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ELEVATE ELLISVILLE COMPREHENSIVE PLAN





Prepared for the City of Ellisville, Missouri
by Shockey Consulting
with Lochmueller Group & Robert M. Lewis, FAICP, CEcD
July 2022

4	Letter from the Mayor	70	Chapter 4: Natural Environment Natural Resources Resiliency
5	Letter from the Planning & Zoning Commission	80	Chapter 5: Resilient Economy Economic Development Jobs & Workforce Education
6	Acknowledgments	96	Chapter 6: Land Use & Community Design Current Land Use Future Land Use Fiscal Impact Land Use Policies
8	Introduction	108	Implementation Implementation Plan Local Action Prioritization Performance Measures
10	Planning Process Project Branding Community Engagement Project Communications Plan Framework Overall Themes	124	Appendix Appendix A: Maps
16	Community Vision		Supplemental Documentation Exhibit A: 2022-2025 Strategic Plan Exhibit B: Community Snapshot Exhibit C: Market Analysis Exhibit D: Community Engagement Summary Report Exhibit E: Generation Profiles Exhibit F: Workforce Profiles
18	Chapter 1: Community Identity Sense of Community History & Historic Resources Appearance Cultural Amenities & Unique Attractions		
28	Chapter 2: Safe & Healthy Community Public Safety Recreation & Leisure Public Health		
42	Chapter 3: Built Environment Neighborhoods & Housing Mobility & Transportation Public Facilities & City Services Infrastructure & Utilities		

TABLE OF CONTENTS

LETTER FROM THE
Mayor



Dear Ellisville residents and business community members,

The *Elevate Ellisville* Comprehensive Plan serves as an important guide for us all as we look toward the future of our community.

The plan represents collaboration and incorporates fundamental recommendations and ideas provided throughout the process by YOU – the residents, businesses, and community partners that make Ellisville great. The COVID-19 pandemic certainly presented challenges to the planning process. Still, together we persevered and managed to achieve a plan reflective of our community, and we are beyond appreciative for your participation and commitment to this initiative.

Ellisville already offers many excellent amenities for our residents and visitors to enjoy, including our parks, schools, community events, and quality neighborhoods. In addition, we are fortunate to have City staff that provide high-quality services for all.

However, through this new plan, WE have the power to *Elevate Ellisville* by making improvements, shaping future opportunities, and charting a path for our growth over the next twenty years. The adoption of this Comprehensive Plan is just the beginning.

We encourage everyone to stand at the ready to meet any challenges that lie ahead and continue to help Ellisville be a great place for all!

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Roemerman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mayor Mike Roemerman

July 2022

Dear Ellisville community and future development partners,

We are honored to have adopted the 2022 *Elevate Ellisville* Comprehensive Plan. This plan serves as the foundational cornerstone to our decision-making process as we, along with the City Council, seek to guide the responsible growth of Ellisville over the next twenty years.

Community participation and input gathered throughout the planning process shaped our policies and Future Land Use Plan – the physical representation of the Comprehensive Plan’s community vision and goals. This crucial component identifies the desired use of land throughout the Ellisville community and guides new development and redevelopment as future opportunities present themselves.

Ellisville offers a variety of development and redevelopment opportunities. We invite partners interested in working in Ellisville to join us in mutually beneficial collaboration to achieve your goals while helping us meet the vision for our future.

Our community and surrounding region are ever-changing. It is our responsibility to navigate those changes, meet market demands and the needs of future generations, and regulate the process for doing so.

The adoption of the Comprehensive Plan marks an exciting time for Ellisville, and we look forward to elevating our community together!

Sincerely,

City of Ellisville Planning & Zoning Commissioners

July 2022



ACKNOWLEDGMENTS

MAYOR

Mike Roerman

CITY COUNCIL

Rob Compton, District 1

Vince McGrath, District 1

Mick Cahill, District 2

Linda Reel, District 2 (past)

Greg Sanborn, District 2

Curt Boggs, District 3

Dan Duffy, District 3

**PLANNING & ZONING
COMMISSION**

Sandie McGrath, District 1

Marilyn Niebling, District 1

Al Tamulaitis, District 1

Nancy Bengtson, District 2

Leland Foster, District 2

Kameron Lawson, District 2

Greg Sanborn, District 2 (past)

Michael Becker, District 3

Rajiv Gupta, District 3 (past)

Mindy Kelley, District 3

John Scatizzi, District 3

CITY LEADERSHIP TEAM

Bill Schwer, City Manager

Ada Hood, Director of Planning &
Community Development

Lisa Blumer, Parks & Recreation Director

Don Cary, Administrative Services
Director

Leigh Dohack, City Clerk

Steve Lewis, Chief of Police

ADVISORY COMMITTEE

Dixie Baker

Heather Blacketer

Dan Button

Megan Compton

Pastor Dion Garrett

Mike Jordan

Krystal Keltner

Sarah Kinkade

Jacob Manse

Mark Mueller

Jeanne Olubogun

Michelle Onder

Jim Otis II

Beau Reinberg

Val Siemer

Devon Sullivan

Derek Thomas

Chris Turner

Kate Turner

Father Anthony Yates

Heather Zerweck

PHOTO CREDITS

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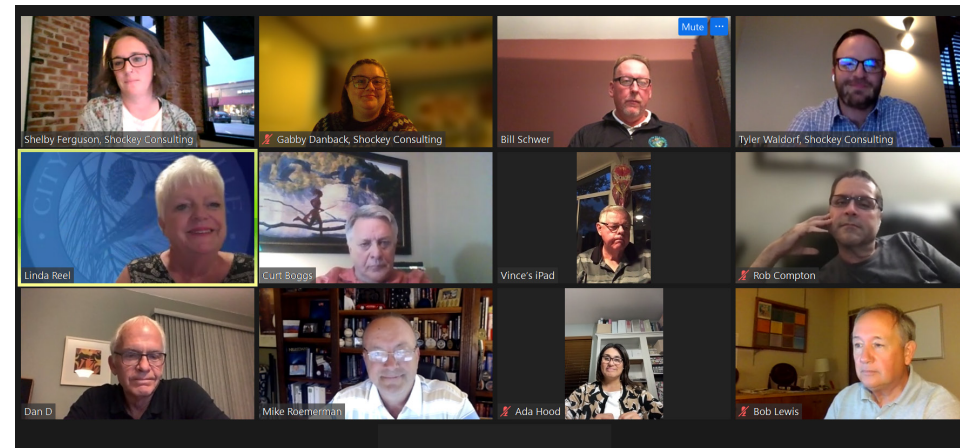
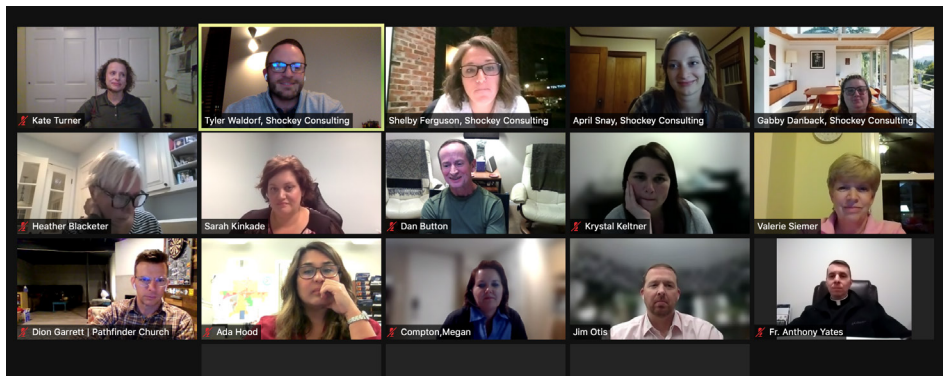
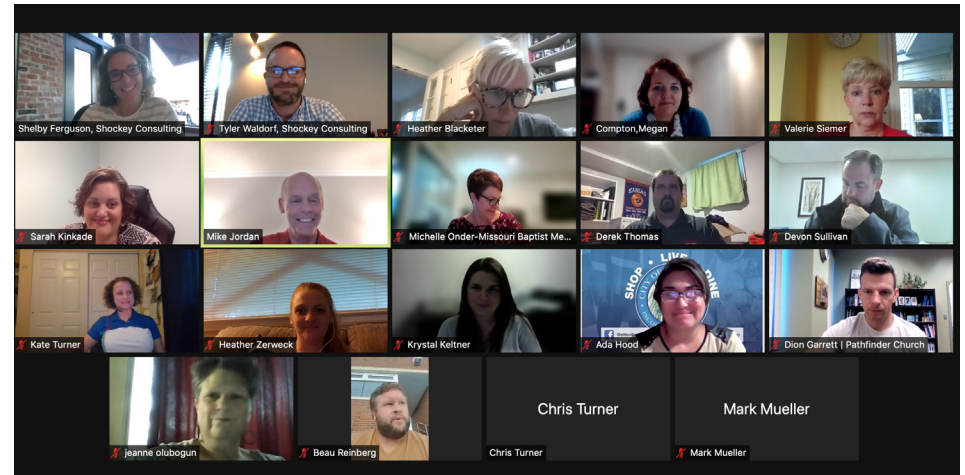
Lochmueller Group

Robert M. Lewis, FAICP, CEcD

Rockwood R-VI School District

Shockey Consulting

St. John School



INTRODUCTION

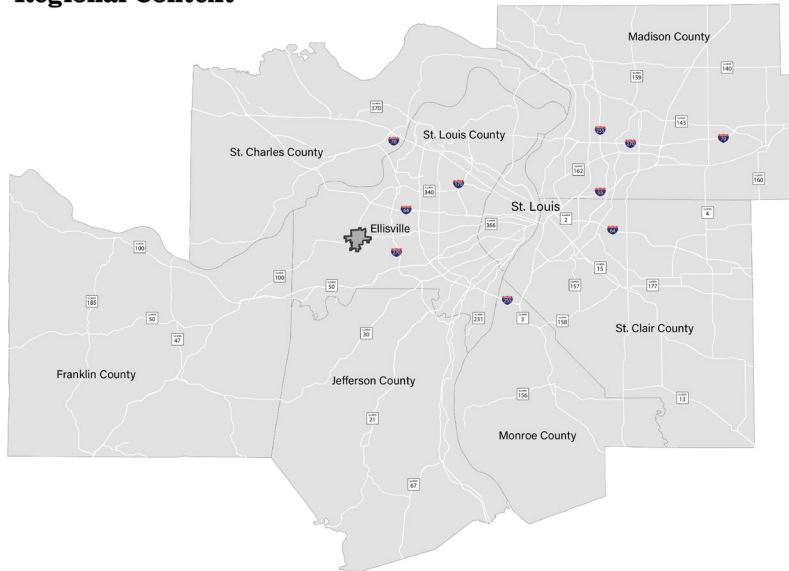
THE CITY OF ELLISVILLE

Ellisville sits in the rolling hills of west St. Louis County and comprises a portion of the St. Louis Metropolitan Statistical Area (MSA). Manchester Road (Route 100), Ellisville’s primary thoroughfare, connects the community to downtown St. Louis and the Mississippi River, approximately 20 miles to the east. Ellisville lacks direct interstate access but lies roughly five miles south of Interstate 64, five miles north of Interstate 44, and seven miles west of Interstate 270.

The communities of Ballwin (to the east), Clarkson Valley (to the north), and Wildwood (to the west) directly border Ellisville. Other nearby communities include Chesterfield, Winchester, and Manchester. Portions of unincorporated St. Louis County also abut Ellisville, primarily to the south.

On August 3, 1993, the residents of Ellisville voted to establish the City of Ellisville as a Home Rule Charter community. This action vested the power of government in the city residents instead of the State Legislature and created a Council/Manager form of government.

Regional Context



* Large-scale map on page 125



COMPREHENSIVE PLAN

The 2022 *Elevate Ellisville* Comprehensive Plan supersedes the 2011 City of Ellisville Comprehensive Plan including the Manchester Road Great Streets Master Plan and Bikeable Walkable Community Plan appendices. This new plan establishes a 20-year community vision to responsibly guide the community’s future development and redevelopment, serving as a decision-making roadmap for the City Council and Planning & Zoning Commission.

The goals, objectives, strategies, local actions, and policies outlined in the Comprehensive Plan framework supporting the community vision provide the City of Ellisville staff with the necessary implementation tools.

STRATEGIC PLAN

A Strategic Plan developed from the planning process to address Ellisville’s short-term needs in response to the COVID-19 pandemic and fast-paced demographic, economic, social, and industrial shifts. The Strategic Plan guides the Ellisville City Council by focusing on action items prioritized for completion within a one- to three-year timeframe. The Strategic Plan aligns with the long-term, resilient framework of the Comprehensive Plan, especially those strategies the City Council identified as priorities.

EXISTING PLAN ALIGNMENT

The planning process began with an evaluation of existing City of Ellisville plans. The *Elevate Ellisville* Comprehensive Plan serves as an overarching framework that supports the many initiatives already underway in the community, demonstrates an understanding of those existing documents, and includes relevant recommendations in the framework. The referenced City of Ellisville documents include:

- City of Ellisville Comprehensive Plan, 2011
 - ◆ City of Ellisville Bikeable Walkable Community Plan, 2011
 - ◆ Manchester Road Great Streets Master Plan, 2011
- City of Ellisville, Missouri Parks and Recreation Master Plan, 2017
- City of Ellisville Annual Long-Range Plan, 2021
- City Council Strategic Plan Goals, 2019
- City Council Strategic Plan Memorandum, 2019
- City of Ellisville Year to Date Financial Report, 2021
- City of Ellisville Local Economic Area Report, 2020
- City of Ellisville, MO Annual Budget and Program of Services, Fiscal Year 2020
 - ◆ 5-Year Capital Improvement Program
- City of Ellisville, Missouri Comprehensive Annual Financial Report, Fiscal Year Ended December 31, 2020
- Economic Development Summary Report, 2014
- City of Ellisville Emergency Operations Manual, 2021
- City of Ellisville Annual Police Service Report, 2020
- Commercial Corridors Study, 2010
- Strategic Planning for Economic Development, City of Ellisville Commercial Corridors

The review process also included regional planning documents, as they pertain to the City of Ellisville:

- St. Louis County Phase II Stormwater Management Plan, 2021
- Connected 2045 Update, Long-Range Transportation Plan for the St. Louis Region, June 2019
- St. Louis Region Emerging Transportation Technology Strategic Plan, 2017
- Lower Meramec Watershed Plan, 2017
- Regional Workforce Profile, 2016



PROJECT BRANDING

The planning process began with developing the *Elevate Ellisville* Comprehensive Plan branding.

Elevate defined: to raise to a more important or impressive level.

Elevate Ellisville suggests improvement and progress toward future goals, a fundamental aspiration of the planning process.

Elevate Ellisville also creates alliteration for brand recognition within the community.

The current City of Ellisville logo served as the foundational inspiration for the project identity – a modern interpretation of the bluebird element and consistent use of the City’s colors.



COMMUNITY ENGAGEMENT

The planning process aimed to actively engage stakeholders throughout Ellisville and focused on achieving a cross-sectional representation reflective of the community demographics regarding age, race and ethnicity, and geographic location. This approach to authentic participation is essential to ensure that the Comprehensive Plan accurately reflects community values and addresses community priorities and needs. Additionally, it builds public understanding and ownership of the adopted plan, leading to more effective implementation and community support.

Engagement Goals

The project team developed a Community Engagement Plan to:

- Involve the community by working directly with them throughout the process to ensure that concerns and aspirations are consistently understood and considered.
- Inform the community by providing balanced and objective information to understand better the problems, alternatives, opportunities, and solutions.

- Consult the community by obtaining feedback on analysis, alternatives, and decisions.
- Demonstrate that community input influenced the decision-making and planning priorities.
- Build upon partnerships with other agencies and stakeholders, recognizing the effect this effort has on the community and that it complements other community initiatives.

COVID-19 Impact

The COVID-19 pandemic presented a unique opportunity to pivot from the anticipated in-person events typical of community engagement methods and efforts to an immersive, online engagement effort. The predominantly digital approach to community engagement and virtual stakeholder meetings kept stakeholders safe and healthy while ensuring an inclusive, meaningful, multifaceted, innovative, and creative process.

Stakeholders

In addition to the Ellisville residents, members of the business community, and interested visitors who actively participated, a wide range of stakeholders were consistently involved and consulted throughout the planning process. These groups developed, evaluated, and reviewed various planning components.

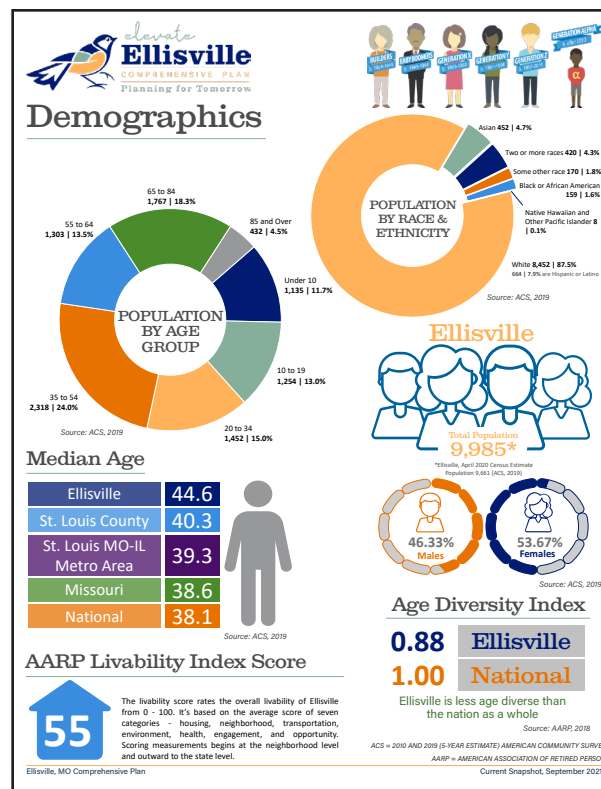
The primary stakeholders included:

- City Council
- Planning & Zoning Commission
- City Leadership Team
- *Elevate Ellisville* Advisory Committee

The *Elevate Ellisville* Advisory Committee consisted of 21 community members representative of diverse interests, demographics, business sectors, community organization affiliations, and geographic areas. This critical group represented the voice of the Ellisville community, supported the community engagement efforts, provided insight related to issues and opportunities, and shaped the goals, strategies, and future land use policies.

Additional City boards and commissions involved in the planning process included:

- Economic Development Commission
- Park Advisory Board



TOOLS & TECHNIQUES

The planning process incorporated various tools and techniques to engage Ellisville's stakeholders and community effectively.

Current Snapshot

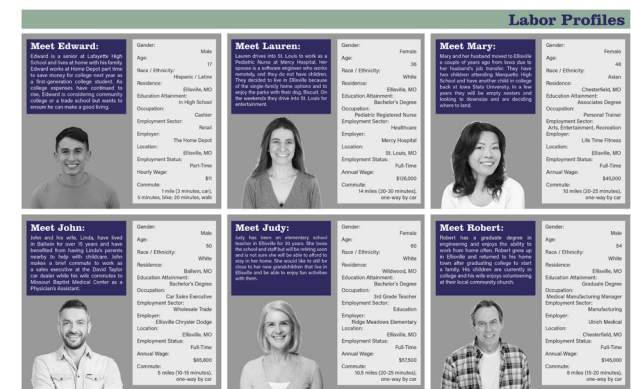
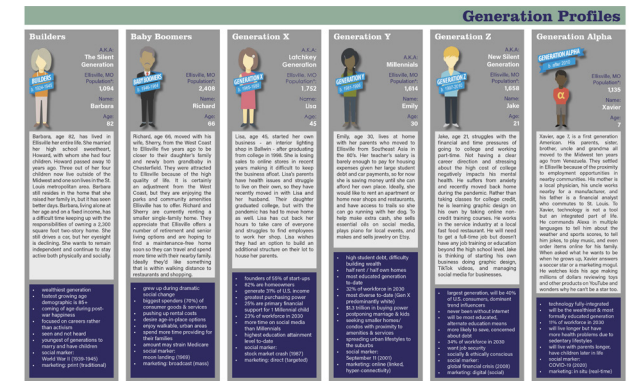
The current snapshot illustrated current data related to Ellisville's demographics, recreational amenities, health, public safety, education, housing, economy, transportation, infrastructure, natural environment, and land use. This data provided a baseline of facts - pulled from the U.S. Census Bureau, American Community Survey (ACS), the City of Ellisville, State of Missouri agencies, and other sources - to help inform stakeholder discussions throughout the planning process.

Strategic Foresight & Trends

Combining data, forecasting, and regional and national trends helped stakeholders understand and anticipate forces that may present opportunities or barriers to achieving Ellisville's community vision. Incorporating strategic foresight into the engagement process helps ensure the Comprehensive Plan and Strategic Plan are adaptable to future changes in retail, commercial development, housing demand, population shifts, public health, and innovative technologies.

Storytelling

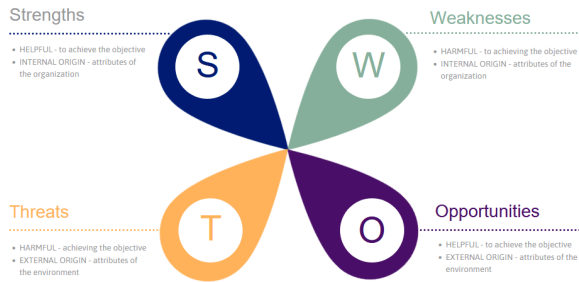
A series of generation and workforce profiles, developed from Ellisville-specific data, portrayed representative stories as a way to encourage participants to expand their perspectives on current topics and issues. This storytelling technique provided a unique and creative way for stakeholders to evaluate the needs of all generations and potential residents in the future.



S.W.O.T. Analysis

Elected officials, City staff, and Advisory Committee members participated in a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis at the

beginning of the planning process to identify significant issues facing the community internally (strengths and weaknesses) and externally (opportunities and threats). This analysis and assessment informed subsequent stakeholder discussions about planning implications and the community's appropriate responses.



Elevate Ellisville Platform

The *Elevate Ellisville* online engagement platform provided a centralized location for stakeholders to access planning information, participate in various engagement activities, and receive project updates. Engagement activities included quick polls, topical surveys, ideation forums, and mapping exercises. They were available for participation from September 1, 2021 through February 28, 2022.



Conversation Kits

Conversation kits provided Ellisville stakeholders the option to facilitate their own small-group discussions. This convenient, fun, and interactive way to participate allowed coffee clubs, book clubs, parent groups, families, or other small groups to share their ideas to ensure a high quality of life for Ellisville's future at their already-planned gatherings. Conversation kits were available for check-out from City Hall and the Parks Administration Building or downloading from the online platform.

Market Analysis

A high-level market analysis identified local and regional market trends and opportunities. It provided the necessary foundation for a more in-depth discussion regarding business and real estate sectors. The market analysis also provided insight to the City Council and Planning & Zoning Commission when evaluating growth strategies and future land use needs.

IN-PERSON ENGAGEMENT

As allowed by COVID-19 protocols and CDC recommendations, the planning team met with Ellisville community members to enhance and supplement the online engagement opportunities.

Pop-Up Engagement

Members of the planning team interacted with community members at various outdoor Ellisville events or locations to engage in casual discussion, promote the Comprehensive Plan, and gather responses to surveys. Events and locations included:

- Bluebird Park Blood Drive (September 9, 2021 & December 27, 2021)
- Bonfire Bonanza (September 23, 2021)
- Breakfast with Santa (December 4, 2021)

- Chili Cookoff (October 15, 2021)
- Concert in the Park (September 2, 2021)
- Dierbergs Market, Clarkson/Clayton Center (October 14 & 23, 2021)
- Fall Hayrides (October 7 & 21, 2021)
- Pooch Plunges (September 9 & 11, 2021)



Interactive Community Open House

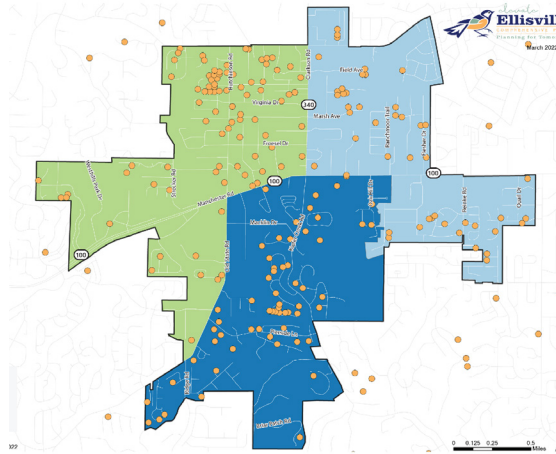
The planning team added an Interactive Community Open House to the scope, as COVID-19 restrictions lifted, to provide a final in-person engagement opportunity for Ellisville community members. The event occurred on March 30, 2022 at the Parks Administration Building in Bluebird Park. Participants reviewed the Comprehensive Plan vision and goals, prioritized and provided feedback on draft local actions, and provided input on future development typologies and the draft future land use map.



Overall Engagement By the Numbers



Overall Engagement By Location



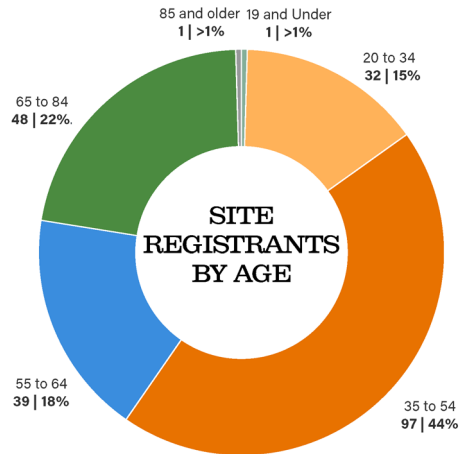
* Large-scale map on page 126

Yard Signs, Banners, Flyers

Branded signage promoted the general planning process and the Interactive Community Open House.



Overall Engagement By Age



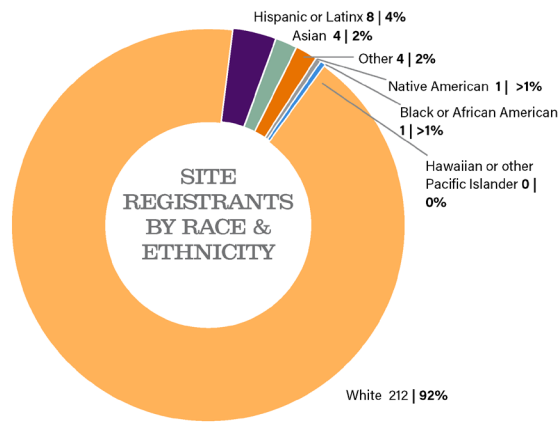
PROJECT COMMUNICATIONS

The Communications Plan guided the distribution of information, announcements, and engagement opportunities to the entire Ellisville community.

Social Media

Communication was distributed through the City of Ellisville’s Facebook page and shared by the City of Ellisville Police Department and Parks & Recreation Department on their social media channels.

Overall Engagement By Race & Ethnicity



62 Total Elevate Ellisville Social Media Posts (across all City of Ellisville accounts)



2,310 **1,794** **300**

FOLLOWERS

Newsletters

Project information also appeared in the *Trailblazer* Newsletter in the Fall 2021, Spring 2022, and Summer 2022 editions. This newsletter reaches every residential and business address in Ellisville. In addition, the business community members received information about the Comprehensive Plan via the Business Newsletter.

4,380 TRAILBLAZER NEWSLETTER RECIPIENTS

600

**BUSINESS OWNER
RECIPIENTS**

218

**ELLIVATE ELLISVILLE
REGISTERED PARTICIPANTS**

E-Blasts

Participants could register on the *Elevate Ellisville* online platform to receive project updates. The planning team sent e-blasts to the group of registered participants periodically throughout the planning process with information about newly released engagement opportunities, project information, and upcoming events.

Promotional Partners

Promotional materials were distributed to and posted at various locations throughout the Ellisville community, including:

- Ellisville City Hall
- Ellisville Police Station
- Ellisville Parks Administration Building
- Metro West Fire Protection District – Station 4
- St. Louis County Library – Daniel Boone Branch
- Manchester Road Median Posts
- Ellisville Park & Recreation Facilities:
 - ◆ Bluebird Park
 - ◆ Meadowlark Park
 - ◆ Owl Hollow Park
 - ◆ Klamberg Trail
 - ◆ Wren Trail

- Ellisville Schools:
 - ◆ Ellisville Elementary School
 - ◆ Ridge Meadows Elementary School
 - ◆ Crème de la Crème
 - ◆ Kids International
- Senior Living Facilities:
 - ◆ Creek Valley Retirement Community
 - ◆ Gambrell Gardens
 - ◆ Westview Assisted Living and Memory Care
- Faith Communities:
 - ◆ Pathfinder Church
 - ◆ Saint Clare of Assisi

**PUBLIC SCHOOL
PEACHJAR NEWSLETTER
RECIPIENTS**

1,018

JANUARY 2022

1,028

MARCH 2022



PLAN FRAMEWORK

Ellisville’s elected officials, City staff, and Advisory Committee developed the overall framework for the Comprehensive and Strategic Plans through a series of workshops throughout the planning process. Community input and feedback gathered during the engagement phase helped shape the content. The following elements comprise the plan’s framework and carry throughout the six topical chapters: Community Identity, Safe & Healthy Community, Built Environment, Natural Environment, Resilient Economy, and Land Use & Community Design.

Critical Questions

Critical questions set the stage for addressing the pressing issues faced by the Ellisville community. The development of the plan content intends to answer these questions and provide recommendations for overcoming community challenges.

Community Vision

The *Elevate Ellisville* Comprehensive Plan’s vision statement reflects an aspirational image of the community’s desired future for the coming 20-year timeframe regarding its physical, social, and economic conditions. The community vision intends to inspire and energize the community while defining what the plan seeks to achieve.

Goals

Goals are statements of desired outcomes that support achieving the community vision.

Objectives

Objectives serve as measurable targets achieved through community action in carrying out the plan goals. In addition, objectives provide City staff with clear means to communicate progress to the Ellisville community and stakeholders.

Strategies

Strategy statements define the overall direction and recommendations needed to achieve each goal. Prioritization of the strategies by the City Council helped define the components of the resultant 2022-2025 Strategic Plan.

Local Actions

Local actions identify specific tasks, partners, and completion timeframes to guide the Comprehensive and Strategic Plans implementation. Community prioritization of the local actions aids in further refinement of the next steps upon adoption of the Comprehensive Plan. Local actions fall into the following categories to address all aspects of plan implementation:

- Education & Outreach
- Enforcement & Incentives
- Facilities or Infrastructure Improvements
- Inventory, Assessment, or Survey
- Partnerships & Collaboration
- Plan Development
- Policy & Code Adjustment
- Practice Improvements
- Programs or Services

Land Use Policies

Land use policies serve as the specification of principles guiding public and private actions related to future growth, development, and redevelopment to support the overall community vision.

OVERALL THEMES

Throughout the stakeholder engagement process, several themes emerged consistently related to the high quality of life Ellisville provides:

- Ellisville is a community-centered around focusing on family and the support of locally owned businesses.
- Ellisville continues to attract and retain residents and businesses in large part due to:
 - ◆ Outstanding park and recreation amenities
 - ◆ Excellent public and private school opportunities
 - ◆ Quality neighborhoods
 - ◆ Overall safety
- The City of Ellisville provides an exceptionally high level of services to the community.

Stakeholders communicated an overall desire to highlight, maintain, and focus on what the City already does so well, a sentiment reflected in many of the local actions within the Comprehensive Plan framework.



Ellisville, living ELEVATED:

We are a community committed to attracting and supporting diverse residents and businesses, exemplifying excellence in everything we offer, and driving growth and sustainability.

We are prepared to meet the challenges of the future to ensure our community remains a **GREAT PLACE FOR ALL.**



CHAPTER 1
COMMUNITY IDENTITY
Sense of Community

GOAL A

Welcome everyone and support diversity amongst our residents, businesses, and visitors.

OBJECTIVE 1:

Increase people's sense of belonging and inclusion in Ellisville.

CONTEXT

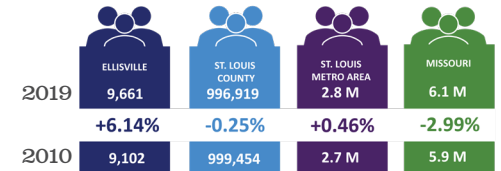
Community identity is essential to creating pride, self-respect, unity, a sense of belonging, and social responsibility. A strong sense of community often results in greater involvement and investment of residents and businesses. Planning for diverse, equitable, and inclusive communities serves as a fundamental underpinning for developing a sense of community. The American Planning Association (APA) remains committed to upholding these DEI principles. Implementing these principles in all aspects of planning help achieve "thriving communities in which everyone has equal opportunity to live a safe, healthy, and prosperous life."

INSIGHT

Residents describe Ellisville as a safe and financially stable community with a responsive government that provides excellent City services to its residents and businesses. This sentiment instills a great sense of pride for many in Ellisville, especially those who have been long-term residents. Exceptional schools and recreation opportunities also characterize the community.

POPULATION

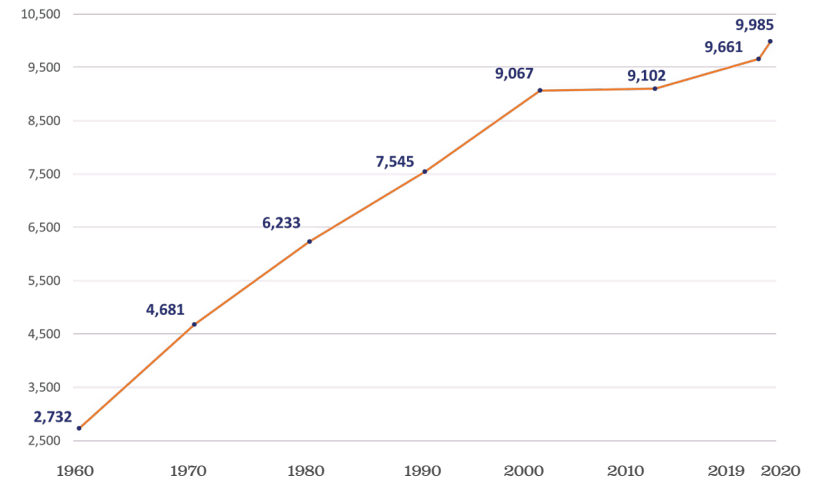
The 2020 decennial census reports that Ellisville is home to 9,985 residents. Since 2010, Ellisville has experienced steady growth in the population of 6.1 percent. Comparatively, St. Louis County and the state saw a decrease



This data provides a comparison of population growth - Ellisville and the St. Louis Metro Area have experienced an increase in population since 2010. While St. Louis County and the State of Missouri have experienced a decrease.

Source: ACS, 2010 and 2019

Ellisville Population (Decennial Census)

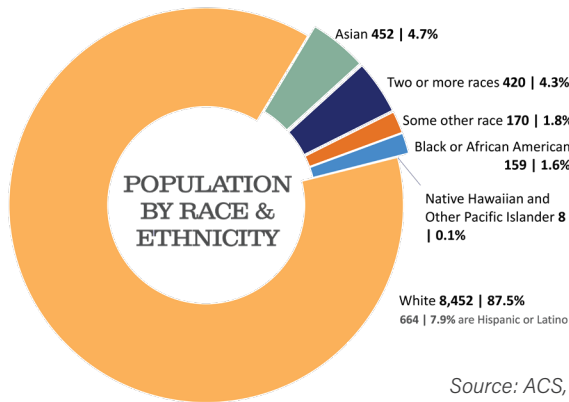


Source: US Census Bureau, 1960 - 2020

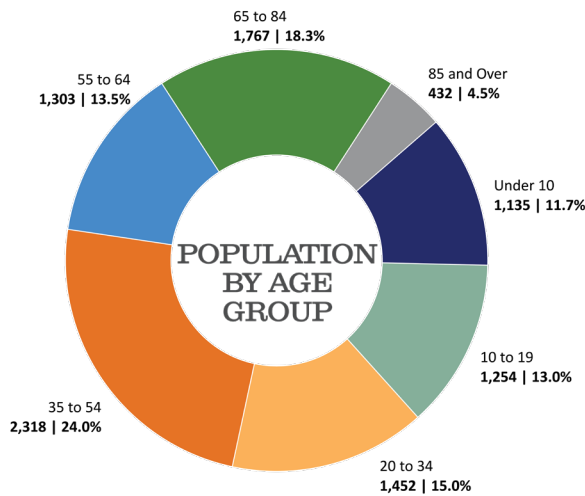
in population. The greater St. Louis metropolitan area only saw a slight increase of 0.5 percent.

DEMOGRAPHICS

According to the U.S. Census Bureau's American Community Survey, Ellisville is a predominantly white community (87.5 percent), of which 7.9



Source: ACS, 2019



Source: ACS, 2019

Median Age	
Ellisville	44.6
St. Louis County	40.3
St. Louis MO-IL Metro Area	39.3
Missouri	38.6
National	38.1

Age Diversity Index	
Ellisville	0.88
National	1.00

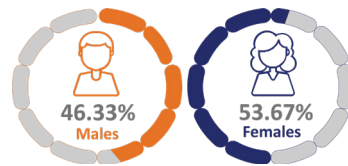
Ellisville is less age diverse than the nation as a whole

Source: ACS, 2019

Source: AARP, 2018

percent identify as Hispanic or Latinx. Asians make up the next largest cohort of only 4.3 percent of the total population. Other races and ethnic groups each represent less than two percent of the total population.

With a median age of 44.6, Ellisville lags behind the national average for age diversity, meaning Ellisville is less age-diverse. This statistic is also greater than St. Louis County, the greater metropolitan area, and the state, suggesting Ellisville's population is older. Ellisville's demographics show that nearly one quarter of the population is over the age of 65, with yet another nearly 15 percent between the ages of 55 and 64. The quantity of retirement and assisted living facilities in Ellisville reflects this demographic characteristic.



Source: ACS, 2019

Additionally, females make up the majority of Ellisville's population, accounting for nearly 54 percent. Most of the City's elected and volunteer boards and

commissions reflect the predominant demographic traits, suggesting an underrepresentation of female, youth, and minority race and ethnicity groups.

“Diversity & inclusion and attracting/retaining young professionals both ranked in the top-five biggest challenges for Ellisville.”

COMMUNITY ENGAGEMENT

The American Association of Retired Persons (AARP) measures various metrics for communities nationwide

and rates their overall livability. Ellisville scores 55 overall on the AARP Livability Index. In addition, the AARP tracks engagement as a sub-category to the overall scoring matrix. Ellisville scores 61 in the engagement category (50 describes the national average). This category measures the following metrics and reports the following 2022 statistics:

- broadband cost and speed (Ellisville: 99.8% of residents have high-speed, competitively priced service; National average: 93.7%),
- opportunity for civic involvement (Ellisville: 7.4 organizations per 10,000 people; National average: 1.18),
- voting rate (Ellisville: 68.4% voter turnout; National average: 61.09%),
- social involvement index (Ellisville: 1.03 (index from 0 to 2.5); National average: 0.96), and
- cultural, arts, and entertainment institutions (0.1 institutions per 100 people; National average: 8.01).

AARP Livability Index Score



The livability score rates the overall livability of Ellisville from 0 - 100. It's based on the average score of seven categories - housing, neighborhood, transportation, environment, health, engagement, and opportunity. Scoring measurements begins at the neighborhood level and outward to the state level.

COMMUNICATIONS

The City of Ellisville communicates with its residents and businesses through various channels, including:

- Trailblazer Community Newsletter (published three times annually),
- City of Ellisville website (which includes the local business spotlight),





- City of Ellisville Facebook, Instagram, and Twitter social media channels,
- Parks & Recreation and Police Department social media channels, and
- Business Newsletter.

The City does not currently employ a dedicated communications staff person. Adding this role could enhance communication with community members with consistent and more-frequent messaging.

TRENDS & FORESIGHT

Each generation is more culturally and ethnically diverse. Over the coming decades, the United States will see a majority-minority population. This trend will make the inclusion of all people more and more important as communities look to attract new residents and visitors to enhance economic prosperity.

As communities grow and change, trends indicate that people most value a sense of place, belonging, and community. To maintain community identity, creating sustainable and resilient places that meet the needs and desires of current and future residents is critical. Trends indicate that people provide greater contribution when they live and work in the same community. Their interest in community affairs, availability to volunteer, and commitment to the betterment of the community increase. Providing the right housing options to ensure those that work in Ellisville can also live in Ellisville is paramount.

OBJECTIVE 1:	
Increase people’s sense of belonging and inclusion in Ellisville.	
STRATEGY 1:	STRATEGY 2:  
Advance inclusion, cultural, and ethnic enrichment.	Enhance City communications to better engage existing residents and businesses.
LOCAL ACTIONS	
<p>A.1.1.a.: Provide annual diversity, equity, and inclusion (DE&I) training for all Elected Officials, Board and Commission Members, and City staff. (MP)</p> <p>A.1.1.b.: Encourage diverse and equitable representation for the make-up of City Council, Boards and Commissions, and City staff to outwardly reflect prioritization of DE&I principles. (MP)</p> <p>A.1.1.c.: Expand opportunities for minority- and women-owned businesses. (MP)</p> <p>A.1.1.d.: Incorporate opportunities to promote cultural and ethnic diversity and representation in all community events. (MP)</p>	<p>A.1.2.a.: Enhance social media campaigns for the Parks & Recreation Department to promote existing amenities, facilities, and programs available to residents and visitors. (MP)</p> <p>A.1.2.b.: Continue business spotlight on City of Ellisville website. (MP)</p> <p>A.1.2.c.: Conduct a community satisfaction survey every two years to evaluate City services and programs. (MP)</p> <p>A.1.2.d.: Hire a dedicated communications staff person to manage external communications to residents and businesses. (HP)</p> <p>A.1.2.e.: Evaluate installation of an electronic message board at the new City Hall facility to provide timely information to residents. (MP)</p> <p>A.1.2.f.: Utilize the new City Hall facility as a flagship location to support leadership and enhance community communication, engagement, and presence. (LP)</p> <p>A.1.2.g.: Maintain City presence and participation at local school events (e.g., Family Night). (LP)</p>
 Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority	



GOAL
A

Welcome everyone and support diversity amongst our residents, businesses, and visitors.

OBJECTIVE 2:

Preserve the history and historic resources of Ellisville.

 **CONTEXT**

Many communities correlate their community identity with their history. Therefore, historic resources provide value to a community, impacting the quality of life and tourism.

In 1966, the federal government passed the Historic Preservation Act (NHPA) to protect historic resources from demolition, especially federally funded infrastructure and urban renewal projects built after World War I. The NHPA also established the National Register of Historic Places giving states and local governments greater authority over historic preservation by creating State Historic Preservation Offices and Certified Local Governments.

Historic preservation status of individual properties, neighborhoods or districts, and cultural sites can be designated at the federal level as part of the National Historic Register or locally. The National Register of Historic Places designation determines that the historic asset has national significance and qualifies for federal tax credits to maintain the property. National designation also triggers automatic review for proposed development that may impact the site's historical integrity. Local designation is conducted by adopting local ordinances and often provides a higher level of protection than those on the National Register. However, locally designated properties do not qualify for federal tax credit incentives. Properties must generally be 50 years of age or older to be eligible for

historic designation. Buildings younger than 50 years may receive rare consideration if they are of exceptional importance. Structures built before 1970 are now potentially eligible for historic preservation designation. Other eligibility considerations include association with:

- significant historical events,
- association with notable persons,
- embodying particular architectural or cultural styles, types, or construction methods, and
- yielding information important to history or prehistory.

 **INSIGHT**

BRIEF HISTORY

Before the Indian Removal Act of 1830, nine indigenous American Indian tribes inhabited the land now known as Missouri. St. Louis was founded in 1764 by European settlers. What is today known as Manchester Road served as a primary trade route for Europeans and American Indians.

Captain James Harvey Ferris of Kentucky settled Ellisville before 1837. The original Ferris property and Ellis House structure were located south of Machester Road and west of Kiefer Creek Road. The Ellis House was also referred to as Brick Place due to its construction from handmade bricks.

Ferris eventually sold the house to Vespasian Ellis, a St. Louis newspaper editor. Ellis subsequently sold his farm to William A. Hereford of Virginia in 1842 or 1843. Historical accounts remain unclear if Ellisville received its name for Vespasian Ellis or William A. Hereford for his Ellisville, Virginia post office.

Ellisville was incorporated in 1932 to create a public school district. Early schools included Oak Ridge School, Alt School, and Ruwwe School. After

the Ellisville Village School District formation on June 14, 1932, classes took place in a one-room brick school building on Weis Avenue. Ellisville Elementary School opened in 1938.

Ellisville remained a village until November 12, 1957, when voters approved the village becoming a 4th class city.

HISTORIC PRESERVATION

Ellisville’s community does not have a culture or record that reflects prioritizing historic preservation. In fact, the Ellis House was razed in 1969 after standing for nearly 130 years. Additionally, Ellisville does not currently participate in the Missouri Certified Local Government (CLG) Program, administered by the Department of Natural Resources State Historic Preservation Office (SHPO).

While not an official preservation effort, early pioneer family names identify many of Ellisville’s streets, including Clarkson Road, Hutchinson Road, Rasch Lane, Reinke Road, Strecker Road, Weis Avenue, and others.

HISTORIC RESOURCES

Ellisville does not have any structures listed as historic landmarks. However, several historic resources remain, including the original Weis Avenue one-room schoolhouse and Bluebird barn. Bluebird also contains the Lafayette War Memorial, constructed in 1981 to honor those from the area that served and died in World War I, World War II, and the Korean and Vietnam Wars.




The St. Louis County Library offers a local history and genealogy department. The Daniel Boone Branch houses this department until the construction completion of the new Ladue Branch.

TRENDS & FORESIGHT

Younger generations are interested in historic preservation more than before and often join the older generations in those efforts. The 2017 National Trust for Historic Preservation Survey cites that “one in two millennials views historic preservation as important through the lens of engaging in authentic experiences, preserving a sense of community, and creatively reusing structures.” Passing down our history to tomorrow’s generations will help ensure continuity in community identity, resulting in community pride and high quality of life. In addition, tourists desire authentic experiences, often found in communities with unique history or historic resources.

Many communities interested in preserving their heritage and history join programs like Preserve America. This federal program supports:

- greater shared knowledge about the nation's past,
- strengthened regional identities and local pride,
- increased local participation in preserving heritage assets, and
- community economic vitality support.

OBJECTIVE 2:	
Preserve the history and historic resources of Ellisville.	
STRATEGY 1:	
Preserve, restore, and reuse historic resources with exceptional value or quality that illustrate Ellisville’s history.	
LOCAL ACTIONS	
<p>A.2.1.a.: Provide educational resources to Elected Officials, City staff, and the Ellisville community that explain the importance of preservation of historic and cultural resources for future generations. (MP)</p> <p>A.2.1.b.: Support preservation efforts of historic structures (e.g., the original Ellisville schoolhouse). (MP)</p> <p>A.2.1.c.: Periodically evaluate the need to conduct historic surveys for properties or districts older than 50 years. (LP)</p> <p>A.2.1.d.: Evaluate opportunities within the new City Hall facility, or other public facilities, to incorporate and highlight Ellisville’s history. (MP)</p>	
	
Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority	

GOAL
A

Welcome everyone and support diversity amongst our residents, businesses, and visitors.

OBJECTIVE 3:

Enhance our community's identity to distinguish Ellisville from neighboring communities.

CONTEXT

The physical attractiveness of a community adds to the quality of life for residents and draws more visitors. Attractive communities tend to have lively streets, pedestrian-scaled spaces, and strong character unique to the area. Placemaking and public art greatly enhance a community's appearance.

PLACEMAKING

Community identity is about placemaking – strengthening the connection between people and the places they share. The Project for Public Spaces states that communities thrive from destinations that offer identity and image for community members. These placemaking destinations also help attract new residents, businesses, and investments.

Successful destinations offer a range of activities for people of all ages, interests, and abilities. They provide sociability, various uses and activities, comfort, accessibility, and connection. Therefore, growing communities need to evaluate amenities, spaces, and facilities to ensure enough exist to address the needs of visitors and residents of all generations.

PUBLIC ART

Public art instills a sense of community identity by creating memorable experiences and an understanding of where one lives, works, and visits. Public art humanizes the built environment and can provide an intersection of the past, present, and future. Public art includes murals, sculptures, memorials, community art, digital media, and performances.

INSIGHT

PLACEMAKING

Ellisville's key location marker is not a downtown but rather the intersection of Manchester Road and Clarkson Road. Some may view this as a challenge for creating community identity. However, Ellisville has a variety of opportunities for enhanced placemaking, which can strengthen community pride and improve location and brand recognition.

In fact, Ellisville's primary corridors serve as an ideal location for placemaking efforts. Manchester Road connects many communities in the St. Louis region with little distinction. The City of Ellisville uses median banners on Manchester Road to serve as a communication tool and a branding mechanism for Ellisville's portion of this primary corridor.

Bluebird Park and City Hall, especially with the anticipated renovation, also serve as great opportunities to enhance community activity and connection. In addition, their locations and capacity to support community programming offer a great advantage.



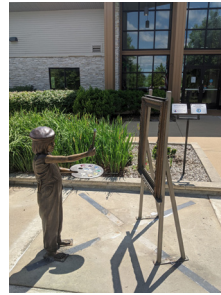
“ Four of the top five traits of great downtowns that Ellisville residents desire in placemaking efforts include:

1. Incorporating outdoor and green spaces
2. Combining culture, art, events, and entertainment
3. Clean and safe spaces for family and friends
4. Accessible by walking and biking

”

PUBLIC ART

The Ellisville community values and supports public art. Ellisville is part of the Creative Communities Alliance (CCA), a coalition of municipal and nonprofit organizations dedicated to developing community arts in the St. Louis region. Public art in Ellisville combines permanent displays as well as pieces on loan. The Architectural Review Board supports public art installations. (Pictured: "World is her Canvas" by Lee Leuning & Sherri Treeby; "We Belong" by Sukanya Mani)



Additional interest exists among community supporters to expand the presence of public art by:

- conducting art exhibits and programs for all ages, and
- commissioning additional works of art in more public spaces to be enjoyed by all.

TRENDS & FORESIGHT

APPEARANCE & PLACEMAKING

Many communities implement design standards and beautification measures to ensure that community appearance reflects residents' needs and community identity. These measures may include branded gateways or community signage, improved wayfinding, and consistent landscaping. Even improving the ability to walk and bike along major corridors has proven successful in communities looking to enhance corridors to achieve a better perception of the community, especially by passersby.

PUBLIC ART

Despite advances and increased use of technology and automation, creativity and the arts remain inherently human and crucial to maintaining happy and thriving communities. Cities nationwide use art in revitalization strategies to fuel economic development and neighborhood transformation.

OBJECTIVE 3:

Enhance our community's identity to distinguish Ellisville from neighboring communities.

