

2018 – 1st 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.	<p>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.</p> <p>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.</p> <p>1.A.3 Present to Council for adoption.</p>	Public Services Department/ Planning	Short	2 years	
		1.B. Encourage developers and property owners to rehabilitate existing structures and to use green building strategies.	<p>1.B.1 Create a Committee to research and develop potential incentive programs.</p> <p>1.B.2 Determine management of the program. Create an application and review, reward process.</p> <p>1.B.3 Develop a schedule of implementation.</p> <p>1.B.4 Create an outreach advertisement program to local developers and the community.</p>	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.	<p>2.A.1 Investigate state, federal or self-created programs that may be feasible within Kirkwood.</p> <p>2.A.2. Establish incentive amounts, qualifying criteria and an administrative review process.</p> <p>2.A.3 Advertise program to the community.</p> <p>2.A.4 Implement program.</p>	Public Services Department/ Building	Short	1 year	
		2.B. Establish vacant building registration/inspection program to prevent property maintenance issues.	<p>2.B.1. Evaluate the current vacant and derelict property procedures. Determine the level of need for a registration.</p> <p>2.B.2. Establish a registration process.</p> <p>2.B.3. Set up a GIS database of properties with associated contact information to allow for more efficient inspections.</p>	Public Services Department/ Building	Short	1 year	
		2.C. Develop a homeowner brochure that addresses maintenance best practices and resources.	<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</p>	Public Services Department/ Building	Short	1 year	

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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	<p><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. -April 2018</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>April 2018</u> - This is being reviewed and discussed by the same subcommittee of the Landmarks Commission currently reviewing the larger preservation ordinance.</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	<p><u>April 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. Work Sessions with the City Council to begin the process are expected soon. Code revisions will be presented to the P&Z Commission based upon City Council direction.</p>

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5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	<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><u>January 2018</u> - The City has contracted with Pitzman's Co. to provide survey of four sidewalk gap locations identified in the Pedestrian and Bicycle Master Plan for design of sidewalk connections.</p> <ol style="list-style-type: none"> 1. E. Jefferson Avenue 2. N. Fillmore Avenue 3. E. Essex Avenue 4. Clark Avenue 	
		<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

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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	<p>1.A.1 Update current PCI as projects are completed and maintenance is performed.</p> <p>1.A.2 Consider a comprehensive review of city streets every 3 to 5 years to renew the PCI.</p> <p>1.A.3 Incorporate short and long-term projects into the City Capital Improvement Plan.</p>	Public Services Department, Street Department	Short	Ongoing	<p><u>January 2018</u> - The average Pavement Condition Index of the City's streets at the time of inspection in 2015 was 64 on a scale of 0 to 100. The average PCI based on the 2015 inspections, 2017 NW zone inspections and the work completed to date is 71.82. This does not account for deterioration of other streets where no work was</p>	

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						performed. The City will be re-inspecting one of five zones every year to gather data and better predict the deterioration of our streets. The projected average PCI based on current deterioration models input into the program is 64.98.
	1.B. Implement the recommendations of the Electric Distribution Study.	<p>1.B.1 Integrate the modernization plans into the City's future CIP and finalize funding.</p> <p>1.B.2 Create an implementation schedule.</p> <p>1.B.3. Begin modernization upgrades per the implementation schedule.</p>	Kirkwood Electric	Short	5 years	
	1.C. Implement the recommendations of the Water Distribution Study.	<p>1.C.1 Prioritize water main replacements based on critical need.</p> <p>1.C.2. Utilize infrastructure renewal fee revenue to replace water mains.</p> <p>1.C.3. When possible coordinate water infrastructure replacements with street reconstruction projects.</p> <p>1.C.4 Implement other stated system improvements as practical.</p>	Public Services Department, Water Department	Short	Ongoing	<p><u>April 2018</u> - The following water main projects were conducted:</p> <ol style="list-style-type: none"> 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 in contractor selection. 6) Dougherty Ferry Tower recoating – complete. 7) Couch water main replacement (Adams to Janis Lynn) – out for bid.
	1.D. Study the impact of infill and new construction on storm water issues throughout the community.	<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	<p><u>April 2018</u> - The City has contracted with AMEC Foster Wheeler to assist in the development of infill housing storm water regulations. A staff workshop occurred in December to begin defining the scope and regulations to be established for reducing infill housings adverse effects on localized storm water run-off. It is anticipated that this topic will be on a City Council work session</p>

