



Resources Committee Study



Capital Improvements Strategy
& Recommendations Tied to
Furthering Economic Development

January 2017

Executive Summary

The Parkville Economic Development Council's, specifically the Resource Committee's, mission is to identify current and future projects prioritized to maintain and enhance Parkville's quality of life and to research and recommend to the full EDC the resources and plans of action the EDC & Board of Aldermen can support to best move our community toward responsible economic activity and improvement.

As with any initiative or need, the initial funding component is the most difficult impediment to overcome. As is the case in most communities, public safety, transportation and quality of life issues rule the conversation. In almost all of the aforementioned areas, the City performs extremely well, with a few exceptions. Connectivity throughout the City, most notably from the Parkville Commons area to Downtown, has been an identified need. The downtown area is impeded from continued enhancement and growth due to the increasing train traffic/train horn noise. Lastly, the Parks are the community's most notable attraction and community asset. Its sustainability and enhancement are a priority of the community.

In performing the research for this report and through discussion of the Committee, it was evident there needed to be an initiative to identify proactive funding sources vs. TIF, CID, NID, TDD, etc. In addition to typical ED tools, it was discussed that study and review of a city wide Capital Improvements Program Sales Tax be performed.

The focus of a CIP sales tax is generally to address the "big picture" capital needs of the community, while proactively addressing the existing priorities addressed by the committee, the EDC and most importantly, the community. In performing its research, the Committee determined that a Capital Improvements Program (CIP) sales tax is the best and most viable option due to its comprehensive city-wide application rather than being tied to a identified district or area as is a CID, NID or TDD.

Preliminary indications show a half cent CIP sales tax could generate \$450,000.00 annually. Over a five year capital improvement sales tax cycle that equates to \$2,250,000 in new revenue or a ten year CIP sales tax cycle equating \$5,500,000 that would be solely dedicated to specific and strategic capital improvements.

The flexibility of the CIP is advantageous in that it can be collected on a city-wide basis and can be programmed on a city-wide basis, thereby serving the entire community and providing flexibility. This can be used in conjunction and in line with the recent Parks Master Plan which calls for funding via a sales tax component to fund parks improvements, which is one of the three priority areas identified in this study. The CIP will be a comprehensive approach to meeting the needs of the community and driving economic development throughout the City.

Summary of Recommendation's:

- A half-cent CIP Sales Tax ballot initiative should be submitted to the voters which are based on a strategically focused capital improvement plan that includes implementation

of Route 9 improvements Quiet Zones and Parks Improvements. The sales tax will create a secured funding source to allow full implementation toward fulfilling community economic development objectives and necessary capital improvements. A new ¼ cent sales tax would keep us in competitive range of other neighboring area sales tax percentages. (See Attached Sales Tax Comparisons)

- A strategy that incorporated the stacking of ED Tools to maximize impact within the community should be a priority. This would include the CIP sales tax working in conjunction with CID or TIF districts to generate and/or leverage funds in grant applications or public/private partnerships.
- A Parks Task Force needs to be formed to serve as an advocate for the parks system and its continual growth and improvement. This task force will monitor the uses and potential renewal of the Platte County half-cent parks and storm water sales tax and will recommend action, if necessary, to various organizations that rely on a strong parks system as a vital objective.
- The Parks Master Plan objectives and strategies should be carefully reviewed and implemented when and where it overlaps with the current economic development objectives as outlined by the PEDC and the community. This may include designated funding from the recommended CIP sales tax, if approved by the voters, in addition to existing County Parks Sales Tax or in place of if the County tax is not renewed.

Introduction/Intent

The Parkville EDC is committed to enhancing the Parkville community through its leadership and expertise in business growth and economic development strategies. To assist in implementing community studies and identified community needs, the PEDC created the Resources Committee. The Resources Committee is tasked with a wide range of responsibilities but has narrowed its current view to looking at funding sources for current capital projects within the Parkville community.

The Parkville Economic Development Council's Resource Committee's mission is to identify current and future projects prioritized to maintain and enhance Parkville's quality of life and to research and recommend to the full Council the resources and plans of action the Council can support to best move our community toward responsible economic activity and improvement.

