



CHAPTER 15

IMPLEMENTATION

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To realize the community's vision for the future of Springfield, the City must take a proactive role in implementing the recommendations, strategies, and policies of the *Forward SGF Comprehensive Plan*. With the planning process complete, the City has entered into a longer process of facilitating change and growth over the next 20 years. This will require active cooperation of elected and appointed officials, City staff, partner organizations, the local business community, property owners, developers, and residents. This chapter details implementation strategies the City should utilize to implement the central recommendations and policies of the plan. The guiding principle of Quality of Place and defined goals and strategies of the Comprehensive Plan should act as a foundation for decision making and be regularly consulted to ensure future projects are in line with the community's overarching vision.

Photo Credit: Springfield, MO Convention & Visitors Bureau

NEXT STEPS

The following actions and strategies establish the “next steps” to be taken after the adoption of the *Forward SGF Comprehensive Plan*. They will provide for the effective application of the Plan and continued community planning and investment, and ensure the Plan remains reflective of community needs and aspirations. They include:

- Reference the Comprehensive Plan on a regular basis to guide City policies and decision-making.
- Review and update the Land Development Code and other development controls to reflect policies presented in the *Forward SGF Comprehensive Plan*.
- Update and incorporate the Capital Improvement Plan (CIP) with Plan recommendations for CIP infrastructure improvements.
- Regularly review and update the Plan to reflect current conditions and shifts in community priorities.
- Promote cooperation and participation among various agencies, organizations, community groups, and individuals.
- Establish meaningful partnerships with internal and external organizations and agencies.
- Explore possible funding sources and implementation techniques.

REFERENCE THE PLAN REGULARLY

The *Forward SGF Comprehensive Plan* should be referenced regularly as the official policy guide for planning decisions made by City staff, Planning and Zoning Commission, Board of Adjustment, and City Council. It should be used as a primary resource to assist with policy formation, prospective projects, legislative and quasi-judicial development proposals, and planning initiatives, ensuring that future decisions are in line with the City's set goals for growth and development. Further, service providers and partner organizations should be encouraged to use the Plan when considering new development, facilities, infrastructure updates, and programming within their parameters. The Plan should be used to:

- Evaluate and shape policies and regulations.
- Work with partner agencies and service providers.
- Review and evaluate development proposals.
- Prioritize public expenditures.
- Encourage private sector investment.
- Coordinate new facilities, infrastructure, and programming.
- Inform and guide the development of corridor, district, and neighborhood plans.

CONTINUE PLANNING

The Plan establishes a guiding framework for the City as a whole but cannot address every issue facing the city and cannot provide guidance for every parcel, neighborhood, or corridor. The Plan identifies numerous geographic areas and specialized subject matters that will require additional study to implement City-wide policy recommendations. Future planning work and more targeted studies such as neighborhood plans or subarea master plans, should be added over time. Those future plans will become part of this all-encompassing Comprehensive Plan that will ultimately span multiple years and address numerous geographic areas.

Forward SGF outlines several key corridors where master plans and access management should be developed in **Chapter 9: Transportation and Mobility** Chapter. Corridor master plans can and should contemplate future land use and design of private property along with improvements to public property.

UPDATE THE LAND DEVELOPMENT CODE

While the *Forward SGF Comprehensive Plan* articulates a vision for the Springfield community, the City's development regulations are one of the primary tools that can be used to implement Plan recommendations and make the vision a reality. Following the adoption of *Forward SGF*, the City should perform a comprehensive review and update of its Land Development Code to establish regulations that support the desired type of development and goals of the Comprehensive Plan. This may include changes to building setback, parking lot orientation, sign standards, landscaping requirements, density, use standards, and

designated zoning districts, with a focus on providing public realm improvements to improve interaction between development and the surrounding area. Proactive, strict enforcement of the Land Development Code will be key when new development occurs, or when existing structures that do not meet the updated code are improved, to ensure Springfield grows in a manner that is in line with the community's expectations for community character and quality of place. More detailed discussion of needed code updates is provided at the end of this chapter.

Form a Design Review Commission

The City should consider forming a Design Review Commission with advisory authority to assist City staff with the enforcement of design standards and the evaluation of development proposals. The Design Review Commission could be charged with assessing whether development meets or exceeds the City's standards to champion high quality of place.

