

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, Fresnius 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

