

MEMORANDUM

TO: PLANNING & ZONING COMMISSION

FROM: JONATHAN D. RAICHE, PLANNING & DEV. SERVICES DIRECTOR *JDR*

SUBJECT: ANNUAL UPDATE – ENVISION KIRKWOOD 2035

DATE: NOVEMBER 17, 2021

CC: AMY LOWRY, PLANNER II
CHRISTIE VOELKER, PLANNER I
PATTI DODEL, ADMINISTRATIVE ASSISTANT



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As recommended in the “Implementation, Monitoring, & Metrics” chapter in the EnVision Kirkwood 2035 Comprehensive Plan, Staff has prepared the following annual update. In addition to the quarterly update format that uses the Quick Guide format for updates on the goals and objectives, Staff is providing a more in-depth report that focuses on progress on goals and objectives, and a summary of progress in the areas of land use and sub-area studies.

Separately, the Plan mentions that the annual report provides an opportunity to identify any revisions and updates needed in the Plan. At this point, Staff does not believe that any revisions or updates are needed to the document. Staff has gathered the following information to provide this report.

GOAL & OBJECTIVE PROGRESS

As part of the quarterly reports for EnVision Kirkwood 2035, Staff has provided the updated Quick Guide with information provided in the Status column for each objective of the plan. The plan includes a total of 18 goals and 52 objectives between the following four categories; Housing & Neighborhoods, Mobility & Infrastructure, Active Living & the Environment, and Economic Growth & Vitality. In the first four years of the plan, progress has been made in all 18 goals and 39 of the 52 objectives as indicated in the table below. There have also been 11 of the 52 objectives completed. The fact that there are no overall goals completed is partly due to the fact that 5 of the 18 goals have at least one objective that has an “ongoing” duration with no anticipated completion. Similarly, 14 of the 18 goals have mid or long-range priorities that were anticipated to begin in years 4-6 or after year 7 respectively.

Chapter	# of Goals (Objectives)	# of Goals (Objectives) with progress	# of Goals (Objectives) Completed
Housing & Neighborhoods	5 (11)	5 (7)	0 (5)
Mobility & Infrastructure	4 (15)	4 (14)	0 (2)
Active Living & Environ.	4 (12)	4 (8)	0 (1)
Econ. Growth & Vitality	5 (13)	5 (10)	0 (3)

- Noteworthy areas of progress in the past year include the following:
1. Adoption of the City’s updated development regulations with implementing many of the City’s long-range goals through code revisions. Revisions include strengthening and aligning architectural standards for specific areas, reviewing parking standards, streamlining review processes, encouraging more residential in appropriate downtown areas,

2. Forming of the City Council subcommittee to review the Landmarks Ordinance.
3. Continued implementation of recommendations from the Downtown Master Plan which will help encourage higher density residential and mixed-use.
4. Major capital projects have been completed and are ongoing in with Kirkwood Electric and Kirkwood Water.
5. The initiation of the City’s Vision Zero Action Plan under the guidance of a City Council subcommittee focused on Vision Zero. Completion of the plan is expected in the first quarter of 2022. This action plan will help set strategies to implement many goals related to traffic safety for all users.
6. The City initiated the planning of the Grant’s Trail extension as part of implementing a recommendation from the City’s Pedestrian and Bicycle Plan.

LAND-USE/ZONING SUMMARY

A summary of the rezoning actions that have occurred since the previous annual update of the EnVision Kirkwood 2035 Plan can be seen below. The request near Manchester and Earl was withdrawn after a negative recommendation from the P&Z Commission. This result held the existing line that differentiates the Manchester commercial corridor from the residential neighborhood to the north. The second request was the first request received for the newly-adopted Residential, Missing-Middle (R-MM) District. The request to go from single-family to small-scale multi-family ultimately was denied based on the specific context of the site; however, the Council reiterated their support for the use of R-MM somewhere in the City.

