

BRENTWOOD 20/20

COMPREHENSIVE PLAN



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BRENTWOOD 20/20
VISION FOR THE FUTURE

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CHAPTER 1

INTRODUCTION



In 1991, the City of Brentwood adopted its first Comprehensive Plan as a framework for the community's development and growth. The City amended the plan in 1994, 1995, and 1999. These amended plans were in response to proposed developments. Brentwood also participated in several special area plans such as Manchester Road Corridor and Hanley Industrial Area. The City subsequently adopted its second Comprehensive Plan in 2006, in response to lack of meaningful public engagement process; shifting needs; new challenges; and new opportunities. This plan focused on promoting affordable and owner-occupied housing, fostering a sense of place and community character, and enhancing the transportation network for all users of the road.

While some of the goals of the 2006 plan are still relevant today, the 2006 Plan appears to have not provided adequate guidance in terms of implementation strategies, funding sources, partnership opportunities, and site-specific detail for economic development programming, and generally did not outline how to produce tangible results. A great deal has changed since that plan was adopted. The 2008 recession left a lasting impact on the St. Louis region, Brentwood experienced new growth and development, and the City completed various capital projects (such as expansion of Fire Station and the extension of Strassner Drive). To respond to these changes and identify goals and objectives that were still realistic and implementable, the City of Brentwood conducted a detailed review of the 2006 Comprehensive Plan. Following the Comprehensive Plan Review, the City initiated a process of updating its Comprehensive Plan in August 2016. The planning process included data collection, field reconnaissance, demographic and market overview, extensive public outreach, and consensus building. This comprehensive plan, Brentwood 20/20 - A Vision for the Future, provides the framework to guide Brentwood as the City seeks new opportunities for reinvestment, redevelopment, and placemaking within its established community.



PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan serves as the City's guide for land use, development, capital improvements, community investment, and growth for 15 to 20 years. Largely driven by community input, recommendations encompass land use, residential, commercial, and industrial development, transportation, community facilities and infrastructure, parks and environmental features, and community character. The Comprehensive Plan provides the framework for regulatory tools, such as zoning and subdivision regulations, to establish a process for orderly development, address current and long-term needs, and provide a balance between the natural and built environment. The Plan serves as a basis for decision-making for City staff and officials, developers, residents, and stakeholders.

COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC)

At the beginning of the planning process, the City of Brentwood established a Comprehensive Plan Advisory Committee (CPAC). The CPAC was formed to provide guidance throughout the planning process, assist with public engagement, identify key local stakeholders, educate residents and public officials on the planning process, and review preliminary plan recommendations and draft documents. The CPAC included a cross-section of 13 representatives, including members of the Planning and Zoning Commission, developers, aldermen, residents, organizations, and business owners.

PLANNING PROCESS

The City of Brentwood Comprehensive Plan involved a multi-step, community-driven planning process that assesses and builds on existing conditions and influences, establishes a vision, and develops policies and recommendations to guide decision-making. The following outlines the 7-step planning process:

Step 1: Project Initiation: This step involved meetings with key City staff, the Comprehensive Plan Advisory Committee (CPAC), and elected and appointed officials to review and discuss the overall direction of the Comprehensive Plan.

Step 2: Community Outreach & Engagement: This step involved organizing in-person meetings, workshops, charrettes, and a variety of online tools, including surveys, to gather input from members of the Brentwood community.

Step 3: Existing Conditions Analysis: This step was comprised of reviewing and analyzing existing studies, plans, reports, and zoning and development controls. In addition, data was gathered from the City and on-the-ground field reconnaissance. The results were presented in an Issues & Opportunities Memo in February 2017.

Step 4: Vision Statement, & Community Wide Planning Objectives: A visioning workshop was held on March 21, 2017 to help map out a vision for the future of Brentwood. The input from this workshop established a general agreement regarding the City's long-term vision and helped to form the Plan's objectives.

Step 5. Subarea Plans: This step involved preparing detailed subarea plans for the City's major corridors, which include Brentwood Boulevard, Hanley Industrial Court, and Manchester Road, to provide more specific recommendations for these crucial areas of the community.

Step 6: Community-Wide Frameworks & Policies: This step entailed the preparation of frameworks for future land use and development, transportation, open space and environmental features, community character, and community facilities and infrastructure. These frameworks have been driven by community input, shaped around the goals and objectives, and provide the "core" of the Comprehensive Plan.

Step 7: Plan Document & Adoption: A draft Comprehensive Plan was prepared for local review and consideration. Proceeding a period of public review and commenting, the draft was revised and presented to the City's Board of Aldermen for consideration and adoption.

PLAN ORGANIZATION

Chapter 1: Introduction: The Introduction outlines the purpose, structure, and organization of the Comprehensive Plan.

Chapter 2: Community Profile: The Community Profile describes the City's regional setting and provides a brief overview of the community's history. In addition, the Community Profile summarizes past plans and studies, provides a demographics and market overview, summarizes community outreach efforts, and provides a review of the community's existing land use and zoning regulations.

Chapter 3: Vision, Goals & Objectives: This chapter describes the community's desired vision for the City of Brentwood by providing a narrative of how Brentwood will look in 2037. This chapter also presents the City's goals and objectives for achieving the established vision.

Chapter 4: Future Land Use & Development Plan: The Future Land Use & Development Plan presents an overview of the community's development pattern and physical character, identifies future land uses within Brentwood, and provides recommendations that support future land use and development opportunities.

Chapter 5: Subarea Plan: The Subarea Plans highlight key concepts and strategies for land use and development, urban design, transportation and circulation, and character areas in Brentwood's major corridors. Key corridors in which the Subarea Plans provide specific recommendations include the Hanley Industrial Court, Brentwood Boulevard, and Manchester Road.

Chapter 6: Residential Area Plan: The Residential Area Plan expands upon the Future Land Use & Development Plan to establish recommendations and policies for preserving and enhancing the City's neighborhoods.

Chapter 7: Transportation Plan: The Transportation Plan is intended to ensure that an adequate, multi-modal transportation network exists to accommodate safe, efficient access throughout the community.

Chapter 8: Community Facilities Plan: The Community Facilities Plan identifies the future need for community facilities. In addition, it offers recommendations for future facility locations and improvements to ensure that residents are adequately served by the City and its service providers.

Chapter 9: Open Space, Recreation & Environmental Features Plan: This chapter provides recommendations intended to enhance Brentwood's parks and trail system as well as protect, restore, and enhance the City's natural areas and environmental features, such as Deer Creek and Black Creek.

Chapter 10: Implementation Strategies: The Implementation Strategies present specific actions, as well as potential funding sources, that the City should pursue as it seeks to implement the Comprehensive Plan's recommendations.

Chapter 11: Economic Development Strategic Plan & Implementation Toolbox: This section provides recommendations for **(1)** targeted sectors; **(2)** business recruitment, retention, and expansion; **(3)** branding and marketing campaign tailored to municipal economic development programming; and **(4)** City Hall management structure for the ongoing implementation of the City's economic development programming.

CHAPTER 2

COMMUNITY PROFILE

REGIONAL SETTING

The City of Brentwood is centrally located in the St. Louis and Metro area, just west of St. Louis. At about 1.9 square miles in size, Brentwood is considered an inner ring suburb of St. Louis. The City is bordered by the municipalities of Laude, Webster Groves, Rock Hill, Richmond Heights and Maplewood, which, like Brentwood, are land-locked and more matured communities. Located at the crossroads of a major transportation network, Brentwood is served by I-64 and I-170 in the north and MetroLink, the area's light rail transit service, in the northeast. The City's economic and business corridors are linked through a bus network that connects with the MetroLink station, making Brentwood a convenient location for conducting business and commuting to work.

COMMUNITY HISTORY

Brentwood, Missouri first began to be established in 1804, with the lot purchases of Louis J. Bompat, and the Gay family and Marshall families. In the 1870s, the community became known as Maddenville, named after the community's prominent businessman, Thomas Madden, who operated a rock quarry and constructed a tavern, barbershop, grocery store, and blacksmith shop. In 1919, the residents of Maddenville decided to incorporate into a village to avoid annexation, and thus became the Village of Brentwood.

The schools were built in neighborhoods in the 1920's and 1930's to be within the walking distance of residential neighborhoods.

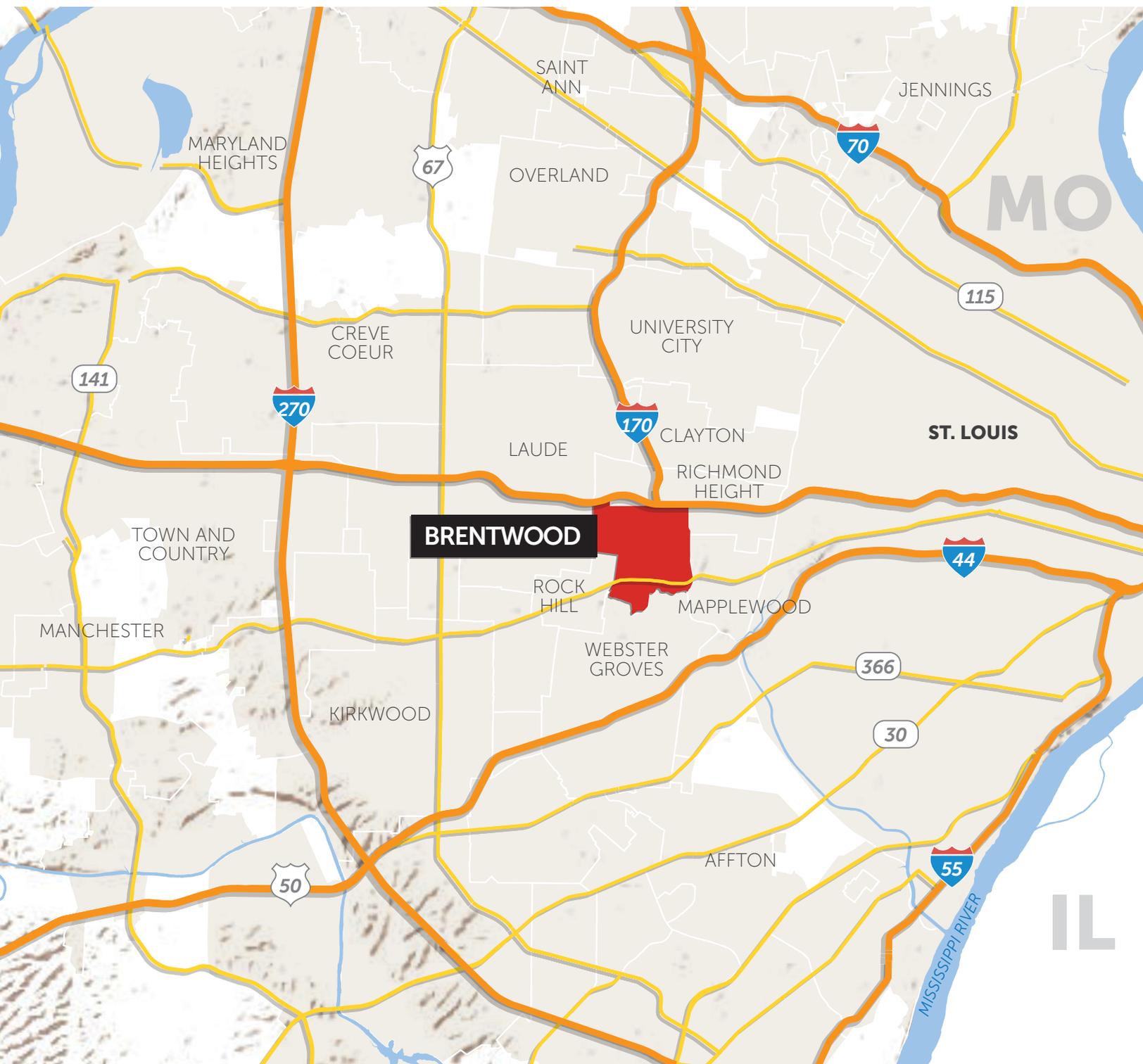
Manchester Road influenced the growth of Brentwood over the years. The properties along Manchester Road in Brentwood have shallow lots and a mix of uses which often frontage the road. During the times of auto growth, lots of auto-oriented businesses developed which still has a presence in Brentwood. Over the years commercial displacement of the residential properties can be seen along the Brentwood section of Manchester Road.

Brentwood City has seen some dramatic changes since the adoption of its first Comprehensive Plan. St. Louis County regional planning activities have also influenced the changes in Brentwood. After the 1999 plan update, the City created a Regional Mixed Use District along Eager Road and along Brentwood Blvd close to the I-64 intersection. Some of the residential areas were converted into regional commercial destinations.

During I-64 reconstruction between 2007 and 2010, one lane was added on Brentwood Blvd. to alleviate the regional traffic during construction. This extra lane became a permanent feature which has added extra traffic and significantly impacted the growth and development along Brentwood Blvd. The "small town" feel diminished due to increased traffic speed and commercial pressures.

Since the addition of the Metrolink Station in Brentwood, Transit Oriented Development (TOD) has taken a big stride in Brentwood and cities around Brentwood. City has experienced significant growth in its high density residential and retail development market. Hanley Station Condominiums added its first mixed-use development around 2010.

Presently, Brentwood is known to be a premier residential community, and is affectionately referred to as the "City of Warmth" due to its a small-town charm and friendly atmosphere.



PAST PLANS, STUDIES & REPORTS

The following is an overview of relevant past plans, studies, and reports impacting policy, planning, and development within the City of Brentwood. The planning process recognizes the value of these prior-planning efforts, and, where applicable, has built upon them to help shape the Comprehensive Plan.

BRENTWOOD, CLAYTON, MAPLEWOOD, AND RICHMOND HEIGHTS BIKEABLE WALKABLE COMMUNITIES PLAN (2009)

The 2009 Brentwood, Clayton, Maplewood and Richmond Heights Bikeable Walkable Communities Plan examined ways to improve connectivity between these four adjacent communities and included recommendations for trails and other bicyclist amenities. Objectives of this plan include – but are not limited to – establishing a Bike/Ped Program Task Force (BPPTF) for educating cyclists on the safe usage of roads and trails, coordinating activities among the four cities, ensuring the new roads include provisions for bicycle and pedestrian movement, and using active and inactive rail corridors for the development of multipurpose trails.

REGIONAL TOD STUDIES (2011-2013)

Since the 2006 adoption of Brentwood's Comprehensive Plan, there have been multiple regional studies and plans that addressed the St. Louis region's light rail system and its station area neighborhoods. Metro, the regional transit agency in St. Louis, conducted an existing conditions analysis, inventory, and evaluation of transit-oriented development opportunities at every MetroLink station in the bi-state region in 2011. This study was followed in 2012 by a detailed market study for TOD project demand in the region. The study analyzed employment, office, retail, and industrial uses, and housing with a focus on multi-family housing demand in the area. Brentwood's station was placed in the Mid St. Louis County TOD market area.

In 2013, through grant-funded work with the federal Sustainable Communities program, a large coalition of regional stakeholders adopted a detailed TOD framework plan for the entire St. Louis metropolitan area. The plan created TOD typologies and individually evaluated each station area. Brentwood's station was identified as a "Suburban Town Center," and the plan provided housing growth market assessments, potential targeted densities, and site-specific redevelopment opportunities.

ONE STL REGIONAL SUSTAINABILITY PLAN (2013)

The St. Louis area's Council of Governments, East-West Gateway, established a regional sustainability framework and offered strategies for local government to implement the Plan's goals. The plan was organized around the guiding principles of "prosperous, healthy, vibrant," and developed nine goal-areas: collaborative, prosperous, distinctive, inclusive, green, prepared, connected, efficient, and educated.

IMAGING TOMORROW - ST. LOUIS COUNTY STRATEGIC PLAN (2013)

St. Louis County recently developed a new strategic plan to respond to lingering impacts from the recession and the release of the 2010 U.S. Census, which showed the County lost population for the first time. The Plan established a policy framework organized by three themes: healthy, engaged residents; desirable, connected communities; and accessible, attractive opportunities. The main emphasis of the Plan was reinvesting in existing areas and focusing resources on improving the quality of life of existing County residents.

BRENTWOOD PARKS SYSTEM MASTER PLAN (2014)

The City has recently prepared a new parks master plan that addressed project-specific and policymaking detail that was absent in the 2006 Comprehensive Plan. Key recommendations included pursuing the development of a new skate park, identifying a location within existing parks for a "dog park" facility, identifying locations for a splash pad, developing a prioritized list of trail projects, and removing all of the invasive bush honeysuckle from the parks. The parks plan analyzed service standards and generally identified areas that are underserved by existing parks. The parks plan includes funding strategies, cost estimates, and action items. Some recommendations, like those in Oak Tree Park, have been acted on and our outreach efforts captured positive feedback from residents about those improvements.

HANLEY INDUSTRIAL COURT STRATEGY (1997)

A 1997 strategy for the Hanley Industrial Court was one of incremental redevelopment and reinvestment for office, service, and light manufacturing uses. The 1999 Comprehensive Plan update re-classified the area as Planned Mixed Use, accommodating projects that may be a higher density mix of retail, office, residential, and light industrial uses. Early 2000's strategies looked at Hanley Industrial Court for conversion to regional commercial or higher density mixed-use products. Issues of property owners' rights, City-initiated redevelopment proposals, and increased vacancies and property obsolescence have made this area of the community an important discussion point.

CITY OF BRENTWOOD FLOOD MITIGATION STUDY FOR DEER CREEK

In August of 2013, the City of Brentwood worked with CH2M HILL to conduct a study of the floodplain surrounding Deer Creek. The analysis involved the creation of three storm event scenarios and their corresponding impacted properties to establish a new floodplain delineation baseline map. The study incorporated ecosystem considerations, local needs, property acquisition and storage, and balancing flood risk elimination to create three potential flood relief solutions. Flood Mitigation Option A focuses on converting open space into detention facilities, which should only be considered as a potential enhancement or phase of a more effective solution; Flood Mitigation Option B would use existing high spots in the target area to create a ridge and reroute water to eliminate the 15-year flooding for 32 properties; and Flood Mitigation Option C would use a variety of several alternatives, such as a channel across the Deer Creek oxbow, acquiring properties through a voluntary buyout along the south end of Mary Avenue to convert to green space, widening Deer Creek, floodproofing activities on individual properties, and becoming a Community Rating System (CRS) community to lower insurance premiums under the National Flood Insurance Program (NFIP). The recommended path combines elements of Flood Mitigation Option C and non-structural mitigation techniques into an "Alternative D" option.

In 2016, the City sought immediate action due to flooding in 2015 by identifying eight (8) choke points to eliminate immediate obstructions in the channel. The study modeled each obstruction removal in a standalone situation and predicted which choke point removal provides the maximum benefit from flood control.

In 2017, the City conducted a follow-up study to analyze the combined benefits for all the previous studies conducted for their effectiveness for the 15-, 25-, and 100- year 24-hour storm event. The study specifically focused on the effectiveness of solutions for flood reduction within the target area of a 300-ft buffer of Manchester Road. The study provided the assessment of the flood control benefit by comparing the number of properties and estimated depth of flooding per parcel above ground under existing and proposed conditions for the alternative scenarios.

ADDITIONAL EXPLORATORY STUDIES

The City of Brentwood has been a part of, or within the consideration of, several other studies since 2006 that were not formal plans and not adopted as an action strategy. The most prominent one is St. Louis County's exploration of the South County Connector, which would travel from Manchester Road near the intersection with Hanley Road, south into Shrewsbury. The proposed project was very controversial and as of December, 2014 has been put on hold due to uncertain funding. Further, the 2009 **Brentwood Boulevard/Manchester Road Commercial Study** outlined redevelopment goals and recommended modifications to the use of the City's Planned Development District zoning in those areas. Another example, the Great Rivers Greenway "River Ring" plan anticipates greenways and trails in Brentwood along the Deer Creek corridor, which would link the City to neighbors north along the Centennial and St. Vincent greenways, as well as to destinations further south, such as Grant's Farm along the Gravois Greenways and the River des Peres corridor in the City of St. Louis. Finally, the 2016 **Deer Creek Greenway Connection to Rogers Parkway Feasibility Study** selected an option to align the Deer Creek to Rogers Parkway with an estimated project cost of \$15.7 million, not including land acquisition and stream bank restoration costs.

DEMOGRAPHIC & MARKET OVERVIEW

The analysis focuses on six topics: (1) population demographics, (2) employment, (3) housing, (4) retail, (5) commercial market (including retail and office), and (6) industrial market. Each section presents and assesses current trends, notes important market implications, and to the extent possible, makes projections for future development opportunities. Collectively, this information provides a general snapshot of Brentwood's current and projected competitive position within the St. Louis region.

Data for this study were acquired from a variety of sources, including the 2010-2014 American Community Survey (ACS), the 2010 U.S. Census, the State of Missouri, the St. Louis Regional Chamber of Commerce, and ESRI Business Analyst, a nationally recognized provider of business and market data. For purposes of clarification, data from 2000 and 2010 are actual figures from the U.S. Census. 2010-2014 American Community Survey data reflects a five-year average based on surveys conducted by the U.S. Census Bureau during that time. 2016 and 2021 data are estimates and projections developed by ESRI. In all cases, the figures presented are the most recent available.

DEMOGRAPHIC SUMMARY BRENTWOOD & ST. LOUIS COUNTY

	2000	2014	2016	2021	Projected Change (2000-2021)
Brentwood					
Population	7,693	8,007	8,115	8,160	+467
Households	3,929	4,137	4,168	4,195	+266
Average Household Size	1.96	1.93	1.94	1.94	-0.02
Median Age	35.6	36.8	36.3	37.3	+1.70
% Racial Minority	7.3%	14.7%	15.9%	18.6%	+11.3%
Median Household Income*	69,623	\$63,954	\$68,184	\$77,351	+\$7,728
St. Louis County					
Population	1,016,315	993,696	1,001,814	1,006,065	-10,250
Households	404,312	405,109	405,242	406,621	+2,309
Average Household Size	2.47	2.40	2.42	2.43	-0.04
Median Age	37.5	40.6	40.9	41.7	+4.2
% Racial Minority	23.2%	31.8%	31.9%	33.7%	+10.5%
Median Household Income*	\$71,805	\$56,721	\$59,036	\$66,279	-\$5,526

* Incomes are in 2016 dollars; Incomes were not collected by the 2010 Census
Source: ESRI Business Analyst; Houseal Lavigne Associates

DEMOGRAPHICS

Population: Generally, the City's population has remained relatively stable since 2000. Brentwood's population rose slightly between 2000 and 2016, but is projected to increase very slightly between 2016 and 2021. Between 2000 and 2021, the net change in population is estimated at about +467 residents.

Age: The City's population is aging. In 2000, the median age of the population was 35.6 years. By 2021, it is projected to rise to 37.3 years. Aging can also be seen in the increasing share of the population aged 55 years and older: 21.7% in 2000, 25.0% in 2016, and 26.3% in 2021.

Race/ethnicity: The City is becoming more racially and ethnically diverse. Between 2000 and 2016, the percentage of the population identifying as a racial minority increased, from 7.3% to 15.9%. Between 2016 and 2021, that trend of increased diversity is projected to continue.

Income: Household incomes (adjusted for inflation) in Brentwood declined between 2000 and 2016, but are trending upward. The median adjusted household income in 2000 was \$70,651 compared to \$68,184 in 2016. By 2021, the median income is projected to rise to \$77,351, roughly \$6,700 higher than 2000 levels. Brentwood's median income is, and is projected to remain, higher than that of St. Louis County's.

Impact Assessment

While the City's population has remained relatively stable since development of 2006 Comprehensive plan, key characteristics of the population have changed. Brentwood residents are aging, and the population is becoming more diverse. This may drive changes in service delivery, demand for different types of goods and services, and local identity. An aging population may require a more age targeted housing stock including multi-family, townhome, and senior living options. Incomes are slowly recovering from the effects of the economic recession, and the projected rising of incomes may lead to higher demand for retail goods and services and increase the attractiveness of opening a business in Brentwood.

EMPLOYMENT

Total Employment: Between 2004 and 2014, the number of primary jobs in Brentwood declined by about 822 jobs from 12,639 jobs to 11,817 jobs. However, total employment is on the uptick, but is projected to remain lower than earlier levels. The State of Missouri's Department of Economic Development estimates that the St. Louis Region -- which contains the City of St. Louis and St. Charles, Jefferson, St. Louis and Franklin counties -- will collectively gain 70,651 jobs between 2012 and 2022. Applying Brentwood's local share of the region's jobs to the anticipated expansion, it can be estimated that the city could gain roughly 1,636 jobs by 2022.

Major Industries: The composition of Brentwood's local economy shifted slightly between 2004 and 2014. While the Construction and Manufacturing industries remain major employers, their share of total jobs has decreased from 11.6% to 5.7% and 15.5% to 7.3%, respectively. Similarly, both the share of total jobs within the Retail Trade, Administration, Support, Waste Management and Remediation industries has increased from

17.8% to 21.9% and 5.7% to 16.7%, respectively. The number of retail jobs has not increased, but its share is larger due to a decline in other sectors. Overall, outside of the fact that 1 in 5 jobs are retail jobs, the local economy remains fairly diverse.

Inflow & Outflow: Nearly all of Brentwood's residents and workers are commuters. In 2014, the percentage of the city's jobs that are filled by non-residents has remained consistent at roughly 98%. Similarly, the percentage of city residents who commute to other cities for work has remained stable at roughly 93-95%.

Brentwood experienced a 6.5% decline in employment between 2004 and 2014, as well as some shifts in industry composition. As previously mentioned, retail jobs make up a large share of the employment base, which is reflective of Brentwood's status as a regional shopping hub along I-64.

EMPLOYMENT STUDY BRENTWOOD

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count										
Total Primary Jobs	12,639	12,797	12,906	11,779	11,642	10,253	10,752	11,335	10,971	10,556	11,817
	Share										
Construction	11.6%	13.1%	13.4%	9.6%	11.0%	9.7%	7.3%	7.6%	7.8%	7.7%	5.7%
Manufacturing	15.5%	15.3%	14.8%	15.0%	14.8%	13.5%	10.5%	9.5%	8.0%	9.0%	7.3%
Wholesale Trade	8.7%	7.9%	7.7%	6.8%	6.5%	6.6%	5.9%	6.6%	7.0%	6.9%	4.3%
Retail Trade	17.8%	18.3%	18.6%	20.4%	19.5%	21.0%	23.8%	22.2%	22.2%	21.5%	21.9%
Transportation & Warehousing	4.8%	4.7%	4.4%	5.3%	4.7%	4.2%	3.8%	3.9%	4.1%	4.3%	4.0%
Information	2.3%	2.0%	1.9%	2.0%	1.9%	2.5%	2.1%	1.6%	1.7%	1.8%	1.7%
Finance and Insurance	2.8%	3.6%	3.7%	4.0%	3.6%	3.6%	3.2%	3.4%	3.9%	3.8%	3.6%
Real Estate, Rental & Leasing	3.6%	3.3%	3.4%	3.8%	3.9%	4.3%	3.8%	3.9%	4.0%	4.1%	3.3%
Professional, Scientific & Technical Services	6.9%	6.8%	5.8%	5.9%	6.8%	6.0%	5.5%	4.7%	6.1%	5.8%	6.6%
Management of Companies & Enterprises	0.7%	0.9%	0.5%	1.3%	0.8%	1.2%	2.1%	2.4%	2.3%	2.7%	3.0%
Administration & Support, Waste Management & Remediation	5.7%	6.1%	7.8%	6.5%	6.6%	5.2%	9.9%	10.7%	8.5%	10.2%	16.7%
Educational Services	2.2%	1.9%	1.8%	1.5%	1.6%	1.9%	2.1%	2.4%	3.5%	3.2%	3.0%
Health Care & Social Assistance	4.2%	4.2%	4.7%	4.9%	5.4%	6.2%	6.4%	7.5%	8.1%	5.1%	5.7%
Arts, Entertainment & Recreation	1.1%	1.0%	1.0%	1.2%	1.4%	1.3%	1.6%	1.1%	1.2%	1.5%	1.4%
Accommodation & Food Services	5.1%	4.3%	4.0%	3.6%	3.6%	3.7%	4.1%	5.7%	5.0%	5.1%	5.1%
Other Services (excluding Public Administration)	6.1%	5.8%	5.9%	7.6%	7.2%	8.1%	7.1%	5.8%	5.8%	6.3%	6.0%
Public Administration	0.8%	0.7%	0.7%	0.7%	0.8%	1.0%	0.8%	1.0%	0.8%	1.0%	0.9%

Highlighted text denotes that the industry was one of Brentwood's 5 largest industries for that year, based on total employment
Source: U.S. Census "On the Map"; Houseal Lavigne Associates

HOUSING

Total Units: The number of housing units is increasing, but at a slow pace. Between 2000 and 2016, the net change in housing units was +371. Over the next five years, it is estimated that the City will add only 66 housing units, bringing the number of total units to 4,525 units. This is largely reflective of the fact that Brentwood is largely built out with a relatively stable housing supply.

Tenure: The share of homes that are owner-occupied declined from roughly 75% to 60% between 2000 and 2016. Vacancy has also spiked, from 3.9% in 2000 to 6.5% in 2016, although 2016 levels are lower than the high of 11.3% seen during 2010-2014 and lower than that of St. Louis County (8.1%). In 2021, the share of homes that are owner-occupied are expected to further decline to 57.8%, with vacancy rising to 7.3%.

Type: Diversifying the housing stock was identified a residential goal in the 2006 Comprehensive Plan, and the share of the housing stock that are single family detached and attached homes declined from roughly 60% to 55% and 12% to 6.9% respectively, between 2000 and 2010-2014.

Value: Home values are rising. Adjusting for inflation, the median home value in Brentwood rose from \$160,161 in 2000 to \$196,545 in 2016. This reflects both a rise in property values post-recession as well as the construction of higher end units during this time. Over the next five years, the median home value is projected to increase to \$228,468. Median values are relatively on par with St. Louis County.

Sales: Between 2006 and 2015, the median sales price per square foot has declined. In January 2006, the median was \$172/sq. ft., compared to \$156/sq. ft. in January 2015 and \$142 in January 2013. The market appears to be recovering, albeit slowly.

Impact Assessment

As shown in the housing summary table, over the past fifteen years, the Brentwood housing stock has undergone a change in composition, with a decline in owner-occupancy and rise in rental occupancy and vacancy, as well as significant growth in multi-family units. While the housing market is still slowly recovering, the City appears well positioned to further capitalize on access to regional goods and services. That being noted, vacancy remains a challenge.

One potential opportunity for future planning is developing strategies that maximize Brentwood's unique, central location to St. Louis employment centers, as well as close proximity to retail, shopping, and residential quality-of-life needs. Brentwood appears to offer quality housing at affordable prices adjacent to jobs and services, which differentiates it from both neighboring communities that are more expensive, and outlying, and newer suburban areas that lack certain amenities and transportation convenience. Since 2008, there has been new reinvestment in established suburban communities that offer a wide range of benefits across the United States because of their unique competitive advantages, and targeted and focus-area planning could explore Brentwood's housing potential in greater detail.

HOUSING SUMMARY BRENTWOOD

	2000	2010 2014	2016	2021	Projected Change (2000-2021)
Total Units	4,088	4,274	4,459	4,525	+437
Tenure					
Owner Occupied	74.9%	64.9%	58.6%	57.8%	-17.1%
Renter Occupied	21.2%	35.1%	34.8%	34.9%	+13.7%
Vacant	3.9%	11.3%	6.5%	7.3%	+3.4%

Inflation Notes: values are in 2016 dollars; it was assumed that 2010-2014 average values were in 2011 dollars.

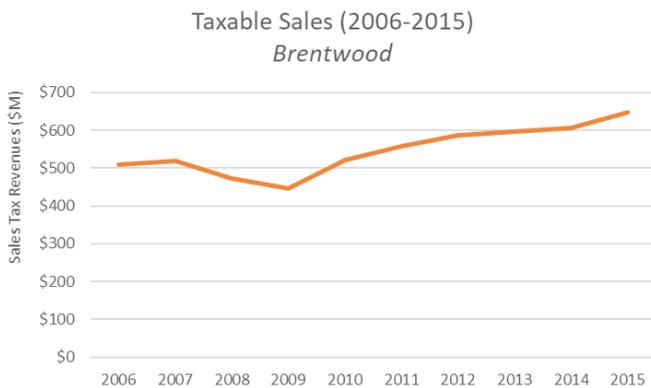
*Housing Type Notes: housing type composition for 2016 and 2021 is not included because ESRI does not issue such estimates or projections. * denotes change from 2000 to 2014*

Source: U.S. Census Bureau; ESRI Business Analyst; Houseal Lavigne Associates

RETAIL

Vacancy: Retail vacancy within the Mid-County sub market area, containing Brentwood, was 2.6% in 2016. Brentwood continues to face stiff retail competition from retail centers in neighboring communities.

Retail Gap: A gap analysis compares retail sales potential ("supply") with what consumers spend ("demand"). When consumer expenditures exceed market area sales potential (demand > supply), that means consumers are spending dollars outside of the area, referred to as leakage. When retail sales potential is greater than consumer expenditures (supply > demand) in a market area, the market is saturated with customers from both within and outside the area, referred to as surplus.



Source: City of Brentwood, MO Comprehensive Annual Financial Report (2015; Houseal Lavigne Associates).

Impact Assessment

Overall, the gap analyses of Brentwood's retail market impact assessment (based on a 5, 10, and 15 minute drivetimes from the intersection of Brentwood Boulevard and Eager Road) show that the market is relatively saturated (from \$815 million to \$1.258 billion); however, this is relatively common for retail environments (such as Brentwood) that draw from a more regional population and include large retail nodes and shopping centers. In that the Brentwood market serves as a retail hub, indications of saturation are normal and do not preclude additional growth. It does, however, indicate the need for additional due diligence and planning for new development.

According to a recent report by LoopNet, taxable retail sales in the Brentwood market have been steadily increasing over the past several years. Brentwood's position within the region, highway access, and established retail base suggest the ability to further position the community for further retail growth, should it be desired by the community. Key challenges include a limitation in land available for retail development and a relatively competitive retail marketplace.

OFFICE

General trends: The St. Louis regional office market, which covers the Missouri side of the metropolitan area as far west as Wildwood and Lake St. Louis, is trending in a positive direction. CBRE Research, a provider of real estate information, writes that “investment activity continues to be robust” as “investors have been attracted to the long-term stability and relatively high returns that a market like St. Louis has to offer.” Market activity is concentrated mostly within the Class A office space in suburban markets.

Inventory: Brentwood sits in the Mid County submarket of the regional St. Louis office market. Collectively, the submarket contains 7.5 million square feet of rentable space, the third largest submarket in terms of square footage after Downtown St. Louis and West St. Louis County and comprising 15.4% of the total market space.

Vacancy: Vacancy within the Mid County submarket is 8.0% (Q1 2016), the second lowest in the St. Louis Metro area.

Rents & sales: Within the St. Louis metro market, asking rents have stayed fairly stable since 2013, although they remain roughly \$5 per square foot less than city rents, which have increased fairly consistently since the end of 2012. On the other hand, asking sales prices in the metro area have declined from a peak of about \$110 per square foot in 2008 to about \$80 per square foot at the end of 2014. Prices have remained at about \$80 per square foot over the past three years.

Impact Assessment

Brentwood currently has a few signature, suburban office towers, such as The Meridian, Magna Place, and the Center 40 Building, as well as other sub-Class A office space properties. However, with its proximity to Clayton and convenient access to the Central West End and multiple universities, there may be greater potential to expand Brentwood’s place within the regional St. Louis office market.

One potential strategy discussed repeatedly throughout the outreach workshops is repositioning and marketing the existing industrial park properties as business parks or “employment districts,” and additional planning could test the market demand for redevelopment and reinvestment along Strassner Drive, for example, to achieve this community vision.

