

EMBRACE THE CURRENT,

A COMMUNITY RISING

EXCELSIOR SPRINGS COMPREHENSIVE PLAN

FINAL DRAFT / FEBRUARY 3, 2026



Mallory Brown
Community Development
Director

Hello, Excelsior Springs!

Today, we carry that legacy forward through the *Excelsior Springs, Community Rising Comprehensive Plan* that will serve as our roadmap for growth, resilience, and opportunity over the next 20 years.

This Plan is the result of a year-long process that brought together residents, business owners, civic leaders, and regional partners to create a shared vision for the future. Through community surveys, workshops, youth engagement, focus groups, and public events, we heard from voices across our City. Your input shaped the priorities that are central to this Plan – housing, economic development, parks and trails, infrastructure, historic preservation, transportation, and quality of life.

Our goal throughout the process was simple: to ensure that the future of Excelsior Springs reflects the needs and aspirations of the people who call it home. The result is a forward-thinking, community-rooted plan that builds on our past, addresses current challenges, and prepares us for a bright future.

Much like the mineral waters that once drew thousands to our City, this Plan represents a source of renewal and a new chapter in our story. It reflects our pride in what makes Excelsior Springs unique, and our determination to create a City where everyone can thrive.

I am proud to present the *Excelsior Springs, Community Rising Comprehensive Plan*, and I invite each of you to continue rising with us as we turn this vision into action.

Acknowledgments

Thank you to all participants in the planning process. Your time, technical expertise, and guidance were critical to the development of the *Embrace the Current, A Community Rising* (Plan). Your investment in this Plan is valued.

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SECTION 1 Introduction

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Section 1 provides the foundation on which the comprehensive plan (Plan) is based. This section sets the scene for the Plan and answers why this planning process and the resulting document are necessary, how this document is used, and what the planning process entails.

What's included in **Section 1 - Introduction?**

- Plan Overview
- Planning Area
- Regional Context
- City History
- Why Plan?
- Planning Process and Timeline
- Plan Organization
- How to Use this Plan

Plan Overview

This Plan serves as a guide for the identification and implementation of Excelsior Springs' vision for its future. It builds upon the community's values and points Excelsior Springs in the direction of its shared goals using a variety of tactics. The Plan addresses critical topics that will shape the way the City continues to develop, including:

- Future land use recommendations based on input from stakeholders, the public, Planning and Zoning Commission, City Council, City staff members and the findings from the Economic and Market Analysis (see **Appendix D**).
- Future housing options and opportunities to balance and diversify the existing housing stock.
- Economic development strategies to encourage a vibrant, healthy mixture of revenue generation sources.
- Transportation and mobility opportunities that enhance connectivity and mobility for residents and visitors.
- Outdoor recreation and enhanced entertainment options designed to enhance residents' quality of life and work within existing environmental conditions.
- Sustainability and resiliency opportunities are woven throughout all recommendations to balance community desires, financial feasibility, and environmental needs.

The planning process took place over the course of a year and a half and culminated in an integrated Plan that seeks to reflect the needs and desires of the community. The Plan should be used as a daily resource to guide decision-making as it relates to the development, redevelopment, transportation and connectivity, and the provision of community services and amenities.



Planning Area

The planning area consists of the entirety of the City of Excelsior Springs, as showing in **Figure 1.1**. The current city limit occupies 10.86 square miles with a population just over 10,000. The City is served by several key highways connecting to surrounding communities with major key connections via U.S. Route 69, Missouri Route 92, and Missouri Route 10, these highways make Excelsior Springs easily accessible for residents and visitors, while supporting regional connectivity to the Kansas City metropolitan area.

Regional Context

Excelsior Springs is located in Clay and Ray counties, approximately 30 miles northeast of Kansas City. As part of the Kansas City metropolitan area, the City benefits from proximity to a major urban center while maintaining a district with its small-town character. Excelsior Springs is known for its health tourism destination roots, thanks to its mineral springs, which were believed to have healing properties. This legacy still shapes the City's identity, with landmarks like the Hall of Waters reflecting its spa-town past. The City's regional context blends rural charm with urban access, making it a unique hub for heritage, tourism, community pride, and economic development.

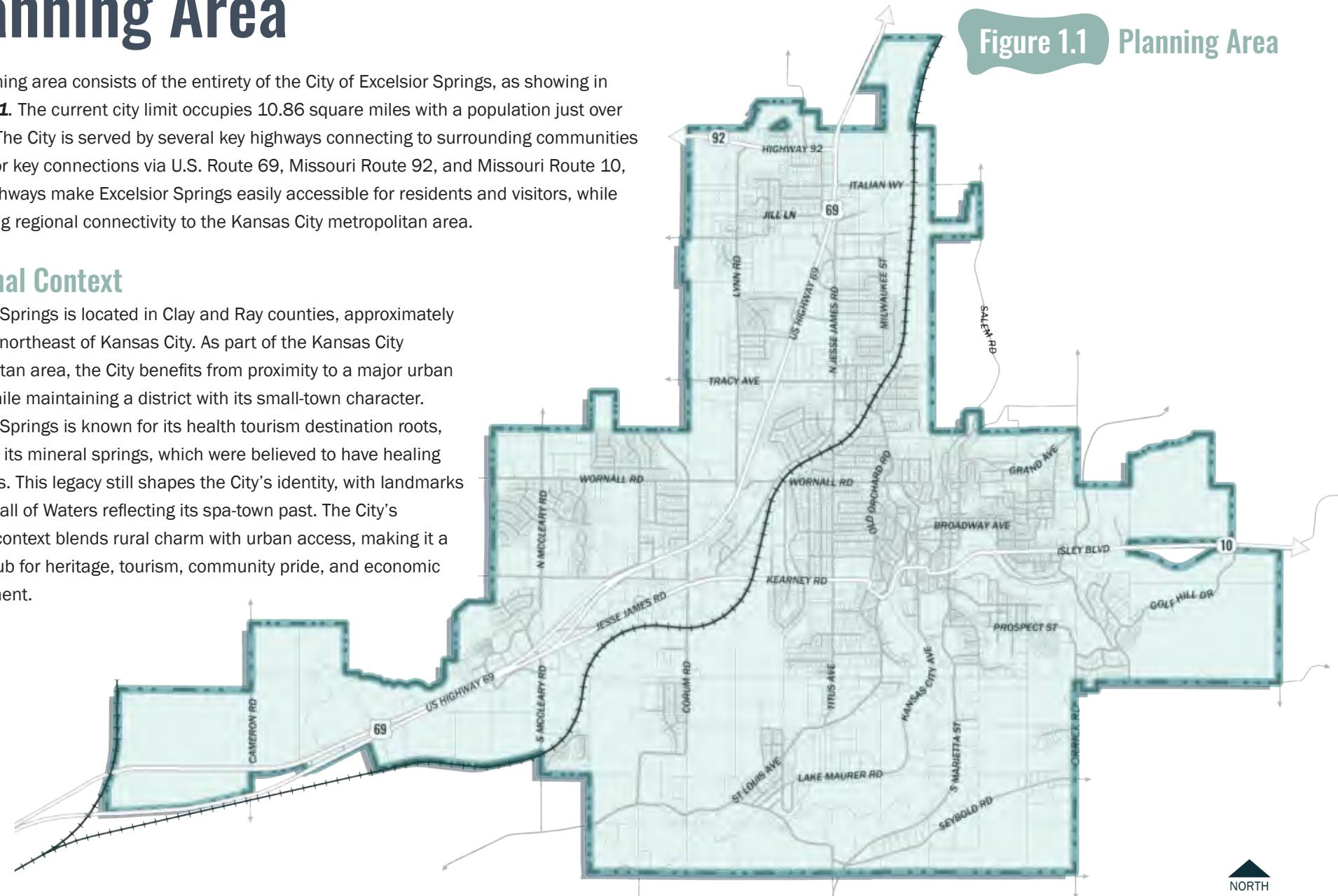


Figure 1.1 Planning Area

City History

Development of Excelsior Springs 1880 through Today

The early development of Excelsior Springs from the early 1880s through the 1920s was largely envisioned and funded by private investment. The town's founding is attributed to an encounter between an African American laborer, Travis Million, whose child suffered from a skin disease, and Capt. James L. Faris, a prominent Ray County attorney who advised Million to use the Fishing River Valley's mineral water to "cure" the child's affliction.

Soon a circuit-riding minister, the Rev. J.V.B. Flack, began hearing from his flock about "miracle cures" from the valley's springs. Flack investigated, then persuaded the landowners, Anthony and Elizabeth Wyman (Million's employers), to partner with him to lay out a town on their 40-acre wheat field. Health seekers began flocking "down to Excelsior" – the original name for the iron manganese spring later renamed Siloam Spring.

Anthony and Elizabeth Wyman and the Rev. J.V.B and Marietta Flack founded the town on September 1, 1880, filing the town plat on January 7, 1881. Wyman witnessed the first growth boom as the population reached 250 within its first year and was designated a City of the fourth class on July 12, 1881. Wyman and a partner, Joseph Wert, built the town's first hotel, the Excelsior Hotel, while Flack built both a general store and the first church.

By the time of Wyman's death in 1883, word of the "healing springs" had reached entrepreneurs in Kansas City – former hotel and railroad men with the means and the will to invest in the new town. In 1883, Henry C. Fish, John W. Henrie, and Samuel F. Scott incorporated a new development company called Relief Springs and Land Company (named for the third mineral spring discovered and developed in the town).

(Historical Credit: City of Excelsior Springs, Missouri and Excelsior Springs Museum & Archives)



Four years later, in 1887, they renamed it the "Excelsior Springs Company," signaling a more ambitious vision for the new town. Their defined purpose:

- To buy and sell mineral or medicinal springs and generally carry on the business of conducting mineral or medicinal springs and health and pleasure resorts;
- To buy and sell lots and to erect hotels, halls, market houses and other buildings;
- To mine for coal and any other minerals;
- To convey and transport people and freight on land or water [or other] mode of conveyance; and
- To construct and generate horse railroads to supply any town, city, district, neighborhood or village with gas or water, and to light the same with electricity.

The Excelsior Company, with capital stock of \$500,000, acquired multiple springs, established the bottling works, and built the grand Elms Hotel surrounded by a 50-acre park in 1888. That same year, Henry Fish traveled tirelessly to St. Louis, Chicago and Milwaukee to bring rail service to the town.

Throughout these years of early development, Excelsior Springs might be viewed essentially as a "company town" – with businesses and employment revolving around the mineral water foundation. Private developers envisioned the new town as a "healing resort," and garnered outside investor support for amenities and infrastructure improvements including waterworks, electricity, residential additions, sewers, and railroads.

Two of the most influential of these deep-pocketed entrepreneurs were Henry Ettenson, a Leavenworth, Kansas, department store magnate, and Dr. William A. Bell, an English capitalist who played a crucial role in the founding of the Denver & Rio Grande Railroad and the development of the Colorado Springs and Manitou Springs areas in Colorado.

After the death of Henry Fish and subsequent financial struggles of Excelsior Springs Company and its small railroad, Ettenson acquired the Elms Hotel, bottling works and significant land holdings in 1898; the grand hotel burned a year later. Ettenson's tenure was fraught with controversy even after his death in 1908, when his sons took over his holdings, but they held much less influence.

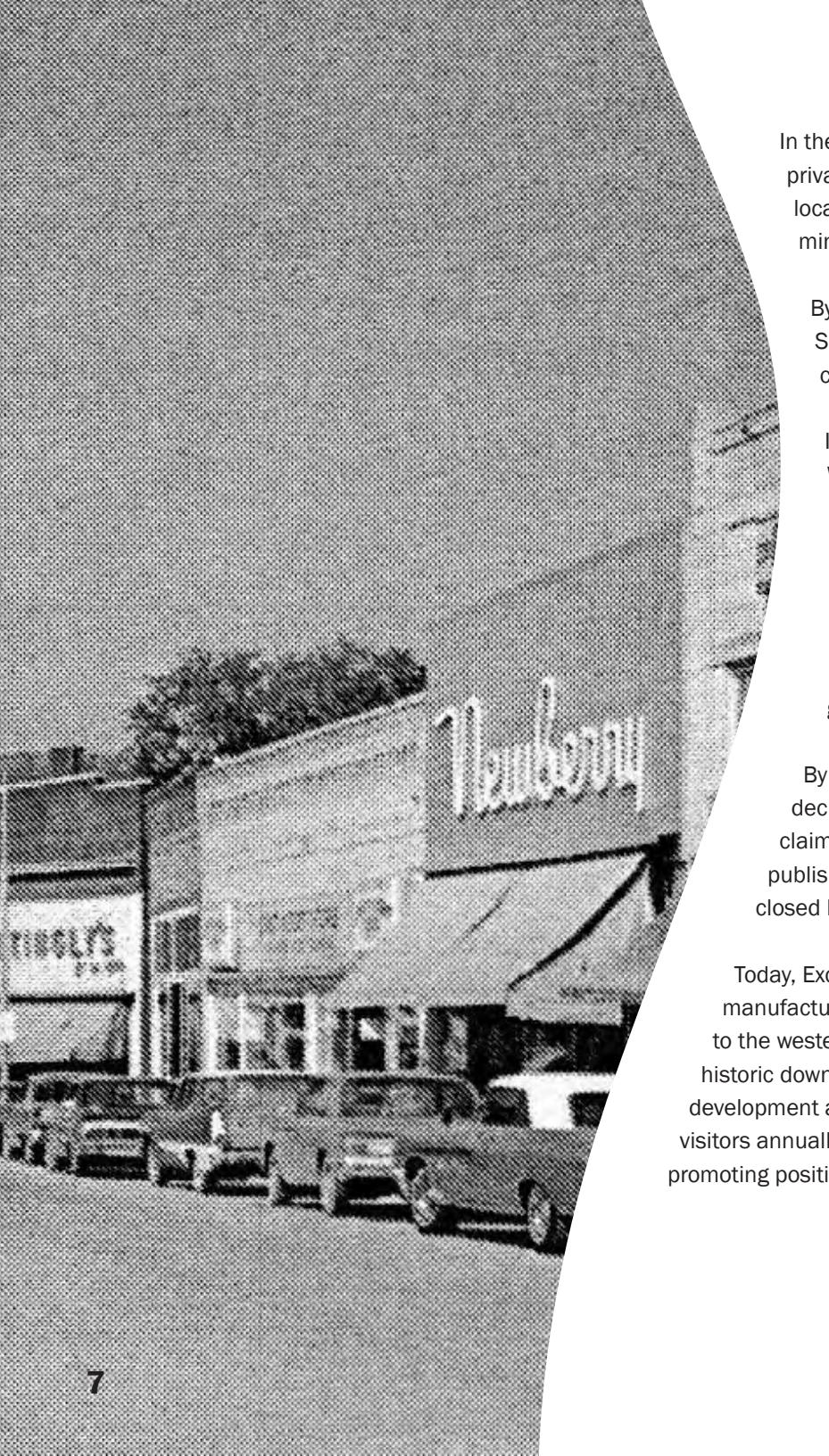
Dr. Bell had begun investing in Excelsior Springs circa 1902, when he won the franchise for the City waterworks after the Excelsior Springs Light and Water company (which had held the franchise since 1892) had "never provided a permanent supply of wholesome water, the City (being) frequently without water for any purpose for long periods..."

Dr. Bell's waterworks system was created from deep wells south of the City, and water was delivered over seven miles of water line. Later, he also brought steam heating to the City (which had been plagued by fires) with the establishment of his Excelsior Springs Water, Gas and Electric Plant. Voters approved a 20-year franchise for this venture in 1912.

The Bell interests also can be credited with enhancements to the natural beauty of the town when they encouraged the City to hire famed landscape architect George C. Kessler to design a parks and boulevard system throughout the community in 1917. Although the envisioned plan was never fully realized, the vestiges of the beautiful surrounding boulevards and parks are still visible in the local landscape.

A new era in professional City governance was ushered in when Excelsior Springs became the first in Missouri to adopt the City manager form of government in April 1922. In the first annual report in April 1923, City Manager E.E. Parsons noted several key accomplishments largely revolving around the development of the Siloam Gardens project, acquisition of property for the park and driveway system, and the construction of a bridge over Marietta Street. The arched Marietta Street bridge completed an eight-mile circuit with The Elms at its center.

On the 10th anniversary of the City manager form of government in 1932, City Manager Bernard Alnutt touted the City's 150 acres of City parks, completion of the Scenic Drive, a systematic street repair program, and an enlarged police force (from four to five officers), an additional jail cell at City Hall, and organization of a police shotgun squad.



In the Depression-era 1930s, the influence of private entrepreneurs lessened, as both public and private contributions were pledged to repay federal loans, acquire water rights, pipe wells to a central location and build the Hall of Waters for the use, bottling and distribution of the four major types of mineral waters found here.

By the late 1940s, light manufacturing plants (plastics, uniforms) had been attracted to Excelsior Springs, employing many residents, but the town seemed headed toward becoming a bedroom community for Kansas City, less than 30 miles away.

In 1955, for the first time, the City took ownership of the municipal water system, and a Waterworks Board was appointed to operate both the Mineral Water System and the municipal water system.

