

## 4.B. FOR CONSIDERATION

Educational and outreach programs help make a community more sustainable and more appealing to prospective home buyers and businesses. In 2013, East-West Gateway Council of Governments gathered a group of 11 partner organizations to create a plan and tools for helping the region build a more sustainable future called OneSTL. This organization offers communities, residents, and business owners a variety of on-line tools, including policy recommendations on air quality, energy efficiency, stormwater control, transportation and more. Municipalities in the region are invited to be members and to use the free resources they provide.

The City of Kirkwood, community residents and businesses can reduce the community's impact on the environment by working towards the goals and objectives the residents of Kirkwood have already identified, such as:

- Creating an improved tree protection ordinance,
- Integrating recommendations from OneSTL into City policies, and
- Integrating water quality and stormwater management recommendations from MSDs recent Project Clear.
- Educational programs and promotion on composting in partnership with the Parks & Recreation Department and other outside organizations like the Botanical Garden,
- Creating special '1 Shop Kirkwood' re-useable shopping bags that users could get a bag fee deducted from their final bill, similar to the program at Target,
- Initiating a trash container program instead of black trash bags for refuse,
- Establishing recycling requirements at all public events and festivals,
- Creating a public campaign which shows people where they can recycle different materials, including electronics, Christmas lights, and light bulbs,
- Promoting on-line services, such as NextDoor and freecycle.org, that allow residents to donate items they no longer need to promote re-use and avoid excess bulk trash and minimize landfill impact.
- Encouraging restaurants to use biodegradable disposables instead of Styrofoam products.

## 4.B. ACTION STEPS

4.B.1. Review current promotional practices.

4.B.2. Develop new educational materials and distribute via various city media outlets.

4.B.3. Seek partnerships with affiliated organizations to promote recycling program.

4.B.4. Explore increasing recycling cart sizes.

### PROJECTED DURATION:

**2 years**

**Champions:** Sanitation Department

### 4.C. Create incentives for commercial and residential developers to practice green building

According to the US Green Building Council, client demand (35%) and market demand (33%) are the top motivations for using sustainable building techniques. Many communities have begun the process of incorporating sustainability into their local building codes. For those communities that are not ready to implement and enforce such codes, another option is encouraging builders through financial or structural incentives.

Builders may be more willing to integrate green building practices (e.g. Leadership in Energy and Environmental Design (LEED) Certification) into their designs if incentives are offered such as:

- Expedited Review / Permitting Process
- Density or Height Bonuses
- State & Federal Tax Credits
- Fee Reduction or Waiver
- Grants
- Technical Assistance
- Marketing Assistance



### 4.C. FOR CONSIDERATION

The City of Kirkwood should explore and implement ways to better promote and encourage the development of green commercial and residential development projects within the community.

Consider the creation of small programs to:

- Provide light-bulb exchanges, or provide reduced rate LED bulbs.
- Provide local businesses and developers with incentives to change parking lot lighting to more energy efficient bulbs or fixtures.



**Resources:**

The US Green Building Council, USGBC

## 4.C. ACTION STEPS

4.C.1. Determine what methods can be implemented to promote or require LEED-certified or other green construction in Kirkwood.

4.C.2. Draft incentive program language and/or amendments to applicable codes.

4.C.3. Meet with commercial property owners, commercial and residential builders and leasing agents to discuss what incentives may best utilized.

4.C.4. Work to Implement programs and amendments.

**PROJECTED DURATION: 3 years**

**Champions:** Public Services Department and Architectural Review Board, Finance Department

# HIGHLIGHT SECTION

## What Does it Mean to Build Sustainably, or “Green”?

LEED, or Leadership in Energy and Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. A construction project must satisfy prerequisites and earn points to achieve different levels of certification in the LEED Program. The four levels of certification are; Certified (40-49 points), Silver (50-59 points), Gold (60-79 points) and Platinum (80+ points). Because LEED certified buildings are constructed of environmentally-friendly materials and incorporate energy-efficient processes, they cost less to operate over time. The U.S. Green Building Council notes that LEED-certified commercial buildings have

a higher value and rental income than new commercial construction that is not LEED-certified.

Recent research published in the McGraw Hill Construction 2012, World Green Building Study found that:

- Annual utility cost per employee in green facilities was \$675.26 lower than in non-green facilities.
- Employees working in the LEED-certified branches of the same financial institution were found to be "more productive and engaged in their work."

Figure 4-2 LEED Certification Levels



#### 4.D. Institute Internal City Agency and Department Recycling and Efficiency Programs and Measures

The measurement of sustainability practices within an organization developed in the business environment in the late 1980s. Today, corporate use of sustainability scorecards to measure performance is commonplace. Many municipalities have also adopted sustainability plans that set achievement targets for subject areas such as; Community and Engagement, Transportation, Land Use, Procurement, Materials and Waste, Buildings and Maintenance, Health and Well-being, Ecosystems, Energy and Climate, Water and Air Quality.

### 4.D. ACTION STEPS

4.D.1. Appoint an internal working group of department representatives.

4.D.2. Identifying opportunities for environmental efficiencies.

4.D.3. Identify priorities and implementation strategies for each department.

4.D.4. Implement these strategies and Measure the outcomes.

**PROJECTED DURATION: 4 years**

**Champions:** Administration Department

**Supporting:** All City Departments

## HIGHLIGHT SECTION



The St. Louis Regional Chamber offers the St. Louis Green Business Challenge to assist companies and organizations around the region in adopting sustainable business practices. Since it was first offered in 2014, over 60 companies, organizations and governmental bodies have completed the challenge.

The Green Business Challenge consists of a scorecard with the following categories; outreach, energy, indoor environmental quality, waste, water and transportation. These categories each have green practices or activities with an assigned point value. A company that participates first establishes its baseline score. Over the course of the program, it attempts to adopt the various practices and activities to increase its score through adopting new practices and activities.

Case studies and resources can be found at their website at:



**Resources:** <http://stlouisgreenchallenge.com/>

### 4.D. FOR CONSIDERATION

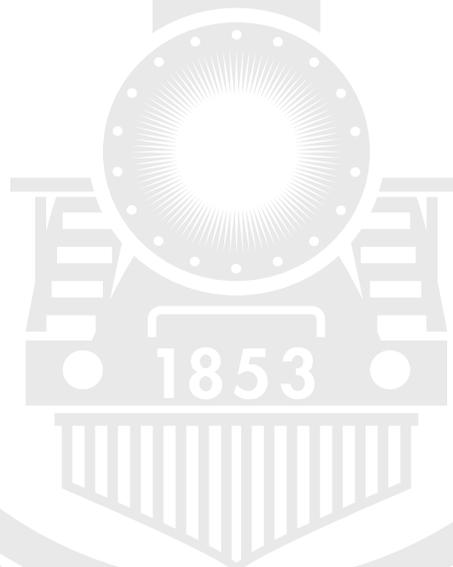
The City of Kirkwood should develop its own sustainability scorecard or program to encourage the City to become more efficient and sustainable in its day-to-day operations. Possible considerations include:

- Publicizing the City's endeavor to become more sustainable and efficient and challenge other government and non-government businesses to join the challenge. Regularly update the community on savings and achievements.
- Assign City resources to work on sustainability and environmental issues and establish programs for both internal and external clients.

## ADDITIONAL RESOURCES & BEST PRACTICES

1. The City of Kirkwood 2016 Community Survey, Submitted by ETC Institute, August 2016 can be found in PDF format on the City of Kirkwood website.
2. \**"We Want More Walkable Neighborhoods – but Can Our Communities Deliver?"* – The Huffington Post, F. Kaid Benfield, 11/30/15.
3. \*\* National Association of Realtors & the Portland State University, 2015 Community and Transportation Preference Survey, July 28, 2015.
4. Strategies for Sustainable Small Town and Rursal Development. Jack Schultz, 2008, Boomtown USA. [https://www.consumersenergy.com/uploadedFiles/CEWEB/YOUR\\_BUSINESS/Strategies-for-Sustainable-Small-Towns-by-Schultz.pdf](https://www.consumersenergy.com/uploadedFiles/CEWEB/YOUR_BUSINESS/Strategies-for-Sustainable-Small-Towns-by-Schultz.pdf)
5. National Menu of Best Management Practices (BMPs) for Stormwater. EPA, US Environmental Protection Agency. [www.epa.gov](http://www.epa.gov)
6. OneSTL, a plan created to help the St. Louis region become a more Sustainable. [www.onestl.org](http://www.onestl.org)
7. "A Guide to Preserving Trees in Development Projects", William Elmendorf, Henry Gerhold, and Larry Kuhns. College of Agricultural Sciences, Agricultural Research and Cooperative Extension, Penn State University, 2005.

20



35

# Economic Growth & Vitality

## 05

### INTRODUCTION

Economic Development and Land Use Planning are critical components in helping formulate the future of a community. While Kirkwood has a history of being economically stable, it's important to be mindful of the trends that will impact the future growth and development of the community. To be pro-active, the City must evaluate not only the trends within the City itself, but also regional and national trends. Some of the trends that need to be considered are:

- Retail market trends,
- Labor force trends,
- Vacancy/occupancy rates, and
- Housing stock and availability.

Economic Development is a crucial part of every community. Attracting, retaining and expanding the business base are critical for economic stability and prosperity. Land use policies, permitting and zoning processes, business programs and quality infrastructure are all part of providing an attractive option for the business community.

While Kirkwood has enjoyed and maintained a solid economy, the City is not immune to larger economic trends and issues. Currently, major employers in Kirkwood include institutional organizations, such as the Kirkwood School District and Meramec Community College, and retailers, such as Wal-Mart and Target. A comparison of major employers over the past

“ The chief business of the American people is business.”

- Calvin Coolidge

20 years in Kirkwood can be seen in Figure 5-1. According to data collected by the City for its most recent Comprehensive Annual Financial Report, Kirkwood has become more retail-oriented in terms of employment and revenues generated than in the past.

In 1996, St Joseph's Hospital and SBC Communications held a 34% share of the jobs held by the top 10 employers in Kirkwood. St. Joseph's Hospital closed in 2009 and w Communications has since been acquired and downsized by AT&T. Currently, educational employers hold a 43% share (up from 34% in 1996) of the jobs held by the top 10 employers and retail holds a 19% share (up from 5% in 1996). The combination of the loss of St. Joseph's Hospital and the building of new large-scale retailers has created this shift toward a higher proportion of retail oriented businesses when looking at the top employers in the community.

Kirkwood's land use plan will continue to promote the further development of retail opportunities along major arterials such as Manchester Road and Big Bend Boulevard and in the downtown core. With the significant changes in how developers design and build offices and industrial facilities today, the City will need to review the market trends and employ creative land use policies that support

those developments while ensuring flexibility to meet the community's needs.

It is a common misconception that sales tax or property tax goes to a single entity. Property tax in Kirkwood, for instance, is distributed among five different governmental agencies and sales tax is divided among three. In neither instance does the City of Kirkwood receive the largest portion of the revenue. As seen in Figure 5-2, sales tax received by the City of Kirkwood has been reduced during the recent economic recession but has been steadily increasing since the end of the recession. Figure 5-3 shows that while the City of Kirkwood receives 12 cents of every property tax dollar; it receives 27 cents of every sales tax dollar. Sales and use tax revenue has accounted for 43-54% of all tax revenue generated in Kirkwood since 2005 - making retail development an increasingly important aspect of Economic Development. The City keeps a substantially higher proportion of its sales tax revenue as compared to property tax revenue. It is important that commercial businesses be sustained and retail opportunities be pursued because this revenue is vitally important for capital projects such as street improvements, park improvements and general governmental activities that make Kirkwood a livable and desirable place to call home

## WHAT IS ECONOMIC DEVELOPMENT?



Economic development is the actions by the public sector to produce business programs, land-use and tax policies, and capital projects that spur public and/or private sector groups to commit to long-term, large-scale new investment in a community.

In most cases, economic development success is dependent on cooperation between the public and private sectors.

### FIGURE 5-1 MAJOR EMPLOYERS 1996 VS. 2016

#### 1996

Rank	Employer	Type	No. of Jobs
1	St. Joseph's Hospital	Medical	796
2	Kirkwood School District	Education	633
3	The Lutheran Church - Missouri Synod	Religious	452
4	Meramac Community College (Jr. College Dist. Of St. Louis)	Education	442
5	SBC Communication	Communications	263
6	City of Kirkwood	Government	247
7	Shop 'n Save Supermarket	Retail	168
8	St. Agnes Home	Senior	98
9	Vianney High School	Education	50
10	N/A		
<b>Total</b>			<b>3,149</b>

#### 2016

Rank	Employer	Type	No. of Jobs
1	Kirkwood School District	Education	687
2	The Lutheran Church-Missouri Synod	Religious	370
3	Meramac Community College (Jr. College Dist. Of St. Louis)	Education	365
4	City of Kirkwood	Government	331
5	Shop 'n Save Supermarket	Retail	188
6	Wal-Mart	Retail	130
7	Ashfield Active Living & Wellness	Senior	127
8	St. Agnes Home	Senior	93
9	Lowe's	Retail	78
10	Schnuck's Market	Retail	72
<b>Total</b>			<b>2,441</b>

\*Target has historically ranked 5th-7th but no longer provides this information to the City  
Sources: City of Kirkwood 2005 and 2016 Comprehensive Annual Financial Report

### GROWING KIRKWOOD'S ECONOMIC BASE

From the Census Bureau's 2012 Economic Census, Kirkwood had 128 retail establishments which generated \$738,138,000 in gross revenue. This was an increase from the 2007 Economic Census when total yearly revenue was \$649,013,000. The second and third industries behind retail in 2012 were Manufacturing with \$173,781,000 and Health Care with \$144,901,000 in revenues per year.

The City is a stable community in terms of population as well as in tax revenues. However, like other communities around the country, Kirkwood's infrastructure is aging, as is its population. Maintaining and upgrading the infrastructure is necessary and costly. In addition, retired and non-working adults contribute fewer monies to the tax base than before. Many retirees would like to downsize and remain in Kirkwood, but often do not have the opportunity. Housing demand, driven partly by Kirkwood's strong school system, which draws more families to the community, brings about new development and additional tax dollars, but also adds stress to the infrastructure.

In order to meet the challenges of aging infrastructure, an aging population, and development demands, the economic base must expand through short and long-term community growth and financial planning. A number of concepts were identified in the EnVision Kirkwood 2035 process that would increase the tax base by fostering new businesses and opportunities to support the quality of life that Kirkwood residents expect. Such growth concepts include:

- Enhance the historic downtown area by adding additional amenities and improvements to appeal to a larger audience,
- Expand development opportunities in retail and commercial areas that enhance the community and promote mixed or multi-use development,
- Review the current permitting and licensing requirements for new businesses to streamline or improve the process.
- Identify new and innovative ways Kirkwood can draw more employers to the area, and
- Establish a safe and secure connection to Grant's trail which is estimated to attract approximately 500,000 users annually.

### PARTNER AGENCIES

Throughout the Comprehensive Plan, but specifically in this chapter, the Downtown Special Business District and the Kirkwood-Des Peres Area Chamber of Commerce are referenced in different capacities as supporting roles for many goals and objectives. The City acknowledges the existing resources, expertise, and network of members that these agencies have provided to the City in the past and can continue to provide in the future. The City should continue to improve its coordination with the Downtown Special Business District, the Kirkwood-Des Peres Area Chamber of Commerce, Great Rivers Greenway, Trailnet, East-West Gateway Coordinating Council, the National Association of Transportation Officials, St. Louis County, and Kirkwood School District. It will be critical to the success of many goals and objectives included in this plan to coordinate with these groups.

FIGURE 5-2  
CITY OF KIRKWOOD SALES TAX REVENUE 2005-2014



# HIGHLIGHT SECTION

## What is Affecting our National and Regional Economy?

Nationally, retailers are continuing to reduce the size or close stores as the level of foot traffic is declining due to the increase in on-line shopping. Commercial office space demands are also shrinking. The average office size has significantly shrunk in the last 15 – 20 years and now many companies offer employees the flexibility to telecommute. In addition, the office park or corporate campus, popularized in the 1940s and 50s, has fallen out of favor as the younger workforce prefers walkable communities, shorter commutes and the convenience of a city environment. This trend can benefit Kirkwood, where the downtown area and small pocket urban villages are prime locations for small to mid-sized companies.

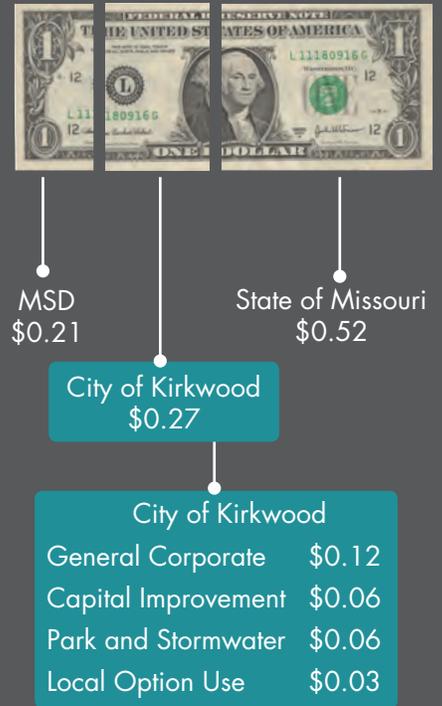
Another critical component that impacts the economic bottom line of our region is the availability of high paying jobs. Reductions in job availability and declining real wages have a direct impact on an individual or family's discretionary income. In 2015 St. Louis was the home of 9 Fortune 500 Companies. Since that time, Monsanto began negotiations with German-based manufacturer Bayer to be purchased and Scottrade was sold to TD Ameritrade. These mergers are expected to bring a considerable job cuts to the region. Large corporate consolidations continue to occur and can have significant impacts regionally and locally.

A balanced approach to economic development that capitalizes on the diversity of Kirkwood's economy will be essential to addressing these larger national and regional trends. The goals and objectives provided in this chapter attempt to contribute to a balanced economic development pursuit.

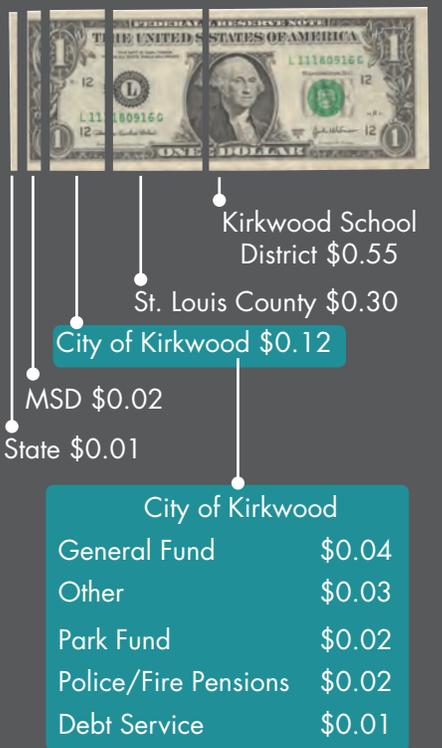


Image: Sports Authority, a recent example of national retailers closing

FIGURE 5-3  
WHERE THE MONEY GOES:  
FOR EVERY DOLLAR  
OF SALES TAX COLLECTED



BREAKDOWN OF DOLLAR  
OF PROPERTY TAX



# Economic Growth & Vitality

<b>GOAL 1 //</b> Enhance Downtown with Entertainment Options	<b>OBJECTIVES</b> 1.A. Support the development of a new downtown Performing Arts Center	<b>CHAMPION</b> Parks & Recreation Department
	1.B. Attract a boutique hotel to serve the downtown area	Public Services Department, Administration Department
<b>GOAL 2 //</b> Support a balance of mixed-use residential development in the Downtown Area	<b>OBJECTIVES</b> 2.A. Establish adaptive re-use program for older buildings	<b>CHAMPION</b> Public Services Department, Downtown Special Business District
	2.B. Encourage mixed-use developments	Public Services Department/ Planning
<b>GOAL 3 //</b> Encourage High Quality Commercial Developments	<b>OBJECTIVES</b> 3.A. Adopt stronger architectural regulations for non-residential development.	<b>CHAMPION</b> Public Services Department/ Building
	3B. Consider expanding the existing façade improvement incentive program	Public Services Department, Downtown Special Business District
<b>GOAL 4 //</b> Foster business opportunities in Kirkwood	<b>OBJECTIVES</b> 4.A. Create a method for to identify and track identifying underperforming properties in order to promote redevelopment.	<b>CHAMPION</b> Public Services Department
	4.B. Evaluate appropriate incentives for desired businesses.	Administration Department, Finance Department, Public Services Department
	4.C. Promote a supportive environment for start-up and small businesses.	Administration Department, Public Services Department
<b>GOAL 4 //</b> Promote Kirkwood as a "Business-Friendly" Community	<b>OBJECTIVES</b> 5.A. Monitor and improve the City's business attraction and retention programs	<b>CHAMPION</b> Public Services Department, Downtown Special Business District
	5.B. Develop an online resource center for all business-related issues and questions	Administration Department, Public Services Department, Downtown Special Business District
	5.C. Create an Economic Development Strategy	Administration Department
	5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region	Administration Department, Public Services Department

# GOAL 1 //

## Enhance Downtown with Entertainment Options

### 1.A. Support the development of a new downtown Performing Arts Center

The City and residents of Kirkwood have a long history as supporters of the theatrical arts. The Robert G. Reim Theater, a 377 seat facility located in the Kirkwood Community Center, hosts Stages St. Louis and the Kirkwood Theatre Guild as well as the Kirkwood Youth Theater program. In addition to theatrical productions, the theater is available for seminars, business meetings, dance recitals and concerts.

The City of Kirkwood, as part of a redevelopment plan for the Community Center, began investigating the possibility of re-locating the theater from Kirkwood Park to the downtown area. This investigation of an alternative downtown location was the result of various feedback from Kirkwood stakeholders which was received during the redevelopment plan for the Community Center. After the City decided to pursue this option, a consultant was hired to perform a feasibility study to analyze:

- The current facility quality, capacity, and amenities,

- Comparable facilities in the area,
- Current usage and potential future uses and demand,
- Potential partners, and
- Benefits and impacts should the facility be moved to the proposed new location.

