



Frontenac
DRAFT 0.50

COMPREHENSIVE PLAN UPDATE

Review DRAFT

Revised April 24, 2023

CITY OF
FRONTENAC



Acknowledgements

City of Frontenac

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Pat Kilker	Alderman, Ward 1
Meg Mannion	Alderman, Ward 1
<i>Dan Kemper</i>	<i>Alderman, Ward 1 (former)</i>
<i>Brian Warner</i>	<i>Alderman, Ward 1 (former)</i>
Jamie Griesedieck	Alderman, Ward 2
Scott Mullis	Alderman, Ward 2
<i>Nalini Mahadevin</i>	<i>Alderman, Ward 2 (former)</i>
Tom O'Brien	Alderman, Ward 3
Dan Millman	Alderman, Ward 3 (Board Vice President)

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Kin Watkins	Commissioner
Chris Kehr	Commissioner
Bob Bauer	Commissioner
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Chris Hyams	Commissioner
Steve Taafe	Commissioner
Tom O'Brien	Aldermanic Representative

Architectural Review Board

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Kris Anderson	Board Member
Virginia Eckhoff	Board Member
<i>Dan Kemper</i>	<i>Aldermanic Representative (former)</i>
Meg Mannion	Aldermanic Representative

Plan Advisory Committee

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Tom O'Brien	Alderman, Ward 3
Dan Millman	Alderman, Ward 3 (Board Vice President)
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Commercial Property Owners' Focus Group

Plaza Frontenac, Owners
Frontenac Hilton / La Chateau, Owners
Frontenac Racquet Club, Owners
Honda of Frontenac, General Manager
Nieman-Marcus, General Manager
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DESCO Group
Cozad Group

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Introduction

Well-known, affluent, and possessing a well-deserved reputation for excellent governance and services, Frontenac is and has long been an aspirational community in which people desire to live. Frontenac is primarily a residential community—with beautiful subdivisions and homes—but, unique to its other residential neighbors, Frontenac hosts some of St. Louis’ most distinctive luxury shopping and restaurants, making Frontenac a destination for the region.

The eponymous Plaza Frontenac is St. Louis’ exclusive home for many high-end retailers, and the Frontenac Hilton has long been a destination for special events in the region. Frontenac is bounded by eight municipalities: Creve Coeur, Westwood, Town and Country, Crystal Lake Park, Des Peres, Kirkwood, Huntleigh, and Ladue. Frontenac and its neighbors all rank within the top 20 wealthiest communities in the St. Louis region. With the exception of Crystal Lake Park and Kirkwood, Frontenac and its neighbors are in the top eight wealthiest communities. Despite its small size of only three (3) square miles, Frontenac is the center of the region’s most affluent communities and greatest buying power.

As a mature and fully-built-out city, however, Frontenac is not without its challenges. Frontenac’s economy and municipal tax base is almost

exclusively retail and entertainment. During the COVID pandemic, all of Frontenac’s businesses were forced to close, severely impacting the City’s resources. Frontenac’s continued high property values pressure redevelopment of older and market-obsolete housing, and current zoning regulations and design guidelines are not sufficient to enforce high standards for development. Likewise, Frontenac’s commercial development—while successful—is outmoded and in need of updates to continue to meet market preferences. This is especially true of the Frontenac Hilton and Le Chateau properties.

This Comprehensive Plan articulates a Community Vision for the future of Frontenac, and builds upon the community’s strengths to address Frontenac’s challenges and position Frontenac for a continued bright and vibrant future.

Frontenac’s Community Vision:

Frontenac will build upon its central location; destination town and neighborhood centers; premier civic and educational institutions; distinctive neighborhoods and landscape; and active and engaged citizens to offer a premier quality-of-life and heritage of gracious living, shopping, and dining for current and future residents, businesses, employees, and visitors.

How this Plan Will be Used

Frontenac 2050 builds upon the existing 2006 Comprehensive Plan and establishes an updated long-range vision for the preservation of Frontenac’s distinctive neighborhoods and landscapes; enhancement of Frontenac’s commercial districts; and thoughtful guidance of new development opportunities to positively contribute to the Frontenac’s established character and excellent quality of life. Rather than identify a specific “end state” for the City of Frontenac, this Plan is structured as a guide and as a call to future action, based on a 25-year vision for the City.

This plan presents goals, strategies, and recommendations for the City, which are reasonable, feasible, and important to the welfare of the entire community. The value of the Plan will be measured by the degree of success the community achieves in its implementation.

The effectiveness of the Plan is directly related to the continual recognition of the proposals which are included herein, by the Planning and Zoning Commission, the Architectural Review Board, the Board of Aldermen, City staff, and the other appointed boards and commissions of the City.



What is a Comprehensive Plan?

A Comprehensive Plan is an official document adopted by a city as a policy guide to decisions about the physical development of the community. The plan is not a regulatory ordinance, but a guide to be used when regulatory ordinances, such as the zoning ordinance, are developed and administered. The plan is not a detailed capital improvement program showing precise locations of public improvements and community facilities; it is used as a guide in the detailed planning that must occur before those facilities are built.

The plan is a comprehensive document in that it covers all portions of the city and all facilities that relate to development. Chapter 89, Section 89.350 of the Missouri Revised Statutes (RSMo) defines the purpose of the Comprehensive Plan.

This Plan recognizes that no planning system can be entirely quantitative and objective. There will always be a need for subjective judgment by elected and appointed officials, particularly in a mature community with established patterns and institutions. The key to successful planning in this environment is to make good subjective decisions that are aligned with a shared vision for the community, forward-thinking, and coordinated over time.

The Planning and Zoning Commission plays a critical role in the planning process and must be attentive to the needs and desires of the community. It must bring such needs to the attention of the Board of Aldermen, as well as other authorities within the community having direct responsibility for public improvements. The appraisal of local needs and the continued application of the planning principles set forth herein will assure maximum benefits from the Comprehensive Plan and will result in the orderly and economical attainment of the goals established in the Plan.

After formal adoption of the Frontenac 2050 Plan, it becomes a tool for communicating the City's land use policy and coordinating individual decisions into a consistent set of actions that harmoniously shape the City's revitalization. The Plan supersedes all land use plans previously adopted by the City. It should be used to update and inform administration of the City's existing Code and planning tools, which include, but may not be limited to the following:

- » Zoning Regulations (Chapter 405)
- » Subdivision Regulations (Chapter 410)
- » Flood Damage Prevention (Chapter 415)
- » Tree Preservation and Landscaping Standards (Chapter 425)
- » Traffic Code (Title III)
- » Building and Construction (Title V)
- » Annual budgets and capital improvement plans (CIPs)

The Planning and Zoning Commission, with coordination and assistance from the Architectural Review Board, has an ongoing responsibility to see that the Plan is implemented and updated as needed to be responsive to changing conditions. City staff and appointed boards and commissions will have the Plan to guide them in decision-making. Close cooperation between the Board of Aldermen and the Planning and Zoning Commission will be essential to proper administration of the Plan. Coordination with other governmental entities and jurisdictions will also be important to the realization of the City's planning goals and recommendations.

To that end, the Frontenac 2050 Plan is intended to be used in several ways:

1. As a Guide for Future Land Use Decisions

- » To establish a shared vision for development and land use in Frontenac; and To provide the Planning and Zoning Commission and Board of Aldermen with an explicit statement of public policy to guide them in their weekly, monthly, and annual decision making on specific development and land use issues.
- » To remove as much uncertainty as possible from the development process, and thereby facilitate optimal location decisions on the part of businesses, households, and developers.
- » To provide administrative continuity through successive City administrations in dealing with development proposals, both public and private.
- » To provide the community with confidence that recommendations in the Plan are based on the public's participation and input, and that changes made in the community will be gradual and responsive to the public's needs and interests.

2. As an Outline for Public Facility Decisions

- » To provide a framework for an orderly and reasonable implementation of the improvement projects recommended by the Plan, such as street improvements, streetscape improvements, sidewalks, storm water improvements, and communication technology.
- » To furnish a means of insuring that improvement projects will be carried out concurrently with the community's ability to pay so that their completion will not create an excessive tax burden.

3. As a Call to Action

To articulate and serve as a call to action on City initiatives, including the development of a network of pedestrian and bicycle facilities, creation of walkable, place-based commercial and retail development, a central city-wide gathering space, and a comprehensive sustainability program.

This Plan represents a long-range (25-year) vision for the community. However, the Plan must be periodically reviewed and updated. It is suggested that, as part of implementation activities, the City establish a "community dashboard" of outcome management indicators on which the City can readily collect data. Using this dashboard, City staff and the Planning and Zoning Commission should track progress of Plan implementation to assess Plan recommendations and to determine whether adjustments are needed to the Plan.

The Plan is intended to be flexible, so that it can respond to changing community conditions. At the same time however, the Plan should facilitate a proactive approach to the planning and decision making process for the City. It recognizes that the City cannot predict the future, but it should equip itself to respond to and guide events to achieve a vision for the community.

Structure of the Plan

This plan is organized into three (3) main sections, as follows:

Section 1: Community Goals

This section identifies seven (7) community goals for the City, along with supporting Strategies and Action Items that provide an actionable roadmap for achieving these Goals. This section explains the existing conditions and context for the topic area covered by each Goal.

The following are the Community Goals::

- » Community Identity & Placemaking
- » Distinctive Neighborhoods & Housing
- » Town & Neighborhood Business Districts
- » Health, Well-Being & Resilience
- » Accessibility & Mobility
- » Community Services & Infrastructure
- » Fiscal Sustainability & Governance

Section 2: Future Land Use Plan and Streets & Gateways Plan

This sections contains the physical plans and recommendations, which provide additional details and guidance on implementing the Strategies presented in Section 1.

Section 3: Implementation Plan

This section provides guidance and priorities—a short-term road map—to assist with implementation of the Plan.

Creating the Plan



Introduction

Frontenac 2050 is the product of a robust community outreach and engagement process, conducted over the course of fourteen (14) months. This Comprehensive Plan Update utilized five (5) key engagement activities:

- » **Mayor’s Work Group.** Mayor Kate Hatfield convened a Comprehensive Plan Work Group of key community representatives to serve as a steering body and sounding board during the creation of the Plan. The Work Group met three (3) times during the planning process to review work and provide guidance to the planning team. The Work Group gave consent at each meeting to bring the current state of the work to date forward to the Public Workshops.
- » **Public Workshops.** The heart of the public planning process, the City of Frontenac and the planning team conducted three (3) public workshops at key points throughout the development of the plan. These workshops were used to solicit issues, ideas, and priorities of plan, as well as to review and comment on draft recommendations.
- » **City Staff and Government Officials Visioning Sessions.** The planning consultant conducted two (2) individual visioning sessions—one with City Staff and one with Frontenac elected and appointed officials—at the outset of the planning process. These sessions included an assessment of the existing Comprehensive Plan and its successes and failures; collecting input on how and why the existing plan has been successful or not; and collecting input on current issues and opportunities facing Frontenac. These sessions provided a foundation of visioning for the Comprehensive Plan update using the expertise of those tasked with administering the Plan day to day.
- » **Commercial Property Owners and Stakeholders Meetings.** The City and planning consultant conducted two (2) meetings with property owners, business operators, and other stakeholders in Frontenac’s commercial district the Frontenac Commercial District (Clayton Road and Lindbergh Boulevard) and German Boulevard Commercial District. At the first meeting, the planning team collected input on issues, opportunities, and ideas specific to these commercial areas. At the second meeting, the planning team presented draft recommendations for the commercial areas and collected feedback on these draft recommendations.
- » **Subdivision Trustee Engagement.** The planning team engaged with subdivision trustees at two (2) separate bi-annual meetings. Additionally, the planning team prepared an online survey tool for subdivision trustees that was conducted early in the planning process.

In addition to the above-mentioned Plan-specific engagement, the planning team coordinated with the City-wide Citizen Satisfaction Survey conducted for the City by The Warren Group. The key Community Priorities presented on the facing page were identified and prioritized by the community and are addressed in the Frontenac 2050 Plan.

Key Community Priorities

Protect Frontenac’s residential subdivisions from commercial encroachment. Maintain and enhance Frontenac’s distinctive residential character by ensuring that any new commercial and mixed-use development occurs only within Frontenac’s existing commercial areas.

Ensure the continued success and future viability of Frontenac’s commercial properties. Frontenac is in the center of the region’s area of highest buying power; ensure that commercial amenities continue to be St. Louis’ destination for specialty and luxury retail, entertainment, and dining.

Expand and diversify Frontenac’s tax base. Frontenac’s tax base is virtually all in retail sales, a volatile and evolving market sector that experienced significant setbacks during the COVID-19 pandemic.

Establish a public park in Frontenac. The City of Frontenac has no publicly-owned and publicly-accessible park; establishing a public park was and remains a long-standing desire of residents.

Enhance Frontenac’s regional identity. Establish and implement a cohesive community identity for Frontenac that clearly indicates to residents and visitors that they have arrived in Frontenac.

Improve and expand safe bike and pedestrian connectivity. Develop and safe and comfortable biking and walking facilities between subdivisions, commercial and civic destinations, and neighboring communities; and make Frontenac’s commercial districts accessible to regional bicycle routes and facilities.