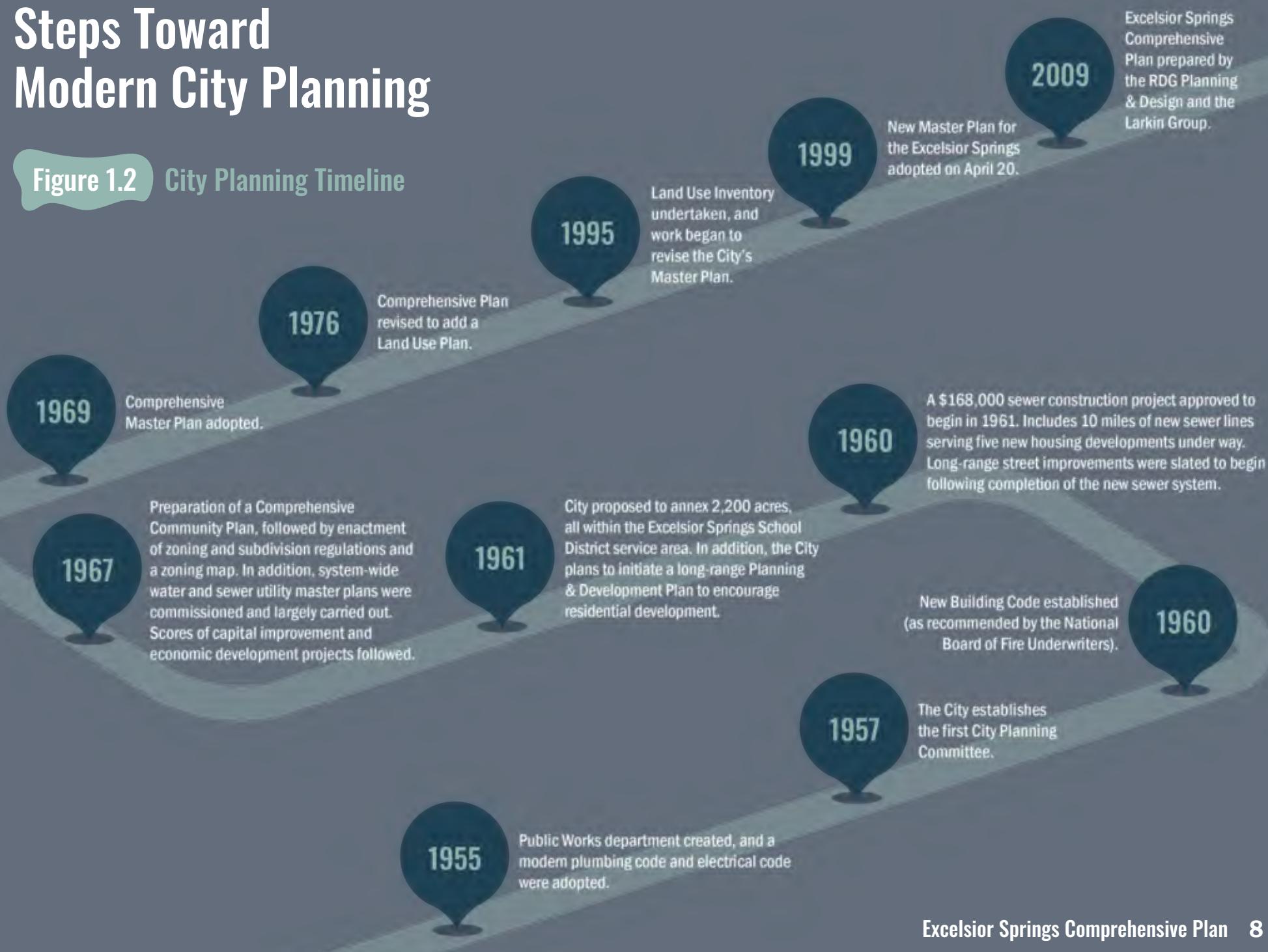
In 1957, the City established its first City Planning Committee. The first focus was on a recommendation from a Citizens Advisory Committee to survey the City's sewer improvement projects completed by an outside engineering firm. After several tries, in 1959 voters approved a new sewer system plan to replace the capacity-challenged sewer plant that had hampered growth.

By the 1960s, the City's economic base had shifted further from its mineral water foundation. The decline began in earnest when various medical establishments questioned the admittedly dubious claims of "cures" and medical marketing was prohibited. In August 1963, the Saturday Evening Post published an exposé in which the Ball Clinic figured prominently. Ball, the largest local employer, had closed by the end of 1963. Others followed, with the last private medical clinic closing in 1972.

Today, Excelsior Springs has a more diversified employment base, with retail centers and light manufacturing plants located on the west side of town. The residential population has largely moved to the western hills, followed by service businesses, churches, and most of the school buildings. The historic downtown continues to attract thousands of visitors annually. A laser focus on promoting economic development and tourism while preserving historic and natural resources continues to draw thousands of visitors annually, along with new businesses and residents interested in revitalizing historic properties and promoting positive economic growth and planned development.

Steps Toward Modern City Planning

Figure 1.2 City Planning Timeline



Why Plan?

Excelsior Springs' previous comprehensive plan was adopted in 2009 and was created as a strategic blueprint for guiding the City's growth, development, and revitalization. The plan's structure was organized into ten thematic chapters each addressing a strategic priority (e.g., community profile, growth and land use, recreational lifestyle, quality public services, etc.) and while this structure has served Excelsior Springs well through the achievement of several implementation measures and policies. Achieved the plan's lifetime was nearing its completion. Comprehensive Plans are living documents and are reviewed and regularly updated over time to include updated demographics, market trends, and vision for growth and development – Excelsior Springs evaluated the existing plan document and determined the lifetime was nearing its completion and updated planning document was needed.

The intent of the new Comprehensive Plan (Plan) is to create a practical, accessible policy guide for the City's long-term vision. With the desire to be a well-structured, clear, user-friendly, and visual document; the planning process formed the Plan's intent by answering the following questions.

WHERE IS EXCELSIOR SPRINGS TODAY?

This question defines what is loved about Excelsior Springs, what needs improvement, and the current realities of the City.

WHO DOES EXCELSIOR SPRINGS WANT TO BE?

The only sustainable path forward is one that has community buy-in. By asking the question of who Excelsior Springs wants to be, recommendations for the future were created.

HOW DO WE GET THERE?

This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and City staff members on track to make Excelsior Springs what the community needs and wants.

What is a Comprehensive Plan?

A comprehensive plan – sometimes referred to as a general plan, master plan, or land use plan – is a vision for the future on a community scale. Comprehensive plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive plan examines what a community is, and where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 15 years and is revisited often to ensure its relevance. Effective plans are grounded and provide measurable, achievable action items for reaching shared goals. Communities can also use comprehensive plans as a factual and objective basis to justify future decision-making.

Planning Process and Timeline

The Plan development process took approximately eighteen months and consisted of five primary phases:

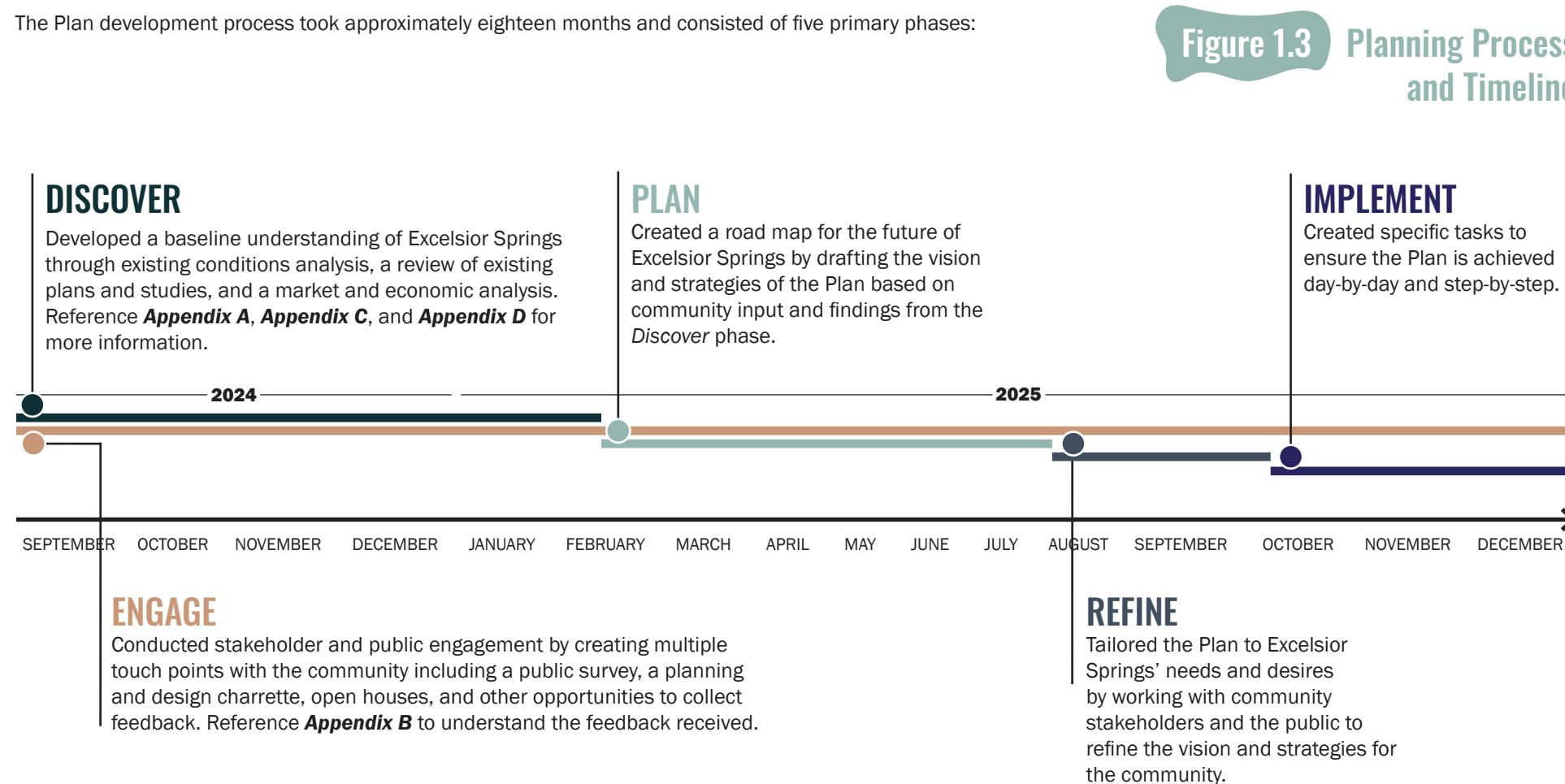


Figure 1.3 Planning Process and Timeline

Plan Organization

The Plan is organized into seven section and four appendices, detailed as follows:

- **Section 1 – Introduction.** This section presents an introduction to the Plan, including the Plan's purpose and timeline, as well as an introduction to the Excelsior Springs Planning Area.
- **Section 2 – Vision and Values.** This section narrates and illustrates the characteristics of Excelsior Springs' desired community through a vision narrative and values that will guide development, redevelopment, and growth.
- **Section 3 – Place Types Framework.** This section establishes a policy framework for future development in Excelsior Springs, defined by Place Types with distinct physical characteristics, land uses, and qualities.
- **Section 4 – Transportation and Mobility Framework.** This section establishes a policy framework for transportation and mobility systems in Excelsior Springs, identifying small and large-scale opportunities to enhance the community's multi-modal systems.
- **Section 5 – Growth Framework.** This section establishes a policy framework for directing future growth, including future annexation opportunities and development/redevelopment opportunities within current city limits.
- **Section 6 – Conceptual Planning Frameworks.** This section provides site specific conceptual ideas for future growth and master planning developments.
- **Section 7 – Implementation: Action Plan.** This section presents specific implementation actions to achieve the goals and strategies of the previous sections.

How To Use This Plan

This Plan is intended to be a living document and reference point for the City. As City staff members, elected leaders, and community members make decisions for Excelsior Springs, this Plan serves as the lens through which they consider the appropriateness of proposed changes. Part of the review process for such changes includes ensuring alignment with the comprehensive plan, which works to safeguard the City's established long-term goals through short-term decisions.

While it was compiled as a reflection of current conditions using the public and stakeholders' interests in the community at the time, the Plan establishes a broad policy foundation to guide future growth and reinvestment in Excelsior Springs for years to come.

This Plan is used to:

- Provide policy guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide City staff members' day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others interested in Excelsior Springs' priorities and expectations for development.
- Set forth a clear implementation strategy that advances the community's vision for Excelsior Springs.

Keeping this Plan Fresh

This Plan should be reviewed and revised periodically to respond to shifts in economic and demographic conditions, new changes in state and federal law, the impacts of existing policies and past decisions, and new implementation tools or resources that would benefit outcomes. At least once a year, the Planning and Zoning Commission should review or reconsider the Plan options of the Plan and may propose amendments. Without regular evaluation and monitoring of the Plan's progress, the Plan will lose its effectiveness in achieving and upholding a shared vision for Excelsior Springs.

Figure 1.4 Comprehensive Plan Structure



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SECTION 2 Vision and Values

Section 2 describes the consensus-built vision and core values of Excelsior Springs that are the backbone of the goals, strategies, and framework plans within this Plan. The vision and core values were developed based on the input gathered throughout the public engagement process on the issues, concerns, and opportunities facing the City, as detailed in **Appendix B**.

What's included in **Section 2 - Vision and Values?**

Who We Want To Be
Core Values



Who We Want To Be

Excelsior Springs aims to “*Embrace the Current*” by preserving its unique community identity, intentionally aligning with its core values. The values support a vibrant downtown, promote active and healthy lifestyles, and foster a thriving, close-knit community. These values set the City to be “*A Community Rising*” through consistently acknowledging, referencing, and ensuring that policies, investments, and changes within and around Excelsior Springs reflect and reinforce the unique character and vitality of the community.



Core Values

It is important in the Plan that measures of success are outlined to guide the framework forward. The core values facilitate decision-making and underline all actions; they are the elements of how the community sees itself and what it wants to be in the future. To understand each of the values further, value statements are provided below.



We are a vibrant community. Excelsior Springs embraces a vibrant spirit that energizes our community life, downtown culture, and public spaces. We celebrate creativity, local enterprise, and active lifestyles, fostering a dynamic environment where residents and visitors feel inspired, engaged, and connected. Our vibrancy is reflected in the events we host, the businesses we support, and the pride we take in our small-town charm and historical character.



A community rising and thriving. Our community is where people, businesses, and public spaces flourish. We are committed to fostering a healthy, resilient, and forward-looking environment that supports personal well-being, economic vitality, and social connection. By investing in wellness, education, local enterprise, and inclusive opportunities, we ensure that our community continues to grow stronger, more connected, and more vibrant—while embracing our past and current spirit that defines us.



We are accountable. We are committed to transparency, integrity, and responsible stewardship. We hold ourselves accountable to our residents by making informed decisions, communicating openly, and measuring progress toward our shared goals. Through leadership, community involvement, and continuous improvement, we ensure that public trust is earned and maintained in everything we do.



A connected community. Excelsior Springs values strong connections—between neighbors, generations, local businesses, and the natural environment. We foster a sense of belonging through inclusive engagement, accessible public spaces, and open communication. By strengthening ties within our community and with the broader region, we ensure that Excelsior Springs remains a welcoming, collaborative, and forward-thinking place to live, work, and visit.

SECTION 3

Place Types Framework

Excelsior Springs is successful in LAND USE when...

Current residents
Support small,
local businesses

We limit
sprawl

Everyone lives
in quality
housing within
their means
from low-level
to wealthies

We care about the
village
and its future

It's profitable
for City government
and suits the
needs of our
citizens

What's included in Section 3 - Place Types Framework?

- Introduction to Place Types
- Place Types Framework
- Place Type Descriptions and Guidelines
- Goals + Objectives

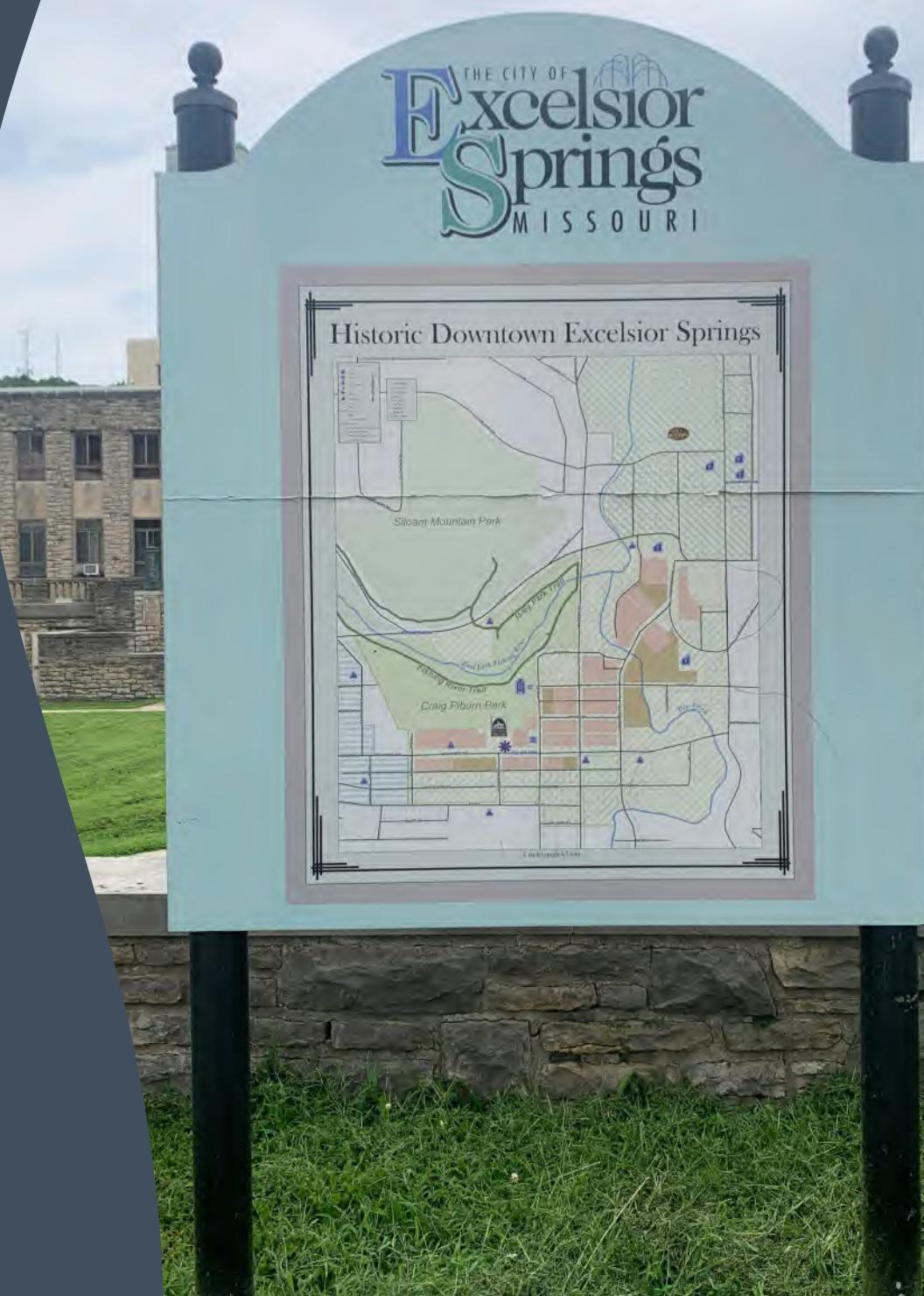
Place Types

Introduction to Place Types

Based on the existing composition of development patterns and land uses throughout Excelsior Springs, “Place Types” have been illustrated to define the unique characteristics of various contexts. Place Types include:

- Historic Downtown Center
- Legacy Walkable Neighborhood
- Contemporary Neighborhood Enclave
- Mixed Use Village Center
- Employment & Innovation District
- Regional Outdoor Destination

Existing parks are also indicated on **Figure 3.1**. These Place Types establish a palette of development contexts throughout Excelsior Springs. This place-based approach to future land use policy provides a comprehensive approach for guiding growth and development in a manner that reinforces the most distinctive characteristics of Excelsior Springs while allowing places to evolve over time. Each Place Type is defined and includes additional guidance for new and existing buildings.



