

Appendix B: Planning Process

Public Involvement Process

The Master Plan Summary Document provides a summary of the public involvement process for the master planning effort. The materials that follow provide additional detail concerning the components of the outreach process in 2009 and 2010.

Timeline of Key Public Outreach Activities

As the project progressed, the consultant team conducted a regular series of public meetings and discussions and sessions with key stakeholders along the corridor to gain input and develop preliminary and final plans for Manchester Road.

Initial and Ongoing Stakeholder Discussions

At the beginning of the project, in October 2009, the consultant team met individually with mayors from each community, various city council members from the five municipalities, members of the Planning and Zoning commissions, and city administrators in order to understand the key issues facing the corridor, key goals for the project, problems to avoid, and overall ideas for the project and the improvement of the corridor. Design Workshop continued to update the Planning and Zoning boards and City Councils in the communities along the corridor as the project progressed in order to gain feedback from the elected officials. In addition, the consultant team met with the five mayors and their city administrators from the various cities along the corridor as an ongoing working group on a monthly basis during the course of the project to discuss the progress of the planning effort. The mayors, city administrators, and the consultant team also discussed implementation ideas and strategies on a regular basis at these working group meetings.

Discussions with Property Owners and the Business Community

Discussions with business and property owners continued on a regular basis, through Spring 2010. At each stage in the project, Design Workshop met with property owners, either individually or in groups, to review design ideas for the corridor and preliminary and final plans for land use and transportation. The study area for the project includes roughly 400 different parcels fronting on Manchester Road and several hundred individual businesses or establishments. Given this scale, the consultant team was unable to meet with all of the business interests along the corridor either individually or in small focus groups. However, Design Workshop did meet with approximately 50 property owners along the corridor during the course of the project. As the project moved into its final stages, the consultant team convened larger meetings of property owners and business owners for various segments of the corridor, in order to facilitate discussion of implementation strategies and how particular key nodes of development along Manchester Road may revitalize over time. For example, the team met with groups of property owners and business owners from Ellisville and Manchester specifically to discuss design issues and implementation ideas in these parts of the corridor as plans for the corridor continued to progress. The input from the property and business owners helped the consultant team craft recommendations that met with strong endorsement from the business community.

Key Takeaways From Initial Stakeholder Outreach

During initial meetings in October, stakeholders raised the following key comments, concerns, and issues concerning the Manchester Road Great Streets project.

- A desire for the Manchester Road Great Streets Master Plan to aide in creating a sense of unity across the corridor and in this portion of West County.
- A desire for the project to enhance the visual appearance of the corridor.
- The master plan should address pedestrian and bike safety.

- The plan should create a sense of uniformity across the corridor in overall appearance, but also maintain and enhance the identities of the individual communities.
- The project should focus on enhancing the economic and real estate performance of the corridor in order to retain and attract business and investment.
- The project should gain buy-in and support from all of the municipalities from start to finish.
- An emphasis on gaining support from MoDOT for project recommendations in order to ensure successful implementation.

Approach to Land Ownership and Land Assembly

The corridor study area includes over 400 different parcels, including a significant number of parcels that comprise very small acreages, particularly along the older parts of Manchester Road toward Ballwin and Manchester. Redevelopment of various areas along Manchester Road, and in particular any projects that create town centers or larger destinations along the corridor, will likely involve consolidating or assembling various parcels, in many cases from a variety of land owners. In approaching the creation of preliminary and final recommendations for the master plan in terms of future land uses and transportation improvements, the consultant team did not make any assumptions concerning which particular parcels along Manchester Road would consolidate over time. The team did not make any assumptions concerning which landowners would more likely entertain redevelopment prospects. The recommendations simply assume that various individuals and entities in the private sector would assemble necessary parcels over time to create redevelopment projects along the corridor.

As discussed in the Implementation section of the summary document, the public sector may help to facilitate redevelopment, including the assemblage of parcels, in various locations along the corridor. For example, a public sector entity could partner with a private entity to acquire parcels or make public improvements necessary to spur redevelopment.

Public Visioning Sessions

Following initial outreach and discussions with key stakeholders in Fall 2009, the consultant team and East-West Gateway conducted a series of public open houses to gain input concerning the project's direction, initial alternative concepts and preferred and final plans and recommendations for the Manchester Road corridor. A number of property owners who were unable to attend stakeholder meetings with the consultant team also used the public meetings as an opportunity to share their input with consultant team members in one-on-one conversations, separate from larger group discussions. These visioning sessions, of two hours in length, provided many opportunities for the public, elected officials, and city staff to review plans and exhibits presented by the consultant team and provide input through written and oral comment and through responses to various keypad polling questions presented. Each visioning session began with an open house period, during which the public reviewed graphics and exhibits and had the opportunity to ask questions directly to consultant team members stationed throughout the meeting room. The consultant team then led members of the public through a series of keypad polling questions that concerned the graphics and exhibits presented at each visioning session as well as overall project direction and goals and strategies for the corridor's improvement. At these sessions, members of the public provided responses to multiple choice questions through remote devices, and the consultant team provided real-time results for each question, thereby providing the audience instant feedback. The following outlines the five rounds of public visioning sessions held between November 2009 and May 2010.

Initial Public Visioning

November 16 – 19, 2009

The Design Workshop consulting team conducted an initial round of public meetings to gain input from the public concerning overall goals and direction for the Manchester Road planning project and to

review the results of initial data gathering conducted by the team during Fall 2009. Exhibits presented to the public outlined the current conditions along the corridor and issues facing Manchester Road, including zoning, land use, signage and wayfinding, public art, stormwater, economic development, and transportation and parking. A total of 154 people attended the initial visioning sessions held at the following locations throughout the Manchester Road corridor.

- Crestview Middle School, Ellisville – Monday, November 16, 2009
- Manchester United Methodist Church, Manchester – Tuesday, November 17, 2009
- Manchester Police Facility, Manchester – Tuesday, November 17, 2009
- Wildwood Middle School, Wildwood – Wednesday, November 18, 2009
- Morgan-Selvidge Middle School, Ballwin – Thursday, November 19, 2009

Visioning Session and the “Chip Game”

December 7 – 10, 2009

At the second round of public meetings, the consultant team reviewed the results of keypad polling questions posed at the first round of meetings in November (as well as online through the Manchester Road project website). A series of access management diagrams and exhibits presented general ideas on how traffic may proceed along Manchester Road in a more safe and efficient manner. Design Workshop reviewed the results of a market study and development forecast for the 2010 – 2030 period conducted for the Manchester Road corridor study area. Following an initial open house period and a keypad polling session, members of the public played the “Chip Game” in order to develop initial ideas for how the corridor should evolve over the next 20 to 30 years. As explained in more detail on the pages that follow, the Chip Game provided participants with a series of “chips” representing the anticipated land uses in the year 2030 along the corridor, based upon the Manchester Road corridor market study. Members of the public then worked together in groups to “play” the chips on a game board representing the Manchester Road corridor study area in order to designate where particular land uses should locate in the future.

A total of 119 people attended the second round of visioning sessions held at the following locations along the corridor.

- Crestview Middle School, Ellisville – Monday, December 7, 2009
- Manchester Police Facility, Manchester – Tuesday, December 8, 2009
- Wildwood City Hall, Wildwood – Wednesday, December 9, 2009
- Bluebird Park, Ellisville – Wednesday, December 9, 2009
- Morgan-Selvidge Middle School, Ballwin – Thursday, December 10, 2009

Review of Alternative Concepts

February 2 – 4, 2010

At the third round of public meetings, the consultant team reviewed the results of the “Chip Game” and keypad polling questions presented at the December meetings and online through the project website. Various exhibits presented a series of alternative concepts for future land uses and transportation solutions for the corridor. Attendees provided feedback concerning the plans through oral comments as well as comments written directly on the alternative plan exhibits available in the meeting rooms. Following an initial open house period, attendees expressed through keypad polling their preferences for the various land use and transportation alternatives.

A total of 86 people attended this round of visioning sessions, held at the following locations along the corridor.

