

FY'21 STRATEGIC GOALS & IMPLEMENTATION PLAN

City of Maryville, Missouri



INTRODUCTION

The City of Maryville has the benefit of referencing the adopted Maryville Comprehensive Plan for guidance each year in development of strategic goals. The 20-year plan, which is the product of significant public input, identifies primary citizen priorities and long-term vision. After a review of recent progress, the City Council has identified five goals for FY'21 in relation to the plan. These are:

- Efficiently Implement Improvements to the South Main Corridor
- Strengthen Economy by Promoting and Elevating Local Tourism Assets
- Redevelop the Physical, Economic, and Cultural Viability of Downtown Maryville
- Enhance Community Livability and Quality of Life
- Enhance Source Water Protection Efforts and Management Practices at Mozingo Lake

On September 14, 2020, the City Council and senior staff met for a strategic goal setting workshop. City Management led discussions on existing strategic goals and recent accomplishments. The City Manager then presented several goals identified by staff to the general group for discussion. The conversations allowed the group to refine goals that capture the initiatives previously identified.

The FY'21 Strategic Goals and Implementation Plan not only captures council goals, initiatives, and objectives, but it additionally provides an articulated nexus between each goal and the strategic plan directives.

HOW THE PLAN WILL BE USED

The following diagram illustrates the evolution of this plan and its use in the annual budget process and ultimately impacting the allocation of resources.



HOW TO USE THIS PLAN

Department Directors – This plan not only identifies council goals, but also several broad initiatives and specific objectives that should be used to prioritize budget requests. These goals, initiatives, and strategies do not always represent additional workload and/or programs. Department Directors should therefore use this plan to not only refine budget requests, but also evaluate existing programs and initiatives to gauge their on-going relevancy and importance. This provides an opportunity to focus resources on those things that are of primary importance to the council and citizens.

City Council – This plan should not be viewed as a contract or budget document. It emerges during the annual budget process and serves as a guide to composing the annual budget, the City's primary policy document. Many things will shift and change as we work through the budget process, and as we gain a clearer picture as to what resources are available to us during the FY'21 fiscal year. Both management and the elected body may also identify conditions, circumstances, and opportunities that failed to surface at the initial retreat. Therefore, it is intended that elected officials use this plan to assist in evaluating and monitoring progress toward the realization of these goals. Meanwhile, the budget document will represent, as it should, the definitive picture on what priorities will be funded. As you evaluate the implementation plan, please remember that there are many things that the City must continue to do that are not necessarily articulated herein, but are vital for the continued functionality of the City.

Efficiently Implement Improvements to the South Main Corridor



1

Council Goal Statement

Improve South Main Street and overall traffic corridor by upgrading infrastructure, pedestrian amenities, and aesthetic qualities.

Connection to Maryville Comprehensive Plan

The comprehensive plan makes numerous references to South Main Street and the Southside Growth Center, located east-west of the South Main Corridor. To achieve a balanced and connected street network, improvements to South Main are identified throughout the comprehensive plan as a top priority. (*pgs. 39, 46, 49, 50, 52, 53, 56, 66, 67, 100, 101, & 102*)

Why This is Important

The South Main corridor is vital to the local economy and community quality of life. The corridor features 62% of all retail sales and nearly 40 acres of undeveloped commercial property. In addition, growth areas adjacent to and dependent upon South Main Street provide another 120 acres of undeveloped land prime for development. Improvements to the function of South Main Street will improve traffic flow, provide much needed pedestrian amenities, wayfinding, and aesthetic enhancements. Additional access to the South Main corridor will provide better east-west connectivity opening new areas for development. Improvements will also reduce vehicular and pedestrian accidents, emergency response times, and improve direct access to healthcare.

In December 2018, the City was awarded a \$10.5 million federal grant through the Better Utilizing Investments to Leverage Development (BUILD) Program for the South Main Corridor Improvement Project. The project aims to make improvements noted above along the roadway from South Avenue to US Highway 71 Bypass. BUILD funds were formally obligated to the project in FY'20 and construction is scheduled to begin in FY'21.