The redevelopment plan would allow for the creation of a more efficient and functional theater that could take advantage of the downtown location. City-owned property on the south side of Monroe Avenue was identified as a potential relocation site. A consultant was hired to perform a site planning and design analysis, followed by a use and feasibility analysis.

The consultants working on the feasibility study stated that in their opinion, and given Kirkwood and the Reim Theater’s long history of support for theatrical arts, a new theater complex located close or within the downtown area would have tremendous economic impact for Kirkwood. This opinion was based on the consideration of a larger facility, modernized theater space, additional classrooms and meeting room spaces in proximity to restaurants and other Kirkwood amenities.

### 1.A. ACTION STEPS

1.A.1 Finalize Development Plans

1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown.

1.A.3 Realize synergies with institutional facilities/tourism generators..

1.A.4 Identify potential development options for adjacent real estate.

#### PROJECTED DURATION:

**4 years**

**Champions:** Parks & Recreation Department  
**Supporting:** Public Services Department

GOAL 1

GOAL 2

GOAL 3

GOAL 4

GOAL 5



Photo 5-1 Downtown Kirkwood

## 1.B. Attract a Boutique Hotel to serve the Downtown area

The need for a Boutique Hotel in the downtown area was mentioned multiple times during the stakeholder interview phase of the comprehensive plan. A July 2015 web survey conducted during the EnVision Kirkwood 2035 process also showed strong citizen support for a Boutique Hotel, finishing only behind an expanded Farmers Market and Free Wi-Fi as a needed amenity downtown. A Boutique Hotel is generally defined as a small, unique hotel located in an urban location. The

City of Kirkwood has only one hotel, a Best Western, located on South Kirkwood Road just north of I-44. The Best Western is part of a hotel node located near the intersection of I-44 and Kirkwood Road, with four additional hotels located in Sunset Hills to the south.

Another option for lodging is the traditional Bed and Breakfast which, when properly permitted and operated, can function in an existing single-family neighborhood with minimal impact. Bed and Breakfasts provide the direct benefit of accommodation space and the secondary benefit of sales tax revenue from visitors utilizing local

businesses. The City of Kirkwood currently has one Bed and Breakfast in operation and allows for these businesses to operate with a Special Use Permit.

Another item to consider is the impact of the newest lodging trend, on-line personal rental accommodations such as Airbnb. Short-term room rentals, while easy to use for both the host and visitor, have created a shadow economy that is often unregulated in most municipalities. Cities around the country are struggling to determine regulations in response to this new form of rental lodging.

### 1.B. FOR CONSIDERATION

A feasibility study is recommended to determine the need for a Boutique Hotel. This study could help assess the potential increase of retail transactions caused by the development of a hotel and may also analyze what Kirkwood area amenities would draw individuals to stay in the downtown area for one or more nights.

Amenities such as the Magic House, the Transportation Museum, area parks, and the potential addition of the downtown performing arts center could all be possible draws. It will be important to know if those amenities are adequate to support a hotel. It will also be important to determine the following items:

- The size of the hotel,
- Potential locations, and
- The impact its physical form will have on the pedestrian scale and aesthetic of the historic downtown.

### 1.B. ACTION STEPS

1.B.1 Hire a consultant to develop a feasibility study that would establish what kind of hotel could be supported in Kirkwood.

1.B.2 If a hotel is proven feasible, advocate for the project to attract a developer.

1.B.3 Coordinate with Special Business District and property owners to solicit interest.

**PROJECTED DURATION: 5 years**

**Champions:** Public Services Department, Administration Department

**Supporting:** Downtown Special Business District

## GOAL 2 //

# Support a Balance of Mixed-Use Residential in the Downtown Area

### 2.A. Establish an adaptive re-use program for older buildings

Adaptive reuse is the process of utilizing an existing building for a purpose other than the purpose for which it was originally intended. The benefits of this process include maintaining the architectural integrity of an existing building, utilizing existing materials that are often hard to find or expensive for new construction projects, and preserving the community’s history and character.

Adaptive re-use is a key component of sustainability as it helps keep neighborhoods stable by re-purposing existing structures for new uses and reducing the likelihood of maintenance issues due to building vacancy. Good local examples of adaptive reuse are:

- Many of the buildings on West Monroe between Kirkwood Road and Clay Avenue are single-family homes now functioning as office space in the vicinity of downtown.

- The J. Milton Turner School opened in 1925 as the neighborhood school for Meacham Park and now known as the J. Milton Turner Offices is listed on the National Register of Historic Places and was converted to offices in the early 2000s.

## 2.A. ACTION STEPS

2.A.1 Evaluate best practices within the region and nation-wide.

2.A.2 Determine if fee incentives are appropriate.

2.A.3 Adopt adaptive re-use program.

2.A.4. Promote through affiliated partners such as the Chamber of Commerce.

### PROJECTED DURATION: 2 years

**Champions:** Public Services Department, Downtown Special Business District

**Supporting:** Finance Department, Landmarks Commission

## 2.A. FOR CONSIDERATION

Kirkwood should explore establishing an adaptive re-use incentive program to help promote the redevelopment of existing buildings to new uses. This program could include such things as:

- Guidance on how to reuse older buildings for residential, retail, commercial or mixed-use purposes,
- Expanded façade improvement or landscape improvement grants, and
- Educational information regarding use of tax credits and other programs for redevelopment.

Incentives, like those listed above, make development of mixed-use and adaptive re-use projects more attractive to investors as it helps reduce the amount of risk involved.

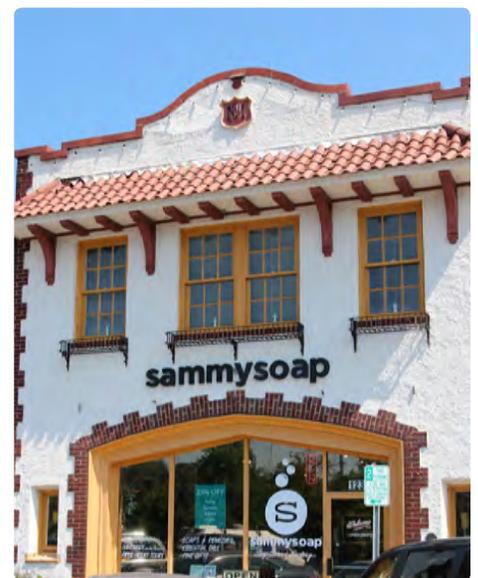


Photo 5-2

## 2.B. Encourage mixed-use developments

Common to urban communities in the early 20th century, mixed-use developments blend residential and non-residential functions together within a building envelope. The creation of mixed-use developments can lead to increased density within an area which can then lead to increases in the property tax and sales tax base.

The Millennial generation (born between 1982 and 2000), with an estimated 83.1 million members, will redefine housing within the United States over the next twenty years. Studies, including those conducted by the National Association of Realtors, indicate that Millennials prefer housing and employment options that are near shops, restaurants, offices and transit. Mixed-use developments, such as Station Plaza (Photo 5-3), meet this housing preference. The area around Kirkwood's downtown is an ideal location for additional mixed-use development.

The City of Kirkwood currently allows mixed-use development via two separate processes. The first process is a two-tier Site Plan review process for new buildings located in the area zoned B-2, Central Business District. The second option is as a Special Use Permit for developments located in all other business districts. The Special Use Permit is restricted to residential units on the second floor or higher in a commercial building. With recent revisions to the Central Business District zoning regulations, the City hopes to continue to improve its ability to attract successful mixed-use developments.

Numerous studies of mixed-use projects have debunked the conventional wisdom that separate uses protect property values. On average, mixed-use buildings generate more property and sales taxes per acre of development when compared to a conventional retail center. In addition, mixed-use structures are often cheaper to serve with city services and require less infrastructure because they are often more compact and have a smaller footprint.



Photo 5-3 Station Plaza

# MILLENNIALS

represent  $\frac{1}{4}$ TH  
of the population

with **\$200 BILLION** in  
annual buying power.

- "10 New Findings About The Millennial Consumer", Forbes Magazine, Dan Schawbel, January 2, 2015



## 2.B. FOR CONSIDERATION

The City of Kirkwood should consider financial and regulatory incentives to encourage mixed-use development.

Although not restricted to mixed-use developments, the State of Missouri has adopted several financial incentives that Kirkwood could utilize for a prospective mixed-use development. A few of these incentives include:

- Tax Increment Financing,
- Sales Tax Rebates,
- Historic Tax Credits,
- Transportation Development Districts,
- Community Improvement Districts,
- Property Tax Abatement, and
- New Market Tax Credits.

“

[Research] ...confirms a correlation between a higher concentration of creative jobs and older, smaller-scaled buildings and blocks. These areas also support higher levels of small and non-chain business, helping to keep dollars in the local economy and providing more resilience against future economic storms.”

-“Older, Smaller, Better: New Findings from Preservation Green Lab”, Huffington Post Blog, 5/22/14.



## 2.B. ACTION STEPS

2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development.

2.B.2 Promote the identified incentives to the development community for use with mixed-use development.

2.B.3 Establish criteria to evaluate the merits of mixed-use financial incentive support.

**PROJECTED DURATION: 1 year**

**Champions:** Public Services Department/Planning

**Supporting:** Finance Department



## GOAL 3 //

### Encourage High Quality Commercial Developments

#### 3.A. Adopt stronger architectural regulations for non-residential development

The physical appearance of a community is in many ways defined by its commercial centers and corridors. The “view from the street” leaves a critical impression with visitors and citizens alike and the City of Kirkwood has made efforts over many decades to ensure a good impression.

The Architectural Review Board (ARB) has the broadest impact to ensure that the community’s commercial architecture respects the past, creates a sense of place and helps to define Kirkwood. Commercial guidelines were adopted for the entire city in 2014. However, these guidelines are advisory and are not formally enforceable except within the defined downtown area.

Kirkwood should continue to refine and strengthen its architectural review process to promote complementary and memorable commercial architecture.

#### 3.A. ACTION STEPS

3.A.1 Review the adopted commercial architectural design principles.

3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans.

3.A.3 Review current staffing availability to see whether or not a consultant should be hired to assist with public outreach and sub-area plan development.

#### 3.A. FOR CONSIDERATION

Working with the ARB and the Landmarks Commission, the Public Services Department should consider refining and strengthening the guidelines and incorporating them into revised codes that promote complementary and architecturally appropriate commercial architecture.

Many areas, such as historic Downtown, the Manchester Road Corridor, the Big Bend Boulevard and Kirkwood Road intersection, as well as the various Neighborhood Commercial or Urban Village Areas, are all strong candidates for sub-area plans that would provide the opportunity to define future development through adoption of prescriptive architectural standards.

Another key aspect of such planning should include an effective sign code. The City of Kirkwood sign code has not been significantly updated since the mid-1970s. Signage can be a significant part of creating a unique sense of place and, as such, should be a key element of all sub-area plans.

**PROJECTED DURATION:**  
**3 years**

**Champions:** Public Services Department/  
Building  
**Supporting:** Architectural Review Board,  
Landmarks Commission



Photo 5-5 Commercial Corridor – Kirkwood Road Looking South at Rose Hill Avenue

### 3.B. Consider expanding the existing Façade Improvement Incentive Program

The City of Kirkwood has an established façade program for businesses located in the defined Downtown area which is currently administered by the Special Business District

(SBD). Eligible businesses may receive a fifty percent match, up to \$5,000, to make improvements to the appearance of their façade. A number of businesses have taken advantage of this program in recent years.

## 3.B. ACTION STEPS

3.B.1 Identify commercial areas outside of the downtown area that would benefit from the establishment of a façade improvement program.

3.B.2 Determine if the program funding and individual grant maximum is adequate.

3.B.3 Determine if the program could include a sustainability component.

3.B.4 Develop a process to implement the changes, and create measures to review efficacy of the program.

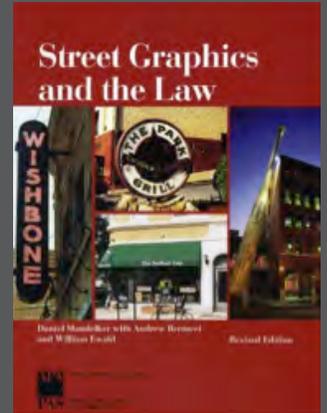
3.B.5. Create an educational program to reach out to existing and new property owners to encourage participation and include the information and application on the City website.

**PROJECTED DURATION:**  
**4 year**

**Champions:** Public Services Department, Downtown Special Business District  
**Supporting:** Landmarks Commission, Architectural Review Board

## RESOURCE

The American Planning Association has developed a model street graphics ordinance for commercial districts that cities may utilize and incorporate into their code of ordinances. The ordinance does the following; dictates performance standards for street graphics, details how to designate areas within a community for specially tailored regulations for street graphics and details how to create specific regulations for a business or a group of businesses.



## 3.B. FOR CONSIDERATION

The City of Kirkwood should consider:

- Developing a robust marketing program to property owners to educate them on the program,
- Including substantial landscaping as a possible eligible expense in the existing program,
- Coupling this program with a sustainability initiatives, and
- Determining with Landmarks Commission and the Architectural Review Board what types of façades that should NOT be eligible for the program with clear parameters provided.
- Extending the program to other commercial areas given the prevalence of aging commercial structures in some of the neighborhood commercial, or urban village areas,
- Increasing the amount of the program to \$10,000 dependent on structure size and amount of renovation costs,

Before



After



Photo 5-6 Example of Façade Improvement: 105 E. Argonne

# GOAL 4 //

## Foster Business Opportunities in Kirkwood

### 4.A. Create a method to identify and track underperforming properties in order to promote redevelopment

Cities are organic and in a constant state of development and redevelopment. Site planning and building design should be performed in a sustainable and adaptable manner so that a site may be easily converted to meet market demand. Typical 20th Century commercial development focused on the ease of automotive access. Current trends are moving away from over-built parking lots and road networks toward more pedestrian-scale development. The traditional retail models once directed toward the Baby Boomer Generation (born in mid 1940's to mid 1960's) are changing significantly due to the preferences of the Millennial Generation. This group of over 80 million individuals commonly makes use of internet shopping opportunities but still values the experience a bricks and mortar store can give if developed in a way that appeals to them.

In Kirkwood some areas are ripe for revitalization including the Manchester Road corridor and the intersection of Kirkwood Road and Big Bend Boulevard. These underdeveloped areas, known as "greyfields", have become outdated, underutilized, economically obsolete or vacant.

The City should identify these underperforming properties and work with property owners and the development community to plan for the future. Kirkwood needs to recognize the opportunity for redevelopment of these areas and stay ahead of a redevelopment push by establishing sub-area plans and/or codes that will help promote redevelopment that is in keeping with the community's vision while considering long-term viability.

### 4.A. ACTION STEPS

4.A.1 Determine criteria of underperforming property traits.

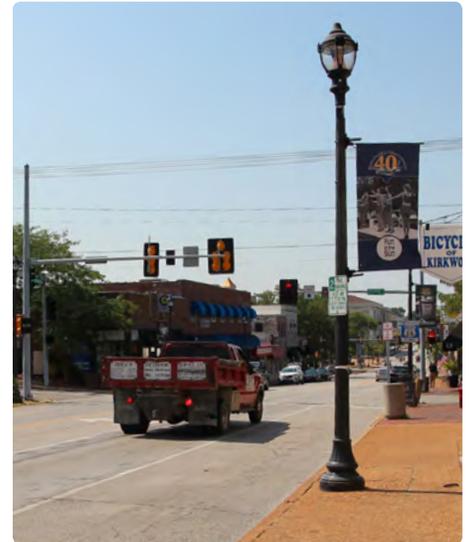
4.A.2 Establish an inventory of properties that fall within the outlined criteria.

4.A.3 Establish partnerships with property owners and real estate professionals representing identified properties.

4.A.4 Utilize economic incentives, when feasible, to promote key catalyst projects.

**PROJECTED DURATION:**  
**3 years**

**Champions:** Public Services Department  
**Supporting:** Special Business District



City of Atlanta, Greyfield Redevelopment, part of the Community Choices Toolkit

### 4.A. FOR CONSIDERATION

The City could create a system to identify and prioritize under-utilized areas. This system would use data such as:

- Property use,
- Property demand,
- Property value,
- Property age, size and condition,
- Tax generation,
- Vacancy rate, percent leased, leasing activity, and
- Adjacent property condition and use.

Use of the City's current Geographic Information System (GIS) database, a digital mapping and analysis tool, would help inventory the underperforming properties and promote these properties to developers. With the development of sub-area plans, Kirkwood could create a simplistic real estate database, similar to MoDOT database for available properties, and make the information available on the City website.

The City could create a Toolkit, similar to ones created by other cities, like Atlanta, to help guide developers on redevelopment of obsolete commercial sites in a manner that is in keeping with the community's vision.

## 4.B. Evaluate appropriate incentives for desired businesses

Financial incentives are often an important tool cities utilize to attract and retain key businesses. Currently the City of Kirkwood offers a façade grant program for businesses in the downtown area and the availability of many state-led programs such as Community Improvement Districts.

Kirkwood should maintain a strong commercial tax base as sales tax revenues generate a large share (45% in FY16) of the overall city tax revenues. The City of Kirkwood is a built-out community that needs to align economic incentives with a well-defined economic development strategy in order to strengthen existing commercial structures so that they remain viable for long-term tenants. Kirkwood should promote the redevelopment of outdated, non-functional commercial properties so that they may be developed in a more market-appropriate manner. While many incentives are focused on providing funding, other options such as fee waivers, property tax abatement or sales tax rebates could be explored.

According to the International City/County Management Association (ICMA), proponents of incentives believe the following:

- New businesses generate additional tax revenue that is essential for providing public services; despite tax incentives, the community keeps most of the additional revenue generated.
- Businesses are important members of the community; if businesses remain competitive, the community's assistance to businesses will provide a return to the community's benefit.
- Incentives to firms amount to a community's investment in its economic future; the return on investment makes the risk worth taking.

“Economic studies have shown that financial incentives work best when directed toward business retention efforts. A business retention strategy makes sense for a variety of reasons. Any community's existing firms are important assets to its economy.” - ICMA

## 4.B. ACTION STEPS

4.B.1. Evaluate the success of current financial incentive programs and revise incentives as needed.

4.B.2. Research existing programs and develop overall criteria to determine incentive eligibility

4.B.3. Refine scoring system for incentive eligibility based upon criteria to encourage a fair and objective evaluation process for presentation to decision-making bodies.

**PROJECTED DURATION:**  
**5 years**

**Champions:** Administration Department, Finance Department, Public Services Department  
**Supporting:** Kirkwood-Des Peres Area Chamber, Downtown Special Business District

## 4.B. FOR CONSIDERATION

The City should consider researching regional and national economic incentive programs and work to formulate a program of incentives that target not only prospective businesses but also existing businesses. It's important to realize that existing businesses have customers and clients with developed attachments and loyalties which give the businesses reason to stay and expand versus relocating. The City should consider:

- Researching other successful programs. One such resource is the City of Seattle, Washington as they have been cited by the National League of Cities for their business retention and expansion program.
- Creating partnerships with regional economic development organizations as well as commercial organizations to collaborate on possible incentives and knowledge sharing.
- Developing a stronger outreach program to existing businesses.
- Studying the possibility of offering a financing program that offers low interest, short-term loans.
- Working with local businesses to determine if the existing website is an effective resource for existing and potential businesses and developing revisions to the website as needed.



#### 4.C. Promote a supportive environment for start-up and small businesses

During the EnVision Kirkwood 2035 process, a meeting participant who is both a resident and business owner, noted that he was in the process of moving his business out of Kirkwood due to lack of office space that met his small business needs. Small businesses play a critical role in the economic vitality of a community, and it is imperative that City leaders understand what strategies are necessary to not only encourage new businesses, but to continually support them.

According to the Small Business Administration, about 33% of businesses fail within the first 2 years. Some of the common struggles that new businesses encounter include a lack of business knowledge, planning, management skills and resources.

The National League of Cities asserts that local policies that have the greatest impact on small business growth are those that provide regulatory assistance and create a supportive culture between private and public sectors. Creating avenues for improved outreach and communication between the City and new businesses is critical as well as programs and resources that support the businesses. Improving Kirkwood's business community, new and existing, is essential to maintaining a stable and diverse economy and should be a high priority.

#### RESOURCES:

- CEOs for Cities, [ceosforcities.org](http://ceosforcities.org)
- National League of Cities, [nlc.org](http://nlc.org)
- Urban Land Institute, [uli.org](http://uli.org)

## 4.C. FOR CONSIDERATION

Related to innovative strategies for supporting the development and success of new and small businesses in Kirkwood, the City should consider:

- Visiting Incubators within the region to assess the programs, amenities offered and level of success.
- Researching possible locations for developing a mixed-use incubator. Such an amenity could be in partnership with other organizations or developers.
- Researching other communities nationwide that offer innovative programming and resources for new businesses.
- Reviewing other communities' outreach strategies to encourage new businesses to locate in their communities. Determine a strategy for Kirkwood to actively attract start-ups and small businesses.
- Combining the efforts of attracting new businesses to locate in Kirkwood with efforts targeting redevelopment areas.

## 4.C. ACTION STEPS

4.C.1. Evaluate current regulatory environment and programs for new businesses.

4.C.2. Develop a plan for creating new or additional programs.

4.C.3 Research the possibility of creating incubator space within the City with partner organizations.

**PROJECTED DURATION: 4 years**

**Champions:** Administration Department, Public Services Department

**Supporting:** Finance Department



## GOAL 5 //

### Promote Kirkwood as a “Business-Friendly” Community

#### 5.A. Monitor and improve the City’s business attraction and retention programs

The City of Kirkwood’s reliance on sales tax revenue makes it imperative to be as efficient as possible to attract and retain businesses within the community. Feedback from the local business community provides a baseline of information and opinion about the business climate within the city.

The City should identify a group to review survey results, generate ideas for programs to retain existing businesses and to attract new businesses. This group should be composed of a diverse group of business owners and residents and could include:

- Large business owners or representative,
- Small business owners or representatives,
- Home-based small business owners,
- Representatives of Non-profit organizations, and
- Residents.



