



STRATEGIC PLANNING WORKSHOP

AUGUST 10, 2018

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

Basic Services

Parkville will be a role model for delivery of City services and will meet citizens on their level with customer service 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

Maintain existing infrastructure and construct new facilities that support growth, safety, standards, 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

Our parks are regionally recognized for diverse use and quality facilities that 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

Finances

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 six Goals Areas to prioritize resource allocation and guide decision-making over the next 18-24 months:

- Economic Development
- Financial Stability
- Infrastructure
- Long-term Staffing
- Neighborhoods
- Service-Delivery

GOAL AREA: ECONOMIC DEVELOPMENT

STRATEGY: Develop annexation strategy and city service area

ACTION ITEM	ASSIGNMENT	DUE DATE
Evaluate potential areas for annexation	Community Development/Administration	Year-end
Collaborate with Platte County on annexation policies and municipal service delivery	Community Development/Administration	Year-end
Develop annexation strategies. Present to the Board of Aldermen in a work session.	Community Development/Administration	Year-end
Use Master Plan process to guide and affirm decision-making on future annexations.	Community Development/Administration	Year-end to Long-term

STRATEGY: Promote downtown redevelopment and vibrancy.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore development of Visitor Center	Administration/Community Development	Long-term
Research quiet zone designation with railroad	Administration/Community Development/EDC	Year-end
Use Master Plan process to increase bike & pedestrian connectivity to downtown	Community Development/Public Works	Long-term
Explore WIFI for downtown and park	Community Development/Administration	Mid-year
Implement Vision Downtown Parkville objectives – Wayfinder Signage	Public Works	Mid-year
Capitalize on changes in property ownership for redevelopment opportunities	Community Development	Long-term
Improve CID relations	Administration	Short-term
Solicit Proposals for Missouri-American Water site redevelopment	Community Development/Administration	Mid-year
Establish process for the development of design guidelines for improvements to buildings	Community Development	Mid-year

Initiate Design Guidelines Committee	Community Development	Mid-year to Year-end
Develop Chapter 353 Program for Building Improvement Program	Community Development/Administration	Long-term
Complete Six and Park Office Development	Community Development	Mid-Year
Conduct parking needs assessment and explore redevelopment of City-owned parking lot	Community Development/Public Works	Long-term
Develop streetscaping program	Public Works	Long-term

STRATEGY: Entice development in existing NID's

ACTION ITEM	ASSIGNMENT	DUE DATE
In conjunction with new development, develop strategies to reduce NID Debt	Administration	Long-term

STRATEGY: Complete 45/435 Developments

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete Development Code Review and Approval	Community Development/ Public Works	Short-term
Complete Review of Economic Development Incentives, Cost Benefit, and But For Determination.	Community Development/Administration	Mid-year
Adopt and Implement any approved incentives.	Community Development/Administration	Mid-year
Implement Development Improvements and Permits for any approved development	Public Works/Community Development	Year-end to Long-term
Market the area for development	Administration and EDC	Long-term

STRATEGY: Review Economic Development Policy

ACTION ITEM	ASSIGNMENT	DUE DATE
Review Strategic Planning Initiative by the Parkville Economic Development Corporation	Administration/EDC	Year-end
Review and revise Economic Development Policy	Community Development/EDC	Year-end

GOAL AREA: FINANCIAL STABILITY

STRATEGY: Pursue Park Sales Tax Ballot initiative

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop priority projects and timeline	Administration/CLARB	Mid-year
Establish ballot referendum	Administration	Short-term
Educate the community	Administration	Short-term
Initiate project implementation	Administration/CLARB	Year-end

STRATEGY: Pursue Use Tax ballot initiative after state legislature clarifies rules

ACTION ITEM	ASSIGNMENT	DUE DATE
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Monitor state efforts to develop uniformity in use tax reporting	Administration	Mid-year
Identify how funds will be applied	Administration	Year-end
Establish time-line for ballot referendum and educational campaign	Administration	Year-end

GOAL AREA: INFRASTRUCTURE

STRATEGY: Implement Route 9 project

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete acquisition of easements and right of way.	Public Works	Mid-year
Bid and Construct Improvements to Lakeview	Public Works	Mid-year
Complete financing for second segment.	Administration	Mid-year
Explore Sixth Street Improvement with Board of Aldermen; Initiate Design	Public Works	Short-term
Initiate Preliminary Engineering for next segment.	Public Works/Community Development	Year-end
Explore grant opportunities for next segment.	Public Works/Community Development	Year-end

