

2 - Housing & Neighborhoods							
	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Develop Design Standards for new construction and additions that are appropriate and contextual	1.A. Establish more prescriptive design standards that address in-fill housing design standards, materials, and construction methods.	1.A.1 Establish a committee of staff and ARB members to review the current architectural design standards including whether or not they are binding. 1.A.2 Draft revisions to the code that provide more prescriptive details to achieve acceptable contextual design in all areas of Kirkwood. These include, but are not limited to, Floor Area Ratio and Lot Coverage requirements. 1.A.3 Present to Council for adoption.	Public Services Department/ Planning	Short	2 years	COMPLETED
		1.B. Encourage developers and property owners to rehabilitate existing structures and to use green building strategies.	1.B.1 Create a Committee to research and develop potential incentive programs. 1.B.2 Determine management of the program. Create an application and review, reward process. 1.B.3 Develop a schedule of implementation. 1.B.4 Create an outreach advertisement program to local developers and the community.	Public Services Department/ Planning	Mid	1.5 years	
2	Maintain quality housing through property maintenance efforts	2.A. Create opportunities to help residents with existing property maintenance issues.	2.A.1 Investigate state, federal or self-created programs that may be feasible within Kirkwood. 2.A.2. Establish incentive amounts, qualifying criteria and an administrative review process. 2.A.3 Advertise program to the community. 2.A.4 Implement program.	Public Services Department/ Building	Short	1 year	
		2.B. Establish vacant building registration/inspection program to prevent property maintenance issues.	2.B.1. Evaluate the current vacant and derelict property procedures. Determine the level of need for a registration. 2.B.2. Establish a registration process. 2.B.3. Set up a GIS database of properties with associated contact information to allow for more efficient inspections.	Public Services Department/ Building	Short	1 year	
		2.C. Develop a homeowner brochure that addresses maintenance best practices and resources.	2.C.1 Working with City staff and reviewing other communities' brochures, identify the appropriate information to include in the brochure. Craft the brochure content, have reviewed and finalized.	Public Services Department/ Building	Short	1 year	

			<p>2.C.2 Promote the brochure at city-owned facilities and through the website and social media platforms and with appropriate organizations.</p> <p>2.C.3 Create and implement a strategy for distributing the brochure to home owners and land owners that have been cited for maintenance violations.</p>				
3	Preserve historic buildings and neighborhoods	<p>3.A. Strengthen city historic district and landmark regulations to preserve historic structures architectural character.</p>	<p>3.A.1 Establish a joint citizen/staff committee to review the demolition, addition and new construction processes.</p> <p>3.A.2 Review the adopted Landmarks Commission (Historic Preservation) Code.</p> <p>3.A.3 Update the historic inventory forms for landmark properties to identify features that should not be altered.</p> <p>3.A.4 Draft and prepare a new ordinance that protects landmarks, historic districts and historic homes from demolition as well as alterations that render them non-contributing.</p>	Public Services Department	Short	3 years	<p><u>February 2023</u> – Completed by a joint committee of City Council and Landmarks. City Council work session was held and legislation will be scheduled for formal consideration. <u>COMPLETED</u></p>
		<p>3.B. Strengthen current regulations to limit teardowns of existing historic buildings and promote rehabilitation.</p>	<p>3.B.1. Form a multi-disciplinary committee to review potential policies or regulations to discourage and/or regulate demolitions.</p> <p>3.B.2. Draft a recommendation for approval from City Council.</p> <p>3.B. 3. Adopt demolition limitation regulations.</p>	Public Services Department/ Planning	Mid	2 years	
4	Promote housing to accommodate residents of various ages, abilities and socio-economic needs	<p>4.A. Support the development of senior-oriented housing and accessible home design.</p>	<p>4.A.1 Research implementation methods such as through minimum requirements or an incentive program.</p> <p>4.A.2. Set up a roundtable discussion with the building community to receive feedback. Distribute feedback.</p> <p>4.A.3. Write, present and approve an ordinance.</p>	Public Services Department	Long	3 years	
		<p>4.B. Encourage higher density residential/mixed-use in appropriate areas.</p>	<p>4.C.1. Determine the need for downtown housing.</p> <p>4.C.2 Determine action steps to incentivize dense residential developments near downtown if needed.</p> <p>4.C.3 Consider potential for the allowance of accessory/secondary dwelling units.</p> <p>4.C.4 Develop and review potential text amendments to the Zoning Code for comment and consideration.</p> <p>4.C.5 Adopt changes to the Zoning Code as applicable.</p>	Public Services Department	Mid	4 years	<u>COMPLETED</u>
		<p>4.C. Study the existing housing stock for residents of various ages, abilities, and</p>	<p>4.C.1 Conduct a housing Study</p>	Planning & Development Services Department	Mid	Ongoing	<p><u>February 2023</u> – The City has hired a consultant to conduct an attainable housing study. The study is underway</p>