- Manchester Police Facility, Manchester – February 2, 2010
- Center for Creative Learning – Rockwood, Ellisville – February 3, 2010
- Morgan-Selvidge Middle School, Ballwin – February 4, 2010

Review of Preferred Plan

March 9 – 11, 2010

The fourth round of public meetings reviewed the results of keypad polling from the February public meetings concerning the alternative design concepts for land use and transportation. A series of exhibits outlined the preferred or “draft” plan for the Manchester Road corridor, including recommendations for town center locations, open space connections, transportation improvements (including traffic signal locations, future streets and side streets), community wayfinding, and landscapes along the corridor. The public had the opportunity to review these exhibits and write comments directly on copies of the preferred plan in the meeting rooms and provided input through another keypad polling session. Questions posed at this meeting and online began to explore the public’s views concerning potential implementation strategies and how the communities should progress with the improvements to Manchester Road in coming years.

A total of 75 people participated in this round of visioning sessions at the following locations along the corridor.

- Ballwin Baptist Church, Ballwin – Tuesday, March 9, 2010
- Crestview Middle School, Ellisville – Wednesday, March 10, 2010
- Manchester United Methodist Church, Manchester – Thursday, March 11, 2010

Presentation of Final Manchester Road Great Streets Plan – May 3-5, 2010

The fifth and final round of public meetings reviewed the final master plan exhibits for the corridor, which the consultant team developed based upon the public input provided at the March 2010 round of public meetings. A series of exhibits outlined the illustrative plan for the corridor, including revised recommendations for the design of town center locations, open space connections and amenities, and transportation improvements (including traffic signal locations and future streets along the corridor). A series of illustrative exhibits also provided a visual representation of how the corridor may appear following redevelopment. The public again had the opportunity to review these exhibits and write comments directly on copies of the final plan in the meeting rooms, and provided input through a final keypad polling session. Questions posed at the meetings and online in particular focused on implementation issues and asked respondents to indicate whether or not the communities should adopt the plan and move forward with subsequent rounds of planning. In addition, the consultant team solicited feedback through the questions concerning how the team executed the project and gathered input from the community.

A total of 67 people participated in this round of visioning sessions at the following locations along the corridor.

- Crestview Middle School, Ellisville – Monday, May 3rd, 2010
- Parkway South High School, Manchester – Tuesday, May 4th, 2010
- Morgan Selvidge Middle School, Ballwin – Wednesday, May 5th, 2010

Ongoing Public Relations Strategies

Throughout the project, the Design Workshop team utilized a wide range of public relations tools and medium to communicate with the media and the general public.

Handouts at Public Meetings:

At every Visioning Session, the consultant team provided a Frequently Asked Questions (FAQ) handout to provide background information concerning the project as well as official kits of information for members of the media and elected officials.

Publicity for Visioning Sessions:

The consultant team provided press releases for the various visioning sessions held along the corridor to local media outlets and distributed fliers and postcards throughout the corridor to heighten awareness of upcoming visioning sessions. In addition, periodic email distribution lists and links from various websites of community organizations and governments in the West County area to the Manchester Road Great Streets website helped to spread word of upcoming Visioning Sessions.

Media Coverage and Interviews:

The consultant team and East-West Gateway worked to build a relationship with the various media outlets in the St Louis region in order to build interest and reach out to a larger audience about the project. A series of news stories and interviews with major St Louis television stations (including channels 2, 4, and 9), radio stations, and newspapers (including the Post-Dispatch and West County Newsmagazine) shared information about the project and increased awareness of Visioning Sessions. In addition, members of the media attended each round of public Visioning Sessions during the project.

Project Website

The official website for the Manchester Road Great Streets Plan, www.ewgateway.org/manchester (hosted by East-West Gateway Council of Governments) served as an informational database for the public and contained all exhibits and background information from various stages of the planning effort, including presentation exhibits from the public meetings, background and contextual information and analysis documents, and the results of keypad polling surveys conducted at each stage of the project. The website also allowed the public to participate in the keypad polling surveys from various meetings online, assuming that individuals were unable to attend particular rounds of visioning sessions in person.

Facebook and Twitter

The consultant team hosted Facebook and Twitter accounts for the project. These websites provided the public the opportunity to receive updates on the project and provide input 24 hours per day. They also provided a forum for ongoing discussions about the project and provided the project team real-time feedback.

Economic Analysis

The Manchester Road Corridor Plan Summary Document provides information concerning the recommended development program for the corridor study area over the next two to three decades. The following section of the appendix provides additional data concerning the existing economic conditions along and near the Manchester Road study area as of Fall 2009. RCLCO, a national real estate consulting firm, assisted the consultant team in completing the market study and associated fiscal impact analysis for the project.

Demographic and Economic Context

Overall, the Manchester Road study area exhibited a period of healthy growth between 1990 and 2000 but experienced decreased population growth over the last ten years. The area had been growing steadily for several decades as suburban growth continued westward from St. Louis across the five communities along Manchester Road. Over the last ten years, however, most of the corridor has reached a state of build-out, and population growth has been more pronounced in outlying counties within the metropolitan area, including St. Charles County. As illustrated in the exhibit below, the study area is currently holding at a “steady state”, with only 0.1 percent annual population growth reported between 2000 and 2009. Over the next five years, the total population of the five communities in the study area should remain essentially flat. This leveling off of population growth is typical of maturing suburban areas that have reached build-out and lack available empty land for new developments that follow typical models of suburban growth (including the construction of homes at relatively low density). Many of the “closer-in” suburbs within the St. Louis region are actually experiencing flat or negative population and household growth. While the St. Louis Metropolitan Statistical Area (MSA) reported annual population growth of 0.8 percent between 2000 and 2009, St. Louis County’s population declined by over 4,000 residents during the period, a decline of 0.4 percent.

Notably, the average household size in the study area has decreased in recent years, from around three persons per household in 1990 to 2.7 persons per household in 2009. Overall, the five communities within the study area included an estimated 95,000 residents and 35,000 households in 2009.

Figure 12: Population and Household Growth Trends and Projections
Manchester Road Study Area, St. Louis County, and St. Louis MSA: 1990-2014

	Census		Estimated	Projected	Annual Numeric Change			Compound Annual Growth Rate		
	1990	2000	2009	2014	1990 - 2000	2000 - 2009	2009 - 2014	1990 - 2000	2000 - 2009	2009 - 2014
Five Study Area Cities										
Population	74,256	94,083	94,450	93,935	1,983	61	-103	2.4%	0.1%	-0.1%
Households	25,532	33,648	34,512	34,766	812	144	51	2.8%	0.4%	0.1%
Household Size	2.91	2.8	2.74	2.7						
St. Louis County										
Population	993,529	1,016,315	990,248	978,892	2,279	-4,345	-2,271	0.2%	-0.4%	-0.2%
Households	380,110	404,312	402,658	401,066	2,420	-276	-318	0.6%	-0.1%	-0.1%
Household Size	2.61	2.51	2.46	2.44						
St. Louis MSA										
Population	2,582,013	2,700,011	2,824,606	2,899,320	11,800	20,766	14,943	0.4%	0.8%	0.5%
Households	975,405		1,113,465	1,148,281	7,341	10,775	6,963	0.7%	1.0%	0.6%
Household Size	2.65	2.57	2.54	2.52						
<i>Source: Claritas, RCLCO</i>										

Population growth rates have differed across the five communities along the Manchester Road corridor over the last decade. Following a period of modest population growth between 1990 and 2000, estimates from Claritas, a national real estate research organization that compiles demographic estimates and forecasts, indicated the communities in the eastern half of the corridor – Manchester, Winchester, and Ballwin – lost population between 2000 and 2009.

