



City of Parkville
Strategic Planning Goals and Priorities
and
Action Plan

2021-22

September 7, 2021

City of Parkville, Missouri

2021-2022 Strategic Plan

VISION STATEMENT

Parkville will offer an exceptional quality of life for residents and visitors by embracing opportunities to enhance commerce and economic activity, while preserving the community's historic charm, attractive character, and unique natural environments.

CRITICAL SUCCESS FACTORS

Service Delivery & Communications

Parkville will be a role model for delivery of City services and stakeholder engagement with customer service and communications that consistently exceeds expectations.

Key Long-Term Indicators:

- Maintain high citizen satisfaction
- Feedback from Town Hall Meetings
- Citizen Service Request System volume and turnaround
- Community Awards

Infrastructure and Public Facilities

Maintain existing and construct new infrastructure/public facilities that support growth, safety, standards, service-delivery, and aesthetics, using cost efficient and best management practices while thinking strategically.

Key Long-Term Indicators:

- Traffic Safety
- Pavement Condition Index
- Value of unfunded CIP Projects
- Value of active CIP Projects

Economic Development

Parkville employs an economic development strategy that supports community and market needs, provides diverse quality development opportunities, makes strategic use of incentives, and encompasses all areas of the community.

Key Long-Term Indicators:

- Change in tax revenue
- Commercial space vacancy rate
- Population growth
- Jobs created
- Jobs retained
- Provide a broader range of housing types and price points
- Redevelopment progress of underutilized properties in Downtown Parkville
- Redevelopment progress of properties on Route 9
- Maintain current service levels and increase quality of life

Parks and Recreation

Our quality park facilities provide residents and visitors an outdoor destination. All neighborhoods will be connected by trail to each other, the City, and regional park systems.

Key Long-Term Indicators:

- Trail system miles per 1,000 in population
- Parks and Recreation areas per 1,000 in population
- Resident access to trail system
- Attendance per community event
- Visitors attracted to parks and nature sanctuaries

Financial Stability

Stable finances give us a road map for future priorities while guiding staff's allocation of time and resources. Although a finite resource, it emphasizes the need for quality economic development, serves as a positioning tool for strategic partnerships, and allows us to make decisions based on long-term cost efficiencies versus short-term responses.

Key Long-Term Indicators:

- Obtain GFOA Budget Award
- Maintain AA Credit Rating
- Achieve targeted fund balance
- Maintain debt ratio target

PLAN STRUCTURE

The City will focus on five Goals Areas to prioritize resource allocation and guide decision-making over the next 12-18 months:

- Financial Stability
- Infrastructure and Public Facilities
- Economic Development
- Parks and Recreation
- Service-Delivery and Communications

GOAL AREA 1: FINANCIAL STABILITY

STRATEGY A: Educate voters/approve a Use Tax.

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete the educational campaign for the November 2, 2021 Use Tax Election	Administration	Short-term
If the Use Tax is approved by the voters, provide certification to the Department of Revenue and facilitate the administration of the Use Tax.	Administration	Short-term
If the Use Tax referendum is unsuccessful, develop alternatives for the Board of Aldermen including possibly placing the item on the ballot for a future election.	Administration	Mid-year

STRATEGY B: Develop a plan for the use of American Rescue Plan Act (ARPA) Funds.

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop a budget amendment for the Fiscal Year 2021 use of funds, to include projects that will provide budget relief under the lost public sector revenue criteria.	Administration	Short-term
Develop reporting, financial accounting, and compliance guidance in accordance with the federal regulations.	Administration	Short-term
Incorporate into the FY 2022 and 2023 budgeting process other potential eligible uses of the ARPA funds.	Administration	Mid-term

STRATEGY C: Reduction in costs and revenue enhancements that will expand the City's capability of maintaining sufficient staff levels to provide services.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore the impacts, costs, and benefits of eliminating municipal court services.	Administration	Mid-year
Recover the full cost of services provided by the City through user fees, permits, license fees, impact fees, and developer contributions for defined enhancements such as roadway improvements and tornado sirens.	All Departments	Year-end

STRATEGY D: Explore asking voters to consider extending the temporary tax levy for capital projects.

