

**A RESOLUTION AMENDING THE
VISION 2015 COMPREHENSIVE PLAN
FOR THE CITY OF KIRKWOOD**

WHEREAS, on the third day of April, 2003 the Planning and Zoning Commission unanimously approved the Comprehensive Plan Vision 2015; and

WHEREAS, on the sixteenth day of September, 2003, the Planning and Zoning Commission amended the plan by adding a section entitled "Kirkwood, Missouri Urban Design Plan; and

WHEREAS, on the seventeenth day of August, 2005, the Planning and Zoning Commission amended the plan by revising the Planting Design Standards in Section 1.11 of the Downtown Urban Design Plan; and

WHEREAS, on the fifth day of April, 2006, the Planning and Zoning Commission appointed a subcommittee to perform the three-year review of the Comprehensive Plan; and

WHEREAS, after numerous subcommittee meetings, Permit Consultants was retained to review the Comprehensive Plan Vision 2015; and

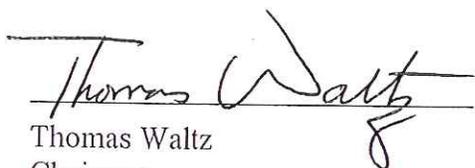
WHEREAS, on the 3rd day of January, 2007, Permit Consultants presented their draft of the Comprehensive Plan Vision 2015 to the Planning and Zoning Commission and the public; and

WHEREAS, on the 7th day of February, 2007, the Planning and Zoning Commission held a public hearing relative to this matter in accordance with the Missouri Revised Statutes; and

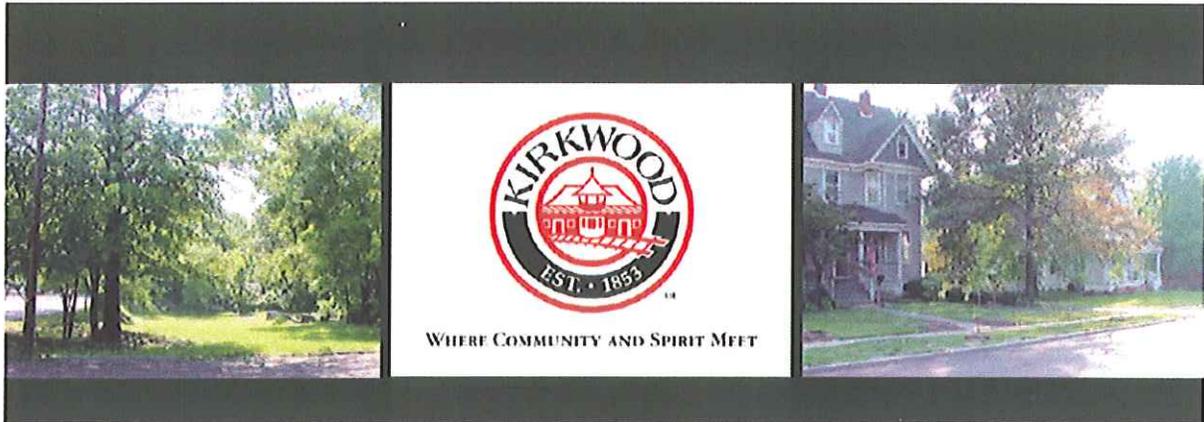
WHEREAS, on the 21st day of February, 2007, the Planning and Zoning Commission approved amendments to the Comprehensive Plan Vision 2015 by adopting the Final Draft of the Comprehensive Plan Vision 2015 Review dated January 8, 2007, prepared by Permit Consultants with revisions to the Special Focus Areas Revised Pages 25 through 29.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING AND ZONING COMMISSION OF THE CITY OF KIRKWOOD, MISSOURI AS FOLLOWS:

That the Planning and Zoning Commission of the City of Kirkwood, Missouri, under authority granted to it by the Revised Missouri Statutes, after a duly called public hearing, and after considering the views of all those who came before it, does hereby amend the City of Kirkwood Comprehensive Plan Vision 2015, dated April 3, 2003, by including the "2006 Review" prepared by Permit Consultants and amended by the Planning and Zoning Commission as attached hereto.

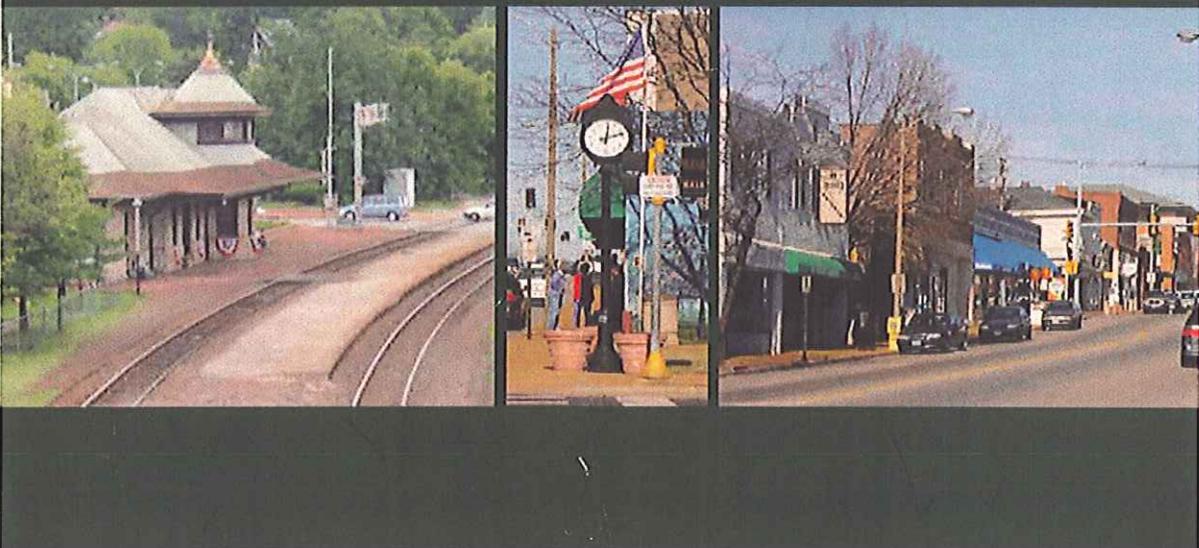

Thomas Waltz
Chairman


Joseph Soraghan
Secretary/Treasurer



City of Kirkwood
Comprehensive Plan
“Vision 2015”

2006 REVIEW



**2006 REVIEW
CITY OF KIRKWOOD
COMPREHENSIVE PLAN**

Vision 2015

**For consideration
by the
City of Kirkwood
Planning and Zoning
Commission**

December 19, 2006

Prepared in
conjunction with the
*Comprehensive Plan
Review Subcommittee*
by
Permit Consultants, Inc.

2006 REVIEW
COMPREHENSIVE PLAN : VISION 2015

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Introduction

This document presents a review of the City of Kirkwood Comprehensive Plan - Vision 2015. The Vision 2015 Plan was originally approved and adopted by the Planning and Zoning Commission in April 2003. A key recommendation under the implementation section of Vision 2015 calls for the Planning and Zoning Commission to review the comprehensive plan at least every three years. The review is intended to assess the implementation status of plan goals and land use recommendations, and to determine whether modifications are needed in response to changing conditions.

Vision 2015 was originally adopted by the Planning and Zoning Commission in April 2003.

In each year since its adoption city staff has produced an annual report outlining the implementation and use of the Vision 2015 Plan. The annual reports have focused on status of goals, recognition of development and planning challenges, application of land use maps, and interaction of various city departments in utilizing the plan. The reports have provided an important tool to the Planning and Zoning Commission in evaluating the effectiveness of the Vision 2015 Plan.

Planning Process

In mid-2006 a Subcommittee of the Planning and Zoning Commission was formed to facilitate the third year review of Vision 2015. The City also retained Permit Consultants, Inc. to work with the committee, citizens, and staff through the review process and for production of this document.

The Comprehensive Plan Review Subcommittee organized and held several committee meetings and workshops throughout this process to gather staff and public input for the plan review. A public workshop addressing the status of Vision 2015 goals and objectives was held on November 8, 2006. A second public workshop focusing on the Vision 2015 future land use map was held on November 20, 2006. This workshop was an interactive format where attendees were invited to “mark-up” the existing future land use map in an effort to analyze land use designations and to submit comments on whether certain land uses should be updated to reflect development activity that has occurred since adoption of the original map in 2003.

Comprehensive Plan History

Comprehensive planning is a process whereby a community establishes long-range general policies for guiding growth and development in a unified way. The development of a comprehensive plan with workable implementation procedures provides a tool allowing cities to meet their responsibilities regarding physical development and provision of services. The plan can also provide for coordination between the various municipal departments with responsibilities outlined under the plan.

Vision 2015 is a significant update to the 1984 Comprehensive Plan and the plan restatements in 1993, 1994, & 1995.

The Vision 2015 Comprehensive Plan adopted in 2003 was developed to serve as an extensive update to the comprehensive planning documents and materials developed over previous years. The 1984 Comprehensive Plan and its subsequent restatements in 1993, 1994, & 1995 were utilized as the city's general plan resource for many years. Ultimately those materials had become dated as many defined goals were accomplished and their effectiveness in addressing contemporary planning challenges in Kirkwood had diminished.

Vision 2015 was written to address the present and forecasted planning challenges facing the Kirkwood community. It was produced as a result of a very deliberate planning process that included a strong focus on public participation. The Vision 2015 Comprehensive Plan Steering Committee (CPSC) was organized as a citizen committee charged with facilitating development of the plan. The CPSC coordinated tasks between consultants, staff, and citizens in the formation of plan goals, recommendations, land use policies, and the completion of a contemporary future land use map. The plan's topics were tailored to address those relevant planning issues Kirkwood had faced in recent years and expects to face over and beyond the next decade. These issues include infill development and neighborhood compatibility (both residential and commercial), historic preservation, park planning, transportation and circulation, and downtown development.