Continue to mitigate stormwater and flood impacts. Reduce negative impacts of runoff from new development, and make Deer Creek a safe and beautiful landscape amenity for neighboring residents and businesses.

Improve communication between residents and City government. Address perceptions that Frontenac officials are not hearing residents’ concerns, and improve the transparency and accessibility of information from City government.

Expand Frontenac’s community events. Build upon Frontenac’s beloved Fall Festival and develop an expanded, year-round calendar of community events and programming.

Maintain and enhance Frontenac’s excellent quality of life. Strategically enhance Frontenac’s community assets so that Frontenac continues to be a premier, desirable place to live, work, and shop for residents, employees, and visitors alike.

Section 1:

Community Goals, Strategies & Action Items

The Community Goals, Strategies, and Action Items of the Frontenac 2050 Comprehensive Plan Update comprise seven (7) Goals, 26 Strategies, and 77 individual Action Items. The Goals, Strategies, and Action Items reflect the needs and desires of the Frontenac community. Together, they serve to achieve the community's Vision on which the Comprehensive Plan Update is founded.

The Goals, Strategies, and Action Items include programming and municipal service initiatives, policy and partnership recommendations, and physical development plans to build a more vibrant, livable, and sustainable Frontenac for the next 25 years. Community Goals, Strategies, and Action Items were developed with the input of the citizens of Frontenac.

The Community Goals, Strategies, and Action Items are presented on the following pages. The Goal Statement is presented first, followed by a summary of existing conditions in Frontenac and consensus issues and opportunities pertaining to that Goal. Following the existing conditions summary, each of the Goals' associated Strategies and Action Items to assist Frontenac in achieving the stated Goal. While Community Goals are numbered, they are listed in random order and are not ordered by rank or priority.

Frontenac's Community Vision:

Frontenac will build upon its central location; destination town and neighborhood centers; premier civic and educational institutions; distinctive neighborhoods and landscape; and active and engaged citizens to offer a premier quality-of-life and heritage of gracious living, shopping, and dining for current and future residents, businesses, employees, and visitors.

Frontenac's Community Goals:

Goal 1: Community Identity & Placemaking

Frontenac will continue to build its community identity based on one-of-a-kind retail and hospitality districts, high-quality-of-life residential areas, and pastoral landscape character while responding to socio-economic, environmental, and development trends.

Goal 2: Distinctive Neighborhoods & Housing

Frontenac will preserve its high-quality neighborhoods and stable residential property values while thoughtfully guiding the City's evolution and development to increase housing diversity, amenities, and to support Frontenac's current and future housing needs.

Goal 3: Town & Neighborhood Business Districts

Frontenac will continue to evolve its business districts as high-amenity, town- and neighborhood-centers with community gathering places that serve the growing needs of current and future residents, businesses, employees, and visitors.

Goal 4: Health, Well-Being & Resilience

Frontenac will focus on integrating healthy and active living; civic and community services; fiscal health and economic diversity; ecological beauty and enhancement; and support for people of all ages with an exemplary quality-of-life to remain a community of choice.

Goal 5: Accessibility & Mobility

Frontenac will continue to enhance connectivity networks to improve its current vehicular accessibility; expand the walkability of the City; support all modes of mobility; improve pedestrian and bike comfort and safety; and connect Frontenac to regional recreational networks.

Goal 6: Community Services & Infrastructure

Frontenac will continue improving stormwater, utility services, recreational amenities, and road infrastructure to serve residents and visitors; improve reliability; increase community safety; enhance community character; and preserve Frontenac's community investments and property values.

Goal 7: Fiscal Sustainability & Governance

Frontenac will diversify its economic base, improve the stability and sustainability of revenue sources, and continue to provide effective and efficient governance and provision of public services.

Goal 1:

Community Identity & Placemaking

Frontenac will continue to build its community identity based on one-of-a-kind retail and hospitality districts, high-quality-of-life residential areas, and pastoral landscape character while responding to socio-economic, environmental, and development trends.

Existing Conditions

Since its beginning as a single, 26-lot subdivision in 1928, Frontenac has been well-known in St. Louis County as a gracious, family-oriented community. Frontenac is characterized primarily by large stately homes on quiet streets in a rolling, wooded landscape. These estates contrast with Frontenac’s commercial districts—located along Lindbergh Boulevard—and the West End Park neighborhood, which is a built as a traditional neighborhood.

Frontenac’s existing community character is defined by its landscape and mature trees; its high-quality and high-value subdivisions and neighborhoods; its distinctive and regionally-unique commercial districts; and its large-scale institutions (namely, the Sisters of Mercy, St. Joseph’s Academy, and Villa Duchesne and Oak Hill School). The City’s front door is Lindbergh Boulevard, and the Lindbergh Boulevard / I-64 interchange is Frontenac’s primary regional entrance. This front door is defined by Plaza Frontenac, the Frontenac Hilton, and Le Chateau.

The attraction of Frontenac as a community is due to its stable and well-established qualities. This is both an asset and a liability, as many of the desirable qualities of Frontenac are aging and must be actively managed and guided through policies that permit well-defined and contextually-sensitive evolution that preserves and enhances Frontenac’s character while responding changing demographic and market conditions. The most critical example of this challenge is the City’s existing “Planned Development” zoning units. These districts were originally intended to permit development that responds to changing conditions. However, these zoning units can be employed anywhere in the City, with no regard to the surrounding context.

Consensus Issues & Opportunities:

- » Frontenac’s entrances lack distinctive landscaping, wayfinding, and signage, and don’t reflect the City’s identity.
- » There is a concern that increasing development along I-64 will encroach on existing subdivisions.
- » Frontenac’s subdivisions are high-quality and well-governed and maintained, and foster an emphasis on family life.
- » Landscaping, open spaces, public / private “public spaces”, and mature trees are a source of pride and identity for residents.
- » Zoning regulations are not specific enough to define the quality, scale, and location of planned developments and mixed-use developments.
- » Frontenac’s central location and access to Lindbergh and I-64 allow it to be a quiet, bedroom community. Everyday goods and services are available in communities, thereby permitting commercial activity in Frontenac to be more specialty / niche market oriented.

Goal 1:
Community Identity & Placemaking

Strategy 1.1:
Community Design Character

Preserve the high quality and enhance the identifiable variety and character of Frontenac’s subdivisions, neighborhoods, and commercial districts.

- Action 1.1.1. **Review and update the Zoning Code as needed to preserve and enhance the unique character and community identity of Frontenac.**
- Action 1.1.2. **Develop specific, detailed focus area plans and design guidelines for distinctive, high-quality, and sustainable neighborhood and town centers as the heart of Frontenac.**
- Action 1.1.3. **Maintain an ISO rating of 3 or higher for building codes and enforcement in Frontenac & Crystal Lake Park.**
- Action 1.1.4. **Conduct an internal review and update of the Future Land Use Plan annually, and conduct an external review and update of the Future Land Use Plan every four to five years.**
- Action 1.1.5. **Conduct a full update to the City’s Comprehensive Plan no less than every ten years.**

Strategy 1.2:
Quality Architecture

Enhance Frontenac’s architecture design guidelines to define the quality of Frontenac’s architecture and ensure that new development contributes to the City’s distinctive visual qualities.

- Action 1.2.1. **Review Architectural Design Guidelines on a regular basis to support a diversity of high-quality architectural styles and encourage high-quality residential design that is well-integrated with the landscape and Frontenac’s existing physical character.**
- Action 1.2.2. **Develop enhanced guidelines for commercial and civic architecture and site design to ensure these sites integrate well into the character of surrounding neighborhoods, with minimal exposure of parking and service areas.**

Goal 1:
Community Identity & Placemaking

Strategy 1.3:

Quality Landscape Design

Expand Frontenac’s landscape design guidelines to protect and enhance the City’s overall pastoral aesthetics, including tree canopy, streetscapes, and waterways.

-
- Action 1.3.1. **Encourage site design that accentuates the site’s existing character, topography, and landscape while minimizing regrading, infrastructure, impervious surfaces, and other constructed features that detract from the City’s landscape.**
 - Action 1.3.2. **Enhance Landscape Design Guidelines to proactively manage Frontenac’s extensive and high-quality tree canopy.**

Strategy 1.4:

Gateways

Strengthen Frontenac’s identity within central corridor of the St. Louis Region with unique gateways—inclusive of high-quality landscaping—at all regional entrances to the City, as well as to the Frontenac Business District.

-
- Action 1.4.1. **Update Frontenac’s City branding and implement consistent gateway entrance features at all regional entrances to Frontenac.**
 - Action 1.4.2. **Work with the Frontenac Garden Club to landscape Frontenac’s entrances and frontages on I-64 / U.S. 40 and Lindbergh Boulevard / U.S. 67.**

Goal 2:

Distinctive Neighborhoods & Housing

Frontenac will preserve its high-quality neighborhoods and stable residential property values while thoughtfully guiding the City's evolution and development to increase housing diversity, amenities, and to support Frontenac's current and future housing needs.

Existing Conditions

Over 90 percent of Frontenac’s land use—by area—is residential, and the quality and character of Frontenac’s neighborhoods is the primary factor of the City’s desirability. This has resulted in sustained, stable high property values, as well as a increasing pressure for the development of new housing in Frontenac. While this condition is economically-beneficial to the City, it has resulted in some conflicts with existing residents.

The City of Frontenac’s desirable qualities and location have resulted in challenges, however. High property values combined with areas of existing housing stock that are aging has resulted in market pressure for redevelopment. Some of Frontenac’s housing can be classified as market obsolete, meaning that the configuration and / or amenities of specific homes do not meet current market preferences. As a result, older houses are either subject to significant renovations and additions, or they are torn down and replaced with new infill housing. Frontenac’s current zoning allows by-right development of homes that are much larger than most of the existing homes in Frontenac. As such, evolution of Frontenac’s housing carries the risk of significantly changing the City’s established and well-loved character.

Furthermore, the City’s current zoning regulations permit mixed-use and commercial development on any parcel five (5) acres or larger via the elective “Planned Development” zoning units. This results in significant angst among residents over the future of development throughout Frontenac. For example, under current zoning regulations, if the Sisters of Mercy were to sell their property, it could be electively classified by a new owner as a Commercial Planned Development, even though the current zoning is R-1 Single Family Residential.

Consensus Issues & Opportunities:

- » **The desirability of Frontenac as a great place to live is indicated by ongoing rehabs, additions, and incremental replacement of outdated homes.**
- » **New construction and renovations are taking advantage of zoning permissions to maximize lot coverage, with homes that are typical larger than 6,000 square feet.**
- » **Subdivisions in Frontenac are not well-connected to each other or to the City’s commercial and civic amenities.**
- » **Frontenac lacks diverse housing opportunities, namely condominiums for homeowners who desire smaller homes with fewer maintenance requirements.**
- » **“Planned Development” zoning units are permitted by right on any parcel five (5) acres or larger in any zoning districts. This permits commercial and / or mixed-use developments in the middle of established residential neighborhoods.**

Goal 2:
Distinctive Neighborhoods & Housing

Strategy 2.1:

Neighborhood Preservation & Enhancement

Refine residential zoning to protect existing residential districts from non-residential encroachment; promote compatible setbacks and heights; and mitigate stormwater runoff, erosion, and the negative impacts of construction.

-
- Action 2.1.1. **Eliminate the R-3 Villa; Planned Development Residential (PDR), Planned Development Commercial (PDC); and Planned Development Mixed-Use (PDMX) zoning classifications to protect against encroachment of non-residential uses in residential neighborhoods.**
 - Action 2.1.2. **Utilize Zoning and Architectural Design Guidelines updates to guide the rebuilding of outdated housing stock to maintain Frontenac’s high-value housing market and strengthen established community character.**
 - Action 2.1.3. **Update Architectural Design Guidelines as needed to respond to changes in building practices, materials, and design; and to encourage best practices in sustainable design and construction.**
 - Action 2.1.4. **Enhance the enforcement of construction oversight and code enforcement, to ensure that new homes are built as planned and approved.**

Strategy 2.2:

Family-Oriented Neighborhood Design

Facilitate bike and pedestrian improvements on public and City-owned streets to connect neighborhoods with schools (i.e., safe walk or bike to school routes on public streets) and with other community institutions.