ACTION ITEM	ASSIGNMENT	DUE DATE
Work with the City’s Financial Advisor and Bond Counsel on the timing and financing capacity for an extension of the Temporary Tax Levy for Capital Projects.	Administration	Mid-year
Hold a Board of Aldermen Work Session to develop a preliminary list of priority Projects. Discuss a structure for community involvement in developing a list of priority projects for the community.	Administration/Public Works	Mid-year
Establish a time-line for a ballot referendum and educational campaign.	Administration	Year-end

STRATEGY E: Explore other funding opportunities to pay for local match for major street improvements, including Route 9 and Bell Road.

ACTION ITEM	ASSIGNMENT	DUE DATE
Reach out to Platte County concerning support the 10-Year Transportation 3/8 Sales Tax 2023 Renewal, and funding for the local cost share for federal and state grants for Route 9 improvements.	Administration/Public Works	Mid-year
Approach the Parkville Special Road District about the 25% of Excess Fund Balance for local projects such as Bell Road.	Administration/Public Works	Mid-year

GOAL AREA 2: INFRASTRUCTURE AND PUBLIC FACILITIES

STRATEGY A: Explore funding strategy and engagement process for noise reduction zones at rail crossings.

ACTION ITEM	ASSIGNMENT	DUE DATE
Identify a revenue source, such as an extension of the City’s Temporary Tax Levy for capital improvements, CID for an expanded downtown zone, a TDD, and contributions from local property owners including Park University.	Public Works/Community Development/Administration	Mid-year

Meet with regional representative with the Federal Railroad Administration about funding opportunities.	Public Works/Community Development/Administration	Short-term
Submit a letter of intent to BNSF and the Federal Railroad Administration	Public Works/Community Development/Administration	Mid-year
Development of an RFP with equipment vendors for a design build project	Public Works/Community Development/Administration	Year-end
Public Engagement concerning a proposed Noise Reduction Zone.	Public Works/Community Development/Administration	Year-end

STRATEGY B: Improve connectivity and safety with transportation improvements.

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete the Brush Creek Trail Project in association with Platte County and the Creekside Development.	Community Development/Administration	Year-end
Update sidewalk standards to better accommodate walking and biking and connect them to the trail system. Prioritize sidewalk and curb/gutter infrastructure for replacement.	Public Works	Year-end
Find a sponsor for the Adopt a Highway beautification program approved by the Board, for a segment of Highway 45.	Public Works	Year-end
Complete construction of Route 9 Phase I and II Segment Street Improvements.	Public Works	Mid-Year
Complete Construction of Route 9 Phase Sixth Street Improvements.	Public Works	Short-term
Apply for grants through MARC for the next round of funding for Route 9 Improvements. Include updated cost estimate for the project.	Public Works/Community Development	Mid-year
Initiate a RFQ process to hire an engineering firm to design the improvements. The process should include the review of past traffic studies, and any updates required.	Public Works	Mid-year
Plan for the long term improvements to Bell Road.	Public Works/Community Development	Long-term

STRATEGY C: Improve the condition and life of infrastructure.

ACTION ITEM	ASSIGNMENT	DUE DATE
Support MODOT adequate funding levels for transportation system.	Public Works	On-going

Continue to make progress on sanitary sewer repairs and maintenance.	Public Works	Long-term
Initiate planning for long term upgrades of the Sewer Plant, in coordination with Alliance Water Resources and the City Engineer.	Public Works	Year-end
Complete a 5-year Stormwater Master Plan including a funding strategy and recommendations for leveraging dollars. Possibly use ARPA funds for the study.	Public Works	Year-end/Long Term
Work with utility providers to prioritize the community's infrastructure, including water, electricity reliability, and high speed fiber.	Public Works/Community Development	Year-end

STRATEGY D: Provide quality public facilities located to best serve community.

ACTION ITEM	ASSIGNMENT	DUE DATE
Determine whether to improve the existing Farmers Market or invest at another location.	Community Development/Public Works	Year-end
Determine the need and examine how tornado sirens will be funded in the future as more people receive their emergency messages by phone.	Police/Public Works	Year-end
Plan and budget for City Hall improvements.	Administration	Short-term
Develop a plan and cost estimate for the development of the Brink Meyer Road Police Substation. Include discussions with other public safety entities who have expressed an interest.	Police Department/Public Works	Year-end
Develop a plan for public restrooms in downtown Parkville.	Public Works	Year-end
Review long term use of Train Depot and any necessary improvements to maintain the property as viable for occupancy.	Public Works	Year-end

GOAL AREA 3: ECONOMIC DEVELOPMENT

STRATEGY A: Develop an economic development marketing strategy.

