

Vision Joplin 2022
Report to the Joplin City Council
May 15, 2017

To: The Joplin City Council

Vision Joplin 2022 presents to you specific recommendations about how together we can improve our City. 146 individuals that live, work, or play in Joplin participated in this effort. Each of these individuals has a genuine passion for seeing Joplin grow and prosper, and it is with that goal that we present these recommendations to you and our community.

We do wish to acknowledge the excellent assistance provided by City Manager Sam Anselm for maintaining the Vision Joplin 2022 web site through the City. The Vision Joplin 2022 web site facilitated effective communication and transparency to all interested parties.

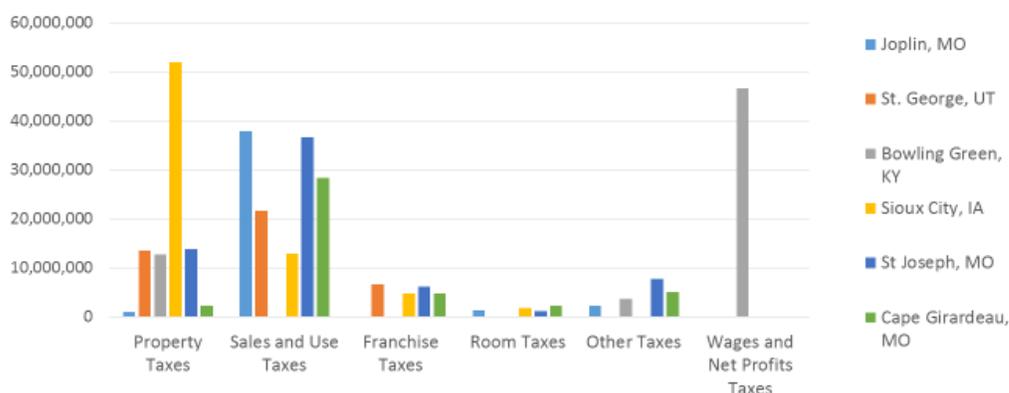
We must also express our appreciation to City Staff, including Leslie Haase, Troy Bolander, Nick Heatherly, Lynn Onstot, Paul Bloomberg, Patrick Tuttle, Erin Slifka, Tony Robyn, Dan Pekarek, just to name a few, for providing valuable insight and education to multiple Committees by attending Committee meetings and answering questions dealing with the world of city management.

Council members, we present specific recommendations that are actionable, measureable, bold, and expected to contribute to Joplin's growth from May of 2017 to May of 2022. Some recommendations will seek Council's support and perhaps even a formal resolution or ordinance, while others will indeed have components of revenues and costs.

Before getting into the specific recommendations, we did undertake an effort of comparative financial analysis between Joplin and five other cities. This comparative study was conducted by two international accounting-major students at Missouri Southern State University – Renzhu Li and Han Wang – under the leadership and mentorship of Lindsey Kubicek, CPA with BKD, LLP.

This graph presents the General Governmental resources for each of the five cities compared to Joplin. (Note: Does not include \$6.2 million in collected franchise taxes.)

Tax Revenue



Joplin’s real estate property tax collection rate is the absolute lowest amount of any of the five comparative cities. For example, Joplin’s real estate property tax rate of \$0.1758 per \$100 assessed valuation (net of \$0.25 dedicated for the Library) is dwarfed by St. Joseph’s \$1.55 and Cape Girardeau’s \$1.046 per \$100 assessed valuation.

Will the Core Team be recommending an increase in real estate property taxes? Absolutely not! So where does Joplin’s primary revenue come from? We all know the answer. Sales taxes.

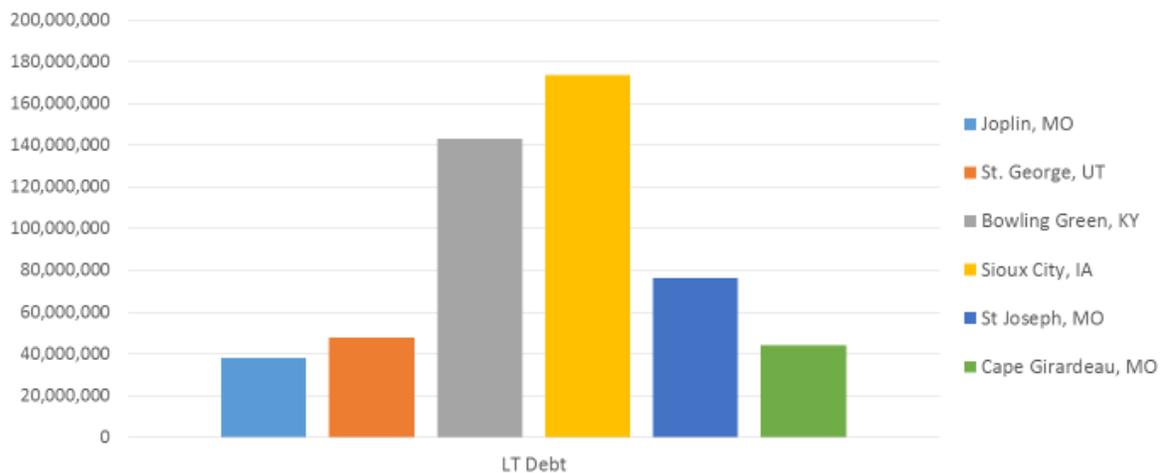
Second only to Bowling Green’s unique Wage and Net Profits Tax collection of \$46.8 million, Joplin’s \$37.9 million in sales tax collections exceeds St. George’s \$21.6 million, Sioux City’s \$12.9 million, St. Joseph’s \$36.6 million, and Cape Girardeau’s \$28.4 million. Joplin’s total sales tax rate is 2.625% compared to St. Joseph’s 2.875% and Cape Girardeau’s 2.75%.

