A New Historic Era

immswick great streets

Executive summary A New Historic Era
TO THE PEOPLE OF KIMMSWICK,

THANK YOU...for inviting us in!
THANK YOU...for your lavish hospitality!
THANK YOU...for your good will and open hearts!
THANK YOU...for sharing your food and table!
THANK YOU...for your hopefulness and kindness!
THANK YOU...for your energy, enthusiasm, and leadership!
THANK YOU...for celebrating along the way!

Cheers, to a new historic era!
A New Historic Era
The Kimmswick Great Streets plan is the fruit of an intense, iterative charrette process constantly garnering feedback from the public, technical advisors, and stakeholders. This plan addresses a broad range of issues - from flood management to revenue enhancement, railroad crossings to city governance, festivals and event to business development, regional connectivity to riverfront development. In Kimmswick, everything is intimately connected. Honored to be a part of the community for the project’s duration, the plan’s conclusions come from the people of Kimmswick. Kimmswick has an incredible future that will rival its historic past.

The executive summary begins with the project’s vision, goals, and objectives. This direction, held close to the chest through the charrette process, resulted in the subsequent recommendations. These proposals, derived from extensive study and analysis, transition easily into an implementation strategy tailored for Kimmswick.
At Public Workshop #1, attendees discussed what they love about Kimmswick and what they would like to see change. As each group’s representative summarized their discussions for the entire community, common themes emerged: strengthening the historic community character and quality of life, addressing flooding from the Mississippi River and within Kimmswick, increasing riverfront access, supporting economic development, and creating a pedestrian-friendly environment.

The following statement incorporates these diverse inputs in a shared project vision:

The Kimmswick Great Streets Project aims to realize Kimmswick’s full potential as a regional destination, establishing economic, environmental and municipal resilience while maintaining and enhancing Kimmswick’s unique charm and character.
ACHIEVING A VISION
Great projects begin as dreams and a desire for positive change. Activating these dreams and desires takes energy and intention. Specific, actionable goals and objectives to achieve the Kimmswick Great Streets Project vision are defined here. As each objective is completed, Kimmswick will move one step closer to transforming the vision into reality.

Kimmswick realizes its full potential as a regional destination, establishing economic, environmental and municipal resilience while maintaining and enhancing Kimmswick’s unique charm and character.
process

Community engagement is central to the planning process accounting for nearly 40 percent of the project’s time and energy. The complex nature and scope of the Kimmswick Great Streets project demanded robust public participation and stakeholder engagement to build the foundation for community-driven solutions. In the end, Kimmswick will be responsible to implement the plan.

FEEDBACK LOOPS

The process was designed to create regular opportunities to seek direction and input from residents, community leaders and technical advisors.

Session #1 Kick-Off
This Project Team meeting set the project’s course. The team developed a community engagement plan, assembled the Advisory Committee (AC), and established regular workshops for the Project Team.

Session #2 Vision Session
This week long workshop centered around a public workshop to develop a working project vision during interactive public engagement exercises. Meetings with the AC and Project Team developed consensus for a path forward.

Session #3 Idea Exploration
The second public workshop gathered input on three preliminary scenarios. Potential project champions met for an implementation forum, and the AC and Project Team developed consensus on next steps.

Session #4 Working Concept Plan
The third public workshop engaged responses to the working concept. The AC and Technical Committee (TC) provided feedback.

Session #5 Finalize Concept
A public open house presented the preferred concept and fielded questions. The AC reviewed potential governance options. The TC strategized implementation.

Session #6 Implementation Strategy
The AC met again to discuss recommended governance and the community gathered to generate project excitement celebrating work done and the anticipated first implementation phase.

COMMUNITY ENGAGEMENT WHEEL: Listening, asking questions, seeking input, and circling back to verify directed each aspect of the process.
Session #1:
- Project Team Kick-off
- Community Engagement Plan
- Stakeholder Interviews
- Data Collection
- Large Festival Evaluation
- Visitor Surveys
- Advisory Committee Formation
- Establish Schedule

Session #2:
- Public Work Session #1 Visioning
- Community Potluck
- Advisory Committee Meeting #1
- Stakeholder meetings
- Working Project Vision
- Working Project Goals
- Project Team Brainstorming Session

Session #3:
- Public Work Session #2 Idea Testing
- Advisory Committee Meeting #2
- Implementation Forum
- Guided Kimmswick Tour for Potential Project Supporters
- Stakeholder Meetings
- Project Team Meeting

Session #4:
- Public Work Session #3 to Review Concept
- Community Potluck
- Advisory Committee Meeting #3
- Technical Advisory Meeting #1
- Stakeholder Meetings
- Project Team Meeting

Session #5:
- Public Open House to Present Preferred Concept
- Community Dinner
- Advisory Committee Meeting #4
- Technical Advisory Meeting #2
- Stakeholder Meetings
- Project Team Meeting

Session #6:
- Advisory Committee Meeting #5
- Draft Plan Review
- Stakeholder Meetings
- Implementation Hand-off
- Demonstration Projects
- Ribbon Cutting
- Press Meeting
- Community Picnic
Kimmswick experiences flooding from two directions - Mississippi flooding and the “bath tub effect” as stormwater is retained within the city behind temporary levees. Flood frequency has increased in the past five years compared with historic data. Addressing flooding is the community’s primary concern.

