Vine														
H1a.	Support the initiatives of the 18th and Vine community organizations to promote and protect their heritage and cultural assets.					○	○	●	○	○	●●			
			③	④										
H1b.	Advocate that the innovation districts and the Ballpark include jobs and entrepreneurial support and opportunities for residents and businesses in the 18th and Vine District through setting W/MBE goals and developing community benefit commitments.					○	○	●	○	○	●●●			
	①		③	④										
H1c.	Support economic development efforts that strengthen the businesses and real estate values in the 18th and Vine District.					○	○	○	○	●	●● ongoing			
			③	④										
H1d.	Support development in the District that fits within the character of the neighborhood, involves neighborhood organizations and leaders and addresses the demands for a variety of housing, retail, commercial and services.					○		○	●	○	●● ongoing			
	①		③	④										
H2. Union Station/Crown Center District														
H2a.	Improve pedestrian connections between the four entities, with particular attention to the needs of families and people with mobility issues.					●			○	○	○	●●●		
		②	③	④										
H2b.	Ensure safe pedestrian connections from the Streetcar stop to all parts of the District.					●	○	○	○	○	●●●			
	①	②												
H2c.	Improve pedestrian and bicycle connections from the District to the UMKC Health Sciences District.					●			○	○	●●●			
		②												
H3. River Market & Riverfront														
H3a.	Continue to support housing and mixed-use development in the River Market and adjacent neighborhoods.					○	○	●	○		● ongoing			
	①	②	③	④										
H3b.	Engage the River Market neighborhood in discussions about major transportation projects including the North Loop and Highway 9, and the reconstruction of the Buck O’Neil Bridge.					●	○	○	○	○	●●			
		②												

H. Arts, Cultural and Historic Destinations

Catalytic Project	Project Recommendations and Corresponding Goals					Responsible Entities: ●Primary ○Secondary					Timeframe		Reference & more info
						City Government Agency	Non-City Government	Business Community	Neighborhood/Community Organization	Property Owners / Developers	●	<1 year	
	●●	1-3 years											
	●●●	>3 years											
	Ongoing												
H3c.	Support continued mixed-use, sustainable development at the Riverfront by PortKC.					○	●	○	○	○	● ongoing		
	①		③		⑤								
H3d.	Implement the River Market Streetscape Plan.					●	○	○	○	○	●●		
		②			⑤								
H3e.	Continue implementation of parking management strategies.					●		○		○	●●●		
	①	②	③										
H3f.	Continue to support the streetcar extension to the Riverfront, as well as improved bicycle and pedestrian connections to the Riverfront and Columbus Park from the River Market.					○	○	●	○		●●●		
		②	③		⑤								
H4. West Bottoms													
H4a.	Work with the West Bottoms Neighborhood organizations to improve streetscapes, pedestrian and bicycle connections and wayfinding signage between the Downtown core and West Bottoms.					●		○	○		●● ongoing		
	①	②			⑤								
H4b.	Support preserving important historical resources and the neighborhood’s industrial history.					○	○	○	○	●	●●		
				④	⑤								
H4c.	Engage West Bottoms Neighborhood leaders in the Downtown strategic plan implementation, Downtown economic development strategies and marketing initiatives.					○		●	○	○	●●		
			③										
H4d.	Identify and create open space opportunities in the West Bottoms.					○	○	●	○	○	●●●		
					⑤								