

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	October 2020 – City Staff worked with a consultant team, Steering Committee made of P&Z members and City Councilmembers, and the ARB to include necessary revisions to the ARB guidelines as part of the code review project, Kirkwood By Design. The draft plan was amended and recommended by the P&Z Commission and the City Council held a public hearing for adoption in February of 2020. Adoption has been delayed due to COVID-19, but is hopeful by the end of 2020.
		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	

		<p><b>2.C.</b> Develop a homeowner brochure that addresses maintenance best practices and resources.</p>	<p>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.</p> <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>	Public Services Department/ Building	Short	1 year	
3	Preserve historic buildings and neighborhoods	<p><b>3.A.</b> 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>October 2020</u>  3.A.1: Completed by a Landmarks Commission subcommittee.  3.A.2: Completed by a Landmarks Commission subcommittee.  3.A.3: Not started. Will be undertaken by staff.  3.A.4: A new ordinance has been drafted. The next step will be to present the revision to the City Council at a work session.</p>
		<p><b>3.B.</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>October 2020</u>  3.B.1: Discussed by a Landmarks Commission subcommittee for structures older than 75 years.  3.B.2: A recommendation for treatment of demolition of structures older than 75 years is in the draft Landmarks ordinance.  3.B.3: A new ordinance has been drafted. The next step will be to present the revision to the City Council at a work session.</p>
4	Promote housing to accommodate residents of various ages, abilities and socio-economic needs	<p><b>4.A.</b> 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><b>4.B.</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>	Public Services Department	Mid	4 years	<p><u>October 2020</u> – Many of the recommendations from the Downtown Master Plan related to mixed-use and multifamily in the B2 District have been adopted. Multifamily was added as a</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>				permitted use in B2 in certain areas to promote multifamily development. Other code recommendations for B2 and R5 were incorporated into the Kirkwood By Design code review and are awaiting City Council adoption that is anticipated before the end of 2020.
5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	<p><b>5.A.</b> 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>	Public Services Department	Mid	Ongoing
		<p><b>5.B.</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 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

### 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	October 2020 - The following water main projects were conducted: 1) Dougherty Ferry Water Main Replacement (Ballas to Lindeman)- Construction is ongoing... Installation, testing, and service transfers are complete. Restoration is on-going. 2) No. 1 Park Mixing System- NTP 10/5/20; Construction on-going. 3) Marshal Road Pressure Reduction Vault- (NTP, to be determined) Fall construction- 180 construction days.
		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	
		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.	Public Services Department, City Forester	Short	2 years	<b>COMPLETE</b>

			1. D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.				
2	Become a more walkable and bike-able community	2.A. Enhance sidewalk connectivity between neighborhoods, parks, schools and commercial areas.	2.A.1 Re-evaluate and update the sidewalk gap priority list created from the 2015 Pedestrian and Bicycle Plan. 2.A.2 Determine if sidewalk construction or improvements are feasible as part of any and all new street projects. 2.A.3 Coordinate with local schools to pursue grant monies to improve sidewalk connections around schools.	Public Services Department	Mid	Ongoing	
		2.B. Identify key pedestrian routes for improved street lighting to promote safety.	2.B.1 Determine appropriate pedestrian routes that require streetlight improvements. 2.B.2 Prioritize improvements into phases if needed. 2.B.3 Research outside funding opportunities that could supplement City funds. 2.B.4 Evaluate new streetlights to determine if expansion is feasible.	Kirkwood Electric, Public Services Department	Mid	2 years	
		2.C. Consider adoption of a Complete Streets Ordinance.	2.C.1 Research nation-wide best practices for Complete Streets ordinance. 2.C.2 Draft Complete Streets ordinance. 2.C.3 Approve Complete Streets ordinance. 2.C.4 Develop a multi-department committee, chaired by Public Services Department, to implement the Complete Streets ordinance.	Public Services Department/Planning	Short	2 years	<u>October 2020</u> – The City Council formed a Vision Zero Taskforce and has approved the City Staff and Taskforce to pursue a consultant to develop a Vision Zero Action Plan and to develop an updated Complete Street Ordinance. Project is budgeted in FY21 but was put on hold due to COVID-19. In the interim, Staff has worked with a consultant to develop a Traffic Calming Guide that will be implemented through a multi-department committee and will be a part of the larger Vision Zero and Complete Streets processes.
		2.D. Improve major intersections and identified gateways with enhanced streetscaping elements.	2.D.1 Prepare a plan for the development of gateways throughout the city. 2.D.2 Identify a financial mechanism (general fund, private monies, grants) for implementation of gateway elements. 5.A.3 Prioritize the gateways within Kirkwood. 5.A.4 Implement the recommendations of the gateway plan.	Public Services Department	Long	2 years	<u>October 2020</u> – The City budgeted in FY21 to have a consultant provide streetscape design services. This project has been put on hold due to COVID-19. Staff continues to work with MoDOT on the Route 100 project with City contributions focused on enhanced pedestrian elements including entryway monuments and