- Historic Downtown Center
- Legacy Walkable Neighborhood
- Contemporary Neighborhood Enclave
- Mixed Use Village Center
- Employment & Innovation District
- Regional Outdoor Destination
- Existing Parks

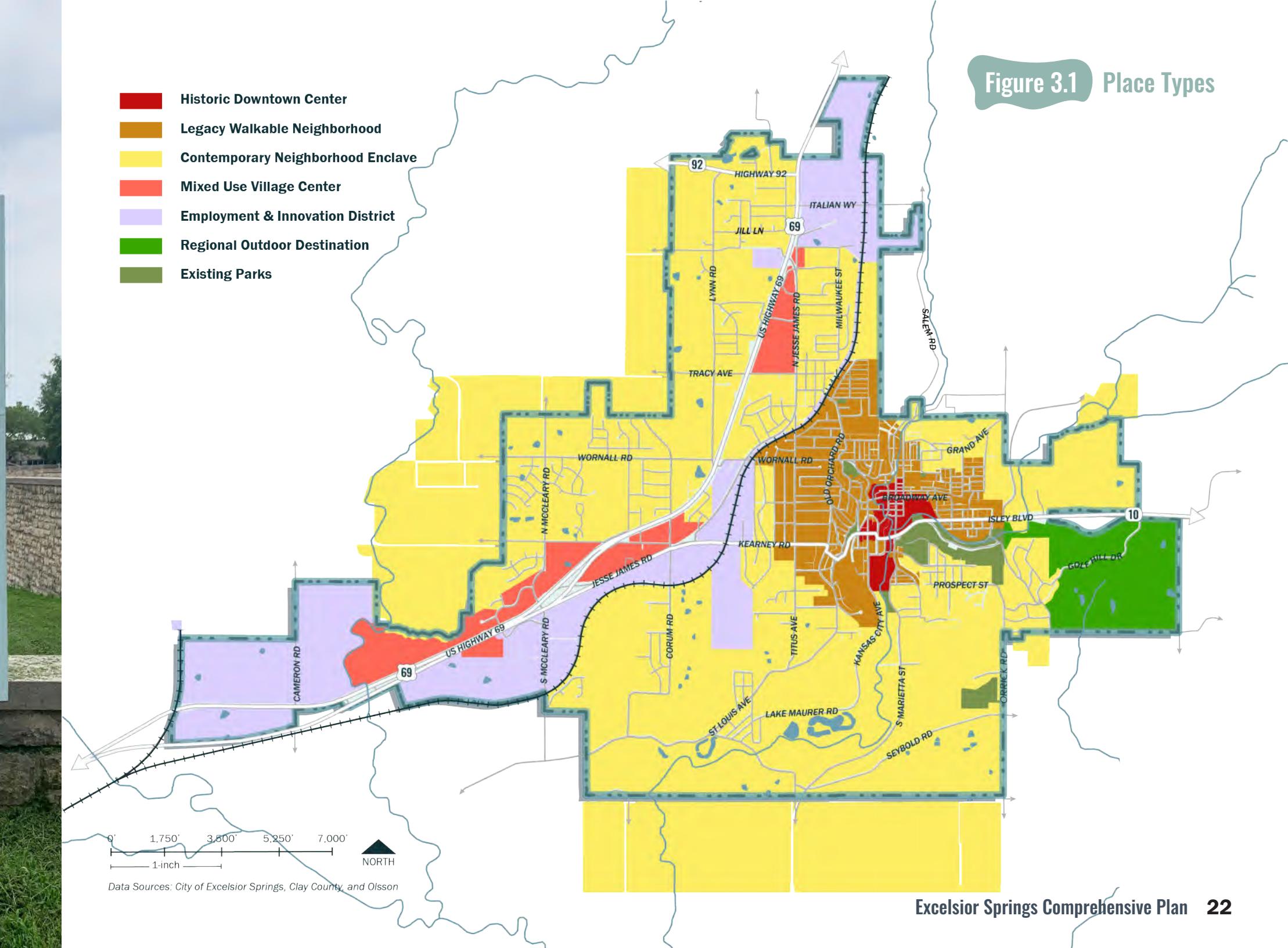


Figure 3.1 Place Types



Historic Downtown Center

The Historic Downtown Center is the cultural and historical heart of Excelsior Springs. It serves as the community's primary activity center, supporting a vibrant mix of local businesses, entertainment venues, and services that meet the daily needs of residents while also drawing in visitors and tourists. Downtown is characterized by its historic character, pedestrian-friendly layout, and buildings scaled and oriented to promote walkability. Ground-floor facades typically feature storefront systems with large display windows and signage designed for pedestrian visibility. Entrances are human-scaled and often highlighted with distinctive architectural details.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Reinforce the street edge with buildings oriented to the sidewalk; allow active open spaces where appropriate.
- Maintain a building scale of 1–4 stories to support a human-scaled environment.
- Promote frequent, clearly defined storefront entries along active frontages.
- Require transparent, street-facing ground-floor windows on key activity streets.
- Discourage blank walls by encouraging architectural articulation and variation.
- Use materials that reflect Downtown's traditional character, such as masonry and wood-framed storefronts.
- Locate parking behind buildings or in less prominent areas; discourage street-facing parking on active blocks.

Land Use Compatibility

- **PRIMARY USES:** Retail, restaurants, upper-floor housing, co-working spaces, boutique hotels, and civic facilities.
- **SUPPORTING USES:** Artisan manufacturing, outdoor recreation, mid- to large-scale retail, and middle-scale housing.
- **DISCOURAGED USES:** Auto-oriented development, low-density residential, heavy industry, auto sales and services, wholesale retail, self-storage, social services, adult businesses, pawn shops, and payday lenders.

Public Spaces & Streetscapes

- Design streets for slow vehicle speeds (target: ≤15 mph) to prioritize pedestrian safety.
- Maintain a walkable network of small blocks and interconnected streets and public alleyways.
- Preserve and activate alleyways as part of the public realm.
- Provide and maintain generous sidewalks on both sides of all streets, including pedestrian amenities like lighting, benches, and street trees.
- Provide and maintain frequent, well-marked crosswalks, with enhanced treatments at key intersections.

Public Facilities, Infrastructure, & Services

- Prioritize infrastructure upgrades to support reinvestment and business retention.
- Reduce flood risks to enable infill; activate flood-prone areas as public spaces where needed.
- Improve wayfinding to connect Downtown with trails, parks, landmarks, and neighborhoods.





Legacy Walkable Neighborhood

Legacy Walkable Neighborhoods surround and are anchored by the Downtown core of Excelsior Springs. These neighborhoods represent the City's oldest residential areas, with many homes dating back to before World War II. Organized around a traditional town grid, this Place Type features residential development characterized by a variety of architectural styles, housing types, and parcel sizes. While traditional single-family homes are the most common, Legacy Walkable Neighborhoods also include a diverse mix of housing options such as duplexes, multi-unit homes, townhouses, and small-scale apartment buildings. This variety contributes to the area's historic charm and supports a vibrant, walkable community.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Promote walkable blocks with a traditional street grid and rear alleys.
- Support missing-middle housing: duplexes, accessory dwellings, cottage courts, fourplexes
- Encourage porches and front-facing entrances with reduced setbacks.
- Reduce the prominence of automobile facilities along the streetscape, like large garages and driveways, by encouraging alleyway use, and interior-facing garages.

Land Use Compatibility

- **PRIMARY USES:** Single-family homes, accessory dwellings, duplexes, home-based businesses, educational facilities, and small parks.
- **SUPPORTING USES:** Townhouses, small-scale apartments, and corner retail.
- **DISCOURAGED USES:** Large-lot subdivisions, auto-oriented development, heavy industry, social services, and large apartment complexes.

Public Spaces & Streetscapes

- Prioritize pedestrian safety and comfort through slow-speed, walkable street design.
- Strengthen connectivity to Downtown through enhanced trails, sidewalks, pedestrian paths and bicycle facilities.
- Expand and maintain a continuous sidewalk network and bike-friendly streets.
- Enhance the public realm with street trees, stormwater-friendly landscaping, and pocket parks.
- Preserve and integrate historic alleys into the urban fabric.

Public Facilities, Infrastructure, & Services

- Prioritize maintenance and modernization of aging infrastructure to support economic vitality.
- Mitigate flood risks to unlock development potential; activate flood-prone areas as public spaces.
- Expand pedestrian passageways and stairways to improve Downtown access.
- Upgrade water, sewer, and broadband systems to meet current and future needs.
- Support housing rehabilitation and infill development through targeted programs.
- Align schools and community services with walkable and bikeable access.
- Encourage neighborhood associations, neighbor gatherings, and other means of connecting neighbors with a goal to build social capital in the community.





Contemporary Neighborhood Enclave

Contemporary Neighborhood Enclaves in Excelsior Springs are primarily composed of post-war residential developments, characterized by consistent lot sizes and cohesive architectural styles. These areas are predominantly made up of single-family detached homes in a variety of sizes, though they may also include a mix of “middle” scale housing types and key civic destinations. As the most extensive Place Type in Excelsior Springs, Contemporary Neighborhood Enclaves are defined by their low-scale residential and civic buildings. The street networks vary between traditional grids and curvilinear layouts that follow the natural topography of the land. These neighborhoods are supported by a network of small to mid-sized parks that enhance community life.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Promote interconnected, curvilinear street networks with walkable block patterns.
- Encourage a mix of single-family and small-scale attached housing types.
- Limit garage-dominant frontages to support pedestrian-oriented design.
- Support a variety of lot sizes and housing types to meet diverse needs and price points.
- Orient building entrances toward the public streetscape to enhance neighborhood character.

Land Use Compatibility

- **PRIMARY USES:** Single-family homes, accessory dwellings, schools, and neighborhood parks.
- **SUPPORTING USES:** Townhouses, small apartments, and apartment complexes.
- **DISCOURAGED USES:** Large-scale apartments, industrial uses, auto sales and services, wholesale retail, self-storage, social services, adult businesses, pawn shops, and payday lenders.

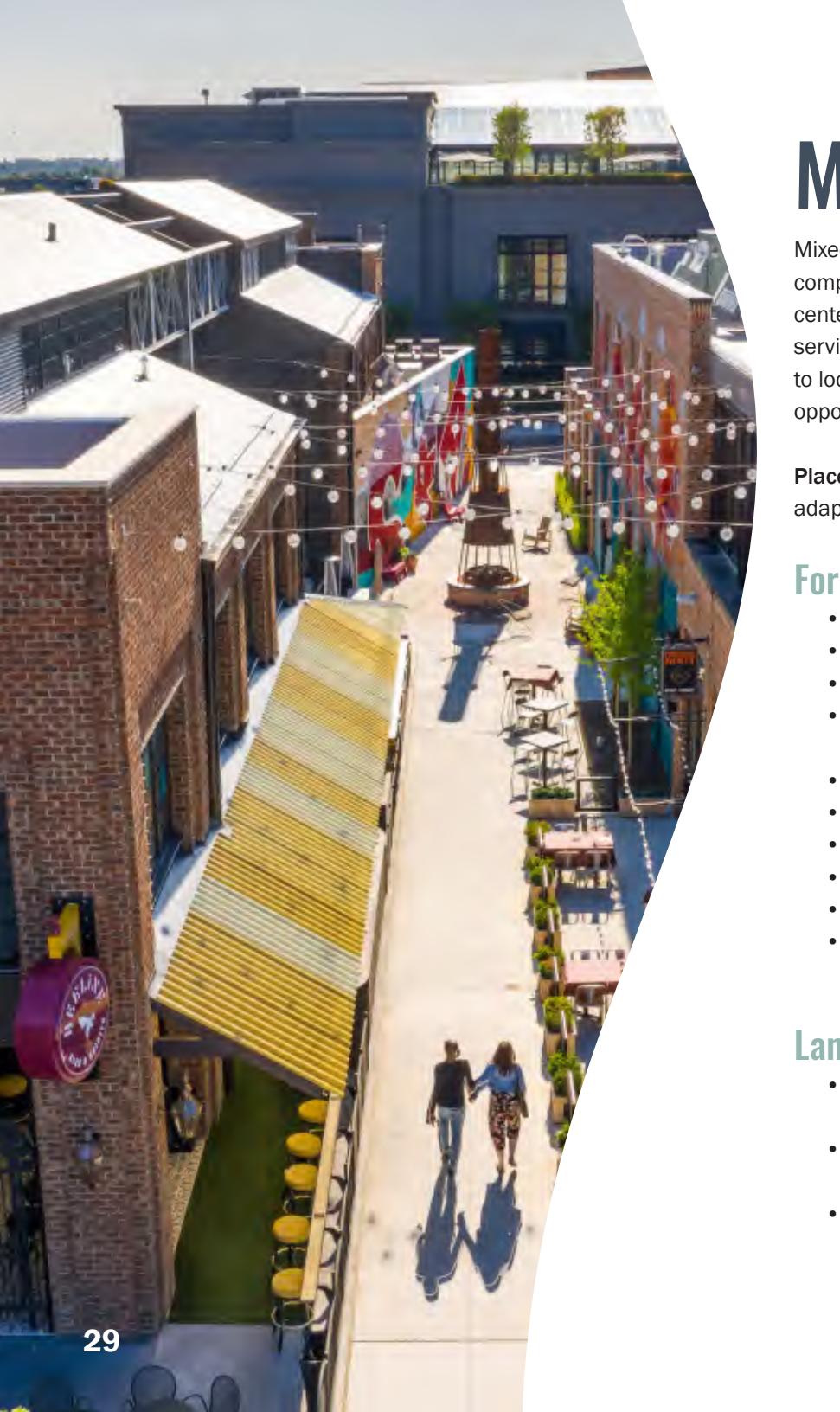
Public Spaces & Streetscapes

- Require sidewalks on at least one side of every street.
- Integrate trail connections to parks, schools, and adjacent neighborhoods.
- Include street trees, entry landscaping, and traffic calming in new street designs.
- Design streets as shared public spaces that support safe play and slow vehicle speeds.
- Ensure ADA-compliant sidewalks and crosswalks throughout the neighborhood.
- Prioritize trail systems that connect suburban areas to the broader community.
- Provide neighborhood parks with accessible, flexible open space.
- Establish street trees between curbs and sidewalks to enhance comfort and sustainability.

Public Facilities, Infrastructure, & Services

- Ensure adequate stormwater infrastructure and long-term maintenance funding.
- Design parks with playgrounds and adaptable open space for community use.
- Expand access to high-speed internet and fiber connectivity.
- Locate and fund public safety services to meet the needs of growing neighborhoods.
- Encourage neighborhood associations, neighbor gatherings, and other means of connecting neighbors with a goal to build social capital in the community.





Mixed Use Village Center

Mixed Use Village Centers predominately consist of commercial and service-related uses composed of buildings of various scales and formats, ranging from standalone buildings to town center arrangements. These places contribute to Excelsior Springs' economy and tax base by serving customers along major transportation routes, supporting a regional draw in addition to locals. Today, this place type contains underutilized and outdated properties, presenting an opportunity to guide reinvestment towards modernization and placemaking.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Encourage compact, walkable development with internal streets and a town-center feel.
- Integrate a mix of nearby housing types to support local businesses and services.
- Use architectural features to establish a distinct sense of place.
- Orient buildings toward streets or shared spaces with pedestrian connections from parking areas.
- Maintain a building scale of 1–4 stories.
- Design prominent, sidewalk-facing entrances with architectural emphasis.
- Require transparent, street-facing ground-floor windows to activate the public realm.
- Avoid blank walls by incorporating articulation and design variation.
- Locate parking behind or beside buildings, minimizing visibility from active frontages.
- Encourage the use of monument signage to enhance visual appeal and wayfinding, while discouraging the installation of pole signs.

Land Use Compatibility

- **PRIMARY USES:** Mixed use residential over retail, grocery stores, offices, fitness centers, and general services.
- **SUPPORTING USES:** Government, social, and nonprofit services, institutional uses, light industrial, auto services, and educational facilities.
- **DISCOURAGED USES:** Low-density residential, agriculture, and high-intensity manufacturing.

Public Spaces & Streetscapes

- Establish internal sidewalk networks that connect buildings to public streets.
- Integrate plazas, courtyards, and gathering spaces into site design.
- Provide landscape buffers along site perimeters and between incompatible uses.

Public Facilities, Infrastructure, & Services

- Manage stormwater on-site through sustainable practices.
- Upgrade water and sewer systems to support higher-density mixed use development.
- Incorporate green infrastructure and EV charging into parking design.
- Bury or consolidate utilities to enhance pedestrian infrastructure.
- Improve access management through curb cut reduction and shared access strategies.





Employment & Innovation District

Employment & Innovation Centers are intended to support large-scale employment destinations such as institutional facilities, office parks, distribution centers, and industrial campuses, and similar uses that require sufficient land and infrastructure to thrive. These places will be located to support regional access and high visibility, while being adequately buffered from incompatible places when necessary.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Encourage flexible building footprints to accommodate a range of industrial, institutional, and logistics uses.
- Promote durable, low-maintenance materials and sustainable construction practices.
- Screen service areas, loading docks, mechanical equipment, and outdoor storage from public view.
- Support consistent architectural quality across large campuses to reinforce identity and cohesion.
- Orient primary building entrances toward internal streets or shared access drives, with clear pedestrian connections.

Land Use Compatibility

- **PRIMARY USES:** Light and heavy industrial, research and development, logistics and freight facilities, healthcare campuses, and vocational or technical education.
- **SUPPORTING USES:** Accessory retail and services, open spaces, workforce amenities, and recreational facilities.
- **DISCOURAGED USES:** Residential development, general retail (except accessory), entertainment venues, and uses incompatible with industrial operations.

Public Spaces & Streetscapes

- Provide landscape buffers along site perimeters and between incompatible uses.
- Design internal circulation to safely separate truck, employee, and visitor traffic.
- Ensure pedestrian access from parking areas to building entrances.
- Incorporate green infrastructure and low-impact design elements into streetscape and site planning.
- Use signage, lighting, and wayfinding to support safe and efficient navigation.

Public Facilities, Infrastructure, & Services

- Maintain and expand high-capacity infrastructure, including electricity, water, sewer, and fiber connectivity.
- Strengthen freight mobility through access to arterial roadways and regional transportation networks.
- Support access management strategies such as shared driveways and curb cut consolidation.
- Promote workforce accessibility through transit connections, shared mobility options, and childcare or support services.
- Encourage on-site stormwater management and integration of sustainable infrastructure.





Regional Outdoor Destination

The Regional Outdoor Destination is intended to provide specific guidance for the re-purposing of the Excelsior Springs Meml-3EX Airport and surrounding area. This area is intended to preserve unique natural features while incorporating a diversity of recreational-oriented destinations within close proximity to the Downtown area. The development of the Regional Outdoor Destination will provide a unique amenity for residents of Excelsior Springs, while also establishing a unique regional destination and supporting economic development.

Place Type Design & Use Guidelines. As new development occurs and existing structures are adapted for new uses, the following guidelines should be prioritized:

Form & Character

- Integrate indoor and outdoor facilities with the surrounding landscape and adjacent park spaces.
- Emphasize modern, welcoming architecture that reflects the center's recreational and cultural purpose.
- Incorporate mixed use elements such as cafés, wellness services, or community retail to enhance activity and convenience.
- Design buildings to be flexible and adaptable for a variety of recreational, educational, and cultural uses.
- Use sustainable materials and design strategies that reflect environmental stewardship and long-term durability.