This revenue information is important for our later recommendations.

Joplin has a very conservative philosophy towards debt. Its \$37.7 million in long-term debt is the lowest dollar amount among the five other cities - \$47.9 million for St. George, \$142.9 million for Bowling Green, \$173.5 million for Sioux City, \$76.5 million for St. Joseph, and \$44.3 million for Cape Girardeau.

Governmental Activities

Long Term Debt



Granted these debt levels are impacted by certain activities of a city; i.e. St. Joseph operates both their sewer system and a landfill plus a transit system while St. George maintains their electric utility, Cape Girardeau their water utility, and Bowling Green their Convention Center. Still, the question arises as to potential revenue opportunities if investments were made into specific projects through bonded revenue sources.

Recommendations will be made later in this report regarding long-term debt.

The current work by City Administration with the support of the Council on Priority Based Budgeting will have foundational long-term implications upon the finances of the City. The Core Team commends the City Administration and Council for scrutinizing and evaluating each of the 1,400 identified programs being administered across the City's 24 separate funds in order to present a 2017-2018 budget that truly prioritizes the City's expenditures on the highest priorities of the City's operations. Prioritizing what a city provides to its citizens and the quality of those services within the means citizens are willing to pay is crucial for the long-term success of our community!

Priority based budgeting fits hand-in-hand with the Vision Joplin 2022 proposals. It is our hope that our recommendations can assist the City as it prioritizes future budget allocations.

The posted minutes of the Core Team meeting on April 13 spoke to the nearly 25 recommendations received from the six Committees – Governance, Quality of Life, Healthy Living/Wellness, Positive Marketing & Branding, Job Growth, and Education. The Core Team has narrowed those recommendations into two categories:

1. Recommendations for City Council resolutions, ordinances, or statements of support which require no City financial expenditures.
2. Recommendations that will require actions beyond resolutions, ordinances, or statements of support which may require City financial expenditures.

RESOLUTIONS, ORDINANCES, OR STATEMENTS OF SUPPORT

The Quality of Life Committee, comprised of over 70 people, created four sub-committees described as follows:

1. Trails and Connectivity
2. Arts and Entertainment
3. Historic Preservation
4. Destination Anchor

The Core Team brings forth the following recommendations from the Arts and Entertainment sub-committee and the Destination Anchor sub-committee:

1. **We are asking the Council to support the passage of re-drafted Missouri statutes 184.800 to 184.880 known as the “Missouri Museum and Cultural District Act.”** The Arts and Entertainment Committee will be working closely with the City staff and area legislators to bring forth a revision to the current statute. The primary change will be to remove language that ties time-specific compliance and being in a federally declared disaster area. We believe that this passage will provide increased support for cultural and museum organizations for an improved quality of life for Joplin residents.
2. As many of you may be aware, Connect2Culture has been working toward the development of an Arts & Entertainment Center. This center will include a new Spiva Center of the Arts, a new 500-seat multi-functional performing arts venue, and an outdoor amphitheater/festival plaza that will be managed by Connect2Culture. This \$14 million to \$15 million private investment will be located in the current Memorial Hall parking lot between 7th and 8th streets and between Joplin and Wall Avenues. The Arts and Entertainment Committee believes that the development of this center will improve the quality of life for Joplin residents, will help to transform the downtown area of Joplin, and generate additional sales tax revenue for the City.

The recommendation is for a resolution of support from the City Council for the development of the Arts & Entertainment Center. This will enhance our community and the Arts and Entertainment subcommittee is passionate about working on an advisory/working committee in support of this Connect2Culture project. (Note: The Core Team acknowledges the tangible action taken by the City Council on May 1, 2017 by unanimously passing authorization for City Manager Anselm to execute a Memorandum of Understanding with the State of Missouri for the swap of City-owned land north of the Missouri Career Center to the former Harding's building in exchange for the southwest corner of the Memorial Hall parking lot. The Core Team believes such action will have a positive impact on advancement efforts by Connect2Culture and Spiva Center for the Arts for the project in front of Memorial Hall.)