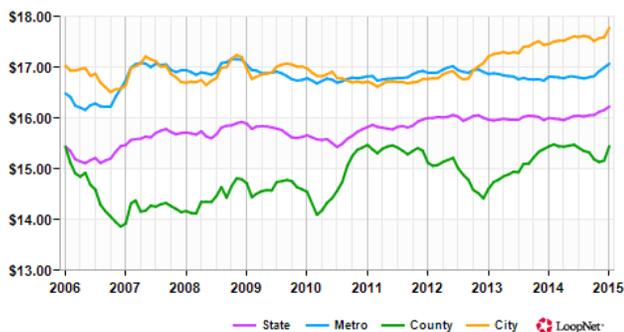
OFFICE SUMMARY BRENTWOOD

	Rentable Area (Sq. Ft.)	Vacancy Rate (%)	YTD Absorp. (Sq. Ft.)	Average Asking Lease (\$ Sq. Ft./Yr.)
Mid County Sub Area	7,515,484	8.0%	75,958	\$23.28
Total St. Louis Market Area	48,770,907	15.8%	37,270	\$18.52

Source: CBRE; Houseal Lavigne Associates

Office Property Asking Rent - Lease Trends

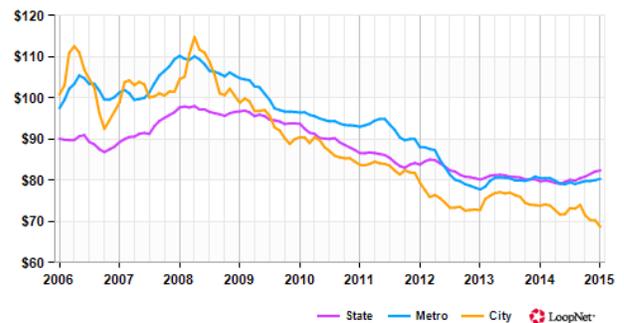
Asking Rent Office for Lease St. Louis, MO (\$/SF/Year)



Source: LoopNet (2016) St. Louis, MO Market Trends

Office Property Asking Price Index - Sale Trends

Asking Prices Office for Sale St. Louis, MO (\$/SF)



Source: LoopNet (2016) St. Louis, MO Market Trends

Office Property Asking Price Index - Sale Trends

Asking Prices Office for Sale St. Louis, MO (\$/SF)

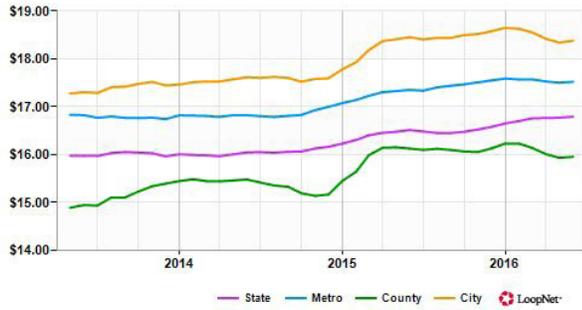


	Jun 16	vs. 3 mo. prior	Y-O-Y
State	\$68.08	-0.2%	+4.6%
Metro	\$79.35	-1.5%	-0.1%
City	\$75.21	+3.2%	+11.2%

Source: LoopNet (2016) St. Louis, MO Market Trends

Office Property Asking Rent - Lease Trends

Asking Rent Office for Lease St. Louis, MO (\$/SF/Year)



	Jun 16	vs. 3 mo. prior	Y-O-Y
State	\$16.79	+0.2%	+1.7%
Metro	\$17.52	-0.3%	+1.0%
County	\$15.96	-1.2%	-1.1%
City	\$18.38	-0.9%	-0.4%

The average asking rental rate per sq ft/year for Office properties in St. Louis, MO as of Jun 16 was \$18.38. This represents a decrease of -0.9% compared to the prior 3 months, with a decrease of -0.4% year-over-year. County-wide, average rental rates in St. Louis are -1.2% lower at \$15.96 per sq ft/year for Office properties currently for lease.

Source: LoopNet (2016) St. Louis, MO Market Trends

INDUSTRIAL

General Trends: The St. Louis regional industrial market had a “banner year” and the “market continues to roll,” according to CBRE. Overall regional market vacancy sits at 6.1%, lower than levels seen in the years after the recession. More than 1 million square feet is currently under construction.

Inventory: Brentwood sits in the Mid County area, which contains roughly 21 million square feet of rentable space. It is one of the larger sub-areas, and contains about 10.1% of the St. Louis market’s overall square footage.

Vacancy: Vacancy within the Mid County submarket is 4.1%, lower than the regional vacancy rate but higher than several other subareas, such as St. Charles County (1.7%) and Chesterfield Valley (1.6%).

Rents & Sales: Within the metro St. Louis area, asking rents have increased since 2013, from about \$5.90 per square foot in 2013 to roughly \$6 per square foot in mid-2016. The metro change in rents was not as dramatic fluctuation as what occurred within the city market; and in 2014, city market rents fell below metro rents for the first time since 2007-2008. Similarly, asking prices for industrial properties have declined since 2009, although the last two years has been relatively flat. Asking prices in metro St. Louis are lower per square foot than city prices.

Impact Assessment

The industrial market has shifted since the 2006 Plan was adopted and continues to evolve in the post-recession economy. Although industrial investment and expansion has been one of the stronger parts of the regional St. Louis economy since 2009, Brentwood sits in the Mid-County submarket, which has more complexity to navigate and deal with trickier redevelopment sites than areas like St. Charles County and the Metro East, where growth has been strong and is often built on agricultural land.

Viewpoints shared during outreach appear to highlight a difference in vision, with some participants interested in better positioning Brentwood to compete for regional industrial expansion, where others felt Brentwood’s industrial areas would better serve the community if they were repositioned as office, technology, and research districts.

Regardless, there are certain existing industrial properties in Brentwood that will need reinvestment in the near-term. Additional planning could create targeted industrial and employment development strategies that could differentiate between areas near Deer Creek, those off Hanley Road, and the district along Strassner Drive and Hanley Industrial Court. Specific parcels and districts could be evaluated and matched to the market that would best perform at that location, whether that is office, traditional light industrial, or more flexible, contemporary employment buildings. Such strategies could outline what role the City could play in stimulating this growth and help evaluate the need or benefit of using public incentives and other financial tools.

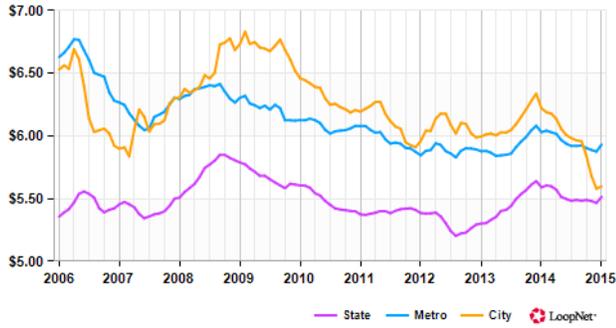
INDUSTRIAL SUMMARY BRENTWOOD

	Rentable Area (Sq. Ft.)	Vacancy Rate (%)	YTD Absorption. (Sq. Ft.)	Average Asking Lease (\$ Sq. Ft./Yr.)
Mid-county Sub Area	21,516,260	4.1%	75,638	\$4.51
Total St. Louis Market Area	212,397,180	6.1%	378,564	\$4.39

Source: U.S. Census Bureau, ESRI Business Analyst; Houseal Lavigne Associates

Industrial Property Asking Rent - Lease Trends

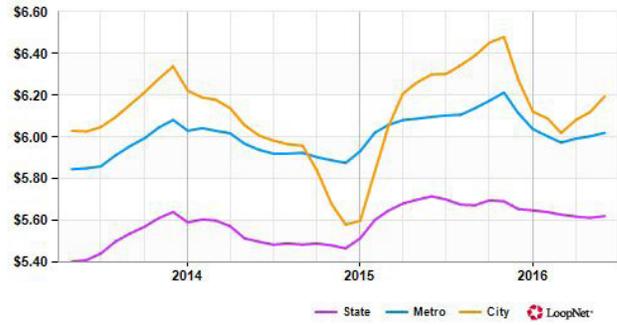
Asking Rent Industrial for Lease St. Louis, MO (\$/SF/Year)



Source: LoopNet (2016) St. Louis, MO Market Trends

Industrial Property Asking Rent - Lease Trends

Asking Rent Industrial for Lease St. Louis, MO (\$/SF/Year)



Source: LoopNet (2016) St. Louis, MO Market Trends

Industrial Property Asking Price Index - Sale Trends

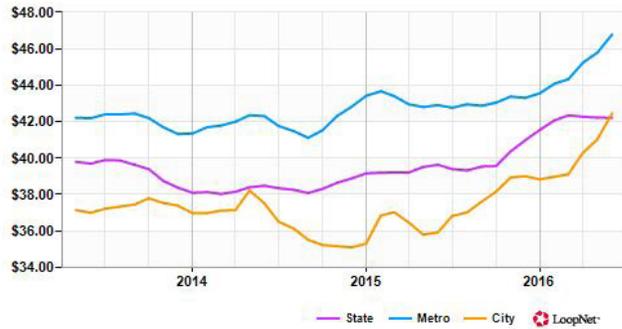
Asking Prices Industrial for Sale St. Louis, MO (\$/SF)



Source: LoopNet (2016) St. Louis, MO Market Trends

Industrial Property Asking Price Index - Sale Trends

Asking Prices Industrial for Sale St. Louis, MO (\$/SF)



Source: LoopNet (2016) St. Louis, MO Market Trends



COMMUNITY OUTREACH

Community outreach and engagement is paramount to the planning process, allowing the Brentwood Comprehensive Plan to represent the community. Throughout the planning process, individuals shared their ideas and aspirations about the community, which helped shape the vision, goals, and recommendations of the Comprehensive Plan.

The following provides an overview of the outreach efforts and initiatives that were conducted throughout the planning process:

Comprehensive Plan Advisory Committee (CPAC) Workshop

On Wednesday, August 24th, 2016 at 6 p.m., a Brentwood Comprehensive Plan workshop was held with Comprehensive Plan Advisory Committee at the Brentwood Recreation Complex. The workshop began with a brief overview of the planning process and concluded with a community discussion of issues, concerns, and ideas. The workshop included a questionnaire exercise, from which participants shared their written comments with the overall group.

Board of Aldermen Workshop

On Thursday, August 25th, 2016 at 7:30 a.m., a Brentwood Comprehensive Plan workshop was held with the Board of Aldermen at the Brentwood Recreation Complex. The workshop began with a brief overview of the planning process and concluded with a community discussion of issues, concerns, and ideas. After working through a questionnaire exercise, participants shared their written comments with the group.

Community Workshop

On Thursday, October 13th, 2016, a Brentwood Comprehensive Plan workshop was held with community members at the Brentwood Recreation Complex. The workshop began with a brief overview of the planning process and concluded with a community discussion of issues, concerns, and ideas. Participants shared their written comments from the questionnaire exercise with the overall group.

Business Workshop

On Wednesday, November 30th, 2016, a Brentwood Comprehensive Plan workshop was held with businesses at a Chamber of Commerce "brown bag" lunch.

Visioning Workshop

On March 21, 2017, a visioning workshop was conducted with approximately 55 community members. Participants were organized into 9 groups and discussed issues in relation to transportation, residential areas, community facilities, commercial and industrial areas, parks, open space, and the environment. Participants came together at the end of the workshop to share their visions.



SUMMARY OF WORKSHOPS

Members of the Brentwood community discussed a variety of topics throughout the planning process. Workshops and focus groups have been synthesized to highlight key themes that emerged from discussion and written comments. The following information provides a summary of feedback broken down by each theme.

It is important to note that the comments, observations, projects, and actions cited in this summary are not to be interpreted as recommendations of the Comprehensive Plan and do not represent City policy, but rather represent feedback received from those who participated in workshops.

Priority Issues & Actions

Stormwater Management: Many participants identified flooding as a top priority and concern. Development on or near the floodplain and the handling of flooding on preexisting development were also concerns. A priority action is to activate the Corps of Engineers, the Metropolitan Sewer District (MSD), Ladue, Rockhill, Webster Groves, and Brentwood to solve the Deer Creek flooding that impacts the Manchester Road. More floodplain-friendly development, such as athletic fields and greenways, was a shared desire among participants.

Business & Development: Participants commented that the City currently lacked a large business anchor, and that they would like to attract mixed-use development, new residents, and businesses to the City while keeping in mind the transition between residential and commercial uses. There was concern over City Hall being land-locked and participants expressed a need for infill housing. Although there is a desire for more infill development, participants commented on the insensitivity of new housing complimenting existing neighborhoods due to the lack of guidelines for developers. The appearance and condition of major commercial corridors is a shared concern of participants, as well as the number of businesses being forced to relocate due to increases in rents. In addition, there was concern the Hanley Industrial Court and its label as “industrial,” as many would prefer it to be relabeled and redeveloped as a business park and transformed with mixed-use development. Action items include adding more mixed-use development and assemblage on Manchester Road, enhanced buffering of residential and commercial uses, exploring the live-work-play concept, and potential rezoning of residential uses to commercial uses. Participants are also interested in addressing capacity constraints at the library, either by expanding and updating the current building or by constructing another library in a designated Town Center. A priority action item from most participants is to build a Town Center with mixed-use development to attract local businesses, restaurants, and customers.



Housing

While participants desired to maintain the aging residential housing stock, they also expressed concern over the lack of housing options, such as multi-family housing, adequate housing for large families, housing for young families, and senior housing. Outdated, dilapidated housing, vacant housing, and half-finished housing was also a shared concern among participants, and that there is a need for increased code enforcement in residential areas. An action from participants is to create more infill housing; build more affordable, non-rental housing; and prioritize redevelopment over demolition.

Image & Identity

Establishing a stronger sense of place and community identity was a shared desire among workshop participants. The Manchester Road Corridor was commented as having poor aesthetics, and Brentwood Boulevard Corridor was described as “stale.” Participants stated that there is a lack of destination restaurants and entertainment, and that there is a disjointed sense of a City Center. Additionally, there was concern expressed over the tension between redevelopment and “Brentwood Charm.” Participants would like to see landscaping and gateway features used to create more green space and a cohesive identity, particularly on Manchester Road. Other actions include adding creative uses along corridors, beautifying the City (particularly the Manchester Road and Brentwood Boulevard corridors), and installing new, functional, decorative streetlights. Establishing a Town Center that serves as a gathering space with diverse restaurants and entertainment is also a shared desire of participants.



Traffic & Transportation

Cut through-traffic from McKnight Road to Brentwood Boulevard was a common concern among participants. Concern of the lack of connected, non-motorized transportation was expressed, as well as concerns over traffic and parking. Major roads were stressed as unsafe, due to the speeding of vehicles and a lack of sidewalks and bicycle lanes. A few participants expressed interest in widening Brentwood Boulevard, whereas others had concern over the efficiency of Strassner Drive. Another common concern was the lack of pedestrian connectivity and pedestrian-friendly areas. For example, participants expressed concern over the quality, condition, and connectivity of the City’s sidewalks, particularly on Manchester Road. Disorganized parking with poor circulation was also a concern emphasized by community facilities providers. Overall, participants would like to see traffic congestion and speeding on Brentwood Boulevard addressed, potentially through a lowered speed limit. Other actions include redeveloping sidewalks to be wider, well-lit, and with pedestrian-friendly features (e.g., benches, planters); addressing traffic coming from I-64; strengthening east-west roadway connections of Brentwood Boulevard to minimize its divisiveness of the community; and develop the Hanley Industrial Court with a well-lit, connected network of sidewalks.



Parks, Green Space & Recreation

The lack of updated parks, green space, playgrounds, and recreation was a common concern among workshop participants. Participants expressed a desire for enhanced and increased parks, green space, trails, and bike paths. Actions from participants include creating more trails, creating lighted trails, upgrading the park system using easements, eradicating invasive tree species and bush honey suckle, and increasing greenways.

Strengths & Assets

Workshops concluded with a discussion of the strengths and assets that Brentwood should preserve and build upon. Responses generally highlighted the City's strong sense of community, central location, and transportation system. The following summarizes Brentwood's most frequently identified strengths and assets.

People & Sense of Place: Responses from outreach noted that there is a strong sense of community in Brentwood, and that the small, quiet, tranquility of the City is an asset. Participants also noted that the caring, close-knit, diverse, engaged, and friendly community is a large asset.

Quality of Life: There was shared appreciation for the low crime and sense of safety that the community provides, its older housing stock, and its manageable taxes. Brentwood's affordable housing, starter homes, and unique neighborhoods were noted as community strengths. Community events and activities were also noted as assets, such as Brentwood Days.

Location: Brentwood's central location was stated as a strength.

Facilities & Infrastructure: The City's schools, city services, and infrastructure were noted as strengths. Participants highly appreciate the MetroLink and consider transportation and commuting to be efficient. Participants also noted the police and fire departments, library, churches, and parks as community assets.

Business & Development: Brentwood's strong tax base, commercial uses, excellent retail mix, and access to grocery stores were noted as community strengths.

ONLINE OUTREACH

Interactive Project Website

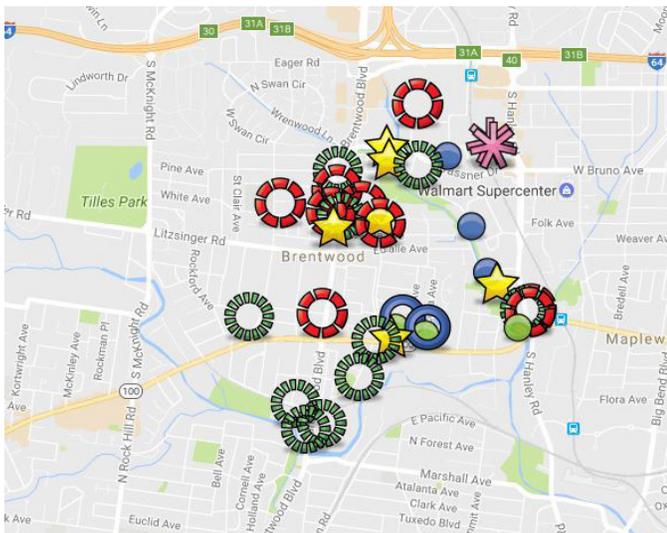
Online tools were used to supplement in-person outreach opportunities. Project website Brentwood 20/20 was created which provided the updates, announcements, and links to public documents and reports. This provided community members who were unable to attend workshops with the opportunity to voice their opinions. Online outreach also provided additional outlets for unique comments and feedback that may not have been directly related to workshop or focus group topics.

Comments or Concerns

Respondents were concerned that there are not enough young professionals and families moving into the city, and that the city appears to consist predominantly of an aging population. There is also a desire to have more safe, multi-modal access into the various parks and recreational facilities. Respondents also commented that overall, Brentwood has great leadership, a warm community, and positive, strong traditions, which they would like to see preserved.

sMap

sMap is an outreach tool that provides individuals with the opportunity to create a map of their community. sMap creates a fun way for participants to identify issues and opportunities within their city from a spatial perspective. Because comments and feedback are tied to specific spaces or areas of Brentwood, the City can better interpret and respond to various issues and opportunities.



Individuals created a total of 35 points on the Brentwood sMap, representing comments, ideas, and feedback from the community in 7 different categories. Most points were concentrated around Brentwood Boulevard just north of Litzinger Road, demonstrating areas of key concern. sMap feedback from community members has been summarized below.

★ Community Assets: Community assets include Memorial Park, the Brentwood Recreation Complex, and the park system in general. Community members also identified the incoming Great River Greenway Connector and work along Deer Creek as an asset that may bring in mixed use properties integrated with a natural landscape along Manchester Road.

🌿 Development Priority Sites: Community members identified sites that they see as potential gateway opportunities, such as on Manchester Road and Brentwood Boulevard, and areas that would benefit from greenway and stream restoration. Brentwood Boulevard north of Bridgeport Avenue as a potential location for low-rise residential apartments; and the area surrounding City Hall as a location for a pedestrian-friendly community hub that integrates retail, cafes, and City services.

🚫 Problematic Intersections: Several problematic intersections were identified by users. These intersections include the following:

- Manchester Road and Hanley Road
- Brentwood Boulevard and Manchester Road
- Brentwood Boulevard and Rosalie Avenue
- Brentwood Boulevard and White Avenue
- Dorothy Avenue and Eulalie Avenue
- High School Drive and White Avenue

🚫 Undesirable Uses: sMap users identified undesirable uses on Manchester Road just east of Ruth Avenue.

★ Key Transit Destination: The area around Strassner Drive that is served by the MetroLink was identified as Brentwood's Key Transit Destination.

🌿 Desired Uses/Developments: sMap users identified sites along Deer Creek that they would like to see restored and enhanced with landscaping. Users also suggested redeveloping the Hanley Industrial Court with walkable, medium-density residential.

🌿 Poor Appearance: sMap users identified areas in the community that they would like to see enhanced with landscaping, repaired sidewalks, and façade improvements. These areas were concentrated along Manchester Road between Dorothy Avenue and Deer Creek.

Outreach with Community Facilities Providers

Additionally, local and regional community facilities providers such as Public Works, Brentwood School District, MO-DOT, St. Louis County Parks Department, Police Department, Brentwood Fire Department, Public Library, and City Administration allowed for more specialized engagement. Respondents provided similar feedback to that of the workshops. Key themes from all workshops and online outreach are summarized below:

ARTERIALS & COMMERCIAL AREAS

Additionally, community facilities providers felt that parking impacts their facilities. This was reported to be due to poor circulation, a lack of available spaces, and disorganized parking plans. Flooding and the need for improved and better coordinated marketing and promotion were also noted to be of high importance to respondents. Flooding along Manchester Road and flooding in the Brentwood Park, Memorial Park, and Norm West Park were of particular concern to respondents. A lack of adequate landscaping and poor aesthetics were also a shared concern among respondents.

Growth & Redevelopment

Community facilities providers were concerned over the ability to provide residents with free sewer and sanitation services if development and population continue to grow. There is also concern over traffic, crime, the demand for more arterial roads, and the City's reliance on the sales tax as a primary funding source.

Development Desires & Concerns

Of the community facilities providers who engaged with the survey, about 67% answered that they have no immediate plans to renovate an existing facility within the community, whereas about 33% stated that they did have renovation plans. Many community facilities providers do not have plans to add a new facility within the community, and believe that there are currently no issues with the size and location of their existing facilities.

Projects or improvements that are planned over the next two years include:

- Repaving and milling streets
- Trash and dead tree removal
- The addition of sidewalks in Hanley Industrial Court
- Renovation and improvement of various recreational facilities
- Trunk sewer construction
- Potential Americans with Disabilities Act (ADA) compliancy and energy efficiency upgrades
- Building partnerships

Projects or improvements that are planned over the next three to five years include:

- Purchasing a new street sweeper and other equipment upgrades
- Improving the Public Works Building
- Improvements to parks and recreational facilities
- Potential ADA compliancy and energy efficiency upgrades
- Street resurfacing
- Minor sewer construction projects

EXISTING LAND USE

Based on field reconnaissance taken in August 2016 and February 2017, every parcel in Brentwood was inventoried and classified into one of 8 existing land use categories. This inventory serves as the foundation of the Land Use and Development Plan, which defines the City's land uses, the desired character of key corridors and community areas, and guides the City's future development, investment, policy decisions, and capital improvements. The following information provides definitions of each category.

SINGLE-FAMILY

The majority of Brentwood's residential land uses is occupied by single-family detached housing. Single-family detached homes are standalone structures that are typically owner-occupied and organized into neighborhoods and subdivisions. Throughout the City, single-family detached housing is well-served by local parks and schools.

MULTI-FAMILY

Multi-family housing is generally concentrated in the northwest corner of the City around Wrenwood Lane and High School Drive. Multi-family residential development is also found in areas near Strassner Drive as well as Manchester Road. Multi-family homes are typically comprised of several units or households per lot, such as apartments, condominiums, and senior housing, that share common entrances, hallways, and building amenities.

COMMERCIAL

A range of commercial uses are found along Manchester Road, Brentwood Boulevard, and in the far northeast corner of the City. Day-to-day service uses, such as grocery stores, restaurants, professional and business services, and auto related services, typically make up the City's commercial land uses, all of which predominantly accommodate auto-oriented transportation.

HOTEL

Hotel and hospitality uses exist along I-64, and are typically compatible with adjacent commercial areas and high-volume roadways. Hotel uses support tourism and business development by providing temporary housing for Brentwood's visitors on a daily basis.

RESTAURANT/RETAIL

Restaurant and retail uses exist just southwest of I-64 and Hanley Road, as well as along Brentwood Boulevard and Manchester Road. Restaurant and retail uses support day-to-day retail needs, and include smaller and larger businesses that cater to more regional needs.

OFFICE

Office uses in Brentwood exist throughout commercial and industrial areas. These uses include professional offices, medical offices, and research facilities.

INDUSTRIAL/UTILITY

Brentwood's industrial and utility uses are concentrated east of Black Creek bordered by the MetroLink rail line and Hanley Road. Industrial and utility uses are also found south of Manchester Road, mostly northeast of Deer Creek. Industrial and utility uses consist of a range of uses, such as distribution, light manufacturing, service and consumer-oriented businesses, business parks, railroad rights-of-way, and facilities that provide critical infrastructure throughout the City.

PARK

Parks are concentrated in Hanley Industrial Court and around Black Creek and Deer Creek. Parks allow for active and passive recreation and are usually partnered with recreation facilities.

RECREATION

Public recreation uses such as Rogers Parkway exist along Dorothy Avenue, around Memorial Park, and at the Recreation Complex on Brentwood Boulevard. In addition to the Recreation Complex, Brentwood's private recreational facilities include recreation uses adjacent and complimentary to Memorial Park, such as the YMCA and the Brentwood Swim and Tennis Club. Recreational facilities frequently accompany parkland and involve parks and recreation programming.

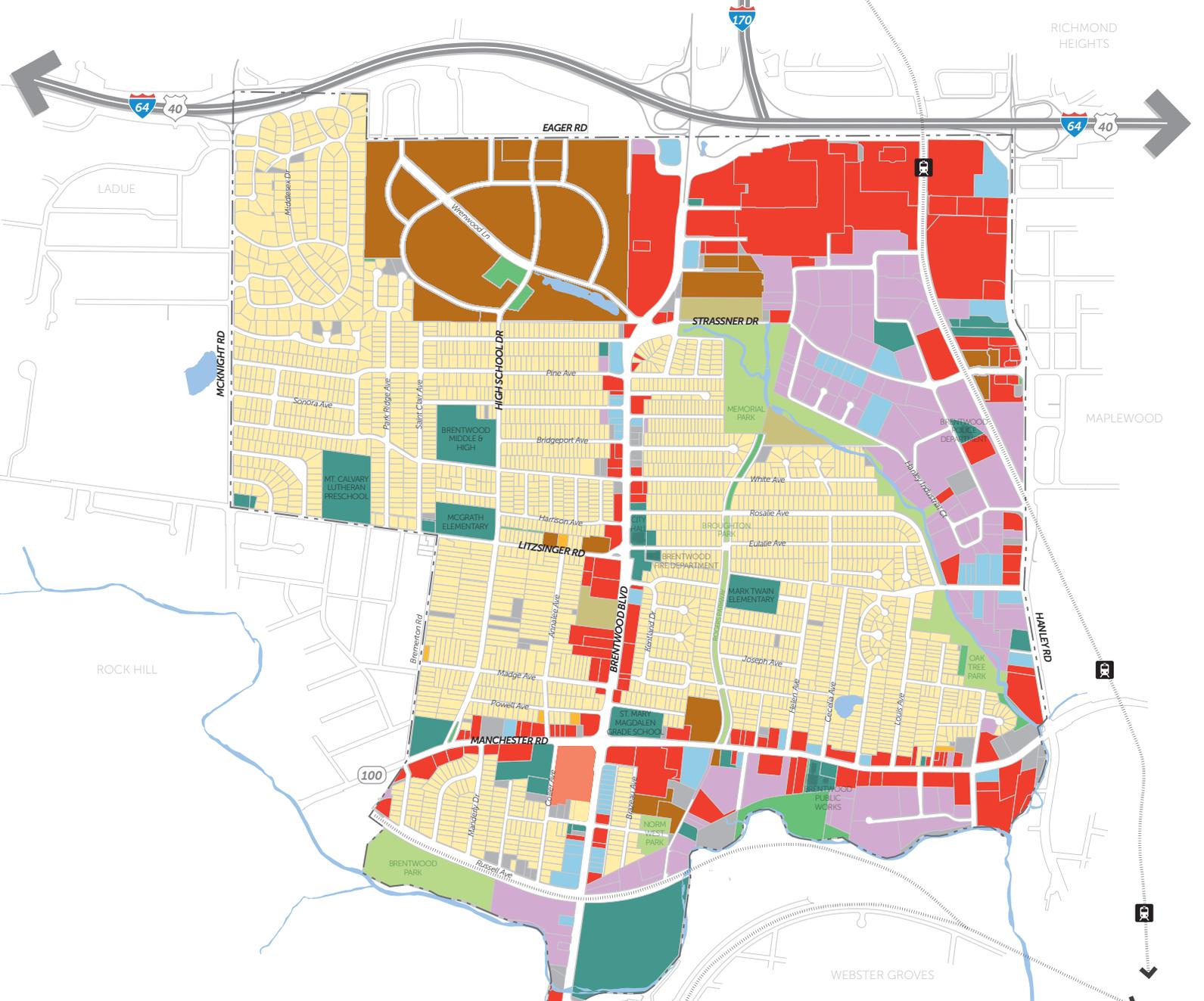
OPEN SPACE

Open Space in the Brentwood Forest development, exists along Deer Creek, Black Creek as well as south of Wrenwood Lane. Open spaces usually are comprised of open fields, wooded areas, and natural features, such as wetlands, streams, and rivers.

VACANT

Vacant land uses are comprised of land that is either undeveloped or occupied by vacant structures. Most of the City's vacant land is scattered throughout single-family detached residential neighborhoods and along major commercial corridors, such as Brentwood Boulevard and Manchester Road. Vacant uses also exist north of Russell Avenue and west of Hanley Road.

EXISTING LAND USE



LAND USE CLASSIFICATIONS

 Single-Family Detached	 Recreational
 Single-Family Attached	 Open Space
 Multi-Family	 Parks
 Commercial	 Industrial
 Office	 Vacant
 Public / Semi-Public	

EXISTING ZONING ASSESSMENT

The City of Brentwood currently has seven (7) land use zoning districts and two “planned districts,” which are named “Planned Development District,” and “Urban Development.” Further, the City also has a Flood Plain Overlay District. The zoning map has only been revised once, in September 2007, since the 2006 Comprehensive Plan was adopted, and the Code itself was most recently adopted in 2009. It does not appear to have been significantly revised since the recession.

Brentwood’s zoning code can be evaluated by the traditional use classifications: residential, commercial, and industrial zones.

RESIDENTIAL DISTRICTS

The City has four residential zoning districts; however, no parcels are currently zoned “AR – Attached Single-Family Residential District.” The remaining zones are two single-family residential districts (A and B), and one multi-family residential district (MR). Because Brentwood is essentially fully developed, built-out, and landlocked, its residential zoning districts largely capture what is “on the ground” today. The main difference in residential area zoning are one large-lot block on High School Drive, and the estate home subdivision York Village/York Woods, off of McKnight Road. Otherwise, the “B District” zone’s site design standards, such as 5,000 square feet lot sizes and 5-foot side yard setbacks, reflect Brentwood’s existing residential character. Brentwood’s only multi-family district is Brentwood Forest.

The City’s existing residential zoning districts are likely adequate in addressing potential redevelopment in any part of the community; however, teardowns and large, infill single-family homes have been identified as a key issue for the City to address, which should be managed through development regulations and urban design standards. Further, the City could encourage the use of “neighborhood conservation” districts. Additional information on the establishment of “neighborhood conservation” districts is found in Chapter 6, Residential Area Plan.

COMMERCIAL DISTRICTS

The City has two commercial districts, the General Commercial District (G.C.) and the Retail Service Commercial District (R.S.C.) which is targeted to local or neighborhood business activities. The Manchester Road corridor is mainly zoned G.C., but the Brentwood Boulevard and Eager Road corridors are zoned Planned Development District.

General Commercial

The City of Brentwood has a general commercial district that is reflective of the traditional approach used in many suburban communities. Although the City has a great deal of permitted uses, with virtually any reasonable use permitted by at least a conditional use permit if not by right, most of Brentwood’s existing business districts are not zoned under this classification. Only the Manchester Road corridor is zoned using General Commercial, which is likely contributing to the scattered aesthetic and lack of a “sense of place” as a cohesive business district. Also, the southern-extent of Brentwood Boulevard, north of Deer Creek, is zoned General Commercial and reflects similarities to the Manchester Corridor in terms of use and design. There would likely be opportunities to revise the General Commercial zoning classification to more closely match the City’s intended development goals for these areas as part of a new planning process, as well as re-examine its use as a “broad-brush” approach to the southern portion of the community.

Local Commercial

The Retail Service Commercial District is intended to address “convenience retail shopping, services and professional offices which are compatible in scale and intensity of use with adjacent residential uses.” Taking this into consideration, the district is only used in three isolated locations, does not form a compact district, and in one instance it is used for the Magna Place office tower. This zoning district appears to capture the community’s vision for Manchester Road and Brentwood Boulevard, but its use should be examined if any rezoning is considered as part of future planning processes. The City could potentially use this zoning classification to effectively and more closely align with the goals for certain commercial corridors.

INDUSTRIAL DISTRICTS

The code contains one industrial zone, officially called the "LID: Light Industrial District." The district is intended to accommodate lighter-type uses at an intensity that is compatible with Brentwood's general community character. Although the district permits the types of uses expected in an industrial area, such as light manufacturing and warehouse-distribution facilities, it also permits a lot of non-industrial uses by right within the zone, such as offices, recreational facilities, schools, and churches. In addition, daycare, automotive repair, restaurants, and banks are permitted through a conditional use permit.

Based on the analysis, the City's current industrial zoning does not appear to match its intentions. Specific inconsistencies include:

Two Different Areas: Both the Deer Creek and Hanley Industrial Court/Strassner Drive industrial areas are zoned the same, although there appears to be different visions for the two areas' futures. Further, there appear to be different site and circulation design issues in the two districts, and both probably cater to different types of suburban industrial markets. However, virtually all of Brentwood's industrial areas are treated with the same broad zoning brush. Future planning should identify whether separate and targeted zoning and/or overlay districts are needed to achieve different visions for these two separate areas.

Manchester Road Corridor: This business corridor is split by zoning districts. The north side of Manchester Road is zoned for general commercial uses, but the south side of the street is considered industrial property. This contrast still exists at the Manchester and Hanley Road intersection. Based on the outreach, the community would prefer to see Manchester Road redeveloped as a small business and neighborhood destination district; however, industrial uses and the current General Commercial and Light Industrial zoning districts appear incompatible with that vision.

Permitting Many Uses: The current LID zone permits a lot of uses, some of which are probably not compatible, but regardless do not match the consistent "employment district" vision discussed during the Plan Review process. During outreach many individuals stated they would prefer job-creating uses and professional office spaces more than the current mix of contractors and exercise gyms, which participants felt were underutilizing Brentwood's limited industrial park space. Future planning and zoning analysis could review the existing industrial zoning code and address permitted uses as well as examine the need for more targeted zoning and/or overlay districts to best match the community's goals.

Variation along Strassner: The evaluation process has captured a lot of new trends since the roadway was extended to connect to Hanley Road and Metrolink station. Outreach participants expressed a desire to see a singular vision for this corridor, but the current zoning quickly transitions from Urban Development and Single-Family Residence, to Planned Development District and Light Industrial, before transitioning back into an Urban Development district at Hanley Station. After a clear vision is determined for the long-term redevelopment of this area a zoning district should be created to better match the complexity in this area and promote the type of investment the City desires.

PLANNED DEVELOPMENT OVERLAY DISTRICT (PD)

Most of Brentwood's commercial areas are actually zoned through the Planned Development District. The district is intended to provide for a flexible, mixed-use approach to integrating office, multi-family, and retail, as well as increased building height and site densities. Planned Unit Developments (PUDs) and zoning categories to capture this approach to development, particularly complex mixed-use projects that require parcel assembly and infill site design, have demonstrated their value over time; providing flexible zoning to accommodate this redevelopment activity is a municipal best practice, and Brentwood's approach appears appropriate.

However, future planning could examine the use of the Planned Development classification as it applies to essentially splitting the Strassner Drive/Hanley Industrial Court area in half, as well as its use down Brentwood Boulevard to the intersection with Manchester Road. Many of these areas will require complex redevelopment proposals, and the City will likely need to engage the developer in cooperative negotiations. Both areas could potentially be better matched between the vision for those areas and zoning regulations.

For example, depending on the vision for the existing industrial park area, the Planned Development district may be sufficient, but the Brentwood Boulevard corridor may benefit from a narrower spectrum of permitted uses, lower densities, and more by-right flexibility. As the Brentwood Boulevard corridor will likely be redeveloped in some cases by small businesses using existing parcels and buildings, the City may want to evaluate a more traditional zoning code that reduces architectural, engineering, and other professional service costs in order to redevelop the property. Additional planning efforts could evaluate the use of creative overlay districts to achieve Planned Development-style goals, approved by the City Council via a conditional use permit, while still allowing by-right uses with a base-level “neighborhood commercial” business district for smaller-scale investment by local business owners. The existing R.S.C. district may effectively link-up with these community visions and goals, and could be strategically complemented with Form-Based Code overlays and zoning bonuses (i.e. additional density in exchange for shared parking or higher-quality building materials), which would be subject to Planning and Zoning Commission and Board of Alderman review and approval.

Additional planning efforts for these business districts, particularly the Brentwood Boulevard corridor, should examine zoning as part of a larger economic development strategic plan for the area, with an eye towards encouraging redevelopment that matches current market realities. Although the Planned Development zoning classification is a good practice, there are likely additional, dynamic zoning tools that could be a part of a larger overall strategy for these business districts.

SPECIAL DISTRICTS

The City has two special zoning districts. The “Urban Development” district is intended to promote mixed-use development at a higher density than permitted in other zones, specifically targeting projects that blend multi-family housing, retail, and office uses. This zoning has been used for The Villas and Hanley Station and must be approved through a site plan review and permitting process with the Board of Aldermen.