The Vision 2015 Comprehensive Plan is used extensively by the Planning and Zoning Commission in evaluating development proposals and determining appropriate land use patterns. The Plan is also used by citizens, staff, the City Council, and anyone concerned about Kirkwood's future. This future includes land development, neighborhood preservation, and city service issues.

2006 Review of the Plan

The Comprehensive Plan Vision 2015 is organized around two significant sections. The first is the Goals, Objectives, Action Steps, and Implementation Matrix and contains detailed information about the document's planning goals. These goals are grouped across nine general categories and broken down into phased implementation time frames. The goal categories are Neighborhood and Residential Development and Preservation; Parks and Recreation; Historic Preservation; Commercial, Retail and Industrial Development; Getting Around Town (Transportation); Institutions/Community Facilities; Manchester Road Corridor Revitalization; Downtown Urban Design; and Civic Goals. The goal sections are outlined in detail on page 15 of the Vision 2015 Plan.

The second significant section of Vision 2015 is the Land Use Plan and Policies chapter. This portion of the plan outlines existing conditions and development patterns in Kirkwood, provides a breakdown and percentage of land areas dedicated to specific zoning districts, and presents the Future Land Use Map with its associated land use designations and policies.

In preparation of the 2006 Vision 2015 Review document the "Goals Matrix" has been analyzed and updated based on the implementation status of the goals, objectives and action steps originally outlined in the matrix. City staff have been instrumental in this process in providing up to date information and through the annual Vision 2015 updates addressing the relevance of the goals specific to their departments.

The original Vision 2015 Future Land Use Map has been reviewed and recommendations are presented in an effort to update the map. These recommendations are focused where land use designations are no longer consistent with current or recent zoning actions and where recent development activity (or lack of activity) is felt to have a significant impact on anticipated future land uses.

The 2006 Review of Vision 2015 also presents a section on specific development areas within the city. These areas include sections of Big Bend Road and property near the Boaz/Bach area. A preliminary analysis is offered for these areas outlining development opportunities and challenges related to the future of each.

2006 Review of the Goals, Objectives, Action Steps, and Implementation Matrix

The Goals Matrix developed in 2003 continues to be the heart of the Vision 2015 Plan. It provides 31 goal statements formed by the original steering committee and presents them along with associated objectives and action steps in a usable implementation format. In the three years since adoption of Vision 2015 many goals have moved through implementation steps and close to completion. Several other goals are continuing and long-term items which are expected to be substantially addressed over the next 2 - 10 years.

Annual staff reports have been utilized to address the progress of Vision 2015 implementation status.

Since the adoption of Vision 2015 city staff have prepared annual reports regarding the implementation status of the Plan. These reports outline the nine main goal topics and significant actions which have occurred under them. Information gathered from city-wide staff is included in the reports in order to provide a knowledge base specific to each topic area. These reports are directed to members of the Planning and Zoning Commission and intended as an information tool in utilizing Vision 2015 to address existing community issues and new planning challenges as they arise over time.

The Matrix has been reviewed in detail by staff, the consultant, and the Comprehensive Plan Review Subcommittee to analyze the continued effectiveness and relevance of its goal statements. The implementation status of each goal has also been reviewed to determine whether certain goals and objectives have been met, where others are in the implementation process, and what steps might be needed in order to expedite further expected results under the goals.

The 2006 Review of the Matrix is presented in the next section of this document on pages 5 –18. The format has been retained as the matrix originally appeared in Vision 2015; however, the layout has been updated to provide a more efficient presentation. Two additional columns have also been added that display current information and proposals related to the implementation of the goals. The “Status” column presents information gathered from staff, the Review Subcommittee, and from the public regarding significant actions that have occurred under that item since adoption of Vision 2015. The “Evaluation and Recommendations” column represents a summary of significant or outstanding issues and recommendations to move a particular goal toward full implementation.

**2006 REVIEW COMPREHENSIVE PLAN : VISION 2015
GOALS, OBJECTIVES, ACTION STEPS, AND IMPLEMENTATION MATRIX**

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
<p>Neighborhood and Residential Preservation and Development</p> <p>1. New/infill housing construction should be generally proportional to lot size and consistent with the scale and proportion of its surroundings.</p>	<p>a. Manage new/infill housing and preserve neighborhood context and character by utilizing both standards (requirements) and guidelines (voluntary provisions).</p>	<p>1. Develop guidelines and changes to the zoning code that will control new/infill housing to ensure that it is in keeping with the character of the surrounding properties and appropriate for the size of the lot.</p> <p>2. Develop changes to the zoning code to discourage or limit garage dominant housing.</p> <p>3. Review the existing zoning ordinance and subdivision code for appropriateness of front/side/rear setbacks, scale, height, density and lot coverage, and modify as necessary to support neighborhood character.</p>	<p>Staff and Planning and Zoning Commission. Requires council approval of an ordinance. Short-term (1-3 years)</p> <p>Staff and Planning and Zoning Commission. Requires council approval of an ordinance. Short-term (1-3 years)</p> <p>Staff and Planning and Zoning Commission. Requires council approval of an ordinance. Short-term (1-3 years)</p>	<p>Infill housing ordinance approved by City Council in June 2004 to address single-family building height, front setbacks, and garage design width.</p> <p>City Council established a subcommittee that reviewed in-fill issues and generated recommendations that were incorporated into the latest building codes:</p> <ul style="list-style-type: none"> • Building and demolition time limits • Better erosion control methods • Increased tree preservation • Prompt site restoration • Focus on sidewalk safety • Builder info and rendering posted • Street mud & parking enforced 	<p>This goal remains a very challenging issue. The city should aggressively support & further continue the previous implementation efforts over the next three years.</p> <ul style="list-style-type: none"> • Promote collaboration between the Planning & Zoning Commission (P&Z), Board of Adjustment (BofA), Landmarks Commission, & Architectural Review Board (ARB) in writing ordinance updates to encourage yet control infill development. • Possible revisions to garage ordinance should include design recommendations to lessen impact on street—i.e. recessed planes, orientation, roof pitch, etc. • Consider ARB review for new single-family structures, but only following the development of formal design guidelines. • Staff is encouraged to continue efforts to educate in-fill developers on new ordinances.
<p>2. Promote a range of housing choices to accommodate a range of socio-economic needs.</p>	<p>a. Promote the development of affordable housing opportunities as a segment of the market in as many neighborhoods of the City as possible.</p> <p>b. Promote first-time homebuyer programs.</p> <p>c. Encourage the development of housing units for the elderly.</p>	<p>1. Work with development professionals to establish guidelines for affordable housing and design.</p> <p>1. Work with community lending institutions to create special financial programs for first-time homebuyers.</p> <p>2. Investigate state and federal programs to assist in gaining housing opportunities for first-time homebuyers.</p> <p>1. Work with home builders to encourage the construction of housing suitable for the elderly.</p>	<p>Staff and Planning and Zoning Commission. Mid-term (3-5 years)</p> <p>Staff and Local Housing Authority. Short-term (1-3 years)</p> <p>Local Housing Authority. Short-term (1-3 years)</p> <p>Staff and Local Housing Authority. Mid-term (3-5 years)</p>	<p>City has promoted affordable housing in Meacham Park through its relationship with Beyond Housing in offering special programs for first-time homebuyers.</p> <p>City has arranged through an agreement with a private developer to have 12 new market rate homes in the Meacham Park neighborhood built and sold.</p> <p>Single-family detached and attached housing options have continued to develop through the City (attached housing focus is near downtown area).</p>	<p>Kirkwood's higher end housing market remains strong. However, many areas exist that provide moderate priced housing choices. These areas should be preserved & enhanced.</p> <ul style="list-style-type: none"> • Mid-term (3-5 yr) goal of developing affordable housing & design guidelines should be pursued strongly at this time. • Staff should clearly identify areas of the city where concerted efforts will be made to preserve affordable housing stock - including, but not limited to Meacham Park. • It does not appear that special financing programs for first-time home buyers have been pursued and now it is unlikely that the city has the staff to accomplish this item. City administration is encouraged to work with local lending institutions to help create such programs as previously recommended.

