



City of Parkville
Strategic Planning Goals and Priorities
and
Action Plan

2020-21

September 25, 2020

City of Parkville, Missouri 2020-2021 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 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 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.	Community Development and Parkville EDC	Year-end
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	Year-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

Use Master Plan Update process to increase bike and pedestrian connectivity to downtown, including directional signage.	Community Development/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: Continue Strong Planning in the Community

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete the Public Engagement Process Associated with the Master Plan Update.	Community Development	Mid-Year
Master Plan Adoption	Community Development	Mid-Year
After the release of 2020 Census Tract and Block data in 2021, develop mapping to be used by the Board of Aldermen Ward Redistricting for 2022.	Community Development	Year-end

GOAL AREA 2: FINANCIAL STABILITY

STRATEGY A: Ask voters to approve a Use Tax.

ACTION ITEM	ASSIGNMENT	DUE DATE
Establish a time-line for a ballot referendum and educational campaign.	Administration	Mid-year
Develop marketing materials to educate the public about the importance of the Use Tax to support city services; the impact of leaking sales tax collections, due to increasing online sales; and the need to eliminate a competitive disadvantage for Parkville Businesses.	Administration	Mid-year
Implement an educational campaign for the public to consider adoption of the Use Tax.	Administration	Mid-year

STRATEGY B: Explore Asking Voters to consider extending the temporary tax levy for Capital Projects.

ACTION ITEM	ASSIGNMENT	DUE DATE
Develop a timeline and the total amount of funding that would be available if the temporary tax levy for Capital Projects were extended.	Administration	Year-end
Hold a Board of Aldermen Work Session to develop a preliminary list of priority Projects. Hold any additional follow-up work sessions to	Administration/Public Works	Year-end

refine list, as project information and cost estimates are developed.		
Establish a time-line for a ballot referendum and educational campaign.	Administration	Year-end

STRATEGY C: Explore dedicated storm water management funding source to better leverage grant funds and increase service level.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore dedicated storm water funding alternatives that are available to Missouri Fourth Class Cities.	Administration/ Public Works	Long-term
Apply for County storm water grants.	Public Works	Mid-year

STRATEGY D: Monitor any economic impact associated with COVID-19.

ACTION ITEM	ASSIGNMENT	DUE DATE
Monitor sales tax reporting, and other revenue and budget impacts associated with the economic recession caused by the COVID-19 impact.	Administration	Short-term Budgeting Process and Year-end

GOAL AREA 3: INFRASTRUCTURE AND PUBLIC FACILITIES

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

ACTION ITEM	ASSIGNMENT	DUE DATE
Reach out to the City of Merriam to obtain copies contract documents and other process and procurement documents for review.	Public Works/Community Development/Administration	Short Term
Communicate with equipment vendors, BNSF Railroad, and the Federal Railroad Administration to obtain requirements and potential costs.	Public Works/Community Development/Administration	Mid-year
Hold a Work Session with the Board of Aldermen to deal with key decision points, including costs, locations, and design concepts that will produce a final conceptual plan.	Public Works/Community Development/Administration	Mid-year

Develop a process and time-line for working toward the possible implementation of the installation of noise reduction equipment.	Public Works/Community Development/Administration	Mid-year
Develop a proposed budget for a noise reduction zone.		Year-end
Public Engagement concerning a proposed Noise Reduction Zone.		Year-end

STRATEGY B: Improve connectivity and safety with transportation improvements.

ACTION ITEM	ASSIGNMENT	DUE DATE
Complete Brush Creek Trail Project in association with Platte County and the Creekside Development.	Community Development/Administration	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
Develop a Preliminary Plan for the Bell Road Upgrade.	Public Works/Community Development	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	Year-end
Explore grant opportunities for next segment of Route 9 Improvements. Perform Preliminary Engineering and Right of Way work for Route 9 Street Improvements from 4 th street to White Aloe Creek.	Public Works/Community Development	Year-end
In conjunction with the preliminary design of the Route 9 4 th Street segment, perform a traffic study of downtown that will be used as part of the design, and also addresses traffic flow from FF, truck routes, and loading zones.	Public Works	Year-end

STRATEGY C: Improve 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

Develop a Storm water System Master Plan to better understand problems, long-term costs, and potential funding strategies.	Public Works	Long-term
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STRATEGY D: Provide quality public facilities located to best serve community.

ACTION ITEM	ASSIGNMENT	DUE DATE
Explore Kiosk in downtown and parks that include Wi-Fi capabilities; Electric Vehicle Charging Stations in City Lot.	Community Development/Public Works	Year-end
Plan and budget for final phases of city hall security upgrades.	Administration	Short-term
Plan and budget for city hall improvements.	Administration	Short-term
Develop a preliminary plan and cost estimate for the development of the Brink Meyer Road Police Substation.	Police Department/Public Works	Year-end
Work with the Animal Shelter to find a permanent home.	Administration	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
Complete final flood restoration of parks. Seek reimbursement of expenses from FEMA Federal Disaster Recovery Program.	Public Works	Short-term
Construct projects that were initiated and designed in 2020.	Public Works	On-going to Year-year
Collaborate with the Platte County Parks Commission on a possible joint funded Sports Field Project.		Short-term
Complete design for a Sports Field Project.	Public Works	Mid-year
Begin phased construction for a Sports Field Project.	Public Works/Administration	Year-end

GOAL AREA 5: SERVICE-DELIVERY & COMMUNICATIONS

STRATEGY A: Communicate more effectively with community stakeholders

ACTION ITEM	ASSIGNMENT	DUE DATE
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Communicate better to help tell the true story of public safety rather than perception of crime.	Administration	On-going
Add additional staffing resources for proactive communications implementation.	Administration	Mid-term
As an internal communication tool, develop a communication digest of activities during the year.	Administration	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: Determine when to add staffing as community grows.

ACTION ITEM	ASSIGNMENT	DUE DATE
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
Update salary survey data for the Compensation Study, for a 2022 Five Year Update.	Administration	Year-end