-
- Action 2.2.1. **Encourage and work with subdivision trustees to evolve and refine indenture rules to be more consistent and effective in protecting and enhancing the unique character of Frontenac’s neighborhoods and enhance safe walkability and bikeability on subdivision streets.**
 - Action 2.2.2. **Extend sidewalks on Geyer Road and Clayton Road to Frontenac City limits; maintain sidewalks on Conway Road and Spoede Road to Frontenac City limits.**

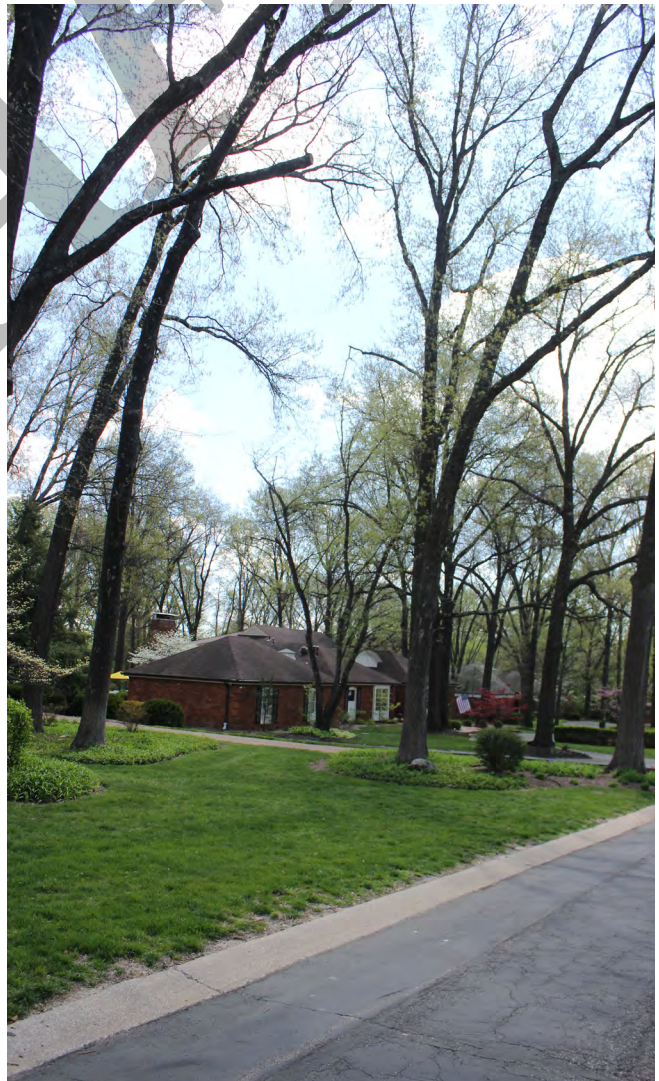
Goal 2:
Distinctive Neighborhoods & Housing

Strategy 2.3:

Development & Use Standards

Modernize existing development and use standards to both allow flexibility and maintain compatibility with neighbors.

-
- Action 2.3.1. **Consider expanding the opportunities for high-end luxury single-family condominiums with ground-floor high-end businesses, such as a gourmet grocery store, in Frontenac’s existing commercial districts.**
 - Action 2.3.3. **Create a streamlined process for project review and approval for existing home remodels and renovations to facilitate improvements to existing housing stock.**



Goal 3:

Town & Neighborhood Business Districts

Frontenac will continue to evolve its business districts as high-amenity, town- and neighborhood-centers with community gathering places that serve the growing needs of current and future residents, businesses, employees, and visitors.

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Existing Conditions

For many people throughout the region, Plaza Frontenac and the Frontenac Hilton are the image of Frontenac. Although these commercial areas comprise less than ten percent of Frontenac’s land area, they are a regional commercial destination and provide the majority of Frontenac’s municipal revenue. The continued health and vibrancy of Frontenac’s business district are critical to the City’s future health and success.

While Frontenac’s business districts have remained generally successful and commercially-viable, the context of brick-and-mortar retail is changing. Plaza Frontenac has remained viable primarily due to the fact that it is home to the sole location of many luxury retailers in the St. Louis region. In contrast, the Frontenac Hilton and La Chateau are outdated and do not meet current market preferences for hotel operations and supporting retail development.

Both regionally and nationally, single-use commercial development models are becoming less financially-viable (unless they include big box anchors, which is not appropriate to or desired in Frontenac). Commercial developers are increasingly required to develop a mix of uses—including office, entertainment, and even residential units—in order to ensure a diverse revenue stream and obtain financing. As such, it is reasonable to assume that reinvestment in both sites will require mixed-uses. Ensuring the continued viability of Plaza Frontenac, the Frontenac Hilton, and Frontenac’s other commercial properties is absolutely critical to ensure the future fiscal health and sustainability of the City.

Consensus Issues & Opportunities:

- » **The largest buying power in the St. Louis region is within five miles of Frontenac in every direction.**
- » **Commercial districts at Lindbergh and Clayton Road and German Boulevard are highly-accessible.**
- » **Plaza Frontenac remains a high-end, regional retail attraction.**
- » **Frontenac’s tax base should be diversified, and overall tax revenue needs to be increased.**
- » **There are concerns that increased development will result in more traffic congestion on Lindbergh Boulevard, Clayton Road, and Spuede Road.**
- » **Guide contextually-sensitive redevelopment of the Frontenac Hilton and Le Chateau sites to meet industry standards.**
- » **The Deer Creek flood plain results in significant development constraints in the German Boulevard commercial district.**

Goal 3:

Town & Neighborhood Business Districts

Strategy 3.1:

Frontenac Business District

Support the evolution of Plaza Frontenac, Le Chateau, and the Frontenac Hilton site through updated zoning regulations that respond to current development trends and market demands and maintain their position as premier shopping, dining, and entertainment destinations while protecting adjacent residential subdivisions.

-
- Action 3.1.1. **Establish a new Business District (BD) classification for the entire commercial area; prohibit the BD classification in all other areas of the City.**
 - Action 3.1.2. **BD classification should include regulations and guidelines to buffer and protect the character, scale, and line-of sight of adjacent residential subdivisions.**
 - Action 3.1.3. **Facilitate a mix of uses in the Frontenac Business District, to enhance vibrancy and meet the state-of-the-art for high-end shopping and dining destinations; in general, all ground floor uses should be commercial uses.**
 - Action 3.1.4. **Promote the development of a central gathering place and greenspace in the Frontenac Business District that is the heart of the community.**
 - Action 3.1.5. **Update the BD development application and review process, to include the following parameters: (a) refine the plan submittal and approval process to improve guidance, predictability, and transparency; (b) require all phased development proposals to include a pre-development master plan; and (c) update the variance process to include recommendations from the Planning and Zoning Commission and Architectural Review Board to the Board of Adjustment.**

Goal 3:
Town & Neighborhood Business Districts

Strategy 3.2:

German Boulevard Business District

Retain the current zoning and planning approval process for the German Boulevard Business District and work with existing property owners on site improvements and redevelopment.

Action 3.2.1. **Retain existing zoning and floodplain development requirements until such time as the Deer Creek flood study findings are published and accepted by the Board of Aldermen.**

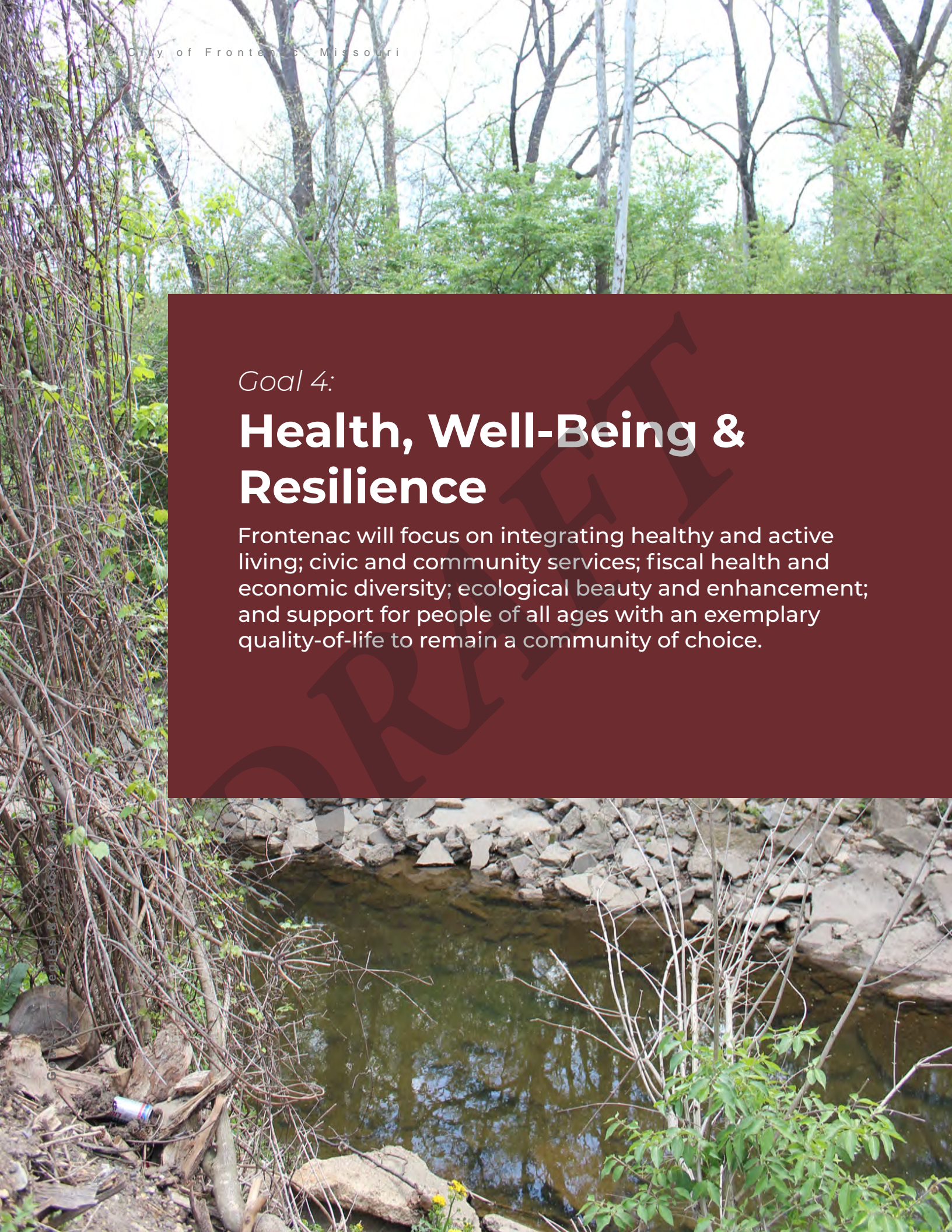
Action 3.2.2. **Explore the creation of a City park on or adjacent to the old quarry site.**



Goal 4:

Health, Well-Being & Resilience

Frontenac will focus on integrating healthy and active living; civic and community services; fiscal health and economic diversity; ecological beauty and enhancement; and support for people of all ages with an exemplary quality-of-life to remain a community of choice.



Existing Conditions

Healthy communities exhibiting long-term resilience are those that have amenities that support healthy living, and in which people believe they can invest—both financially and societally—safely without threat of natural disaster or government malfeasance. Frontenac has long been recognized as a exemplary community in which to live. Moving forward, Frontenac should work strategically to strengthen and enhance those amenities that contribute to the communities excellent quality of life.

Compared to the 2006 Frontenac Comprehensive Plan, residents have expressed consensus support for enhanced community health, resilience, and sustainability initiatives in Frontenac. While there is recognition and acknowledgment that improvements have been made via the City’s Stormwater Master Plan, residents have still expressed concern over flood and stormwater impacts from both Frontenac’s creeks as well as increased runoff from new development and increased land coverage. Additionally, there is an expressed desire to improve the environmental and visual quality of Deer Creek and Two Mile Creek, transforming these into desirable features of Frontenac’s landscape.

Residents also have a consensus preference for the expansion of bike and pedestrian facilities (described in more detail in Goal 5) and the establishment of a public park. There is also a recognition that Frontenac’s forestry must be proactively managed for preservation. This goal coordinates with the need to improve the reliability of electric service in Frontenac, which is often negatively impacted by falling trees and limbs.

Finally, there is a consensus recognition that Frontenac’s future resilience will depend on expanding and diversifying the City’s tax base, particularly in terms of business and sales taxes.

Consensus Issues & Opportunities:

- » **Two Mile Creek, Deer Creek, and an extensive tree canopy give Frontenac a distinctive and desirable landscape.**
- » **There are no public recreational amenities, parks, or greenspaces and little public landscape and biodiversity.**
- » **Frontenac has significant creeks that experience negative water quality impacts, stream bank erosion, and flooding and are not well-managed, landscaped, or accessible.**
- » **Frontenac’s extensive tree canopy is mature and will require active management for ongoing and future health and preservation.**
- » **Engage Frontenac residents and stakeholders on community sustainability and stewardship.**
- » **Frontenac’s tax base should be diversified, and overall tax revenue needs to be increased.**
- » **Consider developing a City park at the old quarry site.**

Goal 4:
Health, Well-Being & Resilience

Strategy 4.1:

Active Living

Promote community health and active living with publicly-accessible recreation amenities for all users, regardless of age or ability.

Action 4.1.1. **Study the option to acquire property at one or more locations in Frontenac for the development of a City park or parks.**

Action 4.1.2. **Work with Frontenac recreation businesses (i.e. Lifetime Fitness, Nutriformance, and Frontenac Racquet Club) to offer incentives to Frontenac residents to encourage residents to patronize these businesses.**

Strategy 4.2:

Housing Variety

Provide opportunities for high-end luxury single-family condominiums with ground-floor businesses in the Frontenac Business District to respond to changing market preferences and demographics.