3. The Core Team is very excited to announce that as a result of Vision Joplin 2022, there is currently a working committee that is in the beginning stages of developing a Children's Discovery Center that will be open by May of 2022. A few of the participants donated funds and the committee has become a member of the Association of Children's Museums. This organization provides support through written and verbal form in helping communities develop a successful Children's Museum. We want to create a passion for lifelong learning and provide extraordinary learning experiences that have the power to transform the lives of children and their families. This museum will become a source of pride for the Joplin community and a weekend destination for families in neighboring communities. As families visit our City, not only will they be spending money in our concessions and museum gift shop, they will be eating in our restaurants, exploring our shopping district, and enjoying the other amenities our City has to offer. We are the most excited about the opportunities to work with the surrounding school districts and local business community. We are currently in the beginning stages of developing a board, becoming a 501(c)(3), and conducting a feasibility study.

Vision Joplin 2022 asks the City Council for a resolution of support because we believe that the development of this museum will showcase the uniqueness of our City and increase tourism that will ultimately increase our sales tax revenue.

HEALTHY LIVING/WELLNESS COMMITTEE

The Healthy Living/Wellness Committee brings forth the following recommendations, with the support of the Core Team, seeking the adoption of three specific health regulations:

1. Prescription drug monitoring program laws exist in all states except Missouri. Prescription Drug Monitoring Programs (PDMPs) are electronic databases that facilitate appropriate prescribing of controlled prescription drugs and help to address suspected abuse or diversion (i.e., channeling drugs into illegal use). Highlighted in the Pew Charitable Trust's report, Prescription Drug Monitoring Programs: An assessment of the evidence for best practices, "PDMPs represent a substantially underutilized resource in efforts to improve public health outcomes and address prescription drug abuse" and is included in the 2011 White House Office of National Drug Control Policy's Prescription Drug Abuse Prevention Plan. We can stop or reduce many overdoses and drug related crimes simply by recording who gets multiple prescriptions and where. This program will protect citizens. Missouri lawmakers may pass such a law this legislative session.

If Missouri does not pass such a law at the state level, we **recommend the Joplin City Council direct the research and development of a collaborative Jasper and Newton counties Prescription Drug Monitoring Program ordinance.**

2. People have the choice to smoke, but the City has the choice to make public spaces safe from secondhand smoke. According to the 2006 U.S. Surgeon General's Report, *The Health Consequences of Involuntary Exposure to Tobacco Smoke*, secondhand smoke exposure causes disease and premature death in adults and children. Asthma, respiratory problems, and heart disease are a few of the health hazards. No one should be forced to work in secondhand smoke. Studies have shown that such laws do not hurt businesses but do substantially improve the health of communities. (U.S. Department of Health and Human Services. *The Health Consequences of Involuntary Exposure to Tobacco Smoke: A Report of the Surgeon General*. U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health, 2006.)

Recommendation is made that the City Council research, develop and adopt a local clean indoor air ordinance covering use of tobacco products in places of business and public places.

3. **The City Council is requested to direct the research, development, and adoption of a "Tobacco 21" ordinance which prohibits tobacco sales to anyone younger than 21.** This is the period during which the overwhelming majority of smokers become addicted. 96% of smokers begin smoking before age 21 with most beginning before age 16. Smokers frequently transition from experimentation to addiction between the ages of 18 and 21.

GOVERNANCE COMMITTEE

The Governance Committee looked at areas where the City could improve its services to the citizens of Joplin. It was brought to the attention of the Committee that residential building contractors were facing challenges with services provided by the City.

These included the following:

1. Changes to rules not effectively communicated to the residential builders concerning public right of way changes.
2. Inconsistent inspections - rules interpreted differently by inspectors.
3. Lack of communication regarding when inspectors would show up or why an inspection failed.
4. Lack of education process to inform the builders of what policies changed and why.
5. Rules rolled out after permits were already issued which cost the residential builder time and money.
6. Difficult time getting plans permitted and zoned in the City of Joplin.

The Governance Committee feels that all people should be served with the best customer service throughout City Government. A hallmark of successful organizations is customer service. We believe a customer-friendly atmosphere and attitude throughout Joplin's City government promotes positive growth and cooperation. **Therefore we recommend consistent, expedited, and predictable processes throughout all City departments. This involves employee-training and performance standards in customer services.** Examples include: on-going review of city regulations, building permit processes, pre-development meetings, educate customers on new rules and regulations, timely and consistent building inspections and plan reviews communicated in a proper manner.

COUNCIL ACTIONS RECOMMENDED

Recommendation is made for Trails and Connectivity to be a consistently high priority in the City's present and future planning.