		socio-economic needs with the goal of increasing attainable housing	<p>4.C.2 Using the housing study data, establish attainable housing goals with attention given to balancing renovating small homes versus demolition/rebuild with larger, more expensive homes</p> <p>4.C.3 Evaluate incentive programs to increase attainable housing for broader socioeconomic groups</p> <p>4.C.4. Implement the appropriate incentive programs that are approved by the City Council</p> <p>4.C.5 Evaluate the progress of achieving the desired level of housing that is attainable for a broader socioeconomic demographic</p>				and anticipated to be completed by end of Q1 of 2023.
5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	5.A. Provide walkable connections between residential areas and neighborhood commercial areas.	<p>5.A.1 Review sidewalk gap list from the 2015 Pedestrian and Bicycle Master Plan.</p> <p>5.A.2 Determine if sidewalk construction is feasible as part of a new street project.</p> <p>5.A.3 Evaluate potential bike routes that can be added based on the bicycle/pedestrian plan.</p> <p>5.A.4 Construct sidewalks and bike routes as part of street project.</p>	Public Services Department	Mid	Ongoing	
		5.B. Review existing zoning regulations for identified neighborhood village retail areas.	<p>5.B.1 Create a Steering Committee that works with Staff to review Kirkwood’s current neighborhood business district regulations.</p> <p>5.B.2 Ensure design standards and codes help facilitate future development and improvements to existing neighborhood villages to meet the vision identified by the community.</p> <p>5.B.3 Working with the immediate property owners identify and document any unique needs or standards that pertain to the specific area and include within the set of zoning regulations.</p> <p>5.B.4 Implement revisions to the zoning regulations as needed.</p>	Public Services Department/ Planning	Mid	3 years	COMPLETED

3 - Mobility & Infrastructure

GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status	
1	Improve the maintenance and reliability of Kirkwood's infrastructure and utilities with consideration of technological advances	1.A. Maintain and update a pavement condition index for all city streets.	1.A.1 Update current PCI as projects are completed and maintenance is performed. 1.A.2 Consider a comprehensive review of city streets every 3 to 5 years to renew the PCI. 1.A.3 Incorporate short and long-term projects into the City Capital Improvement Plan.	Public Services Department, Street Department	Short	Ongoing	
		1.B. Implement the recommendations of the Electric Distribution Study.	1.B.1 Integrate the modernization plans into the City's future CIP and finalize funding. 1.B.2 Create an implementation schedule. 1.B.3. Begin modernization upgrades per the implementation schedule.	Kirkwood Electric	Short	5 years	
		1.C. Implement the recommendations of the Water Distribution Study.	1.C.1 Prioritize water main replacements based on critical need. 1.C.2. Utilize infrastructure renewal fee revenue to replace water mains. 1.C.3. When possible coordinate water infrastructure replacements with street reconstruction projects. 1.C.4 Implement other stated system improvements as practical.	Public Services Department, Water Department	Short	Ongoing	February 2023 - The following water main projects were conducted: 1) Grand Ave. Water Main Replacement (Harrison to Minnie)- Project is complete. 2) Geyer Ave. Water Main Replacement (Nirk to Adams)- Project is complete. 3) Orchard Ln./ Orchard Way Water Main Replacement- TGB's start date: August 22, 2022. Project is ongoing; 85% complete.
		1.D. Study the impact of infill and new construction on storm water issues throughout the community.	1.D.1. Hire a consultant to create a stormwater management plan to augment the county-wide SWMP. 1.D.2 Include the removal of barriers to encouraging green infrastructure in the new plan. 1.D.3 Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood. 1.D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.	Public Services Department, City Forester	Short	2 years	COMPLETED