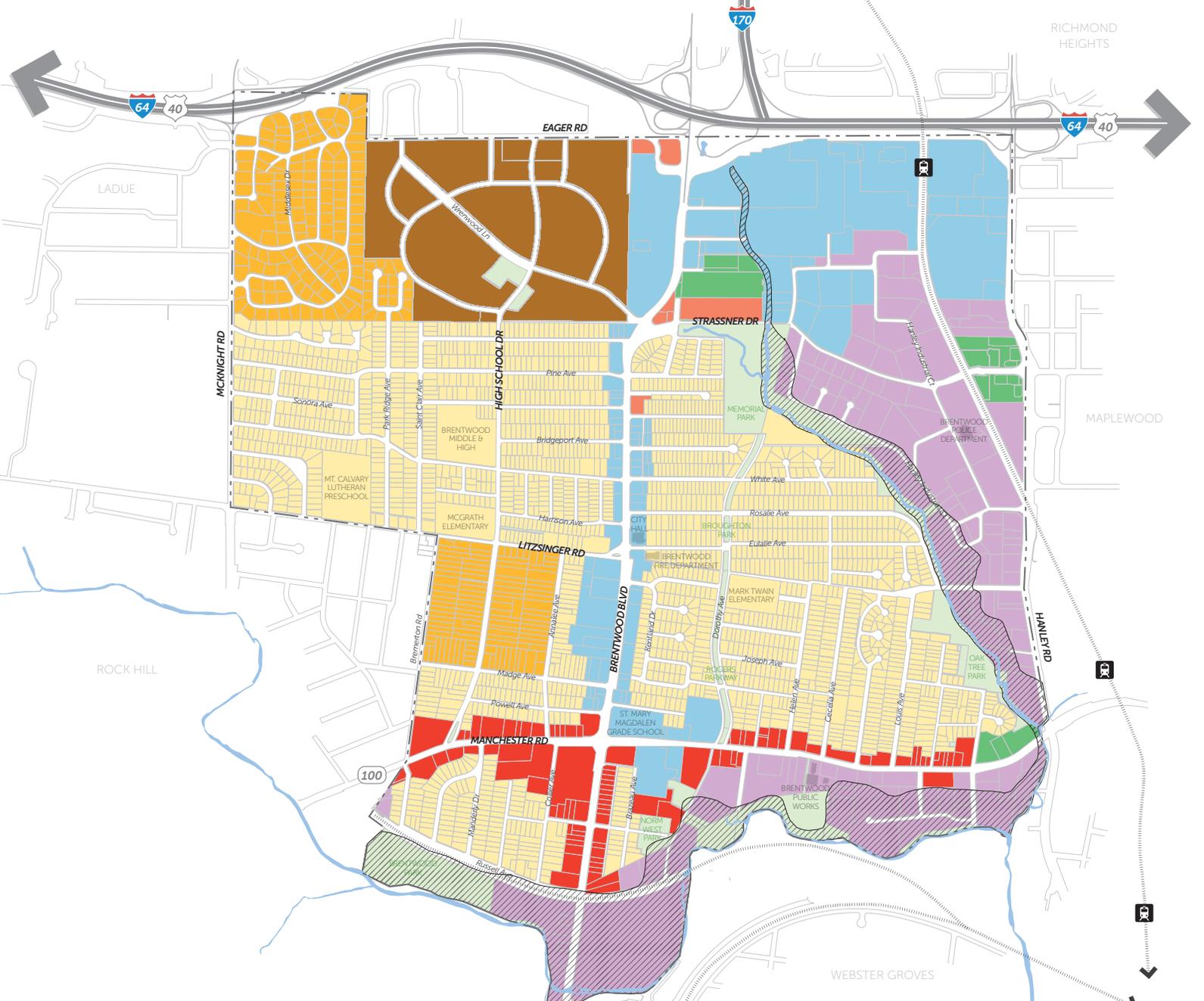
The second special district is a Floodplain Overlay District, which is based on the 100-year floodplain and is intended to “protect future development in the City from those areas subject to rising or fluctuating water levels or flooding.” This overlay zone covers virtually every use type in the City, including residential, commercial, and industrial districts.

GENERAL IMPLICATION FOR FUTURE PLANNING

In general, the City of Brentwood’s zoning code and its use of those districts within the community will likely continue to match the City’s goals and vision for the various parts of the community. Brentwood’s neighborhoods are established and present a generally unified character in each area, and therefore there will be little change in the City’s residential districts over the next 5 to 10 years. The main area to address is the teardown/infill home construction trend, which could be managed through additional planning but would likely be controlled by tools other than conventional zoning districts. However, the City appears to be re-evaluating its pursuit of “big box” shopping centers while also prioritizing small business growth in the Brentwood Boulevard and Manchester Road corridors. Further, there are initial ideas and concepts for the long-range repositioning of the City’s industrial park areas, but not a final economic development strategy.

These areas would likely benefit from additional subarea planning and corridor design. Zoning will likely be one of the key areas to reexamine. Some of the core zoning pieces needed appear to be in place and some follow national best practices; however, due to the current economic climate and the complex redevelopment challenges faced in some of Brentwood’s key commercial-industrial districts, more sophisticated zoning tools, like overlay districts and Form Based Codes, may be needed to either accelerate or incentivize new investment, or at least clearly articulate to the development community what the City and its residents aim to achieve in these areas.

EXISTING ZONING



ZONING DISTRICTS

- (A) Single-Family Residential
- (B) Single-Family Residential
- (MR) Multi-Family Residential
- (RSC) Retail-Service Commercial
- (GC) General Commercial
- (LID) Light Industrial
- (PD) Planned Development Overlay District
- (UD) Urban Development
- (FD) Flood Plain Overlay

CHAPTER 3 VISION



BRENTWOOD

A VISION FOR BRENTWOOD

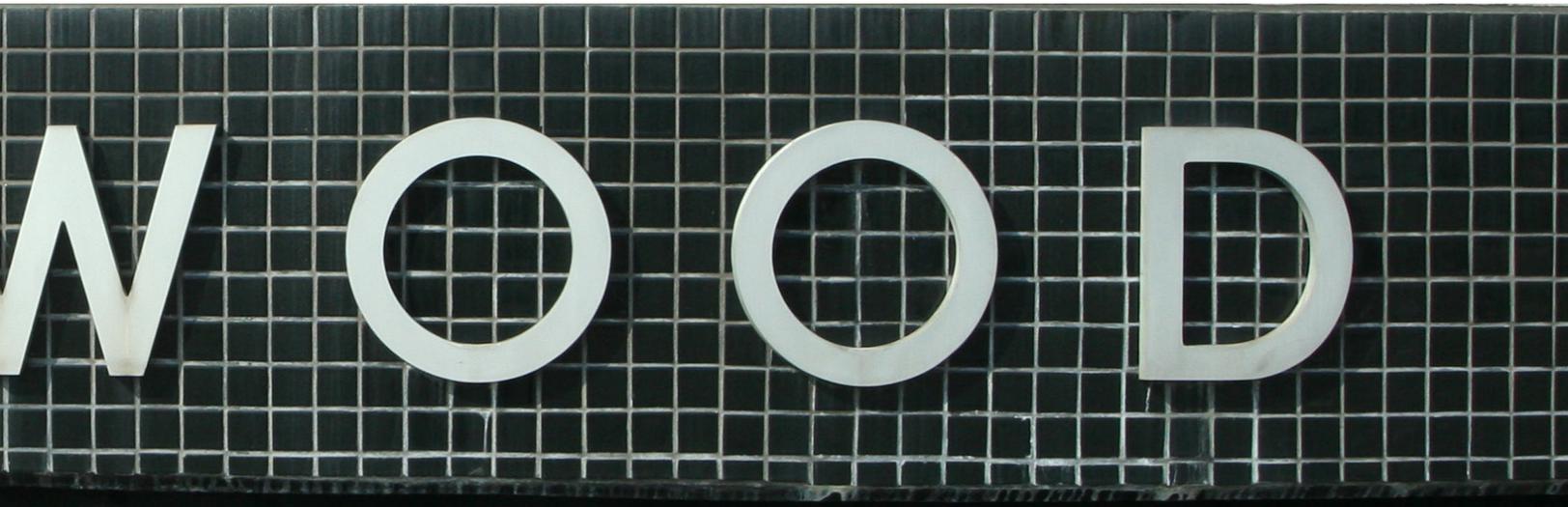
This Vision is written as a retrospective that paints a picture of how the City has evolved since the adoption of its new Comprehensive Plan, Brentwood 20/20 - Vision for the Future. It chronicles the successes, accomplishments, and achievements in Brentwood that were envisioned as part of the planning process. The Vision incorporates the main ideas and recurring themes that emerged from the visioning sessions, community workshops, interviews, and questionnaires. The Vision provides a foundation for the goals, objectives, and recommendations of the Comprehensive Plan.

IN THE YEAR 2037...

The City of Brentwood has undergone an exciting evolution over the past two decades. With the guidance of its Comprehensive Plan, numerous projects, developments, and initiatives such as creation of a charming Town Center, innovative and re-invented business park, vibrant commercial corridors, and attractive trail system, have helped shape this community. The City has increasingly become a desirable place to live and do business. Residents enjoy a high quality of life and businesses are thriving.

The City's attractive, well-lit neighborhoods and the variety of housing types allows for all of Brentwood's residents to live in the community comfortably. Since the adoption of the Comprehensive Plan, enhanced curb appeal, regulatory updates, and consistent code enforcement efforts have established a smooth transition between commercial and residential areas, and have allowed for the influx of desirable uses, such as community gardens. The City has also experienced an uptick in homeownership and attractive, well-managed rental housing, which has created a sense of pride and unification throughout the community.

Through the guidance of the Comprehensive Plan's Brentwood Corridor Subarea Plan, the Town Center has evolved into an attractive, tree-lined, charming area with various local shops, restaurants, and amenities, such as ice cream shops, pubs, and book stores. Once in the Town Center, residents can admire the beautiful architecture of buildings and landscaping, from the native, perennial landscaping in front of local businesses and City buildings, to the baskets of flowers hanging from the light poles. Mixed-use commercial, office, and residential development along Brentwood Boulevard has bolstered the local economy, expanded jobs, and established an atmosphere where residents can live, work, and play. Wayfinding signage allows people to easily navigate the area by guiding them to various trails and landmarks, such as the newly renovated and expanded Brentwood Public Library, City Hall, and the Recreation Complex. A popular gathering place in the Town Center is the plaza in front of the Recreation Complex, where community events frequently occur.



After implementing the flood mitigation strategy as recommended in the Comprehensive Plan, Manchester Road has been transformed into a gorgeous commercial corridor rich with shops, offices, and services. The pedestrian tunnel below Manchester Road now links Deer Creek Greenway Trail to Rogers Parkway which connects further to Strassner Drive. The sustainable design of new developments, landscaping, and green spaces on Manchester Road has drastically reduced any potential flooding and has created an environment where businesses can thrive.

Other commercial areas are attractive, healthy, and vibrant, and provide a range of goods, services, and activities to residents and visitors. Commercial strips are tree-lined, walkable, and well-lit. Manchester Road and Brentwood Boulevard have seen an influx of local restaurants and shops for people to enjoy, and new breweries and entertainment have created a variety of popular destinations and experiences.

Through the guidance of the Comprehensive Plan's Hanley Subarea Plan, what was once the Hanley Industrial Court is now known as the Hanley Business Park. Investment continues to grow, facilities are continuing to upgrade, meet, and in some cases exceed performance standards for noise, air, odor, and appearance. Functionally obsolete facilities have been replaced with more contemporary structures that house thriving businesses and industry. Brownfield sites are in the process of being redeveloped and are incorporating green technology and best management practices (BMPs) in their sites. Over the past two decades, industrial areas have also seen an influx in business and research park developments, which cater to innovative, high-tech businesses, which has created exciting, new job opportunities. Its transit-oriented development, access to bicycle trails

and parks, sustainable design, innovative industries, and mixed-use housing make the Hanley Business Park a highly desirable location for young professionals and people involved in the tech industry to live and work. Memorial Park has become a popular attraction for various business-related events, and the City's extensive trail system is frequently used for local 5K activities.

As residents and visitors travel throughout the City, they enjoy the versatility and accessibility with which they can navigate the area. Whether they choose to travel by personal vehicle, bicycle, public transportation, or simply walk, they can reach their destinations with relative ease. Brentwood has a complete network of sidewalks and bicycle trails that have been enhanced with pedestrian amenities, such as benches and waste/recycling receptacles, in many locations. The addition of striping, ornamental pavers, and signage to key crosswalks has created a safe, inviting, and attractive environment for people out walking, and the City has experienced an increase in bicycle ridership after expanding and improving bicycle lanes, paths, and bicycle parking. The construction of a pedestrian bridge over Brentwood Boulevard has enabled pedestrians to easily and safely access more destinations.

With the guidance of the Comprehensive Plan, the City of Brentwood has transformed into a vibrant, exciting community and innovative business hub. The installation and enhancement of attractive community gateways with signage and landscaping, aesthetically pleasing streetscapes, and architectural improvements continues to enhance Brentwood's public image. In addition, community events and coordinated investment and redevelopment has strengthened community pride.

CHAPTER 4

FUTURE LAND USE & DEVELOPMENT

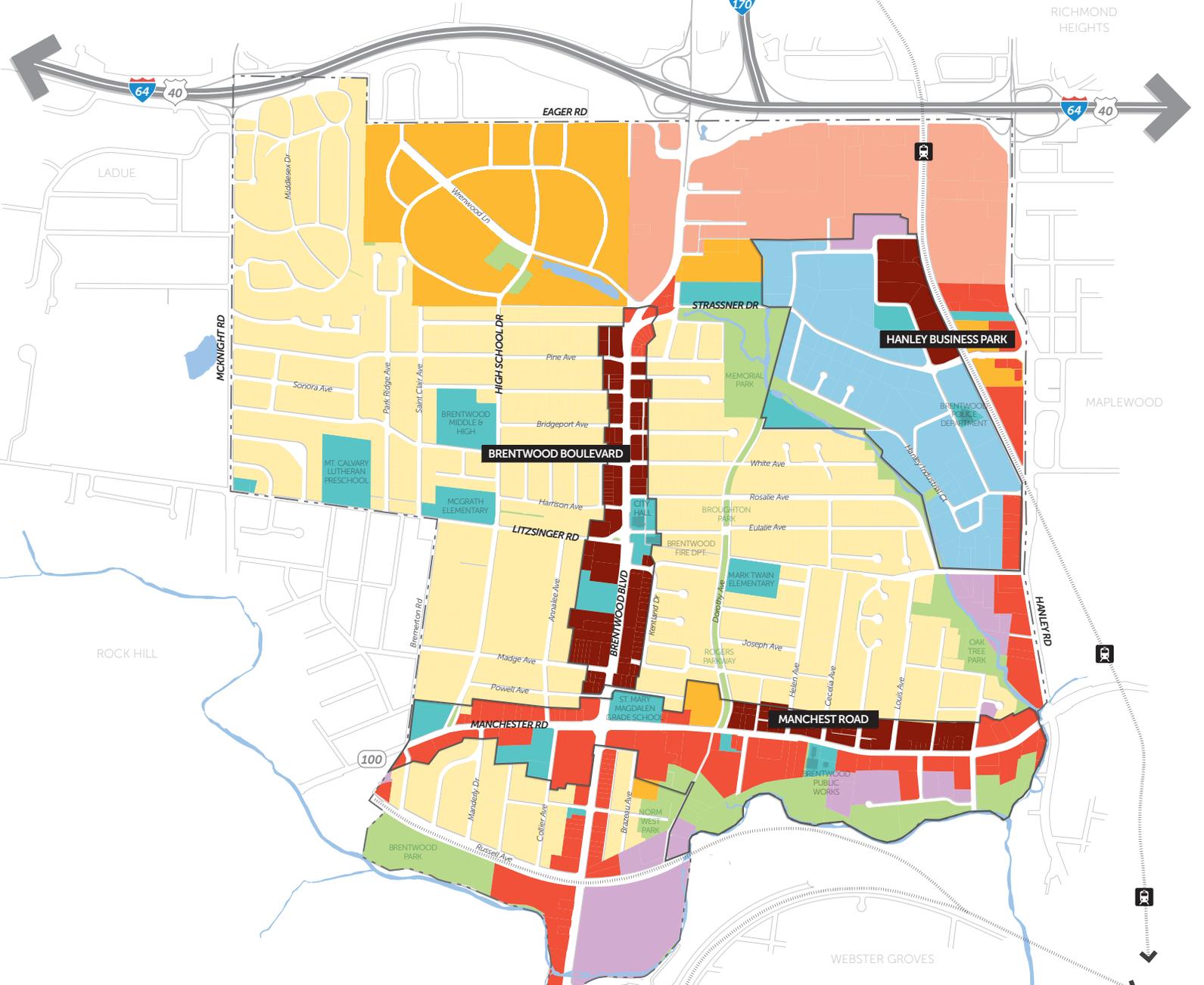


Brentwood's neighborhoods are well-established and present a unified character in each area. In general, Brentwood has compatible land uses throughout the City. However, there are pockets of incompatible uses, such as along Hanley Industrial Court and along Mary Avenue. The Future Land Use & Development Plan builds upon the existing conditions within the City and is intended to promote a sustainable and holistic approach to development that protects and enhances existing neighborhoods, strengthens commercial areas, and bolsters employment centers. It is a guide for future land use and development that acknowledges the City is a mature and established community.

The Future Land Use & Development Plan provides an overview of establishing a Mixed-Use land use designation, which would be predominantly located in the Town Center and extend along S. Brentwood Boulevard. The Town Center is a district being proposed along Brentwood Boulevard between Madge Avenue and White Avenue, which would essentially serve as Brentwood's "downtown." For Brentwood to establish the proposed Town Center, the City must amend its zoning code to create an overlay district to accommodate the proposed uses and building heights recommended in the Comprehensive Plan. Additional information on the Town Center can be found in **Chapter 5: Subarea Plans**.

The Future Land Use & Development Plan aims to maintain and enhance the City's distinguishing features while accommodating high-quality and compatible improvements and redevelopment in targeted areas. Additionally, the Plan addresses land use conflicts that may have arisen as the community has matured.

FUTURE LAND USE & DEVELOPMENT PLAN



- LAND USE CLASSIFICATIONS**
- Single-Family
 - Multi-Family
 - Mixed-Use
 - Corridor Commercial
 - Regional Commercial
 - Business; Retail / Office
 - Public / Semi-Public
 - Parks & Open Space
 - Industrial / Technology
 - Subarea Boundary



LAND USE PLAN

SINGLE-FAMILY

The Single-Family residential land use designation should be comprised of single-family homes organized into neighborhoods based on a unifying development pattern. At present, single-family detached homes are the City's predominant residential land use, most of which are well served by schools and parks. The City should ensure that a variety of single-family detached and attached housing is adequately provided throughout the community and are affordable to residents of various incomes. Single-family attached homes typically include townhouses, duplexes, and row houses. Detailed policies for the City's residential areas are provided in **Chapter 6: Residential Area Framework**.

MULTI-FAMILY

The Multi-Family land use designation includes residential homes comprised of several units or households per lot. Examples include condominiums, apartments, senior housing, and residences as part of a mixed-use development. Most of Brentwood's multi-family homes exist around Wrenwood Lane and High School Drive, known as Brentwood Forest. Hanley Station is the most recent multi-family development in Brentwood. The development of additional multi-family homes should be prioritized as elements of mixed-use, transit-oriented development around bus stops and the MetroLink. The City should continue supporting the development of multi-family homes to promote affordable, diverse housing options available to residents of various incomes as well as density around commercial corridors.

CORRIDOR COMMERCIAL

The City of Brentwood's Corridor Commercial uses exist along Manchester Road, Hanley Road, and the far southern and northern sections of Brentwood Boulevard. The Corridor Commercial land use designation includes, but is not limited to, retail, entertainment, and service businesses within large developments, retail centers, or as standalone businesses along major arterial roadways. Although Corridor Commercial areas are generally auto-oriented by nature, they should be enhanced with parking lot and perimeter landscaping as well as pedestrian-friendly transportation infrastructure to foster an inviting environment for all users. City should address shallow lot depth and limited development opportunities along Brentwood Blvd. and Manchester Road.

IMAGE & IDENTITY

The City can strengthen its image and identity through land use planning and supporting recommendations and policies. Identified below is a list of ways the City can improve upon its image and character as it relates to land use and development.

- *Promote compatible infill residential development.*
- *Separate incompatible land uses along Brentwood Blvd, Manchester Road, and Hanley Industrial Court by screening and attractive landscaping.*
- *Improve the image of the community through better architecture and higher quality construction for future Town Center and potential Manchester Road redevelopment site.*
- *Expand the signage standard and color scheme, recently developed by Parks and Recreation department, to other City branding effort.*
- *Promote redevelopment and reinvestment along Manchester Road as the flood mitigation projects are being developed and implemented. The development needs to be of highest quality addressing sustainable infrastructure and latest technology.*
- *Transform area between City Hall and the Recreation Complex into an attractive town center and exciting destination for residents and visitors from the city and beyond.*
- *Support community service providers to provide necessary, high-quality facilities throughout the City that strengthen the image and identity of Brentwood for residents and visitors.*



REGIONAL COMMERCIAL

The Regional Commercial land use designation accommodates larger shopping centers and developments that serve a more regional population. These shopping centers and developments typically draw a customer base that extends beyond the City limits and often are comprised of a mix of big box stores and national retailers set among large, shared parking lots. Most of Brentwood's regional commercial uses should be concentrated along I-64 in the northeast quadrant of the City; however, City should not expand retail district on Eager and Hanley Road any further.

MIXED-USE

The City should prioritize mixed-use development along Brentwood Boulevard throughout the Town Center as well as along the northeast side of Hanley Industrial Court. The Mixed-Use land use designation should be comprised of multi-story structures featuring retail, restaurant, and service uses on the ground floor and office or residential uses on the upper floors. The City of Brentwood should continue to encourage vertical, multi-story, mixed-use development throughout the Town Center to increase foot traffic and create a denser, more vibrant atmosphere. Additional discussion of mixed-use development in the Town Center is located in **Chapter 5: Sub-Area Plans**.

BUSINESS RETAIL/OFFICE

The Business Retail/Office land use designation includes retail, restaurants, professional offices, medical offices, research facilities, and light industrial/office flex businesses. The majority of these uses will be concentrated in the Hanley Business Park, located around Hanley Industrial Court. Business park developments should be of high quality and should reflect positively on the image of the City using high quality architecture, signage, and landscaping. The Business Park land use designation is intended to enhance and support economic and business development within the City. These uses should also include pedestrian-friendly infrastructure and amenities to take advantage of adjacent MetroLink and MetroBus routes. Additional discussion of the Hanley Industrial Business Park is in **Chapter 5: Sub-Area Plans**.

INDUSTRIAL/TECHNOLOGY

The Industrial/Technology land uses designation includes areas that accommodate a variety of uses, ranging from light manufacturing, and research development, to service and consumer-oriented businesses. Industrial/Technology uses should be concentrated between Deer Creek and Manchester Road, as well as south of the intersection of Hanley Road and Litzinger Road. The City should ensure that industrial/technology uses are accompanied with infrastructure that mitigates flooding and erosion associated with stormwater, as well as adequate buffering around Deer Creek and Black Creek. Additionally, industrial/technology uses should be appropriately buffered and screened from commercial districts, public and semi-public uses, and residential neighborhoods to mitigate potential negative impacts. The areas accompanying industrial/technology uses should also serve as the City's larger employment centers.

PUBLIC/SEMI-PUBLIC

The Public/Semi-Public land use category include uses that provide public services and facilities to Brentwood's residents and businesses. Public and semi-public uses include schools, hospitals, government-owned and recreational facilities, and religious institutions. The City should continue to expand and enhance its public uses as it continues to grow and develop, ensuring that both public and semi-public uses remain adequately connected with nearby neighborhoods, schools, and parks through the City's pedestrian and trail system. Additional information on Brentwood's public and semi-public facilities can be found in **Chapter 8: Community Facilities Plan**.

PARKS & OPEN SPACE

Brentwood's parks and open space predominantly exist along Black Creek, Deer Creek, and Dorothy Avenue. The Parks & Open Space land use category includes parks, open spaces, natural areas, greenways, and natural features, such as rivers and creeks. Parks and open spaces can be either private or public, and should be connected through the City's pedestrian and trail network. Additional information on the City's parks and open space system is found in **Chapter 9: Open Space, Recreation & Environmental Features Plan**.

FUTURE GROWTH & DEVELOPMENT

Although Brentwood had been extremely successful during the worst years of the recession and has a strong position in the regional St. Louis market, the City needs to carefully decide whether or not it should continue to identify new areas for major commercial redevelopment to expand Brentwood's local economy or focus on more local businesses and quality of life. In addition, the City should investigate its zoning and subdivision regulations to ensure that future development allows for diverse commercial uses as well as a variety of housing options throughout Brentwood.

DEVELOPMENT REGULATIONS

Due to the current economic climate and the complex re-development challenges faced in some of Brentwood's key commercial and industrial districts, the City should consider establishing more sophisticated zoning tools, like overlay districts and Form Based Codes, to either accelerate or incentivize new investment. This will be particularly necessary when moving forward with the creation of a Town Center on Brentwood Boulevard as well as the Hanley Business Park, which may need to be incorporated in the Code of Ordinances as an overlay districts to accommodate the building heights and uses recommended **in Chapter 5: Subarea Plans**. This will also help to clearly articulate to the development community what the City and its residents aim to achieve in these areas. In addition, site-specific capacity assessments may be needed to examine whether smaller multi-story, mixed-use buildings, perhaps along Brentwood Boulevard and Manchester Road, would be competitive within the Class A office market.

At present, the Manchester Road corridor is split by zoning districts, with the north side being zoned for general commercial uses and the south side being considered industrial property. This contrast still exists at the Manchester and Hanley Road intersection. Although there is a strong desire to see Manchester Road redeveloped as a small business and neighborhood destination district, industrial uses and zoning appear incompatible with that vision. Once the flood control efforts are underway, the City should strongly consider changing the zoning to Planned Development or Urban Development for a more compatible mix of uses in this area to complement the future land use plan.

COMMERCIAL AREA OBJECTIVES

Minimize the impact of commercial redevelopment on existing residential neighborhoods

Provide adequate transitions/buffers from nonresidential districts to singlefamily and multi-family neighborhoods. Transitions to residential neighborhoods should be provided to alleviate visual and physical impacts, such as excessive traffic, noise, and light, from commercial districts. The elements of transitional areas will differ depending on the scale and intensity of commercial development. For example, the transition from a Corridor Commercial District may require a wider buffer area than a typical Mixed Use District.

Consolidate existing commercial properties along Brentwood Boulevard and Manchester Road for redevelopment.

Where feasible, encourage business and/or land owner partnering or consolidation of existing parcels to achieve the required parcel depth and width for contemporary commercial redevelopment or development. These corridors include a number of residential structures that were converted to commercial uses and other obsolete commercial forms. As the market dictates, these structures/parcels should be consolidated and redeveloped with new structures that meet the new Mixed Use District design guidelines, described in more detail in Chapter 5, Sub-Area Plans.

Build financial support mechanisms for commercial mixed-use districts.

Facilitate or establish funding program(s) to retain and improve existing commercial buildings, businesses, and commercial corridors/districts. Much-used programs in Missouri include Tax Increment Financing Districts (TIF), Transportation Development Districts (TDD), Business Improvement Districts (BID), Neighborhood Improvement Districts (NID), and locally sponsored loan and grant programs. In addition to retaining and improving existing businesses, enhanced commercial district maintenance and security services could be funded through these programs.

Provide walkable pedestrian-oriented development and interconnections between commercial and mixed-use districts.

Enhance the marketability of commercial districts by requiring pedestrian and social amenities within and between commercial projects and districts. Pedestrian connections that are enhanced with amenities such as landscaping, benches and small plazas would improve community connectivity, reduce the number of trips in automobiles, provide for a healthier lifestyle, and encourage customers to spend more time in the commercial and mixed-use districts.

Design places and activities for community interaction.

New commercial developments should provide amenities for community interaction. Social spaces will vary by character and density of development, however these spaces should be provided in all commercial and mixed-use districts. Social spaces should be connected by sidewalks and bike trails that lead to other commercial districts, parks and residential neighborhoods.

Other Objectives:

- Encourage and promote shared parking programs and policies in commercial areas wherever possible.
- Work with property owners to enhance commercial areas along Brentwood Boulevard and Manchester Road with planters and landscaping to better separate the sidewalks and street, and increase the pedestrian-friendliness of the area.
- A Streetscape Enhancement Plan for Manchester Road Corridor is under development as part of MODOT's Manchester Road resurfacing and sidewalk project. The City should develop a streetscape enhancement plan for S. Brentwood Boulevard
- Encourage and promote the redevelopment of the vacant sites.
- Work with the development community to encourage and promote mixed-use commercial, office, and residential developments for Town Center and Hanley Business Park and Manchester Road frontage.
- Amend the City Code to require the installation of green infrastructure and best management practices (BMPs) for new development. Work with commercial property owners to retrofit their sites with green infrastructure to mitigate flooding and enhance their curb appeal.
- Update the City's zoning code to encourage mixed-use development in which the first floor should be used for commercial development.

INDUSTRIAL/ TECHNOLOGY PARK AREA OBJECTIVES

Encourage the growth of startups and technology-based companies in Brentwood to provide area residents with employment opportunities, bolster the local economy, and generate revenue for the continued delivery of a high level of municipal services.

- Work with property owners to enhance existing industrial buildings and sites with perimeter landscaping around parking lots and foundation landscaping against buildings.
- Encourage the use of green technology and best management practices (BMPs) in the development and redevelopment of industrial/technology uses.
- Encourage and promote the rehabilitation of older industrial buildings in areas that are becoming functionally obsolete or undesirable, including improvements to loading docks, technology infrastructure, access, building facades, signage, streetscaping, landscaping, and parking areas to accommodate more appropriate and market-viable uses.

- Identify industrial properties that may be potential brownfield sites to assess key redevelopment sites and seek funding for redevelopment.
- Identify strategic partnerships between local employers and educational providers for workforce development programs.
- Review L1 District and existing code requirements to encourage land use compatibility.

LANDSCAPE OBJECTIVES

- Develop standards for landscaping and building design to enhance the appearance of public facilities, public institutions, roadways, rights-of-way, bridges, parks, and gateways that complement the local open space landscape.
- Smaller parcels or developments require a more intimate feel from the streetscape amenities. Larger, regional-oriented commercial or light manufacturing developments require a higher level of intensity for landscape and hardscape design.

SUSTAINABILITY

Through land use and development plans, policies, and recommendations, the City of Brentwood can promote and support sustainability. Identified below is a list of ways the City can become more sustainable through land use and development decisions.

- *Promote a mix of land uses throughout the community to support economic sustainability.*
- *Encourage public agencies and private developers to implement "best management practices" (BMPs).*
- *Encourage public agencies and private developers to use green building techniques and encourage Leadership in Energy and Environmental Design (LEED) certification.*
- *Ensure that key community service providers such as City Hall, Library and Post Office remain along Brentwood Boulevard to strengthen the proposed town center area.*
- *Promote mixed-use developments and multi-family units in the future town center area which can reduce reliance on the automobile, support local businesses, and improve resident health by promoting walkability.*
- *Encourage new parks and open space to protect high-quality environmental features such as creeks, floodplain and heavily wooded areas.*



CHAPTER 5

SUBAREA PLANS



This chapter contains detailed subarea plans for three very important areas of Brentwood: (1) the Brentwood Boulevard Corridor, (2) the Manchester Road Corridor, and (3) the Hanley Industrial Court. These areas will be highlighted within the Comprehensive Plan due to their catalytic opportunity to improve the local job base, enhance the vibrancy of the community, and generate new tax revenue.

Each subarea plan includes a detailed map of recommendations highlighting key concepts and strategies for land use and development, transportation and circulation, streetscape enhancements, and other improvements to these important areas of Brentwood.

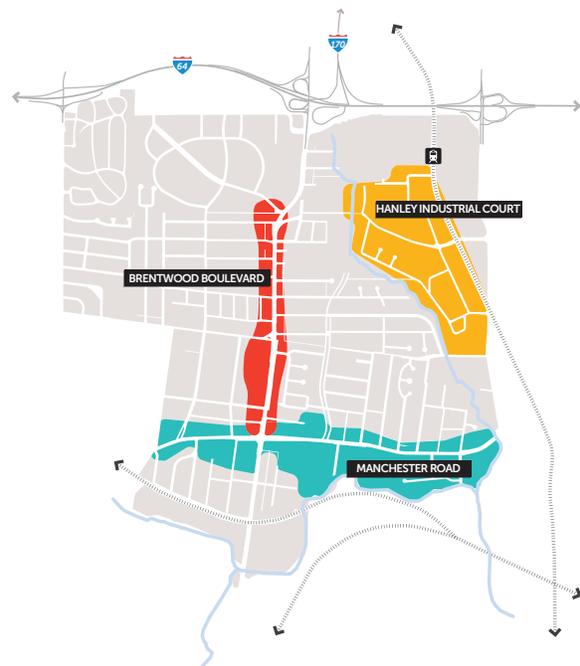


SUBAREA PLAN GOALS

Brentwood Boulevard Corridor: Enhance and build upon the Corridor's existing assets to create an area that is pedestrian-friendly, mixed-use, and has a walkable, compact Town Center that establishes a community focal point and regional identity for Brentwood.

Manchester Road Corridor: Strengthen the Corridor to establish a cohesive theme that blends a variety of uses on a regional transportation corridor.

Hanley Industrial Court: Rebrand the area as a sustainable, innovative, tech- and transit-oriented employment hub while improving the area as a positive contributor to the City's image.

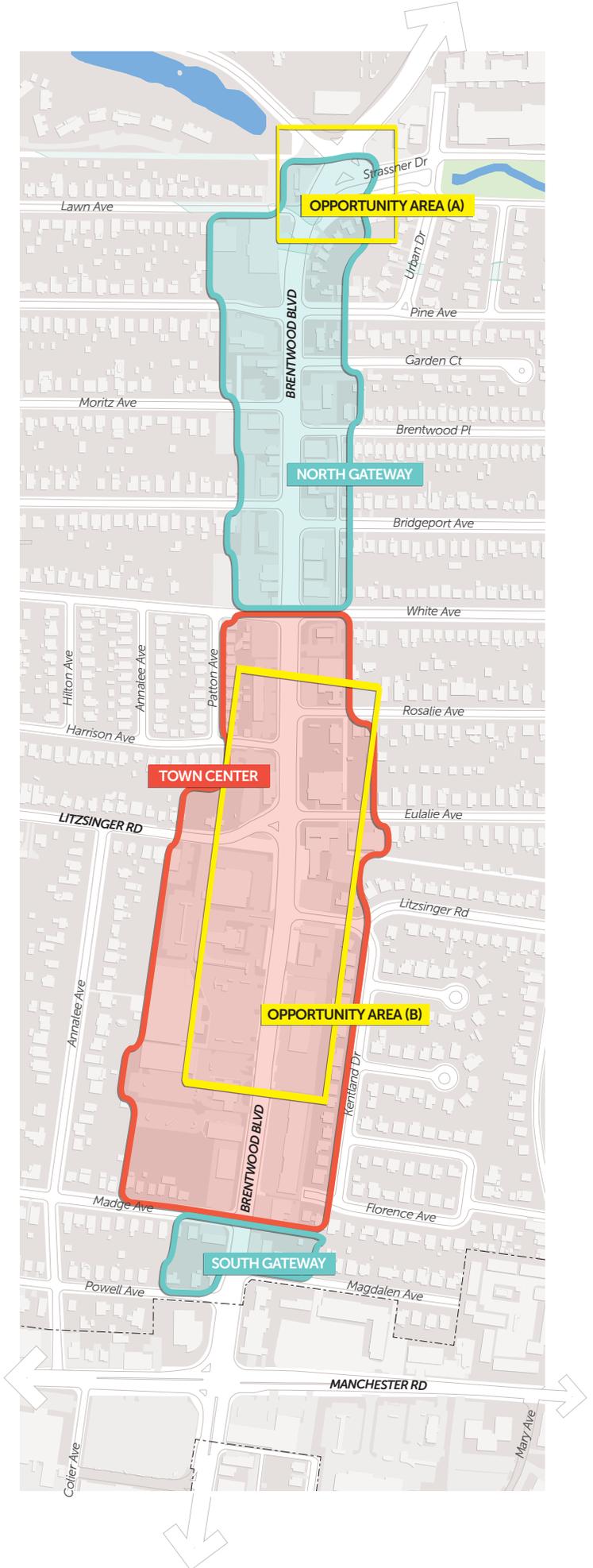
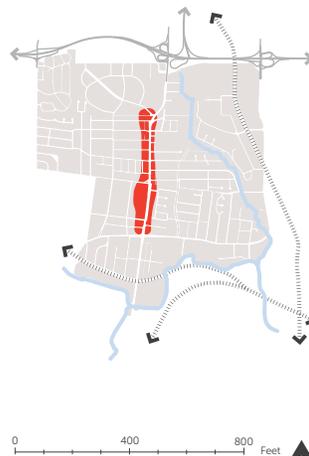


BRENTWOOD BOULEVARD

Brentwood Boulevard is a key north/south route through the City, and the Brentwood Boulevard Corridor is a key gateway and connection between the City's regional commercial areas and the planned Town Center. Along its length, Brentwood Boulevard has different "character areas" that are influenced by traffic volumes, existing land uses, and proximity to the Town Center.

