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**Planning & Zoning Commission  
Agenda  
Wednesday, April 20, 2022, 7:00 p.m.  
Kirkwood City Hall  
139 S. Kirkwood Road  
Kirkwood, MO 63122  
Posted April 15, 2022**

**I. ROLL CALL**

**II. APPROVAL OF THE MINUTES OF THE APRIL 6, 2022, MEETING**

**III. UNFINISHED BUSINESS**

- 1. PZ-15-22 SPECIAL USE PERMIT (OUTDOOR USE) AND SITE PLAN REVIEW - TACO BUDDHA, 11111 MANCHESTER ROAD**  
Submitted: 2-25-22 Automatic Recommendation: 6-25-22  
Petitioner's Agent, John Shuff  
(Subcommittee – Commissioners Adkins and Diel)  
*Opportunity for Public Comment*

**IV. NEW BUSINESS**

None.

**V. COMMISSION/STAFF (INTERNAL) ITEMS**

1. 1<sup>st</sup> QUARTER UPDATE – ENVISION KIRKWOOD 2035
2. DEVELOPMENT PROJECT UPDATE

**VI. PLANNING AND ZONING SCHEDULE:**

1. MAY 4 AND 18, 2022 – 7:00 P.M.
2. JUNE 1 AND 15, 2022 – 7:00 P.M.

**Staff Liaison:** Jonathan Raiche; Phone: (314) 984-5926; Email: [RaicheJD@kirkwoodmo.org](mailto:RaicheJD@kirkwoodmo.org)

**Kirkwood Planning and Zoning Commission:** Chairman Jim Adkins, Commissioners James Diel, David Eagleton, Ron Evens, Tom Feiner, Sandy Washington, Mary Lee Salzer-Lutz, Darrell Scott, and Allen Klippel.

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

## RECOMMENDATIONS SUBMITTED TO COUNCIL

1. **PZ-12-22 ZONING CODE TEXT AMENDMENT – ADD ANIMAL TRAINING AS AN ACCESSORY USE IN SINGLE-FAMILY RESIDENTIAL DISTRICTS**  
February 2: P&Z recommended denial.  
February 3: City Council scheduled public hearing for 3-3-22.  
March 3: Public hearing held.  
March 17: Referred back to Planning and Zoning Commission as SUP  
April 6: P&Z failed to approve Zoning Code Text Amendment.  
April 7: City Council scheduled public hearing for 5-5-22.
2. **PZ-13-22 ZONING MAP AMENDMENT - R-4 TO R-MM – 10414 BIG BEND BLVD**  
March 16: P&Z recommended approval.  
March 17: Public hearing to be scheduled.  
April: City Council scheduled public hearing for 5-5-22.
3. **PZ-14-22 SPECIAL USE PERMIT (ANIMAL FACILITY, MINOR, WITH OUTDOOR USE) AND SITE PLAN REVIEW – KENNELWOOD PET RESORT, 10936 MANCHESTER ROAD**  
April 6: P&Z recommended approval.  
April 7: City Council scheduled public hearing for 5-5-22.

## STATUS OF APPROVALS

1. **PZ-08-20 SPECIAL USE PERMIT AND SITE PLAN REVIEW – AUDI KIRKWOOD**  
Perf guar/fee, consolidation plat w/easements, MoDOT, MSD & permit by 9-19-22.
2. **PZ-27-20 ZONING CODE AMENDMENT, SITE PLAN REVIEW, AND SUBDIVISION (2 LOTS) – COMMERCE BANK, 350 NORTH KIRKWOOD ROAD**  
Perf guar/fee, recorded cross-access easement, demo permit, MSD prior to 10-1-22.
3. **PZ-5-21 SITE PLAN REVIEW – MULTI-FAMILY, 144 WEST ADAMS AVE**  
Permit under review.
4. **PZ-30-20 SITE PLAN REVIEW – VILLA DI MARIA MONTESSORI SCHOOL, 1280 SIMMONS**  
Perf guar/fee, MSD, Water/Fire by 8-31-22.
5. **PZ-06-22 FINAL SITE PLAN/MIXED USE IN B-2 – THE JAMES, 426 N KIRKWOOD AND SITE PLAN FOR TEMPORARY BANK BUILDING, 128 W WASHINGTON**  
Perf guar/fee, public use easement, consolidation plat w/easements, MoDNR, MSD by 9-16-22.
6. **PZ-11-22 SPECIAL USE PERMIT (ANIMAL FACILITY, MAJOR) – FOX CREEK KIRKWOOD VETERINARY HOSPITAL, 455 SOUTH KIRKWOOD ROAD**  
ARB and pet waste station, permit by 3-3-23.





**CITY OF KIRKWOOD  
PLANNING AND ZONING COMMISSION  
April 6, 2022**

**PRESENT:**

Jim Adkins, Chair  
James Diel, Vice Chair  
David Eagleton, Secretary/Treasurer  
Ron Evens  
Allen Klippel  
Tom Feiner  
Mary Lee Salzer-Lutz  
Darrell Scott

**ABSENT:**

Sandy Washington

Pursuant to notice of meeting duly given, the Planning and Zoning Commission convened on Wednesday, April 6, 2022, at 7:00 p.m. in the City Hall Council Chambers. City Attorney John Hessel, Planning and Development Services Director Jonathan Raiche, Planner II Amy Lowry, Administrative Assistant Patti Dodel, and Permit Clerk Christine Dorough also attended the meeting.

1. Chair Adkins called the meeting to order at 7 p.m. and informed the audience of the Speaker Cards and procedures for making comments regarding items on the agenda requiring Site Plan Review. Chair Adkins announced that Commissioner Washington was absent and her absence was excused.
2. Motion was made by Commissioner Eagleton and seconded by Commissioner Diel to approve the minutes for the March 16, 2022, meeting as written. The minutes were approved with seven members voting in favor and Commissioner Adkins abstained.
3. Motion was made by Commissioner Evens to amend the agenda to consider PZ-12-22 after New Business. The motion was seconded by Commissioner Salzer-Lutz and unanimously approved.
4. **PZ-14-22 SPECIAL USE PERMIT (ANIMAL FACILITY, MINOR, WITH OUTDOOR USE) AND SITE PLAN REVIEW – KENNELWOOD PET RESORT, 10936 MANCHESTER ROAD**  
Submitted: 2-11-2022 Automatic Recommendation: 6-11-2022  
Petitioner's Agent, Paul Lewis  
(Subcommittee – Commissioners Evens, Scott, and Eagleton)

Due to a perceived conflict of interest, Chair Adkins recused himself from discussion and Vice Chair Diel chaired the meeting.

Planner II Amy Lowry stated the 10,000 square foot building was previously occupied by Keller Williams Realty. Kennelwood Pet Resorts submitted an application for a Special Use Permit to allow an outdoor use for the permitted use of a dog training, day camp (no overnight boarding), and grooming facility. Three fenced pet exercise yard areas would be constructed on the west side of the existing building. The existing dumpster would be relocated to the east end of the property. Synthetic turf is proposed to be installed over pervious surface and a drainage system would discharge to the existing storm inlet if the ground was saturated to an extent that it would not absorb the stormwater in the play areas. The applicant provided an analysis of storm water runoff and a noise study. No more than two dogs would be in any one of the three outdoor yards at the same time, and the dogs would be on a leash and with an employee. The sound level study indicates that six dogs barking at the same time would be within the ambient range and masked by the traffic on Manchester Road.

Ms. Lowry added that the Subcommittee met on site and were advised there would be forty to sixty dogs with a maximum of ten employees between the hours of 7 a.m. to 7 p.m. A canopy covering the outdoor exercise areas, as was suggested by one of the neighbors, would add to the impervious area and would not conform to the structure setback requirement from Harrison Avenue.

Commissioner Eagleton expressed concern regarding the storm water issues at the property to the south (1030 North Harrison Avenue). Commissioner Eagleton stated that if MSD has a design solution but lacks the funding, a committee consisting of MSD, MoDOT, and Kirkwood should be formed to address the issue.

In accordance with Section 220.6 of the Zoning Code, Vice Chair Diel asked if there was anyone in the audience who had comments concerning the site plan, and the following responded:

Steve Dowd, Unit #406 1030 N Harrison Ave, stated the proposed use would be adjacent to his 39-unit condominium building and the 32-unit Clay West building. He believes this use will create a noise violation and played an audio clip of dogs barking at Kennelwood's facility on Mason Lane in Ballwin. He added that this use will adversely affect the general welfare of the community and his property value. He compared this petition to the application filed in 2021 by Harmony Homes on Ballas Road.

Paula Savarino, President of the Board of Directors for Bradford Square at 1030 N Harrison Ave, hopes that MSD can solve the storm water issues that have affected their building for years. In 2004 and 2019, a total of 20 vehicles were damaged beyond repair due to storm water flooding their underground parking garage. A French drain installed by the City on Wilson Avenue helped the situation, but additional work needs to be done by MSD.

Chris Blair, Unit #205 1030 N Harrison Ave, stated the owner of 10936 Manchester Road repaved their lot and increased the height of the curbs. This has caused additional storm water issues at 1030 N Harrison Ave. She



expressed concern regarding the noise from the dogs and added there are 27 units in their building that would face the proposed Kennelwood facility.

Dorothy Achey, Unit #202 1030 N Harrison Ave, stated she lost two cars in the parking garage during heavy rains in 1993. Even though she lives on the other side of the building, she wouldn't want to hear dogs in the outdoor area.

Alice Sydow, Unit #309 1030 N Harrison Ave, is concerned about her property value and believes the dogs barking will hinder her healing from MS.

Commissioner Evens read the underlined sections of the Subcommittee Report recommending approval.

(Insert report)

Motion was made by Commissioner Feiner, and seconded by Commissioner Salzer-Lutz, to approve PZ-14-22, an application submitted by Kennelwood Pet Resorts for a Special Use Permit for an outdoor use and Site Plan Review at 10936 Manchester Road subject to the conditions contained in the Subcommittee Report.

In response to comments from Commissioners Eagleton and Evens, Director of Planning and Development Services Jonathan Raiche commented that the Planning and Zoning Commission doesn't have purview over regional storm water issues. MSD is the taxing entity with jurisdiction over storm water flooding. Even though MSD has a design solution, their projects are prioritized, due to funding, on a regional basis.