<u>Property</u>	<u>Request</u>	<u>Action</u>
10939 Manchester, 1113-1125 Earl	R-4 to B-3	Withdrawn after negative P&Z Rec
250 Commerce Avenue	R-4 to R-MM	Denied

While not a rezoning action, two other notable requests that were denied include: 1) a text amendment request to add “Assisted Living” in the B-2, Downtown District, and 2) a Special Use Permit for a “Nursing Home” in the R-1, Single-family District at 600 N. Ballas Road. The City Council denied the “Assisted Living” text amendment based upon the justification that the use would not contribute successfully to the active-environment and mixed-use district envisioned for downtown. After denying the Special Use Permit for a “Nursing Home” at 600 N. Ballas, the Mayor gave direction to City-staff to initiate a text amendment to remove “Nursing Home” as an available Special Use in the single-family districts. This was based upon the feeling that the larger nursing home facilities are categorically not compatible with single-family. This text amendment has not yet been initiated but is anticipated in the next couple of months.

Staff believes that the Land Use portion of the EnVision Kirkwood 2035 does not need to be revised based on any of the land-use actions that occurred this past year.

SUB-AREA STUDIES

Chapter 7 of EnVision Kirkwood 2035 identified six sub-areas of the City that would benefit from further in-depth study. The Downtown Master Plan & Parking Study was completed in 2018 and a refresher presentation was provided by DPZ Partners in January of 2020. To implement a recommendation from that plan, Staff hired PGAV to conduct an in-depth analysis of the Downtown Commercial Market. This study was conducted over the 4th quarter of 2019 and presented to the City Council in early 2020. The results have been shared with the Special Business District, Kirkwood – Des Peres Area Chamber of Commerce, posted on the City’s website, and referenced by City Staff in discussions with multiple property owners, business owners, and/or developers.

The City also conducted a specific commercial market analysis for the Kirkwood Road and Big Bend area identified in the plan during the last annual update period. The analysis involved various property and business owners within the area and resulted in recommendations for potential uses in the area. The

renewed interest in this area with the completion of a new Plaza Tire at 915 S. Kirkwood Road, completion of a new office building (KirkWork) between Prospect and Big Bend, the completion of a dog day-care at 902 S. Kirkwood Road, and the recent opening of the Hi-Pointe restaurant at 951 S. Kirkwood Road.

While a formal sub-area study has not been conducted, the City has partnered with MoDOT on a Route 100 project for Manchester Road. The City's participation in the project has allowed the project to expand beyond the typical sidewalk installation for ADA access to include increased pedestrian safety and aesthetic enhancements. This project has successfully integrated 4 of the 5 recommendations from EnVision Kirkwood 2035 into the project. The corridor improvements include the following:

1. Reducing private access points wherever possible to provide safer access management.
2. Providing a landscape buffer between the sidewalk and the travel lanes for increased pedestrian safety.
3. Providing decorative, stamped concrete areas with landscaping at key intersections, small entry-way monuments at key locations, enhanced bus-shelters, and pedestrian-scale lighting throughout the corridor.

In addition to making progress in these areas, the Kirkwood By Design code update project also included an updated approach to architectural review that created a clear link and higher standards for the Kirkwood Road/Manchester Road intersection. This project began construction in 2021.

Another sub-area from the EnVision Kirkwood 2035 plan, Urban Village Or Neighborhood Business areas, have also seen progress since the plan was adopted. The Kirkwood By Design project re-calibrated the various zoning regulations in the B-1 District to create opportunity for more permitted uses with predictable restrictions to help continue to protect adjacent residential neighbors. Lastly, the Kirkwood By Design project included architectural design standards specific to these three areas identified as Urban Villages in the EnVision Kirkwood 2035 plan. These revisions were adopted in February of 2021.

The two sub-area that have not yet had significant additional study conducted at this point are the Meacham Park area and the Leffingwell Industrial area. Staff believes that the above mentioned studies and projects indicate clear progress in four of the six sub-areas identified within the EnVision Kirkwood 2035 within the first four years of implementation.