Action 4.2.1. **Consider expanding the opportunities for high-end luxury single-family condominiums with ground-floor high-end businesses, such as a gourmet grocery store, in Frontenac's existing commercial districts.**

Action 4.2.2. **Update Frontenac's zoning code to prohibit the future development of townhouses, attached villas, and senior housing facilities.**

Goal 4:
Health, Well-Being & Resilience

Strategy 4.3:

Economic Diversification

Pursue the diversification of Frontenac’s commercial and retail economy to protect Frontenac from economic downturns.

-
- Action 4.3.1. **Develop and maintain an up-to-date inventory of Frontenac business enterprises.**
 - Action 4.3.2. **Actively facilitate the attraction, development, and retention of local, neighborhood-based essential services businesses in Frontenac.**

Strategy 4.4:

Community Resilience

Ensure effective emergency service access, alternative transportation options, and energy security in the event of natural disasters and social unrest.

-
- Action 4.4.1 **Develop a City-wide Community Resilience Plan.**
 - Action 4.4.2 **Continue to work with neighboring municipalities and the St. Louis County Office of Emergency Management on cooperative and regionally-coordinated emergency services.**



Goal 4:
Health, Well-Being & Resilience

Strategy 4.5:

Environmental Stewardship & Sustainability

Achieve a sustainable, climate resilient - smart community by: promoting energy efficiency and greenhouse gas reduction strategies; protecting and adapting public and private development, services, natural systems and resources from climate change impacts; and continuing to coordinate and communicate locally and regionally to monitor and address the changing needs and conditions of the community.

- Action 4.5.1. **Monitor and mitigate the effects of climate change and pollution (light, air, sound, etc.) throughout the community.**
- Action 4.5.2. **Encourage the use of climate-resilient native species and the reduction of turf grass to reduce landscape watering requirements and stormwater runoff.**
- Action 4.5.3. **Establish City-wide targets for renewable energy use; promotion of energy efficiency and recycling; solid waste reduction; greenhouse gas reduction for City government; and ratios of both public and private open space.**
- Action 4.5.4. **Encourage the design of smart, high-performance buildings and infrastructure.**
- Action 4.5.5. **Expand the provision of EV charging stations in Frontenac.**
- Action 4.5.6. **Reduce negative storm water and erosion impacts on residential and commercial properties and proactively mitigate stormwater runoff using green infrastructure best management practices (BMPs) for maximum co-benefits and the achievement of clean streams.**
- Action 4.5.7. **Explore partnerships with Villa Duchesne, Sisters of Mercy, and surrounding municipalities for water detention and flood mitigation efforts.**



Goal 5:

Accessibility & Mobility

Frontenac will continue to enhance connectivity networks to improve its current vehicular accessibility; expand the walkability of the City; support all modes of mobility; improve pedestrian and bike comfort and safety; and connect Frontenac to regional recreational networks.

Existing Conditions

Centrally-located in the region, Frontenac well-connected and highly-accessible from major regional corridors. However, the City’s neighborhoods are primarily limited-access subdivisions with no connectivity outside of Frontenac’s connector streets. This directs all traffic—both regional and local—on a few roads, amplifying the effects of congestion. Furthermore, Frontenac’s street infrastructure is automobile-dominated with limited provisions for biking and walking.

For a small community, Frontenac is well-served by highway access. The City is bisected by I-64 and has two interchange access points, at Lindbergh Boulevard and Spoede Road. Lindbergh and Spoede, along with Clayton Road, Conway Road, and Geyer Road are all regional or sub-regional corridors offering excellent connectivity to neighboring communities.

Frontenac’s sidewalk and bicycle infrastructure is limited. Sidewalks are provided on both sides of Lindbergh Boulevard; one side of Clayton Road west to Spoede; one side of Spoede Road; and one side of Conway Road. Construction of sidewalk on one side of Geyer Road will commence this year. Perhaps more critically, most of Frontenac’s signalized intersections feature only minimum pedestrian crossing facilities. Clayton Road is also a major regional bicycling route, but features only shoulder facilities.

Frontenac’s subdivision streets are private and don’t feature sidewalks, but traffic volumes are low and biking and walking are generally safe and comfortable. However, most of Frontenac’s neighborhoods have cul-de-sac streets, which means that connections between adjacent subdivisions as well as commercial districts must be made using circuitous routes on collector roads.

Consensus Issues & Opportunities:

- » **Frontenac is centrally-located and well-connected in the St. Louis region.**
- » **Clayton Road is a regional recreational route for cyclists.**
- » **There is good internal circulation via secondary roads like Geyer Road, Spoede Road, and Conway Road.**
- » **There are lack of biking and walking facilities along Lindbergh Boulevard and Spoede, Clayton, and Conway Roads; and few safe bike and pedestrian connections between subdivisions and commercial areas.**
- » **Subdivisions in Frontenac are not well-connected to each other or to the City’s commercial and civic amenities.**
- » **There are concerns that increased development will result in more traffic congestion on Lindbergh Boulevard, Clayton Road, and Spoede Road.**
- » **Major thoroughfares and private subdivision streets in Frontenac are not under the City’s direct jurisdiction for maintenance and improvement.**

Goal 5:
Accessibility and Mobility

Strategy 5.1:

Regional Access

Maintain and improve Frontenac’s regional vehicular accessibility while enhancing the visual character and walkability of regional corridors for City residents.

-
- Action 5.1.1. **Work with MODOT on the planned reconstruction of Lindbergh Boulevard to ensure that sidewalk and ADA-improvements are coordinated with Frontenac’s streetscape standards and community character.**

Strategy 5.2:

Bicycle & Pedestrian Connectivity

Enhance the safety and comfort of Frontenac’s streets for biking and walking.

-
- Action 5.2.1. **Extend sidewalks on Geyer Road and Clayton Road to Frontenac City limits; maintain sidewalks on Conway Road and Spoede Road to Frontenac City limits.**

- Action 5.2.2. **Facilitate implementing the St. Louis County Action Plan for Biking and Walking within Frontenac, and expand this plan with sidewalks on all City of Frontenac owned and maintained streets.**

- Action 5.2.3. **Prepare a street evaluation, maintenance, and rehabilitation plan and schedule for each City roadway for ADA compliance and pavement longevity.**

Strategy 5.3:

Mobility Options

Improve regional transit access in Frontenac.

-
- Action 5.3.1. **Work with Metro to restore and expand MetroBus service to the stop at Lindbergh Boulevard and Clayton Road.**

Goal 5:
Accessibility and Mobility

Strategy 5.4:

Streetscape Enhancement

Develop signature streetscapes as part of Frontenac’s physical character and regional identity.

-
- Action 5.4.1. **Work with MODOT and St. Louis County Department of Transportation to develop a signature streetscape for Lindbergh Boulevard and for Clayton Road east of Spoeede Road.**
 - Action 5.4.2. **Develop enhanced streetscape design standards for City of Frontenac-maintained streets.**
 - Action 5.4.3. **Work collaboratively with subdivision trustees on design standards for privately-owned and maintained streets, and implement these standards incrementally as street maintenance is conducted.**
 - Action 5.4.4. **Work with the Frontenac Garden Club to landscape Frontenac’s entrances and frontages on I-64 / U.S. 40 and Lindbergh Boulevard / U.S. 67.**

Strategy 5.5:

Traffic & Access Management

Improve traffic flow and safety to Frontenac’s commercial areas and subdivisions.

-
- Action 5.5.1. **Work with MODOT on the improvement of I-64 / U.S. 40 outer roads, including resurfacing, lighting improvements, and landscape improvements.**
 - Action 5.5.2. **Reduce congestion and improve traffic flow on Clayton Road through improved, safe intersection design, signal operation, and consolidation of commercial access points.**

Goal 6:

Community Services & Infrastructure

Frontenac will continue improving stormwater, utility services, recreational amenities, and road infrastructure to serve residents and visitors; improve reliability; increase community safety; enhance community character; and preserve Frontenac's community investments and property values.

Existing Conditions

Frontenac is well-known for high-quality municipal community services. The City participates in the Malcolm Baldrige Foundation as a tool to improve City performance, and is a Baldrige Communities of Excellence 2026 pilot community. Since 2006, Frontenac adopted and implemented a new stormwater ordinance. Outside of municipal government, Frontenac is part of the excellent-quality Ladue School District, and is home to well-renowned private primary and secondary schools.

As a small and primarily residential community, however, Frontenac lacks some typical public facilities that are common in other communities. Frontenac has no City park, establishment of which has been a priority for residents since the 2006 Comprehensive Plan. Residents have also expressed dissatisfaction with the reliability of electric service in Frontenac, citing common power outages in storms due to damage exacerbated by Frontenac’s extensive tree canopy. There is also a perception that Frontenac lags behind other communities in the region on the availability and reliability of broadband internet access and 5G / LTE wireless network access.

Frontenac has also developed a Stormwater Master Plan with capital improvement priorities, reviewed and updated in 2020. This plan addresses numerous issues surrounding Deer Creek and Two Mile Creek through both physical infrastructure improvements and new development ordinances. Moving forward, it is critical that Frontenac continue to implement this Plan.

Finally, residents during this planning process have expressed great support for Frontenac’s Fall Festival, as well as a desire for more community festivals and programs throughout the year.

Consensus Issues & Opportunities:

- » **There are no public recreational amenities, parks, or greenspaces and little public landscape and biodiversity.**
- » **Frontenac’s extensive tree canopy is mature and will require active management for ongoing and future health and preservation.**
- » **The Deer Creek flood plain results in significant development constraints in the German Boulevard commercial district.**
- » **Frontenac is part of a multi-jurisdictional flood study for Deer Creek.**
- » **Consider developing a City park at the old quarry site.**
- » **Frontenac’s Fall Festival is well-loved by residents, and there is a desire for expanded community events programming year-round.**
- » **Power outages are common in Frontenac.**
- » **Broadband telecommunications access in Frontenac is perceived as below-average compared to other regional communities.**

Goal 6:
Community Services & Infrastructure

Strategy 6.1:

Public Park Space

Explore the provision of publicly-owned and publicly-accessible park space in Frontenac.

Action 6.1.1. **Study the option to acquire property at one or more locations in Frontenac for the development of a City park or parks.**

Strategy 6.2:

Community Facilities, Programs, and Events

Strengthen Frontenac’s sense of community with expanded community programs and events for people of all ages and stages of life.

Action 6.2.1. **Support the use of Frontenac City Hall by residents, businesses, and organizations as a venue for gatherings and community events.**

Action 6.2.2. **Maintain Frontenac’s Fall Festival and provide expanded, annual City festivals with entertainment and activities for people of all ages.**

Action 6.2.3. **Work with Frontenac recreation businesses (i.e. Lifetime Fitness, Nutrifformance, and Frontenac Racquet Club) to offer incentives to Frontenac residents to encourage residents to patronize these businesses.**

Strategy 6.3:

Community Communications

Regularly update residents on City activities and projects and improve communications with residents and with the broader region.

Action 6.3.1. **Continue to enhance Frontenac’s external Communication Plan**

Action 6.3.2. **Develop an improved, user-friendly City website and City newsletter.**

Action 6.3.3. **Improve internal communications with the electronic posting of Board and committee agendas, packets, minutes, and historical documents.**

Action 6.3.4. **Continue hosting of bi-annual or more frequent Subdivision Trustee meetings that are open to the public.**

Goal 6:
Community Services & Infrastructure

Strategy 6.4:

City Services and Utilities

Continue to provide and improve the quality of municipal and utility services to maintain Frontenac’s excellent reputation, resident and business satisfaction, and stable, high property values.

- Action 6.4.1. **Maintain and continually improve Frontenac’s high-quality police, fire, public works, courts, and building services.**
- Action 6.4.2. **Maintain trash service with recycling and yard waste collection and maintain annual leaf collections service for Frontenac residents.**
- Action 6.4.3. **Establish an annual plan to maintain City vehicles and equipment of the Police Department, Fire Department, Public Works Department, and snow plowing and emergency response plans (including for the communities of Westwood, Huntleigh, and Crystal Lake Park).**
- Action 6.4.4. **Through the Public Works Department, continue to establish and strengthen the relationship with Ameren to ensure reliable electric services, smart grid access, and EV charging stations in Frontenac.**
- Action 6.4.5. **Through the Public Works Department, continue to establish and strengthen relationships with telecom providers to establish reliable fiber and wireless broadband access to make Frontenac a Smart Community.**



Goal 7:

Fiscal Sustainability & Governance

Frontenac will diversify its economic base, improve the stability and sustainability of revenue sources, and continue to provide effective and efficient governance and provision of public services.

Existing Conditions

Frontenac’s City government has demonstrated a commitment to effective operations and careful stewardship of tax revenue and other community resources. Frontenac’s residents are satisfied with City services, and the City provides a high-level of high-quality services with reasonable tax rates. Moving forward, the City should continue to evaluate and improve its performance, as outlined in the 2020 Board of Aldermen Strategic Plan.

In spite of demonstrated performance, there is a persistent perception in Frontenac that City government is not sufficiently responsive to the concerns of residents. The source of this perception is multi-fold. First, there is lingering dissatisfaction with the way in which several recent development projects in Frontenac were handled by the City. These include the St. Louis County Libraries facility, Talamore Square townhomes by Payne Family Homes, and The Arbors at Frontenac villas by McBride & Son. These projects have illustrated deficiencies in Frontenac’s existing zoning code, which are described in other sections of this Comprehensive Plan Update.

