

# Parkville Plan for Progress



Economic Development Strategic Plan  
2011-2013

September 2010

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## **INTRODUCTION/EXECUTIVE SUMMARY/BACKGROUND**

Through an eighteen month long planning process various community stakeholders dedicated their time and efforts to better the economic opportunities for the City of Parkville through an ad hoc committee.

The ad hoc committee developed the following mission statement which guided their efforts: *To help maintain and enhance the valued quality of life of Parkville by encouraging and coordinating responsible economic activity and community improvement.*

The first strategic question that the group answered was, “why does the city of Parkville, Missouri need to develop a strategic vision for the economic development of the city?” This ad hoc committee reviewed various data and opinion documents. This data generated by the Kansas City Power & Light Economic Development Department, through their demographic data vendor SRC, DemographicsNow.com showed the following (full report is located in the appendix of this document on page 23:

- The city of Parkville is estimated to have grown from 4,507 in 2000 to 5,399 in 2009 which computes to an almost 20% increase.
- Projections show that in five years the city’s population is anticipated to grown another 12.6%.
- The community is becoming more affluent. Median Household income has grown 32% from 2000 to 2009, \$59,620 to \$78,438.
- Educational attainment has significantly increased. In the 1990 census, Parkville resident’s reported that the largest educational attainment level was “High School Graduate”. In the 2000 census, the largest educational attainment level was reported as “Some College, No Degree”. 2009 projections show that the largest reported education attainment level is “Bachelor’s Degree.
- With regards to capturing sales tax purchases, over the last ten years, Parkville has seen its retail sales grow 106%. This includes 2009 which saw a decrease in sales taxable purchases of 9%. Using a “pull factor” formula that looks at the ratio of sales taxable purchases by population compared to the state, Parkville collects \$1.46 of every dollar earned in the community. For Platte County overall, the current pull factor is \$1.52.

- However, on the other end of the spectrum... unemployed Parkville residents have grown, in line with current economic conditions, from 2.7% in 2000 to a projected 7.3% in 2009. This compares to a 7.8% for Platte County in 2009.
- Total housing units have grown 26.8% from 1990 to 2000 & 22% from 2000 to 2009. However, the number of vacant housing units has grown from 132 (9.6%) in 1990 to 84 (4.8%) in 2000 to 341 (16.0%) in 2009.
- According to the Missouri Municipal League, communities with populations comparable to Parkville, see 52% of their revenues come from sales tax & 14% come from property taxes. During the 2008 fiscal year, the city of Parkville derived 38% of their income from sales taxes and 25.3% from property taxes.

The conclusions that the ad hoc committee made with regards to this and other research is that while Parkville possesses great strengths, there are areas that need to be addressed in order to have consistent and sustained holistic economic strength that benefits the citizens of Parkville.

With the continuing and projected growth of Parkville into new development areas, it will be necessary to bring new economic development to the city. Responsible economic growth and the resulting increase in sales and property taxes are necessary to pay for these increased costs. Simply put, residential development alone does not pay for itself. For example, the average home sold in Parkville over the last two years (July 2008-July 2010) was \$256,411. The property taxes that would be received annually by the city of Parkville, based on the 2009 levy of .5972/\$100 assessed valuation, would be \$291. Using just the new home sales average over the same period of \$527,187, the city of Parkville's portion of the property tax for those homes will be \$598 annually. However, currently the cost per household for city services is \$3,597 (city expenditures from the General Fund, Sewer Service Fund, Debt Service Fund & Transportation Fund divided by 1,786, which is the projected number of households in Parkville in 2009 according the KCP&L demographic report).

The intent of this "Planning for Progress Economic Strategic Plan" is to present specific goals and policies that a Parkville, Missouri effort in community economic development could and should focus. Additionally, this plan presents some implementation recommendations that could be used to achieve the stated goals. These tactics are not meant to be comprehensive in nature. Therefore, the goal

of this document is to give city leaders a framework for looking at community economic development activities for the city of Parkville. It is expected that the next step, in the event that city leadership endorses this conceptual framework, would be to ask “next phase” organizational leadership (board and staff) to develop a full implementation document that would include SMART objectives: Those that are Specific, Measurable, Attainable, Realistic and Time Bound.