EVALUATION & RECOMMENDATIONS

<p>3. Maintain quality housing through stringent code enforcement efforts.</p>	<p>a. Regularly review the applicable existing structures building code.</p> <p>b. Develop a comprehensive approach to residential maintenance.</p>	<p>1. Adopt latest building codes to remain current.</p> <p>2. Allow deviations of building codes, as appropriate, to support historic preservation efforts in the community.</p> <p>1. Work with rental property owners to provide timely inspections and achieve quality maintenance.</p> <p>2. Stringently enforce the Property Maintenance Code and occupancy permit system.</p> <p>3. Identify and provide information on social services for hardship circumstances.</p>	<p>Building Department and City Council. Ongoing.</p> <p>Building Department and City Council. Short-term (1-3 years)</p> <p>Building Department. Ongoing.</p> <p>Building Department. Ongoing.</p> <p>Community Development. Short-term (1-3 years)</p>	<p>City Council adopted the latest codes for all aspects of buildings and construction.</p> <p>Codes are strictly enforced by the Building Commissioner's office.</p>	<p>City has effectively worked to keep building codes updated based on adopted national and local applications. Code enforcement remains a high priority through all areas of property development and construction. Kirkwood is consistent with St. Louis County in enforcing the codes of the International Code Council (ICC).</p> <ul style="list-style-type: none"> • The Building Commissioner's office and City Council should continue to be proactive in the update and adoption of applicable building codes. • Maintain communication with St. Louis County and nearby communities in an effort to remain consistent with national codes and related periodic code updates.
<p>4. Exercise sensitivity to scale and proportion in areas of mixed use and multi-family developments.</p>	<p>a. Develop and apply design criteria to blend mixed use and multi-family projects into adjacent neighborhood context and character.</p>	<p>1. Strengthen the Zoning and Subdivision Regulations to ensure appropriateness of major alterations.</p> <p>2. Provide and require appropriate training for Board of Adjustment and Planning and Zoning Commission members to make certain they understand their authority and responsibility.</p>	<p>Staff, Planning and Zoning Commission. City council must approve ordinance. Mid-term (3-5 years).</p> <p>City Council. Short-term (1-3 years)</p>	<p>Upon P&Z recommendation, the Council suspended acceptance of multi-family land use applications in areas near downtown while P&Z studied appropriate residential development for these properties. This action resulted in the re-zoning of 72 parcels from multi-family to single-family designation.</p> <p>The zoning ordinance now requires ARB approval for multi-family and mixed-use residential projects.</p>	<p>Implementation efforts such as ARB review of multi-family projects have proven effective. While design guidelines exist for the downtown area, design criteria development for the remainder of the city has lagged behind—this task should be pursued by staff & ARB over the next several mid-term plan years.</p> <ul style="list-style-type: none"> • Continue training of staff, P&Z, BofA, and ARB to understand design ordinances and guidelines; particularly when new standards are developed. • As downtown Kirkwood falls under the scope of the Urban Design Plan; staff, P&Z, and ARB should work to develop multi-family design guidelines for areas outside downtown.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Parks and Recreation					
5. Provide a park system and recreation opportunities that reflect the needs and desires of the citizens of Kirkwood.	<p>a. Maintain a quality parks system and recreation opportunities.</p> <p>b. Expand the parks system and recreation opportunities.</p> <p>c. Develop bikeways and hiking trails.</p>	<p>1. Use published professional practices to develop standards for necessary park maintenance tasks.</p> <p>2. Integrate the maintenance standards into an annual maintenance plan prepared as part of the annual budget.</p> <p>1. Develop parameters and criteria for open space land acquisition.</p> <p>2. Develop a map of existing open space.</p> <p>3. Using the Parks and Recreation Needs Assessment, identify areas for improvement, and develop strategies for addressing those needs.</p> <p>1. Develop a master plan for hiking and biking trails throughout the City.</p>	<p>Staff and Park Board. Short-term (1-3 years)</p> <p>Staff and Park Board. Immediate.</p>	<p>The Park Board adopted the Parks & Recreation Master Plan that includes a complete analysis of existing and planned park facilities and services.</p> <p>Several grants have been awarded to the City for development of new trails. A significant new trail is in the planning stages along the banks of the Meramec River.</p> <p>Walker Park at the corner of Taylor and Washington has been developed and added to the City parks inventory.</p> <p>The Park Board has worked diligently to establish the recently completed Grant's Trail connection and trail head near Leffingwell & Holmes.</p> <p>The first phase of construction and improvements has begun in Kirkwood Park as designated under the Parks & Recreation Master Plan.</p>	<p>Parks and recreation implementation efforts have been exemplary over the past three years. Accomplishments such as completion of the Parks & Recreation Master Plan, addition of neighborhood parks, and development of expanded bicycle trail facilities will help provide for continued success under this goal.</p> <ul style="list-style-type: none"> • Staff and the Park Board appear well prepared to continue working together effectively to enhance Kirkwood's park and recreation facilities. • Continue to appropriate funding and staff resources in an efficient and responsible manner - including tasks necessary to insure implementation of the Parks & Recreation Master Plan.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
<p>Historic Preservation</p> <p>6. Preserve historic buildings and neighborhoods.</p>	<p>a. Support the efforts and mission of the Kirkwood Landmarks Commission.</p> <p>b. Encourage the identification and preservation of additional historic structures and districts.</p> <p>c. Protect historic landmarks from demolition by neglect, or for new construction.</p>	<p>1. Maintain the effectiveness of the City's historic preservation ordinance.</p> <p>2. Develop general design guidelines for all historic landmarks.</p> <p>3. Expand the Landmark Commission's public education initiatives about historic preservation and its value through tours, workshops, awards programs, and publications.</p> <p>1. Allocate sufficient City resources to continue updating and supplementing the Historic Kirkwood Landmarks inventory with appropriate additional designations.</p> <p>2. Allocate sufficient City resources to continue adding properties of exceptional significance to the National Register of Historic Places.</p> <p>1. Explore possible incentives available through the City, the Missouri Preservation Program and financial institutions, and make this information available to owners.</p> <p>2. Establish a revolving fund for the purpose of protecting endangered landmark properties.</p> <p>3. Encourage adaptive re-use where appropriate.</p>	<p>Landmarks Commission. Ordinance requires City Council approval. Short-term (1-3 years)</p> <p>Landmarks Commission. Short-term (1-3 years)</p> <p>Landmarks Commission and City Council. Short-term (1-3 years)</p> <p>City Council and Landmarks Commission. Ongoing</p> <p>Landmarks Commission and City Council. Ongoing.</p> <p>Landmarks Commission. Immediate.</p> <p>Landmarks Commission and City Council. Short-term (1-3 years)</p> <p>Landmarks Commission. Ongoing.</p>	<p>A volunteer effort has been established and solidified to keep Kirkwood's historic train station open and accessible.</p> <p>The Jefferson-Argonne Historic District and the East Monroe Historic Districts were added to the National Register of Historic Places.</p> <p>Period streetlights were put in at Central Place.</p> <p>Turner School is now on the National Register of Historic Places and has been redeveloped as an office building in accordance with historic restoration requirements.</p> <p>Individual Kirkwood homes have continued to be listed on the National Register of Historic Places.</p> <p>Quinette Cemetery was donated to the city to be preserved as an historic site.</p> <p>Since the closing of the Community Development Office, a new staff liaison was appointed to the Landmark's Commission.</p>	<p>Significant accomplishments have been noted in regards to the historic preservation goal; however, some were actually initiated prior to and during the development of Vision 2015. Distinct challenges to these efforts now exist due to the elimination of staff support for the Landmarks Commission. Budget constraints will also severely impact the work of the Landmarks Commission, particularly in utilizing necessary consultants and specialists to assist in the preparation of National Register nominations.</p> <ul style="list-style-type: none"> Staff and City Council must work together to pursue additional grants and funding resources supporting primary historic preservation tasks. Staff, P&Z, and City Council are encouraged to seek out opportunities to support private developer efforts geared toward the redevelopment of historic structures and properties. Although limited in resources, city staff and the Landmarks Commission should continue efforts to expand the collection of Kirkwood properties listed on the National Register of Historic Places. Due to such limited resources city administration and the Landmarks Commission should investigate additional ways to utilize the services of existing area preservation agencies, such as the State and St. Louis County for possible funding resources and current preservation initiatives.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Commercial, Retail and Industrial Development					
7. Encourage small business opportunities in Kirkwood.	<p>a. Encourage an adequate supply of space for new and existing small businesses.</p> <p>b. Maintain a permit process that facilitates small business development.</p> <p>c. Support existing and promote new retail in the mix of businesses.</p>	<p>1. Maintain in City Hall an updated inventory of available space for small business concerns.</p> <p>2. Work with the development community and local business organizations to accommodate small business interests.</p> <p>1. Provide the necessary staff resources and support to streamline and facilitate the inspection and permit process, including "walking" new businesses through the process.</p> <p>1. Encourage development of retail business opportunities in the Special Business District and elsewhere as appropriate.</p>	<p>Community Development and Local Business Organizations. Immediate.</p> <p>Staff. Ongoing.</p> <p>Public Works. Short-term (1-3 years)</p> <p>Staff and Downtown Special Business District Advisory Committee.</p>	<p>Staff continues to support the Special Business District's efforts with continued improvements to downtown streetscape.</p> <p>Kirkwood Junction continues to review downtown parking improvements.</p> <p>Kirkwood Junction worked with the Industrial Development Authority to purchase ten new black benches for downtown outdoor seating.</p> <p>Kirkwood Junction developed a Business Attraction Packet that is geared toward encouraging retail business.</p>	<p>The Kirkwood Junction Special Business District (SBD) has been instrumental in fostering small business opportunities in the downtown area.</p> <ul style="list-style-type: none"> • City staff should continue to work closely with Kirkwood Junction on enhancement items in the SBD and on the review of development proposals in the area. • Kirkwood Junction and city staff are strongly encouraged to investigate possible scenarios for the continued utilization and expansion of parking resources.
8. Develop strategies to enhance light industrial development.	<p>a. Promote efficient use of the existing light industrial areas.</p> <p>b. Assure enforcement of landscaping and buffering provisions in the zoning code to protect adjoining areas.</p> <p>c. Cooperate with the City of Oakland to resolve traffic circulation issues on and near Holmes Avenue.</p>	<p>1. Make certain sufficient utility services, street widths, and access are provided to support light industrial development.</p> <p>2. Assign a team to analyze future opportunities of the Leffingwell industrial area.</p> <p>1. Review the City's zoning code to provide enhanced buffering and landscaping requirements for new industrial users.</p> <p>1. The Cities of Kirkwood and Oakland should meet with Missouri Department of Transportation to discuss options for improved access to Interstate 44.</p>	<p>Staff and Planning and Zoning Commission. Short-term (1-3 years)</p> <p>Staff. Mid-term (3-5 years)</p> <p>Staff and Planning and Zoning Commission. Short-term (1-3 years)</p> <p>Staff and City Council. Mid-term (3-5 years)</p>	<p>Land development and redevelopment has continued to occur in various light industrial areas with the installation of required site and streetscape improvements.</p>	<p>It appears several commercial developments have been proposed or built out on property zoned for light industrial use; however, actual light industrial business expansion has been minimal.</p> <ul style="list-style-type: none"> • Over the mid-term period of Vision 2015 (next 2 years), city staff should analyze the realistic development potential of the Leffingwell industrial area - as per Action Step (a.2). • Staff should consider whether light industrial or commercial development (or a mix) is most beneficial to the city in this area. • Since such infill industrial areas present physical development challenges, the city is encouraged to consider flexible ordinance interpretations that might allow creative design solutions for smaller lot properties.