In contrast, according to Claritas, Ellisville and Wildwood are believed to have experienced higher rates of household growth over the last nine years and accounted for the majority of the overall household growth in the study area. Wildwood is believed to have experienced an annual percentage increase in the number of households of 1.5 percent between 2000 and 2009, reflecting a higher growth rate than the overall metropolitan area. The community's larger inventory of available developable land helped fuel this growth. During the same period, the average household sizes in Ellisville and Wildwood remained higher than the average for the overall study area, reflecting residential growth driven by a higher proportion of larger households. However, even in the western portions of the study area, overall growth is estimated to have slowed considerably over the last nine years compared to the 1990s. The City of Wildwood added over 15,000 residents from 1990 to 2000 - nearly doubling the community's population. From 2000 to 2009, however, Claritas estimates that Wildwood added fewer than 3,000 new residents as available land for suburban density housing became less prevalent.

Over the next five years, from 2009 to 2014, the overall Manchester Road study area is expected to continue to experience relatively flat population growth, and the communities of Ellisville and Wildwood will follow their neighbors to the east and report growth rates at or below the averages for the metropolitan area overall. Ellisville's household growth rate is projected to decrease from an annual rate of 0.5 percent prior to 2009 to an annual rate of 0.2 percent from 2009 to 2014. Similarly, according to Claritas, Wildwood's annual population growth rate is projected to decrease from 1.5 percent to 0.8 percent. Notably, these population projections assume that existing development patterns will continue across the study area, and do not account for any redevelopment of infill properties at higher densities compared to the average for the West County area.

While many in the St. Louis region think of West County as an area dominated by families with children, household data from the study area indicate that non-traditional household types have a significant presence. According to Claritas, Inc. and the U.S. Census, in 2009 "family households with no children" accounted for 37 percent of households in the study area and "single/non-family households" accounted

Figure 13: Population and Household Growth Trends and Projections
Manchester, Winchester, Ballwin, Ellisville, and Wildwood: 1990-2014

	Census		Estimated 2009	Projected 2014	Annual Numeric Change			Compound Annual Growth Rate		
	1990	2000			1990 - 2000	2000 - 2009	2009 - 2014	1990 - 2000	2000 - 2009	2009 - 2014
Manchester										
Population	18,710	19,161	18,473	17,984	45	-115	-98	0.2%	-0.6%	-0.5%
Households	6,626	7,206	7,230	7,203	58	4	-5	0.8%	0.1%	-0.1%
Household Size	2.82	2.66	2.56	2.5						
Winchester										
Population	1,678	1,651	1,565	1,507	-3	-14	-12	-0.2%	-0.9%	-0.8%
Households	589	599	587	574	1	-2	-3	0.2%	-0.3%	-0.4%
Household Size	2.85	2.76	2.67	2.63						
Ballwin										
Population	29,423	31,283	30,090	29,152	186	-199	-188	0.6%	-0.6%	-0.6%
Households	10,547	11,797	11,556	11,338	125	-40	-44	1.1%	-0.3%	-0.4%
Household Size	2.79	2.65	2.6	2.57						
Ellisville										
Population	6,958	9,104	9,196	9,243	215	15	9	2.7%	0.2%	0.1%
Households	2,393	3,209	3,304	3,345	82	16	8	3.0%	0.5%	0.2%
Household Size	2.91	2.84	2.78	2.76						
Wildwood										
Population	17,487	32,884	35,126	36,049	1,540	374	185	6.5%	1.1%	0.5%
Households	5,377	10,837	11,835	12,306	546	166	94	7.3%	1.5%	0.8%
Household Size	3.25	3.03	2.97	2.93						

Source: Claritas, RCLCO

for an additional 31 percent. On average, the study area has a higher proportion of married households with no children than St. Louis County and the metropolitan area overall and it has a lower share of family households with children. Nearly 60 percent of all households in the study area include only one or two people, including singles and couples, Empty Nesters, and retirees. Importantly, research from around the country and in the St. Louis metropolitan area indicates that these household types prefer lower maintenance homes, including condominiums, attached townhomes, rental apartments, and maintenance-free homes that are closer to recreational and cultural amenities, places of worship, dining, and shopping. The remainder of households in the study area consist of three or more people. Many of these larger households include families seeking larger single-family homes with abundant space, proximity to services and retail, value (on a price per square foot basis), and quality school systems.

The Manchester Road study area is relatively affluent compared to the rest of St. Louis County and the overall metropolitan area. In 2009, Claritas estimates that the majority (57 percent) of the households in the study area had incomes of greater than \$75,000 annually, compared with only 37 percent of households in St Louis County and 31 percent of households in the MSA. The relative affluence of the corridor has made the area an attractive location for retail investment in the past and, on a macroeconomic level, should support ongoing retail demand over the next few decades. Importantly, households earning more than \$100,000 annually are expected to drive the vast majority of household growth in the study area between 2009 and 2014.

The age profile of households in the study area reveals a significant presence of older residents and a growing number of younger adults. Claritas estimates that nearly 40 percent of householders are 55 years or older, and 14 percent fall between the ages of 25 and 34. The presence of significant numbers of “older” and “younger” households affects the residential market in this portion of West County. Older householders, including Empty Nesters, tend to prefer smaller, lower-maintenance options including attached townhomes and patio homes. Younger households tend to prefer smaller, more affordable homes and are more value-driven. In many communities attached homes, such as condominiums, townhomes, or apartments, cater to younger households. While older households have longer earning histories and usually have greater net worth that allows them to purchase larger houses, recent trends suggest that this age cohort prefers to “downsize” and move into lower maintenance homes. Many residents over age 55 prefer single-story units or units that feature a first floor bedroom. Unlike younger residents who seek smaller units with fewer amenities and lower prices, affluent older residents are usually more willing to purchase smaller or lower-maintenance units with more amenities or higher-end furnishings. At least over the next five years, the growth rates for the 25 to 34 age group and the 55 and older age group are expected to outpace that of the 35 to 54 age group in the study area. In fact, the

Figure 14: Age of Householder by Income - Manchester Road Study Area - 2009

Income Range	15 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65 Plus		TOTAL	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Less Than \$15,000	179	19.3%	72	2.0%	172	2.4%	141	1.5%	311	4.2%	555	9.2%	1,430	4.1%
\$15,000 - \$24,999	72	7.8%	100	2.8%	121	1.7%	133	1.4%	231	3.2%	807	13.4%	1,464	4.2%
\$25,000 - \$34,999	167	18.0%	203	5.7%	266	3.8%	249	2.6%	318	4.3%	657	10.9%	1,860	5.4%
\$35,000 - \$49,999	182	19.6%	554	15.5%	487	6.9%	701	7.3%	648	8.9%	1,073	17.8%	3,645	10.6%
\$50,000 - \$74,999	201	21.7%	811	22.6%	1,521	21.6%	1,465	15.2%	1,446	19.8%	1,251	20.7%	6,695	19.4%
\$75,000 - \$99,999	64	6.9%	681	19.0%	1,443	20.5%	1,709	17.8%	1,359	18.6%	632	10.5%	5,888	17.1%
\$100,000 - \$124,999	19	2.0%	449	12.5%	1,105	15.7%	1,632	17.0%	1,006	13.7%	450	7.4%	4,661	13.5%
\$125,000 - \$149,999	12	1.3%	264	7.4%	620	8.8%	1,273	13.2%	688	9.4%	268	4.4%	3,125	9.10%
\$150,000 or more	32	3.4%	448	12.5%	1,295	18.4%	2,307	24.0%	1,311	17.9%	351	5.8%	5,744	16.6%
TOTAL	928		3,582		7,030		9,610		7,318		6,044		34,512	
Percent of Total	2.69%		10.38%		20.37%		27.85%		21.20%		17.51%			
Source: Claritas, RCLCO														

household group most likely to have families and seek out traditional suburban housing (the 35 to 54 age group) is expected to experience declining population between 2009 and 2014.

The largest growth segments over the next five to ten years are expected to include small affluent households age 55 and older as well as younger professional households including singles and married couples. The older households are tending to prefer smaller, maintenance-free housing options (such as condominiums and townhomes), while the younger group will seek out rental options or smaller housing units for first-time housing purchases (including smaller format single family detached products or townhomes and condominiums). The local housing market is already reflecting the changing preference for smaller format housing. In 2002, sales of attached homes accounted for less than five percent of all housing purchases in St. Louis County. By 2008, sales of attached homes had increased to 30 percent of all sales. The demographic factors outlined above, combined with the lack of large tracts of developable land (typically desired for traditional single-family detached housing) and a run-up in overall housing prices between 2002 and 2008, fueled demand for smaller, attached housing types in the county.