2021 – 1st through 3rd 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	November 2021 – 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 revisions were adopted in February 2021. COMPLETED
		1.B. Encourage developers and property owners to rehabilitate existing structures and to use green building strategies.	1.B.1 Create a Committee to research and develop potential incentive programs. 1.B.2 Determine management of the program. Create an application and review, reward process. 1.B.3 Develop a schedule of implementation. 1.B.4 Create an outreach advertisement program to local developers and the community.	Public Services Department/ Planning	Mid	1.5 years	
2	Maintain quality housing through property maintenance efforts	2.A. Create opportunities to help residents with existing property maintenance issues.	2.A.1 Investigate state, federal or self-created programs that may be feasible within Kirkwood. 2.A.2. Establish incentive amounts, qualifying criteria and an administrative review process. 2.A.3 Advertise program to the community. 2.A.4 Implement program.	Public Services Department/ Building	Short	1 year	
		2.B. Establish vacant building registration/inspection program to prevent property maintenance issues.	2.B.1. Evaluate the current vacant and derelict property procedures. Determine the level of need for a registration. 2.B.2. Establish a registration process. 2.B.3. Set up a GIS database of properties with associated contact information to allow for more efficient inspections.	Public Services Department/ Building	Short	1 year	
		2.C. Develop a homeowner brochure that addresses maintenance best practices and resources.	2.C.1 Working with City staff and reviewing other communities' brochures, identify the appropriate information to include in the brochure. Craft the brochure content, have reviewed and finalized.	Public Services Department/ Building	Short	1 year	

			<p>2.C.2 Promote the brochure at city-owned facilities and through the website and social media platforms and with appropriate organizations.</p> <p>2.C.3 Create and implement a strategy for distributing the brochure to home owners and land owners that have been cited for maintenance violations.</p>				
3	Preserve historic buildings and neighborhoods	<p>3.A. Strengthen city historic district and landmark regulations to preserve historic structures architectural character.</p>	<p>3.A.1 Establish a joint citizen/staff committee to review the demolition, addition and new construction processes.</p> <p>3.A.2 Review the adopted Landmarks Commission (Historic Preservation) Code.</p> <p>3.A.3 Update the historic inventory forms for landmark properties to identify features that should not be altered.</p> <p>3.A.4 Draft and prepare a new ordinance that protects landmarks, historic districts and historic homes from demolition as well as alterations that render them non-contributing.</p>	Public Services Department	Short	3 years	<p><u>November 2021</u> –</p> <p>3.A.1: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p> <p>3.A.2: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p> <p>3.A.3: Not started. Will be undertaken by staff.</p> <p>3.A.4: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p>
		<p>3.B. Strengthen current regulations to limit teardowns of existing historic buildings and promote rehabilitation.</p>	<p>3.B.1. Form a multi-disciplinary committee to review potential policies or regulations to discourage and/or regulate demolitions.</p> <p>3.B.2. Draft a recommendation for approval from City Council.</p> <p>3.B. 3. Adopt demolition limitation regulations.</p>	Public Services Department/ Planning	Mid	2 years	<p><u>November 2021</u>- Discussed by a Landmarks Commission subcommittee for structures older than 75 years. A new ordinance has been drafted and is being reviewed by a joint committee of City Council and Landmarks.</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>	Public Services Department	Mid	4 years	<p><u>November 2021</u> – The Downtown Master Plan showed the ability for Kirkwood to attract additional residential downtown from the regional market. 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.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>				<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. This process also added a small-scale multi-family district (R-MM) and the ability for Accessory Dwelling Units to be requested as a Special Use under specific conditions. These changes were adopted in February 2021.</p> <p>COMPLETED</p>	
5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	<p>5.A. Provide walkable connections between residential areas and neighborhood commercial areas.</p>	<p>5.A.1 Review sidewalk gap list from the 2015 Pedestrian and Bicycle Master Plan.</p> <p>5.A.2 Determine if sidewalk construction is feasible as part of a new street project.</p> <p>5.A.3 Evaluate potential bike routes that can be added based on the bicycle/pedestrian plan.</p> <p>5.A.4 Construct sidewalks and bike routes as part of street project.</p>	Public Services Department	Mid	Ongoing	<p><u>November 2021</u> – The City installed a raised intersection at the intersection of Dougherty Ferry/Peeke/Geyer which provides an important pedestrian connection for surrounding neighborhoods to Keysor Elementary and will extend safe pedestrian connection to the commercial area at Essex & Geyer. This same projects also included bicycle facilities on Geyer.</p> <p>The City also received a federal grant to improve Clay Avenue south of Adams Avenue which includes two additional raised intersections for pedestrian safety. The City is also preparing an RFP for the redesign of Longview Blvd which will include new pedestrian facilities.</p>
		<p>5.B. Review existing zoning regulations for identified neighborhood village retail areas.</p>	<p>5.B.1 Create a Steering Committee that works with Staff to review Kirkwood’s current neighborhood business district regulations.</p> <p>5.B.2 Ensure design standards and codes help facilitate future development and improvements to existing neighborhood villages to meet the vision identified by the community.</p> <p>5.B.3 Working with the immediate property owners identify and document any unique needs or standards that pertain to the specific area and include within the set of zoning regulations.</p>	Public Services Department/ Planning	Mid	3 years	<p><u>November 2021</u> – 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 and to the use regulations as part of the code review project, Kirkwood By Design. These revisions were adopted in February of 2021.</p> <p>COMPLETED</p>

