



EXISTING CONDITIONS REPORT

Comprehensive Plan | City of Crestwood, Missouri
March 2016



REVISED DRAFT
FOR STAFF REVIEW

INTRODUCTION





WHAT IS A COMPREHENSIVE PLAN?

The Comprehensive Plan for the City of Crestwood will serve as the City's official guide for land use and development over the next 10-20 years. It will be Crestwood's "playbook" detailing a long-term vision and policy agenda for important issues like land use, housing, parks, infrastructure, transportation, and more. Ultimately, the Plan will answer the question: "what should Crestwood look like in 10-20 years, and how could we get there?"

WHAT IS AN EXISTING CONDITIONS REPORT?

This report marks the end of the first phase of the comprehensive planning process, and is intended to answer the questions: "what is the state of Crestwood today? What do residents like and dislike about the community? What is and isn't working in Crestwood? And what are the community's biggest assets and challenges?" Through research and extensive community outreach efforts, the Existing Conditions Report presents a qualitative and quantitative foundation for developing policies and recommendations in the coming months, for the Comprehensive Plan and the Subarea Plan. It is important to note that this is a working document that will remain in draft form for the duration of the planning process.

CITY HISTORY

The City of Crestwood has a rich Native American heritage, and a diverse settler's population, including Scottish, Irish, French, and Germans. The Sappington House, a historic site, was built in 1808 just after the Lewis and Clark exploration and is believed to be the first brick home in St. Louis County.

The community of Crestwood was incorporated in 1947, and shortly thereafter evolved into a high-traffic community because of its location along the famous Route 66. Bringing about motels, restaurants, entertainment, shopping, and industry, the community grew rapidly from 1,645 residents in 1950 to 11,106 residents in 1960.

While Crestwood's population peaked in 1970 at 15,000 residents and saw decline in the 1980s and 90s, the community is relatively stable, with only a slight decline in population over the past five years. Today the community has evolved into a mature suburban community of almost 12,000 residents. The community also boasts a fantastic greenway featuring Grant's Trail, connecting itself directly to Grant's Farm, a popular historical destination in the St. Louis region since 1954. The farm features the first house that Ulysses S. Grant ever owned, and is now owned by the Busch family.



REGIONAL CONTEXT & SETTING

The City of Crestwood is an established suburban community located in southern St. Louis County, commonly referred to as “South County.” Located approximately 10 miles southwest of the City of St. Louis, Crestwood is bordered by the Cities of Oakland and Kirkwood on the north, the City of Sunset Hills on the west, the Cities of Marlborough and Webster Groves on the east, and Grantwood Village on the south.

Major highways and roads travelling through Crestwood offer residents easy access to the greater St. Louis region. Interstate 44 runs along the northern border of Crestwood, while Missouri Route 366 (Watson Road) runs east-west through the community. These roadways provide quick access to Downtown St. Louis to the east, numerous inner and outer ring St. Louis suburbs, Castlewood State Park to the west, and many other regional locations and amenities. Crestwood’s location in the St. Louis suburban fabric will greatly limit outward expansion, placing emphasis on internal growth and development in the future.

The Greater St. Louis metropolitan area contains approximately 2.8 million residents. St. Louis County is the largest individual county in the region at approximately 1 million residents, featuring the highest per capita income in the state of Missouri. As such, the County is an important center of economic activity not only for the St. Louis region but for the state as a whole.

Nearly half of the metropolitan area’s jobs and a quarter of Missouri’s jobs are located in St. Louis County. With a population of around 11,950 residents, Crestwood is one of the smaller communities within St. Louis County but generally reflective of its suburban landscape. Crestwood’s regional location allows it to boast a small town, suburban landscape but still centrally located within a larger metropolitan area.

EXECUTIVE SUMMARY OF MARKET ANALYSIS

Based on an analysis of data from the 2010-2014 American Community Survey (ACS), the 2010 US Census, the Bureau of Labor Statistics, Zillow, Colliers International, and ESRI Business Analyst, the market conditions of Crestwood show an aging community that is about to see some changes in its housing make up due to its affordable housing prices, which could be attractive to empty nesters, seniors and young professionals. The workforce in Crestwood is well educated and employed in a diverse range of growth fields for the region.

Demographics

The population of Crestwood has seen some declined but has remained fairly stable over the past five years and over the next five years, the trend is expected to continue. While this population is decreasing, it is also aging. The 60+ years old population is seeing growth while younger cohorts are expected to decrease by 2020. Crestwood's composition in race is less diverse than the rest of St. Louis County. The Hispanic population is expected to increase slightly by 2020. Income levels are expected to rise faster than the rate of inflation between 2015 and 2020. These projections were made between decennial censuses. Local knowledge would suggest that the population of Crestwood is expected to see a slight increase.

Employment

The number of jobs in St. Louis County has increased since the job market hit its lowest point in 2009. In 2009, St. Louis County had an unemployment rate of 9.1%, which decreased to 5.9% in 2014. The residents of Crestwood are well-educated with over 50% of residents in the workforce possessing a college degree. This has probably helped with getting residents of Crestwood employed in a diverse range of industries, most notably, healthcare/social services, retail trade, education services, professional/scientific/tech services and manufacturing.

Crestwood lost a number of jobs between 2009 and 2013. The largest losses were found in other services, health care and social assistance, education services, construction, and accommodation and food services. With the majority of employees who work in Crestwood living elsewhere, there is an opportunity to capture sales from people who would be commuting into Crestwood each day.

Housing

The housing stock in Crestwood is predominantly single family detached. Around 85% of the housing units in Crestwood are owner-occupied. Most of the housing stock is overwhelmingly built in the 1950s and 1960s. The housing values have returned to about where they were before the Great Recession. Crestwood's median home values were estimated at \$187,000 in 2015, which is generally comparable to its peer communities. New home construction has been stagnant since 2009, but has shown signs of picking up.

Retail, Office & Industrial

The primary concentration of retail in Crestwood is centered at Watson Road and Sappington Road, near the former Crestwood Mall. Within a 15 minute drive time, the area is oversupplied by \$747.1M. Crestwood and its surrounding area has a 2015 retail vacancy rate of 13.2% and an average rent of \$13.40 per square foot. This would suggest that the retail space in this part of the region is overvalued, which could be why absorption of vacant retail space is slow.

Office rent rates are higher in some of the newest office product in comparison to the rest of the region. The industrial market in and around Crestwood is expected to see a decrease in vacancy in 2016. This follows a slight increase in the cost per square foot. This follows several other trends that show a strengthening industrial market. Crestwood is in a desirable area for industry because of its excellent highway access.

ISSUES & OPPORTUNITIES



SETTING THE STAGE FOR POLICYMAKING

This section of the Existing Conditions Report identifies a series of key overarching topics that were discussed by the Crestwood community throughout the outreach opportunities thus far. By providing summaries of these four important issues and uses and a combination of data and observations from different planning topics, the planning team can demonstrate how each issue influences the development of Comprehensive Plan recommendations.

Each umbrella category explains what the issue or opportunity is as expressed by the community, why the issue is important to address, and how the issue can be explored through the Comprehensive Plan. After discussing the umbrella categories in a more general sense, there are specific points that are discussed in more thorough detail. The final portion of the document then includes a Technical Appendix that provides the outreach summaries, data, and technical analysis to support the findings described in this section.

The umbrella categories discussed in this chapter are highlighted in the following callout box.

Umbrella Categories

Crestwood Character & Identity: The City of Crestwood has an opportunity to redefine itself through strategic reinvestment in the community's key areas.

Potential: The City of Crestwood holds unique potential for redevelopment in key areas of the community, including the Watson Corridor and the I-44 and Big Bend interchange, all of which should be thoughtfully planned for future development.

Community Investment & Reinvestment: With aging housing, commercial centers, and industrial park, the City of Crestwood has an opportunity to modernize these spaces for economic growth

Quality of Life: The City of Crestwood has the opportunity to become an even more enjoyable place to live, work, and visit.

CRESTWOOD CHARACTER & IDENTITY

The City of Crestwood has an opportunity to redefine itself through strategic reinvestment in the community's key areas.

What

The character and identity of a place can distinguish communities, neighborhoods, and commercial areas from one another. A number of issues have been raised by the Crestwood citizens in relation to the character and identity of Crestwood. Many of the issues lie specifically in the need for a vision for the community as a whole, including a clear community identity or brand within the St. Louis region. Community members would like to see a new destination, attraction, or activity generator aside from residential development.

As a possible key activity generator, one of the community's biggest concerns is the lack of a downtown or town center which, for adjacent communities, drives the sense of place within the community and brings more small business development. As things continue to develop in Crestwood, the community has expressed a desire to see design standards, a cohesive streetscape plan, and/or a form-based overlay on Watson that would encourage property owners to renovate the appearance of their buildings/storefronts.

Why

As a community in the larger St. Louis region, it is important for Crestwood to identify their positive attributes and build on those to strengthen their unique characteristics and differentiate themselves among surrounding communities. In addition to defining the unique Crestwood identity, the community can identify the aspects and areas of the community which they would like to preserve and build on for the future; therefore driving investment for future development. In addition to differentiating themselves from the surrounding St. Louis region communities, a defined character and identity of a community can enhance the quality of life of its residents by giving citizens something to identify with and take pride in. This creates a positive feedback loop, which allows the community to take ownership and encourages them to stay in the community and invest more time and energy into making it a more attractive place.

Crestwood is beginning to see the impacts of disinvestment in the community, due to the closing of the Crestwood Plaza Mall. While it might be easy to see this as a negative impact, much of the community has said that they see this as an opportunity to turn this site into something new and therefore into an advantage. While much of the surrounding communities have been built out and successfully defined themselves, positively or negatively, the City of Crestwood now has the opportunity and space to bring about something that could distinguish them amongst the greater St. Louis region. Crestwood is on the precipice of defining a new era in its community history.

How

The Crestwood Comprehensive Plan will provide the opportunity to clearly define expectations for this redevelopment era, the character of future community investment, and could influence the land use as well as the design and character of its major retail areas and corridor thoroughfares. This could be done through community-wide policies and more specific recommendations presented in the Watson Industrial Park Sub-Area Plan. Throughout community outreach, it was proposed that the community consider leveraging the history and heritage of Crestwood as an aspect of its identity, with proposed emphasis on the Sappington House, Grant's Farm, and the historical presence of Route 66.

Key Issues & Opportunities

Lack of Community Identity

According to the conversations held at community workshops, many residents feel that Crestwood lacks a clear community identity, being dominated by residential neighborhoods and a commercial corridor lined with national retailers and chain restaurants. As a result, the City lacks some of the unique elements which can help establish a character or brand for a community and distinguish it from other municipalities in the region. Efforts to establish a preferred identity or character, including physical improvements, may help elevate Crestwood's prominence within the St. Louis region.

Need for a Vision

Closely related to a lack of identity, Crestwood lacks a vision for how the community will grow and develop in the 21st Century. Defining the City's vision is essential to the character and identity of Crestwood. A specific vision for the community and establishing a vision for what Crestwood looks like in the millennial era will be significant to attracting new families to the area. As residents continue to age, appealing to a new generation of families and young professional may be important to maintain a stable community.

Lack of Sense of Place

Crestwood residents feel that the city lacks a sense of place, largely as a result of having no downtown, town center, or community gathering spaces. These kinds of areas provide focal points within a community, creating a space where residents enjoy spending time and which, over time, residents come to see as central to the identity and appeal of their City. Developing spaces which foster community interaction and pride may help establish a strong sense of place.

Need for Small Business

A majority of Crestwood businesses are located along the Watson Road Corridor. While a vital asset within the community, the corridor mostly supports nationally-recognized retailers and chain restaurants. This challenges Crestwood's ability to differentiate itself from other commercial corridors across the country. The development of small business could help create unique shopping and dining experiences that are specific to the City and attract visitors from throughout the region.

Leverage Local Heritage

Crestwood's local heritage provides a valuable opportunity to build character and link the City's future vision and identity to the past. A number of cultural attractions are located nearby, including Sappington House and Grant's Farm. In addition, Watson Road, the central roadway of Crestwood, is part of the Historic Route 66. These cultural amenities could be leveraged to provide destinations within the community and linked to efforts to improve the visual appearance and character of Crestwood.

Need for Design Standards

Throughout outreach, residents noted that many structures appear to be aging and are poorly maintained, particularly commercial businesses along the Watson Road Corridor. This creates an unattractive appearance, which can greatly limit the City's ability to generate future investment and attract new residents. Further, it can attract undesirable uses which may further detract from Crestwood's image. The creation of general design standards and streetscape planning, or a formed-based overlay for Watson Road, may help improve the City's appearance, increase community pride, and encourage in future investment.

Need for Destinations

Crestwood has few major regional destinations, attractions, or activity generators to provide entertainment within the area, such as shopping malls, movie theaters, landmark historical or cultural sites, and other unique entertainment businesses. Grant's Farm is an example of a distinctive destination within close proximity of the City. These kinds of uses attract residents from the surrounding region and increase the desirability of living in a community. The establishment or incorporation of unique developments and attractions may help improve Crestwood's regional prominence and provide a greater sense of place within the community.

POTENTIAL

The City of Crestwood holds unique potential for redevelopment in key areas of the community, including the Watson Corridor and the I-44 and Big Bend interchange, all of which should be thoughtfully planned for future development.

What

Crestwood citizens have identified a desire to redefine the community through potential key redevelopment opportunities in the City. Overall, the community would like to see this reinvestment in the Watson Road Corridor as a major thoroughfare of the community, specifically the Plaza Mall site, and the I-44 interchange at Big Bend. While the citizens of Crestwood would like to see new design standards, cohesive streetscaping, and/or a form-based overlay along the Watson Corridor, they would also like to see transportation management addressed. Specific Watson Corridor transportation concerns include access management, medians, safety, flow, and multi-modal integration.

Why

Crestwood citizens have rightly identified potential catalysts for reinvestment in the community at key locations. The Watson Corridor has acted as a major thoroughfare for the community, attracting people from outside the community to drive through Crestwood. While it is desirable to attract people from outside Crestwood, to the community, the next step is to give passers-by a reason to stop and spend time and resources here. Similarly, the interchange at I-44 and Big Bend could potentially develop as an attractive commercial lure for people driving along the interstate.

By concentrating future development in these or other key areas of the community and ensuring that the quality and attractiveness of these developments remain at a high standard, Crestwood can catalyze reinvestment throughout the community as a whole, diversify the economic employment base of the community, and increase the quality of life of both residents and visitors of Crestwood.

How

While the community of Crestwood might want to maximize their location along the interstate and along Watson Road, a major St. Louis regional thoroughfare, it would be beneficial for the City to first pinpoint the identity and character of the community in relation to the greater St. Louis region to target future infill construction to clear trade areas and market-driven growth. The future development of these areas can then be guided through future land use policies of these areas, and specific recommendations put forth in the Sub-Area Plan.



Key Issues & Opportunities

Watson Road Redevelopment

Residents of Crestwood have identified a desire to explore the viability of options for new vision and redevelopment of some areas along the Watson Road Corridor. The community would like to see more density and some mixed use development along the corridor, potentially attracting a millennial crowd that enjoys the flexibility of walking and biking to various amenities. No matter what develops along Watson Road, residents want to be reassured that this area is central to the City's commercial strategy because it is a major thoroughfare of the community and could be a major catalyst for change.

Watson Road Transportation - Access Management, Safety, Efficiency, Multi-modality, and Streetscaping

Watson Road is a major thoroughfare in Crestwood, and serves much of the community and some adjacent communities with retail and commercial services. The Crestwood community can only be a competitive player in these areas if the major routes to these areas are efficient and safe. In addition to ensuring that the Watson Road corridor is efficient and safe, the citizens of Crestwood would also like to see it become more attractive through consistent and well-maintained streetscape. These key changes could be used as tools to help solidify the community's desired character, and attracting visitors and new residents alike.

Crestwood Plaza Mall

Redevelopment of the Crestwood Plaza Mall site is the City's largest opportunity to make a significant impact on character and future of the Crestwood community. It is rare that a municipality has the chance to guide redevelopment of a site this size, particularly within a built-out community. Further, the site has a high profile within the City and region. As such, efforts to revitalize the area could establish a significant destination within Crestwood and provide a template for further improvements along the Watson Road corridor.

Big Bend & I-44 Redevelopment

The interchange at I-44 and Big Bend Boulevard could have some potential to develop as a regional commercial draw for the community given its strategic location off of I-44. While this area has not shown any specific changes that point to a desire in this type of development, the City of Crestwood could take the time to identify the potential and plan for this type of future development, should it prove viable and desirable by the community.