Figure 15: Annual Change in Households by Age of Householder by Income - Manchester Road Study Area - 2009 to 2014

Income Range	15 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65 Plus		TOTAL	
	Total	Ann. Rate	Number	%	Number	%	Number	%	Number	%	Number	%		%
Less Than \$15,000	-2	-0.20%	9	2.40%	-61	-8.40%	-33	-11.10%	-6	-0.40%	-4	-0.10%	-97	-1.40%
\$15,000 - \$24,999	-14	-4.20%	-4	-0.80%	-60	-12.80%	-35	-7.70%	-10	-0.90%	-21	-0.50%	-144	-2.00%
\$25,000 - \$34,999	-42	-5.60%	9	0.90%	-137	-13.50%	-82	-6.10%	-24	-1.60%	82	2.40%	-194	-2.20%
\$35,000 - \$49,999	12	1.30%	-10	-0.40%	-164	-7.90%	-189	-4.70%	-12	-0.40%	27	0.50%	-336	-1.90%
\$50,000 - \$74,999	35	3.30%	216	4.80%	-656	-10.70%	-312	-2.90%	-46	-0.60%	255	3.80%	-508	-1.60%
\$75,000 - \$99,999	22	6.10%	194	5.10%	-465	-7.50%	-234	-2.50%	145	2.00%	240	6.60%	-98	-0.30%
\$100,000 - \$124,999	25	18.30%	192	7.40%	-331	-6.90%	-197	-0.90%	192	3.60%	168	6.60%	49	0.20%
\$125,000 - \$149,999	3	4.60%	171		-107	-3.70%	-54	2.40%	168	4.50%	137	8.60%	318	2.00%
\$150,000 or more	5		299		-253		424		512		277		1,264	
TOTAL -->	44		1,076		-2,234		-712		919		1,161		254	
Annual Rate of Change	0.90%		5.40%		-7.40%		-1.50%		2.40%		3.60%		0.10%	
Source: Claritas, RCLCO														

Macroeconomic Trends

Based upon regional and national publications and forecasts, the consultant team anticipates that the regional economy will recoup the job losses of the past few years by 2012 and will continue to expand the MSA's overall job base through 2020. The Manchester Road study area today includes approximately 17,000 "office using" jobs, and this number should increase by 2,000 jobs between now and 2020. The overall number of jobs in the study area should increase from 31,000 today to 35,000 by 2020. The jobs in the study area are concentrated primarily in a few categories, including sales and marketing, administrative and clerical support, food and beverage, and installation and repair.

Today, a large percentage of the "office-using jobs", including accountants, lawyers, doctors, dentists, and consultants, occupy space along the Manchester Road corridor that is zoned and constructed for retail uses. For example, many lawyers along the corridor occupy older retail storefronts that essentially constitute Class C office space. Discussions with office brokers indicate that many of these professionals seek space in the West County area in close proximity to their customers, but suitable Class A office space largely does not exist along or near Manchester Road. The study area should absorb a significant amount of Class A office space over the next few decades to accommodate expected job growth in the area, as well as companies relocating from other parts of the metropolitan area and start-up companies seeking a value proposition in office space along the corridor in comparison to other, higher-priced office submarkets in St. Louis County (including Chesterfield and the Galleria mall area).

Overall, while most of the Manchester Road corridor includes “built-out” areas of West St. Louis County, the change in household types, coupled with increased office demand, should present opportunities for developers to diversify the real estate types in the study area and pursue infill redevelopment. Many areas along the corridor will likely convert from traditional, single-use retail formats to developments that include retail as well as smaller format attached and detached residential products and office space.

The “Chip Game” and Creation of Alternative Land Use Concepts

At the second round of public Visioning Sessions, in December 2009, the consultant team provided attendees the tools and the opportunity to help plan for the future of the corridor through the “Chip Game”. Planning efforts throughout the country have used this exercise to plan for the long-term vision of particular communities. In many cases cities and towns have used the Chip Game to develop Comprehensive Plans to guide long term growth. Given that the communities in West County will implement the recommendations of the Manchester Road Great Streets Master Plan over the next 20 to 30 years, the Chip Game provided a useful forum for community members to begin to think about what the corridor will look like in a few decades.

In the Chip Game, conducted on 20 occasions during the week of December 7th, 2009 and in six subsequent games conducted with the West County Chamber of Commerce and other business groups in January 2010, participants worked together in groups of six to twelve individuals to decide the kinds and locations of land uses that the Manchester Road corridor should include in the year 2030. The “chips” represented anticipated land uses in the year 2030, based upon the results of the market study completed in Fall 2009. As illustrated in the images below, a chip for a particular land use represented

a prototypical development size for this land use. For example, on average a typical town center includes around 20 acres, and a typical development of townhomes encompasses 10 acres. The “results” of the chip game reflected how members of the West County community envisioned the future land uses for various segments along the corridor.

The consultant team encouraged participants to consider the following questions as they decided where to place their “chips” (land uses) on the game board representing the corridor.



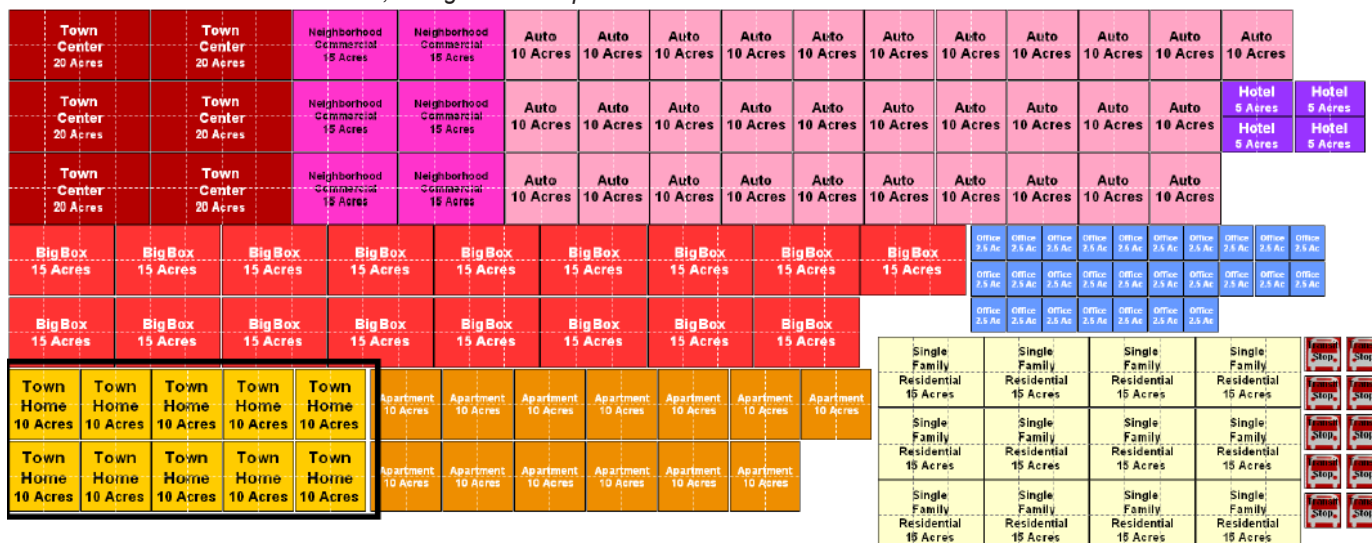
Land use legend from Chip Game, December 2009

Expert Assessment of Future Land Use (RCL)

Product Type	Existing Acreage (Estimate)	30 Year Demand (SF or Units)	New Acreage (with Gross Up)	Total Acreage (2030)
Single-Family Detached	47	722	146	193
Townhomes	23	843	78	101
Garden Apartments	94	396	18	112
Mid-Rise Apartments	0	605	20	20
Neighborhood Retail Strip	80	40,000	4	84
Strip Mall (w/ Anchor Tenant)	100	120,000	5	105
Regional Retail (Big Box)	240	200,000	21	261
Auto Dealerships	338	-150,000	-30	308
Medical Offices	23	400,000	22	45
Mid-Rise	0	300,000	16	16
Mid-Rise	0	440	7	7
Residential/Office/Retail	0	N/A	16	16

Anticipated land uses by acreage in 2030 for the Manchester Road study area.