#### 5.A. FOR CONSIDERATION

Similar to the City of Crestwood’s 2015 Business Survey, Kirkwood should pursue the creation of a business survey as well as creation of an advisory group and/or in-person focus group in order to capture feedback on:

- The city’s strengths when prospective, new and existing businesses work with the City,
- Reasons for businesses leaving the City,
- Opportunities to make working with the City better for business owners.

#### 5.A. ACTION STEPS

5.A.1. Generate a list of appropriate questions for a survey.

5.A.2. Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response.

5.A.3. Develop a report that outlines new programs and make recommendations for improvement.

**PROJECTED DURATION:**  
**1 year**

**Champions:** Public Services Department, Downtown Special Business District  
**Supporting:** Kirkwood-Des Peres Area Chamber

## 5.B. Develop an online resource center for all business-related issues and questions

Currently the City of Kirkwood offers a page on the City's website entitled "The A to Z's of Opening a Business in Kirkwood" to provide guidance on starting a business in Kirkwood. According to the US Census Bureau, small business firms (defined as an independent firm having fewer than 500 employees), make up 99.7% of all US businesses. Starting and maintaining a small business is a difficult task given regulations, construction costs, human resource management, taxes and financial stability. One central source that can act as a repository for all the information and steps a small business needs to know to navigate regulations, code compliance and licensing helps provide a better experience for the user. This repository, possibly a separate website from the City website, should be able to address:

- All planning and development matters of concern to local business, Local economic indicators and labor market statistics,
- Local economic indicators and labor market statistics,
- Land and building availability,
- Building regulations and permits,
- Business licensing and related permits,
- Connections with local financing and capital providers, and
- An opportunity to provide feedback and input.

A more expanded and efficient website with this information would help prospective businesses easily navigate what can be a complicated process. Kirkwood's current website is organized by department rather than by functional areas such as development or business services which may involve multiple departments. A revised website that is expanded and organized by subject area rather than department is one option that could better serve customers.

## 5.B. FOR CONSIDERATION

The City of San Antonio has developed a detailed site where visitors can easily navigate to some of the most frequently used services and related informational YouTube videos.

Creating a new website for business development issues that includes on-line submittal of applications and permits would streamline the process. The City could also consider making the website separate from the official City website if it will make it easier for users to navigate.

Partnering with the Chamber of Commerce, the Downtown Special Business District members and other groups would offer the opportunity to publicize the website to the business community. The City could also ask these groups to test the site and provide key feedback.

## 5.B. ACTION STEPS

5.B.1. Determine content of online tool based on overall information needs that existing businesses and new startups are requesting.

5.B.2. Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).

5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.

## PROJECTED DURATION: 2 years

**Champions:** Public Services Department, Downtown Special Business District, Administration Department  
**Supporting:** Finance Department, Public Information Officer, Kirkwood-Des Peres Area Chamber

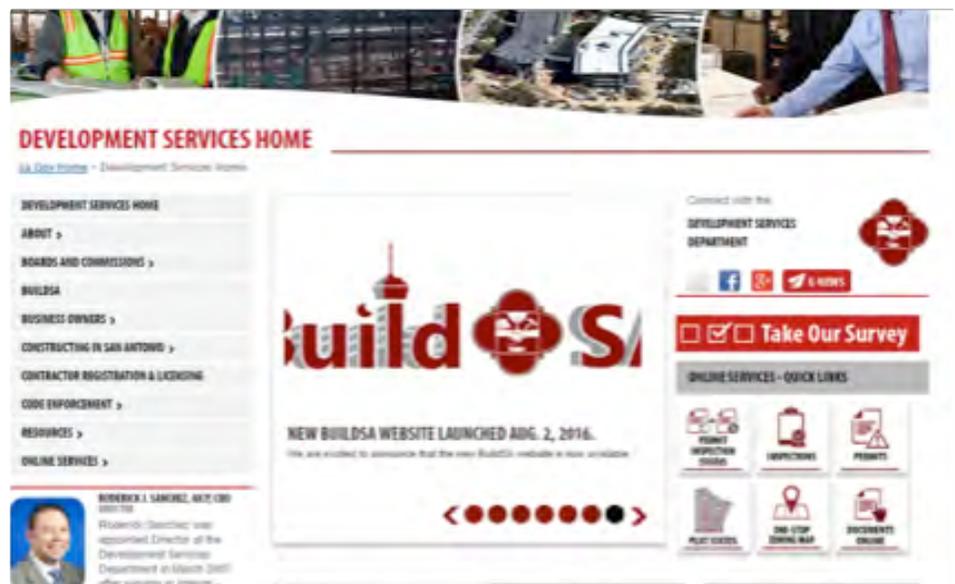


Figure 5-4 Website example from City of San Antonio, Texas – Development Services Website

## 5.C. Create an Economic Development Strategy

Two of the three largest sources of tax revenue for the City of Kirkwood are property tax revenue and sales tax revenue. In FY 2014 sales tax revenue alone generated over 3.2 million dollars to help pay for the costs associated with running a city. It is fair to say that, though only making up 7% of total land area in Kirkwood, commercial and industrial properties generate an outsized portion of tax revenues. It is in the City of Kirkwood's best interest to retain current businesses and attract new businesses to Kirkwood in order to support this important source of revenue.

Currently Kirkwood does not have a formal economic development strategy. Nor is there a specific dedicated position within the City to act as an assistant, advocate or promoter of Kirkwood for new and existing businesses. Allocating City resources to act as a champion for creating and implementing economic development strategies will help to chart a more planned, proactive approach.

### 5.C. ACTION STEPS

5.C.1. Review the current services provided for prospective and existing businesses.

5.C.2. Create a formal plan/strategy for Economic Development.

5.C.3. Consider the need of additional Staff resources to provide proper services.

**PROJECTED DURATION: 3 years**

**Champions:** Administration Department

**Supporting:** Finance Department and Public Service Department

### 5.C. FOR CONSIDERATION

The City could start this process by analyzing what services are being provided by Kirkwood now and by whom. Evaluation of whether the current resources meet the demand would be crucial to creating a successful strategy.

The City should consider a study of other communities for systems they have created for supporting economic development. The study can include research of what services other communities provide to businesses and the job responsibilities of an on-staff economic development professional. The study should also consider the following items:

- Working with the Department of Commerce, Economic Council, Local Chamber of Commerce, and Special Business District Members,
- Meeting with new, prospective and existing businesses to maintain positive City relationships,
- Creating methods to assist applications and permits through the process for businesses,
- Generating research and analysis of prospective businesses and development opportunities that could improve the City,
- Working to coordinate outreach and promotional materials for the City, and
- Coordinating on-line resources for new and existing businesses.



### 5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region

Cities in a regional environment in which numerous other municipalities are competing for new businesses need to be efficient and flexible in order to be successful. One aspect of the development process that may be a barrier to entry for a new business is the time it takes for governmental approvals and the fees associated with those approvals.

Of course, having the necessary time to provide an adequate and sufficient review is always important, as are fees to support the work provided. The review time for building permits related to new businesses depends on the scope of the work proposed. If the proposed business is an approved land use category, interior finishes can be approved in a matter of weeks and non-substantial exterior changes can be reviewed and permitted in approximately 4 weeks. Currently, any project involving a rezoning or Special Use permit requires City Council review and can take anywhere from 90-180 days from initiation of the process to issuance of a building permit.

The inability for developers to meet certain time frames may lead a company to search for another location due to the accruing interest on borrowed money. Large fees or cumbersome permitting procedures can also be seen as a deterrent to business development.

Studying other communities' processes and creating a survey would help Kirkwood determine where the City stands in relation to other adjacent communities and the region. This information can help the City recognize where it can improve and be competitive within the region.

## 5.D. FOR CONSIDERATION

A comprehensive study should assess other communities' comparable processes and fees in order to understand average fees and review periods.

Such a study would provide Kirkwood critical information that would be the basis for improvements to the permitting, zoning and other processes. A smoother, more efficient and cost-friendly process makes Kirkwood a more amenable community in which to conduct business.

## 5.D. ACTION STEPS

5.D.1 Survey comparable cities' development fees and review process timelines.

5.D.2 Evaluate current fees and process to determine opportunities for revision.

5.D.3 Adopt a revised fee schedule and amend Code of Ordinances to allow for more streamlined review process if necessary.

5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.

**PROJECTED DURATION:**  
**1 years**

**Champions:** Administration Department,  
Public Services Department

**Supporting:** Finance Department

## **ADDITIONAL RESOURCES & BEST PRACTICES**

1. The City of Kirkwood 2016 Community Survey

GOAL 1

GOAL 2

GOAL 3

GOAL 4

**GOAL 5**



# Future Land Use

## 06

### INTRODUCTION

The Future Land Use component of a Comprehensive Plan is recognition that a city does not have to take a passive role in terms of its own development. A community has the ability and opportunity to influence where and how growth and re-development will occur. This section will establish a framework for the City of Kirkwood to proactively achieve new growth and re-development over the time horizon of this plan.

As comprehensive plans are developed and updated, a critical aspect is the review of how land within a city functions and making a determination on the best use for the land going forward. Typically, a future land use map is achieved through a classification of all land within the City into categories of land uses that the community desires to achieve. For instance, an older residential area which is surrounded by industrial uses might best be classified as industrial in the future. Although the future land use map indicates the community's vision for land uses, this is different than changing the actual zoning designation of properties. The Future Land Use Map is used as a guidance document for decision making while the Zoning Code is a regulatory document. The zoning code of a City remains the defining law that prevails in review of proposed developments whereas the future land use map becomes guidance for land use based decisions such as a rezoning of a property.

The purpose of a future land use map is to present the long-range vision for land

“

The land belongs to the future ... that's the way it seems to me. How many names on the county clerk's plat will be there in fifty years? I might as well try to will the sunset over there to my brother's children. We come and go, but the land is always here. And the people who love it and understand it are the people who own it — for a little while.”

-Willa Cather, Author

use within Kirkwood. This is the first step in the process of modifying and updating the zoning code to work toward the goals presented in the entire Comprehensive Plan. This Comprehensive Plan process allowed Kirkwood to review and determine the future land use within the city boundaries. This was conducted through both the steering committee and through public open houses. The end result was a preferred land use map that will be described in more detail later in this chapter.

### FUTURE LAND USE ORGANIZATION

The City of Kirkwood is a mature, built-out community. The amount of vacant, developable property is very small. The growth and development of Kirkwood over the course of the next twenty years will be in the form of infill or redevelopment. This form of development at the residential, commercial and industrial levels involves the renovation or removal of substandard structures or structures not in keeping with the demand of the market to allow for new development opportunities.

This Future Land Use Map is intended to be a “blueprint” document that will

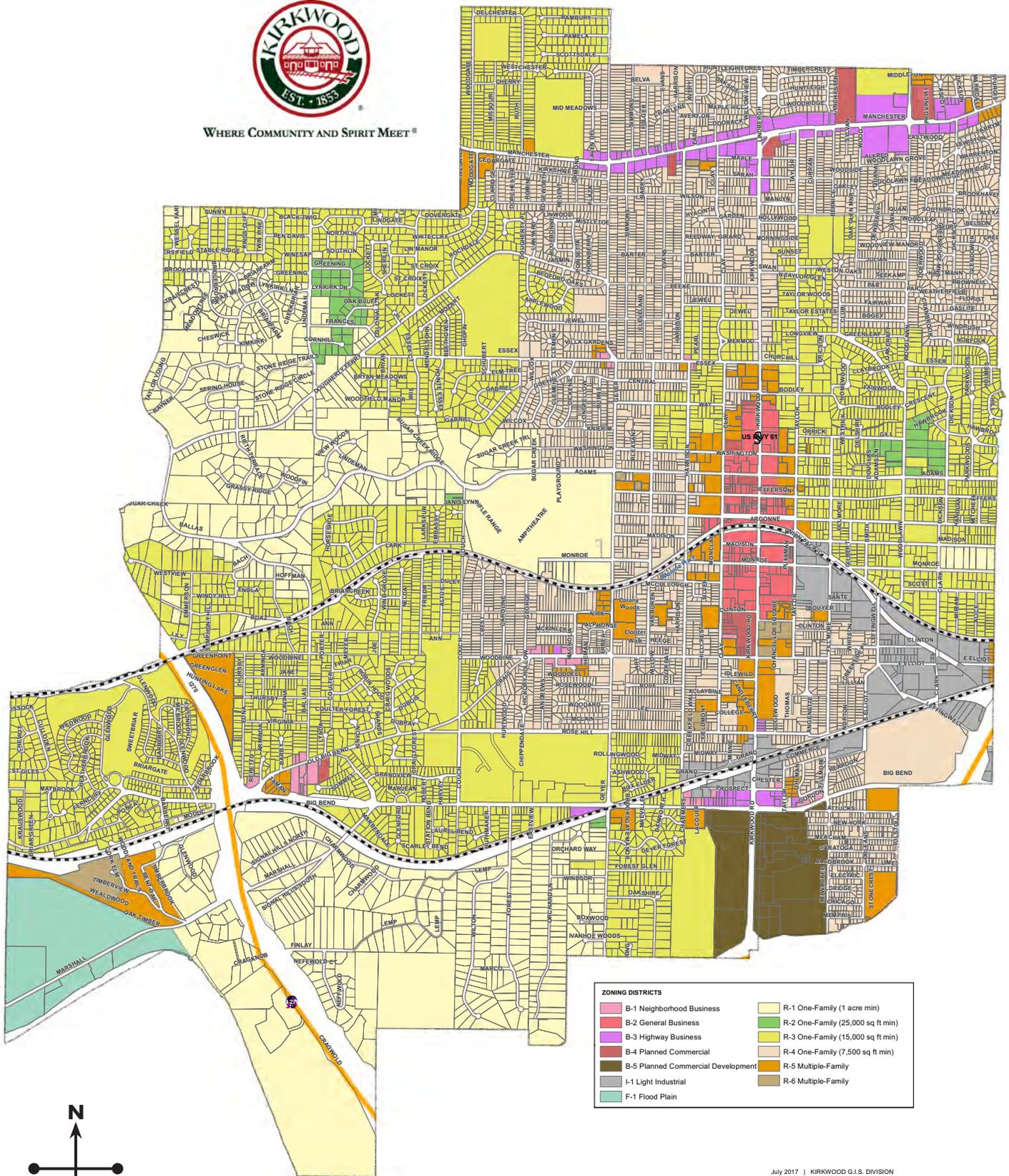
provide general guidelines for managing new development to protect the character of the community while promoting opportunities to expand the City's tax base. This map comprises several land use module types. These modules have a distinct character and feel and also a unique set of challenges and opportunities.

Each specific module type is defined by a unique set of development types and development characteristics which are explained in this chapter. These development types and characteristics provided guidance to citizens and decision-makers when assigning them to specific areas of Kirkwood in order to state the development preference within a specific area in the Future Land Use Map. For example, a proposal to construct a warehouse distribution center on Manchester Road would not be in keeping with the preferred development types of the corridor commercial neighborhood. This type of use would be more appropriately located in the light industrial module. After explanation of the individual module types, this chapter will then explain how citizen and committee input utilized this information to formulate the City's new Future Land Use Map.

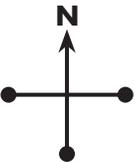
# ADOPTED ZONING MAP



WHERE COMMUNITY AND SPIRIT MEET

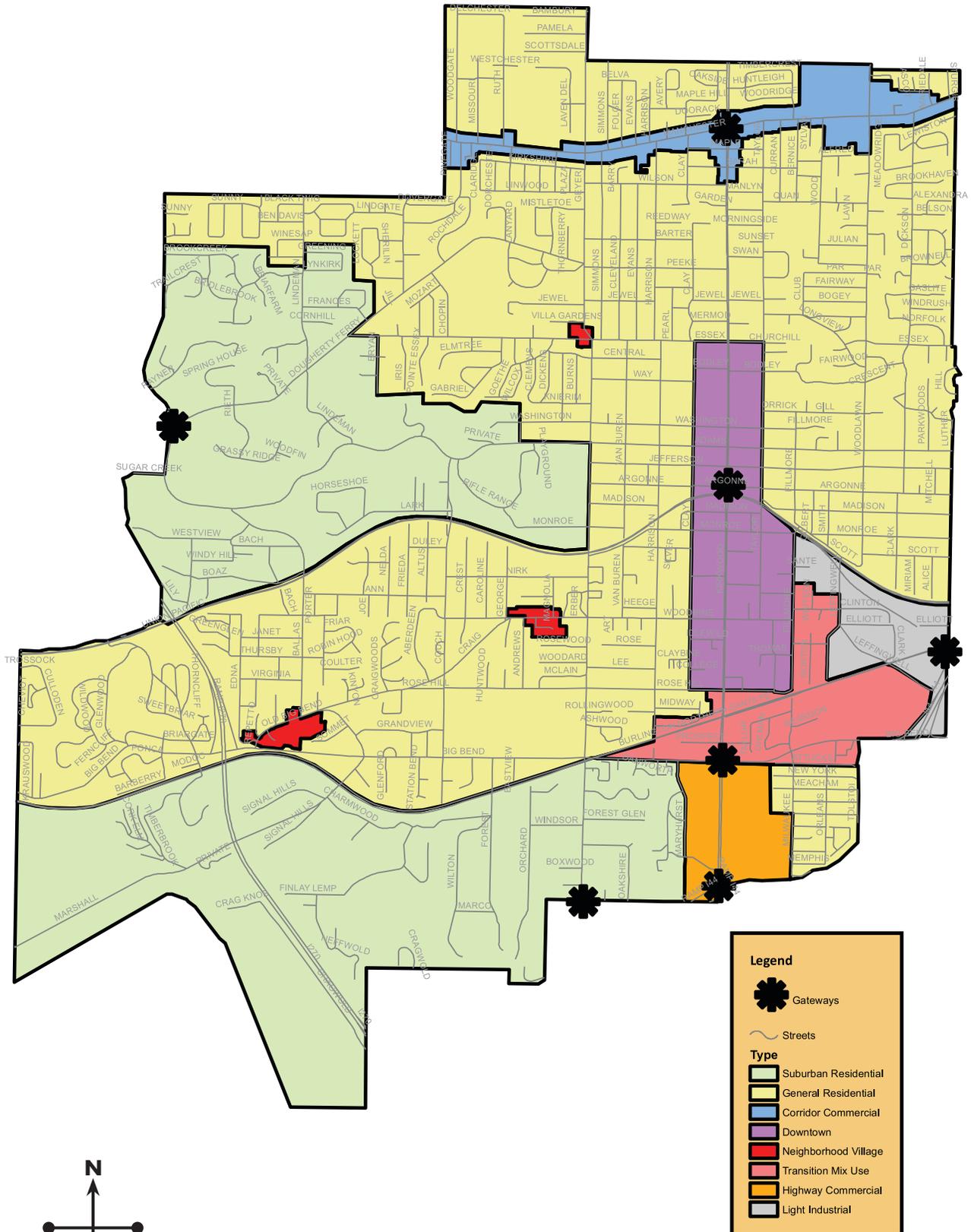


ZONING DISTRICTS	
<span style="display:inline-block; width:15px; height:15px; background-color: #f08080; border:1px solid black;"></span> B-1 Neighborhood Business	<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> R-1 One-Family (1 acre min)
<span style="display:inline-block; width:15px; height:15px; background-color: #f4cccc; border:1px solid black;"></span> B-2 General Business	<span style="display:inline-block; width:15px; height:15px; background-color: #c6e0b4; border:1px solid black;"></span> R-2 One-Family (25,000 sq ft min)
<span style="display:inline-block; width:15px; height:15px; background-color: #f4cccc; border:1px solid black;"></span> B-3 Highway Business	<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> R-3 One-Family (15,000 sq ft min)
<span style="display:inline-block; width:15px; height:15px; background-color: #f4cccc; border:1px solid black;"></span> B-4 Planned Commercial	<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> R-4 One-Family (7,500 sq ft min)
<span style="display:inline-block; width:15px; height:15px; background-color: #f4cccc; border:1px solid black;"></span> B-5 Planned Commercial Development	<span style="display:inline-block; width:15px; height:15px; background-color: #f4cccc; border:1px solid black;"></span> R-5 Multiple-Family
<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> I-1 Light Industrial	<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> R-6 Multiple-Family
<span style="display:inline-block; width:15px; height:15px; background-color: #d9ead3; border:1px solid black;"></span> F-1 Flood Plain	



Disclaimer:  
 These maps are for general informational purposes and the City of Kirkwood makes no representations or warranties about the accuracy of the information contained herein and assumes no responsibility for the information contained on these maps. The information set forth on these maps are public information that is being made available to the public in this format as a convenience to the public. Users noting errors or omissions are encouraged to contact the Engineering Department of the City of Kirkwood, Missouri.

# FUTURE LAND USE MAP PREFERRED SCENARIO



## Suburban Residential

The Suburban Residential module includes large lot single-family development that is often contained within developed subdivisions or along physical features such as bluffs or creeks that take advantage of the natural beauty of Kirkwood. There are two specific areas of Kirkwood designated as Suburban Residential module: (1) western Kirkwood including the Sugar Creek Valley and the area northwest of Dougherty Ferry Road and (2) southern Kirkwood below the BNSF railroad tracks and west of Vianney High School.