Land Use Compatibility

- **PRIMARY USES:** Parks, trails, sports facilities, playgrounds, event venues, amphitheaters, cafés, and outdoor markets..
- **SUPPORTING USES:** Urban agriculture, community gardens, accessory retail, fitness and wellness services, and cultural or educational destinations.
- **DISCOURAGED USES:** Incompatible commercial uses, auto-oriented businesses, and standalone residential subdivisions that do not integrate with the recreational environment.

Public Spaces & Streetscapes

- Design internal networks of trails, plazas, pavilions, amphitheaters, and event lawns to support year-round programming.
- Integrate diverse recreational features such as play areas, sports fields, water elements, and interpretive signage.
- Ensure multimodal access from surrounding neighborhoods and key destinations, including Downtown.
- Provide shaded seating, gathering areas, and wayfinding to enhance comfort and usability.
- Incorporate public art and cultural elements to reflect community identity.

Public Facilities, Infrastructure, & Services

- Utilize green infrastructure for stormwater management, habitat restoration, and environmental education.
- Provide essential amenities such as restrooms, concessions, bike parking, hydration stations, and solar-powered lighting.
- Support long-term maintenance and programming through public-private partnerships and community stewardship models.
- Ensure connectivity to broadband and smart infrastructure to support digital programming and safety systems.
- Design for accessibility and inclusion, ensuring facilities meet ADA standards and serve all ages and abilities.



Goals + Objectives

Goal 3.1: Strengthen downtown as the cultural, economic, and tourism hub of Excelsior Springs.

- Leverage tourism assets (e.g., Hall of Waters, Elms Hotel) to attract visitors and investment.
- Promote adaptive reuse of historic buildings for retail, dining, and boutique lodging through streamlined permitting and flexible zoning.
- Convert upper floors into residential units and co-working spaces to support 24/7 activity.
- Invest in pedestrian infrastructure, wayfinding, and flood mitigation improvements.
- Activate storefronts through economic development incentives and exterior improvement grants.
- Improve pedestrian and bike connectivity, including ADA-compliant facilities.
- Reduce downtown vacancies through targeted economic development tools and simplified development processes.
- Restrict auto-oriented uses in zoning to preserve walkability and character.

Goal 3.2: Preserve historic character while supporting adaptive reuse.

- Provide training and resources for Historic Preservation Commission members.
- Maintain historic alleys and promote shared parking strategies.
- Encourage missing-middle housing through zoning updates.
- Secure grants and technical assistance for small-scale infill and housing rehabilitation.
- Coordinate infrastructure upgrades with infill and preservation priorities.

Goal 3.3: Expand housing options for all life stages.

- Require a mix of lot sizes and housing types in new subdivisions.
- Incentivize infill housing and redevelopment of underutilized properties.
- Support ADUs and multigenerational housing through code updates and incentives.
- Encourage development of entry-level, move-up, and senior housing with continuum of care.
- Promote smoke-free and accessible housing options.

Goal 3.4: Create vibrant, mixed use hubs to reduce out-commuting.

- Encourage vertical mixed use development and town-center formats.
- Prioritize infill and redevelopment along U.S. 69 and Route 10 corridors.
- Require internal pedestrian networks and public gathering spaces in new developments.
- Attract anchor tenants such as grocery stores, healthcare providers, and fitness centers.
- Integrate EV charging, green infrastructure, and stormwater management into site design.

Goal 3.5: Enhance quality of life through recreational destinations.

- Develop indoor/outdoor facilities with trails, event spaces, and wellness amenities.
- Activate parks with food, beverage, and cultural programming.
- Use green infrastructure for stormwater management and habitat restoration.
- Enable public-private partnerships for maintenance and programming.
- Ensure multimodal access from neighborhoods and downtown.

Goal 3.6: Expand employment opportunities in modern, well-serviced districts.

- Develop shovel-ready industrial parks with utility and freight access.
- Attract logistics, light manufacturing, healthcare campuses, professional services, and technology and innovation firms.
- Buffer industrial uses from residential areas with landscaping and design standards.
- Provide workforce amenities such as childcare, transit access, and broadband.
- Promote sustainable construction and flexible building formats.

Goal 3.7: Diversify and strengthen the local economy.

- Leverage Excelsior Springs' historic and health-based identity to grow heritage tourism.
- Support downtown revitalization through mixed use development and business support.
- Align economic development efforts with regional growth in logistics and professional services.

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SECTION 4

Transportation and Mobility Framework

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Section 4 outlines strategies for shaping the future transportation network in Excelsior Springs. A well-balanced system supports economic growth, enhances quality of life, and promotes equity, while managing long-term costs and maintenance. Achieving this requires understanding the community's vision, optimizing available resources to improve existing roadways, and preserving right-of-way for potential future needs.

What's included in **Section 4 - Transportation and Mobility Framework?**

Transportation + Mobility Framework
Compete Streets + Safety Improvements
Transit Service
Place-Based Mobility
Goals + Objectives

Excelsior Springs Comprehensive Plan 38

Transportation + Mobility

The Transportation and Mobility section outlines a strategic vision for enhancing transportation in Excelsior Springs, aligning regional investments with local economic growth and quality of life. This section emphasizes a balanced, multimodal approach that supports all users—drivers, transit riders, pedestrians, and cyclists—while promoting alternatives that reduce congestion. Key priorities include improving pedestrian infrastructure, expanding connectivity across the City, improving roadway efficiency, and maintaining a competitive freight network to strengthen links to regional and statewide markets. Achieving these goals will require strong coordination among local and regional governments, stakeholders, and the public to ensure a cohesive and effective transportation system.

Community Conversations - Historic Small-town Charm and Updated Aesthetics

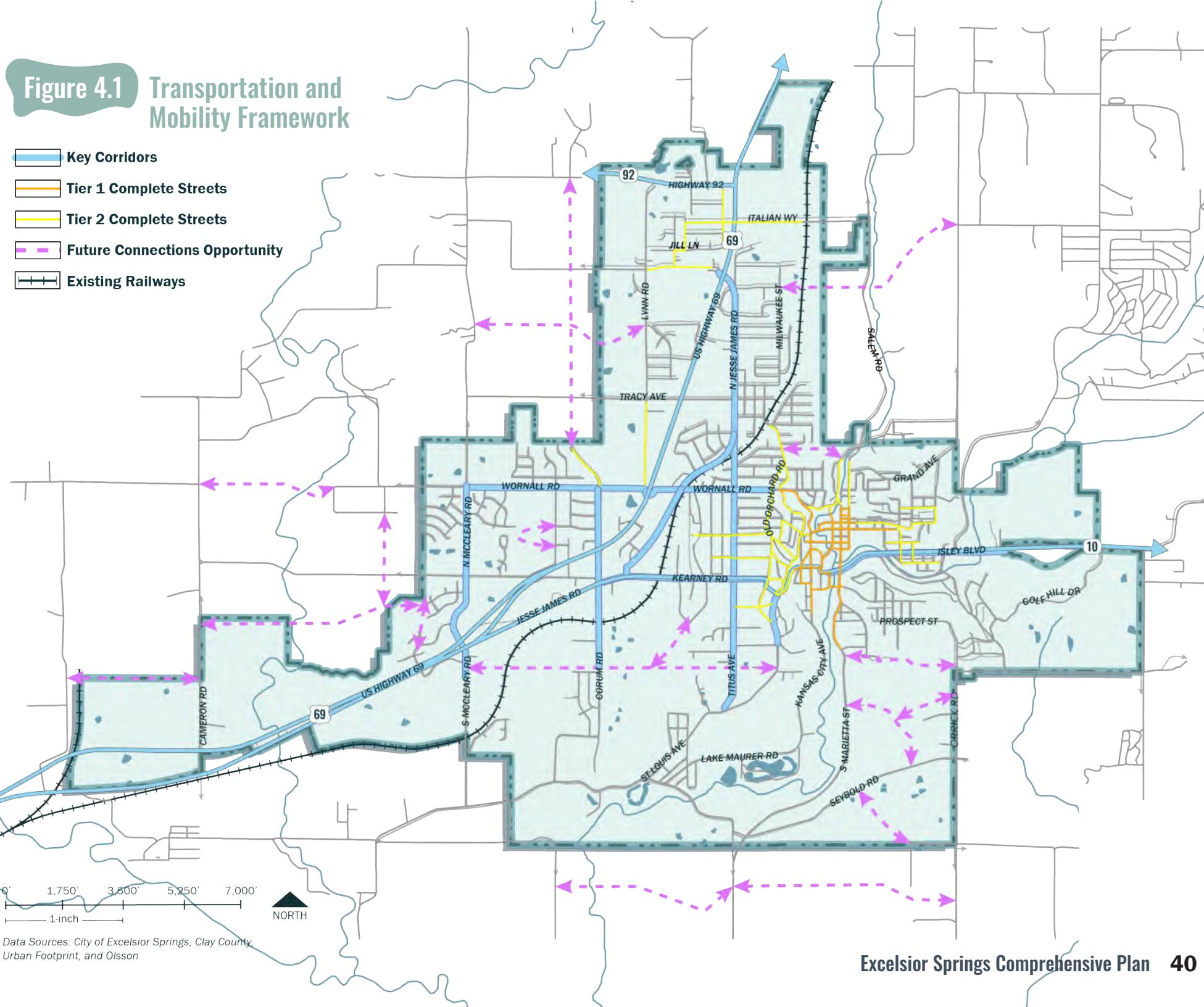
There were several proposals by community members and stakeholders to revitalize blighted areas of the City by renovating or demolishing large, vacant buildings that have become visual eyesores. At the same time, there was strong and continued interest in preserving historic buildings and encouraging façade improvements where appropriate.

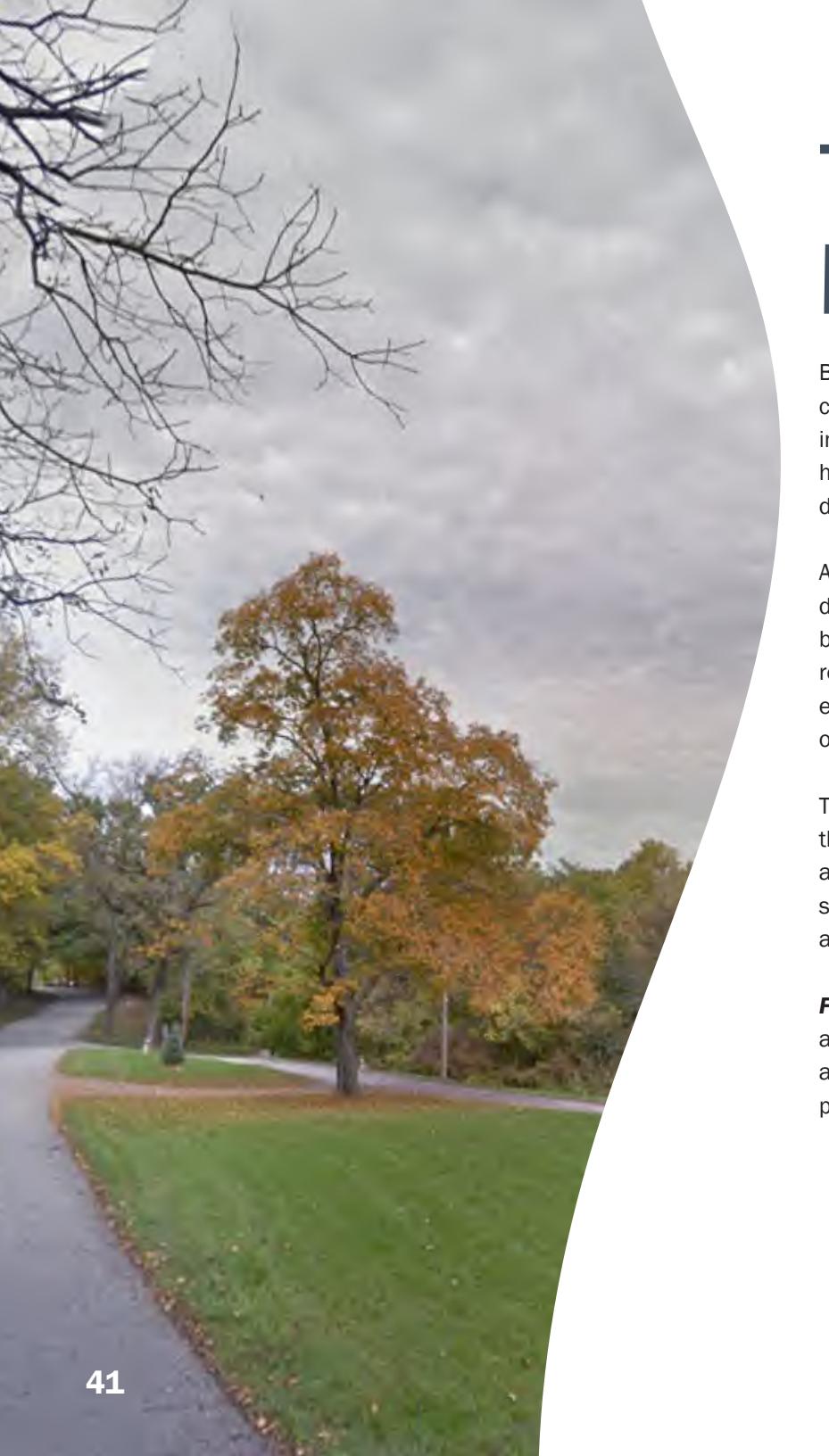
Some emphasized the importance of celebrating the City's historical heritage while also leveraging its natural beauty and distinctive topography. Both residents and stakeholders expressed a shared desire to maintain the community's welcoming, small-town character and to preserve its friendly, family-oriented atmosphere.



Figure 4.1 Transportation and Mobility Framework

- Key Corridors
- Tier 1 Complete Streets
- Tier 2 Complete Streets
- Future Connections Opportunity
- Existing Railways





Transportation + Mobility Framework

By investing in infrastructure that prioritizes pedestrian safety and connectivity, Excelsior Springs can significantly enhance both residents' quality of life and the overall visitor experience. This includes addressing gaps in the existing sidewalk network, improving safety and accessibility in high-traffic areas—particularly around schools and major roads—and offering viable alternatives to driving for those who cannot or choose not to drive.

At the same time, the City has a unique opportunity to blend its historical charm with modern design elements to revitalize disinvested and underutilized areas. Promoting the City's natural beauty and distinctive topography is central to this vision, helping to attract visitors while reinforcing community pride. Preserving the City's welcoming, small-town character remains essential, ensuring that transportation and mobility improvements support a friendly, family-oriented environment.

To realize these goals, infrastructure investments should align with the anticipated place types throughout the City. This includes enhancing downtown districts, residential neighborhoods, activity centers, industrial areas, and recreational spaces. A balanced approach to complete streets and safety improvements will ensure that all parts of Excelsior Springs are well-connected and accessible, fostering a cohesive and vibrant urban fabric.

Figure 4.1 Transportation and Mobility Framework outlines four key types of investments—Tier 1 and Tier 2 Complete Streets, Key Corridors, and Future Connection Opportunities. These priorities are the result of extensive public engagement and are closely integrated with the City's broader planning frameworks.

Future Connectivity Opportunities

Planning corridors are essential for maintaining connectivity and distributing transportation needs as the City continues to grow. As Excelsior Springs continues to evolve, it is increasingly important to ensure that the transportation network continues to be robust, accessible, and equitable. Strategic planning of corridors will enhance accessibility to services and amenities, making it easier for residents to commute, access opportunities, and engage in community activities.

These future corridors will play a crucial role in integrating multiple modes of transportation into the existing network. Facilitating these future connected corridors will also help manage traffic congestion impacts on existing roadways and neighborhoods by providing alternative routes, distributing future traffic more evenly, and contributing to healthier neighborhoods by keeping speeds and volumes down on any given corridor.

Development must play a pivotal role in establishing and financing these connections. Instead of relying on the City to construct these roads, it is essential for the City to ensure that developers undertake necessary connections or similar infrastructure improvements as development progresses. Investments should be evaluated for the sustainability of the infrastructure's second life cycle. This ensures that when newly developed roads and utility infrastructures begin to deteriorate, the City has sufficient revenue streams from the associated development to cover maintenance and upkeep costs.



Complete Streets + Safety Improvements

Sidewalks and Pedestrian Comfort

A major theme that emerged throughout the project was widespread concern about the lack of pedestrian-focused infrastructure. Numerous comments highlighted issues such as missing or disconnected sidewalks, as well as poor conditions where sidewalks do exist. These concerns were especially prevalent in residential neighborhoods, near schools, and along key corridors such as Tiger Drive, McCleary Road, and W. Jesse James Road.

Pedestrian comfort plays a critical role in determining how frequently people choose to walk along a given street. On streets with high-speed traffic or heavy commercial volumes, pedestrians often feel unsafe and are less likely to use the sidewalks. Conversely, streets with slower traffic and lighter volumes tend to foster a greater sense of security, encouraging more walking.

Creating a comfortable pedestrian environment means making walking not only safe but also pleasant. This can be achieved through well-maintained sidewalks, adequate lighting, and traffic calming measures that reduce vehicle speeds. Additionally, incorporating buffer zones between sidewalks and roadways – such as landscaped areas or bike lanes – can significantly enhance the pedestrian experience by providing a sense of separation from vehicular traffic.