**FLOOD MANAGEMENT INTENT**

Flood management solutions protect the City’s pocket book reducing capital, operations, and maintenance costs. They also protect the Kimmswick’s historic character utilizing deployable barriers in lieu of a flood gate across Windsor Harbor Road, a savings of millions.

**Mississippi Flood Strategy**

Initial phases target each opening to the Mississippi with a portion of the deployable flood barrier at Windsor Harbor Road, valve gates and a debris grate at the north outlet, and improved access to the south sluice gate. The deployable barrier will secure the city’s revenue never having to pay for a temporary levee again. Next, an earthen levee creates a large stormwater storage area which helps defend against internal flooding. Finally, temporary deployable barriers will extend 210 linear feet connecting into 120 linear feet of permanent flood wall which transitions to the earthen levee. This hybrid approach could cost 20 to 30 percent of the Army Corp of Engineers (ACE) estimates. Eventually, permanent pump stations will firmly establish Kimmswick’s Mississippi flood defenses.

**Kimmswick City Flood Strategy**

Diverting runoff out of town and creating stormwater storage areas constitute two of the primary flood strategies within Kimmswick. These two cost effective management solutions should handle more than 90 percent of runoff from a common storm. Bioswales and pervious pavers address the remainder.

Teaming with Jefferson County Department of Public Works (DPW), 13 percent of Kimmswick’s stormwater will be diverted out of town. Stormwater storage areas at each outlet create capacity for 4,900,000 gallons (77 percent of a common storm). This storage will buy time during a larger storm to defend against the Mississippi and set up pump stations.
LEGEND
- Permeable Paving
- Improved Bioswale
- Permanent Levee
- Existing Waterway
- Roadway Renovation
- Stormwater Flow
- Ridge Line
- Improved Swale Lines
- Inlet & Underground Pipe
- Deployable Flood Barrier
- Flood Wall
- Permanent Pump Station
- New Outlet Gate
- Catch Basin

FLOOD DEFENSE: It’s the little things that count. Diverting runoff, slowing and retaining stormwater in swales, designing soils and pavement for infiltration, and creating pockets to store water come through big against flooding.
Public space recommendations offer the broadest reaching scope and vision. Kimmswick’s regional destination identity extends its influence beyond the city limits simply out of necessity. Public space projects also have to cross difficult local barriers including a railroad and insecure city finances. The recommendations which follow may be considered too big for such a small town. Having witnessed the grand accomplishments of this practical community, they would not fit Kimmswick if the proposals weren’t larger than life opportunities, attainable with a few good relationships and practical, timely actions.

Kimmswick has a number of excellent assets from which to build. The recommendations aspire to enhance these traits. Threatening challenges also exist. The recommendations aim to leverage those challenges in the creation of unique solutions which enrich life with the very problems making it almost unbearable at times.

Stormwater particularly haunts Kimmswick threatening life and property. Runoff and stormwater impact every inch in town. Solutions meet each site specific challenges accordingly. Near Windsor Elementary, downhill neighbors complain of flooding from the school’s runoff. A proposed tabled intersection routes runoff from the school, out of town, stopping water from harming the neighbors or adding to flood problems at the city’s outlets. It also slows traffic for children at the entry and helps develop the only sidewalk connection to school. Other portions of school runoff are routed to a Jefferson Park swale. Enhancing the swale provides an opportunity to build a natural play area and outdoor classroom.

On Rock Creek’s banks, a recreational trail serves the deployable barriers as a level foundation on which to rest while holding back the Mississippi. The alignment provides access to and from Kimmswick in times of danger. It follows the flood barrier’s dry side, to the top of the levee, onto an elevated boardwalk, over a bridge over Rock Creek to higher ground. The route also reduces festival shuttle use by about half.

