

2018 – 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	
		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. 2.C.2 Promote the brochure at city-owned facilities and through the website and social media platforms and with	Public Services Department/ Building	Short	1 year	August 2018 – Initial brochure designed and distributed through Public Information Officer educating residents on City contacts for property maintenance concerns.

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		<p>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	<u>April 2018</u> - A subcommittee of the Landmarks Commission is meeting to discuss revisions to the ordinance. The next step will be to present potential revisions to the City Council.
		<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	<u>April 2018</u> - This is being reviewed and discussed by the same subcommittee of the Landmarks Commission currently reviewing the larger preservation ordinance.
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>August 2018</u> – The Downtown Master Plan has been finalized and includes a number of recommended code revisions to the B-2 and R-5 Districts which will help remove barriers to mixed-use and multifamily projects. Code revisions presented to the P&Z Commission are expected to begin in August 2018.

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5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	5.A. Provide walkable connections between residential areas and neighborhood commercial areas.	5.A.1 Review sidewalk gap list from the 2015 Pedestrian and Bicycle Master Plan.	5.A.2 Determine if sidewalk construction is feasible as part of a new street project.	5.A.3 Evaluate potential bike routes that can be added based on the bicycle/pedestrian plan.	5.A.4 Construct sidewalks and bike routes as part of street project.	Public Services Department	Mid	Ongoing	<u>August 2018</u> - The City has contracted with Pitzman's Co. to provide survey of two sidewalk gap locations identified in the Pedestrian and Bicycle Master Plan for design of sidewalk connections. <ol style="list-style-type: none"> 1. E. Jefferson Avenue 2. N. Fillmore Avenue
		5.B. Review existing zoning regulations for identified neighborhood village retail areas.	5.B.1 Create a Steering Committee that works with Staff to review Kirkwood's current neighborhood business district regulations.	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.	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.	5.B.4 Implement revisions to the zoning regulations as needed.	Public Services Department/ Planning	Mid	3 years	

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	<u>August 2018</u> - The following water main projects were conducted: 1)Woodbine Phase 1 - complete 2) Woodbine Phase 2 - complete 3) Folger is in the restoration phase. 4) W. Jewel is in the restoration phase. 5) Crescent water main replacement is the restoration phase. 6) Dougherty Ferry Tower recoating – complete. 7) Couch water main replacement (Adams to Janis Lynn) – delayed
		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	<u>August 2018</u> - The City has contracted with AMEC Foster Wheeler to assist in the development of infill housing storm water regulations. A draft ordinance and supporting documents have been developed and are being evaluated by City Council.
2	Become a more walkable and bike-able community	2.A. Enhance sidewalk connectivity between neighborhoods, parks, schools	2.A.1 Re-evaluate and update the sidewalk gap priority list created from the 2015 Pedestrian and Bicycle Plan.	Public Services Department	Mid	Ongoing	<u>August 2018</u> - The City has contracted with Pitzman's Co. to provide survey

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	and commercial areas.	<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>				<p>of two sidewalk gap locations identified in the Pedestrian and Bicycle Master Plan for design of sidewalk connections. Design for new sidewalk linking areas south of the BNSF RR tracks and Nipher Elementary has been completed as part of a federally reimbursed TAP project. Construction is anticipated to begin in 2018.</p> <p><u>August 2018</u> – Construction is currently underway for a sidewalk extension on S. Geyer Rd. from Oakshire Ln. to Windsor Ln.</p>
	2.B. Identify key pedestrian routes for improved street lighting to promote safety.	<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	
	2.C. Consider adoption of a Complete Streets Ordinance.	<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	<u>August 2018</u> - The Staff presented a draft Complete Street policy for City Council review at the June 21 Council Work Session. It will be brought back to the Council for adoption in the near future.
	2.D. Improve major intersections and identified gateways with enhanced streetscaping elements.	<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>5.A.3 Prioritize the gateways within Kirkwood.</p>	Public Services Department	Long	2 years	