The following are the suggested goals that the ad hoc committee felt is necessary for successful economic development in the City of Parkville:

- Economic Development Sustainability
- Business Retention and Expansion
- Community Marketing
- Residential Growth
- Development Processes and Incentives
- Downtown Sustainability
- Employment Growth

Goals, Policies and possible Implementation Recommendations have been identified in this document to guide the City of Parkville in achieving the above stated items.

The first step in the organizing process, after adoption by the city of Parkville, is the formal adoption of an organizational framework to implement the strategies and goals outlined in this document. It is anticipated, that a new organization, a Parkville EDC would be created. The suggested framework for this proposed economic development organization is presented on page 11 of this plan proposal.

## STRATEGIC PLAN OUTLINE

### Goals, Policies and Implementation Items

#### 1. ECONOMIC DEVELOPMENT SUSTAINABILITY

##### Definition of the Goal:

Economic Growth shall add resources directly to the city and general community.

##### Policies:

- Attract high value, high growth business investment opportunities.
- Economic growth shall demonstrate an overall positive impact on the community.
- Increase tax revenues to support increasing level of city services for a growing community.

##### Implementation Recommendations:

- Identify high growth business opportunities.
- Develop an appropriate return on investment model for economic development in the city of Parkville.

#### 2. BUSINESS RETENTION AND EXPANSION

##### Definition of the Goal:

Generate new wealth and growth in Parkville through the retention and expansion of existing businesses.

##### Policies:

- Retention and expansion of existing businesses will enhance the overall economic well being of the community.
- Through surveying existing businesses, a list of business issues and needs will be developed for consideration by the city of Parkville and its economic development stakeholder organizations. (Samples of business surveys are included in the Appendix)

Implementation Recommendations:

- Create and maintain a business registry and database.
- Develop a business calling plan.
- Identify community resources available to businesses.
- Establish an annual business survey.

### **3. COMMUNITY MARKETING**

Definition of the Goal:

Proactively market the virtues and benefits of living, working, shopping, dining, playing and providing services in the city of Parkville.

Policies:

- Take a proactive, rather than the present reactive stance to businesses recruitment/marketing.
- Coordinate and integrate stakeholder marketing messages.
- Create a “top of mind” messaging as it relates to the image of Parkville.

Implementation Recommendations:

- Identify compatible target industries.
- Create a brand easily identified with Parkville.
- Create marketing materials.
- Identify advertising/marketing venues to present Parkville’s brand.

### **4. RESIDENTIAL GROWTH**

Definition of the Goal:

Create residential growth that will provide for a variety of housing types that are well designed and interconnected with existing and planned amenities.

Policies:

- Encourage “green” development processes.
- Encourage the development of walkable, connected neighborhoods.

- Sustain and develop a sense of community pride.
- Maintain Parkville's quality of life and sense of place.

Implementation Recommendations:

- Develop a “green” development incentive.
- Work to grow and maintain a mix of housing types that appeal to multi generations.
- Work on a program to assist in the sale/resale of homes in Parkville.
- Develop an executive recruitment initiative.

## **5. DEVELOPMENT PROCESS AND INCENTIVES**

**Definition of the Goal:**

Increase development through the creation of fair, consistent and timely review processes while providing responsible opportunities for incentives.

Policies:

- Create roles and processes for communicating with developers that provides consistent public position with regard to major projects.
- Identify incentive programs available. Such as: Tax Increment Financing (TIF), Community Improvement Districts (CID), Neighborhood Improvement Districts (NID), Industrial Revenue Bonds (IRB) and Chapter 100 Bonds.

Implementation Recommendations:

- Create a development policy to determine when, what and how much of a development incentive should be provided in order to achieve an economic development goal.
- Review and analyze the permitting process with representatives from the development community and the city to streamline the permitting/development process.
- Serve as a development “ombudsmen” between the developer and the city.
- Survey the KC metropolitan development community, to gauge the image and interest in developing in Parkville.