EVALUATION & RECOMMENDATIONS

<p>9. Adopt a redevelopment strategy for the area west of Kirkwood Road, north of Big Bend and south of the Burlington Northern tracks that is supported by the community and affected property owners.</p>	<p>a. Study the redevelopment potential of the triangle area west of Kirkwood Road, north of Big Bend, and south of the tracks</p>	<p>1. Require an extensive public involvement process in any Request for Proposals for the redevelopment study.</p> <p>2. The City should consider appropriate methods and development incentives in support of redevelopment of the triangle area.</p>	<p>Staff. Mid-term (3-5 years)</p> <p>Staff and City Council. Mid-term (3-5 years)</p>	<p>Several new commercial developments have been proposed or are under construction in this area. The City has strived to require beneficial improvements to surrounding streets and infrastructure in conjunction with these projects.</p>	<p>Although individual commercial and light industrial developments have occurred in this area over the past several years (including the past three years of Vision 2015), a coordinated development effort has not been realized. Opportunities and constraints to development in this area are addressed further in the Special Focus Areas Section of this review.</p>
<p>10. Strongly support pedestrian accessibility to Kirkwood's business establishments and public facilities.</p>	<p>a. Improve pedestrian signage and crosswalks.</p> <p>b. Encourage new commercial and retail businesses, as well as existing businesses seeking renovation, to be ADA compliant.</p> <p>c. Help ensure that facilities and sidewalks are not obstructed by impediments to access.</p>	<p>1. Provide a coordinated signage program on streets under City jurisdiction to aid in pedestrian and vehicular movement.</p> <p>1. Re-emphasize the effort to educate the business community on requirements under the Americans with Disabilities Act.</p> <p>2. Continue to adopt the latest building codes to stay current with various disability provisions.</p> <p>1. Provide information to business and property owners regarding modifications to improve accessibility.</p> <p>2. Remain attentive to ensuring that all City facilities and sidewalks in the community are upgraded or constructed so as to be accessible to the disabled.</p>	<p>Public Works. Short-term (1-3 years)</p> <p>Staff, local business organizations, and Federal Government. Ongoing.</p> <p>Building Department and City Council. Ongoing.</p> <p>Public Works and Building Department. Ongoing.</p> <p>Public Works Ongoing.</p>	<p>Efforts made to better educate the business community on accessibility issues.</p> <p>Audible traffic signal installed downtown.</p> <p>Sidewalk and related facility improvements continue to be required in conjunction with site and building development projects.</p>	<p>City staff, the Public Works Department, and the Building Department continue to work diligently to support achievement of this goal.</p>
<p>11. Support a balance of mixed-use residential in existing commercial areas.</p>	<p>a. Encourage the use of upper-story space in commercial areas for residential use.</p> <p>b. Support mixed-use developments through a planned development approach.</p>	<p>1. Implement a pre-development conference process to improve the understanding by prospective owners and builders of the desirability and requirements for upper-story residential space.</p> <p>2. As commercial infill becomes feasible, encourage construction with upper-story residential units.</p> <p>1. Enhance existing planned development procedures to appropriately integrate mixed-uses into the community's fabric.</p>	<p>Public Works and Planning and Zoning. Short-term (1-3 years)</p> <p>Public Works and Planning and Zoning. Mid-term (3-5 years)</p> <p>Staff and Planning and Zoning Commission. Mid-term (3-5 years)</p>	<p>Significant mixed-use projects have been approved in Kirkwood's Special Business District in accordance with the zoning code and under recommendations of the Downtown Urban Design Plan.</p>	<p>This goal is being realized through the multiple mixed-use developments located in the downtown area.</p> <ul style="list-style-type: none"> In the Vision 2015 mid-term implementation phase (next 1-2 years) staff should work with P&Z to develop an inventory of downtown buildings with potential for this type of development. This inventory can allow for identification of development patterns, parking needs, architectural issues, and infrastructure requirements.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Getting Around Town (Transportation)					
12. Promote regular transit services: buses, rail, light-rail.	<p>a. Monitor Bi-State Transit for potential route and schedule changes.</p> <p>b. Promote and enhance information available on all transit services within the City.</p> <p>c. Encourage the maintenance and development of transit services within the community.</p>	<p>1. Encourage changes to the transit system which respond to the expressed needs of residents and visitors.</p> <p>1. Expand the pamphlet stand to encourage use of mass transit by City residents and visitors.</p> <p>1. Promote the development of a Metro-link line and a rail commuting service.</p> <p>2. Monitor the issues associated with the City's two rail lines.</p>	<p>Staff. Immediate.</p> <p>Staff. Immediate</p> <p>Staff and City Council. Long-term (5-15 years)</p> <p>Staff and City Council. Long-term (5-15 years)</p>	<p>Worked with Metro to develop plans for a new bus route through Kirkwood and Webster Groves from the Shrewsbury metro-link stop.</p> <p>Continue to lobby and support efforts to keep Amtrak service to the Kirkwood station.</p>	<p>This goal is supported in part by Metro's new bus routes providing transit connections to the expanded Metrolink line.</p> <ul style="list-style-type: none"> Considering completion of the Metrolink line into Shrewsbury and future expansion plans, it appears unlikely that additional line extensions could be considered near Kirkwood in the foreseeable future. As Amtrak service remains important to Kirkwood, the City Council should continue to support all related lobbying efforts.
13. Make neighborhoods more walkable.	<p>a.. Encourage a sidewalk program that provides community continuity.</p> <p>b. Support the efforts and mission of the Urban Forestry Commission.</p>	<p>1. Re-examine criteria used to determine where additional sidewalk segments would be appropriate and supported by the community.</p> <p>2. Determine costs and financing approach to improve and extend the community-wide sidewalk program.</p> <p>3. Encourage selective plantings and other landscape buffers to enhance aesthetics and promote more walking.</p> <p>1. Support the passage of an effective tree preservation ordinance.</p>	<p>Public Works and City Council. Mid-term (3-5 years)</p> <p>Public Works and Finance Departments. Mid-term (3-5 years)</p> <p>Public Works. Mid-term (3-5 years)</p> <p>City Council and Urban Forestry Commission (UFC). Short-term (1-3 years)</p>	<p>Entire sidewalk system is now accessible to individuals with disabilities.</p> <p>It is noted that the City Council approved measures to transfer sidewalk maintenance responsibilities to private property owners in 2004.</p> <p>The UFC has developed a tree preservation ordinance (last revised in November 2006) and is moving it toward consideration by the City Council.</p>	<p>Sidewalk accessibility requirements have been pursued in the short term, now Public Works staff should focus on the mid-term recommendations for designating appropriate sidewalk extensions and financing options.</p> <ul style="list-style-type: none"> City staff, P&Z, and City Council are encouraged to support current UFC efforts to complete and implement the pending tree preservation ordinance.

					EVALUATION & RECOMMENDATIONS
14. Promote efficient and safe movement of people and goods throughout Kirkwood.	<p>a. Encourage and promote the use of a variety of transportation modes – driving, walking, and riding bicycles – as an important component of a livable city.</p> <p>b. Regularly monitor traffic volumes, accidents and accident locations.</p>	<p>1. Promote bicycle racks, benches, pedestrian crossing devices, plantings, and other user-friendly techniques to encourage alternatives to driving.</p> <p>1. Continue to monitor traffic accidents and their causes to identify high accident locations and make appropriate recommendations.</p>	<p>Staff. Mid-term (3-5 years)</p> <p>Staff. Ongoing.</p>	<p>The Street and Code Issues Team has continued to review traffic issues and made several recommendations in the past year to improve traffic safety.</p>	<p>The installation of additional bicycle racks in the downtown area is a prime example of promoting transportation alternatives in a high vehicle traffic area of Kirkwood.</p>
15. Coordinate Kirkwood's transportation interests among government agencies.	<p>a. Monitor activities of the East-West Gateway Coordinating Council, Missouri Department of Transportation, and Citizens for Modern Transit relative to transportation issues.</p>	<p>1. Obtain representation on appropriate committees to assure that the City's interests are strongly considered in the decision process for transportation issues.</p> <p>2. Maintain a regular dialogue with relevant jurisdictions about projects affecting mutual interests.</p>	<p>Staff and City Council. Immediate.</p> <p>Staff. Ongoing.</p>	<p>This is an on-going staff activity.</p>	<p>Appropriate staff are prepared to continue their involvement relating to this goal.</p>