This subarea must address how to accommodate commercial development, desired and beneficial to the community, but allowed in a manner sensitive and complimentary to adjoining residential neighborhoods. A mixed-use land use boundary approximately 350 feet in depth from the Brentwood Boulevard right-of-way, both east and west from Brentwood Boulevard, was established. This will encourage redevelopment within the subarea by addressing the shallow lot depth of existing commercial lots.

Those interested in redeveloping and reinvesting in commercial properties along Brentwood Boulevard should be encouraged to assemble land and rezone properties to Planned Development Overlay (PD) District. The landscape buffer requirement of 50 feet from residential zoned properties should be adhered to protect adjoining residential neighborhoods from intrusion by commercial activity. Specific recommendations for site and right-of-way improvements are provided to enhance the Corridor's image and identity.



Brentwood Boulevard

CHARACTER AREA

Although one Corridor, Brentwood Boulevard contains distinct “character areas,” which are defined by components such as development pattern, parking, and building configuration. Although these different character areas are united by the overall Corridor, each distinct character area establishes an environment that helps to define the unique experiences at different locations along Brentwood Boulevard.

Two different character areas have been identified and serve as the foundation for urban design and development recommendations. The two character areas for Brentwood Boulevard are the 1) North and South Gateways and 2) Town Center. These areas represent a range of land uses and development patterns to provide a variety of improvement and development opportunities for the Corridor.

NORTH & SOUTH GATEWAYS

The intersection of Brentwood Boulevard and Strassner Drive and the intersection of Brentwood Boulevard and Manchester Road are the two primary gateways to the Town Center. The present character of these two areas along Brentwood Boulevard is comprised of residential uses interspersed with a small amount of commercial uses, narrow sidewalks, and limited landscaping. Since Brentwood Boulevard includes the Town Center, the north and south gateways should serve as stable, attractive, and distinct areas as they transition from regional commercial uses to the Town Center, which will be the focal point of the community. Buildings in the gateway areas should be 1-3 stories in height, with uses in the gateway areas including retail, business and city services, and mixed-use developments.

Built Form: Buildings at, or near, the sidewalk and front property line except at the corner lot where parking in the front and the building in the rear may be considered.

Parking: Parking should be located to the rear or sides of structures whenever possible to allow businesses to be the focus of the Town Center. The City should promote shared use parking agreements, prioritizing the shared use of parking in the evenings and allowing for public use during non-business hours. Parking lots with shared parking agreements should include clear signage indicating when private parking lots are available for public use. In addition, cross-access should be maintained between all adjacent parking lots.

Sidewalks: Sidewalks should be wide enough to accommodate pedestrians as well as street trees and planters to separate sidewalks from the roadway.

Height: 1-3 stories.

Uses: Traditional commercial and mixed-use commercial.

TOWN CENTER

The Town Center is envisioned to become the heart of Brentwood, functioning as the main location where community members shop and socialize. Ideally, the Town Center should be a compact, walkable area where people can live, work, and play. Mixed-use buildings should be comprised of retail, business, office, and multi-family residential uses. Capitalizing on vertical space will increase the amount of foot traffic in the Town Center and may draw in businesses with varying hours, creating a 24-hour street. Establishing a night life in the Town Center will help to establish the area as a key destination in the City, and may increase the overall safety of the area through the increase in customers during evening hours. As development occurs, overhead electric lines should be placed underground.

Built Form: Buildings at, or near, the sidewalk and front property line; except corner locations to accommodate “line of sight” at intersections.

Parking: Parking should be located to the rear or sides of buildings whenever possible to allow businesses to be the focus of the Town Center. The City should promote shared use parking agreements, prioritizing the shared use of parking in the evenings and allowing for public use during non-business hours. Parking lots with shared parking agreements should include clear signage indicating when private parking lots are available for public use. In addition, cross-access should be maintained between all adjacent parking lots. To maximize the full use of the walkable town center, the parking may be best placed underground or in parking structure.

Sidewalks: Wide sidewalks should exist throughout the Town Center to accommodate heavier pedestrian traffic. Street trees and planters should be used to separate sidewalks from the roadway. Sidewalks and crosswalks should also be enhanced with textured surfaces, such as bricks or colored pavers, to help establish an identity in the Town Center.

Height: 2-5 stories.

Uses: Buildings over 2 stories in the Town Center should be mixed-use with commercial on the ground floors and office or multi-family residential uses above.

Brentwood Boulevard

AREA IMPROVEMENT PLAN

The Brentwood Boulevard Corridor includes several sites that represent opportunities for improved development that could serve as catalysts for future improvement along the Corridor. These sites have been identified based on numerous factors, including their location, structural vacancy, inappropriate or incompatible uses, surrounding development, and underperformance based on their visibility or relative prominence. This figure presents potential development scenarios that would be appropriate considering the character area of each site.

DEVELOPMENT & REDEVELOPMENT SITES

These buildings illustrate the built form and development potential of opportunity sites along the Corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate character areas identified in this Area Improvement Plan.

OPPORTUNITY AREA (A): NORTH GATEWAY

Because this area lies at the transition point from Brentwood's regional commercial district to Brentwood's traditional commercial and Town Center itself, it is imperative to create a welcoming character upon entering this area. Between Strassner Drive and Pine Avenue there exist single-family residences, which are incompatible with the surrounding commercial uses. These parcels should be transitioned to mixed-use commercial and multi-family residential to establish a cohesive, stable Corridor. The following outlines opportunity sites where streetscape improvements, intersection improvements, gateway signage, and redevelopment/development should occur in the area along Brentwood Boulevard between Strassner Drive and Pine Avenue.

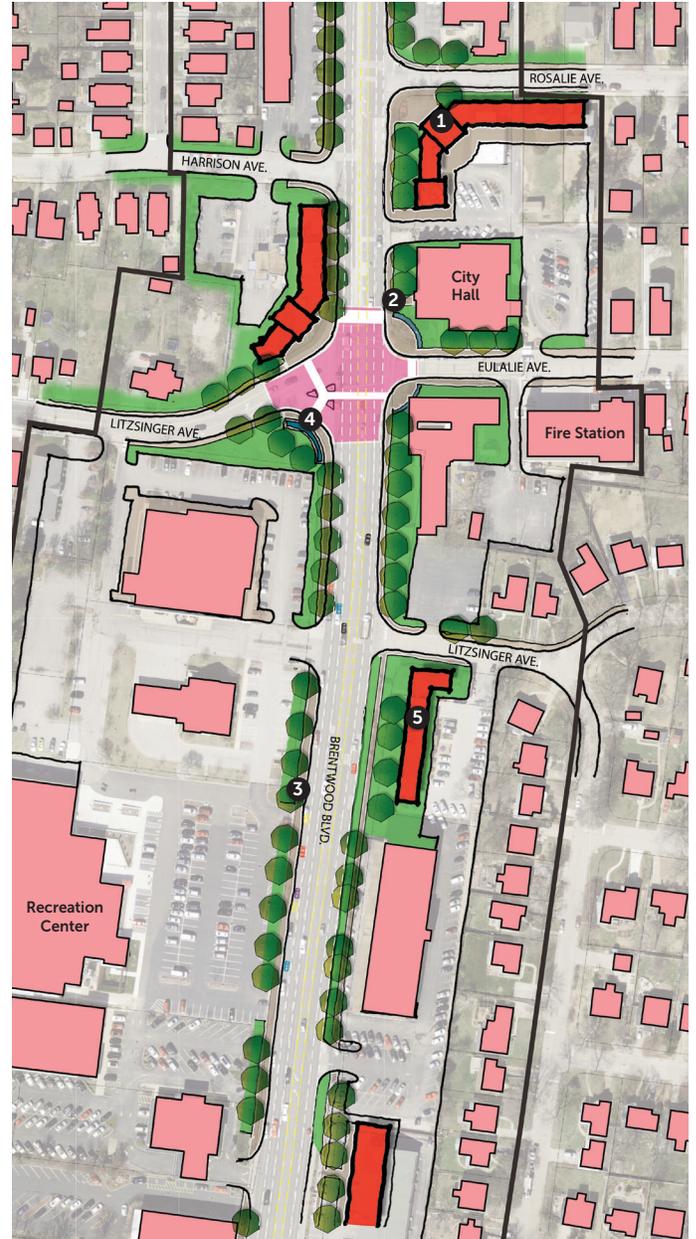
1. High quality signage should define crosswalks and trails to create a more pedestrian-friendly area. In addition, **signage and pedestrian site furnishings** should be installed on the future trail that will connect Wrenwood Lane to Strassner Drive.
2. The intersection of Strassner Drive and Brentwood Boulevard should be either painted or installed **with accent pavers to highlight the transition from regional commercial to traditional commercial**. These intersection improvements would also be used as a traffic calming feature.
3. Single-family residential structures fronting Brentwood Boulevard and **adjacent residential areas should be redeveloped to provide space to create high-density residential development, possibly senior housing**. This development can be accessible from Pine Avenue.
4. The existing structures on this site should be redeveloped for mixed-use as per the character area descriptions.
5. These parcels may be redeveloped for mixed-use, but consideration given to how traffic may enter/exit site at a signalized intersection onto Brentwood Boulevard.



OPPORTUNITY AREA (B): TOWN CENTER

Key landmarks in the Town Center include the City Hall, Library, Fire Station, and Recreation Complex. United, these landmarks create an opportunity to develop the strong physical and visual connectivity between the City Hall and Recreation Complex. The following outlines opportunity sites where redevelopment/development should occur within Town Center.

1. The City should *promote the development of community uses*, such as a post office and public library, on the property adjacent to City Hall. The Library Board has expressed interest in a larger facility, than the current space occupied in City Hall and a location within the Town Center.
2. The City should establish a *pedestrian trail between Eulalie Avenue and Rosalie* linking the Rosalie Connector with the pedestrian improvement along Litzsinger Road. This trail should also contain high quality wayfinding signage to direct users to nearby trails, parks, and landmarks, and lane markings to distinguish the trail from the roadway and sidewalk.
3. All the sidewalks in the *Town Center area should be enhanced with street trees and landscaping to distinguish the sidewalks from the roadway*. This will contribute to the creation of a more walkable, pedestrian-friendly Town Center. A street enhancement plan should be developed so future direction on improvements may be given to entities interested in pursuing redevelopment projects along the Brentwood Boulevard Corridor.
4. *Town Center signage enhanced with landscaping* should be installed at the intersection of Litzsinger Road/Eulalie Ave and Brentwood Boulevard.
5. The City should *promote to redevelop the two commercial buildings at the southeast corner of east-bound Litzsinger Road and Brentwood Boulevard* with mixed-use commercial to better fit in with similar uses in the Town Center.



Brentwood Boulevard

URBAN DESIGN

The Urban Design Plan outlines the actions and improvements needed to enhance the appearance, function, and vitality of Brentwood Boulevard. The improvements and recommendations in this plan impact both the public and private realm. They contain a combination of less costly, short-term improvements as well as more costly, long-term improvements that will require more detailed study, planning, and funding.

URBAN DESIGN IMPROVEMENTS

CROSSWALK IMPROVEMENTS

The City should ensure that crosswalks are safe and accessible to all pedestrians. Crosswalks should be enhanced with brick pavers or stamped and painted concrete to increase their visibility and differentiate crosswalks from the roadway. Decorative lighting and timed, signaled crosswalk signage should also be installed to improve the safety of crosswalks.

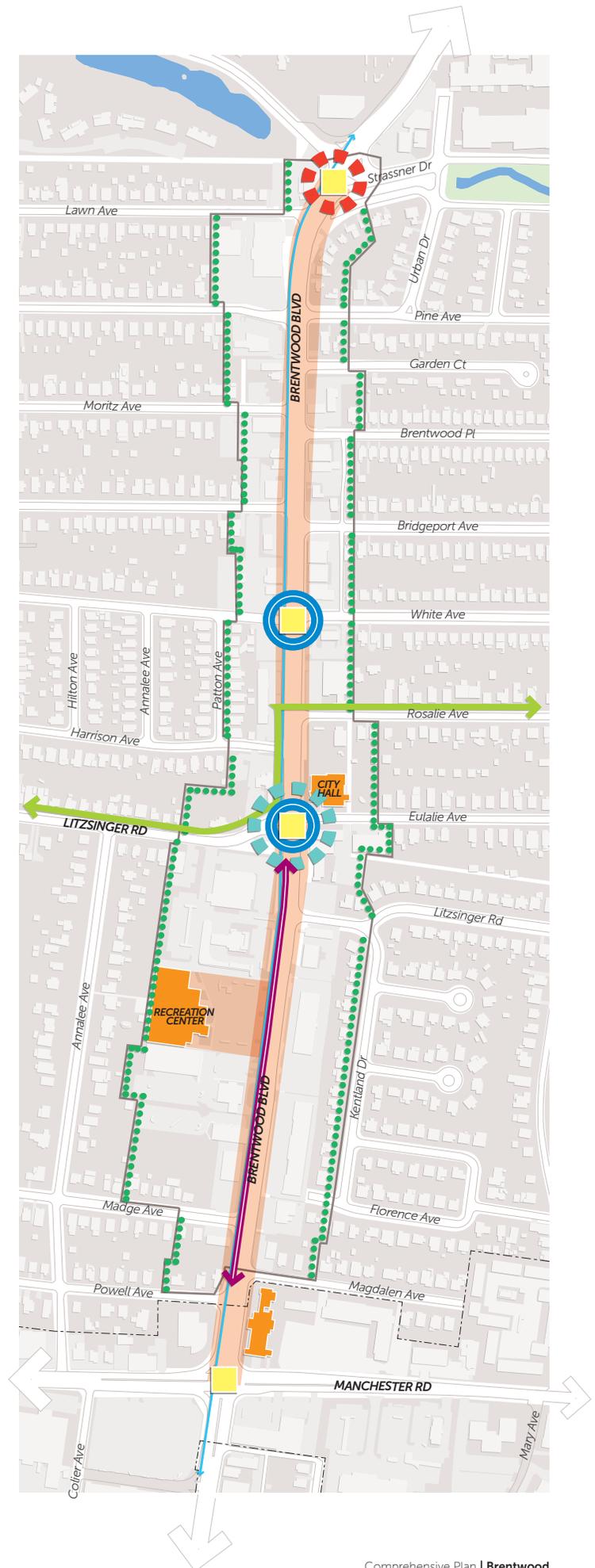
SCREENING & BUFFERING

Utilities and mechanical infrastructure detract from the appearance of Brentwood Boulevard. Transformers and telecom structures should be screened using landscaping and/or attractive fencing. In addition, the City should work with property owners and the development community to screen on-site utilities and dumpsters from the public view.

OPEN SPACE & TRAIL CONNECTIVITY

The City should capitalize on its open space and trail system with wayfinding signage and strategic programming. The intersection of Brentwood Boulevard and Litzsinger Road/ Eulalie Avenue should be designed in a way that highlights the Rosalie Connector, a proposed pedestrian trail that connects with Rogers Parkway. The Rosalie Connector should contain wayfinding signage informing users of nearby trail connections and open space amenities.

- | | | | |
|---|-----------------------------|---|---------------------------------|
|  | Community Gateway / Signage |  | Landmark |
|  | Local Gateway / Landscaping |  | Open Space & Trail Connectivity |
|  | Wayfinding |  | Roadway Reconfiguration |
|  | Crosswalks |  | Screening & Buffering |
|  | Streetscape |  | Bury Utilities |

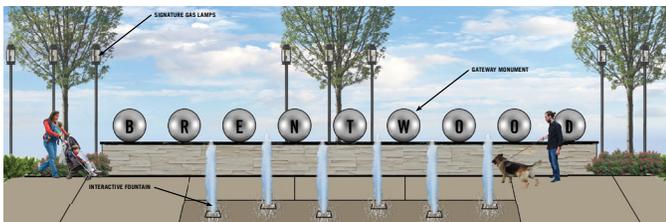


RELOCATE OVERHEAD UTILITIES

The City should bury the overhead utilities along Brentwood Boulevard to enhance the Corridor and minimize the risk of damages due to natural disasters.

GATEWAY FEATURES

As Brentwood Boulevard’s main entryway to the Town Center, the intersection of Brentwood Boulevard and Litzsinger Road should contain prominent gateway features welcoming residents and visitors alike. Gateway features should contain decorative signage, which should be a part of a thematic design throughout the City to contribute to Brentwood’s image and identity. In addition, gateway features should be enhanced with landscaping and potentially lighting to further strengthen and beautify the area.



Source: City of Brentwood

WAYFINDING SIGNAGE

Wayfinding signage should direct motorists and pedestrians to key destinations along the Corridor and within the community. As a crucial element of branding, placemaking, and navigation, wayfinding signage should be simple, easy to understand, attractive, and contribute to enhancing the appearance of the Brentwood Boulevard Corridor. Kiosks with maps and directories should be placed at key activity nodes within the Corridor, and should be visible to both drivers and pedestrians.

PARKING LOT LANDSCAPING

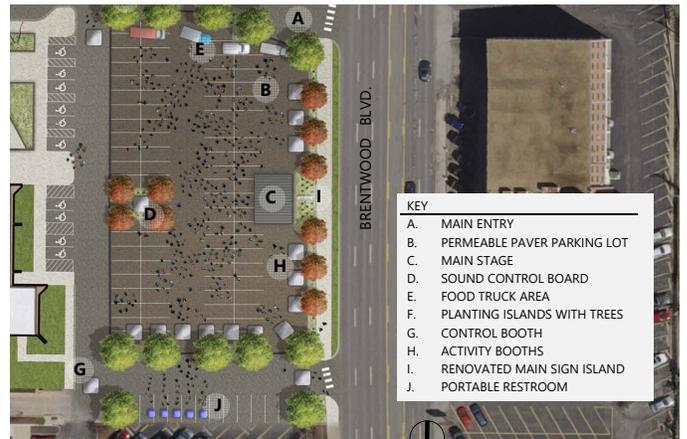
The City should work with property owners and the development community to retrofit existing parking lots with perimeter and internal landscaping. The City should also require the incorporation of parking lot landscaping in the site design of new developments. Enhancing parking lots with landscaping will beautify the area and contribute to a more pedestrian-friendly atmosphere.

ROADWAY RECONFIGURATION

The city may want to consider the right-most lanes going south on Brentwood Boulevard be established as bus lanes during peak hours and on-street parking in the Town Center during off-peak hours. This may improve the flow of traffic, as the remaining lanes will be prioritized for automobiles, which should minimize the conflicts with buses frequenting their stops. The City should incorporate clear signage indicating the timeframes of when parking is and is not allowed throughout the Brentwood Boulevard Corridor. This effort would need to be considered with St.Louis County Department of Transportation.

LANDMARKS

Existing landmarks, such as City Hall, the Recreation Complex, and Saint Mary Magdalen Catholic Church, should be enhanced with façade improvements and landscaping as needed to increase their visibility along the Corridor. The improvement to the Recreation Complex parking lot will serve as a new landmark, providing an outdoor public gathering place in the Town Center.



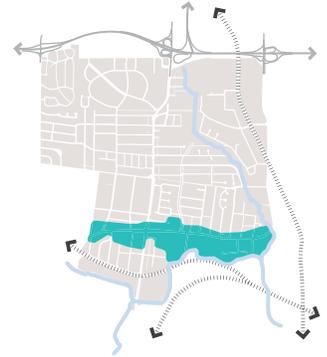
Source: City of Brentwood

STREETSCAPE IMPROVEMENTS

Streetscape improvements should be used to visually unite the Corridor and help establish a sense of place and identity. Parkway landscaping and site furnishings can play a key role in creating a walkable area by separating the roadway from sidewalks and providing pedestrian amenities, such as benches and recycling/waste receptacles. The City should develop and implement a streetscaping treatment along Brentwood Boulevard comprised of evenly spaced trees, planters, pedestrian-scaled lighting, native perennial plants, informational kiosks, banners, wayfinding signage for landmarks, and other improvements that can help beautify and distinguish the area.

MANCHESTER ROAD

The Manchester Road is a key east/west roadway through the City, as well as one of the Brentwood's major business districts. Throughout the Manchester Road Corridor, different "character areas" are influenced by traffic volumes and existing land uses. This subarea is challenged by repetitive flooding from significant storm; heavy rainfall in a short amount of time, City officials have embarked on a flood mitigation plan for the area which includes stormwater detention and retention, creation of open space and other recreational amenities. The Missouri Department of Transportation has funded a resurfacing of Manchester Road and construction of curbs and sidewalks to begin in 2020. These efforts will address development concerns and will position the Manchester Road Corridor for redevelopment opportunities. Specific recommendations for site and right-of-way improvements are provided to enhance the area's image and identity.



Manchester Road

CHARACTER AREAS

The Manchester Road Corridor extends from Bremerton Road to the west to Hanley Road to the east. Due to flooding issues, access to Rogers Parkway, varying land uses, potential access to High School Drive, and access to the Great Rivers Greenway regional trails system, the character and development pattern along Manchester Road varies significantly. To reflect its diverse uses, the Manchester Road sub-area is divided into three character areas: West, Central, and East.

WEST

The West character area aids in uniting Rogers Parkway with the future pedestrian-friendly streetscape improvements of High School Drive north of Manchester Road. The West character area will be comprised of a mix of commercial uses, such as retail and a variety of business support services.

Built Form: Buildings at or near the sidewalk and front property line. If setback exists, a minimum of 5 feet in front of the building should be dedicated to landscaping.

Parking: Parking should be provided in the rear of buildings if possible, otherwise parking may be provided to the side or in front of buildings. If parking is provided in the front of buildings, then there should be sufficient perimeter landscaping to separate the parking area from the sidewalk. In addition, the City should promote shared use parking agreements between businesses and maintain cross-access between adjacent lots to maximize the use of lot space.

Sidewalks: Sidewalks widths should be consistent along the north side of Manchester Road and should accommodate street trees within tree grates to provide connectivity between High School Drive and Rogers Parkway. Sidewalks along south side of Manchester Road should include a landscaped parkway to distinguish the sidewalk from the roadway.

Height: 1-2 stories.

Uses: Mix of uses throughout, including retail, service, and mixed-use buildings with commercial on the ground floor and office above.

CENTRAL

As noted, Brentwood is conducting a concurrent study to assess strategies to prevent flooding along a section of Manchester Road. The Central character area will address how the future mitigation strategies open the doors for exciting development opportunities, specifically along Manchester Road. The Central character area should contain a mix of commercial and office uses, such as restaurants and retail, as well as parks, plazas, and hospitality services.

Built Form: Mixed-use developments north of Manchester Road should have a minimum setback similar to Brentwood Place Apartments, which should be landscaped with native, perennial, deep-rooted plants to beautify the area and minimize flooding. Due to the variable nature of the Manchester Road right-of-way, commercial buildings on the south side of the road should be built at or near the sidewalk and front property line or have a minimum setback of 15 feet to accommodate landscaping and sidewalks.

Parking: Parking should be provided in the rear of buildings if possible, otherwise it should be located to the side. Parking should not be allowed in the front buildings along the mixed-use development facing Manchester Road. In addition, the City should promote shared use parking agreements between businesses and maintain cross-access between adjacent lots to maximize the use of lot space.

Sidewalks: Connected sidewalks with adequate widths should exist on both sides of Manchester Road.

Height: 1-2 stories.

Uses: Mix of uses throughout, including parks, retail, service, office, and residential. Mixed-use buildings should have commercial on the ground floors and office and/or multi-family residential above.

EAST

This character area is comprised of traditional commercial uses that support residents and businesses throughout the Corridor. The East character area should provide residents and visitors with a variety of restaurants, maintenance shops, and miscellaneous support services to meet daily needs.

Built Form: Buildings at or near the sidewalk and front property line. If setback, then there should be a minimum of 15 feet of landscaping to distinguish between the sidewalk and parking area or building.

Parking: Parking should be provided in the rear of buildings if possible, otherwise it should be provided at the side. If parking is provided in the front of buildings, then there should be a minimum of 15 feet of perimeter landscaping to separate the parking area from the sidewalk. In addition, the City should promote shared use parking agreements between businesses and maintain cross-access between adjacent lots to maximize the use of lot space.

Sidewalks: Connected sidewalks with adequate widths should exist on both sides of Manchester Road.

Height: 1-3 stories.

Uses: Mix of uses throughout, including commercial, service, senior housing, assisted living, and support uses. Mixed-use buildings should have commercial on the ground floors and office above. Multi-story developments can benefit from scenic views and recreational amenities along Deer Creek. However, access and viewsheds from Manchester Road for the benefit of the general public should be encouraged.

Manchester Road

AREA IMPROVEMENT PLAN

The Manchester Road Corridor includes several sites that represent opportunities for improved development that could serve as catalysts for future improvement along the Corridor. These sites have been identified based on numerous factors, including their location, structural vacancy, surrounding development, and proximity to the floodplain. This figure presents potential development scenarios that would be appropriate considering the character area of each site.

OPPORTUNITY AREA A: WEST

The West character area north and south of Manchester Road should be enhanced with various streetscape and traffic calming improvements to create a more walkable, pedestrian-friendly area.

North of Manchester Road

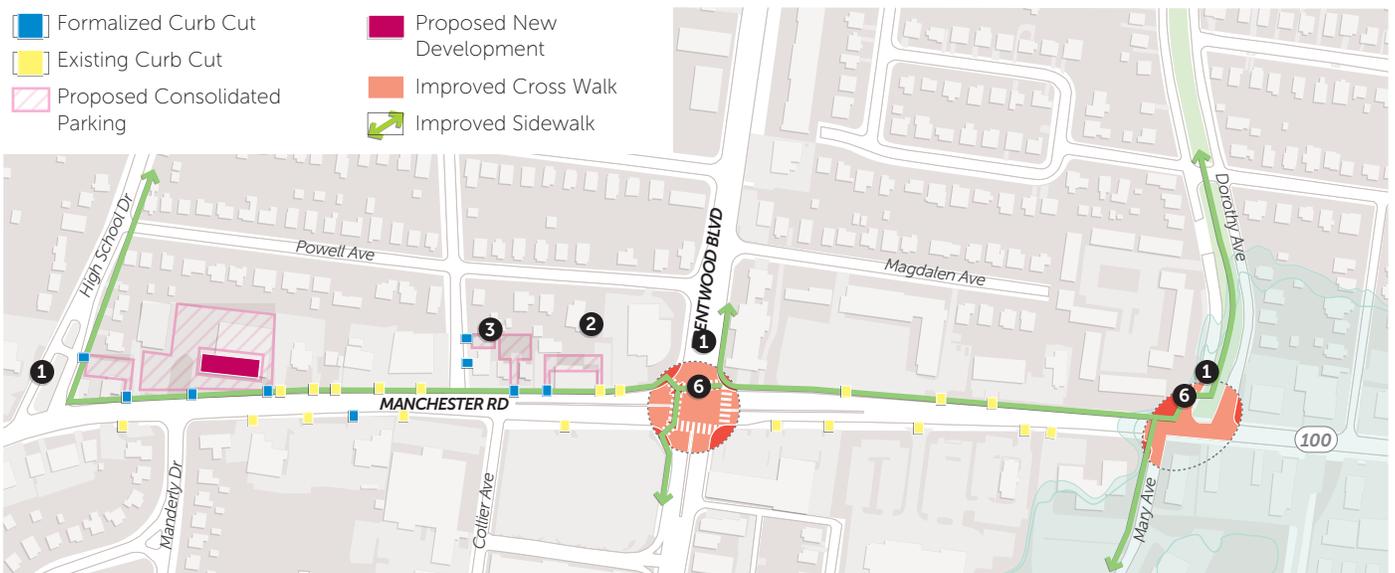
1. Improve the crosswalks where Manchester Road intersects with Brentwood Boulevard, High School Drive, and Dorothy/Mary Avenues with enhanced striping, textures, and other pedestrian-friendly elements. A tunnel underneath Manchester Road at Mary/Dorothy Avenues should be encouraged to provide a safe crossing. On-going coordination with Great RiversGreenway to connect Brentwood(Rogers Parkway) to the regional trail system is recommended
2. Where buildings exist up to the front property line, the sidewalk should be widened into the shoulder of the road to incorporate street trees. In addition, curbs should be constructed to separate the sidewalks from the roadway.
3. Where buildings are setback from the front property line, sidewalks should be widened to accommodate landscaping to separate the sidewalk from the building

or adjacent parking. This landscaped area can also be used for outdoor seating for restaurants.

4. The existing structures on the opportunity sites should be redeveloped as per the character area descriptions.
5. Curb cuts should be consolidated to minimize traffic conflicts. The City should work with existing property owners and the development community to encourage the use of shared parking agreements.

South of Manchester Road

1. Pedestrian-friendly intersection improvements, such as enhanced crosswalks and signage, should be implemented where Manchester Road intersects with Brentwood Boulevard and Dorothy/Mary Avenues. Additionally, landscaping should be installed south of Manchester Road for one block from the intersection of Brentwood Boulevard and Manchester Road to create a cohesive theme throughout the Manchester Road Corridor.
2. The City should install a continuous curb along the roadway to separate the sidewalk from the road.
3. Where the buildings are setback from the front property line, adequate space should be used for landscaping to separate the sidewalk from the building or adjacent parking.
4. The existing structures on the opportunity sites should be redeveloped as per the character area descriptions.
5. Curb cuts should be consolidated to minimize traffic conflicts. The City should work with existing property owners and the development community to encourage the use of shared parking agreements.



DEVELOPMENT & REDEVELOPMENT SITES

These buildings illustrate the built form and development potential of opportunity sites along the Corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate character areas identified in this Area Improvement Plan.

OPPORTUNITY AREA B: CENTRAL

The Central character area includes the properties north and south of Manchester Road between Mary Avenue/Dorothy Avenue and Salem Road. This area will be developed in a way that responds to the City's flood mitigation assessment to simultaneously bring investment in the area while implementing green infrastructure best management practices (BMPs) to further reduce the risk of potential future flooding.

1. Based on the flood protection study currently underway, it is assumed that the area south of Manchester Road will be protected from Deer Creek flooding by incorporating series of flood mitigation strategies, such as creek improvements, an added levee, water storage areas, and flood restoration areas. These measures create opportunities to develop the parcels in the Central character area north and south of Manchester Road.
2. The City should promote retail commercial on the south side of Manchester Road. Development should occur closer to the road with parking located in the rear to maintain high visibility along the Corridor.
3. The City should encourage the sustainable development of mixed-use commercial/office as well as hospitality uses facing the flood restoration property. The flood restoration will provide nature trails connectivity with future Deer Creek Greenway. Development should incorporate BMPs, such as deep-rooted native plants, bioswales, permeable pavers, and/or pervious asphalt whenever possible. In addition, the City should encourage the development of LEED-certified buildings to help market Brentwood and attract investors.
4. Shared use parking agreements should be established between retail and commercial/office businesses to maximize the use of lot space.
5. The development on the south side of Manchester Road should become a catalyst site to attract investors to buy and develop property on the north side of Manchester Road with high-density residential units. This development is compatible and in continuation with the existing high-density housing west of Rogers Parkway.

6. The City should ensure that residential and commercial developments within the Central character area follow site design guidelines within a Master Plan to reflect the cohesive, sustainable theme of the Manchester Road Corridor.
7. Traffic control features, such as crosswalks, traffic signals, and signage should be implemented where Manchester Road intersects with Dorothy Avenue/Mary Avenue and Salem Road to ensure pedestrian safety and comfort as the area develops. As noted, a tunnel underneath Manchester Road at Dorothy/Mary avenues is planned.
8. The residential area should contain high-quality, native landscaping to beautify the area and further distinguish itself from the roadway.



Manchester Road

URBAN DESIGN

The Urban Design Plan outlines the actions and improvements needed to enhance the appearance, function, and vitality of the Manchester Road Corridor, capitalizing on its variety of uses as well as expanding and enhancing its connectivity with existing and future trails and greenways. The improvements and recommendations in this plan impact both the public and private realm. They contain a combination of less costly, short-term improvements as well as more costly, long-term improvements that will require more detailed study, planning, and funding.



URBAN DESIGN IMPROVEMENTS

CROSSWALK IMPROVEMENTS

The City should ensure that crosswalks are safe and accessible to all pedestrians. Crosswalk improvements, such as enhanced striping or varying textures, should be implemented where Manchester Road intersects with Brentwood Boulevard, Dorothy Avenue/Mary Avenue, and High School Drive. The intersection of Manchester Road and Dorothy Avenue/Mary Avenue should be pedestrian-friendly to emphasize its connectivity with Rogers Parkway and the future Deer Creek Greenway. An underground tunnel is planned for a pedestrian/bike connection at this location.

LANDMARKS

Existing landmarks include the Saint Mary Magdalen Catholic Church and Rogers Parkway, which should be enhanced and well-maintained to increase their visibility along the Corridor. The City should work with property owners to improve and maintain the façade of the Saint Mary Magdalen Catholic Church and should ensure that access to Rogers Parkway is landscaped and attractive.

CURB CUT CONSOLIDATION

Curb cuts should be consolidated to create more of a continuous curb separating the sidewalk from the roadway and minimizing traffic conflicts. Curb cuts should exist for parking that is shared between two or more businesses.

RELOCATE OVERHEAD UTILITIES

The City should consider burying the overhead utilities along Manchester Road to enhance the Corridor and minimize the risk of damages due to natural disasters.

OPEN SPACE & TRAIL CONNECTIVITY

As the city continues to remediate flooding along Manchester Road, incorporate open space and trail improvements into planning efforts

FLOOD RESTORATION STUDY AREA

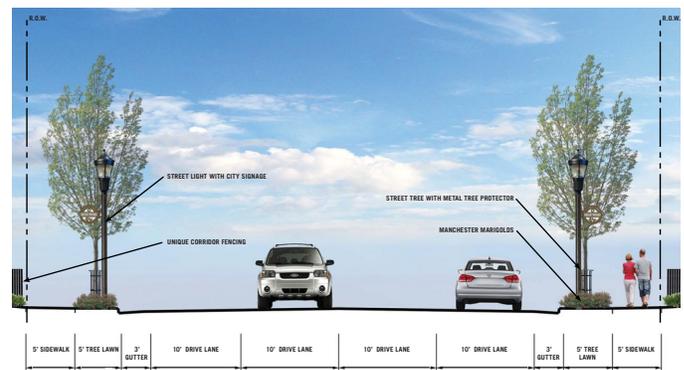
This location represents the concurrent study area where the City is assessing strategies to prevent flooding along a section of Manchester Road.

STREETSCAPE IMPROVEMENTS

Streetscape improvements should be used to visually unite the Corridor and help establish a sense of place and identity. Ornamental lighting, planters, and site furnishings can play a key role in creating a walkable area by separating the roadway from sidewalks and providing pedestrian amenities, such as benches and recycling/waste receptacles. The City should develop and implement a streetscaping treatment along Manchester Road comprised of evenly spaced planters, pedestrian-scaled lighting, informational kiosks, banners, wayfinding signage for landmarks, and other improvements that can help beautify and distinguish the area. This streetscaping treatment should be implemented between Hanley Road to Bremerton Road to accentuate the city of Brentwood Municipal Limits.