The aim would be to draw unique, iconic development that sets Springfield apart from other communities and ensures the City remains competitive in the region.

The City could also work with the Design Review Commission when assessing amendments to the Land Development Code and design standards, as well as establishing design standards for specific priority areas. Priority areas could include historic districts, Downtown, neighborhood commercial hubs, corridor improvements, and industrial districts. The Design Review Commission should be flexible and understanding of the community's needs as a whole, creating a balance between public and private interests.

ALIGN WITH CAPITAL IMPROVEMENT PLAN (CIP)

It is important that the implementation of the *Forward SGF Comprehensive Plan* is coordinated with the City's financial resources and capital planning. This will help ensure future capital investments successfully address both short- and long-term objectives of the Plan and are strategically budgeted and prioritized. CIP projects include improvements for the maintenance of City assets such as roadways, sidewalks, multi-use paths, stormwater maintenance, public art, as well as other improvements requiring capital expenditures relating to public infrastructure.

The City should review and integrate the *Forward SGF Comprehensive Plan* into the capital improvement process, including the City's annual budgeting process and during updates to the CIP. This will help assess funding needs and plan for potential sources, ensuring completion of desired improvements in a prioritized manner over the life of the Plan.

REGULAR UPDATES

The *Forward SGF Comprehensive Plan* is not a static document, and it is intended to evolve with shifts in trends, issues, and opportunities. If community attitudes change or new challenges arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly. Although a proposal to amend the Plan can be brought forth by petition or resolution at any time, the City should systematically review the Plan annually and evaluate updating every five to seven years.

Ideally, the review and preparation of the Plan's annual action agenda should coincide with the preparation of the City's budget and CIP. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and goals.

LOCAL & REGIONAL COLLABORATION

To ensure the success of the *Forward SGF Comprehensive Plan's* implementation, there must be strong leadership from the City and coordination with other regional agencies, neighboring communities, community groups and organizations, the local business community, the private sector, and other key stakeholders. As many of the recommendations included within the Plan pertain to issues extending past City limits, such as trail systems or roadway connectivity, regional cooperation will be key in addressing them.

PARTNERS

Springfield already has a wide variety of partnerships, which should be maintained in the future. Possibilities for new partnerships with organizations and agencies should be identified by the City to aid implementation. This could include neighboring municipalities, regional and state agencies, neighborhood groups, the local business community, and other groups with a vested interest in Springfield.

Partners in plan implementation include, but are not limited to:

GENERAL PARTNERS

- City of Springfield Departments
- City Utilities
- Community Foundation of the Ozarks
- Construction and design groups
- The American Institute of Architects
- American Society of Heating, Refrigeration, and Air-Conditioning Engineers
- Missouri Society of Professional Engineers
- Springfield Contractors Association
- Central States Industrial
- Greater Springfield Board of Realtors
- Prosper Springfield
- Leadership Springfield
- Springfield-Greene County
- Surrounding Communities (Willard, Republic, Battlefield, Ash Grove, Fair Grove, Walnut Grove, Rogersville, Strafford, Ozark, Nixa, Branson, Eureka Springs, and Bentonville)

HOUSING AND NEIGHBORHOODS

- Community Development Corporation
- Community Partnership of the Ozarks Housing Collaborative
- Gathering Friends for the Homeless
- Habitat for Humanity
- Homeowner Associations
- Housing Authority of Springfield
- Neighborhood Advisory Council
- Neighborhood Associations
- Ozarks Alliance to End Homelessness
- Springfield Affordable Housing Center
- Springfield Apartment and Housing Association
- Springfield Community Land Trust
- Springfield Community Gardens
- U.S. Department of Housing and Urban Development

TRANSPORTATION AND TRANSIT

- American Trucking Association (ATA)
- Amtrak
- BNSF Railway
- Greene County Highway Department
- Greyhound
- Jefferson Lines
- Let's Go Smart: Transportation Collaborative
- Missouri and Northern Arkansas Railroad
- Missouri Department of Transportation
- Ozark Greenways, Inc.
- Ozarks Transportation Organization
- Springfield-Branson National Airport
- U.S. Department of Transportation