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Institutions / Community Facilities					
16. Encourage integration and collaboration among institutions within the community.	a. Promote the use of public and private facilities for multiple purposes including arts and cultural events.	<ol style="list-style-type: none"> 1. Encourage organizations promoting arts, letters, cultural, civic, and business enterprise events to utilize local facilities and avoid scheduling conflicts. 2. Publicize through a centralized resource an inventory of public meeting spaces and contacts. 	<p>Staff, local business organizations, and School District. Short-term (1-3 years)</p> <p>Staff, local business organizations, and School District. Short-term (1-3 years)</p>	Train station is now available for rental.	Utilization of the train station is a commendable achievement under this goal. Beyond train station availability, the city should increase publicity efforts to present an inventory of and information about public meeting spaces. This might be partly accomplished through the city's web site, brochures, coordination with the SBD and local business groups.
17. Promote responsible waste management programs to enhance environmental qualities.	a. Regularly review Kirkwood's waste management programs in light of community needs and resources.	<ol style="list-style-type: none"> 1. Publish available resources for recycling opportunities and household hazardous waste disposal. 2. Continue to develop markets for recyclable materials. 3. Cooperate with other entities as appropriate to maximize potential for improved waste management efforts. 4. Educate residents through the City's newsletter and website and through the schools about the importance of a successful waste management program. 	<p>Public Works. Short-term (1-3 years)</p> <p>Public Works. Short-term (1-3 years)</p> <p>Public Works. Ongoing.</p> <p>Staff. Ongoing.</p>	<p>A rate increase, as approved by voters, has allowed the continuance of the current twice-a-week curbside sanitation pick-up and utilization of drop off recycling center.</p> <p>The Public Works Department coordinated with the private sector to develop a transfer station and put contracts in place that stabilize city's long-term cost of waste disposal.</p>	Over the past three years the Public Works Department has produced significant accomplishments in assuring long term waste disposal. Voter support also signifies the public's desire to maintain sanitation and recycling services at reasonable rates on into the mid and long term future.
18. Coordinate and cooperate with area communities.	a. Work with surrounding communities to explore joint use of equipment and facilities.	1. Discuss with these communities the opportunity to jointly finance facilities.	Staff. Ongoing.	This is an on-going staff activity.	These on-going efforts are expected to continue over the life of the Vision 2015 Plan.
19. Support the Kirkwood Public Library's goal of building an expanded or new library to meet the needs of the community.	a. Encourage support for an architecturally and technologically excellent library structure in a central location with accessible, flexible, and adaptable space that will serve multiple library and community needs.	<ol style="list-style-type: none"> 1. Encourage utilization of community input in determining the design of the future library. 2. Support library efforts to acquire needed space and financing. 	<p>Staff and Council. Immediate.</p> <p>Staff and Council. Short-term (1-3 years)</p>	<p>A proposal for an expansion of the Library was placed before voters in 2004 and defeated.</p> <p>Library book sale was held in conjunction with Station Plaza, utilizing the parking garage.</p> <p>The Library Board of Trustees is currently moving forward toward a ballot initiative (possibly for August 2007) proposing a small levy increase to support renovation and operation of the existing library building.</p>	<p>The library facility remains a significant part of the entire Kirkwood community, and particularly to the downtown area. As a new library building is unlikely to be constructed, gaining public and private support for renovation and improved operation of the existing facility becomes significantly more important.</p> <ul style="list-style-type: none"> • Staff and City Council are encouraged to support the continued library renovation efforts.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
<p>Manchester Road Corridor Revitalization</p> <p>20. Maintain and enhance Manchester Road as a corridor providing goods and services for the residents of the region.</p>	<p>a. Create a positive visual perception of the corridor.</p> <p>b. Buffer the neighborhoods from commercial frontage.</p>	<p>1. Create a boulevard or parkway roadway, heavily landscaped with a center planting area and complementary urban design features.</p> <p>2. Adopt specific design criteria and elements from the Manchester Road Corridor Plan for public way development.</p> <p>3. Focus on public streetscape amenity development, and improved landscape and architectural development for private parcels.</p> <p>Cluster commercial and residential projects to create mixed-use and planned communities.</p> <p>Limit access points to these clusters to control traffic and create significant land depth and vegetative buffer for residential uses.</p> <p>Follow the existing pattern of commercial mixed-use development, concentrated at key cross streets, with residential development behind the commercial uses.</p>	<p>Staff, Planning and Zoning Commission, and City Council. Long-term (5-15 years)</p> <p>Planning and Zoning Commission and City Council. Long-term (5-15 years)</p> <p>Staff, Planning and Zoning Commission, and City Council. Long-term (5-15 years)</p> <p>Planning and Zoning Commission and City Council. Long-term (5-15 years)</p> <p>Planning and Zoning Commission and City Council. Long-term (5-15 years)</p> <p>Planning and Zoning Commission and City Council. Long-term (5-15 years)</p>	<p>A proposal to establish a Transportation Development District to implement Manchester Road Corridor safety-related improvements was placed before the voters in April 2004 and defeated.</p>	<p>The ballot defeat of the TDD should not diminish the importance of the Vision 2015 goal statements related to development along this corridor. Development along Manchester Road presents opportunities to enhance the architectural quality of commercial buildings, improve the site layout of commercial properties, eliminate multiple curb cuts to improve traffic safety, and to better buffer nearby residential neighborhoods from commercial development.</p> <ul style="list-style-type: none"> • These implementation items remain long term. However, it is recommended that within the next 2 - 3 years P&Z should establish a Manchester Road subcommittee or task force to re-evaluate these goals and to determine appropriate actions. • The city should identify areas along Manchester Road where single-family residential properties could transition to appropriate commercial uses. • An initial task of the subcommittee should be to create a list of desired and expected land uses to develop and preserve along the corridor. • Development proposals presented to P&Z in the near term should be evaluated for their long term impacts on the corridor (aesthetics, traffic, land use, etc.).

EVALUATION & RECOMMENDATIONS

<p>21. Create along the Manchester Road Corridor a sustainable, multi-modal transportation system.</p>	<p>a. Maintain the roadway as primarily a thoroughfare accommodating regional traffic.</p>	<p>1. Improve the capacity of the corridor by making improvements to minimize traffic congestion.</p> <p>2. Create pedestrian friendly streetscape and circulation improvements along the corridor.</p>	<p>Public Works and City Council. Long-term (5-15 years)</p> <p>Staff, Planning and Zoning Commission, and City Council. Long-term (5-15 years)</p>	<p>Staff will continue to look for opportunities in this area in conjunction with land use and development proposals along and nearby the Manchester Road corridor.</p>	<p>Please see response under Goal #20.</p>
<p>22. Establish a framework for an ongoing partnership to revitalize the corridor.</p>	<p>a. Evaluate the feasibility of adopting and implementing the Manchester Road Corridor Plan recommendations.</p>	<p>1. Investigate the establishment of a Transportation Development District in conjunction with other communities along the corridor.</p> <p>2. Evaluate the need for modifying ordinances, the development review and approval processes, and adoption of specific design criteria in order to incorporate recommendations of the Manchester Road Corridor Plan.</p>	<p>Staff and City Council. Immediate.</p> <p>Staff, Planning and Zoning Commission, and City Council. Long-term (5-15 years)</p>	<p>A proposal among five communities along Manchester Road, including Kirkwood, to establish a Transportation Development District to implement safety-related improvements along the corridor was defeated by voters in April 2004.</p>	<p>Please see response under Goal #20.</p>

GOALS	OBJECTIVES	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Downtown Urban Design				
23. Establish land use and site design ideas and strategies for future development in downtown.	<p>a. Create complementary commercial destination areas through appropriate land use strategies.</p> <p>b. Strengthen the downtown commercial areas as a retail-oriented, mixed-use "destination" location for the region.</p> <p>c. Encourage the development of housing options that support balanced day and night time use of downtown.</p> <p>d. Maintain and enhance cultural and civic infrastructure within downtown.</p> <p>e. Establish a parking strategy for downtown that supports proposed land uses.</p>	Implementation of the Downtown Urban Design Plan will be undertaken, as appropriate, by the Planning and Zoning Commission, Architectural Review Board, City staff, and City Council. Detailed information on the Downtown Urban Design Plan can be found in the Appendix.	<p>The Downtown Urban Design Plan was approved and adopted by P&Z in June 2004.</p> <p>Kirkwood Junction engaged in preliminary discussions on the best use of property to ensure the future viability of Downtown.</p> <p>Kirkwood Junction has begun to consider the need for a downtown parking structure; its cost, users, location, etc.</p>	<p>Response to Goals 23, 24, & 25</p> <p>Since its adoption, the Downtown Urban Design Plan has effectively been utilized in the review of several development proposals in downtown Kirkwood. The Plan's goal statements remain extremely relevant to downtown's continued development. Planning issues such as mixed-use development, design aesthetics, and parking continue to present challenges for review staff, city boards, and developers.</p> <ul style="list-style-type: none"> Challenges exist in the implementation of the Urban Design Plan by both the P&Z and ARB. Members of each review board should work to educate themselves as to the Plan's content and to consistently implement the policies and guidelines of the Plan.
24. Develop sustainable relationships between the downtown commercial core and surrounding residential areas.	<p>a. Establish boundaries and development limits for the commercial core areas to protect surrounding residential neighborhoods.</p> <p>b. Increase opportunities for pedestrian and bike traffic to easily access downtown destinations from surrounding neighborhoods.</p> <p>c. Minimize vehicular traffic impact on surrounding neighborhoods.</p>	Implementation of the Downtown Urban Design Plan will be undertaken, as appropriate, by the Planning and Zoning Commission, Architectural Review Board, City staff, and City Council. Detailed information on the Downtown Urban Design Plan can be found in the Appendix.	SBD has partnered with Station Plaza to offer a June through October concert series and brought public art to the Argonne Avenue parkway.	<ul style="list-style-type: none"> It may be perceived that, as a guide, the Urban Design Plan does not have "teeth". This can best be mitigated by constant and consistent use of the Plan to evaluate all design and development projects proposed in the downtown area.
25. Establish design strategies and guidelines that support the concept of pedestrian-oriented and appropriately scaled development.	<p>a. Provide conceptual design strategies and objectives for downtown that will result in the development of high quality places, spaces and connective networks on a project basis.</p> <p>b. Craft design guidelines that establish minimum criteria for architecture, landscape architecture, and site planning.</p> <p>c. Establish a coherent Urban Design Plan and framework within which all future downtown development proposals may be evaluated.</p>	Implementation of the Downtown Urban Design Plan will be undertaken, as appropriate, by the Planning and Zoning Commission, Architectural Review Board, City staff, and City Council. Detailed information on the Downtown Urban Design Plan can be found in the Appendix.	The Downtown Urban Design Plan was approved and adopted by Planning and Zoning Commission in June 2004.	<ul style="list-style-type: none"> Using the Urban Design Plan in concert with the zoning code as part of project review will also help to insure and increase its effectiveness.