As with any idea or need, the initial funding component is the most difficult impediment to overcome. Given this, the Resource Committee is comprised of EDC members who are highly knowledgeable in the finance arena and provide business expertise toward the recommendations provided later in this report. The Committee is made up of the following business leaders:

- Dale Brouk, Five Star Lifestyles,(Chair)
- Dr. Brad Kleindl, Park University
- Kelly Jones, Parkville Area Chamber of Commerce (Valdes & Moreno)
- Jamie Parrett, Platte County South Community Center
- Mike Emmick, Edward Jones
- Lauren Palmer, City of Parkville
- Mike Kellam, Parkville EDC (Staff)

Priorities/Strategy

Priority Outline- Why it's a priority?

As the development attraction efforts have ramped up, EDC staff has had a common response from the development community regarding identified development impediments. As with most communities, public safety, transportation and quality of life issues rule the conversation. In most all areas, the City performs extremely well, with a few exceptions. Connectivity throughout the City, most notably from the Parkville Commons area to Downtown, has been an identified need. Currently it is not conducive for multi-modal transportation and that serves as a barrier of sorts. Additionally, the downtown area is a mainstay, but is impeded from continued enhancement and growth due to the increasing train traffic which brings increased train horn noise. Lastly, the Parks are the community's most notable attraction and community asset. The entire community benefits from this asset and its sustainability and enhancement are a priority of the community. Specifically, the Platte Landing Park is slated for significant improvements but funding has yet to be identified. All the aforementioned areas of interest have been determined

as a priority by the Resources Committee and have been studied to determine the best course of action to ensure success in these areas of interest to assist in the economic development of the community.

On January 1, 2013, the Parkville EDC established a committee to investigate the infrastructure in Parkville as it relates to future development. The final report of the Parkville EDC Infrastructure Committee, released in September 2013, identified Route 9 improvements from Route 45 to the east city limits as the second highest infrastructure priority. (Note: The highest priority of improvements to Route 45 from Route K to I-435 is fully funded and set to begin construction in 2016). The Parkville EDC was instrumental in supporting a grant application and rallying local match funding partners for the Route 9 Corridor Study in 2015.

Initially, following the completion of the Route 9 Corridor Study by the City of Parkville, the Route 9 objective was unquestionably the first and foremost due to an assumed immediate timeline for construction and therefore a funding need. Recent developments on the development attraction front have supported the order of the priorities and the committee agreed that the Quiet Zone is second in priority due to immediate need and high interest in Downtown development and the shift in the timelines to carry out Route 9 corridor plans/implementation. As the Route 9 corridor remains a top priority, the City is creating a Community Improvement District (CID) to help with needed matching funds for grants to fund the identified phases. The PEDC is providing support in this effort and we continue to research this as part of our Resources Committee Study to be considered in the priority ranking.

The Quiet Zone initiative has become a priority due to the increased interest in the downtown area for development and redevelopment opportunities including the real possibility of adding a residential component to the immediate downtown. Naturally, when bringing a residential component to the table, the train horn noise was a tremendous concern to the development community. When visiting the sites they cited the two main factors keeping them from investing immediately was the train horn noise and the flood plain. The flood plain can be designed around, but the quiet zone is the only way to address the noise that is currently impeding the development of new residential and/or office developments in the downtown. Due to this finding the quiet zone has become a major priority, given the immediate need and the timeline to implement a quiet zone. In an effort to foster those development interests into reality the quiet zone must be top priority.

The parks improvements study for funding and implementation by the PEDC Resources Committee is timely in that the City was undertaking a Parks Master Plan process at the same time this study was formed. This report will serve as a complimentary document with a recommendation as to how the Plan might be implemented via identified and researched funding mechanisms. The park system is an integral part in the business attraction efforts, executive housing recruitment and sustainment, regional attraction of visitors to the community and the overall quality of life of the community. This is a tremendous asset that must be sustained and enhanced to ensure the long term viability of the community. Given this, it has been identified as a top priority by the PEDC Resources Committee.

