

## 2026 – 1<sup>st</sup> Quarter Progress Report - EnVision Kirkwood 2035 Quick Guide

| 2 - Housing & Neighborhoods |   |   |  |                                      |  |                       |                  |
|-----------------------------|---|---|--|--------------------------------------|--|-----------------------|------------------|
|                             | GOALS   | OBJECTIVES  | Action Items   | Champion                             | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>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               | <b>COMPLETED</b> |
|                             |   | 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.  | 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><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><b>November 2023</b> – Draft ordinance completed by a joint committee of City Council and Landmarks and is awaiting City Council decision.</p> <p><b>COMPLETED</b></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><b>November 2023</b> – This topic was discussed as part of Objective 3.A. above and determined not to be pursued further.</p> <p><b>COMPLETED</b></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.B.1. Determine the need for downtown housing.</p> <p>4.B.2 Determine action steps to incentivize dense residential developments near downtown if needed.</p> <p>4.B.3 Consider potential for the allowance of accessory/secondary dwelling units.</p> <p>4.B.4 Develop and review potential text amendments to the Zoning Code for comment and consideration.</p> <p>4.B.5 Adopt changes to the Zoning Code as applicable.</p>  | Public Services Department           | Mid   | 4 years | <b>COMPLETED</b>  |

|                 |   |   |   |   |            |                |  |
|-----------------|---|---|---|---|------------|----------------|--|
|                 |   | <p><b>4.C.</b> Study the existing housing stock for residents of various ages, abilities, and socio-economic needs with the goal of increasing attainable housing</p> | <p>4.C.1 Conduct a housing Study</p> <p>4.C.2 Using the housing study data, establish attainable housing goals with attention given to balancing renovating small homes versus demolition/rebuild with larger, more expensive homes</p> <p>4.C.3 Evaluate incentive programs to increase attainable housing for broader socioeconomic groups</p> <p>4.C.4. Implement the appropriate incentive programs that are approved by the City Council</p> <p>4.C.5 Evaluate the progress of achieving the desired level of housing that is attainable for a broader socioeconomic demographic</p> | <p>Planning &amp; Development Services Department</p> | <p>Mid</p> | <p>Ongoing</p> | <p><b>Action items 4.C.1 – 4.C.2 completed</b></p> <p><b>December 2025</b> – Items 4.C.1 and 4.C.2 were complete through the City’s Attainable Housing Study. Items 4.C.3 through 4.C.5 will be based upon direction from the City Council on what recommendations to pursue.</p>  |
| <p><b>5</b></p> | <p>Preserve and enhance neighborhood retail and services within existing neighborhood centers</p> | <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>  | <p>Public Services Department</p>                     | <p>Mid</p> | <p>Ongoing</p> | <p><b>May 2026</b> – The City’s Argonne Drive application to EW Gateway for pedestrian and bicycle improvements from Taylor to Geyer is being recommended by EW Gateway Staff to the EW Gateway board for approval. The plan includes a raised intersection and multiple raised crosswalks to increase bicycle and pedestrian safety along this corridor.</p> <p>The City is also submitting an application by 5/26/26 for the 5<sup>th</sup> round of SS4A funding which includes multiple traffic calming and sidewalk gap projects to help make walking and biking safer in Kirkwood.</p> |
|                 |   | <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>Public Services Department/ Planning</p>           | <p>Mid</p> | <p>3 years</p> | <p><b>COMPLETED</b></p>  |