The next six pages present the Kimmswick Great Streets plan. Blue numbered labels correspond with a photo montage on pages 18 and 19.
A STORMY EXPERIENCE: Recommendations seek to address pressing concerns while at the same time develop a sense of delight and community. Pictured, a drainage ditch is transformed into a place to meet friends for lunch. These stormwater decks support social activity, and provide an opportunity to increase swale capacity and biodiversity.
17
Kimmswick Blvd
Intersection Entry

Regional Connectivity

Protected Pedestrian/Bicycle Path

Wayfinding Signage

Traffic Calming Intersection

Road Diet on Highway 61/67 from Imperial Main Street to Windsor Harbor Road

Monument Signage Street lighting in Intersection

Protected Pedestrian/Bicycle Path

Monument Signage Street lighting in Intersection

Protected Pedestrian/Bicycle Path

Wayfinding Signage

Wayfinding Signage

Regional Connectivity
Business & governance

Business and governance limit or promote each other. Revenues from commerce represent only 20-30% of the Kimmswick's small annual budget. Kimmswick's basic geography and city boundaries restricts commercial growth opportunities, and taxing residents isn't popular. Kimmswick cannot rely on revenues from local businesses alone. The City generates 60-80% of its own annual revenue hosting two major regional festivals. Similarly, Kimmswick’s Merchants Association (MA) hosts regular small-medium sized events. Analysis indicates efforts from these groups don’t support each other. The vast majority of City revenues come from visitors who return one to three times annually, while consistent regulars primarily sustain the MA. The Great Streets plan recommendations unifying the efforts of both groups, elevating the entire community.

Imagining 5 years into the future, exciting developments will shape Kimmswick’s culture. The Delta Queen and potentially other cruise ships will dock regularly bringing in significant influxes of people, activities, and City revenue. The riverfront amphitheater will draw crowds to concerts, more events will take place at the Anheuser Estate, and a new levee and flood prevention improvements will significantly reduce flood impacts.

More activity and more people are all good things that also bring increased demand for services to keep Kimmswick clean, maintain infrastructure, and protect residents from being over-run. Kimmswick should work towards creating a Coordinating Entity unifying the various groups and organizations toward common goals and a shared future. This entity could expand capacity to make the most of the port opportunities, promote Kimmswick, attract complimentary businesses, run programs and events, oversee capital improvements, and guide the community’s future.

We recommend a Community Improvement District (CID). The main purpose of the coordination entity, whether it is a CID or something else, is to direct implementation of the Great Streets plan using the ONE KIMMSWICK perspective. CID’s are governmental entities legally recognized within the State of Missouri and separate from the City and Merchants Association.

**NEW CID**

**POTENTIAL CID STRUCTURE:** A CID would create a more secure future as civic leadership changes and cultural pressures impact
CIDs generate a unique source of revenue that can be used to do things other sources cannot – specifically fund personnel and provide services. Central to the recommendation, the CID should employ an Economic Development/Programs and Events Coordinator. The recommendation’s reasoning is multi-faceted:

- Expands City and MA capacity, potentially even the Port Authority, Anheuser Estate, and Historical Society
- The Coordinator is Kimmswick’s focused champion for plan implementation
- Higher level of professionalism and legal standing is more attractive to interested complimentary businesses and employees
- A CID provides support for the time needed to establish a Coordinator, develop relationships, implement programs & events, steward capital improvements, and generate business development
- Working through a CID dramatically reduces perception the position is tied to a specific interest
- Opportunity to enter into legal agreements with the Anheuser Estate, Port Authority, Jefferson County Parks, Kimmswick Historic Society and/or others to potentially increase revenue
- One point of contact increases coordination efficiency and benefits between groups
- Guarantee more control over maintenance standards
- CIDs have enforceable legal standing
- Coordinator remains constant when business and civic leadership changes
- CIDs generate revenue which can only be spent within the CID boundary

### CITY REVENUE ENHANCEMENT

Kimmswick has several potential funding sources for the plan’s implementation. The table below illustrates revenue ranges from a variety of sources. A specific revenue study should be conducted to better understand feasibility and potential prior to implementation.

These rough order of magnitude estimates are based on regional market assumptions. Some revenues – like Delta Queen Tax, Docking Fee, and Witches Night Out - could be realized immediately when the events or infrastructure comes on line. For others, totals indicated are projected to be realized incrementally five to ten years after programs, events, developments, or improvements are implemented.

Should Kimmswick establish a CID, the City and CID should work together to ensure the success of both. Revenue streams the CID could manage are indicated in the City Revenue Source table and shown in the CID Revenue Source table. If the CID assumes all the indicated revenue sources, the annual City income approximates $900,000 if all sources are collected.