It was very evident that the importance of health and wellness is alive and well in Joplin, MO. The Trails and Connectivity sub-committee included avid walkers, runners, and bicyclists. During the past several months it has become quite evident that there are large numbers of residents who travel on weekends to other communities who offer bicycle/running trails. This group conducted a survey and in 3 days they received almost 200 responses. The initial results of this survey indicated that there is a need for Joplin to offer a trail and road system that will comfortably, safely, and efficiently accommodate bicycle and pedestrian transportation. We are very appreciative of the trails and road paths that we currently have in the City. Unfortunately, many of them end abruptly and very few connect or lead to a known destination.

We would like all of our trail systems to link neighborhoods, commercial areas, educational institutions, government and social offices, and recreational and cultural attractions. This linear park system will improve quality of life and promote healthier lifestyles by making walking and cycling a viable transportation and recreational choice for residents and visitors alike.

The survey reflected an overwhelming support from residents to start knitting our community together by developing the Tin Cup Creek Trails. This would be the first of several phases. This trail would be 1.42 miles long and would extend from the south end of the Mohaska Trail at the corner of 32nd and McIntosh Circle Drive, south to the Joplin Family YMCA, and then south to McIndoe Park at Glendale Road. This trail would be the connection to Mercy Park, Irving Elementary School, the medical school, Blendville neighborhood, Mohaska neighborhood, the west campus for Freeman Health Systems, the Joplin Family YMCA, McIndoe Park, Wildcat Park, and the Missouri Department of Conservation-Wildcat Glades Conservation & Audubon Center and Trails.

After the construction of this trail the survey reflected the focus should then turn to what we would like to call The Empire Market Trail.

We understand that the challenge to any of these projects is the funding aspect. During the investigation and research led by this group, they discovered that there are several grants available. We would like the City to consider all of these funding possibilities:

- Missouri State Grants: Department of Transportation . . . MODOT Tap Grants
- Missouri Department of Conservation Grants
- Rails and Trails Coalition Grants
- Joplin 1/4 cent Parks and Stormwater Sales Tax
- Federal Transportation Grants - Transportation Investment Generating Economic Recovery, Federal Recreational Trails Program, National Park Service, other Federal Agencies
- Corporate Sponsorships
- Fundraising Campaigns

Specific to the Parks and Stormwater Sales Tax, recommendation is made that the #1 priority with the expected renewal request of this tax in 2022 will be line-item funding for development of trails and connectivity throughout the Joplin community as well as connecting to neighboring community trails.

We hope that the Council understands that there are many citizens who want to support this project and they are willing to play an active role in order to see this project become a part of our Joplin community. We do not want the Council to feel that the citizens are coming up with these ideas and turning them over for someone else to do all of the work. They have shown and are still interested in working together for the betterment of Joplin. As a result of Vision Joplin 2022, this group is another example of organizations who worked independently of one another are now coming together for a common goal – A Healthier/Safer Joplin Community.

JOB GROWTH

The Job Growth Committee spent significant time working with Rob O’Brien from the Joplin Area Chamber of Commerce and Jasen Jones from the Workforce Investment Board to review data that would guide the Committee’s work and outcomes.

This data and the subsequent conversations led the Committee to focus on five sectors/industries. These five have either seen growth over the past several years or have an anchor that already exists in the community.

These five sectors are:

1. Professional, Scientific, and Technical Services
2. Healthcare and Social Assistance
3. Finance and Insurance
4. Manufacturing
5. Transportation and Warehousing

Job Sectors		
Sector	2014-2016 %change	2014-2016 #change
Professional, Scientific, and Technical Services	10%	117
Health Care and Social Assistance	7%	558
Finance/Insurance	7%	66
Manufacturing	3%	330
Transportation and Warehousing	-13%	-446

The Committee determined that it did not want to focus solely on adding to the quantity of jobs, but to also focus on jobs of certain salary ranges.

The salary ranges identified by the committee are as follows:

- \$55,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 – And up

Next the Committee created the following value statement:

The foundation of a great community is having a thriving job market allowing people to reach their fullest potential.

- The values of this great community will:
 - Attract the best and brightest
 - Appreciate and support its local businesses
 - Develop and retain its own talent
 - Possess a strong sense of community pride and camaraderie
 - Value training and education
 - Create and sustain a qualified and diverse workforce

After determining the job sectors and writing the value statement, the Committee created its final recommendation as follows:

The City and its partners will create a committee comprised of City Council Members, Chamber Staff and other City partners who support and impact job growth in the City. This committee will:

- 1. Define geographic districts based on the top 5 sectors (Professional/Tech, Health Care, Finance/Insurance, Manufacturing, Transportation, and Warehousing).**
- 2. Create job growth incentives, which are specific to each sector.**

The districts will be geographically determined and any business who wants to have a location in that district and who brings jobs of a certain salary range will qualify for specific incentives that are valuable to said sector. These incentives will be defined by the newly formed Job Growth Committee and could include incentives that already exist. i.e. tax abatement, fiber internet, access to shell buildings, etc. For example, the healthcare district would be created and include both hospitals and the Medical School. If a new or existing organization that provides healthcare jobs with salary ranges defined earlier wanted to locate their business in the Healthcare District they would then be offered incentives and amenities for moving within the defined district. Additionally, greater incentives will be offered to organizations that bring jobs of higher salary ranges. The newly formed committee will set growth targets for each identified sector at 2% growth per year above previous 5 year average. For example, if the Healthcare sector saw a job growth of 5% over the past 5 years the goal for next year would be 7% growth within that sector.