Priority #1- Route 9 Corridor Improvements

On January 5, 2016, the Parkville Board of Aldermen adopted the Route 9 Corridor Study to the Board of Aldermen. The Route 9 Corridor Study built off previous community planning efforts — including the Livable Communities Study (2013) and Vision Downtown Parkville (2014) — and generated preliminary engineering designs for multimodal improvements at twelve project segments along Route 9 from Route 45 to Mattox Road in Riverside. Major improvements listed in the Route 9 Corridor Study include:

- Where possible, a 3-lane section should be implemented with a 5-foot sidewalk (west side) and a 10-foot multi-use path (east side). Two lanes are proposed for segments that are constrained by topography or require fewer movements.
- Curbs, drains, bio-swales and other storm water infrastructure are recommended to eliminate runoff issues.
- Install a new traffic signal at Clark Avenue and include a street stub for a possible future connection to the east.
- Improve access control between Clark Avenue and Lakeview Drive in a manner that preserves existing driveways and maintains the function of adjacent properties.
- In the short-term, utilize re-striping and curbs to improve the visibility of the intersection with Main Street. For the future, consider reconfiguring Main Street to extend north and connect to Lakeview Drive.
- Rebuild the existing retaining wall at 12th Street to improve visibility.
- Improve the East Street corridor with a new signal at 1st Street; turn lanes at 2nd, 5th, and 6th Streets; new sidewalk and multi-use path; and re-open the White Aloe Creek Trail on the Park University campus. Improve pedestrian connectivity from Route 9 to the riverfront trail network through the signalized intersection at 1st Street and downtown.
- Install turn lanes at Coffey Road.
- Install a new traffic signal at Mattox Road (Riverside segment).

A guiding principle of the study was to create and support opportunities for compatible economic development. Eight properties along the Route 9 corridor were identified as ripe for new development or redevelopment:

- Convenience retail at the intersection of Route 9 and Route 45
- Parkville Commons infill
- Parkville Connections
- SKG LLC property (a/ka Lake Pointe Lodge site)
- Riss Lake frontage
- East Street (1st to 6th St.)
- Downtown infill
- Missouri American Water Company plant site

Development opportunities were explored for each of these sites to determine the modest, moderate, and major development scenarios along the corridor. The modest scenario represents near term opportunities that have potential to be immediately leveraged or coordinated with Route 9 improvements. The major scenario represents the full capacity of the

identified development sites (but not necessarily the full development potential of the entire corridor). The moderate scenario falls somewhere in between. The study concluded that \$23 million to \$127 million of net new economic impact is possible from development supported by improvements to the Route 9 corridor.

The study concluded that current city finances are inadequate to fund all improvements envisioned for the corridor. It recommended that the city leverage revenue can be generated from new development and other partners (such as Platte County and Park University) to secure state/federal transportation grants. New revenues may be captured in the form of property or sales taxes; economic activity taxes (TIF EATS); special districts, and a new half-cent city-wide capital improvement tax. Based on current local taxes, the city could capture between \$16,000 to \$345,000 annually in direct tax revenues depending on the amount of new development. Projections suggest that up to \$552,000 could be produced from a tax increment financing district. Current projections in revenue from new businesses along the corridor that could be part of a special taxing district [either a Community Improvement District (CID) or a Transportation Development District (TDD)] suggest that annual revenue between \$4,000 and \$127,000 could be produced from a 1% special district sales tax.

A new half-cent city-wide sales tax (either a capital improvement tax or an economic development tax) could generate over \$450,000 annually.

The below shows the Route 9 corridor in two of the higher priority areas in need of improvements to facilitate development. These include 45 hwy & 9 hwy south to Lakeview Drive & Route 9 from 1st to 6th Street.



Possible development and redevelopment opportunities along the Route 9 corridor.



The above diagram illustrates just one possible scenario for how existing uses and new infill development could integrate with improvements to Route 9 and other amenities, including a restored trail along White Aloe Creek.

Priority #2- Quiet Zone

Stakeholder Input/Feedback

Stakeholder input was solicited via outreach by the Resource Committee members to various business owners and interested parties. In these individual discussions there was tremendous support for the identified all priority areas by those contacted. This was not a surprise in the areas of Route 9 and the Parks, but what was interesting, and indicative of what we'd heard, is that the Quiet Zone initiative is widely supported. The support of the Quiet Zone initiative was not tied solely to geographic areas either. Those within the EDC, the community and potential investors/developers supported the Quiet Zone as an important economic development priority. The input garnered identified the train horn noise to be a disruption for businesses located in the immediate downtown area.