Commissioner Feiner added that the Commission is not minimizing the concerns of the residents regarding flooding; however, the Commission's task is to review the application for a Special Use Permit for the outdoor exercise yards.

In response to Commissioner Salzer-Lutz' question regarding the audio clip, Fiju Job, Chief Development Officer for Kennelwood, responded that the audio clip taken at their Mason Lane location was from dogs barking in the outdoor day camp area with up to 60 dogs. The outside area of the proposed Kirkwood location would have no more than six dogs on leashes with three employees at any one time.

The motion to approve PZ-14-22 was unanimously approved by the seven Commission members present (Commissioner Washington was absent and Chair Adkins recused himself).

Chair Adkins returned to the meeting and resumed his role as Chair.



5. **PZ-15-22 SPECIAL USE PERMIT (OUTDOOR USE) AND SITE PLAN REVIEW  
TACO BUDDHA, 11111 MANCHESTER ROAD**

Submitted: 3-30-22 Automatic Recommendation: 7-28-22

Petitioner's Agent, John Shuff

Planner II Amy Lowry stated the 3,000 square foot building was previously occupied by Hardee's. The 27,000 square foot site consists of two parcels. A covered patio would be constructed on the east side of the building and provide seating for 26 patrons, an uncovered patio area would be constructed on the south side of the building for 40 patrons, and inside table seating would be available for 28 patrons. The existing drive-up window would not be utilized. Six parking spaces on the west side of the property would be reserved for curb-side pick-up of on-line orders. Four bike racks and 35 parking spaces would be provided on site. Their proposed hours of operation are: Monday thru Thursday 7:30 a.m. to 8:30 p.m.; Friday 7:30 a.m. to 9:30 p.m.; Saturday 9:00 a.m. to 9:30 p.m.; and Sunday brunch 10:00 a.m. to 3:00 p.m. There would be a total of 20 employees (10 full-time and 10 part-time) with 8 on the maximum shift.

Kurt Eller, owner of Taco Buddha, stated the food is traditional and inventive tacos inspired by Southwestern and Mexican cuisine. He stated he currently has one other location (in University City at Pershing and Jackson).

In response to Commissioner Feiner's question, Mr. Eller commented that the outdoor seating area would be modified with plastic walls to provide seating year round.

In accordance with Section 220.6 of the Zoning Code, Chair Adkins asked if there was anyone in the audience who had comments concerning the site plan, and no one responded.

Chair Adkins appointed himself and Commissioner Diel to the Subcommittee. The Subcommittee scheduled a meeting at the site for April 11 at 8 a.m.

6. **PZ-12-22 ZONING CODE TEXT AMENDMENT – ADD ANIMAL TRAINING HOMES  
AS A SPECIAL USE IN SINGLE-FAMILY RESIDENTIAL DISTRICTS AND GRANT  
SUP TO LYNN THIELE AT 551 NORTH CLAY AVENUE**

Referred back from City Council

Petitioner, Lynn Thiele

Chair Adkins stated if the Zoning Code Text Amendment is approved, he would recuse himself from discussing the second part (Lynn Thiele's request for a Special Use Permit) of the application due to a perceived conflict of interest.

In February, 2022, the Commission recommended denial of the applicant's original request that the Zoning Code text be amended to add animal training as an accessory use that would be permitted with standards in single-family residential districts. The City Council held a public hearing; and on March 17, 2022, denied the request. However, City Council voted unanimously to return the request to the Planning and Zoning Commission to simultaneously consider a text amendment for animal training homes as an accessory use subject to a



special use permit and to review the applicant's specific property for issuance of a Special Use Permit for said use. The proposed text amendment would apply to all properties in single-family residential zoning districts with each application for an animal training home requiring a special use permit application review.

In response to Commissioner Feiner's questions, Director of Planning and Development Services stated "domestic pets" is not defined in the Zoning Code but that dogs and cats are the only animals referenced as such in the Animals and Fowl chapter of the General Code of Ordinances. Planner II Amy Lowry added that home occupation prohibits outdoor use.

Lynn Thiele stated she started her business with eight dogs and is requesting to have ten dogs on her property. City Attorney Hessel stated the City became aware of her business after a complaint was made. As currently written, the proposed Special Use Permit category would be non-transferable, reviewed every two years, and subject to revocation after a full contested hearing.

Motion was made by Commissioner Diel, seconded by Commissioner Feiner, to approve PZ-12-22, a Zoning Code Text Amendment to add Animal Training Homes as an accessory use with a Special Use Permit in single-family residential districts in accordance with items 1, 2, and 3 in the Staff memo dated April 6, 2022.

Commissioner Klippel believes "animal" could also include training for pigs, ponies, llamas, etc. and made a motion, seconded by Commissioner Evens, to amend the Staff memo by replacing "animal" with "dog" in Items 1, 2, and 3. Motion passed six to two with Commissioners Feiner and Scott dissenting (Commissioner Washington was absent).

Motion was made by Commissioner Klippel, seconded by Commissioner Evens, to amend the Staff memo by adding Condition #16 "There shall be no more than 15 Dog Training Homes in the City of Kirkwood." City Attorney Hessel stated that, unless there is a rationale to limit the number of businesses, it would be difficult to defend in court. The motion failed one to seven with Commissioner Klippel in favor.

Motion was made by Commissioner Evens, seconded by Commissioner Salzer-Lutz, to amend Item #1 of the Staff memo as follows: "Permitted dog training homes shall not create an adverse effect on the residential character of the zoning district or interfere with the reasonable enjoyment of adjoining properties, including but not limited to noise, odors, and traffic." The motion was unanimously approved by the eight members present.

Motion was made by Commissioner Evens, seconded by Commissioner Salzer-Lutz, to amend Item #2 of the Staff memo as follows: "Dog training shall be limited to Monday through Friday between the hours of 8 a.m. and 5 p.m. and shall be prohibited on any official Federal holiday." The motion passed seven to one with Commissioner Scott dissenting.



Motion was made by Commissioner Evens, seconded by Commissioner Feiner, to amend Item #5 of the Staff memo as follows: "~~The operator of a training home in a rental unit shall be able to demonstrate that the property owner has authorized the use of the premises for dog training.~~ A dog training home shall not be considered for approval within a residential rental property." The motion passed seven to one with Commissioner Scott dissenting.

Motion was made by Commissioner Evens, seconded by Commissioner Feiner, to amend Item #7 of the Staff memo as follows: "There shall be no commercial signage related to the Dog Training Home business, including any window displays on the property." The motion was unanimously approved by the eight members present.

Motion was made by Commissioner Evens, seconded by Commissioner Salzer-Lutz, to amend Item #9 of the Staff memo as follows: "Sight-proof fencing shall be required for the rear and/or side yard for any outdoor training area." After discussion, Commissioner Evens withdrew his motion.

Motion was made by Commissioner Diel, seconded by Commissioner Salzer-Lutz, to amend Item #14 of the Staff memo as follows: "The applicant must apply for renewal of the Special Use Permit every two years year unless otherwise determined by the City Council. Such renewal will be considered for approval via a resolution by the City Council." The motion was unanimously approved by the eight members present.

Motion was made by Commissioner Evens, seconded by Commissioner Feiner, to add Item #16 to the Staff memo as follows: "The applicant must provide written documentation that demonstrates their expertise and/or certifications specific to dog training." After discussion, Commissioner Evens withdrew his motion.

The motion to approve PZ-12-22, a Zoning Code Text Amendment to add Dog Training Homes as an accessory use with a Special Use Permit in single-family residential districts in accordance with items 1, 2, and 3 in the Staff memo dated April 6, 2022, as amended by various motions failed three to five (Commissioners Adkins, Diel, and Eagleton were in favor, Commissioners Evens, Feiner, Klippel, Salzer-Lutz, and Scott were opposed, and Commissioner Washington was absent)

## **7. 5-YEAR REVIEW – ENVISION KIRKWOOD 2035**

At the March 16, 2022, meeting, Planning and Development Services Director Jonathan Raiche asked for volunteers to serve on a Subcommittee to assist in the five-year review of the EnVision Kirkwood 2035 Comprehensive Plan. Commissioners Eagleton, Evens, Feiner, and Salzer-Lutz volunteered, and meetings will be coordinated with those members and scheduled to conduct this 5-year review.



**8. DEVELOPMENT PROJECT UPDATE**

Planning and Development Services Director Jonathan Raiche confirmed that an occupancy permit application in the EZ Storage building on Manchester Road for a juice bar was submitted.

There being no further business, motion was made by Commissioner Diel and seconded by Commissioner Feiner to adjourn at 9:33 p.m. The next meeting will be held on April 20, 2022, at 7 p.m.

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Jim Adkins, Chair

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David Eagleton, Secretary/Treasurer

Upon request, these minutes can be made available within three working days in an alternate format, such as CD, by calling 314-822-5822. Minutes can also be downloaded from the City's website at [www.kirkwoodmo.org](http://www.kirkwoodmo.org), then click on City Clerk, Boards & Commissions, Planning & Zoning Commission.

**CITY OF KIRKWOOD  
PLANNING AND ZONING COMMISSION  
SUBCOMMITTEE REPORT  
April 20, 2022**

**PETITION NUMBER:** PZ-15-22

**ACTION REQUESTED:** SPECIAL USE PERMIT (OUTDOOR DINING) AND SITE PLAN REVIEW  
– TACO BUDDHA

**PROPERTY OWNER:** HARDEES NB, LLC

**APPLICANT:** TACO BUDDHA, LLC

**APPLICANT’S AGENT:** JOHN SHUFF

**PROPERTY LOCATION:** 11111 MANCHESTER ROAD AND 11111 MANCHESTER ROAD A

**ZONING:** B-3, HIGHWAY BUSINESS DISTRICT

**DRAWINGS SUBMITTED:** SITE PLAN PACKET (2 SHEETS) PREPARED BY COHEN ARCHITECTURE COMPANY STAMPED “RECEIVED APR 5, 2022, CITY OF KIRKWOOD PUBLIC SERVICES DEPARTMENT”

SITE PLANTING LAYOUT (1 SHEET) PREPARED BY KAEMMERLEN FACILITY SOLUTIONS, STAMPED “RECEIVED APR 5, 2022, CITY OF KIRKWOOD PUBLIC SERVICES DEPARTMENT”

LIGHTING PLAN (1 SHEET) PREPARED BY KAEMMERLEN FACILITY SOLUTIONS, STAMPED “RECEIVED MAR 30, 2022, CITY OF KIRKWOOD PUBLIC SERVICES DEPARTMENT”

**DESCRIPTION OF PROJECT:**

The applicant plans to purchase the property consisting of two parcels to operate a quick-service, fast-casual restaurant. The former use of the property was a Hardee’s restaurant. The applicant is requesting a Special Use Permit (SUP) for Outdoor Dining and Site Plan Review for a full service restaurant with small building additions on the west and south of the existing building and with outdoor improvements, including a covered patio building addition on the east and a patio area on the south, both for outdoor dining. Additional information about the proposed site plan is included in later sections of this report.