Critical Objectives

- Formalize Utility Agreement with Evergy regarding overhead power lines
- Obtain full Right-of-Way Clearance through MoDOT
- Finalize landscaping plan with sensitivity to the commercial corridor
- Bid and award construction contract to qualified contractor
- Complete Certificates of Participation (COPs) financing for local BUILD match
- Develop robust project webpage for public outreach
- Utilize social media and PCMS signage for project updates
- Construct project minimizing disruption to businesses and public traffic as feasible
- Process ongoing federal reimbursements in timely manner
- Hold project update meetings/coordination with MoDOT, FHWA, USDOT, NWRCOG
- Submit required project reporting through Northwest Regional Council of Governments

Outcome Measures

- Transit times along the corridor
- Corridor level of service
- Accident volume and safety ratings
- Linear feet of constructed trail and sidewalk
- Infrastructure condition ratings
- Corridor investment and job growth

Strengthen Economy by Promoting & Elevating Local Tourism Assets



2

Council Goal Statement

Improve and utilize assets to grow the local economy through tourism initiatives.

Connection to Maryville Comprehensive Plan

The comprehensive plan makes recommendations for several tourism assets in Chapter 3, however these recommendations were written prior to the construction of the Event Center at Moberly Lake Recreation Park and the Hughes Fieldhouse at Northwest Missouri State University. Figure 4.1: Priority Projects in the Next Ten Years identifies creating an action plan for expanding the local economy as the top response. The comprehensive plan identifies tourism as a key component in that and to create vibrant centers that are attractive to businesses, residents, and visitors. (pgs. 25 – 31, 44 – 46, 51, Chapter 6, 99, 102)

Why This is Important

Since the adoption of the Maryville Comprehensive Plan, the Maryville community has chosen to reinvest in itself through three major tourism related initiatives. In April 2016, voters approved a renewal of a 1/2 cent sales tax to support Moberly Lake Recreation Park and a new 1/8 cent sales tax to construct an Event Center. The facility opened in 2018 and provides high quality event space for up to 500 persons, catering kitchen, full-service restaurant space operated by a third-party, golf pro shop, and a premiere outdoor events lawn. The Event Center has been a top priority for council since 2012 and is intended to drive the park further as a regional destination for outdoor recreation.

Moberly Lake Recreation Park is an economic driver for the Maryville local economy. In 2015, a third-party economic impact study indicated the park generates 467,000 annual visits with 52% of visits occurring from outside the region. Out-of-region visitors spent approximately \$32 per visit leading to a \$9.6 million annual economic impact. The study was completed prior to the Watson 9 Golf Course, Cobblestone Inn & Suites – Maryville, and Event Center construction, which naturally elevate tourism to this destination and economic impact.

Also, in 2016 Maryville voters approved a 5% transient guest tax on sleeping rooms at hotels with subsequent revenues statutorily required for tourism use. The City then committed \$3,450,000 (\$150,000 over 23 years) to Northwest Missouri State University for construction of the Hughes Fieldhouse. The Hughes Fieldhouse is a 137,000 square foot indoor athletic/recreation facility located on campus which contains 90-yards of practice turf, a six-lane 300-meter track, division netting, locker rooms, and classroom space. The facility also includes an indoor flooring system to serve a wide variety of university and tourism related events. Remaining transient guest tax revenues are being utilized by the Tourism Committee to begin further tourism related initiatives.

Critical Objectives

- Launch website and marketing for “Visit Maryville”
- Package and bid events for Hughes Fieldhouse and Event Center
- Construct “school house shelter” at Downtown Pocket Park
- Finalize mural design for Downtown Pocket Park
- Expand corporate book of business for Event Center
- Expand recreational offerings through Maryville Parks & Recreation at Hughes Fieldhouse
- Bid and construct signage according to the Wayfinding Signage Master Plan
- Finalize specifications and construct Community Gateway Signage
- Complete, open, and promote Thomson Splash ‘N’ Play Park
- Enhance maintenance efforts at Mozingo Lake Recreation Park
- Expand RV Campground sites and amenities at Mozingo Lake Recreation Park
- Replace and expand boat docks at Mozingo Lake Recreation Park

Outcome Measures

- Rental revenue at Event Center
- Proposals submitted for events at Hughes Fieldhouse
- Number of wayfinding signs constructed
- Hotel occupancy rates
- Funds provided through Tourism Grant Program
- Tourism economic impact through ROI
- Park and amenity condition ratings

Redevelop the Physical, Economic, & Cultural Viability of Downtown



3

Council Goal Statement

Expand programs, opportunities, and partnerships to facilitate the revitalization of Downtown Maryville.