WAYFINDING SIGNAGE

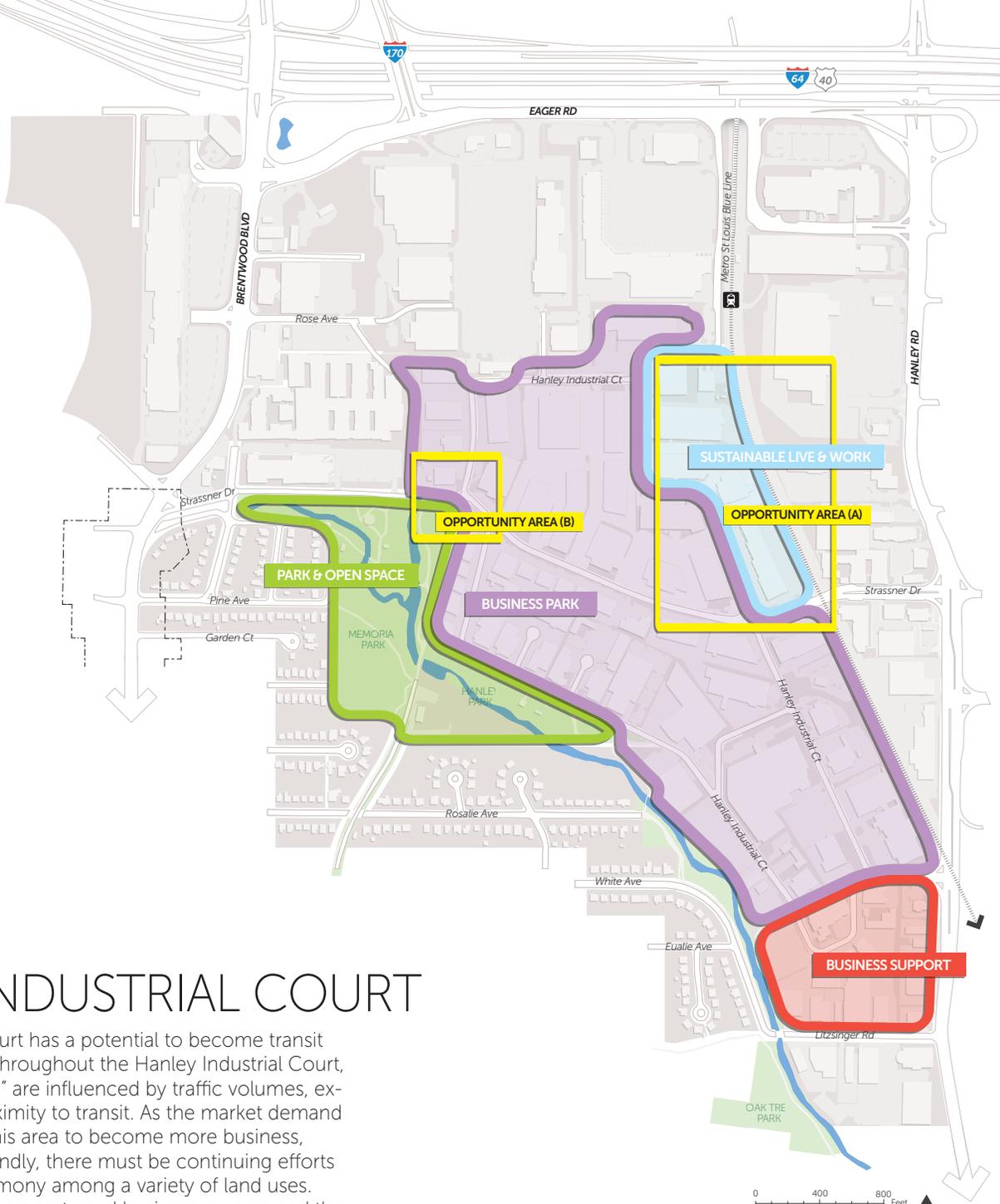
Wayfinding signage should direct motorists and pedestrians to key destinations along the Corridor and within the community. As a crucial element of branding, placemaking, and navigation, wayfinding signage should be simple, easy to understand, attractive, and contribute to enhancing the appearance of the Manchester Road Corridor. Kiosks with maps and directories should be placed at key activity nodes within the Corridor, and should be visible to both drivers and pedestrians.



Source: City of Brentwood, Manchester Road Corridor

SCREENING & BUFFERING

Utilities and mechanical infrastructure detract from the appearance of Manchester Road. Transformers and telecom structures should also be screened using landscaping and attractive fencing. In addition, the City should work with property owners and the developers to screen on-site utilities and dumpsters from the public view.



HANLEY INDUSTRIAL COURT

The Hanley Industrial Court has a potential to become transit oriented development. Throughout the Hanley Industrial Court, different “character areas” are influenced by traffic volumes, existing land uses, and proximity to transit. As the market demand continues to influence this area to become more business, office and even retail friendly, there must be continuing efforts by the City to create harmony among a variety of land uses. The City must work with property and business owners and the Hanley Industrial Court Association to direct and implement this subarea’s rebranding and future marketing efforts.

Additionally, the City is constructing pedestrian enhancements including new sidewalks in a significant portion of Hanley Industrial Court under a Surface Transportation Program (STP) grant. Specific recommendations for site and right-of-way improvements are provided to enhance the area’s image and identity.

Currently, this area is known as the Hanley Industrial Court. Based on the current trends and the existing businesses and uses in this area, it should be named as Hanley Business Park. Due to the transit-oriented nature and central location of this area within the St. Louis Metro region, the Hanley Industrial Court is well-suited for transit-oriented development and non-motorized transportation enhancements aimed at attracting innovative start-ups and a millennial workforce.



Hanley Industrial Court

CHARACTER AREA

The Hanley Industrial Court is comprised of four “character areas,” which serve as the foundation for urban design, development, and transportation recommendations. The four character areas for the Hanley Industrial Court are 1) Sustainable Living & Working, 2) Business Park, 3) Business Support, and 4) Parks & Open Space. These areas represent a range of land uses and development patterns to provide a variety of improvement and redevelopment opportunities to foster rebranding of the Hanley Business Park.

SUSTAINABLE LIVING & WORKING

This character area accommodates residential uses in the area through mixed-use development. Commercial and office uses should exist on the ground floors of buildings with upper floors dedicated to residential uses. Specific ground floor uses may include boutiques, restaurants, convenience stores, and offices.

Built Form: Buildings with shallow setbacks allowing enough space for landscaping and/or outdoor seating. Buildings could be continuous or standalone. If standalone, then the side setback should be used for parking and the building should have perimeter landscaping.

Accessibility: Exists one quarter mile from light rail and bus transit. Access from Hanley Industrial Court. Wide, shared-use path for cyclists and pedestrians. Service access from the rear or side of buildings.

Parking: Parking behind buildings. Shared parking agreements should be prioritized in this area.

Height: 2-4 stories.

Uses: Mixed of uses throughout including retail, service, office, and multi-family residential. Mixed-use buildings should have commercial on the ground floor with office or multi-family residential on the upper floors.

PARKS & OPEN SPACE

This character area represents parks, open space, and opportunities for outdoor recreation. Memorial Park, which is adjacent to the Hanley Industrial Court, should be used by residents and employees alike for recreation as well as social and business events. The city should consider coordinating flood-buyouts for properties in Hanley Industrial Court experiencing repetitive flooding. These areas may be added to the city’s park land and open space.

BUSINESS PARK

This character area would be best suited for cottage industries, innovative technology, start-ups, and incubator offices. Other uses may include offices, businesses in the IT industry, health clubs, gyms, restaurants, coffee bars, day care, dry cleaners and other commercial uses. Commercial uses should face the street, and commercial spaces that require high visibility should exist along Strassner Drive.

Built Form: Ideally, buildings should have 35-foot setbacks along Strassner Drive. Setback should be used for landscaping, street trees and ornamental lighting. Buildings can be standalone or connected.

Accessibility: Vehicular and pedestrian access from Strassner Drive and Hanley Industrial Court. Strassner Drive will incorporate bus transit as well as a shared pedestrian/bicycle lane. Hanley Industrial Court should provide a future on-street bicycle lane along its entire length. Light Rail is within one quarter to one-half mile from the Business Park area.

Parking: The parking for commercial uses along Strassner Drive would be created within a 35-foot setback.

Height: 2-3 stories.

Uses: Office, tech, and commercial.

BUSINESS SUPPORT

This character area would best serve business-to-business (B2B) support services, such as printing, light maintenance, graphics production, construction, signage production, transport, and product supply. Street frontage is not essential for these services, as they do not require high visibility.

Built Form: Ideally, buildings should have a 35-foot setback along HIC. Setbacks should be used for landscaping, street trees and ornamental lighting. Buildings can be standalone or connected.

Accessibility: Strassner Drive provides access to bus transit and the addition of a bicycle path around Hanley Industrial Court provides bicycle access.

Parking: Strassner Drive will not have any on-street parking. Ideally, the parking to the commercial building along Strassner Drive would be created within the 35-foot setback.

Height: 1-2 stories.

Uses: Office, tech and light industrial.

Hanley Industrial Court

AREA IMPROVEMENT PLAN

The Hanley Industrial Court includes several sites that represent opportunities for improved development that could serve as catalysts for future improvement throughout the area. These sites have been identified based on numerous factors, including their location, surrounding development, and/or underperformance based on their visibility or relative prominence. This figure presents potential development scenarios that would be appropriate considering the character area of each site.

DEVELOPMENT & REDEVELOPMENT SITES

These buildings illustrate the built form and development potential of opportunity sites along the Corridor. Development should be consistent with other Plan recommendations as well as the site design and land use recommendations for the appropriate Character Areas identified in this Area Improvement Plan.

OPPORTUNITY AREA A: SUSTAINABLE LIVING & WORKING

The Sustainable Living and Working character area should be improved in a way that capitalizes on its transit proximity. Mixed-use development and pedestrian-friendly enhancements will create a more walkable area that better reflects its shifting character.

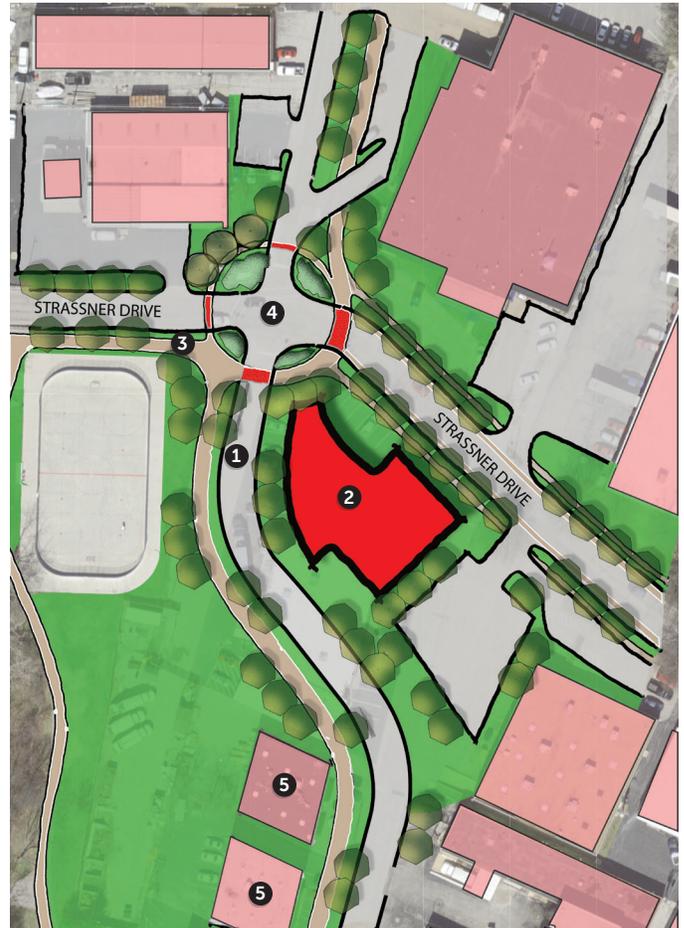
1. At the east intersection of Strassner Drive and Hanley Industrial Court, the City should create a roundabout with pedestrian friendly crosswalks and signage to add traffic calming.
2. The City should work with the property owners and the developers to bring in neo-traditional mixed-use development with retail and service uses on the ground floor and multi-family residential uses above.
3. Parking for residential uses should be located to the rear of buildings.
4. Sidewalks should be enhanced with textured surfaces, such as bricks or colored pavers, to help brand the Sustainable Living and Working character area, making it more walkable and pedestrian-friendly.
5. Buildings within the Sustainable Living and Working character area should be enhanced with landscaping to beautify the area and further distinguish it from the roadway.



OPPORTUNITY AREA B: STRASSNER DRIVE & HANLEY INDUSTRIAL COURT

The west intersection of Strassner Drive and Hanley Industrial Court will be improved with traffic calming measures and pedestrian-friendly enhancements to further define the Hanley Industrial Court as a walkable, innovative, live-work hub.

1. The City should realign Hanley Industrial Court to connect it with Strassner Drive, completing the loop. This subarea would benefit from street renaming and readdressing to allow easier navigation through Hanley Industrial Court.
2. The City should repurpose the excess land from the road realignment for commercial development. Commercial uses should fit in with similar uses in the rebranded Hanley Business Park, supporting its innovative, pedestrian-friendly character.
3. All trails and bicycle paths should be interconnected, linking users with Memorial Park.
4. The west intersection of Strassner Drive and Hanley Industrial Court should be improved with striping and signage to accommodate crossings for the shared-use bike path, on-road bicycle lanes, and sidewalks.
5. Consider long-term goal of purchasing properties west of Hanley Industrial Court in this area and convert to park land to support improvements in both Hanley and Memorial Parks.





-  Community Gateway / Signage
-  Local Gateway / Landscaping
-  Wayfinding
-  Crosswalk
-  Strassner Road Streetscape
-  Hanley Industrial Court Streetscape
-  Open Space & Trail Connectivity
-  Roadway Reconfiguration

Hanley Industrial Court

URBAN DESIGN

The Urban Design Plan outlines the actions and improvements needed to enhance the appearance, function, and vitality of the rebranded Hanley Business Park, capitalizing on its transit-oriented design. The improvements and recommendations in this plan impact both the public and private realm. They contain a combination of less costly, short-term improvements as well as more costly, long-term improvements that will require more detailed study, planning, and funding.

URBAN DESIGN IMPROVEMENTS

CROSSWALK IMPROVEMENTS

The City should ensure that crosswalks are safe and accessible to all pedestrians. Crosswalks should be enhanced with striping and signage to increase their visibility and differentiate crosswalks from the roadway.

ROAD NAME CHANGE

Hanley Industrial Court should be changed, renamed and reconfigured with traffic calming measures to better suit the pedestrian-friendly character of the Hanley Industrial Court. The City should realign Hanley Industrial Court to connect it with Strassner Drive, completing a loop. A roundabout should be considered at the east intersection of Strassner Drive and Hanley Industrial Court to increase the safety and efficiency of traffic flow into the Hanley Industrial Court.

STREETSCAPE IMPROVEMENTS

The City should improve the streetscapes of Strassner Drive and Hanley Industrial Court with informational signage, lighting, and landscaping. Strassner Drive should contain human-scale elements, such as decorative streetlights, benches, and recycling/trash receptacles. Banners/flags should also be installed along Strassner Drive to brand the Business Park area. The City should develop signage guidelines to establish a cohesive theme.

COMMUNITY GATEWAY SIGNAGE

Community gateway signage should be enhanced with native, perennial landscaping and lighting to welcome visitors to the City of Brentwood. As a crucial element of branding and placemaking, gateway signage should follow design guidelines to be attractive and contribute to consistent branding of Brentwood, helping to establish its image and identity.

LOCAL GATEWAY

Local gateways should be enhanced with native, perennial landscaping to welcome residents and visitors to the Hanley Industrial Court. As a crucial element of branding and placemaking, gateway areas should follow design guidelines to be attractive and contribute to consistent branding of Brentwood, helping to establish its image and identity.

WAYFINDING SIGNAGE

Wayfinding signage should direct motorists and pedestrians to key destinations throughout the Hanley Industrial Court. As a crucial element of branding, placemaking, and navigation, wayfinding signage should be simple, easy to understand, attractive, and contribute to enhancing the appearance of the Hanley Industrial Court.

OPEN SPACE & TRAIL CONNECTIVITY

Bicycle lanes should be appropriately marked with signage and should be distinguished from the roadway and sidewalks using paint and/or textured or colored pavers. Hanley Industrial Court should contain an on-street bicycle lane along its entire length, and Strassner Drive will contain a separate, shared pedestrian and bicycle path adjacent to its on-street parking. All pedestrian and bicycle paths should connect with the existing trail system and to Memorial Park.

CHAPTER 6

RESIDENTIAL AREA PLAN

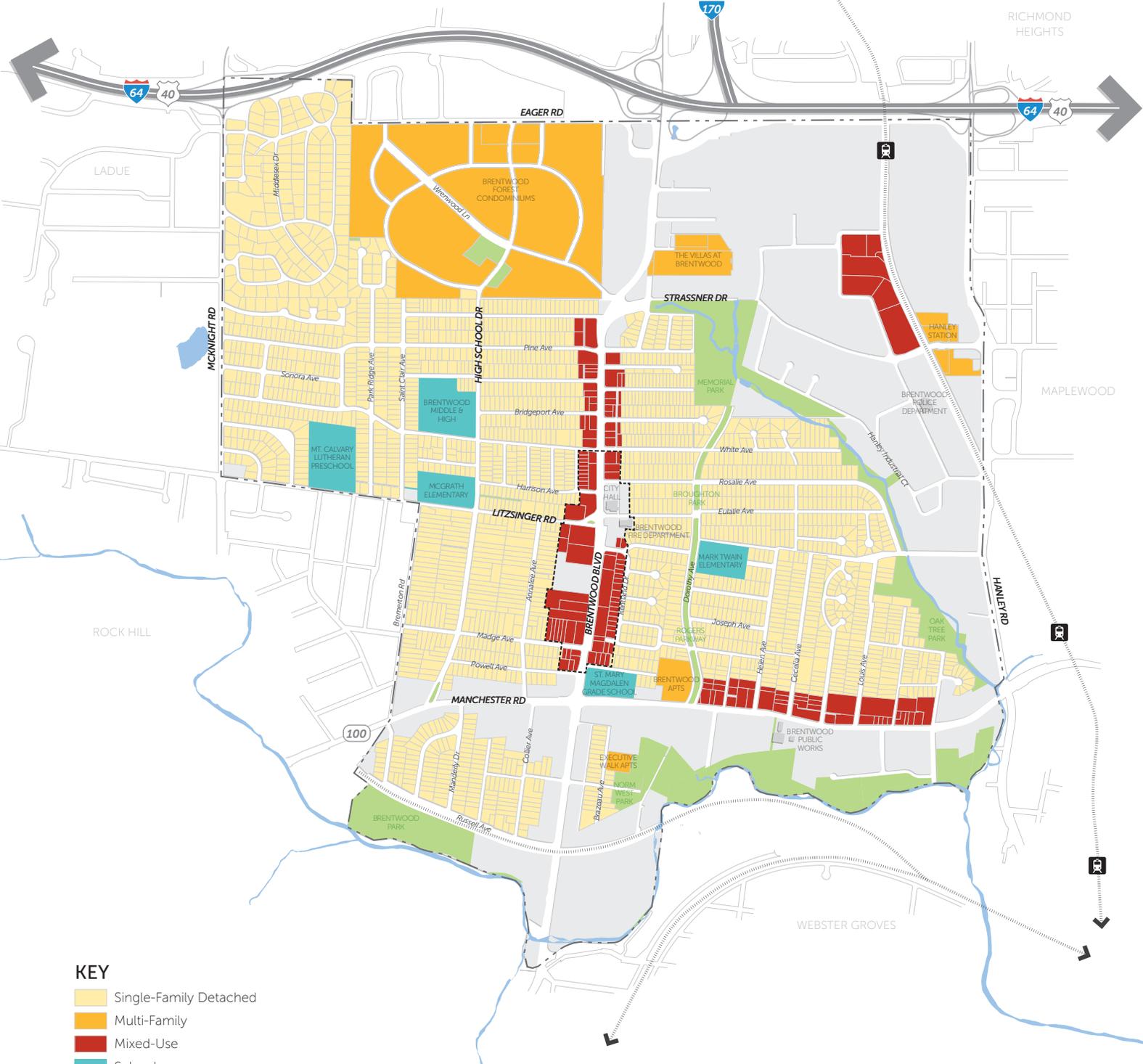


Brentwood’s residential neighborhoods are one of the most significant contributors to its unique character and identity. Throughout the planning process residents expressed their vision and concerns for the City’s residential areas. The Residential Area Plan builds on public input and the future Land Use & Development Plan to provide policies and recommendations as well as further define the type and location of each residential land use. The location of each residential land use is illustrated in the Residential Area Plan .

The Objectives identified in the Residential Area Plan are intended to:

- Maintain Brentwood’s character and identity
- Ensure quality housing stock remains a staple of the community
- Maintain the optimal balance of housing types within the community
- Ensure compatibility between the City’s commercial areas and its residential neighborhoods
- Ensure compatibility between infill and existing residential development
- Encourage a diversity of housing types, sizes and prices

RESIDENTIAL LAND USE PLAN



- KEY**
- Single-Family Detached
 - Multi-Family
 - Mixed-Use
 - School
 - Parks & Open Space
 - Non-Residential Land Use
 - Town Center



RESIDENTIAL LAND USE

SINGLE-FAMILY DETACHED RESIDENTIAL

Single-family detached residential neighborhoods greatly contribute to the City's image and identity. Single-family detached residential areas make up the single largest land use in the City of Brentwood and should continue to be preserved and enhanced. Lot sizes within single-family detached residential areas generally range between 3,500 and 85,000 square feet. These lot sizes are not exact and exceptions can occur for particular parcels or neighborhoods. However, this range provides a sound characterization for the residential densities anticipated throughout the City. Single-family residential lot sizes are generally consistent within developed areas and are generally reflective of the City's Code of Ordinances, which will regulate development and assist with the Plan's implementation.

An important objective of the Residential Area Plan is to continue to protect and enhance the City's single-family residential neighborhoods. Future development should be sensitive to the existing homes while allowing reinvestment in the form of rehabilitation, additions, and new construction in existing neighborhoods. Wherever possible, single-family neighborhoods should be buffered and protected from adjacent incompatible uses.

Single-family residential areas should consist primarily of detached homes on lots subdivided and platted in an organized and planned manner. Although single-family attached homes, such as townhomes and duplexes, are scattered throughout neighborhoods, the overall character of these homes are compatible with surrounding single-family detached houses. Thus, the Future Land Use & Development Plan does not recommend the creation of separate single-family detached and single-family attached land uses, but instead categorizes both as a Single-Family land use designation. The overall single-family character serves as the rationale for the Future Land Use & Development Plan's designation. Single-family residential areas must remain flexible and consider context. There may be situations where single-family attached and multi-family uses are considered appropriate within predominantly single-family detached areas. For example, street frontage, lot depth, and the presence of neighboring non-residential uses should be considered on a case-by-case basis for other types of compatible residential development.



SINGLE-FAMILY ATTACHED RESIDENTIAL

Single-family attached structures are connected horizontally and are typically two stories in height. Single-family attached homes provide residents with more housing variety, can be integrated within neighborhoods, and can serve as transitional areas between commercial and multi-family development. These types of units are also popular for empty nesters and others looking to downsize their homes.

MULTI-FAMILY

Multi-family residential structures contain multiple housing units, are usually stacked vertically and attached horizontally, and typically have common hallways and other amenities. Examples of multi-family residential developments include apartments, condominiums, and senior housing. Although the Residential Area Plan does not include specific locations for additional multi-family housing, most multi-family developments within the City are located in, or near, areas of intense commercial development with access to goods, services and the public transportation network.

MIXED-USE

The Future Land Use Plan and development for Brentwood includes a designation for mixed-use at the future Town Center. Mixed-use areas should be characterized by uses and development patterns that provide a vibrant, safe, attractive, and "walkable" pedestrian environment. This includes active commercial uses on the ground floor, and opportunities for multi-family residential units on upper floors. The Future Land Use Plan and Development designates Downtown Brentwood as a mixed-use area. Mixed-use development may also occur along Manchester Road and Hanley Industrial Park.

SENIOR HOUSING

Senior housing is an essential component of the City's residential offerings and should be appropriately accommodated in select locations. The notion of "aging in place" is important, as it allows residents to remain in the City as they progress through the different stages of life. Although the Residential Area Plan does not call out specific locations for senior housing, the Plan does recognize the importance of developing additional senior housing within the community to accommodate the City's existing and future senior population.

In general, senior housing can be in the form of single-family detached, attached, or multi-family dwellings. As locations are considered for accommodating senior housing development, preference should be given to proximity of transit, goods, and services. The ability to walk to restaurants, shops, transit, recreation, entertainment, and services is often important to seniors as it reduces their dependence on the automobile for daily needs. Given current issues of proximity, areas within or near Brentwood Boulevard near the North Gateway at Strasser. May be ideal for senior housing and include possibly a retail and/or office component.

RESIDENTIAL LAND USE OBJECTIVES

The Residential Land Use objectives focus on enhancing the City's overall residential character by improving existing residential areas and promoting new high-quality residential development in appropriate locations. The following objectives will assist the City in future decision-making regarding residential land use throughout the City.

Preserve the character of the City's existing single-family residential neighborhoods.

The City's residential areas are composed of several unique and distinct neighborhoods. Neighborhoods east and west of Brentwood Blvd differs from each other and in addition they differ from neighborhoods around Manchester Road and east of McKnight Road. While they may differ in configuration, unit type, and lot size, these neighborhoods are well established and have their own character. Development and reinvestment within these neighborhoods should be context sensitive and compatible with the established character and fabric. Regardless of the location or housing type, residential development or redevelopment should be carefully regulated to ensure compatibility with the scale and character of surrounding and adjacent neighborhoods. New infill development, teardown redevelopment, and alterations to existing development should maintain a setback, height, bulk, and orientation similar to its surroundings. Residential Design Guidelines will help in achieving the compatibility; however, it is not a regulatory document and therefore an updated zoning code will help in implementing the regulatory controls.

Seek opportunities to provide senior housing within the City near recreation, public transit, healthcare, and daily goods and services.

Brentwood is an aging community, which is substantiated by the demographic analysis. Residents feel that Brentwood needs to develop more senior housing options and public services targeted to retirees so that long-time residents can remain in the community. The City seeks to provide opportunities for residents to "age in place," meaning that housing within the community accommodates all stages of life. Although the Residential Area Plan map does not call out specific locations, the Plan does recognize the importance of developing additional affordable senior housing within the community to accommodate the City's existing and future senior population. From active living through assisted living, the City will continue to provide a wide range of housing types to accommodate its seniors.

Create neighborhood identity and strengthen "sense of place" for neighborhoods

Strengthen the identity of residential neighborhoods with signage or entrance markers at gateways to individual neighborhoods. Banners on street lights can also be used as a place maker for neighborhoods. The City should consider applying for additional grants to implement those neighborhood improvements as was done for Litzsinger Road and Rosalie Avenue.

Establish a local historic building/district preservation program.

Explore the potential for designation of Historic Structure/District(s). If a local preservation program is determined to be feasible, then the city may coordinate with homeowners and property owners to inventory and evaluate residential with unique character to determine if they warrant establishment of a historic district or listing of individual structures in the landmark program and National Register of Historic Places. Not only would this preserve historically significant areas or places such as the "Lustron" houses built in Brentwood, but usually provides a motivation and context for neighborhood or commercial re-investments. Reinvestment in historic structures or districts could be supplemented by federal grants, federal loans or tax credits.

Ensure the neighborhood parks and recreation areas, schools, and employment areas are well connected to residential areas by trails and sidewalks.

Parks are a contributing factor to the high quality of life in Brentwood. The City's sidewalk and trail network should continue to be expanded to provide better connectivity between the community's residential neighborhoods, parks, schools, and employment centers. Within residential areas, sidewalks should be installed and maintained. Sidewalk installation should consider the desires of residents and the existing character of neighborhoods; however, the preservation of character should not supersede pedestrian safety and connectivity. The City should be cognizant of the differences in the character of individual neighborhoods when determining locations and types of sidewalk installation.

Discourage and prohibit "cut-through" traffic in residential neighborhoods as necessary.

The City's residential neighborhoods are one of its most cherished assets for the comfort and safety they provide. Non-local, or "cut-through," traffic is a threat to neighborhoods, as motorists use quiet neighborhood streets as a means of bypassing traffic on more heavily-traveled routes. With commercial corridors throughout much of the City, almost all neighborhoods are susceptible to cut-through traffic. A combination of signage and improved traffic enforcement should be used to discourage cut-through traffic in all residential areas when it is identified as a problem by residents and threat to a neighborhood's safety and residential quality of life. Traffic calming measures should be balanced with the interests of all residents and neighborhoods. Traffic should be routed around residential neighborhoods on arterial roadways and collector streets designed to carry higher volumes of traffic with minimal impact on residential areas.

Diversify housing types to attract additional families, professionals and seniors.

Support the provision of a variety of housing types (e.g. multi-family, mixed-use, and senior housing) and economic choices (e.g., for-sale and rental) within the City that meet the specific needs of all residents, including those related to accessibility, multi-sensory technologies, and independent living. New multi-family development should be incorporated into mixed-use areas to provide residents the opportunity to walk or bike to shops, places of employment, entertainment venues, parks or trails. Multi-family housing within mixed-use areas would include living quarters above stores or offices, town homes, villas, condominiums, and apartments. Because this housing would generally have limited or no yards, the mixed-use area should provide appropriate outdoor public spaces for relaxation, socialization, and play.



Review of Code of Ordinances Related to Infill Housing

The infill housing trend is anticipated to continue and is part of Brentwood remaining a vibrant and vital community into the future. It also presents the need for balance with the compatibility of infill housing construction with existing residential neighborhoods. It is important to strike a balance of residents' interests, which includes the desire of Brentwood residents for the compatibility of new and expanded housing stock with the existing neighborhoods. Brentwood residents' interests also include the desire of residents to improve and expand their existing homes, and for their needs to find homes in Brentwood that fit the growing needs of their families throughout their families' life cycle. The Brentwood School District also has a need to retain families with school age children. Through this process, the City also should encourage the construction of moderately-priced and sized homes to continue to provide a range of housing options to residents throughout their families' life cycle.

Many houses in Brentwood are of older housing stock and of masonry construction which must be considered when residents desire to construct additions and reinvest in their homes. The homes also come in a range of site coverages in the various residential zoning districts. It is recommended these subject matters related to infill housing be studied and reviewed by the Planning and Zoning Commission. This review should include a review of site or lot coverage requirements, such as within the "B", Single-Family Residential District. To aid in the Planning and Zoning Commission's review, the City should consider conducting a study of the existing

building stock in the City including, at a minimum, the site or lot coverage, building area coverage and impervious surface area coverage throughout Brentwood.

The Planning and Zoning Commission's review of the Code of Ordinances related to infill housing should consider developing amendments to ordinances related to the infill housing trend in the City of Brentwood. This review should consider the regulatory framework regarding new housing and additions or expansions to existing house stock. The process should also include a review of housing and zoning related ordinances, including the ordinance which created the Architectural Review Board.

The Planning and Zoning Commission is well-versed in these subject matters, for example, routinely addressing zoning requests with a determination of whether a proposed project is consistent with the character of the surrounding neighborhoods. The Commission represents a broad cross-section of the City's residents with multi-faceted backgrounds and knowledge that will serve the City and its residents throughout this review process. The Commission's meeting structure also provides a readily accessible forum for regular public meetings that are well-known to residents and which routinely allow for robust participation by residents. The Planning and Zoning Commission process will allow the opportunity for further input and comments on ordinances and discussions during the Commission's review of the Code of Ordinances related to infill housing.



Application of Covenants and Restrictions

Some of Brentwood’s residential subdivisions were private subdivisions in the past and were bounded by covenants, which were grandfathered in when the street became public, which creates complications when enforcing the Code of Ordinances. Additionally, in some areas the Code of Ordinances is less restrictive than the original building stock it was designed for. This creates confusion and lack of clarity on how to best interpret the code in relation to infill development in the subdivisions. The City should consider amending the Code of Ordinances to provide consistent guidance on potential infill development in these existing subdivisions.

For older neighborhoods in Brentwood which may not be governed by covenants and restrictions, residents may consider the formation of a Neighborhood Conservation Overlay District (NCOD). A NCOD is a zoning tool used to preserve, revitalize, protect, and enhance significant older areas within a community beyond what is specific in the standard code. The conservation overlay regulations are applied in addition to standard zoning regulations and will usually take precedence. NCOD regulations will differ from neighborhood to neighborhood depending on the area’s character and needs. Both a NCOD and a historic district as noted in this chapter are overlay districts; however, a NCOD will typically regulate fewer features and will focus more on significant character defining features, such as lot size, building height, setbacks, streetscapes and tree protection. Unlike historic districts, NCODs rarely consider specific elements, such as windows, building materials, colors and decorative details.

Ensure residential areas are adequately screened and buffered from adjacent non-residential uses and activity.

The composition of the City’s commercial districts along corridors that transect it means that there are many areas where commercial uses abut residential properties and neighborhoods. The use of horizontal and vertical buffering and screening, including berms, fencing, and landscaping, should be promoted to protect neighborhoods from abutting commercial or industrial land uses. The City should identify areas where land use conflicts are problematic and explore solutions to mitigate the conflicts, including buffering and screening.

CHAPTER 7

TRANSPORTATION PLAN



Brentwood’s transportation system is comprised of an integrated network of roadways, regional public transit services, and a growing network of pedestrian and bicycle infrastructure. To ensure that residents and visitors can adequately access goods, services, and community resources, the City must establish a balanced, efficient, well-maintained, and connected transportation system that supports land use development through a variety of modes.

The Transportation Plan provides an overview of the City’s roadway network, public transportation, non-motorized transportation options, the Union Pacific Railroad, and necessary interjurisdictional cooperation. In addition, the Plan sets forth recommendations that capitalize on the City’s public transit assets, reduces system inefficiencies, and expands bicycle and pedestrian infrastructure to reach community and recreational facilities.

ROADWAYS

INTERJURISDICTIONAL COOPERATION

The roadway network serving the City of Brentwood is under the jurisdiction of several entities, include Missouri Department of Transportation (MoDOT), the St. Louis County Department of Transportation, and the City of Brentwood. The jurisdiction of local roads fall under the City of Brentwood; Brentwood Boulevard, and segments of Eager Road and Litzsinger Road fall under the jurisdiction of St. Louis County and the City; and MoDOT maintains jurisdiction over Manchester Road and the interstates. The City will need to maintain close coordination with MoDOT and the St. Louis County Department of Transportation to accomplish the goals and objectives of the Comprehensive Plan and establish a well-balanced transportation system.

TRANSPORTATION PLAN

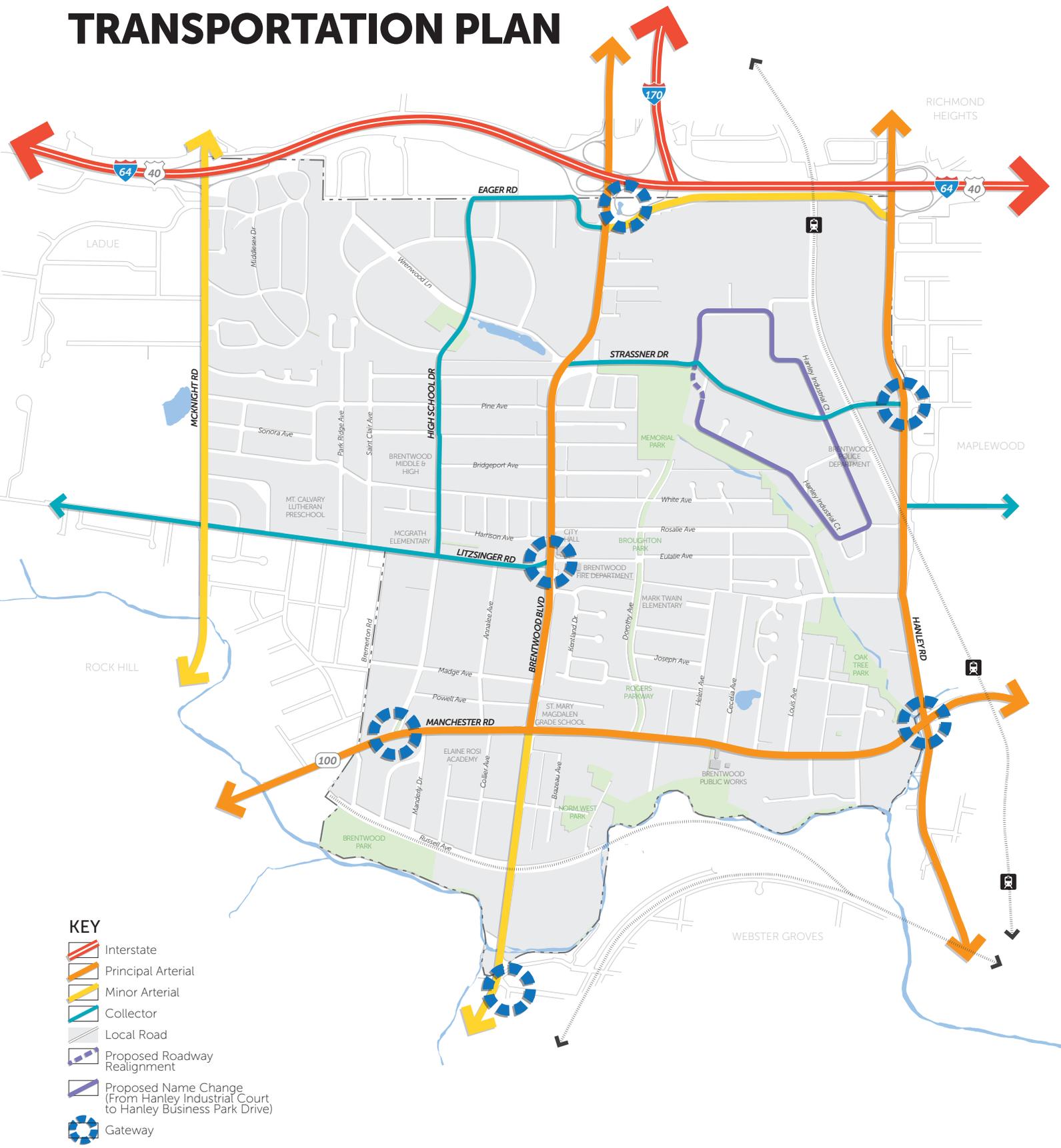




IMAGE & IDENTITY

The City can strengthen its image and identity through attractive corridors, parking areas, and well-maintained streets and sidewalks. The following recommendations will assist the City in creating an attractive and positive image for the community through transportation improvements:

- *Work with the St. Louis County to develop pedestrian facilities along Brentwood Boulevard to strengthen the community's identity and create a unique and memorable entry into the Brentwood Town Center.*
- *Continue to budget for the ongoing maintenance and improvement of streets and sidewalks.*
- *Work with MoDOT and St. Louis County to bury overhead utility lines and improve the right-of-way and appearance along arterial corridors.*
- *Work with property owners to remove broken or empty business signs.*
- *Improve the appearance of off-street parking areas to include landscaped islands and pedestrian crosswalks.*
- *Implement a streetscape plan along key corridors throughout the community and include street trees, pedestrian crossings, decorative light standards, banners, and pedestrian amenities such as benches and wayfinding signage.*
- *Install gateway features at the intersection of Brentwood Boulevard with Strassner Drive and Manchester Road.*
- *Continue to create an interconnected trail system and market the City as a bicycle and pedestrian friendly community.*

FUNCTIONAL CLASSIFICATION

Brentwood's roadway network is comprised of interstates, principal arterials, minor arterials, major and minor collectors, and local roads. These classifications are aligned with the St. Louis County Department of Transportation's Functional Classification System, and help to inform decision-makers. The following information summarizes the roadway functional classification system serving the City of Brentwood. The City should maintain the classifications of its roadway system and work with MoDOT and St. Louis County to improve their operation and multimodal function.