The hours of operation for both the restaurant interior and the outdoor dining are proposed as Monday to Thursday from 7:30 am to 8:30 pm, Friday from 7:30 am to 9:30 pm, Saturday from 9:00 am to 9:30 pm, and Sunday (Brunch) from 10:00 am to 3:00 pm. As part of the outdoor



dining SUP, outdoor entertainment in the form of recorded music through small speakers is also being requested in the same hours of operation. The number of employees is expected to be 20, with 8 on the maximum shift.

**COMPREHENSIVE PLAN, LAND USE AND ZONING:**

The site is located in the area designated as Corridor Commercial in the EnVision Kirkwood 2035 Future Land Use Map. Development types discussed in this land use category include regional/neighborhood commercial. The subject property consists of 2 lots zoned B-3, Highway Business District. The proposed restaurant use is a permitted use, however, the proposed Outdoor Dining requires a Special Use Permit.

Surrounding land uses and zoning include the following:

- To the north: There is a 20' wide alley abutting the north property lines of the subject parcels. North of the alley, there are residential uses zoned R-4, single-family residential.
- To the south: Across Manchester Road, there are various retail, office, animal facility, and motor vehicle uses zoned B-3.
- To the east: Across Folger Avenue, there are various retail and office uses zoned B-3.
- To the west: Across Simmons Avenue, there are dental and medical uses zoned B-3.

**DEPARTMENTAL/AGENCY COMMENTS:**

- Electric: The applicant will coordinate with Kirkwood Electric on new service.
- Water: No comments at this time.
- Engineering:
  1. The site plan states "Improved Surface Pavement" in the alley at the northeast corner of the site. Please be more specific regards to the treatment.
  2. In the City's pre-application meetings, discussions were held about separating the alley and access point at the northwest corner of the site. No new curbing or raised island is shown the plans. Please identify so on the plans.
  3. In the City's pre-application meetings, discussions were held about the replacement of the curbing and sidewalk with concrete along Simmons Avenue. Please identify on the plans.
  4. As shown on the drawings, the middle curb cut on Manchester Road is being removed at the time of the MoDOT work. There shall be concrete planter barriers placed in this curb cut in the instance that the MoDOT work is not complete prior to occupancy of Taco Buddha.

5. Provide MoDOT a copy of the revised site plan and obtain approval correspondence from MoDOT for the removal of the center curb cut on Manchester Road.

**Building/Fire:** Before a building permit is issued provide the following:

1. Drive lane width and turn radius;
2. Distance to nearest 2 fire hydrants; and
3. Fire hydrant flow test.

**Forester:** Update the landscape plan to show the 4 existing trees on the property as honey locust and to show understory, instead of canopy, trees planted in the north of the site under the overhead utility wires. The 2 honey locust trees in the north are recommended to be removed and replaced with understory trees.

#### **SITE ELEMENTS ANALYSIS:**

##### ***Structures***

The existing former Hardee's restaurant building will remain on site with proposed alterations and additions, including removal of the drive-through operation and order signs. On the west side of the existing building, a cooler will be extended 158 sq. ft. from the current exterior. On the west and south sides of the existing building, two small building extensions totaling 47 sq. ft. will be added. A covered patio of 494 sq. ft. will be added to the east side of the building and an uncovered patio of 460 sq. ft. will be added on the south side of the building, both for outdoor dining. An uncovered semi-circle gardening area will adjoin the outdoor dining areas southeast of the building. The applicant proposes gabion walls to separate the outdoor areas from the parking lot.

##### ***Site Access, Circulation & Parking***

The vehicular access from Manchester Road on the east side curb cut of the property will remain unchanged with a 2-way entrance and exit from both Manchester Road and the alley to the northeast. The alley will be repaved from the north vehicular access to Folger Avenue. The vehicular access from Manchester Road on the west side curb cut of the property will be a 2-way entrance and exit, however, upon entrance from Manchester, vehicles will maneuver with right-turn only directional striping in front of the building and then one-way around the building in a counter clockwise direction. The access to and from Simmons Avenue in the northwest will be a 2-way entrance and left-only exit prohibiting a right turn onto Simmons when exiting the property. The middle vehicular access point from Manchester Road will remain in place until the MoDOT Manchester Road resurfacing and improvement project commences in this area; with the MoDOT project, this center access point will be removed and new curbs, sidewalk, and landscaping will be installed. The City Engineer is requesting that concrete planter barriers be placed in this curb cut in the instance that the MoDOT work is not complete prior to occupancy of Taco Buddha. This requirement is included in the recommendation section of the report.

The restaurant use, with a parking rate of 1 space per 100 sq. ft., requires 34 parking spaces and 35 are being provided (including two accessible). At this time, the rear shed is proposed to be



removed to create an additional parking space; the applicant indicated that they may ultimately choose not to expand the parking lot in the area of the existing rear shed for this parking space. If this extra parking space is not created, the project still complies with the minimum parking requirements. The 6 parking spaces on the west side of the property will be reserved for pick-up orders. The restaurant use also requires 1 bicycle rack per 1500 sq. ft. for a total of 3, and 4 U-style racks are proposed. The bike racks must be anchored to an approved hard surface of at least 6 feet by 6 feet, with aisles of at least 3 feet. On the site plan, there may not be a 3-foot aisle for the northwest bike rack; moving the bike racks a few feet to the east will resolve this issue. Said revision is reflected in the recommendation section of this report.

### ***Trash/Recycling***

The applicant does not propose any changes to the existing trash enclosure on the northeast side of the property adjacent to the alley. The fence along the north property line is recommended to be required to remain.

### ***Landscaping***

There is an approved landscape plan for this site from 1995 with a combined 24 canopy and understory trees provided. For every 100 linear feet of building addition, a minimum of 2 canopy trees, 1 understory tree and 5 type C shrubs shall be provided. The additions extend the western façade by about 10 linear feet and the eastern façade by about 30 linear feet. Therefore, 1 additional canopy and 1 additional understory tree will be required to be planted in the area where the middle vehicular curb cut will be removed. There are 4 remaining trees on the site, however, the City Forester is recommending removal of the 2 honey locust trees in the north of the property under the utility lines and requiring all trees in that area be understory trees. The landscape plan provides for the planting of 8 canopy trees, 14 understory trees, and 44 shrubs, including 4 in the immediate rear of the building. A requirement to revise the landscape plan to incorporate the City Forester's recommendations is included in the recommendation of this report.

### ***Lighting***

The proposed lighting plan includes pole-mounted and wall-mounted lights. The proposed lighting fixtures are full cut-off. Some fixtures will be mounted on existing poles, with the fixture heights in compliance with the lighting regulations. The lighting plan does not extend the point-by-point footcandle layout a minimum of 10 feet beyond the lot on the east, south, and west or until the lighting levels reach 0.5 footcandles, and does not include the parking lot only average illumination level. Staff believes the plan will be able to achieve compliance once revised and a condition requiring the revised plan is included in the recommendation section of this report.

### **DISCUSSION:**

A Zoning Matters sign was placed on the property on April 1, 2022. The request was introduced at the Planning & Zoning Commission meeting on April 6, 2022. A subcommittee meeting was conducted on site on April 11, 2022. A list of attendees of the subcommittee meeting may be seen in Exhibit B. At the subcommittee meetings, the following items were discussed:

1. The northwest corner of the site will serve 2-way traffic, with no right turns out to Simmons Avenue.
2. The restrooms are already to code and there will be cosmetic changes on the interior.
3. New rooftop electric or HVAC units will be screened as required.
4. Electrical service will be upgraded to the site.
5. The applicant is providing parking spaces to meet the parking regulations.
6. The City Forester recommends understory trees under the utility lines on the north.
7. The applicant expressed a desire to seasonally enclose the eastern covered patio to extend its use in the winter.
8. The middle entrance to the site will remain until closed with the MoDOT Manchester Road project. This item was later revised with a recommendation by the City Engineer to install concrete planters as an interim closure.

These items have been discussed throughout the report and outstanding items have been included in conditions in the Recommendation section of this report.

**RECOMMENDATION:**

The Subcommittee recommends that this application be approved with the following conditions:

1. The project shall be constructed and maintained in accordance with the plans referenced in the Drawing Submitted portion of this report, except as noted herein.
2. Outdoor Dining shall be confined to the areas indicated as such on the proposed site plan.
3. The Outdoor Dining shall comply with all conditions herein and with Section 25-45(o) of the Zoning and Subdivision Code.
4. The allowable hours of operation for the outdoor dining area shall be Monday to Thursday from 7:30 am to 8:30 pm, Friday from 7:30 am to 9:30 pm, Saturday from 9:00 am to 9:30 pm, and Sunday from 10:00 am to 3:00 pm.
5. The covered patio on the east side of the building may be seasonally enclosed pursuant to review and approval of plans by the Architectural Review Board.
6. Outdoor entertainment for the Outdoor Dining areas, both live and recorded, shall be restricted to Monday to Thursday from 7:30 am to 8:30 pm, Friday from 7:30 am to 9:30 pm, Saturday from 9:00 am to 9:30 pm, and Sunday from 10:00 am to 3:00 pm.
7. A revised landscape plan shall be provided prior to the issuance of permits that accurately identifies the existing honey locust trees, shows the existing honey locust trees along the western property line to remain, and includes only understory trees along the north property line under the utility lines.