COMMUNITY REINVESTMENT

With aging housing, commercial centers, and industrial park, the City of Crestwood has an opportunity to modernize these spaces for economic growth

What

Much of Crestwood's growth occurred in the 1950s and 1960s. Like many other first-ring suburbs that grew at that time, the housing stock is overwhelmingly single family detached. The commercial spaces are smaller and located in large strip centers. Much of the retail spaces on Watson Road have increasingly become vacant. Some of the businesses that are located here are not attracting younger residents. The most notable vacancy is the former Crestwood Plaza site. Industrial uses are becoming increasingly structurally obsolete when compared to the modern industrial product that is being constructed in the region.

Why

Given that the housing stock is overwhelmingly single family detached, Crestwood lacks the variety of housing options that could attract new residents to the community. With Crestwood's aging population on the rise, there is a growing need for housing for seniors and empty nesters. For these two populations, the trend has been to downsize from a single family detached home and into a denser arrangement that will allow them to live within their means and also in a tight-knit community that is walkable to restaurants and entertainment. Similarly, this sort of living arrangement is desired by young professionals and newlyweds who do not have children. With a variety in housing options, these three populations could be attracted and retained in Crestwood. The lack of an array of housing options could be stifling this potential demand.

As of 2015, the median sale price for home values in Crestwood is \$187,000, which is median when compared to its peer communities of Sunset Hills (\$340,800), Wildwood (\$336,100), Brentwood (\$175,600) and University City (\$172,700). Additionally, home sale prices have been generally stagnant over the past decade. There is an opportunity here as this housing stock could become starter homes for young families that would otherwise be priced out of some of the other peer communities.

With the retail market in Crestwood generally softened due to the closing of Crestwood Plaza, retailers that relied on the mall as a driver of business are struggling. Many are leaving to find other anchors in the region to help bring in business in areas with higher traffic counts. Addressing this large, vacant space is central to the health of Crestwood's commercial market. The location of the bulk of Crestwood's commercial space is located on Watson Road. Many retailers and residents feel that the appearance of this corridor is

dated with aging strip centers and does not resemble a contemporary central business district. With declining traffic counts, there is an opportunity to reconfigure Watson Road and the commercial space on the street in order to create a more pedestrian-friendly environment. One that is multi-model and could link up with the existing cycling infrastructure. This could help revitalize corridor that has been in decline for some time.

Similar to the commercial space, the industrial space is also aging. The buildings of Watson Industrial Park resemble industrial product that was constructed in the 1950s and 1960s. A number of the buildings have a smaller square footage, lower ceilings and fewer loading docks than are available at newer facilities. The real draw for the Watson Industrial Park is the highway access. The entrance to the Watson Industrial Park is just over a mile east of the I-44 and Big Bend Road interchange. The industrial corridor could be repositioned as a desirable place to locate light manufacturing.

How

One major opportunity for Crestwood would be to take this time to evaluate their position in the St. Louis region and to create an economic development strategy that targets growing manufacturing trends in the region and commercial businesses that will attract new, younger residents to Crestwood. Attracting newer residents can help drive home values. This economic development strategy could focus on using the Plaza Mall area as a catalyst that will help with this attraction. Investing in the Watson Industrial Park could help increase property taxes that are generated due to increased value in the industrial land. These could help stabilize Crestwood's fiscal position. A number of these opportunities could bring a new, fresher image of Crestwood, which is an economic opportunity. This strategy could also consider how public infrastructure might be improved in order to complement the types of businesses that are sought after in the Watson Industrial Park and on the Watson Road commercial centers.

Key Issues & Opportunities

Repositioning the Watson Industrial Park

The industrial buildings in the Watson Industrial Park are outdated in comparison to the newer industrial product in the region (eg. Gateway Commerce Center, Earth City Business Park and North Park). Upgrading the condition of these buildings by bringing the building specifications up to Class-A quality (ceiling height, loading dock size, etc.) as well as infrastructural investments would help make this industrial park attractive to different types of users. Certain infrastructural investments and industrial park amenities could be added if they will help attract a certain niche industry.

Residential Investment Strategies

The vast majority of the housing stock in Crestwood is single-family detached that was built in the 1950s and 1960s. While this portion of the housing stock would be desirable for young families with children who desire affordable homes and starter homes, these units do not cater to other population segments (like young professionals, empty nesters and seniors) who would be looking for smaller units in a denser arrangement. Planning for a diverse range of housing types can help attract other populations that not otherwise be able to find the sort of housing that they desire in Crestwood.

Citywide Economic Strategy

There is a need to review the City's current economic development strategy to ensure it can bring vitality back to the commercial corridors and modernize the Watson Industrial Park. A citywide strategy should identify what regional niche can be served in Crestwood. It would specifically focus on how the former Plaza Mall site could become a catalyst for commercial traffic in Crestwood and also for how the Watson Industrial Park can be repositioned to attract light industrial users here.

Commercial Vacancy

Watson Road has seen an increase in vacancies (currently around 30% vacant) in commercial spaces ever since the Crestwood Plaza closed. With all the other competition from other shopping centers in the region, older shopping centers and the ancillary businesses on nearby corridors had seen their vacancy rates increase. This underscores the need for a redevelopment strategy that seeks to target a retail niche for the area and to redevelop the vacant Crestwood Plaza and any commercial spaces nearby that are outdated.

Stabilizing Local Fiscal Conditions

With an aging housing stock, aging retail corridor, and older industrial park, property values in Crestwood are not as strong as some neighboring communities. In turn, property tax and sales tax revenues have been declining, which impact municipal services and the budget. Given Crestwood's location in the region and relatively affordable housing stock, there is an opportunity to attract new residents who will help drive demand for housing and commercial business. This would be at the heart of a revitalization strategy. Part of this strategy would require a diversification in housing types, creating a strong, cohesive central business district, and a modern industrial park.

Overall Community Reinvestment Strategy

Investments in public infrastructure and amenities will help with many of these above strategies. Offering public amenities like open space, parks and recreation facilities would also add value for residents, which could help increase property values and keep residents engaged in the future of their community. Investments in infrastructure around the Watson Industrial Park could help make this industrial park competitive with modern facilities that have been built within the region and could also help increase Crestwood's competitive advantage for niche industries. Investments in infrastructure could also help revitalize a vacant retail corridor by creating a central business district that is distinctive and walkable for residents and visitors to Crestwood.

QUALITY OF LIFE

The City of Crestwood has the opportunity to become an even more enjoyable place to live, work, and visit.

What

Throughout the community outreach process, the citizens of Crestwood identified a number of assets and strengths within their community that they would like to maintain and strengthen for future generations. They identified the character of its people, the location within its regional context, and many of the local government services such as the school districts, public works, and emergency departments as important assets of Crestwood.

The local citizens and stakeholders, however, would like to see some things changed, including improved public relations, community engagement, communication methods, more intergovernmental collaboration and shared service models with adjacent communities, and the addition of programs and services for people who would like to age-in-place. Additionally, citizens would like the aesthetic appeal of the community to be improved through infill and teardown development with better housing design standards applied to new structures. Finally, the people of Crestwood would like to see a more established network of biking infrastructure to differentiate itself as a “cycling town,” but also improving the walkability through a comprehensive network of sidewalks.

Why

Quality of life is a general phrase used to encapsulate many aspects of a community that make it enjoyable to live, work, and visit that community. All of the issues at-hand provide an opportunity to improve the overall quality of life of residents and visitors of Crestwood.

For residents of Crestwood, there is a desire to improve the public relations of the community. In relation, the community would like to see more community engagement through an increased level of communication between residents and the City of Crestwood.

According to the resident questionnaire elicited through this comprehensive planning process, 52% of respondents feel that the local government is not effectively dealing with local issues and concerns. This needs to be addressed in order to maintain a high-level of trust between the local government and their citizens.

In addition to improving public relations, community engagement, and communication methods in Crestwood, there is a desire to see more intergovernmental collaboration between Crestwood and adjacent communities. Partnering with adjacent municipalities gives communities the opportunity to become more efficient in providing services to their constituents. Municipalities can choose to collaborate on anything from economic development districts to consolidating safety services, and has the potential to improve the quality of life for all constituents involved by alleviating the financial burden of independence on small municipalities such as Crestwood, Sunset Hills, and/or Oakland.

Finally, the City of Crestwood’s residents would like to see more infrastructure and programs in the community that could attract a younger population, as well accommodate the aging population. It can be difficult to accommodate all walks of life within a small municipal boundary as that of Crestwood, but it is important to understand in order keep people in the community, there should be amenities geared towards all stages of life. The Crestwood community specifically sees a need to integrate programs and services for aging in place, while there is also a desire to see Crestwood establish itself as a cycling town with improved bike and pedestrian amenities throughout the City to attract the younger/millennial generation, and increase the community vitality.

How

The Crestwood Comprehensive Planning process presents the opportunity to identify and explore options for addressing these desires of the community. As technology improves and becomes more relevant for a growing population of younger residents, there could be innovative ways of increasing public participation, public relations, and communication methods within the community. Additionally, intergovernmental partnerships can be explored in order to identify how the community of Crestwood could partner with adjacent communities to provide better and more efficient quality of services, partner on economic development initiatives, or share community facilities. These possibilities can be explored through an identification of shared needs and desires of surrounding communities to create a mutually beneficial solution.

In addition, a myriad of solutions can be explored for better inclusion of those who want to age in place. These solutions might include new partnerships that initiate senior health, wellness, and assistance programs, build partnerships with organizations that can help make modifications to a senior's homes, or the integration of social inclusion and active recreation opportunities for seniors. Finally, the community's expressed desire to increase bike- and walk-ability throughout Crestwood brings forth the opportunity to identify existing infrastructure for these amenities, and to identify areas where this can be improved through a long-range infrastructure planning process, integrating priority routes first and less demanded routes later.

Key Issues & Opportunities

Public Relations, Community Engagement, and Communications

The citizens of Crestwood have noted through public outreach that the existing public relations, community engagement, and communications between the City and its residents could be improved. This should be addressed in order to maintain a high-level of trust between the local government and their citizens.

Infill/Teardown Housing Design Standards

The City of Crestwood's residents would like to see more, and higher quality housing options. Suggestions included the development of infill and teardown housing design standards in order to anticipate the quality and look of this kind of future development, and ensure that it is attractive and desirable for many years after construction.

Intergovernmental Collaboration and Shared Service Models

Intergovernmental collaboration is a strategic partnership between two or more communities that allows specific resources to be shared in order to become more efficient, alleviate financial burden, and improve upon the quality of life for all constituents involved. Municipalities can choose to collaborate in anything from economic development districts to safety services. Various options could be explored in order to identify key collaboration opportunities with adjacent communities, such as Sunset Hills, whereby all parties involved can benefit.

Preparing for Aging-in-Place

Following national trends, Crestwood's population is aging, which will place a higher demand for new residential options. Many older residents will seek options to age-in-place and remain in the community. As such, the City may benefit from programs and services to support those interested in remaining in the community. This could include new housing options, alternative transportation, and healthcare amenities to support aging residents.

Bike and Pedestrian Environment

The overall bike and pedestrian environment in Crestwood is strong when present, but could be stronger and more abundant throughout the community. The residents of Crestwood would like to see these connections prioritized throughout the community to ensure that bicyclists and pedestrians are comfortable, safe, and can enjoy riding or walking through Crestwood.

Establishing Crestwood as a "Cycling Town"

The community has noted a desire to see Crestwood develop as a cycling town for its residents and visitors alike. The community has some momentum in this area given its prominent location along the Grant's Trail, and this could help to establish and fortify the desired image and set Crestwood apart from other St. Louis regional suburban communities.

TECHNICAL APPENDIX



COMMUNITY OUTREACH

Crestwood's Comprehensive Plan will be the product of a planning process that actively sought input from a variety of stakeholders, including residents, neighborhood groups, business owners, developers, service providers, elected and appointed officials, and City staff. A variety of ongoing outreach efforts, both in-person and online, have been used to gather the concerns, ideas, and aspirations of residents. This feedback and input has been critical in identifying the key issues and opportunities for the Existing Conditions Report that will serve as the foundation for the new Comprehensive Plan.

Outreach will continue throughout the drafting and reviewing of the Plans in order to allow citizens an opportunity to shape recommendations and review interim documents as they are prepared. Ultimately, this will promote a sense of local stewardship for the plan and ensure that each resident has an opportunity to help shape the future of his or her community.

This section summarizes the community outreach efforts that have been completed thus far in the planning process:

- Community Workshop (November 2, 2015)
- Business Workshop (January 6, 2016)
- Key Person Interviews (November 2015)
- Project Website (October 2015 – Current)
- Online Surveys (October 2015 – Current)
- sMap Online Mapping Tool (October 2015 – Current)

COMMUNITY WORKSHOP

On November 2, 2015 a public community workshop was held with residents and stakeholders of Crestwood. The meeting included an overview of the planning process and concluded with a workshop where participants were asked to voice their opinions regarding the future of Crestwood. The following is a summary of the community workshop that highlights the overall themes and topics discussed with members of the Crestwood community.

It should be noted 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.

Priority Issues & Concerns

The workshop featured a guided group discussion where participants were asked to identify five key issues confronting the City of Crestwood. After reviewing the collective list of issues identified by the group, participants were then asked to rank their top three issues. While numerous topics were discussed, several items overlapped under similar key topics. In order to better summarize these key topics the items discussed were consolidated into the following central concepts:

Lack of a “Central Hub”

Crestwood residents expressed a desire for a “central hub,” such as a downtown, lifestyle center, town center, or some other type of activity generator. While the City has many of the individual ingredients required for such an area, they are spread out along several miles of Watson Road. Residents would like to see a blend of residential, dining, entertainment, and civic uses within a concentrated area, which could serve as both a community gathering spot and regional destination, as well as a source of pride.

Support for Small Businesses

Residents are proud of Crestwood’s small businesses and would like to do a better job of attracting and retaining small businesses. It was expressed that resources and attention should not be given to large chains or employers at the expense of local Crestwood businesses. Residents would also like other residents to support local businesses more.

Generate More Tax Revenue

Residents believe that Crestwood has excellent city services, including parks, schools, police, and fire. However, concern was expressed that the demand for services (including maintenance) could outpace the tax revenue collected by the city. This is of particular concern given the closure of the Crestwood Court Mall. Residents would like to see more new businesses in Crestwood that could increase the tax rolls.

Crestwood’s Identity

The community’s Route 66 heritage is seen as a significant asset and important community identifier. However, residents would like the Comprehensive Plan to articulate Crestwood’s identity and answer “what is Crestwood’s brand and role within the region?” Residents see identity as multi-faceted: social and civic (e.g. community events, city marketing, etc.) as well as physical (e.g. design of buildings, community gathering spots, etc.).

Watson Road

Watson Road is the community’s main artery and central place of business. Residents are concerned about the placement of medians which can obstruct visibility of shops and make navigation difficult, as well as the need for more viable businesses and attractions along the corridor that can make it a destination. It was also noted that Watson Road lacks a unifying design theme or “feel.”

