



## 2024 City Goals with references to:

- THINK Kirksville 2040 Comprehensive Plan
- Parks and Recreation Master Plan
- Housing Needs Assessment
- Fire Department Strategic Plan
- Police Department Strategic Plan

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### VISION STATEMENT

The City of Kirksville will create a welcoming and thriving community as northeast Missouri's center for education, commerce, health, recreation, and culture.

### MISSION STATEMENT

The City of Kirksville offers opportunities for building quality of life and meaningful community through ethical and responsible government.

### Community Prosperity

**Ensure that the community's comprehensive economic development programs are retained.**

- Partner with economic development agencies to develop business retention strategies to ensure that employment opportunities remain within the community.
  - Coordinate/encourage quarterly meetings with all economic development operations. **3.3.E**
  - Facilitate partnerships whenever possible between the economic development organizations. **3.3.E**
  - Ensure that communication occurs with major employers annually. **3.3.D**
- Facilitate partnerships whenever possible between the economic development organizations. **II-16-D**
  - Understand the budgets of each economic development organization within the community.
  - Work to maintain the Economic Development Alliance, a one-stop economic development shop.
  - Market the Missouri Rural Enterprise and Innovation Center (MREIC) to better communicate their support services for small and entrepreneurial businesses. Provide a centralized resource for small businesses to learn about financial assistance programs. **3.2.F**

**Expand economic development efforts to include other areas of focus (retail/service) specific to the City's efforts.**

- Work with local realtors, and building owners to market available commercial buildings, including commercial use of all first-floor spaces in Downtown. **1.7.K**
- Inventory existing businesses to determine gaps in services and work to attract franchising businesses to the community to meet community needs. **3.1.F**
- Participate in economic development committee meetings hosted by external organizations.
- Market the low-interest loan program available to Downtown building owners to improve storefronts/facades. **1.7.H**
- Market the City's airport property, identifying businesses ideal for this location.

- Promote low-interest loan programs for business development projects.
- Help businesses develop a web presence. **1.3.F**
- Continue to support the shop-local campaign, and include success stories in marketing efforts.

**Partner with Kirksville Regional Economic Development, Incorporated (K-REDI), the Missouri Rural Enterprise and Innovation Center (MREIC), and the Kirksville Area Chamber of Commerce to identify and attract new businesses (retail and restaurants) to Kirksville. 3.1.F**

- Support day-to-day operations through the use of City facilities, access to staff expertise, etc.
- Work with partners to update the *2014 Community Profile*, keep economic development websites up-to-date (including property listings), and develop flyers, brochures, presentations, etc. when needed.
- Provide up-to-date information on all City services, including the airport.
- Identify incentives based upon criteria established in City Council Policy #16 Economic Development.
- Pursue state and federal incentives available for projects as recommended by K-REDI and staff.

**Partner with Kirksville's educational institutions, natural resource agencies, and other economic development partners to identify economic development strategies that protect and expand upon Kirksville's existing tourism strengths. 3.1.J**

- The City Manager and a Council appointee will serve on the Tourism Advisory Board. **3.1.J**
- Assist in identifying target organizations, events, and activities.
- Provide City support in planning, organizing, and hosting events. **3.1.L, 3**
- Encourage a comprehensive marketing plan that includes benchmarks for success. **3.1.J**
- Support efforts to promote Kirksville along the Highway 63 alternate route. **3.1.G, 4.1.E, 6.5.E**
- Preserve natural resources to ensure the sustainability and expansion of agritourism. **3.1.I**

**Continue to promote the Central Business District as the consistent center of activity, culture, commerce, and community life by working with the State of Missouri, TIF Commission, Main Street Kirksville, Downtown businesses, property owners, residents, and the community on Downtown support, and discourage certain types of businesses best suited for Downtown from developing along U.S. Highway 63. 1.1.B, 3.1.A**

- Support Main Street Kirksville and its efforts to attract increased patronage of Downtown businesses including active participation on the Board. **3.1.B**
- Identify projects key for collaboration.
- Provide incentives to businesses to locate Downtown. **3.1.A**
- Leverage the *Downtown Revitalization Program/Façade Assistance Program* to improve building façades and remove added awnings from Downtown buildings so more historic structures can apply for landmark designation. **1.7.H**