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

### 3 - Mobility & Infrastructure

| GOALS  | OBJECTIVES   | Action Items   | Champion                                      | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status   |
|--|--|--|---|--|-----------------------|--|
| 1<br>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.<br>1.A.2 Consider a comprehensive review of city streets every 3 to 5 years to renew the PCI.<br>1.A.3 Incorporate short and long-term projects into the City Capital Improvement Plan.   | Public Services Department, Street Department | Short  | Ongoing               | <b>COMPLETED – ONGOING</b>   |
|  | 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.<br>1.B.2 Create an implementation schedule.<br>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.<br>1.C.2. Utilize infrastructure renewal fee revenue to replace water mains.<br>1.C.3. When possible coordinate water infrastructure replacements with street reconstruction projects.<br>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.<br>1.D.2 Include the removal of barriers to encouraging green infrastructure in the new plan.<br>1.D.3 Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood.<br>1.D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs. | Public Services Department, City Forester     | Short  | 2 years               | <b>COMPLETED – The City adopted an infill stormwater management ordinance and is currently conducting a stormwater master plan including a review of potential updates to the ordinance.</b> |

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Become a more walkable and bike-able community

|  |  |  |              |                |  |
|--|--|--|--------------|----------------|--|
| <p><b>2.A.</b> 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><b>May 2026</b> – The City’s Argonne Drive application to EW Gateway for pedestrian and bicycle improvements from Taylor to Geyer is being recommended by EW Gateway Staff to the EW Gateway board for approval. The plan includes a raised intersection and multiple raised crosswalks to increase bicycle and pedestrian safety along this corridor.</p> <p>The City is also submitting an application by 5/26/26 for the 5<sup>th</sup> round of SS4A funding which includes multiple traffic calming and sidewalk gap projects to help make walking and biking safer in Kirkwood.</p> |
| <p><b>2.B.</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>                                      | <p>Kirkwood Electric, Public Services Department</p> | <p>Mid</p>   | <p>2 years</p> |  |
| <p><b>2.C.</b> 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>  | <p>Public Services Department/Planning</p>           | <p>Short</p> | <p>2 years</p> | <p><b>COMPLETED</b></p>  |
| <p><b>2.D.</b> Improve major intersections and identified gateways with enhanced streetscaping elements.</p> | <p>2.D.1 Prepare a plan for the development of gateways throughout the city.</p> <p>2.D.2 Identify a financial mechanism (general fund, private monies, grants) for implementation of gateway elements.</p> <p>2.D.3 Prioritize the gateways within Kirkwood.</p> <p>2.D.4 Implement the recommendations of the gateway plan.</p>                                | <p>Public Services Department</p>                    | <p>Long</p>  | <p>2 years</p> |  |

|                 |  |   |   |                                   |              |                |  |
|-----------------|--|---|---|-----------------------------------|--------------|----------------|--|
|                 |  | <p><b>2.E.</b> 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>  | <p>Public Services Department</p> | <p>Mid</p>   | <p>3 years</p> | <p><b>May 2026</b> – The City’s application for a TAP grant to improve pedestrian and bicycle facilities on Argonne Drive from Taylor Avenue to the Community Center and to add additional pedestrian safety features is being recommended for funding by EW Gateway staff to the EW Gateway board. A final approval is expected in late summer.</p>   |
|                 |  | <p><b>2.F.</b> Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.</p>                              | <p>2.F.1 Integrate the recommendations into the City’s future CIPs.</p> <p>2.F.2 Explore potential outside funding to expand implementation.</p> <p>2.F.3. Construct the various improvements as part of capital projects.</p>  | <p>Public Services Department</p> | <p>Short</p> | <p>Ongoing</p> | <p><b>May 2026</b> – The City is submitting an application by 5/26/26 for the 5<sup>th</sup> round of SS4A funding which includes multiple traffic calming and sidewalk gap projects to help make walking and biking safer in Kirkwood.</p> <p>The City continues to work through preliminary design for the extension of Grant’s Trail to the Kirkwood Farmer’s Market.</p>                                 |
| <p><b>3</b></p> | <p>Promote efficient and safe movement of people and goods throughout Kirkwood</p> | <p><b>3.A.</b> Adopt traffic/access management standards to promote safe movement through commercial areas.</p>                   | <p>3.A.1 Evaluate best practices in the St. Louis region and nation-wide.</p> <p>3.A.2 Draft access management standards</p> <p>3.A.3 Adopt access management standards.</p> <p>3.A.4 Implement access management standards as part of the development process.</p>   | <p>Public Services Department</p> | <p>Mid</p>   | <p>3 years</p> |  |
|                 |  | <p><b>3.B.</b> Install traffic calming elements at applicable locations.</p>  | <p>3.B.1 Evaluate and update the current criteria and create a procedure for the implementation of appropriate traffic calming techniques within the City.</p> <p>3.B.2 Create a standard review process for streets selected for upgrade, evaluate for traffic calming enhancements and implement.</p> <p>3.B.2 Pursue grants to implement traffic calming elements.</p> | <p>Public Services Department</p> | <p>Mid</p>   | <p>Ongoing</p> | <p><b>May 2026</b> – The City is submitting an application by 5/26/26 for the 5<sup>th</sup> round of SS4A funding which includes multiple traffic calming and sidewalk gap projects to help make walking and biking safer in Kirkwood.</p> <p>Raised crosswalks and a raised intersection are included in the Argonne Drive grant project being recommended for approval this year by EW Gateway staff.</p> |