Projects or Actions

In response to the list of issues identified during workshop discussion, participants were asked to name specific project or actions that would improve the Crestwood community. The list of recommended actions are listed below:

Economic Development

- Develop a central area or district with a walking town square atmosphere
- Recruit/retain a diversity of businesses
- Attract major retail and dining destinations
- Redevelop Crestwood Court Mall site
- Avoid big box/big footprint businesses along Watson Road
- Redevelop the Watson Industrial Park area
- Attract a Trader Joe's
- Host a farmer's market
- Bring back the drive-in
- Build a small convention center or community center
- Attract a micro-brewery
- Enforce code to improve property appearances and values
- Work to reduce retail leakage
- Say "thank you" more often to local businesses

Housing & Neighborhoods

- Diversify housing options
- Upgrade existing housing stock to draw in younger families
- Develop senior housing

Transportation

- Make the community more pedestrian friendly by adding sidewalks and trails
- Encourage multi-modality (e.g. walking, biking, driving, etc.)
- Remove the medians along Watson Road
- Develop more connections to Grant's Trail

Governance & Services

- Increase property taxes
- Better engage with residents
- Modernize and "go green" with infrastructure
- Evaluate a possible merger of government buildings between Crestwood and Sunset Hills

Parks, Recreation & Environment

- Develop a network of greenways throughout the city that are pedestrian friendly.
- Add an amphitheater to a city park
- Update the city's parks
- Improve the community center and gym, including exploring opportunities for shared services with Sunset Hills
- Utilize green energy in all facets of life in Crestwood

Community Identity

- Establish an identity
- Establish a central community hub
- Develop a common visual theme for Watson Road corridor
- Add distinctive signage or fountains at gateways
- Start to appeal to younger generations

- Re-brand Crestwood by changing public perception
- Clean up Watson Boulevard and beautify the city with streetscaping, signage, fountains, flowers, etc.
- Encourage historic preservation
- Hold a speaker's series about the region's history
- Develop a Route 66 Museum, including a brewery and restaurant

Strengths & Assets

As the Comprehensive Plan moves forward, the community's key strengths and assets should be regarded as items to be maintained and built upon. Participants identified the following strengths and advantages that make Crestwood a great community to live, work, and relax:

- Disposable income
- Centrally located
- Route 66 heritage
- Desirable housing

- Good schools
- Low taxes
- Nice parks
- Presence of intact families
- Great potential
- Grant's Trail
- Loyal and high quality City staff
- Strong public services (police, parks, fire, etc.)
- Safe community
- Pride
- Sense of family
- Lots of sidewalks
- Growing base of younger residents
- Safe, quiet, and well maintained neighborhoods
- Commercial property available for redevelopment
- Great history

BUSINESS WORKSHOP

On January 6, 2016 a public workshop was held with business owners and managers of Crestwood. The meeting included an overview of the planning process and concluded with a workshop where participants were asked to voice their opinions regarding the future of Crestwood. The following is a summary of the business workshop that highlights the overall themes and topics discussed.

It should be noted 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.

Top Issues & Concerns

The discussion began by asking participants to identify and discuss five issues or concerns facing business in Crestwood. A wide variety of topics were brought up as a result of this question; however, many of these issues overlapped and were in agreement with the responses of other participants. Accordingly, the responses are organized below into several common themes.

Need for Activity Generators

Business leaders expressed a desire for activity generators along Watson Road that can bring new consumer dollars into the community as well as a critical mass of activity. Entertainment, retail, and/or recreation were expressed as desired future uses.

Access Management

The business community felt that medians along Watson Road can make it difficult for motorists to access local businesses. If traveling in the opposite direction, drivers cannot make direct turns into businesses and instead must take a more circuitous path. Workshop participants expressed a desire to see them removed. They believe this will make it easier for motorists to patronize businesses.

Improved Sense of Place

Participants expressed that they felt the Watson corridor lacked a “sense of place” and distinct identity. This included both the composition of businesses as well as the marketing of the district and design of its buildings and signage.

Grant’s Trail

The regional Grants Trail which passes through the community was cited as one of Crestwood’s greatest assets and one that can be leveraged for future investment and activity. Participants would like to see better connectivity between the Trail and the Watson Road corridor, as well as amenities and businesses at the Crestwood trailhead that can draw joggers, walkers, and cyclists into the community.

Mall Inertia

While demolition and redevelopment of the Crestwood Plaza Mall is underway, business leaders expressed concern about how long the process has taken and how the mall’s vacancy has harmed the community’s reputation.

Top Project or Actions

Business owners and operators suggested a number of action items to improve Crestwood, but several ideas were often repeated. Some of the more popular responses included: redevelopment of the mall site, attracting new and big box businesses, and adding parks and green spaces to the community.

Specific projects and actions provided are categorized and listed below, in the words of the participant:

Parks & Greenspace

- Add a giant playground/splash pad
- Add more greenspace
- Add “arms” to Grants Trail that connect to destinations within the community

Aesthetics & Character

- Encourage development closer to the street
- Add planters with flowers around town
- Fix the medians along Watson Road
- Bury the power lines along Watson Road
- Better architectural appeal
- Create and implement plan to bring people to Crestwood
- Mall development (image and type of businesses)

Location

- City and County should work together to align addresses

Transportation

- Add a parking facility for the bike path
- Direct more traffic through Crestwood

Future Development

- Add more trendy restaurants for millennial crowd
- Add a big box store such as Menard, Cabela's, Bass Pro, etc.
- More community places for community to gather
- Turn the mall area into a community gathering area
- Implement a farmers market/community gardens
- Incubator
- Draw big businesses
- Plan for attracting bigger businesses
- Entertainment and restaurants

Primary Strengths & Assets

Finally, workshop participants were asked to identify Crestwood's major strengths and assets. Popular responses focused on the local amenities such as the schools, Grants Trail, and the location and highway access of Crestwood.

A list of responses is provided below:

Local Government

- Effective City government
- School districts
- Police & Fire
- Public Works

People

- Residents have consistently been wonderful to serve
- Kind and educated residents
- Good businesses who want us to grow

Character

- Population density
- Residential housing stock
- People in St. Louis have heard of it

Location & access

- Grants Trail
- Location
- Easy access to everything in St. Louis
- Route 66
- Close to the interstate

KEY PERSON INTERVIEWS

In order to gain greater detail about important issues and more accurately assess “on the ground” conditions and potentials, the consultant team conducted confidential one-on-one interviews and roundtable discussions with a number of individuals in November 2015. These interviews are intended to remain confidential to protect the opinions of participants, and to ensure that the feedback provided could be as impartial and candid as possible. Those interviewed possessed a wide range of perspectives and backgrounds, including small and large business owners, local experts, key service providers, institutional partners, developers, activists, and more.

Each group of participants was asked a series of questions about Crestwood, with interviews generally lasting about one hour. Their feedback, ideas, and information was invaluable in drafting the Existing Conditions Report.

Crestwood Plaza Mall Redevelopment

Every interview discussed the vacant mall site and the importance of a successful redevelopment. In general, participants expressed they do not anticipate the property to be a major retail destination again because of the emergence of online sales and other shifts in the region; one individual stated, “in 2016 St. Louis has 8 malls in a 5 mall town.” Other participants stated there are new businesses interested in investing in the community, but they are waiting to see what happens with the mall site. Regardless, everyone stressed that the mall site is the big economic catalyst that could build momentum for Crestwood and were anxious to see a project move forward.

The Watson Road Corridor

Interviewees discussed the Watson Road corridor in a number of different ways, primarily focusing on its role as a transportation thoroughfare as well as a business district.

On the transportation side, many participants stated that the medians and confusing access/traffic management system in place on Watson was problematic – motorists do not like it contributes accidents, and it hurts businesses. The medians in particular were repeatedly highlighted as a problem. Further, participants noted that the corridor is aesthetically unpleasant and lacks a streetscape; one interview stated, “It was an old U.S. highway and even thought we have I-44 now, it still looks like a U.S. highway, not a local business district.”

There was interest in improving the multi-modal quality of the corridor in a variety of ways. Although Metrobus routes run along Watson, some participants stated that it does not function as a major transit corridor, although it links Crestwood with Metrolink in Shrewsbury, the City of St. Louis, and even major employment hubs to the west in Sunset Hills. There was some discussion of the potential for bus rapid transit and “branded buses” on Watson, emphasizing it as a linear transit corridor. Additionally, some interviewees expressed interest in bicycle lanes, improved sidewalks, transit shelters, and a “complete streets” approach to managing Watson Road over the next generation.

Interviewees also discussed Watson Road as Crestwood’s primary business district. Participants stated that there is an increasing amount of vacancy in the district as traffic counts further decline. Some participants stated that Watson used to be a regional St. Louis destination but with I-44, regional traffic now largely bypasses Crestwood. As a result Watson has evolved more into a local, South County commercial area. Participants stated that the area needs reinvestment and improvement as well as some new major anchor tenants to bring consumers back to the area from outside the immediate area.

Redeveloping Watson Road

As part of larger conversations about economic development and infill redevelopment, many participants cited Watson Road as the community's best opportunity. In general, discussion evaluated the potential to infill develop at higher densities along Watson, including adding multi-story buildings and more mixed-uses, including senior housing and market-rate condominiums. Some participants stated that Watson needs a corridor plan and an investment strategy, and that it was logical to engage the City of Sunset Hills in examining what improvements could be made to the public infrastructure.

Some participants stated that Crestwood has no historic downtown and no obvious town center, resulting in a lack of an identity compared to neighbors like Webster Groves, Kirkwood, and Maplewood, and proposed that perhaps “park once” nodes could be redeveloped on Watson to fulfill this need. Additionally, some participants stated that office uses have been an underappreciated part of the Watson Road business district but that much of the existing product is aging, and some of it is obsolete; participants stated that Crestwood needs to evaluate its place in the regional office market and identify some strategies to rehabilitate existing office properties as well as build new – which could be done in this higher-density, mixed-use node approach.

Community Engagement

Some participants stated that many of Crestwood's residents are either retirees or young families with small children, and as a result the local citizenry is not as active in the community as seen in neighboring communities. Some participants stated that neighboring communities feature more institutions and community events. Recent positive and very successful examples were shared to demonstrate that volunteerism and community service are possible in Crestwood, under the right leadership and mission. However, some participants stated that it would be beneficial for Crestwood to get the residents more engaged – which ranged from public information and City communication pieces, to creating new special events and community volunteer opportunities.

The Pedestrian Environment

Most participants acknowledged that Crestwood was built at a time where the pedestrian and walking was not emphasized, but there was desire expressed to improve the pedestrian environment in the City going forward. In general, many pedestrians stated that it is really difficult to walk places as a pedestrian and cited a variety of factors, ranging from difficult crosswalks on major arterials, to a lack of sidewalks, to dead end streets, to in some cases night lighting. Some participants suggested that the City should conduct a walkability assessment and identify opportunities to improve the pedestrian environment as part of a Bike-Ped Plan.

Crestwood's Competitive Advantage

Many participants cited that Crestwood is experiencing a residential reinvestment wave because young St. Louis area families are finding the community and identifying its competitive advantage to other County municipalities. This competitive advantage is defined by excellent local schools, low property taxes, an affordable but quality single-family housing stock, and proximity to a number of destinations and sought-after locations, such as Webster Groves, Kirkwood, Sunset Hills, and South St. Louis City.

Participants noted that all long as this “blend of factors” is maintained, Crestwood will transition to a new generation of families and homeowners, which will provide the City a stable foundation. From that foundation it can focus on its commercial areas and redevelopment. However, some participants expressed concern that if any one of these factors skewed out of alignment, it may impact the community's overall appeal and competitive advantage.

Proactive Economic Development

Some participants stated that Crestwood has been too consumed by the Plaza mall site and that the overall approach to economic development needs to be strategic, better defined, citywide, and appropriately resourced by staff and budgets. Some participants noted recent efforts, such as the business survey, roundtable discussions, and the City's Economic Development Committee as good incremental progress. But there was still some sentiment that the City could be more proactive in both recruitment and retention activities, as well as interacting with the local business community more generally.

Some participants noted long-standing tension between the business community and city officials and stated, in their opinion, elected representatives and the City has historically taken a somewhat adversarial relationship with business and commercial property owners in the community. Generally, the sentiment is that Crestwood is making improvements, but its reputation is not being as business-friendly as other St. Louis County communities and that image needs to be addressed.

The Lindbergh School District

Related, every interviewee cited the strength of Crestwood's local schools and the positive impact that has across the City. Some participants noted that in the post 2008 environment where less middle class families are sending their kids to private schools, Crestwood's appeal has increased significantly. Further, much of the immigration and new residents tend to be the tail end of GenX or the oldest Millennial households (i.e. 30-40 year old range), and they are moving to the community to start their young children in school. As a result the school district's enrollment has ballooned kindergarten through approximately 3rd grade. These trends carry important facility, classroom size, programming, and other implications for Crestwood.

Grant's Trail, the Sappington House & Cycling

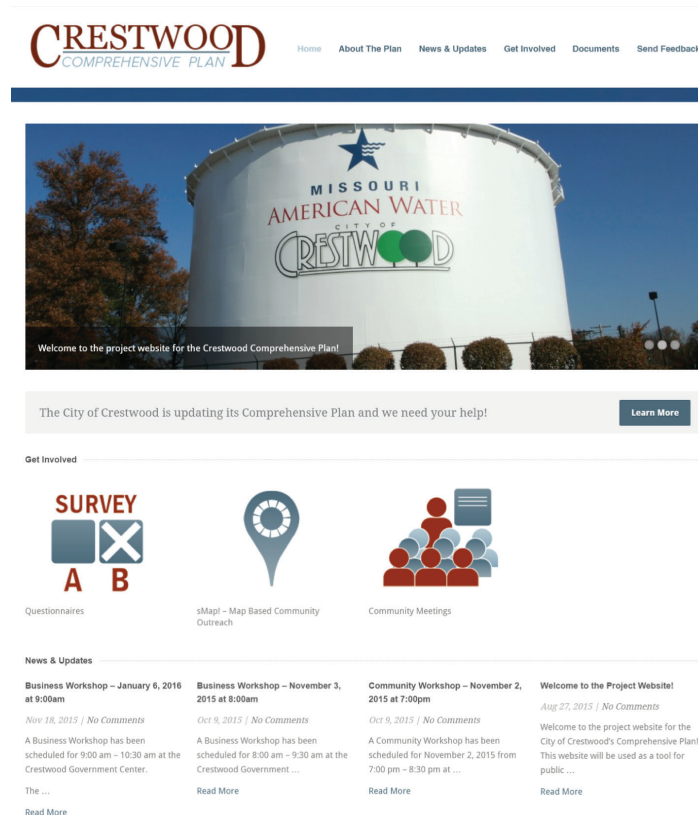
Virtually all interviewees cited Grant's Trail as a major regional St. Louis asset and one of the main traffic drivers bringing visitors to Crestwood. In general, participants expressed really positive reviews of the trail, ranging from its condition and overall management in the City, to providing a great healthy living asset for local residents. Related, some participants also noted the Sappington House as an asset for Crestwood and felt the trail and the historic property interrelate and support each other well.

Further, many participants felt these two amenities should be a focus for public investments, economic development strategies, and establishing Crestwood's identity and image throughout the St. Louis region. Participants stated they want to see local trails and bike lanes serve Crestwood's neighborhoods and connect to Grant's Trail. There was some interest in more special events anchored by the trail and engaging the Sappington House. And in general, there is a vision to establish Crestwood as one of the most bicycle-friendly, "cycling towns" in the St. Louis region.

PROJECT WEBSITE

A project website was created to establish a centralized location for information regarding the Crestwood Comprehensive Plan. The website contains information and updates concerning the project, meeting notices, and downloadable versions of project documents and reports. To provide convenient and comprehensive information, the project website is accessed through a link (<http://www.hlplanning.com/portals/crestwood/>) on the City of Crestwood's home page.

The project website also contains links to online questionnaires for residents and business owners, as well as the sMap mapping tool.



Resident Questionnaire

An online resident questionnaire was produced and publicized to gather an understanding of the issues and opportunities of the community as seen by the people who live in Crestwood. A total of 111 responses were collected from October 2015 to February 2016.

Rating Crestwood Amenities & Facilities

Questionnaire respondents indicated that there were various influences in deciding to live in Crestwood. The top five reasons were: schools, residential neighborhoods, location, quality of housing, and safety and security. The top rated public facilities are:

- Water quality
- Trash service
- Fire protection
- Police protection
- Electric service

The lowest 5 rated public facilities are:

- Sidewalks
- Cultural facilities and programs
- Services for youth
- Trees and landscaping on public property
- Data and technology infrastructure

Housing & Quality of Life

Most of the questionnaire respondents (71%) indicated that the appearance, cost, and property maintenance is mostly good, and a significant amount (25%) indicated that it is excellent. The residents also indicated that the quality of housing is staying about the same, or getting somewhat better.

A majority (94%) of respondents indicated that they are either satisfied or very satisfied with the quality of life in Crestwood, while 5% are dissatisfied, and none are very dissatisfied. To determine why residents might be dissatisfied, they were asked to identify what they feel is the biggest threat to the viability of their neighborhood. While the top response was availability of retail, poorly maintained/vacant properties was also significantly chosen. They were also able to rate various aspects individually on a scale of 1 (no threat) to 5 (major threat), and the top items rated as having no threat were pedestrian trails/side-walks and traffic flow/congestion.

Future of Crestwood

The questionnaire asked residents to think about the future of the City; the majority felt that Crestwood would be a better place. When asked to identify the kind of residential development they would like to see emerge, a majority said they would like to see single-family homes, condominiums, and townhomes. As for non-residential development, they would like to see retail stores, restaurants, and entertainment but would like to make sure they do not see new apartments, gas stations, or industry in Crestwood.

Survey participants would also like the Comprehensive Plan to address commercial/shopping areas, and development and growth potential.