STRATEGY 1:

Beautify our major thoroughfares to provide a high quality of life for our residents and provide a welcoming environment for visitors.

LOCAL ACTIONS

- A.3.1.a.: Use median banners along Manchester Road and Clarkson Road for branding, placemaking, and informational opportunities. (LP)
- A.3.1.b.: Consider using Comprehensive Plan branding for an updated City identity. (MP)
- A.3.1.c.: Continue funding and support of the Public Arts Program. (HP)
- A.3.1.d.: Improve code enforcement throughout the Ellisville community, especially on major thoroughfares. (MP)
- A.3.1.e.: Establish landscaping requirements for commercial developments along major corridors for consistent and appealing streetscapes. (MP)
- A.3.1.f.: Develop a plan to identify needs and locations for community gateways, signage, and enhanced wayfinding. (LP)
- A.3.1.g.: Evaluate opportunities for Ellisville branding on proposed pedestrian bridges. (MP)

STRATEGY 2:



Utilize and promote our existing facilities as central gathering places with regularly programmed events to enhance social connections.

LOCAL ACTIONS

- A.3.2.a.: Promote Bluebird Park as Ellisville's primary central gathering spot for consistent community outdoor activity and interaction. (HP)
- A.3.2.b.: Promote the new City Hall and Police Department facility as support space to Bluebird Park for consistent indoor community gathering activities and programming. (MP)
- A.3.2.c.: Renovate the Bluebird Park hillside for expanded use of the amphitheater. (LP)
- A.3.2.d.: Host neighborhood and HOA meetings in the new City Hall facility. (LP)
- A.3.2.e.: Host the Citizens Police Academy and Police Explorers Program in the new Police Department facility. (LP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

**CHAPTER 1
COMMUNITY IDENTITY
Cultural Amenities & Unique Attractions**

**GOAL
A**

Welcome everyone and support diversity amongst our residents, businesses, and visitors.

OBJECTIVE 4:
Enhance our amenities and attractions for our residents and visitors.

CONTEXT

Cultural amenities and unique attractions contribute to a community's identity, character, image, and pride. They create a strong sense of connection and place for residents. In addition, these community offerings aid in attracting a skilled workforce and new or repeat visitors, supporting growth and economic prosperity.

INSIGHT

ATTRACTIONS & EVENTS

The City of Ellisville and community partners host various community events for residents and visitors alike. The majority of events occur at Bluebird Park and the amphitheater. Events include:

- Adult Egg Hunt & Kids Easter Egg Scramble
- Arbor Day Ceremony
- Bonfire Bonanza
- Breakfast with Santa
- Fall Hayrides
- Family Campout
- Hot Dog It's Chili – Chili Cook-Off
- Independence Day Celebration
- Lucky Leprechaun Hunt
- Movies in the Park
- Pooch Plunge
- Red Cross Blood Drive
- Summer Community Market
- Summer Concert Series

These events provide an opportunity for community celebration and connecting with neighbors, Ellisville business community members, and newcomers.

“
Ellisville residents want to see more (top five community engagement responses):
1. Block parties or street fairs
2. Concerts, plays, or musicals
3. Markets
4. Food truck nights
5. Food festivals
”

TRENDS & FORESIGHT

Generation Y (Millennials) and Generation Z enjoy traveling and spending money on experiences rather than things. These cohorts desire experiences that are locally curated and unique. Attractions that include activities and experiences will continue to grow in demand and popularity. This trend leads to opportunities within the tourism and hospitality markets to match those desires. The COVID-19 pandemic increased regional tourism – attracting people within shorter distances – with travel concerns and restrictions. Creating unique events, attractions, and places will be critical to the future of tourism. Ellisville's location and access to the greater St. Louis metropolitan area serve as a strength for the community for regional tourism opportunities.

OBJECTIVE 4:

Enhance our amenities and attractions for our residents and visitors.

STRATEGY 1:



Expand our community programming and marketing to draw new and repeat visitors.

LOCAL ACTIONS

- A.4.1.a.: Increase external promotion of Ellisville programs and events to draw visitors from surrounding communities. (MP)
- A.4.1.b.: Create more community-wide events, to include holiday celebrations and parades. (MP)
- A.4.1.c.: Increase the Bluebird Park amphitheater programming to provide more concerts, plays, musicals, and movie nights. (MP)
- A.4.1.d.: Encourage events in family-friendly locations that offer mixed uses, programming, and amenities to support social connection and business patronage. (MP)
- A.4.1.e.: Encourage Districts and neighborhoods/ HOAs to host block parties for resident connection. (LP)
- A.4.1.f.: Evaluate City policies to ensure they allow for street fairs, markets, festivals, and food truck events. (HP)



STRATEGY 2:



Enhance partnerships with community organizations to expand amenities and events

LOCAL ACTIONS

- A.4.2.a.: Enhance partnerships with the West St. Louis County Chamber of Commerce to expand programming and events for the local business community. (MP)
- A.4.2.b.: Enhance collaboration with the Rockwood School District to increase awareness of youth programming and events. (MP)
- A.4.2.c.: Continue shared use facility agreements with the City of Wildwood. (LP)
- A.4.2.d.: Enhance West County community partnerships for expanded senior programming and events. (MP)
- A.4.2.e.: Enhance collaboration with the St. Louis County Library – Daniel Boone Branch to promote and expand programming and community events. (MP)
- A.4.2.f.: Highlight programs available to Ellisville residents through support partners/organizations and community sharing services. (MP)

 Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority



CHAPTER 2
SAFE & HEALTHY COMMUNITY
Public Safety

GOAL B Provide a safe and healthy community to support the highest quality of life for our residents.

OBJECTIVE 1:

Maintain a safe community by providing public safety services that exceed standards of excellence.

CONTEXT

Public safety serves a critical role in a community's overall quality of life. Life safety and citizen protection form the foundation for strong public safety programs and directly correlate to crime levels. However, public safety is not just about injury and crime prevention. Public safety also involves increasing the personal well-being of residents and building healthy, cohesive, vibrant, and participatory communities.

The perception of safety is often equally important to the success of a community. People who don't feel safe in their community are less likely to get involved or participate in physical and social activities. This pattern negatively impacts the community's overall health and well-being.

Safe cities attract new residents and new development and give businesses the confidence to invest in the community.

INSIGHT

POLICE - CRIME

Ellisville residents and businesses enjoy a very safe community. The Ellisville Police Department provides exceptional service to the community, prioritizing:

- life safety and the protection of citizens,
- maintaining low crime rates,

- the protection of property,
- traffic support, and
- response to community needs.

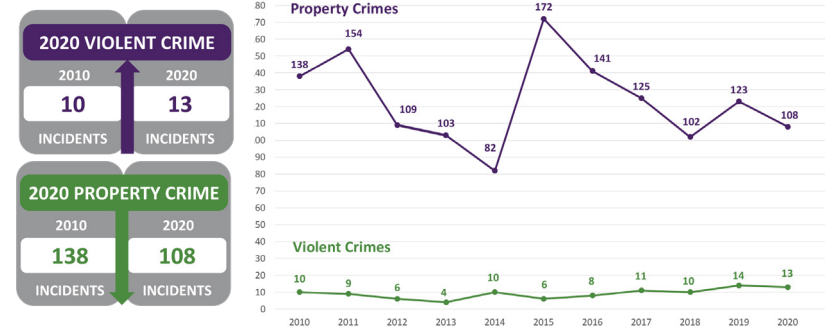
The Police Department's approach to public safety is community-oriented to meet the needs of all residents and ensure a high quality of life.

According to the Missouri State Highway Patrol, Ellisville reports low violent and property crime rates for 2020, especially compared to the State of Missouri and national crime statistics.

ELLISVILLE		MISSOURI		NATIONAL	
2020 VIOLENT CRIME	2020 PROPERTY CRIME	2020 VIOLENT CRIME	2020 PROPERTY CRIME	2020 VIOLENT CRIME	2020 PROPERTY CRIME
1.3	10.8	5.4	25.3	4.0	19.6
RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000	RATE/1,000

Violent Crimes are offenses against people where force or the threat of force is used against victims.

Property Crimes include the offenses of burglary, larceny-theft, motor vehicle theft, and arson (does not include arson). Property Crimes are offenses where money or property are taken, but there is no force or threat of force against the victims.



2020 VIOLENT CRIME

2010: 10 INCIDENTS | 2020: 13 INCIDENTS

2020 PROPERTY CRIME

2010: 138 INCIDENTS | 2020: 108 INCIDENTS

Source: Missouri State Highway Patrol, Crime Reporting, 2010 - 2020

Between 2010 and 2020, violent crime saw a minimal increase in the number of incidents. Conversely, property crime decreased during that same period.

“ 98% of community engagement respondents said they feel “very safe” or “safe” during the day; 76% responded similarly during the night. ”

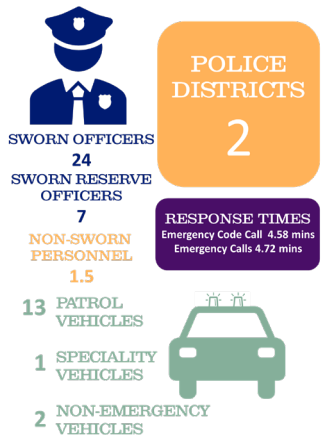
POLICE - STAFFING

The Ellisville Police Department consists of 24 sworn officers and seven reserve (part-time) officers who serve to protect the community. Staff also includes the equivalent of one and a half non-sworn personnel. For the size of the community, the department has an adequately sized staff. However, the department aims

“ Community engagement respondents ranked safety as a top-five strength. ”

to have 26 sworn officers to continue to maintain high levels of public safety. In the meanwhile, reserve officers fill the staffing gap.

Police Department officers patrol two districts (with four distinct sectors) within the Ellisville community. Response times remain low and within public safety standards. Figures from 2020 report the following response times:



Source: Ellisville Police Annual Report, 2020

- 4.58 minutes for emergency code calls (first priority),
- 4.72 minutes for other emergency code calls (police vehicles maintain posted speed limits), and
- 6.02 minutes for non-emergency calls.

These response times were tracked over the 24,834 calls for service received by the Police Department in 2020. Comparatively, calls for service in 2019 totaled 29,273 and 27,588 in 2018.

Attracting and retaining quality staff remains a challenge for Ellisville’s public safety team, a common theme nationally. Payscale and national scrutiny of police add to the challenge. Ellisville offers a competitive overall compensation package, including benefits and retirement. Additionally, the department provides extensive officer training (e.g., implicit bias training) to meet and exceed service level standards.

The department maintains a variety of emergency and non-emergency vehicles and equipment to serve the community’s public safety needs. Public safety technology is ever-changing. The Ellisville Police Department maintains standards for equipment, including body cameras and radio communication. However, the department’s car and hand-held radios require updates.

- Annual Reports
- Alzheimer’s Registration Program
- Child Car Safety Seat Inspections
- CERT – Community Emergency Response Team
- Home Security Checks
- Police Ride-Along Program
- Prescription Drug Take-Back Program

POLICE - PROGRAMS & SERVICES

Community Policing Unit (CPU)

The Ellisville Police Department has a Community Policing Unit comprised of three officers and one K-9 who joined in 2019. This group uses

organizational strategies, partnerships, and problem-solving techniques to proactively address conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Community Programs

The Ellisville Police Department offers a variety of other community-focused programs to educate and provide care to Ellisville residents at all stages of life. From child seat safety inspections to home security checks and Alzheimer’s registration, the department goes above and beyond to provide services that exceed national standards. The police department also maintains strong relationships with the library, schools, and senior living facilities.

Crisis Intervention Team (CIT)

In partnership with the St. Louis Area Crisis Intervention Team, the Ellisville Police Department:

- provides a cooperative partnership with mental health care service providers,
- coordinates and enhances services to people with mental illness or substance abuse problems,
- provides leadership to facilitate CIT programs, and
- designs training programs for officers to support the ongoing success of the program.

POLICE - PARTNERSHIPS

St. Louis County Communications provides dispatch services for Ellisville and four other municipalities. In addition, mutual aid agreements exist between several West St. Louis County municipalities to pool resources related to K-9 patrol, drug analysis, evidence analysis, and the drone program. Mutual aid agreements maximize services while maintaining budget needs.

The COVID-19 pandemic also spurred the additional development of the COVID Mutual Aid Response program

for the greater St. Louis region. The Ellisville Police Department had significant involvement and leadership in the program's development.

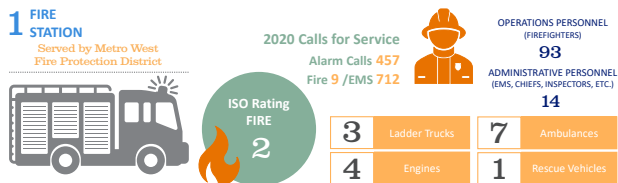
POLICE - FACILITIES

The Ellisville Police Department expects renovation and expansion of its existing facilities as part of the Government Center development proposal to combine police and City administrative services.

FIRE & EMS SERVICES

The Metro West Fire Protection District provides fire safety and emergency medical services (EMS) to the Ellisville community. Station #4, located along Clayton Road, serves Ellisville most directly. As a separate fire protection district, they have their own taxing district and have earned a AAA bond rating, allowing them to borrow money for capital expenses at low rates. This capital helps maintain excellent facilities and state-of-the-art equipment to provide quality life safety services. The larger fire protection district shares staffing, which does not currently present any concerns for maintaining service levels. Like the Ellisville Police Department, the fire department's radios also need updating. Coverage and response times meet or exceed national requirements.

The Metro West Fire Protection District maintains an ISO rating of 2. ISO ratings fall on a scale of 1 to 10, with one being the best and ten being the worst. Strong ISO ratings help ensure lower homeowners insurance rates. They equate good ISO ratings to a lower risk of severe fire damage to property.



Source: Ellisville and Metro West, 2021

“ Approximately 95% of community engagement respondents said they are “very satisfied” or “satisfied” with services provided by the Ellisville Police Department and Metro West Fire Protection District. ”

TRENDS & FORESIGHT

COMMUNITY RELATIONS

Combatting crime and building rapport with residents to improve public safety can drastically impact a community's quality of life. Unfortunately, many police departments experience overworked officers who spend hours filling out paperwork that technology might streamline. This opportunity for efficiency increases resources and officer time for community interaction and trust development.

Recent racial justice issues involving public safety professionals and practices spurred a national movement to address police tactics, implement community policing programs, and demilitarize police services. These changes continue to drive the evolution of public safety departments, resulting in additional and continuous training requirements. As a result, developing strong relationships between first responders and residents is critical now more than ever.

MENTAL HEALTH

Emergency service providers are responding to more mental health calls than before. As a result, public safety departments and first responders receive extensive cross-training to provide better service when responding to

calls. Unfortunately, this training is not always possible for smaller departments and communities. However, some municipalities partner with mental health agencies and counties to meet the demand for these services.

STAFFING

A study published by the Journal of the NPS Center for Homeland Security and Defense in 2017 examined public safety staffing issues. The report cited generational differences as contributing factors impacting recruitment and retention efforts for many departments. Outdated marketing, hiring, and testing practices are barriers to successful recruitment efforts, especially for Generation Y (Millennials).



OBJECTIVE 1:

Maintain a safe community by providing public safety services that exceed standards of excellence.

STRATEGY 1:

Ensure the safety of all residents regardless of race, ethnicity, socioeconomic status, geography, gender, age, sexual orientation, behavior, or disability.

STRATEGY 2:



Make improvements to the physical environment to increase safety.

LOCAL ACTIONS

- B.1.1.a.: Provide equitable public safety coverage, effective service levels, and access to public safety personnel. (LP)
- B.1.1.b.: Develop and implement an Officer Reserve Program. (LP)
- B.1.1.c.: Maintain mutual aid agreements with neighboring communities and districts. (MP)
- B.1.1.d.: Maintain partnership with the St. Louis County Library – Daniel Boone Branch for continued safety training programs. (MP)
- B.1.1.e.: Continue efforts to complete the new Police Department facility to enhance public safety services provided to the community. (LP)
- B.1.1.f.: Identify funding for new police radios and ongoing update services to maintain level of service. (MP)
- B.1.1.g.: Continue to conduct public safety citizen satisfaction surveys. (MP)

LOCAL ACTIONS

- B.1.2.a.: Ensure pedestrian lighting ordinances support increased safety. (HP)
- B.1.2.b.: Improve pedestrian signalization at major intersections and along major thoroughfares (e.g., countdown pedestrian signals, advanced walk phase, all-scramble walk phase, etc.). (HP)



Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL B Provide a safe and healthy community to support the highest quality of life for our residents.

OBJECTIVE 2:
Increase recreation opportunities for all.

CONTEXT

Municipalities value natural spaces, building parks of all sizes and shapes with various facilities and amenities. Parks serve as a primary opportunity for recreation and leisure to occur. Additionally, parks provide a range of purposes:

- health and environmental benefits,
- economic value, and
- enhanced cultural identity.

Successful park and recreation programs provide a variety of high-quality and accessible amenities for residents to enjoy.

Many cities find it challenging to keep up with community demands for adequate parks, facilities, amenities, and programs as they often rely on a one-size-fits-all approach. Communities that fare better develop policies and facilities to meet their own unique needs. This local-level approach and focus create greater flexibility to adapt to emerging trends, changing resources, and community preferences.

INSIGHT

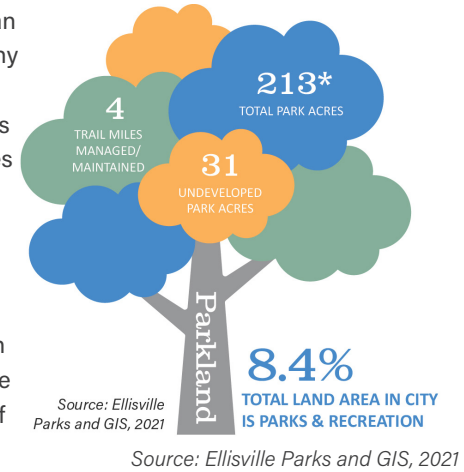
FOUNDATIONAL PHILOSOPHY

The City of Ellisville’s Parks & Recreation Department provides exceptional park and recreational facilities, programs, and amenities to Ellisville residents and visitors. The department’s foundational philosophy focuses

on outdoor recreation rather than indoor amenities. This philosophy guided the development of Ellisville’s facilities and programs available today. As such, facilities like an indoor community recreation center do not exist.

PARKS & TRAILS

Ellisville residents enjoy nearly 240 acres of park and recreation space distributed throughout the community. However, the City of Ellisville’s Parks & Recreation Department does not manage this entire acreage. The figure includes Ellisville Athletic Association fields that are privately owned and operated and the Roger Klamberg Woods Conservation Area, which the Missouri Department of Conservation manages. As a result, Ellisville boasts a high ratio of available parkland at 23.3 acres per 1,000 residents, significantly higher than St. Louis County and national averages.

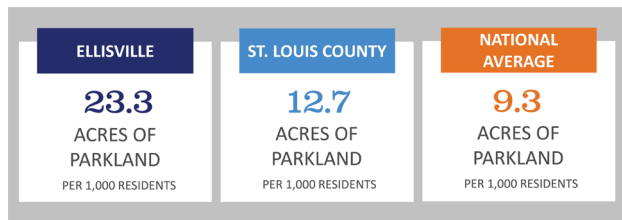


The Parks & Recreation Department manages 13 park properties:

- Bluebird Park
- Bobwhite Park
- Cardinal Park
- Hummingbird Park
- Meadowlark Park
- Mockingbird Park
- Owl Hollow Park
- Quailwoods Park
- Red Tail Hawk Park (undeveloped)
- Robin Park (undeveloped)
- Whippoorwill Park
- Woodpecker Trail
- Wren Trail

The Parks & Recreation Department also manages over four miles of multi-use trails throughout the community. These trails form a portion of the overall trail network of nearly 18 miles accessible to Ellisville residents, including sidewalks, on-street, regional trails, and other infrastructure.

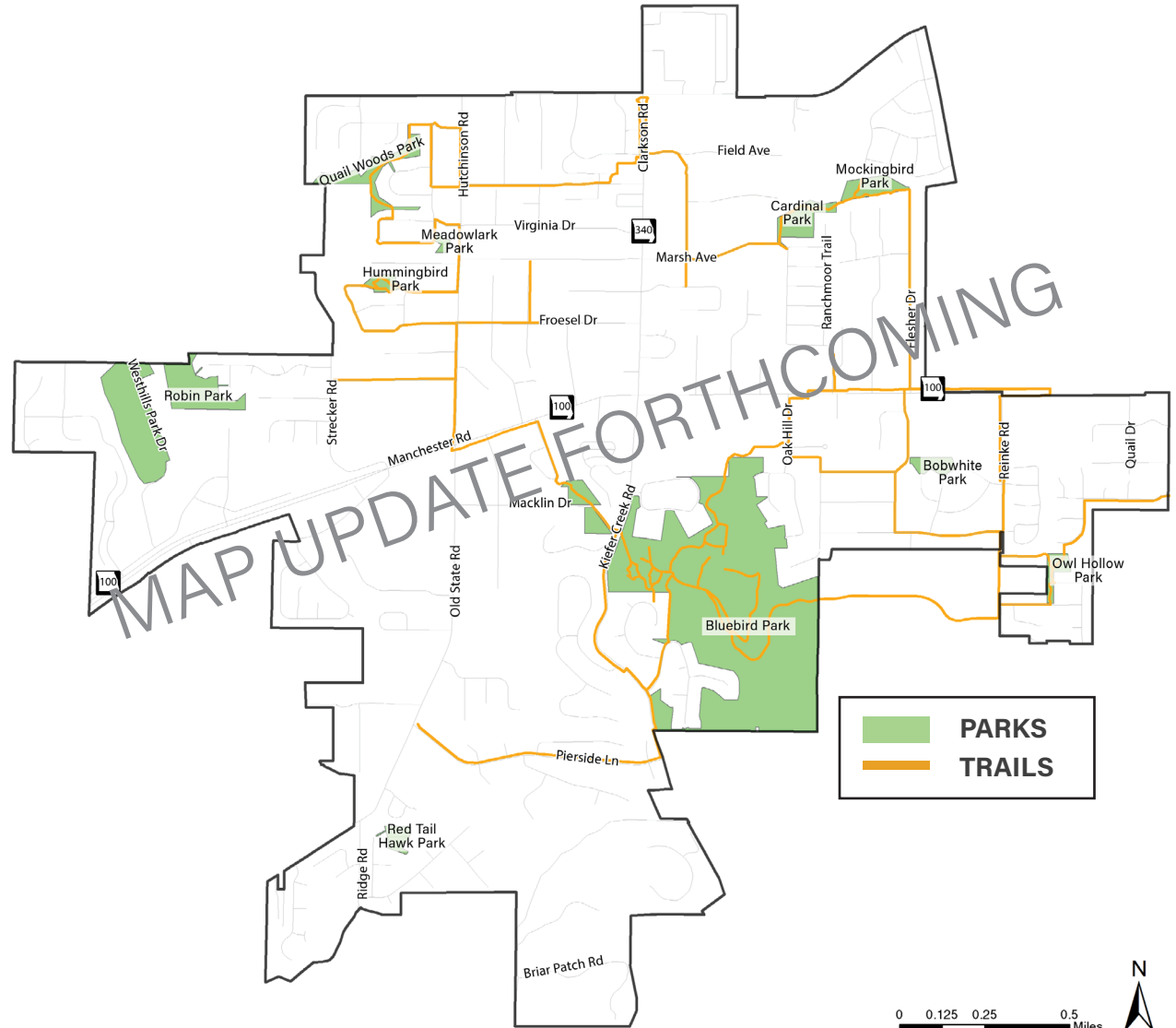
The City of Ellisville, Missouri Parks and Recreation Master Plan, adopted in 2017, guides current park and trail development and expansion in addition to facility improvement needs.



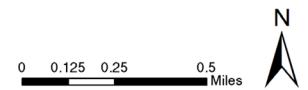
Source: Ellisville Parks and GIS, 2021

“ According to community engagement respondents, Bluebird Park ranked the top park visited by Ellisville residents. However, many residents never visit some of the smaller neighborhood parks. ”

Parks and Trails



* Large-scale map on page 127



Source: City of Ellisville, MO 2021

FACILITIES, AMENITIES, & PROGRAMS

The Parks & Recreation Department operates administrative functions from the Bluebird Park Administration Building. Additional primary park facilities include three park shelters, the Bluebird Park Amphitheater, and the EDGE Aquatic Center.

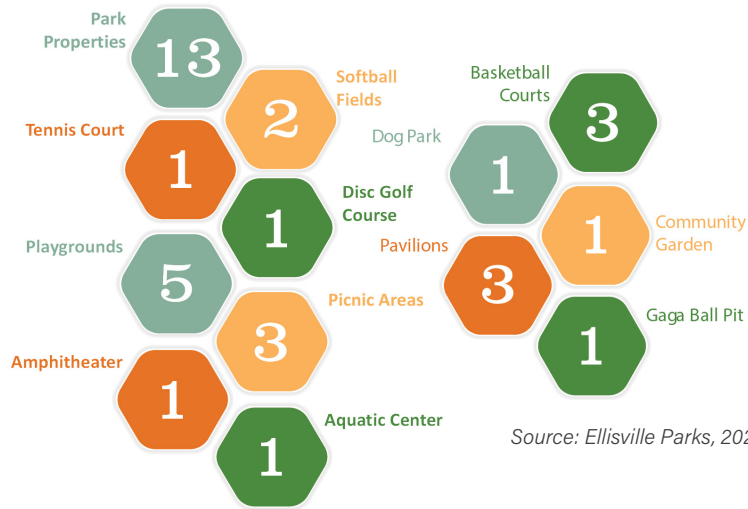
Residents can rent the three shelters for events. The 2019 department reports indicate there were 108 reservations between the shelter locations, which generated over \$4,600 in revenue that year.

The Bluebird Park Amphitheater primarily serves the needs of City events. However, it too is available for rent to private groups for non-profit activities.

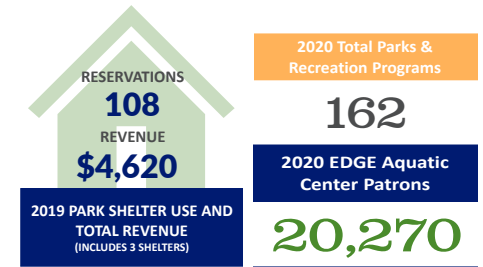
The EDGE Aquatic Center provides an exceptional outdoor amenity for residents, a service the City Council remains dedicated to providing. The center had over 20,000 patrons visit in 2020.

The Parks & Recreation Department supports recreation and leisure through various amenities and programs for all ages and abilities.

Continuing to educate Ellisville’s residents and business community about the available park and recreation amenities remains critical to maintaining the success of the Parks & Recreation Department. Enhancing communication methods and channels to reach all segments of the community will help.



Source: Ellisville Parks, 2021



Source: Ellisville Parks & Recreation, 2021

PARTNERSHIPS

Partnerships with other municipalities and organizations enhance the recreation experience for Ellisville community members.

The Ellisville Athletic Association (EAA) is a non-profit volunteer organization dedicated to youth sports. The EAA is a St. Louis West Athletic Association (STLWAA) member. Other member organizations of the STLWAA include the Ballwin Athletic Association and Pond Athletic Association. EAA's purpose is to:

- aid and assist in the growth and development of Ellisville’s youth, both mentally and physically,
- provide controlled activity programs in the field of athletics, and
- support good sportsmanship and fair play.

The EAA also offers adult athletic programming.

Other community partners that support recreation and leisure programming include the St. Louis County Library

- Daniel Boone Branch and local community colleges. Surrounding municipalities or the local school district can also provide excellent resources for expanding recreational opportunities through shared facilities and programming to reduce costs.

TRENDS & FORESIGHT

Trends for future park and recreation programming development focus on issues of equity, inclusion, health, and the environment. Trends also show frequent changes in how residents want to use parks and recreation facilities in addition to the amenities and programming they desire. Recent popular recreation trends include enthusiasm for drones, gaming in green infrastructure, pickleball, and ax throwing. Multigenerational recreation and leisure activities also see growing demand as older generations desire more active retirements. Multigenerational activities also enhance how they can spend time with their grandchildren, for example.

OBJECTIVE 2:

Increase recreation opportunities for all.

STRATEGY 1:



Provide inclusive and equitable parks, recreation facilities, greenways, and open space that are accessible to all neighborhoods.

LOCAL ACTIONS

- B.2.1.a.: Provide education around the foundational philosophy of the Ellisville Parks & Recreation Department, which is a focus on outdoor facilities and programs. (LP)
- B.2.1.b.: Increase promotion of Park & Recreation facility room rental availability to local and regional organizations. (LP)
- B.2.1.c.: Evaluate ADA compliance of all Park & Recreation facilities to ensure accessibility and inclusion standards are met. (MP)
- B.2.1.d.: Continue Capital Improvement Plans (CIP) for the renovation and ongoing maintenance of existing park facilities. (HP)
- B.2.1.e.: Conduct a comparative peer study to evaluate Ellisville's fee structure for programs and facility rentals. (LP)

- B.2.1.f.: Evaluate staffing needs for weekend events to support increased community programming. (LP)
- B.2.1.g.: Identify additional funding sources for programs and facility improvements. (MP)
- B.2.1.h.: Continue to offer splash parties. (LP)
- B.2.1.i.: Develop Park & Recreation facilities to serve the southwest neighborhoods of Ellisville. (LP)
- B.2.1.j.: Modify Bluebird Park's basketball courts to allow for multi-purpose use. (LP)
- B.2.1.k.: Continue ongoing maintenance of the EDGE aquatic center facilities. (MP)
- B.2.1.l.: Establish a land dedication ordinance or fee-in-lieu for new development and redevelopment to support maintenance and enhancement of park and recreation amenities for the community. (LP)

STRATEGY 2:



Enhance community partnerships to provide expanded recreation opportunities.

LOCAL ACTIONS

- B.2.2.a.: Continue to identify Ellisville facilities that could be opened for shared use with neighboring communities. (MP)
- B.2.2.b.: Evaluate neighboring community (e.g., Ballwin) recreation facilities for shared use to expand availability to Ellisville residents. (HP)
- B.2.2.c.: Assess means to cover costs for the EDGE aquatic center facility and amenities without raising fees. (LP)
- B.2.2.d.: Partner with local senior living communities to increase shared senior recreation programming throughout Ellisville. (MP)
- B.2.2.e.: Consider partnership agreements with the Ellisville Athletic Association (EAA) for shared use facilities and programming. (LP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

OBJECTIVE 3:

Increase opportunities for healthy lifestyle choices.

CONTEXT

Healthy lifestyles include fitness, nutrition, and mental well-being. Many health concerns can be addressed and prevented through healthy lifestyle choices and behaviors. Education and access to resources play a crucial role in creating opportunities for healthy decisions.

Local governments can influence reduced occurrences and adverse outcomes of chronic illnesses and leverage land use planning to:

- ensure that facilities, services, and commercial corridors or centers are well-distributed throughout the community,
- build the infrastructure needed to connect neighborhoods with those locations, and
- provide recreation opportunities that support healthy lifestyles.

Convenient access to parks, gyms, farmers' markets, or neighborhood grocery stores increases daily physical activity. In addition, it promotes mental wellness by increasing a sense of community and belonging.

Community amenities and facilities that support healthy lifestyle activities and choices help reduce obesity and other adverse health conditions. Increased activity combats the harmful effects of sedentary time spent traveling in cars. A community's overall health benefits the most when the least active person becomes slightly more active.

INSIGHT

ACCESS

National standards suggest providing neighborhood parks within a half-mile (the equivalent of a 10-minute walk) to at least 85 percent of the community's residential population. The Trust for Public Land reports only 76 percent of Ellisville residents live within that 10-minute walk metric. Similar reports by the AARP indicate that 97.3 percent of Ellisville residents have accessible exercise opportunities within three miles of their homes. This statistic is higher than the median U.S. neighborhood, of which only 90.7 percent have that level of accessibility.



PROGRAMS

Various community partners offer a variety of programming to enhance education about the importance of healthy lifestyles and awareness of available services. The partners include the Ellisville Parks & Recreation Department, Ellisville Police Department, Lafayette Older Adults Program (LOAP), and local health care providers.

HEALTHY EATING

Ellisville residents benefit from a range of grocery stores and markets available within city limits. These options include Dierbergs Markets, ALDI, La Tiendita: Tortilleria and Marketplace, and Planet Health. Additional options exist in the surrounding communities of Wildwood and Ballwin, just a short drive from Ellisville.

The City of Ellisville provides an opportunity for residents to grow their own vegetables, flowers, and herbs at the Ellisville Community Garden located at Bluebird Park. This amenity offers a great benefit to increased healthy living. Expansion of the program, or partnership with other community agencies, could develop a farmers' market having a greater reach to serve more Ellisville residents with fresh food options. Community events should also encourage options for healthy eating.



“

Hiking, biking, and trails topped the list of programs and services most valuable to Ellisville’s community engagement respondents.

”

TRENDS & FORESIGHT

The demand for increased access to parks and trails continues to grow nationwide, especially in the wake of the COVID-19 pandemic. Park and trail users prefer to access these facilities by walking instead of driving to avoid traffic and parking issues. People who use parks and open space are three times more likely to achieve recommended physical activity levels than those who do not. Increased walking, biking, and other physical activities also improve health outcomes for communities.

Trends also show all generations increasing the integration of wellness into their lifestyle as part of everyday living. Social media continues to expand access to fitness and wellness by providing tips and programs for physical fitness and healthy diets. In addition, social media has significantly impacted the reduced stigma of mental health through mindful practices and shared stories.

OBJECTIVE 3:

Increase opportunities for healthy lifestyle choices.

STRATEGY 1:



Encourage community events and programming that promote healthy lifestyles and healthy eating.

STRATEGY 2:





Prioritize connections between neighborhoods and open spaces.

LOCAL ACTIONS

- B.3.1.a.: Promote the importance of walking and biking in everyday life for increased activity and health benefits. (MP)
- B.3.1.b.: Support enhancement of a local farmers’ market. (HP)
- B.3.1.c.: Encourage healthy food option offerings at community events. (LP)
- B.3.1.d.: Expand the available fitness equipment and opportunities in park facilities. (MP)

LOCAL ACTIONS

- B.3.2.a.: Continue to ensure new developments connect to Ellisville’s trail network. (MP)
- B.3.2.b.: Ensure inclusion of sidewalks to improve park and trail system connectivity when making infrastructure improvements. (MP)
- B.3.2.c.: Update Ellisville’s Walk/Bike Plan. (MP)
- B.3.2.d.: Partner with the City of Ballwin to evaluate opportunities to connect via trails. (MP)
- B.3.2.e.: Connect to Wildwood and other regional trail networks for increased mobility. (MP)
- B.3.2.f.: Enhance connectivity between Old State Road and Kiefer Creek Road. (MP)
- B.3.2.g.: Enhance access and connectivity between Quailwoods Park, Hummingbird Park, and Meadowlark Park and to surrounding neighborhoods. (MP)
- B.3.2.h.: Enhance access and connectivity to Mockingbird Park and Cardinal Park from surrounding neighborhoods, especially at Field Avenue and Fairview Drive. (LP)

 Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL B Provide a safe and healthy community to support the highest quality of life for our residents.

OBJECTIVE 4:
Improve access to quality health care services for all.

CONTEXT

Community health encompasses physical and mental health in addition to factors of a community’s overall quality of life and healthy living habits. Healthy residents often indicate a thriving community.

Access to health care services is a crucial component of ensuring the overall health of a community. Barriers to accessing adequate care include:

- lack of or insufficient insurance,
- shortage of service providers,
- low awareness of available resources,
- limited transportation options, and
- the social stigma that often accompanies treatment of mental health issues.

People without access to medical facilities and services are less likely to receive preventable health care, which begins with routine medical visits. Preventative health care services help reduce the risks of developing severe health issues and chronic illness.

The stigma of mental health is slowly declining nationwide as more and more people become aware of acute needs. Additionally, mental health care services are more readily available. Mental health treatment is multi-faceted and often requires partnerships to share the available funding and

resources. Partners may include private institutions, public health care providers, schools, and public safety departments.

In addition to access, the quality of care is critical to ensuring a healthy community. People are more likely to access future services when they know they will receive quality care and are satisfied with the available health care services.

INSIGHT

HEALTH CARE PROVIDERS

Several institutions provide health care services to the Ellisville community.

The BJC Medical Center facility offers:

- primary care,
- cardiology,
- obstetrics (OB),
- otolaryngologic (ENT), and
- orthopedic services.

Major Health Care Provider

**BJC MEDICAL CENTER
ST. LUKES URGENT CARE
CVS HEALTHHUB**

Source: Ellisville, Google, 2021

The center also provides bone density, angiography, x-ray, ultrasound, and laboratory services.

The St. Luke’s Urgent Care facility provides advanced imaging services like PET, MRI, and CT scanning.

The BJC network works closely with other medical facilities, physicians, and health care institutions to fully evaluate the available services, access, and coverage for the necessary level of care.

Generally speaking, Missouri has few behavioral or mental health care services, resources, and facilities at the ready. The greater St. Louis region lacks sufficient inpatient behavioral health units to address suicide or other mental health crises.

“ Mental health ranked #1 in top health concerns by Ellisville residents. Education and awareness ranked third. ”

HEALTH INSURANCE

Nearly 98 percent of Ellisville residents have health insurance coverage. Only 2.7 percent of residents lack health insurance.

	Population With Health Insurance	Population With No Health Insurance	19 Years of Age Without Health Insurance
Ellisville	97.3%	2.7%	1.3%
Missouri	90.7%	9.3%	5.6%

Source: ACS, 2019

Of Ellisville’s total population, 1.3 percent of those aged 19 years and younger are without insurance. While these statistics remain lower than state averages, it is vital to ensure all residents can access quality health care services, especially Ellisville’s youth.

According to the American Association of Retired Persons (AARP), Ellisville reports a preventable hospitalization rate of 50.8 percent, slightly higher than the national median

for U.S. neighborhoods of 48.5 percent. This data suggests health care providers in Ellisville effectively treat patients through outpatient care.



Source: AARP Livability Index, 2018

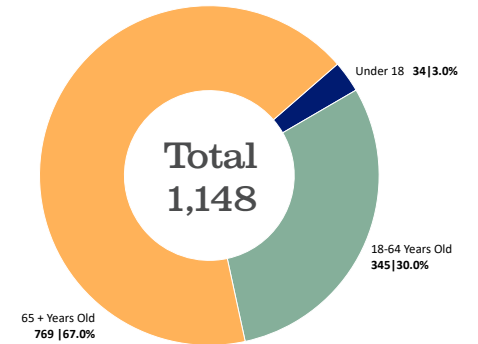
DISABILITIES

Nearly 1,200 Ellisville residents live with a disability, accounting for almost 12 percent of the total population. The overwhelming majority (67 percent) fall in the 65 years and older cohort. Ambulatory difficulty is the number one type of disability, followed by independent living difficulty. Other disabilities include impacts on cognition, self-care, hearing, and vision. These figures appear to reflect the aging population of Ellisville residents. Fortunately, Ellisville’s senior living facilities provide excellent care and services to many of those impacted by disabilities.

4 Assisted Living Communities

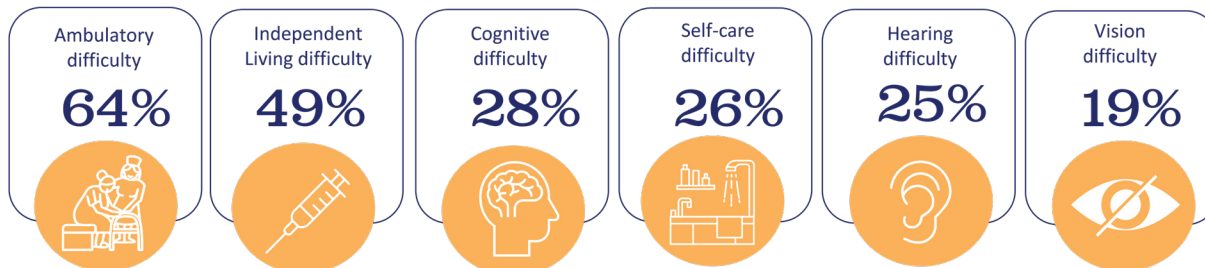
- Westview Assisted Living and Memory Care
- Autumn View Gardens
- The Fountains of West County
- Bethesda Meadows

People with Disabilities



Source: ACS, 2019

Type of Disabilities of People Living in Ellisville



Source: ACS, 2019





TRENDS & FORESIGHT

COVID-19 PANDEMIC

The COVID-19 pandemic exposed shortfalls and disparities in the health care system and looks to impact the future of care. Advancements and improved access to technology will play essential roles in improving health care for all. Telehealth is not new but became widespread with the pandemic and stay-at-home mandates. This service allows access to specialized physicians and mental health experts to a much wider range of communities, especially smaller or rural communities that lack access to such professionals. Access to telehealth services remains critical in improving preventative care.

The pandemic only increased challenges related to mental health care due to significant uncertainty and isolation for many. These conditions, especially among younger generations, increase anxiety and depression, directly impacting other mental and physical health concerns.

OBJECTIVE 4:	
Improve access to quality health care services for all.	
STRATEGY 1:	STRATEGY 2:
<p>Encourage preventative physical health care for all generations.</p>	<p>Enhance partnerships to address mental health.</p>
LOCAL ACTIONS	LOCAL ACTIONS
<p>B.4.1.a.: Encourage local health providers and organizations to promote the benefit of preventative health care for Ellisville residents and employees. (MP)</p> <p>B.4.1.b.: Improve community-wide technology to allow for better access to telemedicine for all. (MP)</p> <p>B.4.1.c.: Prioritize improvement of infrastructure that provides physical connections from neighborhoods to health care service providers. (MP)</p> <p>B.4.1.d.: Partner with Mercy Hospital and other health care providers to expand physical health care programs and awareness. (LP)</p> <p>B.4.1.e.: Partner with local health care providers to staff health information booths at community events. (MP)</p>	<p>B.4.2.a.: Partner with Mercy Hospital and other health care providers to expand mental health care programs and awareness. (MP)</p> <p>B.4.2.b.: Work with regional social services organizations to ensure access to treatment for the Ellisville community. (MP)</p> <p>B.4.2.c.: Partner with local mental health care providers to staff health information booths at community events. (LP)</p> <p>B.4.2.d.: Ensure resources are available to address substance abuse, addiction, and mental health for Ellisville residents and businesses. (HP)</p>
<p> Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority</p>	



GOAL C Continue to enhance our quality neighborhoods with housing choices for all.

OBJECTIVE 1:
Improve the appearance and condition of our neighborhoods.

CONTEXT

Neighborhoods often serve as a primary factor in attracting and retaining residents when choosing where to live. Charming, inclusive, and community-minded neighborhoods offering a variety of housing options contribute to vibrant communities and provide a high quality of life.

Long-established neighborhoods, typically characterized by older housing stock, reflect the community's identity and history. Unfortunately, market pressures often overlook the importance of older buildings and neighborhoods to better meet demands for newer homes with contemporary floor plans.

INSIGHT

BEDROOM COMMUNITY

Ellisville, a St. Louis suburb, represents the classic bedroom community. As of 2019, 4,588 residents (about 97 percent of Ellisville's labor force) commuted to jobs outside the city. Ellisville's out-commuter workforce earns higher wages than those commuting into Ellisville for jobs, with 60 percent of out-commuters earning more than \$40,000 per year (highest earnings category available). In contrast, under 40 percent of the in-commuter workforce earns over \$40,000. Compared to St. Louis County and the state of Missouri, Ellisville residents enjoy higher per capita, median household, and median family incomes. Ellisville also has few residents below the poverty line than state and county averages.

PER CAPITA INCOME		MEDIAN HOUSEHOLD INCOME		MEDIAN FAMILY INCOME	
ELLISVILLE	\$47,315	ELLISVILLE	\$88,271	ELLISVILLE	\$121,600
ST. LOUIS COUNTY	\$40,289	ST. LOUIS COUNTY	\$66,374	ST. LOUIS COUNTY	\$99,581
MISSOURI	\$29,771	MISSOURI	\$54,438	MISSOURI	\$75,323

Source: Local Economy Area Report, Ellisville 2020

Percent of Population Below the Poverty Line

ELLISVILLE		ST. LOUIS COUNTY		ST. LOUIS MO-IL METRO		MISSOURI	
3.7%		9.7%		11.3%		13.7%	
Under 18	4.1%	Under 18	13.8%	Under 18	16.0%	Under 18	18.7%
18 – 64 years	4.2%	18 – 64 years	9.2%	18 – 64 years	10.6%	18 – 64 years	13.2%
65+ years	2.2%	65+ years	6.5%	65+ years	7.4%	65+ years	9.0%

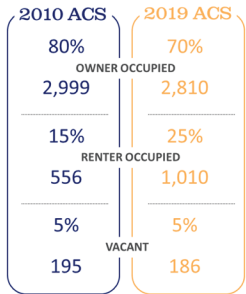
Source: ACS, 2019

HOME VALUES

Between 2010 and 2019, Ellisville's owner-occupied housing decreased from 80 percent to 70 percent. Of those owner-occupied housing units in Ellisville, 70 percent have a mortgage. Conversely, renter-occupied housing increased from 15 percent to 25 percent. Despite the increase in renter-occupied housing, Ellisville did not experience a devaluation in single-family homes. In fact, during that same period, the median home value in Ellisville actually increased from \$226,600 in 2010 to \$250,700 in 2019. Rents also increased from \$917 per month in 2010 to \$1,130 per month in 2019. This data suggests Ellisville's rental market does not negatively impact the owner-occupied stock.

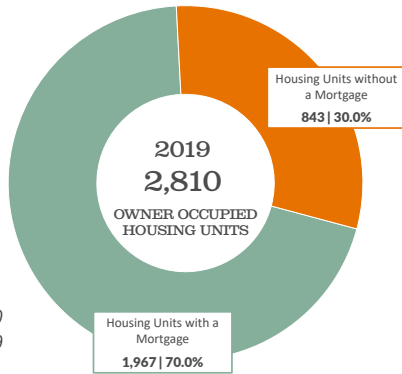
Despite the average income levels for Ellisville residents, these trends suggest housing attainability for Ellisville residents may be a challenge. Almost three out of ten Ellisville households (28 percent as of 2018) are cost-burdened, meaning they pay more than 30 percent of their incomes on basic housing costs (rent, mortgages, taxes, insurance, and utilities).

Housing Units



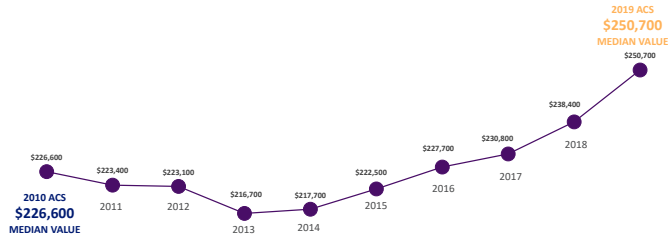
Source: ACS, 2010 and 2019

Mortgage Status



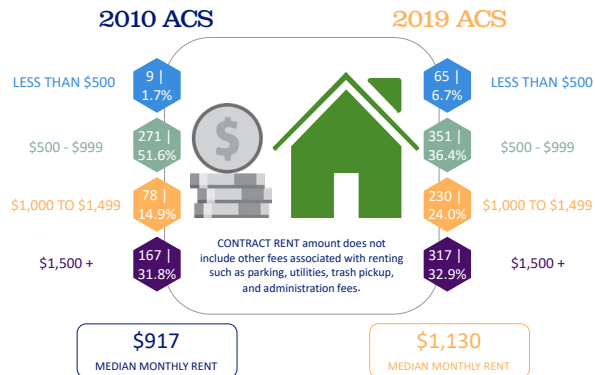
Source: ACS, 2019

Median Home Value in Ellisville 2010 - 2019



Source: ACS, 2010-2019

Gross Rent



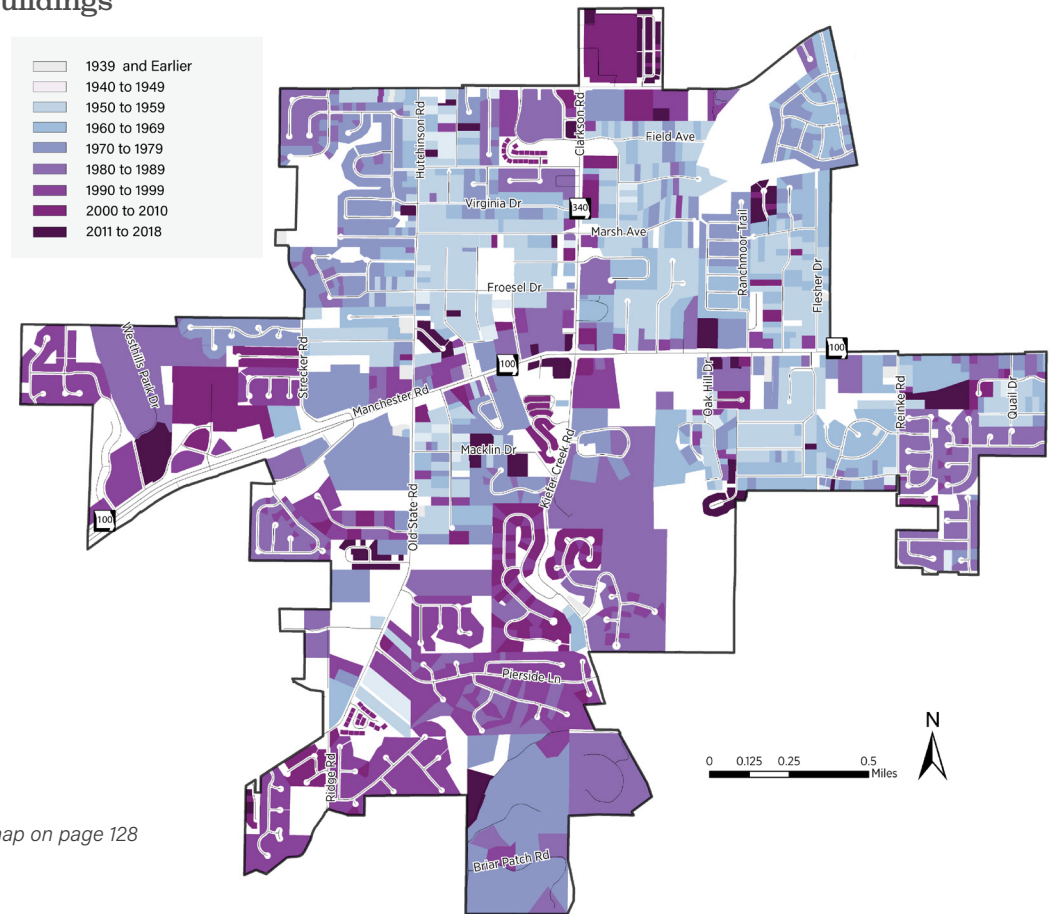
Source: ACS, 2010 and 2019

AGE OF HOUSING

Ellisville's housing stock consists of nearly 30 percent of homes built 50 or more years ago. The majority (50.5 percent) developed in the 30 years between 1970 and 2000, with only 7.2 percent constructed after 2010 and the Great Recession.