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| 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.<br>4.A.2 If a demand is present, review all options for new parking including new lots, new structures, and shared parking opportunities.<br>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>COMPLETED</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.<br>4.B.2 Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention.<br>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   | <b>COMPLETED</b> |
|   |   | 4.C. Where feasible, create additional on-street parking to meet demand.   | 4.C.1 Conduct a feasibility study of possible road diet locations throughout Kirkwood.<br>4.C.2 Do a test of the proposed changes with temporary striping and other materials for a period to determine traffic flow impact and public response.<br>4.C.3 Pursue grant opportunities for road diet projects.<br>4.C.4 Implement road diet projects with the goal of additional street parking and streetscape improvements. | Public Services Department          | Mid   | 2 years   |                  |

#### 4 - Active Living & The Environment

|   | GOALS   | OBJECTIVES   | Action Items  | Champion                      | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>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.<br>1.A.2 Determine if an update to 2005 Parks Master Plan needs to occur.<br>1.A.3 Begin to Plan for a new Parks Master Plan. | Park Board                    | Short  | 5 years            | <b>April 2026</b> - New Park Master Plan in Progress. Will be seeking Park Board and City Council approval by June 18, 2026.<br><b>COMPLETE</b>   |
|   |   | 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.<br>1.B.2 Review findings of survey and determine feasibility of new programs.                 | Parks & Recreation Department | Mid  | 2 years            | <b>April 2026</b> – Parks and Recreation Master plan has identified a growing need for more health, wellness and fitness programs, specifically for 55+ age groups. Recreation department has |

**4 - Active Living & The Environment**

|       |   |   |  |                               | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status  |
|-------|---|---|--|-------------------------------|--|-----------------------|---|
| GOALS | OBJECTIVES                                  | Action Items  |  | Champion                      |  |                       |   |
|       |   |   | 1.B.3 Introduce new offerings and locations in recreation calendar and mailers.  |                               |  |                       | already added new classes to the 2026 lineup utilizing the new “movement studio” space at the Community Center.<br><b>COMPLETED – ONGOING</b>   |
| 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.<br>2.A.2 Identify potential partner agencies and organizations that could provide support to those areas.<br>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.<br>2.A.4 Review maintenance and stewardship programs and measure local impacts on an ongoing basis. | Parks & Recreation Department | Short  | 3 years               | <b>April 2026</b> – Park Department works closely with outside organizations such as Open Space Council, Missouri Department of Conservation and Meramec River Recreation Association for preserving appropriate parkland using nature based solutions.<br><br><b>COMPLETED - ONGOING</b>   |
|       |   | 2.B. Continue to grow and promote volunteer programs.   | 2.B.1 Continue promotion of K-PAC to City residents and businesses<br>2.B.2 Identify new groups in which to market K-PAC<br>2.B.3 Review goals of K-PAC and identify new programs and additional goals<br>2.B.4 Identify other volunteer or civic groups to partner together   | Parks & Recreation Department | Short  | 5 years               | <b>April 2026</b> – Volunteer Coordinator position is currently vacant. Kirkwood Parks volunteer program continues to strive for excellence. The goal is to reach 700 volunteers annually. Volunteers and groups assist with trail degradation, invasive plant removal tree planting, weeding beds, and more.<br><br><b>COMPLETED - ONGOING</b> |
|       |   | 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.<br>2.C.2 Decide the proper method to promote native plantings.<br>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               | <b>May 2026</b> – In the design of the train station renovation, a new outdoor space is being designed to include native small trees and native plantings.  |
| 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.<br>3.A.2 Outreach to the community for feedback.  | Public Services Department    | Short  | 4 years               | <b>COMPLETED</b>  |