2	Become a more walkable and bike-able community	<p>2.A. Enhance sidewalk connectivity between neighborhoods, parks, schools and commercial areas.</p>	<p>2.A.1 Re-evaluate and update the sidewalk gap priority list created from the 2015 Pedestrian and Bicycle Plan.</p> <p>2.A.2 Determine if sidewalk construction or improvements are feasible as part of any and all new street projects.</p> <p>2.A.3 Coordinate with local schools to pursue grant monies to improve sidewalk connections around schools.</p>	Public Services Department	Mid	Ongoing	
		<p>2.B. Identify key pedestrian routes for improved street lighting to promote safety.</p>	<p>2.B.1 Determine appropriate pedestrian routes that require streetlight improvements.</p> <p>2.B.2 Prioritize improvements into phases if needed.</p> <p>2.B.3 Research outside funding opportunities that could supplement City funds.</p> <p>2.B.4 Evaluate new streetlights to determine if expansion is feasible.</p>	Kirkwood Electric, Public Services Department	Mid	2 years	
		<p>2.C. Consider adoption of a Complete Streets Ordinance.</p>	<p>2.C.1 Research nation-wide best practices for Complete Streets ordinance.</p> <p>2.C.2 Draft Complete Streets ordinance.</p> <p>2.C.3 Approve Complete Streets ordinance.</p> <p>2.C.4 Develop a multi-department committee, chaired by Public Services Department, to implement the Complete Streets ordinance.</p>	Public Services Department/Planning	Short	2 years	<p><u>February 2023</u> – Action items 2.C.1 – 2.C.3 completed</p> <p>Action Item 2.C.4 ongoing discussions to establish committee</p>
		<p>2.D. Improve major intersections and identified gateways with enhanced streetscaping elements.</p>	<p>2.D.1 Prepare a plan for the development of gateways throughout the city.</p> <p>2.D.2 Identify a financial mechanism (general fund, private monies, grants) for implementation of gateway elements.</p> <p>2.D.3 Prioritize the gateways within Kirkwood.</p> <p>2.D.4 Implement the recommendations of the gateway plan.</p>	Public Services Department	Long	2 years	
		<p>2.E. Implement Argonne Drive streetscaping improvements to improve appearance and walkability in the downtown area.</p>	<p>2.E.1 Submit Argonne Project for federal grant consideration.</p> <p>2.E.2 Implement the project.</p>	Public Services Department	Mid	3 years	<p><u>February 2023</u> - The City is not being recommended for a TAP Grant in 2023 for Argonne Drive improvements. Staff will continue to pursue funding opportunities for this project.</p>
		<p>2.F. Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.</p>	<p>2.F.1 Integrate the recommendations into the City's future CIPs.</p> <p>2.F.2 Explore potential outside funding to expand implementation.</p>	Public Services Department	Short	Ongoing	<p><u>February 2023</u> – Construction of the I-44 Bridge and approaches is complete. Ceremonial opening is scheduled for June 24, 2023.</p>

			2.F.3. Construct the various improvements as part of capital projects.				The City is being recommended for funding through this year's TAP grants for funding of phase 1A of the Grant's Trail extension. The City submitted an STP application in February for phase 1B and expects to know the status of that request by Summer.
3	Promote efficient and safe movement of people and goods throughout Kirkwood	3.A. Adopt traffic/access management standards to promote safe movement through commercial areas.	3.A.1 Evaluate best practices in the St. Louis region and nation-wide. 3.A.2 Draft access management standards 3.A.3 Adopt access management standards. 3.A.4 Implement access management standards as part of the development process.	Public Services Department	Mid	3 years	
		3.B. Install traffic calming elements at applicable locations.	3.B.1 Evaluate and update the current criteria and create a procedure for the implementation of appropriate traffic calming techniques within the City. 3.B.2 Create a standard review process for streets selected for upgrade, evaluate for traffic calming enhancements and implement. 3.B.2 Pursue grants to implement traffic calming elements.	Public Services Department	Mid	Ongoing	
4	Evaluate and update parking standards City-wide	4.A. Study the need for additional parking in the downtown area.	4.A.1 Conduct a downtown parking study. 4.A.2 If a demand is present, review all options for new parking including new lots, new structures, and shared parking opportunities. 4.A.3 Develop a financial strategy to study and secure appropriate funding for additional parking.	Public Services Department/Planning	Short	4-6 years	COMPLETED
		4.B. Review parking code and investigate the need for new parking standards to meet city-wide market demand, while protecting residential neighborhoods.	4.B.1 Review national parking standards and establish best practices that apply to Kirkwood. 4.B.2 Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention. 4.B.3 Draft and adopt an ordinance amending the Zoning Code to reflect current national parking best practices.	Public Services Department/Planning	Short	4 years	COMPLETED
		4.C. Where feasible, create additional on-street parking to meet demand.	4.C.1 Conduct a feasibility study of possible road diet locations throughout Kirkwood. 4.C.2 Do a test of the proposed changes with temporary striping and other materials for a period to determine traffic flow impact and public response.	Public Services Department	Mid	2 years	February 2023 – In association with the Kirkwood Road Phase 1 project, from Adams to Swan, converting a travel lane to parking between Adams and Bodley is being proposed in preliminary