ECONOMIC DEVELOPMENT

- Association of Information Technology Professionals
- Community Improvement Districts
- Downtown Council of Champions
- Downtown Springfield Association
- e-factory
- Greater Ozarks Centers for Advanced Professional Studies
- Jordan Valley Innovation Center
- Major employers and retailers
- Minorities in Business
- Missouri Association of Manufacturers
- Missouri Department of Economic Development
- Missouri Division of Tourism
- Missouri Enterprise
- Missouri Job Center - Ozark Region
- Missouri Partnership
- Missouri Procurement Technical Assistance Center
- Missouri State University Management Development Institute
- Multicultural Business Association
- Ozarks Technical Community College's Center for Advanced Manufacturing
- SCORE Southwest Missouri
- Small Business Development Center
- Southwest Missouri Restaurant Association
- Springfield Area Chamber of Commerce
- Springfield Convention and Visitors Bureau
- Springfield Creatives
- Springfield Hotel Lodging Association
- Springfield Regional Economic Partnership
- University of Missouri Extension Service

HEALTH AND WELL-BEING

- Behavioral Crisis Center
- Burrell Behavioral Health
- CoxHealth
- Empower: Abilities
- Family Connects International
- Health Living Alliance Springfield
- Jordan Valley Health Center
- Mayor's Commission for Children
- Mercy Hospital
- Missouri Department of Health and Senior Services
- Missouri Department of Mental Health
- Show-Me Christian Youth Home
- Springfield-Greene County Health Department
- United Way of the Ozarks

INFRASTRUCTURE AND COMMUNITY FACILITIES

- Greene County Sheriff's Office
- Higher education
- Missouri State University
- Drury University
- Evangel University
- Ozarks Technical Community College
- Ozark Headwaters Recycling and Materials and Management District
- Private schools
- Religious institutions and organizations
- Springfield Public Schools
- Springfield-Greene County Library District

PARKS, GREENWAYS, AND NATURAL RESOURCES

- Friends of Garden
- Greater Ozarks Audubon
- Greater Springfield Community Sports Development Program
- International Mountain Biking Association
- James River Basin Partnership
- Lake Country Soccer/Cooper
- Missouri Department of Conservation
- Missouri Department of Natural Resources
- Missouri Environmental Education Association
- Missouri Off-Road Cyclists
- Missouri Sports Hall of Fame
- National Interscholastic Cycling Association
- Ozark Empire Fairgrounds and Event Center
- Ozark Greenways, Inc.
- Ozarks Clean Air Alliance
- Ozarks Water Watch
- Spokes BMX
- Springfield Community Gardens
- Springfield Sports Commission
- Springfield Youth Cycling Club
- Springfield-Greene County African-American Heritage Trail Initiative group
- Springfield-Greene County Park Board
- TrailSpring
- Tree City USA
- Watershed Conservation Corps
- Watershed Committee of the Ozarks
- Ozarks regional YMCA

ARTS, CULTURE, AND HISTORIC PRESERVATION

- Discovery Center of Springfield
- Greene County Archives and Record Center
- Greene County Historic Sites Board
- The History Museum on the Square
- Missouri Arts Council
- Moon City Creative District
- Ozark Greenways, Inc.
- Sculpture Walk Springfield
- Springfield Art Museum
- Springfield Arts Collaborative
- Springfield Ballet
- Springfield Little Theatre
- Springfield Regional Arts Council
- Springfield Regional Opera
- State Historic Preservation Office

POTENTIAL FUNDING SOURCES

The following is a list of potential funding sources that the City of Springfield should explore to support the implementation of the *Forward SGF Comprehensive Plan*. It is important to note that this is not a list of all available funding sources, and that each are subject to change over time. The City therefore should continue to research and monitor grants, funding agencies, and programs to identify deadlines, funding specifications, and new opportunities as they become available. The programs are organized by funding categories as follows:

HOUSING & NEIGHBORHOOD REVITALIZATION

- Land Clearance for Redevelopment Authority under Chapter 99
- Industrial Development Bonds under Chapter 100
- Property Tax Abatement under Chapter 353
- Enhanced Enterprise Zone
- Property Tax Abatement
- State Tax Abatement
- Affordable Housing Assistance Program
- Federal HOME Program
- Missouri Housing Trust Fund
- Neighborhood Preservation Act
- Neighborhood Improvement District (NID)