Also, any residential development interest by developers within or in proximity to the downtown area sited this as a necessary improvement. It was also shared that the Quiet Zone will also enhance the experience of the end users and downtown activities attendees.

Partnerships

Main Street Parkville Association (MSPA)

PEDC staff met with the Main Street Leadership to garner support for the Quiet Zone initiative and to obtain feedback and/or concerns. The meeting was very positive and the leadership expressed they were supportive of the efforts. PEDC staff also presented a brief report on the efforts and research to the MSPA Board at a regular meeting and offered to hear feedback and/or questions regarding the efforts. The presentation was well received and supported by the majority.

Downtown Community Improvement District (CID)

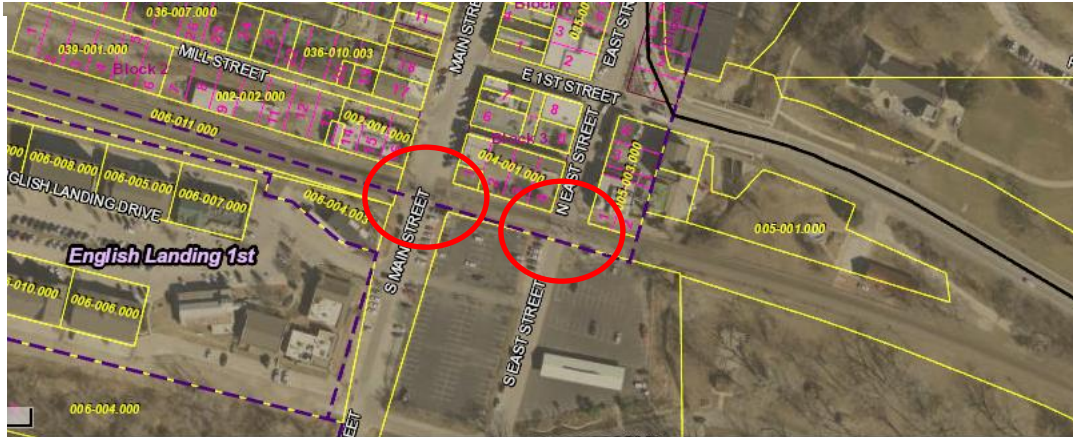
PEDC staff also met with the Downtown CID leadership regarding the quiet zone initiative as identified by the PEDC Resources Committee and it was also well received. Leadership expressed a potential interest in entering into an agreement with the City to help fund the project over the long term. Subsequent to this discussion, PEDC staff gave a brief presentation to the Downtown CID Board to inform them of the current research findings, the proposed and current efforts and to take questions and/or feedback from the stake holders. It was well received by the majority as well and follow up discussions will be taking place as findings are determined.

In an effort to fully understand the process and timelines associated with the implementation of a quiet zone PEDC staff reached out to the City of St. Joseph, who implemented the quiet zone in their downtown in 2009. Additionally, Lauren Palmer and PEDC staff met with neighboring Riverside, MO as the recently completed the implementation of the quiet zone in their community as well. This research garnered tremendous information regarding the process and

timeline which was reported to be approximately 12 months from start to finish for application and approvals with construction to commence thereafter.

PEDC staff was also able to perform research via a phone conference with BNSF staff, Nicholas Konen, who is in the property management division and is the initial contact for quiet zone. This provided guidance as to the initiation process, the potential or challenges associated with funding and BNSF contributions. Other contact information was provided within the legal division as they will be involved as well. The data collection is ongoing.

GIS Images of the Quiet Zone Area/Affected Intersections



2013 Livability Study Illustrations

Exhibit 31. Railroad Enhancements Considered

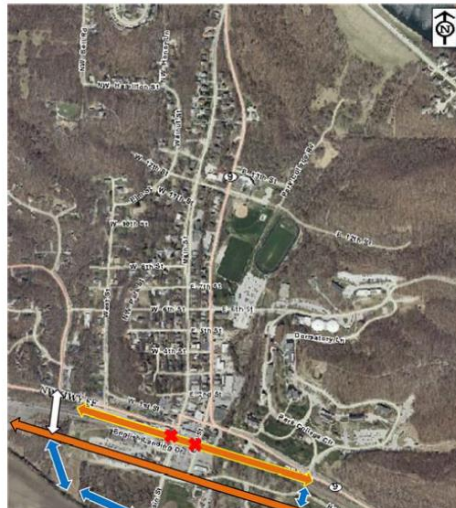


Illustration via Transystems Livability Study (2013)



A “quiet zone” could be established by installing quad gates or raised medians that would restrict vehicles and pedestrians with examples shown below. A quiet zone at both crossings should cost around \$1.0 million.