### DEVELOPMENT TYPES

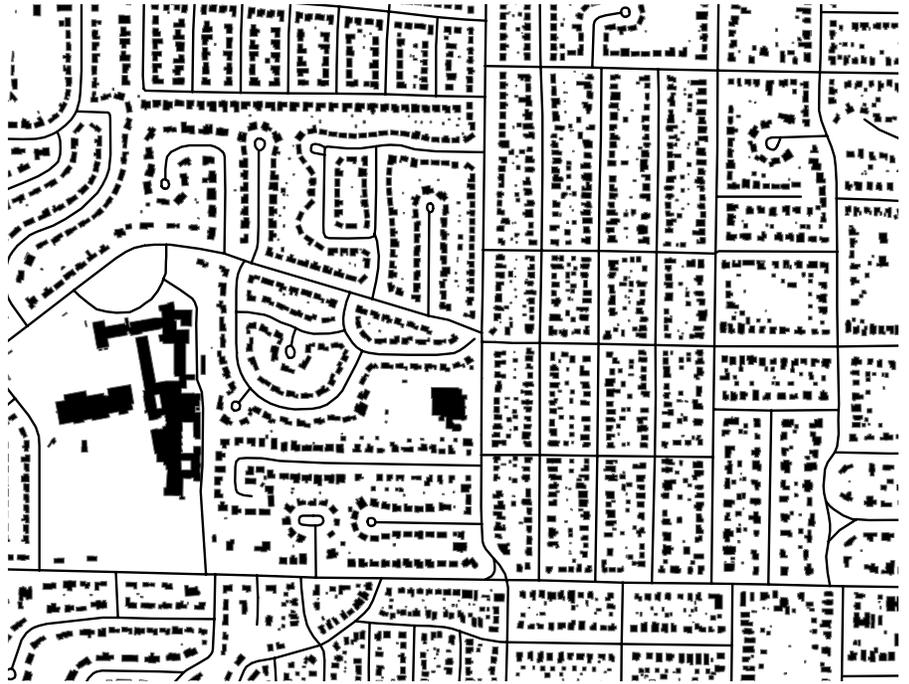
- Single-Family Residential (1-2 dwelling units per acre)
- Community Unit Plan Development (2-6 dwelling units per acre) that accommodates natural features and cluster designs
- Parks and Public Spaces

Institutional Uses & Utilities  
(Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Low density, single-family development pattern
- Creative lot design that grants the option of higher density in return for greater open space to preserve the character of the area
- Appropriate landscape buffers between residential areas of varying intensities
- Sensitive design and layout of non-residential uses to adjacent existing development of a lower density or intensity
- Pedestrian and bicycling routes to promote connections between neighborhoods

## General Residential



The General Residential module consists primarily of small single-family lots established upon a gridded street pattern as opposed to modern-era subdivisions of curvilinear streets and cul-de-sacs. This module is highly walkable due to the great number of sidewalks and proximity to commercial, institutional and recreation uses.

A number of alternative residential types such as duplexes, townhomes, garden apartments and senior living facilities are also located within this module. The area in and around downtown; bounded by Essex Avenue on the north, Rose Hill Avenue on the south, Taylor Avenue on the east and Harrison Avenue on the west, includes a number of small-scale condominium, townhome and garden apartment uses that serve as a buffer between the single-family neighborhoods and the commercial downtown.

### DEVELOPMENT TYPES

- Single-Family Residential (3-6 dwelling units per acre)
- Attached Residential (Duplexes/ Townhomes/Garden Apartments)
- Senior Citizen Facilities
- Parks and Public Spaces
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Sensitive design and layout of non-residential uses to adjacent existing development of a lower density or intensity
- Pedestrian and bicycling infrastructure to promote safety and walkability
- Stormwater best management practices to decrease the impact on existing residential uses
- An appropriate variety of housing types based on the physical nature of the property and market trends for desired housing
- New/infill housing that is proportional to lot size and consistent with the scale and proportion of surroundings
- Effective and attractive landscape screening and setbacks to buffer single family residences from more intensive land uses

## Neighborhood Village



The Neighborhood Village module recognizes the development of commercial land uses built around local intersections and is a reminder of the more common neighborhood-scale shopping areas historically found in Kirkwood. In the early 1900's, numerous intersections were zoned "Community Store" which consisted of a number of commercial and light industrial uses. Today this initial zoning continues in the form of the B-1 Neighborhood Business District which is not limited to, but can be found at the following intersections: Geyer Road and Essex Avenue, Woodbine Avenue and Andrews Avenue and Old Big Bend Road and Ballas Road.

The purpose of the Neighborhood Village module is to support these historically commercial areas as service nodes for the surrounding residential subdivisions. This module would encourage the development of small office buildings and neighborhood-scale retail (convenience store, dry cleaners, etc.) as well as small garden apartments or townhomes that would take advantage of the pedestrian-oriented nature of this node.

### DEVELOPMENT TYPES

- Attached Residential (Duplexes/Townhomes/Garden Apartments)
- Neighborhood-scale Office
- Neighborhood-scale Retail
- Live/Work Units
- Parks & Public Spaces
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Building mass, scale, height and design quality that is compatible with nearby residential structures
- Incorporation of well-designed landscape buffers, adequate building separation distances, low-intensity site lighting and other site design features which effectively mitigate impacts on neighboring residential properties
- New commercial buildings that have zero or minimal front setbacks and parking in the rear in order to interact with the pedestrian realm
- Maximum two-story structures encouraged

## Corridor Commercial



The Corridor Commercial module is designated in the immediate vicinity of Manchester Road in the Future Land Use Map. This corridor has historically been an auto-oriented retail area as Manchester Road is a regional thoroughfare connecting St. Louis City to West St. Louis County. Currently, the area within the module has a significant number of underutilized or vacant parcels. This is a highly sensitive commercial area, immediately surrounded by single-family residential uses, which will need creative zoning and site development standards in order to accommodate the highest and best use for the commercial properties while simultaneously protecting the integrity of the adjacent residential neighborhoods.

This is an important module because Manchester Road is one of the most visible areas of Kirkwood. The establishment of highest and best land uses with quality design and amenities will help create a stronger “sense of place” and identity for Kirkwood that will distinguish it from other communities.

### DEVELOPMENT TYPES

- Attached Residential (Duplexes/ Townhomes/Apartments)
- Live/Work Units
- Lodging
- Senior Citizen Facilities
- Regional/Neighborhood Commercial
- Regional/Neighborhood Office
- Entertainment
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Well-designed landscape buffers, adequate building separation distances, low-intensity site lighting, limited signage and other site design features which effectively mitigate impacts on neighboring residential properties
- Inclusion of traffic management principles for improved commercial traffic circulation
- Preference for surface parking provided in the rear
- Incorporation of pedestrian amenities and enhancements that promote safety at major intersection crossings

## Downtown



As the historic core and commercial center of Kirkwood, the Downtown module is defined by Essex Avenue to the north, Taylor Avenue and Fillmore Avenue (South of UP Railroad) to the east, Rose Hill Avenue to the south, and Clay Avenue to the west. Commercial, mixed-use buildings and institutional uses are located along the Kirkwood Road corridor within this area of town, while the periphery contains multi-family dwellings units and single-family homes converted to office use. This area designated as Downtown on the Future Land Use Map should continue to promote a combination of attached residential and commercial uses that is geared toward the pedestrian and that supports the growth of entertainment and lodging options.

### DEVELOPMENT TYPES

- Single-Family Residential (3-6 dwelling units an acre)
- Attached Residential (Duplexes/Townhomes/Apartments)
- Live/Work Units
- Lodging
- Senior Citizen Facilities
- Entertainment
- Regional/Neighborhood Commercial
- Regional/Neighborhood Office
- Parks & Public Spaces
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Quality project design with strong landscaping treatments and limited signage
- Inclusion of traffic management principles for improved commercial traffic circulation
- Preference for surface parking provided in the rear
- Incorporation of pedestrian amenities and enhancements that promote safety at major intersection crossings
- Increased building heights to promote density offset with strong architectural details and off-site parking accommodations
- Structured parking facilities with façade treatments that are similar and compatible with the façade of the adjacent building(s)



## Transition Mix Use

The Transition Mix Use module is a complex area of Kirkwood that is generally south of Rose Hill Avenue and north of Big Bend Boulevard. Immediately north of this area is Downtown and south are the highway-oriented businesses along Kirkwood Road servicing Interstate 44. Two major roadways, Kirkwood Road and Big Bend Boulevard, intersect within this area and the BNSF railroad also bisects the area. Currently, the uses within this district are quite varied. Office and light industrial uses are located on both sides of Kirkwood Road while immediately adjacent on the parallel streets, are established single-family subdivisions. This conflict of land uses is reflected by the various existing zoning districts within the area which perpetuate these incompatible uses.

The Transition Mix Use module is intended to provide a balance between the Downtown and residential neighborhoods north of Big Bend Boulevard and the highway-oriented commercial located south of Big Bend Boulevard.

### DEVELOPMENT TYPES

- Single-Family Residential (3-6 dwelling units an acre)
- Attached Residential (Duplexes/ Townhomes/Apartments)
- Live/Work Units
- Lodging
- Senior Citizen Facilities
- Entertainment
- Regional/Neighborhood Commercial
- Regional/Neighborhood Office
- Parks & Public Spaces
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Quality project design with strong landscaping treatments and limited signage
- Inclusion of traffic management principles for improved commercial traffic circulation
- Preference for surface parking provided in the rear
- Incorporation of pedestrian amenities and enhancements that promote safety at major intersection crossings
- Structured parking facilities with façade treatments that are similar and compatible with the façade of the adjacent building(s)

## Highway Commercial



The Highway Commercial module represents a regional sector of Kirkwood located south of Big Bend Boulevard on the east and west sides of Kirkwood Road. This area includes large, auto-oriented retail/office developments oriented to major thoroughfares and Highway 44. The zoning within this module is exclusively planned commercial development.

The Highway Commercial module should continue to act as a regional commercial and office sector that takes advantage of a strong regional transportation network.

### DEVELOPMENT TYPES

- Attached Residential
- Lodging
- Senior Citizen Facilities
- Entertainment
- Regional/Neighborhood Commercial
- Regional/Neighborhood Office
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Commercial/Office uses that have unified architecture and well planned pedestrian connections linking buildings, parking, and amenities
- Smaller parking fields with the use of landscaping dispersed throughout
- Defined public places and activity centers included in commercial developments which can be accomplished by the utilization of greens, plazas, and other open space
- Inclusion of traffic management principles for improved commercial traffic circulation
- Incorporation of pedestrian amenities and enhancements that promote safety at major intersection crossings

## Light Industrial



The Light Industrial module is located in the southeast portion of Kirkwood located east of South Fillmore Avenue and south of the Union Pacific railroad tracks. This area is currently a mix of post-World War II single family homes, construction trade offices, light fabrication and assembly, warehousing and storage. This is a unique area within Kirkwood as it has a high concentration of light-industrial uses due in part to the close proximity to two separate rail lines and Highway 44.

The current zoning in this area reflects the fact that the highest and best use for this area is light industrial. The challenge will be to continue to manage the transition from an area mixed with single-family homes to an area fully dedicated as a light industrial node.

### DEVELOPMENT TYPES

- Regional/Neighborhood Commercial
- Regional/Neighborhood Office
- Light Industrial
- Institutional Uses & Utilities (Churches, Schools, Government Facilities)

### CHARACTERISTICS

- Quality project design with strong landscaping treatments and limited signage
- Incorporation of well-designed landscape buffers, adequate building separation distances, low-intensity site lighting and other site design features which effectively mitigate impacts on neighboring residential properties
- Inclusion of traffic management principles for improved commercial traffic circulation
- Surface parking and loading/delivery located in the rear whenever possible
- Limitation of outdoor storage with requirements to be heavily landscaped and screened from public roadways and adjacent properties

## Gateways

Gateways are important entrances to Kirkwood that make an impression on both visitors and residents and help define the community. The impression that is made can be good or bad, therefore it is important that the identified gateways be emphasized from an aesthetic and sense-of-place perspective. The following gateways were identified by participants during the public engagement process and by the Planning & Zoning Commission and are indicated on the Future Land Use Map:

- Kirkwood Road and Manchester Road Intersection
- Kirkwood Road and I-44 Intersection
- Kirkwood Road and Argonne Drive Intersection (Including Kirkwood Train Station)
- Kirkwood Road and Big Bend Boulevard Intersection
- Geyer Road at the southern City Limits
- Dougherty Ferry Road at the western City Limits
- Grant's Trail Trailhead

### CHARACTERISTICS

- Public art, entry signage/monuments, enhanced landscaping, water features, alternative street pavements and enhanced street lighting to create a unique and memorable space
- Pedestrian amenities and enhancements that promote safety at major intersection crossings
- Bicycle and bus infrastructure to promote alternative methods of transportation



# FUTURE LAND USE MAP DEVELOPMENT PROCESS

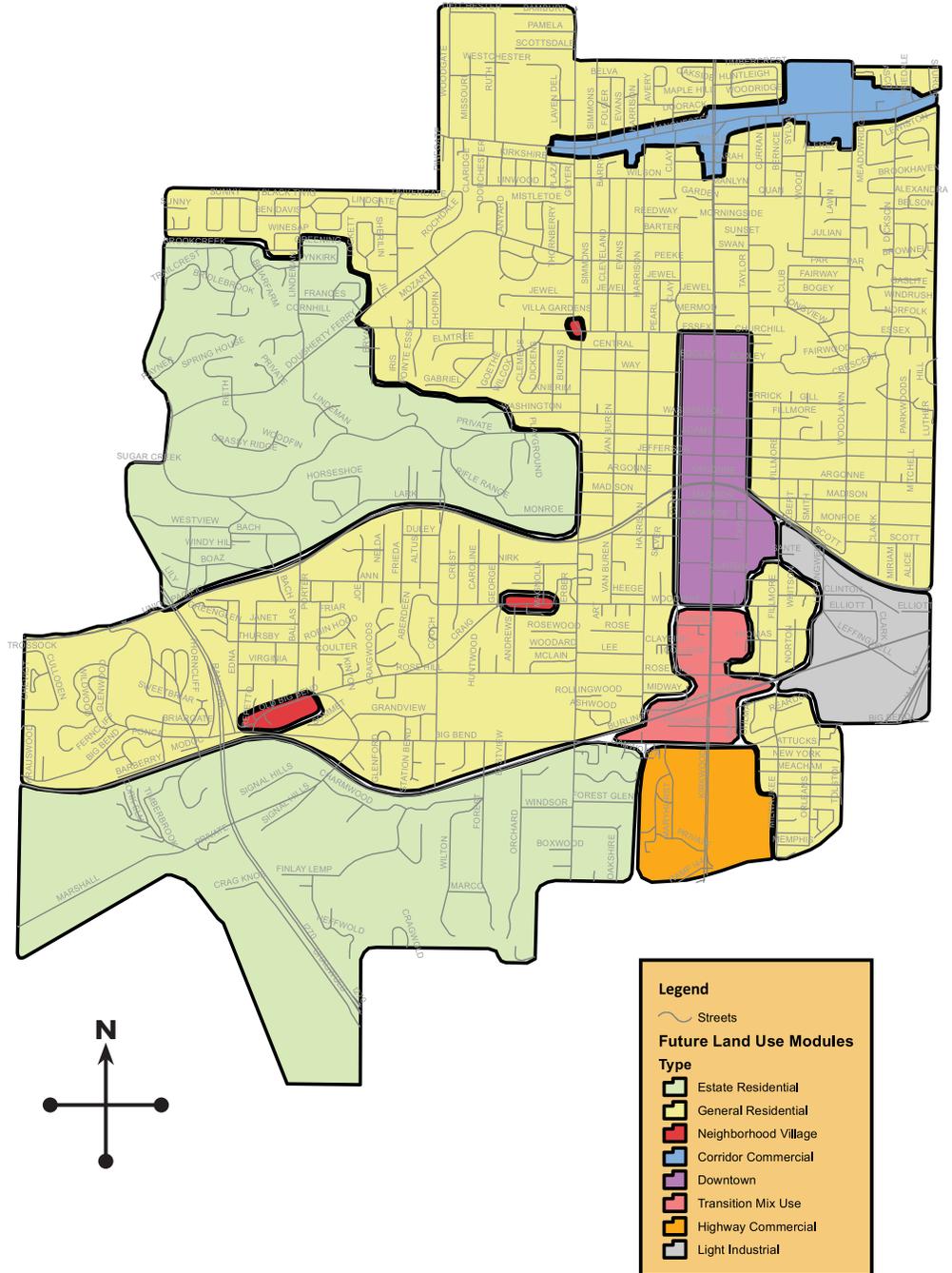
The development of a preferred scenario for future land use occurred in stages during the Comprehensive Plan process. Using the different module types as land use categories, scenarios were developed for review by the Technical Team, Policy Team and General Public. Three different scenarios were utilized for the purpose of discussion, including:

- “Status Quo” Future Land Use Map
- “Growth-Oriented” Future Land Use Map
- “Blended” Future Land Use Map

## STATUS QUO SCENARIO

The “Status Quo” scenario leaves the existing development patterns of Kirkwood, as reflected by the adopted Zoning Code, in place for the next twenty years. The land use modules directly relate to the underlying existing land use. For example, the Corridor Commercial module extends along Manchester Road from Geyer Road to the eastern City Limits and encompasses the existing commercial, office, institutional and multi-family developments. This scenario does not look at a highest and best use framework for land use decisions, but rather maintenance of the existing land uses in Kirkwood. This scenario would allow for very limited changes in zoning or land use types.

## FUTURE LAND USE MAP STATUS QUO SCENARIO

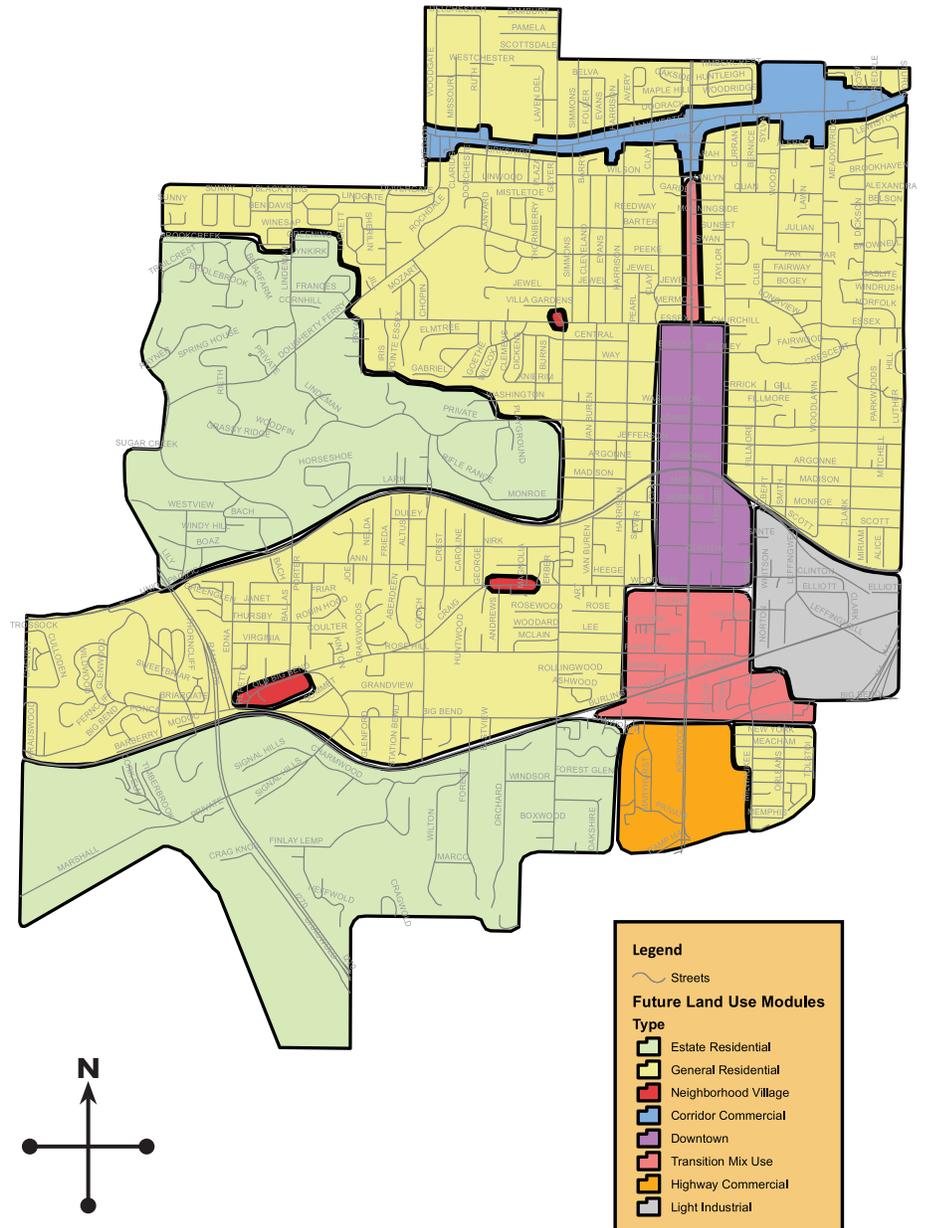


**GROWTH-ORIENTED SCENARIO**

**FUTURE LAND USE MAP GROWTH-ORIENTED SCENARIO**

The second scenario, or “Growth-Oriented” scenario, considers how the highest and best use of property in Kirkwood could be obtained over the next twenty years. This scenario calls for the expansion of various module types that promote a denser and more commercial land use around Kirkwood’s major transportation corridors and downtown. Noted changes from the “Status Quo” scenario include:

- The extension of the Corridor Commercial module from Geyer Road to the western city limits. This would allow for higher density residential and commercial/office along a major transportation route that is currently zoned single-family.
- The creation of a Transition Use module along North Kirkwood Rd. between Downtown and Manchester Road. This module would allow for the potential conversion of existing residential homes into neighborhood office uses.
- The minimization of the General Residential module in the vicinity of Big Bend Road and South Fillmore Avenue and the subsequent expansion of the Light Industrial module and Transition Mix Use module in this area. These module types would encourage land uses such as medium to high density residential, neighborhood and regional office/retail, and light industrial uses that would take advantage of location near major transportation routes and the Downtown.