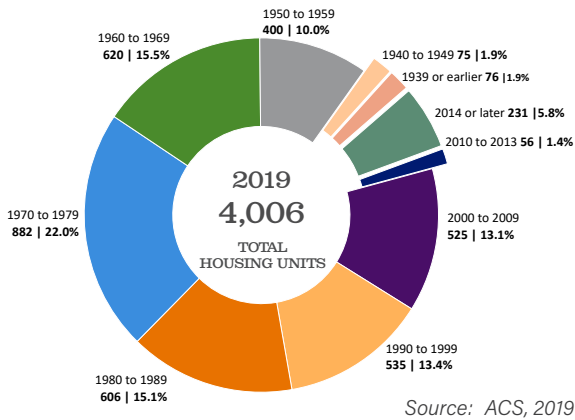
Most of Ellisville's oldest neighborhoods sit north of Manchester Road or between Oak Hill Drive and Reinke Road south of Manchester Road. The Hilltop Area - those properties on both sides of Marsh Avenue, Hilltop Road, Fairview Drive, and Field Avenue - is designated as a Preservation District. Larger, well-preserved single-family residential properties characterize this area. This designation preserves this area from future development without careful consideration.

Age of Buildings

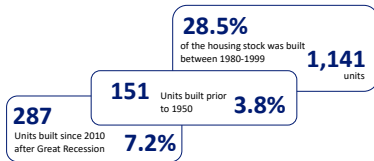


* Large-scale map on page 128

Age of Housing (By Year Built)



Source: ACS, 2019



INFILL

Ellisville lacks an abundance of land for new residential development. Most available land for residential development exists as vacant parcels, or parcels prime for redevelopment, within several neighborhoods throughout the community. It is essential to consider the surrounding context when approaching infill development to maintain the neighborhood’s integrity. Redevelopment

“ Small single-family homes ranked 2nd for types of housing needed in Ellisville over the next 20 years. ”

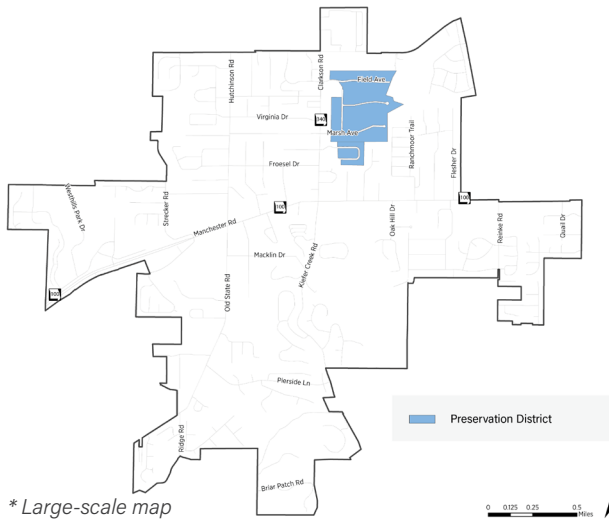
opportunities, where deemed appropriate, may consider subdividing existing lots to allow for small-lot single-family residential housing stock. This housing type would help satisfy attainable housing needs.

the overall quality of neighborhoods. A consistent and proactive code enforcement approach also ensures that laws are applied equitably to all, with no favoritism, bias, or exclusions.

“ Community engagement respondents identified the top five most important features of vibrant, quality neighborhoods: ”

- ◆ Clean, well-maintained properties
- ◆ Green space and parks
- ◆ Overall feeling of safety
- ◆ Near recreational opportunities
- ◆ A variety of different housing options

Preservation



* Large-scale map on page 129

ENFORCEMENT

Home and property maintenance is important for sustaining quality neighborhoods. However, the expense of maintenance can often cause a burden to elderly residents on fixed incomes and those residents with lower incomes. While the City does not have a maintenance assistance program in place, other resources and opportunities (e.g., loans) are available to homeowners. Under extreme circumstances, the City contracts out maintenance work for distressed properties unable to maintain enforced upkeep. The owner can pay for the work or place a lien on their home.

Ellisville currently practices reactive or complaint-based code enforcement in most cases. Introducing consistent and more proactive code enforcement may enhance

TRENDS & FORESIGHT

PRESERVATION

Preserving existing neighborhoods can be a challenge with the development of new subdivisions. Residents in older homes may choose to relocate to new housing that better meets their needs. New residents may also choose new housing stock over older homes that might require more maintenance or significant upgrades. These trends increase the demand for new housing and pose a potential threat of deterioration to established neighborhoods. Maintaining existing infrastructure and making the necessary improvements to enhance connectivity to adjacent amenities, retail, and services can help keep existing neighborhoods desirable and attractive.

OBJECTIVE 1:

Improve the appearance and condition of our neighborhoods.

STRATEGY 1:



Invest in the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged properties.

LOCAL ACTIONS

- C.1.1.a.: Provide education and resources to residents about available assistance programs for those with distressed properties. (MP)
- C.1.1.b.: Work with City Council to define consistent code enforcement. (HP)
- C.1.1.c.: Identify and partner with Homeowners Association groups to ensure neighborhoods are maintained. (LP)
- C.1.1.d.: Provide consistent enforcement of existing City policies, design guidelines, and building codes. (LP)
- C.1.1.e.: Improve oversight of absentee landlords. (MP)
- C.1.1.f.: Continue efforts to secure Community Development Block Group (CDBG) funding. (LP)
- C.1.1.g.: Identify funding source to implement an income-based maintenance assistance program for housing improvements. (MP)
- C.1.1.h.: Conduct a biannual windshield (or walking) survey of housing conditions, infrastructure, and demographic characteristics to inventory and classify Ellisville neighborhoods and identify market improvement opportunities or improvement needs. (MP)
- C.1.1.i.: Include public infrastructure improvements in the City's CIP to support and encourage private reinvestment. (MP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

OBJECTIVE 2:

Continue to support diverse housing choices for residents of all ages, abilities, and incomes.

CONTEXT

HOUSING CHOICE

Communities that offer a range of housing types succeed in attracting and retaining residents as population and demographics shift. A variety of housing options also helps communities meet residents' changing needs and demands, regardless of age, ability, or income.

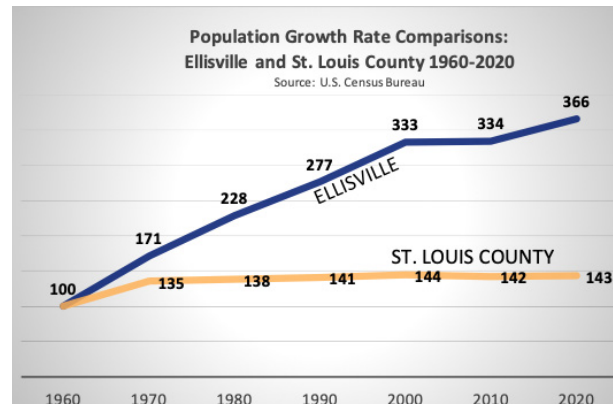
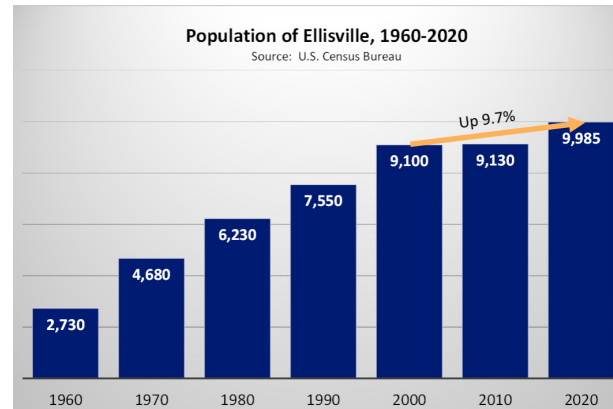
Offering a variety of housing types and prices increases the opportunity for diversity. Variety also strengthens the local economy by providing housing for a range of lifestyles and jobs. In addition, providing attainable housing (more affordable for more people) ensures communities can offer options to those individuals who often struggle to live where they work. These groups often include:

- younger generations,
- service industry workers,
- teachers,
- entry-level positions, and
- other essential workers.

MARKET ANALYSIS - POPULATION GROWTH

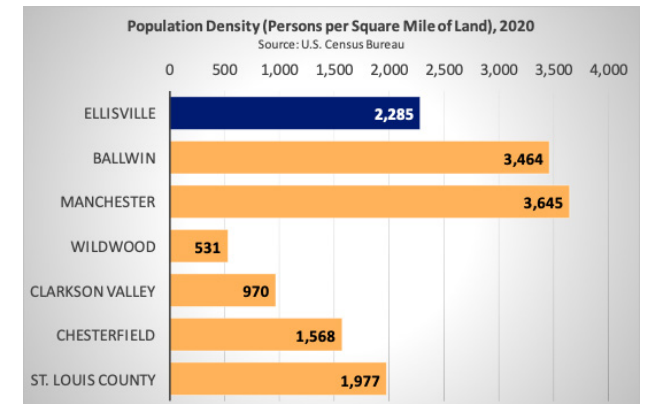
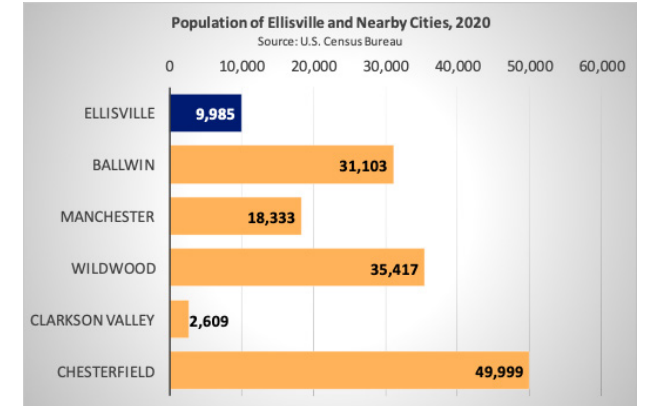
Ellisville has experienced relatively strong population growth since its first U.S. Census population count in 1940 of 288 residents. The 2020 decennial census reports

Ellisville's population of 9,985, accounting for about one percent of the St. Louis County population. According to the U.S. Census, Ellisville's population has grown 266 percent since 1960. Conversely, St. Louis County's population only increased by 43 percent.



Ellisville experienced the most significant population growth of 9.7 percent between 2010 and 2020. Chesterfield, Ballwin, and Manchester all grew during that same time frame by 5.3, 2.3, and 1.3 percent, respectively. Conversely, Wildwood and Clarkson Valley both lost

population. Despite the growth, Ellisville's population is relatively small compared to surrounding communities yet has a population density (persons per square mile) on average for west St. Louis County. Only Manchester and Ballwin have higher densities than Ellisville.



MARKET ANALYSIS - HOUSING DEMAND

The St. Louis area, including Ellisville, is not immune to the national gap in the current housing market where housing demand outweighs housing supply. This trend has led to record-breaking increases in prices and rents.

The condition is not as severe in slow-growing St. Louis. The greater metropolitan area tends to build more new housing each year than is justified by the formation of new households. Still, demand for higher quality, newer, and more functional housing raises prices faster than new stock is created or renovated.

INSIGHT

HOUSING UNITS

Ellisville saw an increase of approximately 250 total housing units between 2010 and 2019, according to the American Community Survey (ACS). Single-family detached units account for 74.2 percent of Ellisville's housing units. Nearly 550 of these single-family residences serve as rental housing options for residents.

Housing Units By Structure


2010 ACS TOTAL HOUSING UNITS 3,750		2019 ACS TOTAL HOUSING UNITS 4,005	
Single-Family			
69.3%	2,776	74.2%	2,781
9.0%	360	7.8%	294
Duplex or Townhome			
Multi-Family			
0.0%	0	0.0%	0
4.7%	187	6.3%	237
0.6%	25	2.3%	87
2.9%	116	0.3%	15
13.4%	535	9.0%	336
Mobile Homes			
0.2%	7	0.0%	0
0.0%	0	0.0%	0
Boat, RV, Van, Etc.			

Source: ACS, 2010 and 2019

HOUSEHOLDS

According to the 2019 ACS 5-year estimate, Ellisville's household size is 2.48 persons. The household size is the average ratio of the total household population to the number of occupied households. The U.S. Census Bureau counts any individual living in a dwelling unit as a household member, regardless of relationship. Therefore,

Households



	2010 ACS		2019 ACS	
Average Family Size	3.06		3.05	
Average Household Size	2.51		2.48	
Family Households	2,298	60.2%	2,522	70.9%
Nonfamily Households	1,522	39.8%	1,033	29.1%
Total Households	3,820	100%	3,555	100%

Source: ACS, 2010 and 2019

individuals do not have to be related (families). Ellisville's average household size is relatively small compared to other west St. Louis County communities.

VACANCY

Ellisville has a housing vacancy rate of nearly five percent, almost three percentage points lower than St. Louis County but comparable to immediately surrounding communities. In many ways, this vacancy rate does not readily enable the attraction of more population and households since there are relatively few housing units to re-occupy. For example, if Ellisville added 500 more residents at the 2019 ACS household size of 2.48, this would require at least 200 housing units which account for all currently vacant units (186 according to the 2019 ACS). This scenario would leave no vacant housing units to absorb normal market operations. Most importantly, it would also present immediate demand for new housing units.

Housing Units

2010 ACS		2019 ACS	
80%	2,999	70%	2,810
OWNER OCCUPIED			
15%	556	25%	1,010
RENTER OCCUPIED			
5%	195	5%	186
VACANT			

Source: ACS, 2010 and 2019

SENIOR HOUSING

Ellisville offers a variety of housing options for seniors, including three age-restricted communities and four assisted living communities. The average pricing for these facilities falls below the national average, benefiting Ellisville's aging population.

Senior Living Facilities

3 Age Restricted/55+ Communities

Gambrill Gardens
The Fountains of West County
Creek Valley Retirement Community

4 Assisted Living Communities

Westview Assisted Living and Memory Care
Autumn View Gardens
The Fountains of West County
Bethesda Meadows

Source: Care.com

AVERAGE COST OF ASSISTED LIVING

ELLISVILLE **\$2,970/mo**
NATIONAL **\$3,500/mo**



ATTAINABLE HOUSING

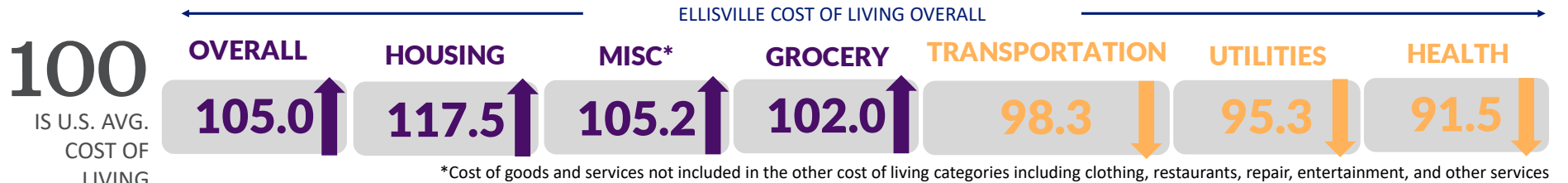
Ellisville’s housing costs rank high compared to the average U.S. community. Ellisville’s jobs primarily fall in the retail, restaurant, consumer service, health care, and social service sectors. For the most part, people that live outside of Ellisville commute to the community to fill those

positions. Those who work in Ellisville cannot, generally speaking, afford to live in the city.

According to the ACS, between 2010 and 2019, Ellisville saw a decrease in the number of attainable housing units – those units priced between \$100,000 and \$299,000.

Conversely, the number of units priced between \$300,000 to \$499,000 grew by over 50 percent. Even Ellisville’s rental market poses a potential concern for providing attainable housing options. Less than half of the available rental units cost under \$1,000 per month. One in every three units exceeds a rental rate of \$1,500 per month.

Cost of Living



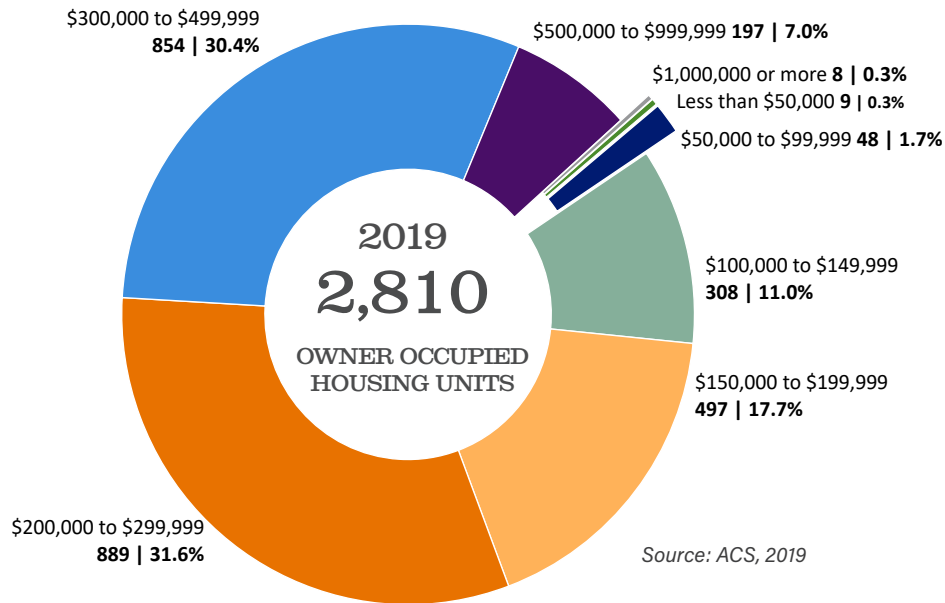
	ELLISVILLE	ST. LOUIS COUNTY	ST. LOUIS METRO	MISSOURI
MEDIAN LIST PRICE	\$300,000	\$237,404	\$198,900	\$158,500
MEDIAN VALUE	\$437,753	\$243,000	\$163,900	\$194,226

MEDIAN LIST PRICE is the middle price point for homes listed for sale. Half of the homes for sale listed above this price and half of the homes for sale listed below this price.

MEDIAN VALUE is the middle appraised value of homes. Half of the homes in Ellisville appraise above this price and half appraise below this price.

Source: Realtor.com, 2021 and St. Louis Real Estate

“ Community engagement respondents ranked attainable housing (more affordable for more people) 2nd for types of housing needed in Ellisville over the next 20 years. ”



2010 ACS				2019 ACS	
# of Units	% of Units	Housing Values	% Change by Category	# of Units	% of Units
47	1.6%	Less than \$50,000	↓ -80.9%	9	0.3%
15	0.5%	\$50,000 to \$99,000	↑ 220%	48	1.7%
459	15.3%	\$100,000 to \$149,999	↓ -32.9%	308	11.0%
638	21.3%	\$150,000 to 199,999	↓ -22.1%	497	17.7%
1,042	34.7%	\$200,000 to \$299,999	↓ -14.7%	889	31.6%
562	18.7%	\$300,000 to \$499,999	↑ 52.0%	854	30.4%
223	7.4%	\$500,000 to \$999,999	↓ -11.6%	197	7.0%
13	0.4%	\$1,000,000 or more	↓ -38.5%	8	0.3%
2,999	100.0%	Total Owner Occupied Units	↓ -6.3%	2,810	100.0%

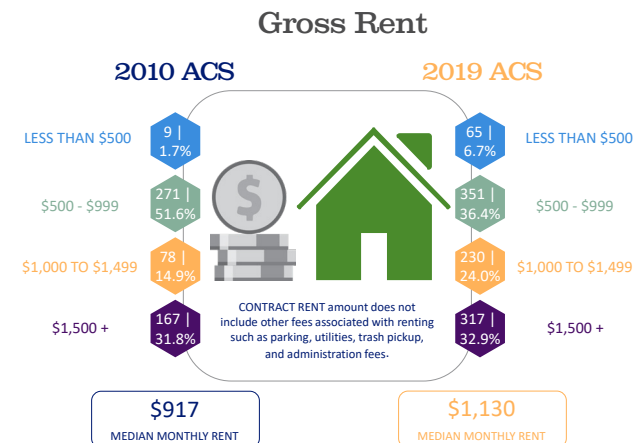
Source: ACS, 2010 and 2019

“

Community engagement respondents said that in 20 years, they want housing in Ellisville that:

- ◆ Attracts families
- ◆ Accommodates all life stages and generations
- ◆ Attracts young professionals

”

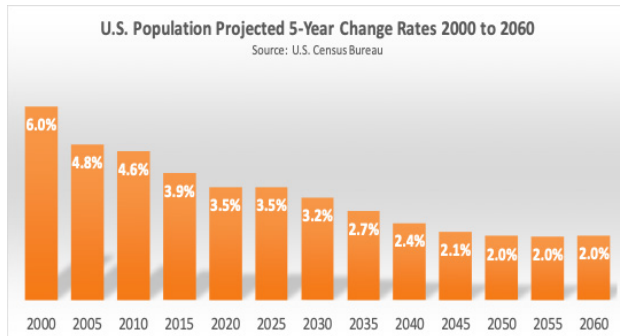


Source: ACS, 2010 and 2019

TRENDS & FORESIGHT

POPULATION GROWTH

The U.S. Census Bureau projects national population growth rates of unprecedented sluggish levels over the next four decades. The 2010s experienced the slowest growth since the 1930s and, before that, the 1790s. The highest national growth rates were in the 1950s and 1990s – the birth of the Baby Boomer generation and their subsequent children. National projections to 2060 show dramatically slow population expansion, even when combining natural increase and net migration. Midwest metro areas and all rural areas can anticipate having the greatest struggles to attract growth without making significant efforts to attract new residents.



HOUSING DEMAND

Across the nation, housing creation lags far behind housing demand. This trend, and ensuing competition for housing stock, results in higher prices and rents. This issue is not as extreme in the greater St. Louis metropolitan area. However, it remains a significant challenge to consider when addressing housing attainability, especially in more affluent communities.

ATTAINABLE HOUSING

Housing affordability impacts communities throughout the nation. Missing middle housing refers to various housing types that suit people at different stages in life. These housing types include apartments, townhomes, and small-lot single-family residential homes and provide more attainable housing options for both renters and owner-occupants. Density also improves affordability, especially in suburban communities, because land and utility costs can be minimized by dividing over multiple units.

Each generation has unique housing needs and desires. Of particular note, Millennials struggle to find attainable housing as they start families due to high college debt and lack of housing stock. In addition, Baby Boomers will be

the largest senior-aged cohort in history, accounting for one in five Americans by 2030. However, only one percent of the nation's housing meets the needs of aging in place. One commonality between Millennials and Baby Boomers includes the desire to live in walkable environments close to amenities, services, and authentic experiences.

MULTIGENERATIONAL HOUSING

Trends show that the American household composition is shifting with an increase in multigenerational households and homes with non-related roommates. Additionally, adults living alone account for 28 percent of U.S. households as younger generations are waiting longer to have children and are having fewer when they do.



OBJECTIVE 2:

Continue to support diverse housing choices for residents of all ages, abilities, and incomes.

STRATEGY 1:



Provide a mix of housing types – size, style, configuration, ownership structure – to accommodate changing demands.

LOCAL ACTIONS

- C.2.1.a.: Conduct an annual residential developer workshop to evaluate needs, market demands, and opportunities. (MP)
- C.2.1.b.: Evaluate appropriateness to allow for Accessory Dwelling Units (ADU) in certain neighborhoods or areas of the community. (LP)
- C.2.1.c.: Evaluate zoning, subdivision, and other regulatory ordinances to ensure that residential allowances align with the future land use designations (e.g., townhomes, lofts above commercial space, small lot residential). (HP)
- C.2.1.d.: Evaluate incentives for residential developers that provide new or updated safe, quality housing options for all. (LP)
- C.2.1.e.: Conduct periodic assessments to evaluate housing stock mix to ensure all life stages and generations can be accommodated in Ellisville. (MP)
- C.2.1.f.: Identify possible areas for residential redevelopment that would allow for alternative housing development of higher densities and creative site planning. (LP)
- C.2.1.g.: Partner with local developers to identify opportunities for infill development and expanding residential typologies to offer variety in our neighborhoods. (LP)

STRATEGY 2:



Fill gaps in the range of available housing price points.

LOCAL ACTIONS

- C.2.2.a.: Protect Ellisville’s older housing stock from demolition as a strategy to provide attainable housing (e.g., workforce housing, starter homes). (HP)
- C.2.2.b.: Conduct a housing rate study to evaluate gaps in housing price points. (LP)
- C.2.2.c.: Work with developers and managers of rental properties to ensure Ellisville offers a range of rental prices. (LP)
- C.2.2.d.: Evaluate zoning or subdivision residential building material regulations to ensure that they are not exclusionary or cost prohibitive to development. (LP)
- C.2.2.e.: Create a housing fund that reimburses developers or property owners for construction costs that prohibit normal market creation of middle and affordable housing. (LP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL D Provide a connected multimodal transportation network that is complete, equitable, and accessible for all ages and abilities.

OBJECTIVE 1:
Enhance connections between where people live and where they work and play.

CONTEXT

A well-connected transportation network:

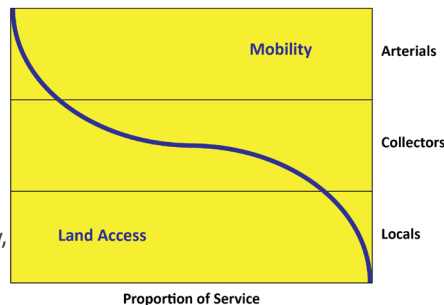
- reduces the distances traveled to reach destinations,
- increases the options for travel modes and routes,
- facilitates walking and biking via continuous infrastructure,
- supports higher levels of physical activity, and
- minimizes physical barriers to travel.

Transportation networks support mobility and access. *Mobility* is the ability to travel freely to a destination in a given amount of time. *Access* is the ability to travel to various destinations within a given time.

FUNCTIONAL CLASSIFICATION

Functional classification assigns streets and roads a specific designation based on their ability to provide mobility and access. The East-West Gateway Council of Governments (EWG) describes the characteristics of roadway classifications as:

Arterial (Principal & Minor) - high-speed roadways with limited access (e.g., Interstate, Expressway, Other)



Collector (Major & Minor) - collects traffic from local roads and distributes traffic to arterials.

Local - all roads not defined as arterials or collectors that provide access to land uses with little or no through movement.

INSIGHT

Ellisville's transportation network provides residents access to destinations within the city and region and includes:

- Approximately 50 miles of public roadways,
- Approximately 18 miles of walking/hiking trails,
- Approximately 5 miles of bicycle facilities, and
- 3 MetroBus routes.

ROAD NETWORK

Ellisville lacks direct access to highways or interstate networks. The community sits south of I-64, north of I-44, and west of I-270.

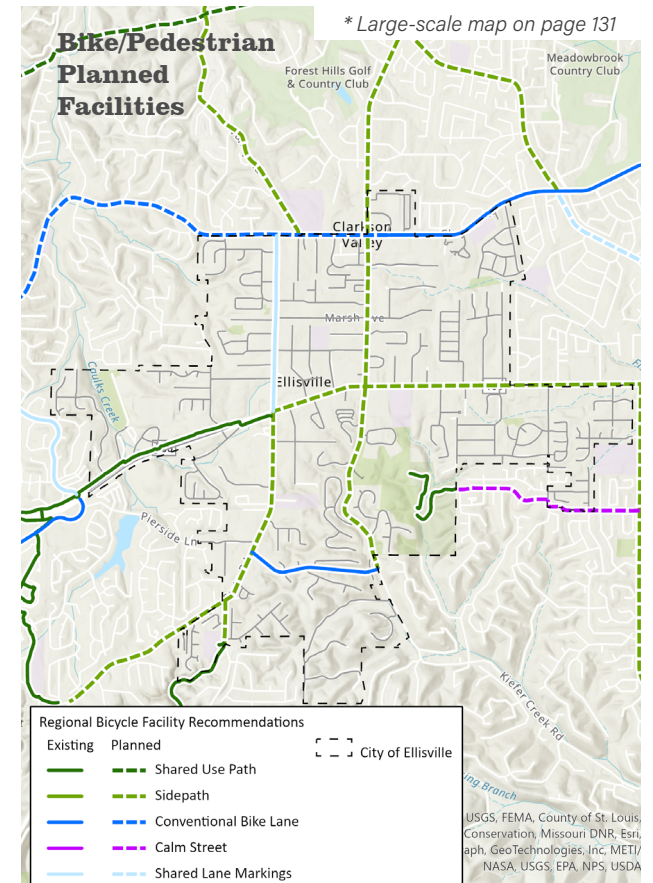
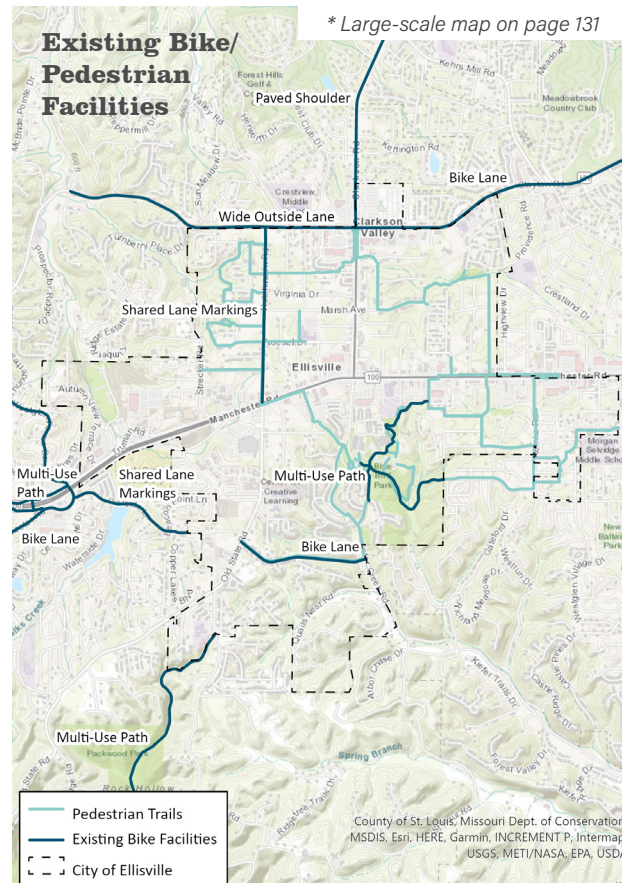
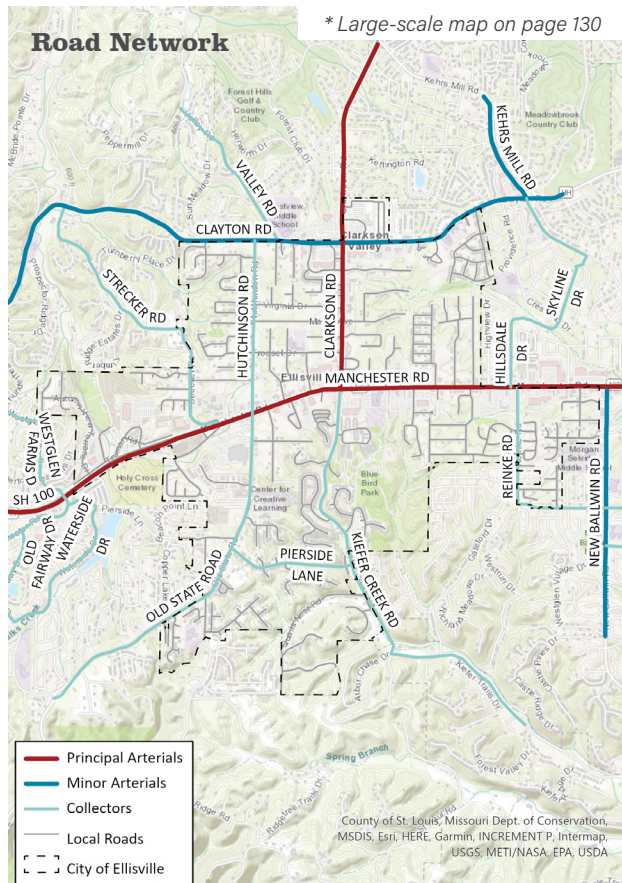
Ellisville has a variety of arterials, collectors, and local roads that allow users to reach their desired destinations. The arterials serve as regional connections the interstate system. Ellisville's local roads include all other roads not listed.

Principal Arterials - Clarkson Road, Manchester Road

Minor Arterials - Clayton Road, New Ballwin Road

Collectors - Kiefer Creek Road, Hutchinson Road, Old State Road, Pierside Lane, Reinke Road, Strecker Road

Private streets do not pose any significant concerns for the transportation network as they are not common in Ellisville.



BICYCLE & PEDESTRIAN NETWORK

The bicycle and pedestrian network includes approximately 18 miles of walking and hiking trails and five miles of dedicated bicycle facilities.

Pedestrian facilities include walking and hiking trails, sidewalks, and low-speed roadways suitable for pedestrians. The pedestrian network is well-connected and serves most neighborhoods. However, the development patterns of the primary commercial areas at Manchester Road & Clarkson Road and Clarkson Road &

Clayton Road are auto-centric and do not serve the needs of pedestrians.

Bicycle facilities include various shared roadway, visually separated, and physically separated facility types. Physically separated facilities offer the most protection and comfort and include paths like the multi-use path in Bluebird Park. Visually separated facilities provide dedicated space for bicyclists on the same roadway space as vehicles and include bike lanes like those on Clayton Road and Pierside Lane. Finally, shared roadways offer

signage, such as sharrows or bike routes, like those on Hutchinson Road.

Many facility options provide access to regional destinations such as Parkwood Park, Rockwoods Reservation, and Castlewood State Park. However, Ellisville lacks sufficient connectivity to local parks and commercial areas to meet the needs of bicyclists of all levels and abilities.

In addition to the existing network, The Gateway Bike Plan and the St. Louis County Action Plan for Walking and

Biking identified previously planned, proposed, and newly recommended routes. The recommendations include proposed side paths along Clarkson Road and Manchester Road throughout Ellisville city limits. In addition, proposals include a conventional bike lane on Clayton Road on Ellisville's northern boundary and a calm street for Oakwood Farms Lane and Reinke Road on the southeast edge of town.

TRANSIT NETWORK

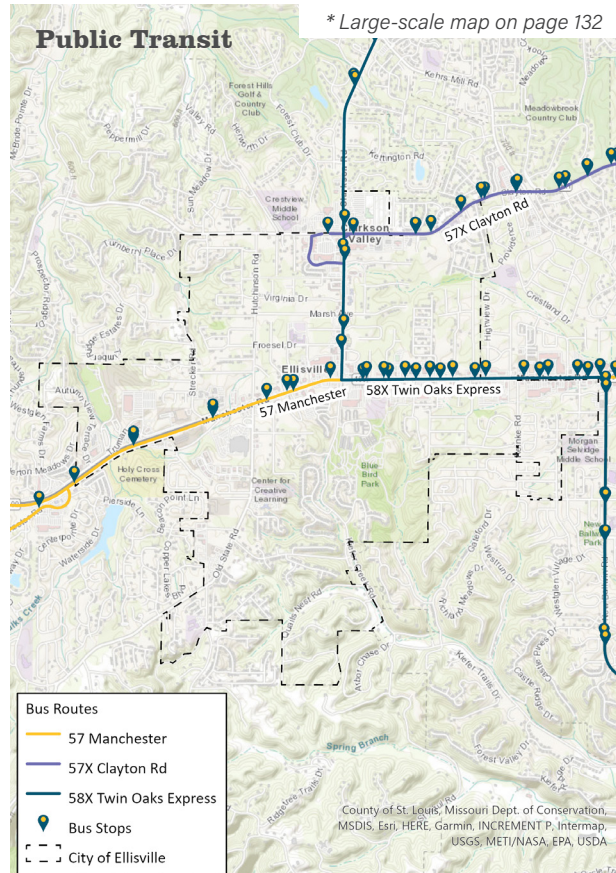
Three St. Louis MetroBus routes provide transit options for Ellisville residents and businesses.

MetroBus Route 57 Manchester serves the community along Manchester Road, providing access to West County Mall and the Maplewood Transit Center and connection to the MetroLink light rail network.

MetroBus Route 57X Clayton Road provides express service to Ballas Transit Center, MetroLink connections in Brentwood, and the Central West End transit center.

MetroBus Route 58X Twin Oaks Express serves the Ellisville community along Clarkson Road, Manchester Road, and New Ballwin Road. This route provides service to the Chesterfield Mall, Central West End Transit Center, and downtown St. Louis.

Transit riders access the system by way of approximately 70 bus stops. Most stops consist of signage within the public right-of-way. Roughly 50 percent of stops are ADA compliant, while only 15 percent have benches and shelter structures.



“Dependence/overuse of cars ranked third most important issue to be addressed in Ellisville by community engagement participants.”

TRENDS & FORESIGHT

CONNECTIVITY

People of all generations desire neighborhoods connected to nearby vibrant commercial areas, amenities, and services that fulfill everyday needs. Complete walking and biking infrastructure supports travel to nearby destinations and serves those without personal vehicles.

GENERATIONAL MOBILITY

Transportation plays a critical role in supporting quality of life at every stage but is particularly important to the health and vitality of older Americans. The physical changes brought on by aging – vision and hearing changes, cognitive decline, mobility limitations, and self-care difficulties – can impact older adults’ ability to remain in their homes as they age. Today, life expectancy often exceeds driving expectancy, thus increasing the importance for older adults to create a plan for transportation independence. Without physical access to social networks, medical care, goods, and services, many older adults face extreme isolation and a rapid decline in their quality of life.

Investing in walking, biking, and transit infrastructure can provide older adults with more mobility options and greater opportunities to remain in their homes long after losing the ability to drive. Ellisville's older adult population grows as the 55-and-older demographic cohort groups increase. To meet the needs of all generations and support aging in place, Ellisville should:

- explore partnerships with health care providers,
- expand the use of volunteer driver and delivery services,

- consider software-empowered on-demand mobility services, and
- provide access-extending interventions such as telehealth.

Often, investments that support aging in place benefit all community members regardless of age or ability and can positively impact the entire Ellisville community.



OBJECTIVE 1:

Enhance connections between where people live and where they work and play.

STRATEGY 1:



Fill gaps in the road, sidewalk, and trail network.

STRATEGY 2:

Improve regional transportation connections.

LOCAL ACTIONS

- D.1.1.a.: Connect to regional trails for increased mobility. (HP)
- D.1.1.b.: Continue sidewalk on Old State Road to Ridge Road to improve pedestrian safety, access to Ridge Elementary, and connect to Rock Hollow Trail. (MP)
- D.1.1.c.: Enhance bicycle facility connections to local parks and commercial areas. (HP)
- D.1.1.d.: Identify opportunities to increase sidewalk width along Clarkson Road. (MP)
- D.1.1.e.: Develop a Sidewalk Infill Plan to address gap inventory. (MP)
- D.1.1.f.: Continue to update sidewalk gap inventory. (LP)

LOCAL ACTIONS

- D.1.2.a.: Continue efforts to implement planned, proposed, and newly recommended routes for regional connectivity in the Gateway Bike Plan and the St. Louis County Action Plan for Walking and Biking. (HP)
- D.1.2.b.: Partner with surrounding municipalities to encourage Metro Transit to implement a Bus Rapid Transit (BRT) route along Manchester Road. (MP)
- D.1.2.c.: Work with Metro Transit to maintain service levels for existing bus routes and bus stop facilities. (LP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

OBJECTIVE 2:

Support convenience, flexibility, and safety of the transportation system.

CONTEXT

Transportation choices should provide flexibility in trip planning.

LAND ACCESS

Land access refers to the intersection of transportation and land use. It describes how the transportation system supports the specific needs of individual land parcels. Arterials prioritize mobility to allow the traveling public to operate safely at high speeds. In contrast, local roads prioritize access to homes and businesses.

Functionally classified arterials should have minimal land access to prioritize the safe passage of high volumes at high speeds. For principal arterials, the Missouri Department of Transportation (MoDOT) recommends a minimum driveway spacing of 440 feet to 660 feet. MoDOT recommends driveway spacing of at least 220 feet to 330 feet for minor arterials.

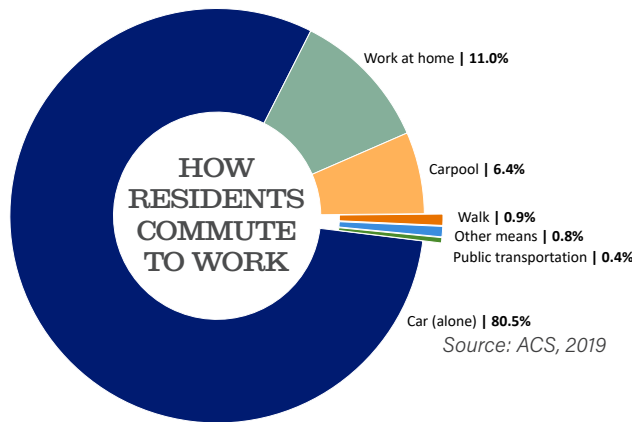
INSIGHT

TRAFFIC

Ellisville is an automobile-dependent community. Most users rely solely on personal vehicles and the roadway network to travel to destinations.

Of Ellisville's working population, over 80 percent use their personal vehicle to travel to work. Ellisville residents spend an average of 27.1 minutes on that commute, which is above the national average of 26.9 minutes.

Both Clarkson Road and Manchester Road experience high traffic volumes resulting from those commuting to, from, and through Ellisville. Clarkson Road reports approximately 35,000 vehicles per day, while Manchester Road has between 32,000 and 37,000 vehicles. Other high-volume roadways in Ellisville include Clayton Road (5,000 to 9,000 vehicles per day), Old State Road (6,000 to 8,000 vehicles per day), and New Ballwin Road (5,000 to 7,000 vehicles per day).



WHERE THE ELLISVILLE WORKFORCE LIVES BY CITY

City (Top 10)	# of Workforce	% of Workforce
Wildwood, MO	532	7.9%
Ballwin, MO	352	5.3%
St. Louis, MO	315	4.7%
O'Fallon, MO	287	4.3%
Chesterfield, MO	232	3.5%
Ellisville, MO	194	2.9%
St. Peters, MO	181	2.7%
St. Charles, MO	129	1.9%
Manchester, MO	118	1.8%
Oakville, MO	90	1.3%
All Other Locations	4,263	63.7%
Total All Workforce	6,693	100%

WHERE RESIDENTS ARE LEAVING TO WORK BY CITY

City (Top 10)	# of Workforce	% of Workforce
St. Louis, MO	522	11.0%
Chesterfield, MO	520	10.9%
Creve Coeur, MO	301	6.3%
Maryland Heights, MO	228	4.8%
Ellisville, MO	194	4.1%
Town and Country, MO	165	3.5%
Clayton, MO	163	3.4%
Wildwood, MO	162	3.4%
Ballwin, MO	156	3.3%
Des Peres, MO	112	2.4%
All Other Locations	2,230	46.9%
Total All Workforce	4,753	100%

The U.S. Census Bureau maps the Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), describing geographic patterns of jobs by their employment locations and residential locations, and the connection between.

Source: U.S. Census Bureau, OnTheMap, 2019

Mean Travel Time

ELLISVILLE MEAN TRAVEL TIME TO WORK

27.1 MINS

NATIONAL AVERAGE IS **26.9 MINS**

Source: ACS, 2019

21,581

AVG HOUSEHOLD VMT (VEHICLE MILES TRAVELED)

HOUSEHOLDS IN ELLISVILLE SPEND

\$12,863

ON TRANSPORTATION COSTS EVERY YEAR

AVERAGE \$0.59 PER MILE
Uber Ranges \$1.07 - \$3.65 per mile

Source: Center for Neighborhood Technology, 2018



2 cars per household

National Average: 2 cars per household

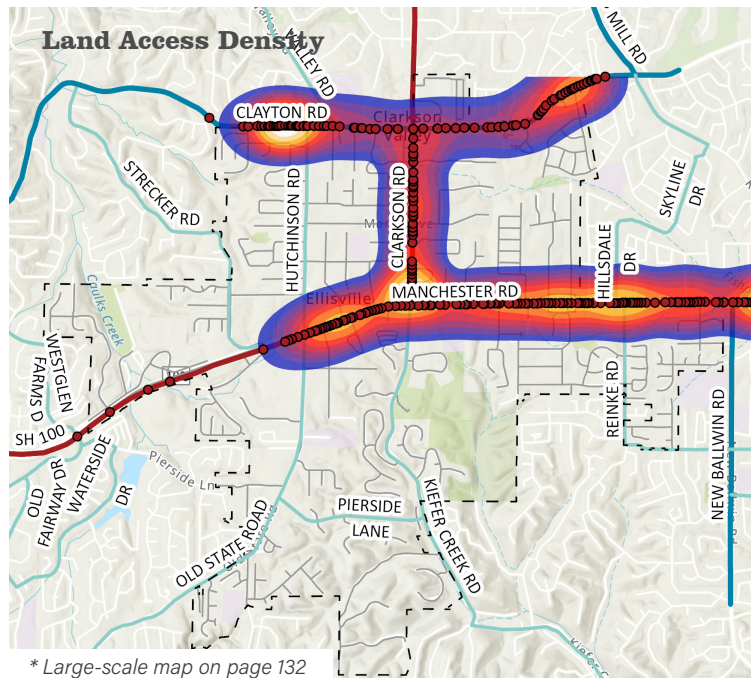
Source: Center for Neighborhood Technology, 2018

“ Congestion ranked #1 most important issue to be addressed in Ellisville by community engagement participants. ”

LAND ACCESS

There is an overabundance of access points along the three major arterials in Ellisville – Manchester Road, Clarkson Road, and Clayton Road. Certain high-density locations along these corridors see over 300 access points per square mile. In particular, Manchester Road and Clarkson Road see incredibly high traffic volumes as they collect vehicles from residential neighborhoods, many of which are without through streets. These arterials also provide land access more frequently than is appropriate for safe, high-speed mobility.

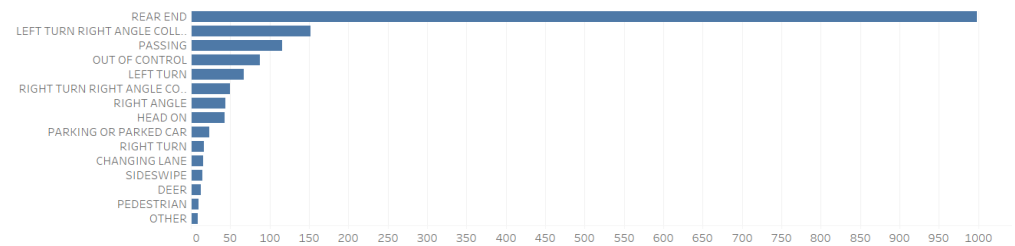
Roadway	Functional Class	Length in Miles	Number of Access Points	Average Access Point Spacing
Manchester Road	Principal Arterial	3.5	150	120 feet
Clarkson Road	Principal Arterial	0.8	41	100 feet
Clayton Road	Minor Arterial	2	85	125 feet



SAFETY

Both the U.S. Department of Transportation and the Missouri Department of Transportation value and prioritize the safety of all travelers. Between 2015 and 2019, Ellisville experienced over 300 vehicular crashes annually. Over half of those were rear-end collisions. While there were no fatalities during that timeframe, there were 234 injuries reported.

Locations that experience the highest number of crashes include the intersections of Manchester Road & Clarkson Road and Manchester Road & Hutchinson Road. This statistic results from the traffic volume and intensity of adjacent land use. More illustrative is how crashes of similar severity cluster in specific locations. A clustering of severe crashes (injury or fatality) indicates there may be a safety issue that should be



PROPERTY DAMAGE ONLY	1,450
MINOR INJURY	213
SUSPECTED SERIOUS INJURY	9
DISABLING INJURY	12
Grand Total	1,684

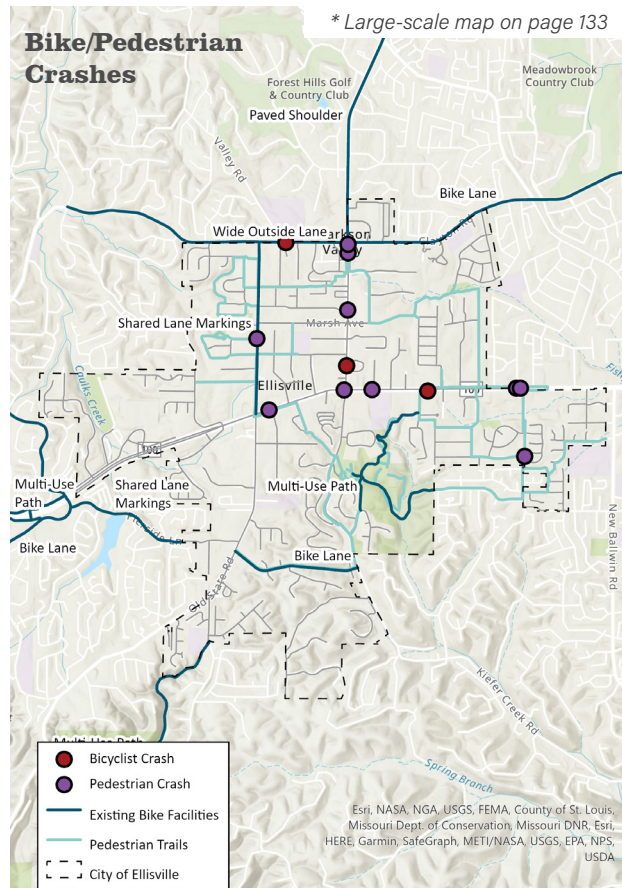
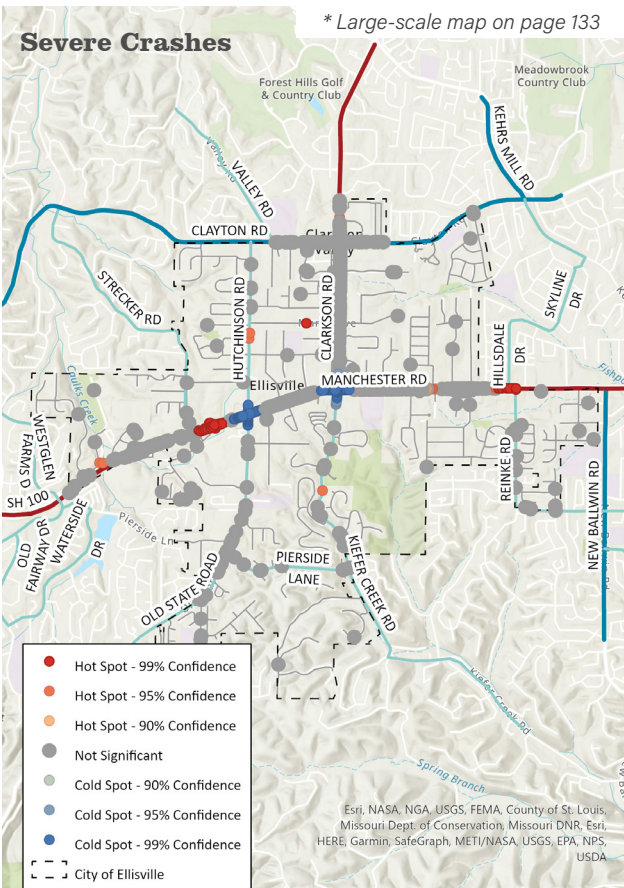
addressed. Conversely, a clustering of non-severe crashes (property damage only) indicates the roadway is not necessarily unsafe but instead is unable to operate safely and efficiently at current traffic levels.