8. The existing 6' tall privacy fence shall remain on-site or shall be replaced by another minimum 6' tall fence of comparable or greater quality.
9. A revised lighting plan shall be provided prior to issuance of permits that includes a summary table with the average illumination for the parking lot to meet the minimum 1.0 footcandles at finished grade. The revised plan must also extend the point-by-point footcandle layout a minimum of 10 feet beyond the lot on the east, south, and west or until the lighting levels reach 0.5 footcandles, and add the parking lot only average illumination level to the statistics table. If any lighting fixtures are proposed for under the outdoor canopy (other than string lights), they must also be added to the lighting plan.
10. A revised site plan shall be provided and approved by the Public Services Department prior to issuance of permits that includes (a) one-way traffic from north to south on the site on the west side of the building as the drive aisle is less than 22' wide; (b) movement of the bike racks to the east in order to provide an approved hard surface of at least 6 feet by 6 feet, with aisles of at least 3 feet; (c) specifications for the "Improved Surface Pavement" in the alley at the northeast corner of the site; (d) replacement of the curbing and sidewalk with concrete along Simmons Avenue; and (e) concrete planter barriers placed in the center curb cut in the instance that the MoDOT work is not complete prior to occupancy of Taco Buddha.
11. Prior to the issuance of occupancy, a traffic signage and striping plan shall be provided to and approved by the Public Services Department; and said signage and striping must be installed as approved.
12. Prior to the issuance of permits, MoDOT shall be provided a copy of the revised site plan and approval correspondence shall be obtained from MoDOT for the removal of the center curb cut on Manchester Road.
13. A fire apparatus plan shall be provided prior to issuance of permits that includes drive lane widths and turn radius as well as distances to nearest 2 fire hydrants.
14. A consolidation plat shall be required with easements as required by the City prior to issuance of permits.
15. The applicant shall comply with all standard conditions as listed in Exhibit A.

Respectfully submitted,

---

Jim Adkins

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James Diehl

**EXHIBIT A**  
**STANDARD CONDITIONS**

1. The premises and improvements as approved by this Special Use Permit shall be in good working order and maintained in good repair at all times.
2. The applicant, by accepting and acting under the Special Use Permit approval granted, accepts the approval subject to the reservations, restrictions, and conditions set forth in the Code of Ordinances and in the report and agrees to comply with each provision subject to the penalties prescribed under Section 1-8 of the Code of Ordinances and subject to revocation of this approval in the event such provisions are not complied with.
3. A performance guarantee in the form of a cash deposit or letter of credit in an amount approved by the Public Services Department and an administrative fee (10% of the first \$10,000 and 2% of the remaining balance of the performance guarantee) shall be submitted within one year of approval and prior to the issuance of a foundation letter or building permit to insure the completion of the proposed improvements, utilities and landscaping; to replace public improvements damaged by construction activities (sidewalks, curbs, etc.); and to guarantee significant trees designated to be saved. The letter of credit shall be in effect for a minimum of two years and may be extended in minimum six-month intervals as approved by the Department of Public Services. The Letter of Credit shall be drawn from a St. Louis area bank. A portion of the performance guarantee will be held until MoDOT Manchester Road project is complete with the center curb cut removed, landscaping planted, and the island restored.
4. Storm water management plans shall be submitted to Metropolitan Sewer District (MSD) and City for review and approval prior to the issuance of a grading, foundation or building permit. Storm water greater than one c.f.s. shall not be directed across the public sidewalk or driveway entrances.
5. Sanitary sewer plan shall be approved by MSD prior to the issuance of a foundation letter or building permit.
6. The water system shall meet the requirements of the Kirkwood Fire and Water Departments. The Fire Department shall approve the water flow for the project. If satisfactory water flow is not available from the existing water system in accordance with City policy, the applicant shall install the necessary mains and accessories.
7. If applicable, a grading permit shall be obtained from the Public Services Department in accordance with the Kirkwood Code of Ordinances prior to any grading on the site. The grading permit shall include a grading plan in accordance with the Code of Ordinances.
8. Erosion and sediment control devices shall be sufficient to protect all off-site property from siltation and shall be installed prior to beginning of any grading or construction.

The siltation control measures shall be installed and approved by the Public Services Department prior to issuance of a building permit. These devices shall be maintained during the construction activities.

9. During excavation and construction activities, the area of the site that is disturbed for this project shall be fully enclosed by a 6-foot high chain link fence to prevent the entry of unauthorized persons. The gate for the fence shall be locked during non-working hours.
10. No parking of construction trailers, material storage, equipment storage or construction equipment is authorized on the public streets at any time.
11. Enclosures are required to screen all dumpsters, grease receptacles, and similar items on the site and shall be constructed of sight-proof materials (e.g. masonry, split-faced concrete masonry units, etc.) similar or complementary to the main building and not less than six feet in height. Latching gates of similar or complementary materials shall be required to completely enclose the dumpster. If the trash enclosure is in disrepair, the fencing may need to be replaced.
12. An accessible route in compliance with ADA standards shall be provided from the proposed accessible parking spaces to the accessible entrance of the building.
13. All rooftop equipment, air-conditioning units and mechanical equipment shall be completely screened from view of adjoining properties and public right-of-way.
14. The Architectural Review Board shall approve all signs, building architecture, and enclosures prior to the issuance of any building permits.



**EXHIBIT B  
SUBCOMMITTEE MEETINGS ATTENDEES**

P&Z Subcommittee Meeting

Project:

Taco Buddha

Date:

April 11, 2022 8:00 am

Location:

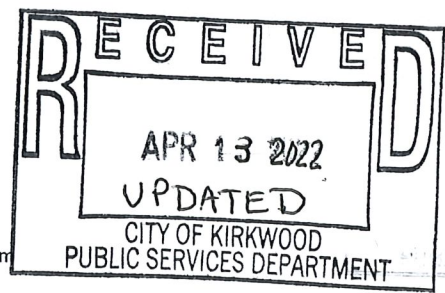
1111 Manchester Rd

Name	Organization
KURT KAMMERLEN	HFS
Kurt Elber	Taco Buddha
Jim Adkins	P&Z
Jack Schenck	Kirkwood
Craig Boyce	Kirkwood
JAMES DILL	P&Z
CITIZEN KENNEDY	Kirkwood
Rick McKinley	KIRKWOOD ELECTRIC
Amy Lowry	Kirkwood
Jonathan Fuchs	City of Kirkwood



7405 Pershing Ave  
University City, MO 63130  
tacobuddha.com

Kurt Eller: mobile: 314.269.4496, email: kurteller@gmail.com



Taco Buddha, LLC which is owned by sole managing member, Kurt Eller, has a contract in place to purchase the former Hardees 2,893 square foot building and +/- 0.62 acres of ground comprised in the 11111 Manchester Rd + #A Lot, Kirkwood, MO 63122.

Taco Buddha (TB) plans to use the existing building with no additional structures. The build-out will be an aesthetically pleasing quick-service, fast-casual restaurant concept modeled from its proven, highly successful, first location which opened on August 17, 2017, at 7405 Pershing Ave, University, MO 63130.

TB will not use the drive-through operation built by Hardees but will utilize the 6 angled parking spaces on the west side of the property for curbside pickup of already placed online orders.

Per enclosed drawings, it is essential for TB to block Manchester Street noise (as much as possible) by building non-permanent gabion walls, 1) to the south, (Manchester facing) uncovered waiting and seating area and 2) to the east, covered patio area. True to its branding aesthetic, Taco Buddha will landscape the area facing Manchester and Simmons with beautiful, Kirkwood City approved landscaping.

**Operations:**

TB is a "quick-service, fast-casual" concept that specializes in traditional "New-Mex-Tex" (New Mexico-Texas) influenced tacos, adventurous "global street food fusion" tacos and famous margaritas from a recipe formulated in Austin, Texas in 1995. TB will duplicate the service structure offered at its first University City location to include online-ordering/curbside pickup. TB will offer a full bar with spirits, beer and wine but will serve alcoholic and non-alcoholic drinks from the service counter or directly to customer's tables via a proven "order at table" QR code application that works with food as well.

TB will continue to focus on an identity that is family friendly and not a late-night bar, which not only is appreciated by regular customers but also quality employees that prefer to not work late hours like many of our competitors.

**Area Day-Part needs:**

- Trendy portable breakfast via Austin style breakfast tacos served within minutes.
- Convenient lunchtime meeting location for customers on lunchbreak.
- Good-vibe and value driven Happy Hour location for surrounding and destination customers.
- Convenient dinner location for surrounding and destination customers that attracts professionals and families with an atmosphere that serves alcohol but is not a late-night bar.

**Hours of operation for both indoor and outdoor patio seating:**

Monday-Thursday	7:30am-8:30pm
Friday	7:30am-9:30pm
Saturday	9:00am-9:30pm
Sunday (Brunch)	10:00am-3:00pm