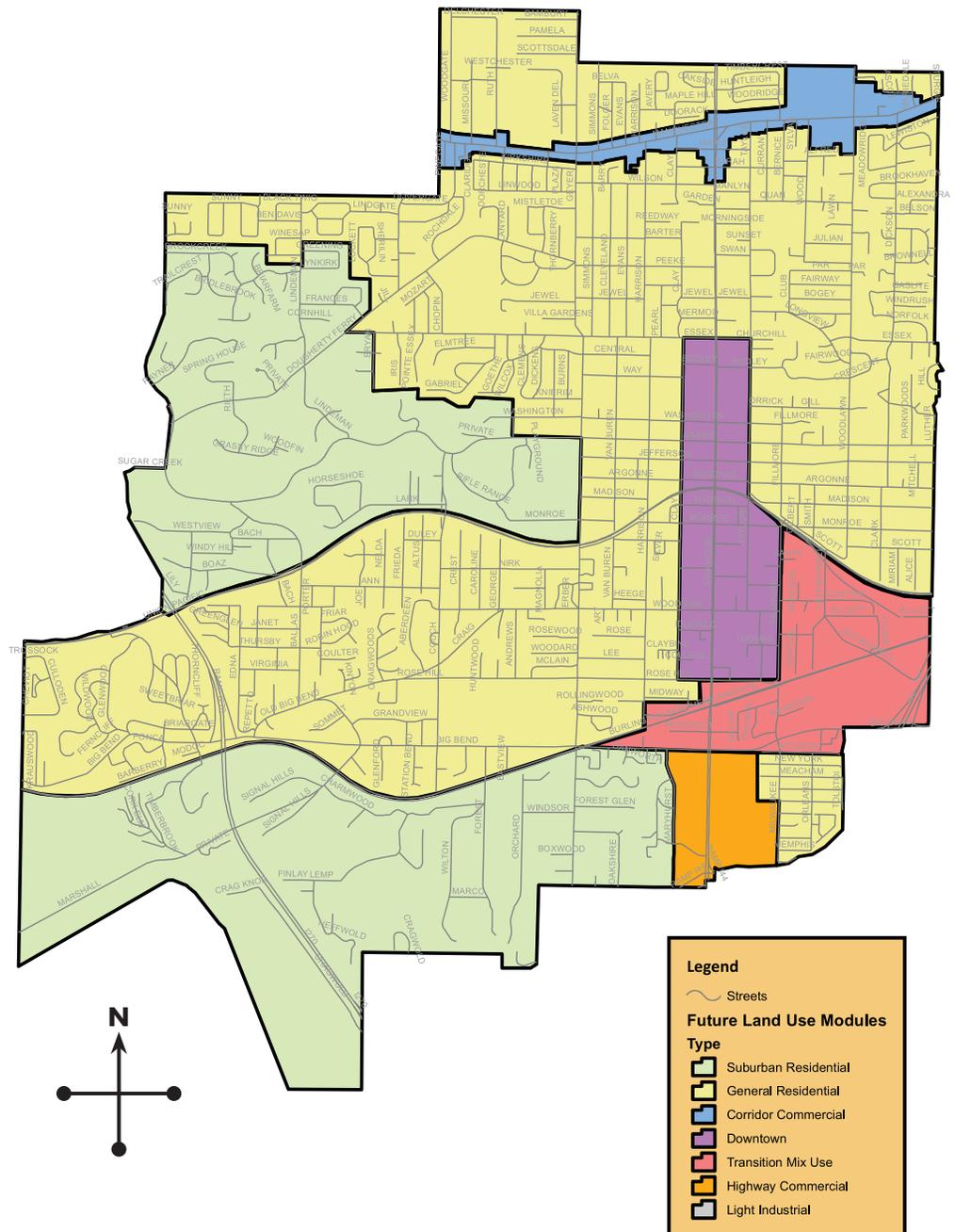


## BLENDING SCENARIO

The third and final scenario is a “Blended” scenario that takes the middle ground between the “Status Quo” and “Growth-Oriented” scenarios. Noted characteristics of this scenario include:

- Maintaining the General Residential module in the vicinity of North Kirkwood Road in order to maintain single-family uses and not encourage the conversion of housing to office uses.
- The full extension of a Commercial Corridor module the length of Manchester Road from the western to eastern city limits.
- The elimination of the Light Industrial module and in its place the extension of the Transition Mix-Use module. This would encourage more neighborhood-scale business and multi-family developments in areas that are currently oriented toward warehousing and light manufacturing.
- The elimination of the three Neighborhood Village modules.

## FUTURE LAND USE MAP BLENDED SCENARIO



### FUTURE LAND SCENARIO

These future land use scenarios were put forward for public review at the 2nd Open House on September 22, 2015. Citizens were asked to review the different scenarios and select a preference. The results of the exercise were as follows:

Status Quo	24%
Growth-Oriented	32%
Blended	43%

These results are somewhat mixed, but indicate that a majority of respondents would be open to some change in terms of land use over the next twenty years. The scenario exercise at the public open house and additional feedback from the steering committee led to the final Preferred Scenario.

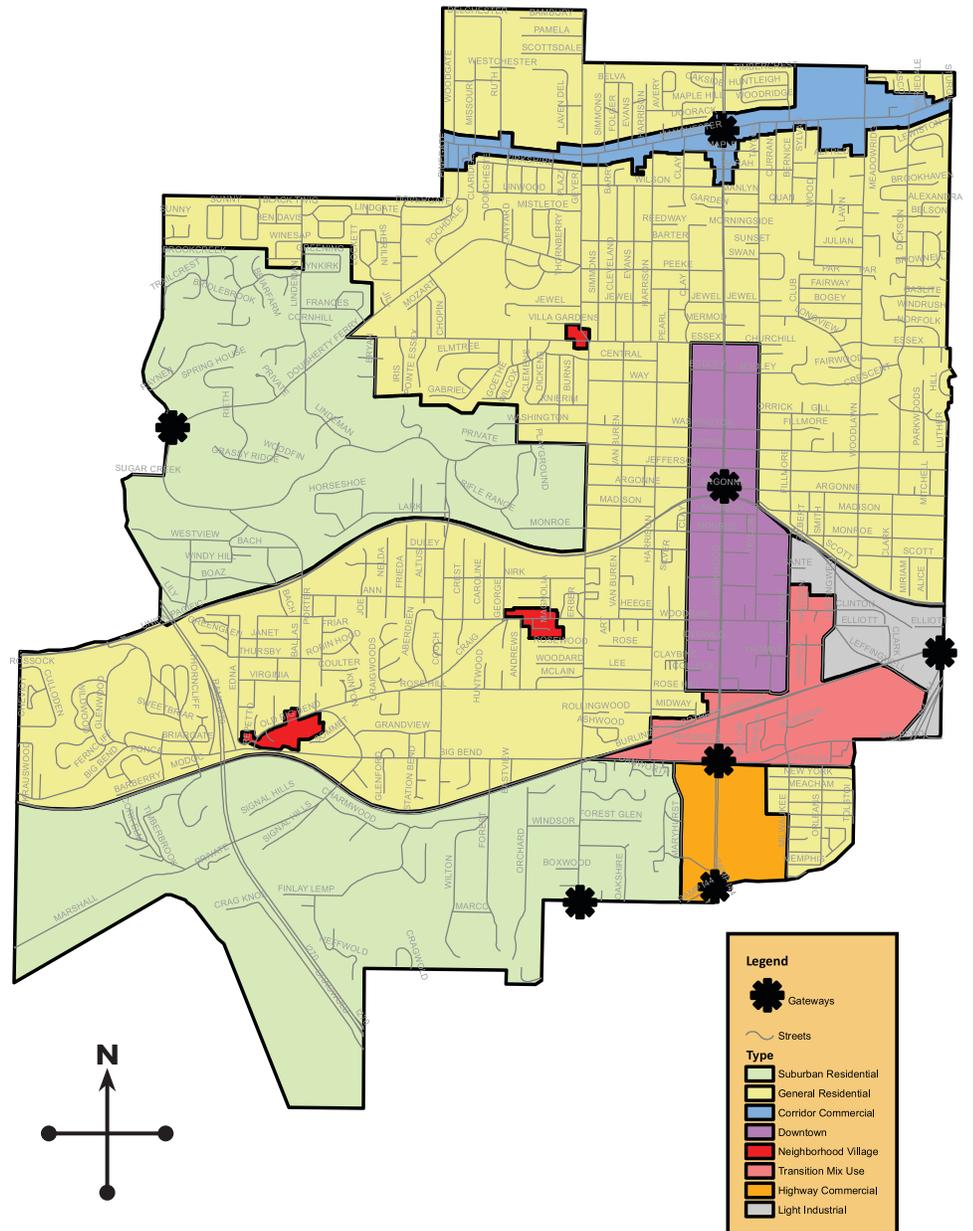
The Future Land Use – Preferred Scenario is a combination of various elements of the original scenarios under consideration. Notable elements of the preferred scenario include:

- The protection of the established residential pattern of Kirkwood. The vast majority of the community is labeled as Suburban Residential (representing the areas currently zoned R-1 and R-2) and General Residential (representing the areas zoned R-2, R-3 and R-4).
- The Neighborhood Village Modules which were positively received during the public engagement process and are represented in the preferred scenario.
- The Light Industrial Module which was maintained, but limited to the specific area that is currently zoned Light Industrial. The “Growth-Oriented” scenario had

expanded the module westward toward Fillmore Avenue, while the “Blended” scenario had eliminated it all together.

- The Corridor Commercial Module which extends the entire length of Manchester Road within the city limits of Kirkwood.
- Gateways which were established at seven separate locations within Kirkwood based on feedback during the public engagement process.

### FUTURE LAND USE PREFERRED SCENARIO



# Sub-Area Plans

## 07

### INTRODUCTION

Where a Comprehensive Plan is a long-range instrument designed to address a community's 'big picture' issues, such as transportation, infrastructure, and future land use, sub-area plans are intended to provide detailed plans and guidelines that are unique to smaller, specific geographic areas within the community. Sub-area plans are drafted separate of the Comprehensive Plan and allow the immediate neighborhood, including residential owners and businesses, to take a more in-depth look at the characteristics that make the area unique. A sub-area plan should address land use and recommend any code amendments that are needed to address area-specific challenges while still maintaining cohesiveness within the larger community's long term vision.

The intention of this chapter is to briefly identify areas within the City of Kirkwood that are good candidates for sub-area planning. These are specific areas of Kirkwood due to their visibility, economic importance and unique issues, which are in need of more location-specific recommendations. This section presents recommendations regarding land use, development and improvements within the identified sub-areas. The EnVision Kirkwood 2035 Process identified several possible locations that are candidates for sub-area plans. The six identified potential sub-area plan locations are the following:

1. Downtown,
2. Manchester Road Corridor,



Photo 7-1

3. Kirkwood Road & Big Bend Boulevard Intersection,
  4. The Meacham Park Neighborhood,
  5. Leffingwell Avenue Industrial Area , and
  6. Neighborhood Business/Urban Village Areas.
- More detailed study is necessary to determine the criteria for prioritizing the various sub-area plans that are recommended. Prioritizing the schedule for creating sub-area plans would require the City to analyze and weigh specific criteria. Typical criteria could include:
- Commercial/retail building age and physical condition;
  - Opportunity for substantial infill or redevelopment;
  - Pressure for development or expansion in an area;
  - Transit expansion or improvement opportunities;
  - Momentum from community will/interest; and
  - Property owner/residents desire to participate.
- Evidence of stagnant or declining tax generation;

## 1 //

## Downtown

In the Fall of 2003, the Kirkwood City Council approved adding an Appendix to the Vision 2015 Kirkwood Comprehensive Plan which was entitled the “Downtown Urban Design Plan” and was amended in 2005. This plan was intended to provide guidance to the City on what potential development could occur in the area through 2015 and how the City could encourage the type of development that it desired. Following the EnVision Kirkwood 2035 process is an ideal time to review and provide an updated plan for the Downtown area. The City has currently begun the process for a new Downtown Master Plan and Parking Study which has the potential to address many of the items recommended in this section. Once the Downtown Master Plan is complete, the need for additional research and studies should be evaluated.

Downtown is generally defined as Bodley Avenue to the north, Taylor Avenue to the east, Woodbine Avenue to the south and Clay Avenue to the West. Downtown is the center of the community and serves as the home to a large concentration of commercial and institutional uses. Kirkwood’s reputation is defined by the unique businesses and institutions found in or near the Downtown area, such as the historic Kirkwood Train Station and The Magic House. Downtown is the heart of social and civic life in Kirkwood and it has seen many changes over the years. The downtown area has embraced the concept of mixed-use and residential units have increased dramatically within the core in the past twenty years. The success of downtown has led to growing pains in the form of the perception of a parking shortage.



Photo 7-2

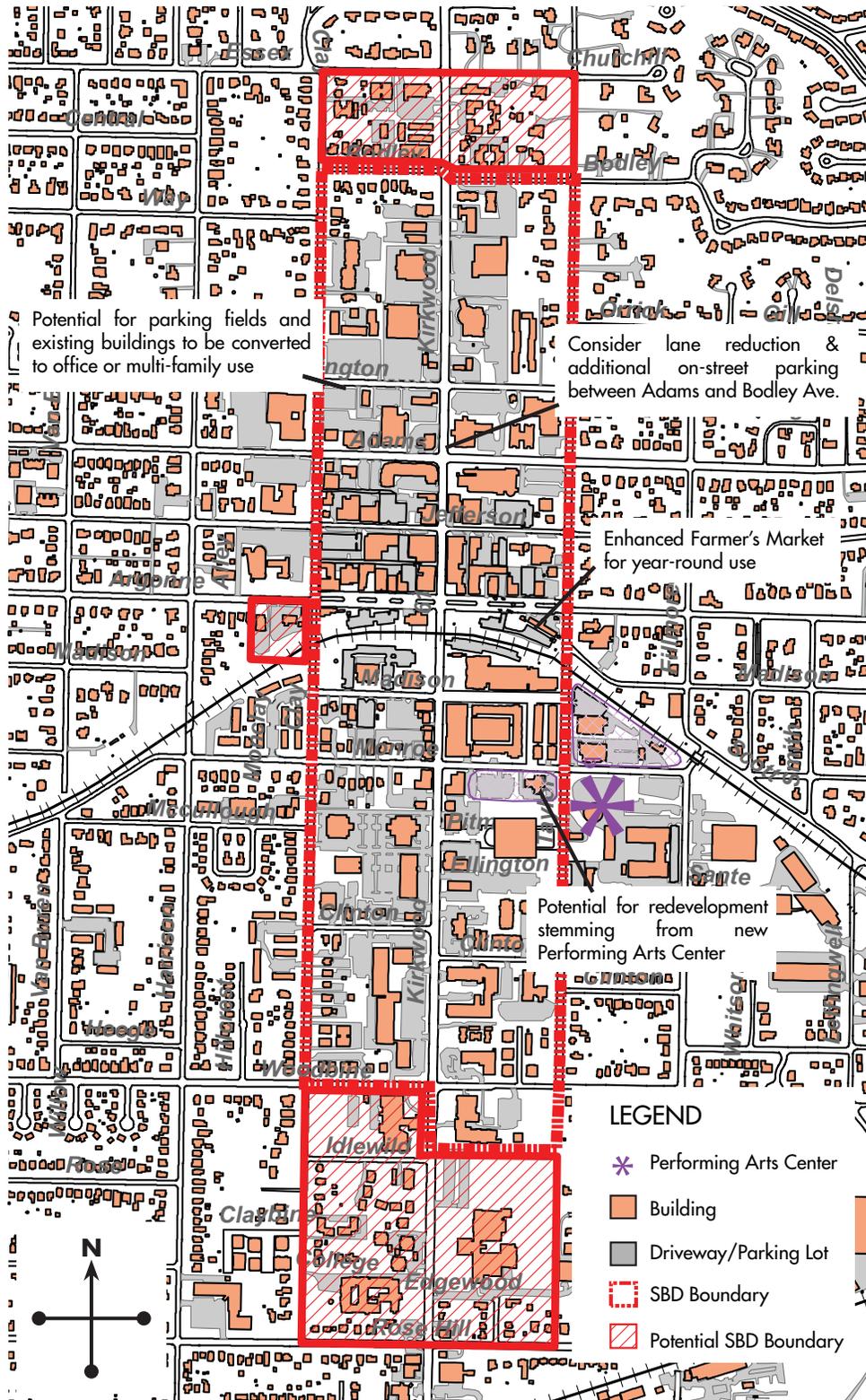
## DOWNTOWN - FOR CONSIDERATION

The recommendations for content to be considered for this sub-area are intended to provide better infill opportunities and extend the experience of the downtown area by improving the architecture and site layout of redevelopment in the area.

### RECOMMENDATIONS

- New development or infill development should be pedestrian-oriented in order to complement the historic building pattern of downtown. The pedestrian realm should be emphasized at all opportunities by enhancing street life through outdoor dining, public art and attractive window displays.
- Promote increased residential density in the form of mixed-use and live/work units.
- Pursue efforts to promote year-round use and extended hours at the Farmer’s Market.
- When a new performing arts center is constructed Downtown, the City should formulate a plan to promote redevelopment of properties immediately adjacent.
- Consider a reduction of traffic lanes on Kirkwood Road between Adams Avenue and Bodley Avenue to create additional on-street parking and increase pedestrian facilities and amenities.
- Evaluate the potential for conversion of large surface parking lots north of Adams Avenue and east of Clay Avenue to multi-family or office use.
- Evaluate the potential for a hotel within the downtown area.
- Consider expanding the boundaries of the Special Business District to extend the benefits of a more unified approach to streetscape, architecture, and policies to a broader array of businesses.
- Pursue the creation of a Downtown Master Plan to help guide growth and development in the downtown area.

# FOCUS AREA: DOWNTOWN



## 2 //

# Manchester Road Corridor

Currently classified by MoDOT as a principal arterial, Manchester Road carries a significant amount of east-west traffic. Manchester Road, or Missouri Route 100, extends nearly 2 miles through the northern section of Kirkwood. A principal arterial provides access to and within metropolitan areas, but unlike interstate highways a principal arterial has signalized intersections, driveway crossings, and abuts varying land uses.

This corridor is a classic example of the 1950-60s pattern of auto-oriented retail development. Currently the primary zoning

designation of properties along the corridor is B-3, Highway with single-family and multi-family designations also being present mainly on the western end. Retail and office development adjacent to this roadway are located on properties that are very shallow in depth and are immediately adjacent to single-family residential homes. The Manchester Road Corridor has only recently seen new development at the corner of Kirkwood Road and Manchester with the additions of a national pharmacy chain, a regional bank, a grocery store, and a multi-tenant retail building.

A sub-area plan would allow for more in-depth economic analysis, existing conditions review, and an identification of the community's

vision for what the street could become. It is important to note that any study of this area would require a great deal of coordination with MoDOT as they are the responsible entity for the right-of-way. As an example of necessary coordination, MoDOT is currently in the planning phase of an estimated \$20 Million project for Manchester Road that would include the area east of Kirkwood Road to the City's eastern boundary. This project is estimated for construction in 2020 and will include a resurfacing of the roadway along with sidewalk improvements to promote accessibility. The City will need to coordinate with MoDOT to maximize the effectiveness of this project regardless of whether this coincides with a sub-area study for this location.



Photo 7-3

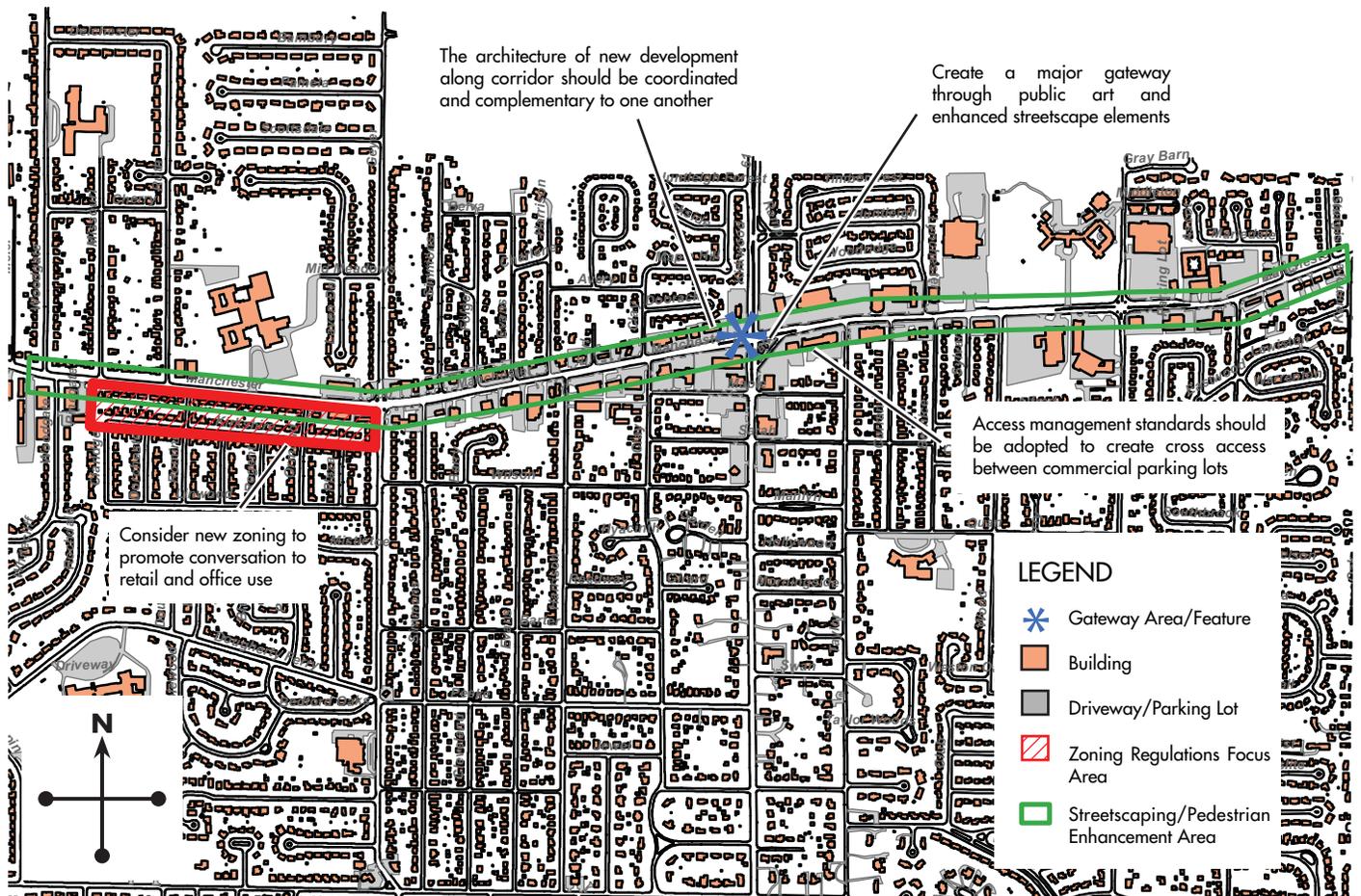
## MANCHESTER RD. CORRIDOR - FOR CONSIDERATION

The recommendations for this sub-area are intended to improve pedestrian safety, create a true gateway into Kirkwood and improve the architecture and site layout of commercial properties in the area.