ACTION ITEM	ASSIGNMENT	DUE DATE
Update websites for the City and the Parkville EDC to provide current information, including demographic data and an inventory of available sites and buildings.	Community Development and Parkville EDC	Year-end
Work with the Parkville EDC in developing a marketing plan for Parkville, with a focus on	Community Development and Parkville EDC	Year-end

business development, tourism, and the overall promotion of Parkville for its strong quality of life and as an excellent place to do business. Along with this is the planning for an in the City's tourism tax revenue to support marketing.		
Work with the Chamber of Commerce and MSPA to market Parkville businesses to Creekside Baseball Park visitors.	Community Development and Parkville EDC	Short to Mid-term

STRATEGY B: Pursue economic development opportunities in the community.

ACTION ITEM	ASSIGNMENT	DUE DATE
Begin to consider strategies in the 2040 Master Plan for economic development marketing, and development opportunities including infill redevelopment.	Community Development	Long Term
Continue to work with the Parkville EDC on business development, redevelopment of commercial properties, and existing business retention efforts.	Community Development	On-going
Expand efforts to implement the Downtown Redevelopment Plan to include design guidelines for building renovation.	Community Development	Year-end

STRATEGY C: Improve signage to better identify Parkville Gateway.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore alternatives for Parkville Gateway signs on the eastern and western Highway 45 city limits. Explore any grant opportunities.	Public Works	Mid-end
As part of the community branding effort, continue the conversion of Traffic Signal Mast Arms to match the black theme concept being initiated for the Route 9 Corridor Project.	Public Works	Long-term
Install themed traffic signage in downtown, to match the wayfinder signage. Conversion of stop and yield signs.	Public Works	Short-term

STRATEGY D: Promote development that is economically sustainable.

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop a policy that will more thoroughly define the promotion of economic development that is sustainable long term, factoring in impacts on the cost of maintaining	Community Development/Public Works	Long-term

and replacing infrastructure, and City service delivery including public safety.		
Consider new fees for the impact of development on infrastructure outside of development itself, such as impact fees for major arterials and collectors.	Community Development/Public Works	Long-term

GOAL AREA 4: PARKS AND RECREATION

STRATEGY A: Continue to implement Prop P funding and Parks Master Plan.

ACTION ITEM	ASSIGNMENT	DUE DATE
Construct projects that were initiated and designed in 2021.	Public Works	On-going to Year-year
Promote continuous discussions concerning coordination of the community's priorities, developed as part of the Parks Master Plan, and establishing an implementation plan for the continued investment in parks.	Public Works	Short-term
Complete design for a Sports Field Project.	Public Works	Mid-year
Begin phased construction for the Sports Field Project.	Public Works/Administration	Year-end
Review alternatives to widen the Main Street Bridge.	Public Works/Police Department	Mid-year
Resolve issues with U.S. Corps of Engineers concerning the construction of the Wetland Project.	Public Works	Mid-year

GOAL AREA 5: SERVICE-DELIVERY & COMMUNICATIONS

STRATEGY A: Communicate more effectively with community stakeholders.

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete the Ward Redistricting utilizing the 2020 Census Tract and Block data be used by the Board of Aldermen Ward elections in 2022.	Community Development	Short-term
Continue to expand communications, introducing additional methods in the communications plan.	Administration	Long term

STRATEGY B: Fully utilize available technology for City operations and security with the tech support needed for improved staff efficiency and effectiveness.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore options for Complaint Log Database System Software.	Administration	Year-end
Explore Budgeting, Capital Development, and Asset Management Software and initiate procurement process.	Administration	Year-end
Purchase Parks and Recreation Reservation software, or develop in-house with enhancement to existing software.	Administration	Year-end

STRATEGY C: Address staffing issues for recruitment, retention, and community growth.

ACTION ITEM	ASSIGNMENT	DUE DATE
As part of an effort to address recruitment and retention issues in the Police Department, consider adopting updates to the Compensation Plan, and any other tools necessary to maintain staffing in the department.	Administration/Police	Short-term
As part of the budget process, prioritize the addition of staffing – in particular the parks, public works maintenance and the police.	Administration	Annual Budgetary Process
Implement portions of the staffing plan as service level and organizational capacity needs increase.	Administration	Long-term
Assess the timing of the creation of a standalone Parks Department and the hiring of a Parks Director.		Year-end
Adopt updated compensation plan as the result of the 2021 salary survey update.	Administration	Short-term