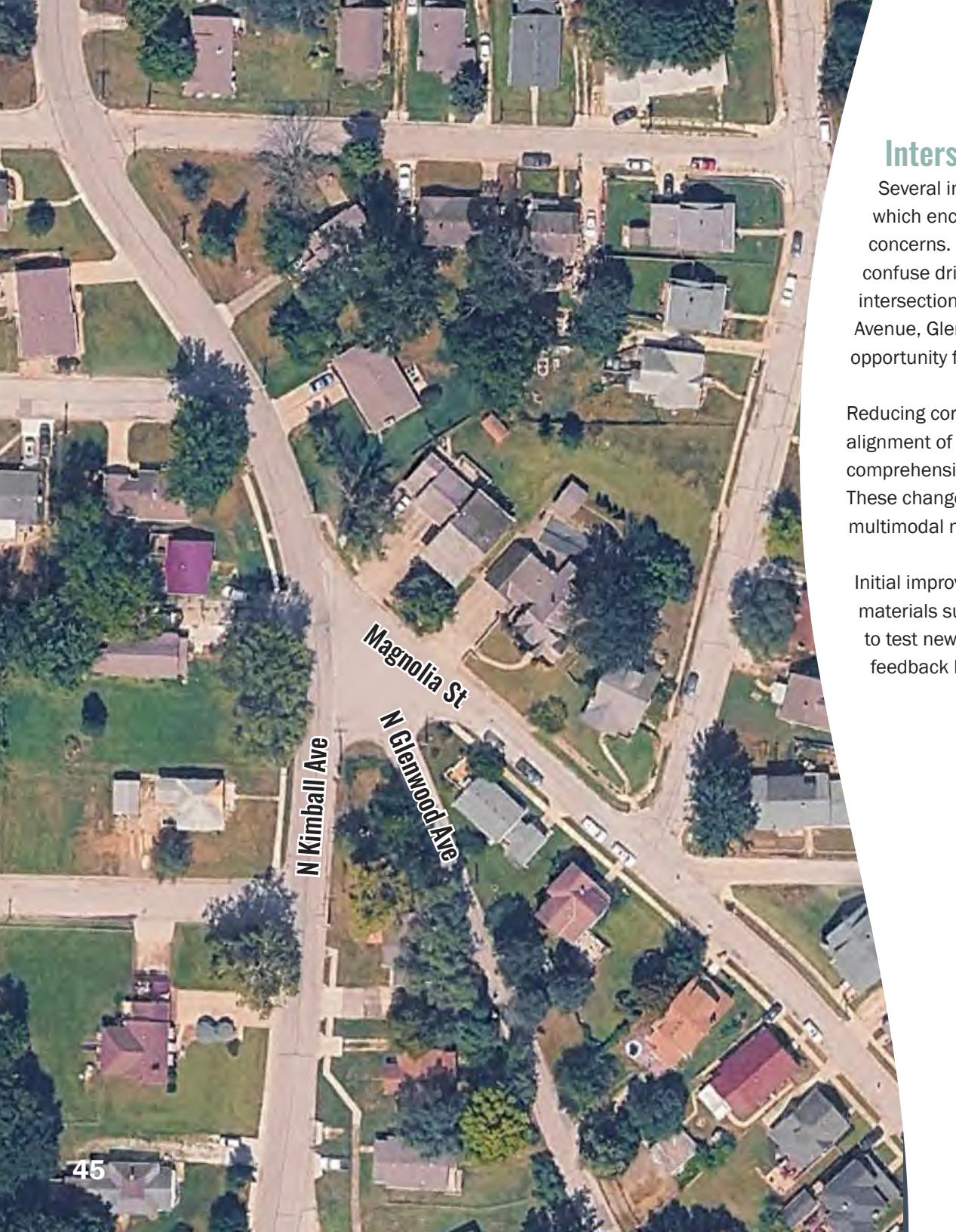
Key Corridors

Several key arterial and collector corridors across the City serve as vital connectors for residents, visitors, and employees. Streets such as Kearney, Titus, McCleary, Corum, and Wornall are especially important and should be prioritized for improvements that balance the needs of vehicles, bicycles, and pedestrians. These corridors present complex challenges, as they must accommodate through traffic, short local trips, pedestrian activity, residential access, and in some cases, transit services. Each of these corridors should be carefully studied and continuously monitored to ensure they are meeting the diverse demands of road users.

Special attention should be given to Kearney Road, which presents a significant safety concern due to its abrupt transition in context. As it heads eastbound, Kearney shifts from a major highway-like thoroughfare to a narrow rural road, culminating in a sharp 10 mph corner. This corner follows nearly a mile of roadway that, while posted at 35 mph, is designed more like a 55-mph highway. The only warning for this sudden change is a single curve-ahead sign located just 350 feet before the turn—approximately the full stopping distance for a vehicle traveling at 45 mph.

To improve safety and better reflect the transition into the downtown core, the roadway context along Kearney should be redefined. This could include encouraging development between the railroad tracks and the sharp curve to signal the approach to downtown. Additionally, reconstructing the corner as a roundabout would help reduce vehicle speeds and serve as a visual and functional gateway into downtown Excelsior Springs.





Intersection Safety

Several intersections throughout town are designed with wide corner radii, which encourages higher vehicle speeds and can lead to significant safety concerns. These designs often create barriers for pedestrians crossing, confuse drivers, and enable fast, sweeping turns that reduce overall intersection safety. A notable example is the intersection where Kimball Avenue, Glenwood Avenue, and Magnolia Street meet, highlighting a clear opportunity for geometric improvements.

Reducing corner radii, realigning skewed intersections, and refining the alignment of driving isles can significantly enhance visibility, improve driver comprehension, and make crossings safer and more intuitive for pedestrians. These changes transform intersections from barriers into accessible, multimodal nodes.

Initial improvements could be implemented using low-cost, temporary materials such as paint and flexible delineators. This approach allows the City to test new configurations, evaluate their effectiveness, and gather public feedback before committing to permanent infrastructure changes.

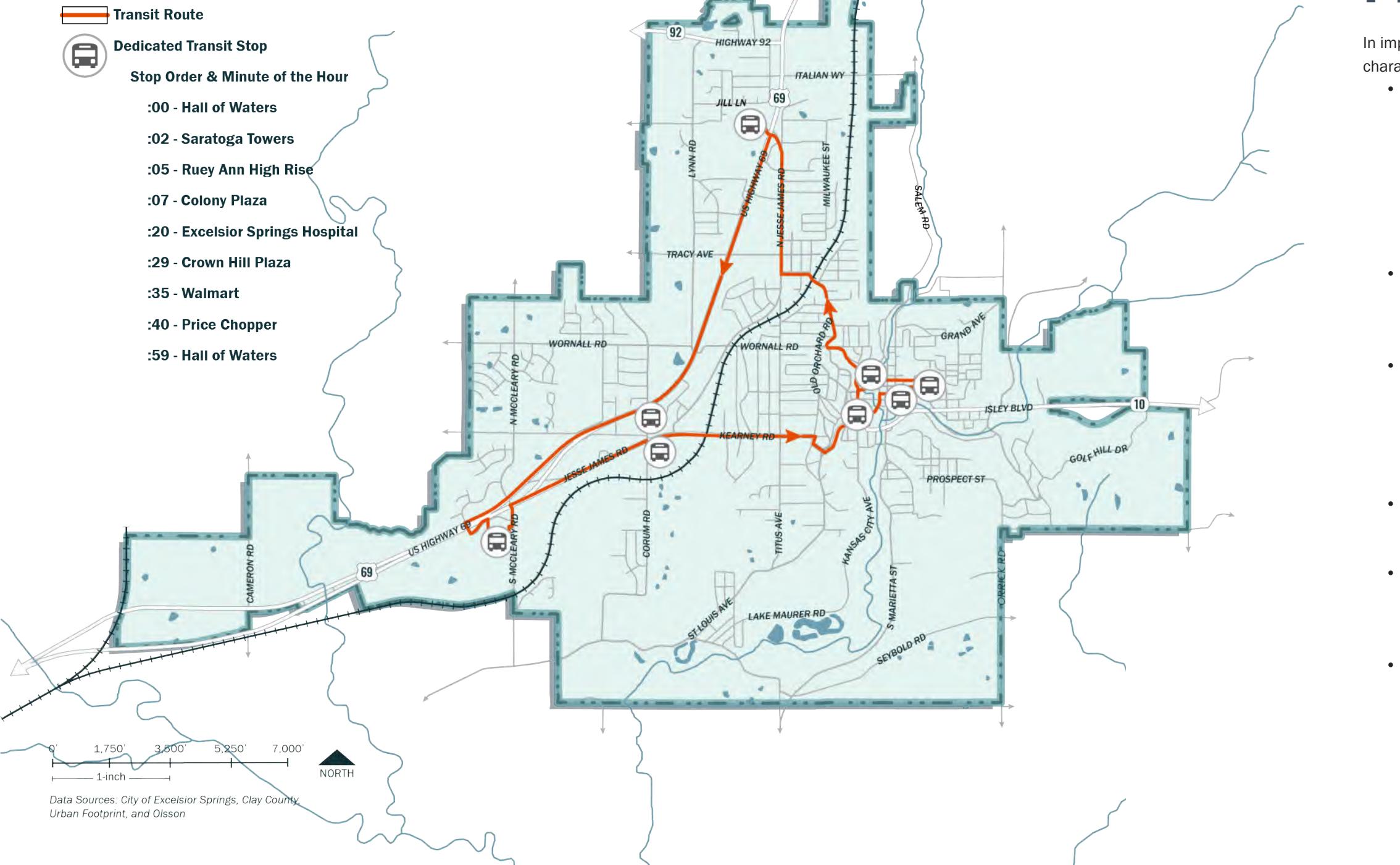
Building On Transit

The City's Transportation Department currently operates a Deviated Fixed Route transit system that provides access to a variety of locations throughout Excelsior Springs. This flexible system allows residents to travel from any point in the City to any other, provided they call ahead to request a pickup or drop-off at a location not directly served by the hourly route. To improve the effectiveness and reach of public transit, the City aims to enhance accessibility, reliability, and appeal while also increasing public awareness and understanding of the service. By improving communication, simplifying the user experience, and exploring opportunities to expand service visibility, Excelsior Springs can ensure that more residents benefit from this valuable transportation option.

The following list are example improvements that may be explored in the future:

- **IMPROVED VISIBILITY AND AWARENESS:** Currently, the City's website lacks a readily accessible route or coverage map, limiting public understanding of the system. This can be addressed by enhancing the availability and quality of transit information both online and in print. Many cities have successfully increased transit use by updating branding and vehicle color schemes to improve visibility and recognition. Strengthening these communication efforts could significantly boost public awareness, interest, and ridership.
- **EXPAND TRANSIT SERVICE:** Introduce additional stops, and potentially new routes, that connect additional key destinations such as the Excelsior Springs Community Center, major employment centers like the AIPC Pasta Plant, and underserved neighborhoods that would benefit from dedicated service. Expanding service hours to include evenings and weekends would further improve accessibility and convenience for a broader range of users.
- **ENHANCE BUS FREQUENCY:** Increase bus frequency during peak hours to reduce wait times and make public transit a more viable and attractive option for commuters and those running daily errands.
- **PROMOTE MULTIMODAL INTEGRATION:** Strengthen connections between public transit and other modes of transportation, such as biking and walking. This can be achieved by equipping buses with bike racks and providing improved pedestrian pathways to transit stops.
- **IMPROVE TRANSIT INFRASTRUCTURE & TECHNOLOGIES:** Invest in improving bus stops with shelters that include seating and amenities, protection from the weather, and real-time arrival information to improve the overall transit experience. Explore mobile apps and digital interfaces that allow users to plan their trips, track buses, and receive notifications about service changes.
- **GREEN INITIATIVES:** Consider the potential for electric or hybrid buses to reduce the carbon footprint and promote sustainability within the community.

Figure 5.2 Existing Transit Route and Service Area



Place-Based Mobility

In implementing the transportation framework, each Place Type should guide investments toward specific components of the transportation system that reflect its unique character and needs. These investments should align with the following themes:

- HISTORIC DOWNTOWN CENTER.** Focus on creating a high-quality pedestrian network that is vibrant, engaging, and encourages walking while inviting visitors to remain in downtown. The pedestrian network should be nearly complete, with robust sidewalk connections and frequent, safe crossings throughout the area. Streets should be narrow to naturally calm traffic and promote slower vehicle speeds. Delivery trucks should have designated loading/unloading zones or windows to ensure efficient use of space while preserving the compact, quaint character of downtown. A key opportunity for improvement is the configuration of St. Louis Avenue between Thompson Avenue and Elms Boulevard. This segment should be reimagined to reflect the charm of downtown Excelsior Springs, serving as a visual and experiential gateway for those passing through. Redesign concepts could utilize 5 mph or stopped design speeds, with modifications that prioritize pedestrian activity, manage access, and enhance safety. The City should consider working with the Missouri Department of Transportation (MoDOT) to assume full maintenance responsibility for this stretch to enable more context-sensitive design.
- LEGACY WALKABLE NEIGHBORHOODS.** Investments should focus on retrofitting sidewalks to support short walking and biking trips. With smaller block sizes, frequent and safe crossings should be prioritized to make walking a convenient and attractive option. Enhancing ADA accessibility and ensuring consistent maintenance will improve conditions for current pedestrians. Streets should offer multiple connections to distribute traffic, reduce volume on individual streets, and support a more walkable environment.
- CONTEMPORARY NEIGHBORHOOD ENCLAVE.** Key improvements should focus on enhancing pedestrian infrastructure along major corridors such as Kearney, Titus, McCleary, and Jesse James, ensuring these roads offer safe paths and regular crossing opportunities. Shoulder bicycle lanes may be appropriate along many of these routes to further support active transportation. Older suburban streets lacking sidewalks should be evaluated and prioritized for retrofitting based on resident input and contextual factors such as street geometry, traffic volumes, and speeds. In new developments, sidewalks should be required, while recognizing that topography and neighborhood character may influence their design and feasibility. Street cross-sections should reflect the City's unique aesthetic, with frequent connections that help maintain low traffic volumes and speeds.
- MIXED USE VILLAGE CENTERS.** Each activity center should be anchored by a highly walkable core, supported by high-quality pedestrian infrastructure and frequent crossings. Sidewalks and pedestrian amenities should extend outward from the center, improving access from surrounding neighborhoods and reducing congestion and parking demand. Streets within these centers should reflect their unique identity through design elements such as wayfinding, landscaping, and public art.
- EMPLOYMENT & INNOVATION DISTRICTS.** Transit access should be enhanced through shuttle services or expanded public transit routes that align with shift schedules and employee locations. Dedicated bicycle lanes should be developed to offer alternative commuting options. Where employment areas are adjacent to residential neighborhoods, pedestrian pathways should be improved to support safe and direct access. Investments along Key Corridors should leverage where applicable, and adequate lighting and safety features should be prioritized along routes frequently used by workers.
- REGIONAL OUTDOOR DESTINATION.** Bicycle and pedestrian routes should be developed to ensure non-drivers can access and enjoy recreational amenities. Clear wayfinding signage and supportive amenities—such as rest areas, bike racks, and trailheads—should be provided at key entry points to enhance the user experience.

Goals + Objectives

Goal 4.1: Establish a comprehensive, balanced, and reliable multimodal network.

- Improve connectivity and eliminate network gaps through ongoing monitoring.
- Plan for all modes of transportation through the creation of standalone modal plans (e.g., bike, pedestrian, transit, freight) that advance the goals of the Plan.
- Maintain and modernize infrastructure, prioritizing the upkeep of existing roads, sidewalks, and transit assets.

Goal 4.2: Promote safe and active transportation.

- Build a Citywide network of comfortable walking and biking routes through strategic expansion initiatives.
- Adopt a Vision Zero policy, advancing safety improvements for all road users to achieve zero road injuries or deaths on city streets.
- Encourage walking and biking in and around local attractions like downtown and recreational destinations, promoting the benefits of healthy activity and low-impact travel modes.
- Raise awareness about transportation safety through the creation of educational materials and other communication resources.

Goal 4.3: Enhance accessibility and mobility for all.

- Ensure infrastructure is inclusive of all road users, integrating ADA-compliant sidewalks, ramps, and crossings.
- Improve access to transit information by providing real-time, accessible transit updates in multiple formats.

Goal 4.4: Elevate street design as a placemaking tool.

- Align street design with community character through context-sensitive street design guidelines.
- Promote collaboration between multiple City departments, including planning, public works, and public safety.
- Ensure the subdivision regulations provide appropriate recommendations for public space design, aligned with the context of the City's Place Types.

Goal 4.5: Prioritize fiscally responsible and resilient investments.

- Maximize return on transportation investments.
- Leverage transportation as an economic and tourism asset.
- Diversify funding sources and utilize state-maintained connections.
- Support ride-sharing and volunteer driver programs.

Goal 4.6: Expand and improve public transit.

- Increase transit availability and affordability.
- Expand fixed-route and demand-response services.
- Partner with regional agencies for intercity connectivity.
- Offer fare subsidies for seniors, students, low-income, and disabled riders.

Goal 4.7: Foster community enrichment and opportunity.

- Ensure equitable transportation access.
- Conduct equity impact assessments for major projects.
- Prioritize underserved neighborhoods.
- Engage diverse community voices in planning.

Goal 4.8: Support civic participation and economic opportunity.

- Enhance transit connections to jobs, schools, and civic spaces.
- Support volunteer driver programs and flexible work options.

Goal 4.9: Integrate health and environmental sustainability.

- Protect and enhance the natural environment through the preservation of native landscaping and green corridors.
- Ensure street trees are established in any street where planting space can be provided.
- Incorporate green infrastructure solutions into the public realm and private property.

Excelsior Springs is successful in
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What's included in
Section 5 - Growth Framework?

City Limits - All Areas

City Limits - Revitalization Area

City Limits - New Development Areas

Future Annexation

Goals + Objectives

SECTION 5
Growth Framework

Section 5 establishes a growth framework for future development providing a clear roadmap for sustainable community growth. This section helps align land use, transportation improvements and infrastructure to ensure development occurs in a way that supports economic vitality by guiding where and how growth should happen in Excelsior Springs.

Growth Framework

City Limits - All Areas

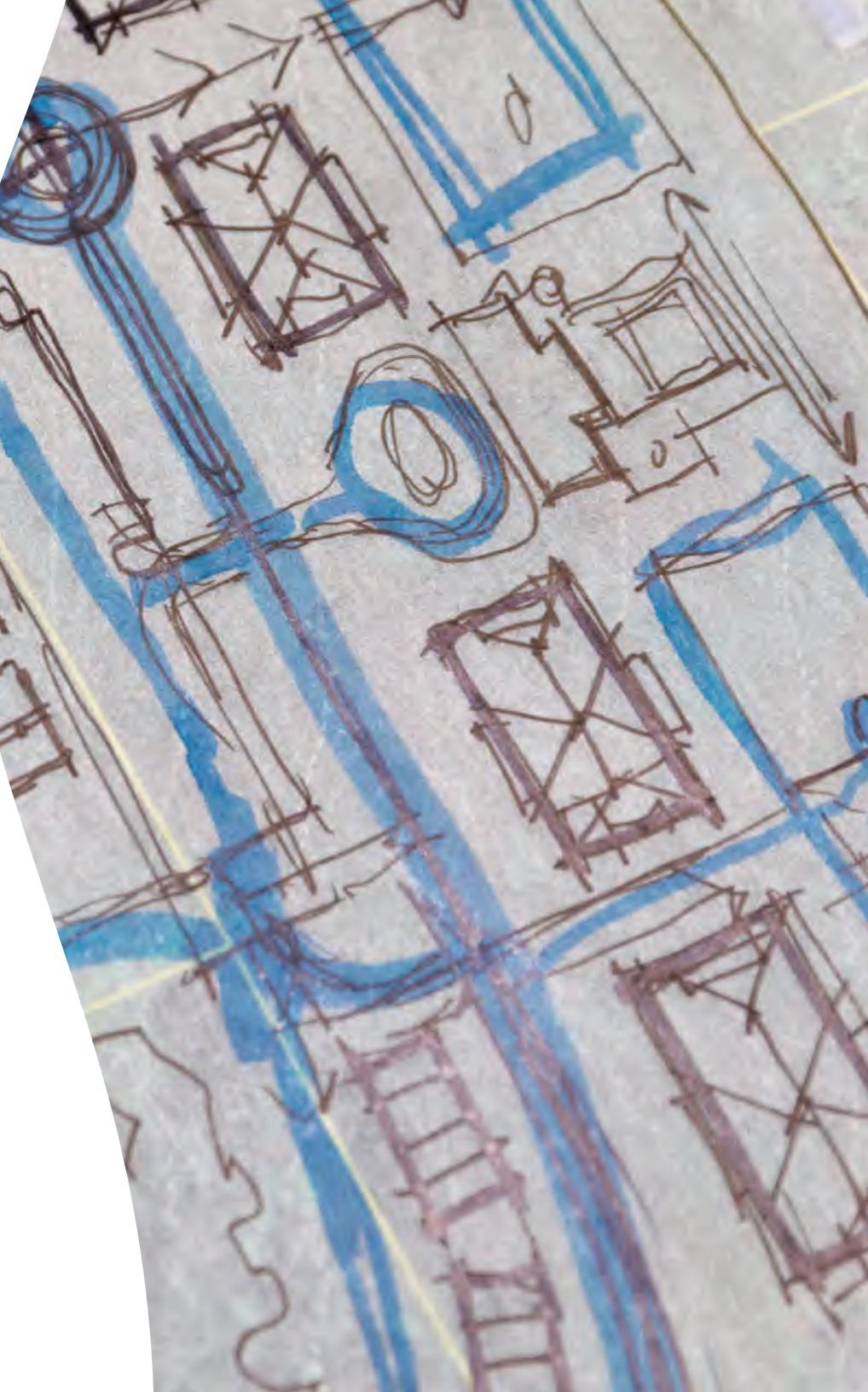
Many established neighborhoods within the City are identified as areas where maintenance is the top priority. While these areas may not undergo major changes, ongoing upkeep is considered a vital form of growth. Maintenance can include actions like homeowners replacing roofs or the City repairing aging sidewalks. Though these improvements may seem small individually, their collective impact will play a significant role in shaping the future of Excelsior Springs.