### RECOMMENDATIONS

- Consider redevelopment potential of the R-3 and R-4 zoned properties west of Geyer Road.
- Consider an access management plan for the overall corridor to improve access management and promote better connectivity and circulation between commercial properties.
- Develop specific architectural and streetscape standards for the corridor so that new development is more coordinated and complementary in appearance.
- Develop the intersection of Kirkwood Road and Manchester Road into a major gateway through coordinated building architecture, public art, and enhanced streetscape elements.
- Coordinate with MoDOT for upcoming roadway resurfacing and sidewalk improvement project projected for construction in 2020.

## FOCUS AREA: MANCHESTER RD. CORRIDOR



### 3 //

## Kirkwood Road and Big Bend Boulevard Intersection

The area immediately to the northeast and northwest of the intersection of Kirkwood Road and Big Bend Boulevard is identified in the Future Land Use portion of this Comprehensive Plan as Transition Mix Use to the north of Big Bend Boulevard and Highway Commercial to the south of Big Bend Boulevard. The highway-oriented area to the south is primarily comprised of the large commercial developments of the Kirkwood Crossings and the Kirkwood Commons and is not included in this sub-area recommendation. The area to the north of Big Bend Boulevard is a less cohesive combination of light industrial, general commercial and residential properties and for that reason has been identified as a sub-area in this plan. This sub-area includes the Chester Heights Subdivision (northeast of the intersection) and the Buena Vista Heights Subdivision (northwest of the intersection).

The City continues to receive requests and inquiries related to properties north of Big Bend Boulevard in this area. This is



Photo 7-4

partially evident by the small-scale rezoning requests for the B-1, Neighborhood Business designation in this area. While this plan has assigned this area as a Transition Mix Use land use designation, a specific sub-area plan would help determine the best uses for these areas at a more detailed level. Considerations would include whether the light industrial and residential areas are still appropriate and whether regulations might be used to help ensure development in this area is cohesive.

In the past, there have also been preliminary private development plans proposed for a portion of this larger sub-area referred to as the “Triangle”. The “Triangle” is bounded on the south by Big Bend Boulevard, on the east by Kirkwood Road, and on the north and west by the Burlington Northern Sante Fe Railroad line. While there are no current approved plans for a coordinated effort in this area, this has been identified as a specific location with opportunity for redevelopment both by the City and by developers.

### KIRKWOOD RD. & BIG BEND - FOR CONSIDERATION

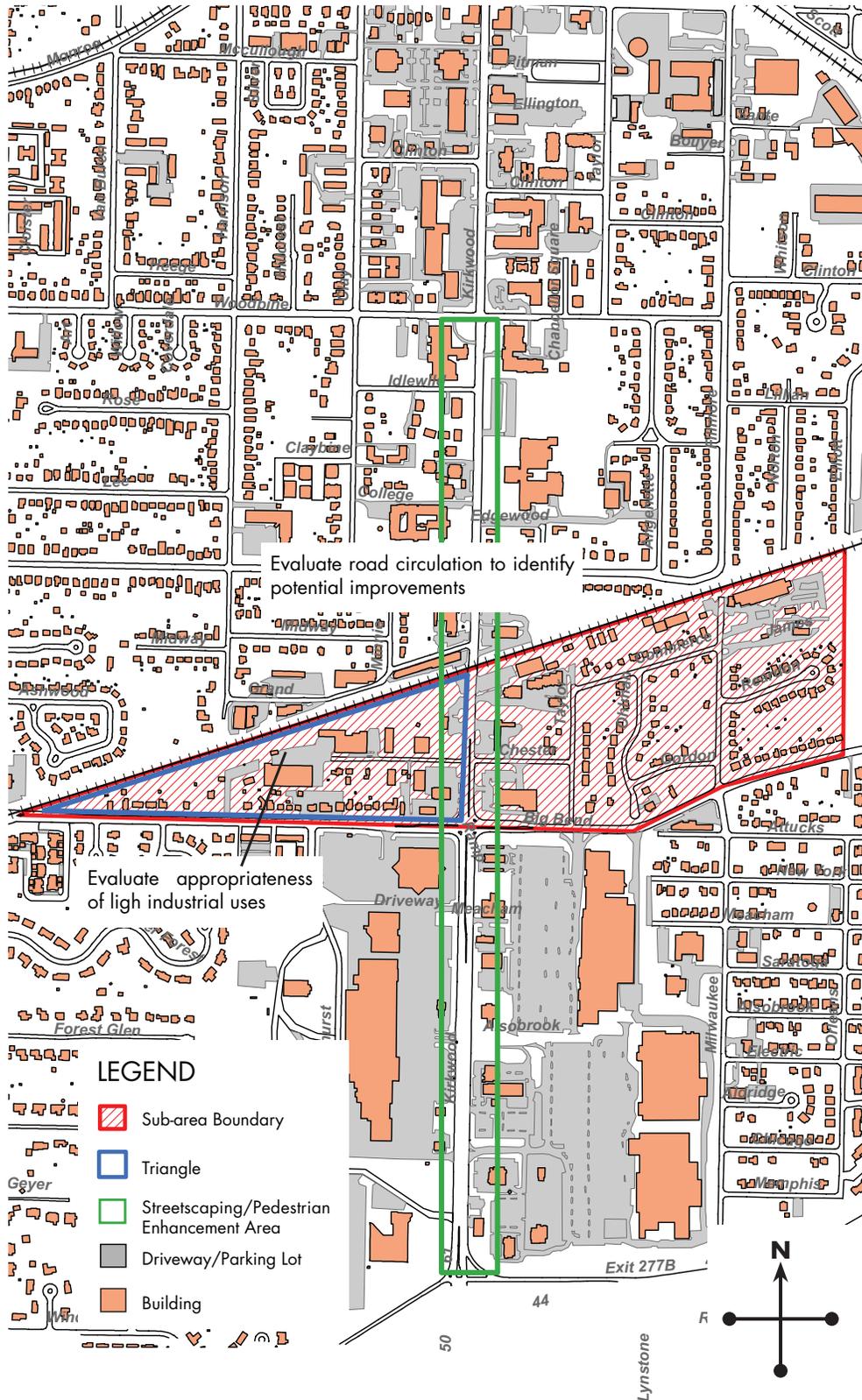
The recommendations for this sub-area are intended to identify the most suitable land-uses for this area while still maintaining the necessary protections along boundaries of varying land-uses.

#### RECOMMENDATIONS

- Evaluate private and public road circulation to identify potential improvements if redevelopment were to occur.
- Consider whether light industrial uses are still appropriate in all existing areas with special consideration given to the proximity to the railroad.
- Consider whether additional landscaping and/or buffering requirements are appropriate when adjacent to residential land uses.
- Evaluate the opportunity for a coordinated redevelopment of the “Triangle”.

While the Kirkwood Crossings and Kirkwood Commons were both recent Planned Commercial Developments, national trends indicate that consumers are purchasing more goods on-line and retailers are beginning to experiment with smaller stores. One example is Wal-mart’s new convenience store concept, Walmart to Go. Kirkwood needs to continually monitor vacancy levels in the Kirkwood Commons area, as well as along the immediate adjacent arterials to help forecast the possible impact, if any, should some of the larger anchor stores decide to down-size or move entirely. Having a sub-area in place before new or redevelopment occurs will ensure quality development that is in keeping with the community vision.

# FOCUS AREA: KIRKWOOD RD. AND BIG BEND BLVD. INTERSECTION



## 4 //

## The Meacham Park Neighborhood

Meacham Park is a neighborhood within Kirkwood that has a rich history and a strong sense of community. With subdivision of land beginning in the 1890's, this historically African-American neighborhood was located in unincorporated St. Louis County until it was officially annexed by the City of Kirkwood in 1992.

Prior to the City's annexation of Meacham Park, St. Louis County conducted a study assessing the interest in redevelopment and annexation of the area which included resident involvement. The resulting study, Meacham Park Community Study, was completed in 1990 and, among other items, this plan included suggestions for expanded commercial development along Kirkwood Road and maintaining the residential nature to the east. The results of this study were adopted by Kirkwood after annexation and served as the initial guidance for the vision of the neighborhood. After annexation, the City and County worked to ensure that the transition of services to the area was smooth. This transition included a focus on bulk trash clean-ups to address issues on vacant lots, demolition of dangerous structures, the installation of new street lights, and partnering with St. Louis County to offer services through the Home Improvement Program to the area.

In 1995, the City also formed the Meacham Park Neighborhood Redevelopment Steering Committee which included several Kirkwood residents. One of the responsibilities of this group was to evaluate development proposals for Meacham Park and advise the City Council. The City of Kirkwood solicited for redevelopment plans for the area based on the recommendations of the original Meacham Park Community Study and included the Meacham Park Neighborhood Redevelopment Steering Committee in the



Photo 7-5

review process. This solicitation ultimately resulted in the acceptance of a proposal by DESCO group which included the Kirkwood Commons development. The scale of the project required a vast amount of property acquisition and relocation of existing residents which was coordinated with housing options provided by the developer. All of these redevelopment efforts were made possible through the creation of a Tax Increment Financing (TIF) District in the area. The creation of this TIF District allowed for these funds to be used for home improvements in the area, street improvements, street tree plantings, and providing land for new market rate housing in the area.

Following the development of the Kirkwood Commons retail development, additional efforts have been made to improve conditions

within the community through lighting improvements and the construction of a new neighborhood park. Although these efforts have been made, there are still challenges that the neighborhood is currently facing.

A focused workshop session was conducted in Meacham Park with local residents to ensure that their views were reflected in the EnVision Kirkwood 2035 process. There is a strong core of dedicated residents that work hard to preserve their community's historic past as the first African-American development in the region. Some of the recommendations resulting from this process are included below; however, conducting an updated sub-area/neighborhood plan for Meacham Park could ensure that the past efforts of the community are continued into the future.



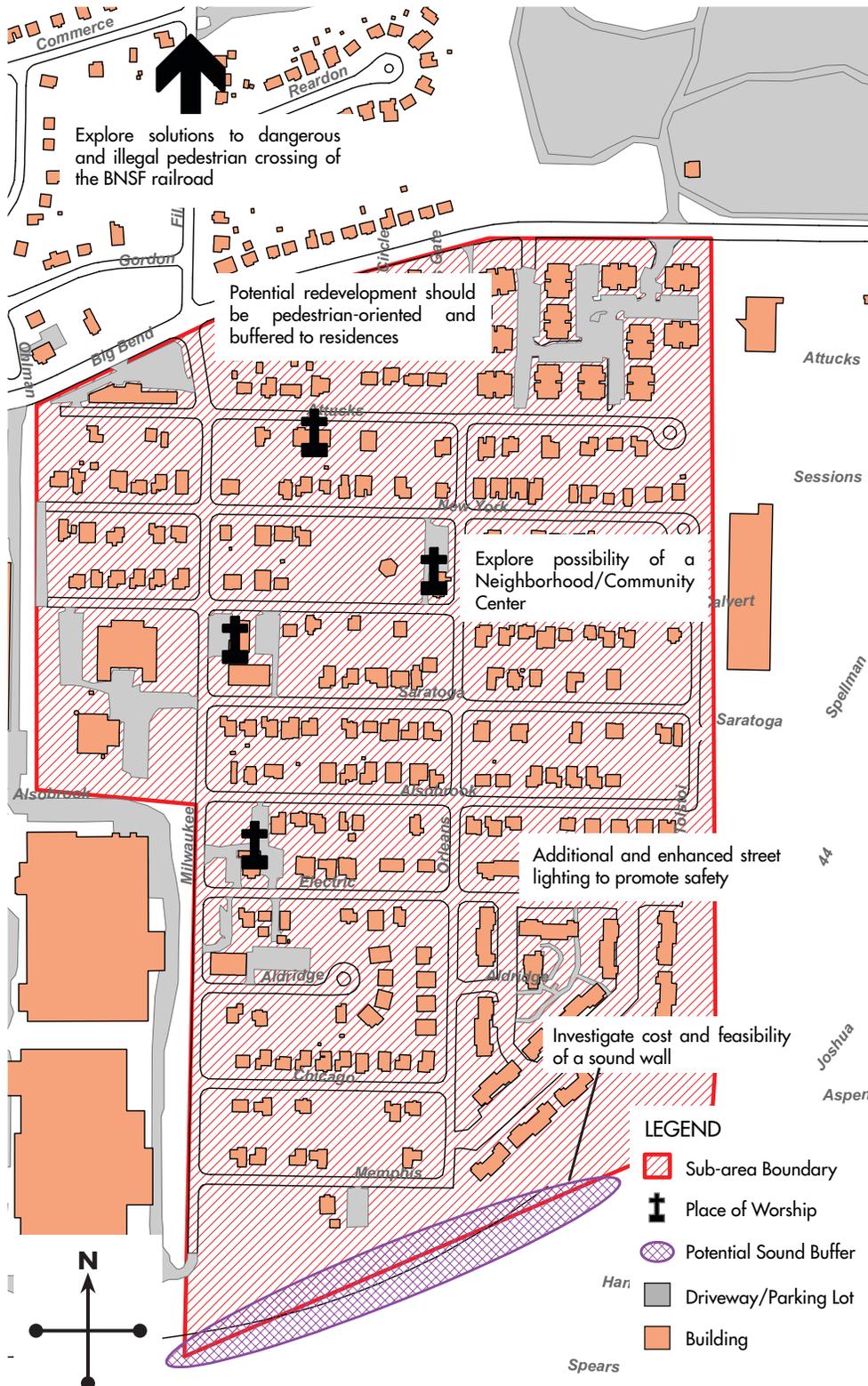
## MEACHAM PARK - FOR CONSIDERATION

The recommendations of this sub-area are based on feedback from neighborhood residents during the public engagement phase of this plan. Overall, residents would like to see various livability improvements made within the neighborhood and better pedestrian connections established between Meacham Park and the city at large. If a sub-area plan is developed, the local residents should play a vital role in its development.

### RECOMMENDATIONS

- Explore the possibility of creating a community center for the neighborhood that could serve as a communal space.
- Investigate the cost and possibility of developing a sound barrier along the northern side of Interstate 44.
- Work with Ameren, which supplies power to the neighborhood, to develop a more consistent streetlight program for the neighborhood in order to promote public safety.
- Explore solutions to the dangerous and illegal pedestrian crossing of the BNSF railroad tracks at the corner of S. Fillmore Avenue and Rose Hill Avenue.
- New commercial development along Big Bend Boulevard should be pedestrian-oriented and properly buffered from the adjacent residences in Meacham Park.
- Any new commercial development must consider traffic concerns along Big Bend Boulevard and the effects on the intersection with Milwaukee Street.
- Consider initiatives that would help promote home-ownership while preserving the affordable home prices in Meacham Park.
- Continue to work with the Police Department to limit crime.
- Continue to work with the Police Department and Building Department to reduce property maintenance issues.
- Continue to work with the Parks Department to improve the neighborhood's park.
- Develop a market study to evaluate the possibility of creating new housing options within the Meacham Park Community that are in keeping with the residents' vision for their neighborhood and that complements the larger community.

# FOCUS AREA: MEACHAM PARK



## 5 //

### Leffingwell Avenue Industrial Area

The greatest concentration of industrial uses within Kirkwood is located in the area where the Union Pacific and Burlington Northern Santa Fe railroads converge on the southeastern side of town. This area is broadly defined by a light industrial zoning district designation. Large warehouse/shipping operations and light manufacturing uses can be found here along with many smaller service and contractor-oriented businesses. These uses are in close proximity to existing single-family homes that can be found along South Fillmore Avenue, East Clinton Place and South Elliot Avenue. This residential area is somewhat isolated from the rest of Kirkwood as it is surrounded by the commercial downtown, railroad right-of-way and industrial businesses. Special consideration should be given to future development within this area, how light industrial uses are buffered from residential, and how commercial traffic is managed and routed.



Photo 7-6

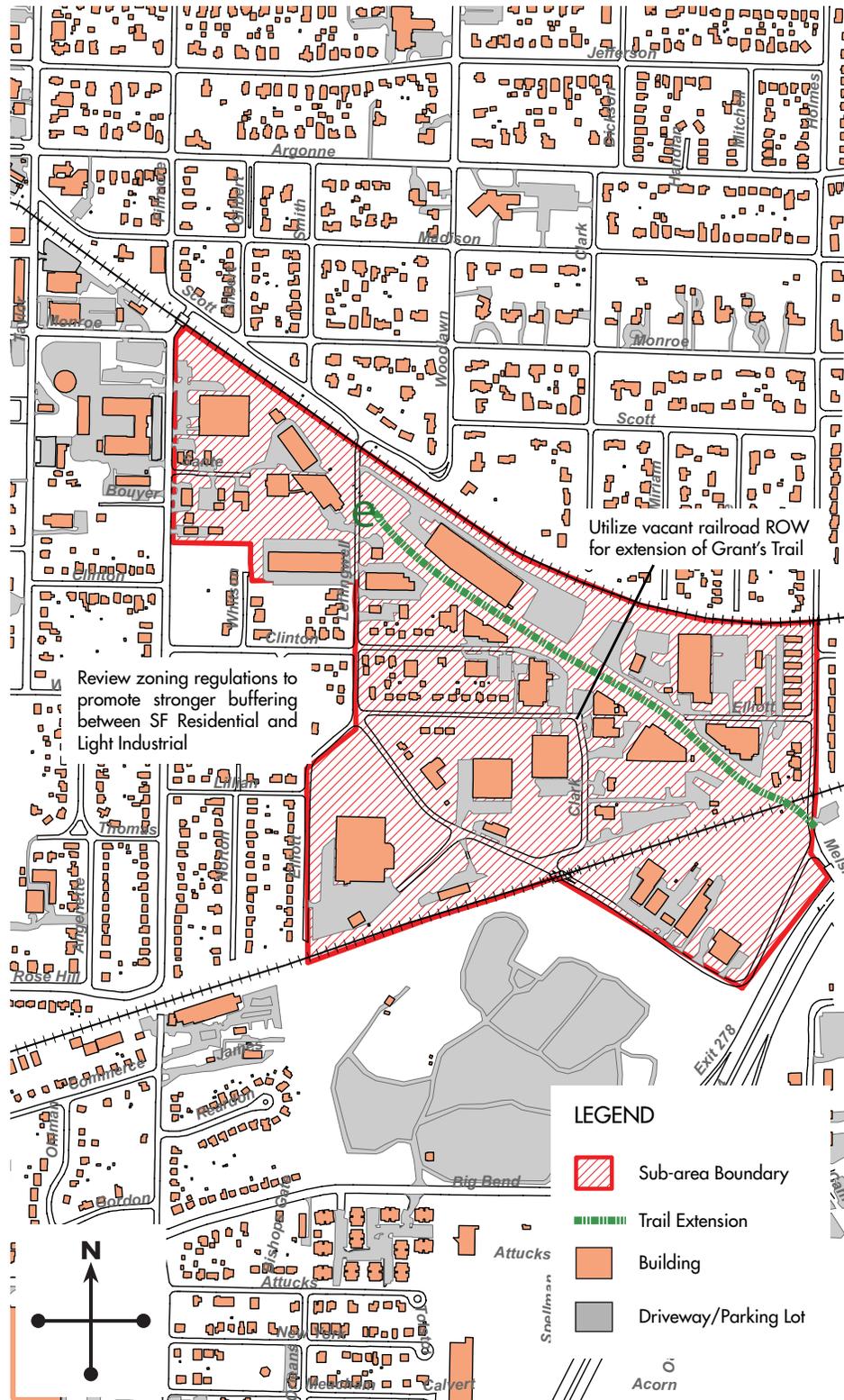
#### LEFFINGWELL AVE. - FOR CONSIDERATION

The recommendations for this sub-area are intended to provide better connectivity for the residential neighborhood and stronger guidelines for commercial/industrial uses by improving the architecture and site layout of these properties in the area.

#### RECOMMENDATIONS

- Continue to pursue an extension of Grant's Trail via private property or railroad right-of-way. Additional on-street facilities should also be pursued to connect Grant's Trail to the rest of Kirkwood. The northern terminus of this trail is currently immediately south of this sub-area.
- Review existing light industrial zoning regulations to ensure integrations of new non-residential development adjacent to single family uses.
- Review commercial traffic patterns in the Focus Area to determine if improvements can be made to better protect existing residential streets.

# FOCUS AREA: LEFFINGWELL AVENUE INDUSTRIAL AREA



## 6 //

# Neighborhood Business/Urban Village Areas

There are several small pockets of retail/office areas that are tucked into the residential areas of Kirkwood. These areas are referred to as Neighborhood Business or Urban Villages. The buildings in these areas are not typically mixed-use buildings but rather single-use, small commercial structures. The Future Land Use portion of this Comprehensive Plan has identified the following areas as Neighborhood Village:

1. Essex Avenue & Geyer Road,
2. Woodbine Avenue & Craig Drive, and
3. South Ballas Road & Old Big Bend Road.

These small pockets offer a tremendous opportunity for improvements and re-development, whether in the form of streetscape improvements or in-fill mixed use development. A sub-area plan or combination of sub-area plans could include an overlay code(s) that helps provide design guidance to create complementary redevelopment.

Working with the adjacent residents and business owners to define improvements and long term vision can help increase property values and demand. These areas offer a tremendous amount of opportunity by helping neighborhoods be more walkable and thus reducing automotive traffic for basic needs.