Interstates

Interstates provide for high traffic volumes and high travel speeds to allow for the highest degree of mobility. Access to freeways is typically limited to grade-separated interchanges to ensure safe and efficient travel at high speeds. Interstates include I-64 and I-170, which are under the jurisdiction of MoDOT.

Principal Arterials

Principal arterials connect the freeway system with minor arterials and collector roads. Principal arterials provide a high degree of mobility by carrying high volumes of traffic and require more precise traffic signal spacing and access controls. In Brentwood, the principal arterials include Manchester Road, the segment of Brentwood Boulevard north of Manchester Road, and Hanley Road. Because Brentwood Boulevard and Hanley Road fall under the jurisdiction of St. Louis County, the City must maintain close communication with the St. Louis County Department of Transportation to ensure the efficient coordination and implementation of the improvements outlined in this plan. In addition, because Manchester Road falls under the jurisdiction of MoDOT, the City must also maintain close communication with MoDOT to ensure the efficient coordination and implementation of the improvements outlined in this plan.



At present, MoDOT is planning for improvements to Manchester Road from Big Bend Boulevard to Lindbergh Boulevard, which will include sidewalk improvements, curb cuts, vertical concrete curbs, pedestrian lights, and traffic signals. The City should continue coordinating with MoDOT to implement these improvements and install wayfinding signage as outlined in this plan.

Minor Arterials

Minor arterials accommodate shorter trips to and from commercial areas, employment centers, and residential neighborhoods. Minor arterials support principal arterials and include McKnight Road and the section of Brentwood Boulevard south of Manchester Road. Because Brentwood Boulevard and McKnight Road fall under the jurisdiction of St. Louis County, the City must maintain close communication with the St. Louis Department of Transportation to ensure the efficient coordination and implementation of all planned improvements.

Collectors

Collector roads are designed to support the arterial network by distributing traffic between the arterials and local roads. Collectors are typically comprised of medium-capacity, medium volume roads with limited continuity. Major collectors include Eager Road, Litzsinger Road, and Strassner Drive, and minor collectors include High School Drive and Wrenwood Lane. Because segments of Eager Road fall under the jurisdiction of St. Louis County, the City must maintain close communication with the St. Louis Department of Transportation to ensure the efficient coordination and implementation of all planned improvements.

Local Roads

Local roads, which are accessed from arterial and collector roads, provide direct access to private property. They are maintained by the City and generally accommodate low traffic volumes, low speeds, and short trips.

UNION PACIFIC RAILROAD (UPRR)

The Union Pacific Railroad (UPRR) runs along the south side of Manchester Road adjacent to Deer Creek. The railroad provides freight service to Forest Products Supply Co. and Millman Lumber Co. In its present state, the UPRR conflicts with the completion of the Deer Creek Greenway. For short term, the City should continue coordinating with the UPRR to safely and efficiently complete the Deer Creek Greenway through the construction of a railroad overpass bridge. For long-term, the City should support converting the UPRR spur to a greenway.

MASS TRANSIT & PUBLIC TRANSPORTATION

The City of Brentwood is served by the MetroBus public bus and the MetroLink light rail system, both of which are connected through a shared fare system. The City is served by five bus lines (2, 57, 57X, 59, and 68) and two MetroLink stations (the Maplewood Manchester Station and the Brentwood I-64 Station) that connect residents and visitors with the region.

The City should coordinate with the St. Louis County Department of Transportation to establish bus lanes on Brentwood Boulevard during peak hours to help reduce traffic congestion and improve traffic flow along the corridor. Dedicated bus lanes during peak hours will allow the remaining lanes to be prioritized for automobiles, which should help to minimize conflicts between automobiles and buses as they frequent their stops. In addition, the City should increase wayfinding signage around MetroLink stations to improve the navigability of the area.

NON-MOTORIZED CONNECTIVITY

Throughout Brentwood, the pedestrian and bikeway connections to the community are either fragmented or unsafe. There are several gaps in the overall sidewalk and bicycle network, which prevent residents from fully utilizing some of the existing trail network within the City. The City is aware of the existing conditions, and has been proactively organizing or participating in several planning activities.

SIDEWALKS

The City has also conducted a pedestrian network planning effort in conjunction with the City Hall site improvement project. As part of this project, the City is considering a safe and attractive pedestrian connection from Litzinger Road that runs west from Brentwood Boulevard, linking with another pedestrian connection along Rosalie Avenue. This coordinated effort will provide improved pedestrian access to Broughton Park, which will bring the City closer to achieving its goal of establishing an interconnected parks system.

In addition to these efforts, the City should prioritize the construction of a complete sidewalk network along all arterial and collector roads, particularly surrounding commercial and community facilities. Sidewalks along arterial roads should be wider than sidewalks along collector roads to accommodate higher volumes of pedestrian traffic. Where possible, the City should coordinate the construction of new sidewalks and bicycle infrastructure with road improvements and ensure that all new sidewalks, trails, and bicycle lanes are linked with existing or planned projects, thereby following the policies of a "complete street" initiative.

SUSTAINABILITY

The City should implement the following transportation and circulation recommendations to support sustainability:

- Support the enhancement, accessibility and use of public transit.
- Implement the recommendations of the City's Trail Plan as shown in Brentwood Parks System Master Plan to promote bicycling and walking.
- Encourage mixed-use development in the town center to create activity and support residents working, shopping, and recreating within walking distance of their home.
- Include "best management practices" and green building techniques such as parking lots using permeable pavers and porous asphalt, as well as the use of raingardens and landscaped bioswales to reduce flooding and erosion from heavy rainfall.

BICYCLE CONNECTIONS & TRAILS

The City has partnered with the Great Rivers Greenway to evaluate the feasibility of connecting the Deer Creek Greenway to Rogers Parkway. In addition to the existing condition analysis and alternatives, the study included a recommended alternative that serves as a guide for the ultimate development of the greenway connector. This alignment could serve as a catalyst for dramatic improvements for the portion of Brentwood Boulevard. Additional information on the Deer Creek Greenway and Brentwood's trail system can be found in **Chapter 9: Open Space, Recreation, and Environmental Features**.

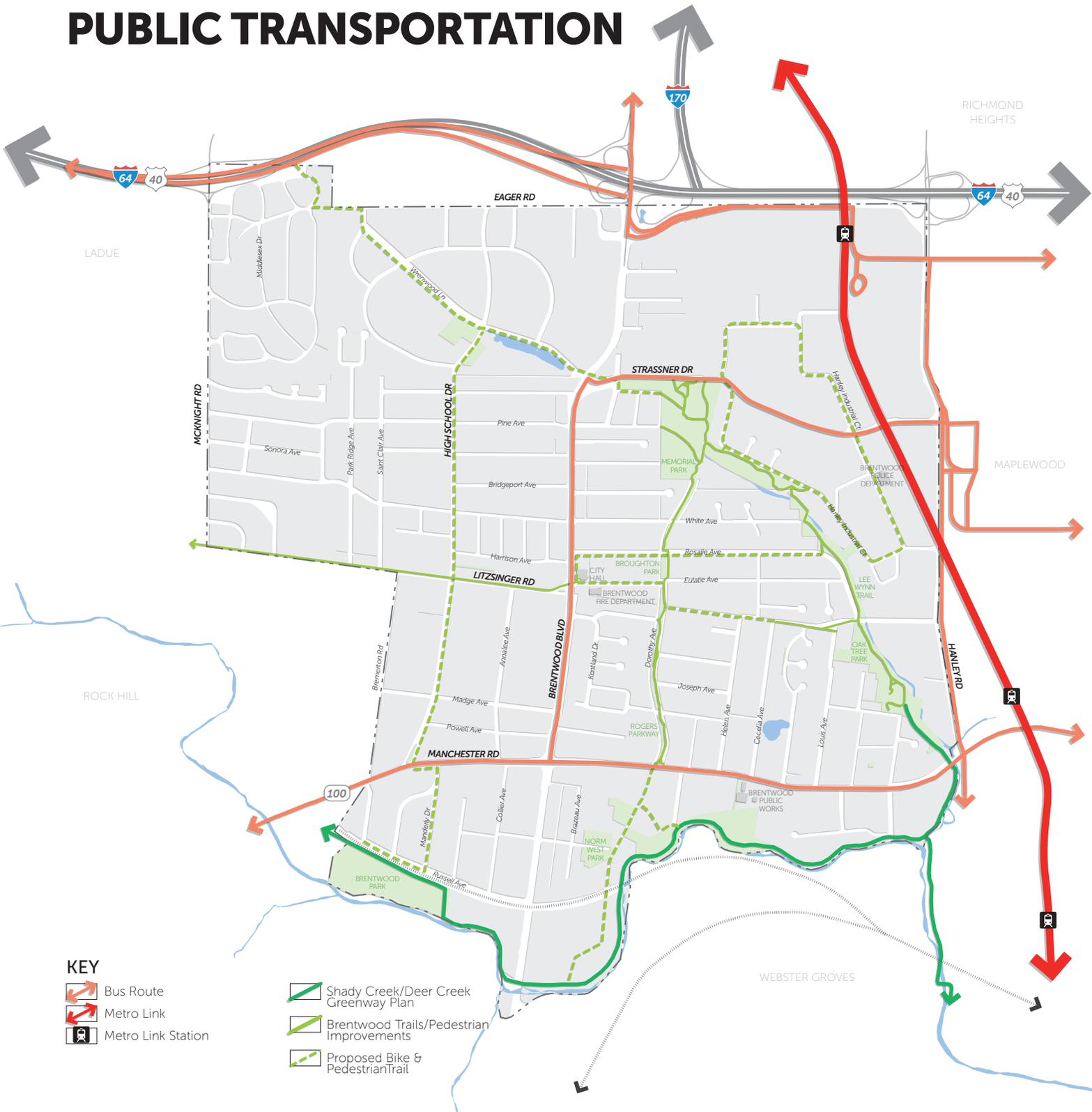
PEDESTRIAN BRIDGES

It is crucial that the City provides opportunities for pedestrians to safely and efficiently access commercial areas. However, high traffic speeds and volumes can be a deterrent and danger to pedestrians attempting to access business, such as along Brentwood Boulevard. The City should continue its efforts in coordinating with the St. Louis County Department of Transportation to establish a pedestrian bridge crossing over Brentwood Boulevard to provide pedestrians with safe access to nearby community services and commercial areas. The bridge is intended to be aesthetically pleasing, unique, and contain a consistent superstructure type throughout its length. The City should also ensure that the pedestrian bridge is ADA compliant so that the bridge can be safely utilized by all of Brentwood's residents, regardless of age or ability. In addition, this bridge can serve as a community gateway and landmark directing people to the Town Center.



* Final design to be determined
Source: City of Brentwood

PUBLIC TRANSPORTATION



KEY

-  Bus Route
-  Metro Link
-  Metro Link Station

-  Shady Creek/Deer Creek Greenway Plan
-  Brentwood Trails/Pedestrian Improvements
-  Proposed Bike & Pedestrian Trail

INTERSECTIONS

Intersections are the most dangerous areas of the circulation system. They should be planned or improved to provide safe and efficient traffic flow for both pedestrian and vehicular traffic. Intersections on Brentwood Blvd, Manchester Road, McKnight Road, and Hanley Road are the most noticeable intersections in the City. Brentwood Blvd and Strassner Drive intersection has been recently improved; however, any future alteration and modification to accommodate potential trails through the intersections should be carefully planned.

The City is currently planning for several trails that would require coordination with St. Louis County and MODOT.

Although roadway intersections in Brentwood seems to be generally safe and working efficiently, following recommendations should help in making the intersection safer for both pedestrian and vehicular traffic.

- All roads should intersect at right angles (90 degrees), although 85 to 95 degrees is acceptable. There are some roads that meet at acute angles occur in Brentwood. Plans to systematically improve these situations should be developed.
- When possible, minimize intersections on Brentwood Blvd and Manchester Road that are close to one another. Existing intersections can be eliminated by using cul-de-sacs with traffic routed along parallel streets to Principal and Minor Arterial Roads.
- Adequate sight distances should be maintained to meet minimum standard requirements at all intersections.
- T-intersections should be used when Local Road intersects with Principal and Minor Arterial roads to reduce conflict and promote safety.
- Provide crosswalks at all intersections where necessary, marked with paint or vinyl strips or identified with a different paving surface.

TRANSPORTATION OBJECTIVES

Create a multi-modal transportation system that links pedestrians, cyclists, and motorists to employment, shopping, and recreation areas.

- Work with Bi-State Development Agency to extend the Metro transit network to more corridors and increase the frequency of service on the existing corridors.
- Emphasize maximum access from Regional Commercial and Mixed-use district to Brentwood and Maplewood Metrolink stations from residential neighborhoods and commercial districts. Sidewalks/pedestrian corridors should be developed from Hanley Road to both mass transit stations.
- Construct a pedestrian bridge across Brentwood Boulevard to improve the east-west pedestrian connectivity of Brentwood neighborhoods.
- Bike routes or lanes and sidewalks should be established on Strassner Road and all other roads in the Regional Commercial and linked to onstreet bike routes and dedicated trails that extend throughout the City of Brentwood.
- Coordinate with Metro to ensure that secure bike racks or storage bins are available at Metrolink stations.
- Construct a pedestrian underpass beneath Manchester Road to connect Rogers Parkway with the future Deer Creek Greenway Connector.
- Coordinate with St. Louis County and the City of Maplewood to develop pedestrian connections from the southern portion of the regional commercial district to the Maplewood Metrolink station.
- Provide a sidewalk connection from Mary Avenue to Norm West Park.
- The City should coordinate with the St. Louis County Department of Transportation to establish bus lanes on Brentwood Boulevard during peak hours to help reduce traffic congestion and improve traffic flow along the corridor.

Improve the function and safety of the street network through controlled access, land use decisions, and street and intersection design improvements.

- Continue to pursue new intersection improvement projects at Hanley and Manchester Roads which will aid traffic flow.
- Evaluate options to eliminate hindrances to free-flowing traffic on Manchester Road. Potential strategies could be construction of a median to limit left turns, expanding the turning capacity at intersections, permitting u-turns at signalized intersections, and limiting the number of entrances to mixed-use areas along the corridor.
- Reconfigure selected existing roads, such as Strassner Road round about, to provide more continuous and safer traffic flow.
- Work with MoDOT and the St. Louis County Department of Transportation to improve the pedestrian safety of intersection on Brentwood Blvd. at Litszinger, Manchester, and Strassner Drive.
- Enhance crosswalks along Brentwood Boulevard and Manchester Road with signage, lighting, striping, and colored pavers to improve their safety.
- Provide vertical curbs and minimize curb cuts and consolidate access drives along the primary transportation corridors to provide safer pedestrian movement on the sidewalk along these corridors.
- Continue coordinating with the Union Pacific Railroad to safely and efficiently complete the Deer Creek Greenway Connector from Rogers Parkway to the Shady Creek/Deer Creek Greenway through the construction of a railroad overpass bridge.
- Minimize cut-through traffic issues by providing ways to reduce driving speed of vehicular traffic.
- Program for trails as recommended in Brentwood Park Systems Master Plan.
- Advocate elimination of UPRR spur to convert the right-of-way to a greenway.

Enhance the aesthetics of the transportation corridors in Brentwood to create more inviting travel experience.

- Provide for a hierarchy of landscape/streetscape treatments along public roads in Brentwood to encourage appropriate improvements as need and funding allow. Improvements to the streetscape should be in context with the type of roadway and the density of the development.
- Install landscaped gateway signage at key entrances and wayfinding signage throughout the community to welcome people into Brentwood, improve the City's navigability, and create a unique sense of place.
- Continue to coordinate road improvements with MoDOT and St. Louis County Department of Transportation to ensure that desired streetscape design elements will be evaluated and potentially incorporated in improvements to the major arterials in Brentwood.
- Provide street trees, planters, lighting, and signage along sections of roadways with increased pedestrian traffic, to provide a more comfortable walking experience.
- Work closely with existing business owners to consolidate or remove unnecessary, redundant, obsolete, or unsafe curb cuts and pavement, provide cross access between parking lots and promote shared parking spaces between multiple business.
- Install adequate and attractive street lighting along local streets.

CHAPTER 8

COMMUNITY FACILITIES PLAN

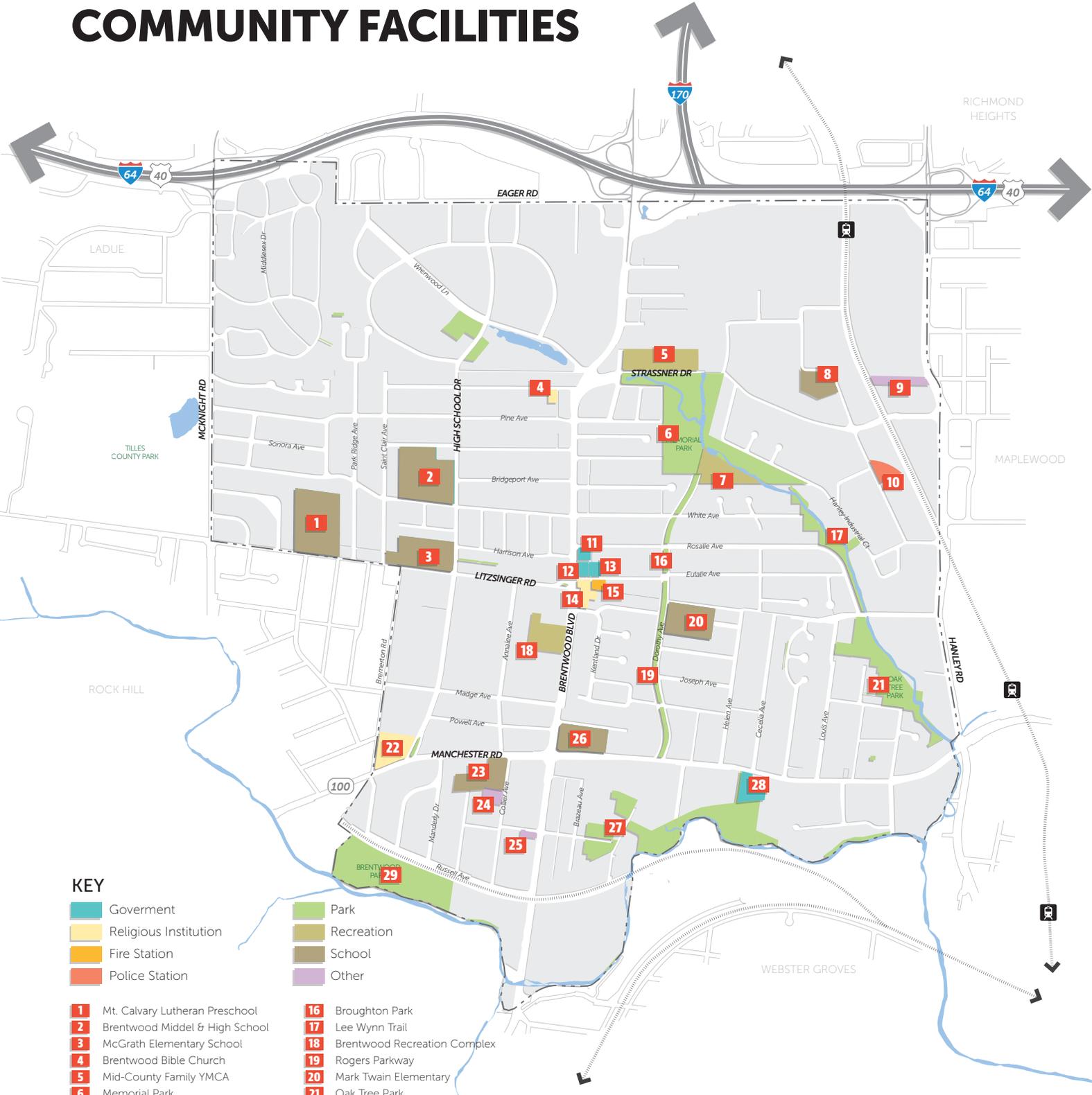


Throughout the engagement process participants and stakeholders mentioned the need to enhance the City's municipal and public facilities. Because Brentwood is a built-out community, the City is prioritizing reinvestment over expansion. Many of these facilities, such as City Hall, the police station, and existing schools, are aging and in need of renovation and modernization. The Community Facilities Plan provides an overview of facilities and identifies long-term recommendations for community service providers.

EDUCATION

The City of Brentwood is served by the Brentwood School District and Saint Mary Magdalen Catholic School. While Brentwood is known as a safe community with quality schools, it has been noted throughout the engagement process that as young professionals have more children, they typically move to neighboring towns. In addition to addressing this issue through increased housing options, the City should enhance the marketing of Brentwood's public schools to increase student enrollment and attract young families. The City should work with the district to encourage "walk to school" programs as that is one of the unique benefits of this district.

COMMUNITY FACILITIES



KEY

- Government
- Religious Institution
- Fire Station
- Police Station

- Park
- Recreation
- School
- Other

- | | |
|---|--|
| <ul style="list-style-type: none"> 1 Mt. Calvary Lutheran Preschool 2 Brentwood Middel & High School 3 McGrath Elementary School 4 Brentwood Bible Church 5 Mid-County Family YMCA 6 Memorial Park 7 Brentwood Swim & Tennis Club 8 Brentwood School District Admin. 9 Animal Protection Association 10 Brentwood Police Department 11 US Post Office 12 Brentwood City Hall 13 Brentwood Public Library 14 Brentwood Congregational Church 15 Brentwood Fire Station | <ul style="list-style-type: none"> 16 Broughton Park 17 Lee Wynn Trail 18 Brentwood Recreation Complex 19 Rogers Parkway 20 Mark Twain Elementary 21 Oak Tree Park 22 Rock Church of St. Louis 23 Elaine Rosi Academy 24 American Legion 25 Brentwood Animal Hospital 26 St. Mary Magdalen Catholic School 27 Norm West Park 28 Brentwood Public Works 29 Brentwood Park |
|---|--|



IMAGE & IDENTITY

The City can strengthen its image and identity through enhancing community facilities and services. The following recommendations will guide the City in improvement upon its image and character through coordinated renovation and modernization efforts.

- *Integrate public art with public spaces, such as around City Hall and the Recreation Complex.*
- *Install native, perennial landscaping around community facilities to beautify the area.*
- *Renovate City Hall to establish a prominent landmark with attractive architecture and pedestrian-friendly amenities.*
- *Develop city-wide signage and graphics standards for influence and shape positive perceptions of a location, making Brentwood a place that is desirable for residents to call home and visitors to spend time.*
- *For short-term, continue working toward restructuring the parking lot of the Recreation Complex with permeable pavers and landscaped islands to serve as an outdoor public venue during various planned events.*
- *For long-term, redevelop the area to build a permanent public plaza.*
- *Inventory and analyze new sites within the Town Center where the Brentwood Public Library can potentially be relocated in a larger, state-of-the-art facility.*

BRENTWOOD PUBLIC SCHOOLS

The Brentwood School District is comprised of 5 schools, which include the Early Childhood Center, McGrath Elementary, Mark Twain Elementary, Brentwood Middle, and Brentwood High. The Brentwood School District is conducting a facilities study to determine what renovations should be made to the four K-12 buildings. Public outreach has noted that the City's schools are under capacity and in need of improvements, such as renovations for ADA compliance, energy-efficient upgrades, and improved security and safety. Parking is also a concern for the City's schools, particularly due to peak hour traffic. The City should continue coordinating with the Brentwood School District, providing support when possible, to ensure that the necessary renovations will be completed in the near future. A traffic/parking study should also be done in relation to the impact of peak-hour traffic on City schools to establish and implement a traffic/parking plan that allows for students, parents, and school staff to adequately access and exit school grounds.

In addition, the City should work closely with the Brentwood School District to establish an effective marketing campaign to promote their quality education and facilities to young families, as the City's schools have the capacity and desire to accommodate more school-aged children and youth. The City should further promote the Brentwood School District by occasionally announcing relevant awards and events on the City's website. The City should also partner with the Brentwood School District, allowing students to become involved with the City through volunteer and internship opportunities.

PRIVATE SCHOOLS

In addition to the Brentwood School District, the City is served by St. Mary Magdalen Catholic School, which operates jointly with the St. Mary Magdalen Catholic Church. Located on Magdalen Avenue, the school's entrance contains attractive landscaping and on-street parking. However, the rear of the building contains a large, open parking lot surrounding by commercial uses. The City should coordinate with the school to retrofit its parking lot with perimeter landscaping and, if possible, landscaped islands to screen the parking lot from the sidewalk along Manchester Road and beautify the area.



PUBLIC SAFETY

The City of Brentwood’s Police and Fire Departments aim to provide high-quality services to residents and businesses. To ensure the continued protection of the Brentwood community, the City should work closely with the Police and Fire departments to address their existing needs and plans for expansion.

FIRE DEPARTMENT

The Fire Department, which is located on Eulalie Avenue, provides protection for the City of Brentwood and conducts in-service inspections for all commercial businesses as well as for large condominium and apartment properties. Fire departments of Brentwood, Clayton, Rock Hill, Maplewood, and Richmond Heights cooperatively engage with Emergency Services Consulting International (ESCI) to review each municipality’s fire department staffing practices, evaluate the potential for future cooperative efforts among the their administrative components, and ensure high-quality protection for their communities. The Fire Department was relocated to its current location in 2011, which includes a modern training classroom that allows fire fighters and neighboring departments to conduct and attend monthly fire fighter Emergency Medical Services (EMS) training classes. The Fire Department to monitor should be adequately staffed to ensure the continued provision of quality services to Brentwood’s residents and businesses.

POLICE DEPARTMENT

The Police Department, is comprised of about 26 staff members, and provides the community with the opportunity to learn additional ways to protect themselves and their property. These educational services include – but are not limited to – the Community Emergency Response Team (CERT), free child car seat installation, the Crisis Intervention Team (CIT), and the Nixle Community Information Service. The City should maintain close communication with the Police Department to monitor personnel needs and continue to budget for adequate staffing to ensure that the department continues to provide high quality services to Brentwood’s residents and businesses. The City should also work with the Police Department to increase surveillance around MetroLink stations and the industrial areas along

Strassner Drive. In addition, the City should encourage the implementation of community policing within the Police Department to strengthen its relationship with residents.

Police Station Facility Needs

The Brentwood Police Department, which is located on Hanley Industrial Court, is east of the Town Center and is isolated from most of the City’s commercial and residential areas. The City should coordinate with police department personnel to relocate the facility near the Town Center, ensuring that the new facility is modern, allows for safe processing, and has adequate training and locker facilities.

PUBLIC & SEMI-PUBLIC FACILITIES

The City’s public and semi-public facilities include City Hall, the Brentwood Recreation Complex, and the Brentwood Public Library. To accommodate the needs of personnel as well as current and future residents, many of these facilities need to be updated and enhanced. The following information provides an overview of Brentwood’s public and semi-public facilities and recommendations for their improvement.

CITY HALL

Brentwood’s City Hall houses the Administration, Planning and Development department as well as the Municipal Court and Brentwood Public Library. Its unique and attractive architecture establishes it as a pronounced community landmark. At present, the City is exploring two options for updating the City Hall site: (1) redeveloping City Hall into a Town Center and City Hall facility or (2) renovating the existing City Hall and Post Office site and developing a small public park. The City should continue its efforts to upgrade the City Hall facility, building on its attractive and historic architecture, to enhance the Town Center and best serve the community. Since Historical Society collections are currently stored in the City Hall, City should include some ancillary functions in the development of new or renovated City Hall such as museum to display artifacts and collections from Historical Society.



PUBLIC WORKS FACILITY

The facility is located on Manchester Road. Location presents challenges due to traffic conditions along Manchester Road. The facility is in need of improved parking plan. Flooding along Manchester Road makes it difficult to access Public Works facility during intense rain events. The only safe route to Public Works is via Cecelia Avenue. There is very little landscaping. City should upgrade the public works facility with improved landscaping and parking layout as funds become available and Manchester Road flooding issues are mitigated.

BRENTWOOD RECREATION COMPLEX

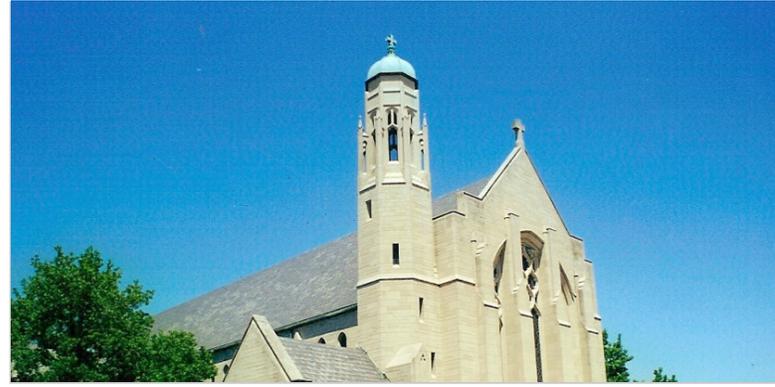
The Brentwood Recreation Complex located on Brentwood Boulevard serves as the City's community center. The Recreation Complex contains rental spaces for meetings and gatherings and an ice arena for hockey leagues and skating. The City is in the process of coordinating with the Parks and Recreation Department to reconfigure the parking lot of the Recreation Complex to establish a multi-use outdoor venue. The project intends to enhance the parking lot with permeable pavers and landscaped islands to beautify the area, capture unused MSD stormwater credit for a future City project within the Town Center area, and provide for a versatile space that hosts events year-round as well as accommodates parking. While in the short term, the City should continue its efforts in implementing this project, for the long term, it should try to implement a more permanent redevelopment opportunity in this area, as suggested in the sub area plan for the Town Center.

PUBLIC LIBRARY

The Brentwood Public Library, located on Eulalie Avenue as a part of the City Hall, is one of nine independent community libraries in St. Louis County that constitute the Municipal Library Consortium of St. Louis County (MLC). The library provides the community with information services, outreach programs, as well as access to print and multimedia materials. As the City continues to pursue renovating City Hall, it should coordinate these efforts with the potential relocation and expansion of the Brentwood Public Library. The City should conduct an inventory of available sites where the Brentwood Public Library can be relocated to a larger, state-of-the-art facility within the Town Center. It is crucial that the library remain a prominent destination within the Town Center, as it serves as a gathering place for families, visitors, and community members, is currently in a highly accessible location, and attracts pedestrians to the area.

RELIGIOUS INSTITUTIONS

Brentwood's religious institutions include a variety of denominations. Located on the corner of Brentwood Boulevard and Manchester Road, Saint Mary Magdalen Catholic Church is a prominent landmark along the Brentwood Boulevard Corridor. The City should coordinate with all religious institutions to ensure their sites are adequately landscaped and that their needs are being met. In addition, the City should work closely with Saint Mary Magdalen Catholic Church to enhance its landscaping, ensuring that it remains a prominent, attractive landmark and point of interest along Brentwood Boulevard and in the Town Center.



COMMUNITY FACILITIES OBJECTIVES

Ensure the provision of high-quality public health, safety, recreation, civic services and education for all of Brentwood's residents.

- Ensure that the City continues to benefit from an adequate level of fire and police protection throughout the City.
- Using various design and signage tools, reinforce community landmarks such as City Hall, the Recreation Complex, Saint Mary Magdalen Catholic Church, Brentwood Congregational Church, and structures in and around the Town Center area.
- Support and promote the expansion of the Brentwood Public Library and its programs. Include library function as part of a consolidated civic campus project with City Hall, Post Office, and Historical Society museum space.
- Work with developers to renovate City Hall or build a new building as part of a consolidated civic campus.
- Establish a multi-purpose community plaza in the lot of the Recreation Complex on Brentwood Boulevard.
- Work with local artists and community members to integrate art with public spaces.
- Support the Fire Department and Police Department through close coordination and planned allocation of resources to maximize public safety.
- Encourage the implementation of community policing practices within the Police Department to strengthen their relationship with residents.
- Establish a strategic marketing campaign to promote the Brentwood School District's quality education to young families.
- Work with St. Mary Magdalen Catholic School to retrofit its parking lot with perimeter landscaping and, if possible, landscaped islands to screen the parking lot from the sidewalk along Manchester Road and beautify the area.

- Partner with the Brentwood School District to provide students with the opportunity to become involved with the City through volunteer and internship opportunities.
- Work with post office to upgrade their facility through a consolidated Civic Services complex with City Hall and ancillary services.

Ensure the provision of high-quality of public infrastructure for all of Brentwood's residents.

- Continue to strengthen the partnership between infrastructure providers such as MSD and Ameren UE.
- Coordinate with MSD to upgrade the main trunk line and any lateral lines which have exceeded the useful life and in need of replacement.
- Coordinate and work with Ameren UE to bury overhead electric lines or adjust/relocate the lines to accommodate Brentwood's urban development projects.
- Continue to maintain and invest in existing neighborhood infrastructure and services as the City transitions to a more dense development..
- Utilize stormwater best management practices (BMPs) to minimize flooding and improve local and regional water quality.

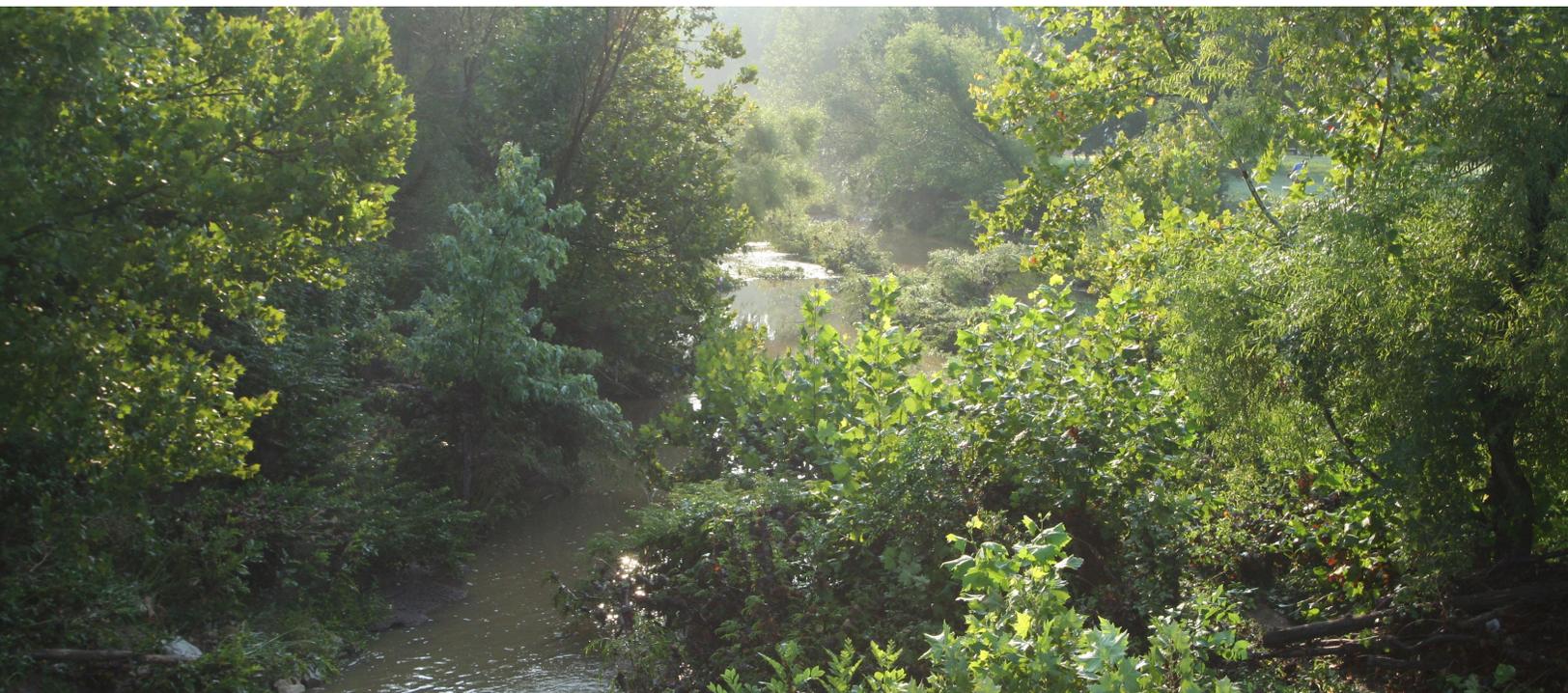
SUSTAINABILITY

The City should implement the following recommendations to enhance the sustainability of its municipal, public, and semi-public facilities.