Additionally, residents have consistently expressed that—while individual interactions with City staff and elected and appointed officials are positive and effective—the City’s overall communication with residents needs to be improved. This includes the communication of information by the City to residents, as well as mechanisms for residents to provide feedback to the City. Issues with the City’s website being out of date and not user friendly were cited as one of the main factors of this issue.

Consensus Issues & Opportunities:

- » **The City of Frontenac Board of Aldermen developed a new operational strategic plan and adopted the plan in 2020.**
- » **Frontenac maintains a AAA bond rating.**
- » **Frontenac’s business market is almost exclusively “non-essential” retail and community services. During the COVID-19 pandemic, virtually all of Frontenac’s businesses were forced to shut down.**
- » **Frontenac maintains well-rated police, fire, and EMS services; maintains cooperative aid agreements with neighboring municipalities; and maintains a well-perceived court system that encompasses the communities of Westwood and Crystal Lake Park.**
- » **Frontenac is well-known for courteous, efficient, and effective City staff.**
- » **There is a perception that elected and appointed officials have not been responsive to resident concerns, and that the City does not regularly and effectively communicate with residents.**

Goal 7:
Fiscal Sustainability & Governance

Strategy 7.1:

Municipal Fiscal Sustainability

Actively pursue the diversification of Frontenac's commercial tax base.

-
- Action 7.1.1. **Actively facilitate the attraction, development, and retention of essential services businesses in Frontenac.**
 - Action 7.1.2. **Maximize the economic productivity of commercial land uses within Frontenac's unique community character, including investigating the potential of mixed-use luxury condominium development on existing commercially-zoned properties.**
 - Action 7.1.3. **Collaborate with the Chamber of Commerce, St. Louis Economic Development Partnership, ULI, and other community organizations dedicated to attracting and retaining economic opportunities.**
 - Action 7.1.4. **Maintain the City's AAA bond rating and Government Finance Officers Association (GFOA) certificate of achievement while balancing revenue and expenses to support the City's vision.**



Goal 7:
Fiscal Sustainability & Governance

Strategy 7.2:

Governmental Efficiency & Effectiveness of Services

Continuously improve the efficiency and effectiveness of Frontenac government and municipal services.

- Action 7.2.1. **Maintain well-trained, professional, courteous and responsive staff as evidenced by annual volume or rates of complaints, turnover and retention rates, and workers compensation claims/injury reports at or better than peer municipalities.**
- Action 7.2.2. **Use technology where appropriate to reduce cost while maintaining or improving the quality of services.**
- Action 7.2.3. **Maintain superior Police Services as evidenced by Missouri Police Association accreditation.**
- Action 7.2.4. **Maintain a court system for Frontenac, Crystal Lake Park, and Westwood, where parties perceive a fair system with issues managed in a timely and impartial manner.**
- Action 7.2.5. **Maintain excellent fire protection services and emergency medical services (EMS) as evidenced by an ISO rating of 2 or better.**
- Action 7.2.6. **Investigate opportunities for shared services with neighboring cities to enhance the quality and efficiency of service delivery.**
- Action 7.2.7. **Establish and outcome management and reporting system to track Comprehensive Plan implementation.**

Objective 7.3:

Supplemental Municipal Funding

Continuously improve the efficiency and effectiveness of Frontenac government and municipal services.

- Action 7.3.1. **Engage with federal, state, and regional partners to secure diverse funding sources for Frontenac's capital improvements and maintenance.**

Section 2:

Future Land Use Plan and Streets & Gateways Plan

Land use refers to how land is occupied or utilized, and informs the City of Frontenac in the development, revision, and administration of the zoning code. Any request made to the City for development or a zoning code change should be checked for consistency with the Future Land Use Plan and the prescribed definition of the associated Land Use Category. Likewise, any updates or revisions to the City of Frontenac zoning code instituted by the City should conform to the recommendations of the Future Land Use Plan. Specific policies associated with the Future Land Use Plan are as follows:

- » The categories in the Future Land Use Plan represent the City's preferred option for: (1) situations where a land owner wishes to change the manner in which he or she uses the land (i.e. a request for rezoning); or (2) situations in which the City of Frontenac institutes a revision or change to the zoning code, zoning districts, or zoning district definitions, either in part or in whole. The Future Land Use Plan does not override the regulations associated with a parcel of land's current zoning or the manner in which the land owner can currently and legally use the land. Any request for a change in zoning whether consistent with the Future Land Use Plan or not must still be reviewed by the Planning and Zoning Commission and approved by the Board of Aldermen, subject to the appropriate notification(s) and public hearing(s).
- » The Future Land Use Plan includes recommendations for one (1) new zoning district classification, the "BD Business District", which is described in further detail in this section. The Future Land Use Plan also includes recommendations for the repeal of four (4) existing zoning districts: the "R-3 Villa" district; the "PDR Planned Development, Residential" district; the "PDC Planned Development, Commercial" district; and the "PDMX Planned Development, Mixed-Use" district. Revisions to the zoning districts shall occur in a subsequent update to the City of Frontenac's zoning code. Prior to the completion and adoption of a zoning code update, the City of Frontenac should deny any rezoning requests that request a rezoning to one or more of the existing zoning districts recommended for repeal.
- » Existing civic and institutional uses are located on land that is currently classified as either "R-3 Villa" (the St. Louis County Libraries Lynn Beckwith Jr. Administrative Building" or "R-1 One Acre Residence" (all other civic and institutional uses). The Future Land Use Plan recommends that, in the event that any of these institutions were to relocate from their current locations in Frontenac, the zoning of the land being vacated would revert to "R-1 One Acre Residence".
- » It is recommended that the City of Frontenac pursue the acquisition of land at or near the old quarry site off German Boulevard for the creation of a City park. Acquisition of land should occur in cooperation with the Frontenac Racquet Club.

Figure 2.1: Summary of Future Land Use Categories

Future Land Use Category	Definition	Recommended Zoning Classification
Single-Family Residential – Low Density	Single-family detached homes on lots of one (1) acre or more.	R-1 One Acre Residence
Single-Family Residential – Medium Density	Single-family detached homes on lots of one 7,500 square feet (maximum of 5.8 units per acre) or more.	R-2 Residence, 7,500 Square Feet
Villa / Townhouse Residential	Single-family homes attached in groups of two (2) single-story homes (villas) or three (3) multi-story homes (townhouses). Coterminous with the existing Arbors and Talamore Square developments.	R3 Villa <i>(As a grandfathered use only; R3 Villa zoning classification to be removed as part of a subsequent zoning code update, and parcels to be rezoned R-1 One Acre Residence.)</i>
Frontenac Business District	Medium-density (2 to 6 stories) mixed-use development consisting of commercial ground floor uses with a mix of commercial, office, hotel, and/or luxury condominiums on upper floors.	BD Business District <i>(Proposed new zoning district, to be developed as part of a subsequent zoning code update.)</i>
German Boulevard Business District	Low-density (up to 3 stories) commercial development.	C Commercial C-1 Commercial
Civic / Institutional	Public and private governmental, religious, educational, and not-for-profit uses in a campus setting.	R-1 One Acre Residence

2.1. Future Land Use Plan

Residential Land Use Recommendations

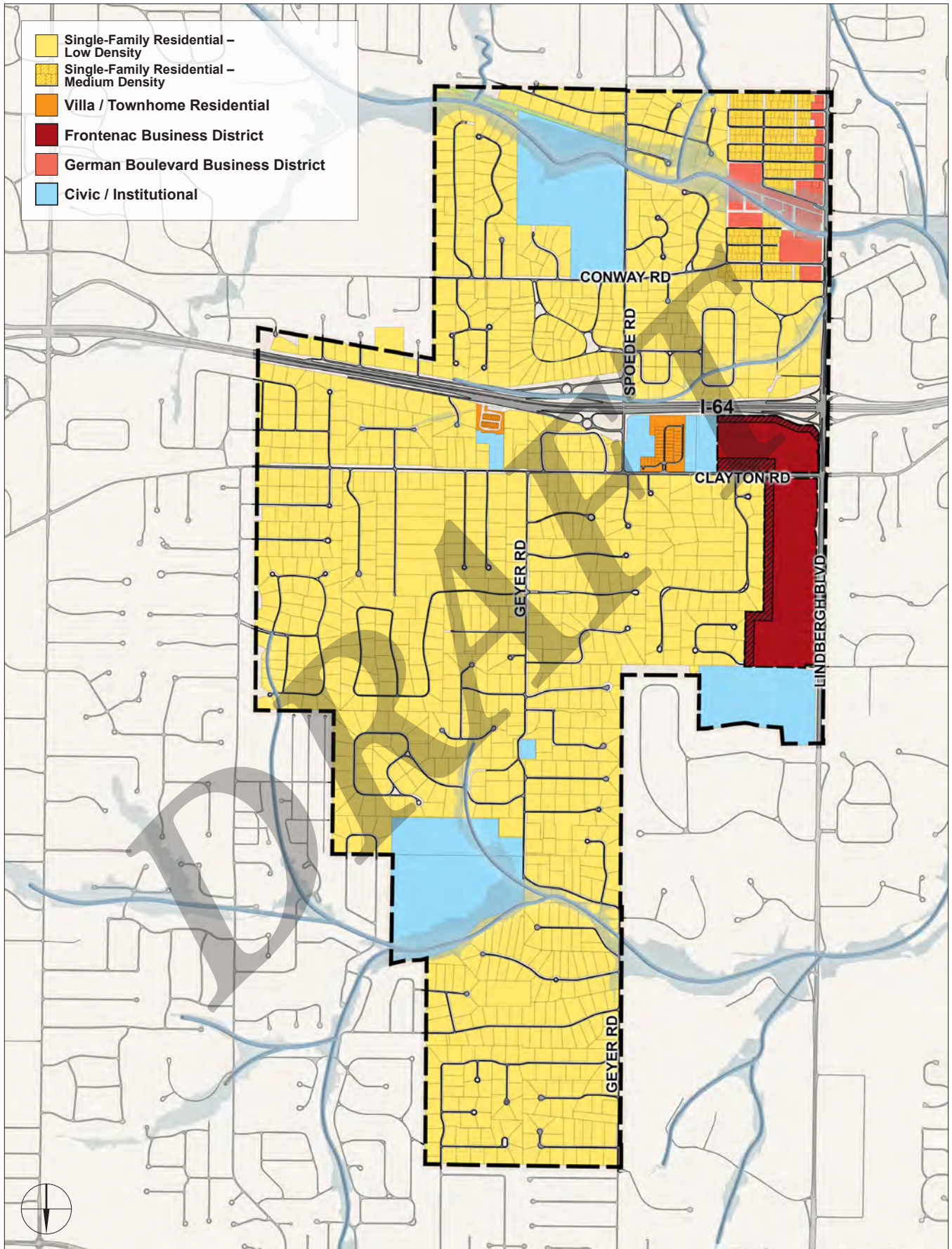
- » **Update residential zoning to:**
 - Protect R-1 and R-2 zoning districts from commercial and multi-family uses;
 - Promote compatible setbacks, heights, bulk, and mass;
 - Better define limits on impervious site coverage;
 - Improve regulation of fences, accessory structures, and other site structures;
 - Mitigate stormwater runoff, erosion, and the negative impacts of construction; and
 - Strengthen construction compliance and code enforcement.
- » **Enhance Frontenac’s Zoning Code and Tree Preservation Ordinance to preserve and improve the City’s landscape and tree canopy.**
- » **Repeal the following zoning districts from the Frontenac Zoning Code:**
 - “R-3 Villa”;
 - “PDR Planned Development, Residential”;
 - “PDC Planned Development, Commercial”;
 - and
 - “PDMX Planned Development Mixed-Use”.

German Boulevard Commercial District Recommendations

- » **Retain the current zoning and planning approval process until such time as the flood study findings are published and accepted by the Board of Aldermen.**
- » **Study the option of acquisition of property for the development of a city park on or adjacent to the old quarry site.**

Under the current zoning and stormwater ordinance requirements, new development is permitted in this district so long as all occupiable floor space is elevated above the base flood elevation. In the future, the City of Frontenac should consider developing a master plan for the German Boulevard Commercial District—in cooperation with district property owners—incorporating district floodwater storage areas and a potential future City park.