GOALS	OBJECTIVES	ACTION STEPS	IMPLEMENTATION	STATUS	EVALUATION & RECOMMENDATIONS
Civic Goals					
26. Develop a plan to raise a significant and continuous source of capital funds for infrastructure improvements and maintenance.	a. Place before the voters the opportunity to continue the half-cent capital sales tax with no sunset provision.	<ol style="list-style-type: none"> Place issue on ballot prior to March of 2005. Educate residents as to the importance of the capital sales tax revenue and that continuation would not result in a tax increase. 	<p>Staff, City Council, and Finance Committee. Short-term (1-3 years)</p> <p>Staff and City Council. Short-term (1-3 years)</p>	In April 2004, the voters extended the half-cent capital improvement sales tax for another 15 years.	This goal has been accomplished and the current tax is envisioned to support city infrastructure funding through 2019.
27. Seek cost beneficial opportunities to use technology to improve City services.	<ol style="list-style-type: none"> Evaluate City services on a regular basis. Foster an environment that is open to innovation. 	<ol style="list-style-type: none"> Review City services with the Finance Committee and other groups. Create an interdepartmental team to seek potential technological advances. Encourage employees to take advantage of in-house MIS training opportunities and to offer suggestions for improvement through the Mission Possible program. 	<p>Staff and Finance Committee. Ongoing.</p> <p>Staff. Short-term (1-3 years)</p> <p>Staff. Ongoing.</p>	<p>Funds from the half-cent capital improvement sale tax extension have allowed the replacement of the city's voice mail system and study of the updating and/or replacement of the city's dispatch system.</p> <p>The MIS Department conducted a user survey to determine areas of improvement.</p>	The replacement of the voice mail system is a significant accomplishment under this goal. Staff should continue to investigate technology solutions to reduce operating costs, while improving provision of service.
28. Seek opportunities to promote civil discourse on community issues among divergent groups.	a. Identify mechanisms that promote civil discourse.	1. Research methods of promoting civil discourse among divergent groups and report results to the City Council for implementation.	Staff. Short-term (1-3 years)	<p>In the City's 2005 – 2009 Strategic Plan, one of the five-year goals is to "improve relationships with our citizens".</p> <p>The Mayor has been sponsoring a monthly series of "listening posts" at the train station to help inform residents about the work of various boards and the needs of the city.</p> <p>The City Council has appointed a citizens committee that is seeking ways to improve the flow of information from the City to citizens and ways to improve the residents' opportunities to communicate with the City Council and city administration.</p> <p>The Mayor and Police Chief have opened and participated in dialogue with ministers in the community to identify methods of promoting civil discourse.</p>	<p>The Citizens Committee is an excellent idea. The city should further these efforts and look for opportunities to continually include the citizenry in the information process.</p> <ul style="list-style-type: none"> Community leadership should report on the progress and outcomes of these citizen focused meetings.

					EVALUATION & RECOMMENDATIONS
<p>29. Attract and retain a qualified, professional staff with high ethical standards to efficiently and fairly provide exceptional City services.</p>	<p>a. Design recruitment, compensation, and benefits that maintain a high quality, ethical staff.</p> <p>b. Seek operating efficiencies that result in a highly productive staff worth competitive salaries, benefits, and opportunities.</p>	<p>1. Periodically compare compensation and benefits against market conditions in the private and public sectors.</p> <p>2. Perform in-depth evaluation, testing and background checks of applicants as appropriate.</p> <p>3. Foster good communication among employee groups and look for opportunities for employee participation.</p> <p>1. Conduct periodic job satisfaction studies to find what motivates City personnel.</p> <p>2. Use benchmarking when preparing annual budgets and goals.</p>	<p>Staff. Short-term (1-3 years)</p> <p>Staff. Ongoing.</p> <p>Staff. Ongoing.</p> <p>Staff. Short-term (1-3 years)</p> <p>Staff. Ongoing.</p>	<p>The city's revenue problems make this extremely challenging but the City Council chose to add a modest deferred compensation match as a new benefit designed to encourage employees to put aside money towards their retirement.</p>	<p style="text-align: center;">Response to Goals 29, 30, & 31</p> <p>The remaining goals are all tied to available city funding resources. Unfortunately, the city's financial situation continues to make advances in these areas extremely difficult. A survey of attitudes toward a real estate tax to support police, fire, and other city operations has been conducted. The results show the need for extensive education of the public on the provision of such city services - how they are financed and their various needs. A volunteer grassroots citizen's committee is actively working toward a campaign to support the real estate tax in order to help restore municipal budget cuts and bring staffing levels and salaries back to a sustainable level that will maintain and guarantee high quality city services for the future.</p>
<p>30. Maintain quality City services.</p>	<p>a. Adopt funding strategies that make continued operation of quality City services viable.</p>	<p>1. Conduct periodic job satisfaction studies to find what motivates City personnel.</p> <p>2. Use benchmarking when preparing annual budgets and goals.</p> <p>3. Review all revenue sources on a periodic basis and keep informed of newly enacted opportunities.</p> <p>4. Pursue alternative revenue sources such as grants, donations, and public/private partnerships.</p>	<p>Staff and City Council. Immediate.</p> <p>Staff and City Council. Immediate.</p> <p>Staff and City Council. Ongoing.</p> <p>Staff. Ongoing.</p>	<p>In November 2004, a proposal for a \$0.34 property tax to maintain current service levels was defeated by voters.</p> <p>Staff responsibilities have been reviewed and grant writing has been added to the Public Information Officer's duties.</p> <p>The city continues to evaluate its employee compensations levels.</p>	
<p>31. Manage Kirkwood's utilities to continue high quality service at a profitability level necessary to supplement the funding of general government services.</p>	<p>a. Develop and implement a plan to serve all of the City of Kirkwood with electric and, if feasible, water service.</p>	<p>1. Conduct a cost benefit analysis and gather information pertinent to a strategy for widening the utilities' service areas to serve all of Kirkwood.</p>	<p>Staff. Short-term (1-3 years)</p>	<p>This is an on-going staff activity.</p> <p>The City has decided to disengage from water treatment and to purchase service through Missouri American to maintain water quality and provide water in a cost-effective fashion.</p>	

Future Land Use Map

The Future Land Use Map as presented in Vision 2015 provides a valuable analytical tool and resource for the land use decision making process. Staff, the Planning and Zoning Commission, and City Council continually refer to the map when evaluating land use proposals and other significant planning matters. The Map was substantially updated from the 1984 version throughout the original Vision 2015 Plan process with all areas of Kirkwood being designated for specific land uses based on a combination of current zoning, physical development characteristics, and anticipated uses.

The CPSC originally reviewed the entire Kirkwood community for land use scenarios. Additionally over 30 specific land use sites were presented to the committee for discussion and analysis. These properties received special focus in the Plan for several reasons. Nearly half of the sites reviewed were vacant in 2003 so land use designations were proposed based on their anticipated future development. Many other sites were already developed as of 2003, but either their zoning or development type was not consistent with existing land use plans - as a result those land uses were updated in the Vision 2015 Plan. A small number of properties were looked at for their development potential and land use recommendations were made to support those expected developments.

In 2006 the Comprehensive Plan Review Subcommittee considered input from staff, citizens, and the consultant in reviewing the Future Land Use Map. Many comments were submitted at a public workshop where the map was reviewed in detail. Several zoning and land use actions have occurred since 2003 requiring that the map be looked at for its consistency with its original land use designations. The committee also examined the map as to whether original land use designations for a variety of properties remain appropriate today—based on continued development patterns, changes in ownership, and nearby zoning and development activities. For example, there may be situations where a vacant or underdeveloped piece of property was designated for Suburban Density Residential use (single-family); instead that property was developed as a park so today that land use should now be designated as Open Space which is consistent with park land.

Comparison of Land Use and Zoning Maps

Land use maps or plans and zoning maps are often misinterpreted for the information they present. A concerted effort was made during the development of Vision 2015 to distinguish between these two important planning tools. That effort is echoed in this document. The following excerpt from the city's handout "A Closer Look At Vision 2015: Kirkwood's Comprehensive Planning Process" provides an excellent description of the differences between these items.

A future land use map simply shows what uses (residential, commercial, industrial, institutional, etc.) the community can reasonably expect or desire property to be in the future. It is not legally binding. The zoning map, on the other hand, is a representation of the city's zoning ordinance, which does legally restrict what a property owner can do in terms of developing their property (controlling type of use, minimum lot area, setbacks, parking, landscaping, etc.). The committee's (the original CPSC) process actually started first with a current land use inventory and map that showed what type of use was associated with each parcel of land in the city. For example, the parcel where city hall is located was identified as containing an institutional use. From there, the committee, with the help of planners, looked to see if there were reasons why a property's current use might change in the future and if it would be reasonable and/or desirable to see a different use sometime in the future. One example why a future land use might be different from a current land use is a property that is zoned industrial because it is located in an industrial area, but has a residential house on it. There is a reasonable expectation that sometime in the future the property might be sold and the house be replaced with a different use. However, it would be the zoning code, not the future land use map, that would regulate what could be developed on the parcel.

2006 Future Land Use Designation Matrix

The tables on the next two pages and the associated map graphic represent sites where changes to the future land use designations are recommended. Twenty-five (25) different sites are highlighted for consideration. The corresponding matrix indicates the general location of the site, its current land use, proposed 2006 land use, and rationale for the proposal. The accompanying map graphic displays the exact location of the site for incorporation into the city's geographic information system and reproduction of the Future Land Use Map per city standards. Descriptions of each land use category and associated development policies are found in the Land Use Chapter of Vision 2015. Revisions to those descriptions and policies are not addressed as part of this review.

It is important to understand that a future land use plan is separate and distinct from a zoning district map. The future land use map displays uses the community anticipates on property in the future and is not legally binding. The zoning district map, on the other hand, is a representation of the City's zoning ordinance, which legally dictates uses and physical development regulations (density, minimum lot size, setbacks, building height, parking, landscaping, etc.)

The matrix is divided into two separate sections. The first section includes sites #1 - #18 where specific land use recommendations are proposed. The second section includes sites #19 - #25 which represent technical drafting errors that have occurred in recent productions of the Map. These items are included simply to provide assistance to the city in correcting the Future Land Use Map.