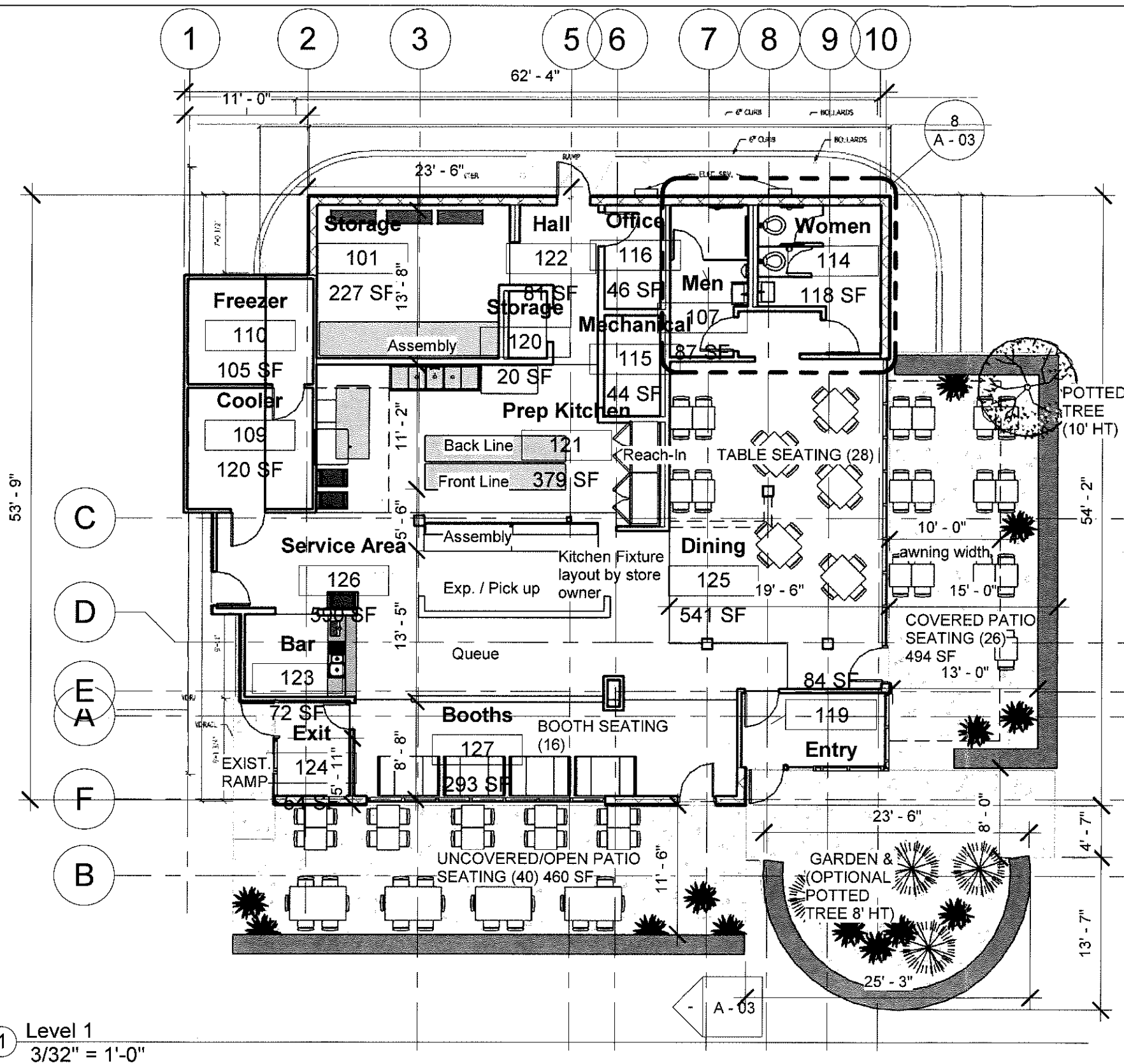
\*Only background music is requested for same hours of operation. Taco Buddha requests authorization for small speakers on outdoor patio(s) for background music during the same hours of operation as well.

**Number of Employees:**

Total: 20, (10 full-time and 10 part-time)  
Per shift: Minimum-4, Maximum-8

Respectfully,

Kurt Eller  
Taco Buddha Owner



① Level 1  
3/32" = 1'-0"

**PROJECT INFORMATION:**  
 Project Description: Interior Alterations to an existing free-standing 2,893 square foot restaurant  
 Level One: same use group, interior alterations  
 Construction Type: VB Wood frame construction

**PEDESTRIAN PATH:**  
 Western 10' of lot is required to be a pedestrian path. The existing 4'-0" wide concrete wall along Simmons Ave. adjacent property shall be widened to be 5'-0" wide (remove & replace).

**SETBACKS (18.45.040):**  
 Street abutting yards: 20', Side yards: 0'

**PARKING (18.145):** 29.23 minimum to 36.74 maximum.  
 Automobiles in "Zone B-3"  
 Minimum 1/100 s.f. for restaurants (TB 65-1) 3,111/100 = 32 stalls  
 9'x20' stall size (.050.A) - wheelstop overhang is 3' (.050.H)  
 Parking lot drive-aisle: min. 22' two way & 12.5' one way  
 Parking standard stalls 35 provided, 32 required  
 Bikes - 2 required, 2 provided  
 1 per 1000nSF = 3,111/1000 = 4 short-term bike stalls  
 3'x6' clear space at parking or buildings)  
 Short-term located within 30' of an entrance. Long-term is only needed if over 4 spaces are provided

**LANDSCAPING (18.145.070)**  
 All existing plantings & trees on site shall remain. Existing freestanding signage marquee will be removed at south facade. Approximately 675 sf patio shall be south adjacent building bordered by a new 3'-0" high gabion wall and 495 sf at east (covered) patio adjacent building also bordered by a gabion screen wall, but will be 6'-0" high. Patio spaces shall have potted plants & 2 removable potted trees. Additional landscaping improvements shall be as directed MoDOT and the City of Kirkwood.

**PARKING:**  
 The automobile and van accessible parking spaces shall be reallocated to existing parking spaces nearest to the southeast building entrance at Manchester. A total of 34 parking spaces are provided on the property. There are 3 existing 2-way approaches from Manchester Road to the offstreet parking. Two shall remain and the center approach shall be infilled with green space and public sidewalk. Parking stalls are approximately 9' x 19'. Baseline satisfy the requirement of the parking lot.

**BICYCLE PARKING:**  
 Four U-Style racks shall be installed to meet the minimum requirement adjacent to the south handicap parking stall, and nearest the south entrance door.

**DUMPSTER ENCLOSURE:**  
 The existing trash dumpster & enclosure at the far north end of the building shall remain. The existing small shed is located adjacent to the dumpster shall be removed. Trash dumpster location & access shall remain the same.

**CODE BLOCK**  
 MUNICIPALITY: City of Kirkwood, Missouri

**BUILDING CODE:**  
 2015 IEBC  
 2015 IBC  
 2009 IFC  
 2015 IMC  
 2015 IPC

Construction Type: VB  
 Occupancy Type: A-2

Gross Square Feet: existing - 2,893 s.f.  
 new - 3,111 (added 218 s.f. by relocating freezer & adding vestibule entry)

Occupancy Load: Kitchen - 3  
 Storage - 3

Interior Fixed Seating - 11 tables w/ seats = 44 seats

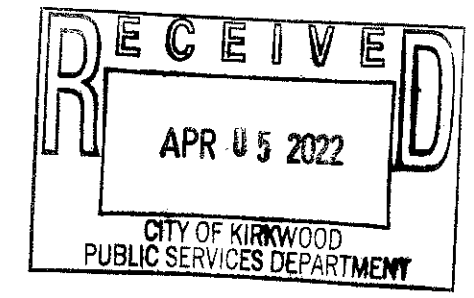
Patio Seating - 66 (exclusive of inside occupant load, inclusive of plumbing count)

**TOTAL BUILDING OCCUPANT LOAD:** 50  
**TOTAL PLUMBING FIXTURES:** 116 occupants x 1 tl / 75 occupants = 2 toilets required (1 male/1 female)

2 toilets stalls required  
 4 toilet stalls provided

**EGRESS EXITS REQUIRED:** 2  
**EXISTING EGRESS EXITS:** 3

**FIRE EXTINGUISHERS:** (2) CLASS - B / 75 feet maximum distance



**COHEN ARCHITECTURE COMPANY**  
 Thomas H. Cohen, AIA  
 1425 Dolman Street, St. Louis, MO 63104 e-mail tc@cohenarch.com 314-614-9500

**TACO BUDDHA**  
 11111 Manchester  
 Kirkwood, Missouri

No.	Description	Date

Plan/Sections		A - 02
Project number	Project Number	
Date	3-26-22	
Drawn by	SS	
Checked by		
Scale 3/32" = 1'-0"		



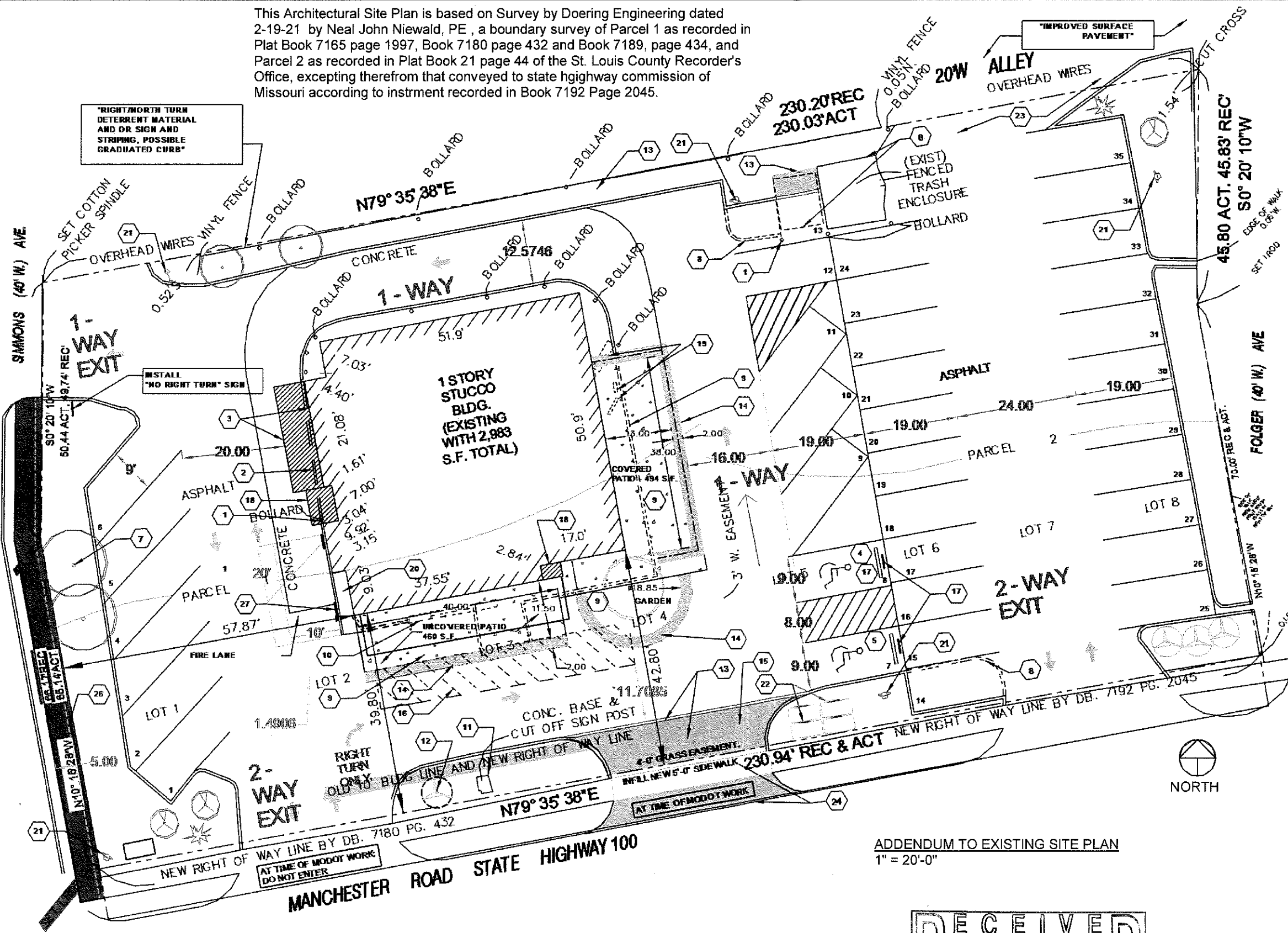
This Architectural Site Plan is based on Survey by Doering Engineering dated 2-19-21 by Neal John Niewald, PE, a boundary survey of Parcel 1 as recorded in Plat Book 7165 page 1997, Book 7180 page 432 and Book 7189, page 434, and Parcel 2 as recorded in Plat Book 21 page 44 of the St. Louis County Recorder's Office, excepting therefrom that conveyed to state highway commission of Missouri according to instrment recorded in Book 7192 Page 2045.