City Limits - Revitalization Areas

Some parts of the City are expected to see more substantial transformation through revitalization, reimagination, and redevelopment. Revitalization Areas focus on preserving existing assets while encouraging reinvestment. The downtown area is the primary target for these strategic efforts over the next 20 years. In some cases, these areas may require broader planning to improve land use compatibility, redevelop outdated or underutilized properties, and reassess infrastructure needs and capacity.

City Limits - New Development Areas

These are undeveloped areas located within the current City boundaries. Development in these zones will require significant investment in public infrastructure. Planning for these areas must emphasize long-term fiscal sustainability to ensure responsible and resilient growth.



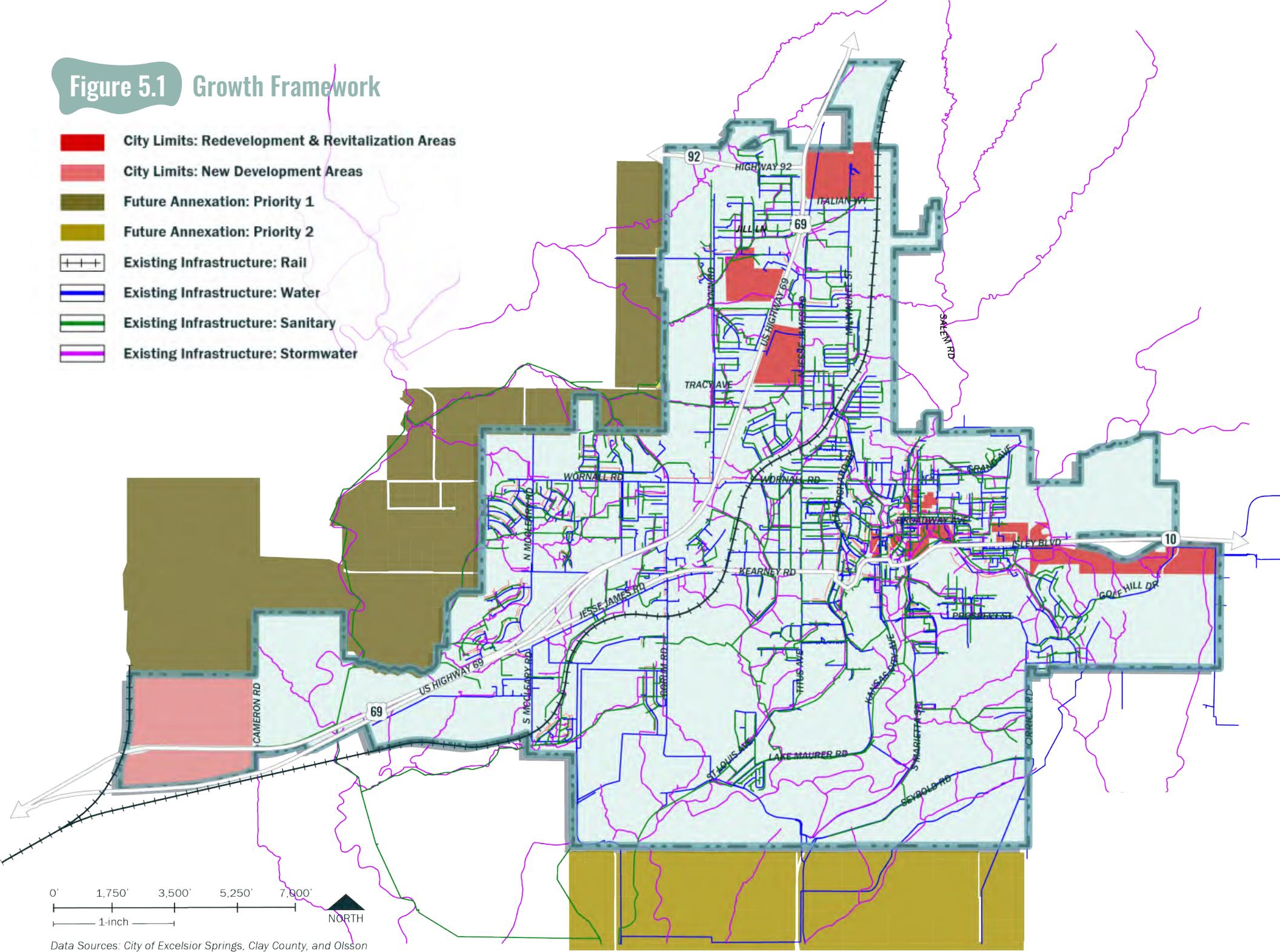
Future Annexation

Most recommendations and discussions for the Plan are driven by a Citywide perspective. However, the planning process uncovered specific areas outside of city limits where annexation may be appropriate to facilitate future growth, though it will require expansion of infrastructure and public services. These areas are largely not serviced by public facilities – like fire, police, and schools – or infrastructure – like water, sanitary, and stormwater systems. The City should pay special attention to how infrastructure is funded in these growth areas so that current residents do not disproportionately bear the cost of future growth. Special attention must also be given to the owners of property proposed to be annexed. The following future annexation areas represent opportunities for future growth:

- **Priority Area 1** – This area offers an opportunity to build upon adjacent residential development to the east within city limits with additional housing in a neighborhood setting. As this area develops, street connectivity between neighborhoods and to Route 69 should be prioritized in order to enhance accessibility for all ages. While this area offers some existing stormwater and sanitary infrastructure, these systems would need to be expanded to support growth. Water services are not provided in this area and would need to be established.
- **Priority Area 2** – This area offers an opportunity to further expand residential neighborhoods south of Excelsior Springs' downtown. This area is less connected to Route 69, though provides nearer proximity to Prathersville and Liberty, and alternative southern connectivity via rural routes like N and J. While this area offers some existing stormwater and sanitary infrastructure, these systems would need to be expanded to support growth. Water services are not provided in this area and would need to be established.

Growth in a community can take many forms. **Figure 5.1 Growth Framework** and the descriptions summarize key feedback gathered during the planning process, highlighting how residents and stakeholders prioritize future growth across Excelsior Springs. This framework organizes growth into two main categories: within city limits and through annexation (outside current city limits).

Figure 5.1 Growth Framework



Goals + Objectives

Goal 5.1: Prioritize growth that positively impacts the City's fiscal health.

- Enable and support development projects that provide positive value to the community without creating high infrastructure costs or long-term fiscal strain on the City's resources.
- Maximize opportunities to promote reinvestment where existing public infrastructure exists within city limits, including infilling vacant land, redeveloping outdated buildings, and reutilizing historic vacant buildings.
- Maintain a balance between expanding infrastructure to accommodate growth and reinvesting in outdated infrastructure systems.
- Target near-term growth initiatives in areas where fire and police services have the capacity to meet response time benchmarks.

Goal 5.2: Ensure infrastructure systems support current needs and future.

- Proactively plan for and improve Citywide utility infrastructure (e.g., interceptor sewer, water districts) in areas where growth is prioritized.
- Proactively plan for public services like fire and police facilities to be expanded in designated growth areas that are not currently served adequately.
- Coordinate with public works and emergency services to align infrastructure with development.
- Plan for long-term water service strategy, especially regarding service outside city limits.
- Review and update subdivision and development codes post-plan adoption to ensure adequate facilities are integrated into new neighborhoods.

Goal 5.3: Align planning efforts with budgeting, capital improvements, and policy updates.

- Use the Comprehensive Plan to guide annual budgeting and capital sales tax decisions.
- Keep track of emergency service district maps and capacity.
- Encourage infill development and redevelopment in downtown and along key corridors (e.g., North Main Street, East Excelsior Street).
- Support mixed use and form-based zoning to allow flexibility and walkability.
- Update zoning codes to include planned developments, cottage housing, and accessory dwelling units (ADUs).
- Identify and prioritize shovel-ready sites for industrial and commercial development.

Goal 5.4: Pursue positive environmental outcomes through managed growth.

- Avoid development within flood zones or other environmentally sensitive areas.
- Explore tree preservation incentives in subdivision regulations.
- Update subdivision and development codes post-plan adoption to ensure open spaces and trails are integrated into new neighborhoods.
- Encourage open space preservation in new developments.
- Explore in-lieu fees or tree preservation incentives in subdivision regulations.

SECTION 6

Conceptual Planning Frameworks



Section 6 presents a series of visionary site concepts aimed at guiding future development and investment across key areas of Excelsior Springs. Each concept reflects a thoughtful response to existing conditions, community needs, and long-term goals—balancing economic vitality, recreational opportunities, housing diversity, and cultural identity. These proposals are not final designs, but rather strategic frameworks intended to spark dialogue, attract partnerships, and inspire action toward a more vibrant, connected, and resilient future.

What's included in **Section 6-Conceptual Planning Frameworks**?

Conceptual Plans:

Figure 6.1 Westside Split Concept

Westside Split

The Excelsior Springs Gateway Concept (Westside Split) is conceived as a bold and welcoming entrance to the City. Strategically positioned to serve as the City's "Front Door," this project would celebrate the community's identity, enhance connectivity, and create a vibrant destination for both residents and visitors. With a thoughtful blend of open space, commerce, entertainment, and residential living, this development will offer a modern yet authentic experience that reflects the charm of Excelsior Springs.

The concept is organized into four interconnected zones:

- **Gateway Zone:** Featuring a welcome center, park, monumentation, and water feature. This highly visible area acts as the City's ceremonial entrance to the east.
- **Commercial Core:** A dynamic district with a blend of retail shops, dining options, entertainment, and flexible public space. Designed with walkability in mind, streets are activated with storefronts, plazas, and outdoor seating.
- **Anchor Entertainment or Retail Node:** Positioned for high accessibility and visibility, this area accommodates a major anchor tenant, which could be an entertainment venue, large-format retailer, or lifestyle destination.
- **Mixed use Edge and Residential District:** Approximately 20 acres of multi-family residential units are located at the eastern edge of the site and are seamlessly integrated with walking trails and open space, offering a diverse range of housing types (townhomes, lofts, studio, 1, and 2 bedrooms) and rental rates. These units support the retail core and promote vibrant live-work-play development.



Wellspring Commons - Intergenerational Living

Wellspring Commons is a new residential development concept designed to meet the evolving needs of Excelsior Springs' growing and diverse population. Situated on underutilized land adjacent to the Excelsior Springs Hospital and First United Methodist Church, the project re-imagines the area as a vibrant, health-centered, intergenerational living community – one that fosters connection, independence, and well-being across all stages of life.

With its strategic location adjacent to medical services, spiritual institutions, and established neighborhoods, the site presents a unique opportunity to create a seamless residential continuum; from young families and active adults, to aging residents who may need more supportive care. The community responds directly to local housing demands and national trends by blending senior living with broader intergenerational housing. This helps foster interpersonal interaction, mutual support, and community resilience.

The development is designed around the idea that health and connection go hand in hand. Amenities are not only recreational, but also designed to promote physical activity, mental stimulation, and community engagement. Proposed amenities include:

- Health Spa and Wellness Center
- On-Site Restaurant and Café
- Movie Screening Rooms
- Community Pools
- Pickleball Courts and Putting Green
- Community Gardens and Greenhouse
- Dog Park
- Playgrounds
- Neighborhood Clubhouse
- Walking and Biking Trails

The concept is unified by a comprehensive trail network, creating a walkable, park-like environment throughout the entire site. Key trail connections extend outward to nearby neighborhoods, the hospital, and the church.

Pocket parks and open spaces are interspersed throughout the site, ensuring that all residents – regardless of mobility- have access to nature, community, and meaningful outdoor space.

Figure 6.2
Wellspring Commons Concept



Figure 6.3

Soda Row Concept



Soda Row - Retail Development

Located at a key juncture between residential areas and high-traffic regional routes, the site serves as a natural bridge between local and regional commerce. Its proximity to Rainbow Boulevard ensures visibility and access, making it an ideal location for both anchor retail and specialty tenants. Historically underutilized, Jesse James Road offers a unique opportunity to reclaim and reimagine a familiar route into a modern commercial corridor that supports neighborhood vitality and enhances the City's economic resilience.

The site is thoughtfully planned to balance neighborhood needs with regional draws, including:

- Anchor retail tenant, neighborhood scale commercial uses, and specialty retail and restaurants. At the heart of the development's vision is connectivity- both physical and social.
- A new trailhead and trail connections will link the site to the City's broader trail network, encouraging alternative transportation, healthy lifestyles, and destination traffic from outdoor enthusiasts.
- Internal streets are designed as pedestrian-priority zones, with wide sidewalks, crosswalks, street trees, and traffic calming measures.

Wall of Waters at the Hall of Waters

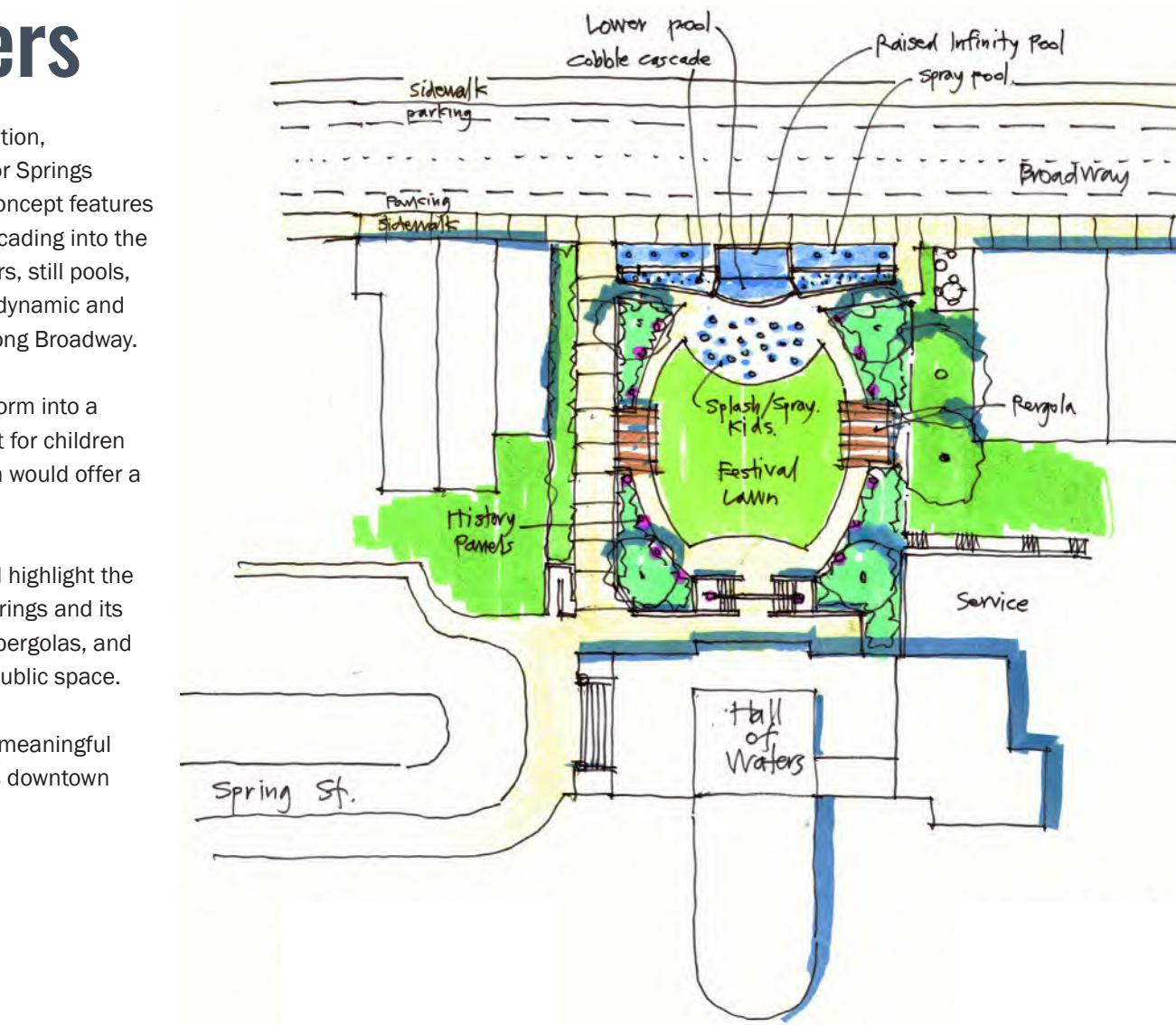
The significance of this iconic building due to its location, architecture, and the historical character of Excelsior Springs inspired a reimagining of the Hall's forecourt. The concept features the "Wall of Waters" prominently at street level, cascading into the lower courtyard and along the ramp entries. Bubblers, still pools, sloped cobbles, and accent lighting would create a dynamic and inviting entrance, reinforcing the Hall's presence along Broadway.

A flexible stage area could host concerts and transform into a splash pad with flush-mounted spray heads—perfect for children and the young at heart. A synthetic turf festival lawn would offer a durable, multi-use space.

Interpretive panels along the courtyard edges would highlight the Hall of Waters' historical importance to Excelsior Springs and its charming downtown. Complementary landscaping, pergolas, and rich materials would add scale and warmth to this public space.