#### CITY REVENUE SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current City Revenue</td>
<td>$190,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Delta Queen Tax</td>
<td>$767,000</td>
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<tr>
<td>Docking Fee</td>
<td>$16,380</td>
<td>$16,380</td>
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<tr>
<td>Strawberry - Applebutter Festival Expansion</td>
<td>$3,400</td>
<td>$50,000</td>
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<tr>
<td>Great Steamboat Festival*</td>
<td>$16,200</td>
<td>$16,200</td>
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<tr>
<td>Delta Queen Days*</td>
<td>$34,830</td>
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</tr>
<tr>
<td>Witches Night Out*</td>
<td>$20,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Real Estate Growth</td>
<td>$4,300</td>
<td>$11,000</td>
</tr>
<tr>
<td>1/2% Sales Tax Increase*</td>
<td>$23,650</td>
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<tr>
<td>Lodging Fees</td>
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<tr>
<td>Parking Tickets</td>
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<tr>
<td>Commercial Overflow Parking*</td>
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<tr>
<td>Amphitheater Event Parking*</td>
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<tr>
<td>Amphitheater Event Fee*</td>
<td>$7,500</td>
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<tr>
<td>Anheuser Estate Receptions</td>
<td>$32,355</td>
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<td>Anheuser Estate Pavilion</td>
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<tr>
<td>Anheuser Estate History Tour Fee</td>
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<tr>
<td>Anheuser Estate Marina</td>
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<td>-</td>
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<tr>
<td>Rock Creek Landing Markets / Events*</td>
<td>$53,750</td>
<td>$53,750</td>
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<tr>
<td>Rock Creek Pavilion</td>
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<td>$3,075</td>
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<tr>
<td>History Tour*</td>
<td>$6,000</td>
<td>$6,000</td>
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<tr>
<td>Kimmswick Port / Riverfront Park Maintenance</td>
<td>$12,000</td>
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<tr>
<td>Kimmswick Port Operations</td>
<td>$8,000</td>
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<td><strong>Total</strong></td>
<td><strong>$1,232,735</strong></td>
<td><strong>$1,375,385</strong></td>
</tr>
</tbody>
</table>

*Revenue Sources the CID could assume and manage
Land Use & Zoning

The Kimmswick Great Streets plan works seamlessly with Kimmswick’s first ever Comprehensive Plan. Governance is an important aspect in achieving many project goals. The recommended governance districts are proposed to protect Kimmswick resident’s quality of life, preserve historic character, promote development in line with the community’s vision, and protect natural assets. Following are short descriptions:

**Primary Commercial**
The commercial core supports the greatest activity and commercial uses within Kimmswick and needs parking, lighting, sidewalks and other infrastructure.

**Secondary Commercial**
This is a commercial transitions area from Primary Commercial to Residential. All possible uses in Primary Commercial apply.

**Residential**
This area belongs to Kimmswick’s residents. Existing commercial uses should be grandfathered, but no further commercial or retail uses should be allowed.

**Park & Riparian Open Space**
This use delineates park development and protects natural habitat while prohibiting future industrial development.

**Institutional**
Institutional land uses serve a community’s social, educational, health, cultural and recreational needs.

**Historic District**
Kimmswick has an established historic district (see Districts map page 111). Special legal restrictions apply to properties qualifying as historic.

**PUBLIC MEETING:** Throughout the process, the Great Streets plan has been coordinating with Kimmswick’s first ever comprehensive plan. During the Great Streets project, public input was gathered for both plans.

**LEGEND**
- **Residential**
- **Primary Commercial**
- **Secondary Commercial**
- **PARK / OPEN SPACE**
- **INSTITUTIONAL**
- **HISTORIC DISTRICT**

**GOVERNANCE DISTRICTS:** The areas indicated to the right show the existing historic district and other proposed districts proposed to promote Kimmswick’s quality of life.
The Village Green is Kimmswick’s civic center. The plan recommends small-scale activities geared toward local-area residents. These activities fill gaps in the activities calendar cultivating regular social opportunities which also cultivate business activity. Warm-weather and cold weather.

A barn venue could increase capacity for additional types and sizes of events potentially stimulating local business expansion. Corporate retreats and additional weekend use would address a gap in the market providing potential guests for new lodging should it be considered.

Leveraging an enhanced pedestrian realm, riverfront, and local trail network, including the Heritage Trail, will bring a broader demographic to support and expand local business. These low-cost or no-cost recreational options attract families and younger visitors.

Adjacent to the iconic Windsor Harbor Bridge, this venue could host small markets and fairs. Located along trails, it is a great place to stop for a meal and explore Kimmswick. The pavilion, deck, and waterfront feature offer a picturesque setting for reunions and parties.

The proposed riverfront amphitheater will have the capacity to host 500+. This incredible asset will support current festivals, entertain riverboat passengers, and showcase concerts and outdoor theater. School children, clubs, and businesses are expected to utilize the space for education, recreation, and entertainment.
Open Space/Retail Expansion Recommendations

Kimmswick should develop a local trail network, including a heritage trail component, and advocate for a larger network in northern Jefferson County linked to the Great Rivers Greenway system in St. Louis County. A four mile trail to Telegraph Road bridge would connect into 600 miles of trails and greenways. A trail to Mastodon State Historic Site, and possibly to Six Flags in Eureka, should also be considered. Developing a trail network could attract a broader demographic.