**GENERAL NOTES**

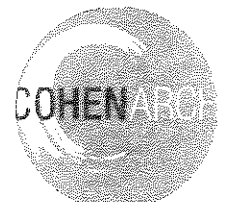
1. PARKING LOT SHALL BE REPAIRED, RESURFACED, AND RE-STRIPED.
2. AT SIMMONS FRONTAGE, REMOVE ASPHALT CURBS & REPLACE WITH CONCRETE CURBS
3. MAINTAIN 4'-0" GRASS EASEMENT AT SIMMONS ROAD.
4. NEW SPECIES TREES PER KIRKWOOD FORESTER AT SIMMONS ROAD 4'-0" GRASS EASEMENT.
5. MDDOT REGULATIONS AS REQUIRED, SEE ATTACHMENT.

**PLAN KEY NOTES**

1. REMOVE EXISTING BOLLARDS
2. REMOVE EXISTING CONCRETE & CURB
3. RELOCATED EXISTING WALK-IN COOLER (EXTENDED 158 S.F.)
4. ACCESSIBLE PARKING ALLOCATED EXISTING SEAL
5. ACCESSIBLE VAN PARKING ALLOCATED EXISTING SEAL
6. DUMPSTER ENCLOSURE TO REMAIN, SHED TO BE REMOVED
7. ALL EXISTING TREES & SHRUBS SHALL REMAIN EXCEPT AS NOTED
8. REMOVE EXISTING CONCRETE & CURB FOR ADDITIONAL ASPHALT PARKING SEAL
9. REMOVE EXISTING CONCRETE & CURB FOR DRIVE AREA, INSTALL DECORATIVE CONCRETE FINISH
10. REMOVE FREESTANDING MARQUEE SIGN STRUCTURE
11. EXISTING SIGNAGE STAND & POST TO REMAIN
12. REMOVE EXISTING SHRUB (IN POOR CONDITION)
13. INSTALL NEW CONCRETE CURB & ALIGN WITH ADJACENT CONCRETE CURB, SOIL INFILL
14. INSTALL GABION WALL (2'-0" MAX. DEPTH)
15. INSTALL PLANTINGS ACCORDING TO ORIGINAL LANDSCAPING AS APPROVED BY MUNICIPALITY
16. REMOVE EXISTING ACCESSIBLE PARKING STRIPING ON EXISTING ASPHALT
17. INSTALL ANSI-ICC COMPLIANT ACCESSIBLE PARKING DIAGRAM, STRIPING, INSTALL SIGN POST WITH MINIMUM 5'-0" TO BOTTOM OF SIGN PLATE
18. TOTAL OF 47 S.F. OF BUILDING FOOTPRINT ADDED FOR NEW CONSTRUCTION EXEMPTION OF EXISTING 2,983 S.F. OF FLOOR AREA.
19. REMOVE FAST FOOD ORDER SIGNAGE & POSTS IN ITS ENTIRETY
20. EXISTING HANDICAP ACCESS RAMP SHALL REMAIN
21. EXISTING OFF-STREET LIGHT POST TO REMAIN RE-ROOF WITH NEW LAMP'S (COMPLIANT TO MUNICIPALITY REQUIREMENTS)
22. NEW (4) BIKE PARKING 3'x0' AREA EACH WITH U-STYLE RACK
23. REPAVE AREA TO ALLEY WAY
24. INSTALL CONCRETE SIDE WALK, GREEN SPACE & NEW STREET CURB AS REQ'D AT EXISTING DRIVE INFILL
25. INSTALL NEW CONCRETE CURB & REPAIR ASPHALT AT NEW DRIVE
26. REMOVE & REPLACE EXISTING 4'-0" PUBLIC SIDE TO 5'-0" WIDE ALONG SIMMONS DRIVE ADJACENT PROPERTY
27. FIRE LANE NO PARKING SIGN



ADDENDUM TO EXISTING SITE PLAN  
1" = 20'-0"

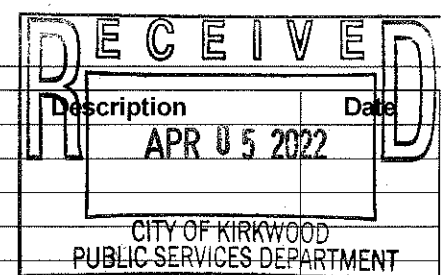


**COHEN ARCHITECTURE COMPANY**

Designer  
1425 Dolman Street, St. Louis, MO 63104 e-mail tc@cohenarch.com 314-614-9500

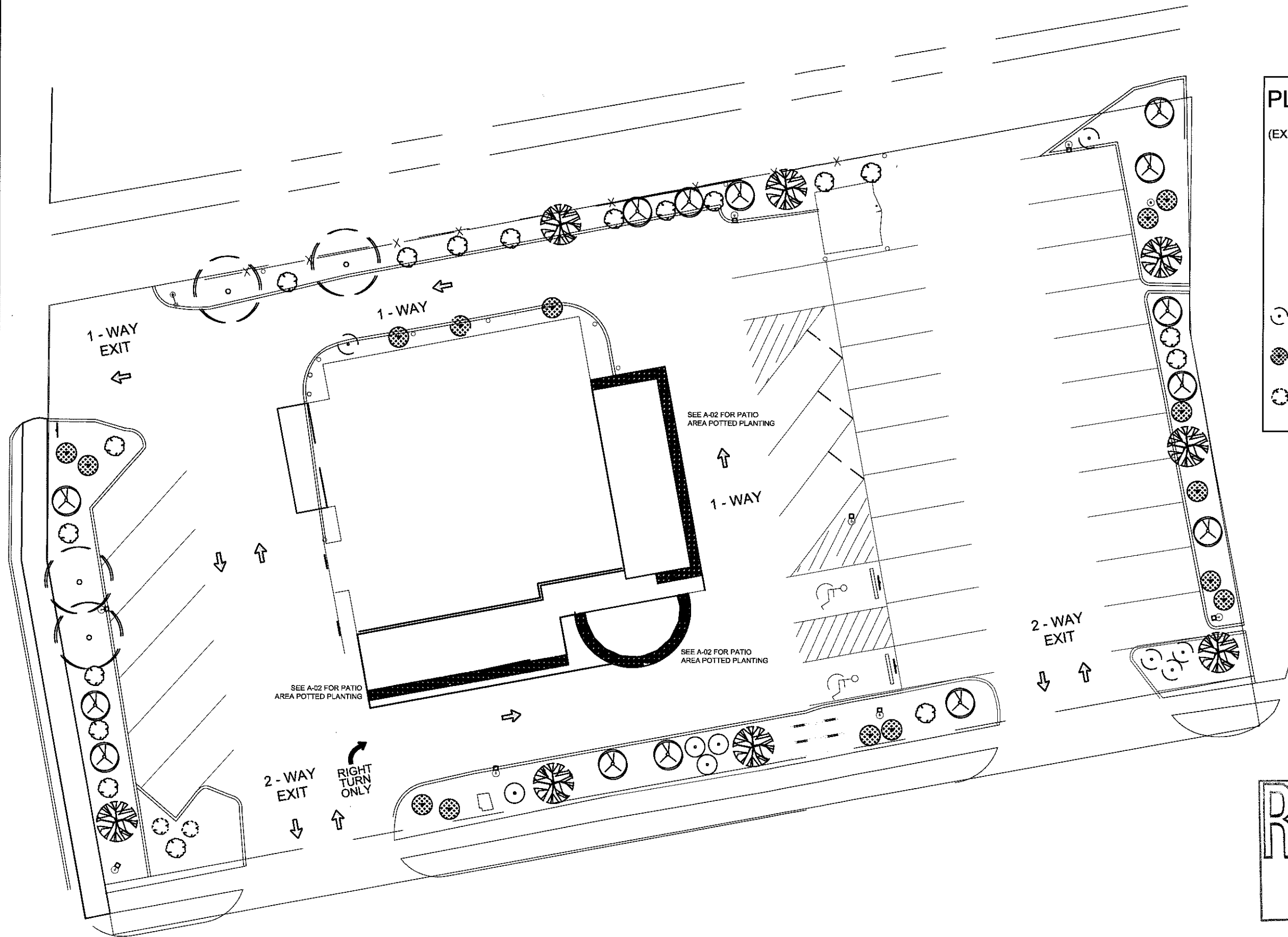
**TACO BUDDHA**

11111 Manchester  
Kirkwood, Missouri



No.	Description	Date
		APR 05 2022

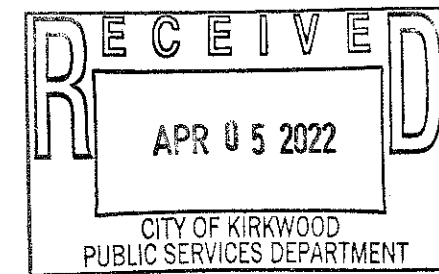
<b>Site Plan</b>		<b>A - 01</b>
Project number	Project Number	
Date	3-26-22	
Drawn by	SS	
Checked by		
		Scale



### PLANTING LEGEND:

(EXISTING SHOWN DASHED ON PLAN)