Economic Development

Residents indicated that they would like to see new businesses/uses attracted to the Watson Road Corridor, followed in priority by the Big Bend Road/Interstate 44 Intersection. A majority (65%) of questionnaire respondents indicated that they would support the use of tax incentives to retain existing businesses and attract new businesses, while some (14%) would not and others (21%) are unsure.

Strengths & Weaknesses

The three biggest community weaknesses as indicated by survey takers were: commercial/shopping areas, development and growth potential, and city government and services (regulations, infrastructure, etc.). On the other hand the three greatest strengths were indicated as: schools, location and access, and neighborhoods.

Communication

64% of participants reported that they do feel informed, while 28% reported that they don't, and the remainder are unsure. Respondents indicated that they get their information about City and community affairs and programs through local newspapers, internet, local conversations, and mailings.

Overall, just over half of questionnaire respondents reported that they don't feel the local government is effectively dealing with local issues and concerns, while 24% feel that they are and 22% are unsure.

Business Questionnaire

A business questionnaire was produced and administered to business owners and managers to better understand the business community's needs. The questionnaire was open for respondents from October 2015 through February 2016 and elicited a total of 3 responses. While the response rate is low, it should be noted that the intent of this outreach method is not to produce statistically valid data, but merely input on community issues and concerns.

Desired Improvements

Survey respondents were asked to identify improvements they would like to make to their businesses; the top responses was a new sign. Respondents indicated that they would like to see more infrastructure improvements/upgrades, and more commercial development. Additionally, in agreeance with the residents who responded to the resident questionnaire, business owners and managers also indicated that they would like to see new retail, restaurant, and entertainment developed in the community.

Crestwood Amenities & Services

Survey respondents were asked to decipher which aspects of the community are currently an advantage or a disadvantage to their business. The biggest disadvantage was indicated as taxes, while the biggest advantage is the availability of parking. Respondents also indicated that electric service, trash service, police and fire protection, water quality, sewer service, and parks and open space are good while local trees and landscaping on public property, data and technology infrastructure, and sidewalks are poor and could use improvement.

Communication

The questionnaire has revealed that business owners and managers don't always feel informed (67%), while the other (33%) reported that they do. Those who do find information about the City and community affairs and programs reported that they gather most of their information from the internet and local newspapers. A majority of business questionnaire respondents (67%) are unsure that local government is effectively dealing with business related issues and concerns, while the other (33%) do feel that they are effectively dealing with these issues and concerns.

Strengths & Weaknesses

While business questionnaire respondents reported that the community's biggest weaknesses are the character of commercial areas and the infrastructure, they also reported that Crestwood's biggest strength is their government services (trash pick-up, snow removal, etc.)

sMap

sMap is an online tool that allows community members to create maps of their communities that identify areas with issues and opportunities. 7 different people created maps, generating a total of 56 points of interests. The following is a summary of the spatial feedback provided.

★ Community Assets

14 community assets were identified by mappers. All 14 points identify natural features or amenities in Crestwood including the various parks, and the Grants Trail.

🕒 Undesirable Uses

Only two points were identified by sMap users to identify undesirable uses. First, is Sappington Square; adding in the comment that the center was developed for retail but retail was never attained here and so they feel it should be torn down and redeveloped. The second point, located nearby, identifies the empty bank as an undesirable use.

🟢 Poor Appearance

Two of the four comments identify the Crestwood Court area as needing a facelift, another is placed at the Crestwood commons, and a final point is placed on Watson Road Corridor, simply identifying the length of the road as a "hodge podge of construction," citing the need for a stronger form-based code to control the aesthetics of construction.

🟡 Public Safety Concerns

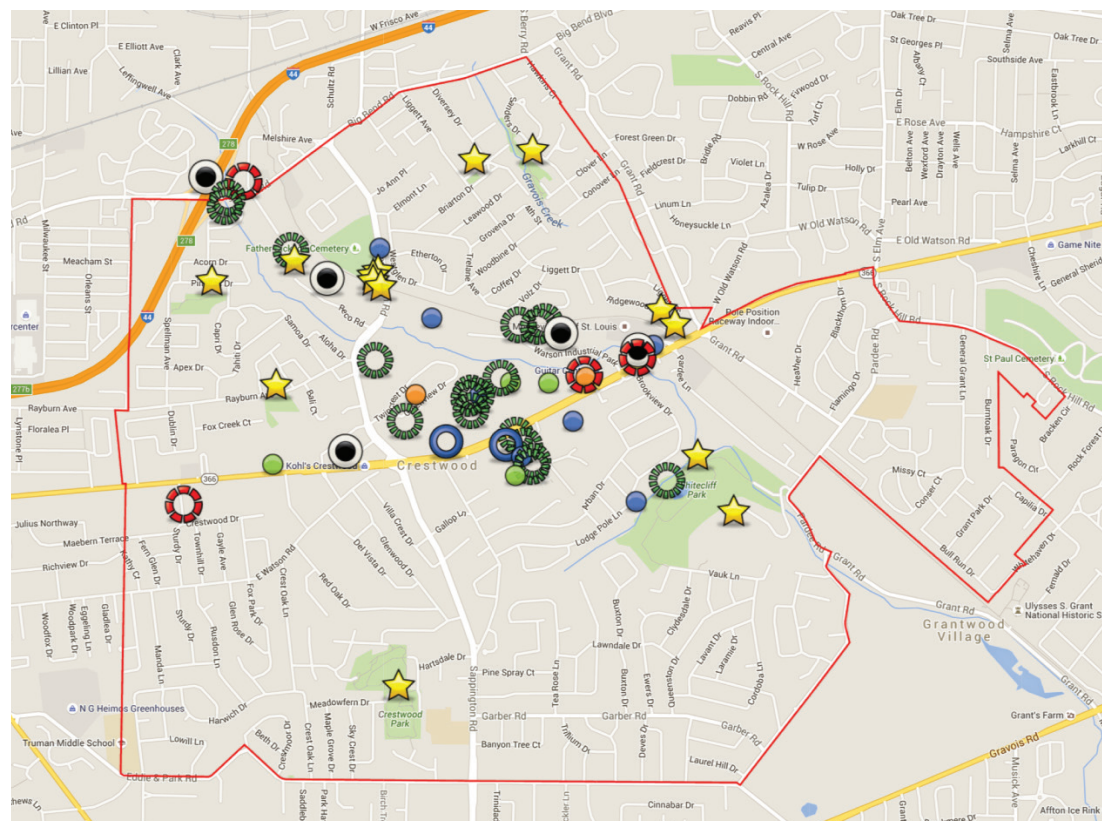
Two public safety concern points were identified by Crestwood community mappers. The first, located at Greenview Drive identifies a place where speeding is commonplace, putting kids at risk going to and from school. Additionally, a point was placed on the north side of Watson Road, suggesting wider sidewalks be installed because they currently prohibit handicap use and contain multiple obstructions.

Development Priority Sites

A total of 18 development priority sites were identified as places that should be developed or redeveloped in the short term. A cluster of points were placed at the I-44 interchange at Big Bend Road, identifying commercial development opportunities. Other points are placed along Sappington Road and Watson Road where new commercial development or redevelopment could take place, and along Watson Industrial Park Road where people have suggested redeveloping the industrial park. Finally, one point identifies the community center at Whitecliff Park as needing a massive update and maintenance work.

Problematic Intersections

Only four problematic intersections are identified by mappers. The first is in the northwestern portion of the community at Holmes and Big Bend. A second point is in the western portion of the community at Sturdy Drive and Crestwood Drive where a stop sign and completed sidewalk is suggested. Finally, two points along Watson Road identify areas for improvement: the addition of a U-turn access point near Watson and Broadview Drive, and a second point simply suggested removing the concrete islands all together.



Desired Use/Development

There are seven points of desired use/development placed in the community maps. One point on the north end states that they would like to see Sappington used as a nice exhibit of Crestwood. Another point identifies a location here they would like to connect Watson Industrial Park Road to Reco Road.

Two points hover around Watson Road identifying the Crestwood Plaza and the Crestwood Commons as needing new development or redevelopment. Another point south of Watson Road suggests the need for a drive in. Additionally, one mapper would like to see a pedestrian bridge into Whitecliff Park, and finally, one mapper would like to see a bike lane installed along Watson Road for better access to Grant's Trail.

PAST PLANS & STUDIES

Local Plans

1999 Whitecliff Park Master Plan

The 1999 Whitecliff Park Master Plan addresses the community's concerns, and provides short and long-term recommendations for the park, pool, and community center. The plan also provides an estimation of future park, trail, and recreation needs based on national, state, and local standards tailored to meet the needs of Crestwood residents.

The Plan identifies six focal points in the park for more specific recommendations. These include a quarry area, a community center, an aquatics center, an active area, a parks operations area, and a lower pavilion area. Each of these areas is given a visualization in order to best show how the park could be utilized for these various purposes.

2005 Retail Market Study: Watson Road Commercial District

The 2005 Retail Market Study was intended to evaluate the Crestwood area market, analyze trends, and determine the market for redevelopment of the District. The study identifies four alternatives for the Watson Road Commercial District; recommendations vary in intensity from doing nothing, to adding major big boxes should certain conditions come about.

2006 Watson Road Streetscape Master Plan

Following the 2005 Retail Market Study: Watson Road Commercial District, the 2006 Watson Road Streetscape Master Plan looks at the Watson Road between New Sappington Road and Grant Road. The plan recognizes the existing condition of this area, followed by a plan for enhancing pedestrian and bicycle facilities, improved landscaping, lighting, and signage, and bus stop and trail amenities.

2015 Watson Road Commercial District Plan

This plan identifies the boundaries of the proposed TIF district in order to redevelop the Crestwood Plaza located along the north side of Watson Road between Sappington Road and Crestwood Plaza Drive/Madeira Drive. The current commercial land use includes a vacant mall with vacant department store anchors, and an office building fronting Watson Road. The plan establishes four conceptual redevelopment program components, containing about 500,000 square feet of leasable area, which would be composed of retail/service, entertainment/destination service and retail/office, multi-family residential/retail/service/office, and open space and community gardens.

Regional Plans

OneSTL

The OneSTL plan encourages the combined efforts of individuals, governments, organizations, and the private sector to ensure that the region continues to grow and prosper economically while improving the environment. The plan includes a vision, goals, strategies, and practical tools, resources and plans to encourage regional collaboration and local action.

In its implementation strategy, OneSTL identifies various reference materials that local government can use to incorporate sustainability into their development codes and regulations, including ‘The Environmental Sustainability Roadmap,’ and ‘The Sustainable Development Code Assessment: How-To Manual.’

By putting these resources at the fingertips of local governments and stakeholders, OneSTL hopes to enable communities to work together to implement sustainable strategies that are collaborative, prosperous, distinctive, inclusive, green, prepared, connected, efficient, and educated.

Imagining Tomorrow

Imagining Tomorrow for St. Louis County was adopted in 2013 and is a strategic plan for the county. This plan was designed to be impactful, and to develop a strong foundation of data, research, and public policy analysis.

The plan identifies the larger context of the county, it identifies demographic changes occurring, it establishes a framework for policies to enable a thriving and prosperous county, and finally it identifies measures by which the county can follow its performance and implement the policy framework.

Many of the policies discussed in the plan aim to address issues facing communities like Crestwood, today. Some of these strategies include preparing for an aging population, addressing, investing in youth, promoting a variety of housing and neighborhood options for all ages, revitalizing commercial areas for changing markets, and building on economic strengths and assets.

Regional Greenway Plan

The St. Louis River Ring is a substantial greenway network that serves the St. Louis region, with 17 greenway corridors spread between the City of St. Louis, St. Louis County, and St. Charles County. The Regional Greenway Plan was developed by the Great Rivers Greenway District to guide high-impact investments through land acquisition and greenway facility construction. The efforts of the Great Rivers Greenway District are complimented by the Metro East Park and Recreation District which serves the similar greenway located across the Mississippi in Illinois.

The Regional Greenway Plan provides long term planning goals to build, promote, and sustain the greenway between 2000 and 2060. The plan was first developed to establish initial guidance in 2004, with a subsequent update in 2011. The 2011 Updated Plan identifies the Gravois Greenway, which flows through Crestwood from the northwestern to southeastern edge, as one of 17 active greenway corridors that will remain the focus of the District's efforts in the near-term.

The Plan identifies a few specific strategies pertinent to the Crestwood community Greenway Corridor, including completing the Gravois Greenway from Kirkwood Park to River des Peres, and Evacuating property value increases overtime within close proximity to the Gravois Greenway.

Gateway Bike Plan

Approved in 2011, the Gateway Bike Plan was developed by the Great Rivers Greenway to provide a coordinated vision for bicycle transportation within the St. Louis region. The plan focuses on developing the necessary systems for convenient bicycle mobility and encouraging citizens to utilize bicycle amenities. Acting as a resource for the development of the Regional Bicycle Network, the document aims to connect key destinations throughout St. Louis, St. Louis County, and urbanized St. Charles County with a continuous bicycle pathway. As of 2013, the Gateway Bike Plan has led to the construction of 215 miles of bikeways in the St. Louis region.

The Gateway Bike Plan identified four recommended on-street facility improvements in Crestwood. These included:

- Accommodating a bike lane along Watson Rd;
- Including a wide outside lane along New Sappington Rd; and
- Adding shared lane markings along Eddie & Park Rd east of New Sappington Rd, and along Pardee Rd.

Missouri Statewide Comprehensive Outdoor Recreation Plan

The Missouri Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a 5 year document intended to guide the development and funding of outdoor recreation and ensure state eligibility for federal Land and Water Conservation Funds. The 2013-2017 SCORP identifies six important issues that will face the state of Missouri in the upcoming years:

- Sociodemographic Shifts
- Funding and Economics
- Demand for Trails and Walkable Communities
- Educating the Public on the Value and Benefits of Parks and Recreation
- Health and Wellness
- Youth, Technology, and Nature Deficit

While the plan does not directly address the City of Crestwood, it acts as a vital resource for state-wide and regional trends regarding outdoor recreation and a tool for enabling and encouraging greater recreational activity in residents.

Moving Transit Forward

This study took place in 2012-13 and identified four alternatives for Bus Rapid Transit (BRT) routes to connect Downtown St. Louis to St. Louis neighborhoods. The study involved the evaluation of performance of each alternative including ridership, expanded access to key destinations, travel time savings, and land use benefits.

The four alternatives are:

- Halls-Ferry Riverview BRT;
- West Florissant-Natural Bridge BRT;
- Page Avenue BRT; and
- I-64 Highway BRT.

None of the alternatives connect directly to the City of Crestwood.

DEMOGRAPHIC & MARKET PROFILE

An analysis of Crestwood's demographic and market conditions was conducted to guide the planning process and provide the necessary background information for developing market-viable policy recommendations. The chapter focuses on six topics: (1) population demographics, (2) employment, (3) housing, (4) retail, (5) office market, and (6) industrial market. Each section presents and assesses current trends, note important market implications, and to the extent possible, make projections for future growth and development opportunities. Collectively, this information provides a snapshot of Crestwood's current and projected competitive position within the St. Louis region.

Data for this study were acquired from a variety of sources, including the American Community Survey (ACS), the U.S. Census, Colliers International, and ESRI Business Analyst, a nationally recognized provider of business and market data.

Demographics Population

The population of Crestwood has declined over the past five years and is expected to decline at a slower rate over the next five years. This is at a similar rate as St. Louis County where there was a decline from 2010 to 2015 of 6,041 people. The 2015 population for Crestwood is estimated to be 11,753 people. This is a decrease of 159 people from 2010. The population in 2020 is expected to decrease to 11,700, which is a decrease of 53 people.

