



**Kirkwood City Council Work Session
Agenda
Thursday, December 5, 2019, 5:30 p.m.
Kirkwood City Hall
Main Level Conference Room
139 South Kirkwood Road
Kirkwood, MO 63122
(Posted December 3, 2019)**

(The following topics are for planning purposes only and should be considered tentative and subject to change. Please confirm with the City Clerk on the work day prior to the meeting that the meeting will actually take place and that the nature of the agenda topics has not changed. Please note that the time for each of the topics are estimates. When a topic is completed the council will immediately move on to the next item on the agenda.)

- I. Motion to Close the Meeting pursuant to RSMo Chapter 610.021 (1) (Legal & Approval of Closed Session Minutes) (5:30 p.m. to 5:50 p.m.)**
- II. Motion to Open the Meeting**
- III. Approval of the November 14, 2019 Work Session Minutes**
- IV. Approval of the November 21, 2019 Work Session Minutes**
- V. Deputy City Clerk (5:50 p.m. to 6:00 p.m.)**
- VI. Traffic Calming Initiatives Discussion (6:00 p.m. to 6:25 p.m.)**
- VII. Downtown Retail Study (6:25 p.m. to 6:50 p.m.)**
- VIII. Meeting Adjournment**

Kirkwood City Council: Mayor Tim Griffin; Council Members Nancy Luetzow, Maggie Duwe, Ellen Edman, Mark Zimmer, Wallace Ward, and Kara Wurtz

Contact Information: For full City Council contact information visit www.kirkwoodmo.org/council. To contact the City Clerk call 314-822-5802. To contact the Chief Administrative Officer call 314-822-5803.

Accommodation: The City of Kirkwood is interested in effective communication for all persons. Persons requiring an accommodation to attend and participate in the meeting should contact the City Clerk at 314-822-5802 at least 48 hours before the meeting. With advance notice of seven calendar days, the City of Kirkwood will provide interpreter services at public meetings for languages other than English and for the hearing impaired. Upon request, the minutes from this meeting can be made available in an alternate format, such as CD by calling 314-822-5802.



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WORK SESSION MINUTES

A work session of the Kirkwood City Council was held on November 14, 2019 at 5:45 p.m. Present were Mayor Griffin, Council Members, Luetzow, Duwe, Edman, Zimmer, Wurtz and Ward. Also in attendance were Chief Administrative Officer Russell Hawes, Assistant Chief Administrative Officer Georgia Ragland, City Clerk Laurie Asche, Deputy City Clerk Fredrick Doss, and Finance Director Sandy Stephens.

APPROVAL OF NOVEMBER 7, 2019 MEETING MINUTES

Motion was made by Council Member Ward and seconded by Council Member Zimmer to approve the November 7, 2019 minutes. The motion was unanimously approved.

BUDGET AND REVENUE DISCUSSION

Chief Administrative Officer Russell Hawes and Finance Director Sandy Stephens distributed handouts regarding a request from Council Member Ward to prepare a 10-year financial projection. The Citizens Finance Committee has been meeting and has received a number of presentations from department heads and will be coming to Council with updates on what has been presented thus far prior to their budget recommendations. The purpose of such a financial projection would be to gather enough information to determine if Council wants to progressively pursue development in downtown Kirkwood as there is a direct link between growth and the fiscal health of the City. The City must focus on smart economic development to continue to provide high quality services to residents. In response to Council member Ward's request, Staff felt that a 10-year projection would not be appropriate because the number of assumptions required in such a projection would limit the validity of the projection. Staff would feel much more comfortable with producing a 3 to 5 year financial projection. Any projection done must allow for a strong financial argument for downtown development. Additionally the forthcoming retail study, for which the City has an RFP out should help give an idea of what the city can expect and ought to pursue in the downtown business district. Council must also put pressure on Jefferson City to pass a use tax under the Wayfair opinion since online sales are having a significantly negative impact on revenues. It was the consensus of Council to provide the projections to the Citizens Finance Committee to allow them to go through the 3 to 5 year projection and come back with recommendations. There are about 6 or 7 meetings remaining for the Citizens Finance Committee before Council will receive their proposed 2020/2021 budget.

There being no further matters to come before the council, the meeting was adjourned.