In summary, the Job Growth Committee recommends that City Council identify an individual to Chair this soon-to-be-newly-formed committee and that the newly formed committee report updates regularly to the City Council and continue to report updates over the next five years to monitor the success of this project.

HISTORIC PRESERVATION

The Historic Preservation sub-committee of the Quality Life Committee, with the full support of the Core Team, brings forth the following:

Downtown is the heart of the City. It is what makes Joplin unique and what tells our story. Take a walk in the downtown district and see the benefits of the past revitalization and streetscaping. Since these projects, our community now enjoys 1st and 3rd Thursday and other events that draw people near and far. For this reason, we would like to continue expanding these downtown efforts. **We recommend that the City Council support the revitalization of vacant buildings and streetscaping between 8th and 10th Streets on Main Street through available resources including CDBG funds that have been used for**

façade programs. Downtown Joplin Alliance and the Historic Preservation Commission are eager and willing to help in the promotion and design for this project. Establishing a Community Improvement District in this area would also be beneficial.

We would like to give Joplin a facelift in the residential districts. When potential residents visit Joplin, we want them to experience a friendly atmosphere and charming curb appeal. Currently, many of our neighborhoods are in dire need of improvement. **We recommend establishing a neighborhood improvement program.**

- 1. The city establish funding mechanisms for residents to upgrade the exterior of their homes including working with HUD funding which is already being used by Economic Security.**
- 2. Explore CDBG funding for the designated historic neighborhood.**
- 3. Route infrastructure dollars to the selected neighborhood at the same time in order to update sidewalks, plant trees, etc.**

The Committee recommends starting with a 2 x 2 block area in the “East Town” neighborhood. In order for this project to become a reality, we would like the Council to support the beginning research. We want to work with neighborhood groups, City staff, Historic Preservation Committee, and economic development groups to determine the program specifics. We recommend creating an oversight board made up of these stakeholders so they can make decisions on the direction and order of projects.

GOVERNANCE COMMITTEE

The Core Team supports the following Governance Committee recommendations:

Joplin has made huge investments into areas not entirely in the City limits. For example, the I-249 corridor with \$4 million invested into that transportation system.

Approximately \$14.2 million is allocated in the current Capital Improvement Sales Tax plan for Connecticut Avenue from 32nd to 44th Street and 44th Street from Rangeline to Connecticut. This does not include whatever ultimate investment of Capital Improvement Sales Tax monies are funded into the Connecticut Avenue overpass. These transportation improvements either lead into or border Leawood Village.

The City of Joplin currently provides sewer treatment services to areas east of the Joplin particularly in Duquesne and Duenweg, with those residents paying a 30% surcharge for that service. We also point out that over 600 Joplin School students attend South Middle School located in the Village of Leawood and nearly 1,000 Joplin School students attend Soaring Heights Elementary and East Middle School in Duquesne.

The City of Joplin desires to be a good neighbor to surrounding communities and respectful of citizen desires in all areas adjoining our City’s boundaries. Emotions often rise when the words annexation or merger or consolidation are mentioned. Still, to enable Joplin to grow above its 51,818 official census population, annexations, mergers, or consolidations must be explored and facts delivered that lead to intelligent decisions by all parties involved – citizens and the municipalities.

Recommendation is made for the City of Joplin to search out and embrace best policy practices that other cities have implemented to achieve win-win results for all parties involved in boundary-expansion efforts. Also, contact has been made with Dr. Brian Nichols, Professor of Finance and Dr.

Nii Adote Abrahams, Professor of Economics at Missouri Southern State University. They stand ready to work as a service to the City to generate a cost-benefit analysis that factually presents costs and benefits to all parties involved. To be thorough and proper, this plan could take a minimum of 12 to 24 months.

The ultimate goal is to indeed expand the City's boundaries through annexations or mergers or consolidations by May 2022.

Next, the Governance Committee feels it is was important for the City of Joplin to grow the number of rooftops in order to grow the population of the City to 60,000 in 10 years or less. A 60,000 official census number is the threshold to attract certain size developers and retailers. As stated previously, the City has no incentives to help residential builders make the decision to choose Joplin over other surrounding communities.

Many times throughout the Governance Committee meetings we heard the most important thing to the City of Joplin was the growth of retail sales because this is where most of the City revenues are generated. The City has many tools in its toolbox to attract commercial entities but once again has no incentives for the residential builder.

The Core Team supports the Governance Committee recommendation that an emphasis should be put on building residential housing in the City of Joplin. Incentives should be offered to make Joplin the “City of Choice” for this type of investment.