Demographic Summary (2010, 2015, 2020) Crestwood and St. Louis County					
Crestwood					
	2010	2015	2020	Projected Change (2010-2020)	
Population	11,912	11,753	11,700	-212	-1.8%
Households	5,153	5,118	5,107	-46	-0.9%
Average Household Size	2.29	2.28	2.28	-0.01	-0.4%
Median Age	45.9	46.3	46.6	0.7	1.5%
Median Household Income	\$63,569*	\$62,154	\$75,401	\$5,742	14.8%
St. Louis County					
	2010	2015	2020	Projected Change (2010-2020)	
Population	998,954	992,913	993,881	-5,073	-0.5%
Households	404,765	405,174	406,407	1,642	0.4%
Average Household Size	2.42	2.4	2.4	-0.02	-0.8%
Median Age	39.9	40.8	41.6	1.7	4.3%
Median Household Income	\$57,561*	\$58,247	\$68,239	\$7,958	18.7%

*Census Data not available. Estimated using the 2006-2010 American Community Survey.
Sources: U.S. Census; 2006-2010 American Community Survey; ESRI Business Analyst; Houseal Lavigne Associates

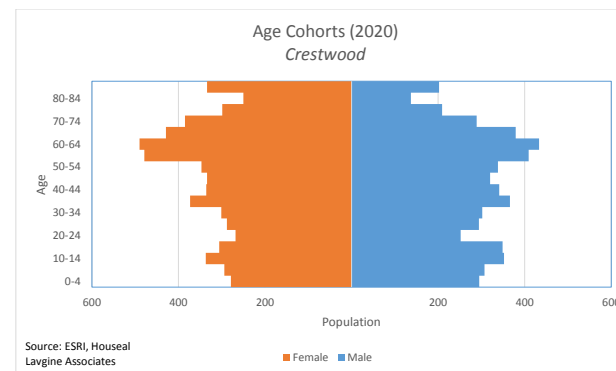
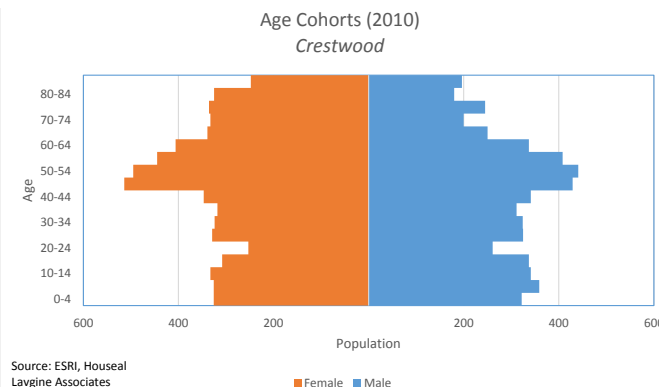
Between 2010 and 2020, the population of Crestwood is estimated to decrease by 212 people, which is roughly a decrease of 1.8% over the decade. This is a greater decrease than is expected for St. Louis County, which is projected to decrease by 0.5%. Households are decreasing at a similar rate in Crestwood. Between 2010 and

2020 the number of households is expected to decrease by 0.9%. This is a slightly faster rate than St. Louis County's decrease, which is expected to decrease by 0.4%.

Age & Sex

While the population of Crestwood is decreasing, it is also aging. As of 2015, the median age of Crestwood is 46.3 and is expected to increase slightly to 46.6 by 2020. The median age from 2010 to 2020 is expected to increase from 45.9 to 46.6, which is a 1.5% increase. When looking at age cohorts, the parts of the population that are growing from 2010 to 2020 can be found in the 60+ cohorts, which is expected to grow by 370 people. The other cohorts that are growing are between the ages of 35-44, which will see an increase of 106 people. The population under 30 years old is overall seeing a decrease of 224 people from 2010 to 2020.

As of 2010, the female population made up 52.9 % of the population. The female population in 2020 is expected to decrease slightly to 52.3% of the population. The male population in 2010 made up 46.9% of the population and is expected to decrease further from 2010 in 5,607 men to 5,574. However, the share of the male population will increase slightly to make up 47.6% of the total population.

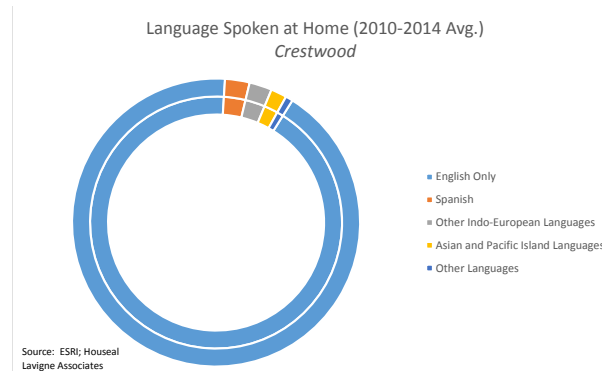
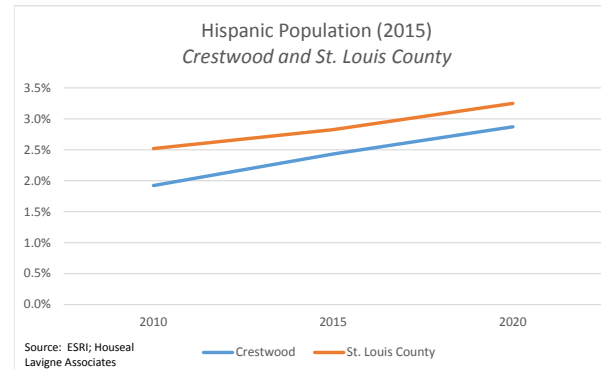
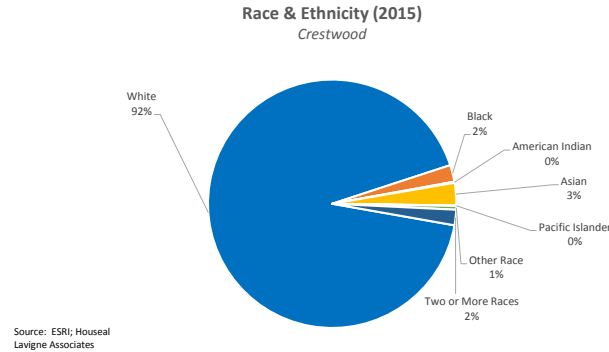


Race

The residents of Crestwood come from a few different races. Crestwood is less diverse than St. Louis County. The estimated white population in 2015 is 92.2%, which is about 23.4% higher than the white population share in St. Louis County (68.8%). The largest racial minority population is Black (2.2%) followed by Asian (2.9%) then “two or more races” (2.0%) and finally “Other Race” (0.5%). Between 2015 and 2020 the white population in Crestwood is expected to decline with a loss of 206 people, which is a 1.9% decrease during this time. The minority population is expected to increase to 9.2% of the population in 2020 which is an increase of 16.7%.

In 2010, the Hispanic population of Crestwood was 1.9% of the population, which is lower than St. Louis County’s 2.5% share for the same year. By 2020, the Hispanic population is projected to make up 2.9% of the population, which is still less than the Hispanic population of St. Louis which is expected to increase to 3.3% of the population.

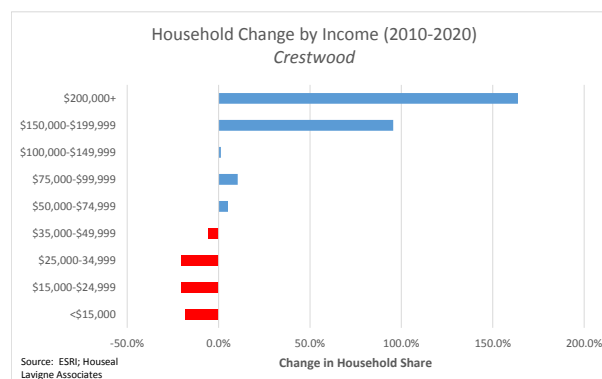
The most common language spoken at home is English (92.1%). The next most common language spoken is Spanish (2.7%) then Other Indo-European Languages (2.5%) followed by Asian and Pacific Island Languages (1.7%) and finally Other Languages (0.8%). Of those who said they speak Spanish at home, 64.3% said they speak English “very well” and 35.6% said they speak English “Less than very well”.



Income

Income levels are expected to increase from 2010 to 2020 in both Crestwood and St. Louis County. St. Louis County is projected to increase faster than Crestwood, however, Crestwood's median income will be higher than St. Louis County. In 2010, the median household income in Crestwood is estimated to be \$63,569 and \$57,561 in St. Louis County. Median household incomes are expected to increase in 2020 to \$75,401 in Crestwood and \$68,239 in St. Louis County. Income cohorts in Crestwood that are decreasing in share are those earning \$49,999 or less. Cohorts that are increasing are earning over \$50,000. Income cohorts making over \$150,000 a year are expected to increase much more than any other cohort and will hold a 13.1% share of the population in 2020, which is up from a 6.2% share in 2010.

St. Louis County is following a similar trend from 2010 to 2020 where cohorts that are growing are earning more than \$75,000 a year. All cohorts earning \$74,999 or less are decreasing. Earnings are expected to rise faster than inflation for both Crestwood and St. Louis County. The annual average rate of inflation between 2000 and 2010 was 2.4%. Using this as a proxy for future inflation rates, it estimates that incomes will rise above inflation between 2010 and 2020



Income Summary Crestwood and St. Louis County						
	Crestwood					
	2010		2020		2015-2020 Change	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	288	5.9%	235	4.6%	-53	-18.4%
\$15,000-\$24,999	493	10.1%	391	7.7%	-102	-20.7%
\$25,000-\$34,999	459	9.4%	364	7.1%	-95	-20.6%
\$35,000-\$49,999	600	12.3%	566	11.1%	-34	-5.7%
\$50,000-\$74,999	927	19.0%	975	19.1%	48	5.2%
\$75,000-\$99,999	864	17.7%	954	18.7%	90	10.5%
\$100,000-\$149,999	942	19.3%	953	18.7%	11	1.2%
\$150,000-\$199,999	190	3.9%	372	7.3%	182	95.5%
\$200,000+	112	2.3%	296	5.8%	184	163.8%
Median Household Income	\$63,569		\$75,401		\$11,832	18.6%
	St. Louis County					
	2010		2020		2015-2020 Change	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	39,668	9.8%	35,532	8.7%	-4,136	-10.4%
\$15,000-\$24,999	40,882	10.1%	27,442	6.8%	-13,440	-32.9%
\$25,000-\$34,999	40,478	10.0%	31,767	7.8%	-8,711	-21.5%
\$35,000-\$49,999	55,050	13.6%	50,860	12.5%	-4,190	-7.6%
\$50,000-\$74,999	75,289	18.6%	72,437	17.8%	-2,852	-3.8%
\$75,000-\$99,999	52,621	13.0%	56,886	14.0%	4,265	8.1%
\$100,000-\$149,999	54,240	13.4%	62,501	15.4%	8,261	15.2%
\$150,000-\$199,999	21,858	5.4%	33,680	8.3%	11,822	54.1%
\$200,000+	24,691	6.1%	35,301	8.7%	10,610	43.0%
Median Household Income	\$57,561		\$68,239		\$10,678	18.6%
*Census Data not available. Estimated using the 2006-2010 American Community Survey.						

*Census Data not available. Estimated using the 2006-2010 American Community Survey.

Market Implications

The demographic changes presented earlier show a population that is slightly shrinking and aging. By 2020, the population of Crestwood is projected to be slightly smaller and older. However, by 2020 incomes are expected to increase at the highest ends of the spectrum. The decrease in incomes on the lower end of the spectrum, suggest a wider range of housing types for different incomes may be needed in the future. Additionally, with Crestwood's aging population, there will likely be a need for more senior-friendly housing in 2020.

Employment

Total Employment

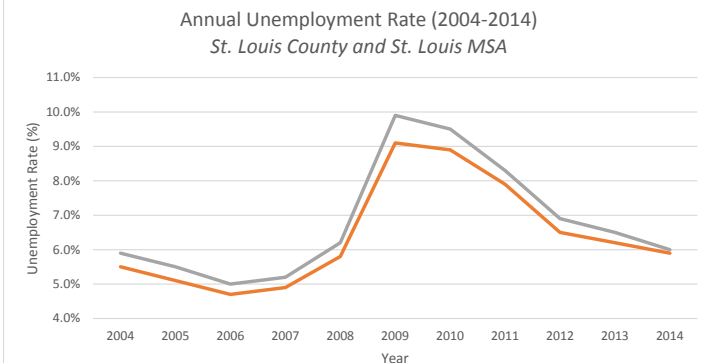
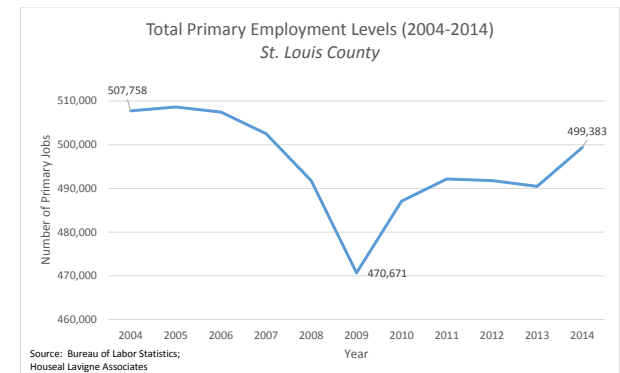
The number of primary jobs in St. Louis County has been increasing since the low point of 2009 where there were a total of 470,671 primary jobs. Based on Local Area Unemployment Statistics (LAUS) by 2014, the number of total primary jobs had increased to 499,383. This is still a decrease from the high of 507,758 just ten years before. The significant decrease appeared to begin in 2006 and which decreased much more rapidly by 2008 from the Great Recession. Total primary employment dropped by 7.2% from 2006 and 2009. The county's employment rate quickly bounced back upward from 2009 to 2010. Unemployment numbers were not available for Crestwood.

Unemployment

Unemployment in St. Louis County has significantly decreased from its high point in 2009 (9.1%). As of 2014, St. Louis County's unemployment rate was at 5.9% while the St. Louis Metropolitan Statistical Area's (MSA) unemployment rate was just higher (6.0%). St. Louis County's unemployment rate was generally higher than the St. Louis MSA during this decline.

Education Attainment

Crestwood has a highly educated population. Just over half of residents in Crestwood have a college degree of some sort. This is consistent with the rest of St. Louis County where 50.0% of the population holds a college degree. An additional 23.0% of residents of Crestwood and 21.4% of residents in St. Louis County have attended college but do not have a degree. The number of residents that only have high school diplomas or equivalent makes up 23.0% of Crestwood and 21.4% of St. Louis County residents.



Education Attainment (25+ Years of Age)

Crestwood and St. Louis County

	Crestwood	St. Louis County
<9th Grade	1.3%	2.1%
9th-12th Grade, No Diploma	2.5%	4.7%
High School Graduate or Equivalent	19.7%	21.8%
Some College, No Degree	23.0%	21.4%
Associate's Degree	8.2%	8.1%
Bachelor's Degree	29.9%	24.8%
Graduate or Professional Degree	15.5%	17.2%

Source: ESRI Business Analyst; Houseal Lavigne Associates

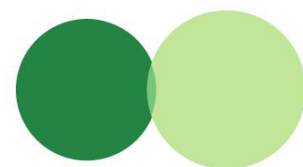
Key Industries & Employers

The residents of Crestwood are employed in a very diverse range of industries. The health care/social assistance industry makes up the largest share of the resident population in Crestwood. Other large industries include, retail trade (10.8%), education services (9.6%), professional/scientific/tech services (9.1%) and manufacturing (9.0%). Between 2009-2013 the workforce that is employed within Crestwood has lost 962 jobs. Much of this loss is within other services (56% decrease) health care and social assistance (53% decrease), education services (28% decrease), construction (44% decrease) and accommodation and food services (27% decrease). Some of the largest increases were found in finance and insurance (116% increase of 266 employees) and real estate and rental and leasing (11% increase of 72 employees).

Inflow & Outflow

The majority of employees who work in Crestwood live elsewhere. Only 2.6 percent of people who work in Crestwood also live in Crestwood. As of 2013, 3,943 (97.4%) of people who work in Crestwood live in other towns. The largest share of workers reside in St. Louis City (462 employees, 11.4%). Some of the other top home locations of employees who work in Crestwood include Oakville (144 employees), Affton (106 employees), Mehlville (91 Employees) and Concord (82 employees).