ECONOMIC DEVELOPMENT

- Tax Increment Financing (TIF)
- Community Improvement District (CID)
- Special Business District (SBD)
- Local Option Economic Development Sales Tax
- Façade & Site Improvements Programs
- Payment in Lieu of Taxes (PILOT)
- Microenterprise Loan Program/Business Incentive Loan Program
- Access and Infrastructure Agreement Sales Tax Rebate
- Downtown Preservation
- Business Development Loan Program
- Special Assessments
- Revolving Loan Fund

PARKS, TRAILS & RECREATION

- Land and Water Conservation fund (LWCF)
- Recreational Trails Program (RTP)
- Outdoor Recreation Legacy Partnership Program (ORLP)

TRANSPORTATION & INFRASTRUCTURE

- The Bipartisan Infrastructure Law
- Safe Streets and Roads for All Program
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Discretionary Grant Program
- Federal Transit Administration Low and No Emission Bus Program
- Federal Transit Administration Bus Facilities Competitive Program
- Capital Investment Grants (CIG) Program
- Federal Aviation Administration (FAA) Terminal Program
- Strengthening Mobility and Revolutionizing Transportation (SMART) Program
- Reconnecting Communities Pilot Program
- Charging and Fueling Infrastructure Discretionary Grant Program
- National Infrastructure Project Assistance (MEGA) Program
- Infrastructure for Rebuilding America (INFRA) Program
- Transportation Development District (TDD)
- Surface Transportation Block Grant Program (STBGP)
- Missouri Byways Program
- Surface Transportation Program
- Missouri State Parks Bus Grant
- Safe Routes to Schools (SRTS)
- Congestion Mitigation & Air Quality (CMAQ) Improvement Program
- Great Streets Initiative

INTEGRATING LAND USE, PLACETYPES, AND ZONING

The *Forward SGF* place-based approach to planning focuses on fostering quality of place with each placetype defining a desired mix of uses and design characteristics. With land use and placemaking aligned, zoning amendments can be put into place to ensure that the City's regulatory approach, supports and helps realize the aspirations of the community.

Each of the nine placetypes is made up of a collection of complementary land uses with varying development intensity that collectively create a "place." For instance, in the "Downtown" placetype, multifamily, retail and service, mixed use, entertainment, and office uses are allowed uses that combine to create the downtown "place." This section describes in more detail how various land use categories are distributed among the different place types and then outlines the strategy for revising the City's land development regulations and zoning map, based on the placemaking approach.

PRIMARY LAND USES

Primary land uses are those that are most prominent and play a pivotal role in characterizing the placetype.

SUPPORTING LAND USES

Supporting land uses are less prevalent and serve an ancillary function that complements the primary land use. For example, a Residential Neighborhood primarily consists of single-family detached homes; however, the neighborhood should also be supported by single-family attached housing as well as institutional uses, parks, and local-serving shops.

LOW INTENSITY SUPPORTING LAND USES

Low intensity supporting land uses are similar to supporting land uses, but require additional standards to ensure they are compatible with the placetype. For example, low-intensity retail and service is a supporting land use in the Residential Neighborhood placetype, meaning any retail and service use should be at a neighborhood scale.

Forward SGF Top 10 #10 REGIONAL PLANNING AND PARTNERSHIPS



The *Forward SGF Comprehensive Plan's* regional position makes it essential that the City develops and maintains partnerships with a wide variety of groups and organizations. Facilitating regular communication and cooperation with partners will support implementation of the *Forward SGF Comprehensive Plan* and identify opportunities to work collaboratively toward mutual interests. Further, it will facilitate a greater regional perspective on how issues are addressed in the area.

IMPLEMENTATION THROUGH REGULATION

The Comprehensive Plan is a policy guide that outlines the necessary actions for the City of Springfield to achieve the community's vision for its future. It is designed to serve as a foundation for decision-making for staff, elected and appointed officials, developers, residents, and other stakeholders. Despite the comprehensive scope of the Plan's vision, goals, objectives, and recommendations, it is not regulatory. The Plan itself does not have the "regulatory teeth" needed to require new development and redevelopment in the City to align with the community's vision, or with the goals, objectives, and recommendations conveyed in the Plan.

Land development regulations are the rules that new development and redevelopment must follow, making them an essential tool in Plan implementation. Often, communities will adopt a plan with a clear vision, only to "pull the reins back" on the land development regulations needed to achieve their objectives.