Many steps are necessary to expand business. Lighting and sidewalks are essential safety and security elements for evening hours. Potential residential disruptions need mitigated. The City should enact a clear zoning code designating commercial and residential areas. A retail business “guidebook” would encourage standard business hours, facades, and outdoor dining. Design guidelines would protect the town’s quaint, historic character. Pursuing complimentary retailers including small outdoors or sporting goods shops and boutique home furnishings stores would appeal to men and a younger demographic.

Recommended Programming & Events

Should Kimmswick take steps to add programming, focusing on small-scale, locally-focused events and programs such as painting in the park, lawn games, and movies on the Village Green, is a lower risk strategy to create consistent activity, broaden visitor demographics, and encourage community development. Most of these sized events would likely take place on the centrally located newly renovated Village Green. Regular programming and adding cold weather programs, such as winter art exhibits or ice carving, may build a reputation as an active destination to regularly visit. Managed appropriately, impacts to Kimmswick’s residents could decrease if these events supplant some larger events. The CID should use a portion of events and programming for experimenting with different models.

Kimmswick must capitalize on its riverfront access. In the short-term, family-oriented events like river walks and ranger programs are worth considering. Longer term, Kimmswick should leverage the planned amphitheater to host concert series and theatrical performances.

Anheuser Estate Expansion

To ensure its appeal as an events destination and to expand its usage, the Estate should contact local and regional event coordinators to provide recommendations to attract additional events and promote the venue. Additionally, the Estate should retain an architect to develop a master plan for the site.

The Estate should consider constructing a dedicated indoor events facility to expand its availability year-round and compliment current programming. This event facility could compliment current programming, parties for Delta Queen passengers, and other gatherings. If it’s determined the Estate could incorporate a commercial kitchen, particularly a bar, this could further increase reservations and revenue.

Smaller buildings may support corporate retreats and smaller groups bolstering weekday and winter usage. The Estate should be part of the heritage trail and leverage revenue opportunities associated with its history. The Anheuser Estate should also be promoted in wayfinding and historic interpretive signage in the heart of Kimmswick.

Lodging

There is one Kimmswick inn currently operating. Boutique inns or bed and breakfasts are often successful lodging options in heritage-oriented destinations like Kimmswick. An increase in year-round visitors may create a market sufficient to support more boutique style lodging. There are ten mid-scale or upper-midscale hotels operating within 12 miles of Kimmswick, but none offer the unique boutique experience.

Lodging may attract new visitors and extend current visitors’ stays. However, given current occupancy rates, the market may not be able to support another boutique inn in the immediate term. Success is more likely when the Delta Queen begins operating, and the Anheuser Estate’s offering have expanded. An ideal lodging location would be a site overlooking the Village Green or on the City’s Elm and 2nd Street.

A Historic New Era - Executive Summary
The analysis dashboard is a quick overview which provides the opportunity to see the key challenges and opportunities at once. These opportunities and challenges are integrally connected to one another. Solutions in one area need to consider impacts and potential synergies related to other key areas.

OPPORTUNITIES & CHALLENGES

The dashboard on the opposite page highlights ten key opportunity and challenge areas derived from analyzing the existing conditions in Chapter 1 “Past & Present.” These areas include internal relations and operations, flooding, heritage connections, market trends, infrastructure needs, and finances. They appear broad ranging and disparate in nature but, in reality, are intimately connected. One example, floods consume 50 percent of Kimmswick’s annual budget, and the railroad and levee defending the town restrict access to the riverfront. This quick example touches three key areas – eliminate stormwater problems, connect to the riverfront, and improve financial resilience.

In tandem with community input, analysis conclusions help formulate the project vision, goals, and objectives described in Chapter 3 - “End in Mind.” Centering the project’s goals and objectives on Kimmswick’s key opportunities and challenges will ensure the most pressing needs and valued assets are incorporated. Solutions need to address numerous opportunities and challenges simultaneously. Better still, leveraging opportunities to resolve challenges bolsters the solution’s value. Thinking this way will result in solutions tailored to fit Kimmswick’s culture, character and operations.

This dashboard is influential in project prioritization and implementation in Chapter 6 “Happily Ever After.” Communicating diverse benefits for any project helps garner support, particularly when seeking funding assistance. These dashboard items are identified and quantified for each project outlined in the in Chapter 6.

Reasoning and detail behind the analysis conclusions shown in this dashboard are presented in Chapter 2 “Fork in the Road.”

MARKET GROWTH OPPORTUNITY: Women over 55 represent the majority of Kimmswick’s current market. There is great opportunity to expand commerce connecting with other age and gender demographics.
Navigating the balance, and sometimes tension, between resident and commercial expectations may be challenging.

The opportunity to share the rich history and stories associated with Kimmswick’s heritage would connect with visitors at many levels.

Regional connectivity is a current challenge. Enhancing connectivity through signage, promotion, transportation diversification, and recreational connections could expand visitor demographics.