Certain land use categories are utilized to represent physical development in Kirkwood. The categories are based on the various development types in the city and are shown on the following list along with their abbreviations:

<u>Category</u>	<u>Abbreviation</u>
• Open Space	OS
• Low Density Residential	LDR
• Suburban Density Residential	SDR
• Medium/High Density Residential	MHDR
• Institutional	INST
• Mixed Use Development	MU
• Neighborhood Commercial	NC
• General Commercial	GC
• Light Industrial	LI

2006 Future Land Use Matrix: Revised Sites

Sites #1 - #18

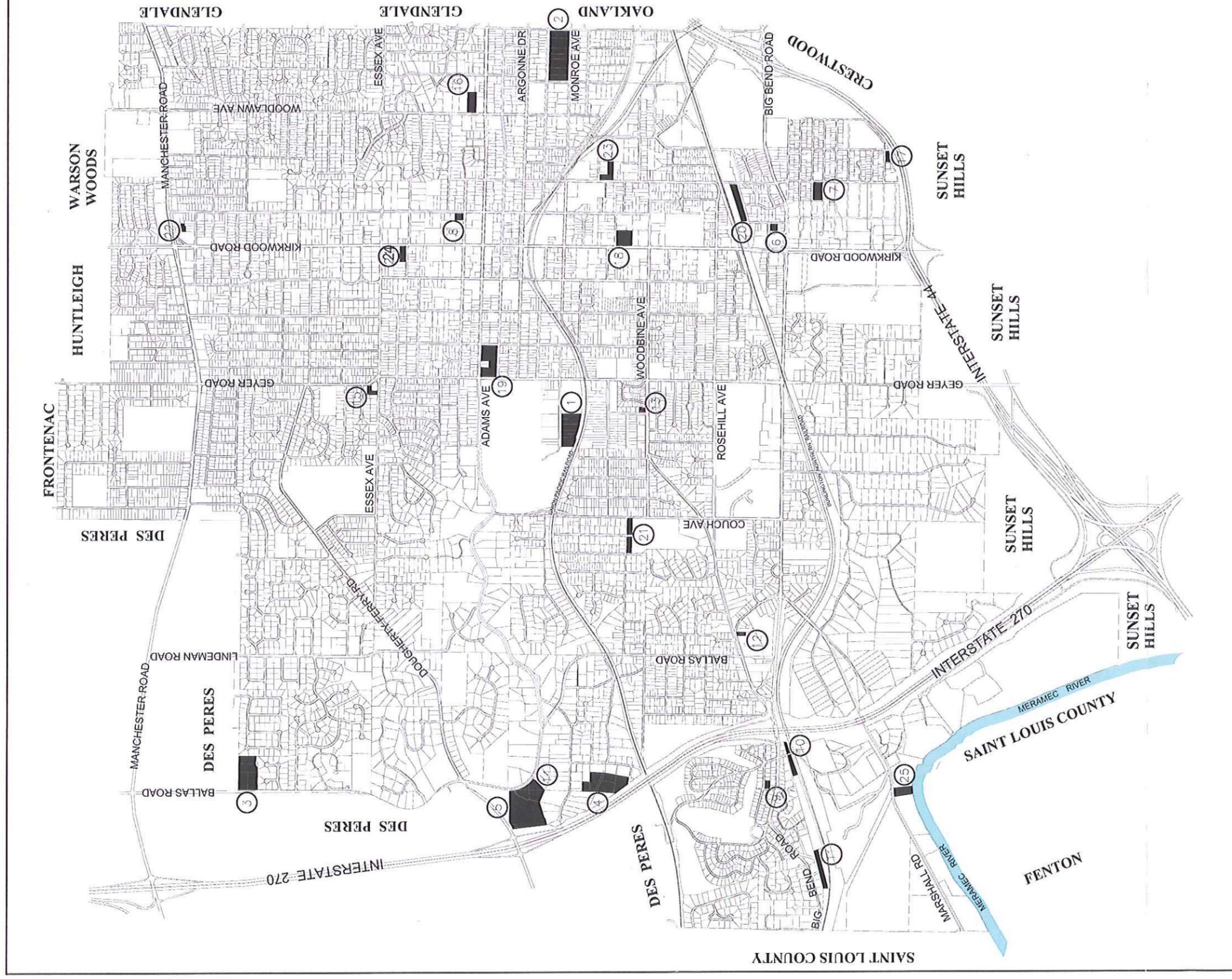
Site #	General Location	Current Land Use	Possible Land Use Revision	Site Notes
1	Kirkwood Park So. side of Monroe	SDR	LDR	All lots except two are zoned R-1. Area adjacent to park, cemetery property, and railroad.
2	Madison/Monroe Clark/Holmes – block	SDR	LDR	Entire block recently rezoned from R-3 to R-1. Large lot single-family homes.
3	North Ballas / N & S side of Sunny	SDR	LDR	4 Lots in area are zoned R-1, but shown as SDR. The development pattern supports LDR uses.
4	N & S side of Boaz, west of Emerson	SDR	LDR	Lots in area are zoned R-1, but shown as SDR. The development pattern supports LDR uses.
5	123 North Ballas	INST	LDR	Institutional use (church) has vacated site. Site is zoned R-1 & adjacent to R-1 zoned LDR lots.
6	SWC Taylor / Chester	SDR	G C	Property has been rezoned to B-2 commercial and should be updated (Doc's Harley).
7	Turner School Site Milwaukee Street	INST	G C	Site is zoned B-5 and Turner School has been re-developed as a commercial office building.
8	NWC Washington / Taylor	SDR	O S	Walker Park has been developed on this property.
9	SEC Briargate / Barberry	SDR	O S	Monfort Park has been developed on this property.
10	S side of Modoc Trail E & W of Glenwood	SDR	LDR	Lots are zoned R-1. LDR would help preserve the R-1 zoning in this area.
11	Meramec Highlands Tunnel site	SDR	O S	Area is common ground for subdivision.
12	SWC Old Big Bend & Craig	N C	SDR	Site is zoned R-3 and unlikely to transition to commercial. Adjacent commercial unlikely to expand.
13	NEC Woodbine / Magnolia	SDR	NC	B-1 zone with commercial use. With commercial zoning, unlikely to develop as single-family.
14	N Ballas Rd. south side west of Adams; E of 123 N Ballas	SDR/ LDR	LDR	Correction from previous land use designation. Lots are zoned R-1 and should be planned as only LDR.
15	NWC Geyer / Essex; lots N & W of auto repair site	SDR	MHDR	Consistent with existing uses and will act as buffer to adjacent SDR uses expected to remain.
16	E side of Woodlawn, one lot north of Adams	LDR	SDR	Large single family lot is zoned R-3 with history of approved subdivision based on R-3 lot size standards. Adjacent R-3 lots are shown as SDR.
17	SWC of Memphis / Orleans	OS	SDR	Single-family development has been proposed on this site.
18	SEC of Kirkwood Rd / Clinton Ave	MU	MHDR	Expanded senior housing facility exists on this site. Remainder of block with similar facilities is MHDR.

2006 Future Land Use Matrix : Technical Revisions

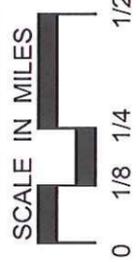
Sites #19 - #25

Site #	General Location	Incorrect Land Use Shown on Map	Correct Land Use To be Shown	Site Notes
19	SEC Adams / Geyer NEC Jeff / Van Buren	SDR	MHDR	GIS CORRECTION
20	N side of Commerce @ Fillmore/Taylor	L I	SDR	GIS CORRECTION
21	S side of Ann, N of hospital site	INST	SDR	GIS CORRECTION
22	SEC of Kirkwood Rd / Manchester Rd	SDR	G C	GIS CORRECTION
23	SEC of Fillmore / Sante	SDR	G C	GIS CORRECTION
24	NWC of Kirkwood Rd / Bodley Ave	SDR	MHDR	GIS CORRECTION
25	Water Plant Site S side of Marshall Rd	INST	OS	GIS CORRECTION

GIS = Geographic Information System - A computer mapping system used to display land use data.



2006 PROPOSED FUTURE LAND USE DESIGNATIONS
 COMPREHENSIVE PLAN: VISION 2015 2006 REVIEW



Special Focus Areas

This section of the review presents certain areas of Kirkwood that have been identified by staff and the Comprehensive Plan Review Committee as areas of special concern. Development proposals brought forward since 2003 have generated a renewed focus on forecasting the appropriate development for these areas.

The scope of this plan review does not allow for fully derived site development or land use recommendations. The special areas that have been reviewed and presented in this document are listed below.

- Boaz/Bach Area: South side of Boaz Avenue west of its intersection with Bach Avenue.
- Big Bend Road - 1: North side of Big Bend Road east of Taylor Avenue.
- Big Bend Road - 2: North side of Big Bend Road between Kirkwood Road and Geyer Avenue.
- Big Bend Road - 3: South side of Big Bend Road between Geyer Avenue and Eastview Drive.