- Ensure that newly constructed trails and sidewalks link residential neighborhoods with community facilities.
- Utilize stormwater best management practices (BMPs), such as rain gardens and permeable pavers, at community facilities to minimize flooding, improve local and regional water quality, and beautify the area.
- Consider obtaining LEED certification for municipal buildings.
- Work closely with developers to ensure the construction of sustainable buildings when facilities are renovated.

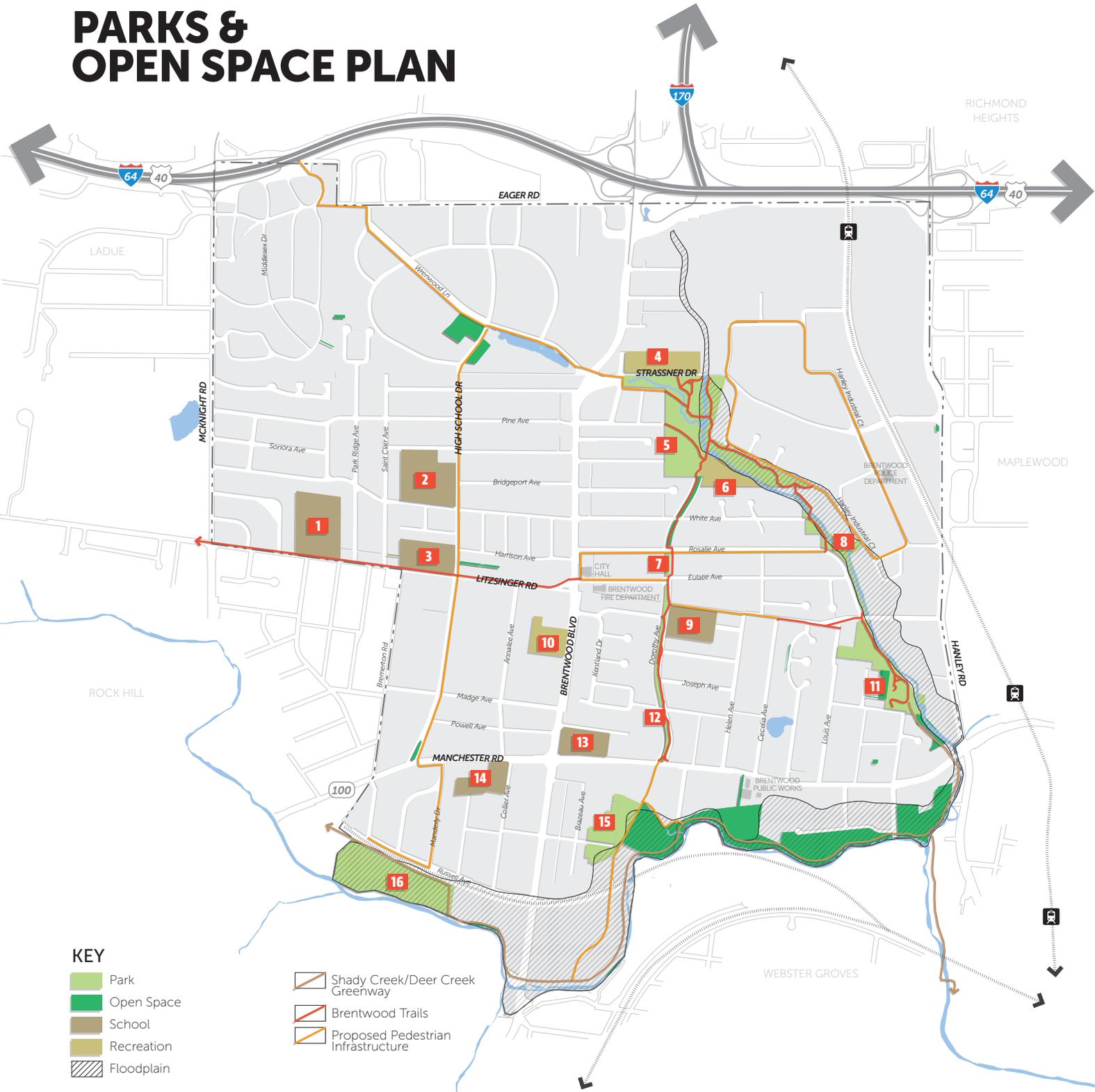
CHAPTER 9

OPEN SPACE, RECREATION & ENVIRONMENTAL FEATURES PLAN



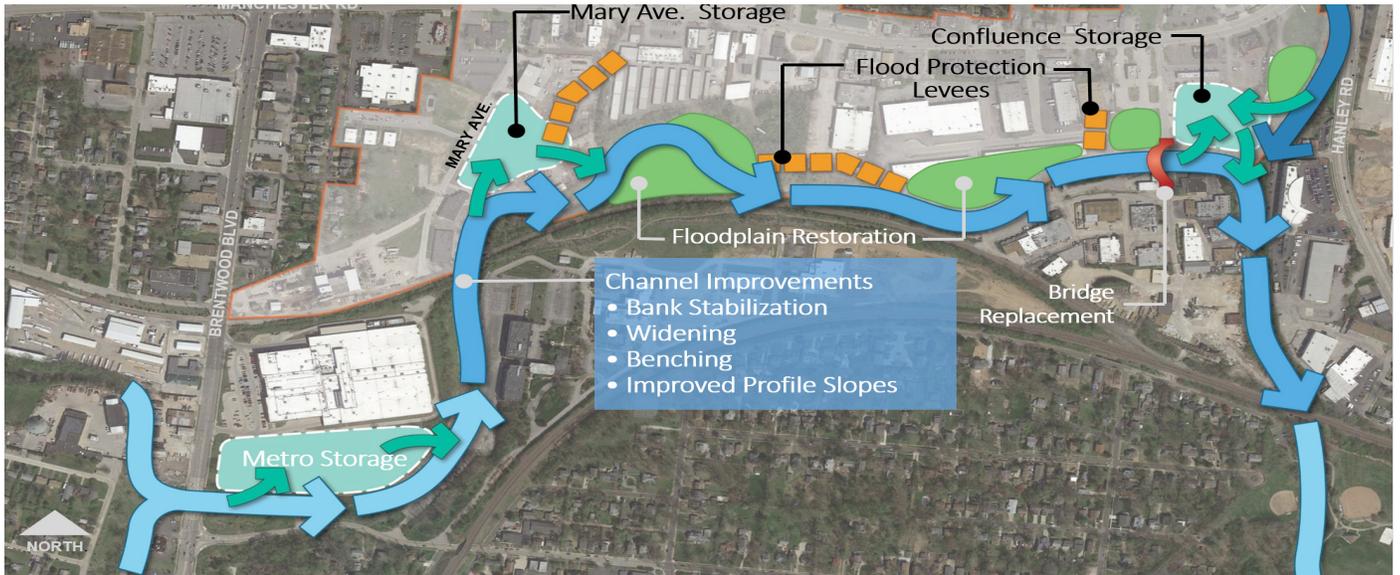
Brentwood's trail system, parks, open space, and creeks significantly contribute to the community's character, image, desirability, and quality of life. These elements provide important pedestrian amenities and should be preserved, expanded, better connected to one another, and better integrated within the community. The Open Space, Recreation & Environmental Features Plan provides a policy framework to ensure the long-term viability of Brentwood's recreation and natural resources. The plan presents an overview of the City's existing parks and open space systems and provides recommendations for their expansion, enhancement, and increased connectivity.

PARKS & OPEN SPACE PLAN



- 1 Mt. Calvary Lutheran Preschool
- 2 Brentwood Middle & High School
- 3 McGrath Elementary School
- 4 Mid-County Family YMCA
- 5 Memorial Park
- 6 Brentwood Swim & Tennis Club
- 7 Broughton Park
- 8 Lee Wynn Trail

- 9 Mark Twain Elementary
- 10 Brentwood Recreation Complex
- 11 Oak Tree Park
- 12 Rogers Parkway
- 13 St. Mary Magdalen Catholic School
- 14 Elaine Rosi Academy
- 15 Norm West Park
- 16 Brentwood Park



Deer Creek Flood Mitigation Project

BRENTWOOD PARKS & RECREATION

The City's Parks & Recreation Department is responsible for the City's park system, which includes Brentwood Park, Broughton Park, Hanley Park, Memorial Park, Norm West Park, Oak Tree Park, and Rogers Parkway. The Parks & Recreation Department aims to provide the Brentwood community with spaces and opportunities for a sustainable future that best serve the community's evolving needs. Programmed events through the Parks & Recreation Department include – but are not limited to – sports camps, skating, LEGO engineering camps, classes, and concerts. The Parks & Recreation Department is also responsible for the Brentwood Recreation Complex, which provides the community with an ice arena and meeting spaces to host various events and leagues.

DEER CREEK FLOOD MITIGATION

Flooding from Deer Creek is one of the most frequently cited issues throughout the planning process, which has impacted residential neighborhoods and businesses along Manchester Road. In recent years, flooding has damaged homes and local businesses, and has worsened in areas with that have experienced demolition and larger redevelopment projects.

The City is pursuing planned improvements to the Deer Creek Corridor to accommodate additional stormwater management and reduce flooding along Manchester Road. The Deer Creek Flood Mitigation Project includes water storage on Mary Avenue, floodplain bench and restorage, water storage at the confluence of Deer Creek and Black Creek, and levees at Bompert Avenue and Brentwood Industrial Drive. In addition, the project will include widening Deer Creek, and constructing consistent slopes for streambank restoration.

The City should continue addressing flood issues along Manchester Road and Brentwood Boulevard by integrating green infrastructure and best management practice (BMPs) techniques into renovations and redevelopment. This can be accomplished through the installation of vegetative bioswales, rain gardens, permeable pavers, and porous asphalt. The City should also work with property owners to retrofit existing parking lots and building sites with green infrastructure to reduce flooding and stormwater runoff in the future and beautify the area.

IMAGE & IDENTITY

Offering high-quality parks and recreation within the City will strengthen the image and identity of Brentwood. Continuing to provide attractive and popular parks and open space areas will improve the quality of life for residents. The City should undertake the following recommendations to strengthen the City's image and identity through quality parks and open space:

- Market the City's parks, open space, environmental features and recreational amenities to both residents and visitors.
- Support the use of larger parks such as Hanley and Memorial Park to hold 5K run events.
- Create similar trail system such as Rogers Parkway and connect with regional trail system such as Great Rivers Greenway trails that will support walking and biking throughout the region which will also attract visitors to the area.
- Implement the signage and graphics standards developed by the Parks and Recreation department and continue the design and color theme to other City's signage to build a unified signage system.



KEY:

- A. RELOCATED DRIVEWAY
- B. UNDERPASS
- C. RELOCATED MARY AVENUE
- D. RECONFIGURED PARKING LOT
- E. FUTURE DOG PARK
- F. NORM WEST PARK
- G. TRAILHEAD PARKING AND PLAZA
- H. RAILROAD OVERPASS
- I. WETLAND RESTORATION
- J. STREAM BANK RESTORATION
- K. DEER CREEK BRIDGE
- L. WETLAND OVERLOOK
- M. DEER CREEK TRAILHEAD AND PARKING

Deer Creek Greenway Connector

TRAIL NETWORK

Brentwood’s trail network needs improved connectivity to establish a complete trail system and an interconnected parks system. Existing trails include the Dogwood Trail, Red Bud Trail, Maple Trail, and Oak Trail, and Rogers Parkway, which connect Broughton Park, Hanley Park, Memorial Park, and Oak Tree Park. The proposed Brentwood Trail, which is expected to begin at McKnight Road and run east along Northcote Road, Wrenwood Lane, and Strassner Drive, will improve trail connectivity in the City’s northeast side. The City should continue coordinating its plans expand its sidewalks and multi-use trails to create a complete trail network and establish connections to Norm West Park, Brentwood Park, and the Brentwood Recreation Complex.

Proposed Future Pedestrian & Trail Connections

The City is currently in the planning and implementation stages for a handful of proposed trails and pedestrian connectors. Future trails and connectors are intended to connect with the Litzsinger Pedestrian Improvement, which is an existing pedestrian improvement zone lined by ornamental lighting located on east of McKnight Road, as well as other trails, parks, and open spaces in the City’s parks and open space system. The following list and describes Brentwood’s future pedestrian and trail networks:

- The City is in the process of implementing the Rosalie Connector, which will extend the Litzsinger Pedestrian Improvement to the east. The Rosalie Connector will consist of sidewalks lined with ornamental lighting.
- The City is planning for a pedestrian connection along High School Drive, which will connect with the Litzsinger Pedestrian Improvement.
- The City has proposed the creation of a future trail along Strassner Drive and Wrenwood Lane. The trail, which is still in early stages of planning, is planned to terminate near I-64. This trail will accommodate pedestrians and cyclists.

Deer Creek Greenway Connector

Brentwood’s partnership with the Great Rivers Greenway to construct the Deer Creek Greenway Connector trail will increase trail connectivity throughout the City and establish an attractive pedestrian amenity. The Deer Creek Greenway Connector is proposed to run along the north side of Deer Creek and connect with Manchester Road and additional trail networks from Rogers Parkway and a trail connection just west of Hanley Road. This project will ultimately connect trail with the Shady Creek/Deer Creek Greenway. The City should continue pursuing these improvements to establish a safe, well-connected trail system for its residents and visitors.

SUSTAINABILITY

Beyond environmental sustainability, parks and open space can also contribute to other aspects of sustainability, including economic sustainability and cultural sustainability. To these ends the City should consider the following recommendations when constructing or renovating parks and recreation facilities to support sustainability:

- Ensure high-quality parks and recreational facilities exist in the City to attract visitors to the area that will add to the economy and support local businesses.
- Incorporate rain gardens with native plants into streetscaping throughout the City.
- Include “best management practices” and green building techniques such as pervious paver parking lots and the use of native plantings.
- Encourage the addition of energy saving construction techniques and the use of solar or wind generating energy sources.
- Continue to hold community events and festivals at public parks to support quality of life and to attract visitors to the area.

PARKS, OPEN SPACE & ENVIRONMENT OBJECTIVES

Establish and maintain accessible, high-quality parks and recreation facilities for all of Brentwood's residents to enjoy.

- Connect existing and proposed trails with the Shady Creek/Deer Creek Greenway.
- Incorporate public artwork into Brentwood's trail system.
- Establish a complete, interconnected pedestrian and bicycle trail network throughout Brentwood.
- Work with the Parks and Recreation Department to identify grants and secure alternative funding for parks, open space, trail segments, trail connections, and other recreation amenities for the community.
- Work with the Parks and Recreation Department to install wayfinding signage along trails and greenways to improve access to Brentwood's outdoor recreation.
- Work with the Parks and Recreation Department to provide mini park on the west side of Brentwood Blvd at Litzinger Road.
- Develop a partnership with the Brentwood School District to explore additional improvements and joint school grounds and indoor facilities.

Ensure the preservation, protection, and enhancement of the City's tree population and floodplain to minimize flooding, promote environmental stewardship, and maintain healthy, diverse ecosystems.

- Monitor and enforce zoning, development, and other appropriate regulations to protect and maintain floodplains, flood-prone areas, wetlands, remnant natural areas, mature native tree stands, and other environmentally-sensitive landscape elements.
- Work with the Parks and Recreation Department to install environmental education and interpretive signage throughout the community in locations with natural areas and environmental assets.
- Minimize the amount of impervious surface created by new development to reduce long-term contributions to stormwater runoff.
- Encourage and promote native landscaping around the perimeter of stormwater detention facilities.
- Establish policies and best practices to ensure that development and infrastructure projects do not represent a threat to wooded areas to maintain and enhance the City's existing tree population.
- Continue the ongoing maintenance of City trees.



CHAPTER 10

IMPLEMENTATION STRATEGIES

GENERAL DEVELOPMENT STRATEGY

Many of the projects and improvements identified in the Comprehensive Plan Update can be implemented through policy decisions or traditionally funded municipal programs, however, other projects, particularly those of the scope and scale presented in the Subarea Plans, may require a more wide-ranging, strategic approach, including the use of public-private partnerships to ensure appropriate levels of quality and character for new projects.

The City of Brentwood should consider the following tools as a part of a comprehensive development strategy, in addition to utilizing the previously identified potential funding sources:

1. **Land acquisition/assembly:** Larger redevelopment projects will require larger site areas. The City may want to consider developing a land acquisition/assembly strategy in targeted areas. Once properties have been assembled, the City may release a Request for Proposals (RFP) for future redevelopment of opportunity sites within the Subareas. As proposals from the development community are presented to the City, these proposals should be reviewed based on their consistency with Comprehensive Plan Update.
2. **Marketing:** The marketing of potential redevelopment sites within the previously identified Subareas will be important to ensure a larger regional market is aware of these unique opportunities in the City of Brentwood. This may include the preparation of a name and logo for the area, a broad regional marketing campaign, and local support of business owners.
3. **Development Codes:** City codes should be updated to encourage redevelopment projects to implement key sidewalk, lighting, open space, and other improvements within the public purview. To the extent practicable, the City should also coordinate roadway improvements in conjunction with private development to leverage private-sector resources and minimize community disruption.
4. **Capital Improvement Program**

POTENTIAL FUNDING SOURCES

A description of potential funding sources currently available to the City and its partners for implementation is summarized below. As the following funding sources and streams are subject to change over time, it is important to continue to research and monitor grants, funding agencies, and programs to identify new opportunities as they become available.

GENERAL ECONOMIC DEVELOPMENT

Tax Increment Financing (TIF)

The purpose of TIF funding is to assist in financing the redevelopment of areas within a community that qualify as blighted, in need of conservation, or an area of economic development. TIF funding can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting certain development costs.

TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and further incentivize investment. As the Equalized Assessed Value (EAV) of properties within a TIF district increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in that area. Local officials may then issue bonds to undertake other financial obligations based on the growth in new revenue.

Over the life of a TIF district, existing taxing bodies receive the same level of tax revenue as received in the base year, however, provisions exist for schools to receive additional revenue. The maximum life of a TIF district in the State of Missouri is 23 years.

Special Assessments

Special assessments are taxes levied on properties to provide funding for improvement projects that will directly benefit that property. Unlike TIF districts, special assessments are applied only to those properties which will benefit from a project, rather than an established area. Assessments can be initiated by property owners, legislative bodies, or local administrations, at which point the cost of the project and the potential benefit to adjacent properties is assessed. Total costs of the project are apportioned to all properties within the assessment and paid through special tax bills.

Community Improvement District (CID)

Community Improvement Districts allow a municipality to collect sales taxes, property taxes, special assessments, as well as issues bonds to fund a range of improvements and projects within an area. CIDs must be created at the petition of property owners within the district. CID funding can be used for a variety of projects such as utility and transportation infrastructure improvements, maintenance and expansion of landscaping and public spaces, creation and support of community facilities and amenities, and the provision of public services such as promotion, maintenance, and economic development for the district.

Special Business District (SBD)

Special Business Districts allow a municipality to collect property taxes, business license taxes, and special assessments, and issue bonds to fund projects within an area, with a focus on improvements that will benefit businesses within the established district. SBDs must be created by the petition of property owners within the district. SBD funding can be used for a variety of projects like those permitted for CIDs, however, a greater focus is placed on infrastructure improvements and public services that will benefit business activity and economic development.

Neighborhood Improvement District (NID)

Neighborhood Improvement Districts allow a municipality to make improvements within a district by issuing bonds to pay for improvement projects. Unlike other funding methods which create districts or corporations that are separate entities, NIDs are not separate from the municipality and are not limited to blighted areas of a community. Using NIDs, a municipality will issue bonds to pay for public improvements and pay these bonds by levying assessments on property within the district. As these districts are not separate from the municipality, bonds are backed by general revenue and are thus more secure than other market investments. NID funding is limited to projects for public facilities and services, including public infrastructure, utilities, transportation systems, parks and open spaces, and public amenities.

Local Option Economic Development Sales Tax

Local Option Economic Development Sales Tax is a tool by which a municipality may levy a tax of up to 0.5 percent to support planning, projects, and improvements related to economic development. To administer the tax, the municipality must receive voter approval, allowing the creation of an Economic Development Tax Board. The board operates in an advisory role, creating plans and identifying projects for economic development which are then recommended for funding. The program requires that 20 percent of the revenue be used for long-term economic development preparation and no more than 25 percent be used annually for administrative purposes.

Incentives

Utilizing other funding mechanisms, such as TIF districts, CIDs, or SBDs, the City can provide a variety of incentive programs to help with implementation of the Plan. These incentives can be used to attract new development, improve existing development, and encourage business owners to remain in the community. This list identifies potential incentive programs that establish a starting point for creating comprehensive range of incentive programs that help the City complete its objectives.

Façade & Site Improvements Programs

Façade and site improvement programs can be used to beautify and improve the appearance of existing businesses. These programs provide low-interest loans or grants to business owners to improve the exterior appearance of designated structures or properties. These programs are most commonly supported by funding made available through TIFs.

Sales Tax Rebate

A sales tax rebate is a tool typically used by municipalities to incentivize business to locate to a site or area while making cost-effective physical improvements. For developments that require public infrastructure extensions, the City can negotiate a sales tax rebate agreement, by which the developer agrees to pay for the cost of improvements. The City will then reimburse the developer over a specified period utilizing the incremental sales taxes generated by the improvement(s). Sales tax rebates have proven effective in attracting new businesses and encouraging redevelopment and renovation.

Property Tax Abatement Under Chapter 353

Property Tax Abatement Under Chapter 353 of the Revised Statutes of Missouri allows a community to address blighted areas by offering property tax abatements. A municipality may provide abatements upon the establishment of an Urban Redevelopment Corporation and approval of a development plan. Tax abatements can be offered for up to 25 years with the goal of encouraging redevelopment within the area. During the first 10 years, real property taxes on land and all improvements are abated and the owner pays the cost of real property taxes from the year before establishment of the abatement. For the following 15 years, the City can offer a 50 percent to 100 percent abatement on the incremental change in real property taxes that would naturally occur.

Payment in Lieu of Taxes (PILOT)

Payment in Lieu of Taxes (PILOT) is a tool like tax abatements and may be used in coordination with abatements. A municipality can use PILOT to reduce the property tax burden of a desired business for a pre-determined period. In this instance, the City and property owners will agree to the annual payment of a set fee in place of property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can be a means of reducing the fiscal impact on a municipality of a nonprofit, institutional use, or other non-taxpaying entity. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

Revolving Loan Fund

A revolving loan fund is administered to provide financial support and assistance to new or expanding businesses, funded through the Missouri State Revolving Loan Fund, called the SRF Leveraged Loan Program. This program is managed by the Department of Natural Resources Water Protection Program. The borrower may use the low-interest loan for construction, property rehabilitation/improvements, and land acquisition, among other costs.

TRANSPORTATION & INFRASTRUCTURE

Fixing America's Surface Transportation (FAST) Act

In December 2015, FAST Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and was extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for states and local governments, streamline project approval processes, and encourage innovation to make the surface transportation system safer and more efficient. The City should monitor the FAST Act as application occurs to determine the full extent of funding changes and implementation. The City should remain an active participant in regional transportation funding discussions through East-West Gateway as the region's Transportation Improvement Program (TIP) is developed.

Transportation Development District (TDD)

Transportation Development Districts allow a municipality to collect sales taxes, special assessments, property taxes, tolls, and issues bonds within a specific area to be used for transportation improvements. The establishment of a TDD must be approved by voters within the new district boundaries. TDD funds can be used for improvements and expansions of transportation infrastructure, including roadways, highways, signage, intersections, parking lots, and transit stops and stations.

Surface Transportation Program (STP)

The Surface Transportation Program provides federal funding through the Federal Highway Administration (FHWA) for transportation projects and improvements. Brentwood is eligible for STP funds through the Large Urban program, that provides funding for the metropolitan areas in Missouri, including, Kansas City, Springfield, and St. Louis. STP funds can be used for multimodal and roadway projects related to highways, alternative transportation, transportation safety and control, natural habitat and wetlands mitigation, infrastructure improvements, and environmental restoration and pollution prevention.

Transportation Enhancements (TE)

Transportation Enhancements are funded as part of the STP program with the aim of expanding travel choices and improving the transportation experience. This can include projects related to pedestrian and bicycle facilities, historic preservation, landscaping and scenic beautification, and control of outdoor advertising, among others.

Congestion Mitigation and Air Quality (CMAQ)

The Congestion Mitigation and Air Quality program was established through federal funding to provide assisting in meeting federal air quality guidelines. As part of the St. Louis metropolitan area, Brentwood is eligible for funding through the CMAQ program. Funds are available for a variety of transportation projects with the requirement that the project have a demonstrated effect on reducing emissions.

Missouri Byways Program

The Missouri Byways Program was established to encourage the creation of routes that demonstrate examples of the state's culture, history, archeology, natural beauty, scenic views, and recreational amenities. The program provides funding for the designation, protection, promotion, and necessary infrastructure development to benefit important routes.

PARKS, TRAILS & OPEN SPACES

The Missouri Department of Natural Resources offers two grant programs for outdoor recreation through the Division of State Parks. This includes the Land and Water Conservation Fund (LWCF) and the Recreational Trails Program (RTP), which are federally-funded through the U.S. Department of the Interior, National Park Service.

Land and Water Conservation Fund (LWCF)

Land and Water Conservation Fund grants are available to municipalities, counties, and school districts to be used for outdoor recreation projects. Grants require a 55 percent match and funding varies by year, most recently having a \$75,000 maximum amount per project. All funded projects are taken under perpetuity by the National Park Service and must be used only for outdoor recreational purposes. Examples of common projects funded by LWCF grants include:

- Playgrounds,
- Ball fields,
- Pools and water parks,
- Archery and shooting ranges,
- Camping facilities,
- Picnic areas,
- Golf courses, and
- Boating and fishing facilities.

Recreational Trails Program (RTP)

The Recreational Trails Program is federally-funded through the Federal Highway Administration (FHWA), with the goal of promoting motorized and non-motorized recreational trails. Grants are available to local and state governments, school districts, for-profit and non-profit organizations, and private businesses. Projects require a minimum match of 20 percent of total costs and have a grant maximum of \$150,000 per project. Eligible projects must be open to the public and can include:

- Constructing new recreational trails;
- Maintaining or renovating existing trails;
- Developing or renovating trailheads or trail amenities;
- Acquiring land of recreational trails; and
- Purchasing or leasing trail maintenance equipment.

St. Louis County Municipal Park Grant Program

The Municipal Park Grant Commission generates about \$6 million annually for the parks of the 90 municipalities throughout incorporated St. Louis County. The Commission receives and **reviews construction grant proposals from municipalities on an annual basis**. This money has been used to fund parks, playgrounds, water parks, golf courses, trails, recreation centers, and many other types of recreation facilities. In addition, miniature "planning" grants are made available to help municipalities plan their proposals. Unlike the implementation grants, planning grants must be met by a 20% match by the municipality, and cannot exceed an award amount of \$6,400.

IMPLEMENTATION MATRIX

The Implementation Action Matrix offers a comprehensive list of all implementation strategies, policies, and recommendations contained within the Brentwood 20/20 Plan. The matrix provides staff with a tool to prioritize implementation activities and projects over the life of the plan. In addition, the matrix allows the City to approve specific, actionable items on an annual basis and evaluate progress based upon completed implementation strategies. The Implementation Action Matrix offers a brief description of each project and indicates the time frame they are expected to be completed; participating agencies to be involved; and tools, techniques, and resources needed to complete the project.

OBJECTIVE 1:

Ensure the management of floodplain to minimize flooding, promote environmental stewardship, and maintain healthy, diverse ecosystems.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Implement stormwater management projects as recommended by the Deer Creek Flood Mitigation Study	Short	MSD, USACE, and Property Owners	Administrative Actions
Work with Metropolitan St. Louis Sewer District(MSD) and USACE to formalize the flood mitigation project.	Short	MSD, USACE, Missouri Department of Natural Resource	State Emergency Management Agency (SEMA) Grant Programs; USACE programs; Flood Mitigation Assistance Grants
Identify parcels to be acquired for flood relief program based on Final Study.	Short	St. Louis County Property Assessor	Administrative Actions
Provide guidance and educational opportunities related to the benefits of the flood mitigation projects to owners of properties located in the floodplain.	Short	Property Owners	Administrative Actions
Create a timeline for property acquisition needed for storage ponds and other floodplain restoration work.	Short	MSD and Property Owners	Administrative Actions
Engage an engineering firm to develop information needed for Hazard Mitigation Grant Program (HMGP) and Flood Mitigation Assistance applications to support property acquisition and structural retrofit/flood proofing applications.	Short to Medium	MSD and Property Owners	Administrative Actions
Work with the property owners to establish temporary and permanent easements needed for flood mitigation work.	Short to Medium	MSD and Property Owners	Administrative Actions; Policy decision
Proactively coordinate with the Parks and Recreation Department and Great Rivers Greenway to integrate the Deer Creek Greenway to Rogers Parkway Trail Connection project with flood mitigation efforts.	Short	MSD, Great Rivers Greenway (GRG), USACE, and Property Owners	Recreational Trails Program; Land and Water Conservation Fund
Develop Best Management Practice(BMPs) specific to Brentwood and revise Code of Ordinance to require development to adopt BMPs for stormwater management.	Short	MSD and Property Owners	Administrative Actions; Policy decision

OBJECTIVE 2:

Creating a walkable and compact Town Center and create a community gathering space for Brentwood residents.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Amend the Zoning Code to establish a Mixed-Use District that will facilitate the establishment of the Town Center by allowing for the appropriate uses, heights, and built form as detailed in the Subarea Plan.	Short	Architecture Review Board, Planning and Zoning Commission	Administrative Actions; Consultants assistance
Create a gateway feature at the southwest corner of the intersection of Brentwood Boulevard and Litsinger Road to welcome the entry to Brentwood Town Center.	Short/Medium	Parks and Recreation; Public Works; Consultants	Administrative Actions; Community Improvement District (CID); and Special Business District (SBD); and Neighborhood Improvement District (NID)
Consider renovating the existing City Hall building, or work with local developers to redevelop the site with a new mixed-use building, including both commercial and civic uses.	Short/Medium	Private Developers	Tax Increment Financing (TIF); CID; SBD; and NID
Create and implement a streetscape plan to strengthen pedestrian connections in the Town Center area from adjacent residential neighborhoods with complete sidewalks, improved crosswalks, adequate street lighting, and other streetscape elements.	Short/Medium	Property Owners/Public Works, Consultants	Administrative Actions; General Fund; Surface Transportation Program
Work with property owners and local developers and promote the consolidation and redevelopment of Hunan Wok and Brentwood Dental Group sites to create a higher density mixed-use development with more ground-floor leasable space and an improved appearance.	Short/Medium	Property Owners/Private Developer	Façade and Site Improvement Programs; Sales Tax Rebate; Property Tax Abatement Under Chapter 353; Revolving Loan Fund
Convert the existing parking of Brentwood Recreation Center into a new venue for city events.	Short/Medium	Planning and Development, Parks and Recreation, Public Works,	Administrative Actions; General Fund
Work with the St. Louis County Transportation department to improve pedestrian mobility and comfort along Brentwood Boulevard during both peak and off-peak hours.	Short	St. Louis County Transportation Department	Transportation Development District
Work with the St. Louis County Transportation Department to explore the feasibility, design, and construction of a pedestrian bridge or tunnel across Brentwood Boulevard.	Medium/Long	St. Louis County Transportation Department	Congestion Mitigation and Air Quality (CMAQ)
Provide high quality landscape with street trees; ornamental lights, banners, and site furnishings along the Brentwood Blvd sidewalks around the Town Center area.	Short	Parks and Recreation; Public Works; Consultants	NID; SBD
Work with Ameren UE to relocate or bury overhead utilities to improve the corridor's appearance and pedestrian mobility.	Short/Medium/Long	Ameren UE	NID; SBD

OBJECTIVE 3:

Manage residential infill development to preserve and enhance the existing character of Brentwood’s residential neighborhoods.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Develop infill development regulations so that the single-family infill development is compatible with the existing neighborhood character.	Short	ARB, Planning and Zoning Commission	Administrative Actions; Policy Decision
Update Zoning Code for Single-family residential	Short	ARB, Planning and Zoning Commission	Administrative Actions; Policy Decision; Consultant Assistance
Update Zoning Code to include the applicability of Residential Design Guidelines for the development approval process.	Short	ARB, Planning and Zoning Commission	Administrative Actions; Policy Decision; Consultant Assistance
Create Neighborhood Conservation District as an option for residential neighborhoods	Medium	Planning and Zoning Commission	Administrative Actions

OBJECTIVE 4:

Rebrand and reposition Hanley Industrial Court as a regional employment hub.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Rebrand Hanley Industrial Court to Hanley Business Park.	Short	Property Owners and Private Developers	Administrative Actions; Policy Decision
Amend the Zoning Code to establish Business Park and Mixed-Use districts in Hanley Business Park by allowing appropriate uses, heights, and built form as described in the Sub-Area Plan.	Short/Medium	ARB; Planning and Zoning Commission	Administrative Actions; Policy Decision
Involve developers and property owners of Kirkwood Mill and Work, Fresenius Medical Care, Wellington Environmental, Mc Donald’s Publishing, McMillan Cabinet Maker, Ravensburg , and Alcotek businesses to develop a plan to provide permanent easements or property acquisition incentives for transportation infrastructure improvements.	Long	Property Owners, Public Works	Fixing America’s Surface Transportation (FAST) Act; Transportation Development District (TDD)
Educate existing property and business owners to reduce underutilized paved surfaces to pervious surface such as landscape and enforce implementation timeline on the existing properties to remove redundant pavement.	Short	Property Owners	Administrative Actions; Policy Decision
Actively recruit innovative startups industries that would provide quality jobs for Brentwood area residents and beyond.	Short/Medium	Chamber of Commerce	Marketing and Community Events
Work with Public Works and design consultants to plan the bike trail around Hanley Industrial Court and Strassner Drive right of way.	Medium	Public Works; Consultants; Hanley Industrial Court Property Owners	CMAQ; Transportation Enhancements
Discuss the addition of more transit routes from other metro areas to the Hanley Business Park with Bi-State Agency, and/or increase frequency of existing bus services.	Medium	St. Louis Metro Transit	Administrative Actions
Encourage Flood Buy-outs for properties with repetitive flood losses	Short	Public Works; Property Owners; Planning and Development, MSD	Administrative Actions

OBJECTIVE 5:

Strengthen Manchester Road Corridor that Blends Variety of Uses.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Retain City project engineer to complete streetscape improvements, community gateways, and public gathering places as outlined in the Manchester Corridor Renewal Sub-Area Plan.	Medium/Long	City Administrator	Administrative Actions
Work with property owners and developers to position properties on the north side of Manchester Road between Dorothy Avenue and Salem Road for higher-density, residential-focused mixed-use development.	Medium	Utility Provider, Private owners, Private Developer	Administrative Actions; TIF; Incentives
Develop an economic development program to improve or redevelop "underperforming" properties along the Manchester Corridor to maintain the City's fair share of the regional commercial market.	Short/Medium	Chamber of Commerce, Private Developer, Property Owners, Chamber of Commerce, Economic Development	Administrative Actions
Consolidate underperforming existing commercial properties along Manchester Corridor for redevelopment.	Medium/Long	Property Owners, Private Developers, Chamber of Commerce, Economic Development	Administrative Actions
Issue a Request for Proposal (RFP) to attract private sector support in redevelopment of key areas identified in the Manchester Area Subarea Plan.	Medium/Long	Property Owners, Private Developers, Chamber of Commerce, Economic Development	Administrative Actions; Façade & Site Improvements Programs; Property Tax Abatement Under Chapter 353; Payment in Lieu of Taxes (PILOT); Revolving Loan Fund
Consider various public-sector financing tools to assist with community development and increase the community's assessed value (property tax revenue) and sale tax revenue.	Medium/Long		Administrative Actions; Policy Decision
Enhance the appearance of the major entryways to the Brentwood community from Manchester Road.	Short	Missouri Department of Transportation (MODOT), Public Works	Administrative Actions; Transportation Enhancements
Construct an underpass on Manchester Road to connect Rogers Parkway with the future Deer Creek Greenway Connector.	Long	MODOT, Great Rivers Greenway	Administrative Actions; Recreational Trails Program (RTP); Missouri Byways Program
Provide a sidewalk connection from Mary Avenue to Norm West Park.	Short	Public Works; Parks and Recreation	Administrative Actions
Work closely with existing business owners to consolidate or remove unnecessary, redundant, obsolete, or unsafe curb-cuts and pavement.	Short to Medium	Property Owners	Administrative Actions; Policy Decision
Evaluate the options for a pedestrian bridge over Black Creek to provide a connection between the Manchester Corridor in Brentwood to the South Hanley intersection, and provide safe pedestrian access to Metro Station in Maplewood.	Long	MODOT, St. Louis County Transportation Department, Public Works, City of Maplewood	Surface Transportation Program (STP)
Work closely with business owners to provide cross-access between parking lots, and promote shared parking spaces between multiple business.	Long	Property Owners	Administrative Actions; Policy Decision; Façade & Site Improvements Programs; Special Assessments.
Develop a Public Parking Plan to accommodate future businesses along Manchester Road.	Medium	Public Works; Property Owners; Planning and Zoning	Administrative Actions

OBJECTIVE 6:

Expand trail network and pedestrian infrastructure.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Coordinate with the project team for the Deer Creek Flood Control and Deer Creek Greenway to Rogers Parkway Trail Connection project to integrate both project timelines and design development to create a more unified and compatible project.	Short to Medium	MODOT, GRG, SHPO, MDNR, USACE	CMAQ; Recreational Trails Program (RTP); Missouri Byways Program
Expand the pedestrian improvement project along High School Drive between Manchester Road and Litzsinger Road.	Short to Medium	Public Works, Parks and Recreation	STP; Annual Budget; Capital Improvement Plan
Extend the pedestrian and bicycle trail west from Memorial Drive along Strasser Drive, and continue along Wrenwood Lane to Eager Road.	Medium	Public Works, St. Louis County Transportation Department, Parks and Recreation Department	STP, Annual Budget; Capital Improvement Plan; Recreational Trails Program
Continue expanding and improving the pedestrian sidewalk system within residential neighborhoods.	Medium	Public Works	STP; Annual Budget; Capital Improvement Plan
Continue coordinating with the UPRR to safely and efficiently complete the Deer Creek Greenway Connector from Rogers Parkway to the Shady Creek/Deer Creek Greenway through the construction of a railroad overpass pedestrian/bicycle bridge.	Medium	Union Pacific Rail Road, GRG, Property Owners	CMAQ; Recreational Trails Program; Missouri Byways Program
Connect Brentwood and Maplewood transit stations/stops with pedestrian sidewalks to all high-density residential development and commercial districts. Coordinate with Maplewood to complete their side of the sidewalk.	Medium/Long	Bi-state Agency, City of Maplewood, Public Works, St. Louis County Transportation Department	TIP, STP, Annual Budget
Advocate removal of UPRR spur and converting the right-of-way to a greenway.	Long	Union Pacific Rail Road, GRG, Property Owners	CMAQ; Recreational Trails Program; Missouri Byways Program

OBJECTIVE 7:

Maintain and enhance the City’s residential neighborhoods while providing a diverse range of housing opportunities.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Support the provision of a variety of housing types (e.g., single-family, multi-family, and senior housing) and economic choices (e.g., for-sale and rental) within the City that meet the specific needs of all residents, including those related to accessibility, multi-sensory technologies, and independent living.	Medium	Private Developers, Residents	Administrative Actions; Policy Decision
Work with developers to redevelop the existing single-family residential site along Brentwood Blvd between Pine Ave and Strassner Drive to high-density residential development or a senior housing development.	Medium	Property Owners and Private Developers	Administrative Actions; Policy Decision
Explore the creation of a property maintenance program to assist residents, particularly seniors, with affordable lawn cutting and maintenance services.	Medium	Property Owners	Administrative Actions; Policy Decision
Educate existing residents and enforce property maintenance codes to improve the "curb appeal."	Short	Property Owners	Administrative Actions; Policy Decision
Maintain the existing affordable housing stock, so that long-term residents and workers can afford to live in Brentwood.	Short	Private Developers	Administrative Actions; Policy Decision
Work with neighborhoods to develop neighborhood identity programs and develop guidelines for gateway feature and neighborhood signage.	Short	Property Owners	Administrative Actions; Policy Decision
Seek opportunities to provide senior housing within the City near recreation, public transit, healthcare, and daily goods and services.	Medium	-	Administrative Actions
Continue to work with the department of Public Works and Parks and Recreation to ensure the neighborhood parks and recreation areas, schools, and employment areas are well connected from residential areas by trails and sidewalks.	Short/Medium	Parks and Recreation Department	Administrative Actions; Policy Decision
Discourage and prohibit "cut-through" traffic in residential neighborhoods as necessary.	Short/Medium	Public Works	Administrative Actions
Ensure residential areas are adequately screened and buffered from adjacent non-residential uses and activity.	Short to Medium	Property Owners	Administrative Actions; Policy Decision
Minimize the impact of commercial redevelopment on existing residential neighborhoods	Short	Property Owners and Private Developers	Administrative Actions; Policy Decision

OBJECTIVE 8:

Enhance the aesthetics of the transportation corridors in Brentwood to create more inviting travel experience.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Continue adding and improving pedestrian infrastructure along Brentwood Blvd.	Short to Medium to Long	Property Owners	STP; Annual Budget; Capital Improvement Plan
Increase, enhance, and extend bicycle lanes and bicycle trails in the residential area to create a connected bicycle network.	Short/Medium/Long	Property Owners	STP; Annual Budget; Capital Improvement Plan
Maintain and expand the sidewalk and crosswalk network throughout the City's commercial districts, ensuring that sidewalks are located along both sides of all streets within these areas that connect to businesses and other destinations, and that crosswalks are provided to enhance the accessibility of significant traffic corridors.	Short/Medium/Long	Property Owners	STP; Annual Budget; Capital Improvement Plan
Coordinate with St. Louis Metro transit to add more transit routes and/or increase frequency of existing bus services.	Medium	St. Louis Metro Transit	Administrative Actions
Provide vertical curbs and minimize curb cuts and consolidate access drives along the primary transportation corridors to provide safer pedestrian movement on the sidewalk along these corridors.	Medium	Property Owners	Administrative Actions; Policy Decision
Coordinate with the St. Louis County Department of Transportation to install stop signs on McCutcheon Road at the intersection of Eager Road.	Short	Public Works, St. Louis County, Richmond Heights	Administrative Actions
Install landscaped gateway signage at key entrances and wayfinding signage throughout the community to welcome people into Brentwood, improve the City's navigability, and create a unique sense-of-place.	Short/Medium	Public Works	Annual Budget; Capital Improvement Plan

OBJECTIVE 9:

Establish and maintain accessible, high-quality parks and recreation facilities for all of Brentwood’s residents to enjoy.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Connect existing and proposed trails with the Shady Creek/Deer Creek Greenway.	Medium	Parks and Recreation Department, Great Rivers Greenway	General Fund; Recreational Trails Program
Support the establishment of community gardens through zoning and policy.	Medium	Parks and Recreation Department, Planning and Zoning Commission	Administrative Actions; Policy Decision
Incorporate public artwork into Brentwood’s trail system.	Medium	Parks and Recreation, Consultants, Special Interest Groups	Administrative Actions; Policy Decision
Where appropriate, collaborate with the Parks and Recreation Department to identify grants and secure alternative funding for parks, open space, trail segments, trail connections, and other recreation amenities for the community.	Medium/Long	Parks and Recreation	Administrative Actions
Work with the Parks and Recreation Department to install wayfinding signage along trails and greenways to improve access to Brentwood’s outdoor recreation.	Medium	Parks and Recreation	Administrative Actions
Consider amending Chapter 405 of the Code of Ordinances to require developers to pay fees in lieu of park land dedication if increasing the density of the infill residential parcel.	Short/Medium	Parks and Recreation Department, Planning and Zoning Commission,	Administrative Actions; Policy Decision
Work with the Parks and Recreation Department to increase mini-parks on the west side of the City and trail connections.	Medium / Long	Property Owners	Administrative Actions
Develop a partnership with the Brentwood School District to facilitate additional improvements and joint school grounds and indoor facilities.	Short	Brentwood School District, Parks and Recreation Department	Administrative Actions; Policy Decision

OBJECTIVE 10:

Ensure the provision of high-quality public health, safety, education, and civic services for all of Brentwood's residents.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Using various design and signage tools, reinforce community landmarks such as City Hall, the Recreation Complex, Saint Mary Magdalen Catholic Church, Brentwood Congregational Church, and structures in and around the Town Center area.	Short/ Medium	Property Owners	NID
Support and promote the expansion of the Brentwood Public Library and its programs and continue to work towards finding the best possible location in Brentwood, preferably in the Town Center.	Short/ Medium	Brentwood School District	Administrative Actions
Ensure that the City continues to benefit from an adequate level of fire and police protection throughout the City.	Short/ Medium/ Long	Police and Fire Department	Administrative Actions; Policy Decision
Work closely with the police department and developers to relocate the police facility closer to the Town Center, ensuring that the new facility is modern, allows for safe processing, and contains adequate training and locker facilities.	Long	Police Department	Administrative Actions; Policy Decision
Integrate art with public spaces.	Medium	Local Artist, Community Members, Parks and Recreation Department	Administrative Actions; Policy Decision
Existing public works facility is inadequate and in need of significant repair. Upgrade or rebuild the new facility.	Medium/Long	Public Works	Annual Budget; Capital Improvement Plan
Upgrade post office in a consolidated Town Center.	Medium/Long	USPS and Brentwood Administration	Federal grants

OBJECTIVE 11:

Establish and maintain attractive, healthy, and vibrant commercial corridors throughout the City that provide a range of goods, services, and activities to residents and visitors.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Promote a healthy and mutually reinforcing mix of commercial, retail, and service uses along key corridors within the City, including Brentwood Boulevard and Manchester Road.	Short/Medium/Long	Property owners, Private Developers	Administrative Actions; Policy Decision
Establish design and improvement standards for commercial areas to guide the scale, appearance, orientation, and overall character of new development, property improvements, and property investment.	Short/Medium	Property owners, Private Developers	Administrative Actions; Policy Decision
Work with property owners and developers to retrofit existing large parking lots with interior landscaped islands and perimeter landscaping to soften their appearance and help beautify Brentwood's commercial areas.	Short/Medium/Long	Property owners, Private Developers	Administrative Actions; Policy Decision
Initiate programs to encourage the improvement and rehabilitation of older commercial buildings and areas which are, or are becoming, functionally obsolete, including improvements to infrastructure, technologies, functionality, access, and operational footprints.	Medium	Property owners, Private Developers	Incentives; Façade and Site Improvements Programs; Property Tax Abatement Under Chapter 353
Encourage and promote shared parking programs and policies in commercial areas wherever possible.	Medium	Property owners, Private Developers	Administrative Actions; Policy Decision
Work with property owners to enhance commercial areas along Brentwood Boulevard and Manchester Road with planters and landscaping to better separate the sidewalks and street, add enclosure, and increase the pedestrian-friendliness of the area.	Short/Medium	Property Owners	Incentives; Façade and Site Improvements Programs; Property Tax Abatement Under Chapter 353; Payment in Lieu of Taxes (PILOT)
Encourage and promote the redevelopment of the vacant sites.	Short/Medium	Property owners, Private Developers	Administrative Actions; Policy Decision
Work with the development community to encourage and promote mixed-use commercial, office, and residential developments.	Short	Property owners, Private Developers	Administrative Actions; Policy Decision
Amend Chapters 400 and 405 of the Code of Ordinances to require the installation of green infrastructure and best management practices (BMPs) for new development.	Short/Medium	Planning and Zoning Commission,	Administrative Actions; Policy Decision
Work with commercial property owners to retrofit their sites with green infrastructure to mitigate flooding and enhance their "curb appeal."	Medium/Long	Property Owners	Incentives; Façade and Site Improvements Programs; Property Tax Abatement Under Chapter 353; Payment in Lieu of Taxes
Strictly enforce buffering, landscaping, screening, and lighting requirements pertaining to adjacent commercial areas to minimize the negative impacts of commercial development on residential uses.	Short/Medium	Property Owners	Administrative Actions; Policy Decision
Develop branding campaign for the City to include signage, gateway, way-finding, and gateway feature.	Short/Medium	Parks and Recreation Department	Administrative Actions; Policy Decision, Consultants
Establish signage requirements to control excessive signage in commercial districts; window signage and parking of panel trucks with advertising.	Medium	Planning and Zoning Commission, Property Owners, Police Department	Administrative Actions

OBJECTIVE 12:

Encourage the continued growth and maintenance of important industries in Brentwood to provide area residents with employment opportunities, bolster the local economy, and generate revenue for the continued delivery of a high level of municipal services.

Action	Time Frame	Other Participants	Tools Techniques, and Resources
Work with property owners to enhance industrial buildings and sites with perimeter landscaping around parking lots and foundation landscaping against buildings.	Short/Medium	Property Owners	Administrative Actions; Policy Decision
Encourage the use of green technology and best management practices (BMPs) in the development and redevelopment of industrial uses.	Medium/Long	Property Owners	Incentives; Administrative Actions; Policy Decision
Encourage and promote the rehabilitation of older industrial buildings in areas that are becoming functionally obsolete or undesirable, including improvements to loading docks, technology infrastructure, access, building facades, signage, streetscaping, landscaping, and parking areas to accommodate more appropriate and market-viable uses.	Medium/Long	Property owners, Private Developers	Incentives; Façade and Site Improvements Programs; Property Tax Abatement Under Chapter 353; Payment in Lieu of Taxes
Identify industrial properties that may be potential brownfield sites to assess key redevelopment sites and seek funding for redevelopment.	Short/Medium	Property owners, Private Developers, Economic Development	Administrative Actions
Identify strategic partnerships between local employers and educational providers for workforce development programs.	Medium/Long	School District, Private Companies	Administrative Actions
Use appropriate setbacks, screening, buffering, and site design to minimize the negative impacts of industrial uses on adjacent areas.	Short/Medium/Long	Property Owners	Administrative Actions; Policy Decision
Require all industrial development to meet specific applicable performance standards for noise, air, odor, and any other forms of environmental pollution.	Short/Medium/Long	Property Owners	Administrative Actions; Policy Decision



CHAPTER 11

ECONOMIC DEVELOPMENT STRATEGIC PLAN & IMPLEMENTATION TOOLBOX

This chapter presents the final recommendations that comprise the economic development vision, goals, objectives, and priority action items for the City of Brentwood's *20/20 - Vision for the Future Comprehensive Plan*. While other plan chapters support and substantiate the final recommendations, this chapter represents the strategic action plan for strengthening the City's economic development planning efforts.

The Economic Development Strategic Plan & Implementation Toolbox: **(1)** identifies targeted sectors and commercial uses across retail, restaurant, neighborhood service, and office, sectors; **(2)** provides action items related to business recruitment, retention, and expansion; **(3)** outlines a branding and marketing campaign tailored to municipal economic development programming; and **(4)** frames a City Hall management structure for the ongoing implementation of the City's economic development programming.

TARGETED SECTORS

Brentwood's competitive position within the St. Louis region, its premiere highway access and central location, and established retail base suggest the ability to position the community for further retail growth. With existing regional retail oversaturation, City should likely need targeted retail investments and business retention strategies to maintain the success of its regional retail centers.

Retail: Targeted retail could be captured by local entrepreneurship and small business growth. Local specialty restaurants, general merchandise, ice cream shops, and neighborhood retail away from regional shopping center could demonstrate projected growth with local investment. Brentwood Blvd Town Center Area and Manchester Road corridors should be targeted for additional retail in Brentwood.

Office: Brentwood sits in the Mid County submarket of the regional St. Louis regional office market. Vacancy within the Mid County submarket is the second lowest in the St. Louis Metro area. Market activity is concentrated mostly within the Class A office space in suburban markets. With its proximity to Clayton and convenient access to the Central West End and multiple universities, there may be greater potential to expand Brentwood's place within the regional St. Louis Class A office market. Brentwood Blvd and Hanley Industrial Court provide a good opportunity to incorporate the office sector.

Employment Areas: Retail jobs have increasingly made up a larger share of the employment base in Brentwood; however, proximity to Metrolink and universities, Brentwood should aim at attracting innovative start-ups and a millennial workforce. Other potential businesses could be cottage industry and Class A office.

BUSINESS RECRUITMENT, RETENTION, AND EXPANSION

Although the intent of this chapter is to identify strategic action items and prioritize clear implementation steps, Brentwood has a series of overarching economic development policies and community goals, including:

- Creating more local jobs;
- Adding more daytime population;
- Diversifying the tax base and lessen the burden on homeowners;
- Adding local retail, restaurant, service, and better meet residents' consumer needs;
- Identifying growth and development opportunities;
- Developing as a center for entrepreneurship and innovation in the St. Louis region; and
- Achieving these goals in a manner consistent and respectful of Brentwood's distinctive vision.

These general economic goals have helped informed the near-term strategy and implementation detail. In this section of the chapter, general business recruitment, retention, and expansion strategies are presented followed by a description of five priority actions for the City.

PROGRAMMING FOR CITYWIDE ECONOMIC GROWTH

Development is an outcome or result of a complex set of economic, physical, and political conditions. The City's infrastructure, housing, residential quality-of-life, and public facilities all contribute to Brentwood's overall competitiveness. There are opportunities for cross-promotion as well as maximizing the colocation of certain businesses and draws in Brentwood and any redevelopment strategies should be placed in a context of the larger community. Ultimately, businesses focus on markets or trade areas, not municipal boundaries. As Brentwood implements a proactive economic development strategy, it must do so in a context that acknowledges local markets function and how trade areas are established.

RESIDENTIAL DENSITY AND DEVELOPMENT

The classic development axiom states that "retail follows rooftops." Although site selection has become more complex since the Great Recession, the two main drivers of business investment are: **(1)** the concentration of population in a trade area and **(2)** those households' disposable income. Brentwood presents both high incomes and a critical mass of population, and when combined with its transportation network and regional location, it presents itself as a prime commercial or retail destination district.

One of the most impactful approaches to achieving that goal is adding new housing units to the City of Brentwood. New residential development, particularly new units located in mixed-use buildings in Brentwood Boulevard and Manchester Road corridor subareas, would greatly increase the total net density of these areas. Ultimately, new housing construction would benefit existing businesses and likely positively contribute to filling vacancies while helping increase commercial rents. The City should carefully and strategically evaluate any new residential development and factor the positive impact it can have on driving new demand in the market. Once new housing is constructed and occupied, the City should incorporate those updated population and income statistics into their economic development efforts and promote the growing market to potential business investors and developers.

PURSuing A DESTINATION RESTAURANT ANCHOR

A clear community desire is to have a wider range and greater number of restaurants, particularly within the Brentwood Boulevard corridor. Further, anecdotal evidence suggests an untapped demand in Brentwood's local and regional market for new restaurants. Community members have reported driving as far as 30-45 minutes for the types of sit-down restaurants they seek.

The City should begin to work towards pursuing a new, distinctive restaurant in the proposed Town Center area that could act as a destination anchor for Brentwood. Most vibrant, successful downtowns in similar suburban contexts are anchored by signature, landmark businesses. Important to this strategy is an understanding what makes a successful restaurant business model in Brentwood's unique local market. Based on the success of other establishments, it appears restaurants can be viable and profitable. Ultimately, the City will need to partner with subject-matter experts that can help assess the market and development potential for a restaurant in Brentwood to help guide economic development strategies and decision-making. The City of Brentwood should work with existing restaurants as well as groups like the Saint Louis Independent Restaurant Association ("The Saint Louis Originals"), the Greater St. Louis Restaurant Association, and the Missouri Restaurant Association to identify approaches that would place a restaurateur in the best position to succeed in Brentwood. Further, the City should evaluate a formal recruitment and marketing campaign working with educational partners, such as St. Louis Community College, the Culinary Institute of St. Louis at Hickey College, and L'École Culinaire to network with emerging chefs and potential restaurateurs.

In the near term, food trucks and outdoor food events may be a more effective strategy, and the City could sponsor, coordinate, and promote such events. As part of more long-range efforts, the City should identify existing commercial property owners interested in restaurant tenants, as well as outline its potential approach to using development incentives to recruit a preferred restaurant concept to Brentwood. A local food truck may ultimately grow into a "brick-and-mortar" location in the Town Center while maintaining its truck, which may travel to other communities. This type of incremental strategy has been successful in a number of similar suburban communities in recent years.

PARTNERING WITH THE BUSINESS COMMUNITY

The City could easily pursue a host of economic development actions and programs without any collaboration with the business community, but this would most likely be an ineffective approach. For the City and community to achieve its goals, Brentwood businesses, commercial property owners, and the development community must be engaged as partners in achieving new investment.

The Brentwood Chamber of Commerce is a clear partner, and City officials and staff should regularly attend their meetings and participate in their activities. This type of organization offers an effective means to communicate and plan with the business community, and such an approach should be institutionalized as standard operating protocol for the City. This model can be replicated through a series of locally focused business district associations, sometimes called "merchant associations," and the City should promote and encourage their creation. The City should welcome potential collaboration and partnerships with individual businesses and commercial property owners, with contact information and economic development programming material easily accessible on the City's website.

Finally, business leaders will be an important part of establishing business recruitment, retention, and expansion programming, providing private-sector perspectives as part of a "City sales-pitch" to potential new businesses. Existing businesses and commercial associations and networks will also serve as the foundation of entrepreneurial development. The business community will be integral to the City of Brentwood launching proactive economic development efforts, as well as representing and promoting the community to businesses more broadly.

PRIORITY ACTIONS

Based on the breadth of analysis conducted, particularly balancing: **(1)** the community's goals and desires, **(2)** the economic realities demonstrated through market assessments, and **(3)** the physical limitations and opportunities of specific development sites in Brentwood, five action items have been developed. While the larger strategy envisions Brentwood five to 10 years into the future, these action items are squarely focused on the next 12 to 24 months. They were selected and are designed to produce near-term, tangible results and build sustainable, manageable momentum.

Action item #1: Establish a formal business recruitment, retention, and expansion program

The most effective foundational approach to establishing municipal economic development activities is creating and managing an ongoing business recruitment, retention, and expansion program. Activities can vary based on a variety of factors, but retention and expansion programs must be more consistent.

Business retention and expansion programs begin with a recognition that a high percentage of new employment and capital investment is generated from existing employers. In many cases, new retail and restaurant activity directly stems from local business expansion. The importance of ongoing, institutionalized retention and expansion programs cannot be understated, and in many cases, they are staffed and led by municipalities in their respective community. Business retention and expansion programs generally aim to manage six core goals:

- Building strong relationships between public officials and business leaders;
- Demonstrating support and commitment of public agencies towards the local business community and establishing active collaboration;
- Identifying community-wide or district-wide problems impacting the business community;
- Identifying specific problems impacting individual businesses or properties;
- Identifying business sectors and specific companies at risk of downsizing or closing entirely; and
- Identifying businesses sectors and specific companies with the need or potential to grow and expand in their existing location.

These goals are achieved through what is known as a "data-to-action" approach anchored by three key functions. These functions must be institutionalized, resourced, and managed as part of regular, ongoing municipal operations. Those functions are: **(1)** regular business site visitation meetings, **(2)** the collection and examination of standardized data and analysis that is fed into an institutionalized business monitoring and tracking system, and **(3)** the use of this information to make strategic decisions. These efforts can also directly inform business recruitment activities, as well as City policy, land-use planning, and capital infrastructure programming more broadly as part of general municipal strategic planning.

Initiation steps:

- The City should actively participate in the International Economic Development Council (IEDC), and at least one member of municipal staff should be a Certified Economic Developer (CEcD). The City should encourage private partner organizations to pursue training, education, and certification as well, to the extent to contributions to achieving the community's economic development goals.
- The City should identify quarterly business recruitment objectives based on IEDC best practices and local community planning and pursue such investment through strategic partnerships with the development community.
- The City should establish a formal business retention and expansion program that is provided adequate municipal resources and staffed by City personnel, in partnership with elected and appointed officials and business leaders through an Economic Development Task Force.
- The City's business retention and expansion program should directly include the Economic Development Task Force, which should be responsible for coordinating with staff on tracking, monitoring, and evaluating the information collected as part of activities. Teams of community representatives, including staff, elected and appointed officials, and Chamber of Commerce individuals, should develop a routinely structured series of business visitation meetings that utilize a standardized survey tool.
- The City should work with the business community to create a dedicated business and development website.

Action item #2: Begin to build an entrepreneurial ecosystem

A key community goal is developing more local employment, and directly intertwined with that aspiration is establishing Brentwood as one of the centers of entrepreneurship and business start-ups in the St. Louis region. Due to a variety of physical and economic conditions, Brentwood's most strategic and competitive approach to office and major employment development will be through the nurturing and cultivation of small firms.

Entrepreneurial communities flourish because of a delicate mix of conditions, sometimes called an "entrepreneurial ecosystem," that grows and compounds in impact over time. Incremental progress—trial-and-error—is central to the entrepreneurial and start-up segment of the economy, and that dynamic also applies to local government efforts role in establishing such a community. Not all initial efforts will produce easily measurable returns, and the ultimate success of entrepreneurial economic planning efforts are measured over the long-term.

Brentwood should lead initial efforts to begin to establish a local culture and community that supports entrepreneurs and small, new business start-ups. Many of the critical actors, such as entrepreneurs, committed government agencies, colleges and universities, potential investors, and experienced business mentors, are already present in Brentwood. But they may not be networking and strategically planning for a local business climate that encourages and supports new ventures. Further, Brentwood benefits from its location in the St. Louis region and its entrepreneurial programming efforts should leverage the large employers, major research universities, regional economic development entities, and capital networks in the larger economy.

Initiation steps:

- The City should establish a sub-committee of the Economic Development Task Force that focuses its programming energies on developing a local entrepreneurship community, while coordinating those efforts with Brentwood's larger economic development activities.
- The City should partner with the Brentwood Chamber of Commerce to develop a local young entrepreneurs' organization. Such a group should organize regular events for entrepreneurs to meet and troubleshoot shared challenges, as well as exchange leads and best practices.
- The City and its business partners in the community should work to organize "entrepreneur office hours" where experienced business and start-up mentors host open-forum events and one-on-one advising opportunities.
- The City should facilitate the creation of a local chapter of the Startup America Partnership model, tailored to local interests, strengths, and resources.
- The City should organize a strategic planning meeting with the St. Louis Economic Development Partnership to identify shared goals and areas where Brentwood's local entrepreneurship and economic development goals coincide with existing regional efforts.
- The City should work with local entrepreneurs and businesses to participate in regional events, such as Startup Weekend St. Louis, Startup Connection, Global Entrepreneurship Week, and through more ongoing monthly trainings and events through groups such as Accelerate St. Louis. When appropriate, the Brentwood community should launch local versions of such regional events in partnership with St. Louis entities.
- As a long-term strategy, the City should partner with local educational institutions, property owners, and developers to evaluate the potential for the construction of incubator spaces in Brentwood. Although a long-term outcome, early discussions and relationships can be formed in the near-term.

Action Item #3: Evaluate partnerships for retail development

Although the local retail market is currently very competitive, and many consumers who live in Brentwood have established behavioral habits, there are some targeted opportunities that may be worth pursuing. The most immediate opportunity appears to be a destination restaurant in the proposed Town Center area.

Projects totaling more than 100,000 square feet comprised of multiple tenants can often take years to materialize. There are many complex steps in the development process, including purchasing land, identifying and pre-leasing tenants, addressing site design, receiving zoning and building permit approvals, initiating construction, and preparing individual stores to build-out and finally open. Project financing, leasing cycles, and internal corporate plans also a factor into how projects at this scale materialize. At this time, Brentwood would benefit from being proactive and beginning to work with the development community to evaluate project opportunities.

Initiation steps:

- The City should approach the owners of properties in the three subareas to evaluate their long-term plans and interests in their property. The City should evaluate any opportunity to help coordinate between property owners and issue a request for proposals (RFP) for non-binding concepts from the development community.
- The City should develop a one-page “tear-sheet” to market sites directly to potential developers, which could include the community’s position on infrastructure investment and the use of public financing tools.
- The City should both approach St. Louis area retailer developers individually, as well as host a “sales pitch” presentation at City Hall. In doing so, the City should be able to garner industry perspectives on site selection, the regional retail economy, and potential project concepts to better inform potential for redevelopment.
- The City should conduct public meetings, surveys, and other community engagement activities to garner residents’ interest in recruiting such retailers to the community, as well as conduct visual preference, urban design, and architectural character charrettes (to determine site design approaches that the community would support and see as a benefit to Brentwood.

Action Item #5: Leverage the Town Center subarea as a catalyst

Brentwood draws consumers from throughout the St. Louis metropolitan region, and this market-driven retail growth should be fully leveraged as a catalyst for the Brentwood Boulevard Corridor, and specifically, the Town Center subarea. The Town Center subarea would benefit from further branding itself as a signature destination and an easily identifiable business district, complementing the big-box retail area to its north. Smaller, “Mom-and-Pop” retailers are well-suited for such a district, as they would not be as competitive in a shopping center environment, given the proximity to “category-killer” stores and higher lease rates typical of larger shopping centers. The City should work to develop strategies that reinforce the Town Center subarea’s unique market competitiveness and sense of place, leveraging it as an early catalyst.

Initiation steps:

- The City should partner with business and property owners in the district to organize a business association to help organize regular communication and collaboration between the various public and private stakeholders in the area.
- Such a business association should conduct a needs assessment and develop a five-year strategic plan to elevate, enhance, and improve the district as one of the premiere destinations in suburban St. Louis, with the assistance and support of the City.
- The City should participate in such business-led planning and evaluate potential strategic public investments to achieve community and business goals in the district. Such investments could include a dedicated City park or public plaza, special events space, gateways and additional streetscaping, public art, infill redevelopment projects, and be financed through a variety of development district tools.
- The City should collaborate and partner with local businesses to develop and program new special events, promotional days, and community festivals that occur within the district and reinforce its identity and brand.
- The City should conduct public meetings, surveys, and other community engagement activities with the other businesses located through Brentwood to draft a 24-month action agenda to identify strategies to better leverage the foot traffic generated by this district as a benefit to the City more broadly. One such approach would be a “hackathon” session where recurring, monthly meetings would generate actionable ideas that could be tested and revisited through an ongoing, iterative collaboration with and within the business community.
- The City should conduct a detailed evaluation of its zoning code and other regulatory tools to determine if overlay districts or other approaches should be applied to recognize the different built-form, character, and economic conditions of this district in comparison to other parts of the Town Center.

BRANDING AND MARKETING CAMPAIGN

Throughout community outreach efforts, it has been clear that Brentwood desires an updated community image and reputation in the St. Louis region. Many of the residents, business owners, and community stakeholders have made it clear that they see the next five years as a period of rapid redevelopment and even rebirth in Brentwood. Updating the City's brand is timely. Brentwood is one of the most desirable established suburban communities, featuring high-quality neighborhoods, schools, parks, and other amenities. The story of Brentwood as a community needs to be more complete and well-rounded, as well as updated for the next generation of St. Louisans. The City has already initiated branding concept. The City should carefully evaluate the branding concept against the Vision and take steps to implement branding in the community.

EXECUTE THE BRAND STRATEGY

In developing the Brentwood community branding and promotional plan, it is critical to identify every point at which a potential user may encounter the brand. Every interaction with the public is an opportunity to enhance or diminish the Brentwood brand. These points of contact may vary widely in form and could include the physical environment, street signage, advertising, brochures, websites, events, and interaction with residents. Much of the execution relies on improving these points of contact to lend credibility to the new brand.

MARKETING AND PROMOTION

Once Brentwood has identified their brand identity, it will be helpful to market and promote that brand, which supports and reinforces the Brentwood character and how it is represented in the region. There are several programs and activities that can be initiated immediately to build interest and awareness of Brentwood and all that it has to offer.

The purpose of these efforts is to bring about a positive view of the City of Brentwood. The ultimate objective is to make Brentwood a familiar and recognized place in the St. Louis region, and for every citizen to recognize the positive value of the community. While these efforts do not need to be directly linked to the branding strategy, it would be beneficial for the branding and marketing and promotional efforts to link together and maintain a cohesive image and support and reinforce their successes.

Potential short-term actions

Re-establish a regular and public communication vehicle to the community, outside of the Brentwood email list, such as a column in a City newsletter or social media outlets. While methods of distributing these messages can vary depending on the target audience established in the branding strategy, the communications could include:

- Details of the community planning processes—what is it, why is it being done, its timetable, ongoing progress reports, and opportunities to give input;
- Profiles of new businesses and histories of established businesses; and
- Information for upcoming community events.

The preceding should be considered in the context of what currently exists in the City of Brentwood. The City and its community partners will be essential to the success of these strategies, however, it is important for as many businesses, stakeholders, residents, and elected and appointed officials to know about, participate in, and support the promotional activities.

Potential long-term actions

In the coming years, as the City of Brentwood is being re-branded, a comprehensive promotional plan could be created and approved annually to reflect changing activity, perceptions, and needs of the community. This could include, but is not limited to:

- Host promotional events occurring throughout the year;
- Promote a "buy-local" campaign that invites customers to consider the benefits of keeping shopping dollars local;
- Directional signage to key areas of the community at entry points, ensuring that all signage is consistent with the City of Brentwood's branding strategy; and
- Ongoing public relations and community involvement outreach.

Brentwood Boulevard

Most St. Louis area residents are somewhat familiar with Brentwood's residential character, schools, parks, events, and other facets of daily life, but when developing a brand identity for visitors, consumers, and potential businesses, the Brentwood Boulevard corridor remains the prominent feature of the City. Many residents and stakeholders expressed through the outreach process they would like to create a distinct character for the envisioned Town Center segment of the corridor, so visitors know they are in Brentwood. This is a common challenge in many established suburban communities in large metropolitan areas, where motorists traveling along major state highways have few landmarks, and everywhere starts to blur together. Some methods that could elevate a clear, distinct Brentwood identity along Brentwood Boulevard are:

- Installing unique to Brentwood infrastructure such as bicycle racks, street and wayfinding signs, landscaped medians, banners, entryway signs, and benches as part of an urban design treatment to the roadway and right-of-way.
- Coordinating a corridor-wide sales event that invites people of and outside the community to explore and become more familiar with the businesses along this stretch of Brentwood Boulevard. The City could partner with the Brentwood Chamber of Commerce in these efforts.
- Encouraging the development of a dedicated Brentwood Boulevard Business Association that promotes a stronger business community and jointly brands and markets the district. This approach could also include joint advertisement purchasing and coordinated marketing. They could also coordinate business hours and services and discuss ways that the City can improve their process and become more business friendly.

Community events

Many community outreach participants expressed that they would like to see more community events created that bring Brentwood together throughout the year. This type of event would be a great opportunity to showcase the community's assets and brand identity. Frequent public events and a variety of distinctive activities help establish communities with a sense of vibrancy and energy within the St. Louis region. The City of Brentwood should lead a community-wide planning exercise to evaluate existing events, assess the potential to expand the free concerts and picnics, and launch new potential community events and festivals.

CITY HALL MANAGEMENT STRUCTURE

An effective internal management structure must be in place to ensure successful implementation of the comprehensive plan and economic development initiatives. The City should have a designated individual responsible for overseeing business retention and attraction and is a consistent point of contact for business owners, property owners, brokers and developers.

The Planning and Development staff should be responsible for implementation of the comprehensive plan and continue to function in the role of managing short, mid and long-range planning for the City. This also includes day to day activities related to code enforcement, permitting, zoning and related issues. While economic development falls under the umbrella of Planning and Development and is currently a function of department staff, it will become increasingly important to have separate personnel dedicated to that role. Initially, one individual should be able to function in that capacity with oversight and assistance as needed from Planning and Development staff. As development activity and interest increases, the City may wish to expand support staffing. Depending upon the structure desired by the City, Economic Development personnel could report to the Director of Planning and Development or serve as a separate department reporting directly to the City Administrator. Some municipalities have combined functions under the Department of Planning and Economic Development.

It is important to note that the City of Brentwood is located within a highly competitive market area and having staff available to meet with prospective businesses and developers could make the difference between capturing new investment or losing out to another municipality. Economic development personnel should work closely with Planning staff to identify potential sites for development/redevelopment and promote and implement incentives where appropriate.

To further Brentwood's commitment to formalizing economic development initiatives, the City should also explore the formation of an Economic Development Commission (EDC). The Commission could consist of elected/appointed officials, residents, business owners and key staff. Monthly or bi-monthly meetings to review latest initiatives, plans and actions should be held and open to the public. The EDC would provide direction to Economic Development Personnel.