Kimmswick relies almost solely on festival revenues. Diversifying revenue streams may be challenging without development and commercial expansion.

The rich natural assets immediately surrounding Kimmswick present an opportunity to leverage with a broader segment of the region and could be used to develop complimentary business opportunities.

Mississippi flooding and internal flooding present the greatest immediate challenge. Developing an affordable, permanent solution is required for the town to sustain itself.

Once known as a river town, Kimmswick has lost its connection to the riverfront. The railway and levees provide real challenges to reconnect with this great asset. Connection is a must for port development.

Kimmswick thrives on a very narrow demographic, older women. Expanding their market to a more diverse demographic with complimentary businesses is a great growth opportunity.

The community also relies heavily on volunteers. Add to that insecure revenue streams and the community is facing imminent challenges.

Nearly half the residents in the surrounding area enjoy eating out. Leveraging dining experiences presents an opportunity to connect with a broader population segment.

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implementation

A plan’s desired outcome is real, positive change. The following pages lay out strategies, actions and expectations for the next three to five years. This period is most critical for generating momentum, energy and positive support for the plan. The implementation check list (Figure K) details immediate actions in each of the four project categories while the Immediate Impacts diagram (right) illustrates expected results for each of the next three years. Step by step implementation strategies walk through the project phasing necessary to accomplish the highest priority projects and see rapid, tangible progress.

HIGHEST PRIORITIES

The four project categories - Flood Management & Environment; Public Space; Economic Development; and Governance - are not isolated but intrinsically connected to each of the other three. These interconnected relationships are influential drivers in the implementation strategy.

Multiple projects define each category. These projects were prioritized according to project goals and community input. Implementing permanent flood protection, building a railroad crossing to the port at Market Street, and establishing the CID are highest priority. If all goes well, Kimmswick could realize permanent flood protection within three years eliminating the need for a temporary levee ever again in the first phase. This will reduce financial insecurity making room in the budget for investment.

A committee can begin exploring CID implementation now, establish the CID, and expand capacity by hiring an Economic Development Coordinator in approximately one year. More steps must be taken to realize the railroad crossing, but writing grant applications is extremely important needing to be done in the very near term.

IMMEDIATE IMPACT: Within the first three years Kimmswick can expect to see a wide range of implementation activity. Change is coming quickly.
**FLOOD MANAGEMENT AND ENVIRONMENT**

- Install north outlet A2.1 - Debris Grate & A2.2 - Backflow Prevention Valves
- Install south outlet A3.1 - OSHA Compliant Access & A2 - Automated Sluice Gate
- Begin A1.3 - Automated Street Realignment with B4.2 Mississippi Street Realignment design
- Construct B4.2 Mississippi Street Realignment or JC DPW/ JCPA
- Construct A1.3 Deployable Flood Barrier & Storage Building
- Construct A4.1 - Inlet & Underground Pipe from 5th Street to Lucianna Gladney-Ross Park
- Implement A4.2 - Improve Vine Street Swale and North Outlet A2.3 - Increase Capacity
- Construct A1.2 - Permanent Levee and South Outlet A3.3 - Flood Storage Expansion
- Construct B9.2 - Levee Trail from Windsor Harbor Road to Flood Wall
- Install A5.1 - 5th Street Modifications and A5.2 - Jefferson Park Bioswale Improvements
- Construct A1.3 - Flood Wall & Deployable Barriers
- Install North Outlet A2.4 - North Pedestrian Access with Flood Door

**PUBLIC SPACE**

- Task: Begin Developing Local & Regional Partners for B5.1 - Safe Routes to School Plan and B9.1 - Healthy, Active Living Plan
- Responsible: CITY, MA, Windsor School District, JCPA, Regional Champions
- Task: Cede Front & Mississippi Streets to JC DPW
- Responsible: CITY, JC DPW
- Task: Submit B4.3 - Phase 1 funding application
- Responsible: JCPA, JC DPW, CITY
- Task: B4.1 - Incorporate Route K into Kimmswick and Rename Roadway
- Responsible: CITY
- Task: Negotiate B3 - Screen Sewer Plant
- Responsible: CITY
- Task: Develop B1 - Branding for Kimmswick
- Responsible: CITY, MA, KS
- Task: Create B10.1 - Heritage Trail Brochure
- Responsible: CITY, MA, KS
- Task: Design B1 - Enhanced Signage Guide
- Responsible: CITY, MA, KS
- Task: Petition MODOT for B5.1 - Safe Routes to School Plan & advocate Jefferson County for B9.1 - Healthy, Active Living Plan
- Responsible: CITY, MA, Windsor School District, JCPA, Regional Champions
- Task: Construct B4.2 - Mississippi Street Realignment
- Responsible: CITY, JC DPW/ JCPA
- Task: Conduct B12 - Parking & Circulation Plan
- Responsible: CITY, MA
- Task: Install B11 - Promotional Signage
- Responsible: CITY, MA, CID
- Task: Begin B4.3 - Phase 1 railroad and Market Street intersection design
- Responsible: JCPA/JC DPW
- Task: Implement B4.3 - 3rd Street Phase 1 stormwater deck
- Responsible: CITY, MA, CID
- Task: Begin B2.1 - Retail Lighting
- Responsible: MA, CID