		5.B.4 Implement revisions to the zoning regulations as needed.					
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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	<u>November 2021</u> - In FY17 Kirkwood Electric began its distribution system modernization. The department has completed 2/3 of the project. The project was suspended during the remainder of FY21 due to COVID-19 health and safety concerns but has now restarted. The circuit portion of the project is now expected to be completed at the end of FY23 with a substation upgrade to take place in FY24.
		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>November 2021</u> - The following water main projects were conducted: <ol style="list-style-type: none"> 1) Dougherty Ferry Water Main Replacement (Ballas to Lindeman)- Construction completed in January. 2) No. 1 Park Mixing System- Construction completed in April. 3) Green Tree Park Pressure Reduction Vault- Project completed in August. 4) Grand Ave. Water Main Replacement (Harrison to Minnie)- Construction Ongoing. Project is currently delayed due to "specialized" pipe lead times. Project's

						<p>anticipated completion: end of November.</p> <p>5) Geyer Ave. Water Main Replacement (Nirk to Adams)- project has been designed and approved by DNR and UPRR. Project's start is pending the bid process. Project's anticipated completion: Spring 2022.</p>	
		<p>1.D. Study the impact of infill and new construction on storm water issues throughout the community.</p>	<p>1.D.1. Hire a consultant to create a stormwater management plan to augment the county-wide SWMP.</p> <p>1.D.2 Include the removal of barriers to encouraging green infrastructure in the new plan.</p> <p>1.D.3 Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood.</p> <p>1. D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.</p>	<p>Public Services Department, City Forester</p>	<p>Short</p>	<p>2 years</p>	<p>COMPLETE</p>
<p>2 Become a more walkable and bike-able community</p>		<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>	<p>Public Services Department</p>	<p>Mid</p>	<p>Ongoing</p>	<p><u>November 2021</u> – The City installed a raised intersection at the intersection of Dougherty Ferry/Peeke/Geyer which provides an important pedestrian connection for surrounding neighborhoods to Keysor Elementary and will extend safe pedestrian connection to the commercial area at Essex & Geyer. This same projects also included bicycle facilities on Geyer.</p> <p>The City also received a federal grant to improve Clay Avenue south of Adams Avenue which includes two additional raised intersections for pedestrian safety. The City is also preparing an RFP for the redesign of Longview Blvd which will include new pedestrian facilities.</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>Kirkwood Electric, Public Services Department</p>	<p>Mid</p>	<p>2 years</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>				
<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>November 2021</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. The City’s consultant is finalizing a draft policy that will be presented to the City Council in early 2022.</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>November 2021</u> – The City budgeted in FY22 to have a consultant provide streetscape design services. 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. Construction on Route 100 –Phase I has begun.</p>
<p>2.E. Implement Argonne Drive streetscaping improvements to improve appearance and walkability in the downtown area.</p>	<p>2.E.1 Submit Argonne Project for federal grant consideration.</p> <p>2.E.2 Implement the project.</p>	Public Services Department	Mid	3 years	<p><u>November 2021</u> - The City re-submitted for a grant in FY21 through the Transportation Alternative Program (TAP) but did not receive the grant. Alternatively, the City received an award for the Train Station improvements. Improvements to the Clay/Argonne intersection were included in the design for the South Clay project which was awarded grant funds.</p>
<p>2.F. Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.</p>	<p>2.F.1 Integrate the recommendations into the City’s future CIPs.</p> <p>2.F.2 Explore potential outside funding to expand implementation.</p>	Public Services Department	Short	Ongoing	<p><u>November 2021</u> – Construction of the new multiuse trail with the new I-44 bridge over the Meramec River. Construction is underway.</p>