Ellisville sees hot spots (severe clusters) and cold spots (non-severe clusters) throughout the roadway network. Severe crash clusters occur at the intersections of Manchester Road & Strecker Road and Manchester Road & Reinke Road / Hillsdale Drive. These intersections experience more severe crashes compared to others in the

community. Non-severe crashes occur at the high crash frequency intersections of Manchester Road & Clarkson Road and Manchester Road & Hutchinson Road. These intersections operate less efficiently due to high traffic volume and high access densities along these corridors.

Crashes involving bicyclists and pedestrians present particular concern due to the risk of severe injury or fatality. Between 2015 and 2019, 13 crashes involved a pedestrian or bicyclist, 10 of which resulted in an injury. Approximately half of these crashes occurred on

Manchester Road or Clarkson Road; both lack appropriate protection and dedicated facilities for safe bicycle and pedestrian travel. Therefore, it is imperative to provide the necessary infrastructure and education in order to increase the number of bicyclists and pedestrians and ensure their safety.



“ Safety ranked second most important issue to be addressed in Ellisville by community engagement participants. ”

TRENDS & FORESIGHT

LAND ACCESS

Congestion and land access are challenges for many suburbs across the U.S. that heavily rely on the personal automobile as the primary method of transportation. The roadway system must provide access to homes and businesses and operate safely and efficiently. When suburbanization and sprawl occur, a roadway's function can often become misaligned with its design.

Poor access management leads to more crashes, increased congestion, and unfriendly conditions for bicyclists and pedestrians. Ellisville's current access management policy encourages reducing or limiting access points when redevelopment opportunities arise.

WORK FROM HOME

The COVID-19 pandemic forced many Americans to start working from home. Companies and corporations have shifted their staffing models to support this work-from-home trend, even post-pandemic. Working from home increases the day-time population and the number of people needing to access local services and amenities. With fewer people commuting to offices daily, communities like Ellisville may experience changes in traffic and congestion.

VEHICLE ELECTRIFICATION

In August of 2021, President Biden announced a target for electric vehicles (EV) to represent half of all U.S. auto sales by 2030. However, as of 2020, the share of new electric vehicle sales, including plug-in hybrids, had only reached two percent. Electric vehicles provide a strategy to combat changes in climate by reducing vehicle emissions. Over their lifetime, EVs emit fewer emissions than their gasoline-powered counterparts, even when factoring in

the mining and battery production at the start of their lifecycles. EVs recoup any upfront emissions within six to 16 months of use.

Federal and state agencies continue to invest resources to provide EV infrastructure and financial incentives to consumers to meet the ambitious target. The City of Ellisville could benefit from developing an EV Readiness Plan to educate and inform the public, elected officials, and City staff about electric vehicles and their associated infrastructure. The plan can also serve as a strategic document to guide preparation and investment for a future with an increased number of EVs, including identifying strategic locations for installing EV charging stations throughout Ellisville.

In addition to EV readiness, it is essential to evaluate the financial impacts that a shift away from gasoline-powered cars may cause. Like most municipalities, Ellisville receives a portion of revenue from the State's Motor Fuel Tax (MFT), which often supports transportation maintenance and capital projects and the local level. An increase in EV usage anticipates a decline in gasoline-powered vehicles and thus reducing fuel consumption. The decline in fuel sales will naturally decrease MFT revenue and the available resources to maintain the current and planned roadway improvements. Therefore, Ellisville should consider alternative funding mechanisms to support ongoing transportation infrastructure and maintenance that do not rely on MFT revenues.

CONNECTED AND AUTONOMOUS VEHICLES

One of the latest and most disruptive trends in transportation is the emergence of connected and autonomous vehicles (CAV). Automated or autonomous vehicles use technology to steer, accelerate, and brake. Some autonomous vehicles still require a human to

monitor the roadway, while other forms require no human intervention. Connected vehicles use technology to communicate with each other, connect with traffic signals, signs, and other road items, or obtain data from the cloud. This information exchange will help with safety and improve traffic flow. CAVs have the potential to:

- increase safety,
- provide greater mobility for people with disabilities,
- improve roadway efficiency, and
- improve economic competitiveness.

Ellisville can prepare for connected and automated vehicles by developing a CAV-friendly legal, regulatory, and policy environment. By investing in the legal framework to support advanced vehicle technologies, Ellisville can create a regulated environment that permits the use of CAVs safely and beneficially for all. In addition, Ellisville is encouraged to identify digital and physical infrastructure needs to support and maintain a safe CAV network through a CAV Readiness Plan. Through the planning process, the City will be able to develop strategies to guide implementation, ensure data security, and procure long-term funding.

OBJECTIVE 2:

Support convenience, flexibility, and safety of the transportation system.

STRATEGY 1:

Reduce travel time for commuters to, from, and within Ellisville.

LOCAL ACTIONS

- D.2.1.a.: Evaluate alternative routes and modes of transportation for local Ellisville traffic. (MP)
- D.2.1.b.: Encourage private businesses to develop a combined shuttle service program for employees. (MP)
- D.2.1.c.: Implement cross-access in select areas of the community to better connect subdivisions to each other and specific commercial areas. (MP)
- D.2.1.d.: Improve vehicular signalization and timing at major intersections and along major thoroughfares to improve traffic efficiency. (HP)

STRATEGY 2:

Plan for a multimodal transportation system that allows people to use a variety of transportation modes, including walking, biking, and other mobility devices.

LOCAL ACTIONS

- D.2.2.a.: Prioritize commercial development along major thoroughfares that serves pedestrians and bicyclists. (LP)
- D.2.2.b.: Evaluate parking requirement minimums and maximums to encourage alternate modes of transportation. (LP)
- D.2.2.c.: Continue to update locations that are not compliant with ADA regulations. (MP)
- D.2.2.d.: Identify opportunities for more off-road greenways and trails. (HP)
- D.2.2.e.: Continue to develop plans for implementation of proposed pedestrian overpasses along Manchester Road and evaluate options for connection at the Manchester Road and Clarkson Road intersection. (HP)
- D.2.2.f.: Collaborate with community partners, senior living facilities, and health care providers to evaluate expanded use of shuttle, volunteer driver, and delivery services to serve Ellisville's senior and disabled population. (LP)

OBJECTIVE 2:

Support convenience, flexibility, and safety of the transportation system.

STRATEGY 3:

STRATEGY 4:



Reduce congestion and traffic incidents for all modes of transportation.

Incorporate new technology to ensure a flexible and resilient transportation network.

LOCAL ACTIONS

LOCAL ACTIONS

- D.2.3.a.: Provide education about roadway safety, proper use of facilities, and 'rules of the road' for all modes of transportation. (LP)
- D.2.3.b.: Continue to implement the Manchester Road Great Streets Master Plan. (MP)
- D.2.3.c.: Continue to implement access management planning along major thoroughfares to mitigate congestion and reduce traffic incidents. (LP)
- D.2.3.d.: Partner with the Rockwood School District to continue implementation of the Safe Routes to School and Walking Bus programs to ensure safety for school-aged children. (MP)
- D.2.3.e.: Work with MoDOT to improve the intersections at Manchester/Clarkson and Manchester/Hutchinson for traffic efficiency and reduction of non-severe crash incidents. (MP)
- D.2.3.f.: Work with MoDOT to improve the intersections of Manchester/Strecker Road and Manchester and Reinke Road/Hillsdale Drive for safety and reduction of severe crash incidents. (MP)
- D.2.3.g.: Work with MoDOT to evaluate opportunities for dedicated walking/biking facilities along Manchester and Clarkson Roads to reduce crashes involving pedestrians/cyclists. (MP)
- D.2.3.h.: Evaluate congestion areas surrounding the local elementary schools and develop plan to mitigate. (LP)
- D.2.3.i.: Mitigate cut-through traffic in neighborhoods that are not designated routes. (LP)
- D.2.3.j.: Install curb extensions and bulb outs. (LP)

- D.2.4.a.: Develop an Electric Vehicle (EV) Readiness Plan to educate and inform the Ellisville community about electric vehicles, their associated infrastructure, and serve as a strategic plan to prepare for and guide investment and implementation. (LP)
- D.2.4.b.: Develop a Connected and Autonomous Vehicle (CAV) Readiness Plan to develop strategies, guide implementation, ensure data security, and procure long-term funding for connected and autonomous vehicle technology and infrastructure. (LP)
- D.2.4.c.: Evaluate policies, regulations, and legal framework to ensure they are flexible to adapt to new electric vehicle (EV) and connected and autonomous vehicle (CAV) technologies. (LP)
- D.2.4.d.: Increase the number of EV charging stations throughout the community to serve residents and passersby. (MP)
- D.2.4.e.: Identify digital and physical infrastructure needs to support and maintain a safe and high level of service connected and autonomous vehicle network. (MP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL
E

Provide public facilities, City services, and infrastructure that exceed standards of excellence and support the needs of future generations.

OBJECTIVE 1:

Maintain best practice levels of City services to meet the needs of our residents today and into the future.

 **CONTEXT**

Public facilities include buildings, property, services, and technologies that benefit the public. Public facilities and City services play a significant role in resident satisfaction. To best meet the community’s needs, facilities must be accessible, comfortable, and convenient to the public. Municipalities often own and operate many of the available public facilities. However, community partners such as school districts, public higher education institutions, library districts, and counties may also own and operate public facilities within a community. These types of facilities don’t fall under City responsibility.

Understanding costs associated with lifecycles, design, construction, operation, and maintenance of public facilities saves communities substantial finances and resources. Thriving communities efficiently and effectively operate and maintain existing facilities and plan for new facilities to meet the community’s changing needs.

 **INSIGHT**

CITY OF ELLISVILLE FACILITIES

The primary public facilities owned, operated, and maintained by the City of Ellisville include:

- City Hall
- Police Department
- EDGE Aquatic Center
- Parks & Recreation Department properties (13)
- Parks & Recreation Department properties (13)
- City Trails (approximately 4.3 miles)
- Associated Park & Recreation Department Facilities & Equipment (e.g., amphitheater, sports courts, fields, pavilions, playgrounds, etc.)

The existing City Hall facility does not currently meet today’s needs. It lacks sufficient space for City Council and administrative operations, has limited technology capabilities, and requires significant maintenance, given portions of the building are from 1951. Therefore, the City of Ellisville plans for a new joint Government Center to combine City Hall and the Police Department functions. The proposed building occupies the existing site of the Police Department. The new facility will provide:

- improved Council Chambers,
- expanded meeting space for administration and the community,
- enhanced quality of staff workspace,
- better building functionality,
- HVAC improvements, and
- technology upgrades.



Ellisville does not have a community center. However, the desire is for the new Government Center and Bluebird Park to serve in conjunction as primary locations for community interaction.

The most immediate issue for the City's public facilities, especially those related to parks and recreation, involves general maintenance. In particular, the Bluebird Park Amphitheater upgrades include a recently completed new overhead and planned stadium seating, funded by grant money. Additionally, the City monitors accessibility needs to ensure ADA compliance of all facilities for equitable access for Ellisville and visitors.

PARTNER FACILITIES

Several of the City's community partners also offer public facility space to the community, including:

- Rockwood R-VI School District schools,
- St. Louis County Library – Daniel Boone Branch, and
- Metro West Fire Protection District Station #4.

CITY SERVICES

Ellisville's City services receive very high satisfaction levels from residents and businesses. Residents enjoy exceptional services provided by the City, including:

- trash and recycling collection,
- brush and leaf pick-up,
- bulky-item disposal, and
- snow plowing.



Ellisville GIS and Public Works, 2021

These services help maintain a clean environment for residents and add to their convenience and overall quality of life.

Some of the City's administrative operations allow for online interface and processing. For example, the City offers online business license applications and plans to improve the online zoning permit process. Most other permit processes, including building permits, still require in-person submittal. Streaming services provide residents with virtual access to City Council meetings. However, the technology needs improvement to enhance the quality of transmission.

“ Proactive code enforcement ranked 2nd by community engagement respondents related to maintaining quality neighborhoods & housing. ”

The City of Ellisville contracts some City services to trusted contractors. Oversight of work completion, budget, and schedule remains important to ensure the City and residents received the anticipated and expected quality of services.

TRENDS & FORESIGHT

ACCESSIBILITY

People expect accessible, healthy, and safe City facilities. The Americans with Disabilities Act (ADA) requires accessible public facilities. As the population ages, the need for fully accessible public facilities grows. Additionally, facilities must consider all mobility devices, including strollers and wheelchairs, among others.

JOINT-USE FACILITIES

Many communities explore opportunities for joint-use facilities with other local agencies or community partners. These joint-use facilities take advantage of underutilized community building spaces to maintain service levels and meet resident needs while working within lean budgets. Innovative facilities designed or retrofitted with shared spaces address the community's social, educational, recreational, and civic needs. Some municipalities also incorporate community gathering spaces and amenities near public buildings to increase the benefit of city-owned facilities.

TECHNOLOGY

Advances in technology make it possible for cities to change the way they conduct business to meet the needs of residents and businesses better. Prosperous cities often employ smart technologies to improve city services' delivery, operation, and evaluations while reducing long-term costs. As online operations increase, cities must prioritize data system protection. In addition, the COVID-19 pandemic increased demand for remote access to City services in many places across the nation. When appropriate, technology allows cities to transition municipal services from in-person to online access.

Many of Ellisville's departments rely on technology to perform a variety of services, including public safety, maintenance, and code enforcement. Ensuring the department's equipment is upgraded is critical to maintain high service levels. In addition, evaluating the integration of new technologies into the department would help improve communications, inspection, efficiency, and monitoring.



OBJECTIVE 1:

Maintain best practice levels of City services to meet the needs of our residents today and into the future.

STRATEGY 1:

Ensure that public facilities are distributed throughout Ellisville to provide equitable and accessible City services to all.

LOCAL ACTIONS

- E.1.1.a.: Develop an ongoing maintenance plan for the new City Hall and Police Department facility to ensure the highest quality of service to Ellisville residents and businesses into the future. (HP)
- E.1.1.b.: Develop a plan for Park & Recreation facility replacement, especially park pavilions, over the next ten years and identify funding sources for implementation. (HP)
- E.1.1.c.: Increase the number of Bluebird Park parking lot electric and water spigots for special event use. (MP)
- E.1.1.d.: Enhance maintenance and upgrades for public facilities. (MP)
- E.1.1.e.: Ensure that all public facilities meet ADA compliance. (MP)

STRATEGY 2:



Leverage technology to enhance delivery of City services to residents and businesses.

LOCAL ACTIONS

- E.1.2.a.: Continue to conduct annual reviews of contractor agreements to ensure the City, residents, and businesses receive the highest and contracted level of service. (MP)
- E.1.2.b.: Provide online permit application and bill payment options for City services to streamline efficiency and accessibility. (MP)
- E.1.2.c.: Integrate the necessary audio and video technology to ensure access to streaming services of official City business. (LP)
- E.1.2.d.: Evaluate opportunities to integrate technology to improve code enforcement. (MP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

CHAPTER 3
BUILT ENVIRONMENT
Infrastructure & Utilities

GOAL
E

Provide public facilities, City services, and infrastructure that exceed standards of excellence and support the needs of future generations.

OBJECTIVE 2:

Maintain quality infrastructure at a sustainable cost.

CONTEXT

Infrastructure and utilities provide tangible benefits to communities, from the roads people drive on to the water supply, waste management, and stormwater systems. Their impact on the success of a community depends on strategic maintenance, modernization, and expansion, all of which rely on stable and available funding sources. Regular maintenance and sustainable practices ensure the longevity and performance of infrastructure.

Infrastructure forms the foundation for a healthy economy, involving public spending and private investment to:

- enable trade,
- power businesses,
- connect workers to their jobs,
- create opportunities for struggling communities, and
- protect the nation from an increasingly unpredictable natural environment.

INSIGHT

FUNDING

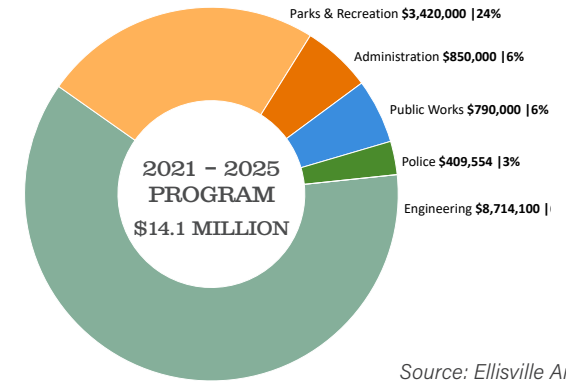
The City of Ellisville's Annual Budget and Capital Improvement Plan (CIP) allocate the necessary funds for prioritized infrastructure improvement projects. The 2021-2025 CIP's revenue derives from multiple sources and totals approximately \$14.1 million.

Capital Improvement Plan Revenue Sources

- Grants
- Capital Infrastructure Fund
- Capital Equipment Replacement Fund
- Bond Project Funds
- Stormwater Control Fund
- Sewer Lateral Repair Program
- Park Fund

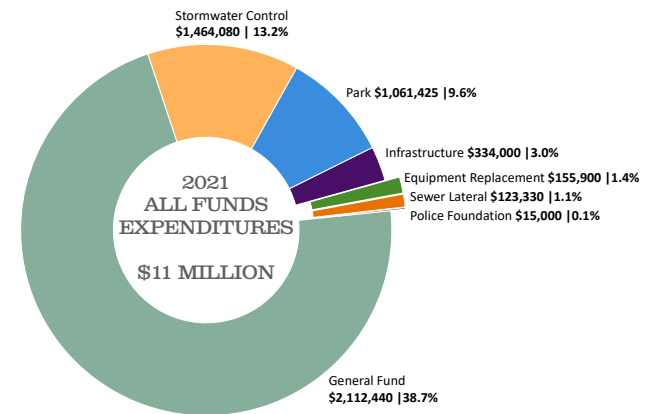
Source: Ellisville Annual Budget, 2020 CIP 2021-2025

Capital Improvement Plan Expenditures



Source: Ellisville Annual Budget, 2020 CIP 2021-2025

2021 Budget



Source: Ellisville Annual Budget, 2021

Despite having a line item in the budget, sidewalk and pedestrian infrastructure lack most significantly related to capital costs.

PLANNING

Individual infrastructure initiatives typically develop to provide specific guidance for improvement projects. The Elevate Ellisville Comprehensive Plan intends to serve as an overall framework for existing plans, studies, and initiatives and guide new plan development. Examples of former and ongoing programs include:

- Bikeable Walkable Community Plan, 2011
- Manchester Road Great Streets Master Plan, 2011
- Bike Parking Guidelines
- St. Louis County Stormwater Management Plan, 2017-2021
- Streetlight Program
- Sidewalk Gap Inventory

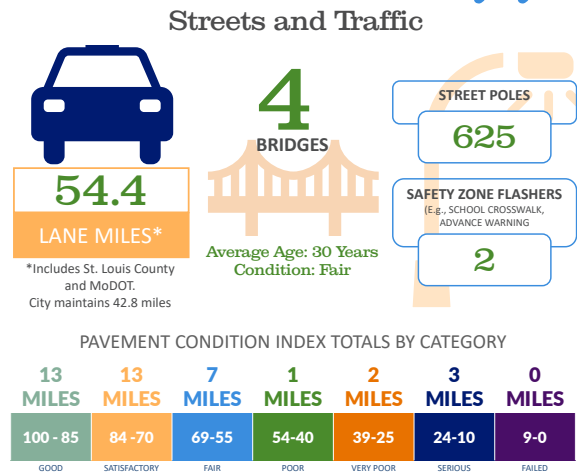
STREETS

Ellisville has nearly 55 lane miles of street, of which the City maintains 42.8. The Missouri Department of Transportation and St. Louis County hold responsibility for maintaining the remaining lane mileage – specifically Manchester Road and Clarkson Road. Traffic signalization on Manchester Road also remains in the control of external agencies. Pavement condition evaluation reports most of

Ellisville's roads in "good" or "satisfactory" ratings. Only two miles fall within the Pavement Condition Index (PCI) category of "very poor." Ellisville also contains four bridges in the community, with an average age of 30 and overall condition rated as "fair."

The Manchester Road Great Streets Master Plan adopted

“ Maintenance of existing infrastructure was ranked as a top five strategy to improve transportation in Ellisville. ”



as part of the 2011 Comprehensive Plan guided many traffic and safety improvements along the corridor. Recent enhancements include median upgrades along Manchester east of Hutchinson Road. Current design proposals exist for similar median upgrades and improvements west of Hutchinson Road.

PEDESTRIAN INFRASTRUCTURE

Another infrastructure initiative underway relates to ongoing community pressure for enhanced pedestrian connectivity and safety, specifically when crossing Manchester Road. Proposed plans conceptualize a pedestrian bridge crossing over Manchester Road at Weis Avenue.

This connection would significantly improve connectivity and safety for pedestrians and cyclists. Pedestrians will be able to seamlessly move from City Hall and neighborhoods north of Manchester Road across the busy street and connect to trails, Whippoorwill Park, communities along Kiefer Creek Road, Bluebird Park, and Klamberg Woods.

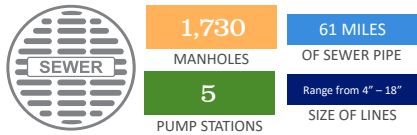
“ Community engagement respondents ranked 'streets or intersections do not feel safe to cross' as the top reason they don't walk or bike in Ellisville more. ”



WATER & WASTEWATER

Ellisville residents enjoy quality drinking water provided by Missouri American Water that is clean, good tasting, and delivered at high pressure. Missouri American Water manages all water storage outside of Ellisville city limits.

The Metropolitan St. Louis Sewer District (MSD) manages Ellisville’s wastewater through a separated sanitary sewer system with over 60 miles of sewer pipe. The wastewater system also includes over 1,700 manholes and five pump stations. All wastewater treatment occurs outside of Ellisville city limits.

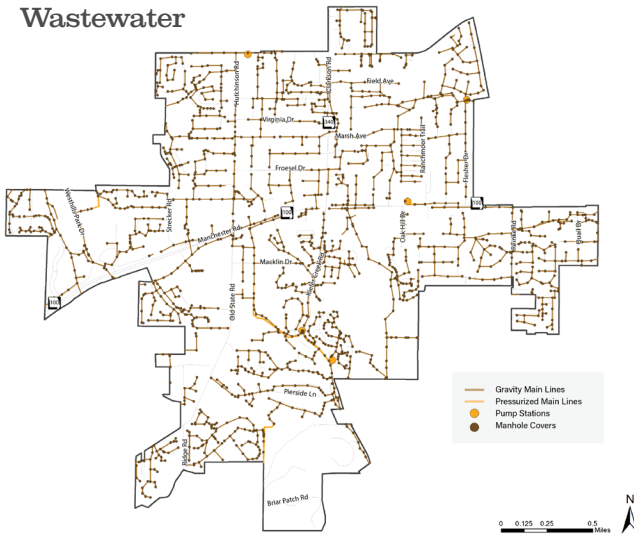


Ellisville GIS and Public Works, 2021

Water Source



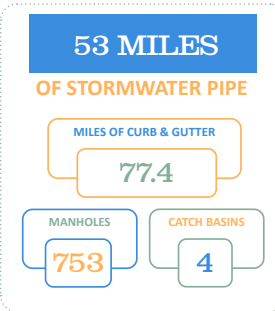
Wastewater



* Large-scale map on page 134

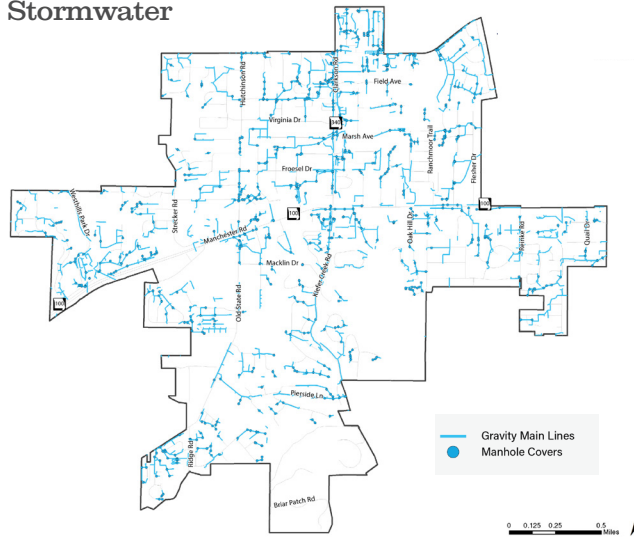
STORMWATER

The Metropolitan St. Louis Sewer District also manages Ellisville’s stormwater quality and conveyance system. The separate storm sewer includes four catch basins, 53 miles of storm sewer pipe, and 753 manholes. In addition, the City of Ellisville maintains 77.4 miles of curb and gutter, which, combined with MSD infrastructure, provides stormwater mitigation and flood prevention throughout the community.



Ellisville GIS and Public Works, 2021

Stormwater



* Large-scale map on page 135

ELECTRIC UTILITY

Ameren Missouri provides electric utility to residents and businesses in Ellisville. Most electric service lines are underground, providing better protection against power outages during severe weather. However, some older subdivisions still have overhead service lines. Plans do not exist to move these lines underground. Ameren Missouri utilizes multiple sources to enhance its renewable energy portfolio, including:

- wind (High Prairie Renewable Energy Center & Atchison Renewable Energy Center),
- hydroelectric (Keokuk Renewable Energy Center), and
- landfill gas conversion (Maryland Heights Renewable Energy Center)

Ameren maintains responsibility for upgrading Ellisville’s street lights to LED lamps as replacement is necessary.






BROADBAND

Various private broadband companies provide internet services to Ellisville’s residents and businesses. Infrastructure doesn’t currently exist to deliver community-wide broadband as a public utility. Studies can evaluate costs and infrastructure needs for a broadband public utility as a strategy to address any inequities among Ellisville residents.

TRENDS & FORESIGHT

Infrastructure has increasingly become a hot topic across the nation as the realization of the need to modernize and maintain our infrastructure heightens. Room for debate exists regarding setting priorities. However, one thing proves a unifying factor – the desire and need for investment in our infrastructure. Recent bipartisan approval of a historic one-trillion-dollar bill will provide communities with opportunities to:

- expand infrastructure to support high-speed internet access,
- road and bridge improvements,
- Amtrak and rail expansion,
- renewable energy,
- climate change mitigation, and
- access to healthcare and education, and more.

OBJECTIVE 2:	
Maintain quality infrastructure at a sustainable cost.	
STRATEGY 1:  	STRATEGY 2: 
Ensure existing infrastructure is well-maintained and build new infrastructure to support future growth.	Use technology to improve infrastructure performance.
LOCAL ACTIONS	LOCAL ACTIONS
E.2.1.a.: Provide education and information about the City’s holistic approach to road improvements and the other agencies involved in Ellisville’s transportation infrastructure. (LP) E.2.1.b.: Continue implementation of the Road Improvement Program. (LP) E.2.1.c.: Continue to implement 5-year Capital Improvement Plans with annual evaluation. (MP) E.2.1.d.: Continue to follow the Parks & Recreation Master Plan, with a focus on maintaining existing infrastructure before building new. (LP)	E.2.2.a.: Partner with surrounding communities to implement technology to evaluate and report congestion on shared trafficways. (MP) E.2.2.b.: Encourage service providers to increase alternative energy sources. (MP)
 Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority	

GOAL
F

Ensure our community is environmentally sustainable and resilient to meet the needs of future generations.

OBJECTIVE 1:

Maintain environmental regulations to protect our natural resources.

 **CONTEXT**

A community’s environmental, social, and economic well-being largely derives from preserving and managing natural resources. Protecting the natural environment is vital for human health and well-being, the health of our plant and animal populations, and the overall climate. New development can impact and even reduce areas of natural resources if not well-managed. Striking a balance between new development and the protection of natural resources remains essential. Natural environment resources include:

- air, water, and soil health,
- open and natural spaces,
- wildlife habitats, and
- our overall ecosystems.

AIR QUALITY

Managing air quality is vital to the health of residents, the economy, and the environment. Federal and state regulatory agencies set allowable air pollutant levels, characterized by the type of pollutant and their impact on human health and the environment.

Air pollutants – particulate matter, carbon monoxide, ground-level ozone, sulfur oxides, nitrogen dioxides, and lead – harm human health, animal

health, and the environment. Various human-made sources produce emissions, including automobiles, factories, power plants, construction equipment, and open burning. These emissions contribute to increased temperatures and climate impacts. As a result, the U.S. Environmental Protection Agency (EPA) recently initiated the Clean Air Act to regulate greenhouse gas emissions and reduce their climate impact. The most common of these gases include water vapor, carbon dioxide, and methane.

WATER QUALITY

Water quality is essential to maintaining good drinking water, commercial and recreational use of water resources, economic stability and growth, and overall quality of life. The Clean Water Act establishes criteria for regulating and measuring water quality. Criteria include chemical, physical, and biological properties necessary to protect a water body’s beneficial uses.

Increasing the quantity of impervious surfaces can decrease water infiltration back into the natural system, impacting stormwater demand and capacity. Stormwater runoff can push harmful byproducts from vehicle traffic into rivers and streams, affecting aquatic life and streambank health. Poorly managed wastewater and stormwater results in erosion, flooding, property damage, pollution, and public health concerns. New development presents an opportunity for private investment to help improve water quality by implementing, and even exceeding, municipal and regional stormwater regulations.

NATURAL & WILDLIFE RESOURCES

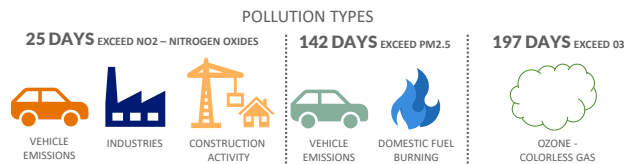
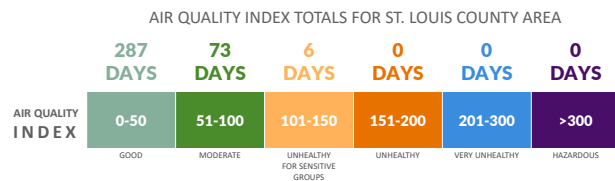
Biodiversity in plant and animal life measures healthy habitats and ecosystems. Missouri sits in the Mississippi Flyway for more than 325 bird species migrating between Canada, Mexico, and South America. Streams, lakes, and riparian corridors support woodlands, wetlands, and other habitats needed for these species to thrive.

INSIGHT

In 1974, City officials introduced an environmental improvement ordinance, recognizing the value and importance of investing in Ellisville's natural environment. This ordinance was the first of its kind in Missouri. Subsequently, in 1979, the City established the Lafayette Area Forestry Commission – a collaboration between Ellisville, Manchester, Winchester, Ballwin, and Clarkson Valley – to advise on forestry concerns in the region.

AIR QUALITY

The Environmental Protection Agency's Air Quality Index (AQI) shows that the St. Louis MO-IL Metropolitan Statistical Area (MSA) enjoys high-quality air. In 2020, the region experienced only six days of air quality rated "unhealthy for sensitive groups." According to the EPA, most greenhouse gas emissions in the metropolitan area derive primarily from passenger vehicles, industry and construction, domestic fuel burning, and ozone gas.



Source: Environmental Protection Agency (EPA), 2020 AQI - St. Louis MO-IL MSA

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Energy use and greenhouse gas emission reduction ranked #5 in the top five sustainability issues that should be of utmost concern in Ellisville.

”

WATER RESOURCES

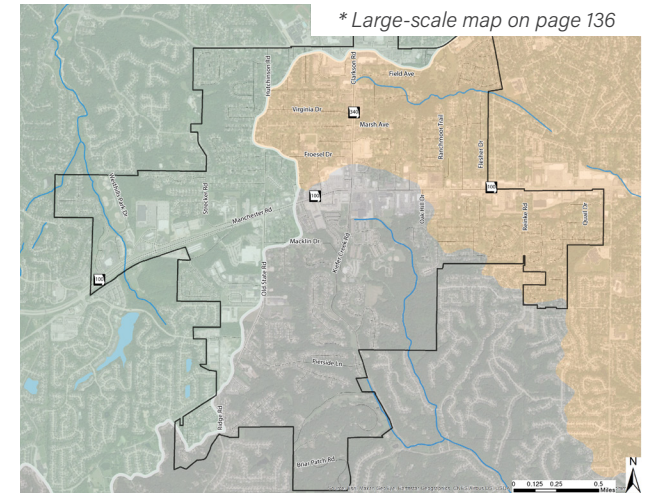
Ellisville sits within two primary watersheds – the Bonhomme Island-Missouri River Watershed and the Meramec River Watershed. In addition, Ellisville's three primary waterways further delineate the community's sub-watershed.

- Caulks Creek flows into Bonhomme Creek and eventually into the Missouri River located north of Ellisville. Caulks Creek defines the Bonhomme Creek sub-watershed.
- Fishpot Creek flows into the Meramec River and on into the Mississippi River. Fishpot Creek sits within the Grad Glaize Creek-Meramec River sub-watershed.
- Kiefer Creek also flows into the Meramec River but sits in the Hamilton Creek-Meramec River sub-watershed.

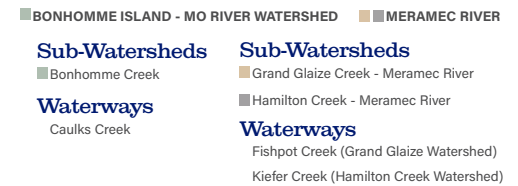
WATER QUALITY

Ellisville residents and businesses receive their drinking water from Missouri American Water. Eighty (80) percent of the supply derives from the Missouri River, with the remaining 20 percent coming from the Meramec River.

Protecting the water quality in local creeks supports the overall health of the regional waterways. Healthy waterways directly impact Missouri American Water's ability to provide healthy drinking water. Additionally, healthy waterways protect ecosystems for the region's



2 Primary Watersheds



Source: USDA and Census TIGER, 2021

aquatic species, particularly those that are endangered.

Stormwater management serves as a primary way a community can work to protect water quality. Stormwater can cause flooding, property damage, and introduce unwanted pollutants into the water ecosystem if not properly managed. The City of Ellisville's Public Works Department adheres to the 2017 St. Louis County Phase II Stormwater Management Plan to implement proper stormwater mitigation standards. In addition, the City enforces a stream setback ordinance that helps protect stream banks' integrity.

“ Stormwater management ranked #4 in the top five sustainability issues that should be of utmost concern in Ellisville. ”

Impaired Water Body

WATER BODY	YEAR	SIZE	IMPAIRED WATER USE	POLLUTANT	SOURCE	TMDL PRIORITY SCHEDULE
Bonhomme Creek	2020	2.5 Miles	Recreation	E. Coli	Urban Runoff	303 (d) listed, no plans

Source: U.S. Environmental Protection Agency (EPA), 303 (d) lists, 2020

In 2020, the EPA identified a 2.5-mile stretch of Bonhomme Creek as an impaired water body for recreation use. Urban runoff introduced higher-than-normal levels of Escherichia coli (E. coli) bacteria. This impairment may not directly impact Ellisville or its residents. However, it remains crucial for the community to make efforts to reduce urban runoff to mitigate future issues for local and downstream bodies of water.

NATURAL RESOURCES

Ellisville sits in the River Hills ecoregion, a highly dissected portion of the Salem Plateau. This ecoregion predominantly consists of bluffs, valleys, and low hills. Soils are usually thin, rocky, steep, and nonarable. Cherty Ordovician dolomite and limestone characterize this region. These conditions may prove challenging for development in areas with unsuitable soils or steep slopes.

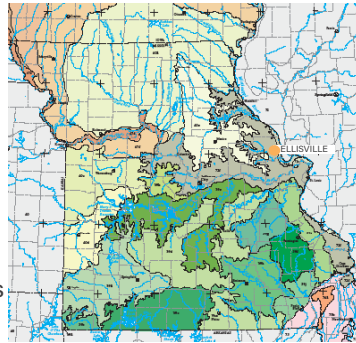
Trees cover over 1,200 acres in Ellisville, representing 45 percent of the total land. Ellisville remains dedicated to maintaining tree coverage throughout the community and has been recognized as a Tree City USA for the past

41 years for those efforts. The City of Ellisville’s Public Works Department oversees the management, preservation, and replacement of trees. The City splits costs for tree replacement in residential areas with the respective homeowner. Additionally, City ordinances require that three new tree plantings must replace any single tree removed by a developer.

Tree coverage, open space, and natural landscapes provide many community and environmental benefits:

- air filtering,
- water filtering,
- shade,
- recreation opportunity, and
- wildlife habitats.

ELLISVILLE IS LOCATED IN THE INTERIOR RIVER VALLEY AND HILLS - RIVER HILLS, A LEVEL IV ECOREGION Includes bluffs, valleys, and low hills. Areas of karst features and perennial streams. Vegetation includes white-black oak woodland, and sugar maple oak forest.



Source: U.S. Environmental Protection Agency (EPA), Ecoregions by State

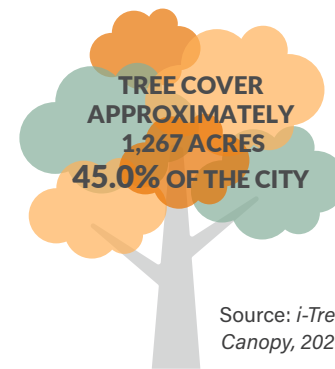
“ Natural resource preservation ranked #2 in the top five sustainability issues that should be of utmost concern in Ellisville. ”

WILDLIFE

The U.S. Fish & Wildlife Service lists several threatened and endangered species in the West St. Louis County region. Protecting environmental health supports habitats and ecosystems for this wildlife, improving their outcomes.

Ellisville community efforts continue to protect and improve habitats for wildlife and residents. These strategies include:

- planting natural vegetation in appropriately identified locations to increase the attraction of pollinator species. This technique also reduces mowing needs in these areas.
- banning the use of mosquito pesticides and fogs, as they harm butterflies, bees, and other pollinator species. Instead, the City prioritizes efforts to mitigate standing water, thus minimizing habitats for mosquito larvae.
- reducing light pollution in support of maintaining migratory bird patterns.



Source: i-Tree Canopy, 2020

THREATENED AND ENDANGERED SPECIES IN ELLISVILLE

THREATENED
 Decurrent False Aster (Plant)
 Northern Long-Eared Bat (Mammal)

ENDANGERED
 Gray and Indiana Bats (Mammal)
 Easter Hellbender (Amphibian)
 Pallid Sturgeon (Fish)
 Running Buffalow Clover (Plant)
 Pink Mucket, Scaleshell Mussel,
 Sheepnose Mussel, Snuffbox Mussel,
 Spectaclecase Mussel (Clam)

Source: U.S. Fish & Wildlife Service, Midwest Region Endangered Species - Missouri



GREEN INFRASTRUCTURE

Green infrastructure uses nature to solve issues related to changing climate. In conjunction with interested citizens, the Public Works Department works to implement green infrastructure strategies, where appropriate and as funding allows. For example, the City installed a rain garden along Wren Trail. These types of investments provide significant benefits to the community and environment, including:

- reducing the amount of polluted stormwater runoff,
- promoting infiltration of water back into the ground to recharge groundwater supplies,
- reducing local flooding,
- preventing stream bank erosion,

- conserving water,
- creating diverse habitats for birds and butterflies,
- reducing landscape maintenance, and
- increasing property value.

SUPERFUND SITE

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) of 1980 authorized the EPA to create a priority list of polluted sites nationwide. These sites would require long-term mitigation of hazardous material contamination. CERCLA refers to these polluted locations as superfund sites. St. Louis County has a history of superfund sites in the region. One such superfund site, which the EPA listed in 1983, sits along the boundary of Ellisville and Wildwood near Strecker Road. Three non-contiguous operable units – the Rosalie property (Operable Unit 1, 85 acres), the Bliss property in Wildwood (Operable Unit 2, 11.6 acres), and the Callahan property in Wildwood (Operable Unit 3, 8 acres). These properties contained various buried liquid and solid waste hazardous pollutants, including dioxin.

Since their listing, the EPA has worked to remediate and restore the contaminated sites. The Rosalie and Callahan operable units remain fully restored. Extensive contamination mitigation occurred at the Bliss operable unit, which reached completion in March 2015. Some groundwater monitoring continues on the Bliss operable unit. Environmental use controls – developed by the EPA and Missouri Department of Natural Resources – exist for portions of the superfund site. The majority of the superfund site remains forested today. The EPA’s Superfund Redevelopment Program guides the responsible purchase and development of remediated locations. The City’s recently adopted Environmental Protection Overlay Zoning District also promotes the safe

development of the portion of the superfund site within the Ellisville boundary and allows for single-family residential use.

“Community engagement respondents’ top 3 methods to help ensure a thriving community for present and future generations:

1. Increase open space and parks
2. Implement green infrastructure
3. Increase and conserve habitats and native plant species

”


TRENDS & FORESIGHT

AIR QUALITY

Changing weather patterns will bring hotter weather to the Midwest region, increasing the challenge of meeting air quality standards, especially in the summer months. However, communities can reduce local greenhouse gas emissions from vehicles and equipment by encouraging alternate transportation modes and increasing natural landscapes that require less mowing.

WATER QUALITY

Impervious surfaces on roads and buildings increase the potential for flooding. Implementing responsible stormwater management practices can mitigate issues created by the increasing quantity of impervious surfaces. Green infrastructure (e.g., rain barrels, green roofs, rain gardens, and on-site water treatment) can provide affordable and environmentally sound ways to manage precipitation.

NATURAL RESOURCES

It is critical to balance the preservation and protection of the natural environment with increasing populations and growing communities to ensure natural resources provide a benefit for future generations. Some municipalities increase density in areas to allow for more open space in others. Others incorporate natural landscapes alongside development to support and enhance the natural environment and local ecosystems. Planting trees and native vegetation promotes healthy air quality and creates habitats that support biodiversity.



OBJECTIVE 1:

Maintain environmental regulations to protect our natural resources.

STRATEGY 1:



Protect air quality.

LOCAL ACTIONS

- F.1.1.a.: Encourage carbon footprint reduction measures for public facilities and large industrial and commercial developments. (MP)
- F.1.1.b.: Develop a tree replacement program to maintain levels of tree coverage to aid pollution absorption and improved air quality. (HP)
- F.1.1.c.: Collaborate with regional agencies to ensure surrounding communities work collectively to meet or exceed environmental standards for air quality. (LP)

STRATEGY 2:



Provide proactive stormwater mitigation to protect property and the water quality in our creeks.

LOCAL ACTIONS

- F.1.2.a.: Provide information to the public regarding stormwater mitigation measures for new developments. (LP)
- F.1.2.b.: Provide education to residents, industries, and businesses about water quality and actions they can take to assist in the efforts. (LP)
- F.1.2.c.: Provide information regarding Ellisville ceasing to fog for mosquitoes, as efforts to mitigate standing water (and therefore larvae) are more effective. (MP)
- F.1.2.d.: Continue to follow the St. Louis County Phase II Stormwater Management Plan. (LP)
- F.1.2.e.: Utilize natural topography and vegetation to capture, store, and soak up stormwater runoff using features such as bioswales, rain gardens, and green roofs. (HP)

STRATEGY 3:



Preserve and protect high quality natural resources, habitats, and sensitive lands.

LOCAL ACTIONS

- F.1.3.a.: Encourage planting of native vegetation in parks, open space, and new development landscaping. (HP)
- F.1.3.b.: Protect heavily wooded areas from development. (MP)
- F.1.3.c.: Maintain Ellisville's membership and recognition as a Tree City USA. (LP)
- F.1.3.d.: Address the removal of invasive species (e.g., honeysuckle). (HP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL F Ensure our community is environmentally sustainable and resilient to meet the needs of future generations.

OBJECTIVE 2:
Increase our sustainable practices to mitigate changes in our climate and environment.

CONTEXT

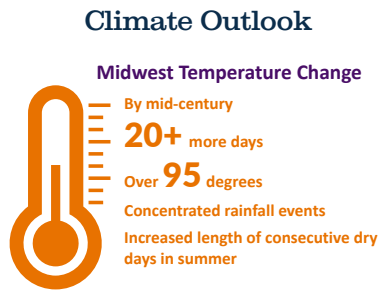
CHANGING WEATHER PATTERNS

Climate change refers to the long-term shift in global or regional weather patterns resulting from increased greenhouse gas levels in the atmosphere. Greenhouse gases primarily result from human activities like burning fossil fuels, natural gas, oil, and coal. Changes in the climate and weather patterns cause an increase in global temperatures and sea levels, melting glaciers, and severe weather.

The increased frequency of extreme weather events threatens infrastructure, human safety, biodiversity, water supply, and economic viability. Flooding is one of the most widespread natural hazards experienced by communities nationwide. Mitigating changing weather patterns ensures a safe and sustainable community for all.

REGIONAL FORECAST

The Midwest region expects to experience more than 20 additional days with temperatures over 95 degrees by mid-century. Additionally, the area anticipates an increase in concentrated rainfall events that are further apart in frequency, resulting in extended periods of consecutive dry



Source: Mid-America Regional Council (MARC), Climate Outlook

days in the summer months. According to the Weather Channel's Climate Distribution Index, the St. Louis region ranks 17th in the list of top 25 U.S. cities expected to be most impacted by climate change in the future.

NATURAL DISASTERS

In addition to flooding, tornadoes, severe thunderstorms, heat and drought, and severe winter weather impact much of the Midwest. These natural hazards pose risks to communities regarding economic, social, and environmental impacts. Natural disasters damage and destroy buildings and infrastructure, cause injuries and fatalities, and interrupt business operations due to school and office closures.

As seen most recently with COVID-19, infectious diseases also impact our communities. Infectious diseases overwhelm local health care systems and negatively impact the economy. Natural disasters of all types typically disproportionately affect vulnerable populations, including the elderly, very young, minorities, and economically distressed individuals.

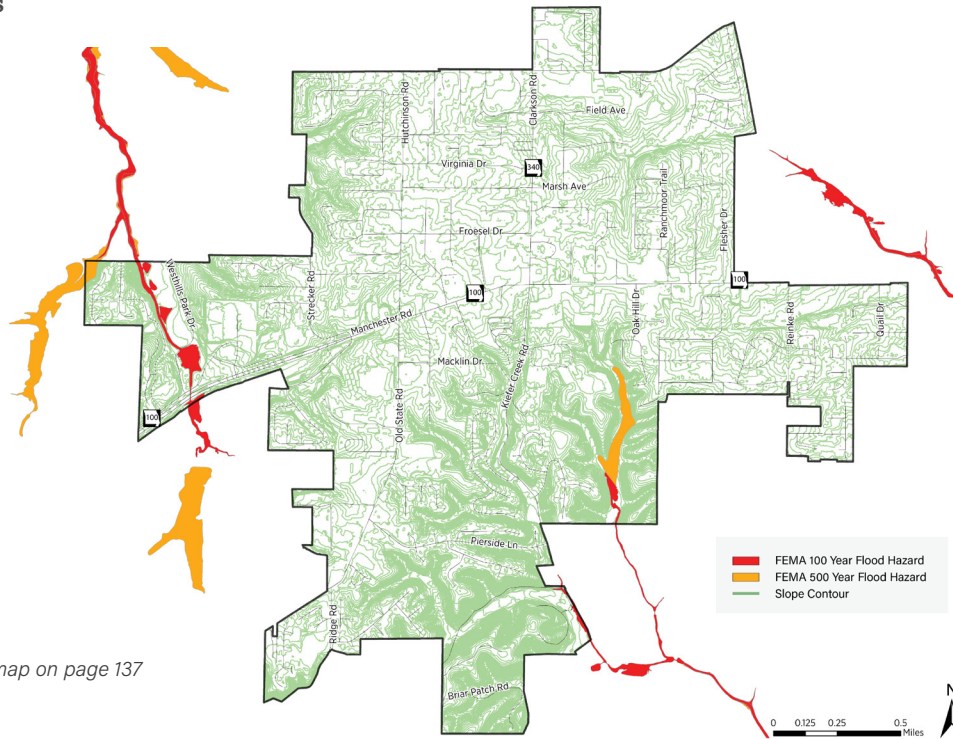
MAN-MADE DISASTERS

Man-made disasters include hazardous material incidents, mass transportation accidents, public mass shooting events, civil disorder, cyber-attacks, and other forms of terrorism. Hazardous material incidents and mass transportation accidents typically occur along major transportation routes. Conversely, other man-made disasters impact events, festivals, or even target locations like public safety facilities and schools. These disasters also result in environmental, social, and economic losses like natural disasters.

The Weather Channel report ranks the St. Louis Region 17th in the Top 25 list of U.S. Cities to be most impacted by climate change.

Source: The Weather Channel Climate Distribution Index

Floodplains



* Large-scale map on page 137

INSIGHT

FLOODPLAIN

The majority of Ellisville's 100-year floodplain* identified by the Federal Emergency Management Agency (FEMA) sits along Caulks Creek between the Ellisville Athletic Association fields and the residential neighborhoods to the west. A portion of the mapping crosses Manchester Road. FEMA's 100-year floodplain also includes a part of the Klamberg Woods Conservation Area adjacent to Bluebird Park. Most 500-year floodplain** exists outside of Ellisville's boundary except for a portion in the Klamberg Woods Conservation Area resulting from Kiefer Creek.

ELLISVILLE FLOODPLAIN Includes **31** Parcels in the Regulated Floodplain
 majority located in park or vacant/agriculture land use categories
(.007% OF ALL PARCELS)

Source: Ellisville Community Development, 2021

*FEMA-designated land with a 1% chance of flooding in any given year.

**FEMA-designated land with a 0.2% chance of flooding in any given year.

The City of Ellisville works to ensure the floodplain areas do not contain any structures. Most of the mapped floodplain in Ellisville occupies park and recreation, vacant, or open space parcels.

SUSTAINABLE PRACTICES & PROGRAMS

The City of Ellisville embeds sustainable practices in many of its services to residents and businesses to provide long-term benefits to the environment. These practices and programs include:

- traditional recycling and electronic recycling services to reduce waste disposal,
- mulch to repurpose environmental waste collected from the brush and Christmas tree collection services, and
- the Property Accessed Clean Energy (PACE) financing, which allows homeowners to have access to affordable and easy-to-use funding for energy-efficient and renewable energy home improvements.