**4 - Active Living & The Environment**

| GOALS |  | OBJECTIVES   | Action Items   | Champion                             | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status                                       |
|-------|--|--|--|--------------------------------------|--|-----------------------|--|
|       |  |  | 3.A.3 Establish an implementation plan between City and affiliated partners .  |                                      |  |                       |  |
|       |  | 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.<br>3.B.2 Finalize the tree ordinance based on community input and submit to City Council for adoption.<br>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>COMPLETED</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.<br>3.C.2 Apply for grants to fund recommendations of the inventory.   | Public Services Department           | Short  | 2 years               | <b>COMPLETED - ONGOING</b>                   |
| 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.<br>4.A.2 Coordinate with existing organizations to determine interest and feasibility for community gardens.<br>4.A.3 Promote community gardens.  | Parks & Recreations Department       | Short  | Ongoing               | <b>COMPLETED - ONGOING</b>                   |
|       |  | 4.B. Continue to educate the community about recycling and explore new recycling opportunities.  | 4.B.1 Review current promotional practices.<br>4.B.2 Develop new educational materials and distribute via various city media outlets.<br>4.B.3 Seek partnerships with affiliated organizations to promote recycling program.<br>4.B.4 Explore increasing recycling cart sizes.   | Sanitation Department                | Short  | Ongoing               | <b>Action items 4.B.1 – 4.B.2 completed.</b> |
|       |  | 4.C. Create incentives for commercial and residential developers to practice green building.     | 4.C.1 Determine what methods can be implemented to promote or require LEED-certified or green construction in Kirkwood.  | Public Services Department/ Building | Long   | 3 years               |  |

#### 4 - Active Living & The Environment

| GOALS | OBJECTIVES   | Action Items   | Champion                             | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status |
|-------|--|--|--------------------------------------|--|-----------------------|--------|
|       |  | <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><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> | <p>Administration<br/>Department</p> | <p>Short</p>   | <p>Ongoing</p>        |        |

#### 5 - Economic Growth & Vitality

| GOALS  | OBJECTIVES   | Action Items   | Champion                                     | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status   |
|--|--|--|--|--|-----------------------|--|
| <p><b>1</b></p> <p>Enhance Downtown with Entertainment Options</p> | <p><b>1.A.</b> Support the development of a new downtown Performing Arts Center.</p> | <p>1.A.1 Finalize Development Plans.</p> <p>1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown.</p> <p>1.A.3 Realize synergies with institutional facilities/tourism generators.</p> <p>1.A.4 Identify potential development options for adjacent real estate.</p> | <p>Parks &amp; Recreation<br/>Department</p> | <p>Short</p>   | <p>4 years</p>        | <p><b>April 2026</b> – KPAC has expanded its offerings through a presenting concert series in addition to current rental contracts and building users. The Arts Commission utilizes The Gallery Program at KPAC committee members to enhance visual arts displays.</p> <p>The City has chosen a developer for the approximate 6 acre public works center site. The rezoning approval for the developer’s proposal for a planned multifamily development of</p> |

