



STRATEGIC PLANNING WORKSHOP

August 16, 2019

City of Parkville, Missouri 2019-2020 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

Basic Services

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:

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

GOAL AREA 1: ECONOMIC DEVELOPMENT

STRATEGY A: Develop annexation strategy and city service areas.

ACTION ITEM	ASSIGNMENT	DUE DATE
Address annexation as part of the Master Plan Update, including a recommendation of a policy to guide annexation decisions. Issues to be addressed include identifying potential city service areas, and the cost to serve new and existing development.	Community Development	Year-end

STRATEGY B: Promote downtown redevelopment and vibrancy.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore alternatives for implementing downtown traffic/pedestrian improvements	Public Works	Year-end
Integrate portions of the Vision Downtown Parkville Plan in the Master Plan Update to promote consistency between the two plans	Community Development	Year-end
Use Master Plan Update process to increase bike and pedestrian connectivity to downtown	Community Development	Year-end
Develop quiet zone strategy - utilize a cost estimation tool for the establishment of quiet zones and develop a future funding strategy	Community Development and Parkville EDC	Mid-Year
Continue outreach with downtown stakeholders. Form a downtown stakeholder implementation group of businesses, property owners, and city officials as members; communicate progress with downtown stakeholders.	Community Development	Year-end
Explore Wi-Fi for downtown and park	Community Development/Public Works	Year-end

Implement Vision Downtown Parkville objectives – Wayfinder Signage	Public Works	Short-term
Capitalize on changes in property ownership for redevelopment opportunities	Community Development	Year end to Long-term
Establish process for the development of design guidelines for improvement of buildings	Community Development	Year end to Long-term
Develop a Chapter 353 Program for building improvements	Community Development	Mid-term
Explore options for redevelopment of City-owned parking lot, including landscaping/gateway improvements, and extending storefronts on the east side of S. Main.	Community Development	Long-term
Develop a Streetscape and Signage Program	Community Development	Long-term
Pursue the redevelopment of the Missouri American Water Company property	Community Development/EDC	Year-end
Hire a consultant to develop a Pocket Park Master Plan	Public Works	Short-term

STRATEGY C: Promote Economic Development.

ACTION ITEM	ASSIGNMENT	DUE DATE
Review Strategic Planning Initiative by the Parkville EDC	Administration/EDC	Year-end
Review and update the city’s economic development policy and use of incentives	Administration/EDC	Year-end
Continue to promote new development opportunities in the community, including redevelopment of existing sites, and the infill of existing developments including Creekside and Apex Plaza.	Community Development/EDC	On-going

GOAL AREA 2: FINANCIAL STABILITY

STRATEGY A: Ask voters to approve a Use Tax.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore community interest and understanding of use tax advantages: <ul style="list-style-type: none"> Engage community in discussion about the importance of the local sales tax to support city services including police protection and street maintenance, and to avoid raising other taxes to make up for revenues lost to other states from internet sales 	Administration	Year-end

<ul style="list-style-type: none"> Engage merchants in discussions about benefits of a use tax leveling the playing field with purchases made out of state 		
<ul style="list-style-type: none"> Establish time-line for ballot referendum and educational campaign. 	Administration	Year-end

STRATEGY B: Establish development fees where growth pays for growth.

ACTION ITEM	ASSIGNMENT	DUE DATE
Review the cost and impact of development and update the fee structure <ul style="list-style-type: none"> Examine all costs associated with new development, including the impact on roads, utilities, police, emergency services, and emergency sirens. Require new development to pay for new infrastructure needed to serve the development. 	Community Development	Year-end
Implement user fee for new connections to the Brush Creek Interceptor Sewer (parcels outside of Neighborhood Improvement District)	Public Works	Short-term

STRATEGY C: Use special district tools to fund needs for specific business areas, neighborhoods, or developments in the community.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore a new downtown CID/NID/TDD for large, long-term projects such as Quiet Zone and Local Share of Route 9 Corridor improvements	Public Works/Community Development	Year-end

STRATEGY D: Leverage outside resources.