Connection to Maryville Comprehensive Plan

The comprehensive plan dedicates Chapter 6 in its entirety to creating a destination downtown. The chapter examines the potential in Maryville's traditional downtown and presents suggestions to realize downtown's potential. (pgs. 44, 46, 83 – 99)

Why This is Important

A healthy downtown is key to a strong community. Maryville was founded in 1985 as the governmental seat and commercial center of Nodaway County. The traditional courthouse square concept reflects this origin. Today, downtown is one of the four major concentrations of commercial activity. The City's principal retail and service core, once centered around the downtown, migrated to South Main with auto-oriented commercial development. The current state of downtown and re-establishing its traditional role as a vital community center, remains a top focus for Maryville citizens.

In 2013, the City of Maryville provided funding to the Maryville Downtown Improvement Organization (MDIO) to become a Missouri Main Street Affiliate Community. The Missouri Main Street follows National Main Street criteria and best practices for downtown revitalization. Over the last several years, city staff has attended countless trainings and public input sessions to learn their "4-point approach". The "4-point approach" focuses on the pillars of economic vitality, organization, promotions, and design to ensure proper revitalization of downtowns.

In FY'19, the City adopted the Downtown Design Guidelines to help recapture the characteristics of existing buildings and provide property owners guidance for redevelopment. Design guidelines can now serve as a framework for a joint vision, development of incentive programs, and further regulation to protect the unique identity of Downtown Maryville.

In FY'20, the City adopted the Downtown Overlay District (DTO) to provide further regulation and guidance to development and redevelopment within the identified boundaries. The DTO builds on the design guidelines and focuses on pedestrian-focused design, appropriate building materials, and encouraging district activity through use of outdoor seating and cafes.

Critical Objectives

- Create and adopt a Chapter 353 Tax Abatement District
- Develop a Façade Incentive Program for future funding consideration
- Install permanent traffic signals at 3rd & Main, 4th & Main intersections
- Add landscaping at downtown intersection 'bump outs'
- Identify permanent crosswalk options to improve pedestrian safety
- Construct "school house shelter" at Downtown Pocket Park
- Finalize mural design for Downtown Pocket Park
- Begin Certified Local Government (CLG) designation process
- Continue Missouri Main Street trainings and development of '4-point' approach
- Analyze feasibility of a Community Improvement District (CID)
- Formalize partnership with the Maryville Downtown Improvement Organization (MDIO)
- Complete remodel and expansion plans for City Hall
- Complete a Historic Resources Survey for downtown Maryville
- Facilitate economic development projects utilizing design guidelines & DTO regulations

Outcome Measures

- Programs developed
- Percentage of landscaping within Downtown District
- Total amount of incentives provided for revitalization
- District investment and job growth
- Permits issued aligning with Downtown Design Guidelines and DTO regulations
- Revitalization trainings completed

Improve Community Livability and Quality Of Life



4

Council Goal Statement

Identify programs, services, and regulation that enhance livability and quality of life for all citizens.

Connection to Maryville Comprehensive Plan

The comprehensive plan does not specifically reference this goal as it is overarching and widely inclusive of various initiatives. In Chapter 4, Vision for Maryville, the plan references a survey used to identify issues allowing Maryville residents to express their thoughts about future direction. In Figure 4.1: Priority Projects in the Next Ten Years, the third highest response was “Maintaining Maryville’s Quality of Life”. Several other livability initiatives, such as housing and community appearance, were also listed as priority projects and align with this goal. (pgs. 44, 45, 50, 56, 68, 77- 82, 99 – 102)

Why This is Important

A livable community is often defined as a place that is safe, secure, and has appropriate housing and transportation options. Livable communities also offer supportive community features, programs, and services that bring a higher quality of life for all ages. Successful livable communities also manage growth and change by revising and amending policies and services over time. Several critical objectives listed under this goal address updates to the Municipal Code of Maryville and various policies that may be out of date or not reflective of the community’s intentions.