Laurie Asche, CMC/MRCC
City Clerk



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WORK SESSION MINUTES

A work session of the Kirkwood City Council was held on November 21, 2019 at 5:30 p.m. Present were Mayor Griffin, Council Members, Luetzow, Duwe, Edman, Zimmer, Wurtz and Ward. Also in attendance were Chief Administrative Officer Russell Hawes, Assistant Chief Administrative Officer Georgia Ragland, City Clerk Laurie Asche, Deputy City Clerk Fredrick Doss, Public Information Officer Beth von Behren, Director of Public Services Bill Bensing, City Planner Jonathan Raiche, and City Attorney John Hessel.

MOTION TO CLOSE THE MEETING

Motion was made by Council Member Ward and seconded by Council Member Zimmer to close the meeting pursuant to RSMo Chapter 610.021 (1) – Legal & Approval of Closed Session Minutes.

Roll Call Vote as Follows:

Mayor Griffin	“Yes”
Council Member Duwe	“Yes”
Council Member Edman	“Yes”
Council Member Zimmer	“Yes”
Council Member Ward	“Yes”
Council Member Wurtz	“Yes”
Council Member Luetzow	“Yes”

The meeting was closed.

MOTION TO OPEN THE MEETING

Motion was made by Council Member Zimmer and seconded by Council Member Duwe to open the meeting.

Roll Call Vote as Follows:

Mayor Griffin	“Yes”
Council Member Duwe	“Yes”
Council Member Edman	“Yes”
Council Member Zimmer	“Yes”
Council Member Ward	“Yes”
Council Member Wurtz	“Yes”
Council Member Luetzow	“Yes”

The meeting was opened.

There being no further matters to come before the council, the meeting was adjourned.

Laurie Asche, CMC/MRCC
City Clerk



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**City of Kirkwood
Office of Procurement
212 South Taylor Avenue
Kirkwood, Missouri 63122
(314) 822-5850**

**Request for Proposal
For
Downtown Kirkwood Commercial Market Study**

RFP No: 13162

Date: June 12, 2019

**Proposal Due: July 3, 2019
By 2:00 pm**



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SECTION 1. PURPOSE AND INTRODUCTION

The City of Kirkwood, incorporated in 1865, population 27,540, is in the process of acquiring consulting services for the development of a Downtown Kirkwood Commercial Market Study. The City which was the first planned suburb west of the Mississippi river maintains a historic, small town feel with many historic places including properties listed on the national register of historic places, while being embedded into the greater St. Louis metropolitan area. The City maintains a vibrant downtown area which centers around Kirkwood Train Station, an active station established in 1893, and is nestled in-between two major interstates providing quick access to St. Louis attractions.

The City completed a Downtown Master Plan & Parking Study (the Plan) in March of 2018 which included a broad market analysis with demographic, commercial market, and housing market research. One resulting recommendation of the Plan was that the City should commission a more specific and in-depth commercial study for the Downtown area.

Some of the other recommendations of the Plan were drafted specifically to help encourage residential development in the Downtown Area. This included the adoption of a Framework Plan by which the City would regulate where commercial development should be required (including commercial and residential mixed-use) within the Downtown area thus leaving other areas open for residential development with no commercial elements. The City has recently amended its Zoning Code to allow for multi-family residential in areas indicated on the Framework Plan that would not be required to contain commercial development.

The City is looking for proposals that would provide evaluation of the recommended Framework Plan from the Study along with guidance and recommendations on how and where the City should require developments to include commercial/non-residential development. The proposal should also include recommendations of which types of commercial should be required (e.g. office vs. retail). The City is looking for recommendations that consider the City's need to protect and foster a sales tax base to support the City's services financially while also being rooted in realistic expectations of the current commercial development market.

For reference, the City's existing Zoning Code and plans may be accessed and viewed at the following locations on the City's website:

[Zoning Code](#)

[Downtown Master Plan & Parking Study](#)



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The City of Kirkwood, Missouri in conjunction with the City of Kirkwood Industrial Development Authority (City) wishes to retain a consulting firm (Firm) to assist with the development of a Kirkwood Downtown Commercial Market Study. The firm should have multi-disciplined resources versed in providing comprehensive consulting services and skills in communicating complex and possibly controversial recommendations in regard to businesses. The selected Firm will develop a plan which meets the projected needs of the City.

SECTION 2. PROPOSAL REQUIREMENTS

Discuss the qualifications of your Firm's project team and its ability to provide services as presented in Section 3. Particularly discuss the following elements.

A. General Firm Information

List the general information of your firm including name, mailing address, location, phone number, fax number and email address of firm/person submitting the proposal.