Source: RCLCO, Design Workshop



Allocation of Chips by Land Use. Source: Design Workshop

- Should the Manchester Road corridor feature key centers or nodes of development (such as town centers or downtowns) along the seven mile stretch of road?
- What kinds of land uses (retail, residential, office, etc.) should major centers of development include? What kinds of land uses should locate elsewhere along the corridor?
- What is the role of transit along the corridor? What locations along Manchester Road should include transit stations?
- What is the role of pedestrian facilities (walkways and trails) and park and open space areas along the corridor? What locations or areas along Manchester Road should include pedestrian, bicycle, and recreational uses in 2030?

The consultant team encouraged the public to consider whether the corridor should include “town centers” (loosely defined to include a mixture of retail, residential and office uses and representing key gathering points for a particular community), and if so, the potential locations for these centers. However, the game rules did not require the participants to include a town center (or any other combination of land uses) on their game boards. The consultant team encouraged participants to consider the future locations for big box retail (such as Target or Walmart), residences, offices, and other retail along the corridor. The Chip Game allowed participants to write suggestions directly on the game boards at each table, to draw in ideas for future streets, parks, and other civic amenities, and to combine or subdivide particular chips in the game.

Importantly, the game rules did not require participants to play all chips, and the game allowed any combination of chips to be played at particular locations along the corridor. Groups of participants in each Chip Game deliberated together regarding the locations for the various land uses in the future along the Manchester Road corridor, and once each group reached a general consensus concerning the placement of chips, members then glued chips down to the game board to record their decisions. Each Chip Game lasted around one hour in length, and at the conclusion of the games the consultant team collected the game boards as a record of how each team played its chips.

Creation of Alternative Plans from the Chip Games

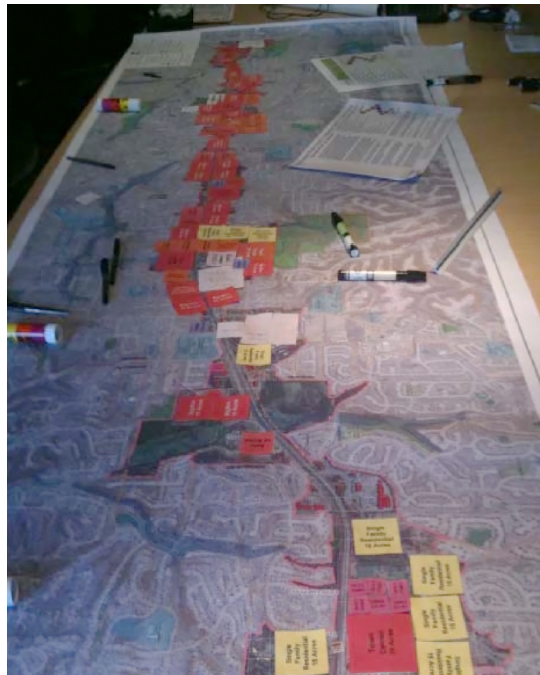
The Design Workshop team worked carefully to ensure that input from the public at Visioning Sessions, including the Chip Game, directly influenced the preliminary and final plans and designs for the Manchester Road corridor. The project team compiled and analyzed the results of the 26 Chip Games played in December and January to guide the creation of Alternative Plans for presentation at the February Visioning Sessions. Results from each Chip Game were digitized for reference purposes, and the compilation of the 26 games represents the combination of the digitized results from each game.

An examination of the 26 games played, and the compilation of the results, revealed distinct patterns that guided the consultant team in creating preliminary and final concepts for the corridor.

Participants designated town centers at various locations along the corridor. The most prevalent locations where citizens “played” chips representing town centers included the following:

- Wildwood Town Center at Route 100 and Taylor Road (the location of the existing Wildwood Town Center)
- Clarkson / Kiefer Creek and Manchester Road, in Ellisville
- Reinke Road / Hillsdale and Manchester Road, on the Ellisville / Ballwin border

Example of Chips Played on a Game Board



- In the vicinity of the existing Ballwin Old Towne Plaza, generally between Ries Road / Seven Trails Road and Old Ballwin Road in Ballwin
- In the historic Manchester area, roughly between Route 141 and Baxter / Sulphur Springs Road

The analysis of the Chip Game results also revealed the following conclusions:

- Most of the 26 groups did not play all of their Big Box or Auto Dealer chips
- Most groups tended to place “neighborhood retail” uses in between the locations of town centers
- Most groups placed residential uses (including townhomes and single family residential) on the fringes of the study area, away from Manchester Road, rather than directly fronting on the main roadway.
- Many participants drew in side streets running parallel to Manchester Road in order to improve traffic flow.
- Many participants added notes calling for prospective civic amenities such as parks and ice rinks in town center locations.

Appendix N includes maps reflecting the results of each of the 26 Chip Games played in December and January, for reference.

Manchester Road currently features a variety of typical suburban developments – including big box stores such as Kohl’s and Target, fast food restaurants, grocery stores, strip malls, and freestanding restaurants – particularly in the older portions of the corridor, from Old State Road east toward Route 141. While many of these developments are organized into shopping centers or shopping plazas, the corridor, and this part of West County, currently lacks a sizeable number of “town centers”, “Main Streets” or downtowns that represent distinct nodes of commercial, civic, and entertainment activity. The Wildwood Town Center provides a centralized node of activity in Wildwood, but the rest of the corridor largely features undifferentiated retail developments. Manchester Road represents the “main drag” in the communities of Ellisville, Ballwin, Winchester, and Manchester, yet none of these towns has a “downtown” to call its own.

The desire expressed by the public to create a sense of identity and place for the communities along the corridor, and to create new developments over time that better integrate a range of uses including retail as well as office, entertainment, and residential uses, led the consultant team during the course of the project to create alternative, draft, and final illustrative plans that call for the creation of distinct “town centers” at various locations along Manchester Road.

At the first series of public meetings in November 2009, a plurality of respondents to keypad polling (46 percent) expressed a desire for the Manchester Road corridor to evolve into “a series of places like Kirkwood”. Downtown Kirkwood, along Kirkwood Road (Routes 61 and 67), features various Main Street retail options, entertainment, and higher density residential options. Residents of the region consider Kirkwood one of the model “Main Streets” in the region, and respondents indicated a preference to create centers of activity along Manchester Road that create a sense of place and represent downtowns for their communities.

A significant portion of respondents to keypad polling in November also indicated that development along the Manchester Road corridor should orient toward clearly defined “town centers”.

As illustrated on the previous pages, participants in the “Chip Game” in December 2009 demonstrated a preference to create Town Centers at key locations along Manchester Road, in particular where major north-south streets intersect the corridor.

In public meetings held in February 2010 the consultant team presented alternatives for the revitalization of Manchester Road that involved the creation of either three, four, or five town centers.

At the February meetings, participants provided feedback concerning what they envisioned for town centers along the corridor. The public expressed a preference for a variety of land uses within the town centers, including buildings featuring housing or office uses located above street-level retail, pocket parks and civic plazas, retail buildings, a mixture of apartments, condominiums and townhouses, and free-standing office buildings. Respondents indicated that town centers should not include auto dealerships or industrial uses.

Participants also expressed a preference for town center areas that included buildings with a maximum height of three to five stories and residential densities of up to 12 dwelling units per acre.