## **6. DOWNTOWN SUSTAINABILITY**

### **Definition of the Goal:**

Build upon downtown Parkville’s architectural and historical resources along with prospects for new infill development to create a livable and pedestrian friendly downtown that offers a diversity of business, residential and recreational uses.

### **Policies:**

- Enhance the natural character of downtown and the Missouri river riverfront.
- Build and develop a diverse retail base with a focus on unique and specialty businesses.
- Strengthen the connectivity of downtown to surrounding neighborhoods, educational institutions, parks and trail systems.
- Encourage policies and programs that continue to assist in maintaining downtown as the city center of Parkville.

### **Implementation Recommendations:**

- Work with Main Street Parkville Association
- Update the downtown master plan.
- Identify community investment opportunities for the enhancement of existing uses and amenities.
- Actively seek or promote new business opportunities.
- Coordinate the brand that is easily identified as downtown Parkville.
- Create a parking solution plan.

## **7. EMPLOYMENT GROWTH**

### **Definition of the Goal:**

Create, attract and maintain a competitive workforce while supporting and stimulating the growth of entrepreneurs and high technology firms.

### **Policies:**

- Partner with area workforce organizations to enhance the opportunity for employment growth.
- Connect workforce preparation agencies, such as elementary, secondary and higher education institutions to assist in developing a workforce compatible with the type of businesses that are desired to be located in the city of Parkville.
- Work with Platte County EDC & Kansas City Area Development Council regarding compatible business location projects.

Implementation Recommendations:

- Assist in the acquisition of capital by Parkville businesses by establishing an inventory of available public business financing programming.
- Inventory existing land sites for inclusion in business opportunity databases.

**This Economic Plan, Parkville Planning for Progress (P3)—is not a final document—but part of a long-term team effort to organize, focus and implement a proactive, aggressive economic development framework for the city of Parkville.**

## ORGANIZATIONAL DEVELOPMENT

**Goal:** To create a Parkville Economic Development Council (Parkville EDC)

### Recommended Structure:

- The Parkville EDC will be organized as a 501(c)6.
- There will be a public/private funding structure.
- Public/City money would be provided through annual contracts with the Parkville EDC.
- Private contributions would be provided through a Member/Investor Structure.

### Administration:

- Anticipate a Board of Directors of 20 comprised from founding members, allied organizations (Parkville Chamber & Main Street Parkville Association) and the City of Parkville.
- Experienced individuals in the community could be asked to participate in a non-voting capacity and serve on the board as ex-officio or advisory members
- An executive board comprised of the 5-7 board members would primarily direct and hire paid staff.
- The City's board representative and 2 ex-officio city staff members would also serve on the executive board.
- Volunteers from the board and membership would be solicited to assist staff through the formation and operation of committees.
- An executive director and other professional staff are charged with the implementation of this economic development strategic plan.

**Mission of the Parkville EDC: *Help maintain and enhance the valued quality of life of Parkville by encouraging and coordinating responsible economic activity and community improvement.***

How will Parkville EDC activities coordinate with existing Parkville E.D. Organizations?

Organization

Primary Focus

Parkville Chamber of Commerce Develop and promote Parkville as a quality place to live, work and recreate. Provide business development and retention through education and networking.

Main Street Parkville Association Promote downtown to Metro area residents and tourists, provide organizational support for downtown business recruitment, retention and education, maintain and enhance the historic character of downtown.

Parkville Community Dev. Corp. 501c3, organizational support for various downtown activities, volunteer opportunities like festivals, historic preservation, beautification projects.

Parkville EDC Regional business recruitment, pursues public private partnerships, resource of knowledge and data base, website development/maintenance.

Recognizing the roles of existing economic development organizations in Parkville, the purpose of the new Parkville EDC would be:

1. *Facilitate* collaboration between other economic and community development organizations within Parkville.
2. *Initiate* business recruitment strategies for high value businesses and new public/private opportunities as outlined in the Parkville Plan for Progress.
3. *Develop* and garner public/private resources.

Proposed Budget – 2010

\*\*Propose to use \$3,000 (originally budgeted for ED marketing materials) on recruitment expenses for an executive director and other start up costs through end of 2010.