STRATEGY: Complete trail connections

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete Parkville to Riverside connection	Administration	Mid-year
Use Master Plan Process to identify strategies to improve neighborhood connectivity	Community Development/Public Works	Long-term
Initiate Brush Creek Trail Project in association with 435 Development	Community Development	Year-end

STRATEGY: Upgrade sanitary sewers and storm water sewers in the community

ACTION ITEM	ASSIGNMENT	DUE DATE
Continue CCTV Program and Cost Estimates	Public Works	Year-end
Update Capital Improvement Plan based on priorities	Public Works	Year-end
Complete budgeted improvements	Public Works	Year-end

STRATEGY: Enhance and establish standards for medians, roundabouts, and common areas

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop an enhanced beautification program for major thoroughfares	Public Works/Community Development	Mid-year

Develop an adopt a right of way program for private businesses and volunteer groups.	Public Works/Community Development	Mid-year
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STRATEGY: Refresh seasonal branding (e.g., holiday lighting)

ACTION ITEM	ASSIGNMENT	DUE DATE
Initiate the planning and selection of new holiday decorations	Administration	Mid-year
Purchase new holiday decorations for right of way.	Administration	Year-end

STRATEGY: Continue to make progress addressing infrastructure backlog

ACTION ITEM	ASSIGNMENT	DUE DATE
Continue rating the streets, and looking for funding options.	Public Works	Short-term
Complete Low Water Crossing Project	Public Works	Short-term
Complete Parks Maintenance Building Project	Public Works	Short-term
Complete Wetland Restoration Project	Public Works	Year-end

STRATEGY: Develop Pocket Park Master Plan

ACTION ITEM	ASSIGNMENT	DUE DATE
Hire a consultant to develop a Pocket Park Master Plan	Public Works	Mid-year
Explore funding opportunities for the plan and improvements	Public Works/Administration	Year-end

STRATEGY: Examine fire suppression capacity in downtown

ACTION ITEM	ASSIGNMENT	DUE DATE
Meet with Missouri American Water	Public Works/Administration	Short-term
Meet with the Southern Platte Fire Protection District	Public Works/Administration	Short-term
Provide a public education forum for downtown residents for issues and planned improvements	Public Works/Administration	Short-term
Develop strategies to enhance fire suppression capacity in downtown	Public Works/Administration	Long-term

STRATEGY: Upgrade Bell Road

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore funding opportunities	Public Works/Administration	Long-term
Explore road improvements associated with the redevelopment of adjacent properties	Public Works/Community Development	Long-term

GOAL AREA: NEIGHBORHOODS**STRATEGY:** Maintain a safe community

ACTION ITEM	ASSIGNMENT	DUE DATE
Monitor regional and area trends	Police Department	Short-term/Year-end
Utilize Neighborhood Association Social Media Sites for enhanced communications	Police Department/Administration	Mid-year

GOAL AREA: SERVICE DELIVERY**STRATEGY:** Incorporate and upgrade technology

ACTION ITEM	ASSIGNMENT	DUE DATE
Purchase tablets to compliment computer functionality	Administration	Mid-year/Long-term
Convert screen projectors to Flat Screen TV's – Board Room and Conference Rooms	Administration	Mid-year/Long-term
Explore communication upgrades for public safety	Police Department	Year-end
Complaint Log Database System Software	Administration	Year-end
Agenda and Meeting Management System Software	Administration	Long-term
Explore Budgeting, Capital Development, and Asset Management Software	Administration	Long-term
Park Reservation Software	Administration	Long-term

STRATEGY: Attract and retain a high performing staff

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete implementation of the Compensation Study	Administration	Short-term
Present LAGERS Upgrade Proposal to the Board of Aldermen	Administration	Short-term

GOAL AREA: LONG-TERM STAFFING NEEDS**STRATEGY:** Add positions as service level and organizational capacity needs increase

ACTION ITEM	ASSIGNMENT	DUE DATE
Separate Finance and Human Resources duties by creating HR Director full or part time position	Administration	Long-term
With the adoption of a Park Sales Tax, create a full-time Parks Director and Activities Coordinator	Administration	Long-term

Increase staffing level for streets and parks maintenance workers.	Administration	Year-end
Add two Police Officers for Western Parkville service area	Administration	Long-term