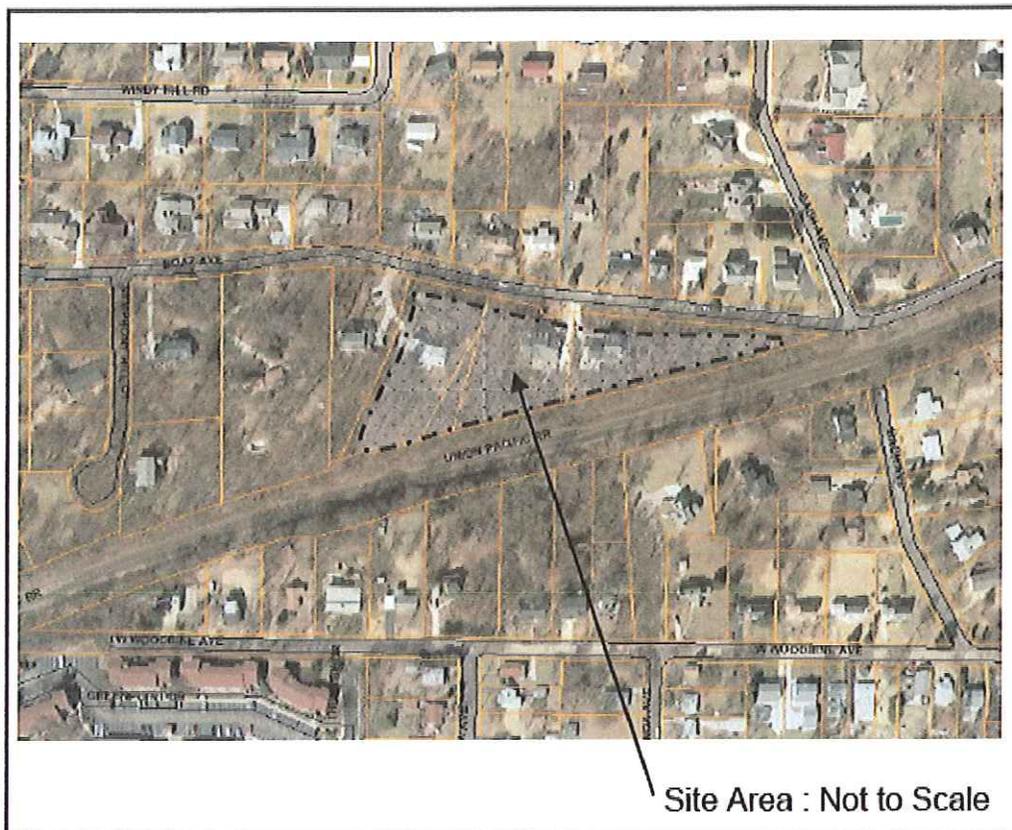
The Big Bend Road corridor was of particular interest as part of this Vision 2015 Review. Many of the properties located along the corridor have been reviewed as part of previous plans, such as “The 1989 Land Use Plan for South Kirkwood Road” and “The Southeast Kirkwood Development and Market Study, July 1999”.

It is recommended that the City, in accordance with Goal #9 of the Comprehensive Plan, expedite its study of the triangular area west of Kirkwood Road, north of Big Bend, and south of the BN railroad tracks, which includes the Big Bend #2 frontage. The City Council is encouraged to support a Request for Proposals (RFP) for a comprehensive study and to utilize a public participation process (including area property and business owners) in developing criteria for the RFP.

Boaz / Bach Area

This area consists of three residentially zoned lots located at the southwest corner of the Boaz Avenue terminus at Bach Avenue. The lots are zoned R-1 where single-family residential development is typically permitted on one acre minimum lots. The Low Density Residential (with preferred one acre minimum lot sizes) land use category presented in Vision 2015 is typically associated with R-1/R-2 zoned areas in Kirkwood. The subject lots are adjacent to areas of R-3 zoned lots where minimum lot sizes are required at 15,000 square feet (approximately 1/3 acre in size). The lots on Boaz are designated as Suburban Density Residential by the Vision 2015 Plan which can allow for R-3 and R-4 zoned lots, based on certain development policies and considering compatibility with surrounding development.

The physical constraints of the property significantly limit the ability to realize higher density residential developments, and the area should remain zoned for single-family, low density residential use. Accordingly, the Future Land Use map should be changed to reflect Low Density Residential.



Big Bend Area #1 East of Taylor Ave

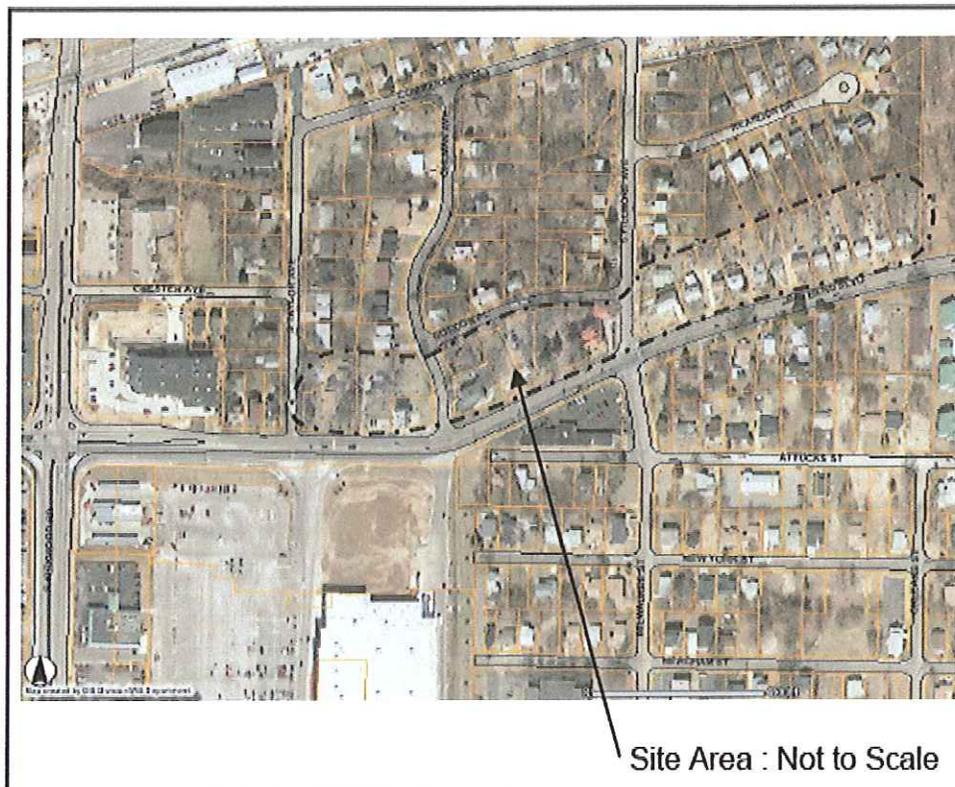
This area of the Big Bend Road corridor has recently been widened and consists of a mix of commercial, multi-family, and single-family uses. As a heavily traveled right-of-way with a direct connection to Interstate 44 this section of the corridor has a high potential for a transition to more commercial uses that would front onto Big Bend.

Opportunities

- Consider general commercial uses between Taylor and Fillmore.
- The small number of larger lots allows for less problematic consolidation and such sites could support a variety of layouts.
- The existing R-5 duplex development to north could serve as a transition buffer to single-family homes in the area.

Challenges

- The area east of Fillmore Avenue is currently developed entirely with single-family homes. Piece-meal commercial development would not be appropriate here.
- No development interest has been shown in this area; therefore, study of Big Bend Area #1 is not recommended.



Big Bend Area #2 Kirkwood Rd to Geyer Rd

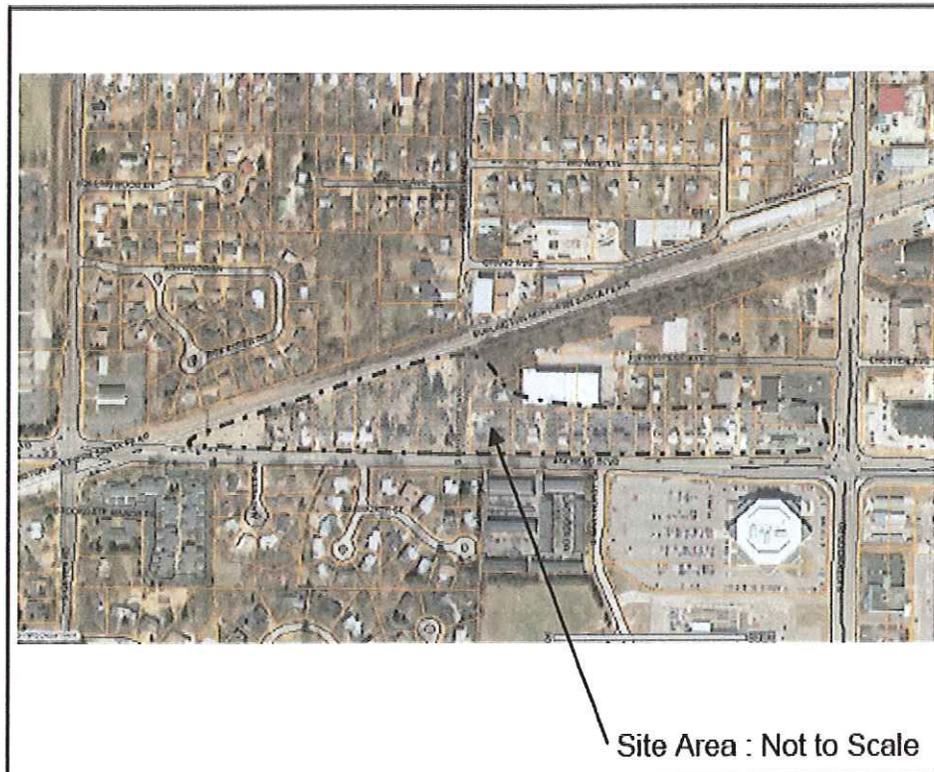
This frontage section of Big Bend Road is part of the larger, triangular area addressed by Goal #9 that is bounded by Kirkwood Road, Big Bend, and the BN railroad tracks. Accordingly, consideration of future development of Big Bend Area #2 will be included in any future study of the Goal #9 area.

Opportunities

- Consolidated residential and/or commercial developments can provide enhanced landscaping and streetscape elements improving the physical appearance of the area.
- New residential or commercial development has the potential to minimize curb cuts and improve traffic safety.
- The railroad and Big Bend right-of-way provide man-made buffers.

Challenges

- Avoid “piece-meal” proposals.
- The railroad/Big Bend intersection creates a potential traffic stacking problem in this area.
- Appropriate buffers (landscape, walls, etc.) and building orientation must be utilized to minimize impacts on residential uses located north of the railroad and south of Big Bend.



Big Bend Area #3 Geyer Rd to Eastview Dr

This section of Big Bend Road is developed with a convenience store/gas station, single-family uses (including rental properties), and the Kirkwood Children's House - a residentially scaled institutional use. The St. Louis Community College Meramec Campus also clearly has a major impact on this area. This area appears unable to support commercial use beyond the convenience store/gas station, and the City should maintain this area as residential.