Inflow/Outflow Job Counts in 2013



3,943 - Employed in Selection Area, Live Outside
4,994 - Live in Selection Area, Employed Outside
107 - Employed and Live in Selection Area

Resident Employment by Industry
Crestwood

Industry (NAICS Code)	Employees	
Health Care/Social Assistance	902	15.0%
Retail Trade	646	10.8%
Educational Services	577	9.6%
Professional/Scientific/Tech Services	547	9.1%
Manufacturing	543	9.0%
Construction	371	6.2%
Accommodation/Food Services	319	5.3%
Finance/Insurance	293	4.9%
Other Services (excl Public Administration)	287	4.8%
Admin/Support/Waste Management Services	286	4.8%
Public Administration	235	3.9%
Arts/Entertainment/Recreation	219	3.6%
Transportation/Warehousing	196	3.3%
Information	181	3.0%
Wholesale Trade	151	2.5%
Utilities	110	1.8%
Real Estate/Rental/Leasing	93	1.5%
Management of Companies/Enterprises	26	0.4%
Agriculture/Forestry/Fishing/Hunting	25	0.4%
Mining/Quarrying/Oil & Gas Extraction	0	0.0%

Source: ESRI Business Analyst; Houseal Lavigne Associates

Employment by Industry (2009-2013)
Crestwood

	2009	2010	2011	2012	2013 Number	Change	Percent
Total Primary Jobs	5,012	4,548	3,928	3,709	4,050	-962	-19%
Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0	0	NA
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0	0	NA
Utilities	0	0	0	1	0	0	NA
Construction	254	190	169	147	141	-113	-44%
Manufacturing	598	537	509	497	506	-92	-15%
Wholesale Trade	526	498	477	449	427	-99	-19%
Retail Trade	1,330	1,183	970	856	824	-506	-38%
Transportation and Warehousing	36	22	11	4	16	-20	-56%
Information	18	27	21	14	11	-7	-39%
Finance and Insurance	229	256	186	206	495	266	116%
Real Estate and Rental and Leasing	64	113	97	86	136	72	113%
Professional, Scientific, and Technical Services	331	300	279	290	307	-24	-7%
Management of Companies and Enterprises	66	62	59	52	70	4	6%
Administration & Support, Waste Management and Educational Services	184	180	169	210	206	22	12%
Health Care and Social Assistance	229	199	163	166	166	-63	-28%
Arts, Entertainment and Recreation	236	214	127	129	111	-125	-53%
Accommodation and Food Services	110	92	87	60	96	-14	-13%
Other Services (excluding Public Administration)	491	429	367	337	357	-134	-27%
Public Administration	198	145	129	104	87	-111	-56%
	112	101	108	101	94	-18	-16%

Source: US Census, Longitudinal Household-Employer Dynamics, Houseal Lavigne Associates

Market Implications

The employment information presented in the previous sections contain several broad market implications. First, employment has decreased as unemployment falls at a rate that is consistent with the rest of the St. Louis MSA. It would appear that while unemployment went up as a result of the Great Recession for the region, many jobs did not return to Crestwood as they saw a net decrease in jobs located in Crestwood. However, those who reside in Crestwood are employed in a diverse number of industries specifically, in the growing field of health care. Second, the workforce is educated. The number of residents who did not complete high school is low and the number of residents with college degrees is high. This should make Crestwood attractive for growing industries that require some higher levels of education. Third, the vast majority of the workforce employed in Crestwood lives elsewhere. Given Crestwood's size, this should not be surprising. This large number of people commuting to and from Crestwood presents an opportunity for retail businesses to capture some business from people who resident outside.

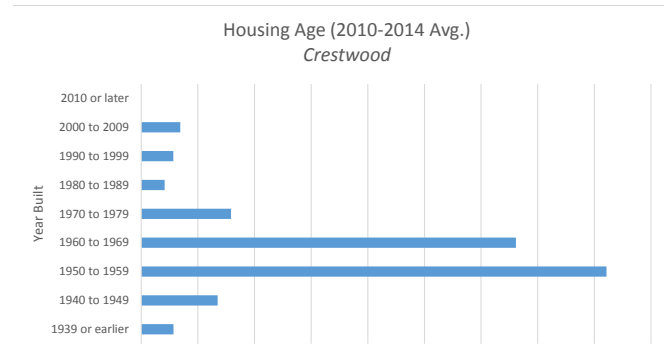
Housing Summary Crestwood						
Total Housing Units	5,474	100.0%	Housing Units by Total Number of Bedrooms			
	Owner-Occupied	4,259	77.8%	Total Housing Units	5,234	100.0%
	Renter Occupied	859	15.7%	Studio	0	0.0%
	Vacant	356	6.5%	1 Bedroom	167	3.2%
Housing Units by Type			2 Bedrooms	994	19.0%	
Total Housing Units	5,234	100.0%	3 Bedrooms	2,971	56.8%	
Single Family, Detached	4,819	92.1%	4 Bedrooms	1,012	19.3%	
Single Family, Attached	85	1.6%	5+ Bedrooms	90	1.7%	
Two Units/Duplex	0	0.0%	Other Information			
Multi-Family	330	6.3%	Median Monthly Rent	\$885		
Mobile Home	0	0.0%				
Source: 2010-2014 American Community Survey; ESRI; Houseal Lavigne Associates						

Source: 2010-2014 American Community Survey; ESRI; Houseal Lavigne Associates

Housing Type & Tenure

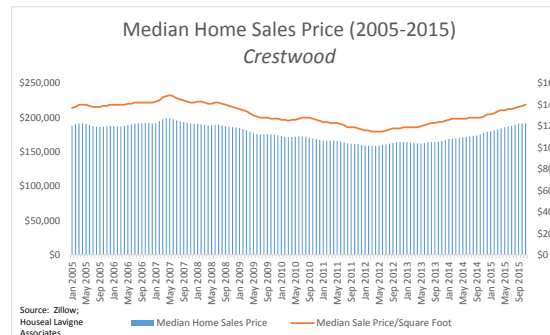
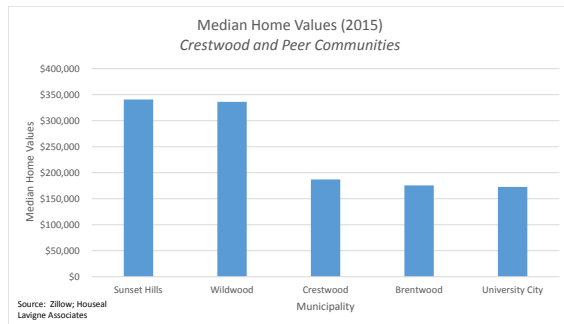
The vast majority of the housing stock in Crestwood is single family, detached. With 4,819 units, this makes up 92.1% of the housing stock. There are 85 units (1.6%) that are single family, attached. Only 330 (6.3% of the housing stock) is multifamily. Based on ESRI projections, Crestwood is expected to have an increase in overall housing units by adding 240 new units by 2020, which is a 4.5% increase over five years.

Crestwood is predominantly an owner-occupied community. With only 859 rental units which makes up 15.7% of their housing stock. This differs from St. Louis who has 116,696 rental units and makes up 26.4% of their housing stock. A total of 4,259 units (77.8%) are owner-occupied. The units in Crestwood are large. There are 96.8% of units are two bedrooms or larger. There are 2,971 three bedroom units, which has the largest share of units. There are 167 (3.2%) one bedroom units and no studio units. The monthly median rent (2010-2014 average) is \$885 a month.



According to ESRI, the vacancy rate in Crestwood is at 6.5%, which is 356 housing units. This is well below the vacancy rate of St. Louis County, which is at 7.9%. Based on ESRI projections, the vacancy rate of Crestwood is expected to slightly increase to 6.7% by 2020. Over the same time period, St. Louis County's vacancy rate is expected to stay largely the same (8.1%).

The housing stock in Crestwood was built around the time when suburbs were growing around urban centers in the US. Just over half (2,652 units) of the housing stock was built before 1960. Of that, 2,150 (41.1%) was built between 1950 and 1959. Approximately 328 units (6.3%) were built after 1990.



Owner-Occupied Housing Values Crestwood (2015-2020)				
Value	2015		2020	
	Units	Share	Units	Share
<\$50,000	3	0.1%	0	0.0%
\$50,000-\$99,999	61	1.4%	19	0.4%
\$100,000-\$149,999	384	9.0%	132	3.1%
\$150,000-\$199,999	1,260	29.6%	968	22.9%
\$200,000-\$249,999	1,042	24.5%	1,125	26.6%
\$250,000-\$299,999	713	16.7%	896	21.2%
\$300,000-\$399,999	438	10.3%	574	13.6%
\$400,000-\$499,999	187	4.4%	229	5.4%
\$500,000-\$749,999	138	3.2%	231	5.5%
\$750,000-\$999,999	12	0.3%	29	0.7%
\$1,000,000+	21	0.5%	33	0.8%
Total	4,259	100.0%	4,236	100.0%

Source: ESRI Business Analyst; Houseal Lavigne Associates

Home Values

Crestwood's housing values are not as strong as some of their peers, but housing values are within striking distance of their pre-recession prices. Home values in Crestwood are comparable to some of its peer communities. Based on 2015 data from Zillow.com Crestwood's median home values were \$187,000, which is below Sunset Hills (\$340,800) and Wildwood (\$336,100). Crestwood's median home values were above Brentwood (\$175,600) and University City (\$172,700).

In spite of Crestwood ranking in a middle when compared to its peers, its housing market is rather stable and has positive signs of future growth. Zillow's historic trend shows that median home sale prices have dropped from their height in the spring of 2007 which was at \$191,100 with a per square foot price of \$148. The community provides affordable homes that are steadily rising in demand.

Crestwood bottomed out in the spring of 2012 where median home sale prices were at \$158,700 with a per square foot price of \$115. This was a decrease of 20.3% from the height in 2007. As of the November 2015 median home sale prices were up to \$175,600 with a per square foot price of \$125. This is just \$7,300 below the 2007 height.

The owner-occupied housing values in Crestwood are expected to increase. ESRI estimates that 1,708 units (40.1%) are valued at \$199,999 or less. ESRI projects that this number will quickly decrease to 1,119 units (26.4%) by 2020. The share of units that are over \$200,000 are expected to increase from 2,551 (59.9%) in 2015 to 3,117 (73.6%) in 2020. The bulk of this growth is expected in the \$200,000-399,999 range which is projected to make up 2,595 units (61.2%) in 2020.

Home Construction

Home construction in Crestwood has picked up in recent years. The growth here would not be described as driven significantly by new constructions. Since Crestwood is mostly built out and has not seen too many teardowns, much of this construction was found in gut rehabilitations of existing single family detached units. Not much construction was found in significant additions to homes. Local knowledge suggests that this trend is increasing as the housing market in Crestwood continues to strengthen.

Market Implications

The housing market of the St. Louis Region is one of the strongest regions in the country. Median home sale prices is just below the 2007 height, which shows that the housing market has mostly recovered in Crestwood. New construction may have slowed since the recession, but there are signs that this will be picking up as recent years have trended upwards.

- There are very few rental housing units in Crestwood. This lack of rental housing fails to offer a wide variety of options for current and potential residents. Some populations that could be served by rental housing include “empty nesters”, seniors, and young professionals.
- Given that Crestwood is generally “built out” and there is a lack of green fields, new constructions would not be heavily anticipated. Rehabilitation of older housing structures would be more likely, especially as the housing market returns to pre-recession prices.
- With Crestwood increasingly becoming an aging community, it can be expected that “empty nesters” may be looking to downsize their homes, which may drive demand for housing that caters to a variety of needs for seniors.

Retail

This section provides an overview of Crestwood’s retail areas and evaluates the city’s retail market potential through a “gap analysis”.

Retail Area

The main concentration of retail in Crestwood is centered on Watson Road and Sappington Road. Crestwood contains nearly 300 retail, services, accommodation, and food service businesses. Almost all of these businesses can be found along Watson Road. A number of them cluster near the site of the former Crestwood Mall.

Competitors

- Plaza at Sunset Hills in Sunset Hills, with tenants such as Home Depot, Mattress Firm, Old Navy and Toys R Us just east of this center on US 50.
- Kirkwood Commons in Kirkwood, with tenants such as Walmart, Lowe’s, Target and Famous Footwear.
- South County Center in St. Louis, with tenants such as Costco, Best Buy, Sun Glass Hut, Express, Lenscrafters and Payless Shoes.
- Maplewood Commons in Maplewood, with tenants such as Walmart, Sam’s Club and Lowe’s.
- St. Louis Galleria in St. Louis, with tenants such as Dillard’s, Macy’s and Nordstrom.

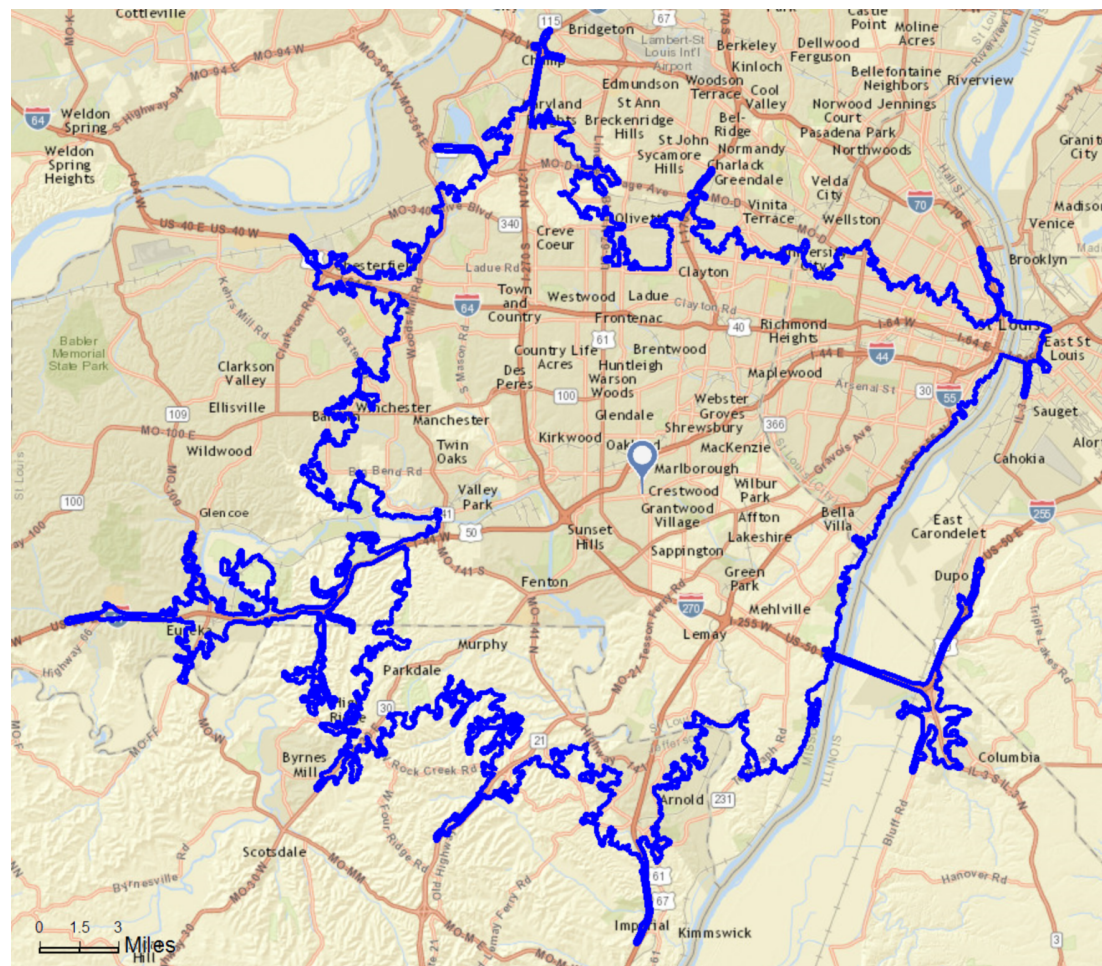
Retail Gap

Crestwood's retail market potential has been assessed through a comparison of supply and demand within a 10, 15 and 20 minute drive time from the center of Crestwood.

A “gap analysis” compares aggregate consumer spending (demand) to aggregate retail spending (supply) within a given retail category and drive time. When demand is greater than supply, “leakage” exists, suggesting that residents are spending dollars outside of the measured area. Accordingly, retail categories with leakage are potential opportunities for growth, as local demand for these goods and services area exists but is unmet by existing supply. Leakage is noted on the accompanying charts as a positive number in green.

Conversely, when supply outweighs demand, a “surplus” exists. This means that retail sales are greater than consumer spending, and that the market is saturated with customers from both within and outside the drive time window. Surplus is depicted on the accompanying charts as a negative number in red.

It is important to note, however, the difference between market potential (“leakage”) and the tangible development of a particular site or location. While leakage may exist, the success of recapturing that lost revenue depends on a variety of factors beyond spending habits, including the availability of developable land, construction costs, rents, road conditions, competition from nearby municipalities and/or the business climate.