The City also continues to evaluate opportunities to upgrade municipal vehicles from gas to electric and consider the installation of public charging stations for electric vehicles.

“93% of community engagement respondents said emphasizing environmental sustainability in decision making is “very important” or “important.”

Community engagement respondents rated cost as the top concern related to implementing sustainable strategies in Ellisville.

EMERGENCY MANAGEMENT

The City of Ellisville manages disaster mitigation, preparedness, response, and recovery per the 2021 Emergency Operations Manual. This manual provides the framework to maximize human survival and preservation of property within the community by addressing:

- disaster command and communication structures,
- evacuation procedures,
- personnel requirements from the City's Police and Public Works Departments and the MetroWest Fire Protection District,
- support services such as shelters, transportation, and utilities,
- special venues like retirement centers, schools, and health care providers, and
- the necessary equipment and resources.

The City of Ellisville also has cooperative agreements with nearby municipalities outlining shared equipment and resources to recover from the region's disasters or storms.

TRENDS & FORESIGHT

SUSTAINABILITY

As we begin to see more effects of changing weather patterns, sustainable practices increase in importance from the local level to the global scale. Reducing energy consumption is one of the significant sustainability trends among many businesses and municipalities. Many companies and governments have established goals for reducing greenhouse gas emissions to combat the climate crisis. Accessibility and affordability continue to increase for renewable energy and cleaner transportation options.

NET CLIMATE MIGRATION

Impacts on the St. Louis region may not be in weather patterns alone. According to Bloomberg, climate experts anticipate the displacement of nearly 13 million people before the end of this century. Rising sea levels and increasing temperatures in coastal communities may push residents to leave their homes and move to inland communities and urban centers, including suburbs in the Midwest. Researchers predict this climate migration will significantly impact housing demand, among other factors, in these areas of relocation.



OBJECTIVE 2:

Increase our sustainable practices to mitigate changes in our climate and environment.

STRATEGY 1:



Prepare for natural and man-made disasters and post-disaster economic recovery.

STRATEGY 2:



Prioritize resource efficiency, waste reduction, pollution prevention, and building occupant health.

LOCAL ACTIONS

- F.2.1.a.: Ensure redevelopment and new development incorporates required storm shelter facilities. (MP)
- F.2.1.b.: Partner with regional agencies for mutual aid agreements in the event of disasters. (MP)
- F.2.1.c.: Continue to update and implement the Emergency Operations Manual. (LP)

LOCAL ACTIONS

- F.2.2.a.: Provide an annual brochure to provide information about Ellisville’s waste removal services: recycling, solid waste, yard waste, and electronic recycling. (LP)
- F.2.2.b.: Encourage reduced energy use and mitigation of greenhouse gas emissions. (LP)
- F.2.2.c.: Ensure building codes are up-to-date. (MP)
- F.2.2.d.: Incentivize sustainable features in redevelopment and new development. (MP)
- F.2.2.e.: Continue to support Operation Clean Stream through Public Works Department. (MP)
- F.2.2.f.: Continue to support stream clean-up efforts by volunteer groups at Mockingbird Park. (LP)
- F.2.2.g.: Continue monthly electronic recycling program in Bluebird Park. (HP)
- F.2.2.h.: Continue to offer mulch to residents via the yard waste recycling program. (HP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL **G** **Ensure Ellisville’s economy is resilient to future impacts and provides prosperity for all.**

OBJECTIVE 1:
Increase regional collaboration with economic partners.

CONTEXT

ECONOMIC DEVELOPMENT

A community’s quality of life is paramount to attracting and retaining businesses and a skilled workforce. Therefore, strong economic development initiatives integrate city planning, public works and infrastructure, education and training, housing, parks and recreation, and fiscal sustainability. The combination and involvement of all community aspects ensure the support of a high quality of life.

RESILIENCE

Economic resilience relates to a community’s ability to foresee, adapt to, and advantageously leverage changing conditions. Economies are resilient when they demonstrate the ability to:

- recover quickly from a disruptor,
- withstand a disruptor, and
- avoid the disruptor altogether.

Disruptors may include:

- downturns in the national or global economy that impact demand for local goods and services,
- downturns in economic sectors critical to maintaining and sustaining local economic activities, and

- external impacts such as a natural or man-made disaster, closures of a major employer, changing climate, or other uncontrollable factors.

It is more important than ever to focus on resilient economic strategies. The Great Recession of 2008 and the most recent COVID-19 pandemic exposed vulnerabilities in many economic plans and challenged communities nationwide.

INSIGHT

ECONOMIC DEVELOPMENT COMMISSION

The City of Ellisville’s Economic Development Commission (EDC) stands ready to provide recommendations to assist the City Council and staff in implementing the existing economic development strategic plan. The City Council may solicit recommendations from the EDC regarding policies, regulations, marketing, development strategies, and activities to retain and enhance the economic base of Ellisville. The Commission also serves as a resource to advise on the economic development of the City and review and recommend appropriate financing and other development incentives to:

- retain and create jobs,
- establish an attractive business environment,
- and ensure that development projects are economically viable.

“Business growth and economic development were ranked as Ellisville’s 2nd and 3rd top challenges by community engagement respondents.”

REGIONAL PARTNERS

Multiple economic development agencies exist within the greater St. Louis metropolitan area, including:

- Greater St. Louis Inc. / Alliance St. Louis,
- Missouri Partnership (Hawthorn Foundation),
- St. Louis Economic Development Partnership, and
- West St. Louis County Chamber of Commerce.

The COVID-19 pandemic brought about many challenges to businesses, small and large, throughout the nation. The Small Business Administration (SBA) provided several financial resources to assist companies from economic strife during the pandemic. The City Council and City Manager worked closely with the SBA to ensure Ellisville's small, local businesses had the available resources to stay afloat and continue to contribute to the local economy.

“

Community engagement respondents identified the top three economic development priorities for Ellisville to build a more resilient economy:

1. Assisting small, local businesses
2. Attracting new industry sectors to diversify business types
3. Strengthening existing businesses

”

TRENDS & FORESIGHT

The field of economic development has significantly evolved over the last 40 years. Many communities, especially those smaller in size or without their own economic development engine, rely heavily on partnerships to improve resource availability, effectiveness and efficiency, and legitimacy. Enhanced partnerships with regional economic development partners help to attract new businesses and aid in expanding existing businesses.

OBJECTIVE 1:	
Increase regional collaboration with economic partners.	
STRATEGY 1:	R
Leverage regional relationships to enhance economic development.	
LOCAL ACTIONS	
<p>G.1.1.a.: Convene with West County agencies and municipalities to coordinate land use planning and economic development projects impacting the region. (MP)</p> <p>G.1.1.b.: Leverage the Ellisville Economic Development Commission to sponsor annual gatherings to update regional real estate professionals on opportunities in the community. (LP)</p> <p>G.1.1.c.: Enhance participation with regional economic development initiatives in greater St. Louis and Missouri, such as the Missouri Partnership (Hawthorn Foundation), St. Louis Economic Development Partnership, and Greater St. Louis Inc./Alliance St. Louis. (MP)</p> <p>G.1.1.d.: Increase collaboration with the West County Chamber of Commerce to market Ellisville and aid in the support of Ellisville businesses. (HP)</p>	
<p>⚠ Council Priority R Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority</p>	

OBJECTIVE 2:

Increase retail sales tax revenue per capita.

CONTEXT

FISCAL SUSTAINABILITY

Fiscal sustainability is a government agency's ability to maintain current spending, taxes, and other policies into the future without compromising assets, defaulting on liabilities, or curtailing promised expenditures. Strengthening or diversifying revenue sources enhances a community's ability to maintain fiscal sustainability.

INSIGHT

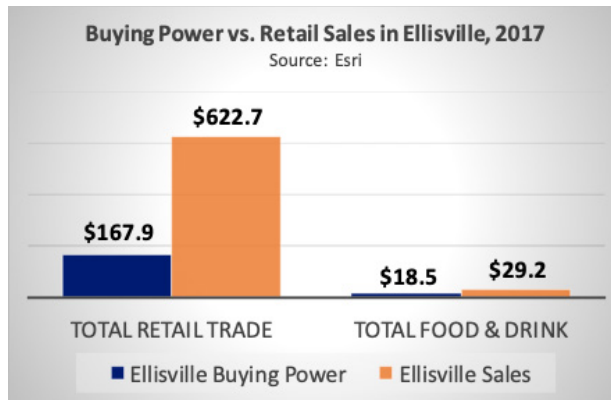
MARKET ANALYSIS - BUYING POWER

Ellisville's commercial corridors contribute to meeting the needs of local residents and serve as a draw for commuting passersby and destinations to those from neighboring communities. The Environmental Systems Research Institute (ESRI) tracks a community's supply and demand.

Demand is the expected buying power for retail and dining among Ellisville residents based on incomes and lifestyles.

Supply is the estimated retail sales (revenues) of merchants and restaurateurs in Ellisville.

ESRI reports that Ellisville residents' buying power totaled \$167.9 million in 2017 (the latest value available). However, merchants experience sales exceeding that amount by almost three and a half times. Merchant sales in 2017 totaled \$622.7 million.



The positive gap between supply and demand in the food and drink category is not as significant as the total retail trade. However, as sales figures suggest, these Ellisville businesses still create a considerable draw for outsiders to the community.

MARKET ANALYSIS - RETAIL SECTORS

Ellisville's commercial businesses include strong representation from all types of retailers. One exception is the category of general merchandise stores. ESRI reports that Ellisville residents possess a buying power of \$32.1 million annually in this category, compared to retailers' sales of only \$23.1 million. This data suggests about \$9.0 million in purchase power by Ellisville residents shifts to general merchandise stores in neighboring communities or online. Local businesses aim to attract enough outsider sales to overcome leakage of Ellisville buying power to companies online or outside of Ellisville in order to break even. In terms of the total retail trade, Ellisville reports numbers well-above break even.

POINT-OF-SALE VS. POOL TAX AREA

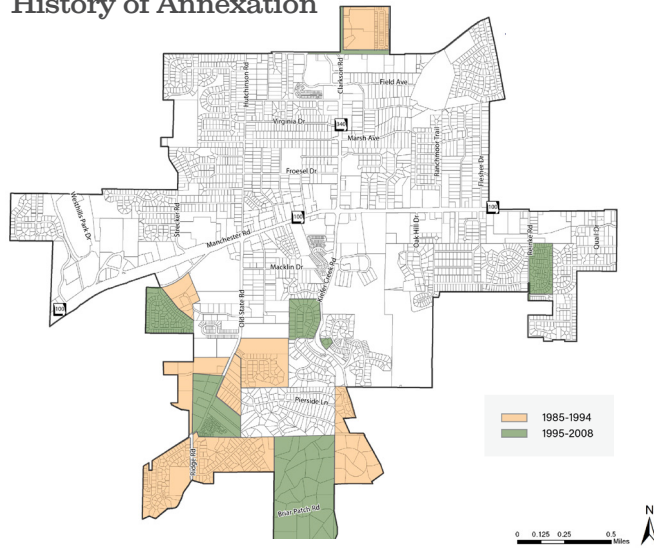
St. Louis County consists of point-of-sale (A) and pool (B) municipalities. This designation signifies whether a community retains the local option retail sales

Nearly 70% of community engagement respondents reported they shop online one or more times each week. The primary products purchased online are basic household or general goods. Similarly, 80% of community engagement respondents reported they shop in surrounding communities one or more times each week. Again, restaurants and basic household or general goods top the list of services or products accessed in those communities.

taxes generated within their borders. Point-of-sale communities retain their total retail sales tax revenue, while pool municipalities receive a share of the combined retail sales tax revenues paid into the County pool. Municipalities selected their designations circa 1980. Unincorporated areas of the County automatically received a 'B' designation. If a municipality annexed a portion of unincorporated land, that portion remains within the pool. Ellisville is a point-of-sale community. However, it contains some areas that are pool tax areas, given their annexation into Ellisville borders after 1980.

It is vital to maintain a mix of taxable businesses (retailers) and non-taxable businesses (service providers) throughout the community, regardless of their A or B locations. This strategy promotes higher occupancies and more rental income for owners to support and maintain their property. Additionally, retailers and service businesses mutually support one another in locations where rooftops are maximized and buying power density is high to provide convenience to patrons.

History of Annexation



* Large-scale map on page 138

LOCAL BUSINESSES

Local businesses constitute the foundation of Ellisville's economy. In 2019, the City of Ellisville established the Bluebird Business Awards Program to honor local businesses achieving excellence. Companies receiving this recognition serve as role models and demonstrate

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Entertainment, retail, and restaurant options were ranked the top challenge for Ellisville by community engagement respondents.

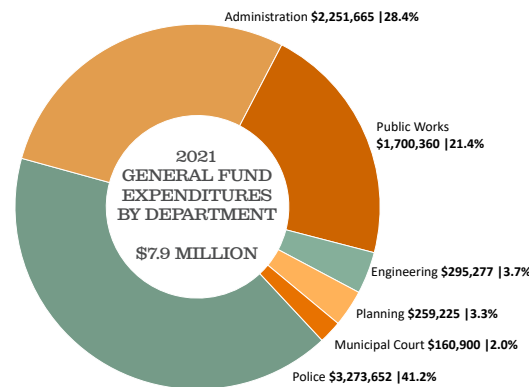
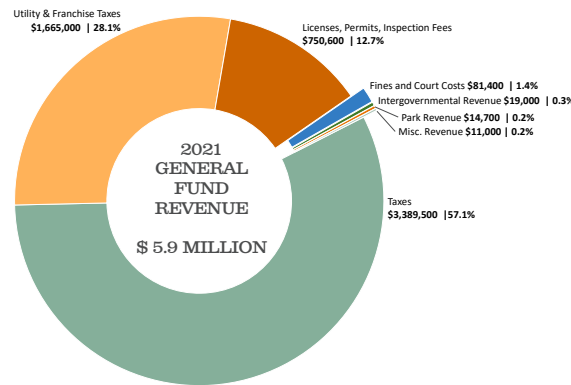
Better connectivity to surrounding neighborhoods was the overwhelming response from community engagement participants regarding the best ways to strengthen Ellisville's commercial areas.

”

a commitment to sustaining and healthy and vibrant community. Continuing this program is important to enhancing Ellisville's economic future.

FINANCES

Retail sales and property taxes contribute nearly 60 percent of the City of Ellisville's General Fund revenues. The General Fund provides expenditures for many of the City's services and departments to maintain Ellisville's quality of life, including public safety and public works. Therefore, protecting and expanding these revenue sources remains critical to ensure fiscal sustainability.



Source: Ellisville Annual Budget, 2021

Sales Tax Rate

Ellisville	1.250%
St. Louis County	3.513%
Missouri	4.225%
Total	8.988%

Source: Ellisville, Sales-Tax.com, 2021

\$1,063 TAX REVENUE PER CAPITA
\$11.28 DEBT PER CAPITA

Source: Ellisville Annual Budget, 2021

INCOMES

Higher than average incomes of Ellisville residents contribute to the community's strong buying power and considerably stable sales and property tax base.

UNEMPLOYMENT RATE		PER CAPITA INCOME	
ELLISVILLE	5.9%	ELLISVILLE	\$47,315
ST. LOUIS COUNTY	5.3%	ST. LOUIS COUNTY	\$40,289
MISSOURI	4.3%	MISSOURI	\$29,771

Source: U.S. Bureau of Labor Statistics, 2020

Source: Local Economy Area Report, Ellisville 2020

MEDIAN HOUSEHOLD INCOME		MEDIAN FAMILY INCOME	
ELLISVILLE	\$88,271	ELLISVILLE	\$121,600
ST. LOUIS COUNTY	\$66,374	ST. LOUIS COUNTY	\$99,581
MISSOURI	\$54,438	MISSOURI	\$75,323

Source: U.S. Bureau of Labor Statistics, 2020

Source: Local Economy Area Report, Ellisville 2020

TRENDS & FORESIGHT

EXPERIENTIAL SHOPPING

Changes in consumer spending and shopping preferences significantly impact local, regional, and national retail trends. For example, malls and strip commercial development have fallen out of favor, replaced by retail that offers experiential shopping and dining in environments with strong character, like downtowns.

“

Four of the top five traits of great downtowns that Ellisville residents would want to see in commercial redevelopment in Ellisville:

1. Incorporate outdoor and green spaces
2. Combine culture, art, events, and entertainment
3. Provides a mix of uses (retail, services, and housing)
4. Accessible by walking and biking

”

E-COMMERCE

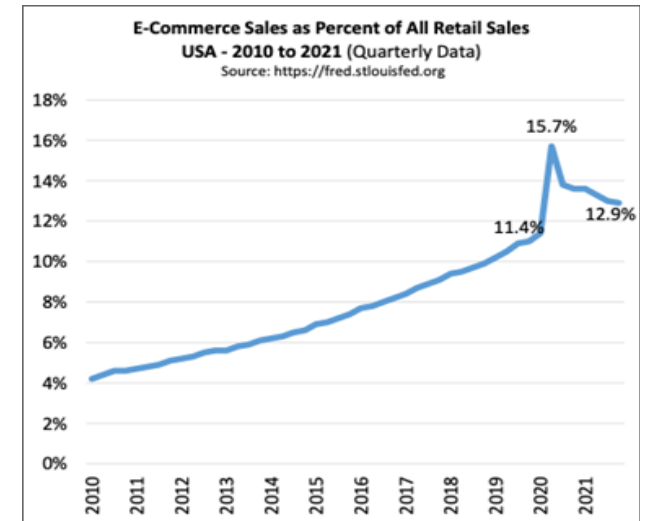
Montgomery Ward and Sears, Roebuck and Co. brought mail order shopping into popularity in the late 19th century. Today, the Federal Reserve Bank estimates that e-commerce represents 13.6 percent of all shopping in the nation. This data indicates a sharp increase from 2000 when online shopping represented less than one percent of overall shopping.

The COVID-19 pandemic triggered an even sharper increase in 2020, shifting from historical patterns. Recent data reports a drop in e-commerce to 12.9 percent, which is still higher than pre-pandemic amounts. Some sources suggest that e-commerce could represent 25 percent of the American retail economy by 2025.

E-commerce impacts the number and sizes of retailers. With increased online shopping, brick-and-mortar stores may be unnecessary for some retailers or may attract fewer shoppers. Many retailers continue to perfect hybrid models, or showrooming, that minimize on-site inventories and encourage online purchases, especially for specific items, sizes, and colors. Retailers also utilize in-store pickup services to encourage customers to visit their stores but with increased convenience.

E-commerce should not affect retail sales tax collections in Ellisville. National and state legislation has finally required and enabled online retailers to collect state and local sales

taxes from online purchases with remittances to cities. The State of Missouri collects these taxes and then distributes them to counties and local municipalities.



OBJECTIVE 2:

Increase retail sales tax revenue per capita.

STRATEGY 1:



Increase retail, restaurant, and entertainment options to enhance Ellisville's draw in the region.

LOCAL ACTIONS

- G.2.1.a.: Provide education to the community regarding point-of-sale revenue structure which is essential to fund Ellisville's high quality City services. (LP)
- G.2.1.b.: Craft development or zoning incentives for developers and property owners to build or reinvent retail centers for more experiential attractions with great emphasis on design, functionality, mixed uses, walkability, and landscaping. (HP)
- G.2.1.c.: Promote Ellisville's City Council, staff, and development processes as business-friendly. (MP)
- G.2.1.d.: Encourage new local retail, restaurant, and entertainment options when feasible to capture in-person sales and offset online retail purchases. (MP)
- G.2.1.e.: Pursue high value commercial development to increase the tax base. (MP)
- G.2.1.f.: Identify areas best suited for multi-family residential and/or mixed use to support staff needs and sales demands. (LP)

STRATEGY 2:



Encourage and support small, local, and entrepreneurial business development.

LOCAL ACTIONS

- G.2.2.a.: Advertise vacant retail space available for use. (LP)
- G.2.2.b.: Provide educational tools to inform the community about the staffing needs of local businesses and the importance of maintaining a local workforce to meet those needs. (LP)
- G.2.2.c.: Continue to announce when new businesses move to or open in Ellisville, when feasible. (HP)
- G.2.2.d.: Identify unused or underutilized commercial spaces that can be converted to incubator or "maker" spaces to attract interest in entrepreneurial growth. (HP)
- G.2.2.e.: Pursue changes in zoning regulations to allow for sidewalk luminaire banners for small businesses without street front presence. (LP)
- G.2.2.f.: Identify appropriate locations to accommodate housing options that support small business employees. (MP)
- G.2.2.g.: Adjust zoning and regulatory mechanisms (e.g., signage, outdoor seating) to better support creative solutions of local businesses as they respond to changes in demographics, consumer tastes, competition, and large shocks. (LP)
- G.2.2.h.: Explore opportunities for community-wide broadband service for local businesses. (MP)
- G.2.2.i.: Ensure businesses in homes have proper licensing. (MP)
- G.2.2.j.: Evaluate shared communication technology to improve marketing of local businesses and the level of service they are able to provide to the community (e.g., delivery, tracking, etc.). (LP)
- G.2.2.k.: Evaluate expansion needs of local businesses to keep them in Ellisville. (LP)
- G.2.2.l.: Promote, support, and invest in businesses that service local needs and/or support locally owned and produced goods and services. (HP)

GOAL **G** Ensure Ellisville’s economy is resilient to future impacts and provides prosperity for all.

OBJECTIVE 3:
Increase the number of skilled workers to fill available jobs.

CONTEXT

JOBS

Job creation is a significant component of a strong economy. Employed individuals that receive living wages have money to spend on food, clothing, entertainment, and other services in their community. The more individuals can spend, the greater the demand (buying power), thus positively impacting a community’s economic base.

Communities that support a diverse workforce, provide attainable housing options, and partner to increase access to training increase their ability to fill available jobs in the community.

CHILDCARE

Childcare is another essential factor in economic development. Good childcare helps increase workforce numbers by offering childcare services to families and individuals that might otherwise stay home to care for children. These facilities signal to new residents that the community has the capacity and desire to support families and growth into the future. Many relocating families view childcare as important as attainable housing, quality public schools, affordable health, and broadband internet services.

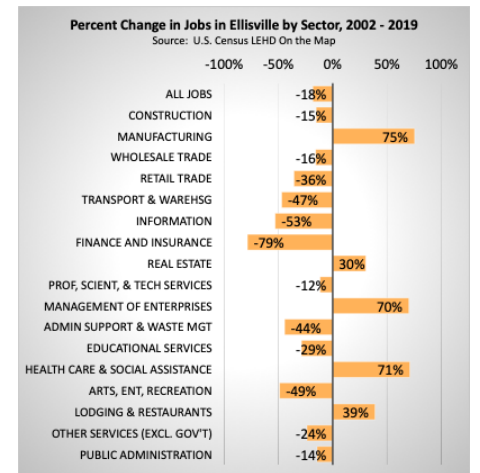
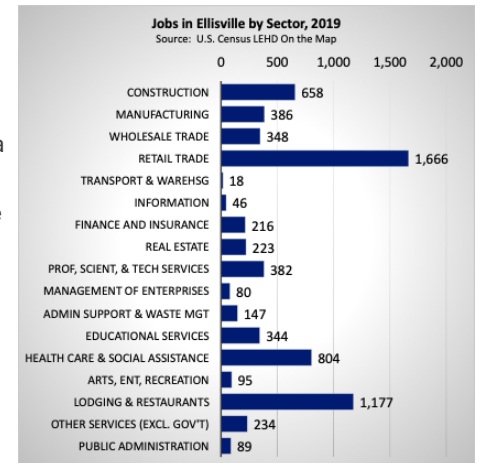
Most households are likely to have working adults, whether a two-parent or single-parent family. Many of these working families do not have access to extended relatives or other support networks for childcare. Accessible and affordable childcare is especially essential to families experiencing poverty. These services allow the parents the ability to contribute to the local workforce.

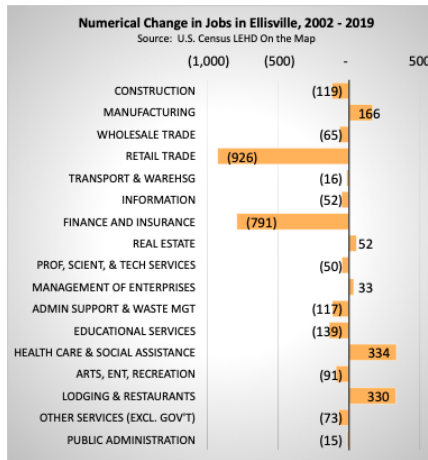
INSIGHT

MARKET ANALYSIS

The U.S. Census Bureau’s “On the Map” data series reports Ellisville had 6,914 jobs within the community in 2019 (the latest available data). This data does not account for the jobs held by Ellisville residents. The 2019 figures were almost 20 percent lower than the 8,470 jobs reported in 2002. The “retail trade” and “lodging & restaurants” sectors represent the largest shares of Ellisville jobs at 24 percent and 17 percent, respectively. These rates are significantly higher than St. Louis County shares in these sectors (retail trade, 11 percent; lodging & restaurants, 10 percent).

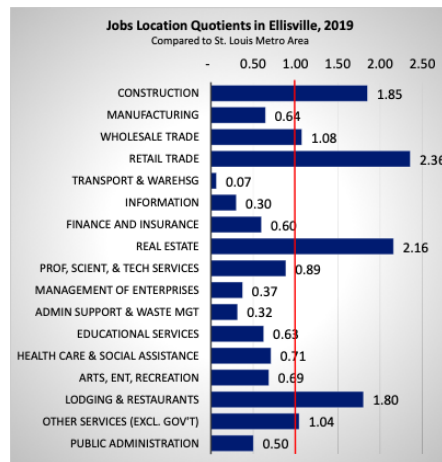
The U.S. Census Bureau also tracks the change in jobs by sector. Between 2002 and 2019, the “finance & insurance” sector experienced the most significant decline with a loss of 79 percent (791





jobs). The “retail trade” sector had the most considerable loss in net jobs (926). However, compared to the overall quantity of these jobs in Ellisville, this quantity only represents a loss of 36 percent. Conversely, the “manufacturing,” “health care & social assistance,” and “management of enterprises” sectors expanded.

Meanwhile, St. Louis County saw an increase in jobs of 5.5 percent during the same timeframe. While the greater

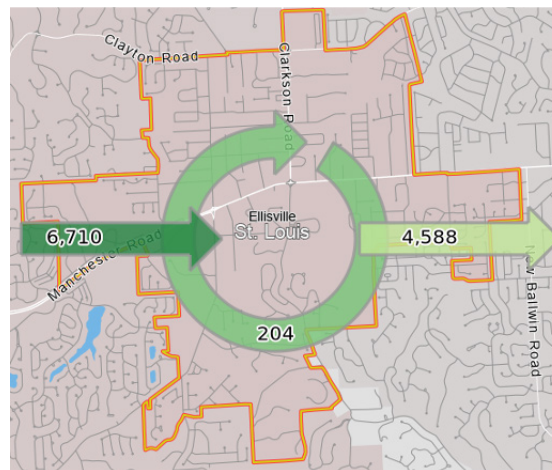


region also experienced a loss in “retail trade” jobs of ten percent, it gained jobs in “finance & insurance” of 22 percent and “management of enterprises” of 45 percent. The increase in these sectors

signals a strong office market in St. Louis County. It is important to note these are pre-pandemic figures.

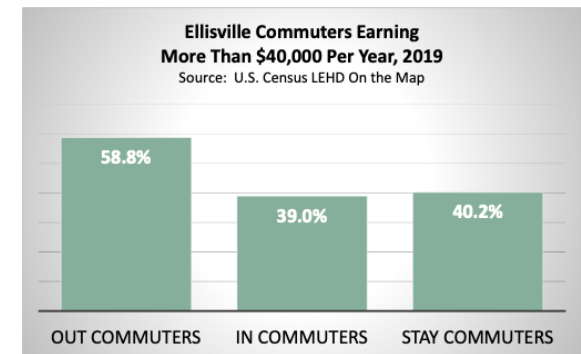
Ellisville jobs can be compared to those available in the greater St. Louis metropolitan area by evaluating job location quotients. This quotient compares the percent of jobs by sector. A quotient of 1.0 means the percentages, or share of jobs in that sector, are equivalent. A location quotient less than 1.0 suggests that Ellisville's share of jobs within that sector aren't major contributors to the regional economy, even if they are important locally. Ellisville's greatest contributions to the overall regional economy lie with the “retail trade,” “real estate,” “construction,” and “lodging & restaurants” sectors.

Ellisville represents a “net jobs community” because more non-residents commute into Ellisville for employment than those leaving for jobs elsewhere. This pattern indicates that non-residents hold almost all jobs in Ellisville. In 2019, data shows that 4,588 residents commuted to other places for work – predominantly other locations in St. Louis County and St. Charles County. Conversely, 6,740 non-residents commuted into Ellisville for work. Only 204 Ellisville residents also worked in the community. This



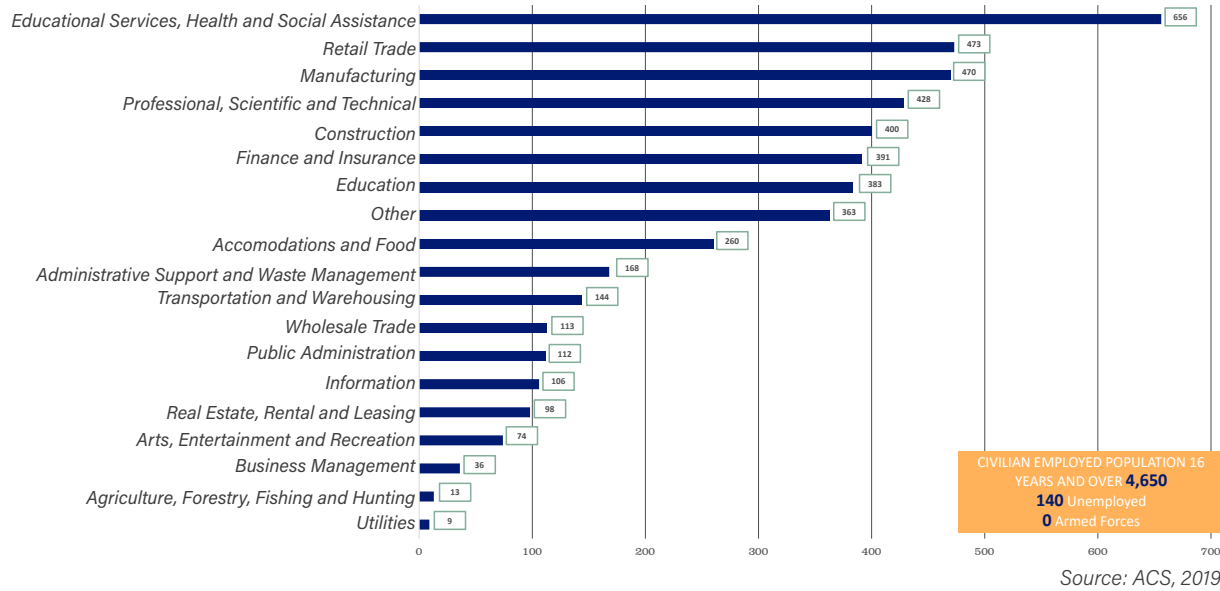
commuting pattern is consistent with overall St. Louis County 2019 data. Almost 173,500 more people commuted into the county than commuted out.

According to the U.S. Census Bureau, out-commuters from Ellisville bring home higher incomes, on average, than those who commute into the community for work. Almost six out of ten out-commuters earn more than \$40,000 annually (the highest of the income categories of this database). This data suggests that Ellisville jobs pay substantially less than those held by Ellisville residents outside of the community. Ellisville residents' higher income levels benefit the community by supporting both higher housing values and retail sales. However, the data also suggests that the workforce commuting into Ellisville



to fill lower-paying jobs are not able to afford to also live in Ellisville. This circumstance strains the transportation network and presents challenges in finding a local workforce to fill available jobs, among other impacts. Offering more attainable housing provides in-commuters with a greater ability and more options to both work and live in Ellisville. The result would support existing small and local businesses and enhance opportunities to grow the retail and restaurant sectors, while not adversely impacting Ellisville's single-family housing market.

Employment Sectors of Ellisville Residents



JOB SECTORS & MAJOR EMPLOYERS

As of the 2019 American Community Survey, Ellisville's top three employers included LifeTime Fitness, Cooper Bussman (now Eaton), and the Rockwood School District. These employers represent the "arts, entertainment, & recreation," "manufacturing," and "educational services" sectors. Comparatively, the top three employment sectors for Ellisville residents, regardless of location, include "educational services, health, & social assistance," "retail trade," and "manufacturing."

WORKFORCE

Ellisville's workforce totals nearly 4,800 residents, accounting for the civilian employed population 16 years and older and those 140 unemployed residents looking for employment.

UNEMPLOYMENT RATE	
ELLISVILLE	5.9%
ST. LOUIS COUNTY	5.3%
MISSOURI	4.3%

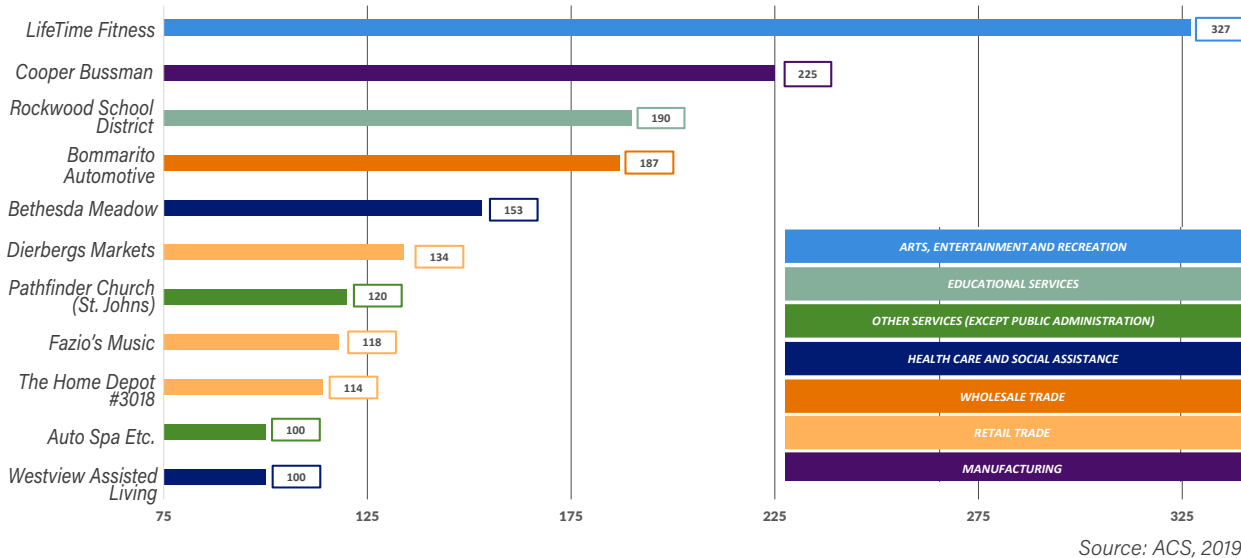
Mid-pandemic data reported an unemployment rate in Ellisville of 5.9 percent. Mid-2021 reports (the latest available at the municipal level) unemployment at 5.3 percent. Ellisville's unemployment exceeded 11 percent for a very short time, directly correlating to COVID-19 pandemic impacts. The trending decrease suggests signs of improvement. However, many of Ellisville's businesses still struggle to fill available positions, especially in the retail and service industries.

4,790 PEOPLE IN ELLISVILLE WORKFORCE

62.0% OF RESIDENTS OVER THE AGE OF 16 PARTICIPATE IN THE WORKFORCE

0.2% OF THE ST. LOUIS MO/IL METROPOLITAN AREA WORKFORCE ARE ELLISVILLE RESIDENTS

Major Employers in Ellisville



INCOME

On average, Ellisville residents enjoy higher income levels when compared to St. Louis County and the state. This data reflects consistently the disparity of salaries between those residents that commute out of Ellisville for work and those non-residents commuting in to fill jobs.

The federal government defines the poverty line as an annual income of \$26,500 for a family of four. Ellisville has fewer residents under the poverty line than the county, metropolitan region, and state. A low poverty rate indicates healthy economic conditions in a community.

	PER CAPITA INCOME	MEDIAN HOUSEHOLD INCOME	MEDIAN FAMILY INCOME
ELLISVILLE	\$47,315	\$88,271	\$121,600
ST. LOUIS COUNTY	\$40,289	\$66,374	\$99,581
MISSOURI	\$29,771	\$54,438	\$75,323

Source: Local Economy Area Report, Ellisville 2020

Source: Local Economy Area Report, Ellisville 2020

Percent of Population Below the Poverty Line

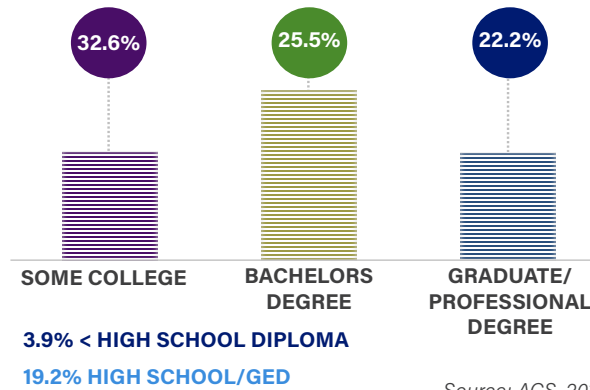
ELLISVILLE	ST. LOUIS COUNTY	ST. LOUIS MO-IL METRO	MISSOURI
3.7%	9.7%	11.3%	13.7%
Under 18 4.1%	Under 18 13.8%	Under 18 16.0%	Under 18 18.7%
18 - 64 years 4.2%	18 - 64 years 9.2%	18 - 64 years 10.6%	18 - 64 years 13.2%
65+ years 2.2%	65+ years 6.5%	65+ years 7.4%	65+ years 9.0%

Source: ACS, 2019

ATTAINMENT

A highly-skilled workforce helps attract new employers and serves to fill available jobs. Over 30 percent of Ellisville adults achieved an education level of "some college, no diploma" and nearly 20 percent received a high school diploma or GED. Less than four percent did not receive a high school diploma. These figures total over half of Ellisville's adult population and suggest an opportunity to expand Ellisville's workforce. Increased access to education, certificate programs, and service industry training opportunities could improve overall skill level and better engage these individuals in the workforce.

2019 Education Attainment



Source: ACS, 2019

While Ellisville lacks a higher education institution within its city limits, plenty of nearby local institutions can greatly benefit Ellisville residents. Partnerships with these institutions could help expand certificate or degree completion opportunities and even identify specific service industry training needs required to meet the demands of Ellisville employers.

4 Nearby Universities

- Maryville University of St. Louis
St. Louis, MO
- Missouri Baptist University
St. Louis, MO
- Lindenwood University
Wildwood Campus
Wildwood, MO
- St. Louis Community College
Wildwood Campus
Wildwood, MO

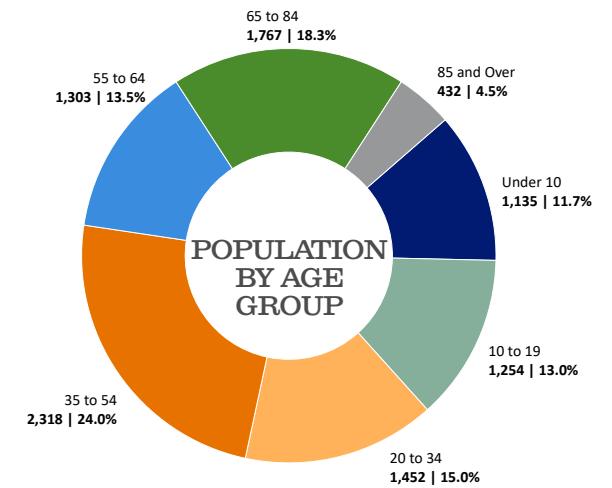
Source: Ellisville, 2021

The Rockwood School District offers a variety of programs for high school-aged students to engage in the local business community by providing real-world experience and placing them with employment opportunities. These programs include:

- Project Interface,
- Rockwood Partners in Education (PIE) Career Exploration, and
- St. Louis County Apprenticeship & Career Pathways Showcase.

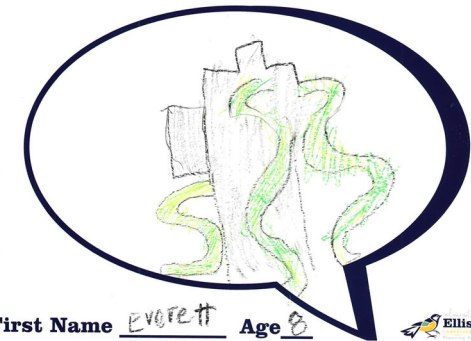
CHILDCARE

Ellisville's youth (the population under 19) totals 2,389, nearly 25 percent of the overall population. The majority of this cohort could require childcare services, most made available through private facilities or home businesses. Encouraging schools and faith institutions to expand childcare services and after-school programs would increase low-cost childcare opportunities for the greater public and Ellisville workforce.



Source: ACS, 2019

Where do you like to play?
Draw us a picture or tell us in words.



TRENDS & FORESIGHT

QUALITY OF LIFE

Virtually gone are the days when jobs, or the need for them, attracted workers to communities. With automation, higher education, and better quality of life expectations, most Americans tend to choose locations first and then find jobs. The expansion of work-from-home flexibility in corporate America resulting from the COVID-19 pandemic adds to this trend. Many people can work remotely and never commute to an office. Providing attainable housing options, vibrant neighborhoods, strong connectivity, and access to recreation ensures communities can provide the quality of life people desire.

“

Over 40% of community engagement respondents said they will work from home in some capacity, even after the pandemic.

”



OBJECTIVE 3:

Increase the number of skilled workers to fill available jobs.

STRATEGY 1:

Ensure there are high quality childcare services and facilities for all.

LOCAL ACTIONS

- G.3.1.a.: Provide routine evaluation of childcare services to ensure they are meeting all safety and operation requirements. (MP)
- G.3.1.b.: Communicate the importance of childcare - lessening time and financial burdens on families - in support of the Ellisville workforce. (MP)
- G.3.1.c.: Ensure zoning regulations allow for reasonable location of childcare services near larger commercial or employment centers, or transportation hubs. (LP)
- G.3.1.d.: Encourage local childcare providers to evaluate pricing to ensure there are affordable options for all. (LP)
- G.3.1.e.: Collaborate with faith institutions, Rockwood School District, and other community organizations to increase childcare opportunities. (MP)
- G.3.1.f.: Work with regional advocates to support higher quality childcare and older-adult care services with increased wages and training upgrades for workers. (LP)

STRATEGY 2:



Plan for workforce diversity – employing a wide variety of people in terms of age, cultural background, physical ability, race and ethnicity, religion, and gender identity.

LOCAL ACTIONS

- G.3.2.a.: Require minimum hiring standards within these principles for major development proposals in Ellisville, particularly those seeking public financial support. (LP)
- G.3.2.b.: Partner with the Ellisville Economic Development Commission to provide low-cost, routine training for employers and workers on workforce diversity, how to achieve it, how to manage it, and how to comply with the law. (LP)
- G.3.2.c.: Ensure that all City employment policies reflect these principles and the laws that require no discrimination in hiring based on such characteristics. (LP)

STRATEGY 3:



Provide access to skill and job training opportunities to meet changing job demands.

LOCAL ACTIONS

- G.3.3.a.: Partner with the library system and higher education providers (public and private) to link changing skill and occupational requirements of Ellisville employers to appropriate courses and degrees. (HP)
- G.3.3.b.: Create a public-private partnership to fund scholarships and programming to increase skill training for employees with employment commitments to local, participating employers. (MP)
- G.3.3.c.: Continue to support and enhance the Project Interface internship program to provide local students access and exposure to job opportunities. (HP)

Council Priority Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority

GOAL G Ensure Ellisville’s economy is resilient to future impacts and provides prosperity for all.

OBJECTIVE 4:
Increase education opportunities for all.

CONTEXT

ROLE OF EDUCATION

Education plays a significant role in a community’s quality of life and vitality. Generally speaking, individuals with strong educational foundations earn higher incomes and experience greater opportunities. Additionally, communities see lower crime rates and higher civic involvement levels. Quality education is a driver of workforce attraction and assessed valuation. In many parts of the nation, people aren’t buying a house so much as buying access to high-quality schools.

LIFELONG LEARNING

Lifelong learning is the pursuit of knowledge through ongoing, voluntary, and self-motivated means for personal development or career advancement. This form of education benefits communities through enhanced social inclusion, active citizenship, and increased resident prosperity. Lifelong learning also increases competitiveness and employability, expanding the number of skilled and employable people. Community organizations, programs, and facilities outside of formal education institutions often provide opportunities for lifelong learning.

INSIGHT

ROCKWOOD SCHOOL DISTRICT

The Rockwood R-VI School District serves Ellisville, among other West St. Louis County communities. The district includes 19 elementary schools, six middle schools, and four high schools. Only two of Rockwood’s schools sit

Rockwood R-VI Schools Serving Ellisville



Rockwood R-VI School District includes:
19 Elementary, 6 Middle Schools, and 4 High Schools

Source: Rockwood R-VI Website and Ellisville GIS, 2021

2020 Graduation Rate



Source: Missouri Department of Elementary and Secondary Education, 2020

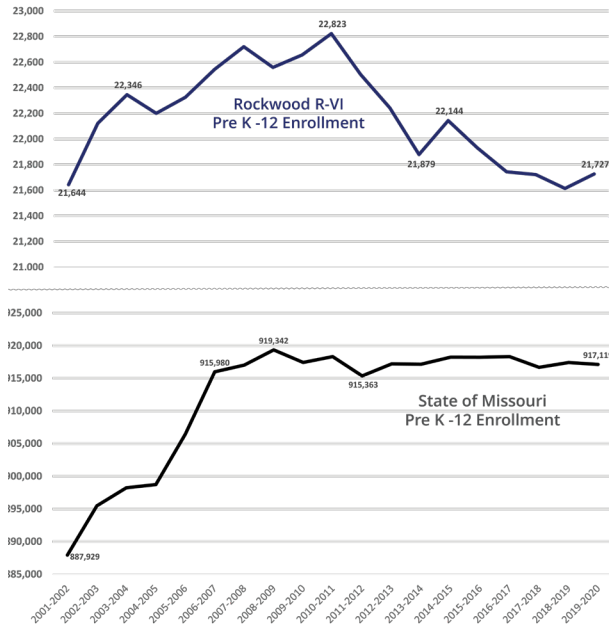
within the city limits of Ellisville – Ellisville Elementary and Ridge Meadows Elementary. Also within Ellisville is the Rockwood School District’s Center for Creative Learning, which provides a learning community that maximizes the potential of gifted students.

As a premier institution, the Rockwood School District generates a significant draw for new residents to the West St. Louis County region. The quality of education, outstanding teachers and staff, and high student achievement provides the keys to the district’s success. The Rockwood R-VI School District boasts a 95 percent graduation rate, significantly higher than the state average of 89 percent.

Despite their status and success, the district experienced a slight decline in PreK-12 enrollment

“Community engagement respondents ranked K-12 Public Schools as Ellisville’s 2nd greatest strength.”

Enrollment



Source: Missouri Department of Elementary and Secondary Education, 2020

beginning in 2010. According to the district's data, today's official enrollment is 20,212, even less than the 2019-2020 school year reports. This trend makes attracting new families into Ellisville and the surrounding communities even more important to ensure the Rockwood School District remains a vital asset. In contrast, the State of Missouri's overall enrollment remains relatively stable.

PRIVATE SCHOOLS

Four private education institutions find home in Ellisville, contributing to the available opportunities to residents. These institutions provide early childhood, preschool, and kindergarten through 8th-grade programs.

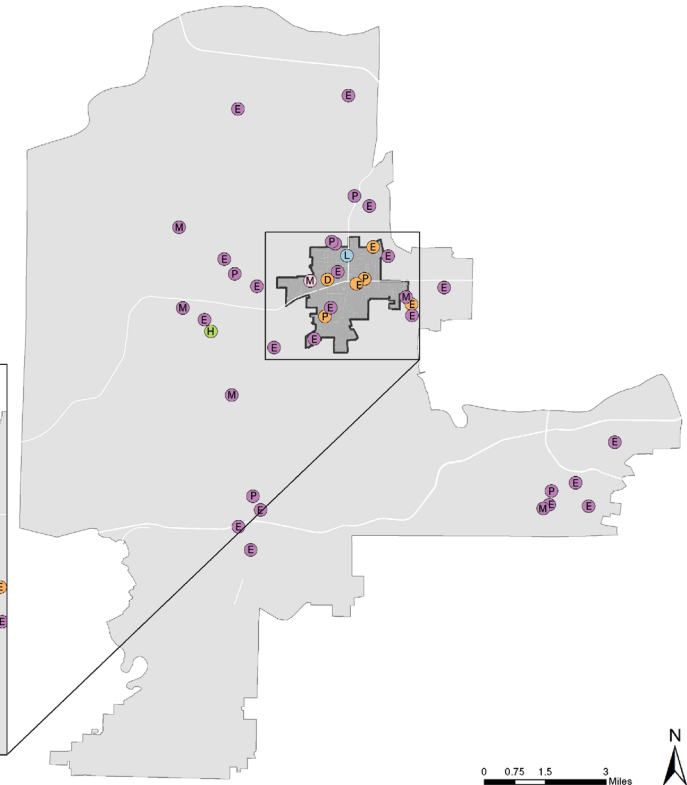
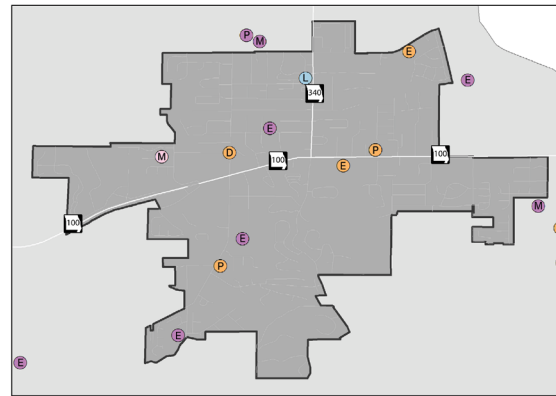
4 Private Schools

- Crème de la Crème Early Childhood – Kindergarten
- KIDS International Early Childhood – Preschool
- St. Claire of Assisi Kindergarten – 8th Grade
- St. John School Kindergarten – 8th Grade

Source: Ellisville, 2021

Learning Facilities

- L Library
- M Montessori
- D Private Daycare
- P Private Preschool
- E Private Elementary School
- P Public Preschool
- E Public Elementary School
- M Public Middle School
- H Public High School
- H Higher Education



* Large-scale map on page 139

COMMUNITY PARTNERS

Ellisville's community organizations provide several lifelong learning opportunities.