A bridge over the railroad could cost between \$10 to \$15 million, plus costs for additional right-of-way acquisition. The best opportunity for a grade-separated crossing of the railroad may be immediately west of Downtown near Crooked Road.



The rail could be elevated over both Main and East Streets, though costs could reach up to \$50 to \$75 million.



A relocation of the railroad (new alignment) would require extensive

Priority #3- Parks Improvements & Sustainability

The Importance of Park System Capital Improvements/Enhancements

The current efforts to master plan English Landing & Platte Landing park indicate there will be numerous capital improvements required to meet the identified needs of the community. This was anticipated by the Resources Committee from the onset of this report/study nearly a year ago. Taking this into careful consideration and understanding the full economic impact the park system play in our economic development efforts, we continue to identify a comprehensive strategy to maintain and enhance the park system.

Quality of life attributes have been proven time and again to be a vital economic development characteristic that future residents and employers require as part of their location/relocation efforts. Our goal in this study is to provide a road map and a recommended strategy to ensure the future implementation of the Parks Master Plan is successful and timely.

Identified Design Elements & Facilities

The Parks Master Plan, while in its final stages at the writing of this report, has been formed with public input and professional design knowledge and includes the provision of four new baseball/softball fields, numerous multipurpose fields (soccer, football, etc.) and additional trails and parking areas. These facilities will no doubt enhance the park system, but also provide available areas to provide additional recreational services to its residents and also provide additional attractions for our regional visitors.

The current trail system is widely used and with these enhancements will continue Parkville's longstanding tradition as a destination for trails serving various recreational activities, including but not limited to hiking, biking, running, etc. With the increase in the number of playing fields, substantial parking area will be required. This will likely be the largest or one of the largest expenses in the implementation of the planned improvements.

Forecasted Cost Estimates for Planned Improvements

The Parks Master Plan identifies a ball park dollar amount of around \$10 million in improvements to finish out the parks as desired by the residents over the next 20-25 years. While these are estimates and intended to be built out over the long term, this is still something the committee took into consideration while planning for the long term investment in necessary capital improvements to sustain and improve the economic vitality of Parkville.

These identified improvements will play a vital role in the quality of life factor tied to economic development, which has become a top priority for companies and business executives as they look to locate or re-locate their businesses in a community. The long term funding of these improvements will require a definitive funding source, which has typically been secured via the Platte County Parks Sales Tax via Outreach Grants as awarded by the County. The uncertainty of this program in the future has required this committee and the Board as a whole, to look at additional alternatives to ensure the required funding for the capital improvements can be

maintained. As with the other priority areas these improvements should be carefully considered in future outreach grants and if the County Parks Sales Tax is modified other funding options should be considered as recommended within this study.

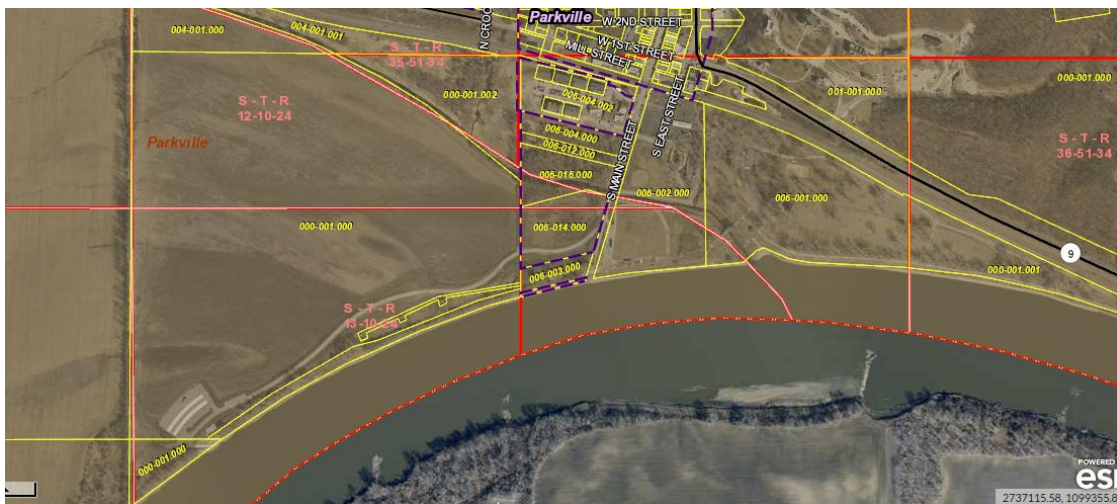
Parks Sales Tax- Potential 2020 sunset & future planning