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							in May 2018.
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><u>January 2018</u> - The City has contracted with Pitzman's Co. to provide survey of four 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>2.B. Identify key pedestrian routes for improved street lighting to promote safety.</p>	<p>2.B.1 Determine appropriate pedestrian routes that require streetlight improvements.</p> <p>2.B.2 Prioritize improvements into phases if needed.</p> <p>2.B.3 Research outside funding opportunities that could supplement City funds.</p> <p>2.B.4 Evaluate new streetlights to determine if expansion is feasible.</p>	Kirkwood Electric, Public Services Department	Mid	2 years	
		<p>2.C. Consider adoption of a Complete Streets Ordinance.</p>	<p>2.C.1 Research nation-wide best practices for Complete Streets ordinance.</p> <p>2.C.2 Draft Complete Streets ordinance.</p> <p>2.C.3 Approve Complete Streets ordinance.</p> <p>2.C.4 Develop a multi-department committee, chaired by Public Services Department, to implement the Complete Streets ordinance.</p>	Public Services Department/Planning	Short	2 years	<p><u>April 2018</u> - The Staff is currently preparing a draft Complete Street policy for City Council review. It is anticipated that the draft policy will be reviewed by the City Council at a May 2018 work session.</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>5.A.3 Prioritize the gateways within Kirkwood.</p> <p>5.A.4 Implement the recommendations of the gateway plan.</p>	Public Services Department	Long	2 years	<p><u>January 2018</u> - Currently the City is working with MoDot in a coordinated effort to enhance the Manchester Road corridor from Kirkwood Road to the eastern city limit. This work will set the themed streetscape that will be continued on Manchester Road to the west.</p>

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								April 2018 – The completed Downtown Master Plan includes potential roadway cross-sections for consideration by the City to help improve pedestrian & bicycle options.
	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		April 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		January 2018 - City is currently undertaking preliminary design to provide 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	Public Services Department/Planning	Short	4-6 years		April 2018 – The completed Downtown Master Plan indicates that there is adequate parking Downtown.

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		parking opportunities. 4.A.3 Develop a financial strategy to study and secure appropriate funding for additional parking.				The study, however, does include recommendations for improving the use and accessibility of the existing parking options.
	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>April 2018</u> – The completed Downtown Master Plan includes various recommendations for parking rates Downtown which, if successful, may also be applied to the entire City. Work Sessions with the City Council to begin the process are expected soon. Code revisions will be presented to the P&Z Commission based upon City Council direction.
	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	<u>April 2018</u> – The City has already begun to stripe parking spaces throughout Downtown to promote more efficient use of the on-street parking in various locations. This approach to increase on-street parking spaces will continue.

4 - Active Living & The Environment

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Provide amenities that create opportunities for active & healthy lifestyles	1.A. Implement the recommendations of the adopted Parks Master Plan.	1.A.1 Review and implement recommendations of 2005 Parks Master Plan. 1.A.2 Determine if an update to 2005 Parks Master Plan needs to occur. 1.A.3 Begin to Plan for a new Parks Master Plan.	Park Board	Short	5 years	January 2018 - Current projects include final work on prairie/wetlands project in Greentree Park. Five year capital plan has money allocated for development of athletic fields in northwest portion of Greentree Park.
		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	
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	January 2018 - Park Board strategic plan holds similar initiatives which are currently being developed. April 2018 - 2 nd annual Honeysuckle "Hackathon" held, clearing 8 acres in Kirkwood Park.
		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	April 2018 - Approved Park Fund budget approved that includes a 55% increase in hours for the Volunteer Coordinator position to allow position additional time to develop additional volunteer opportunities.
		2.C. Integrate native plantings into city projects and private development that are low maintenance and require minimal	2.C.1 Review existing native landscape programs and initiatives in nearby communities.	Public Services Department	Mid	4 years	

4 - Active Living & The Environment

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	care.	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.						
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	April 2018 - The Urban Forester Commission and City Forester have been working on a tree ordinance that will incorporate tree maintenance, protection and planting. The draft Ordinance is under review by staff and will be presented back to the City Attorney for additional steps.	
		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	April 2018 - The City Forester is actively using the inventory data to maintain and manage the Urban Canopy throughout the City. Routine work cycles have been established to reduce hazardous trees and conditions.	
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	4.B.1 Review current promotional practices.	Sanitation Department	Short	2 years	April 2018 - The staff issued a Request for Qualification in April 2018 to select	