- The City's relationship with the Small Business Administration provides educational opportunities to Ellisville business owners and employees.
- The St. Louis County Library – Daniel Boone Branch offers programming for patrons of all ages.

- The Lafayette Older Adults Program (LOAPS) provides senior programming. Ellisville is home to many retired individuals. This cohort can benefit greatly from these lifelong learning opportunities. Still, the retired individuals can also serve as assets and resources to younger generations through volunteer roles and other educational opportunities such as mentoring and speaker series.

TRENDS & FORESIGHT




PARTNERSHIP

City roles in education are historically limited to providing the infrastructure for students to access education facilities. However, trends show that municipal governments now play more active roles in education. They understand that collaboration between local government and academic partners drives economic development and attracts new residents to the community. Schools also rely on local government to bridge gaps they cannot fill alone.

EDUCATION MODELS

The COVID-19 pandemic forced K-12 education to pivot to provide virtual, online learning during stay-at-home mandates. Trends suggest that many students will continue to use remote education platforms into the future, even post-pandemic. Future generations may not pursue traditional college educations due to increasing costs or desires for entrepreneurial learning pursuits. Online degree and certification programs will become more credible as they grow in prevalence.

Individualized learning technology leads to new curricula built around a student’s specific interests and needs. Skills are assessed based on performance, and students will learn with tools that adapt to their capabilities. Maintaining and improving access to educational opportunities and technologies is needed to ensure that education systems address inequalities.

OBJECTIVE 4:	
Increase education opportunities for all.	
STRATEGY 1:	R
Support our public and private schools so they maintain a high level of excellence.	
LOCAL ACTIONS	
<p>G.4.1.a.: Provide civic experiences to school-aged children (e.g., mock Council). (MP)</p> <p>G.4.1.b.: Continue to provide high quality services to all local schools. (MP)</p> <p>G.4.1.c.: Continue to support the Center for Creative Learning. (MP)</p> <p>G.4.1.d.: Form a City-School permanent task force to routinely address common challenges. (LP)</p> <p>G.4.1.e.: Assure that development policies and decisions result in the highest property value impacts to sustain property tax revenues for the public schools. (HP)</p>	
STRATEGY 2:	 R
Expand lifelong learning programming through enhanced community organization partnerships.	
LOCAL ACTIONS	
<p>G.4.2.a.: Continue to partner with the Small Business Administration to provide local business education opportunities. (LP)</p> <p>G.4.2.b.: Collaborate with the St. Louis County Library – Daniel Boone Branch to enhance marketing and programming for all ages. (MP)</p> <p>G.4.2.c.: Maintain Lafayette Older Adults Program (LOAPS) partnership to enhance senior programming. (MP)</p> <p>G.4.2.d.: Support scholarships for adults to complete college degrees or to complete courses in skill enhancements. (MP)</p> <p>G.4.2.e.: Develop a mentorship program to better connect the retirement-age cohort with Ellisville’s youth. (LP)</p> <p>G.4.2.f.: Continue providing public safety training at senior facilities in Ellisville and surrounding communities. (LP)</p> <p>G.4.2.g.: Develop a seminar series to be hosted at City facilities. (LP)</p>	
 Council Priority  Resilient Strategy (HP) High Priority (MP) Medium Priority (LP) Low Priority	



GOAL
H

Plan for purposeful growth and revitalization to meet the needs of future generations.

OBJECTIVE 1:

Maximize the productivity of underutilized and underperforming land.

 **CONTEXT**

LAND USE

Land use refers to the activity and function of a parcel of land. Activities and functions range from residential to commercial and industrial to parks. Zoning ordinances serve as the primary tool in guiding land use decisions related to development. They regulate and define how land can be used and developed (e.g., building height, setbacks, lot coverage, parking requirements, transitions, buffers, etc.).

ENVIRONMENTAL ANALYSIS

Land use designation considers the analysis of the physical environment, which encompasses both natural and human-made features. Understanding the physical environment helps guide decision-making related to development in specific locations within the community, as natural and human-made features present constraints or opportunities.

Natural features include bodies of water, soil suitability, environmentally sensitive areas, natural drainage basins, slopes, floodplains, and wooded areas. Human-made features include brownfields, physical structures, infrastructure, parks, and underground mines or quarries.

PRINCIPLES

Supplemental to the environmental analysis, land use principles and planning best practices also aid in guiding decision-making related to parcel designation and location.

Access

Residents should have ready access to essential services, opportunities, amenities, variety, and other community members.

Choice

Providing people with more choices in housing options, amenities, jobs, and recreation opportunities improves the overall quality of life.

Compact Development

Compact development patterns encourage the activation of spaces so people can gather to support local businesses, meet new people, make connections, and feel integral to the community. Compact development also supports reduced infrastructure needs.

Compatibility

Compatibility refers to proposed uses that are the same or complementary to their surroundings in terms of scale, traffic, and operational impact. Effective land use planning prevents conflict or incompatibility between adjacent uses.

Connection

Connecting services, people, and places improves quality of life. Connection relates to transportation infrastructure (e.g., trails, sidewalks, streets, regional transit) and technology infrastructure (e.g., EV charging, broadband).

Density

There must be enough people to support a diversity of businesses in a compact land area – 1,000 to 2,000 residents within a ¼-mile radius (15-minute walk) can support one block of commercial retail.

Diversity

Land uses must be mixed to provide a wide variety of amenities nearby.

Intensity

The intensity of development impacts demand on infrastructure and City services. The least intense development is park space, with the most

intense being regional commercial and industrial park development.

Placemaking

Placemaking creates identity, encourages community gathering for an enhanced sense of belonging, improves quality of life for residents, attracts visitors, and encourages a concentration of multiple activities and amenities.

Proximity

Things must be close.

Service Efficiency

Land use patterns evaluate maximizing the City’s ability to provide high-quality, cost-effective services such as water, sewer, and public safety to residents and businesses.

Transportation Planning

Land use patterns connect to street typology. Their relationship guides infrastructure investment decisions to ensure adequate service of expected future land uses.



CURRENT LAND USE

Ellisville encompasses approximately 4.4 square miles within the existing city boundary, of which 89 percent is currently developed. Approximately 11 percent of Ellisville’s acres remain undeveloped, including land designated as parks/recreation, open space, and vacant parcels. Ellisville is essentially land-locked with little to no opportunity to expand its current borders.

Ellisville’s current land use includes 2,850 total acres and 3,840 parcels. Single-family residential accounts for the most extensive land use category. Most commercial development lies along Ellisville’s major thoroughfares – Manchester and Clarkson Roads.



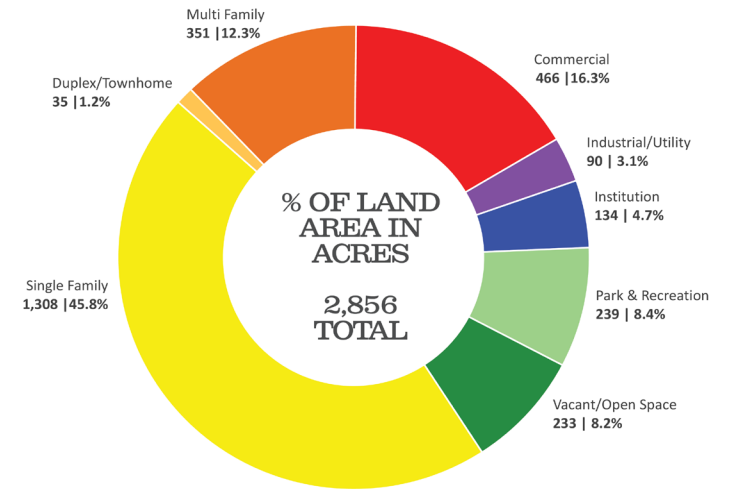
PERSONS PER SQUARE MILE

Clayton, MO	Ellisville, MO	Creve Coeur, MO
6,906	2,284	1,833
Wildwood, MO	Chesterfield, MO	Ballwin, MO
530	1,415	3,368

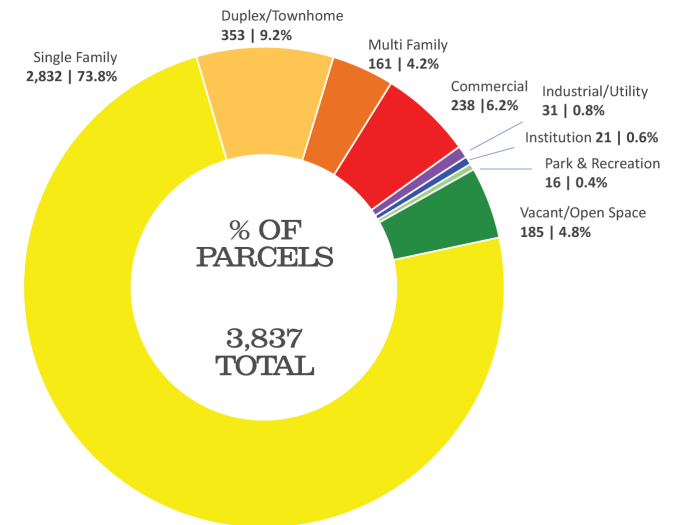
Source: Ellisville Community Development, 2021

	% In Acres	% Parcels
Single-Family	45.8%	73.8%
Duplex / Townhomes	1.2%	9.2%
Multi-Family	12.3%	4.2%
Commercial	16.3%	6.2%
Industrial	3.1%	0.8%
Institution	4.7%	0.6%
Parks / Recreation	8.4%	0.4%
Vacant / Open Space	8.2%	4.8%

Source: Ellisville GIS, 2021

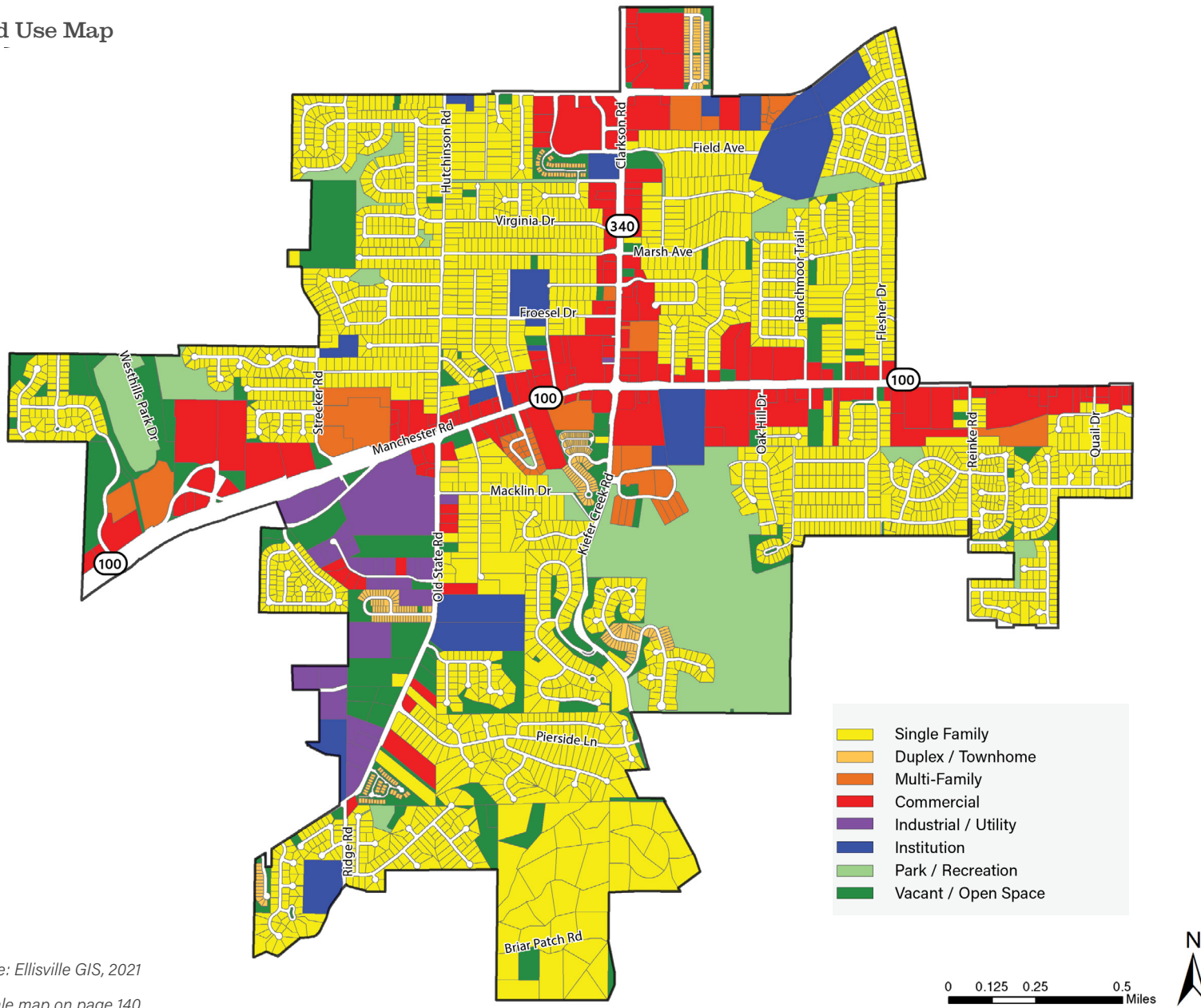


Source: Ellisville GIS, 2021



Source: Ellisville GIS, 2021

Existing Land Use Map



Source: Ellisville GIS, 2021

* Large-scale map on page 140

ENVIRONMENTAL ANALYSIS

The primary environmental features that impact Ellisville's land use patterns include:

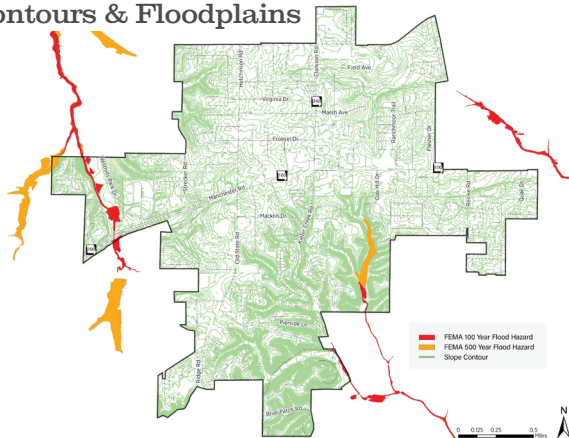
Slopes

The areas of Ellisville along Kiefer Creek Road contain the greatest concentration of steep slopes, including regions of Bluebird Park and the Roger Klamberg Woods Conservation Area. Steep slopes also exist in the residential areas west of the Ellisville Athletic Association recreation fields.

Floodplain

Most Ellisville lies outside of floodplain areas identified by the Federal Emergency Management Agency (FEMA). However, portions of land adjacent to Caulks Creek, which runs along the west side of the Ellisville Athletic Association recreation area, fall within FEMA's 100-year flood hazard designation. FEMA's 100-year flood designation refers to land with a 1% chance of flooding any given year. Portions of the southeast quadrant of Bluebird Park also fall into both the FEMA's 100-year and 500-year flood hazard designation (0.2% chance of flooding in any given year).

Contours & Floodplains



* Large-scale map on page 137 Source: City of Ellisville, MO, 2021

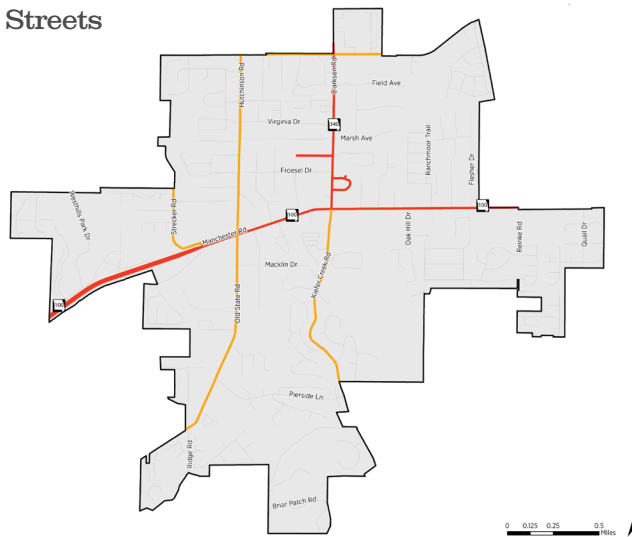
ELLISVILLE FLOODPLAIN Includes **31** Parcels in the Regulated Floodplain
majority located in park or vacant/agriculture land use categories
(.007% OF ALL PARCELS)

Source: Ellisville Community Development, 2021

Regional Infrastructure

Much of Ellisville's land use and development patterns strongly relate to regional infrastructure elements that bisect the community. Manchester Road, also known as Route 100 and part of Historic U.S. 66, runs east-west through Ellisville and connects communities west of Wildwood into St. Louis. Clarkson Road (Route 340) runs north-south from Manchester Road toward Chesterfield and I-64. Both Manchester and Clarkson Roads serve as regional transportation routes and host most of Ellisville's commercial land use.

Streets



Source: City of Ellisville, MO, 2021

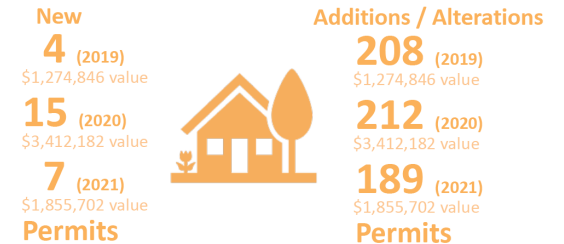
CURRENT DEVELOPMENT PATTERNS

Single-lot and small commercial center (strip) development make up the majority of Ellisville's commercial development. Parking is a predominant feature of the commercial areas, typically located in front of the commercial buildings, with minimal connection to pedestrian or bicycle infrastructure.

Between 2019 and 2020, Ellisville experienced an increase in both residential permits and new commercial or industrial permits for a total valuation of \$5,267,335. Conversely, the number of commercial or industrial permits decreased though valuation remained relatively unchanged during that same timeframe.

Ellisville had one multi-family development permitted in 2019, with none permitted in 2020. However, Ellisville's City Council recently approved a 230-unit multi-family development on the former car dealership site at 15970 Manchester Road.

Residential Permits



Value Difference of **\$2,137,335** between 2019 and 2020 and **-\$1,556,478** between 2020 and 2021



Source: Ellisville Community Development, 2021

Non-Residential Permits

2019		2020		2021	
2 PERMITS	COMMERICAL & INDUSTRIAL (NEW) \$5,450,000 value	3 PERMITS	COMMERICAL & INDUSTRIAL (NEW) \$8,580,000 value	3 PERMITS	COMMERICAL & INDUSTRIAL (NEW) \$3,800,000 value
40 PERMITS	COMMERICAL & INDUSTRIAL (ADDITION) \$5,282,890 value	24 PERMITS	COMMERICAL & INDUSTRIAL (ADDITION) \$5,489,800 value	27 PERMITS	COMMERICAL & INDUSTRIAL (ADDITION) \$2,939,744 value
0 PERMITS	PUBLIC/GOVT. (NEW) \$0 value	1 PERMITS	PUBLIC/GOVT. (NEW) \$331,500 value	0 PERMITS	PUBLIC/GOVT. (NEW) \$0 value
0 PERMITS	PUBLIC/GOVT. (ADDITION) \$0 value	0 PERMITS	PUBLIC/GOVT. (ADDITION) \$0 value	0 PERMITS	PUBLIC/GOVT. (ADDITION) \$0 value
66 PERMITS	SIGNS Value not tracked	60 PERMITS	SIGNS Value not tracked	60 PERMITS	SIGNS Value not tracked

Source: Ellisville Community Development, 2021

TRENDS & FORESIGHT

OFFICE DEMAND

The COVID-19 pandemic greatly impacted the trajectory of office development. Nearly nine-out-of-ten office workers in the United States were able to shift to working from their homes, sharply reducing the demand for office space. As the pandemic’s timeframe lengthens, there is increasing speculation that future office space demand will not recover to match pre-pandemic levels. In addition, corporations may opt for less shared office space, as rapid technological advances provide greater flexibility for remote work options and opportunities.

Trends suggest corporations and smaller businesses may consider more easily accessible office space nearer to workers’ homes, including shared workspace. Competition

to fill existing space and retain office tenants will likely intensify, thus reducing potential rates of return for new construction. Pursuing new office development over the next few years may not be sensible until market demand stabilizes in post-pandemic conditions.

MIXED-USE DEVELOPMENT

Urbanized populations, which greater St. Louis continues to attract, tend toward communities and neighborhoods that offer more walkable amenities near more, and often denser, housing options. Generally speaking, highly educated people with higher incomes – characteristics that describe many of Ellisville’s residents – can afford to choose such communities.

Higher density, mixed-use development concepts are also often considered more socio-economically diverse places that support a broader reach into potential market

segments. The economic, social, and cultural-benefit analysis of such development patterns suggests alignment with the everchanging shifts in demographics and economic trends, especially in the St. Louis metropolitan area.

Identifying locations and opportunities in Ellisville for higher density, mixed-use development and redevelopment would contribute to sustaining a competitive position in the suburban marketplace.

EXPERIENTIAL DEVELOPMENT

Current retail shifts favor experiential retail and dining in architecturally diverse places instead of big box stores. Experiential developments may include boutique shops that combine e-commerce with brick-and-mortar stores, outdoor dining, landscaping and open space, and opportunities for events. Collective management of these developments coordinates business hours, creates standard marketing policies, assures consistent exterior designs, and evaluates changing market opportunities while giving an impression of spontaneity and adventure.

Many memorable experiential places seem to evolve organically from existing spaces. Examples include the Grove in St. Louis, the Loop in University City, or Main Street St. Charles. Identifying opportunities for the reuse, revitalization, and reconfiguration of existing retail centers in Ellisville would enhance the community’s image and identity. Additionally, this approach increases the ability to attract and retain residents, provides alternative locations for existing and new retailers, and continues to offer unique shopping and dining experiences for a broad area of West St. Louis County.



GOAL
H

Plan for purposeful growth and revitalization to meet the needs of future generations.

OBJECTIVE 1:

Maximize the productivity of underutilized and underperforming land.

STRATEGY 1:

Encourage redevelopment and reuse.

REDEVELOPMENT & OPPORTUNITY AREAS

Ellisville lacks an abundance of new, greenfield development opportunities. Most of the vacant land available for new development is infill lots located in existing residential neighborhoods or along Ellisville's primary commercial corridors. Given that Ellisville is also landlocked, there is little opportunity (or need) to expand city borders to acquire additional, developable land.

Redevelopment, revitalization, and reuse of existing commercial areas, or even older residential neighborhoods, is the predominant strategy for growth in Ellisville to maximize the productivity and performance of the land.

Through a visual preference survey, Ellisville residents provided input on development and redevelopment typologies and their preferences for evaluating future opportunities related to community growth. Participants evaluated examples of single lot development, small commercial center (strip) development, and mixed-use development. Generally speaking,

respondents preferred developments that increased pedestrian connection, landscape, and density. Overall, 72 percent of the participants prefer to see mixed-use development in Ellisville's future, with a preference for vertical mixed-use patterns. (See appendix for a complete summary of visual preference survey results.)

FUTURE LAND USE PLAN

The Future Land Use Plan outlines the location, type, and characteristics of future development and redevelopment throughout Ellisville. The plan guides future decision-making to ensure that growth and land use outcomes result from planning and purposeful action. The future land use patterns reinforce goals, objectives, and policies identified by stakeholders and community engagement in the planning process.

LAND USE CATEGORIES

Single Family Residential

Single Family Residential areas will primarily consist of single-family detached homes on medium to large lots. This land classification covers lands with few development constraints.

Density: maximum of two and one-half dwelling units per acre (2.5 DU/acre)

Additional Approved Uses: schools, churches, government buildings, parks, and similar institution and recreation uses commonly found in residential areas

Associated Zoning: OS (Open Space Single Family Residential), R-1 (Single Family Residential), R-2 (Planned Residential), R-3 / County R-2 (Residence District Regulations), R-4A / County R-6A (Residence District Regulations), R-4B (Residence District Regulations), CR-4 / County R-4 (Resident District Regulations), WNO (Wildwood Non-Urban District Regulations)

Duplex/Townhome Residential

Duplex/Townhome Residential areas will primarily consist of single-family detached dwellings and single-family attached dwellings on small lots. These areas require sufficient infrastructure to support increased residential density. Plan these residential areas away from environmental constraints such as floodplains and steep slopes.

Density: maximum of five dwelling units per acre (5 DU/acre)

Additional Approved Uses: schools, churches, government buildings, parks, and similar institution and recreation uses commonly found in residential areas

Associated Zoning: R-2 (Planned Residential)

Multi-Family Residential

Multi-Family Residential areas will primarily consist of medium-density residences, including multiple-family housing, apartments, senior living facilities, and other facilities with designs similar to apartments. These areas require sufficient infrastructure to support increased residential density. Plan these residential areas away from environmental constraints such as floodplains and steep slopes.

Density: maximum of twenty-five dwelling units per acre (25 DU/acre)

Additional Approved Uses: schools, churches, government buildings, parks, and similar institution and recreation uses commonly found in residential areas

Associated Zoning: C-5 (Planned Commercial)

Commercial

Commercial areas will primarily consist of retail and professional or low-intensity medical offices. Specific commercial land uses will be regulated by the City's zoning regulations. Access control, additional landscaping, and buffering to surrounding land uses are required.

Additional Approved Uses: schools, churches, government buildings, parks, and similar institution and recreation uses commonly found in commercial areas; multi-family residential uses may also be allowed

Associated Zoning: C-1 (Open Space Commercial), C-2 (General Office), C-3 (Commercial), C-4 (Ellisville Business Park), C-5 (Planned Commercial)

Mixed-Use

Mixed-Use areas will primarily consist of walkable development or redevelopment where dense residential and small-scale retail, commercial, or institution uses support each other. Development can include horizontal (low-rise; 1 to 2 stories) or vertical (mid-rise; 3 to 4 stories) mixed-use patterns. Mixed-Use areas provide pedestrian and bicycle connections to the commercial area and should emphasize opportunities for gathering in green or open spaces. Parking is less prominent than pedestrian features.

Density: maximum of forty-five dwelling units per acre (45 DU/acre)

Additional Approved Uses: schools, churches, government buildings, parks, and similar institution and recreation uses commonly found in residential or commercial areas; multi-family residential use is allowed and encouraged

Associated Zoning: C-5 (Planned Commercial)

Industrial

Industrial areas will primarily consist of light industrial or manufacturing use, distribution, construction, and warehouse developments.

Additional Approved Uses: N/A

Associated Zoning: M-1 (Light Industrial)

Institution

Institution areas include public and semi-public lands that primarily consist of governmental, educational, hospital, religious, or nonprofit use.

Additional Approved Uses: N/A

Associated Zoning: R-1 (Single Family Residential), C-3 (Commercial)

Park / Recreation

Park / Recreation lands depicted on the land use plan map should be limited to park and recreation use and customary accessory activities. This land includes existing parks owned by the City, connecting trails or green space, the Roger Klamberg Woods Conservation Area, and the Ellisville Athletic Association recreation area.

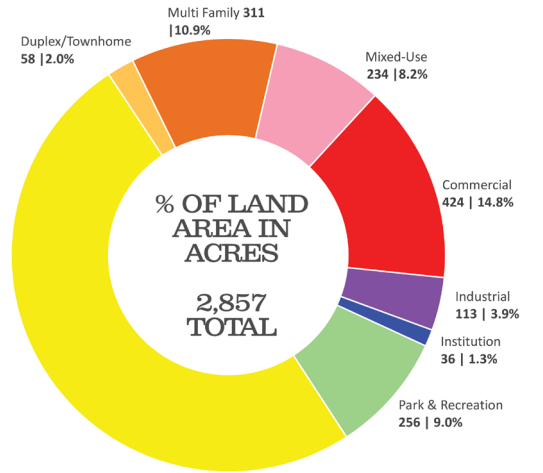
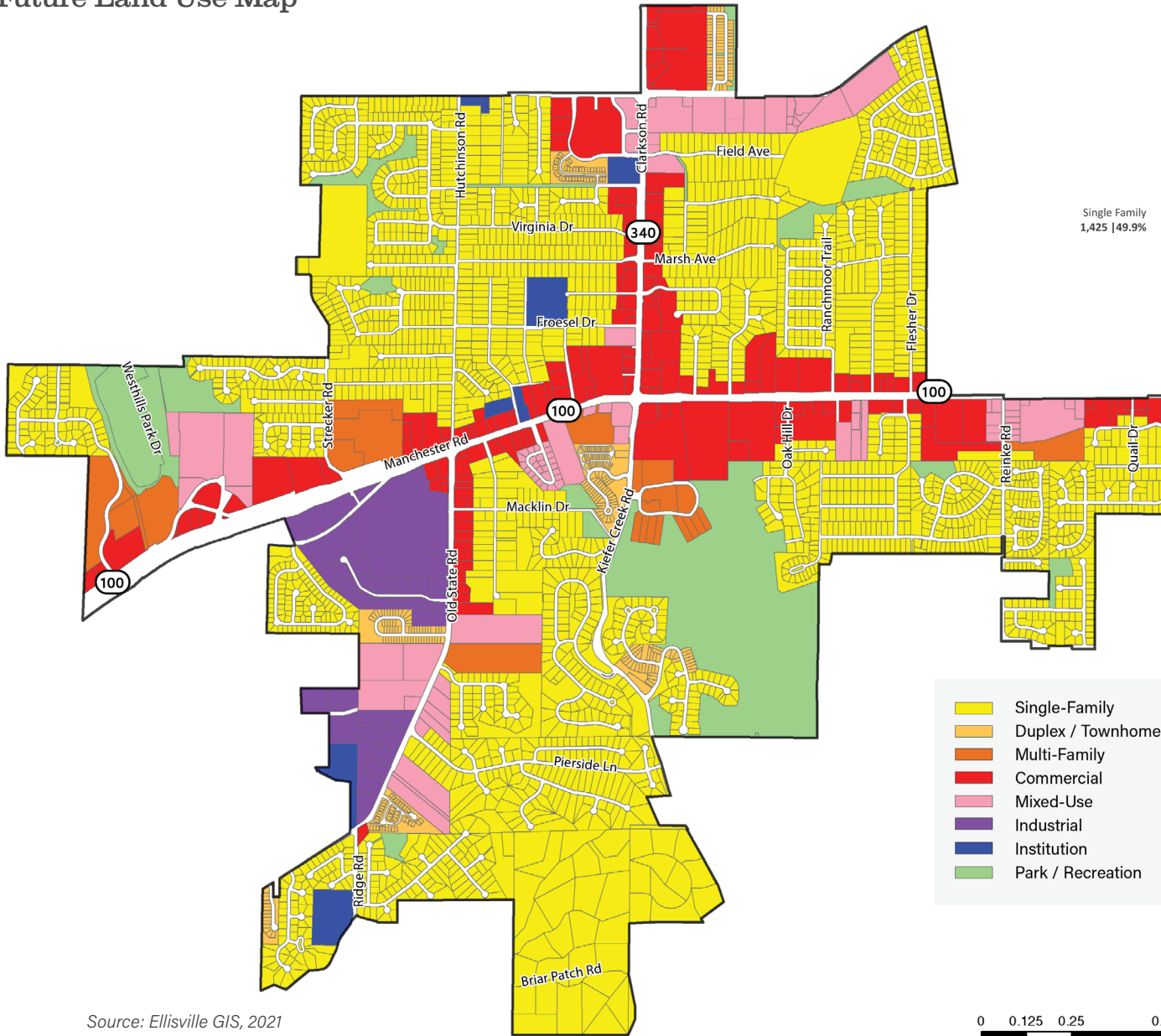
Additional Approved Uses: N/A

Associated Zoning: Park

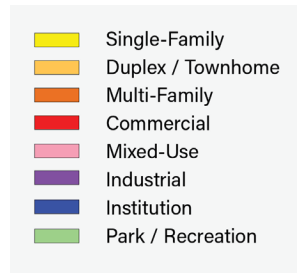
Vacant / Open Space

The Vacant and Open Space land use designation is only shown in the Current Land Use Map to indicate existing land available for new development. Open space in existing residential areas is shown in the corresponding residential land use designation in the Future Land Use Map to indicate the full extent of available land should redevelopment occur.

Future Land Use Map



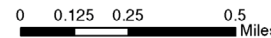
Source: Ellisville GIS, 2021



NOTE: In an effort to achieve the community vision, the Future Land Use Map intends to designate the desired future land use classification IF, AND ONLY IF, the parcel becomes available for redevelopment. The Future Land Use Map does not imply that any current use of a parcel will be impacted.

Source: Ellisville GIS, 2021

* Large-scale map on page 141

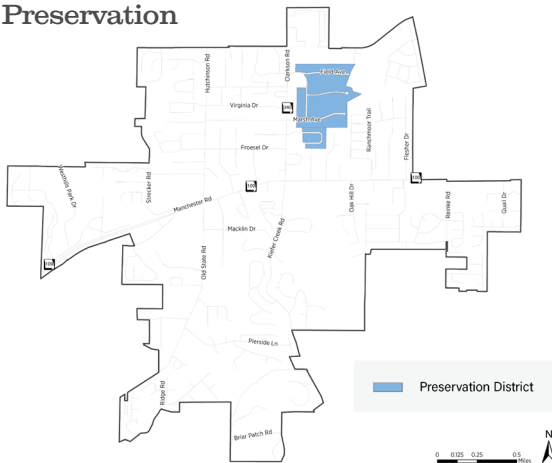


PRESERVATION DISTRICT

The Preservation District (Hilltop Area) includes those properties zoned as R-1 Single Family Residential on both sides of Marsh Avenue, Hilltop Road, Fairview Drive, and Field Avenue. The Preservation District sits east of the Clarkson Road corridor and backs up to commercial properties along Clarkson Road. It defines a neighborhood of larger, well-preserved single-family residential properties.

The 2011 Comprehensive Plan identified this Hilltop Area as a Preservation District given overwhelming support by neighborhood residents and property owners to preserve the single-family detached residential character and lot size, limiting future development or modification to neighborhood character in this area. The Elevate Ellisville Comprehensive Plan maintains this Preservation District overlay of the Hilltop Area to preserve the single-family residential designation of the included properties. Any development proposal requires special consideration. An exception may be granted to the property at 1261 Marsh Avenue to allow for the conversion of the land use designation to commercial.

Preservation



* Large-scale map on page 129



CONTEXT

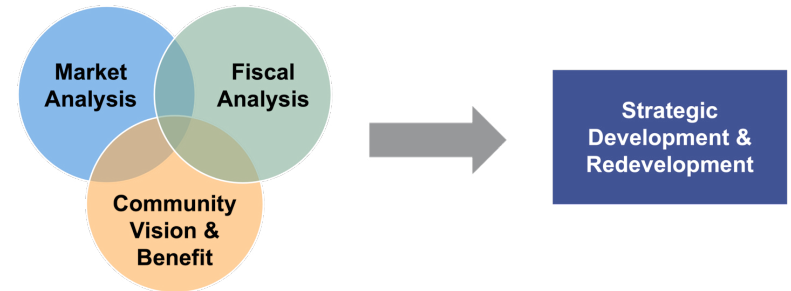
In local government, the City budget is considered one of the most important policies set by elected officials. While that is undoubtedly true, one of the most significant influences on the city budget often gets overlooked in budget conversations: the land use plan. The land use plan has the greatest influence on City revenues and expenditures than any other City policy. When a community embarks on a comprehensive planning process or makes significant updates to a land use map, it also shapes the community's financial future.

INSIGHT

When developing land use policies, optimizing a community's financial outcomes is not the only factor to consider. Instead, policies should also advance a city toward its community-driven vision and goals. A market analysis – an assessment of demographics, trends, and market demands – serves as a reality check for what is possible. The community vision, market analysis, and fiscal analysis combine to generate fiscally sustainable and strategic development and redevelopment.

Land use decisions that increase service demands can require additional capital investments and operational costs. Land use policies that encourage higher densities and mixed uses can generate more revenue per acre through sales and property taxes than low-density development. Redevelopment is a unique opportunity to optimize the use of land in a way that is fiscally advantageous for a community. The infrastructure needed to serve redeveloped areas is usually in place or requires incremental infrastructure investment. At the same time, new or renovated buildings and properties increase the value of the land and property tax revenue.

Ellisville is mostly built out, with limited land available for new development. This reality could pose a potential limitation to fiscal sustainability. However, the benefit of Ellisville being nearly built out is that its infrastructure is already entirely constructed and well-maintained. The result is known costs and a minimized need for additional revenue for



infrastructure to serve new development or achieve a maintenance level of service for existing infrastructure.

The opportunities for revenue growth for Ellisville are in redevelopment and changes to residential density. While the land area for single-family residential remains almost constant, the new land use map identifies 234 acres that are prime for mixed-use development. The proposed mixed-use development replaces areas previously identified as vacant, institutional, or other less productive commercial uses. Mixed-use development maximizes land productivity and generates additional tax dollars by combining dense residential with small-scale retail, commercial, and institutional uses.

LAND USE POLICIES

The Land Use Policies will guide the decision-making process of the City Council and the Planning & Zoning Commission in the evaluation of development and redevelopment proposals and opportunities. Development applicants will be required to take actions that align with these policies to achieve the community vision, goals, and objectives outlined in the Comprehensive Plan framework.

H.1.1.A.: Encourage development that contributes to reducing congestion of problem areas.

H.1.1.B.: Incorporate safe, convenient, accessible, and attractive design features to promote walking and biking & beautify the community (e.g., sidewalks, bike street furniture, bicycle facilities, street trees, gateway monuments, and wayfinding signage).

H.1.1.C.: Preserve and protect trees and high-quality natural resources, including wetlands, wildlife habitats, lakes, woodlands, open spaces, and groundwater resources.

H.1.1.D.: Ensure development and redevelopment positively impact traffic safety for all modes of transportation.

H.1.1.E.: Incorporate stormwater mitigation into all new development and redevelopment.

H.1.1.F.: Ensure future development or redevelopment doesn't duplicate existing development or over-saturate an economic sector, having an adverse impact on existing businesses.

H.1.1.G.: Encourage development that reduces energy consumption and light pollution.

H.1.1.H.: Strengthen the diversity and resiliency of the community's economy through diversification of business sectors.

H.1.1.I.: Prioritize development that connects into the existing sidewalk and trail networks.

H.1.1.J.: Activate underutilized parcels of land and/or existing structures in developed areas, served by or with access to existing infrastructure and services.

H.1.1.K.: Promote green businesses and jobs that contribute to preserving or restoring environmental quality.

H.1.1.L.: Preserve the 'small-town' feel of Ellisville with mindful and considered development that fits the community character and context.

H.1.1.M.: Incorporate reduced parking solutions when practical.

H.1.1.N.: Transition land use patterns and intensity to make sure uses are compatible and complementary.

H.1.1.O.: Protect sensitive lands, including steep slopes and geographically unstable areas, containing natural features that are environmentally significant, easily disturbed by human activity, and more costly to build upon.

H.1.1.P.: Prioritize mixed land use patterns (those characterized by residential and non-residential land uses located in close proximity to one another) that are walkable, bikeable, and served by transit.

H.1.1.Q.: Promote efficient development patterns to reduce municipal/state governmental and utility costs.

H.1.1.R.: Encourage development that promotes the expansion or stabilization of the current economic base and the creation of a range of employment opportunities.

H.1.1.S.: Prioritize development and redevelopment that balances individual property rights with community interests and goals.

H.1.1.T.: Encourage development to provide market studies and research demonstrating the need for additional supply of a commercial or residential sector.

IMPLEMENTATION

Implementation Plan

The Comprehensive Plan guides the City of Ellisville's City Council and Planning & Zoning Commission in the decision-making processes related to community growth and development to achieve the overall vision, goals, and objectives as outlined in the document. The strategies, local actions, and policies serve as an overarching framework to coordinate all planning initiatives and implementation tools and techniques available to the elected officials and staff of the City of Ellisville.

ALIGNMENT

The Strategic Plan, Capital Improvement Plan (CIP), and the City of Ellisville's Budget serve as implementation tools supporting the overall Comprehensive Plan framework. Alignment between these existing City planning efforts and processes helps ensure progress in achieving the community vision. In addition, goals and strategies established in the Comprehensive Plan often set the priorities for investment in facilities and infrastructure over the next several years.

Subsequent planning initiatives (e.g., area master plans, transportation studies, infrastructure improvement plans, etc.) resulting from the adoption of the Comprehensive Plan should also align with the overall framework.

ANNUAL COMPREHENSIVE PLAN REVIEW

The Comprehensive Plan is a living document. Therefore, the Planning & Zoning Commission should review the Comprehensive Plan annually before the budget process. Annual review provides the City of Ellisville:

- Opportunity to make necessary adjustments to the goal, strategy, local action, policy, and prioritized elements of the plan to meet the shifting demographic and economic demands and needs while still working toward the community vision.
- Ability to update the Future Land Use Map to reflect significant shifts in development trends, market demand, and opportunities.
- Evaluation and measurement of progress toward achieving the Comprehensive Plan goals.
- Communication regarding accomplishments of Comprehensive Plan strategies and local actions from the previous year.

- Identification of local actions to be pursued under the coming year's budget.
- Development of new strategies or local actions that are necessary to include to achieve the Comprehensive Plan vision and goals.
- Identification of elements of the Comprehensive Plan that pose challenges in implementation.

The Planning & Zoning Commission should provide the annual review to the elected officials and the greater Ellisville community. This regular reporting ensures accountability and provides a means to keep residents, businesses, and the development community informed about the Comprehensive Plan implementation process.

CAPITAL IMPROVEMENTS PLAN

The City of Ellisville should continue preparing, adopting, and maintaining a five-year Capital Improvements Plan (CIP) annually to prioritize and direct resource allocation for appropriate projects. Such projects may include streets, water, wastewater, drainage, parks, and public facilities. This annual document should consist of a one-year capital improvements budget, financing plan, and schedule for high-priority projects. The CIP should coordinate closely with the Comprehensive Plan since land development and infrastructure availability are interrelated.

COMMUNITY ENGAGEMENT

It is essential for an effective planning process to continue stakeholder engagement during the implementation, updating, and amending of the Comprehensive Plan. Regular engagement ensures that the public remains aware of and involved in ongoing proposals and decisions.

FUNDING IDENTIFICATION

City staff should research financial resources, as necessary, for implementation. These resources may include City funds, external grants, or private dollars. Identifying available funding sources helps influence the annual budget planning process and Capital Improvement Plan (CIP).

INTERAGENCY & ORGANIZATIONAL COOPERATION

The Comprehensive Plan intends to enhance coordination, partnership, support, and encouragement between the City of Ellisville and external agencies and organizations. Encouraging external partners to reference and utilize the City's Comprehensive Plan will increase implementation effectiveness and leverage resources for achieving local and regional planning goals. Potential partner agencies and organizations include:

- Assistance League of St. Louis
- BJC HealthCare
- Boy Scouts of America & Girl Scouts of the USA
- City of Ballwin, Missouri
- City of Wildwood, Missouri
- Ellisville's Business Community
- Faith Communities
- Great Rivers Greenway
- Greater St. Louis Inc. / Alliance St. Louis
- Lafayette Older Adults Program (LOAPS)
- Mercy Hospital
- Missouri Department of Natural Resources
- Missouri Department of Transportation
- Missouri Partnership (Hawthorn Foundation)
- Rockwood (R-VI) School District
- Small Business Administration
- St. Louis County Library – Daniel Boone Branch
- St. Louis Community College
- St. Louis Economic Development Partnership
- West St. Louis County Chamber of Commerce

LAND USE PLAN REVIEW & AMENDMENTS

The Future Land Use Plan guides public and private development and land use decisions. Anticipated land use amendments occur as growth and market conditions change. While land use amendments may occur more frequently than policy changes, they should not occur more than twice per year. By limiting opportunities to amend the Future Land Use Plan, the City of Ellisville will reduce the potential for incremental land use changes resulting in unintended policy shifts.

POLICY REVIEW & AMENDMENTS

To ensure that the Comprehensive Plan remains an effective guide for decision-makers, the City of Ellisville's City Council should conduct evaluations of the goals, objectives, and policies every three to five years, depending on the rate of change in the community. The review should consider the following:

- Progress in implementing the Comprehensive Plan;
- Changes in community needs and other conditions that form the basis of the Comprehensive Plan;
- Fiscal conditions and the ability to finance public investments recommended by the Comprehensive Plan;
- Community support of the Comprehensive Plan's goals and policies; and
- Changes in federal or state laws that impact the City's tools for implementation.

ZONING ORDINANCE REVIEW & AMENDMENTS

The City of Ellisville should evaluate zoning regulations following the adoption of the Comprehensive plan to ensure alignment with the community vision, goals, objectives, and policies outlined in the Comprehensive Plan.

IMPLEMENTATION

Local Action Prioritization

HIGH PRIORITY LOCAL ACTIONS

A.1.2.D.: Hire a dedicated communications staff person to manage external communications to residents and businesses.

A.3.1.C.: Continue funding and support of the Public Arts Program.

A.3.2.A.: Promote Bluebird Park as Ellisville's primary central gathering spot for consistent community outdoor activity and interaction.

A.4.1.F.: Evaluate City policies to ensure they allow for street fairs, markets, festivals, and food truck events.

B.1.2.A.: Ensure pedestrian lighting ordinances support increased safety.

B.1.2.B.: Improve pedestrian signalization at major intersections and along major thoroughfares (e.g., countdown pedestrian signals, advanced walk phase, all-scramble walk phase, etc.).

B.2.1.D.: Continue Capital Improvement Plans (CIP) for the renovation and ongoing maintenance of existing park facilities.

B.2.2.B.: Evaluate neighboring community (e.g., Ballwin) recreation facilities for shared use to expand availability to Ellisville residents.

B.3.1.B.: Support enhancement of a local farmers' market.

B.4.2.D.: Ensure resources are available to address substance abuse, addiction, and mental health for Ellisville residents and businesses.

C.1.1.B.: Work with City Council to define consistent code enforcement.

C.2.1.C.: Evaluate zoning, subdivision, and other regulatory ordinances to ensure that residential allowances align with the future land use designations (e.g., townhomes, lofts above commercial space, small lot residential).

C.2.2.A.: Protect Ellisville's older housing stock from demolition as a strategy to provide attainable housing (e.g., workforce housing, starter homes).

D.1.1.A.: Connect to regional trails for increased mobility.

D.1.1.C.: Enhance bicycle facility connections to local parks and commercial areas.

D.1.2.A.: Continue efforts to implement planned, proposed, and newly recommended routes for regional connectivity in the Gateway Bike Plan and the St. Louis County Action Plan for Walking and Biking.

D.2.1.D.: Improve vehicular signalization and timing at major intersections and along major thoroughfares to improve traffic efficiency.

D.2.2.D.: Identify opportunities for more off-road greenways and trails.

D.2.2.E.: Continue to develop plans for implementation of proposed pedestrian overpasses along Manchester Road and evaluate options for connection at the Manchester Road and Clarkson Road intersection.

E.1.1.A.: Develop an ongoing maintenance plan for the new City Hall and Police Department facility to ensure the highest quality of service to Ellisville residents and businesses into the future.

E.1.1.B.: Develop a plan for Park & Recreation facility replacement, especially park pavilions, over the next ten years and identify funding sources for implementation.

F.1.1.B.: Develop a tree replacement program to maintain levels of tree coverage to aid pollution absorption and improved air quality.

F.1.2.E.: Utilize natural topography and vegetation to capture, store, and soak up stormwater runoff using features such as bioswales, rain gardens, and green roofs.

F.1.3.A.: Encourage planting of native vegetation in parks, open space, and new development landscaping.

F.1.3.D.: Address the removal of invasive species (e.g., honeysuckle).

F.2.2.G.: Continue monthly electronic recycling program in Bluebird Park.

F.2.2.H.: Continue to offer mulch to residents via the yard waste recycling program.

G.1.1.D.: Increase collaboration with the West County Chamber of Commerce to market Ellisville and aid in the support of Ellisville businesses.

G.2.1.B.: Craft development or zoning incentives for developers and property owners to build or reinvent retail centers for more experiential attractions with great emphasis on design, functionality, mixed uses, walkability, and landscaping.

G.2.2.C.: Continue to announce when new businesses move to or open in Ellisville, when feasible.

G.2.2.D.: Identify unused or underutilized commercial spaces that can be converted to incubator or “maker” spaces to attract interest in entrepreneurial growth.

G.2.2.L.: Promote, support, and invest in businesses that service local needs and/or support locally owned and produced goods and services.

G.3.3.A.: Partner with the library system and higher education providers (public and private) to link changing skill and occupational requirements of Ellisville employers to appropriate courses and degrees.

G.3.3.C.: Continue to support and enhance the Project Interface internship program to provide local students access and exposure to job opportunities.

G.4.1.E.: Assure that development policies and decisions result in the highest property value impacts to sustain property tax revenues for the public schools.

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MEDIUM PRIORITY LOCAL ACTIONS

A.1.1.A.: Provide annual diversity, equity, and inclusion (DE&I) training for all Elected Officials, Board and Commission Members, and City staff.

A.1.1.B.: Encourage diverse and equitable representation for the make-up of City Council, Boards and Commissions, and City staff to outwardly reflect prioritization of DE&I principles.

A.1.1.C.: Expand opportunities for minority- and women-owned businesses.

A.1.1.D.: Incorporate opportunities to promote cultural and ethnic diversity and representation in all community events.

A.1.2.A.: Enhance social media campaigns for the Parks & Recreation Department to promote existing amenities, facilities, and programs available to residents and visitors.

A.1.2.B.: Continue business spotlight on City of Ellisville website.

A.1.2.C.: Conduct a community satisfaction survey every two years to evaluate City services and programs.

A.1.2.E.: Evaluate installation of an electronic message board at the new City Hall facility to provide timely information to residents.

A.2.1.A.: Provide educational resources to Elected Officials, City staff, and the Ellisville community that explain the importance of preservation of historic and cultural resources for future generations.

A.2.1.B.: Support preservation efforts of historic structures (e.g., the original Ellisville schoolhouse).

A.2.1.D.: Evaluate opportunities within the new City Hall facility, or other public facilities, to incorporate and highlight Ellisville’s history.

A.3.1.B.: Consider using Comprehensive Plan branding for an updated City identity.

A.3.1.D.: Improve code enforcement throughout the Ellisville community, especially on major thoroughfares.

A.3.1.E.: Establish landscaping requirements for commercial developments along major corridors for consistent and appealing streetscapes.

A.3.1.G.: Evaluate opportunities for Ellisville branding on proposed pedestrian bridges.

A.3.2.B.: Promote the new City Hall and Police Department facility as support space to Bluebird Park for consistent indoor community gathering activities and programming.

A.4.1.A.: Increase external promotion of Ellisville programs and events to draw visitors from surrounding communities.