The common rationale for this is that stakeholders often feel that such regulations will drive development elsewhere. However, properly drafted land development regulations that align with vision and goals of the comprehensive plan can remove unnecessary barriers to investment by clearly communicating desired development outcomes, providing flexibility for potential developments, and offsetting the requirements related to design. In this way, land development regulations offer an opportunity to implement the Plan by making preferred development easy.

Following the adoption of the Comprehensive Plan, the City of Springfield should undertake a comprehensive rewrite of its zoning map and land development regulations, including the zoning, subdivision, and sign ordinances.

REDEVELOPMENT ON THE EDGES

Cities are dynamic places where commercial, manufacturing, and residential land uses converge, often creating friction through piecemeal development and poor planning. Residential neighborhoods are particularly sensitive to transitional areas where established homes are adjacent to neighborhood edges, major arterials, or commercial activity centers. While most neighborhoods have a pronounced edge where redevelopment has already occurred and are occasionally challenged by expansion further into the neighborhood, some have persevered and retained residential uses and character right up to the edge. Battlefield Street, Division Street, Kansas Expressway, National Avenue, and Sunshine Street are among the major thoroughfares where residential properties still exist right up to the edge of the roadway and placetype. Ideally, more targeted planning and regulatory updates will be made to help strike a balance between neighborhood preservation and the pressure to redevelop these areas for non-residential uses at these edges. In the interim, Forward SGF provides the following recommendations to guide needed text amendments, while the City prepares new City codes to fully implement the Comprehensive Plan.

Forward SGF provides guidance and informs staff and decision-makers when reviewing proposals for new development through a place-based approach to land planning. **Chapter 5: Land Use and Development Chapter – Placetype Assignments and Transitions** outlines how placetypes should ideally transition from one to the next and what strategies should be employed to reduce friction between converging uses within placetypes. **Chapter 8: Economic Development Chapter – 4.1 Support Neighborhood Commercial** recommends the City establish design standards for neighborhood commercial and redevelopment located on neighborhood edges. Examples of design considerations and best practices are outlined that can help reduce friction and support compatibility along edges..

FUTURE PLACETYPE MAP AND ZONING MAP ALIGNMENT

The Future Placetypes map and the City's Zoning Map must work in concert to create the type of development the community envisions. An initial alignment analysis between the Future Placetype Map and Zoning Map was conducted by comparing the land uses and placetype descriptions with the permitted and conditional uses and purpose and intent statements of the City's zoning districts. Placetypes and districts were identified as being fully aligned, aligned with minimal changes, or not aligned.

Fully Aligned

These areas are those where placetype designation and existing zoning are largely in agreement. Many of these areas represent existing commercial corridors and industrial areas that are desired to remain. While these areas can be improved from a quality of place perspective, the overall land use mix and intensity permitted under current regulations generally align with plan recommendations.

Aligned with Minimal Changes

Much of the City's land area is regulated by a zoning district that, with minimal changes, would align with that area's future placetype designation. Upon adoption, the City should initiate text amendments to align the increased flexibility and design expectations, of the Future Placetypes.

While different approaches may be pursued, text amendments allowing for expansion of conditional use permits, conditional overlay districts or the creation of corridor overlay districts or development design guidelines may help bridge the gap between Plan adoption and adoption of a new comprehensive development code. The majority of the areas that could be aligned with minimal changes fall into three categories as discussed on the following page.

Commercial Development in Residential Areas

The Residential Neighborhood and Mixed Residential placetypes include higher density housing, lower-intensity retail and services as supporting uses. Currently, the City's residential districts including the R-SF, R-TH, R-LD, R-MD, R-HD, and RMHC districts do not allow low-intensity neighborhood scale commercial, retail, or service uses, in any fashion. To better align the districts with the placetypes, the City should consider interim text amendments that allow compatible, lower-intensity commercial and higher-density housing conditionally, by requiring the submission of an application for a conditional overlay district or planned developments with a site plan.

Through a more in-depth submittal and review process, the City will be better equipped to evaluate proposals, preserve neighborhood character, and integrate new development into the existing neighborhood fabric. Higher standards for building form and siting, parking, screening, and buffering should also be considered to ensure the nonresidential and higher density uses are compatible with the neighborhoods they are located.