Incentives considered were:

1. Expedited planning processes to help residential or multi-family homebuilders be able to quickly obtain permitting to start a new project in the city.
2. Low interest loans to qualified builders for a portion of the project such as the infrastructure.
3. The City of Bryan, TX is offering waived fees for water and sewer taps for up to 30 homes per year and waived fees on building permits for new homes.
4. The City of Pittsburg, KS has developed a Land Bank. The purpose of the Land Bank is to get abandoned, vacant, and otherwise underused properties back into productive use. Every transfer of property will be accompanied by a development agreement, outlining the final use of the property as well as accompanying timelines. Purchase price for Land Bank properties will be negotiated based upon the details in the development agreement, with the Land Bank Board approving the final agreement and offer.
5. Other cities have developed tax incentives for multi-family home builders to build in their city. These incentives are based on a minimum number of homes or units.
6. The City of Brush, CO offers the waiving of city sales tax on building materials for qualifying projects.

New homes will attract new talent to our workforce, increase the population, and grow our tax base -- property, franchise, and sales taxes. Offering building incentives to developers and builders will make Joplin the “City of Choice”.

As stated earlier in this presentation, Joplin's primary municipal funding source is sales tax revenue. Taken directly from the City's audit report for the year ending June 30, 2016, the following sales tax collections are listed:

Fiscal Year	Sales Tax Collected	% Change
2008	30,935,234	
2009	29,499,444	-4.87%
2010	29,486,710	-0.04%
2011	32,147,243	8.28%
2012	32,720,597	1.75%
2013	32,377,023	-1.06%
2014	33,885,209	4.45%
2015	35,927,819	5.69%
2016	36,223,390	0.82%

The impact of the May 2011 tornado makes trending challenging due to rebuilding efforts within the City. However, for the current fiscal year through the month of April 2017, the 1% General Sales Tax receipts (before TIF) are down 3.91% when compared to the same time period one year ago.

The unknown impact to the City is just how much consumers are purchasing online and therefore not paying any Joplin use taxes on those purchases shipped to their residence. Currently, the fact remains that the City of Joplin will not collect any amount of use taxes on items stored or consumed when shipped to residences because Joplin has no Use Tax ordinance in place. (This is not to be confused with the ordinance in place for collection of sales taxes when titled goods are bought outside the State of Missouri and registered by City of Joplin residents.) With online retail sales growing at a rapid pace and storefront retail sales are constantly being challenged to compete with the likes of Amazon and big-box retail efforts to expand their online or internet sales, this issue has an extreme long-term potential in impacting future sales tax collections for the City of Joplin.

But there is another side to this coin as businesses in Joplin are now directly impacted by the State Use Tax process. Businesses file required annual reports that are consistently audited by the State. Although there are exceptions to what is subject to the Use Tax, such as manufacturing equipment, Joplin businesses are required to report purchases that are brought into the State from outside resources as they are consumed, used, or stored in Joplin and therefore subject to the State’s 4.225% Use Tax rate. (Due to confidentiality statutes, the Department of Revenue cannot disclose reports that would detail who are making these purchases and therefore subject to the State’s Use Tax.)

Use Tax Comparison Report

Qualifier - \$1 billion or more in sales taxable purchases

Source: <http://dor.mo.gov/publicreports/#pubtax>

<u>Has Use Tax</u>	<u>City</u>	<u>Calendar Year 2016 Sales Tax Purchases</u>	<u>Calendar Year 2016 Use Tax Purchases</u>
Yes - 2.875%	Kansas City	7,623,047,609	1,375,216,406
Yes - 2.125%	Springfield	4,307,224,574	330,610,478
Yes - 3.788%	St. Louis	3,879,197,815	784,477,358
	Columbia	2,310,991,597	72,606,951
	Independence	1,839,430,791	54,321,164
	Lee's Summit	1,447,463,690	59,508,632
	St. Peters	1,408,095,795	72,579,002
	Chesterfield	1,356,645,576	73,342,422
	Joplin	1,350,448,756	46,516,105
Yes - 2.875%	St. Joseph	1,244,379,226	128,564,003
	Branson	1,174,004,916	19,902,322

	St. Charles	1,164,685,689	121,085,206
	O'Fallon	1,155,671,452	163,343,272
	Jefferson City	1,070,141,800	77,046,740
County - 1%	Cape Girardeau	1,004,810,838	43,555,246

As the 9th largest City in the State based upon 2016 purchases subject to sales tax in the amount of \$1,350,448,756, the State of Missouri received reports of purchases subject to Use Tax from Joplin parties in the amount of \$46,516,105. Had the City a Use Tax in place equal to its current sales tax rate of 2.625%, the City of Joplin would have received \$1,221,048 in additional revenue. If Joplin businesses accounted for the bulk of purchases subject to that Use Tax, their cost of doing business would have risen by some factor of that \$1.2 million.