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		5.A.4 Implement the recommendations of the gateway plan.						
	2.E. Implement Argonne Drive streetscaping improvements to improve appearance and walkability in the downtown area.	2.E.1 Submit Argonne Project for federal grant consideration. 2.E.2 Implement the project.	Public Services Department	Mid	3 years			
	2.F. Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.	2.F.1 Integrate the recommendations into the City's future CIPs. 2.F.2 Explore potential outside funding to expand implementation. 2.F.3. Construct the various improvements as part of capital projects.	Public Services Department	Short	Ongoing		August 2018 - Kirkwood is partnering with Sunset Hills, Fenton, St. Louis County, GRG and MoDOT to create a multiuse trail for the new I-44 bridge over the Meramec River.	
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	August 2018 - City is currently installing additional traffic calming features to S. Geyer Road such as radar speed limit signs and additional crosswalks. An enhanced pedestrian crossing with curb bumpouts and RRFB's was installed on Fillmore Ave as part of the Fillmore Park improvements.	
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		
		4.B. Review parking code and investigate the need for new parking standards to meet city-wide market demand, while	4.B.1 Review national parking standards and establish best practices that apply to Kirkwood.	Public Services Department/Planning	Short	4 years	August 2018 - The completed Downtown Master Plan includes	

3 - Mobility & Infrastructure

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	protecting residential neighborhoods.	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.				various recommendations for parking rates Downtown which, if successful, may also be applied to the entire City. Parking code revisions will be brought to the P&Z Commission soon.
	4.C. Where feasible, create additional on-street parking to meet demand.	4.D.1 Conduct a feasibility study of possible road diet locations throughout Kirkwood. 4.D.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.D.2 Pursue grant opportunities for road diet projects. 4.D.3 Implement road diet projects with the goal of additional street parking and streetscape improvements.	Public Services Department	Mid	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					
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		
		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	August 2018 - Survey instrument has been developed. Staff developing methods for administering survey.	
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.6 Review maintenance and stewardship programs and measure local impacts on an ongoing basis.	Parks & Recreation Department	Short	3 years	August 2018 – KPAC continued to hold volunteer events two time per month to assist with parks projects. KPAC has continued to work with MDC in Emmenegger Park. KPAC also works with MoBot, GRG, Rotary Club, Open Space Council and STLCC Horticulture Program. KPAC has created a formal Adopt-a-park program. KPAC discusses the park’s needs initially; thereafter, volunteers report progress and concerns to the volunteer coordinator for follow up. Staff promptly responds to each adopt-a-park group’s concerns. Adopted parks are: McEntee and Memorial Walkway (Optimist Club of Kirkwood/American Legion), Walker Park (UMB Bank), Fillmore Park (Elliot Chapel), Mitchell Park (KECC PTO),	

4 - Active Living & The Environment

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						<p>Emmenegger Nature Park (Forest Aid).</p> <p>Missouri Master Naturalists Program and KPAC have discussed a partnership to turn Fireman’s Park into a prairie. Under direction of a MOU, Master Naturalists will complete tasks to remove invasive bush honeysuckle, design the prairie, sow seeds, and maintain the prairie.</p> <p>St. Louis ARC and Easter Seals have expressed interest in more structured programs. Horticulture therapy is one idea that has been discussed.</p> <p>The Student Conservation Association (SCA) has proposed grants that can continue Kirkwood’s conservation efforts. One grant includes funding for tree seedlings to plant in areas where the bush honeysuckle has been cleared. KPAC would work in partnership with SCA to recruit volunteers to facilitate a watering schedule.</p>
	<p>2B. Continue to grow and promote volunteer programs.</p>	<p>2.B.1 Continue promotion of K-PAC to City residents and businesses</p> <p>2.B.2 Identify new groups in which to market K-PAC</p> <p>2.B.3 Review goals of K-PAC and identify new programs and additional goals</p> <p>2.B.4 Identify other volunteer or civic groups to partner together</p>	<p>Parks & Recreation Department</p>	<p>Short</p>	<p>5 years</p>	<p><u>August 2018</u> – KPAC uses several internet and print-based methods for promoting volunteer opportunities.</p> <p>KPAC has begun working with businesses to participate in one-time projects. Past groups include BMO Bank, Target, Borello Orthodontics, St. Louis Tree Pros, Wild Flower Designs, and Raising Canes. KPAC is compiling a list of businesses with Employee Volunteer Programs to solicit participation in future projects.</p>

