

2024 – 2nd Quarter Update - EnVision Kirkwood 2035 Quick Guide

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>November 2023</u> – Draft ordinance completed by a joint committee of City Council and Landmarks and is awaiting City Council decision.</p> <p>COMPLETED</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	<p><u>November 2023</u> – This topic was discussed as part of Objective 3.A. above and determined not to be pursued further.</p> <p>COMPLETED</p>
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	COMPLETED

		<p>4.C. Study the existing housing stock for residents of various ages, abilities, and socio-economic needs with the goal of increasing attainable housing</p>	<p>4.C.1 Conduct a housing Study</p> <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>	<p>Planning & Development Services Department</p>	<p>Mid</p>	<p>Ongoing</p>	<p>July 2024 – The City completed an attainable housing study and presented the findings to the City Council in June of 2023. The next step is for Staff to provide the Council with prioritized recommendations for implementation of the study.</p>
<p>5</p>	<p>Preserve and enhance neighborhood retail and services within existing neighborhood centers</p>	<p>5.A. Provide walkable connections between residential areas and neighborhood commercial areas.</p>	<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>	<p>Public Services Department</p>	<p>Mid</p>	<p>Ongoing</p>	<p>July 2024 – A new sidewalk project to fill in sidewalk gaps is complete on Longview between Taylor and Woodlawn. A second project on East Essex between Longview and Woodlawn is slated to begin construction in summer of 2024. These projects fill in part of the sidewalk gap to connect the Eastern City limit of Kirkwood to Downtown Kirkwood.</p> <p>The City started construction of Geyer Road Phase 2 Project in January 2024 which includes upgraded accessible curb ramps, curb extension to reduce crossing length across Geyer Road and the continuation of bicycle facilities from Geyer between Adams and Big Bend. The project is now being paved.</p>
	<p>5.B. Review existing zoning regulations for identified neighborhood village retail areas.</p>	<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</p>	<p>Public Services Department/ Planning</p>	<p>Mid</p>	<p>3 years</p>	<p>COMPLETED</p>	

to the specific area and include within the set of zoning regulations.

5.B.4 Implement revisions to the zoning regulations as needed.

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.1 Update current PCI as projects are completed and maintenance is performed.	Public Services Department, Street Department	Short	Ongoing	COMPLETED – ONGOING
		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.				
	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.	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.	Public Services Department, Water Department	Short	Ongoing	<u>2023/24 Water Construction Projects</u> The following water main projects are concluding: 1.C.3. <ul style="list-style-type: none"> • <u>Essex Ave. Water Main Replacement</u>- Complete. 1.C.1. <ul style="list-style-type: none"> • <u>N. Kirkwood Rd. Water Main Replacement (at Jewel)</u> – Complete. <u>2024 Water Construction Projects</u> 1.C.1. <ul style="list-style-type: none"> • <u>Big Bend Rd. Water Main Replacement (Kirkwood to Fillmore)</u> – Contract awarded to JL Contracting. NTP date:
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.						