Local Market: Leakage Within 5 Minutes of Downtown

The 5 minute drive time from the City's Downtown encompasses all of Crestwood. The drive time extends as far south as Sappington Rd and Lindbergh Blvd and as far north as Sappington Rd and Lockwood Blvd. Its eastern most extent is about Laclede Station Rd and Watson Rd and its western most extent is at I-44 and Yarnell Rd. The population within this drive time is 24,851. There are 10,870 households within this drive time. The market within this drive time is oversupplied by \$174.0M, which translates to nearly \$16,927 per household in oversupply. About half of the categories were oversupplied and the other half were undersupplied in this market area. Some of the most significant ones include the following:

- Motor vehicle & parts dealers (\$66.9M);
- Grocery Stores (\$44.8M);
- Gasoline Stations (\$18.3M).
- Drinking Places-Alcoholic Beverages (\$3.1M).

Local Market: Leakage Within 15 Minutes of Downtown

The 15 minute drive time from the City's Downtown encompasses all of Crestwood, east into St. Louis, North to Creve Coer, south to Mehlville and west to Valley Park. There are 386,782 people who live in the 15 minute drive time with 172,496 households. The market within this drive time is oversupplied by \$747.1M, which translates to nearly \$4,331 per household in oversupply. While most categories in this market area are oversupplied, there are a number of categories that are undersupplied.

The following categories are experiencing the most leakage:

- Gasoline Stations (\$230.4);
- Department stores excluding leased departments (\$133.9M);
- Building Materials, Garden Equipment & Supply Stores (\$51.3M);
- Nonstore Retailers (\$33.7M) and
- Drinking Places-Alcoholic Beverages (\$27.8M).

Given the number of shopping centers in the area, it is to be expected that there would be a large number of categories that are oversupplied. The categories listed above offer the greatest opportunity for Crestwood to grow their commercial base.

Retail Potential in Square Footage

The figures provided suggest that some retail potential exists within Crestwood and the surrounding region. Annual sales-per-square-foot can be utilized to equate consumer expenditures to a preliminary indication of development potential. While sales-per-square-foot revenues vary by individual retailer and industry sources, general assumptions of supportable square footage can be made by using a benchmark average.

A generally accepted range of national retailers is \$200 to \$400 per-square-foot. The use of a per-square-foot amount on the higher end of this range allows for a more conservative approach so as not to overstate retail potential. As shown in the accompanying Gap Analysis table in the column entitled "potential," when a per-square-foot amount of \$400 is applied, demand is effectively translated to a potential number of square feet that could be supported within a 10 to 20 minute drive from Downtown.

While calculations cannot be effectively applied to uses such as car dealerships, gas stations, and non-store retailers, there are several retail categories with potential for expansion within Crestwood. These include food and beverage stores, drinking places-alcoholic beverages, clothing and clothing accessories stores and lawn and garden equipment and supplies stores.

According to Colliers International data, in the third quarter of 2015, the South County submarket had an average rent of \$13.40 per square foot. This is higher than the Greater St. Louis Region for retail, which was at \$11.89 per square foot. The South County submarket area had a retail vacancy rate of 13.2%, which is quite a bit up from the Greater St. Louis Region's vacancy rate of 7.2%. This would suggest that rents in the South County submarket are overvalued, which could be slowing down the absorption of vacant space.

Retail Gap Analysis Summary Crestwood (2015)						
Summary Demographics	5 Minute Drive	10 Minute Drive	15 Minute Drive			
	Time	Time	Time			
	24,851	119,823	386,782			
	10,870	52,649	172,496			
	\$51,143	\$49,989	\$47,441			
2015 Per Capita Income	\$37,603	\$38,514	\$36,777			
Retail Gap By Market Are (\$M)						
Summary	5 Minute Drive	10 Minute Drive		15 Minute Drive		
Total Retail Trade and Food & Drink	(184.0)	(203.1)		(747.1)		
Total Retail Trade	(154.8)	(161.0)		(581.0)		
Total Food & Drink	(29.1)	(42.0)		(166.1)		
Industry Group	10 Minute Drive		15 Minute Drive		20 Minute Drive	
	Retail Gap (\$M)	Potential*	Retail Gap (\$M)	Potential*	Retail Gap (\$M)	Potential*
Motor Vehicle & Parts Dealers	\$66.9	167,193	(\$74.1)	-185,205	(\$84.1)	-210,193
Furniture & Home Furnishings Stores	(\$0.8)	-1,990	(\$22.1)	-55,334	(\$170.4)	-425,945
Furniture Stores	\$3.3	8,317	(\$8.7)	-21,868	(\$133.3)	-333,240
Home Furnishings Store	(\$4.1)	-10,307	(\$13.4)	-33,466	(\$37.1)	-92,705
Electronics & Appliances Stores	(\$20.1)	-50,351	(\$0.2)	-492	(\$4.3)	-10,799
Bldg Materials, Garden Equip. & Supply Stores	(\$21.0)	-52,594	\$23.2	57,905	\$51.3	128,343
Building Materials and Supplies Store	(\$22.2)	-55,624	\$21.8	54,430	\$41.0	102,415
Lawn and Garden Equipment and Supplies Stores	\$1.2	3,030	\$1.4	3,475	\$10.4	25,928
Food & Beverage Stores	\$44.8	112,094	(\$53.4)	-133,440	(\$179.2)	-447,976
Grocery Stores	\$44.1	110,245	(\$47.9)	-119,664	(\$135.0)	-337,469
Specialty Food Stores	\$0.1	280	(\$4.2)	-10,513	(\$51.5)	-128,691
Beer, Wine and Liquor Stores	\$0.6	1,569	(\$1.3)	-3,264	\$7.3	18,183
Health & Personal Care Stores	(\$7.7)	-19,220	(\$7.0)	-17,500	(\$20.3)	-50,799
Gasoline Stations	\$18.3	45,725	\$88.3	220,812	\$230.5	576,190
Clothing and Clothing Accessories Stores	\$2.3	5,827	(\$80.3)	-200,724	(\$187.1)	-467,677
Clothing Stores	\$0.4	924	(\$67.1)	-167,780	(\$152.2)	-380,549
Show Stores	(\$0.7)	-1,700	(\$17.6)	-44,004	(\$39.2)	-98,106
Jewelry, Luggage and Leather Goods Stores	\$2.6	6,603	\$4.4	11,060	\$4.4	10,977
Sporting Goods, Hobby, Book and Music Stores	(\$57.7)	-144,133	(\$111.6)	-278,970	(\$154.7)	-386,689
Sporting Goods/Hobby/Musical Instrument Stores	(\$57.8)	-144,403	(\$107.7)	-269,165	(\$147.4)	-368,429
Book, Periodical and Music Stores	\$0.1	270	(\$3.9)	-9,805	(\$7.3)	-18,260
General Merchandise Stores	(\$173.5)	-433,646	\$74.5	186,127	(\$89.0)	-222,437
Department Stores Excluding Leased Dept.	(\$104.1)	-260,338	\$89.7	224,167	\$133.9	334,851
Other General Merchandise Stores	(\$69.3)	-173,307	(\$15.2)	-38,039	(\$222.9)	-557,288
Miscellaneous Stores Retailers	(\$7.9)	-19,695	(\$18.0)	-45,090	(\$7.5)	-18,838
Florists	\$0.6	1,509	\$0.9	2,349	\$0.6	1,529
Office Supplies, Stationary and Gift Stores	(\$1.2)	-3,000	\$1.4	3,573	(\$2.7)	-6,683
Used Merchandise Stores	(\$4.5)	-11,182	(\$7.5)	-18,680	(\$9.6)	-23,919
Other Miscellaneous Store Retailers	(\$2.8)	-7,022	(\$12.9)	-32,331	\$4.1	10,235
Nonstore Retailers	\$1.5	3,753	\$19.7	49,280	\$33.7	84,210
Food Services & Drinking Places	(\$29.2)	-72,986	(\$42.1)	-105,208	(\$166.1)	-415,339
Full-Service Restaurants	(\$20.1)	-50,340	(\$41.2)	-103,118	(\$125.7)	-314,290
Limited-Service Eating Places	(\$13.1)	-32,635	(\$18.3)	-45,736	(\$55.3)	-138,246
Special Food Services	\$0.9	2,216	\$3.5	8,801	(\$13.0)	-32,422
Drinking Places-Alcoholic Beverages	\$3.1	7,774	\$13.9	34,846	\$27.8	69,619
*Potential based on average annual sales per-square-foot of \$400.						
Source: ESRI Business Analyst; Mosaic Logistics Associates						

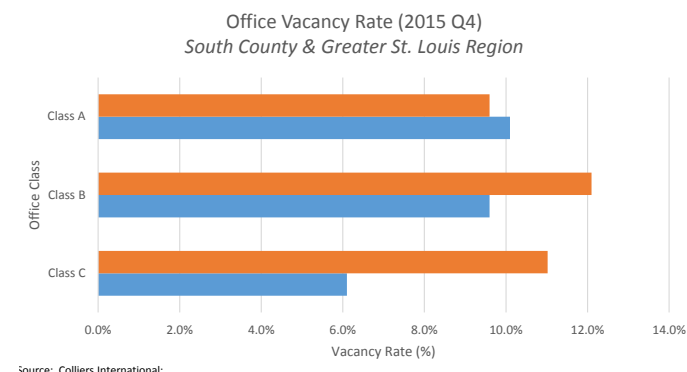
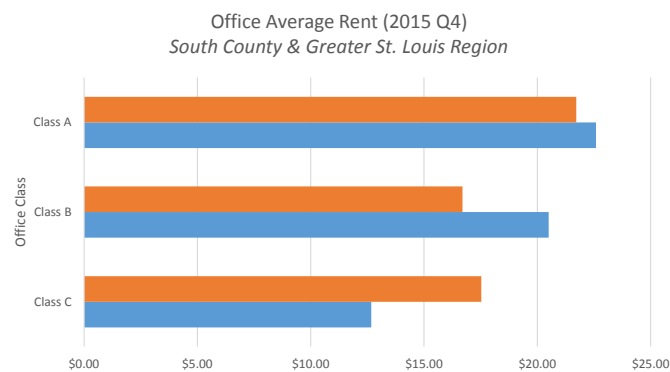
*Potential based on average annual sales per-square-foot of \$400.

Source: ESRI Business Analyst; Houseal Lavigne Associates

Market Implications

Retail data in both the 5 and 15 minute drive times shows that a number of retail categories have room for growth in this market area, including clothing shopping, food and beverage stores, lawn and garden equipment and supplies and food service. Based on Colliers International data, the South County submarket has a higher average per square foot and much higher retail vacancy rate than the rest of the St. Louis region. These higher rents may explain the vacancy rates for much of the submarket. Further due diligence may be needed to establish how Crestwood specifically fits in when compared to the submarket and the St. Louis Market.

The retail market of Crestwood has historically been centered along Watson Road and was anchored by the Crestwood Mall. This was a major retail draw for the area. As retailers left this mall and the building fell into disrepair, co-tenants nearby began to close and move from this area. According to a January 2016 Crestwood Plaza redevelopment plan, 28% of the retail space near the former Crestwood Mall site is vacant, which could be due to the regional population shift to an aging community. The mall served as a major anchor for the region and Crestwood's retail health is tied to this site. Redevelopment of this site will likely help improve the retail strength of Watson Rd.



Office Regional Trends

The St. Louis office market is generally trending upwards, according to a Colliers International quarterly report put out in the 4th quarter of 2015. The region is expected to see a decrease in vacancy and increase in absorption for the beginning of 2016. The region will also see construction and rental rates hold at current rates.

The office markets of South County is generally commanding higher rents for office space compared to the region overall. In the 4th quarter of 2015, South County is asking for \$22.59/sqft for Class-A office space, which is more than what the Greater St. Louis Region has for an average rent per square foot for Class-A (\$21.72). At \$20.50/sqft, the Class-B office space in South County has a higher average rent than the Greater St. Louis Region, which has an average of \$16.70/sqft.

When it comes to Class-C office space, the Greater St. Louis Region has a higher average rent of \$17.53/sqft, which is higher than South County (\$12.67/sqft). Colliers also reports that the current supply of Class-A office space over 25,000 square feet is limited, specifically in the suburbs. This could explain why the South County area has Class-A average rents that are above the region's average rents.

The vacancy rates across different office building classes for South County is roughly 9.2%. Much of this vacancy is found in the Class-A stock (10.1% vacancy) for this submarket, which has around 148,798 square feet available. This vacancy rate is only slightly above the Greater St. Louis Region, which has a vacancy rate of 9.6%.

The net absorption of Class-A space for the region was 280,382 square feet compared to South County's net absorption rate of -68,801. Class-B office space in South County has a lower vacancy rate of 9.6% compared to the region, which has a vacancy rate of 12.1%. South County had an absorption rate of 41,501 for Class-B office space. Class-C office space has the lowest vacancy rate (6.1%) for South County and a rate of 11.0% for the region. Both South County and the Greater St. Louis Region have negative net absorption rates (-3,541 for South County and -249,744 for the region).

Market Implications

Based on a discussion of the data available from Colliers International, the South County office market is not as strong as the Greater St. Louis County Region. There is weak demand for Class-A space in the South County submarket while the Greater St. Louis Region is showing a slightly lower vacancy rate with a stronger net absorption rate. Given that Crestwood has a very small supply of office space, this trend should not be of too much concern.

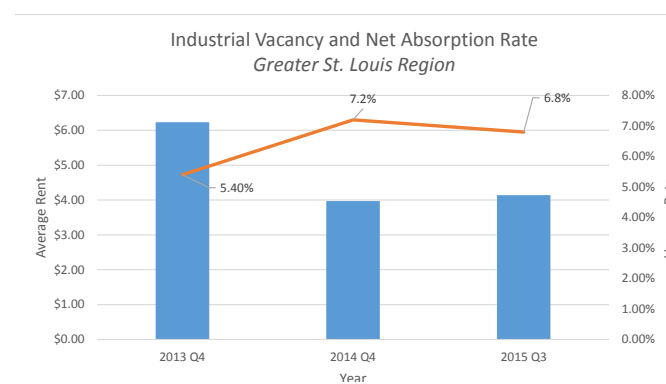
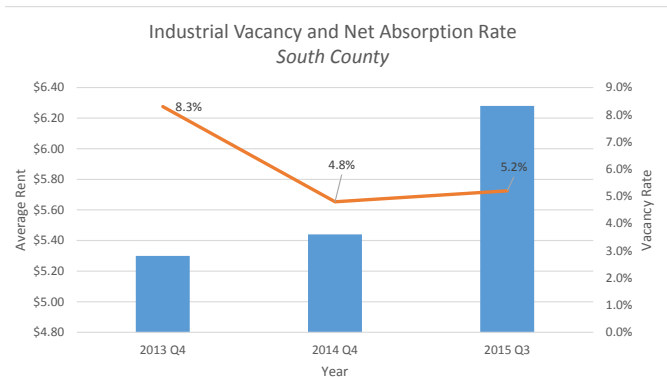
Industrial Regional Trends

Colliers International reported that the industrial market in St. Louis was strong. This is in part due to growth in manufacturing. The first quarter of 2016 is expected to see a decrease in vacancies, increase in net absorption, increase in construction and an increase in rental rates.

The average cost per square foot increased by \$0.98/sqft. This differs from the Greater St. Louis Region which saw a \$2.09/sqft decrease. The vacancy rate for industrial space has been decreasing for South County. In the 4th quarter of 2013, it was at 8.3% and by 3rd quarter 2015, the vacancy rate dropped to 5.2%. The industrial market appears to be stronger in South County compared to the Greater St. Louis Region.

Market Implications

The industrial market in the South County submarket is showing to be a growth area for St. Louis and especially for South County. The average rent cost per square foot has increased while the rest of the region overall saw a decrease. The vacancy rate has also decreased for both South County and the region. This shows that this portion of the St. Louis region is desirable. Given the submarket has excellent highway access (I-44, I-55 and I-355), the industrial spaces here are likely increasingly becoming desirable. The municipality should consider capitalizing on this growth by partnering with their existing industry and determining how conditions could be improved. Investments to increase the quality of the existing industrial space as well as added amenities for the industrial corridors could increase the desirability of Crestwood as a place to locate industry.