With the upcoming sunset of the existing Parks sales tax for Platte County in 2020, there is much debate regarding the continuation of the tax as is or the possibility it may be reduced or eliminated. Given the unknowns, planning for the future is difficult. The existing Platte County Parks Master plan lays out the goals and objectives of the Parks Sales Tax funding through the existence of the tax and funds are dedicated through 2020. Beyond that there is much question as to how, if any, park improvements will be funded.

Many ideas include reducing the existing tax to ¼ cent to fund only the continued maintenance of the parks within the County. The City of Parkville is already contractually obligated to maintain the parks within the city's jurisdiction, so the potential reduction will be detrimental in two ways, one being that we already fund maintenance so the funding won't be distributed to Parkville and two being that it will not fund any capital improvements as needed if reduced as rumored.

In order to effectively plan for the future development of the City's parks, it was identified by the committee that an independent funding source for Parkville will be the best course of action. While there is still a possibility the County Park Sales Tax is once again presented to the voters for renewal, having an independent funding source will allow the community to control its own destiny. This will ensure the long term funding of capital improvements within the Platte Landing Park as well as the numerous other parks within the City. This can be accomplished via several local sales taxing avenues, however as further explained in the below recommendations a city-wide Capital Improvements Program sales tax will provide a strong revenue source for parks capital improvement needs, as well as the other identified areas.

Aerial Photo of the English Landing & Platte Landing Park Area



In the early stages of this study and report, former Platte County Parks & Recreation Director, Brian Nowotny, provided the following response with regard to the overlapping goals and objectives of the City's and County's long range plans:

County's Park System Master Plan and the projects focused on Parkville and Southern Platte County. We've completed two major objectives of the plan in the last five years with the expansion of the community center and the opening of Platte Landing Park.

Here is a summary of the projects that were deemed to be of high priority by citizens and are on our drawing board to advance over the next five years. Of course, each project is subject to final construction bids, available funding, and approval by the County Commission. More specific information as detailed in the City's recently completed Parks Master Plan have been reviewed but at the time of drafting this study they were only in draft form and touch on these same needs.

Platte Landing Park, Phase II – With the completion of phase one of Platte Landing Park the County, City, and US Army Corps of Engineers are in the process of evaluating the feasibility of a phase two project that would involve the creation of restored riverfront wetland habitat on approximately 60 acres of the site and base grading for future recreational ballfields. There is no County funding available for this phase two project, but the value of the land may be enough to qualify for a grant from the Corps to pay for the development. It would also require the City to maintain the improvements if the project moves forward. The City is evaluating if this is something they would be willing to commit to.

As you are probably aware the City has initiated an effort to update the master plans for all of the parks in Parkville, including special focus on English Landing and Platte Landing Parks. The County is participating in this effort and significant public input will be sought as a part of this planning process. Any future phases for Platte Landing Park, including the potential wetland and ballfield project, will be evaluated together with other desired amenities.

Missouri Riverfront Trail (MRT) – Approximately 3.5 miles of the MRT has been constructed, beginning in Riverside at Line Creek and traveling west to Burlington Creek (trail master plan attached). The County, Riverside, and Parkville are working on plans to extend the popular trail to English Landing Park. A key easement was recently acquired from one of two landowners between the current terminus of the trail and the park. A state grant has been awarded for a portion of this project and the County has committed to funding the remaining amount needed to construct the trail. The two cities will operate and provide daily maintenance for the trail after it opens. Weather permitting the first segment of this extension could be completed in 2016. A second easement, from the BNSF Railroad, is required to make the final connection into English Landing.