**5 - Economic Growth & Vitality**

|          |   |   |  |  | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status   |
|----------|---|---|--|--|--|-----------------------|--|
| GOALS    | OBJECTIVES  | Action Items  | Champion   |  |  |                       |  |
|          |   |   |  |  |  |                       | approximately 200 units has been approved by the City Council. The developer now needs to submit a detailed site plan for review by the P&Z Commission and City Council.<br><br><b><u>COMPLETED – Ongoing to continue to realize potential for additional tourism.</u></b> |
|          | <b>1.B.</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.<br>1.B.2 If a hotel is proven feasible, advocate for the project to attract a developer.<br>1.B.3 Coordinate with Special Business District and property owners to solicit interest. | Public Services Department, Administration Department  | Mid  | 5 years  |                       |  |
| <b>2</b> | 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 nationwide.<br>2.A.2 Determine if fee incentives are appropriate.<br>2.A.3 Adopt adaptive re-use program.<br>2.A.4 Promote through affiliated partners such as the Chamber of Commerce.  | Public Services Department, Downtown Special Business District | Long   | 2 years               |  |
|          |   | <b>2.B.</b> Encourage mixed-use developments.   | 2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development.<br>2.B.2 Promote the identified incentives to the development community for use with mixed-use development.<br>2.B.3 Establish criteria to evaluate the merits of mixed-use financial incentive support. | Public Services Department/ Planning                           | Short  | 1 year                | <b><u>Regulatory incentives completed. Financial incentives not being pursued at this time.</u></b>  |
| <b>3</b> | Encourage High Quality Commercial Developments                              | <b>3.A.</b> Adopt stronger architectural regulations.   | 3.A.1 Review the adopted commercial architectural design principles.<br>3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans.   | Public Services Department/ Building                           | Mid  | 3 years               | <b><u>COMPLETED</u></b>  |

**5 - Economic Growth & Vitality**

|          |   |   |   |       | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>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.   |   |       |  |                       |        |
|          | <b>3.B.</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            | Mid   | 4 years  |                       |        |
| <b>4</b> | 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  | <b>COMPLETED</b>      |        |
|          |   | <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  |                       |        |
|          | <b>4.C.</b> 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  |                       |        |

**5 - Economic Growth & Vitality**

| GOALS    | OBJECTIVES  | Action Items   | Champion   | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years)                                       | Projected<br>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> |  |  |                       |                |   |
| <b>5</b> | 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>5.A.2 Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response.</p> <p>5.A.3 Develop a report that outlines new programs and make recommendations for improvement.</p>  | <p>Public Services Department,<br/>Downtown Special Business District</p>                                | <p>Short</p>          | <p>1 year</p>  |   |
|          |   | <p>5.B. Develop an online resource center for all business-related issues and questions.</p>   | <p>5.B.1 Determine content of online tool based on overall information needs that existing businesses and new startups are requesting.</p> <p>5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).</p> <p>5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.</p> | <p>Public Services Department,<br/>Downtown Special Business District,<br/>Administration Department</p> | <p>Short</p>          | <p>2 years</p> | <p><b><u>COMPLETED</u></b></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>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>Administration Department</p>   | <p>Short</p>          | <p>3 years</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>5.D.2 Evaluate current fees and process to determine opportunities for revision.</p>  | <p>Administration Department, Public Services Department</p>   | <p>Short</p>          | <p>1 year</p>  | <p><b><u>PROCESS REVIEW COMPLETED</u></b></p> <p><b><u>FEE EVALUATION ONGOING</u></b></p> |

**5 - Economic Growth & Vitality**

| GOALS | OBJECTIVES | Action Items   | Champion | Priority<br>(Short: 1-3 years<br>Mid: 4-6 years<br>Long: 7+ years) | Projected<br>Duration | Status |
|-------|------------|--|----------|--|-----------------------|--------|
|       |            | <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> |          |  |                       |        |