- Improve the physical, social, and cultural connections of Truman and ATSU to Downtown Kirksville and other community gathering places by ensuring consistency of newly designed and installed infrastructure within the Downtown, and working together on potential threats to the preservation of historic structures that tie the campuses to the Downtown. **1.1.H, 1.7.B, 3.1.D**
- Partner with Main Street Kirksville and Adair County to enhance the Courthouse lawn as an important communal gathering space Downtown that would attract residents, students, and visitors while providing opportunities for interaction and building relationships. **1.1.F**

## Community Investment & Engagement

### **Sponsor community-wide events – whether cash or in-kind support. 1.2.A; 1.C.9**

- Focus on events that attract and promote unique cultural events that benefit Kirksville and its educational institutions. **1.2.B, 3.1.L**
- Drive Thru Flu Clinic. **3.2**
- Neighborhood Block Parties. **1.4, 3.4**
- All-American Red, White, and Blue Festival
- Summer on the Square
- TSU Homecoming Parade
- KHS Homecoming Parade
- St. Patrick's Day Celebration
- Christmas on the Square
- Kirksville Kiwanis Christmas Parade
- Provide staff and equipment support to Truman, ATSU, and Kirksville R-III School District for special events **1.1.G, 1.3.C**

### **Community pride. 1.1.E**

- Communicate capital plans to citizens.
- Work collaboratively with citizen groups to establish ways to address issues that arise. **1.4, 3.3**
- Support the efforts of those organizations focused on community pride efforts. **1.6.A, 1.6.B**

### **Establish open communications.**

- Continue to promote events, especially those that promote a healthy lifestyle. **1.1.F, 1.1.G, 1.5.I; 1.C.2, 1.C.3**
- Maintain a robust online presence through the City website. **1.C.3**
- Embrace and support, when possible, evolving technology to encourage accessibility for all residents and businesses. **1.3.F, 5.5**

### **Work with all members of the community on items of mutual interest.**

- Work to eliminate sub-standard housing conditions as identified using low-interest loan funds and providing consistent, timely code enforcement. Consider proactive code enforcement in targeted areas where city service requests are greatest. **1.4.G, 1.6.I, 2.1.D, 2.1.F; II-15-A, 1.2, 4**
- Continue to provide support to the Adair County Humane Society to guarantee the sustainability of these animal care services. **3.1**

- Work with other organizations that provide services to the community assisting when possible, encouraging volunteer and mentorship opportunities. **1.1.C, 1.1.D, 1.1.F, 1.1.G, 1.4, 3.3**
- Review and update the *Kirksville-Adair 2013 Community Strategic Plan*.
- Work with organizations, including the Missouri Adair County Extension, in their efforts to support community health, tying opportunities to Parks and Recreation when possible, and ensuring that City programs consider persons of all ages and abilities. **1.5.A, 1.5.C, 1.5.D, 1.5.H; 1.C.2**

#### **Build partnerships.**

- Continue the implementation of joint purchasing for office supplies and building maintenance supplies.
- Encourage purchasing partnerships with external government groups. **II-16-C; 6, 1.3, 3.1-2**
- Explore technology enhancements that would allow citizens more access to City services such as bill payments, permit purchasing, and license renewals. **1.3.F, 5.5**
- Continue partnership meetings with Adair County Commission, Kirksville R-III School District, Truman, and ATSU to increase cooperation and collaboration, and to strengthen Kirksville's sense of community pride. **1.1.C, 1.1.E, 1.6.E, 3.3.A; 1.C.4, 1.C.5, 1.5, 2.3**
- Maintain and foster strong partnerships with community organizations – Kirksville Arts Association, Main Street Kirksville, Kirksville Area Chamber of Commerce, Kirksville Airport Association, YMCA, and other organizations. **1.1.F, 1.5.B, 3.1.B, 3.1.F; II-16-C, 1.4**
- Continue to work with state and federal partners on shared goals and agendas – DNR, MDC, MoDOT, FAA, etc. **4.2.L, 4.3.G, 4.3.D, 4.3.I, 4.3.N, 1.3, 7, 3.1, 2**
- Build partnerships with citizens on shared issues of concern including the implementation of the *Downtown Design Guidelines*, preservation of the adjacent neighborhoods between Truman and the Downtown, etc. **1.6.J, 1.7.B; II-16-C, 1.4, 3.3**
- Continue to work within Region B RHSOC of the State of Missouri. **3.1**

### Accountability

#### **Cost-saving ideas.**

- Produce cost-saving ideas on how to reduce the budget – focusing on increments of \$5,000 or more. **5.1.G, 5.3.B, 5.3.C, 5.4.B, 5.1, 4**
- Track cost-savings measures and carry implemented ideas over year after year including the evaluation of savings.