Broader Mix of Employment Uses in Industrial Areas

The Business Flex and Industry and Logistics placetypes include a range of primary and supporting land uses that no single zoning district allows all of. For example, the IC zoning district allows for a variety of heavy commercial uses, but does not allow light industrial uses whereas the Light Industrial zoning district has the opposite issue. To better align the districts with the placetypes, the City should consider streamlining its industrial districts and allowing retail and service uses as accessory and principal uses. Retail and service as a principal use should be restricted by type and scale to ensure the uses support the needs of area employees rather than draw patrons from other portions of the City or region.

Warehousing and Storage in Commercial Corridors and Center City

To help ensure older buildings are preserved and contribute to the vibrancy and utility of older parts of the city and along key commercial corridors, a wide array of residential and non-residential uses should be considered, especially in large open-span big box retail stores, warehouses, and former factories. Emerging real estate trends and tenant preferences present a strong desire for flexible space to operate a combination or mix of uses, including office, residential, and warehousing. Certain buildings located in key areas are critical to the fabric of center city and activity centers. Personal storage for instance, while providing a useful benefit for consumers, it provides little to building community vibrancy, increasing street-life, and creating employment opportunities. Personal storage and warehousing should be allowed conditionally in commercial districts and corridors, Downtown, along the Boonville Corridor, and other areas zoned Center-City.

Not Aligned

While much of the City's current zoning could be aligned with the Comprehensive Plan vision with minimal or no change, some placetype designations conflict with existing regulations. There are a few common sources of misalignment.

Transition from Industrial

Historically industrial uses located along centrally located rail lines and as a result, many of Springfield's older neighborhoods directly abut industrial uses. While many of the residential areas are desired to remain moving forward, *Forward SGF* recommends the repositioning of many small-scale industrial uses to less impactful uses that complement residential neighborhood.

Multifamily in Commercial Areas

Multifamily housing will play a key role in repositioning Springfield's aging commercial areas as the demand for brick and mortar stores shrinks. Housing is also an increasingly important component of institutional corridors and districts. Many of the misaligned areas within this analysis are the result of housing being introduced in areas where commercial and office development currently predominates.

Opportunity Site Development

Many of the larger unaligned areas represent undeveloped or underdeveloped areas that will transition to more intense uses over time. The Mixed Use placetype designation is recommended for several large opportunity sites that are currently being used for agriculture, quarry, or undeveloped natural areas. In some instances, natural areas identified for Urban Green Space and Recreation also conflict with existing residential or industrial zoning. This includes the Lake Springfield Area which is envisioned as a regional open space and recreation destination.