Figure 2.2: **Future Land Use Plan**



Frontenac Commercial District Recommendations

- » **Establish a new Business District (BD) zoning classification for the entire commercial area; prohibit the BD classification in all other areas of the City.**
- » **BD classification should include regulations and guidelines to buffer and protect the character, scale, and line-of sight of adjacent residential subdivisions, including the following parameters:**
 - Setbacks for building and parking areas
 - Build-to line
 - Limited and safe vehicular access points from major roads
 - Landscape requirements
 - Buildable area open greenspace requirements
 - Permitted a mix of land uses that respond to market needs
 - Maximum and minimum height
 - High quality architectural design standards
 - Standardized parking requirements
 - Update the BD development application and review process, to include the following parameters:
- » **Refine the plan submittal and approval process to improve guidance, predictability, and transparency;**
 - Require all phased development proposals to include a pre-development master plan; and
 - Update the variance process to include recommendations from the Planning and Zoning Commission and Architectural Review Board to the Board of Adjustment.
- » **Update Frontenac’s Municipal Ordinances to specify that the Planning & Zoning Commission has the authority to reject development proposals if they don’t achieve the City’s vision.**

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Figure 2.3: Existing Land Use Classification

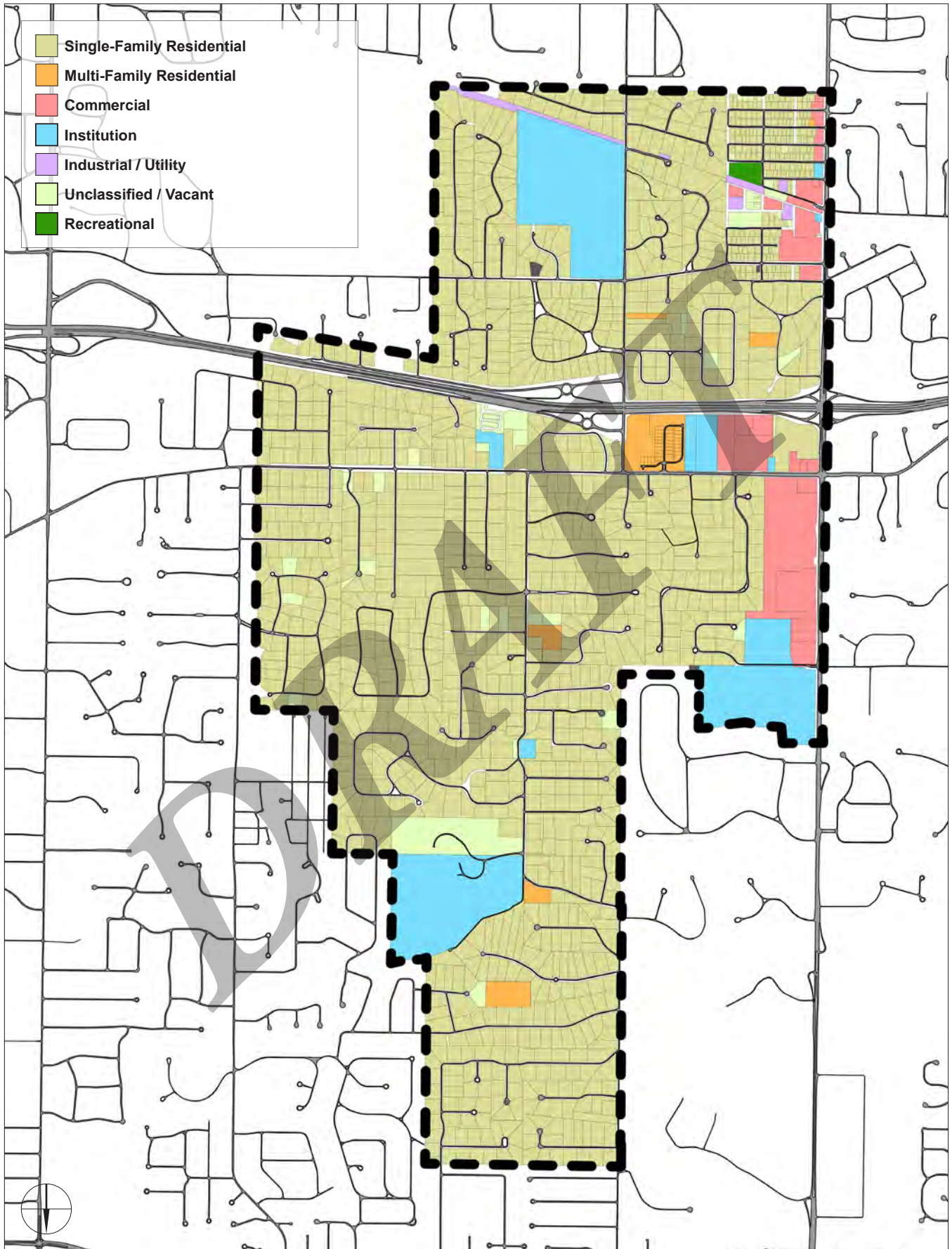
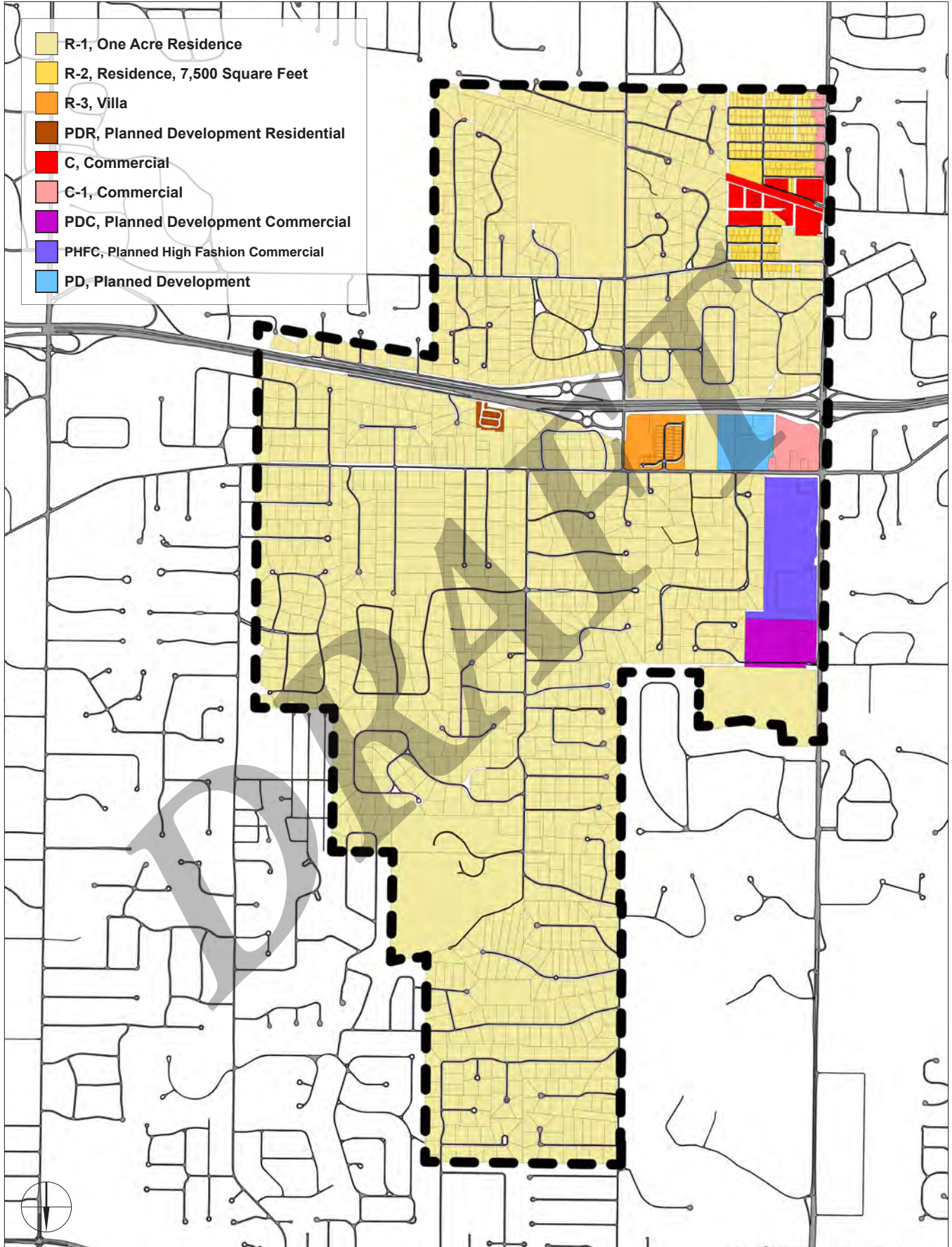


Figure 2.4: Existing Zoning Districts



2.2. Streets & Gateways Plan

The Streets & Gateways Plan describes specific public realm improvements to streets and roadways within Frontenac’s municipal boundary. These recommendations provide geographic locations and extents to accessibility, mobility, and community identity Action Items described in Section 1. The City of Frontenac should coordinate with Frontenac subdivision trustees as well as all relevant agencies and organizations with responsibility and resources for streets, rights-of-way, landscape, and infrastructure on implementing these recommendations. These include, but are not necessarily limited to: Missouri Department of Transportation (MODOT); St. Louis County Department of Transportation; East West Gateway Council of Governments, Tree City USA, Forest ReLeaf; Missouri Department of Conservation; and other potential regional and statewide collaborators.

Street Recommendations

- » Complete planned sidewalk project for Geyer Road.
- » Extend sidewalks on Geyer Road and Clayton Road to Frontenac City limits; maintain sidewalks on Conway Road and Spoede Road to Frontenac City limits.
- » Mitigate congestion and improve traffic flow with access improvements to Clayton Road between Spoede Road and Lindbergh Boulevard.
- » Work with MODOT to complete resurfacing of N. Outer 40 and S. Outer 40.
- » Work with MODOT and St. Louis County Department of Transportation to develop a signature streetscape for Lindbergh Boulevard and for Clayton Road east of Spoede Road.

Gateway Recommendations

- » Work with the Frontenac Garden Club to landscape Frontenac’s entrances and frontages on I-64 / U.S. 40 and Lindbergh Boulevard / U.S. 67.
- » Develop signature gateways at key entrances:
 - Geyer Road @ South City Limits
 - Lindbergh Boulevard @ North and South City Limits
 - Spoede Road @ North City Limits
 - Conway Road @ East and West City Limits
 - Clayton Road @ East and West City Limits
 - Clayton Road @ Spoede Road
 - Lindbergh Boulevard @ I-64 / US 40
 - Spoede Road @ I-64 / US 40

Figure 2.5: **Streets & Gateways Plan**

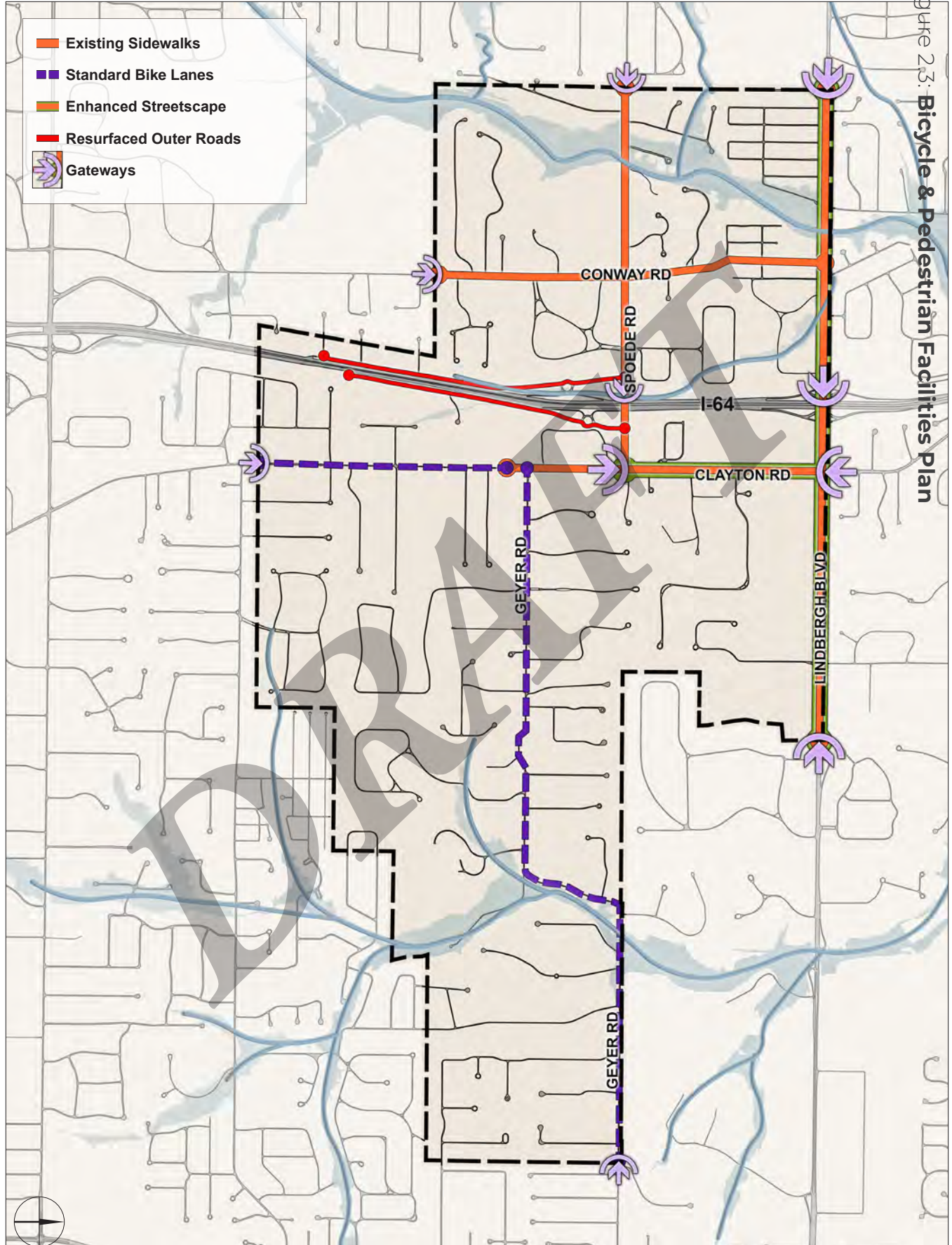


Figure 2.3: **Bicycle & Pedestrian Facilities Plan**

Section 3:

Implementation Strategic Action Plan

A critical element of any effective Comprehensive Plan is successful implementation. The Frontenac 2050 Comprehensive Plan Update is a 25-year, community-based vision that provides actionable strategies to successfully position Frontenac for continued future success by building upon the City's strengths to address current challenges and respond to future opportunities.