		2.F.3. Construct the various improvements as part of capital projects.				The City is also in the middle of a public planning process to identify the preferred route for the extension of Grant's Trail into Downtown Kirkwood. The project will result in applying for federal funds in February of 2022.	
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>November 2021</u> – 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. The drafted Complete Street policy will also help provide an implementation method for various traffic calming measures through project evaluation.
4	Evaluate and update parking standards City-wide	4.A. Study the need for additional parking in the downtown area.	4.A.1 Conduct a downtown parking study. 4.A.2 If a demand is present, review all options for new parking including new lots, new structures, and shared parking opportunities. 4.A.3 Develop a financial strategy to study and secure appropriate funding for additional parking.	Public Services Department/Planning	Short	4-6 years	<u>COMPLETE</u>
		4.B. Review parking code and investigate the need for new parking standards to meet city-wide market demand, while protecting residential neighborhoods.	4.B.1 Review national parking standards and establish best practices that apply to Kirkwood. 4.B.2 Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention. 4.B.3 Draft and adopt an ordinance amending the Zoning Code to reflect current national parking best practices.	Public Services Department/Planning	Short	4 years	<u>November 2021</u> – The Kirkwood By Design code review resulted in a review of all parking requirements and includes the adjustment of many parking ratios to meet current best practices. These changes were adopted in February 2021.
		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.	Public Services Department	Mid	2 years	

		<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>				
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4 - Active Living & The Environment

GOALS		OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Provide amenities that create opportunities for active & healthy lifestyles	1.A. Implement the recommendations of the adopted Parks Master Plan.	1.A.1 Review and implement recommendations of 2005 Parks Master Plan. 1.A.2 Determine if an update to 2005 Parks Master Plan needs to occur. 1.A.3 Begin to Plan for a new Parks Master Plan.	Park Board	Short	5 years	
		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	
		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	
		2.C. Integrate native plantings into city projects and private development that are	2.C.1 Review existing native landscape programs and initiatives in nearby communities.	Public Services Department	Mid	4 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				
		low maintenance and require minimal 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	COMPLETE
		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>November 2021</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. These new provisions were adopted in February 2021.
		4.B. Continue to educate the community about recycling and explore new recycling opportunities.	4.B.1 Review current promotional practices.		Sanitation Department	Short	2 years	

4 - Active Living & The Environment

GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
		<p>4.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>				
	<p>4.C. Create incentives for commercial and residential developers to practice green building.</p>	<p>4.C.1 Determine what methods can be implemented to promote or require LEED-certified or green construction in Kirkwood.</p> <p>4.C.2 Draft incentive program language and/or amendments to applicable codes.</p> <p>4.C.3 Meet with commercial property owners, commercial and residential builders and leasing agents to discuss what incentives may best utilized.</p> <p>4.C.4 Work to Implement programs and amendments.</p>	<p>Public Services Department/ Building</p>	<p>Long</p>	<p>3 years</p>	
	<p>4.D. Institute internal City agency and department recycling and efficiency programs and measures.</p>	<p>4.D.1 Appoint an internal working group of department representatives.</p> <p>4.D.2 Meet with the department representatives to work on identifying opportunities for environmental efficiencies.</p> <p>4.D.3 Identify priorities and implementation strategies for each department.</p> <p>4.D.4 Implement these strategies and Measure the outcomes.</p>	<p>Administration Department</p>	<p>Short</p>	<p>4 years</p>	