#### **Long-range planning.**

- Implement and follow the *Think 2040 Comprehensive Plan* to help guide the City Council, City Departments, and community partners in a shared vision of future growth and the needs of the community.
- Complete a cost-benefit analysis for all new proposed projects/programs, as part of the evaluation process. **1.P.1**

- Develop long-range plans of 5 / 10 / 15 years for all City-owned buildings, public lands, streets, equipment, etc. **1.3.E, 5.1.H, 5.2.D, 5.5.A, 5.5.F; 1.1.1, 2.1.1, 5.1,2,3,4,6**
- Continue to complete a five-year rolling revenue projection for each of the following funds: General, Capital Improvements Sales Tax, Economic Development Sales Tax, Transportation Sales Tax, Airport, Parks and Recreation Sales Tax. Tying each to applicable resources and communicating the plans to the public through the City's website.
- Continue to identify upcoming state and federal regulations as they relate to water, sewer, and stormwater to ensure infrastructure needs address expected issues. **5.2.H, 6.3.F**
- Continue to expand and improve the City's use of its GIS mapping system.

## Stewardship

### **Encourage economically sustainable land-use practices.**

- Follow the *Think 2040 Comprehensive Plan* long-range goals that include restoring and protecting natural habitats, sensitive lands, and floodplains (e.g., wetlands, riparian corridors, woodlands, and lowlands); and protecting sensitive lands. **3.1.I, 6.1.A, 6.1.B**
- Eliminate the "Pyramidal" or "Trickle Down" zoning code. **6.5.L; II-18-A**
- Adopt an updated zoning map that will encourage strategic reinvestment in existing blighted properties by designating blighted areas; and establishing a Land Clearance Authority to encourage redevelopment by removing blighted areas, including removal of dilapidated housing within the community. **1.4.G, 2.1.A, 2.1.C, 2.1.D; II-15-A**
- Strategically locate and permit areas for potential greenfield commercial development that is also by the *Think 2040 Comprehensive Plan*.
- Develop a zoning code that encourages the mixing of compatible land uses. **2.2.A, 6.5.F; II-18-A; 1.P.1**
- Encourage development or redevelopment in areas with access to existing infrastructure. **2.1.E; II-18-A, II-18-B**

### **Asset inventory.**

- Maintain and follow sound purchasing policies. **5.1,2,3**
- Analyze key positions within City administration to determine the skills and certifications needed to fill these positions.
- Establish a City-wide inventory system to track all City-owned property.
- Secure a qualified engineering firm, when necessary, that can focus on specific projects including airport, water, and wastewater projects.
- Utilize Transportation Engineering Assistance Program (TEAP) and Traffic Impact Studies (TIS). **4.2.H 4.2.M, 4.2.S, 4.2.W, 4.3.J**

### **Asset protection.**

- Regularly conduct peer City surveys on wages to determine how we compare. **4.3**
- Continue to implement and update long-range plans for capital assets – water, sewer, storm drainage, streets, buildings, parks, airport, facilities, sidewalks, and equipment. **6.3.H; 1.1.1, 5.6**

- Review the *Think 2040 Comprehensive Plan* work with the Adair County Joint Services 911 Board to establish a long-term sustainability plan.

#### **Staff retention.**

- Continue to provide orientation to all new employees including a review of personnel benefits and job responsibilities.
- Complete performance assessments within 30 days of the employee's anniversary date.
- Continue recognition of work by the City Manager by providing small incentives.
- Minimize recruitment and training costs and lost productivity by increasing retention levels of employees through improved wages. **3.4.C; 2, 3, 4.3**
- Continue to improve communications throughout the organization by providing monthly payroll stuffers, employee meetings, email correspondence, and department meetings.
- Provide necessary training to maintain required certifications. **3.4.C; 3, 4.1**
- Develop an advancement plan to encourage employees interested in career and training opportunities. **3.4.C, 4.1**