4 - Active Living & The Environment

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	opportunities.	<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>				a consultant to assist in developing an equitable and implementable transition plan to automate residential solid waste collections. It is anticipated that a pilot program will be initiated in the fall of 2018. This program will also include education on the benefits of recycling.
	4.C. Create incentives for commercial and residential developers to practice green building.	<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	
	4.D. Institute internal City agency and department recycling and efficiency programs and measures.	<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

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.	<p>1.A.1 Finalize Development Plans.</p> <p>1.A.2 Plan for theater as hub of transitioning area on</p>	Parks & Recreation Department	Short	4 years	April 2018 - Bonds issued to support construction in December 2017. Schematic design completed. Current

5 - Economic Growth & Vitality

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		periphery of Downtown. 1.A.3 Realize synergies with institutional facilities/tourism generators. 1.A.4 Identify potential development options for adjacent real estate.						projected start of construction activities August, 2018. Downtown Plan has also identified potential development options for adjacent land.
		1.B. Attract a boutique hotel to serve the downtown area.	1.B.1 Hire a consultant to develop a feasibility study that would establish what kind of hotel could be supported in Kirkwood. 1.B.2 If a hotel is proven feasible, advocate for the project to attract a developer. 1.B.3 Coordinate with Special Business District and property owners to solicit interest.		Public Services Department, Administration Department	Mid	5 years	<u>January 2018</u> - Staff has worked with the Chamber to help broadcast the City's desire for a hotel to the development community.
2	Support a balance of mixed-use residential development in the Downtown Area	2.A. Establish adaptive re-use program for older buildings.	2.A.1 Evaluate best practices within the region and nation-wide. 2.A.2 Determine if fee incentives are appropriate. 2.A.3 Adopt adaptive re-use program. 2.A.4 Promote through affiliated partners such as the Chamber of Commerce.		Public Services Department, Downtown Special Business District	Mid	2 years	
		2.B. Encourage mixed-use developments.	2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development. 2.B.2 Promote the identified incentives to the development community for use with mixed-use development. 2.B.3 Establish criteria to evaluate the merits of mixed-use financial incentive support.		Public Services Department/ Planning	Short	1 year	<u>April 2018</u> – 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. Work Sessions with the City Council to begin the process are expected soon. Code revisions will be presented to the P&Z Commission based upon City Council direction.
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. 3.A.3 Review current staffing availability to see whether or not a consultant should be hired to assist with public		Public Services Department/ Building	Mid	3 years	

5 - Economic Growth & Vitality

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		outreach and sub-area plan development.						
	3.B. Consider expanding the existing façade improvement incentive program.	<p>3.B.1 Identify commercial areas outside of the downtown area that would benefit from the establishment of a façade improvement program.</p> <p>3.B.2 Determine if overall level of program funding and individual grant maximum is adequate .</p> <p>3.B.3 Determine if the program could include a sustainability component.</p> <p>3.B.4 Develop a process to implement the changes, and create measures to review efficacy of the program .</p> <p>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.</p>	Public Services Department, Downtown Special Business District	Short	4 years			
4	Foster business opportunities in Kirkwood	<p>4.A.1 Determine criteria of underperforming property traits.</p> <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>	Public Services Department	Short	3 years	<u>April 2018</u> - A targeted approach for this has begun with the selection of a consultant to study the Kirkwood Road & Big Bend sub-area. This study will be used to help create a strategy and information to assist in marketing this area for redevelopment and new business as appropriate. The study completion is estimated for June.		
		<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>	Administration Department, Finance Department, Public Services Department	Long	5 years			
		<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</p>	Administration Department, Public Services Department	Mid	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					
		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		
		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	April 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 is conducting a commercial market analysis for the area between Big Bend Blvd and the BNSF railroad. This study will be used to help create a strategy and information to assist in marketing these areas for redevelopment and new business as appropriate. The study completion is estimated for June.	
		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.	Administration Department, Public Services Department	Short	1 year		

5 - Economic Growth & Vitality

				Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)		Projected Duration	Status
GOALS	OBJECTIVES	Action Items	Champion				
		<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> <p>5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.</p>					