			<p>4.C.3 Pursue grant opportunities for road diet projects.</p> <p>4.C.4 Implement road diet projects with the goal of additional street parking and streetscape improvements.</p>				<p>plans to obtain public feedback as part of the design process.</p>
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4 - Active Living & The Environment

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Provide amenities that create opportunities for active & healthy lifestyles	1.A. Implement the recommendations of the adopted Parks Master Plan.	1.A.1 Review and implement recommendations of 2005 Parks Master Plan. 1.A.2 Determine if an update to 2005 Parks Master Plan needs to occur. 1.A.3 Begin to Plan for a new Parks Master Plan.	Park Board	Short	5 years	<u>February 2023</u> – The Park Board has included funds in the proposed FY24 budget for a new Park Master Plan that will replace the 2005 Master Plan.
		1.B. Promote and grow multi-generational fitness and health programs for all citizens.	1.B.1 Survey residents on new or additional classes and possible locations that should be considered. 1.B.2 Review findings of survey and determine feasibility of new programs. 1.B.3 Introduce new offerings and locations in recreation calendar and mailers.	Parks & Recreation Department	Mid	2 years	<u>February 2023</u> - Additional new and returning programs have been offered at the community center and KPAC. COMPLETED
2	Maintain open space and natural areas	2.A. Coordinate with outside organizations to help with continued support and stewardship of Kirkwood Natural Amenities.	2.A.1 Work with the existing organizations responsible for maintaining the parks to identify types of maintenance and stewardship needs. 2.A.2 Identify potential partner agencies and organizations that could provide support to those areas. 2.A.3 Work with partner organizations to develop specific maintenance and stewardship plans and investigate the possibility of creating a pilot projects and programs. 2.A.4 Review maintenance and stewardship programs and measure local impacts on an ongoing basis.	Parks & Recreation Department	Short	3 years	<u>February 2023</u> – Park Department works closely with outside organizations such as Open Space Council, Missouri Department of Conservation and Meramec River Recreation Association for preserving appropriate parkland using nature based solutions. Implementation will be ongoing. COMPLETED
		2.B. Continue to grow and promote volunteer programs.	2.B.1 Continue promotion of K-PAC to City residents and businesses 2.B.2 Identify new groups in which to market K-PAC 2.B.3 Review goals of K-PAC and identify new programs and additional goals 2.B.4 Identify other volunteer or civic groups to partner together	Parks & Recreation Department	Short	5 years	<u>February 2023</u> – Kirkwood Parks volunteer program continues to strive for excellence. Volunteers were recently recognized for their work in the parks at the annual luncheon held at the train station. The goal is to reach 700 volunteers annually. Volunteers and groups assist with trail degradation, invasive plant removal tree planting, weeding beds, and more. COMPLETED