EXISTING LAND USE

Residential

- Single-Family Detached
- Single-Family Attached
- Multi-Family

Commercial

- Auto-Service
- Retail
- Restaurant
- Professional Service
- Office
- Medical
- Bank
- Gas
- Mixed Commercial Shopping Center
- Entertainment

Industrial

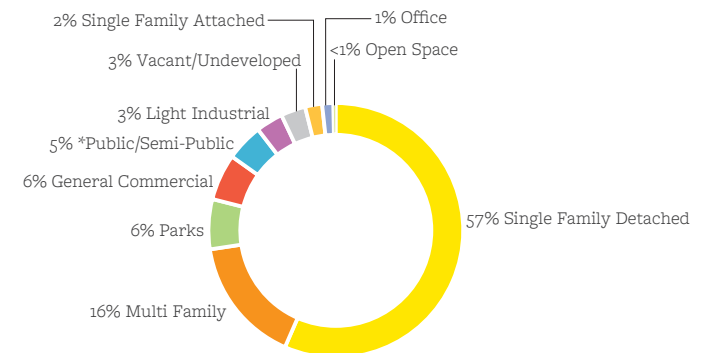
- Light Industrial

Other

- Public/Semi-Public (government, community facility, etc.)
- Public Open Space (informal greenspace)
- Parks
- Vacant

Notes/Observations

- Crestwood is predominantly single-family detached residential
- Most higher-intensity uses cluster around the Watson Corridor, with the exception of light-industrial uses along the west side of Grant's Trail, and near the interchange at I-44 and Big Bend
- Commercial uses vary in type and intensity from auto-service to restaurant to office
- Some vacancy can be found dispersed throughout the community, most of which has an existing building but is currently unoccupied

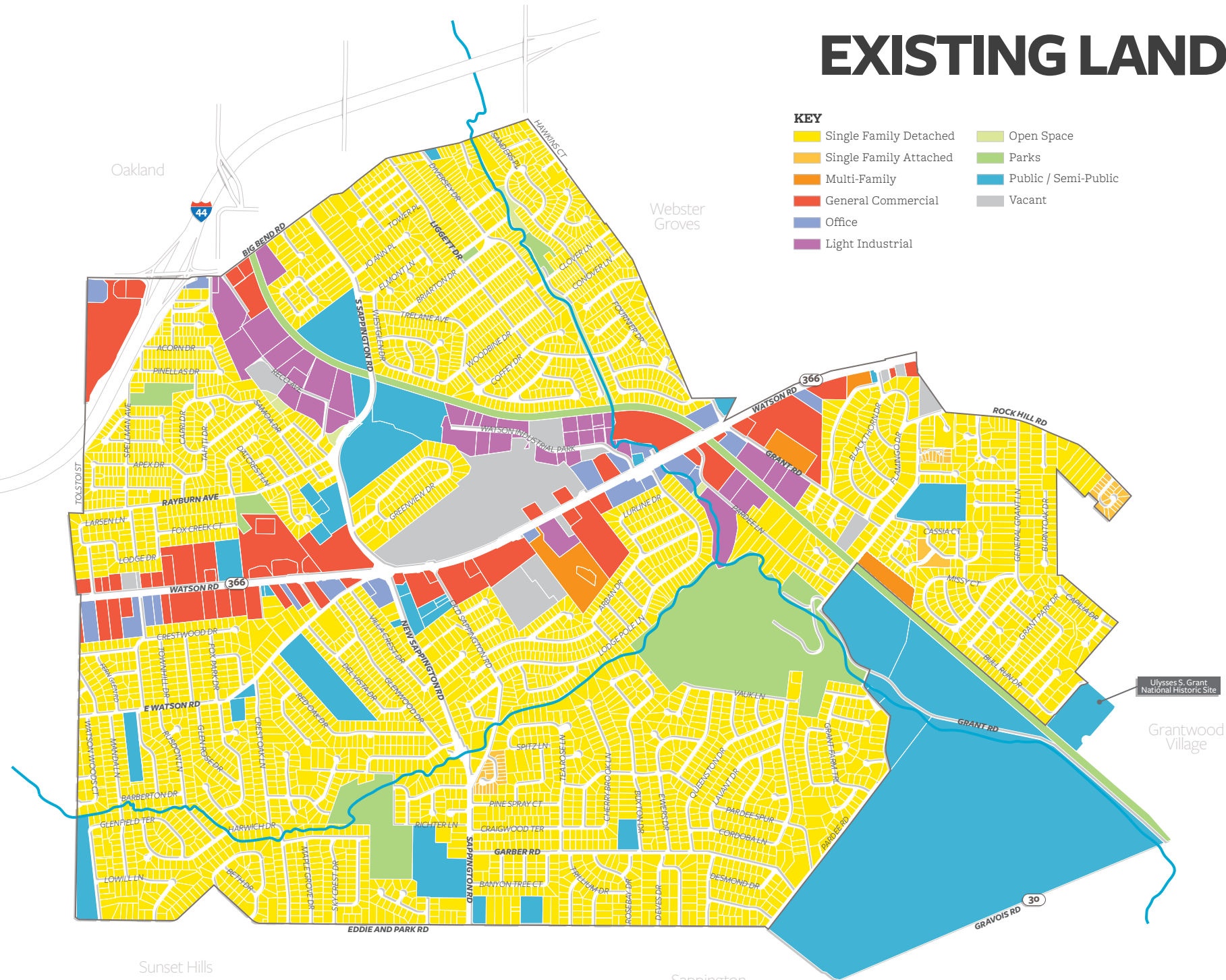


* This does not include Grant's Farm or the Ulysses S Grant National Historic Site

EXISTING LAND USE

KEY

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



EXISTING ROADWAY & MULTI-MODAL NETWORK

Expressways

- High speed, multi-lane facilities with a high degree of access control
- Serve the major centers of activity of the St. Louis region
- This includes Interstate 44

Arterials

- Connect expressways, rural highways and major urban activity centers
- Traffic flow is predominantly across or through the City
- Access may be controlled through medians or by limitation of curb cuts
- This includes Watson Road

Collectors

- Provide traffic circulation within neighborhoods, commercial, and industrial areas
- Collect traffic from local streets and channel it into the arterial system
- This includes Big Bend Road and New Sappington Road

Local Streets

- Include other roadways not classified as expressways, arterials, or collectors
- Typically used for local trips and provide direct access to local land uses

Notes/Observations

- There is only one bus route within Crestwood's boundaries; this is the 21 MetroBus route that stops intermittently along Watson Road and goes to Kirkwood to the west, and northeast to the Shrewsbury Lansdowne I-44 MetroLink Station that intersects with seven other MetroBus routes.
- The City of Crestwood's public transit is served by Metro, officially incorporated as the Bi-State Development Agency
- Crestwood is part of a regional parks and trails district called the Great Rivers Greenway, including Grant's Trail which is part of the Gravois Greenway and runs north to south west of the Gravois Creek through Crestwood

EXISTING ROADWAY & MULTI-MODAL NETWORK



EXISTING COMMUNITY FACILITIES

The Lindbergh School District

- According to residents and stakeholders, Crestwood's local schools are very strong and the positive impact that has across the City.
- According to residents and stakeholders, Crestwood's appeal has increased significantly since 2008, as less middle class families are reportedly sending their kids to private school.
- The school district's enrollment has ballooned in kindergarten through approximately 3rd grade. These trends carry important facility, classroom size, programming, and other implications for Crestwood.
- According to a community facilities survey administered through the comprehensive planning process, the Lindbergh School District is over capacity in both the Crestwood and Long elementary schools with still growing enrollment. Additionally, some of the schools are in need of improvement and they would like to add gymnasiums to the two elementary schools, but would require approval of a bond issue, and therefore no specific plans are made at this time.
- The creek on the southern property edge of Crestwood Elementary School floods during extremely heavy rains.
- Residential growth is a major issue that affects the Lindbergh Schools now and in the future. The school district feels that any new residential development will exacerbate an already difficult challenge for their schools.

City Facilities

The City has five facilities across the community. These are as follows:

- City Hall
- Public Works
- Whitecliff Community and Aquatic Center
- Thomas Sappington Historic Campus
- Park Operations Building
- The City plans to update the HVAC and do some electrical work at the Whitecliff Community Center and Thomas Sappington Campus based on the BRIC Partnership Report.
- An evaluation/study needs to be done for City Hall and Public Works before plans are made to renovate.
- Based on Environ Tech roofing inspections, roof replacements will be needed at Whitecliff Community Center and the Parks Operations Facility and roof repairs will be needed at City Hall and Public Works.
- Over the next two years, the City plans to make improvements on the Whitecliff Park Amphitheater, as well as make structural stabilization improvements on City Hall, and replace switch gears and breakers at City Hall.
- Over the next 3-10 years, the City of Crestwood plans to replace Whitecliff bridge and replace switch gears and breakers at Whitecliff Community Center.
- There are three creeks throughout the community that are subject to flash flooding and present the City with issues on occasion.

City of Crestwood Public Works

- The City of Crestwood Public Works Department specifically oversees both the Public Works maintenance facility, and the Park Operation facility.
- Over the next two years, the department plans to complete street maintenance projects, add a new pavilion in Whitecliff Park, replace the roof and make exterior upgrades to the Park Operations Facility, and make improvements on the walking bridges at Sanders and Crestwood Park.
- Over the next 3-10 years, the Public Works Department plans to add new lighting at the baseball fields in Whitecliff Park, possibly make Reco Ave a thru-street, add a new playground at Rayburn Park, make possible upgrades at the Whitecliff Quarry, add a new amphitheater in Whitecliff Park, and add a new bridge/roadway leading to Whitecliff Park.

- There are current issues with street flooding at the current Public Work maintenance facility, and there are sometimes street closures due to flooding in Crestwood
- Higher traffic volumes sometimes clog major arterial streets, and there is a higher cost for maintenance on roads, sidewalks, parks, and manpower requirements in the City which puts pressure on the Public Works Department.

City of Crestwood Police Department

- According to a community facilities survey administered through the comprehensive planning process, there are currently 26 full-time police officers and 7 staff members in the Police Department.
- There are currently no issues affecting the ability of the Police Department to respond to calls, but there is always a concern about residential burglaries but there are only a few of these in Crestwood per year.
- The department maintains two facilities, one on Detjen Drive and another at the Crestwood Community Center. The only renovation plans in place would enclose the rear of the station for a sally port, and a renovation of the radio room when a new 9-1-1 system is installed. Both of these projects are planned over the next two years, but there are no plans for the next 3-10 years.
- The department would like to see taxes increased to fund services, but in general they feel that the community provides a high-level of service with fewer resources than other municipalities.

COMMUNITY FACILITIES

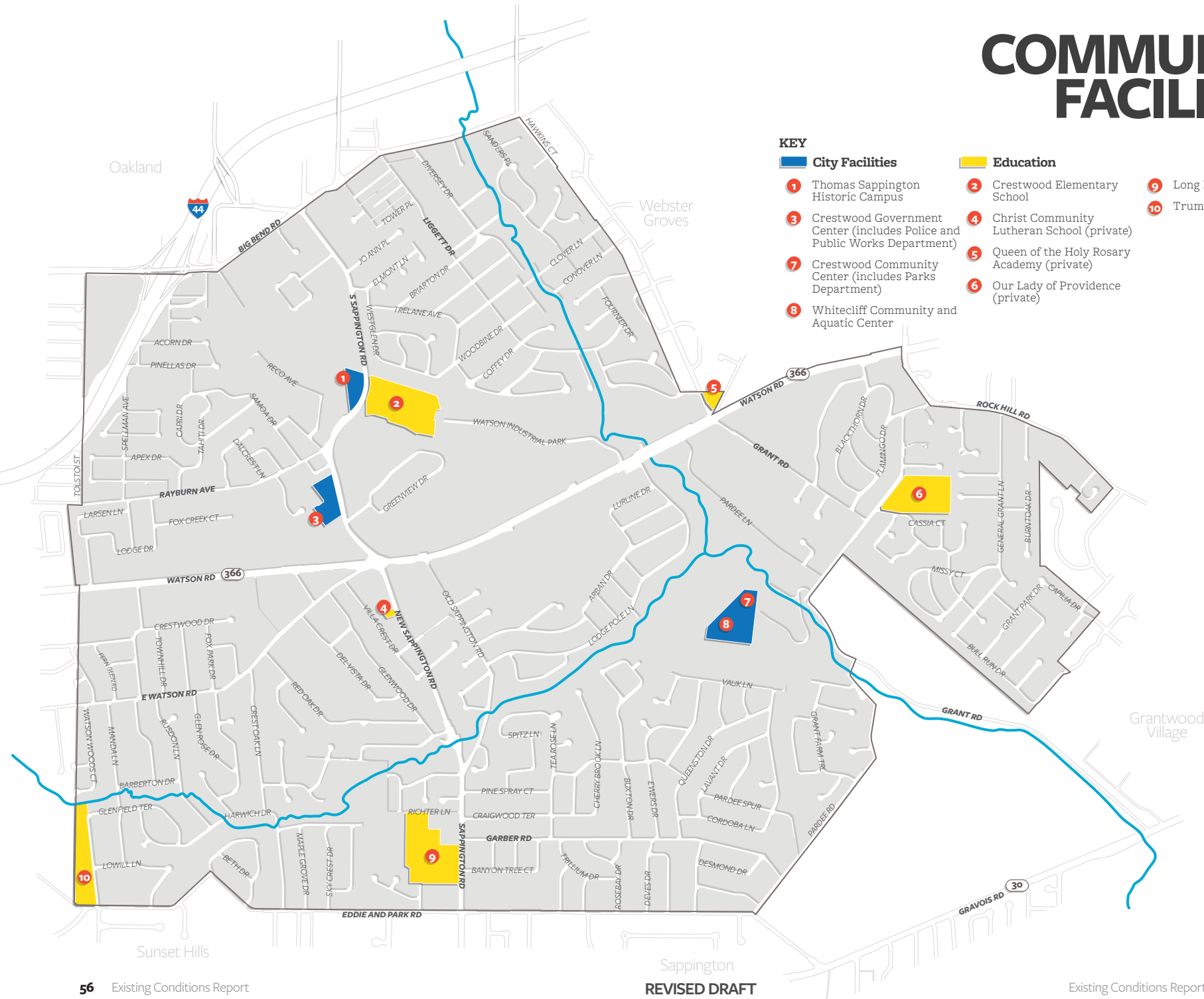
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City Facilities

- 1 Thomas Sappington Historic Campus
- 3 Crestwood Government Center (includes Police and Public Works Department)
- 7 Crestwood Community Center (includes Parks Department)
- 8 Whitecliff Community and Aquatic Center

Education

- 2 Crestwood Elementary School
- 4 Christ Community Lutheran School (private)
- 5 Queen of the Holy Rosary Academy (private)
- 6 Our Lady of Providence (private)
- 9 Long Elementary School
- 10 Truman Middle School



EXISTING PARKS, RECREATION & OPEN SPACE

- The City of Crestwood has 6 City Parks with 117 acres of park land. Parks range in size from small neighborhood parks up to 85-acre Whitecliff Park. Park maintenance is provided by the Department of Public Services. The following table gives an overview of the City of Crestwood Parks facilities and amenities.
- The community would like to see a network of greenways developed throughout the city that are pedestrian friendly.
- Members of the community love the community center and gym, but would like to see them improved or updated, and would like to see the City explore opportunities for shared services with Sunset Hills.
- The regional Grants Trail which passes through the community was cited as one of Crestwood's greatest assets and one that can be leveraged for future investment and activity. Participants would like to see better connectivity between the Trail and the Watson Road corridor, as well as amenities and businesses at the Crestwood trailhead that can draw joggers, walkers, and cyclists into the community.
- Crestwood community members expressed a desire to improve the pedestrian environment in the City because it is really difficult to walk places as a pedestrian. Challenges to modality ranged from difficult crosswalks on major arterials, to a lack of sidewalks, to dead end streets, to in some cases night lighting. Some participants suggested that the City should conduct a walkability assessment and identify opportunities to improve the pedestrian environment as part of a bike-ped plan.
- According to the community facilities survey administered through the comprehensive planning process, the City plans to add a new pavilion to Whitecliff Park over the next couple of years, and a new amphitheater is planned over the next 3-10 years.
- In the long term, new lighting will be added to the baseball fields in Whitecliff Park, and a new playground will be added to Rayburn Park. Additionally, there may be upgrades made to the Whitecliff Quarry, and add a new bridge/roadway leading to Whitecliff Park.
- Spellman Park is currently well-maintained and frequented by nearby residents. Recreational features of this park include a six-foot-wide asphalt paved trail running east/west through the park. There is a single playground with modern play equipment, a drinking fountain, picnic tables, benches, and a tennis court. Planned and proposed improvements are many, but include a widened asphalt walk, a pond, a pervious parking lot, new fencing, additional lighting, and a re-surfaced tennis court, among others.

PARKS, OPEN SPACE & RECREATION

KEY

- Open Space
- Great Rivers Greenway

Existing Parks

- 1 Spellman Park
- 2 Rayburn Park
- 3 Ferndale Park
- 4 Sanders Park
- 5 Whitecliff Park
- 6 Crestwood Park