A.4.1.B.: Create more community-wide events, to include holiday celebrations and parades.

A.4.1.C.: Increase the Bluebird Park amphitheater programming to provide more concerts, plays, musicals, and movie nights.

A.4.1.D.: Encourage events in family-friendly locations that offer mixed uses, programming, and amenities to support social connection and business patronage.

A.4.2.A.: Enhance partnerships with the West St. Louis County Chamber of Commerce to expand programming and events for the local business community.

A.4.2.B.: Enhance collaboration with the Rockwood School District to increase awareness of youth programming and events.

A.4.2.D.: Enhance West County community partnerships for expanded senior programming and events.

A.4.2.E.: Enhance collaboration with the St. Louis County Library – Daniel Boone Branch to promote and expand programming and community events.

A.4.2.F.: Highlight programs available to Ellisville residents through support partners/organizations and community sharing services.

B.1.1.C.: Maintain mutual aid agreements with neighboring communities and districts.

B.1.1.D.: Maintain partnership with the St. Louis County Library – Daniel Boone Branch for continued safety training programs.

B.1.1.F.: Identify funding for new police radios and ongoing update services to maintain level of service.

B.1.1.G.: Continue to conduct public safety citizen satisfaction surveys.

B.2.1.C.: Evaluate ADA compliance of all Park & Recreation facilities to ensure accessibility and inclusion standards are met.

B.2.1.G.: Identify additional funding sources for programs and facility improvements.

B.2.1.K.: Continue ongoing maintenance of the EDGE aquatic center facilities.

B.2.2.A.: Continue to identify Ellisville facilities that could be opened for shared use with neighboring communities.

B.2.2.D.: Partner with local senior living communities to increase shared senior recreation programming throughout Ellisville.

B.3.1.A.: Promote the importance of walking and biking in everyday life for increased activity and health benefits.

B.3.1.D.: Expand the available fitness equipment and opportunities in park facilities.

B.3.2.A.: Continue to ensure new developments connect to Ellisville’s trail network.

B.3.2.B.: Ensure inclusion of sidewalks to improve park and trail system connectivity when making infrastructure improvements.

B.3.2.C.: Update Ellisville’s Walk/Bike Plan.

B.3.2.D.: Partner with the City of Ballwin to evaluate opportunities to connect via trails.

B.3.2.E.: Connect to Wildwood and other regional trail networks for increased mobility.

B.3.2.F.: Enhance connectivity between Old State Road and Kiefer Creek Road.

B.3.2.G.: Enhance access and connectivity between Quailwoods Park, Hummingbird Park, and Meadowlark Park and to surrounding neighborhoods.

B.4.1.A.: Encourage local health providers and organizations to promote the benefit of preventative health care for Ellisville residents and employees.

B.4.1.B.: Improve community-wide technology to allow for better access to telemedicine for all.

B.4.1.C.: Prioritize improvement of infrastructure that provides physical connections from neighborhoods to health care service providers.

B.4.1.E.: Partner with local health care providers to staff health information booths at community events.

B.4.2.A.: Partner with Mercy Hospital and other health care providers to expand mental health care programs and awareness.

B.4.2.B.: Work with regional social services organizations to ensure access to treatment for the Ellisville community.

C.1.1.A.: Provide education and resources to residents about available assistance programs for those with distressed properties.

C.1.1.E.: Improve oversight of absentee landlords.

C.1.1.G.: Identify funding source to implement an income-based maintenance assistance program for housing improvements.

C.1.1.H.: Conduct a biannual windshield (or walking) survey of housing conditions, infrastructure, and demographic characteristics to inventory and classify Ellisville neighborhoods and identify market improvement opportunities or improvement needs.

C.1.1.I.: Include public infrastructure improvements in the City’s CIP to support and encourage private reinvestment.

C.2.1.A.: Conduct an annual residential developer workshop to evaluate needs, market demands, and opportunities.

C.2.1.E.: Conduct periodic assessments to evaluate housing stock mix to ensure all life stages and generations can be accommodated in Ellisville.

D.1.1.B.: Continue sidewalk on Old State Road to Ridge Road to improve pedestrian safety, access to Ridge Elementary, and connect to Rock Hollow Trail.

D.1.1.D.: Identify opportunities to increase sidewalk width along Clarkson Road.

D.1.1.E.: Develop a Sidewalk Infill Plan to address gap inventory.

D.1.2.B.: Partner with surrounding municipalities to encourage Metro Transit to implement a Bus Rapid Transit (BRT) route along Manchester Road.

D.2.1.A.: Evaluate alternative routes and modes of transportation for local Ellisville traffic.

D.2.1.B.: Encourage private businesses to develop a combined shuttle service program for employees.

D.2.1.C.: Implement cross-access in select areas of the community to better connect subdivisions to each other and specific commercial areas.

D.2.2.C.: Continue to update locations that are not compliant with ADA regulations.

D.2.3.B.: Continue to implement the Manchester Road Great Streets Master Plan.

D.2.3.D.: Partner with the Rockwood School District to continue implementation of the Safe Routes to School and Walking Bus programs to ensure safety for school-aged children.

D.2.3.E.: Work with MoDOT to improve the intersections at Manchester/Clarkson and Manchester/Hutchinson for traffic efficiency and reduction of non-severe crash incidents.

D.2.3.F.: Work with MoDOT to improve the intersections of Manchester/Strecker Road and Manchester and Reinke Road/Hillsdale Drive for safety and reduction of severe crash incidents.

D.2.3.G.: Work with MoDOT to evaluate opportunities for dedicated walking/biking facilities along Manchester and Clarkson Roads to reduce crashes involving pedestrians/cyclists.

D.2.4.D.: Increase the number of EV charging stations throughout the community to serve residents and passersby.

D.2.4.E.: Identify digital and physical infrastructure needs to support and maintain a safe and high level of service connected and autonomous vehicle network.

E.1.1.C.: Increase the number of Bluebird Park parking lot electric and water spigots for special event use.

E.1.1.D.: Enhance maintenance and upgrades for public facilities.

E.1.1.E.: Ensure that all public facilities meet ADA compliance.

E.1.2.A.: Continue to conduct annual reviews of contractor agreements to ensure the City, residents, and businesses receive the highest and contracted level of service.

E.1.2.B.: Provide online permit application and bill payment options for City services to streamline efficiency and accessibility.

E.1.2.D.: Evaluate opportunities to integrate technology to improve code enforcement.

E.2.1.C.: Continue to implement 5-year Capital Improvement Plans with annual evaluation.

E.2.2.A.: Partner with surrounding communities to implement technology to evaluate and report congestion on shared trafficways.

E.2.2.B.: Encourage service providers to increase alternative energy sources.

F.1.1.A.: Encourage carbon footprint reduction measures for public facilities and large industrial and commercial developments.

F.1.2.C.: Provide information regarding Ellisville ceasing to fog for mosquitoes, as efforts to mitigate standing water (and therefore larvae) are more effective.

F.1.3.B.: Protect heavily wooded areas from development.

F.2.1.A.: Ensure redevelopment and new development incorporates required storm shelter facilities.

F.2.1.B.: Partner with regional agencies for mutual aid agreements in the event of disasters.

F.2.2.C.: Ensure building codes are up-to-date.

F.2.2.D.: Incentivize sustainable features in redevelopment and new development.

F.2.2.E.: Continue to support Operation Clean Stream through Public Works Department.

G.1.1.A.: Convene with West County agencies and municipalities to coordinate land use planning and economic development projects impacting the region.

G.1.1.C.: Enhance participation with regional economic development initiatives in greater St. Louis and Missouri, such as the Missouri Partnership (Hawthorn Foundation), St. Louis Economic Development Partnership, and Greater St. Louis Inc./Alliance St. Louis.

G.2.1.C.: Promote Ellisville's City Council, staff, and development processes as business-friendly.

G.2.1.D.: Encourage new local retail, restaurant, and entertainment options when feasible to capture in-person sales and offset online retail purchases.

G.2.1.E.: Pursue high value commercial development to increase the tax base.

G.2.2.F.: Identify appropriate locations to accommodate housing options that support small business employees.

G.2.2.H.: Explore opportunities for community-wide broadband service for local businesses.

G.2.2.I.: Ensure businesses in homes have proper licensing.

G.3.1.A.: Provide routine evaluation of childcare services to ensure they are meeting all safety and operation requirements.

G.3.1.B.: Communicate the importance of childcare - lessening time and financial burdens on families - in support of the Ellisville workforce.

G.3.1.E.: Collaborate with faith institutions, Rockwood School District, and other community organizations to increase childcare opportunities.

G.3.3.B.: Create a public-private partnership to fund scholarships and programming to increase skill training for employees with employment commitments to local, participating employers.

G.4.1.A.: Provide civic experiences to school-aged children (e.g., mock Council).

G.4.1.B.: Continue to provide high quality services to all local schools.

G.4.1.C.: Continue to support the Center for Creative Learning.

G.4.2.B.: Collaborate with the St. Louis County Library – Daniel Boone Branch to enhance marketing and programming for all ages.

G.4.2.C.: Maintain Lafayette Older Adults Program (LOAPS) partnership to enhance senior programming.

G.4.2.D.: Support scholarships for adults to complete college degrees or to complete courses in skill enhancements.

LOW PRIORITY LOCAL ACTIONS

A.1.2.F.: Utilize the new City Hall facility as a flagship location to support leadership and enhance community communication, engagement, and presence.

A.1.2.G.: Maintain City presence and participation at local school events (e.g., Family Night).

A.2.1.C.: Periodically evaluate the need to conduct historic surveys for properties or districts older than 50 years.

A.3.1.A.: Use median banners along Manchester Road and Clarkson Road for branding, placemaking, and informational opportunities.

A.3.1.F.: Develop a plan to identify needs and locations for community gateways, signage, and enhanced wayfinding.

A.3.2.C.: Renovate the Bluebird Park hillside for expanded use of the amphitheater.

A.3.2.D.: Host neighborhood and HOA meetings in the new City Hall facility.

A.3.2.E.: Host the Citizens Police Academy and Police Explorers Program in the new Police Department facility.

A.4.1.E.: Encourage Districts and neighborhoods/HOAs to host block parties for resident connection.

A.4.2.C.: Continue shared use facility agreements with the City of Wildwood.

B.1.1.A.: Provide equitable public safety coverage, effective service levels, and access to public safety personnel.

B.1.1.B.: Develop and implement an Officer Reserve Program.

B.1.1.E.: Continue efforts to complete the new Police Department facility to enhance public safety services provided to the community.

B.2.1.A.: Provide education around the foundational philosophy of the Ellisville Parks & Recreation Department, which is a focus on outdoor facilities and programs.

B.2.1.B.: Increase promotion of Park & Recreation facility room rental availability to local and regional organizations.

B.2.1.E.: Conduct a comparative peer study to evaluate Ellisville’s fee structure for programs and facility rentals.

B.2.1.F.: Evaluate staffing needs for weekend events to support increased community programming.

B.2.1.H.: Continue to offer splash parties.

B.2.1.I.: Develop Park & Recreation facilities to serve the southwest neighborhoods of Ellisville.

B.2.1.J.: Modify Bluebird Park’s basketball courts to allow for multi-purpose use.

B.2.1.L.: Establish a land dedication ordinance or fee-in-lieu for new development and redevelopment to support maintenance and enhancement of park and recreation amenities for the community.

B.2.2.C.: Assess means to cover costs for the EDGE aquatic center facility and amenities without raising fees.

B.2.2.E.: Consider partnership agreements with the Ellisville Athletic Association (EAA) for shared use facilities and programming.

B.3.1.C.: Encourage healthy food option offerings at community events.

B.3.2.H.: Enhance access and connectivity to Mockingbird Park and Cardinal Park from surrounding neighborhoods, especially at Field Avenue and Fairview Drive.

B.4.1.D.: Partner with Mercy Hospital and other health care providers to expand physical health care programs and awareness.

B.4.2.C.: Partner with local mental health care providers to staff health information booths at community events.

C.1.1.C.: Identify and partner with Homeowners Association groups to ensure neighborhoods are maintained.

C.1.1.D.: Provide consistent enforcement of existing City policies, design guidelines, and building codes.

C.1.1.F.: Continue efforts to secure Community Development Block Group (CDBG) funding.

C.2.1.B.: Evaluate appropriateness to allow for Accessory Dwelling Units (ADU) in certain neighborhoods or areas of the community.

C.2.1.D.: Evaluate incentives for residential developers that provide new or updated safe, quality housing options for all.

C.2.1.F.: Identify possible areas for residential redevelopment that would allow for alternative housing development of higher densities and creative site planning.

C.2.1.G.: Partner with local developers to identify opportunities for infill development and expanding residential typologies to offer variety in our neighborhoods.

C.2.2.B.: Conduct a housing rate study to evaluate gaps in housing price points.

C.2.2.C.: Work with developers and managers of rental properties to ensure Ellisville offers a range of rental prices.

C.2.2.D.: Evaluate zoning or subdivision residential building material regulations to ensure that they are not exclusionary or cost prohibitive to development.

C.2.2.E.: Create a housing fund that reimburses developers or property owners for construction costs that prohibit normal market creation of middle and affordable housing.

D.1.1.F.: Continue to update sidewalk gap inventory.

D.1.2.C.: Work with Metro Transit to maintain service levels for existing bus routes and bus stop facilities.

D.2.2.A.: Prioritize commercial development along major thoroughfares that serves pedestrians and bicyclists.

D.2.2.B.: Evaluate parking requirement minimums and maximums to encourage alternate modes of transportation.

D.2.2.F.: Collaborate with community partners, senior living facilities, and health care providers to evaluate expanded use of shuttle, volunteer driver, and delivery services to serve Ellisville's senior and disabled population.

D.2.3.A.: Provide education about roadway safety, proper use of facilities, and 'rules of the road' for all modes of transportation.

D.2.3.C.: Continue to implement access management planning along major thoroughfares to mitigate congestion and reduce traffic incidents.

D.2.3.H.: Evaluate congestion areas surrounding the local elementary schools and develop plan to mitigate.

D.2.3.I.: Mitigate cut-through traffic in neighborhoods that are not designated routes.

D.2.3.J.: Install curb extensions and bulb outs.

D.2.4.A.: Develop an Electric Vehicle (EV) Readiness Plan to educate and inform the Ellisville community about electric vehicles, their associated infrastructure, and serve as a strategic plan to prepare for and guide investment and implementation.

D.2.4.B.: Develop a Connected and Autonomous Vehicle (CAV) Readiness Plan to develop strategies, guide implementation, ensure data security, and procure long-term funding for connected and autonomous vehicle technology and infrastructure.

D.2.4.C.: Evaluate policies, regulations, and legal framework to ensure they are flexible to adapt to new electric vehicle (EV) and connected and autonomous vehicle (CAV) technologies.

E.1.2.C.: Integrate the necessary audio and video technology to ensure access to streaming services of official City business.

E.2.1.A.: Provide education and information about the City's holistic approach to road improvements and the other agencies involved in Ellisville's transportation infrastructure.

E.2.1.B.: Continue implementation of the Road Improvement Program.

E.2.1.D.: Continue to follow the Parks & Recreation Master Plan, with a focus on maintaining existing infrastructure before building new.

F.1.1.C.: Collaborate with regional agencies to ensure surrounding communities work collectively to meet or exceed environmental standards for air quality.

F.1.2.A.: Provide information to the public regarding stormwater mitigation measures for new developments.

F.1.2.B.: Provide education to residents, industries, and businesses about water quality and actions they can take to assist in the efforts.

F.1.2.D.: Continue to follow the St. Louis County Phase II Stormwater Management Plan.

F.1.3.C.: Maintain Ellisville's membership and recognition as a Tree City USA.

F.2.1.C.: Continue to update and implement the Emergency Operations Manual.

F.2.2.A.: Provide an annual brochure to provide information about Ellisville's waste removal services: recycling, solid waste, yard waste, and electronic recycling.

F.2.2.B.: Encourage reduced energy use and mitigation of greenhouse gas emissions.

F.2.2.F.: Continue to support stream clean-up efforts by volunteer groups at Mockingbird Park.

G.1.1.B.: Leverage the Ellisville Economic Development Commission to sponsor annual gatherings to update regional real estate professionals on opportunities in the community.

G.2.1.A.: Provide education to the community regarding point-of-sale revenue structure which is essential to fund Ellisville's high quality City services.

G.2.1.F.: Identify areas best suited for multi-family residential and/or mixed use to support staff needs and sales demands.

G.2.2.A.: Advertise vacant retail space available for use.

G.2.2.B.: Provide educational tools to inform the community about the staffing needs of local businesses and the importance of maintaining a local workforce to meet those needs.

G.2.2.E.: Pursue changes in zoning regulations to allow for sidewalk luminaire banners for small businesses without street front presence.

G.2.2.G.: Adjust zoning and regulatory mechanisms (e.g., signage, outdoor seating) to better support creative solutions of local businesses as they respond to changes in demographics, consumer tastes, competition, and large shocks.

G.2.2.J.: Evaluate shared communication technology to improve marketing of local businesses and the level of service they are able to provide to the community (e.g., delivery, tracking, etc.).

G.2.2.K.: Evaluate expansion needs of local businesses to keep them in Ellisville.

G.3.1.C.: Ensure zoning regulations allow for reasonable location of childcare services near larger commercial or employment centers, or transportation hubs.

G.3.1.D.: Encourage local childcare providers to evaluate pricing to ensure there are affordable options for all.

G.3.1.F.: Work with regional advocates to support higher quality childcare and older-adult care services with increased wages and training upgrades for workers.

G.3.2.A.: Require minimum hiring standards within these principles for major development proposals in Ellisville, particularly those seeking public financial support.

G.3.2.B.: Partner with the Ellisville Economic Development Commission to provide low-cost, routine training for employers and workers on workforce diversity, how to achieve it, how to manage it, and how to comply with the law.

G.3.2.C.: Ensure that all City employment policies reflect these principles and the laws that require no discrimination in hiring based on such characteristics.

G.4.1.D.: Form a City-School permanent task force to routinely address common challenges.

G.4.2.A.: Continue to partner with the Small Business Administration to provide local business education opportunities.

G.4.2.E.: Develop a mentorship program to better connect the retirement-age cohort with Ellisville's youth.

G.4.2.F.: Continue providing public safety training at senior facilities in Ellisville and surrounding communities.


G.4.2.G.: Develop a seminar series to be hosted at City facilities.



IMPLEMENTATION
Performance Measures

PERFORMANCE MEASURES

Performance measures, or indicators, aid in tracking progress toward achieving the objectives outlined in the Comprehensive Plan. The below indicators provide staff with a starting point or examples of measures. City staff will refine indicators throughout plan implementation as data becomes available or as new indicators are established.

CHAPTER 1 COMMUNITY IDENTITY		
	Objectives	Performance Measures
 <p>GOAL A</p> <p>Welcome everyone and support diversity amongst our residents, businesses, and visitors.</p>	<p>1 Increase people’s sense of belonging and inclusion in Ellisville.</p>	<ul style="list-style-type: none"> • Voter turnout in local elections • Population by age and race/ethnicity • AARP Livability Index • Welcoming Community Index (for future development)
	<p>2 Preserve the history and historic resources of Ellisville.</p>	<ul style="list-style-type: none"> • Annual public and private investment in historic resources
	<p>3 Enhance our community’s identity to distinguish Ellisville from neighboring communities.</p>	<ul style="list-style-type: none"> • Number of gateway, signage, and wayfinding locations • Brand awareness measure (for future development)
	<p>4 Enhance our amenities and attractions for our residents and visitors.</p>	<ul style="list-style-type: none"> • Retail Pull Factor • Number of participants at community events • Community amenity satisfaction (for future development)

CHAPTER 2 SAFE & HEALTHY COMMUNITY






GOAL B

Provide a safe and healthy community to support the highest quality of life for our residents.



Objectives	Performance Measures
<p>1 Maintain a safe community by providing public safety services that exceed standards of excellence.</p>	<ul style="list-style-type: none"> ● Percent of survey respondents rating police officers good or excellent for: competence, demeanor, courtesy, and fairness ● Overall perception of public safety ● Violent and property crime rates
<p>2 Increase recreation opportunities for all.</p>	<ul style="list-style-type: none"> ● Number of recreation programs ● Number of participants in recreation programming ● Number of managed trail miles and/or park acres per capita ● Percent of unique visitors compared to total population ● Recreation program/amenity satisfaction (for future development)
<p>3 Increase opportunities for healthy lifestyle choices.</p>	<ul style="list-style-type: none"> ● AARP Livability Index ● Percent of population within a 10-minute walk to a park ● Access to exercise opportunities ● Cost of Living Index (Grocery) ● Healthy lifestyle opportunity satisfaction (for future development)
<p>4 Improve access to quality health care services for all.</p>	<ul style="list-style-type: none"> ● Percent of population with health insurance ● Preventable hospitalization rate ● Cost of Living Index (Health)

CHAPTER 3 BUILT ENVIRONMENT

Goals	Objectives	Performance Measures
 <p>GOAL C Continue to enhance our quality neighborhoods with housing choices for all.</p>	<p>1 Improve the appearance and condition of our neighborhoods.</p> <p>2 Continue to support diverse housing choices for residents of all ages, abilities, and incomes.</p>	<ul style="list-style-type: none"> • Code enforcement cases resolved • Property value by acre or median home value • Age of housing • Neighborhood Quality Index (for future development) • Housing values • Gross rent • Number of housing units by type • Quality housing option satisfaction (for future development)
 <p>GOAL D Provide a connected multimodal transportation network that is complete, equitable, and accessible for all ages and abilities.</p>	<p>1 Enhance connections between where people live and where they work and play.</p> <p>2 Support convenience, flexibility, and safety of the transportation system.</p>	<ul style="list-style-type: none"> • Miles of sidewalk or trail gap • Percent of population within a 10-minute walk to a park • Access to work and amenity satisfaction (for future development) • Crash rate • Mode of commuting to work • Travel times east-west, north-south, or by corridor • Cost of Living Index (Transportation)
 <p>GOAL E Provide public facilities, City services, and infrastructure that exceed standards of excellence and support the needs of future generations.</p>	<p>1 Maintain best practice levels of City services to meet the needs of our residents today and into the future.</p> <p>2 Maintain quality infrastructure at a sustainable cost.</p>	<ul style="list-style-type: none"> • Number of documented practices • Expenditures per capita • City services satisfaction (for future development) • Annual infrastructure investment as a percent of total value, or percent of miles of pipe/streets/etc. replaced • Pavement Condition Index • Cost of Living Index (Utilities) • Value for tax dollars (for future development)

CHAPTER 4 **NATURAL ENVIRONMENT**



GOAL F

Ensure our community is environmentally sustainable and resilient to meet the needs of future generations.

Objectives

Performance Measures



Maintain environmental regulations to protect our natural resources.

- Percent compliance with water, wastewater, and stormwater regulations
- Air Quality Index
- Impaired water bodies
- Tree coverage
- Environmental scorecard (for future development)



Increase our sustainable practices to mitigate changes in our climate and environment.

- Number of sustainable practices implemented

CHAPTER 5 RESILIENT ECONOMY



GOAL G

Ensure Ellisville's economy is resilient to future impacts and provides prosperity for all.

Objectives	Performance Measures
<p>1 Increase regional collaboration with economic partners.</p>	<ul style="list-style-type: none"> • Number of projects/proposals developed with regional partners • Value of projects successfully implemented through regional partnerships
<p>2 Increase retail sales tax revenue per capita.</p>	<ul style="list-style-type: none"> • Sales tax revenue per capita • Retail Pull Factor • Per capita, median household, and median family incomes
<p>3 Increase the number of skilled workers to fill available jobs.</p>	<ul style="list-style-type: none"> • Unemployment rate • Population below the poverty line • Employment inflow and outflow • Number of job training programs • Percent of participants of job training programs that become employed within three months of completion
<p>4 Increase education opportunities for all.</p>	<ul style="list-style-type: none"> • Highest level of education completed • Percent of population with Associates Degree or certificate in skilled trade • Participation in continuing education programs • Satisfaction with available education opportunities (for future development)

CHAPTER 6 LAND USE & COMMUNITY DESIGN

**GOAL H**

Plan for purposeful growth and revitalization to meet the needs of future generations.

Objectives**1**

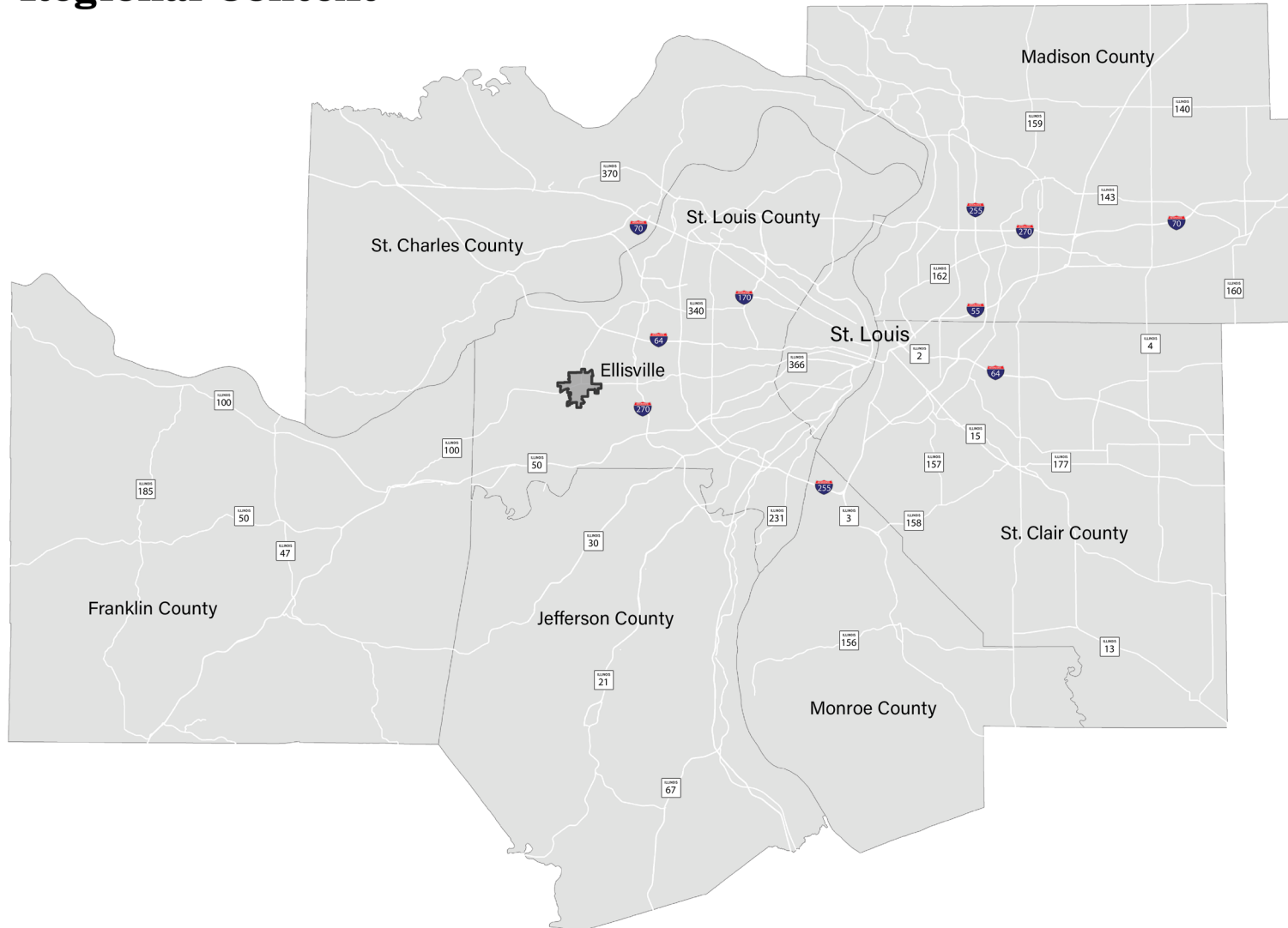
Maximize the productivity of underutilized and underperforming land.

Performance Measures

- Percent of land identified as underutilized and underperforming
- Density
- Property value by acre

Appendix

Regional Context

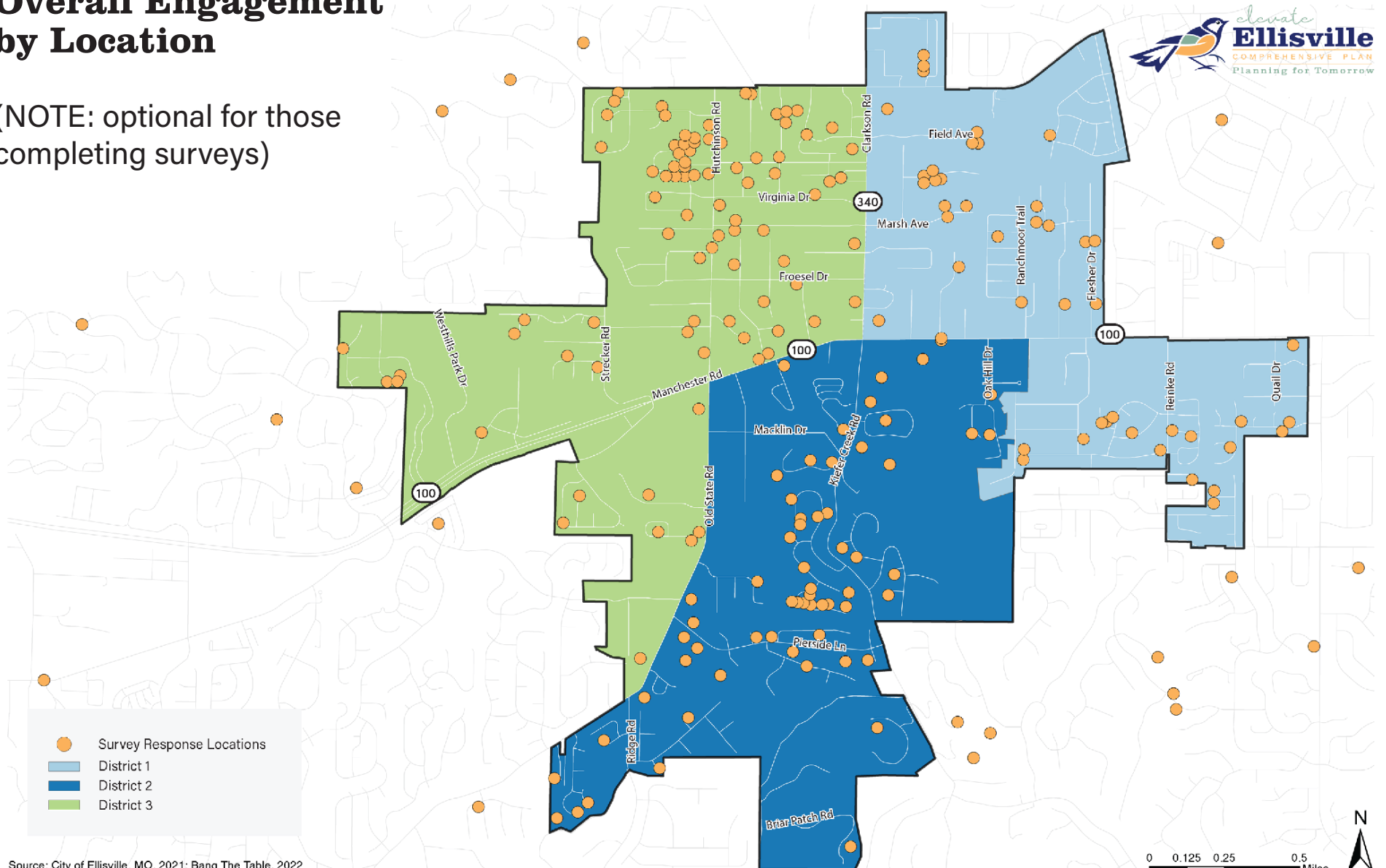


Source: City of Ellisville, 2021, Topologically Integrated Geographic Encoding and Referencing (TIGER), 2020



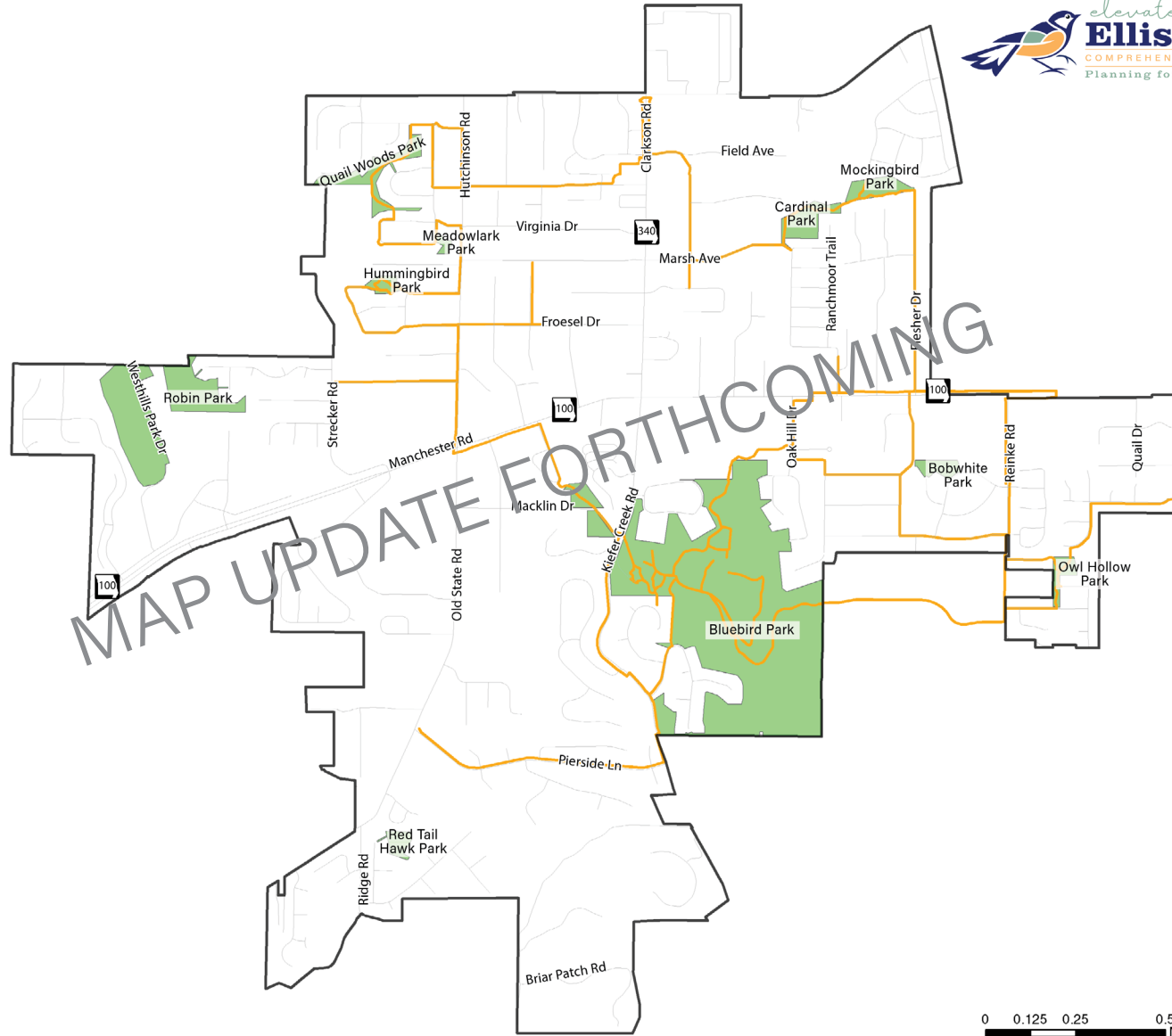
Overall Engagement by Location

(NOTE: optional for those completing surveys)



Source: City of Ellisville, MO, 2021; Bang The Table, 2022

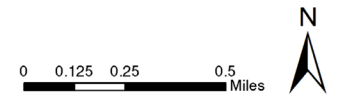
Parks & Trails



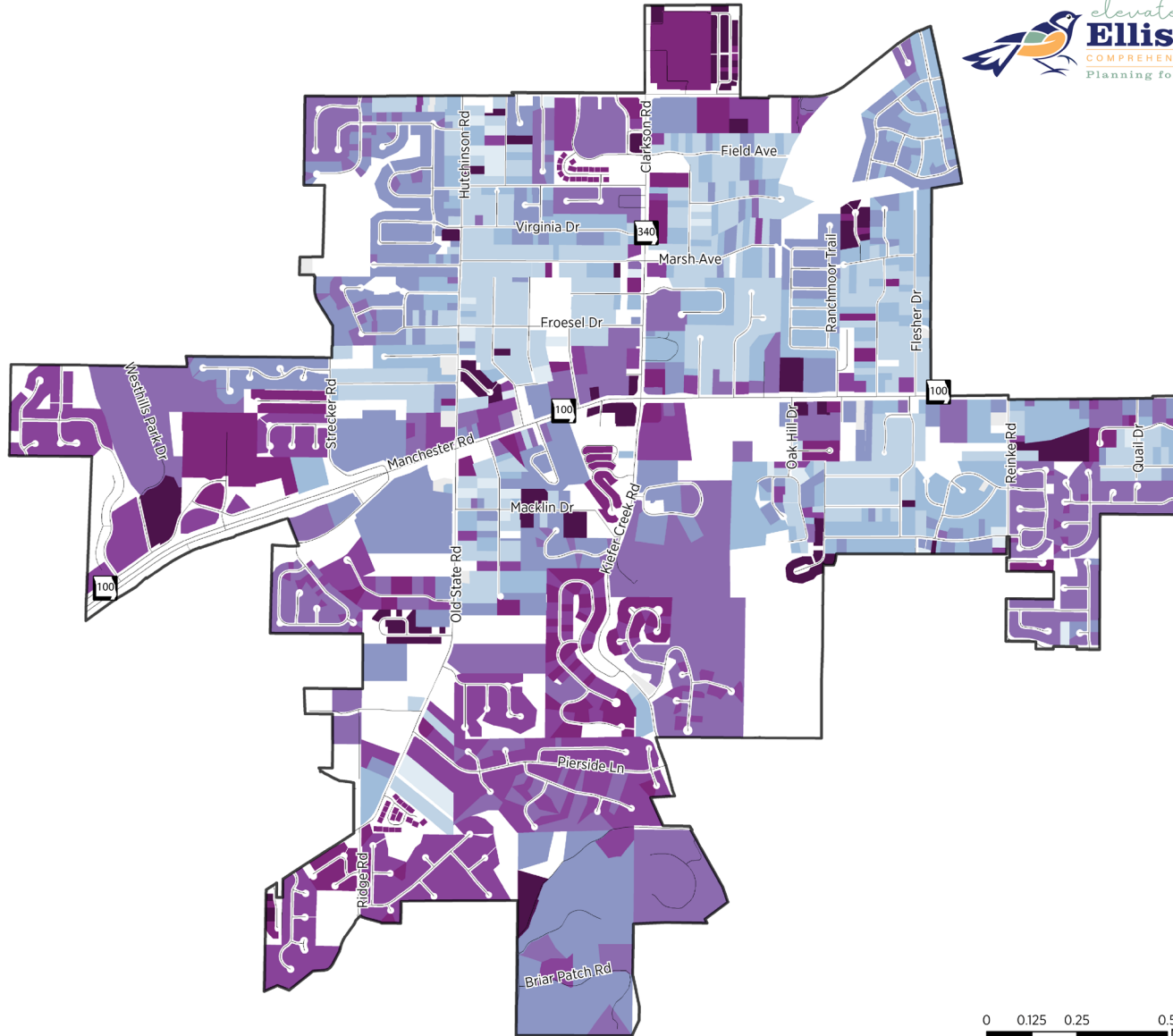
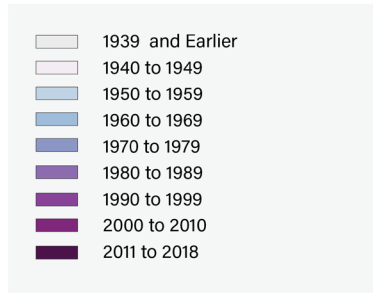
Legend:

- Parks
- Trails

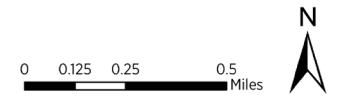
Source: City of Ellisville, MO, 2021



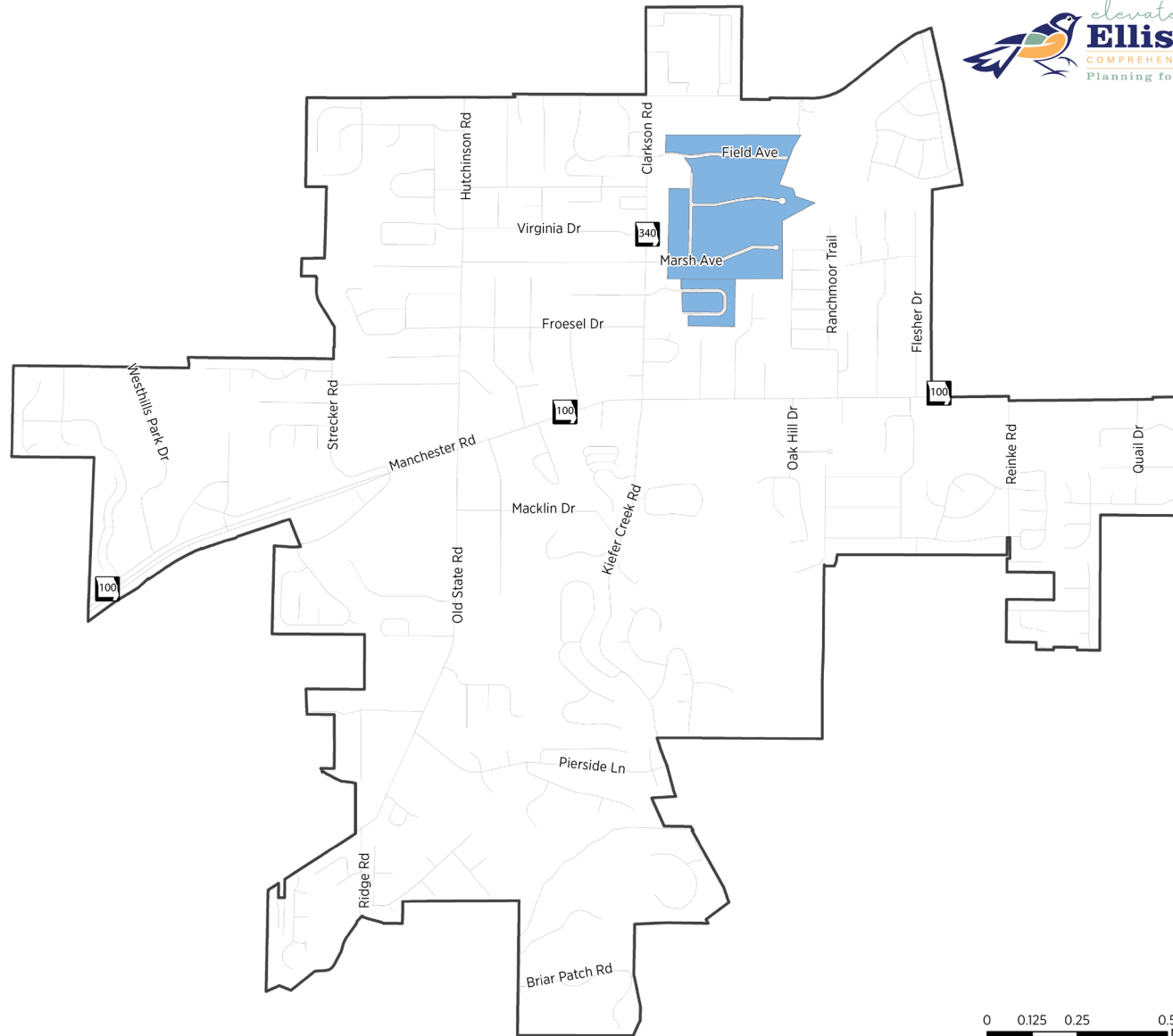
Age of Buildings



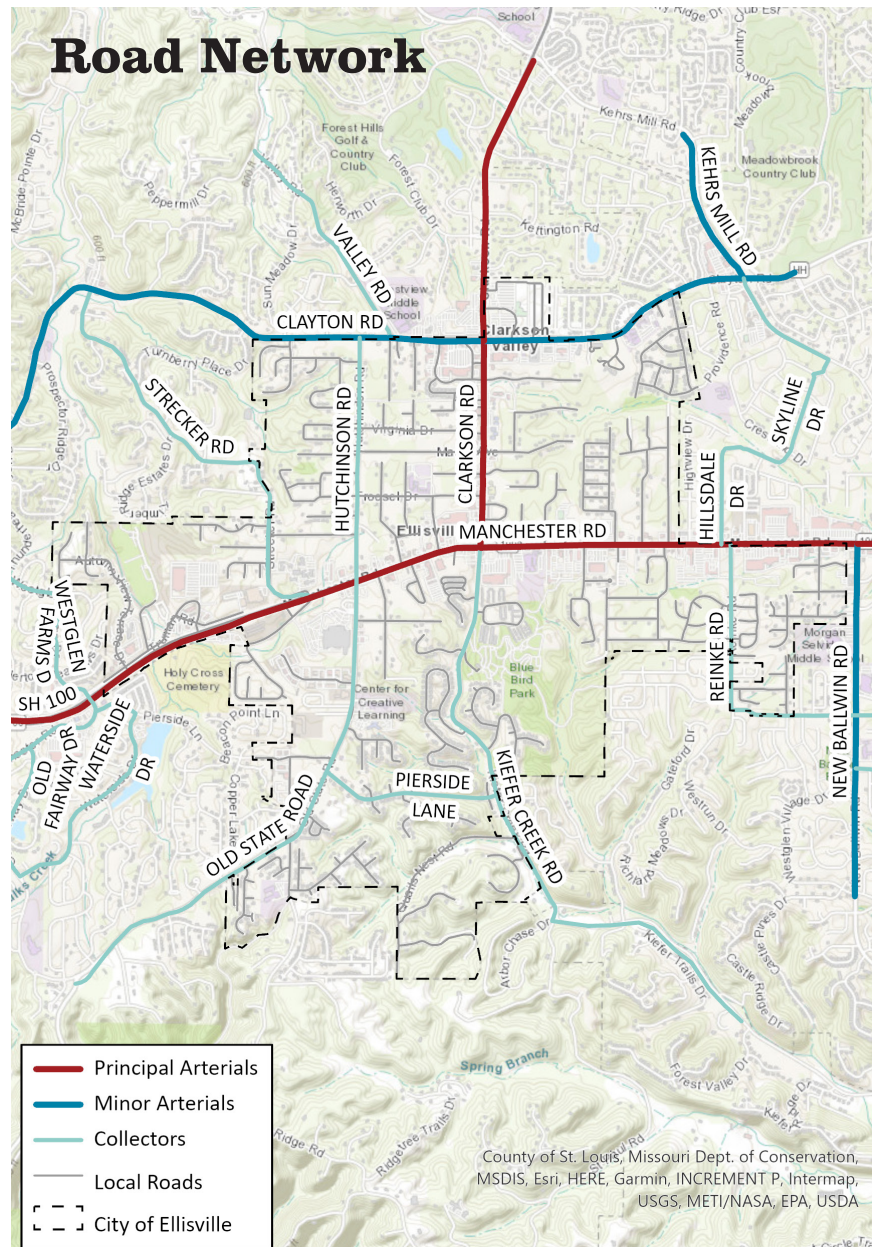
Source: City of Ellisville, MO, 2021

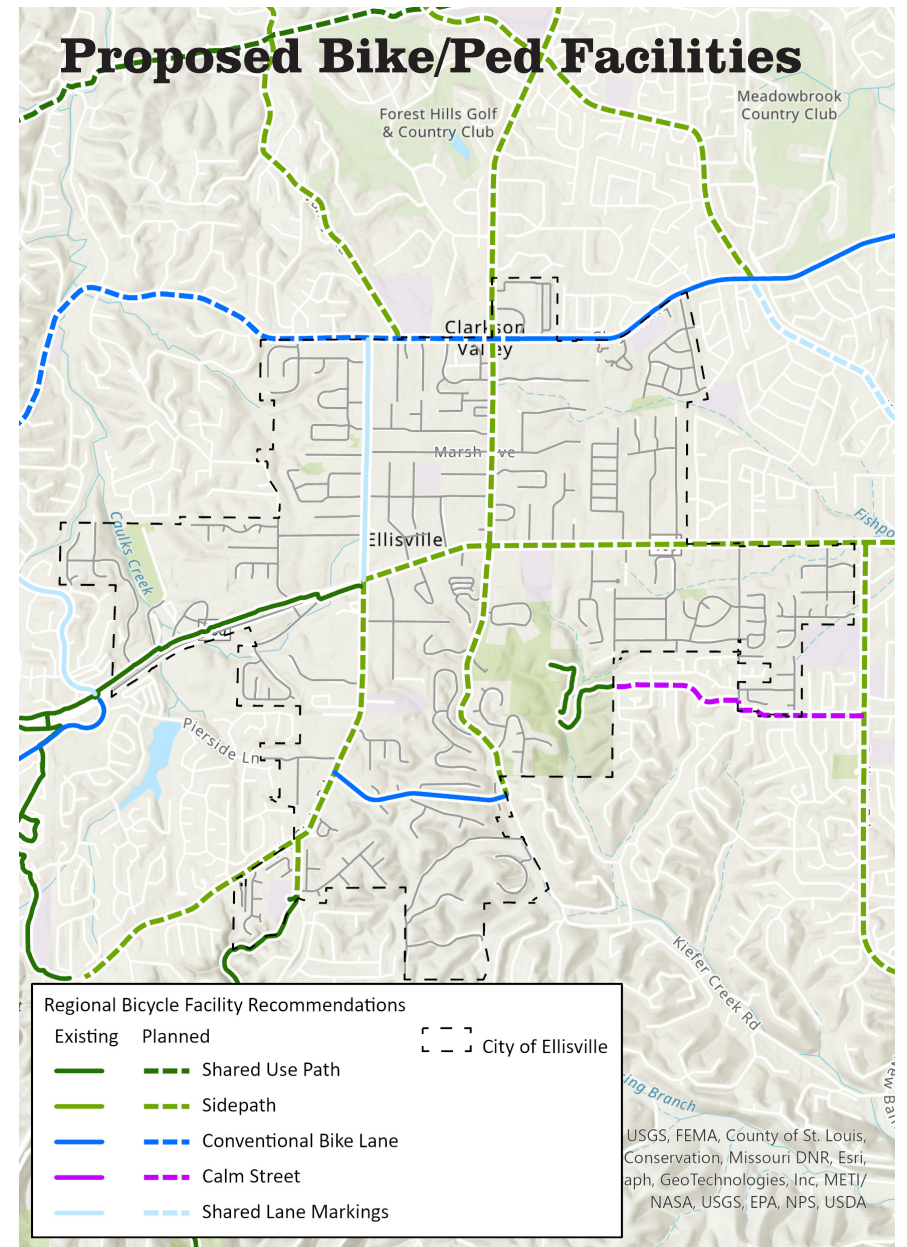
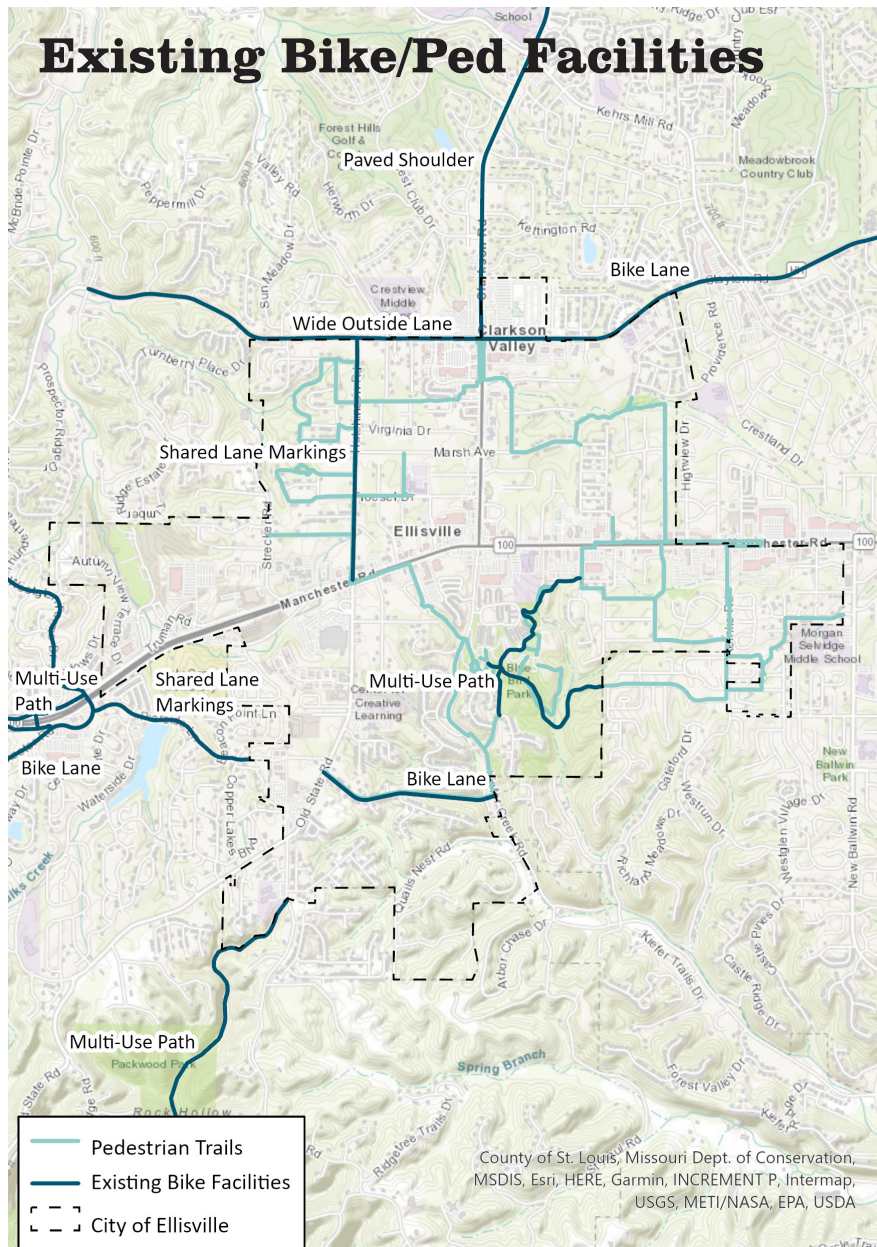