-  EXIST. GREEN ASH (4)
-  2 - 2-1/2" GREEN VASE ZELKOVA (8)
-  1-1/2" - 2" AMUR MAPLE (14)
-  18" Ø BROWNI GLOBE YEW (9)
-  2 GAL. SPIREA GOLDFLAME (15)
-  2 GAL. GOLDEN VICARY PRIVET (20)



KAEMMERLEN  
 FACILITY  
 SOLUTIONS

TACO BUDDHA  
 NEW LOCATION RENOVATION  
 11111 MANCHESTER, KIRKWOOD, MO 63122

REVISIONS

SCALE  
 1" = 20'  
 ISSUE DATE  
 4/4/2022

**A 002**  
 SITE  
 PLANTING  
 LAYOUT

## 2022 – 1<sup>st</sup> Quarter Update - EnVision Kirkwood 2035 Quick Guide

### 2 - Housing & Neighborhoods

						Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
GOALS	OBJECTIVES	Action Items	Champion					
1	Develop Design Standards for new construction and additions that are appropriate and contextual	1.A. Establish more prescriptive design standards that address in-fill housing design standards, materials, and construction methods.	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.  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.	Public Services Department/ Planning	Short	2 years	<b>COMPLETED</b>	
		1.B. Encourage developers and property owners to rehabilitate existing structures and to use green building strategies.	1.B.1 Create a Committee to research and develop potential incentive programs.  1.B.2 Determine management of the program. Create an application and review, reward process.  1.B.3 Develop a schedule of implementation.  1.B.4 Create an outreach advertisement program to local developers and the community.	Public Services Department/ Planning	Mid	1.5 years		
2	Maintain quality housing through property maintenance efforts	2.A. Create opportunities to help residents with existing property maintenance issues.	2.A.1 Investigate state, federal or self-created programs that may be feasible within Kirkwood.  2.A.2. Establish incentive amounts, qualifying criteria and an administrative review process.  2.A.3 Advertise program to the community.  2.A.4 Implement program.	Public Services Department/ Building	Short	1 year		
		2.B. Establish vacant building registration/inspection program to prevent property maintenance issues.	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.	Public Services Department/ Building	Short	1 year		
		2.C. Develop a homeowner brochure that addresses maintenance best practices and resources.	2.C.1 Working with City staff and reviewing other communities' brochures, identify the appropriate information to include in the brochure. Craft the brochure content, have reviewed and finalized.	Public Services Department/ Building	Short	1 year		



			<p>2.C.2 Promote the brochure at city-owned facilities and through the website and social media platforms and with appropriate organizations.</p> <p>2.C.3 Create and implement a strategy for distributing the brochure to home owners and land owners that have been cited for maintenance violations.</p>				
3	Preserve historic buildings and neighborhoods	3.A. Strengthen city historic district and landmark regulations to preserve historic structures architectural character.	<p>3.A.1 Establish a joint citizen/staff committee to review the demolition, addition and new construction processes.</p> <p>3.A.2 Review the adopted Landmarks Commission (Historic Preservation) Code.</p> <p>3.A.3 Update the historic inventory forms for landmark properties to identify features that should not be altered.</p> <p>3.A.4 Draft and prepare a new ordinance that protects landmarks, historic districts and historic homes from demolition as well as alterations that render them non-contributing.</p>	Public Services Department	Short	3 years	<p><u>April 2022</u> –</p> <p>3.A.1: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p> <p>3.A.2: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p> <p>3.A.3: Not started. Will be undertaken by staff.</p> <p>3.A.4: Completed by a Landmarks Commission subcommittee and currently under review by a joint committee of City Council and Landmarks.</p>
		3.B. Strengthen current regulations to limit teardowns of existing historic buildings and promote rehabilitation.	<p>3.B.1. Form a multi-disciplinary committee to review potential policies or regulations to discourage and/or regulate demolitions.</p> <p>3.B.2. Draft a recommendation for approval from City Council.</p> <p>3.B. 3. Adopt demolition limitation regulations.</p>	Public Services Department/ Planning	Mid	2 years	<p><u>April 2022-</u></p> <p>Protections discussed by a Landmarks Commission subcommittee for structures older than 75 years, but a joint committee of City Council and Landmarks declined to include this item in the revised Landmarks Ordinance to be considered by City Council.</p> <p>Objectives would need to be achieved in a process separate from Landmarks Ordinance revision.</p>
4	Promote housing to accommodate residents of various ages, abilities and socio-economic needs	4.A. Support the development of senior-oriented housing and accessible home design.	<p>4.A.1 Research implementation methods such as through minimum requirements or an incentive program.</p> <p>4.A.2. Set up a roundtable discussion with the building community to receive feedback. Distribute feedback.</p> <p>4.A.3. Write, present and approve an ordinance.</p>	Public Services Department	Long	3 years	
		4.B. Encourage higher density residential/mixed-use in appropriate areas.	4.C.1. Determine the need for downtown housing.	Public Services Department	Mid	4 years	<b>COMPLETED</b>

			<p>4.C.2 Determine action steps to incentivize dense residential developments near downtown if needed.</p> <p>4.C.3 Consider potential for the allowance of accessory/secondary dwelling units.</p> <p>4.C.4 Develop and review potential text amendments to the Zoning Code for comment and consideration.</p> <p>4.C.5 Adopt changes to the Zoning Code as applicable.</p>				
5	Preserve and enhance neighborhood retail and services within existing neighborhood centers	5.A. Provide walkable connections between residential areas and neighborhood commercial areas.	<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	April 2022 – The City applied for federal STP-S funding for the extension of Grant’s Trail that would connect Downtown Kirkwood to the existing trailhead near the southeast corner of the City.
		5.B. Review existing zoning regulations for identified neighborhood village retail areas.	<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>	Public Services Department/ Planning	Mid	3 years	<b>COMPLETED</b>

3 - Mobility & Infrastructure

GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1 Improve the maintenance and reliability of Kirkwood's infrastructure and utilities with consideration of technological advances	1.A. Maintain and update a pavement condition index for all city streets.	1.A.1 Update current PCI as projects are completed and maintenance is performed. 1.A.2 Consider a comprehensive review of city streets every 3 to 5 years to renew the PCI. 1.A.3 Incorporate short and long-term projects into the City Capital Improvement Plan.	Public Services Department, Street Department	Short	Ongoing	
	1.B. Implement the recommendations of the Electric Distribution Study.	1.B.1 Integrate the modernization plans into the City's future CIP and finalize funding. 1.B.2 Create an implementation schedule. 1.B.3. Begin modernization upgrades per the implementation schedule.	Kirkwood Electric	Short	5 years	April 2022 - In FY17 Kirkwood Electric began its distribution system modernization. The department has completed 2/3 of the project. The department has secured \$15 in bonds to complete the project. The circuit portion of the project is now expected to be completed by the fall of FY23 with the Sugar Creek substation upgrade to take place in FY24.
	1.C. Implement the recommendations of the Water Distribution Study.	1.C.1 Prioritize water main replacements based on critical need. 1.C.2. Utilize infrastructure renewal fee revenue to replace water mains. 1.C.3. When possible coordinate water infrastructure replacements with street reconstruction projects. 1.C.4 Implement other stated system improvements as practical.	Public Services Department, Water Department	Short	Ongoing	April 2022 - The following water main projects were conducted: <ol style="list-style-type: none"> <li>1) Grand Ave. Water Main Replacement (Harrison to Minnie)- Replacement is complete. Surface restoration is ongoing. Project's anticipated completion: April 22, 2022.</li> <li>2) Geyer Ave. Water Main Replacement (Nirk to Adams)- Construction is ongoing. Project's anticipated completion date: August 21, 2022.</li> <li>3) Orchard Ln./ Orchard Way Water Main Replacement- Bids were received on March 22, 2022. Low bidder references are currently under review. Project's</li> </ol>



						anticipated start date: June 6, 2022.	
		1.D. Study the impact of infill and new construction on storm water issues throughout the community.	<p>1.D.1. Hire a consultant to create a stormwater management plan to augment the county-wide SWMP.</p> <p>1.D.2 Include the removal of barriers to encouraging green infrastructure in the new plan.</p> <p>1.D.3 Amend the Code of Ordinances to implement stormwater controls and create specific standards within Kirkwood.</p> <p>1. D.4. Create an outreach program to encourage and educate homeowners and developers on the use of BMPs.</p>	Public Services Department, City Forester	Short	2 years	<b>COMPLETE</b>
2	Become a more walkable and bike-able community	2.A. Enhance sidewalk connectivity between neighborhoods, parks, schools and commercial areas.	<p>2.A.1 Re-evaluate and update the sidewalk gap priority list created from the 2015 Pedestrian and Bicycle Plan.</p> <p>2.A.2 Determine if sidewalk construction or improvements are feasible as part of any and all new street projects.</p> <p>2.A.3 Coordinate with local schools to pursue grant monies to improve sidewalk connections around schools.</p>	Public Services Department	Mid	Ongoing	<u>April 2022</u> – The City received a federal grant to improve Clay Avenue south of Adams Avenue which includes two raised intersections for pedestrian safety. The City is also preparing for the redesign of Longview Blvd which will include new pedestrian facilities.
		2.B. Identify key pedestrian routes for improved street lighting to promote safety.	<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>	Kirkwood Electric, Public Services Department	Mid	2 years	
		2.C. Consider adoption of a Complete Streets Ordinance.	<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>	Public Services Department/Planning	Short	2 years	<u>April 2022</u> – The City’s Vision Zero Task Force included the creation of a new Complete Street Policy for the City. The policy was developed by the City’s consultant and reviewed by staff, the steering committee, and Council Task Force. It was ultimately approved by the City Council in March of 2022. The implementation of the policy will be conducted by Public Services staff and will have input as-needed from the Vision Zero implementation committee that is yet to be established but will include multi-departmental representation.