Alternative Land Use Scenarios

The consultant team used the input provided as part of the Chip Game exercises in creating three alternatives for future land uses along the corridor. The designers did not precisely replicate how the public played their chips in the 26 games in creating alternative land use plans for the corridor. However, the key takeaways from the games influenced the alternative land use plans shown. Because participants in the games provided the most input concerning the number and location of potential “town centers” along the corridor, the consultant team created land use alternatives that differed primarily based upon the number of future town centers along Manchester Road. The alternative land use plans depict general concepts for land use within the study area based upon plans for three, four, or five town center locations. The plans provide representations of general locations for town center zones, as well as for other commercial areas (including big box retail, neighborhood retail, and auto dealer zones), residential development (including single family homes, townhomes, and apartments), office uses, and parks. The diagrams also outline potential alignments for primary north-south arterials intersecting Manchester Road, based upon input provided by the public at the Chip Game sessions.

Evolving the Plan: From Alternative Concepts to Preferred and Final Plans

Presented with alternative concepts including three, four, or five town center locations along the corridor, the majority of participants at the February round of public meetings and through online polling expressed a preference for the designation of four town center nodes along the Manchester Road corridor (in Wildwood, Ellisville, Ballwin, and Manchester).

In response to this feedback, the consultant team prepared a preferred illustrative master plan for the corridor for the March round of meetings oriented around the creation of four distinct town centers at the locations discussed previously. The preferred illustrative master plan began to articulate representational locations for buildings in town center areas, streamway and open space or park areas, and the introduction of a new street network and transportation plan along and near the study area (discussed in greater detail in the Transportation section of the Master Plan Summary document). The preferred plan identified civic uses, including a number of churches along and near Manchester Road, that the consultant team assumed would remain following the corridor’s revitalization. At the March meetings and through online feedback, the public expressed general agreement with the preferred illustrative plan, with the assumption that the consultants would make modifications and edits to the plan. Participants at the in-person meetings wrote comments by hand on copies of the preferred plan in order to guide the consultant team as it revised the exhibits.

The Final Illustrative Master Plan

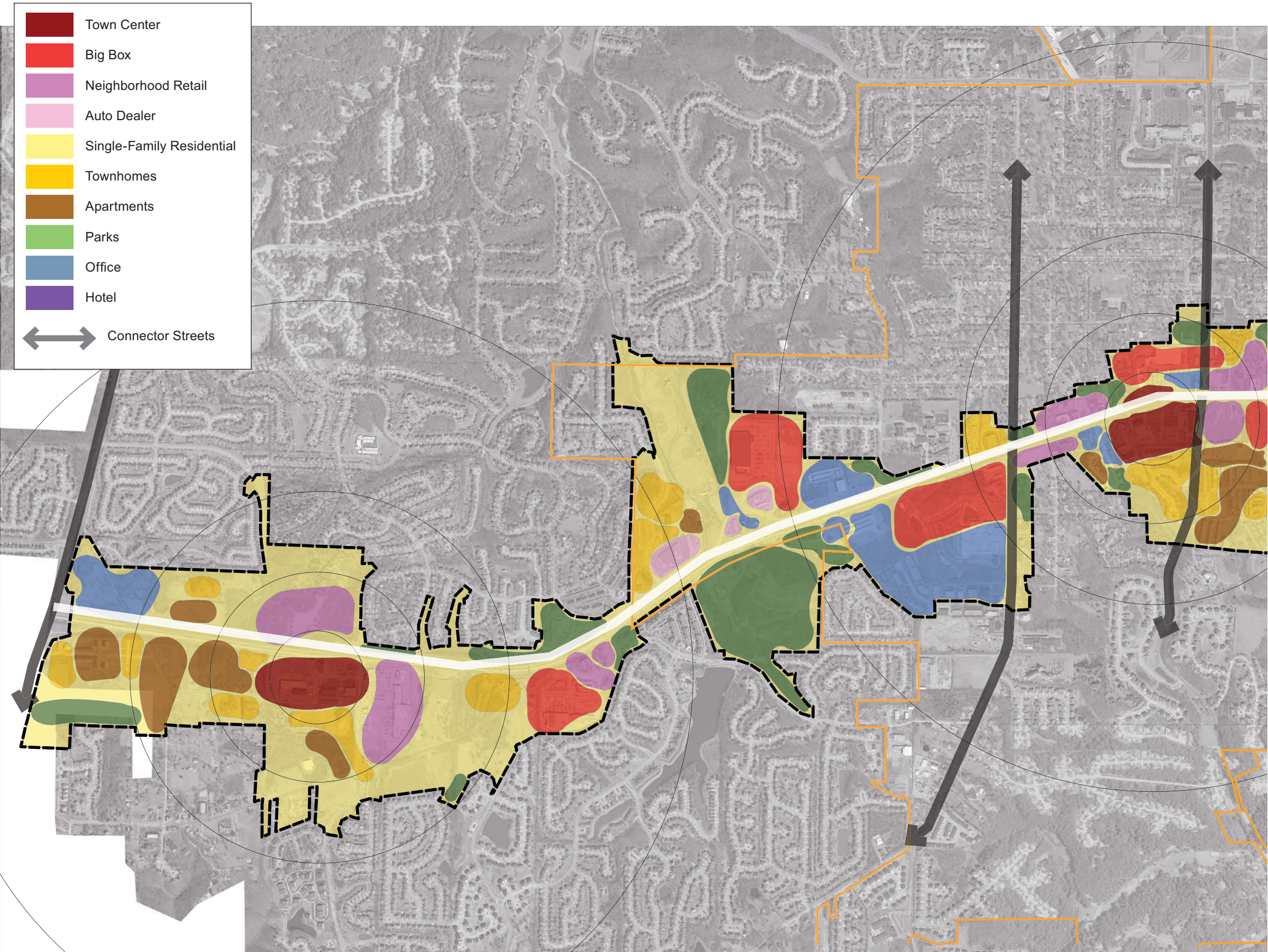
During March and April 2010, the consultant team refined ideas and made revisions to the preferred illustrative plan and ultimately produced the Final Illustrative Master Plan for presentation at the final round of public meetings in May 2010. Input from the Steering Committee, MoDOT, and the mayors from the five towns at a meeting with the consultant team in April in particular guided the consultants in making final changes to the plan. The final plan (as shown in the Summary Document) added greater levels of detail concerning landscape and open space areas along the corridor and included revisions to the layout of buildings in the town center areas based upon discussions with local property owners and developers. The town center areas included a more distinct representation of alignments for “Main Streets” in each town center.