### NEIGHBORHOOD BUSINESS - FOR CONSIDERATION

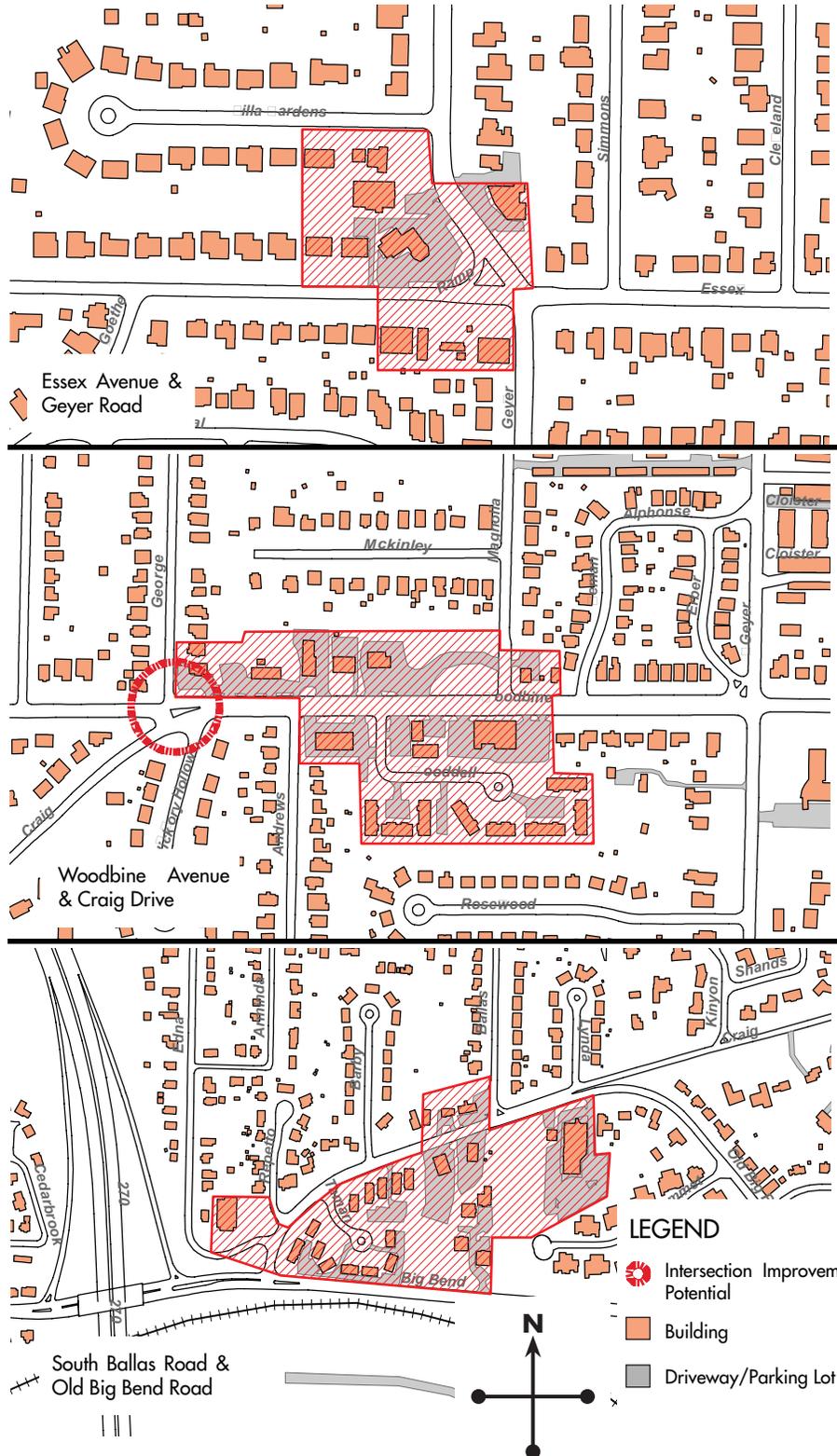
The recommendations for these sub-areas are intended to provide better connectivity for the surrounding residential neighborhoods and stronger guidelines for commercial uses by improving the architecture and site layout of these properties in the area.

#### RECOMMENDATIONS

- Address existing intersections to make more pedestrian-friendly. As an example, the intersection of West Woodbine Avenue, Hickory Hollow Lane, George Avenue and Craig Drive could be considered for conversion to a roundabout to improve safety and pedestrian access.
- Consider converting unwarranted car lanes into pedestrian and bicycle facilities. As an example, West Woodbine Avenue could be converted from 4 lanes to 3 lanes with a center turn lane and/or landscaped median.
- Promote the creation of mix-use development, 2-3 stories, with ground floor retail and residential/office above.
- Develop specific architectural and urban design standards so that any new development is coordinated and complementary in appearance.



# FOCUS AREA: NEIGHBORHOOD BUSINESS/URBAN VILLAGES



# Implementation, Monitoring & Metrics

## 08

### INTRODUCTION

Envision Kirkwood 2035 was developed with valued input from Kirkwood’s residents, business leaders, and City departments. The input opportunities included three open houses located throughout the community, one additional neighborhood workshop, pop-up booths at community events, and more than 1,200 surveys that were received through the project’s website. The information gathered to complete the comprehensive plan came from these community engagement sessions with residents and businesses as well as through meetings and discussion with City departments and oversight from the plan’s official Steering Committee. This Steering Committee was composed of a total of eighteen individuals including various resident volunteers, four representatives from the Planning & Zoning Commission, and one City Council representative. Kirkwood’s vision for its future has been detailed in the preceding chapters of this plan. The purpose of this chapter is to set the course for realizing the goals and objectives identified to guide Kirkwood on future policy and development.

For the Comprehensive Plan to be successful, it must be used as a guide that is considered in every land-use and development decision. One of the greatest failures a plan can have is to be adopted by a community and then either be underutilized or even completely

“ With public sentiment, nothing can fail. Without it, nothing can succeed.”

– Abraham Lincoln

unutilized. It is important that the City not only adopt the plan, but also accept it as a resource that is used in the regular decision making relating to land-use/zoning matters and infrastructure improvements. The plan has been developed with the notion that it should be accessible on the website and regularly referenced by City Staff, City Officials, and Kirkwood residents.

Implementation and monitoring are keys to the success of Envision Kirkwood 2035. Having clearly identifiable and attainable goals enables City Staff, City Officials, and



residents to implement the vision. Moreover, progress tracking tools will enable the monitoring of implementation progress and the identification of resources through an accounting of various performance metrics.

**GOAL & OBJECTIVE PRIORITIES**

Implementation efforts will be focused on the list of goals and objectives compiled throughout this plan. Once the plan’s goals and objectives were finalized, prioritization was assigned to the objectives based on a three-tier approach. Each goal was defined as either a Short (1-3 years), Mid (4-6 years), or Long (7+ years) term prioritization. As an example, the Short-term objectives have been identified as those that should begin in the first three years of the Comprehensive Plan’s life. The priority category was developed weighing public input, budget, and available resources. This priority is different than the “Projected Duration” that has also been assigned to each objective. While a goal may be assigned a Short-term priority, and thus would begin within the first 3 years of the plan’s adoption, it may also be projected to take ten years to complete that particular objective. The amount of time that the project will last from commencement to conclusion is what is provided as the “Projected Duration” of each objective. The Envision Kirkwood 2035 Quick Guide highlights each objective listed in the plan along with their assigned priority and duration.



## LAND-USE AND SUB-AREA IMPLEMENTATION

Chapters 6 and 7 of this plan contain the community’s vision for future land use and also identify areas of Kirkwood which would benefit from more detailed sub-area plans. These chapters differ from the other chapters in that they do not have goals and objectives assigned to them.

The implementation of the Future Land Use section of this plan will primarily be through the regular review of zoning amendment petitions received by the City. Any project which includes a request for a change in the zoning district map should be reviewed for consistency with the adopted Future Land Use map and the content of Chapter 6 of this plan.

As mentioned in Chapter 7, the prioritization and implementation of any sub-area plans would rely on many factors. While this plan has identified six potential sub-areas, the

implementation of these will be significantly tied to the amount of financial resources available to conduct the separate plans. Staff will continue to use these six sub-areas as the prioritized areas and make recommendations to City Council as opportunities arise to conduct these separate studies.

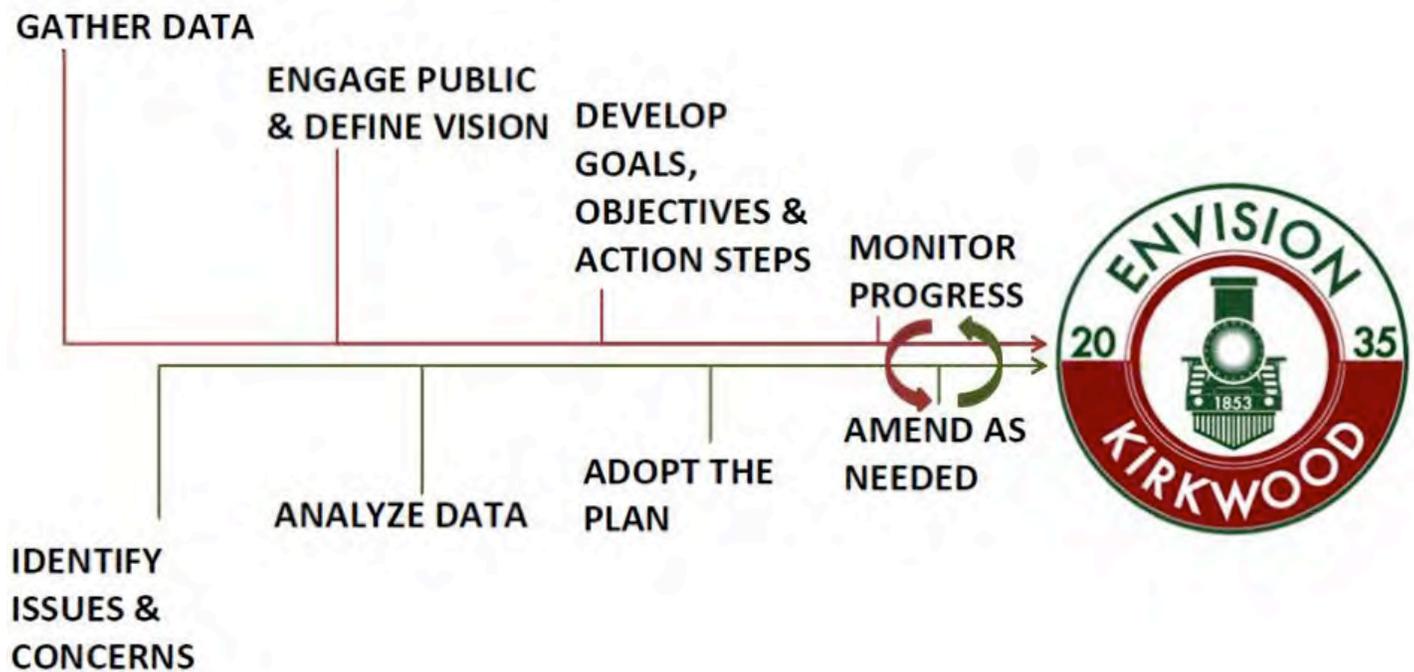
### IMPLEMENTATION FACTORS

The critical factors to fostering the implementation of the plan are:

1. The availability and resources of staff responsible for administering the plan;
2. The coordination between and integration of the comprehensive plan and other City documents, such as, the Strategic Plan, the Kirkwood Pedestrian and Bicycle Plan, Park and Recreation Master Plan, and anticipated Downtown Master Plan; and
3. The availability of financial resources (public & private).

“ While the City Council sets the course for implementation, the majority of implementation will be administered by City Staff and other entities identified in the plan working together with the various boards and commissions in the City.”





The City Council, as the elected officials representing the citizens of Kirkwood, will have a large role in allocating resources to the various goals and objectives of this plan. The primary avenue by which the City Council will be able to influence the implementation of this plan is through the integration of the goals and objectives into the City's five-year strategic plan. This critical first step will help guide both the Planning and Zoning Commission and City staff on subsequent actions related to the comprehensive plan implementation. While the City Council sets the course for implementation, the majority of implementation will be administered by City Staff and other entities identified in the plan working together with the various boards and commissions in the City.

As Staff, Commissions, and Council work toward implementing policy and programs to further the implementation of the comprehensive plan, attention also needs to be paid to the City's annual Capital Improvement Plan (CIP), and other plans and initiatives within the City. As projects are being programmed each year through

the budget and CIP, Staff should review the Comprehensive Plan to make sure implementation of its goals are incorporated at every opportunity. City funds and staff resources are limited so it is prudent to make sure the vision for 2035 is being realized through the yearly approved budget and CIP.

### MONITORING

As implementation proceeds, the Planning & Zoning Commission recommends that the City evaluate progress according to the following schedule:

1. Quarterly updates will be provided by Staff to the Planning & Zoning Commission regarding progress on goals and objectives;
2. A more in-depth annual report shall be conducted annually to assess implementation and determine whether modifications are needed in light of changed conditions or funding/staffing considerations; and
3. Every 5 years, a citizen committee should be formed to evaluate the plan and

recommend amendments as needed. This process should include an opportunity for public input.

The quarterly updates may be provided through an update of the Envision Kirkwood 2035 Quick Guide and presenting it to the Planning & Zoning Commission. These updates should also include an explanation of exactly how items have progressed and outcomes have been achieved. The annual report would include a culmination of the quarterly reports, any other progress towards the goals and objectives, as well as a summary of progress and/or changes in the areas of land use and sub-area studies. The quarterly and annual reflections will allow Kirkwood to see how much has been accomplished, but will also provide the opportunity to identify any revisions and updates that may need to be made as circumstances change. If it is found that certain actions need to be prioritized differently, City Staff and the Planning and Zoning Commission will need to identify these items and provide updates to the City Council and the community as needed. During the monitoring process, if it is found

that it is necessary to modify one of the goals of the plan or that a substantial portion of the overall vision has changed, a more formal review and discussion would need to take place and be presented to the Planning and Zoning Commission for consideration as an amendment to the plan. If needed, this process would occur at a minimum during the recommended 5-year citizen review committee. This ensures Kirkwood is adhering to the plan and taking into account the changing needs of the community.

## METRICS

One final item for consideration is the metrics established by which accomplishments can be measured. The Envision Kirkwood 2035 Quick Guide, which provides the outline of goals, objectives, action steps and prioritization relating to timing and resources, acts as the key tracking mechanism. This Quick Guide allows the City staff, Administration and the Planning & Zoning Commission to track progress. It accomplishes this through providing priorities, durations, and responsible parties for each objective. This document should be kept by the Public

Services Department and used as the basis for the monitoring schedule previously mentioned. Because this plan has included action steps for each objective, the metrics for gauging whether each objective is achieved will be based on the specific action steps assigned. While these metrics are being evaluated, it is always important to ensure that the end result will be in keeping with the long-term vision identified by the citizens of Kirkwood.

## COMMUNICATING PROGRESS

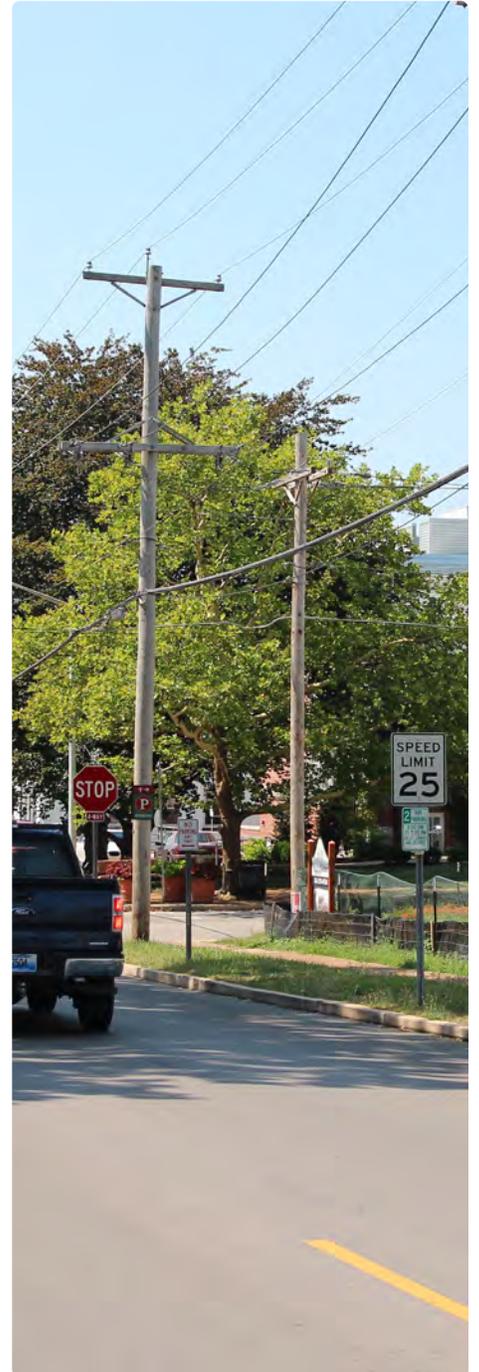
Similar to implementing the goals and objectives of this plan, it will also be important to communicate progress as it occurs. One way in which this can be done is to identify which goals and objectives have been included in the CIP and/or Strategic plan and to provide reference to the Comprehensive Plan when these are drafted. Updating the community on progress furthers transparency and demonstrates accomplishments of Council, Commission, and City Staff.

Proactive communication with the residents will help ensure that citizens are

informed of ongoing and future projects and can also afford opportunity to gauge community support or the need for re-evaluation. These progress updates can be tied to the annual reports provided to the Planning and Zoning Commission and can also be integrated into regular communication on related capital projects. Developing a strategy that includes a multi-pronged approach for the distribution of information could include:

1. Updates in the EYE ON KIRKWOOD section of the Webster-Kirkwood Times and/or the regular City newsletters.
2. Plan status updates prominently displayed on the City of Kirkwood website.
3. Physical signage at capital project sites before, during and after project construction.
4. Distributable updates, either in the form of newsletters or mailers that can double as hand-outs at local events and through various partner organizations.





# EnVision Kirkwood 2035 Quick Guide

2 - Housing & Neighborhoods					
GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
Develop Design Standards for new construction and additions that are appropriate and contextual	1.A. Establish more prescriptive design standards that address in-fill housing design standards, materials, and construction methods.	1.A.1 Establish a committee of staff and ARB members to review the current architectural design standards including whether or not they are binding.	Public Services Department / Planning	Short	2 years
		1.A.2 Draft revisions to the code that provide more prescriptive details to achieve acceptable contextual design in all areas of Kirkwood. These include, but are not limited to, Floor Area Ratio and Lot Coverage requirements.			
		1.A.3 Present to Council for adoption.			

## 2 - Housing & Neighborhoods

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p><b>1.B.</b> Encourage developers and property owners to rehabilitate existing structures and to use green building strategies.</p>	<p>1.B.1 Create a Committee to research and develop potential incentive programs.</p> <p>1.B.2 Determine management of the program. Create an application and review, reward process.</p> <p>1.B.3 Develop a schedule of implementation.</p> <p>1.B.4 Create an outreach advertisement program to local developers and the community.</p>	<p>Public Services Department/ Planning</p>	<p>Mid</p>	<p>1.5 years</p>
	<p><b>2.A.</b> Create opportunities to help residents with existing property maintenance issues.</p>	<p>2.A.1 Investigate state, federal or self-created programs that may be feasible within Kirkwood.</p> <p>2.A.2. Establish incentive amounts, qualifying criteria and an administrative review process.</p> <p>2.A.3 Advertise program to the community.</p> <p>2.A.4 Implement program.</p>	<p>Public Services Department/ Building</p>	<p>Short</p>	<p>1 year</p>

## 2 - Housing & Neighborhoods

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p>Maintain quality housing through property maintenance efforts</p>	<p>2.B. Establish vacant building registration/inspection program to prevent property maintenance issues.</p>	<p>2.B.1. Evaluate the current vacant and derelict property procedures. Determine the level of need for a registration. 2.B.2. Establish a registration process. 2.B.3. Set up a GIS database of properties with associated contact information to allow for more efficient inspections.</p>	<p>Public Services Department/ Building</p>	<p>Short</p>	<p>1 year</p>
	<p>2.C. Develop a homeowner brochure that addresses maintenance best practices and resources.</p>	<p>2.C.1 Working with City staff and reviewing other communities' brochures, identify the appropriate information to include in the brochure. Craft the brochure content, have reviewed and finalized. 2.C.2 Promote the brochure at city-owned facilities and through the website and social media platforms and with appropriate organizations. 2.C.3 Create and implement a strategy for distributing the brochure to home owners and land owners that have been cited for maintenance violations.</p>	<p>Public Services Department/ Building</p>	<p>Short</p>	<p>1 year</p>

## 2 - Housing & Neighborhoods

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p><b>3</b></p> <p>Preserve historic buildings and neighborhoods</p>	<p><b>3.A.</b> Strengthen city historic district and landmark regulations to preserve historic structures architectural character.</p>	<p>3.A.1 Establish a joint citizen/staff committee to review the demolition, addition and new construction processes.</p> <p>3.A.2 Review the adopted Landmarks Commission (Historic Preservation) Code.</p> <p>3.A.3 Update the historic inventory forms for landmark properties to identify features that should not be altered.</p> <p>3.A.4 Draft and prepare a new ordinance that protects landmarks, historic districts and historic homes from demolition as well as alterations that render them non-contributing.</p>	<p>Public Services Department</p>	<p>Short</p>	<p>3 years</p>
	<p><b>3.B.</b> Strengthen current regulations to limit teardowns of existing historic buildings and promote rehabilitation.</p>	<p>3.B.1. Form a multi-disciplinary committee to review potential policies or regulations to discourage and/or regulate demolitions.</p> <p>3.B.2. Draft a recommendation for approval from City Council.</p> <p>3.B.3. Adopt demolition limitation regulations.</p>	<p>Public Services Department/ Planning</p>	<p>Mid</p>	<p>2 years</p>

## 2 - Housing & Neighborhoods

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p><b>4</b></p> <p>Promote housing to accommodate residents of various ages, abilities and socio-economic needs</p>	<p><b>4.A.</b> Support the development of senior-oriented housing and accessible home design.</p>	<p>4.A.1 Research implementation methods such as through minimum requirements or an incentive program.</p> <p>4.A.2. Set up a roundtable discussion with the building community to receive feedback. Distribute feedback.</p> <p>4.A.3. Write, present and approve an ordinance.</p>	<p>Public Services Department</p>	<p>Long</p>	<p>3 years</p>
	<p><b>4.B.</b> Encourage higher density residential/mixed-use in appropriate areas.</p>	<p>4.B.1. Determine the need for downtown housing.</p> <p>4.B.2 Determine action steps to incentivize dense residential developments near downtown if needed.</p> <p>4.B.3 Consider potential for the allowance of accessory/secondary dwelling units.</p> <p>4.B.4 Develop and review potential text amendments to the Zoning Code for comment and consideration.</p> <p>4.B.5 Adopt changes to the Zoning Code as applicable.</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>4 years</p>