B. Personnel Availability and Work Load

Indicate each key person(s) and/or specialist(s) to be assigned to this project and indicate their current work load and availability to complete project in a timely and professional manner. If information was not presented in your RFQ response please provide bio information for the individual.

C. Proposed Sub-Contractors, Joint Ventures or Partnership Agreements

Identify any sub-contractors you may use to augment your efforts. Include their personnel qualifications, experience and anticipated tasks.

D. Schedule of Fees

Provide a schedule of fees itemized by each deliverable and/or milestone of the proposed process and include a schedule of the billable rates for each type of professional to be utilized during the project for the services as described in **Section 3. Scope of Services**. Fee structure shall also be composed to assume a not to exceed figure with a separate not to exceed figure for travel expenses. All fees shall be kept as proposed for term of the agreement. Additional charges such as copying charges and deliverables should be noted if practical.



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F. Description of Services

Submit a description of the services you will provide, project approach and other relevant information as it pertains to the information provided in **Section 3. Scope of Services**. Include any information that explains why your firm should be selected for this project.

G. Additional Information

Provide any additional information you think will assist the owner in the evaluation of your firm's qualifications.

SECTION 3. SCOPE OF SERVICES

The City of Kirkwood is seeking a proposal for a downtown master plan and parking study. Firm is requested to provide a proposal including projected schedule of events to include the following activities:

The consultant is expected to provide identification of deliverables and/or milestones for the project in the submitted proposal. These deliverables and milestones should be prepared in a way that will also coincide with invoicing for the project. At a minimum, the scope of work should include the following:

1. An evaluation of the health of all commercial industry classifications within Downtown Kirkwood and identify opportunities within those same categories based upon national and regional trends. Recommendations should be provided in a way that directly relates the industry classifications to the City's land use categories in the relevant districts (primarily the B-2, General Business District).
2. The Downtown Master Plan identified that there are a high percentage of low-traffic businesses/organizations, particularly health/human services. There is also a perception that the Downtown area has a disproportionate amount of retail banks which do not contribute to the sales tax base. Evaluate the current status of these commercial use categories in Downtown Kirkwood and provide a recommendation for what a healthy proportion of those businesses should be. This analysis should also include recommendations, code and otherwise, of how to obtain and maintain the recommended proportion of low-traffic businesses/organizations.
3. The Downtown Master Plan's Framework Plan identified street frontages that should be Suggested and Mandatory Commercial. The City Council is currently in the process of



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expanding the areas that would require commercial development (see the attached Revised Framework Plan dated May 2019). The City wants to ensure that we preserve enough land for commercial activity to continue to support the vitality of Downtown. Conduct an evaluation of the Revised Framework Plan's recommendation for areas that would have commercial required and whether the indicated areas provide too much, too little, or the right amount of commercial land.

4. Identify specific businesses by name that would benefit Downtown Kirkwood and could be realistically supported by the existing market demand. This information should be provided in a way that will assist the City in being more proactive in attracting desirable development.

The proposal should include an anticipated timeline for completion of the project along with a proposed budget. Said schedule should assume a Notice to Proceed date of July 22nd.

DELIVERABLES

All items delivered as part of this project shall be the sole property of the City of Kirkwood. The consultant shall be responsible for the submittal and execution of the following:

1. **Progress Reports.** The consultant shall be responsible for submitting monthly progress reports.
2. **Final Work Products.** The final study must be provided in electronic form in PDF format.

SECTION 4. SUBMISSION OF PROPOSALS

Submit a proposal by mail to:

City of Kirkwood
David Weidler, CPPO, CPPB
Director of Procurement
212 South Taylor Avenue
Kirkwood, MO 63122

SUBMITTAL DATE: July 3, 2019

TIME: 2:00 p.m. Local

Quantity: One digital or Six (6) physical copies of the proposal shall be submitted.

Please label envelope or package with the following information:

Name of Company, RFP #13162 – Downtown Kirkwood Commercial Market Study



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If physical copies are provided, a digital copy shall be submitted upon request by the Director of Procurement, David Weidler, at weidledc@kirkwoodmo.org.

In submitting the Proposal ("Proposal") as herein described, Firm represents warrants and covenants that:

- (A) Firm has carefully examined the specifications and all provisions contained in the Request for Proposal relating to items to be furnished or the work to be done, and understands the meaning, content and requirements of and agrees to the same.
- (B) Firm will enter into a written contract (the "Contract") with the City with the terms and conditions set forth herein and furnish the items and complete the work in the time specified for the rates provided in the accepted Proposal.