Three Town Center Land Use Scenario - Western Segment

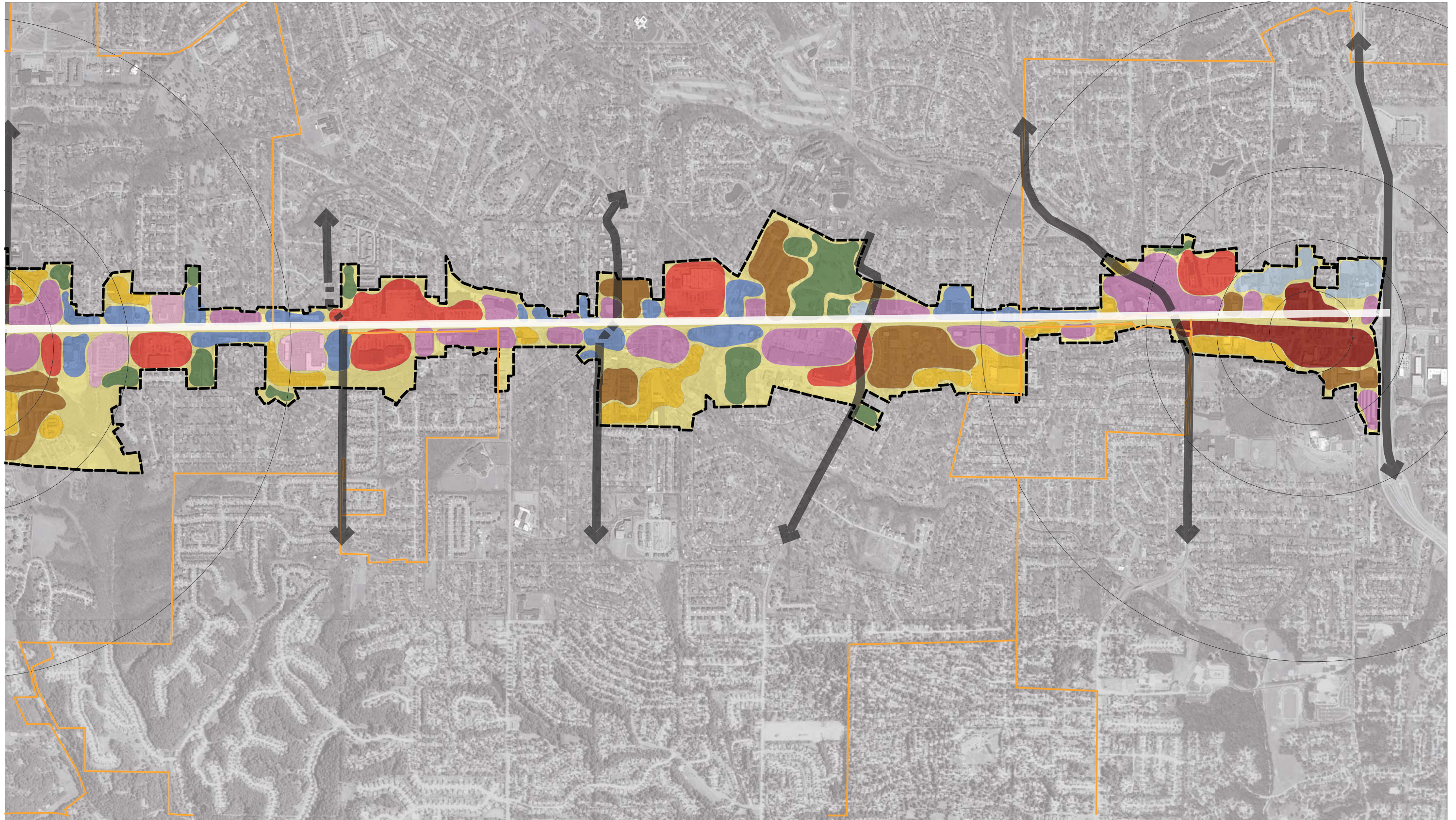
Three Town Center Scenario

This option depicts the creation of town center areas in Wildwood, Ellisville, and Manchester, as shown. The town center in Wildwood essentially represents the location of the existing Wildwood Town Center area at Taylor Road and Route 100. The consultant team assumed that this town center location will remain over the long-term, based upon the City of Wildwood’s long term plans. The town center in Ellisville, near the intersection of Clarkson Road and Manchester Road, takes advantage of the north-south access provided by Clarkson and Kiefer Creek Roads and the area’s connectivity to Interstate 64 and areas to the north. The potential town center in Manchester, between Baxter Road and Route 141, draws from the area’s status as the historic core of the Manchester community and Route 141’s status as a major north-south highway in West St. Louis County, connecting the Manchester Road area to Interstate 64,, Interstate 44, and other destinations in the metro area.

The areas in-between these key nodes of development would include a mixture of neighborhood retail, residential, and office uses. The land use plan retains open space designations for major existing parks and open space areas along the corridor.



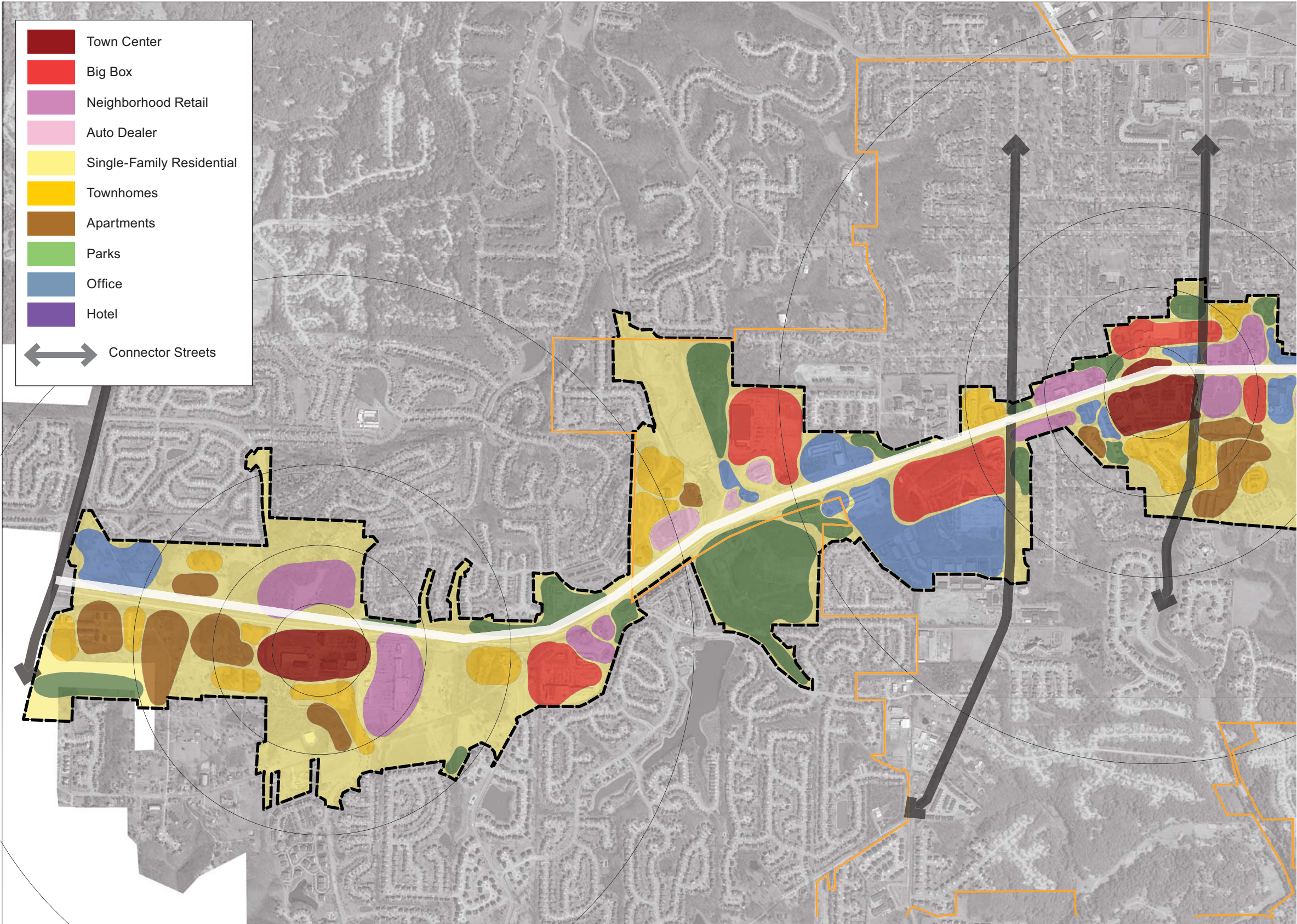
Three Town Center Land Use Scenario - Eastern Segment