## 2 - Housing & Neighborhoods

5

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p><b>5.A.</b> Provide walkable connections between residential areas and neighborhood commercial areas.</p>	<p>5.A.1 Review sidewalk gap list from the 2015 Pedestrian and Bicycle Master Plan.</p> <p>5.A.2 Determine if sidewalk construction is feasible as part of a new street project.</p> <p>5.A.3 Evaluate potential bike routes that can be added based on the bicycle/pedestrian plan.</p> <p>5.A.4 Construct sidewalks and bike routes as part of street project.</p>	Public Services Department	Mid	Ongoing

## 2 - Housing & Neighborhoods

5

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p>Preserve and enhance neighborhood retail and services within existing neighborhood centers</p>	<p><b>5.B.</b> Review existing zoning regulations for identified neighborhood village retail areas.</p>	<p>5.B.1 Create a Steering Committee that works with Staff to review Kirkwood's current neighborhood business district regulations.</p> <p>5.B.2 Ensure design standards and codes help facilitate future development and improvements to existing neighborhood villages to meet the vision identified by the community.</p> <p>5.B.3 Working with the immediate property owners identify and document any unique needs or standards that pertain to the specific area and include within the set of zoning regulations.</p> <p>5.B.4 Implement revisions to the zoning regulations as needed.</p>	<p>Public Services Department/ Planning</p>	<p>Mid</p>	<p>3 years</p>

### 3 - Mobility & Infrastructure

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p>1</p> <p>Improve the maintenance and reliability of Kirkwood's infrastructure and utilities with consideration of technological advances</p>	<p><b>1.A.</b> Maintain and update a pavement condition index for all city streets.</p>	<p>1.A.1 Update current PCI as projects are completed and maintenance is performed.</p> <p>1.A.2 Consider a comprehensive review of city streets every 3 to 5 years to renew the PCI.</p> <p>1.A.3 Incorporate short and long-term projects into the City Capital Improvement Plan.</p>	<p>Public Services Department, Street Department</p>	<p>Short</p>	<p>Ongoing</p>
	<p><b>1.B.</b> Implement the recommendations of the Electric Distribution Study.</p>	<p>1.B.1 Integrate the modernization plans into the City's future CIP and finalize funding.</p> <p>1.B.2 Create an implementation schedule.</p> <p>1.B.3. Begin modernization upgrades per the Implementation schedule.</p>	<p>Kirkwood Electric</p>	<p>Short</p>	<p>5 years</p>

### 3 - Mobility & Infrastructure

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p>1.C. Implement the recommendations of the Water Distribution Study.</p>	<p>1.C.1 Prioritize water main replacements based on critical need.</p> <p>1.C.2. Utilize infrastructure renewal fee revenue to replace water mains.</p> <p>1.C.3. When possible coordinate water infrastructure replacements with street reconstruction projects.</p> <p>1.C.4 Implement other stated system improvements as practical.</p>	<p>Public Services Department, Water Department</p>	<p>Short</p>	<p>Ongoing</p>

	<p><b>1.D.1.</b> Hire a consultant to create a stormwater management plan to augment the county-wide SWMP.</p> <p><b>1.D.2</b> Include the removal of barriers to encouraging green infrastructure in the new plan.</p> <p><b>1.D.3</b> Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood.</p> <p><b>1. D.4.</b> Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.</p>	<p>Public Services Department, City Forester</p>	<p>Short</p> <p>2 years</p>
<p><b>1.D.</b> Study the impact of infill and new construction on storm water issues throughout the community.</p>	<p><b>2.A.1</b> Re-evaluate and update the sidewalk gap priority list created from the 2015 Pedestrian and Bicycle Plan.</p> <p><b>2.A.2</b> Determine if sidewalk construction or improvements are feasible as part of any and all new street projects.</p> <p><b>2.A.3</b> Coordinate with local schools to pursue grant monies to improve sidewalk connections around schools.</p>	<p>Public Services Department</p>	<p>Mid</p> <p>Ongoing</p>

<p><b>2.B.</b> Identify key pedestrian routes for improved street lighting to promote safety.</p>	<p>2.B.1 Determine appropriate pedestrian routes that require streetlight improvements.</p> <p>2.B.2 Prioritize improvements into phases if needed.</p> <p>2.B.3 Research outside funding opportunities that could supplement City funds.</p> <p>2.B.4 Evaluate new streetlights to determine if expansion is feasible.</p>	<p>Kirkwood Electric, Public Services Department</p>	<p>Mid</p>	<p>2 years</p>
<p><b>2.C.</b> Consider adoption of a Complete Streets Ordinance.</p>	<p>2.C.1 Research nation-wide best practices for Complete Streets ordinance.</p> <p>2.C.2 Draft Complete Streets ordinance.</p> <p>2.C.3 Approve Complete Streets ordinance.</p> <p>2.C.4 Develop a multi-department committee, chaired by Public Services Department, to implement the Complete Streets ordinance.</p>	<p>Public Services Department/Planning</p>	<p>Short</p>	<p>2 years</p>

Become a more walkable and bikeable community

<p><b>2.D. Improve major intersections and identified gateways with enhanced streetscaping elements.</b></p>	<p>2.D.1 Prepare a plan for the development of gateways throughout the city.</p> <p>2.D.2 Identify a financial mechanism (general fund, private monies, grants) for implementation of gateway elements.</p> <p>5.A.3 Prioritize the gateways within Kirkwood.</p> <p>5.A.4 Implement the recommendations of the gateway plan.</p>	<p>Public Services Department</p>	<p>Long</p>	<p>2 years</p>
<p><b>2.E. Implement Argonne Drive streetscaping improvements to improve appearance and walkability in the downtown area.</b></p>	<p>2.E.1 Submit Argonne Project for federal grant consideration.</p> <p>2.E.2 Implement the project.</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>3 years</p>
<p><b>2.F. Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.</b></p>	<p>2.F.1 Integrate the recommendations into the City's future CIPs.</p> <p>2.F.2 Explore potential outside funding to expand implementation.</p> <p>2.F.3. Construct the various improvements as part of capital projects.</p>	<p>Public Services Department</p>	<p>Short</p>	<p>Ongoing</p>

<p><b>3</b></p> <p>Promote efficient and safe movement of people and goods throughout Kirkwood</p>	<p><b>3.A.</b> Adopt traffic/access management standards to promote safe movement through commercial areas.</p>	<p>3.A.1 Evaluate best practices in the St. Louis region and nation-wide.</p> <p>3.A.2 Draft access management standards</p> <p>3.A.3 Adopt access management standards.</p> <p>3.A.4 Implement access management standards as part of the development process.</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>3 years</p>
<p><b>3</b></p> <p>Promote efficient and safe movement of people and goods throughout Kirkwood</p>	<p><b>3.B.</b> Install traffic calming elements at applicable locations.</p>	<p>3.B.1 Evaluate and update the current criteria and create a procedure for the implementation of appropriate traffic calming techniques within the City.</p> <p>3.B.2 Create a standard review process for streets selected for upgrade, evaluate for traffic calming enhancements and implement.</p> <p>3.B.2 Pursue grants to implement traffic calming elements.</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>Ongoing</p>
<p><b>4</b></p> <p>Promote efficient and safe movement of people and goods throughout Kirkwood</p>	<p><b>4.A.</b> Study the need for additional parking in the downtown area.</p>	<p>4.A.1 Conduct a downtown parking study.</p> <p>4.A.2 If a demand is present, review all options for new parking including new lots, new structures, and shared parking opportunities.</p> <p>4.A.3 Develop a financial strategy to study and secure appropriate funding for additional parking.</p>	<p>Public Services Department/Planning</p>	<p>Short</p>	<p>4-6 years</p>

<p><b>4</b></p>	<p>Evaluate and update parking standards City-wide</p>	<p><b>4.B.</b> Review parking code and investigate the need for new parking standards to meet city-wide market demand, while protecting residential neighborhoods.</p>	<p><b>4.B.1</b> Review national parking standards and establish best practices that apply to Kirkwood.</p> <p><b>4.B.2</b> Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention.</p> <p><b>4.B.3</b> Draft and adopt an ordinance amending the Zoning Code to reflect current national parking best practices.</p>	<p>Public Services Department/Planning</p>	<p>Short</p>	<p>4 years</p>
		<p><b>4.C.</b> Where feasible, create additional on-street parking to meet demand.</p>	<p><b>4.C.1</b> Conduct a feasibility study of possible road diet locations throughout Kirkwood.</p> <p><b>4.C.2</b> Do a test of the proposed changes with temporary striping and other materials for a period to determine traffic flow impact and public response.</p> <p><b>4.C.3</b> Pursue grant opportunities for road diet projects.</p> <p><b>4.C.4</b> Implement road diet projects with the goal of additional street parking and streetscape improvements.</p>	<p>Public Services Department</p>	<p>Mid</p>	<p>2 years</p>

## 4 - Active Living & The Environment

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
Provide amenities that create opportunities for active & healthy lifestyles	1.A. Implement the recommendations of the adopted Parks Master Plan.	1.A.1 Review and implement recommendations of 2005 Parks Master Plan. 1.A.2 Determine if an Update to 2005 Parks Master Plan needs to occur. 1.A.3 Begin to Plan for a new Parks Master Plan.	Park Board	Short	5 years
	1.B. Promote and grow multi-generational fitness and health programs for all citizens.	1.B.1 Survey residents on new or additional classes and possible locations that should be considered. 1.B.2 Review findings of survey and determine feasibility of new programs. 1.B.3 Introduce new offerings and locations in recreation calendar and mailers.	Parks & Recreation Department	Mid	2 years

**4 - Active Living & The Environment**

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
2	2.A. Coordinate with outside organizations to help with continued support and stewardship of Kirkwood natural amenities.	2.A.1 Work with the existing organizations responsible for maintaining the parks to identify types of maintenance and stewardship needs. 2.A.2 Identify potential partner agencies and organizations that could provide support to those areas. 2.A.3 Work with partner organizations to develop specific maintenance and stewardship plans and investigate the possibility of creating a pilot projects and programs. 2.A.6 Review maintenance and stewardship programs and measure local impacts on an ongoing basis.	Parks & Recreation Department	Short	3 years

## 4 - Active Living & The Environment

		PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)		PROJECTED DURATION
GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	
2 Maintain open space and natural areas	2B. Continue to grow and promote volunteer programs.	2.B.1 Continue promotion of K-PAC to City residents and businesses 2.B.2 Identify new groups in which to market K-PAC 2.B.3 Review goals of K-PAC and identify new programs and additional goals 2.B.4 Identify other volunteer or civic groups to partner together	Parks & Recreation Department	Short  5 years
	2C. Integrate native plantings into city projects and private development that are low maintenance and require minimal care.	2.C.1 Review existing native landscape programs and initiatives in nearby communities. 2.C.2 Decide the proper method to promote native plantings. 2.C.3 Enact a program to educate developers and residents of native plantings options, including trees, into new and infill developments.	Public Services Department	Mid  4 years

**4 - Active Living & The Environment**

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p>Promote a thriving and healthy urban forest</p>	<p><b>3.A.</b> Develop a master plan for addressing the preservation and expansion of the urban forest.</p>	<p>3.A.1 Identify issues and objectives to address.</p> <p>3.A.2 Outreach to the community for feedback.</p> <p>3.A.3 Establish an implementation plan between City and affiliated partners.</p>	<p>Public Services Department</p>	<p>Short</p>	<p>4 years</p>
	<p><b>3.B.</b> Create a tree preservation ordinance to protect old growth trees and promote new plantings.</p>	<p>3.B.1 Determine a clear direction from the community.</p> <p>3.B.2 Finalize the tree ordinance based on community input and submit to City Council for adoption.</p> <p>3.B.3 Create an outreach campaign for Community residents and builders to ensure understanding of the ordinance and the long-term benefits. Include this information in any property maintenance and permitting materials.</p>			

## 4 - Active Living & The Environment

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p><b>3.C.</b> Inventory, inspect, and maintain all public trees on a continual basis.</p>	<p><b>3.C.1</b> Analyze the inventory data to create a full understanding of the age and condition of Kirkwood's Urban Forest and what steps are necessary to maintain and enhance it.</p> <p><b>3.C.2</b> Apply for grants to fund recommendations of the inventory.</p>	Public Services Department	Short	2 years
	<p><b>4.A.</b> Partner with neighborhood groups and schools to facilitate community gardens.</p>	<p><b>4.A.1</b> Review the Zoning Code and other City regulations to identify any potential barriers to community gardens. Eliminate barriers as needed.</p> <p><b>4.A.2</b> Coordinate with existing organizations to determine interest and feasibility for community gardens.</p> <p><b>4.A.3</b> Promote community gardens.</p>	Parks & Recreations Department	Short	4 years

## 4 - Active Living & The Environment

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
4	<p>4.B. Continue to educate the community about recycling and explore new recycling opportunities.</p>	<p>4.B.1 Review current promotional practices.</p> <p>4.B.2 Develop new educational materials and distribute via various city media outlets.</p> <p>4.B.3 Seek partnerships with affiliated organizations to promote recycling program.</p> <p>4.B.4 Explore increasing recycling cart sizes.</p>	Sanitation Department	Short	2 years

## 4 - Active Living & The Environment

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p><b>4</b> Increase Sustainability in the Community</p>	<p>4.C. Create incentives for commercial and residential developers to practice green building.</p>	<p>4.C.1 Determine what methods can be implemented to promote or require LEED-certified or green construction in Kirkwood. 4.C.2 Draft incentive program language and/or amendments to applicable codes. 4.C.3 Meet with commercial property owners, commercial and residential builders and leasing agents to discuss what incentives may best utilized. 4.C.4 Work to implement programs and amendments.</p>	<p>Public Services Department/ Building.</p>	<p>Long</p>	<p>3 years</p>

## 4 - Active Living & The Environment

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs. Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p><b>4.D.</b> Institute internal City agency and department recycling and efficiency programs and measures.</p>	<p>4.D.1 Appoint an internal working group of department representatives.</p> <p>4.D.2 Meet with the department representatives to work on identifying opportunities for environmental efficiencies.</p> <p>4.D.3 Identify priorities and implementation strategies for each department.</p> <p>4.D.4 Implement these strategies and Measure the outcomes.</p>	<p>Administration Department</p>	<p>Short</p>	<p>4 years</p>

## 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
1 Enhance Downtown with Entertainment Options	1.A. Support the development of a new downtown Performing Arts Center.	1.A.1 Finalize Development Plans. 1.A.2 Plan for theater as hub of transitioning area on periphery of Downtown. 1.A.3 Realize synergies with institutional facilities/tourism generators. 1.A.4 Identify potential development options for adjacent real estate.	Parks & Recreation Department	Short	4 years
	1.B. Attract a boutique hotel to serve the downtown area.	1.B.1 Hire a consultant to develop a feasibility study that would establish what kind of hotel could be supported in Kirkwood. 1.B.2 If a hotel is proven feasible, advocate for the project to attract a developer. 1.B.3 Coordinate with Special Business District and property owners to solicit interest.	Public Services Department, Administration Department	Mid	5 years

## 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
<p>2</p> <p>Support a balance of mixed-use residential development in the Downtown Area</p>	<p><b>2.A.</b> Establish adaptive re-use program for older buildings.</p>	<p>2.A.1 Evaluate best practices within the region and nation-wide.</p> <p>2.A.2 Determine if fee incentives are appropriate.</p> <p>2.A.3 Adopt adaptive re-use program.</p> <p>2.A.4 Promote through affiliated partners such as the Chamber of Commerce.</p>	<p>Public Services Department, Downtown Special Business District</p>	<p>Mid</p>	<p>2 years</p>
	<p><b>2.B.</b> Encourage mixed-use developments.</p>	<p>2.B.1 Review and identify potential financial and regulatory incentives to encourage mixed-use development.</p> <p>2.B.2 Promote the identified incentives to the development community for use with mixed-use development.</p> <p>2.B.3 Establish criteria to evaluate the merits of mixed-use financial incentive support.</p>	<p>Public Services Department/ Planning</p>	<p>Short</p>	<p>1 year</p>

### 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
3	3.A. Adopt stronger architectural regulations.	3.A.1 Review the adopted commercial architectural design principles. 3.A.2 Determine what specific districts or areas are the priority for creating sub-area plans. 3.A.3 Review current staffing availability to see whether or not a consultant should be hired to assist with public outreach and sub-area plan development.	Public Services Department/ Building	Mid	3 years

### 5 - Economic Growth & Vitality

**PRIORITY**  
 (Short: 1-3 yrs  
 Mid: 4-6 years  
 Long: 7+ years)

**PROJECTED DURATION**

**CHAMPION**

**ACTION ITEMS**

**OBJECTIVES**

**GOALS**

Encourage High Quality Commercial Developments

3

3.B.1 Identify commercial areas outside of the downtown area that would benefit from the establishment of a façade improvement program.

3.B.2 Determine if overall level of program funding and individual grant maximum is adequate.

3.B.3 Determine if the program could include a sustainability component.

3.B.4 Develop a process to implement the changes, and create measures to review efficacy of the program.

3.B.5 Create an educational program to reach out to existing and new property owners to encourage participation and include the information and application on the City website.

Public Services Department, Downtown Special Business District

Short

4 years

## 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
Foster business opportunities in Kirkwood	<p><b>4.A.</b> Create a method for identifying underperforming properties in order to promote redevelopment.</p>	<p>4.A.1 Determine criteria of underperforming property traits.</p> <p>4.A.2 Establish an inventory of properties that fall within the outlined criteria.</p> <p>4.A.3 Establish partnerships with property owners and real estate professionals representing identified properties.</p> <p>4.A.4 Utilize economic incentives, when feasible, to promote key catalyst projects.</p>	Public Services Department	Short	3 years
	<p><b>4.B.</b> Evaluate appropriate incentives for desired businesses.</p>	<p>4.B.1 Evaluate the success of current financial incentive programs and revise incentives as needed.</p> <p>4.B.2 Research existing programs and develop overall criteria to determine incentive eligibility.</p> <p>4.B.3 Refine scoring system for incentive eligibility based upon criteria to encourage a fair and objective evaluation process for presentation to decision-making bodies.</p>	Administration Department, Finance Department, Public Services Department	Long	5 years

## 5 - Economic Growth & Vitality

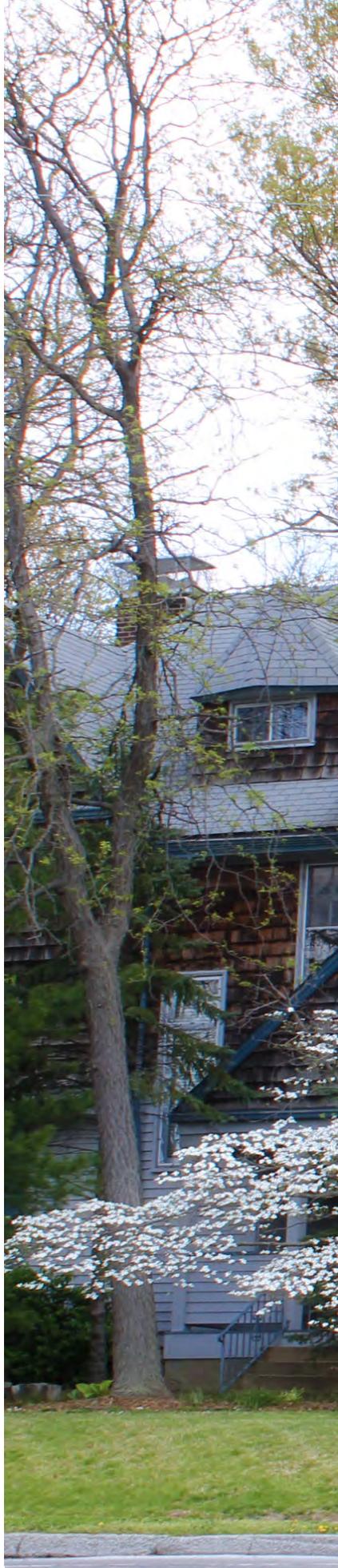
GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
5	4.C. Promote a supportive environment for start-up and small businesses.	4.C.1 Evaluate current regulatory environment and programs for new businesses.	Administration Department, Public Services Department	Mid	4 years
		4.C.2 Develop a plan for creating new or additional programs.			
		4.C.3 Research the possibility of creating incubator space within the City with partner organizations.			
	5.A. Monitor and improve the City's business attraction and retention programs.	5.A.1 Generate a list of appropriate questions for a survey.	Public Services Department, Downtown Special Business District	Short	1 year
		5.A.2 Identify the businesses to receive the survey and determine best delivery format for the survey to ensure maximum response.			
		5.A.3 Develop a report that outlines new programs and make recommendations for improvement.			

## 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
5 Promote Kirkwood as a "Business-Friendly" Community	5.B. Develop an online resource center for all business-related issues and questions.	<p>5.B.1 Determine content of online tool based on overall information needs that existing businesses and new startups are requesting.</p> <p>5.B.2 Determine lead and partner organizations and responsibilities (i.e. Chamber of Commerce, Local Real Estate Firms, City, etc.).</p> <p>5.B.3. Promote the one-stop center through economic development agencies, financial institutions and City information outlets.</p>	Public Services Department, Downtown Special Business District, Administration Department	Short	2 years
	5.C. Create Economic Development Strategy.	<p>5.C.1 Review the current services provided for prospective and existing businesses.</p> <p>5.C.2 Create a formal plan/strategy for Economic Development.</p> <p>5.C.3 Consider the need of additional Staff resources to provide proper services.</p>	Administration Department	Short	3 years

## 5 - Economic Growth & Vitality

GOALS	OBJECTIVES	ACTION ITEMS	CHAMPION	PRIORITY (Short: 1-3 yrs Mid: 4-6 years Long: 7+ years)	PROJECTED DURATION
	<p>5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.</p>	<p>5.D.1 Survey comparable cities' development fees and review process timelines. 5.D.2 Evaluate current fees and process to determine opportunities for revision. 5.D.3 Adopt a revised fee schedule and amend Code of Ordinances to allow for more streamlined review process if necessary. 5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.</p>	<p>Administration Department, Public Services Department</p>	<p>Short</p>	<p>1 year</p>



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