5 - Economic Growth & Vitality

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Enhance Downtown with Entertainment Options	1.A. Support the development of a new downtown Performing Arts Center.	1.A.1 Finalize Development Plans. 1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown. 1.A.3 Realize synergies with institutional facilities/tourism generators. 1.A.4 Identify potential development options for adjacent real estate.	Parks & Recreation Department	Short	4 years	<u>November 2021</u> – The PAC held its grand opening during Summer 2021 and has begun hosting performances. City Staff is still pursuing redevelopment of the adjacent city-owned property.
		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>November 2021</u> – Staff continues to work with the SBD, Chamber, and local property owners and developers to solicit interest in developing a hotel Downtown.
2	Support a balance of mixed-use residential development in the Downtown Area	2.A. Establish adaptive re-use program for older buildings.	2.A.1 Evaluate best practices within the region and nation-wide. 2.A.2 Determine if fee incentives are appropriate. 2.A.3 Adopt adaptive re-use program. 2.A.4 Promote through affiliated partners such as the Chamber of Commerce.	Public Services Department, Downtown Special Business District	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>Regulatory incentives complete</u>
3	Encourage High Quality Commercial Developments	3.A. Adopt stronger architectural regulations.	3.A.1 Review the adopted commercial architectural design principles. 3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans.	Public Services Department/ Building	Mid	3 years	<u>November 2021</u> – 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.

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GOALS		OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			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.				Revisions were adopted in February 2021. COMPLETED
		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. Create a method for identifying underperforming properties in order to promote redevelopment.	4.A.1 Determine criteria of underperforming property traits. 4.A.2 Establish an inventory of properties that fall within the outlined criteria. 4.A.3 Establish partnerships with property owners and real estate professionals representing identified properties. 4.A.4 Utilize economic incentives, when feasible, to promote key catalyst projects.	Public Services Department	Short	3 years	<u>November 2021</u> – Properties have been identified in various sub-area studies conducted in the past 4 years. Conversation with owners and developers are continual. Economic incentives will be considered by the City Council on a project-specific basis. COMPLETED
		4.B. Evaluate appropriate incentives for desired businesses.	4.B.1 Evaluate the success of current financial incentive programs and revise incentives as needed. 4.B.2 Research existing programs and develop overall criteria to determine incentive eligibility. 4.B.3 Refine scoring system for incentive eligibility based upon criteria to encourage a fair and objective evaluation process for presentation to decision-making bodies.	Administration Department, Finance Department, Public Services Department	Long	5 years	
		4.C. Promote a supportive environment for start-up and small businesses.	4.C.1 Evaluate current regulatory environment and programs for new businesses.	Administration Department, Public Services Department	Mid	4 years	

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	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			<p>4.C.2 Develop a plan for creating new or additional programs.</p> <p>4.C.3 Research the possibility of creating incubator space within the City with partner organizations.</p>				
5	Promote Kirkwood as a “Business-Friendly” Community	<p>5.A. Monitor and improve the City’s business attraction and retention programs.</p>	<p>5.A.1 Generate a list of appropriate questions for a survey.</p>	<p>Public Services Department, Downtown Special Business District</p>	<p>Short</p>	<p>1 year</p>	
			<p>5.A.2 Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response.</p>				
			<p>5.A.3 Develop a report that outlines new programs and make recommendations for improvement.</p>				
		<p>5.B. Develop an online resource center for all business-related issues and questions.</p>	<p>5.B.1 Determine content of online tool based on overall information needs that existing businesses and new startups are requesting.</p>	<p>Public Services Department, Downtown Special Business District, Administration Department</p>	<p>Short</p>	<p>2 years</p>	<u>COMPLETED</u>
<p>5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).</p>							
<p>5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.</p>							
		<p>5.C. Create Economic Development Strategy.</p>	<p>5.C.1 Review the current services provided for prospective and existing businesses.</p>	<p>Administration Department</p>	<p>Short</p>	<p>3 years</p>	
	<p>5.C.2 Create a formal plan/strategy for Economic Development.</p>						
	<p>5.C.3 Consider the need of additional Staff resources to provide proper services.</p>						
		<p>5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.</p>	<p>5.D.1 Survey comparable cities’ development fees and review process timelines.</p>	<p>Administration Department, Public Services Department</p>	<p>Short</p>	<p>1 year</p>	<p><u>November 2021</u> – Many streamlined review processes were included in the Kirkwood By Design project with a focus on creating a new use category of “Permitted with Standards”. These new regulations that will create shorter review timelines for many</p>
	<p>5.D.2 Evaluate current fees and process to determine opportunities for revision.</p>						
	<p>5.D.3 Adopt a revised fee schedule and amend Code of Ordinances to allow for more streamlined review process if necessary.</p>						

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	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.				commercial projects were adopted in February 2021.