Therefore, the City of Joplin, along with its businesses and citizens, are at a key decision point. With the culture change as to consumer purchases and large retailers of all types looking to capture online sales, local brick-and-mortar retailers are challenged with their future environment. Do the citizens of Joplin desire to “level the playing field” for our local retailers to at least eliminate that one competitive factor from the retail buying/selling process? Or do they want to support local businesses who are reporting their purchases subject to Use Tax by keeping their costs down and perhaps investing those dollars into future expansion and jobs growth?

Recommendation is made that the City Council directs City Administration and the citizens-appointed Finance Committee to thoroughly research, survey, and investigate this question in order to educate the voting public of the costs and benefits of a Use Tax and present the Use Tax question for a vote of the people as soon as possible, but no later than November 2018.

The Governance Committee, the Destination Anchor Sub-committee within Quality of Life, and the Healthy Living/Wellness Committee all came to virtually the same conclusion for the recommendation of a multi-use indoor sports facility for Joplin. The thought being that such a facility could be utilized by the community on a Monday through Thursday basis and then utilized to attract to our community visitors from outside the community that will spend their disposable income at our hotels, motels, restaurants, bars, retailers, convenience stores, etc. while supporting or directly participating in an indoor event. Indoor events could range for all genders and ages with basketball, volleyball, archery, cheerleading, dancing, and other competitive sporting activities.

The Joplin Sports Authority is a proven entity in bringing participants to Joplin, which is essential for our growth in sales tax revenues. Here are the number of participants by year:

- 2014 –16,345
- 2015 - 15,600
- 2016 –16,110
- 2017 – 19,874 projected

And these numbers do not include those coming here to support those athlete participants!

At the Core Team meeting of April 13th, the following commentary was presented by Governance Committee co-lead Clifford Wert, with such having been reviewed with Pete Hall, Governance Committee member and President of the Southwest Missouri Lodging Association:

“While the Governance Committee did not make a specific recommendation as to the funding source, the City would be encouraged to explore a comprehensive and strategic approach that

would include a reallocation of the existing Occupational License Tax (Lodging Tax) revenue based upon return on investment, the creation of an additional use-specific minimal food/beverage tax, and a use-specific increase in the lodging tax of 2%. A comprehensive strategic approach will require further review and analysis; but the lodging industry, which has been very supportive of the sports marketing efforts and participated as a member of the Vision Joplin 2022 effort, would be receptive to the idea of further dialogue with the City of an inclusive plan.”

Regarding the funding source for such a project within our May 2017 to May 2022 timeline, all long-term funding sources available through the Parks and Stormwater Sales Tax are allocated through 2022 and Capital Improvement Sales Tax funds are allocated through 2024. The General Sales Tax, Public Safety Sales Tax, and Transportation Sales Tax are fully utilized annually. Therefore, the remaining source that allows for possible investment resourcing is the Lodging Tax revenue that 100% funds the Convention and Visitors Bureau annual budget.

The recommendation of the Core Team is to immediately initiate the dialogue with the lodging association that would result in an increase in the Lodging Tax from 4% to 6%. With this increase in revenue generation, develop a financing plan via revenue bonds that could result in a \$14 million to \$15 million investment into an indoor multi-use sports facility for Joplin, while at the same time continuing a level of operational support for the CVB and Joplin Sports Authority and other uses as agreed upon by all parties.

No doubt a feasibility study would be in order to develop a sustainability plan for daily operations, but with the proven ability of the Joplin Sports Authority to bring participants to our community combined with the active use of the facility during non-weekend days administered by the Parks and Recreation Department, this indoor facility would be an outstanding addition to our community.

The Core Team would like to plant a seed for a bigger vision to this recommendation. **The recommended indoor multi-use sports facility needs to be Phase I of a multi-phase plan on a site location of 50 acres or more located as near as possible to the intersection of I-44 and I-49 and in close proximity to our concentrated locations of hotels and restaurants.** Future improvements would include multiple all-turf fields in support of youth girls and boys baseball and softball. Like the indoor facility, fields could be used by Joplin youth Monday through Thursday and by outside participants attracted to Joplin by the Joplin Sports Authority Friday through Sunday. Another investment could be an indoor competitive swimming facility containing the proper warm-up pools and the competitive swimming and diving pools.

What becomes of the current Joplin Athletic Complex? **We recommend that the grounds be converted to a premier soccer complex with multiple all-turf fields there as well.**

How would multiple phases be funded? With increased hotel occupancy the lodging tax would grow, thereby supporting additional revenue bonds. When the Parks and Stormwater Sales Tax comes up for renewal in 2022, a line item for continued phased development could be included within the ten-year renewal period. Finally, a line item could also be considered within renewal of the Capital Improvement Sales Tax in 2024.