						<p>July 8, 2024. Subsurface investigations are underway.</p> <p>1.C.1.</p> <ul style="list-style-type: none"> • <u>Rayner Rd. and Taylor Young Dr. Water Main Replacement</u> – Contract awarded to KJ Unnerstall (KJU). NTP date: TBD. KJU shall have 90 days to complete the project. <p>1.C.4.</p> <ul style="list-style-type: none"> • <u>Water Valve Replacements (Adams at Harrison, 700/800 blocks of N. Geyer) (In-house)</u> – Complete. <p>1. C.4.</p> <ul style="list-style-type: none"> • <u>PRV Tie-In Loop (In-house)</u> – Completion of this proposed waterline tie-in will provide system redundancy, allowing Kirkwood’s water system to backfeed Tree Court Industrial Park. 95% complete. <p>1.C.4.</p> <ul style="list-style-type: none"> • <u>Isolation Valve Installs on Marshall Rd.’s 20” Transmission Line</u> – Installation of (3) “insta-valves” will greatly enhance the resilience of the City’s water distribution system major transmission line, providing smaller shut-down sections (from 1062 Couch Ave. to 1906 Marshall Rd.) during times of routine maintenance and emergency repairs. Revised quotes from vendors anticipated by July 26, 2024. Project completion anticipated fall of 2024.
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					<p><u>2024 Water Design Projects</u></p> <p>1.C.4.</p> <ul style="list-style-type: none"> • <u>Park 1 Pump Station Replacement</u> – The City has partnered with Brown and Caldwell to design a new pump station to replace the existing station. The design’s completion is anticipated in October 2024. 65% complete. <p>1.C.3.</p> <ul style="list-style-type: none"> • <u>Woodgate Dr. and Lockett Rd. Water Main Replacements-</u> The City seeks to partner with one or more qualified firms to complete engineering design and bidding services for water main replacements on Woodgate Dr. and Lockett Rd. The design’s completion is anticipated in January 2025. <p><u>2024 Water Tank Assessment Management Services Contract</u></p> <p>1.C.4.</p> <ul style="list-style-type: none"> • <u>Assessment and Maintenance of the City’s Water Towers and Tanks</u> – The City of Kirkwood’s Water Department seeks to enter into a multi-year asset management professional service contract for the engineering, repair, sustainability, water quality management, and maintenance of water storage tanks, towers, and appurtenant facilities for the various water towers in the City’s water system in the calendar years 2024-2034. Qualifications were due April
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						5, 2024. (4) tank maintenance companies responded to the invitation. The evaluation committee has selected SEH Design Build's proposal to be presented during the council meeting on August 1, 2024.	
		<p>1.D. Study the impact of infill and new construction on storm water issues throughout the community.</p>	<p>1.D.1. Hire a consultant to create a stormwater management plan to augment the county-wide SWMP.</p> <p>1.D.2 Include the removal of barriers to encouraging green infrastructure in the new plan.</p> <p>1.D.3 Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood.</p> <p>1.D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.</p>	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>July 2024 – The City started construction of Geyer Road Phase 2 Project in January 2024 which includes upgraded accessible curb ramps, curb extension to reduce crossing length across Geyer Road and the continuation of bicycle facilities from Geyer between Adams and Big Bend. The project is now being paved.</p> <p>In spring of 2024, the City of Kirkwood has started working with the Kirkwood School District on a Safe Routes to School planning and citizen engagement project that is funded by an SS4A grant through FHWA.</p>
		<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>Action items 2.C.1 – 2.C.3 completed</p> <p>July 2024 – The Vision Zero Action Plan Implementation Committee has been formed and held its first meeting in July. Oversight of implementation of the Complete Streets Ordinance may also be conducted by this same group.</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>July 2024 – The City was not awarded a TAP Grant in 2022. Staff recommends submitting an STP grant in 2025 to improve sidewalks on Argonne Drive from Downtown Kirkwood to the Community Center and resurface the street.</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> <p>2.F.3. Construct the various improvements as part of capital projects.</p>	Public Services Department	Short	Ongoing	<p>July 2024 – Construction of the new multiuse trail with the new I-44 bridge over the Meramec River is complete.</p> <p>The City received a TAP Grant for the Phase 1 of the extension of Grant’s Trail into Downtown Kirkwood in 2023. Design of Phase 1 is underway. The City submitted a STP grant application in February 2024 for Phase 2, which would complete the extension to downtown Kirkwood.</p>
3	Promote efficient and safe movement of people and goods throughout Kirkwood	<p>3.A. Adopt traffic/access management standards to promote safe movement through commercial areas.</p>	<p>3.A.1 Evaluate best practices in the St. Louis region and nation-wide.</p> <p>3.A.2 Draft access management standards</p> <p>3.A.3 Adopt access management standards.</p>	Public Services Department	Mid	3 years	

			3.A.4 Implement access management standards as part of the development process.				
		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	<u>COMPLETED</u>
		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	<u>COMPLETED</u>
		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. 4.C.3 Pursue grant opportunities for road diet projects. 4.C.4 Implement road diet projects with the goal of additional street parking and streetscape improvements.	Public Services Department	Mid	2 years	<u>July 2024</u> – Additional on-street parking was proposed and approved in conjunction with The Aria mixed-use development at Taylor and Monroe. This development is currently under construction.