						landscaping/hardscaping at prominent intersections.	
		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	<u>October 2020</u> - The City has re-submitted for a grant in FY21 through the Transportation Alternative Program (TAP) and is awaiting notification for awarded projects.
		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	<u>October 2020</u> – 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. Construction anticipated late 2020 or early 2021.
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	<u>October 2020</u> –A raised intersection at Taylor and Monroe has been installed which is believed to be the first such intersection in a public roadway in the region. The City developed a Traffic Calming Guidance document in April 2020. The City will be creating a Traffic Calming working group to develop and implement A traffic Calming program.
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	<b><u>COMPLETE</u></b>
		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.	Public Services Department/Planning	Short	4 years	<u>October 2020</u> – The Kirkwood By Design code review resulted in a review of all parking requirements and

		<p>4.B.2 Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention.</p> <p>4.B.3 Draft and adopt an ordinance amending the Zoning Code to reflect current national parking best practices.</p>				includes the adjustment of many parking ratios to meet current best practices. This is awaiting City Council adoption, but is hopeful by the end of 2020.
	<p><b>4.C.</b> Where feasible, create additional on-street parking to meet demand.</p>	<p>4.D.1 Conduct a feasibility study of possible road diet locations throughout Kirkwood.</p> <p>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.</p> <p>4.D.2 Pursue grant opportunities for road diet projects.</p> <p>4.D.3 Implement road diet projects with the goal of additional street parking and streetscape improvements.</p>	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	October 2020- New pavilion added in Kirkwood Park. Playground in Mitchell Park completed. Many projects are on hold due to pandemic.	
		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	October 2020- Most exercise programs are still on hold as result of pandemic. A select number of exercise programs have started again including: Zumba Essentrics Stretch Senior Fitness Stretching with Gary Pilates with Gary.	
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		
		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	October 2020 – volunteer program on temporary hiatus due to pandemic. Will be resurrected when conditions allow. Prior to suspension of program number of volunteer hours continued to grow.	



**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	
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	
		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	<b>COMPLETE</b>
		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	<u>October 2020</u> – During the Kirkwood By Design code update, provisions were included to explicitly allow community gardens in all residential districts subject to certain conditions to ensure proper maintenance. Adoption of new ordinances are hopeful by the end of 2020.

**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><b>4.B.</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	2 years	
		<p><b>4.C.</b> 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><b>4.D.</b> 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	4 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						
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	October 2020 – The COVID pandemic limited the events, but the grand opening of the PAC occurred in September. City Staff is still pursuing redevelopment of the adjacent city-owned property.	
			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.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.	Public Services Department, Administration Department			Mid	5 years	October 2020 – Staff continues to work with the SBD, Chamber, and local property owners and developers to solicit interest in developing a hotel Downtown.	
			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.
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.A.3 Adopt adaptive re-use program.
		2.B. Encourage mixed-use developments.	2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development.	Public Services Department/ Planning			Short	1 year		
			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.
3	Encourage High Quality Commercial Developments	3.A. Adopt stronger architectural regulations.	3.A.1 Review the adopted commercial architectural design principles.	Public Services Department/ Building			Mid	3 years	October 2020 – As part of the Kirkwood By Design project, the Staff and Consultant team worked with the ARB to make recommended changes to improve and strengthen the architectural design guidelines. Adoption has been delayed due to	
			3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans.							

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					Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
GOALS	OBJECTIVES	Action Items	Champion				
		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.					COVID-19, but is hopeful by the end of 2020.
	<b>3.B.</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		
<b>4</b>	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	<u>October 2020</u> – Properties have been identified in various sub-area studies conducted in the past 4 years. Conversation with owners and developers are continual.	
		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.	Administration Department, Public Services Department	Mid	4 years	<u>October 2020</u> - A private development that includes co-working space was approved in the first quarter of 2019 and is nearing completion of	

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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>				construction for Summer 2020. Staff continues to promote this business concept to other developers.
<b>5</b>	Promote Kirkwood as a "Business-Friendly" Community	<b>5.A.</b> Monitor and improve the City's business attraction and retention programs.	<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>	Public Services Department, Downtown Special Business District	Short	1 year	
		<b>5.B.</b> Develop an online resource center for all business-related issues and questions.	<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>5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.</p>	Public Services Department, Downtown Special Business District, Administration Department	Short	2 years	<b><u>ONLINE RESOURCE LAUNCHED</u></b>
		<b>5.C.</b> Create Economic Development Strategy.	<p>5.C.1 Review the current services provided for prospective and existing businesses.</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>	Administration Department	Short	3 years	
		<b>5.D.</b> Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.	<p>5.D.1 Survey comparable cities' development fees and review process timelines.</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>	Administration Department, Public Services Department	Short	1 year	

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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.				