Critical Objectives

- Amend Chapter 555: Signs and Advertising to enhance community image
- Amend Chapter 212: Mozingo Park Regulations
- Enhance Chapter 511: Property Maintenance Codes
- Increase code enforcement efforts and nuisance abatement
- Analyze feasibility of a Rental Inspection Program
- Bid and construct signage according to the Wayfinding Signage Master Plan
- Finalize specifications and construct Community Gateway Signage
- Create and utilize new social media pages for the City of Maryville
- Revise the City of Maryville Employee Personnel Handbook
- Complete updates www.maryville.org
- Expand housing partnerships and programs, such as CTRIP
- Utilize housing study to attract residential development
- Continue demolition of unsafe and dangerous structures
- Enhance diversity and inclusion training for employees and elected officials
- Revise policies and codes as necessary to protect public health

Outcome Measures

- Sections of code and policies revised
- Nuisance violations addressed
- Storm water inspections and contacts
- Duration of permit and plan review process
- Number of permits for housing and development
- Demolition volumes through city partnerships

Enhance Source Water Protection Efforts and Management Practices at Mozingo Lake



5

Council Goal Statement

Develop partnerships, programs, resources, and projects to improve and protect the water quality of Mozingo Lake and its watershed.

Connection to Maryville Comprehensive Plan

The comprehensive plan contains numerous recommendations for the preservation of environmentally sensitive areas and resources, including the community water supply Mozingo Lake. In Chapter 3, the plan references that “Mozingo Lake provides an ample supply of water for current needs and for the foreseeable future.” As a result, and recommendation of the comprehensive plan, a 20-year Mozingo Master Plan was adopted in 2014. One of the preliminary goals identified in the planning process was summarized as to “Protect the lake as a drinking water source for the City of Maryville and Nodaway County.” As a result, the adopted plan includes a *Priority 1, Level 1* goal to “Develop a Mozingo Lake Watershed Management Plan”. (pgs. 30, 31, 50, 58, 76, 77)

Why This is Important

Mozingo Lake was constructed in 1994 to serve as the primary and consistent water source for the Maryville community and surrounding areas. Over the last twenty-five (25) years, the City has constructed various outdoor recreational amenities to elevate the lake from a local park to a regional tourism destination. Mozingo Lake now serves as both a premiere asset for community quality of life and the local economy. The lake however remains a living ecosystem that evolves over time. Recently, significant growth of algae has impacted the quality of drinking water and recreation. The enhancement of source water protection and management of the Mozingo

watershed is now identified as a top priority to ensure high quality drinking water and to maintain the lake for future recreational purposes.

Critical Objectives

- Develop and approve a Mozingo Watershed Management Plan
- Secure Section 319 funding to implement best practices in the watershed
- Develop partnerships with various agencies to secure additional funding for projects
- Facilitate meetings with watershed property owners and other various stakeholders
- Implement recommendations from HDR Engineering, Inc. to improve water quality
- Analyze and establish consistent funding source for watershed improvements
- Identify and begin source water protection projects on city-owned property at Mozingo
- Adopt storm water Best Management Practices (BMPs) for city-owned property
- Utilize Bathymetric Study to determine areas of lake most impacted by soil-erosion
- Develop routine testing protocols for algae related chemicals (nitrogen, phosphorus, etc.)
- Identify opportunities to reduce runoff impacts associated with City-related operations
- Analyze SolaRaft data to determine impact of ultrasonic technology
- Install additional riprap for shoreline stabilization
- Attend various source water protection and management trainings

Outcome Measures

- Percentage of Mozingo watershed property owners utilizing best practices
- Number of recommendations implemented from HDR Engineering, Inc. study
- Total dollar amount invested in improvements within Mozingo Watershed
- Water quality reports
- Pollutants removed from Mozingo Lake
- Length of shoreline stabilization
- Quantity of managed areas returned to native plantings