4 - Active Living & The Environment

						Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
GOALS	OBJECTIVES	Action Items		Champion				
		2.C. Integrate native plantings into city projects and private development that are low maintenance and require minimal care.	2.C.1 Review existing native landscape programs and initiatives in nearby communities. 2.C.2 Decide the proper method to promote native plantings. 2.C.3 Enact a program to educate developers and residents of native plantings options, including trees, into new and infill developments.	Public Services Department		Mid	4 years	<u>February 2023</u> – park staff recently finalized a contract to continue native rehabilitation of the wetlands at Greentree Park. Staff is working closely with landscape experts for conceptual designs at the Community Center that integrate native plantings into front entrance updates that can handle direct sunlight.
3	Promote a thriving and healthy urban forest	3.A. Develop a master plan for addressing the preservation and expansion of the urban forest.	3.A.1 Identify issues and objectives to address. 3.A.2 Outreach to the community for feedback. 3.A.3 Establish an implementation plan between City and affiliated partners .	Public Services Department		Short	4 years	COMPLETED
		3.B. Create a tree preservation ordinance to protect old growth trees and promote new plantings.	3.B.1 Determine a clear direction from the community. 3.B.2 Finalize the tree ordinance based on community input and submit to City Council for adoption. 3.B.3 Create an outreach campaign for Community residents and builders to ensure understanding of the ordinance and the long-term benefits. Include this information in any property maintenance and permitting materials.	Public Services Department		Short	2 years	COMPLETED
		3.C. Inventory, inspect, and maintain all public trees on a continual basis.	3.C.1 Analyze the inventory data to create a full understanding of the age and condition of Kirkwood’s Urban Forest and what steps are necessary to maintain and enhance it. 3.C.2 Apply for grants to fund recommendations of the inventory.	Public Services Department		Short	2 years	COMPLETED
4	Increase Sustainability in the Community	4.A. Partner with neighborhood groups and schools to facilitate community gardens.	4.A.1 Review the Zoning Code and other City regulations to identify any potential barriers to community gardens. Eliminate barriers as needed. 4.A.2 Coordinate with existing organizations to determine interest and feasibility for community gardens. 4.A.3 Promote community gardens.	Parks & Recreations Department		Short	Ongoing	<u>February 2023</u> – local partners and neighbors that continue to contribute their time and effort toward the upkeep of the garden maintain The Community Garden in Kirkwood Park. Continued promotion of the existing community garden is ongoing.

4 - Active Living & The Environment

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						COMPLETED
	<p>4.B. Continue to educate the community about recycling and explore new recycling opportunities.</p>	<p>4.B.1 Review current promotional practices.</p> <p>4.B.2 Develop new educational materials and distribute via various city media outlets.</p> <p>4.B.3 Seek partnerships with affiliated organizations to promote recycling program.</p> <p>4.B.4 Explore increasing recycling cart sizes.</p>	Sanitation Department	Short	Ongoing	<p><u>February 2023</u> – Action items 4.B.1 – 4.B.2 completed.</p> <p>Action item 4.B.3 and 4.B.4 under review.</p>
	<p>4.C. Create incentives for commercial and residential developers to practice green building.</p>	<p>4.C.1 Determine what methods can be implemented to promote or require LEED-certified or green construction in Kirkwood.</p> <p>4.C.2 Draft incentive program language and/or amendments to applicable codes.</p> <p>4.C.3 Meet with commercial property owners, commercial and residential builders and leasing agents to discuss what incentives may best utilized.</p> <p>4.C.4 Work to Implement programs and amendments.</p>	Public Services Department/ Building	Long	3 years	
	<p>4.D. Institute internal City agency and department recycling and efficiency programs and measures.</p>	<p>4.D.1 Appoint an internal working group of department representatives.</p> <p>4.D.2 Meet with the department representatives to work on identifying opportunities for environmental efficiencies.</p> <p>4.D.3 Identify priorities and implementation strategies for each department.</p> <p>4.D.4 Implement these strategies and Measure the outcomes.</p>	Administration Department	Short	Ongoing	

5 - Economic Growth & Vitality

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Enhance Downtown with Entertainment Options	1.A. Support the development of a new downtown Performing Arts Center.	1.A.1 Finalize Development Plans. 1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown. 1.A.3 Realize synergies with institutional facilities/tourism generators. 1.A.4 Identify potential development options for adjacent real estate.	Parks & Recreation Department	Short	4 years	<u>February 2023</u> – The City continues to encourage redevelopment opportunities around KPAC. We have received an application for a new mixed-use development located at the southwest corner of Taylor & Monroe, directly across from KPAC.
		1.B. Attract a boutique hotel to serve the downtown area.	1.B.1 Hire a consultant to develop a feasibility study that would establish what kind of hotel could be supported in Kirkwood. 1.B.2 If a hotel is proven feasible, advocate for the project to attract a developer. 1.B.3 Coordinate with Special Business District and property owners to solicit interest.	Public Services Department, Administration Department	Mid	5 years	<u>February 2023</u> – Staff continues to work with the SBD, Chamber, and local property owners and developers to solicit interest in developing a hotel Downtown.
2	Support a balance of mixed-use residential development in the Downtown Area	2.A. Establish adaptive re-use program for older buildings.	2.A.1 Evaluate best practices within the region and nation-wide. 2.A.2 Determine if fee incentives are appropriate. 2.A.3 Adopt adaptive re-use program. 2.A.4 Promote through affiliated partners such as the Chamber of Commerce.	Public Services Department, Downtown Special Business District	Long	2 years	
		2.B. Encourage mixed-use developments.	2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development. 2.B.2 Promote the identified incentives to the development community for use with mixed-use development. 2.B.3 Establish criteria to evaluate the merits of mixed-use financial incentive support.	Public Services Department/ Planning	Short	1 year	<u>Regulatory incentives completed</u>
3	Encourage High Quality Commercial Developments	3.A. Adopt stronger architectural regulations.	3.A.1 Review the adopted commercial architectural design principles. 3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans.	Public Services Department/ Building	Mid	3 years	<u>COMPLETED</u>