After the connections into English Landing are completed, the next segment priority is to continue the trail from Platte Landing Park west along the river to Brush Creek. This segment, approximately five miles in length, requires the acquisition of easements across private property to extend the trail. This is also a project the County will seek Parkville's support for in planning, design, and operations with the understanding that the County would be responsible for all

development costs. This section, given its length and location, will also require further study as to how users and emergency responders will gain access. Trail safety and maintenance remain our top priority.

Brush Creek Greenway Trail (BCG) – Approximately 3.5 miles in length, this proposed trail would travel along the east side of Brush Creek in western Parkville from the confluence with the Missouri River north to 45 Hwy. As with the extension of the MRT, this trail will also require the acquisition of easements across private property once a final preferred route is determined. Once completed the BCG will connect neighborhoods such as 1000 Oaks to the trail system and form an approximate 26 mile “Southern Platte County Loop” of trails including Southern Platte Pass and the Line Creek Trail.

Day Cabin at the Green Hills of Platte Wildlife Preserve – This exciting project to preserve one of Platte County’s oldest structures is currently underway. Located at 4727 Green Hills road, just east of Parkville, is the historic Day Cabin and 40 acre nature preserve. The County recently completed a master plan for the cabin and surrounding grounds, a copy of which can be found on our website. The structure itself dates to the mid 1850’s. The cabin is currently undergoing restoration and updates to its electrical and plumbing systems. An interpretive plan will be developed this year to identify exhibit space within the cabin and the story that will be told through displays, artifacts, and historical programming. Tentatively the cabin is scheduled to open to the public in late 2017 or early 2018. Group tours are available anytime by contact the Parks and Recreation office.

The City’s Parks Master Plan lays out specific improvements to be made to the western portion of English Landing Park and throughout the Platte Landing Park. This is to include ball fields and multi-use practice fields which have been in demand by many. These improvements and many others within the Plan should be prioritized and where possible included within any CIP plan as we work to drive economic development activity throughout the City, specifically in the identified priority area of the parks.

Opportunities in Addressing Identified Priorities

Financing tools/opportunities

In performing the research for this report and through discussion of the Committee, it was evident there needed to be an initiative to identify proactive funding sources vs. TIF, CID, NID, TDD, etc. The aforementioned ED tools must have development tied to the mechanism in order for it to generate revenue. While these can be utilized in conjunction with other public/private financing, it was discussed that study and review of a city wide Capital Improvements Program Sales Tax should be a focus as it will allow for a community wide improvements list that can address the “big picture” capital needs of the community while proactively addressing the existing priorities addressed by the committee, the EDC and most importantly, the community. In doing so, this will provide a proactive approach vs. a reactive approach and prevent timing impediments with development which we are currently experiencing. For example, development proposals/discussions are tied to specific needed improvements but the improvements cannot move forward without the commitment of the development as a funding source/driver. If the timing for completion of the project is not in line the ability to make the necessary improvements, then it immediately puts the project in jeopardy and may prohibit even getting beyond initial talks.

Other funding options were discussed to assist in public infrastructure as tied to developments in conjunction with a CIP sales tax, which will assist in matching funding or bonds for additional infrastructure needs. This could then free up CIP funds to be utilized for the other projects and/or substitute projects as identified within the CIP list of projects or another identified need by the community.

Recommendations

The identified priorities of the PEDC consist of Downtown Quiet Zone, Route 9 Improvements and Parks Capital improvements, which are all equal in need and economic impact; however the priorities will shift in order of importance as the immediacy changes due to market change or project development. Keeping this in mind the funding source(s) should be fluid and flexible in their application where possible.

Given the ever-changing environment and the multiple areas of need and geographic location, the Resources Committee has researched the available options for potential funding sources. In performing this research it was determined that a Capital Improvements Program (CIP) sales tax is the best option. The committee and ultimately the Board of Directors acknowledge this as the most viable and broad sales tax initiative that can address the three priority areas and in turn act as a catalyst for economic development throughout the City.