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				
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	July 2024 – A working Committee was formed and conducted a kickoff meeting in April of 2024. A community satisfaction survey will be drafted and sent to residents no later than August of 2024.	
		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	COMPLETED - ONGOING	
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	July 2024 – 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. COMPLETED - ONGOING	
		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	July 2024 – Kirkwood Parks volunteer program continues to strive for excellence. Volunteers were recognized for their work in the parks at the annual luncheon held at the train station on Nov. 16th. 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 - ONGOING	

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	July 2024 – The Longview project removed an asphalt island at the intersection of Woodlawn and Essex and was planted with low maintenance ground cover. In the design of the train station renovation, a new outdoor space is being designed to include native small trees and native plantings. Park staff manages a contract to continue native rehabilitation of the wetlands at Greentree Park. Staff is working closely with landscape experts for exterior designs at the Community Center that integrate native plantings into front entrance updates. Preservation of trees removed from MU extension location into several Kirkwood Parks took place.
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	Public Services Department		Short	2 years	

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

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
		<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>				

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	<p>1.A.1 Finalize Development Plans.</p> <p>1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown.</p> <p>1.A.3 Realize synergies with institutional facilities/tourism generators.</p> <p>1.A.4 Identify potential development options for adjacent real estate.</p>	Parks & Recreation Department	Short	4 years	<p>July 2024 – KPAC is expanding its offerings through a presenting concert series in addition to current rental contracts and building users. The Arts Commission utilizes The Gallery Program at KPAC committee members to enhance visual arts displays.</p> <p>The City closed on the contract to purchase land on Leffingwell so the public works facility and utilities buildings can be located out of the downtown area. This would open these locations for more appropriate redevelopment.</p>
		<p>1.B. Attract a boutique hotel to serve the downtown area.</p>	Public Services Department, Administration Department	Mid	5 years	<p>July 2024 – Staff continues to work with the SBD, Chamber, and local property owners and developers to solicit interest in developing a hotel Downtown.</p>
2	Support a balance of mixed-use residential development in the Downtown Area	<p>2.A. Establish adaptive re-use program for older buildings.</p> <p>2.A.1 Evaluate best practices within the region and nation-wide.</p>	Public Services Department,	Long	2 years	

5 - Economic Growth & Vitality

						Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
GOALS	OBJECTIVES	Action Items		Champion				
		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.		Downtown Special Business District				
	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	Regulatory incentives completed. Financial incentives not being pursued at this time.	
3	Encourage High Quality Commercial Developments	3.A. Adopt stronger architectural regulations.		Public Services Department/ Building	Mid	3 years	COMPLETED	
		3.B. Consider expanding the existing façade improvement incentive program.		Public Services Department, Downtown Special Business District	Mid	4 years		
4	Foster business opportunities in Kirkwood	4.A. Create a method for identifying underperforming properties in order to promote redevelopment.		Public Services Department	Short	3 years		

5 - Economic Growth & Vitality

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			<p>4.A.2 Establish an inventory of properties that fall within the outlined criteria.</p> <p>4.A.3 Establish partnerships with property owners and real estate professionals representing identified properties.</p> <p>4.A.4 Utilize economic incentives, when feasible, to promote key catalyst projects.</p>				<u>COMPLETED</u>
		<p>4.B. Evaluate appropriate incentives for desired businesses.</p>	<p>4.B.1 Evaluate the success of current financial incentive programs and revise incentives as needed.</p> <p>4.B.2 Research existing programs and develop overall criteria to determine incentive eligibility.</p> <p>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.</p>	<p>Administration Department, Finance Department, Public Services Department</p>	<p>Long</p>	<p>5 years</p>	
		<p>4.C. Promote a supportive environment for start-up and small businesses.</p>	<p>4.C.1 Evaluate current regulatory environment and programs for new businesses.</p> <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>	<p>Administration Department, Public Services Department</p>	<p>Mid</p>	<p>4 years</p>	
<p>5</p>	<p>Promote Kirkwood as a “Business-Friendly” Community</p>	<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>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>Public Services Department, Downtown Special Business District</p>	<p>Short</p>	<p>1 year</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>5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).</p>	<p>Public Services Department, Downtown Special Business District, Administration Department</p>	<p>Short</p>	<p>2 years</p>	<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
		5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.				
	5.C. Create Economic Development Strategy.	5.C.1 Review the current services provided for prospective and existing businesses. 5.C.2 Create a formal plan/strategy for Economic Development. 5.C.3 Consider the need of additional Staff resources to provide proper services.	Administration Department	Short	3 years	
	5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.	5.D.1 Survey comparable cities' development fees and review process timelines. 5.D.2 Evaluate current fees and process to determine opportunities for revision. 5.D.3 Adopt a revised fee schedule and amend Code of Ordinances to allow for more streamlined review process if necessary. 5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.	Administration Department, Public Services Department	Short	1 year	<u>PROCESS REVIEW COMPLETED</u> <u>FEE EVALUATION ONGOING</u>