This forecourt redevelopment would be a small but meaningful step toward drawing families, residents, and visitors downtown and enriching the community's experience.

Figure 6.4 Wall of Waters Concept



Adventure Resort

This site concept aims to create a destination recreation experience for residents and visitors – leveraging a key feature already in early stages of planning, the Mountain Bike Experience, tapping Excelsior Springs' natural terrain and tree cover. Seasonal retail opportunities—such as converted containers offering ice cream, food truck-style menus, and bike accessories—would enhance the visitor experience. Due to site constraints, the concept design emphasizes diverse recreational options over tournament-scale facilities. Softball, baseball, and soccer fields offer outdoor play, while basketball, pickleball, and a skate park provide hard-surface activities. A destination all-inclusive playground and Tree Adventure area would engage children and adventurous users. A pump track or go-kart facility with an indoor component would appeal to teens and adults. A central facility with a small restaurant, concessions, and restrooms would offer rooftop views of the Excelsior Springs golf course. Parking would be organized along the airport runway, repurposed as "The Strip" to serve all amenities.



Figure 6.5 Adventure Resort Concept

Downtown Market

A vibrant, well-located farmers market presents a strong opportunity to attract families and visitors downtown. This concept proposes repurposing an existing building on Foley Street between Marietta and Main to create a year-round market and flexible event space for non-market days.

The adjacent block north to Hilltop Road could host an outdoor market, extending activity beyond the building. This lawn could also accommodate small concerts and special events. A landscaped patio with festoon lighting would offer a shaded daytime retreat and a lively nighttime atmosphere for enjoying market fare.

Parking could be shared or added along Excelsior Road to support the site.



Figure 6.6 Downtown Market Concept

Fishing River

Concourse Park, a key pocket in downtown, was reimagined to offer affordable housing and a vibrant retail market for both day and night use. The site concept includes repurposing of the Living Word Church into a community hub with neighborhood scale goods and services offering convenience and entertainment, serving new infill housing and nearby residents. Outdoor patios, landscaping, overhead lighting, historic hardscape elements, and movable furniture would create a welcoming space that honors the district's heritage.

The Fishing River concept transforms Dunbar Avenue into a pedestrian and bicycle-friendly linear park with scenic overlooks into the market and housing area. New stairs would connect the market to Wildwood Avenue, improving access to adjacent neighborhoods.

Small pocket parks at Dunbar & Concourse and Kansas City & Concourse Avenues would add human-scale charm. Exposing brick pavers along Concourse Avenue could further enhance the district's character.

Additional housing to the east would support increased downtown density and vibrancy.

Figure 6.7

Fishing River Concept





SECTION 7

Implementation: Action Plan

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Section 7 brings together the goals, objectives, and framework plans into a cohesive and actionable roadmap. It outlines specific steps that various departments, agencies, and partner organizations should take to move the Plan forward. While planning is inherently dynamic and ongoing, the adoption of this Plan marks the beginning of a collaborative effort to implement its recommendations. It also represents a commitment to the community—to follow through on the shared vision and priorities that have been identified.

What's included in Section 7 - Implementation: Action Plan?

Keeping the Plan Fresh

How to Use the Action Plan

Table 7.1 Place Types Framework Action Plan

Table 7.2 Transportation and Mobility Framework Action Plan

Table 7.3 Economic Development (Growth) Framework Action Plan

Table 7.4 Conceptual Planning Frameworks Action Plan

Action Plan

Keeping the Plan Fresh

This Plan is a living document, with the action plan being one of its most adaptable components. As actions are completed or priorities evolve—driven by ongoing community input, staff capacity, or shifts in political will—the action plan, along with other elements of the Plan, should be revisited and updated regularly.

In Missouri, planning commissions are legally required to develop and adopt a city plan that guides the physical development of the municipality. This Plan must reflect the commission's land use recommendations. Additionally, state statutes mandate that local zoning regulations align with the guidance provided in a comprehensive plan. Given the rapid pace of change, the emergence of new opportunities, and the potential for unforeseen circumstances or unintended consequences, periodic review of the Plan is essential. If analysis indicates that updates are warranted, revisions should be made accordingly. While the implementation timeline typically spans 10 to 20 years, the effective lifespan of a comprehensive plan is generally closer to 10 years.

To ensure the Plan remains relevant and effective, it is recommended that:

- An annual review be conducted to assess progress,
- A comprehensive revision occur every five years, and
- A full rewrite be undertaken every 10 years.

USE AND DEVELOPMENT QUESTION #2
Indicate on the map where new land uses are appropriate.
Show us by placing dots on the map, following the legend below.
Tell us more with sticky notes if desired.



How to Use This Action Plan

The Action Plan is organized into four tables corresponding to the structure of the Plan document. Each table consists of actions that are described and supported by specific steps needed to be taken to move the Plan forward. Each action is supported by descriptions of ownership and partners of the action, the action type, projected time frame for completion, and relative cost impact.

To use the Action Plan, the City must leverage these tables as a to-do list, leveraging estimates for time frame and cost impacts to prioritize the steps that must be taken to achieve the vision for Excelsior Springs. Implementation of the Excelsior Springs Comprehensive Plan will take commitment and regular use of this Action Plan. It is structured in a way that is intuitive and organized. The Action Plan should be used as a reference in discussions about city budget, improvement priorities, or growth and development. This Plan reflects the community vision and mission for the future of Excelsior Springs, and the Action Plan provides the steps to achieve it.

Owners and Partners

Although members of the public should feel an investment in the Plan's success, elected officials, City staff members, the private sector, and the public sector have a vested responsibility in when it comes to its implementation.

- **ACTION OWNERS:** Those that are charged with leading implementation of the specific action and must take the lead in getting the action completed. Owners of actions are responsible for ensuring that the Plan does not sit idle.
- **ACTION PARTNERS:** Those that are also involved in the implementation of the action and must provide support to the action owner and be a proactive participant in the action.

List of Potential Partners

- Planning and Zoning Commission
- City Council
- City Manager's Office
- Downtown Excelsior Partnership
- Missouri Main Street Program
- Visit Clay Mo
- Excelsior Springs Area Chamber of Commerce
- Public Works Department
- Transportation Department
- Financial Department
- Fire Department
- Police Department
- Community Development
- Parks and Recreation
- Information Technology
- Human Resources
- Excelsior Springs Housing Authority

Ease of Implementation

Ease of implementation is indicated by a grade scale from "A" to "C". This category is a collective indicator of the anticipated level of effort to complete the action.

- **(A):** Actions that require policy changes or partnerships with limited outside funding requirements and can largely be done in-house.
- **(B):** Actions that require relatively affordable consulting services, infrastructure improvements, and/or multi-agency coordination.
- **(C):** Actions that require high levels of planning, engineering, or design and infrastructure expansion with significant investment.

Action Type

Actions can vary widely in their form. It is important to understand the type of effort that each action represents. Action type can help determine ownership, partners, time frame, and ease of implementation. Some are physical projects that involve design development and construction (projects), while others seek to ensure policies are aligned with the Plan. Action Types and their definitions are below:

- **PROJECT:** An action that is a physical built work
- **POLICY:** Actions that can be easily achieved by making and implementing policy changes.
- **PROGRAM:** Actions that describe a set of related measures or activities with a long-term aim and a set schedule and plan.
- **PLAN:** Actions that are centered on the need for additional study and therefore recommend the development of a separate plan.
- **INITIATIVE:** Actions that should be approached through new, organized efforts by City leadership.
- **PROTOCOL:** Actions that require the establishment of procedures to accomplish.
- **PARTNERSHIP:** Actions that require the formation of a committee, relationship, or regular meeting.
- **ENGAGEMENT:** Actions that call for public or stakeholder participation.

Time Frame

Critical to implementation is an understanding of timing and phasing. While some plan activities should start immediately, others will take years of planning and preparation. Time frames provided are based on an understanding of the need. Some actions are more complex than others and factors such as property acquisition, assemblage, the scope and scale of the project, funding and resources, the economy, and momentum developed from other projects may impact the time frame provided. It is important that this column of the Action Plan be analyzed and updated during the annual review of this Plan.

- **CONTINUOUS (ONGOING OVER PLAN LIFETIME):** Necessary actions that must take place regularly or consistently.
- **IMMEDIATELY (0-1 YEARS FROM PLAN APPROVAL):** Actions among the first that need to take place after the Plan is adopted, ideally in the first year.
- **SHORT-TERM (0-5 YEARS FROM PLAN APPROVAL):** Actions that should be completed early on, often simpler actions that directly advance other actions, provide early wins, and address critical issues.
- **MID-TERM (0-8 YEARS FROM PLAN APPROVAL):** Actions that will capitalize on the early wins and keep revitalization momentum high, typically involving a capital expense that requires budgeting.
- **LONG-TERM (0-10+ YEARS FROM PLAN APPROVAL):** Actions that will round out downtown revitalization efforts, often having a significant level of complexity to accomplish (land acquisition, funding, technical expertise). Long-term actions typically involve significant capital expense and advanced budgeting.

Table 7.1 Place Types Framework Action Plan

Strategy 3.1 Simplify and modernize the City's development code and review process.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
<i>Simplify development review procedures to ensure clarity, consistency, and transparency in application process.</i>	Community Development, Planning Commission, City Council	Short-Term	Protocol	B
<i>Simplify the City's Development Guide and applications and integrate it with an online application portal.</i>	Community Development, Planning Commission, City Council	Short-Term	Protocol	B
<i>Review and update zoning districts and permitted uses to align with future land use policies, including modernization of the use table and specific use standards.</i>	Community Development, Planning Commission, City Council	Short-Term	Policy	B
<i>Simplify standards within the code using tables and illustrations where possible.</i>	Community Development, Planning Commission, City Council	Short-Term	Policy	B
<i>Remove any references to fees and forms from the development code and manage these administratively outside the code.</i>	Community Development, Planning Commission, City Council	Short-Term	Protocol	B
<i>Simplify standards within the code using tables and illustrations where possible.</i>	Community Development, Planning Commission, City Council	Short-Term	Policy	B

Strategy 3.2 Support continued revitalization of downtown and adjacent historic areas.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Collaborate with the Downtown Excelsior Partnership Main Street Program to create a sustainable funding plan for capital improvements. Explore tools such as Community Improvement Districts (CID), Tax Increment Financing (TIF), and Transportation Development Districts (TDD).	City Manager's Office , City Council, Downtown Excelsior Partnership, Main Street Program	Short-Term	Program	A
Host stakeholder meetings to uncover challenges to reinvestment in historic neighborhoods, including permitting, City standards, and construction costs.	City Manager's Office , City Council, Downtown Excelsior Partnership, Main Street Program	Short-Term	Partnership	A
Pinpoint areas where infrastructure improvements are needed to support reuse of vacant lots and underutilized buildings.	City Manager's Office , Downtown Excelsior Partnership	Short-Term	Initiative	B
Promote “trail-oriented development” by allowing and incentivizing certain types of commercial uses along and nearby trail systems.	Parks and Recreation , Economic Development Department, Community Development, City Manager's Office	Short-Term	Initiative	A
Engage local businesses and stakeholders to locate key redevelopment sites and attract anchor tenants.	Economic Development Department , Community Development, City Manager's Office, Excelsior Springs Area Chamber of Commerce	Continuous	Program	A
Support the transformation of the former Roosevelt School into residential apartments.	Community Development , City Manager's Office, Development Partners	Mid-Term	Project	B
Focus capital improvements and incentives along North Main Street and East Excelsior Street to encourage single-family, multi-family, and mixed use development.	Community Development , City Manager's Office, Development Partners, Downtown Excelsior Partnership	Mid-Term	Project	C

Strategy 3.2 Continued

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Design and install signage to connect downtown with trails, parks, landmarks, and neighborhoods.	Downtown Excelsior Partnership , Community Development, City Manager's Office	Mid-Term	Project	B
Eliminate or reduce parking minimums and support shared parking arrangements and management districts.	Community Development , Planning and Zoning Commission, City Council, Downtown Excelsior Partnership, Main Street Program	Short-Term	Policy	A
Consider repurposing Dunbar Avenue as a pedestrian/bike corridor with lighting and signage.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council, Downtown Excelsior Partnership, Main Street Program	Short-Term	Project	B

Strategy 3.3 Build and sustain housing that is attuned to lifestyle preferences and shifts, as well as differences in age and income.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Allow a broader variety of housing types, including “missing middle” types like cottage courts, starter homes, accessory suites and dwellings, live/work arrangements, duplexes or multiunit houses, and townhouses.	Community Development , City Manager’s Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Conduct a review of all residential zoning districts to determine their alignment with recommended land use policies for each place type, with a focus on allowed building types and urban design patterns.	Community Development , City Manager’s Office, Planning and Zoning Commission, City Council	Short-Term	Policy	A
Identify opportunities for housing the senior population, including building retrofits to age-in-place, development of for-sale and for-lease senior home products, and institutional aging communities.	Community Development , Economic Development, City Manager’s Office	Short-Term	Program	A
Create a grant program to address blight on a block-by-block basis, requiring 50% homeowner participation. Funding sources may include the general fund, TIF revenues, and state/federal grants.	Community Development , Economic Development Department, City Manager’s Office, City Council	Mid-Term	Program	A
Promote mixed use development downtown by allowing residential above commercial by-right, streamlining permitting for adaptive reuse projects, and reviewing building codes to explore cost-saving alternatives and flexible compliance options for expensive upgrades like elevators and fire suppression systems.	Community Development , Economic Development, City Manager’s Office, Planning & Zoning Commission, City Council	Short-Term	Policy & Protocol	A

Strategy 3.3 Continued

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Create a fast-track permitting process for adaptive reuse and infill housing projects in areas with existing infrastructure.	Community Development , City Manager’s Office, Planning and Zoning Commission, City Council	Short-Term	Protocol	A
Allow multifamily residential uses to be integrated into Mixed Use Village Centers in a horizontal mixed use format.	Community Development , City Manager’s Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Require a mix of housing types in new subdivisions with a large number of units, not allowing more than 80% of one unit type in projects with more than 50 units.	Community Development , City Manager’s Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B

Strategy 3.4 Improve the quality of residential development throughout the City.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Manage the extent and frequency of garages and driveways, by enabling alternative access and parking arrangements, especially on smaller or more narrow residential lots.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Protocol	B
Require residential entrances to face the public right-of-way and be distinguished with a front entry feature such as a porch, stoop, or portico.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Create courtyard pattern standards for various building types, including single-family homes, rowhouses, and small apartment buildings.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Ensure new subdivisions connect to adjacent neighborhoods, correspond appropriately with topography, and ensure the proper arrangement of blocks and lots in coordination with long-term growth.	Community Development , Planning and Zoning Commission, City Council	Continuous	Policy	A
Create compatibility standards for infill housing, particularly in areas subdivided prior to 1950.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Decrease allowed length of blocks and limit dead-end streets and cul-de-sacs to promote more walkable and interconnected neighborhoods.	Community Development , Public Works, City Manager's Office, Planning and Zoning Commission, City Council	Continuous	Program	A
Create streetscape design standards geared towards neighborhood contexts, including local streets, connector streets, and residential parkway/boulevards, integrating guidelines for applying bike facilities and street trees.	Community Development , Public Works, City Manager's Office, Planning Commission, City Council	Mid-Term	Program	B

Strategy 3.5 Improve the design and function of large-scale, auto-oriented development sites, particularly along major thoroughfares like Highway 69.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Require direct sidewalk connections and circulation at the same or greater frequency as provided by vehicles, and clear connections between public right-of-way and building entrances in the most direct manner possible.	Public Works , Community Development, City Manager's Office, Planning and Zoning Commission, City Council	Continuous	Policy	A
Require a system of internal access streets that establish access and circulation, organize the site into smaller internal blocks, create internal street sections that mimic public streets, including sidewalks, landscaping, on-street parking, and slow travel lanes, and integrate appropriate levels of common spaces.	Public Works , Community Development, City Manager's Office, Planning and Zoning Commission, City Council	Continuous	Policy	A
Update access standards to encourage access management best practices, including consolidation of access points, spacing of access points to one another and to intersections, and appropriate curb radii. Update the development standards to ensure access management best practices are implemented.	Public Works , Community Development, City Manager's Office, Planning and Zoning Commission, City Council	Mid-Term	Policy	A
Eliminate parking minimums Citywide and introduce parking maximums with a clear exception process. Manage parking through site design standards and review processes.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Continuous	Policy	B

Strategy 3.6 Promote the integration of natural features into the development of places.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Ensure open space dedication standards and design guidelines integrate natural features into the design of projects – especially large-scale subdivisions and site plans.	Community Development, Parks and Recreation, City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Review and update the landscape standards to ensure native and regionally-appropriate landscaping practices are implemented as development occurs.	Community Development, Parks and Recreation, City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	B
Preserve unique natural assets through sustainable site design, public space management, green infrastructure, and functional landscaping practices.	Parks and Recreation, Community Development, City Manager's Office, Planning and Zoning Commission, City Council	Continuous	Protocol	B
Plant street trees throughout the downtown area, with a target of one tree per 30 feet of streetscape, using diverse species by block and regional guides.	Public Works, Transportation Department, City Manager's Office, Downtown Excelsior Partnership, Main Street Program	Mid-Term	Partnership	A
Study and implement a stormwater plan that repositions Dry Fork Creek as a natural downtown asset.	Public Works, City Manager's Office, Downtown Excelsior Partnership, Main Street Program	Mid-Term	Project	C
Where steep topography exists, provide creative connectivity solutions to enhance accessibility between blocks, including stairways and boardwalk-style paths.	Public Works, City Manager's Office, Downtown Excelsior Partnership, Main Street Program	Mid-Term	Project	C
Promote the creation of community gardens and urban farming practices.	Community Development, City Manager's Office, Downtown Excelsior Partnership	Continuous	Initiative	A

Table 7.2 Transportation and Mobility Framework Action Plan

Strategy 4.1 Improve connectivity throughout the City by eliminating gaps in the transportation network, identifying and addressing missing links.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Collect, manage, and analyze geospatial data to inform existing infrastructure, including street networks, lanes, sidewalks, widths, and other transportation-related data.	Public Works, Community Development, Fire Department, Water Department	Continuous	Protocol	A
Develop a street network plan with interconnected streets and stub-outs, street classifications, and design standards.	Public Works, Fire Department, Police Department	Short-Term	Plan	A
Address any bottleneck concerns at key crossings (e.g., Kearney Road at US69 and the Titus Avenue railroad underpass)	Public Works, Fire Department, Police Department	Continuous	Protocol	B