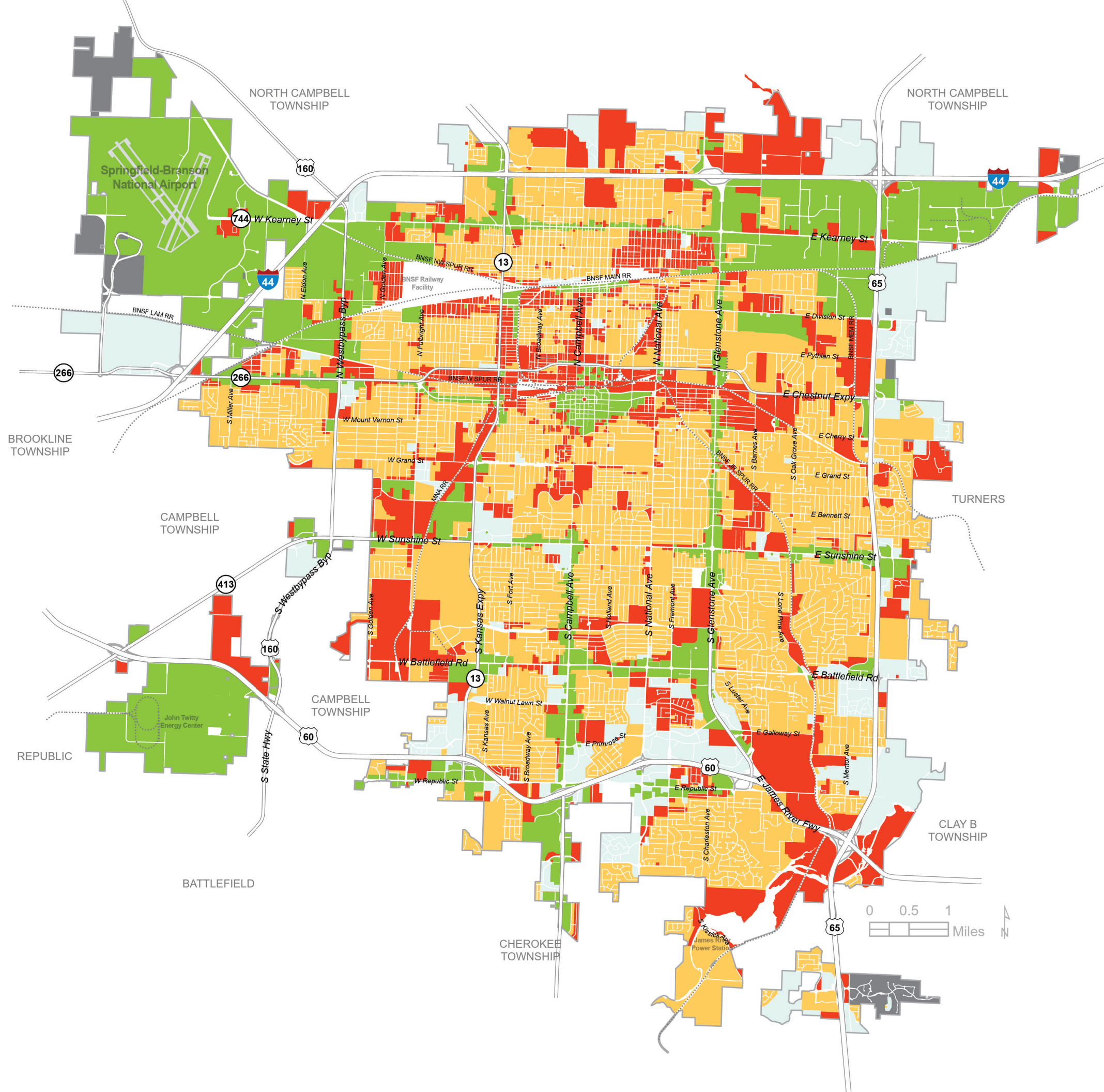
COMPREHENSIVE PLAN AND LAND DEVELOPMENT REGULATIONS ALIGNMENT

Goals, policies, and recommendations that could begin to be implemented through an update to the City's zoning, subdivision, and sign ordinances are located throughout the Plan. The Action Matrix of this chapter summarizes these items in an easy to use table.

The Action Matrix presented in the next section summarizes all *Forward SGF* plan recommendations. If an action is related to an update of the City's land development regulations, the action is highlighted in yellow. Additional assessment is needed to determine exactly how the regulations should be rewritten or revised and therefore a detailed, chapter by chapter, section by section review of the existing regulations should be conducted prior to any updates.

FORWARD SGF ZONING ALIGNMENT

- 1 - Aligned, No Changes Needed
- 2 - Aligned, Minimal Changes Needed
- 3 - Not Aligned
- PD Planned Development
- County Zoning Districts



IMPLEMENTATION ACTION PLAN

Following adoption of the Comprehensive Plan, an implementation action plan should be created to provide a comprehensive list of all implementation strategies, policies, and recommendations contained within the *Forward SGF Comprehensive Plan*. The action plan would serve as an internal tool for City staff to prioritize implementation activities and projects over the life of the plan. In addition, the implementation action plan will allow the City to approve specific, actionable items on an annual basis and evaluate progress based upon completed implementation strategies.

While partners are not identified for each action item in the implementation action plan, the City may partner with a number of agencies, non-profits, and private entities. City staff will be able share the action plan with implementation partners as needed to achieve the objectives of this Plan.

The implementation action plan should include the following categories and others, as needed to help manage the implementation of the Comprehensive Plan:

ACTION ITEM

Itemized action items such as capital projects, policy or regulatory amendments, and strategies that should be prioritized to lay the foundation for long-term Plan implementation.

TIME FRAME

Time frames should be included that indicates, in approximate years, when each action item should begin to be undertaken. Descriptions of each time frame are detailed below:

- **Ongoing**, currently being implemented and/or should continue to be implemented over time
- **Short-term**, less than three years
- **Mid-term**, three to six years
- **Long-term**, over six years

EASE OF IMPLEMENTATION

The implementation action plan should include a scale indicating the ease of implementation by a traditional grade scale from A to F, with A being easiest to implement and F being most difficult to implement. This category could serve a collective indicator of the anticipated level of effort by responsible parties, estimated cost, budget opportunities, and general stakeholder interest.