**ECONOMIC DEVELOPMENT**

- Task: Begin C1 - Create a Coordination Entity by creating a CID exploration committee and hire consultant to guide the process through testing a CID boundary, determine feasibility, hold education/information sessions
- Responsible: CITY, MA, JCPA, HS, AE
- Task: C3.1 - Promote outdoor dining at businesses and events
- Responsible: CITY, MA
- Task: C4.1 - Retain an Event Planner to provide recommendations
- Responsible: AE, CITY
- Task: C4.2 - Retain an Architect to create Anheuser Estate master plan
- Responsible: AE, CITY
- Task: Retain lawyer to draft petition and conduct CID petition signing parties
- Responsible: CITY, MA, JCPA, HS, AE
- Task: Bring petition to Board of Aldermen to establish CID
- Responsible: CITY, MA, JCPA, HS, AE
- Task: Hold CID ballot vote
- Responsible: CITY
- Task: Initiate administration of CID
- Responsible: CITY, MA, JCPA, HS, AE
- Task: C1.2 Develop CID Funding
- Responsible: CID Board
- Task: Develop Economic Development, Programs & Events Coordinator job post and C1.3 Hire Coordinator
- Responsible: CID Board
- Task: Begin C4.3 - Renovate Buildings and C4.4 - Upgrade Infrastructure
- Responsible: AE, CITY

**GOVERNANCE**

- Task: Begin C1 - Create a Coordination Entity by creating a CID exploration committee and hire consultant to guide the process through testing a CID boundary, determine feasibility, hold education/information sessions
- Responsible: CITY, MA, JCPA, HS, AE
- Task: C3.1 - Promote outdoor dining at businesses and events
- Responsible: CITY, MA
- Task: C4.1 - Retain an Event Planner to provide recommendations
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- Responsible: AE, CITY

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**FIGURE K: 3-5 Year Implementation Check List**
Flood Management

Flood protection in Kimmswick is of utmost importance. The strategies depicted above delineate three-step solutions to achieve permanent flood protection for the north and south outlets. Permanent pump stations at the outlets are considered icing on the cake. With temporary pumps available, installing them is not critical and, therefore, not included in the strategies.

North Outlet Strategy

The undersized existing north outlet is dangerous. Step 1 implements a temporary solution aimed to reduce hazards. Installing a debris grate to filter stormwater entering the outlet dramatically reduces life threatening clogs. Installing valve gates will eliminate the need for make-shift flood gate solutions. Lastly, Jefferson County and Kimmswick need to procure a drainage easement to protect against detrimental future sewer plant or railroad development which may unfavorably alter drainage patterns.

Step 2 removes 13 percent of Kimmswick’s stormwater. First, inlets capture and convey runoff from Montabello through a pipe west along Vine Street to the Luciana Gladney-Ross Park. Second, re-working 5th Street’s pavement directs the school’s runoff south across Beckett to a wetland outside Kimmswick. This step addresses flooding and calms school traffic.

Step 3 develops storage capacity to protect against Kimmswick’s “bathtub effect.” Replacing the existing outlet with a pedestrian accessible pipe and flood door shores up the north outlet and provides residents grade-separated riverfront access.

South Outlet Strategy

Flood protection on Kimmswick’s southern edge must address the south outlet and Windsor Harbor Road. Step 1 implements deployable barriers to eliminate the financial impacts of temporary levees. This step depends on Mississippi Street’s realignment which will serve as the platform for erecting the barrier. A safe access to the existing sluice gate is also installed.

Step 2 constructs a permanent earthen levee along Rock Creek across the south outlet slough. This builds more than 50 percent of the ultimate flood barrier increasing storage capacity which reduces internal flood impacts.

Step 3 expands the deployable barrier connecting it into a concrete flood wall extended from the earthen levee. A segment of levee trail must be constructed simultaneously as the deployable barrier’s support.
CID Implementation
Below are bulleted steps necessary to create a CID:

- Establish CID exploratory committee to determine feasibility
- Investigate organizational funding partners
- Secure consultant and legal services to assist in petition and approvals
- Identify general geographic area and estimate total revenues
- Work to build support with property owners and educate voters
- Identify board members and final services and improvements
- Develop petition with committee and get agreement on 5-year plan
- Conduct petition process (to get 50% of per capita owners and 50% of total assessed valuation) to sign and support the legislation
- Identify district administrator and begin administration services
- Conduct ballot initiative with district voters to authorize sales tax

The CID is a parallel governing body to the City united through an Economic Development & Events Coordinator (see Economic Development Strategy). This added capacity will support both the CID and City simultaneously by pursuing the four goals at the bottom of the diagram. Increased revenue for both parties and a more resilient and thriving community are the expected results.