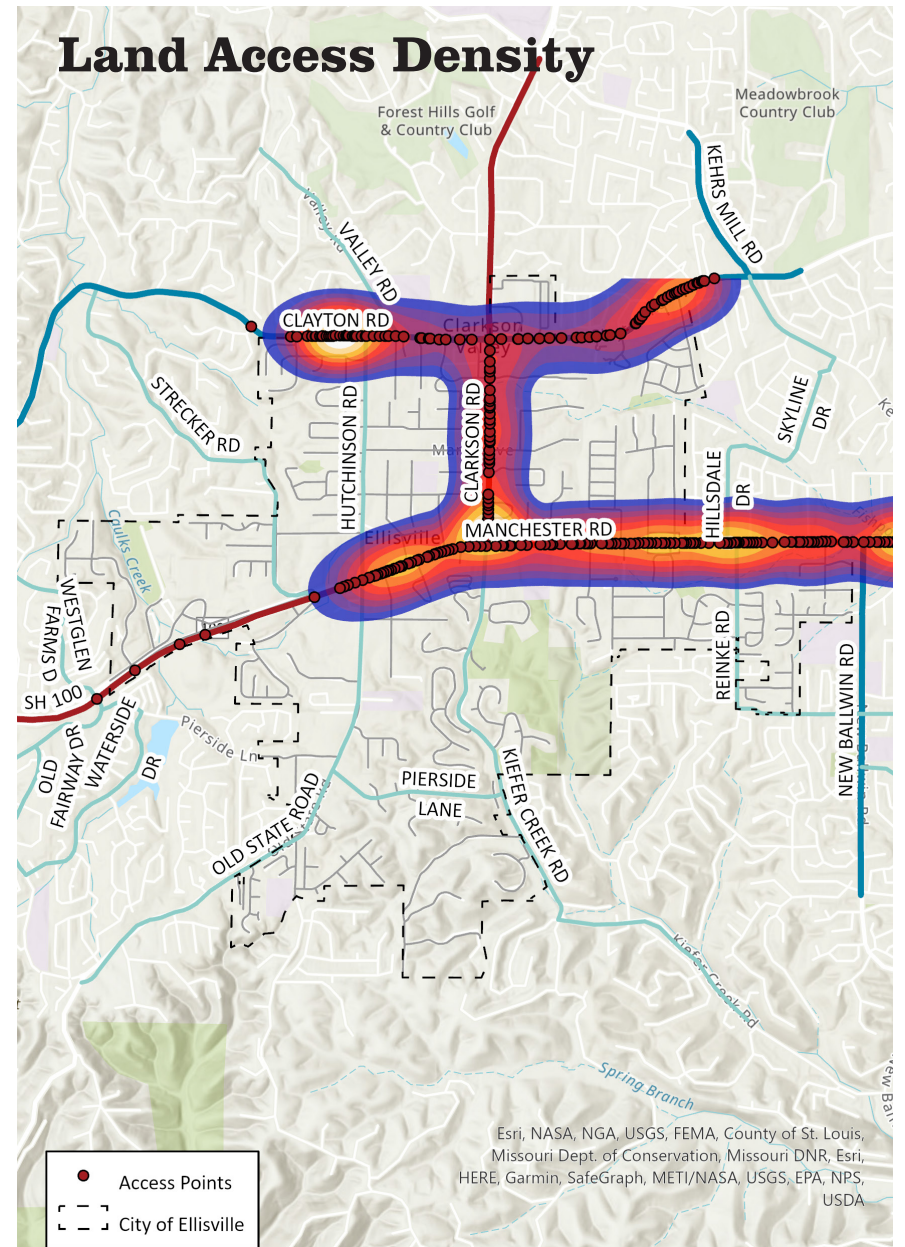
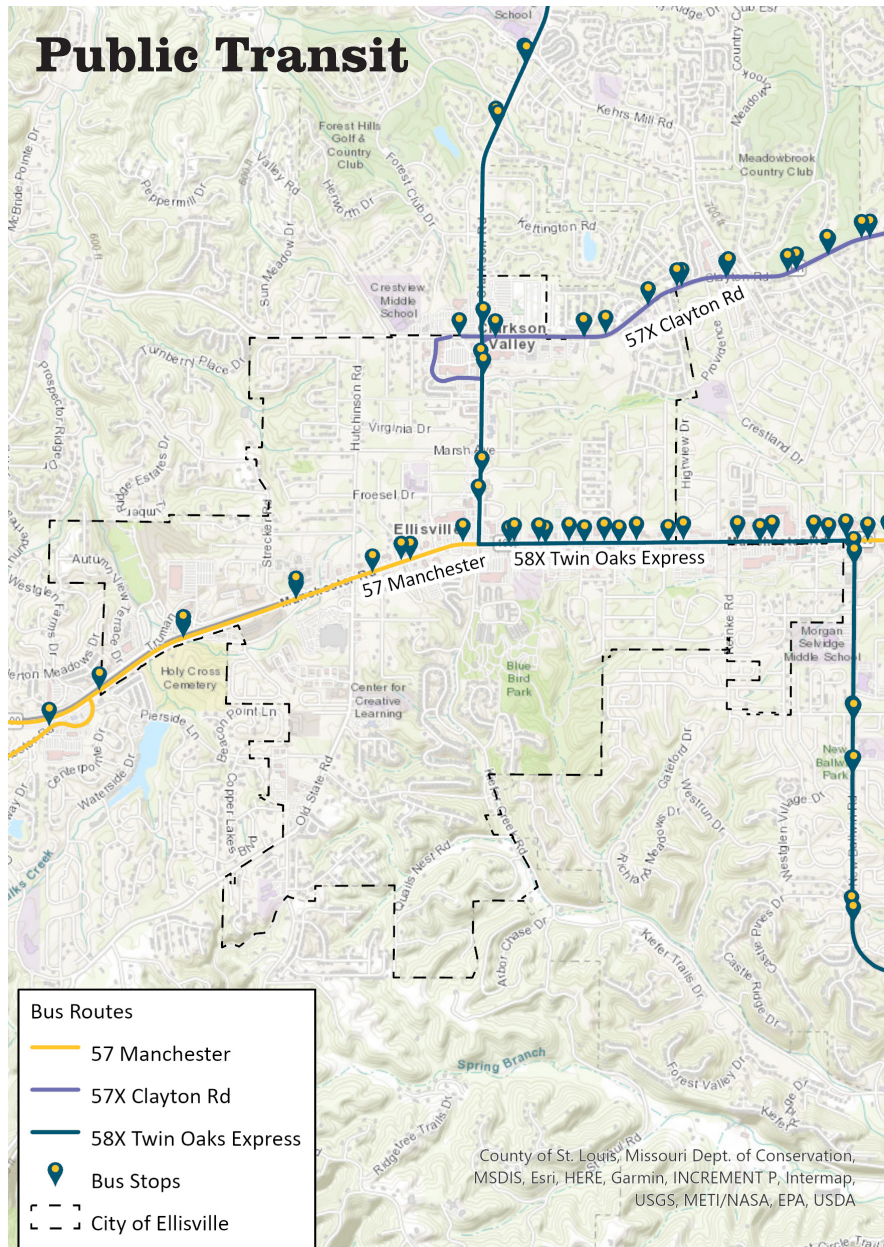
Preservation

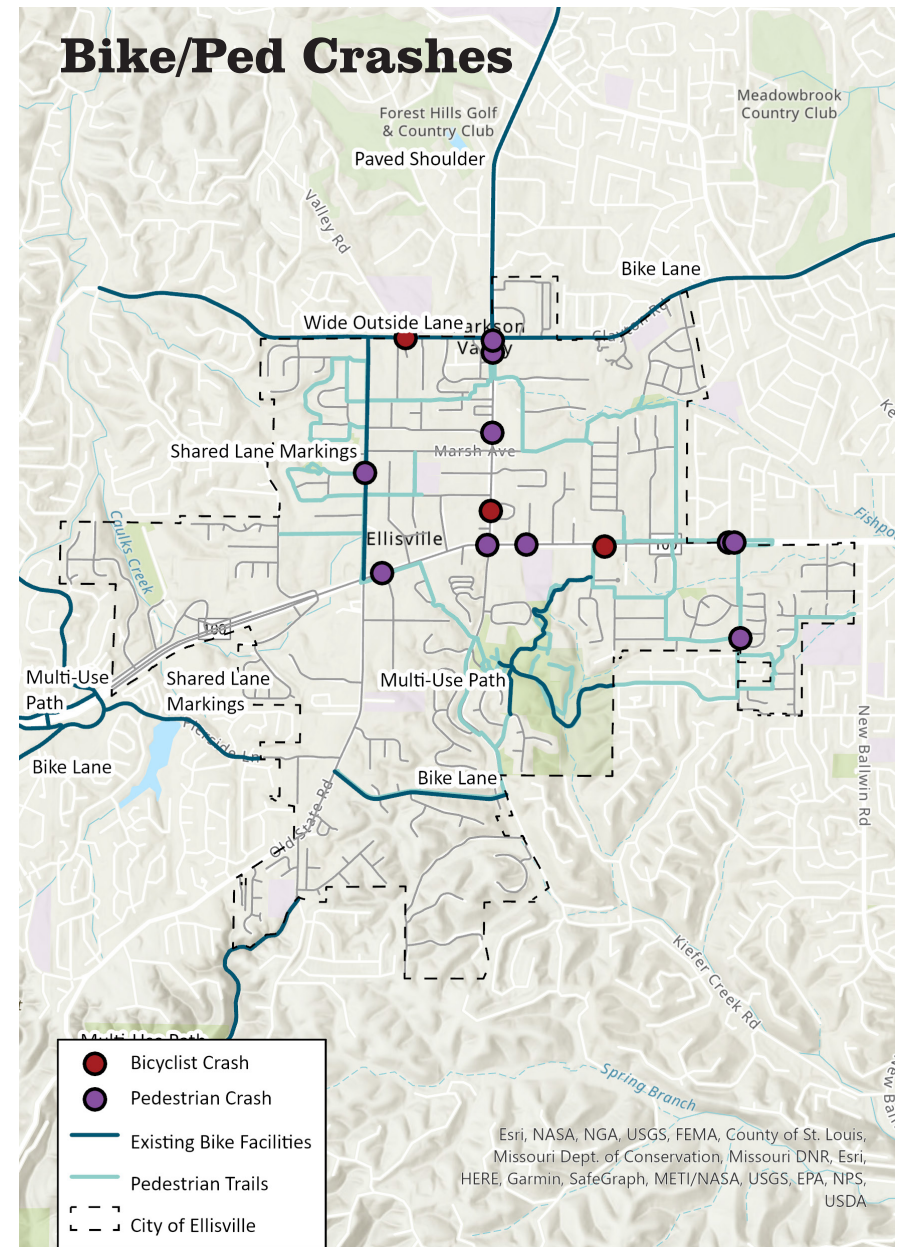
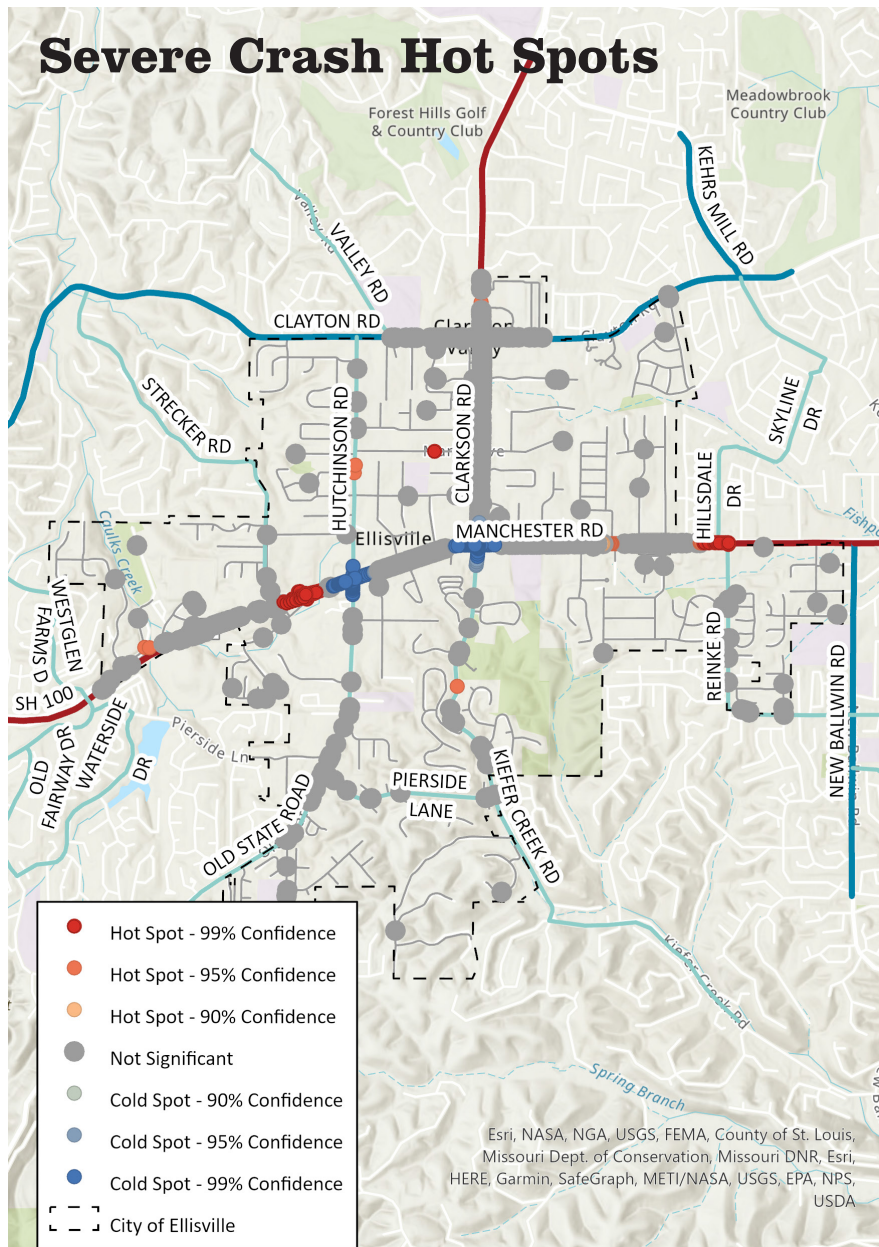


Source: City of Ellisville, MO, 2021

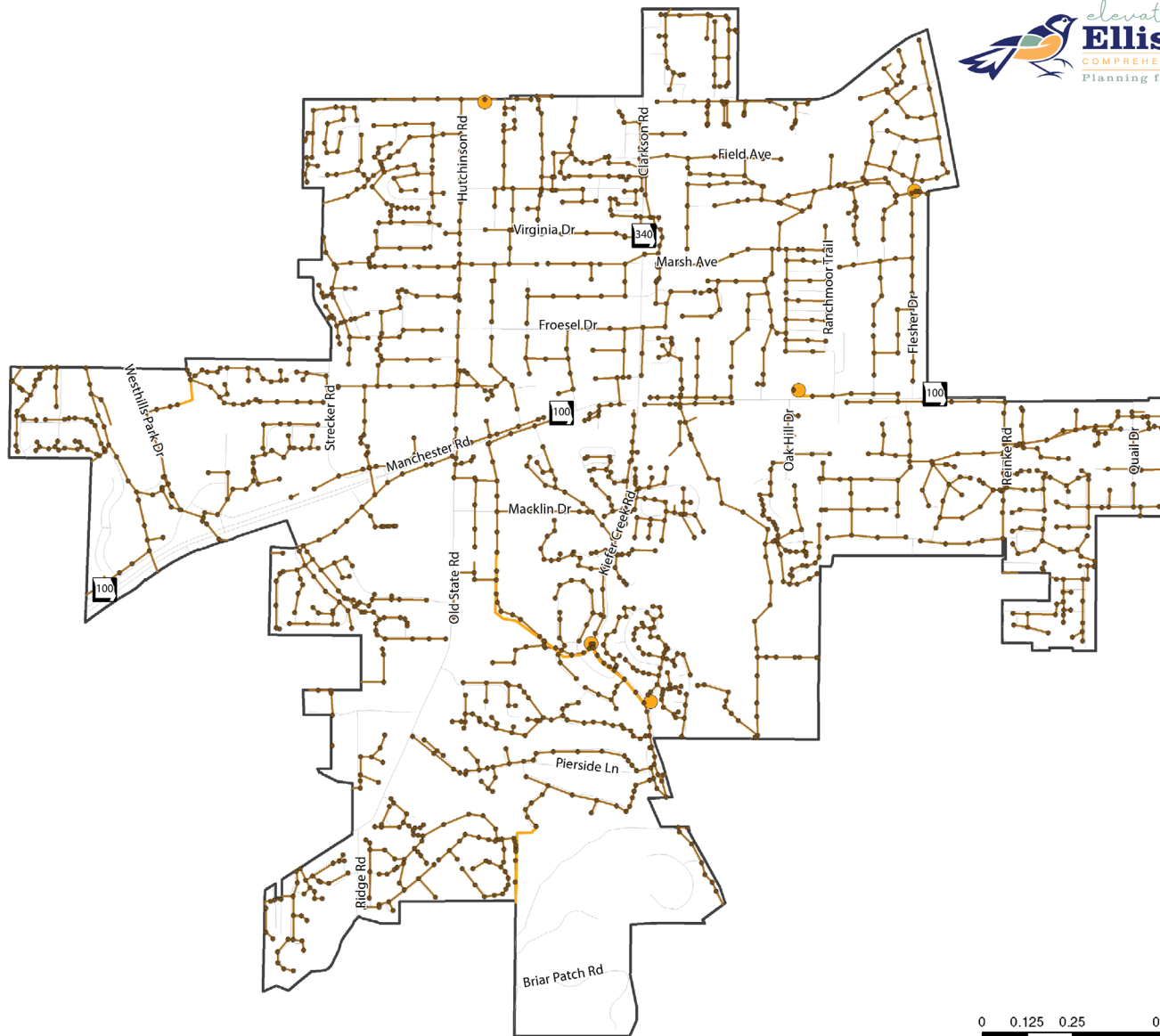






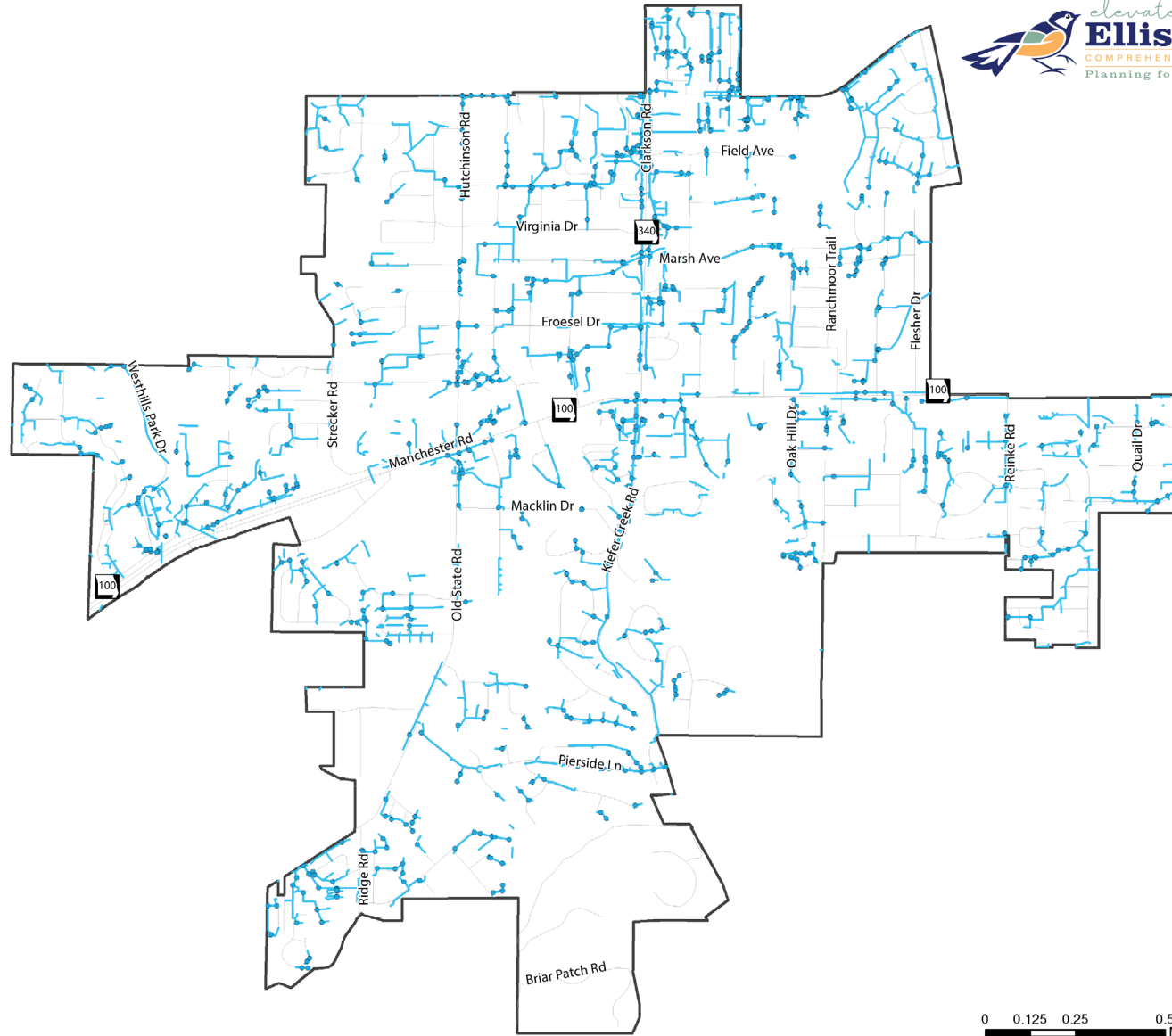


Wastewater



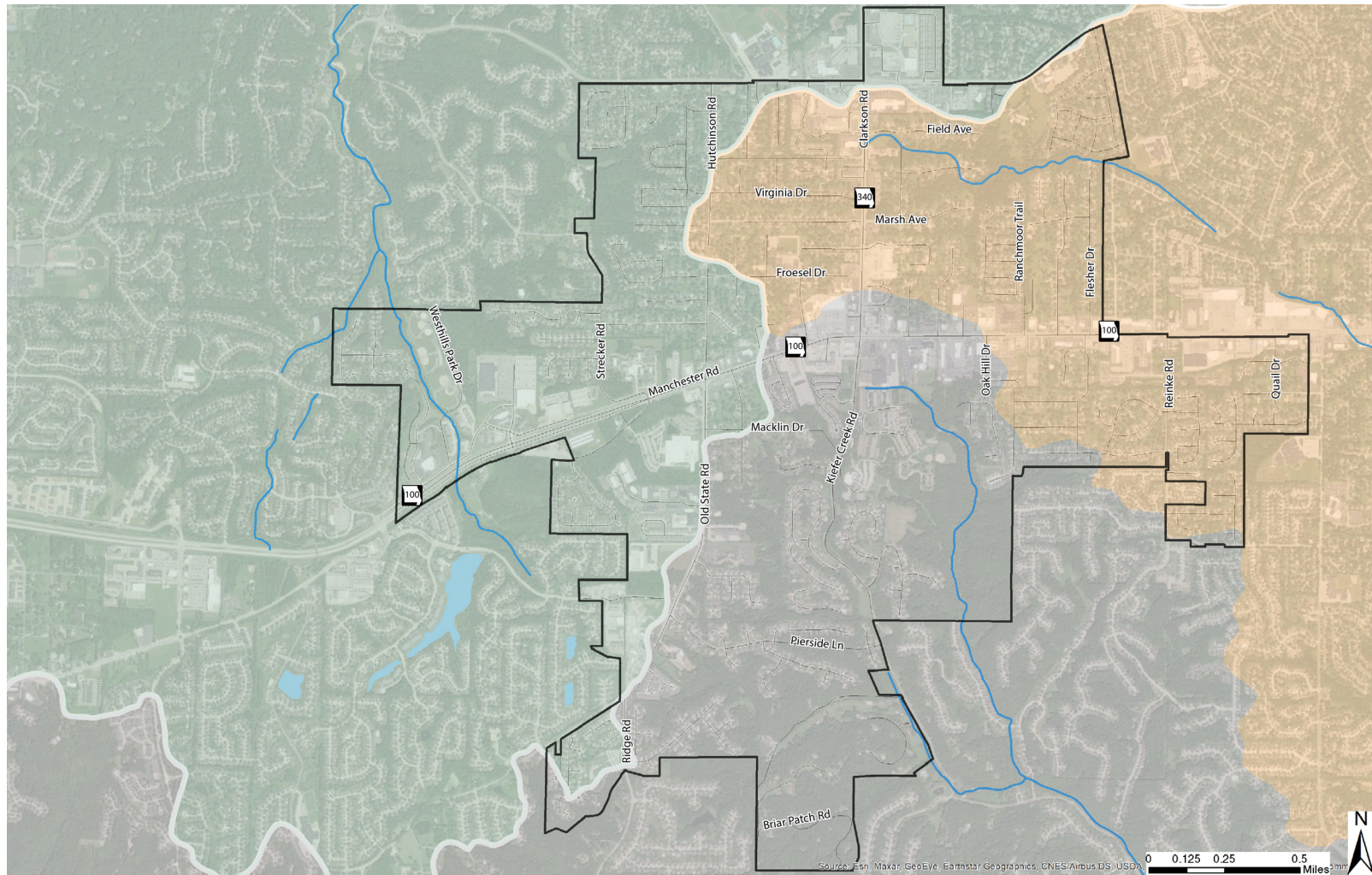
Source: MSD, 2021

Stormwater



Source: MSD, 2021

Watersheds



2 Primary Watersheds

- BONHOMME ISLAND - MO RIVER WATERSHED
- MERAMEC RIVER

Sub-Watersheds

- Bonhomme Creek

Waterways

- Caulks Creek

Sub-Watersheds

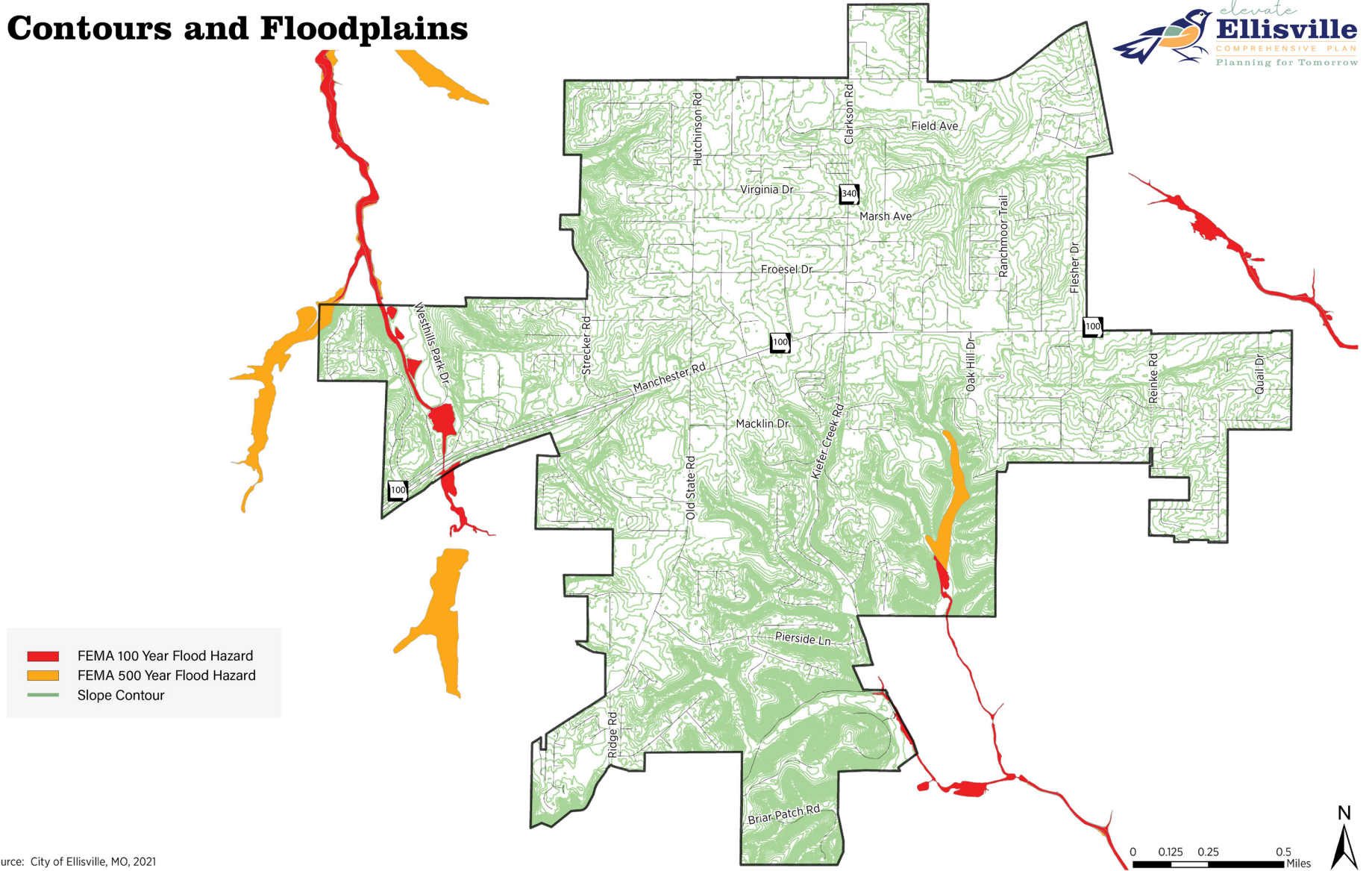
- Grand Glaize Creek - Meramec River
- Hamilton Creek - Meramec River

Waterways

- Fishpot Creek (Grand Glaize Watershed)
- Kiefer Creek (Hamilton Creek Watershed)

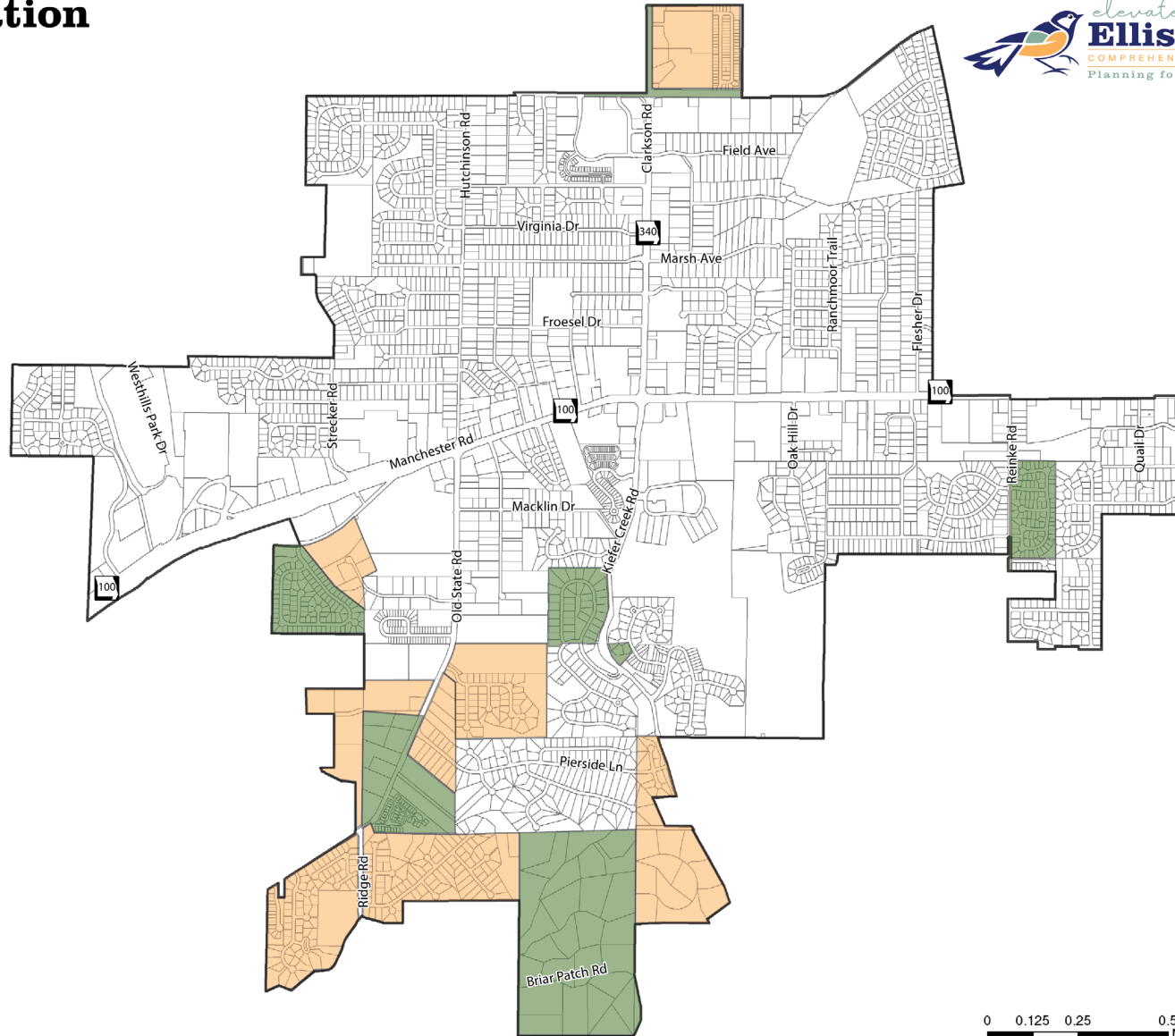
Source: USDA and Census TIGER, 2021

Contours and Floodplains



Source: City of Ellisville, MO, 2021

History of Annexation

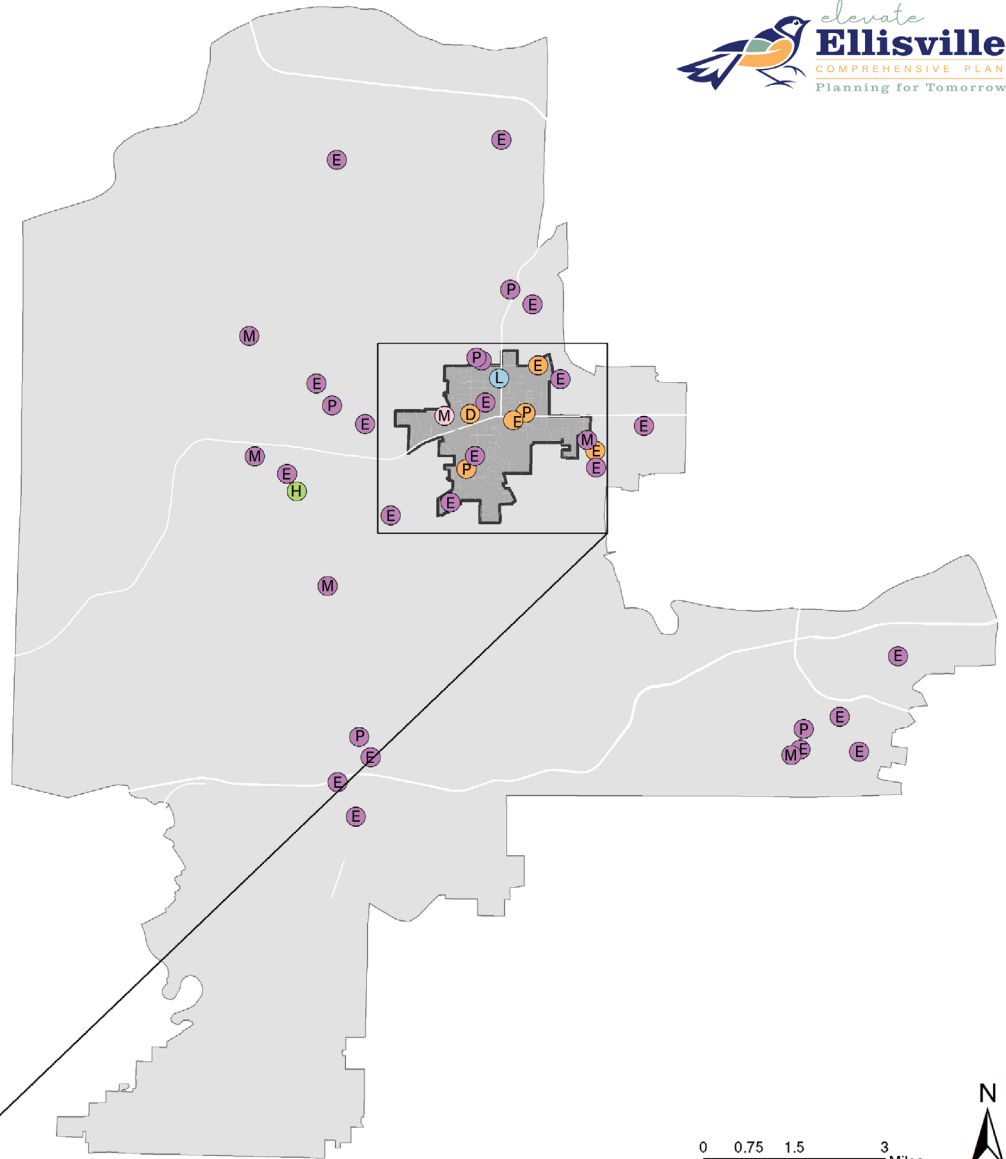
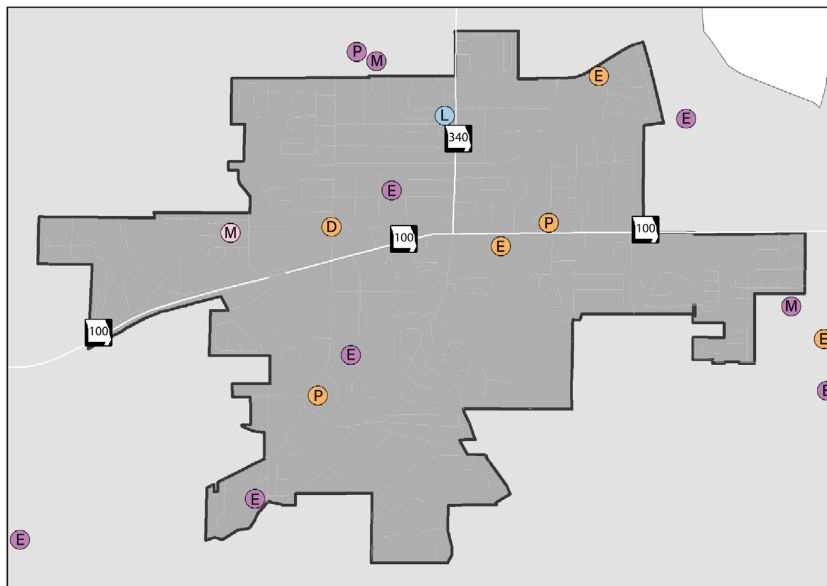


Source: City of Ellisville, MO, 2021

Learning Facilities

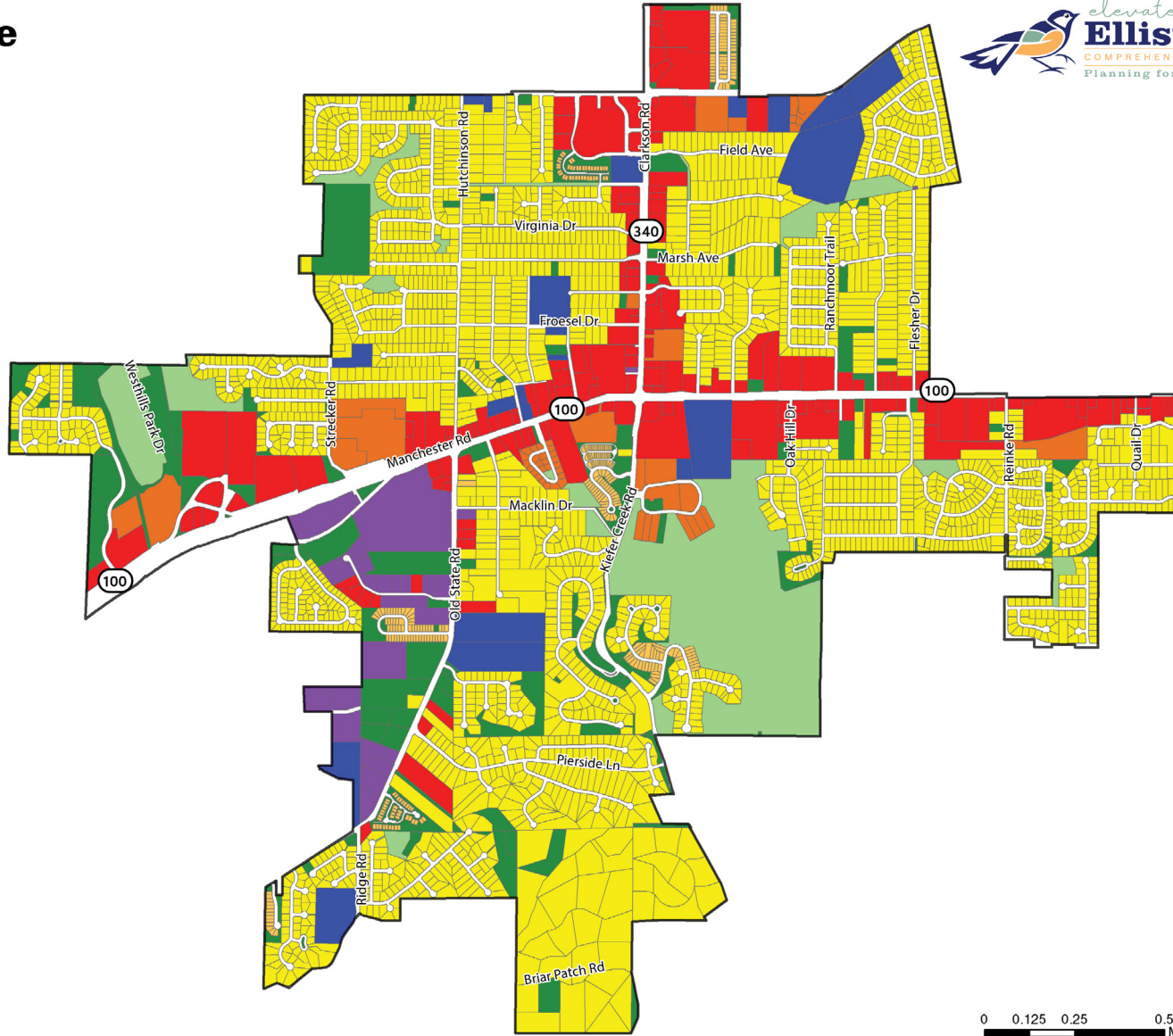


- L Library
- M Montessori
- D Private Daycare
- P Private Preschool
- E Private Elementary School
- P Public Preschool
- E Public Elementary School
- M Public Middle School
- H Public High School
- H Higher Education



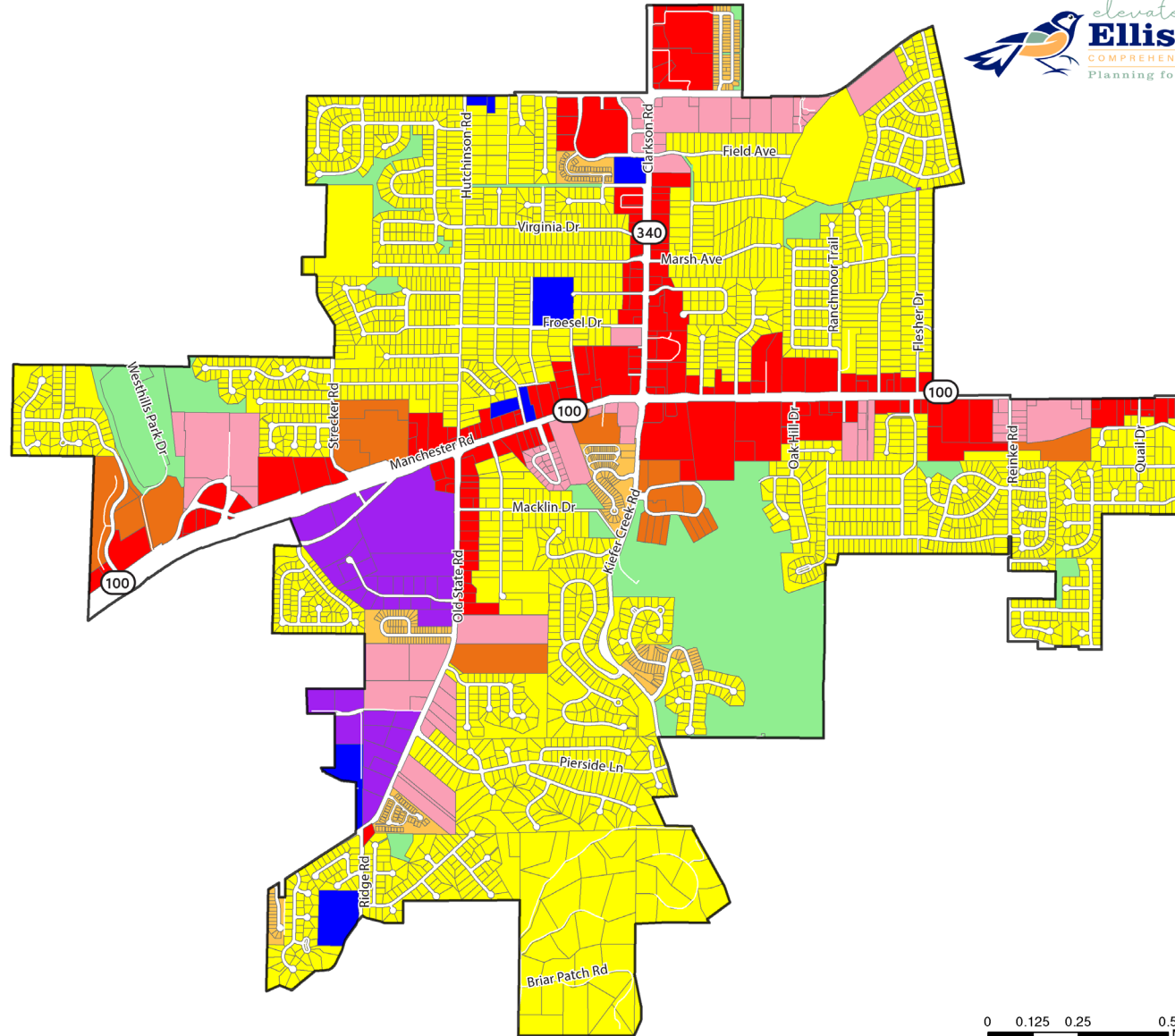
Source: City of Ellisville, 2021, Topologically Integrated Geographic Encoding and Referencing (TIGER), 2020

Current Land Use



Source: City of Ellisville, MO, 2021

Future Land Use



- Single-Family
- Duplex / Townhome
- Multi-Family
- Commercial
- Mixed-Use
- Industrial
- Institution
- Park / Recreation

Source: City of Ellisville, MO, 2021