ACTION ITEM	ASSIGNMENT	DUE DATE
Leverage outside resources through Mid-America Regional Council such as Planning Sustainable Places and federal and state transportation funds	Public Works and Community Development	Mid-year; On-going
Apply for County Stormwater grants	Public Works	Mid-year
Explore the use of CDBG funds	Community Development	Mid-Year

Apply for Federal Emergency Management Agency Hazard Mitigation Grants for a new project	Public Works	Year-end
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STRATEGY E: Explore whether to put a Capital Improvement General Obligation Bond on the ballot for 2024, or sooner, or lower taxes.

In 2024, voters could approve the reissuance of approximately \$6 million in bonds, for priority capital improvement projects, on a no tax increase ballot initiative or lower taxes by approximately \$400,000 per year if it is not renewed.

ACTION ITEM	ASSIGNMENT	DUE DATE
Review the Report of the Final Accounting of the 2004 General Obligation Capital Improvement Bond Issue Proceeds. Present to the Board for further discussion concerning future projects.	Administration	Year-end
Develop priority project list to be funded by a potential GO Capital Improvement Bond renewal	Administration and Public Works	Year-end

STRATEGY F: As part of annual budget and capital improvement plan process, explore options to use savings from the NID Debt relief, as well as new revenue from the Creekside land development project.

ACTION ITEM	ASSIGNMENT	DUE DATE
Fund a higher level of Capital Outlay Projects	Administration	Short-term/Long-term
Consider operational needs: <ul style="list-style-type: none"> New services needed for western Parkville growth - staffing Operational and staffing enhancements 	Administration	Short-term/Long Term

GOAL AREA 3: INFRASTRUCTURE AND PUBLIC FACILITIES

STRATEGY A: Improve connectivity and safety with transportation improvements.

ACTION ITEM	ASSIGNMENT	DUE DATE
Master Plan Update: Update transportation master plan specifically looking at east-west travel and impacts of new development on the transportation network	Community Development	Year-end
Develop a policy for considering traffic calming devices in neighborhoods	Public Works	Short-term

Develop an enhanced beautification program for major thoroughfares	Public Works	Mid-year
Initiate Brush Creek Trail Project in association with Platte County and the Creekside Development	Community Development/Administration	Year-end
Complete Parkville to Riverside connection	Public Works/Administration	Mid-year
Implement safety measures for pedestrians during mill and overlay program on high priority streets	Public Works	Mid-year
Plan for upgrade to Bell Road – link development opportunities with street improvements; pursue pedestrian connectivity on an interim basis	Public Works/Community Development	Long-term
Complete Route 9 Phase I and II Segment <ul style="list-style-type: none"> • Complete acquisition of easements and right of way • Complete financing for second segment • Bid and construct improvements to Lakeview 	Public Works	Short-term
Explore Sixth Street Improvement with Board of Alderman	Public Works/Community Development	Mid-year
Explore grant opportunities for next segment of Route 9 Improvements. Initiate preliminary engineering for next segment.	Public Works/Community Development	Year-end

STRATEGY B: Improve condition and life of infrastructure.

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop a strategy to address poor conditions of unincorporated county/subdivision roads outside of city limits and Route FF	Public Works	Long-term
Support MODOT adequate funding levels for transportation system	Administration	On-going
Implement program to improve property owner maintenance of sidewalks	Public Works	Long-term
Provide information to the Board on the process for conducting an analysis on the benefits of selling the sewer plant.	Public Works	Year-end
Develop strategy to fund major wastewater emergency repairs, including the Force Main in ELP	Public Works	Mid-year
Update Sewer Improvement Plan and long-range financial forecast	Public Works	Mid-year
Develop a Stormwater System Master Plan to better understand problems, long-term costs, and potential funding strategies	Public Works	Long-term
Discuss with Missouri American Water their long-range plan to upgrade water lines and hydrants in Parkville	Public Works	Year-end

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

ACTION ITEM	ASSIGNMENT	DUE DATE
Plan and budget for city hall security upgrades	Administration	Short-term
Plan and budget for city hall improvements.	Administration	Short-term
Perform preliminary planning for Brink Meyer Road Police Substation	Police Department	Year-end
Work with congressional delegation to refocus on Missouri River Management on flood control to reduce the frequency of park flooding due to reservoir management policy.	Administration	Long-term
As part of the park restoration, regrade areas prone to flooding. Explore raising certain recreational facilities to minimize damage when park flooding occurs.	Public Works	Short-term

GOAL AREA 4: PARKS AND RECREATION

STRATEGY A: Invest Parks Sales Tax revenue wisely to enhance the community.