Preliminary indications show a half cent CIP sales tax could generate \$450,000.00 annually. Over a five year capital improvement sales tax cycle that equates to \$2,250,000 in new revenue or a ten year CIP sales tax cycle equating \$5,500,000 that would be solely dedicated to specific and strategic capital improvements. Just the CIP sales tax revenue alone will make an immediate impact but these funds can easily be leveraged to provide funds for matching grants that could triple and/or quadruple the total available funds for capital improvements.

The recommendation of the implementation of a CIP sales tax is derived from the basis that it can address a multitude of needs within the community including the three priority areas as defined by the PEDC. The flexibility of the CIP is advantageous in that it can be collected on a city-wide basis and can be programmed on a city-wide basis, thereby serving the entire community and providing flexibility. CID's, TDD's and TIF's are restricted to sole the districts that are created via the mechanisms and have statutory limitations as to the uses of funds. With the CIP it is a community process that allows for the submittal of projects to be discussed in a public forum to which an approved list of capital projects is determined by the Board of Aldermen, with public input.

The CIP plan is then immediately impactful as it is strategically designed to make a maximum impact based on identified need. The PEDC strongly recommends the establishment and implementation of a CIP sales tax to immediately address the identified priority areas as identified by this report and also be utilized to supplement other capital improvement needs throughout the City.

While the CIP sales tax is identified as the highest and best option for raising capital toward implementation of the many established priorities and plans throughout the City, it is also recommended by the Parkville EDC that other financing tools be utilized as development occurs. This would include tools such as Tax Increment Financing (TIF) districts, Community Improvement Districts (CID) and/or Transportation Development Districts (TDD). Throughout this process as the Committee looked at all the priority areas, wherein many opportunities and/or needs were identified. One of which has since been amplified due to current dialogue that is being had regarding the existing Platte County Parks Sales tax. This tax is set to sunset in 2020, and discussion is being had that it may not be brought back to the people for consideration. The parks system is a key economic development component for Parkville in that it is a huge quality of life draw for new companies and/or residents. Not only that, it also serves as a major draw for regional parks users, drawing people to the Downtown Parkville area who then shop, dine and recreate.

Since this is such an important ingredient of the economic development recipe it is recommended by the Resources Committee that a special task force be created. Specifically, it is recommended that a Parks Sales Tax Task Force is recommended to keep abreast and advocate for continuation of the tax via county initiative. This task force could also serve as a reactionary research and advocacy team if the County Parks Sales tax is discontinued.

Additionally, the incorporation of the Parks Master Plan, which was recently adopted, is an integral part of determining the necessary capital improvements within the Parks. Additionally, this study can be used in conjunction and in line with the Parks Master Plan which calls for funding via a sales tax component to fund parks improvements, which is one of the three priority areas identified in this study. The CIP will be a comprehensive approach to meeting the needs of the community and driving economic development throughout the City.

This needs to be reviewed and considered as we move forward in the financial planning of the capital improvements throughout the City.

Summary of Recommendation's:

- A half-cent CIP Sales Tax ballot initiative should be submitted to the voters which are based on a strategically focused capital improvement plan that includes implementation of Quiet Zones and Route 9 improvements. The sales tax will create a secured funding source to allow full implementation toward fulfilling community economic development objectives and necessary capital improvements for the advancement of Parkville and the overall maintenance and enhancement of the existing quality of life. A new ¼ cent sales tax would keep us in competitive range of other neighboring area sales tax percentages. (See Attached Sales Tax Comparisons)
- A strategy that incorporated the stacking of ED Tools to maximize impact within the community should be a priority. This would include the CIP sales tax working in conjunction with CID or TIF districts to generate and/or leverage funds in grant applications or public/private partnerships.
- A Parks Task Force needs to be formed to serve as an advocate for the parks system and its continual growth and improvement. This task force will monitor the uses and potential renewal of the Platte County half-cent parks and storm water sales tax and will recommend action, if necessary, to various organizations that rely on a strong parks system as a vital objective.
- The Parks Master Plan objectives and strategies should be carefully reviewed and implemented when and where it overlaps with the current economic development objectives as outlined by the PEDC and the community. This may include designated funding from the recommended CIP sales tax, if approved by the voters, in addition to existing County Parks Sales Tax or in place of if the County tax is not renewed.