SECTION 5. EVALUATION CRITERIA

Criteria used to select Firm include the following factors:

- A. Specialized experience and technical competence of Company with respect to the type of services required.
- B. Capacity and capability of Company to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project.
- C. Past record of performance of Company with respect to such factors as control of costs, quality of work, and ability to meet schedules.
- D. Company's proximity to and familiarity with the area in which the projects are located.
- E. Proposed schedule of fees.

SECTION 6. MISCELLANEOUS

1. Incurring Costs

This Request for Proposal does not commit the City to award a Contract or to pay for any cost incurred by successful or unsuccessful submittal in the preparation for this request.

2. Confidentiality

The City shall follow the Missouri Sunshine Law, section 610, therefore all documentation, proposals, bids, contracts and other documentation submitted to the City in response to this Request for Proposal is subject to this law. In the event any Firm submitting a proposal shall include any information deemed "proprietary or confidential" such information shall be clearly marked. The City as a public entity cannot and does not warrant that information will not be disclosed.



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3. Logo

The City's logo is trademarked and should not be used in responding to this proposal.

4. Conflict of Interest

Firm will disclose all business interests or family relationships with any city officer or employee who was, is, or will be involved in Firm's selection, negotiation, drafting, signing, administration, or evaluating Firm's performance. As used in this section, the term "Firm" shall include any employee of Firm who was, is, or will be involved in the negotiation, drafting, signing, administration, or performance of the Agreement. As used in this section, the term "family relationship" refers to the following: spouse or domestic partner; any dependent parent, parent-in-law, child, son-in-law, or daughter-in-law; or any parent, parent-in-law, sibling, uncle, aunt, cousin, niece or nephew residing in the household of a civic leader, elected official, city officer or employee described above.

Through submittal Firm certifies, to the best of their knowledge, that they have no conflict of interest regarding provision of the services as detailed herein. Firm will inform the City if a potential conflict of interest arises during the period in which services are rendered.

5. Non-Discrimination

The Firm shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or disability. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment; advertising; layoff or termination; rates of pay or other forms of compensation; and selection of training, including apprenticeship. Firm shall state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, or disability. Firm shall incorporate the foregoing requirements of this paragraph in all of its subcontracts for work performed under the terms and conditions of this anticipated contract. A breach of this provision may be grounds for Contract termination.

6. Governing Law

Firm shall at all times observe and comply with all Federal and State laws, all local laws, ordinances, and regulations existing at the time of or enacted subsequent to the execution of the contract which, in any manner, affect the prosecution of the work. Firm shall indemnify and save harmless the City and all of its representatives, and employees



against any claim or liability arising from or based on the violation of any such law, ordinance, regulation, order, or decree, whether by himself, his employees, or his sub-contractors.

7. Firm's Declaration

Firm will not be permitted to use, to its advantage, any omission or error in the Request for Proposal, the specifications, requirements, or the contract documents and the City reserves the right to issue new instructions for such error or omission if originally specified. Through submittal Firm states that they have examined the information and conditions surrounding the operation of the service contemplated by the Proposal, and is familiar with the requirements as to equipment, supplies and labor of such undertaking; and that Firm has carefully prepared, examined and checked the Proposal to ascertain that no mistake or error is contained the Proposal; and that Firm will make no claim for correction or modification after the closing time for the receipt of the proposals.

8. Binding Effect

The anticipated agreement for services contained in this Request for Proposal shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, executors, administrators, legal representatives, successors and assigns.

9. Award of Contract

The award of the contract, if it be awarded, will be made to the most qualified Firm. The award of the anticipated contract will not be determined solely on price, but as a review of the proposed Firm in its entirety. The City will notify the Firm(s) after proposal receipt what information, if any, is required. The City reserves the right to reject any or all proposals and to waive any irregularities therein. The successful Firm will be notified by letter mailed to the address shown on the proposal response that their proposal has been accepted and that they have been awarded the Contract.

10. Termination of Contract by Convenience

The City may terminate the anticipated contract at any time prior to commencing construction period services for each phase by giving 30 days written notice of such intention to terminate this contract and setting forth a specific termination date. The City shall compensate Firm for all approved services rendered at the point of termination.