### Proposed Budget – 2011 - 2013

Revenues: \$40,000 from membership and stakeholders\*  
\$20,000 from the city, plus provide office space  
**\$60,000 total annual revenue budget**

\*Founding Board Members will contribute at a \$2,500 level or above and will pledge a 3 year commitment.

Expenditures:	Executive Director Salary:	\$42,000
	Benefits:	\$8,000
	Other:	\$10,000
	(Memberships, Conferences, Marketing Materials, Printing)	
	<b>Total annual expenditure budget \$60,000</b>	

### Organizational roll out time line

Sept. 7: Present Parkville Plan for Progress to Parkville Board of Alderman.

Sept. 8: Assuming good feedback from BOA, continue soliciting Charter Memberships.

Sept. 21: Board of Aldermen adopt a resolution committing \$20,000 to the Parkville EDC in the 2011 – 2013 budget.

Sept. & Oct.: Complete formation of the Parkville EDC (Articles of Incorporation, bylaws, board and staff job descriptions, etc.).

Nov.: Advertise for Executive Director position.

Dec.: Conduct interviews with the expectation to hire executive director to begin in January 2011.

### Anticipated 2011 Activities:

- Begin business recruitment efforts
- Establish committees.
- Develop real estate & existing business inventory.
- Develop a city incentive development policy.

### Possible Parkville EDC Committees

*Regional Recruitment and Marketing Committee:* Actively implements city-wide business recruitment to attract high value business investment. Works alongside local developers and property owners, Main Street and Chamber partners, the Community Development Committee (vision), Partnerships Committee (incentives), Marketing sub committee develops branding strategy, website, data base and marketing *materials to support the other committees*, promotes the economic development toolkit.

Sub Committees: Business Recruitment  
Marketing

*Partnerships Committee:* Pursues public private partnerships, develops support for targeted use of incentives, grants, establishes a loan committee (when funded), assists by use of incentives in business retention strategies, works with City in planning and refining the process of permits, licensing, zoning use changes (issues relating to how new and existing businesses can work best with local government).

Sub Committees: Public Policy  
Loan Committee  
Incentive Policy  
Grants and Applications  
Other Development Organizations

*Community Development Committee:* *Using the Master Plan and ETC Citizen Surveys*, Develops and refines the priorities to be used for high value business recruitment and incented activity, i.e. healthcare services, sales tax revenue businesses, jobs creation, green projects, cross generational living, connectivity of communities to each other; *work with Main Street Parkville Association* on downtown public improvements and quality of life improvements for Parkville.

*Community Living Committee:* Reviews development public policy and processes, works with government, developers and realtors, creates the Development Policy, development “ombudsman”, plans and implements the executive recruitment initiative, develops a plan to educate real estate agents on the qualities of relocating and living in Parkville.

Sub Committees: Development Policy  
Community Living

*Organizational Development Committee*: Assist initially in organizational structure, ongoing member relations, meetings and functions, membership development

Sub Committees: Memberships  
Annual Meetings/Events

## **A VIEW OF THE CURRENT ECONOMIC ENVIRONMENT IN THE CITY OF PARKVILLE**

The Ad Hoc committee reviewed and developed information regarding economic development and its perception with a number of audiences. There were five particular research projects that the committee reviewed and discussed. Those were:

- Aging Baby Boomers & the Generational Housing Bubble Article – 2008
- Business Closure Report – 2008
- Main Street/Park University Survey – 2009
- Smart Solutions Group Report – 2009
- ETC Resident Survey – 2009

The following is a summary of each study/report. A copy of the full reports is included in the appendix.

### **Aging Baby Boomers & the Generational Housing Bubble Article – 2008**

The committee reviewed an article published in the Journal of the American Planning Association, published in the Winter of 2008. The authors defined the problem as:

“The 78 million baby boomers have driven up housing demand and prices for three decades since beginning to buy homes in 1970 and continuing up the housing ladder. What will happen when boomers begin to sell off their high-priced homes to relatively smaller and less-advantaged generations?”