The Frontenac 2050 Implementation Strategic Action Plan is based upon the following principles:

- » **Facilitate Incremental Action:** The City's primary control over future land use and development is through the regulatory environment—specifically, the Code of Ordinances. As part of implementation, Frontenac should strategically update its zoning code and other ordinances to reflect the Vision of the Plan and allow—by right—for development that incrementally builds toward that Vision.
- » **Diversification of Funding:** While the primary public funding source of Plan implementation will be from the City's funds, the Comprehensive Plan should leverage City funding with grant opportunities and other partnerships. Many of the initiatives and recommendations of the Frontenac 2050 Plan have been developed to overlap with activities of regional and statewide partners, including St. Louis County Department of Transportation, Great Rivers Greenway, the East-West Gateway Council of Governments, and MODOT. This will help to ensure eligibility for existing and future funding opportunities.

- » **Provide Specific Direction:** The Comprehensive Plan needs to provide geographically-specific recommendations for capital improvements, zoning and regulatory districts, and new amenities and infrastructure. This provides needed direction to future City staff, commissioners, and elected officials to streamline the implementation of the projects over the Plan's 10- to 15-year lifespan.

- » **Maintain Flexibility:** At the same time, the Comprehensive Plan cannot be too prescriptive. If it is, the City risks setting itself up for failure by “biting off more than it can chew”, putting in place processes that cannot be sustained long-term, and/or relying on activities over which the City has no direct control.

A successful Comprehensive Plan clearly: 1) outlines and the City's activities; 2) prioritizes initiatives that are both achievable and leverage other activities and investments for maximum positive impact; and 3) builds in a level of flexibility to allow for unforeseen circumstances, both positive and negative.

- » **Evaluate Success:** Actively reviewing and evaluating the relevance and efficacy of the Plan is important to long-term, successful implementation. An ongoing outcome management process with regular review and re-evaluation of the Frontenac 2050 Plan is recommended and is an important factor for successful implementation.

Early Action Items

Identification and successful completion of several early action items will be key to setting the stage for on-going implementation. First, it will establish essential regulatory and policy frameworks for ongoing implementation efforts. Second, it will initiate several key catalytic projects to leverage future investment. Lastly, it will build critical momentum and excitement among residents and stakeholders about Frontenac's future.

In order to successfully begin implementation of the Frontenac 2050 Plan, the following five (5) early action items should be initiated and, when possible, completed by the City of Frontenac within three (3) years of Plan adoption:

1. Complete a full revision to the zoning code.

In order to address the concerns and issues raised by both residents and the City regarding non-contextual development, Frontenac should complete a full revision to the City's zoning code. This revision should match the recommendations of the Future Land Use Plan, and should also include minor modifications to the City's R-1 and R-2 zoning districts to address impacts of infill residential development, much of which consist of homes that are significantly larger than the majority of Frontenac's homes. The full zoning code revision should be completed as soon as possible after adoption of the Plan.

2. Establish an outcome reporting and management system to track progress.

Frontenac should develop and establish an Outcome Measurement Reporting System to track implementation progress. This system should utilize the *Implementation Matrix* presented in the Implementation Strategic Action Plan and assign primary responsibilities to City departments for each Strategy. Additionally, the Outcome Measurement Reporting System should identify baseline metrics and five (5) year targets for each Action Item. The City should also consider developing a web-based, Community Dashboard to publish outcome measurement reports. This system should also include a five (5) year assessment interval, with the potential to update tracking measures, targets, and/or benchmarks to reflect current implementation status.

3. Complete the implementation of the Geyer Road sidewalk.

Frontenac has completed planning of and begun right-of-way negotiations for the implementation of a sidewalk on the west side of Geyer Road, from Clayton Road to the south City limits. Over the next one (1) year, Frontenac should complete right-of-way acquisition and complete construction of this sidewalk.

4. Plan and implement the extension of the Clayton Road sidewalk.

Development of a sidewalk connection west along Clayton Road was identified as a high priority for residents. Over the next one (1) year, Frontenac should negotiate right-of-way acquisition for a sidewalk on the south side of Clayton Road, beginning at the end of the current sidewalk west of Stonington Place. Frontenac should also coordinate with Town and Country to ensure the connection of this sidewalk to the existing multi-use side path west of Bopp Road. Construction of this sidewalk should occur within two (2) years of adoption of this Comprehensive Plan Update.

5. Begin negotiation for the acquisition of land for a Frontenac City Park.

The City of Frontenac should engage with the Frontenac Racquet Club to begin negotiations for the purchase of the old quarry site, or development of a deed transfer or other cooperative agreement for the acquisition of the old quarry site for the future development a City park.

Implementation Matrix

Implementation of the Frontenac 2050 Comprehensive Plan Update will be driven by 77 measurable community development *Action Items*, organized according to seven (7) community Goals and supporting Strategies. These Action Items address the 10 Community Issues and Priorities that were identified by the Frontenac community during the Comprehensive Plan process.

The Implementation Matrix, presented on the following pages, describes the way in which each of the Community Issues and Priorities are addressed by the Action Items. Collective impact of the Frontenac 2050 Comprehensive Plan Update recommendations is illustrated by the Primary and Secondary Contributing Strategies for each Issue and Priority. The Matrix also indicates the recommended timeframe in which each Action Item is to be completed. Implementation of these Strategies will be achieved, in part, by the *Future Land Use Plan and Streets & Gateways Plan* detailed in Section 2.

DRAFT

IMPLEMENTATION MATRIX KEY

- | | |
|-----------------------------|---|
| ● Primary Action & Effect | ● Short-Term Implementation Action (0-3 Years) |
| ◐ Secondary Action & Effect | ● Medium-Term Implementation Action (3-7 Years) |
| ○ Indirect Effect | ● Long-Term Implementation Action (7+ Years) |

Implementation Matrix

	1. Protect Frontenac's residential subdivisions from commercial encroachment.	2. Ensure the continued success and future viability of Frontenac's commercial properties.	3. Expand and diversify Frontenac's tax base.	4. Establish a public park in Frontenac.	5. Enhance Frontenac's regional identity.	6. Improve and expand safe bike and pedestrian connectivity.	7. Continue to mitigate stormwater and flood impacts.	8. Improve communication between residents and City government.	9. Expand Frontenac's community events.	10. Maintain and enhance Frontenac's excellent quality of life.	IMPLEMENTATION TIMEFRAME
1. Community Identity & Placemaking											
1.1.1. Review and update the Zoning Code as needed to preserve and enhance the unique character and community identity of Frontenac.	●	●	◐	○	◐	○	●	○	○	◐	●
1.1.2. Develop specific, detailed focus area plans and design guidelines for distinctive, high-quality, and sustainable neighborhood and town centers as the heart of Frontenac.	●	●	◐	○	◐	○	●	○	○	◐	●
1.1.3. Maintain an ISO rating of 3 or higher for building codes and enforcement in Frontenac & Crystal Lake Park.	●	○	○	○	●	○	○	○	○	●	●
1.1.4. Conduct an internal review and update of the Future Land Use Plan annually, and conduct an external review and update of the Future Land Use Plan every four to five years.	●	●	●	●	●	●	●	●	●	●	●
1.1.5. Conduct a full update to the City's Comprehensive Plan no less than every ten years.	●	●	●	●	●	●	●	●	●	●	●
1.2.1. Review Architectural Design Guidelines on a regular basis to support a diversity of high-quality architectural styles and encourage high-quality residential design that is well-integrated with the landscape and Frontenac's existing physical character.	●	●	◐	○	◐	○	●	○	○	◐	●
1.2.2. Develop enhanced guidelines for commercial and civic architecture and site design to ensure these sites integrate well into the character of surrounding neighborhoods, with minimal exposure of parking and service areas.	●	●	◐	○	◐	○	●	○	○	◐	●

Implementation Plan

Implementation Matrix

	1. Protect Frontenac's residential subdivisions from commercial encroachment.	2. Ensure the continued success and future viability of Frontenac's commercial properties.	3. Expand and diversify Frontenac's tax base.	4. Establish a public park in Frontenac.	5. Enhance Frontenac's regional identity.	6. Improve and expand safe bike and pedestrian connectivity.	7. Continue to mitigate stormwater and flood impacts.	8. Improve communication between residents and City government.	9. Expand Frontenac's community events.	10. Maintain and enhance Frontenac's excellent quality of life.	IMPLEMENTATION TIMEFRAME
1. Community Identity & Placemaking (continued)											
1.3.1. Encourage site design that accentuates the site's existing character, topography, and landscape while minimizing regrading, infrastructure, impervious surfaces, and other constructed features that detract from the City's landscape.	●	●	◐	○	◐	◐	●	○	○	◐	●
1.3.2. Enhance Landscape Design Guidelines to proactively manage Frontenac's extensive and high-quality tree canopy.	◐	◐	◐	◐	◐	○	●	○	○	●	●
1.4.1. Update Frontenac's City branding and implement consistent gateway entrance features at all regional entrances to Frontenac.	◐	◐	◐	○	●	○	◐	○	○	●	●
1.4.2. Work with the Frontenac Garden Club to landscape Frontenac's entrances and frontages on I-64 / U.S. 40 and Lindbergh Boulevard / U.S. 67.	◐	◐	◐	○	●	○	◐	○	○	●	●

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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- Indirect Effect
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Implementation Matrix

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IMPLEMENTATION TIMEFRAME

2. Distinctive Neighborhoods & Housing

Implementation Plan

2.1.1. Eliminate the R-3 Villa; Planned Development Residential (PDR), Planned Development Commercial (PDC); and Planned Development Mixed-Use (PDMX) zoning classifications to protect against encroachment of non-residential uses in residential neighborhoods.	●	○	◐	○	●	○	○	○	○	○	●	●	
2.1.2. Guide the rebuilding of outdated housing stock through Zoning and Architectural Design Guidelines in select areas to maintain Frontenac's high-value housing market and strengthen established community character.	●	○	◐	○	●	○	○	○	○	○	○	●	●
2.1.3. Update Architectural Design Guidelines as needed to respond to changes in building practices, materials, and design; and to encourage best practices in sustainable design and construction.	●	○	◐	○	●	○	○	○	○	○	○	○	●
2.1.4. Enhance the enforcement of construction oversight and code enforcement, to ensure that new homes are built as planned and approved.	●	○	◐	○	●	○	○	○	○	○	○	○	●
2.2.1. Encourage and work with subdivision trustees to evolve and refine indenture rules to be more consistent and effective in protecting and enhancing the unique character of Frontenac's neighborhoods and enhance safe walkability and bikeability on subdivision streets.	●	○	◐	○	●	●	◐	●	○	○	○	●	●
2.2.2. Extend sidewalks on Geyer Road and Clayton Road to Frontenac City limits; maintain sidewalks on Conway Road and Spodee Road to Frontenac City limits.	●	○	◐	○	●	●	◐	●	○	○	○	○	●

Implementation Matrix

	1. Protect Frontenac's residential subdivisions from commercial encroachment.	2. Ensure the continued success and future viability of Frontenac's commercial properties.	3. Expand and diversify Frontenac's tax base.	4. Establish a public park in Frontenac.	5. Enhance Frontenac's regional identity.	6. Improve and expand safe bike and pedestrian connectivity.	7. Continue to mitigate stormwater and flood impacts.	8. Improve communication between residents and City government.	9. Expand Frontenac's community events.	10. Maintain and enhance Frontenac's excellent quality of life.	IMPLEMENTATION TIMEFRAME
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2. Distinctive Neighborhoods & Housing (continued)

2.3.1. Consider expanding the opportunities for high-end luxury single-family condominiums with ground-floor high-end businesses, such as a gourmet grocery store, in Frontenac's existing commercial districts.	●	●	◐	○	●	○	○	○	○	●	●
2.3.3. Create a streamlined process for project review and approval for existing home remodels and renovations to facilitate improvements to existing housing stock.	◐	◐	◐	○	●	○	○	●	○	●	●