11. Laws to be Observed

The successful Firm shall have a valid business license, hold all applicable certifications, and agree to maintain them throughout the terms of the anticipated agreement. Firm shall



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at all times observe and comply with all Federal and State laws, all local laws, ordinances, and regulations existing at the time of or enacted subsequent to the execution of the contract which, if in any manner, affect the prosecution of the contract. Firm shall indemnify and save harmless the City and all of its representatives, and employees against any claim or liability arising from or based on the violation of any such law, ordinance, regulation, order, or decree, whether by himself, his employees, or his subcontractors.

12. Insurance Requirements

Provide the value of professional liability, general, and automotive liability insurance that your firm can provide. Also provide the form of insurance program that your firm is under.

13. Questions and Clarifications

All questions shall be submitted in writing via email to David Weidler, Director of Procurement, at weidledc@kirkwoodmo.org by close of business Friday, June 21, 2019.

14. Amendment Issuance

If Firm has any questions which arise concerning the true meaning or intent of the specifications or any other requirements stated herein, Firm shall request that an interpretation be made in an Addendum. Failure to request an Addendum governing any such question shall not relieve Firm from delivery in accordance with the intent of the specifications. If it becomes evident that the material contained within this Request for Proposal requires amendment, the Director of Procurement shall issue a formal written amendment to these documents for distribution to all known prospective respondents. The issuance of an amendment may be released until the stated date and time of proposal receipt. If it is deemed necessary by the City, the amendment may extend the current proposal receipt deadline.

15. Proposal Acceptance

- a) The City of Kirkwood reserves the right to accept proposals in whole or in part, and to reject any and all proposals, and to negotiate separately as necessary to serve the best interests of the City.
- b) Notifications of award will be made by the Director of Procurement following approval from the Kirkwood City Council accepting the proposal.
- c) The proposal must remain valid for at least ninety (90) days after submittal date.
- d) It is the intent of the City of Kirkwood to contract for this service as soon as possible.

OUR APPROACH



We understand how important Downtown Kirkwood is to the City of Kirkwood and its residents. We live in Kirkwood. We dine in Kirkwood. We use the library. We experience Downtown Kirkwood on a daily basis. The City's planning efforts addressing Downtown Kirkwood are efforts well spent as the City gathers input, information, and ideas around planning for a healthy, lively Downtown Kirkwood. These planning efforts seem to be geared toward answering the question: What mix of land uses creates dynamic equilibrium, or balance in economy and daily activity, in Downtown Kirkwood? Knowing that Downtown Kirkwood is a dynamic environment, we will recommend a mix of land uses, in relation to each other and in proportion to the whole of Downtown Kirkwood, that will result in a healthy, active, lively Downtown that is well-balanced with respect to economic and community impact.

The following scope of services represents our plan of action. To ensure that this plan is appropriate to the task and the City's vision for this process, the first step will be to meet with City staff to discuss their priorities and to review this scope of services in light of timelines and milestones that City staff need the project team to respect and to meet. Our goal is to produce a plan that City staff can use as a framework for development expectations and a guide for future policy decisions and to do so as timely as possible.

TASK ONE: REVIEW OF EXISTING CONDITIONS & PREVIOUS PLANS

Land Use Inventory

PGAV will inventory buildings, land uses, and businesses in Downtown Kirkwood. If City staff already has this information on-hand, then we will verify and update if necessary.

Review of the 2017 Market Analysis and 2019 Framework Plan

The project team will conduct a thorough review of the Downtown Kirkwood Master Plan and the Market Analysis and Framework Plan (as revised in 2019) included as part of the planning process. The Downtown Kirkwood Master Plan lays out a series of strengths, weaknesses, opportunities, and threats associated with Downtown Kirkwood's existing conditions. We will review and test these findings in light of our in-depth market analysis and land use inventory. Our team will also review the City's updated zoning code to understand the legislative framework for plan implementation.

Downtown Visitor Needs Assessment

Any downtown neighborhood should have a variety of uses to meet the different needs of its many daily visitors. Our project team will review Downtown Kirkwood's mix of land uses and businesses and discuss the ways in which Downtown Kirkwood meets the needs of visitors, from very basic needs (i.e., wayfinding, navigation, availability of restrooms) to transformational experience (i.e., having a very enjoyable experience at a public event or concert).

Industry Classifications & Opportunities

Our project team will review and organize each business in Downtown Kirkwood according to its industry classification and will build our market analysis from this information. We will conduct a thorough review of each market segment (e.g., commercial retail, healthcare, office, restaurant, etc.) with respect to local, regional, and national trends and dynamics. Our team will deliver this analysis in narrative

and matrix format so that City staff and members of the public may be able to review an easy-to-read reference including a summary of Downtown Kirkwood's business inventory and how these businesses fit into local, regional, and national market context.