The results and conclusions of the article were:

“Sellers of existing homes provide 85% of the annual supply of homes sold, and home sales are driven by the aging of the population since seniors are net home sellers. The ratio of seniors to working-age residents will increase by 67% over the next two decades; thus we anticipate the end of a generational housing bubble. We also find that younger generations face an affordability barrier created by the recent housing price boom.”

## **Business Closure Report – 2008**

In late fall of 2008, the city of Parkville requested that the Platte County Economic Development Council complete an “exit interview” with 29 businesses that the city had reported to have recently closed operations in Parkville. Staff of the Platte County EDC was able to make contact with 16 of these businesses. Most of the responses regarding their business closure revolved around the economy. However, the most stated community reasons were:

- Parking issues.
- Building/Landlord issues.
- Signage/Traffic (not enough) issues.

## **Main Street/Park University Survey – 2009**

In early 2009, the Platte County Economic Development Council in collaboration with the ad hoc committee, Main Street Parkville and Park University conducted an on line survey of 670 Park University (Parkville Campus) employees and 1,230 Park University students. The goal of the survey was to ask Park University staff and students their perceptions and suggestions regarding shopping and dining in the Parkville downtown area. The response rate for this survey was exceptional at 22%. The following are generalization extracted from the survey responses.

- There is no significant difference between staff and student perceptions regarding downtown Parkville.
- The largest share of Students and staff responded that only monthly do they visit downtown Parkville. The smallest share of respondents stated that they visit Downtown Parkville daily.
- Strengths of Downtown Parkville
  - Charming
  - Great Place To Visit
  - Wonderful Events
- Weaknesses of Downtown Parkville
  - Parking
  - Nothing for Students to Do
  - Hours of Operation

An additional finding is that there needs to be more outreach/connections made between Downtown Parkville merchants and Park University staff and students.

Every day Park University brings almost 2,000 students and staff to Parkville. These individuals are ready made customers for downtown merchants.

### **Smart Solutions Group Report – 2009**

In February of 2009, the ad hoc committee met with Irv Jensen of Smart Solutions Group. The purpose of the session was two-fold: 1 – Raise issues/Build consensus concerning Parkville’s economic development efforts and 2 – determine a reasonable course of action for further implementation. Through this discussion the following were identified as priority issues for Parkville as it pursues economic development:

- Work on improving communications between all those involved in development.
- Add focus to the community economic development process.
- Create an operating structure to enhance community growth.
- Take some immediate action to demonstrate progress.
- Identify community talent/leadership to supplement/enhance existing leadership.
- Need a plan.
- Reach consensus on the revitalization plan for downtown.
- Implement a true and effective brand management effort to maintain reputation.
- Focus on business support - Need entrepreneurial development.
- Need partnership.

### **ETC Resident Survey – 2009**

In the summer of 2009, the city of Parkville engaged the ETC Institute to conduct a citizen satisfaction survey of Parkville residents. With regards to economic issues, residents responded to the following:

- Residents were asked if they shopped for a variety of goods and services in Parkville, and if not, why not. The top four goods or services most often frequented in Parkville were gasoline, groceries, pharmacy items and restaurants (sit down casual). Those least frequented were major

appliances, large retail stores, theaters, museums and hotels. The reason given for not frequenting those five was that they were not available in Parkville, but the reason given for not frequenting the other twenty-one, was that there were better selections elsewhere.

- The top two reasons that residents shop in Parkville now, is the proximity to their home, and to support local businesses.
- The top two reasons that would encourage residents to shop in Downtown Parkville more often were a better selection of products and services, and a better selection of restaurants.
- 86% of residents stated that they would like to build their next home in Parkville.

## **MISSION STATEMENTS AND REVIEW OF ORGANIZATIONS CONNECTED TO PARKVILLE ECONOMIC DEVELOPMENT:**

### **City of Parkville Ad Hoc for Economic Development Committee:**

Mission Statement: *Help maintain and enhance the valued quality of life of Parkville by encouraging and coordinating responsible economic activity and community improvement.*

Purpose/Vision: Coordinate the efforts of the various organizations serving economic development needs in Parkville. Develop a strategic plan for Economic Development including recommendations for a permanent Economic Development structure.