3. Town & Neighborhood Business Districts

3.1.1. Establish a new Business District (BD) classification for the entire commercial area; prohibit the BD classification in all other areas of the City.	●	●	●	○	●	○	○	○	○	○	●	●
3.1.2. BD classification should include regulations and guidelines to buffer and protect the character, scale, and line-of sight of adjacent residential subdivisions.	●	●	●	○	●	○	○	○	○	○	●	●
3.1.3. Facilitate a mix of uses in the Frontenac Business District, to enhance vibrancy and meet the state-of-the-art for high-end shopping and dining destinations; in general, all ground floor uses should be commercial uses.	●	●	●	○	●	○	○	○	○	○	●	●
3.1.4. Promote the development of a central gathering place and greenspace in the Frontenac Business District that is the heart of the community.	○	●	●	●	●	○	○	○	○	●	●	●

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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IMPLEMENTATION TIMEFRAME

3. Town & Neighborhood Business Districts (continued)

3.1.5. Update the BD development application and review process, to include the following parameters: (a) refine the plan submittal and approval process to improve guidance, predictability, and transparency; (b) require all phased development proposals to include a pre-development master plan; and (c) update the variance process to include recommendations from the Planning and Zoning Commission and Architectural Review Board to the Board of Adjustment.	●	●	●	○	●	○	○	○	○	●	●	
3.2.1. Retain existing zoning and floodplain development requirements until such time as the Deer Creek flood study findings are published and accepted by the Board of Aldermen.	◐	◐	◐	◐	●	○	●	○	○	○	●	●
3.2.2. Explore the creation of a City park on or adjacent to the old quarry site.	○	○	◐	●	●	○	○	○	○	○	●	●

Implementation Plan

IMPLEMENTATION MATRIX KEY

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4. Health, Well-Being & Resilience											
4.1.1. Study the option to acquire property at one or more locations in Frontenac for the development of a City park or parks.	◐	○	◐	●	●	○	◐	○	○	●	●
4.1.2. Work with Frontenac recreation businesses (i.e. Lifetime Fitness, Nutriformance, and Frontenac Racquet Club) to offer incentives to Frontenac residents to encourage residents to patronize these businesses.	○	○	●	◐	●	○	○	◐	◐	●	●
4.2.1. Consider expanding the opportunities for high-end luxury single-family condominiums with ground-floor high-end businesses, such as a gourmet grocery store, in Frontenac's existing commercial districts.	●	●	●	○	●	○	○	○	○	●	●
4.2.2. Update Frontenac's zoning code to prohibit the future development of townhouses, attached villas, and senior housing facilities.	●	○	○	○	●	○	○	◐	○	●	●
4.3.1. Develop and maintain an up-to-date inventory of Frontenac business enterprises.	○	●	●	○	●	○	○	◐	○	●	●
4.3.2. Actively facilitate the attraction, development, and retention of local, neighborhood-based essential services businesses in Frontenac.	○	●	●	○	●	○	○	◐	○	●	●
4.4.1. Develop a City-wide Community Resilience Plan.	○	○	○	○	●	◐	●	●	○	●	●
4.4.2. Continue to work with neighboring municipalities and the St. Louis County Office of Emergency Management on cooperative and regionally-coordinated emergency services.	○	○	○	○	●		●	●		●	●

Implementation Plan

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IMPLEMENTATION TIMEFRAME

4. Health, Well-Being & Resilience (continued)

4.5.1. Monitor and mitigate the effects of climate change and pollution (light, air, sound, etc.) throughout the community.	●	●	●	○	●	◐	◐	◐	○	●	●
4.5.2. Encourage the use of climate-resilient native species and the reduction of turf grass to reduce landscape watering requirements and stormwater runoff.	◐	◐	◐	◐	●	○	●	○	○	●	●
4.5.3. Establish City-wide targets for renewable energy use; promotion of energy efficiency and recycling; solid waste reduction; greenhouse gas reduction for City government; and ratios of both public and private open space.	◐	◐	◐	◐	●	◐	◐	◐	○	●	●
4.5.4. Encourage the design of smart, high-performance buildings and infrastructure.	◐	◐	◐	◐	●	◐	◐	◐	○	●	●
4.5.5. Expand the provision of EV charging stations in Frontenac.	○	○	○	○	●	○	○	○	○	●	●
4.5.6. Reduce negative storm water and erosion impacts on residential and commercial properties and proactively mitigate stormwater runoff using green infrastructure best management practices (BMPs) for maximum co-benefits and the achievement of clean streams.	○	○	○	◐	●	○	●	◐	○	●	●
4.5.7. Explore partnerships with Villa Duchesne, Sisters of Mercy, and surrounding municipalities for water detention and flood mitigation efforts.	○	○	○	◐	●	○	●	◐	○	●	●

Implementation Plan

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5. Accessibility & Mobility											
5.1.1. Work with MODOT on the planned reconstruction of Lindbergh Boulevard to ensure that sidewalk and ADA-improvements are coordinated with Frontenac's streetscape standards and community character.	●	●	●	○	●	●	●	○	○	●	●
5.2.1. Extend sidewalks on Geyer Road and Clayton Road to Frontenac City limits; maintain sidewalks on Conway Road and Spoede Road to Frontenac City limits.	●	●	●	○	●	●	○	○	○	●	●
5.2.2. Facilitate implementing the St. Louis County Action Plan for Biking and Walking within Frontenac, and expand this plan with sidewalks on all City of Frontenac owned and maintained streets.	●	●	●	○	●	●	○	○	○	●	●
5.2.3. Prepare a street evaluation, maintenance, and rehabilitation plan and schedule for each City roadway for ADA compliance and pavement longevity.	●	●	●	○	●	●	●	○	○	●	●
5.3.1. Work with Metro to restore and expand MetroBus service to the stop at Lindbergh Boulevard and Clayton Road.	●	●	●	○	●	●	○	○	○	●	●
5.4.1. Work with MODOT and St. Louis County Department of Transportation to develop a signature streetscape for Lindbergh Boulevard and for Clayton Road east of Spoede Road.	●	●	●	○	●	●	○	○	○	●	●

Implementation Plan

IMPLEMENTATION MATRIX KEY

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5. Accessibility & Mobility (continued)											
5.4.2. Develop enhanced streetscape design standards for City of Frontenac-maintained streets.											
5.4.3. Work collaboratively with subdivision trustees on design standards for privately-owned and maintained streets, and implement these standards incrementally as street maintenance is conducted.											
5.4.4. Work with the Frontenac Garden Club to landscape Frontenac's entrances and frontages on I-64 / U.S. 40 and Lindbergh Boulevard / U.S. 67.											
5.5.1. Work with MODOT on the improvement of I-64 / U.S. 40 outer roads, including resurfacing, lighting improvements, and landscape improvements.											
5.5.2. Reduce congestion and improve traffic flow on Clayton Road through improved, safe intersection design, signal operation, and consolidation of commercial access points.											

Implementation Matrix

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6. Community Services & Infrastructure											
6.1.1. Study the option to acquire property at one or more locations in Frontenac for the development of a City park or parks.	●	●	●	●	●	●	●	●	●	●	●
6.2.1. Support the use of Frontenac City Hall by residents, businesses, and organizations as a venue for gatherings and community events.	○	○	○	○	●	○	○	●	●	●	●
6.2.2. Maintain Frontenac's Fall Festival and provide expanded, annual City festivals with entertainment and activities for people of all ages.	○	○	○	●	●	○	○	●	●	●	●
6.2.3. Work with Frontenac recreation businesses (i.e. Lifetime Fitness, Nutriformance, and Frontenac Racquet Club) to offer incentives to Frontenac residents to encourage residents to patronize these businesses.	○	○	●	●	●	○	○	●	●	●	●
6.3.1. Continue to enhance Frontenac's external Communication Plan	○	○	○	○	●	○	○	●	○	●	●
6.3.2. Develop an improved, user-friendly City website and City newsletter.	○	○	○	○	●	○	○	●	○	●	●
6.3.3. Improve internal communications with the electronic posting of Board and committee agendas, packets, minutes, and historical documents.	○	○	○	○	●	○	○	●	○	●	●
6.3.4. Continue hosting of bi-annual or more frequent Subdivision Trustee meetings that are open to the public.	○	○	○	○	●	○	○	●	○	●	●

Implementation Plan

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

1. Protect Frontenac's residential subdivisions from commercial encroachment.
2. Ensure the continued success and future viability of Frontenac's commercial properties.
3. Expand and diversify Frontenac's tax base.
4. Establish a public park in Frontenac.
5. Enhance Frontenac's regional identity.
6. Improve and expand safe bike and pedestrian connectivity.
7. Continue to mitigate stormwater and flood impacts.
8. Improve communication between residents and City government.
9. Expand Frontenac's community events.
10. Maintain and enhance Frontenac's excellent quality of life.

IMPLEMENTATION TIMEFRAME

6. Community Services & Infrastructure (continued)

6.4.1. Maintain and continually improve Frontenac's high-quality police, fire, public works, courts, and building services.											
6.4.2. Maintain trash service with recycling and yard waste collection and maintain annual leaf collections service for Frontenac residents.											
6.4.3. Establish an annual plan to maintain City vehicles and equipment of the Police Department, Fire Department, Public Works Department, and snow plowing and emergency response plans (including for the communities of Westwood, Huntleigh, and Crystal Lake Park).											
6.4.4. Through the Public Works Department, continue to establish and strengthen the relationship with Ameren to ensure reliable electric services, smart grid access, and EV charging stations in Frontenac.											
6.4.5. Through the Public Works Department, continue to establish and strengthen relationships with telecom providers to establish reliable fiber and wireless broadband access to make Frontenac a Smart Community.											

Implementation Plan

Implementation Matrix

	1. Protect Frontenac's residential subdivisions from commercial encroachment.	2. Ensure the continued success and future viability of Frontenac's commercial properties.	3. Expand and diversify Frontenac's tax base.	4. Establish a public park in Frontenac.	5. Enhance Frontenac's regional identity.	6. Improve and expand safe bike and pedestrian connectivity.	7. Continue to mitigate stormwater and flood impacts.	8. Improve communication between residents and City government.	9. Expand Frontenac's community events.	10. Maintain and enhance Frontenac's excellent quality of life.	IMPLEMENTATION TIMEFRAME
7. Fiscal Sustainability & Governance											
7.1.1. Actively facilitate the attraction, development, and retention of essential services businesses in Frontenac.	Secondary Action & Effect	Primary Action & Effect	Primary Action & Effect	Indirect Effect	Primary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Medium-Term Implementation Action (3-7 Years)
7.1.2. Maximize the economic productivity of commercial land uses within Frontenac's unique community character, including investigating the potential of mixed-use luxury condominium development on existing commercially-zoned properties.	Secondary Action & Effect	Primary Action & Effect	Primary Action & Effect	Indirect Effect	Primary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Medium-Term Implementation Action (3-7 Years)
7.1.3. Collaborate with the Chamber of Commerce, St. Louis Economic Development Partnership, ULI, and other community organizations dedicated to attracting and retaining economic opportunities.	Secondary Action & Effect	Primary Action & Effect	Primary Action & Effect	Indirect Effect	Primary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Short-Term Implementation Action (0-3 Years)
7.1.4. Maintain the City's AAA bond rating and Government Finance Officers Association (GFOA) certificate of achievement while balancing revenue and expenses to support the City's vision.	Primary Action & Effect	Primary Action & Effect	Primary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Short-Term Implementation Action (0-3 Years)
7.2.1. Maintain well-trained, professional, courteous and responsive staff as evidenced by annual volume or rates of complaints, turnover and retention rates, and workers compensation claims/injury reports at or better than peer municipalities.	Primary Action & Effect	Primary Action & Effect	Primary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Secondary Action & Effect	Primary Action & Effect	Short-Term Implementation Action (0-3 Years)

Implementation Plan

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

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IMPLEMENTATION TIMEFRAME

7. Fiscal Sustainability & Governance (continued)

7.2.2. Use technology where appropriate to reduce cost while maintaining or improving the quality of services.	●	●	●	◐	●	◐	◐	●	◐	●	●
7.2.3. Maintain superior Police Services as evidenced by Missouri Police Association accreditation.	●	●	●	◐	●	◐	◐	◐	◐	●	●
7.2.4. Maintain a court system for Frontenac, Crystal Lake Park, and Westwood, where parties perceive a fair system with issues managed in a timely and impartial manner.	●	●	●	◐	●	◐	◐	◐	◐	●	●
7.2.5. Maintain excellent fire protection services and emergency medical services (EMS) as evidenced by an ISO rating of 2 or better.	●	●	●	◐	●	◐	◐	◐	◐	●	●
7.2.6. Investigate opportunities for shared services with neighboring cities to enhance the quality and efficiency of service delivery.	●	●	●	◐	●	◐	◐	◐	◐	●	●
7.2.7. Establish and outcome management and reporting system to track Comprehensive Plan implementation.	●	●	●	●	●	●	●	●	●	●	●
7.3.1. Engage with federal, state, and regional partners to secure diverse funding sources for Frontenac's capital improvements and maintenance.	●	●	●	●	●	◐	◐	◐	◐	●	●

Implementation Plan

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Short-Term Implementation Action (0-3 Years)
- ◐ Secondary Action & Effect
- Medium-Term Implementation Action (3-7 Years)
- Indirect Effect
- Long-Term Implementation Action (7+ Years)

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