<table>
<thead>
<tr>
<th>CID ESTABLISHMENT</th>
<th>Investigate Funding Partners</th>
<th>Secure Legal Services</th>
<th>Identify CID Boundary</th>
<th>Identify Board, Finalize Services</th>
<th>Develop Petition</th>
<th>Conduct Petition</th>
<th>Identify CID Administrator</th>
<th>Conduct Ballot Initiative</th>
</tr>
</thead>
</table>

Economic Development Strategy

Develop a Coordination Entity
CID & Merchants Create an Entity to Strengthen Their Relationship & Promote Escondido’s Business Development, Programs & Events

Develop Funding for the Organization

Hire Economic Development & Events Coordinator

Expand Revenue Potential through:
1. Open Space Programming
2. Complimentary Business

Adopt Comprehensive Plan
- Great Streets Plan
- Zoning & Ordinances
- Emergency Management Plan
- Business Guide Book

Revenue Enhancement Package
- 3% Room/Event Ticket Fee
- E&LF/Drinking Fee
- kleinweber History Tour Package
- Event Admission Fee
- Others

Strengthen City Staff Capacity
- Economic Development & Events Coordinator
- Operations & Maintenance
- Planning & Enforcement
- Parks & Natural Resources

Programs & Events
Retail Expansion
Develop Anheuser
Develop B&B
Public Space

Public space projects provide significant functional, transformational, and economic impacts. The first three phases of public space projects will catalyze development from Highway 61/67 to the Mississippi River, drawing visitors to Kimmswick’s commercial, cultural, and recreational amenities.

Phase 1

Phase 1 promises immediate transformation. The Port Authority plans to begin construction of the landing and access road from the riverfront to the railroad underpass in October 2018 connecting Kimmswick to the Mississippi River with the very first project. Capitalizing on these improvements, Phase 1 includes the construction of the Market Street railway crossing, which should include the Front and Market landmark intersection. Screening the sewer plant from the south completes the riverfront development and Kimmswick’s Riverside welcome. These improvements are shown in Figure A.

Improving the heart of Kimmswick, the Village Green (Figure B), are also integral to Phase 1. These include improvements to the 4th Street intersections from Market to Elm and development of the pedestrian edge along Market and 3rd Streets. Intersection upgrades at 4th and Kimmswick Boulevard welcome visitors into Kimmswick’s historic downtown, helping them navigate confidently to their desired destination. The Market and 4th intersection, together with the Front and Market intersection improvements, bookend Kimmswick’s main street. Pedestrian realm improvements along the north side of Market and west side of 3rd define the Village Green with an attractive, active and sustainable edge.

The third and final component of Phase 1 installs monument signage and landscaping at the intersection of Highway 61/67 (Figure C). These improvements create a well-defined gateway entrance to Kimmswick. The use of materials and design elements consistent with other public space projects will reinforce community’s identity and brand.

FIGURE A: Railroad Crossing, Market & Front Street Intersection, Port Access Road, Landing, and Sewer Plant Screening

FIGURE B: 4th Street and Village Green Edge

FIGURE C: Monument Entry at Highways 61/67 & K
Phase 2

Phase 2 projects establish the core Great Streets infrastructure and enhance connectivity. Highway K complete street improvements (Figure D) create pedestrian and bicycle connections into Kimmswick from the west. Market Street improvements (Figure E) create a welcoming, pedestrian-scale environment that complements and strengthens the historic character present in the architecture. The addition of the port Heritage Trail (Figure F) from Market Street to the river completes access to the riverfront. The construction of port parking (Figure F) builds the Delta Queen’s long-term parking supply, provides close remote overflow commercial parking, and makes development of the port amphitheater viable. The mooring (Figure F) finishes port docking plans, expanding cruise ship opportunities and Kimmswick’s revenue.

Phase 3

Phase 3 projects extend Kimmswick’s regional connectivity and programmatic reach. Highway 61/67 improvements (Figure G) connect Imperial and Interstate 55 to Kimmswick via Imperial Main Street improvements. These improvements also connect the Kimmswick and Imperial areas to Windsor Elementary and High Schools for pedestrians and bicyclists of all ages. Constructing the Village Green and amphitheater expands programs and event space. The Village Green (Figure H) improves the civic center to help generate consistent, locally-focused activity. The multi-functional amphitheater (Figure I) can be scaled to host a range of events, from mid-sized regional events to smaller community and school programs.