### **Main Street Parkville Association:**

Mission Statement: *To preserve, maintain, and promote the hometown character of historic downtown Parkville.*

Purpose/Vision:

- Stay true to our historic character and the look and feel of our unique “Old Towne” district with attention to maintaining and restoring the downtown’s historic buildings and creating a streetscape that communicates our historic nature.
- Enhance the current downtown business mixture of locally-owned, unique shops and restaurants with additional compatible businesses that offer dining and shopping experiences that respond to today’s consumer needs.
- Maintain the downtown as a pedestrian-friendly shopping and dining district.
- Create an entertaining downtown atmosphere with live entertainment, street performers (buskers), and an inviting streetscape. Enhance the downtown’s connection with English Landing Park and the Missouri Riverfront.
- Support the development of affordable housing within walking distance of the downtown district with attention to providing housing opportunities for Park University staff and students and for retirees and families.

- Encourage the development of family-oriented entertainment opportunities including the continued development of recreational facilities in the park areas and a museum or other cultural attractions.

### **Parkville Area Chamber of Commerce:**

Mission Statement: *To bridge the communication between business and community resources to develop and promote Parkville as a quality place to live, work and recreate.*

Purpose/Vision: The focus of the Parkville Area Chamber is on networking, business development, retention and education.

### **Parkville Community Development Corporation:**

Mission Statement: *Furthering the economic development of the area within the boundaries of the city limits of Parkville, Missouri, including preserving the city's historic structures and records, promoting the economic development of the business area, particularly the downtown, assisting small businesses to bring customers to the city, plan and carry out community activities, celebrations.*

Purpose/Vision: Was created to gain tax credits for Main Street in the 1990's. Presently the organization supports festivals/Main Street Parkville Association primarily as providers of administrative or financial support.

Parkville Economic Development Allies:

### **Park University:**

Mission Statement: *The mission of Park University, an entrepreneurial institution of learning, is to provide access to academic excellence which will prepare learners to think critically, communicate effectively and engage in lifelong learning while serving a global community.*

Purpose/Vision: Park University will be a renowned international leader in providing innovative educational opportunities for learners within the global society.

## **Park Hill School District:**

Mission Statement: *Through the expertise of a motivated staff, the Park Hill School District provides a meaningful education in a safe, caring environment to prepare each student for success in life.*

### Purpose/Vision:

- Building Successful Futures. Each Student. Every Day.
- Park Hill students consistently perform above state and national average on all accountability measures.
- Park Hill school district has over 10,000 students, 1,400 employees thus providing many employment and volunteer opportunities for Park Hill students.
- The average teachers salary is over \$56,000 highest within the metro with 80% of teachers obtaining a masters degree or higher.
- The district is noted for financial stewardship by having one of the lowest tax rates in the metro area.
- The Park Hill school district recently became the first school district in Missouri to win the prestigious Missouri Quality Award and is currently involved in the Malcolm Baldrige National Quality Program, an award given only to six school districts in the last 20 years.

## **Platte County Economic Development Council**

Mission Statement: *To enhance economic development in Platte County, Missouri.*

### Purpose/Vision:

- Expand new business locations in Platte County.
- Expand and retain business opportunities in Platte County.
- Expand community outreach opportunities to Platte County cities & towns.
- Increase perceived value of the Platte County EDC by its member/investor constituents.
- Enhance the infrastructure of the Platte County EDC.

The Ad Hoc Parkville Economic Development would like to thank the people who have contributed to this document, giving their time to share insights into the economic development environment in Parkville and to provide assistance in developing a results-oriented approach to organizing, focusing and implementing the community's development efforts. Participants of the Ad Hoc Committee include:

**Jim Allen**, President, *The National and Parkville Commons Developments*

**Erik Bergrud**, Senior Director, Community and Government Relations,  
*Park University*

**Deborah Butcher**, *Reece & Nichols Realtors, Parkville Chamber and Parkville  
Community Development Corporation Boards, Parkville Board of Aldermen*

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