#### **Establish local historic districts within neighborhoods and the Downtown.**

- Work to implement the recommendations of the *Think 2040 Comprehensive Plan*.
- Continue to implement the *2011 Cultural Resource Plan* by conducting historic/architectural surveys of the community to identify features that could be encouraged or required for future infill development to maintain the integrity of the character areas. **1.7.C, 1.7.I, 2.1.E**
- Utilize information collected in the architectural surveys to establish local historic districts, including a Main Street Historic District and a Courthouse Square Historic District.
- Apply for state grants to assist in the financing of architectural surveys.
- Establish a local Downtown Historic District with zoning overlay in the Downtown upon completion of the first phase of the *Downtown Revitalization Program*. **1.7.A**
- Prevent the demolition of contributing historic structures within the community and encourage listing on the National Register of Historic Places and the City's local landmark program. **1.7.E, 1.7.F**

#### **Continue to identify infrastructure needs within existing and developing areas of Kirksville. **5.1.H****

- Review work from road evaluation and internal reports to determine priorities, including a street maintenance schedule, crack seals, seal coatings, resurfacing treatments, mill and overlay, concrete, total rebuilds, addressing accessibility issues to comply with the Americans with Disabilities Act (ADA), evaluating streetlights, and preserving existing brick streets. **5.1.C, 5.1.G, 5.1.J, 5.5.C, 1.4, 3.3**
- Complete: structure inventory of bridges and culverts, retaining wall condition assessments and evaluation every two to five years, and development of a repair/replacement schedule based on assessments and available funding.



- Complete the replacement of all 2'/'4", and ductile iron pipes with 6" or greater PVC, and establish redundancy throughout the system to improve water flow and support development. **5.1.D, 5.1.F**
- Evaluate the work of in-house and contracted street rehabilitation to ensure acceptable progress and adequate funding to address the necessary rehabilitation, rebuilds, and repairs. **5.1.G**
- Review sewer services and plans to address the underserved and unserved areas based on the recommendations of the *Think 2040 Comprehensive Plan* and available funding. **5.1.A, 5.1.F, 5.2.I**
- Complete a review of storm drainage projects identified through studies and assessment and establish priority for those projects. **5.1.F, 5.2.A, 5.2.B**
- Implement the *Kirksville Active Mobility Plan* (KAMP) through the City's *Complete Streets* program prioritizing projects based on planned street repairs and available funding. **1.1.H, 1.6.E, 4.2.E, 4.2.F, 4.2.O, 4.2.P**
- Provide incentives to developers and home builders, such as reduced permit fees and density bonuses, to encourage upgraded infrastructure and connectivity with existing and proposed infrastructure in infill developments and new subdivisions. **2.1.E, 2.1.F, 4.2.I, 4.2.Q**

**Continue to implement and enforce beautification efforts to promote community pride.**

- Identify opportunities to strengthen and promote Kirksville's sense of community pride. (e.g. community mascot, apparel) Consider establishing a City tree and/or flower that would be encouraged to be planted throughout the community. **1.1.E, 1.6.G**
- Continue to maintain those public areas around the theater and City parking lots. **1.1.11, 1.C.14, 1.1.18, 1.1.20, 1.1.21, 1.J.21, 2.I.9, 3.C.4, 3.N.5**
- Strengthen property maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where city service requests are greatest. Define minimum requirements to ensure Code Official inspections consistently meet City standards. **2.3.B; II-15-A**
- Update and expand the City's infrastructure adoption programs evaluating Adopt-a-Spot and Adopt-a-Trail programs focusing on those areas identified as unsafe and blighted. **1.1.H, 1.4.E, 1.4.G, 1.6.C; 1.E.1**
- Identify potential properties that would benefit from the use of the low-interest loan program for housing rehabilitation. **II-15-A, II-17-A, II-17-C, II-17-D, II-18-B**
- Establish a City Council clean-up and paint program event. **1.6.D, 1.6.G**
- Encourage retention and expansion of tree planting efforts by planting trees and preserving existing trees along streets and within parks, and encouraging tree plantings throughout the community wherever possible. **1.1.E, 1.6.E, 6.2.B, 6.2.E; 2.N.4**
- Consider adopting a landscaping policy for large-scale commercial developments. **6.2.C**