5 - Economic Growth & Vitality

GOALS		OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
4	Foster business opportunities in Kirkwood		3.A.3 Review current staffing availability to see whether or not a consultant should be hired to assist with public outreach and sub-area plan development.				
		3.B. Consider expanding the existing façade improvement incentive program.	3.B.1 Identify commercial areas outside of the downtown area that would benefit from the establishment of a façade improvement program. 3.B.2 Determine if overall level of program funding and individual grant maximum is adequate . 3.B.3 Determine if the program could include a sustainability component. 3.B.4 Develop a process to implement the changes, and create measures to review efficacy of the program . 3.B.5 Create an educational program to reach out to existing and new property owners to encourage participation and Include the information and application on the City website.	Public Services Department, Downtown Special Business District	Mid	4 years	
		4.A. Create a method for identifying underperforming properties in order to promote redevelopment.	4.A.1 Determine criteria of underperforming property traits. 4.A.2 Establish an inventory of properties that fall within the outlined criteria. 4.A.3 Establish partnerships with property owners and real estate professionals representing identified properties. 4.A.4 Utilize economic incentives, when feasible, to promote key catalyst projects.	Public Services Department	Short	3 years	COMPLETED
		4.B. Evaluate appropriate incentives for desired businesses.	4.B.1 Evaluate the success of current financial incentive programs and revise incentives as needed. 4.B.2 Research existing programs and develop overall criteria to determine incentive eligibility. 4.B.3 Refine scoring system for incentive eligibility based upon criteria to encourage a fair and objective evaluation process for presentation to decision-making bodies.	Administration Department, Finance Department, Public Services Department	Long	5 years	
	4.C. Promote a supportive environment for start-up and small businesses.	4.C.1 Evaluate current regulatory environment and programs for new businesses.	Administration Department, Public Services Department	Mid	4 years		

5 - Economic Growth & Vitality

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			<p>4.C.2 Develop a plan for creating new or additional programs.</p> <p>4.C.3 Research the possibility of creating incubator space within the City with partner organizations.</p>				
5	Promote Kirkwood as a "Business-Friendly" Community	<p>5.A. Monitor and improve the City's business attraction and retention programs.</p>	<p>5.A.1 Generate a list of appropriate questions for a survey.</p>	<p>Public Services Department, Downtown Special Business District</p>	<p>Short</p>	<p>1 year</p>	
			<p>5.A.2 Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response.</p>				
			<p>5.A.3 Develop a report that outlines new programs and make recommendations for improvement.</p>				
		<p>5.B. Develop an online resource center for all business-related issues and questions.</p>	<p>5.B.1 Determine content of online tool based on overall information needs that existing businesses and new startups are requesting.</p>	<p>Public Services Department, Downtown Special Business District, Administration Department</p>	<p>Short</p>	<p>2 years</p>	<u>COMPLETED</u>
<p>5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).</p>							
<p>5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.</p>							
		<p>5.C. Create Economic Development Strategy.</p>	<p>5.C.1 Review the current services provided for prospective and existing businesses.</p>	<p>Administration Department</p>	<p>Short</p>	<p>3 years</p>	
	<p>5.C.2 Create a formal plan/strategy for Economic Development.</p>						
	<p>5.C.3 Consider the need of additional Staff resources to provide proper services.</p>						
		<p>5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.</p>	<p>5.D.1 Survey comparable cities' development fees and review process timelines.</p>	<p>Administration Department, Public Services Department</p>	<p>Short</p>	<p>1 year</p>	<p><u>PROCESS REVIEW COMPLETED</u> <u>FEE EVALUATION ONGOING</u></p>
	<p>5.D.2 Evaluate current fees and process to determine opportunities for revision.</p>						
	<p>5.D.3 Adopt a revised fee schedule and amend Code of Ordinances to allow for more streamlined review process if necessary.</p>						

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			5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.				