Particular attention will be paid to retail and restaurant industry sectors. While there continue to be shifts in retailing at a national level, 90% of retail sales continue to be transacted at brick-and-mortar retail locations and certain retailer closures had as much to do with problems with corporate balance sheets (e.g., Toys R Us) as with challenges in the broader retail environment. To help us understand this situation, we have access to survey data that can tell us what percentage of homes within the City and within a defined trade area make purchases from Amazon or other online retailers.

PGAV will determine the level of retail demand that "leaks" from the City by industry to determine retail market potential for the City. This information along with regional trends will help to define the kinds of additional commercial development that could succeed in Downtown Kirkwood.

Stakeholder Engagement

While not explicitly requested in the RFP, based on previous experience, engaging the right stakeholders as part of this process will be important to its success. We will work with City staff and the Downtown Business Association to identify the key conversations we need to have with property owners, developers, and business owners. Our goal is to understand what has worked well in Downtown, what would enhance the economic mix of Downtown, and how the development process can be improved. We will also meet with residential builders and developers in the community to hear their ideas for future development in Kirkwood and to hear about their pain points in the development process, so we may recommend improvements.

TASK TWO: DOWNTOWN KIRKWOOD LAND USE ANALYSIS

Based on the information gathered through the previous tasks, PGAV will provide recommendations to the City of Kirkwood. These recommendations will fall in several categories:

Business Recommendations

This will include specific businesses that can be supported by the City and a defined trade area and also align with the goals the City has defined for the Downtown area. For example, the previous Market Study called for additional fast-casual dining options with no table service. After the analysis stage, PGAV will conduct research about the market readiness for various fast-casual options and recommend a successful solution.

Included in these recommendations will be location options and estimated investments. This information will be provided in the form of marketing materials that can be used to both educate City staff and citizens, but also be used to market to potential businesses or investors.

These recommendations may target increasing foot traffic, achieving equilibrium, and promoting the 'Main Street' nature of Downtown Kirkwood, which is important. Our team will also provide recommended strategies for attracting more local retail businesses (currently less than 10% of businesses are local, independently owned).

Code Recommendations

In order to create the Downtown Kirkwood environment that City leaders have spoken about, we understand that the City is currently working on an update to their zoning code. If it has not already been completed at the time of this project's beginning, we will work with the City to ensure that relevant areas of the code consider the following:

Increase lot coverage allowances

- Reduce side yard and lot widths
- Reduce parking requirements
- Permit additional buildings in the Downtown area
- Address first floor commercial requirements

Our code recommendations may address other matters discovered in the course of our work with the City.

Overall, our land use and urban design recommendations will focus on guiding Downtown Kirkwood to dynamic equilibrium; a balance in economy and activity to meet the needs of Kirkwood residents and visitors in a sustainable manner.

TASK THREE: STRATEGIC IMPLEMENTATION PLAN

The Strategic Implementation Plan is the roadmap for implementation. Using the information gathered up to this point, PGAV will provide the City with:

- Identification of sites of priority with respect to land use and potential development.
- A plan that outlines the strategies for the City to pursue to recruit developers and the identified businesses to Downtown Kirkwood. The implementation plan will identify commercial use categories to target for development recruitment and will identify the most appropriate means of facilitating any development if necessary. The strategic implementation plan will provide the City with a blueprint and a critical path toward marketing prioritized sites for development, engaging developers, and catalyzing the development process.
- Land use maps showing potential locations of commercial improvements on the identified priority sites.
- Financial analysis showing the impacts of the potential development on the City's tax base and realistic expectations of market success.

These components will summarize the research completed thus far and provide clear direction for the City of Kirkwood for decisions regarding development in Downtown Kirkwood moving forward.

OPTIONAL SERVICES:

Should the City desire, PGAV can provide the following optional services to assist with the implementation of the market study findings:

- Requests for proposals that may be sent to developers to solicit development proposals.
- On-call financial assistance to analyze potential developments

Fees for these optional services will be based on PGAV's hourly fee schedule shown later in this proposal.

TIMELINE

Based upon the pre-defined schedule provided in the RFP, the scope of work outlined above will commence on July 22, 2019 with an analysis and recommendations presented to the City by December 1, 2019.