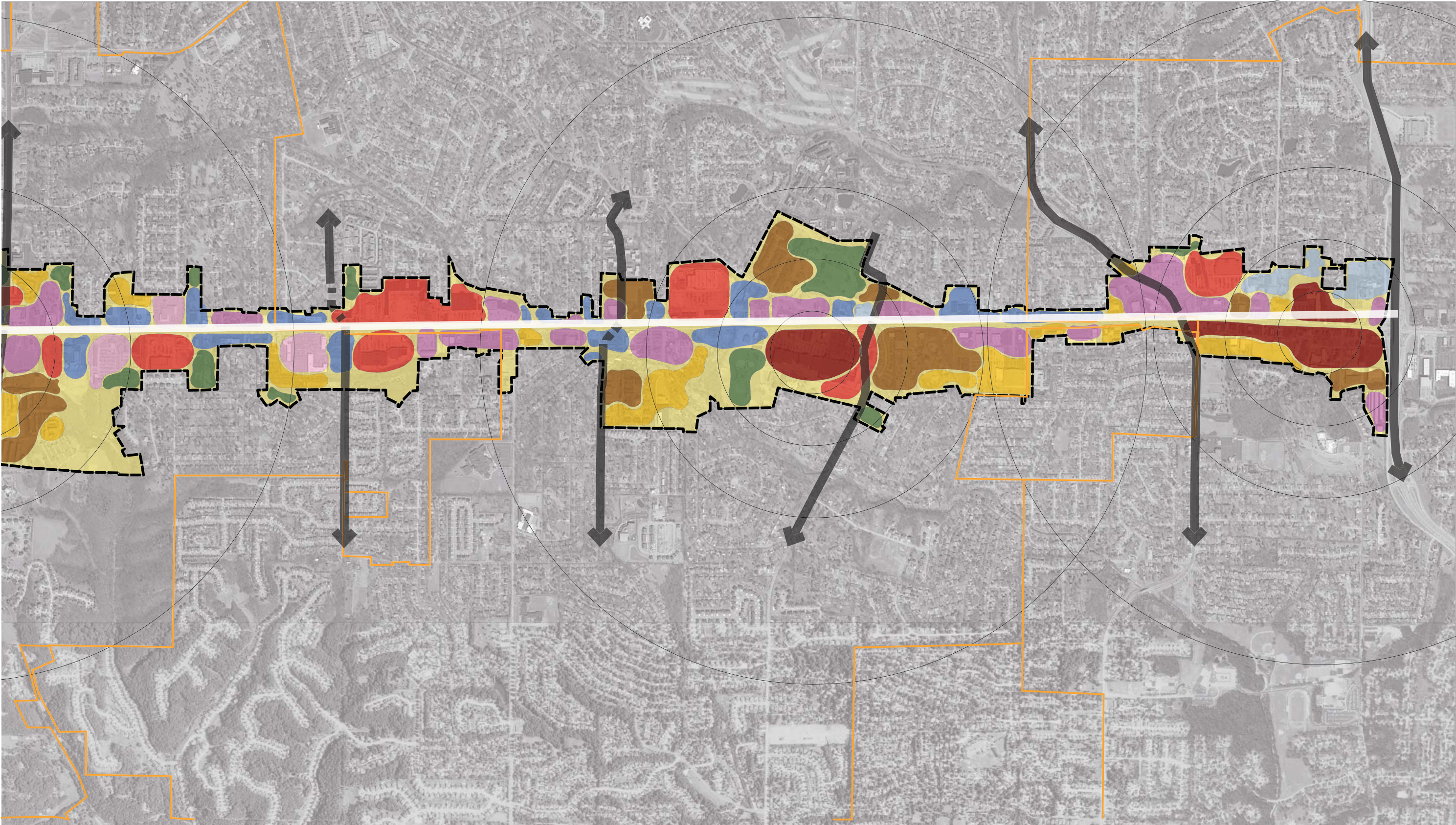
Four Town Center Land Use Scenario - Western Segment

Four Town Center Scenario

This option depicts the creation of the town center areas in Wildwood, Ellisville, and Manchester from the previous scenario, and adds another town center in Ballwin near the intersection of Ries / Seven Trails Road and Manchester Road (the location of the existing Old Town Centre development including Lowe's). This town center location in Ballwin takes advantage of the adjacency to one of the community's main park facilities, Vlasis Park, and to the Ballwin Government Center and the Ballwin Athletic Association facilities. The areas in-between the town center nodes retain the same mixture of uses depicted for the three town center scenario. This land use plan retains the same designations as well for parks and open space areas along the corridor.



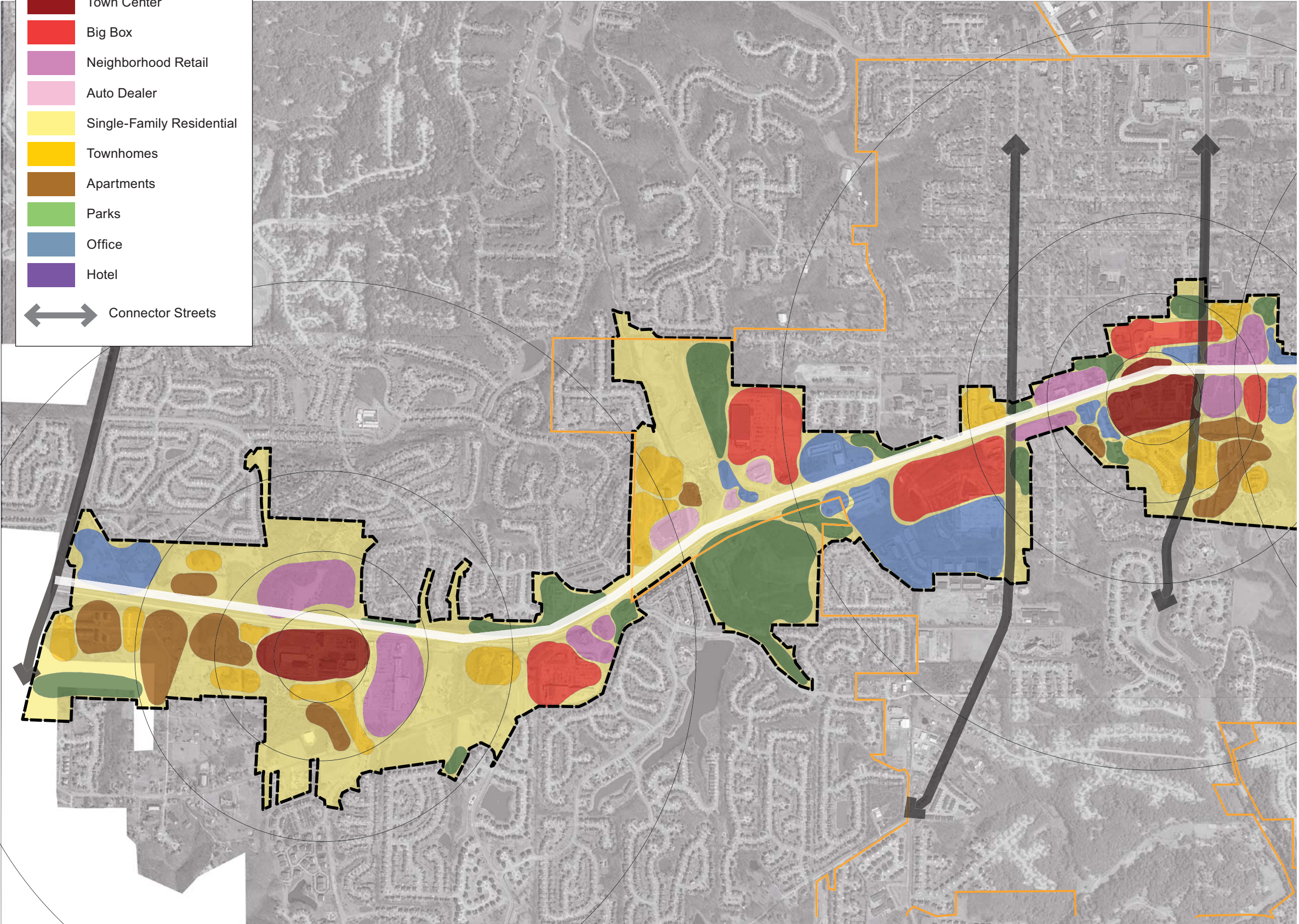
Four Town Center Land Use Scenario - Eastern Segment



Five Town Center Land Use Scenario - Western Segment

Five Town Center Scenario

This option depicts the creation of town center areas in Wildwood, Ellisville, Manchester, and Ballwin from the previous alternatives, and adds a fifth town center near the alignment of Reinke and Hillsdale Roads with Manchester Road. This town center location, along the city limits between Ellisville and Ballwin, would take advantage of the potential alignment of Reinke and Hillsdale together as a north-south connector, thereby creating a more distinct intersection at this location along Manchester Road and a stronger destination for retail and related uses along the corridor. This option retains the same land use designations for the non-town center areas of the study area, in accordance with the other two land use alternatives.



Five Town Center Land Use Scenario - Eastern Segment