4 - Active Living & The Environment

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						<p>KPAC has also worked with a number of school groups in the Kirkwood School District and various schools outside of the City of Kirkwood. [KPAC has worked with Tillman, Keysor, Kirkwood High School, Kirkwood Middle School, Clayton High School, Ursuline, John Burroughs, and Parkway.] KPAC is developing a contact list of school counselors to promote volunteer opportunities.</p> <p>KPAC is currently drafting a program strategic plan to generate a clear course of action to promote future program growth. The strategic plan will direct the volunteer program with assigning human and monetary resources while outlining key factors, mission and vision statements, core values, identifying current strengths and limitations, and future growth.</p> <p>KPAC is compiling an exhaustive list of college/university organizations, horticulture organizations, garden/nature clubs, scouting troops, school groups and Christian church youth groups to solicit a volunteer workforce.</p>
	<p>2.C. Integrate native plantings into city projects and private development that are low maintenance and require minimal care.</p>	<p>2.C.1 Review existing native landscape programs and initiatives in nearby communities.</p> <p>2.C.2 Decide the proper method to promote native plantings.</p> <p>2.C.3 Enact a program to educate developers and residents of native plantings options, including trees, into new and</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>4 years</p>	

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					
3	Promote a thriving and healthy urban forest	infill developments.						
		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		
		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		
	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			
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	4 years		
		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.	Sanitation Department	Short	2 years		

4 - Active Living & The Environment

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		4.B.4 Explore increasing recycling cart sizes.				
	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. 4.D.3 Identify priorities and implementation strategies for each department. 4.D.4 Implement these strategies and Measure the outcomes.	Administration Department	Short	4 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
1	Enhance Downtown with Entertainment Options	1.A. Support the development of a new downtown Performing Arts Center.	1.A.1 Finalize Development Plans.	Parks & Recreation Department	Short	4 years	August 2018 - Bonds issued to support construction in December 2017. Schematic design and design development drawings are completed. Current projected start of construction activities August or September, 2018. Downtown Plan has also identified potential development options for adjacent land.
			1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown.				
		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	August 2018- Staff has worked with the Chamber to help broadcast the City's desire for a hotel to the development community and has had positive initial feedback from potential developers.
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.	Public Services Department, Downtown Special Business District	Mid	2 years	
			2.A.2 Determine if fee incentives are appropriate.				
		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	August 2018 – The Downtown Master Plan has been finalized and includes a number of recommended code revisions to the B-2 District which will help remove barriers to mixed-use projects. Code revisions for the B-2 District are expected to be introduced to the P&Z Commission in August 2018.
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	

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		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	Short	4 years		
4	Foster business opportunities in Kirkwood	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	August 2018 - A targeted approach for this has begun with the completion of a study of the Kirkwood Road & Big Bend sub-area. This study provides information to assist in marketing this area for redevelopment and new business as appropriate.	
		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.1 Evaluate current regulatory environment and programs for new businesses. 4.C.2 Develop a plan for creating new or additional programs. 4.C.3 Research the possibility of creating incubator space	Administration Department, Public Services Department	Mid	4 years		

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		within the City with partner organizations.						
5	Promote Kirkwood as a "Business-Friendly" Community	5.A. Monitor and improve the City's business attraction and retention programs.	5.A.1 Generate a list of appropriate questions for a survey. 5.A.2 Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response. 5.A.3 Develop a report that outlines new programs and make recommendations for improvement.	Public Services Department, Downtown Special Business District	Short	1 year		
		5.B. Develop an online resource center for all business-related issues and questions.	5.B.1 Determine content of online tool based on overall information needs that existing businesses and new startups are requesting. 5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.). 5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.	Public Services Department, Downtown Special Business District, Administration Department	Short	2 years	August 2018 – Staff has had initial discussions with economic development companies and is evaluating options for this sort of online resource center.	
		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	August 2018 - The Downtown Master Plan & Parking Study is completed and provides additional economic market information as well as the City's vision for downtown. This will be a tool to help promote the Downtown area to developers and businesses. The City conducted a commercial market analysis for the area between Big Bend Blvd and the BNSF railroad. This study will be used to provide information to assist in marketing these areas for redevelopment and new business as appropriate.	
		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.	Administration Department, Public Services Department	Short	1 year		

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.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.				