By investing into assets that serve both our citizens and make Joplin extremely attractive to outside visitors thanks to our excellent location in the center of the United States and apart from Kansas City and St. Louis, the only city in the State at the intersection of both a north/south and an east/west Interstate Highways, Joplin can grow its sales tax revenues and its lodging tax revenues.

The Core Team would like to address two specific items on the May 15, 2017 Consent Agenda following action taken by the Council during its May 1, 2017 meeting.

Regarding the contract to turf infields at two Joplin baseball fields, the Core Team questions the proposed action at the Wendell Redden Field. With this presentation, vision is given to development of a sports complex as near as possible to the intersection of I-44 and I-49 and the vision of the current Joplin Athletic Complex becoming a turf soccer complex. How does Wendell Redden Field fit into this possible vision? What is the long-term vision for the Joplin Athletic complex with its location opposite of highway connections and hotels, motels, and restaurants? **Until these questions are answered, the Core Team recommends delaying the investment of turf at Wendell Redden Field.**

Regarding the proposed contract with Design Workshop of Aspen, CO, this presentation contains a recommendation to initiate immediate dialogue with the lodging association that would result in an increase in the lodging tax and an agreed upon plan for a Phase I indoor multi-use sports facility in Joplin. Should the Council deem the \$73,640 expenditure for the contract study is prudent for the broader scope of tourism in Joplin, so be. **The Core team recommends immediate initiation of dialogue with the lodging association.**

EDUCATION COMMITTEE

The Core Team supports the following recommendation from the Education Committee:

Joplin does not have a standardized or mandatory preschool program. Preschool and early childhood development is left largely to the parent or primary caregiver with the exception of Head Start and special education offered through the Joplin district. Preschool programs are offered via daycares and local churches and religious establishments; however, no standardized format for pre-kindergarten is utilized. These programs are often not available to poverty or low-income families due to cost, availability, and scheduling constraints families face.

Continued studies and research indicates that communities and states investing in high-quality pre-kindergarten education are gaining positive benefits for children, schools, and communities. It is estimated that for every dollar spent on pre-kindergarten the community saves seven dollars that would be spent in remedial education, labor, and community wellness.

Standardized curriculum caused pre-kindergarten to score higher on math and reading tests than non-standardized curriculum. Children receiving standardized pre-kindergarten equaled or exceeded national norms in eight of nine standardized assessments by the end of their kindergarten year.

The desire of Vision Joplin 2022 is for the Joplin Community to offer Universal Pre-School to all three to five year old children, with a goal to have ninety-five percent of the children ready for kindergarten by 2025. **We recommend that the City Council establish start-up and ongoing funding which would come from newly allocated community development monies tied to specific sales or use taxes.** The Joplin School District would serve as one of the vendors offering an accredited Early Childhood program. Ultimately, parents would apply to the City for a voucher. The voucher would be used to pay for any accredited Early Childhood program operating within Joplin City limits. This would also spur development of independent entrepreneurs in the area of Early Childhood programming.

POSITIVE MARKETING & BRANDING

In conclusion, the Core Team brings forth the following recommendations from the Positive Branding & Marketing Committee.

We believe that the City of Joplin needs to uncover its identity. We do not mean a slogan or a logo, but a sense of identity that unifies and permeates the City. What is the implicit promise we make to people who live here or are considering moving or visiting here? When someone we meet asks us to tell about Joplin, what do we say? Who or what is Joplin? Who or what is Joplin to our residents, our businesses, our community, and the region?

Imagine someone from Branson being asked that same question. Whether they use the current slogan from Branson or not, they will likely describe Branson as a family vacation destination in the middle of America, which is the heart of Branson's brand. The tornado is what we are now known for, but the tornado is something that happened to us—it doesn't tell outsiders anything about who we really are as a community. It is time for Joplin to take ownership of our identity.

Importantly, a brand is not designed just to advertise to outsiders, but to foster alignment and allegiance among people who live, work, or play in Joplin. We feel that this brand idea is something that will foster a sense of identity and pride in our community. While it is very plausible to identify the right brand and get widespread adoption of that brand within five years, we think the impact of this is even farther reaching than five years.

Many businesses in our region that are actively recruiting talent to move to our area have developed or are developing information, materials and/or videos that spotlight what makes Joplin a great place to relocate to, raise a family, and be part of the community. We believe the City should endeavor to do the same.

We recommend that the City of Joplin partners with area businesses and our community to develop our identity that everyone can use to promote Joplin and attract people to our area. This could be accomplished in multiple ways including grass roots polls and surveys to hiring consultants to conduct the type of research needed to find Joplin's identity. Through a community partnership the City could share any expense with area businesses and community groups. We feel this is an important first step in the process toward future growth and promotion of Joplin.

In conclusion, the Core Team wishes to again thank each and every person who contributed to this effort. We are excited for Joplin's future and believe this report presents actionable, measureable, and bold recommendations that will result in Joplin's growth from May 2017 to May 2022.

Respectfully submitted,
Vision Joplin 2022
Core Team