		<p><b>2.D.</b> Improve major intersections and identified gateways with enhanced streetscaping elements.</p>	<p>2.D.1 Prepare a plan for the development of gateways throughout the city.</p> <p>2.D.2 Identify a financial mechanism (general fund, private monies, grants) for implementation of gateway elements.</p> <p>5.A.3 Prioritize the gateways within Kirkwood.</p> <p>5.A.4 Implement the recommendations of the gateway plan.</p>	Public Services Department	Long	2 years	<p><u>April 2022</u> –Staff continues to work with MoDOT on the Route 100 project with City contributions focused on enhanced pedestrian elements including entryway monuments and landscaping/hardscaping at prominent intersections. Construction on Route 100 –Phase I is continuing.</p>
		<p><b>2.E.</b> Implement Argonne Drive streetscaping improvements to improve appearance and walkability in the downtown area.</p>	<p>2.E.1 Submit Argonne Project for federal grant consideration.</p> <p>2.E.2 Implement the project.</p>	Public Services Department	Mid	3 years	<p><u>April 2022</u> – While the City did not receive a TAP grant in 202a for this project, improvements to the Clay/Argonne intersection were included in the design for the South Clay project which was awarded grant funds. Improvements to the Taylor/Argonne intersection were also included in the STP-S grant that was submitted for the Grant’s Trail extension.</p>
		<p><b>2.F.</b> Implement the recommendations of the Kirkwood Pedestrian and Bicycle Master Plan.</p>	<p>2.F.1 Integrate the recommendations into the City’s future CIPs.</p> <p>2.F.2 Explore potential outside funding to expand implementation.</p> <p>2.F.3. Construct the various improvements as part of capital projects.</p>	Public Services Department	Short	Ongoing	<p><u>April 2022</u> – Construction of the new multiuse trail superstructure along I-44 over the Meramec River is complete. MODOT released the bid packages for the East and West approaches in January 2022. Construction of the approaches will begin soon.</p> <p>The City also completed the public planning process to identify the preferred route for the extension of Grant’s Trail into Downtown Kirkwood. Federal funds under the STP-S program were applied for in February of 2022. We anticipate hearing a decision of awards in late-summer.</p>
3	<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>	Public Services Department	Mid	3 years	

		<p>3.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>	Public Services Department	Mid	Ongoing	<p><u>April 2022</u> –The adopted Complete Street policy will help provide an implementation method for various traffic calming measures through project evaluation.</p>
4	Evaluate and update parking standards City-wide	4.A. Study the need for additional parking in the downtown area.	<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>	Public Services Department/Planning	Short	4-6 years	<b><u>COMPLETE</u></b>
		4.B. Review parking code and investigate the need for new parking standards to meet city-wide market demand, while protecting residential neighborhoods.	<p>4.B.1 Review national parking standards and establish best practices that apply to Kirkwood.</p> <p>4.B.2 Identify overall parking objectives for the city and prioritize the issue(s) that require immediate attention.</p> <p>4.B.3 Draft and adopt an ordinance amending the Zoning Code to reflect current national parking best practices.</p>	Public Services Department/Planning	Short	4 years	<b><u>COMPLETE</u></b>
		4.C. Where feasible, create additional on-street parking to meet demand.	<p>4.D.1 Conduct a feasibility study of possible road diet locations throughout Kirkwood.</p> <p>4.D.2 Do a test of the proposed changes with temporary striping and other materials for a period to determine traffic flow impact and public response.</p> <p>4.D.2 Pursue grant opportunities for road diet projects.</p> <p>4.D.3 Implement road diet projects with the goal of additional street parking and streetscape improvements.</p>	Public Services Department	Mid	2 years	



4 - Active Living & The Environment

GOALS		OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
1	Provide amenities that create opportunities for active & healthy lifestyles	1.A. Implement the recommendations of the adopted Parks Master Plan.	1.A.1 Review and implement recommendations of 2005 Parks Master Plan. 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	April 2022 – The FY23 adopted budget includes alternate capital allocation within the next five years for a new Parks Master Plan.
		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	April 2022- All exercise programs have started again. KPAC is used as an alternate location for Yoga, and is offered in conjunction with the recreation department.
2	Maintain open space and natural areas	2.A. Coordinate with outside organizations to help with continued support and stewardship of Kirkwood Natural Amenities.	2.A.1 Work with the existing organizations responsible for maintaining the parks to identify types of maintenance and stewardship needs. 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	April 2022 – Honeysuckle removal continues to be a priority, utilizing local volunteer groups for assistance.
		2.B. 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	April 2022 – volunteer programs have begun and the volunteer coordinator is once again reaching for 700 volunteers annually.
		2.C. Integrate native plantings into city projects and private development that are	2.C.1 Review existing native landscape programs and initiatives in nearby communities.	Public Services Department	Mid	4 years	April 2022 – KPAC plantings included native plantings and some are beginning to take hold. Horticulture

4 - Active Living & The Environment

GOALS		OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
		low maintenance and require minimal care.	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.				staff continues to maintain many other locations throughout Kirkwood including the SBD.
3	Promote a thriving and healthy urban forest	3.A. Develop a master plan for addressing the preservation and expansion of the urban forest.	3.A.1 Identify issues and objectives to address.  3.A.2 Outreach to the community for feedback.  3.A.3 Establish an implementation plan between City and affiliated partners .	Public Services Department	Short	4 years	<u>April 2022</u> - In process of completion. Will be Completed May 2022.
		3.B. Create a tree preservation ordinance to protect old growth trees and promote new plantings.	3.B.1 Determine a clear direction from the community.  3.B.2 Finalize the tree ordinance based on community input and submit to City Council for adoption.  3.B.3 Create an outreach campaign for Community residents and builders to ensure understanding of the ordinance and the long-term benefits. Include this information in any property maintenance and permitting materials.	Public Services Department	Short	2 years	<b>COMPLETE</b>
		3.C. Inventory, inspect, and maintain all public trees on a continual basis.	3.C.1 Analyze the inventory data to create a full understanding of the age and condition of Kirkwood's Urban Forest and what steps are necessary to maintain and enhance it.  3.C.2 Apply for grants to fund recommendations of the inventory.	Public Services Department	Short	2 years	<u>April 2022</u> - The City obtained a TRIM Grant to fund a re-inventory of all City maintained trees.  We are now in year 6 of our 8 year pruning cycle.
4	Increase Sustainability in the Community	4.A. Partner with neighborhood groups and schools to facilitate community gardens.	4.A.1 Review the Zoning Code and other City regulations to identify any potential barriers to community gardens. Eliminate barriers as needed.  4.A.2 Coordinate with existing organizations to determine interest and feasibility for community gardens.  4.A.3 Promote community gardens.	Parks & Recreations Department	Short	4 years	<u>April 2022</u> - The Zoning Code was reviewed with specific provisions added to allow private community gardens - <b>COMPLETE</b> The Community Garden in Kirkwood Park is maintained by local partners and neighbors.
		4.B. Continue to educate the community about recycling and explore new recycling opportunities.	4.B.1 Review current promotional practices.  4.B.2 Develop new educational materials and distribute via various city media outlets.	Sanitation Department	Short	2 years	

4 - Active Living & The Environment

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			4.B.3 Seek partnerships with affiliated organizations to promote recycling program. 4.B.4 Explore increasing recycling cart sizes.				
		4.C. Create incentives for commercial and residential developers to practice green building.	4.C.1 Determine what methods can be implemented to promote or require LEED-certified or green construction in Kirkwood. 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.	Public Services Department/ Building	Long	3 years	
		4.D. Institute internal City agency and department recycling and efficiency programs and measures.	4.D.1 Appoint an internal working group of department representatives. 4.D.2 Meet with the department representatives to work on 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.	Administration Department	Short	4 years	



5 - Economic Growth & Vitality

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
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	<u>April 2022</u> – Building of the KPAC has been achieved. Staff, in conjunction with the Arts Commission, has implemented a robust outreach to generate tourism that revolves around performing and visual Arts. City Staff continues to express the City’s interest in having redevelopment occur around the PAC.
		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	<u>April 2022</u> – Staff continues to work with the SBD, Chamber, and local property owners and developers to solicit interest in developing a hotel Downtown.
2	Support a balance of mixed-use residential development in the Downtown Area	2.A. Establish adaptive re-use program for older buildings.	2.A.1 Evaluate best practices within the region and nationwide. 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.	Public Services Department, Downtown Special Business District	Mid	2 years	
		2.B. Encourage mixed-use developments.	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.	Public Services Department/ Planning	Short	1 year	<b><u>Regulatory incentives complete</u></b>
3	Encourage High Quality Commercial Developments	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.	Public Services Department/ Building	Mid	3 years	<b><u>COMPLETED</u></b>

5 - Economic Growth & Vitality

		GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
				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.B. Consider expanding the existing façade improvement incentive program.	<p>3.B.1 Identify commercial areas outside of the downtown area that would benefit from the establishment of a façade improvement program.</p> <p>3.B.2 Determine if overall level of program funding and individual grant maximum is adequate .</p> <p>3.B.3 Determine if the program could include a sustainability component.</p> <p>3.B.4 Develop a process to implement the changes, and create measures to review efficacy of the program .</p> <p>3.B.5 Create an educational program to reach out to existing and new property owners to encourage participation and Include the information and application on the City website.</p>	Public Services Department, Downtown Special Business District	Short	4 years
4	Foster business opportunities in Kirkwood		4.A. Create a method for identifying underperforming properties in order to promote redevelopment.	4.A.1 Determine criteria of underperforming property traits.	Public Services Department	Short	3 years	<u>COMPLETED</u>
				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.								
			4.B. Evaluate appropriate incentives for desired businesses.	4.B.1 Evaluate the success of current financial incentive programs and revise incentives as needed.	Administration Department, Finance Department, Public Services Department	Long	5 years	
				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.				
			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	

5 - Economic Growth & Vitality

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			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	Promote Kirkwood as a "Business-Friendly" Community	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. 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.	Public Services Department, Downtown Special Business District	Short	1 year	
		5.B. Develop an online resource center for all business-related issues and questions.	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.	Public Services Department, Downtown Special Business District, Administration Department	Short	2 years	<b>COMPLETED</b>
		5.C. Create Economic Development Strategy.	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.	Administration Department	Short	3 years	
		5.D. Conduct a comprehensive process and fee study to ensure Kirkwood is competitive with the region.	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.	Administration Department, Public Services Department	Short	1 year	<u>April 2022</u> – Many streamlined review processes were included in the Kirkwood By Design project with a focus on creating a new use category of "Permitted with Standards". These new regulations that will create shorter review timelines for many



**5 - Economic Growth & Vitality**

	GOALS	OBJECTIVES	Action Items	Champion	Priority (Short: 1-3 years Mid: 4-6 years Long: 7+ years)	Projected Duration	Status
			5.D.4 Review development fees and review process timelines on an annual basis – create a system for collecting customer feedback.				commercial projects were adopted in February 2021.