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete flood restoration of parks. Seek reimbursement of expenses from FEMA Federal Disaster Recovery Program.	Public Works	Short-term
For the Parks Sales Tax Fund, update prioritized project list and provide cost estimates to be used for project planning	Public Works/Administration	Mid-year
Spend Parks Sales Tax dollars initially on a few quick wins or projects that can be implemented quickly and show progress and benefit to the community	Public Works/Administration	Mid-year
Retain the services of a Project Manager to implement park improvement projects	Public Works	Short-term
Report implementation progress, including financial reporting, to CLARB and the Board of Aldermen	Public Works/Administration	On-going
Promote implementation progress to the community	Public Works/Administration	On-going

GOAL AREA 5: SERVICE-DELIVERY & COMMUNICATIONS

STRATEGY A: Communicate more effectively with community stakeholders

ACTION ITEM	ASSIGNMENT	DUE DATE
Celebrate the positives, make progress, take pride in community and promote success with proactive public relations	Administration	On-going
Hire a communications consultant or staff to proactively deal with media and communications	Administration	Short-term
Perform neighborhood outreach on critical issues of interest, including neighborhood meetings and social media interaction	Administration	On-going
Train elected officials and staff on media and communications	Administration	Short-term
Develop a communications policy	Administration	Year-end
Prepare talking points for key initiatives or for special issues	Administration	On-going

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
Upgrade Board Room Technology	Administration	Mid-year
Explore communication upgrades for public safety	Police Department	Mid-year
Explore options for Complaint Log Database System Software	Administration	Year-end
Purchase and Implement an Agenda and Meeting Management System Software Program	Administration	Short-term
Explore Budgeting, Capital Development, and Asset Management Software	Administration	Long-term
Purchase Parks and Recreation Reservation software	Administration	Long-term

STRATEGY C: Attract and retain a high performing staff.

ACTION ITEM	ASSIGNMENT	DUE DATE
Update the Personnel Policy	Administration	Mid-year
Implement portions of the staffing plan as service level and organizational capacity needs increase	Administration	Annual Budgetary Process
Increase staffing level for streets and parks maintenance workers	Administration	Short-term/Year-end
With the phased growth of western Parkville, add up to two police officers for the service area	Administration	Annual Budgetary Process
Adopt a higher tier for the LAGERS retirement system to help recruit and retain police and other city employees	Administration	Short-term

Parkville

Missouri

Strategic Plan 2020-2021

Vision Statement

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SERVICE DELIVERY & COMMUNICATIONS

CRITICAL SUCCESS FACTOR: Parkville will be a role model for delivery of City services and stakeholder engagement with customer service and communications that consistently exceed expectations.

INDICATORS:

- Maintain high citizen satisfaction
- Feedback from Town Hall Meetings
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- Community Awards

STRATEGIES:

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

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- Leverage outside resources.
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ECONOMIC DEVELOPMENT

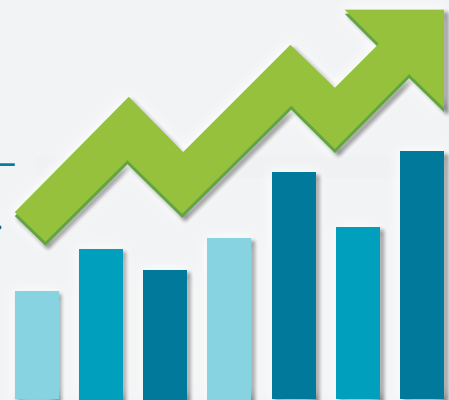
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STRATEGIES:

- Develop annexation strategy and City service areas.
- Promote downtown redevelopment and vibrancy.
- Promote economic development.



PARKS & RECREATION

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Board of Alderman

2019-20

Strategic Planning Workshop



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Critical Success Factors

Categories:

Basic Services

Infrastructure

Economic Development

Parks

Finances

Goals and Strategies

The Board identified Goals related to:

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

Report Format Example of Goals and Strategies

GOAL AREA 3: INFRASTRUCTURE AND PUBLIC FACILITIES

STRATEGY A: Improve connectivity and safety with transportation improvements.

STRATEGY B: Improve condition and life of infrastructure.

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



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Action Items Assigned to Each Goal

GOAL AREA 3: INFRASTRUCTURE AND PUBLIC FACILITIES

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