Utilize undeveloped and underutilized rights-of-way to increase network connectivity.	Public Works, Community Development	Continuous	Protocol	A
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Strategy 4.2 Create a bicycle master plan, ensuring the recommendations include visuals and design standards that align with new and existing developments.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Evaluate the existing bicycle network, identifying on-street, off-street bicycle lanes, and multiuse pathways. Identify any missing connections and plan for improving/creating connections where feasible. Ensure there is a long-term implementation strategy over the course of multiple years.	Transportation Department, Community Development, Parks and Recreation, Public Works Department	Short-Term	Plan	B
Encourage local bicycle groups and advocates to participate in the bicycle master planning process by offering several engagement opportunities.	Community Development, Parks and Recreation, Transportation Department	Short-Term	Initiative	A
Evaluate proposed bicycle lane additions and improvements alongside the City's Capital Improvement Plan, ensuring that additions and improvements designs are included as a part of upcoming infrastructure projects.	Public Works, Parks and Recreation, Community Development	Continuous	Program	A

Strategy 4.3 Create a Pedestrian and Sidewalk Improvement Master Plan that addresses and builds upon the recommendations within this Plan.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Evaluate and grade the current pedestrian and sidewalk throughout the City, paying particular attention to Downtown Excelsior Springs. Existing conditions should be graded as Excellent, Good, Fair, Poor, with a designated time frame to repair any fair or poor conditions (e.g., missing sidewalk components, deterioration, etc.). Graded existing conditions should be created as geospatial data and available via GIS.	Public Works, Transportation Department, Community Development	Short-Term	Plan	A
Evaluate all existing pedestrian crossings to identify which ones could use additional signaling, striping, and infrastructure updates (e.g., ramps, curb cuts, etc.). Include findings as a part of the improvement program.	Public Works, Transportation Department, Community Development	Short-Term	Program	A
Identify high-traffic pedestrian crossings throughout the City and within Downtown Excelsior Springs and ensure they are all ADA-compliant, aligning them with the current municipal code.	Public Works, Transportation Department, Community Development	Short-Term	Program	A

Strategy 4.4 Maintain and expand the existing trail network within Excelsior Springs, supplementing the pedestrian and bicycle network with an additional active transportation network.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Evaluate the current trail network, identifying the trails, trailheads, and multiuse pathways that need to be better maintained or updated.	Parks and Recreation, Community Development	Short-Term	Program	A

Work with local partners and organizations to identify potential new trails and connect existing trails.	Parks and Recreation, Community Development	Short-Term	Program	A
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Strategy 4.5 Expand infrastructure for walking and bicycling throughout the City, building a Citywide network of walking and biking routes.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Conduct a speed study across the City and leverage the data to prioritize investments to increase pedestrian comfort through investments ranging from sidewalks to traffic calming to physically separated infrastructure.	Public Works, Community Development, Police Department	Mid-Term	Plan	B

Make connections to existing trails (e.g., a sidewalk between Fishing River Linear Park Trail and Park Ave) to increase connectivity and usability.	Public Works, Community Development, Parks and Recreation	Mid-Term	Project	B
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Ensure parks and trails are within a 10-minute walk of neighborhoods.	Community Development, Parks and Recreation	Continuous	Program	A
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Build safe paths near schools, parks, and community hubs.	Community Development, Public Works, Parks and Recreation	Continuous	Policy	A
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Require sidewalks in new subdivisions and ensure connections to key destinations.	Community Development, Public Works,	Continuous	Policy	A
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Strategy 4.6 Improve safety for all roadway users by approving a Vision Zero policy or adopting a Safety Action Plan.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Apply for a federal Safe Streets for All (SS4A) grant, ensuring there is enough financing to conduct a study for the Excelsior Springs Transportation Network.	City Manager's Office, Public Works, Community Development, City Council	Immediately	Program	A

Write a competitive RFQ/RFP and retain a consulting firm.	City Manager's Office, Public Works, Community Development, City Council	Short-Term	Initiative	A
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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Complete and implement a Safety Action Plan. Ensure that the Missouri Department of Transportation, Police Department, and the community are included as a part of the safety action planning process, ensuring that road safety audits, transportation-related projects, and any resulting committees include professionals and transportation safety advocates.	City Manager's Office, Public Works, Community Development, City Council	Short-Term	Plan	B

Strategy 4.7 Elevate street design as a placemaking tool, encouraging walking, biking, and rolling in and around City attractions, particularly near schools, parks, and community hubs.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Use street typologies based on Place Types and development context to establish street design standards for lighting, streetscape elements to enhance sidewalks, pathways, and trails are designed at the pedestrian level.	Community Development, Public Works	Continuous	Policy	A
Encourage barriers/buffers where feasible, creating a separation between vehicular traffic and pedestrians.	Public Works, Community Development	Continuous	Policy	A
Encourage traffic calming in residential and high-pedestrian areas.	Public Works, Community Development	Continuous	Policy	A

Strategy 4.8 Expand and improve public transit within Excelsior Springs by increasing transit availability and affordability by expanding fixed-route and demand response services.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Partner with regional agencies to establish programs and partnerships for intercity connectivity (e.g. Liberty, Kearney, Kansas City).	Transportation Department, Community Development, City Manager's Office, Mid-America Regional Council (MARC), Neighboring Communities	Continuous	Partnership	A
Offer fare subsidies for seniors, students, low-income, and disabled riders.	Transportation Department	Continuous	Program	A
Provide real-time, accessible transit updates in multiple formats.	Transportation Department, Information Technology	Continuous	Program	A

Strategy 4.9 Ensure equitable transportation access for all transportation users.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Conduct equity impact assessments for major projects, prioritizing underserved neighborhoods.	Public Works, Community Development, Transportation Department, City Manager's Office	Continuous	Policy	B
Engage diverse community voices in planning efforts, partnering with community leaders and organizers.	Community Development, Public Works, City Manager's Office	Continuous	Engagement	A

Strategy 4.10 Preserve existing green corridors and native landscaping, enhancing and expanding where feasible.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Identify existing green corridors within the City and note within different modal plans when and where feasible (e.g., bicycle, transit, pedestrian, vehicular, etc.).	Community Development, Public Works, Parks and Recreation	Continuous	Protocol	A

Pursue grants (e.g., UDSA, RAISE) to support the creation and maintenance of sustainable infrastructure.	City Manager's Office, Public Works, Community Development	Continuous	Protocol	A
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Strategy 4.11 Prioritize the continual upgrade and improvement of existing roads, sidewalks, crossings, and transit assets by assessing and implementing emerging technologies and smart infrastructure.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Continue to identify emerging technologies and smart infrastructure that can be useful and right sized to be appropriate to Excelsior Springs.	Public Works, Transportation Department, Information Technology	Continuous	Program	A

Strategy 4.12 Maximize returns on transportation investments by leveraging transit and active transportation modes as an economic and tourism asset.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Diversify funding sources and utilize state-maintained connections.	Transportation Department, Public Works, City Manager's Office	Mid-Term	Initiative	B
Support flexible ridesharing and volunteer driver programs.	Transportation Department	Short-Term	Initiative	A
Improve transit access to key destinations, including jobs, schools, civic spaces, and notable historic sites or tourism spots.	Transportation Department, Community Development, Downtown Excelsior Partnership, Visit Clay MO	Continuous	Program	A

Strategy 4.13 Ensure that inclusive infrastructure is considered throughout the City by expanding the prevalence of ADA-compliant sidewalks, ramps, and crossings.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Apply universal design principles Citywide.	Public Works, Community Development, Planning and Zoning Commission, City Council	Continuous	Policy	A
Maintain and upgrade existing pedestrian infrastructure.	Public Works, Community Development	Continuous	Program	A

Table 7.3 Economic Development (Growth) Action Plan

Strategy 5.1 Grow the industrial employment market.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Create shovel-ready sites by ensuring infrastructure and environmental clearances are in place to expedite construction. Target sites include the McCullough Industrial Park and Falling Waters property.	Economic Development, Community Development, City Manager's Office	Short-Term	Program	A
Evaluate existing infrastructure and zoning at McCullough Industrial Park for compatibility with professional office development. Engage with current tenants and stakeholders to explore expansion or redevelopment opportunities and create a development strategy to attract professional service firms to the park.	Economic Development, Community Development, City Manager's Office	Short-Term	Program	A
Create a master planned industrial park offering shovel ready development sites and economic incentives for the 160-acre Falling Waters property located adjacent to the airport, including improving the site with power service.	Economic Development, Community Development, City Manager's Office	Short-Term	Project	B
Extend roads and utilities to support industrial job creation and unlock development potential, particularly along North Jesse James Road.	Economic Development, Community Development, City Manager's Office	Mid-Term	Project	C
Address the constraint of limited industrial-zoned land by designating or allowing the designation of more land for industrial uses in accordance with the future land use map recommendations.	Community Development, Economic Development, City Manager's Office	Short-Term	Protocol	A

Strategy 5.1 Continued

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Leverage rail access on land near Treehouse Brands and Ideker Rock Quarry for logistics and manufacturing.	Community Development , Economic Development, City Manager's Office	Mid-Term	Protocol + Partnership	C
Improve transportation access to attract job seekers and reduce commute burdens.	Public Works , Economic Development, Missouri Department of Transportation	Mid-Term	Project	C
Establish a vocational school to enhance workforce skills and support local employment.	Economic Development , Community Development, City Manager's Office	Mid-Term	Program + Partnership	B
Work with regional agencies, such as the KC Area Development Corporation, to attract employers and actively market available sites and incentive packages.	Economic Development , KC Area Development Corporation	Continuous	Partnership	A

Strategy 5.2 Complete greenfield development along U.S. Highway 69.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Identify and prioritize greenfield sites between Sixth Street and Rhodus Road for big-box retail, anchored shopping centers, and out parcels.	Economic Development , Community Development, City Manager's Office	Short-Term	Program	A
Evaluate the greenfield parcel between Walmart and Owen Lumber Company for potential development of a strip center, big-box retail, or freestanding out parcels.	Economic Development , Community Development, City Manager's Office	Mid-Term	Program	B
Conduct feasibility studies and infrastructure assessments for greenfield sites to support future retail development.	Economic Development , Community Development, City Manager's Office	Mid-Term	Plan	B
Work closely with the area Westside Community Improvement District ("CID") to establish and support continued reinvestment.	Economic Development , Community Development, City Manager's Office, Westside Community Improvement District	Continuous	Partnership	A
Identify and zone parcels along U.S. Highway 69, Highway 10, and Kearney Road for professional office use.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Short-Term	Policy	A
Conduct traffic and accessibility studies to prioritize high-visibility sites for office development.	Public Works , Community Development, City Manager's Office	Mid-Term	Plan	B

Strategy 5.4 Increase housing to support forecasted population growth through 2045.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Support infill single-family housing and small-scale attached rental housing development on the north side of Excelsior Springs Street between Main Street and Francis Street. Encourage infill housing in older residential neighborhoods and vacant lots in the form of individual single-family homes and small-scale rental apartments.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Project	C
Encourage large-scale apartment development along major arterial streets such as U.S. Highway 69, Highway 10, Kearney Road, and St. Louis Avenue, within mixed use developments, and adjacent to retail and employment centers.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Project	C
Encourage residential master planned development supporting a mix of single-family housing densities and price points at the northwest corner of Tracy Avenue and Lynn Road; the northeast corner of U.S. Highway 69 and Cameron Road; the south side of 132nd Street between Orrick Road and Doniphan Lake Road; the south side of St. Louis Avenue between Highway JJ and the Ray County Line; the northeast and southeast corners of 124th Street and Ray County Line; and the south side of Highway 92 west of Lynn Road.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Project	C

Strategy 5.4 Continued

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Promote the redevelopment of underutilized sites, including the Excelsior Springs Municipal Airport at the southwest corner of Highway 10 and Doniphan Lake Road on the east side of the City for horizontal mixed use development, including both single-family homes and rental apartments. The golf course frontage is ideal for semi-custom and custom single-family housing while the Highway 10 frontage is suitable for large-scale apartment development. A grant used by the airport requires it to operate as an airport for the next 13 years. Because the airport is underutilized and the 2,004-foot runway precludes commercial airline operations, it is an ideal candidate for future redevelopment. The land on the south side of Highway 10 west of the airport is a suitable location for future development of single-family home subdivisions.	Community Development , City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Project	C

Table 7.4 Conceptual Planning Frameworks Action Plan

The successful completion of the strategies and their subsequent actions builds upon the visionary site concepts that came from this planning process.

Please note that these conceptual plans are NOT final designs, nor does the City have to move forward with these concepts. Additional research, planning, and work will be needed to bring these conceptual plans into reality and involve a more intensive design process with a mix of urban designers, architects, and engineers.

Strategy 6.1 Create a Westside Split Area Master Plan for the proposed concept.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Develop an RFQ/RPF for design services and conduct a competitive bidding process to hire a consultant to develop the Westside Split Master Plan.	Economic Development, Community Development, Public Works, City Manager's Office	Mid-Term	Initiative	A
Identify and meet with local and regional developers who would be interested in developing commercial, retail, and housing options for the proposed Westside Split concept. Determine if/what public/private partnerships would be beneficial to the development process, encouraging collaboration of multiple partners to ensure that development occurs.	Economic Development, Community Development, Public Works, City Manager's Office	Continuous	Partnership	B
Ensure that the Westside Split master planning process includes buy-in from local developers, business owners, and the public.	Community Development, Manager's Office	Continuous	Partnership	A

Strategy 6.1 Continued

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Identify the major anchor tenant (e.g., major entertainment venue, large-format retailer, or lifestyle destination), ensuring it will be able to sustain and "ground" the Westside Split concept.	Economic Development, Community Development, City Manager's Office	Continuous	Partnership	A
Implement the Westside Split Master Plan.	Economic Development, Community Development, Public Works, Fire Department, Police Department, Transportation, Parks and Recreation, Finance Department, City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Partnership	C

Strategy 6.2 Create a Wellspring Commons Master Plan for the proposed concept.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Develop an RFQ/RPF for design services and conduct a competitive bidding process to hire a consultant to develop the Wellspring Commons Master Plan.	Economic Development, Community Development, City Manager's Office	Short-Term	Initiative	A
Identify and meet with local and regional developers who would be interested in developing commercial, retail, and housing options for the proposed Wellspring Commons concept. Determine whether and how public-private partnerships would be beneficial to the development process, encouraging collaboration among multiple partners to ensure that development occurs.	Economic Development, Community Development, Public Works, City Manager's Office, First United Methodist Church	Continuous	Partnership	B
Ensure that the Wellspring Commons master planning process includes buy-in from local developers, business owners, churches and spiritual institutions, Excelsior Springs Hospital, and the public.	Community Development, Manager's Office, First United Methodist Church	Continuous	Partnership	A
Lead a collaborative community outreach process, encouraging local health and senior/aging facilities to provide support and ideas to make Wellspring Commons concept a success. Consider the present and future medical and healthcare needs of Excelsior Springs' population.	Community Development, Senior Center, Parks and Recreation, Excelsior Springs Chamber, First United Methodist Church	Continuous	Partnership	B
Ensure that the Wellspring Commons Master Plan is integrated with the current and future sidewalk and trail networks, as well as on-demand and fixed-route transit service.	Community Development, Public Works, Transportation, Senior Center, Parks and Recreation	Long-Term	Initiative	C
Implement the Wellspring Commons Master Plan.	Community Development, Public Works, Transportation, Senior Center, Parks and Recreation, First United Methodist Church, Planning and Zoning Commission, City Council	Long-Term	Project	C

Strategy 6.3. Create a Soda Row Master Plan for the proposed concept.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Develop an RFQ/RPF for design services and conduct a competitive bidding process to hire a consultant to develop the Soda Row Master Plan.	Economic Development, Community Development, Public Works, City Manager's Office	Mid-Term	Initiative	A
Identify and meet with local and regional developers who would be interested in developing commercial, retail, and housing options for the proposed Soda Row concept. Determine if/what public/private partnerships would be beneficial to the development process, encouraging collaboration of multiple partners to ensure that development occurs.	Economic Development, Community Development, Public Works, City Manager's Office	Continuous	Partnership	A
Ensure that the Soda Row master planning process includes buy-in from local developers, business owners, and the public.	Community Development, Manager's Office	Continuous	Partnership	A
Identify the major anchor tenant (e.g., major entertainment venue, large-format retailer, or lifestyle destination), ensuring it will be able to sustain and "ground" the Soda Row concept.	Economic Development, Community Development	Continuous	Partnership	B
The Soda Row Master Plan should include internal streets that emphasize the pedestrian experience (e.g., wide sidewalks, crosswalks, street trees, traffic calming measures, and place-making design where appropriate). Ensure that pedestrians and bicyclists can access the greater sidewalk and trail networks through the creation of new trailheads and access points.	Community Development, Public Works, Economic Development	Mid-Term	Initiative	B
Implement the Soda Row Master Plan.	Community Development, Public Works, Transportation, Parks and Recreation, Planning and Zoning Commission, City Council	Long-Term	Project	C

Strategy 6.4 Consider implementing the Wall of Waters concept at the Hall of Waters, reimagining the forecourt through a combination of landscape improvements and urban design.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Develop an RFQ/RPF for design services and conduct a competitive bidding process to hire a consultant to develop the Wall of Water concept plan.	Community Development, Public Works, City Manager's Office	Mid-Term	Initiative	A
Construct the site based on the final design.	Community Development, Public Works, City Manager's Office, Planning and Zoning Commission, City Council	Long-Term	Project	C

Strategy 6.5 Encourage the development of the Downtown Market concept between Marietta Street and Main Street by promoting it with the local development community.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Promote the Downtown Market concept within the local development community, encouraging the growth of different components organically.	Economic Development, Community Development, City Manager's Office	Mid-Term	Initiative	C
Assess the building on Foley Street, between Marietta Street and Main Street, for its potential to be repurposed as a year-round market and flexible event space.	Economic Development, Community Development, City Manager's Office	Mid-Term	Plan	C

Strategy 6.6. Create a Fishing River Master Plan for the proposed concept.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Develop a Request for Proposals (RFP) or Request for Qualifications (RFQ) and conduct a competitive bidding process to hire a consultant to develop the Fishing River Master Plan.	Economic Development, Community Development, City Manager's Office	Mid-Term	Initiative	A
Identify and meet with local and regional developers who would be interested in developing commercial, retail, and housing options for the proposed Fishing River concept. Determine whether and how public-private partnerships would be beneficial to the development process, encouraging collaboration among multiple partners to ensure that development occurs.	Economic Development, Community Development, City Manager's Office	Continuous	Partnership	A
Ensure that the Fishing River master planning process includes buy-in from local developers, business owners, and the public.	Community Development, Economic Development, City Manager's Office	Continuous	Partnership	B
Implement the Fishing River Master Plan.	Community Development, Economic Development, City Manager's Office	Long-Term	Project	C

Strategy 6.7 Complete the airport property redevelopment into a regional recreational destination.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Initiate a master planning process for the airport property, emphasizing mixed use development.	Economic Development , Community Development, City Manager's Office	Mid-Term	Partnership	A
Designate the southwest corner of Highway 10 and Dorphan Lake Road for retail integration within the redevelopment plan.	Community Development , Economic Development, City Manager's Office	Mid-Term	Partnership	A
Coordinate City planning and economic development teams to align redevelopment with community goals.	Community Development , Economic Development, City Manager's Office	Mid-Term	Partnership	A



APPENDIX E

Existing Conditions

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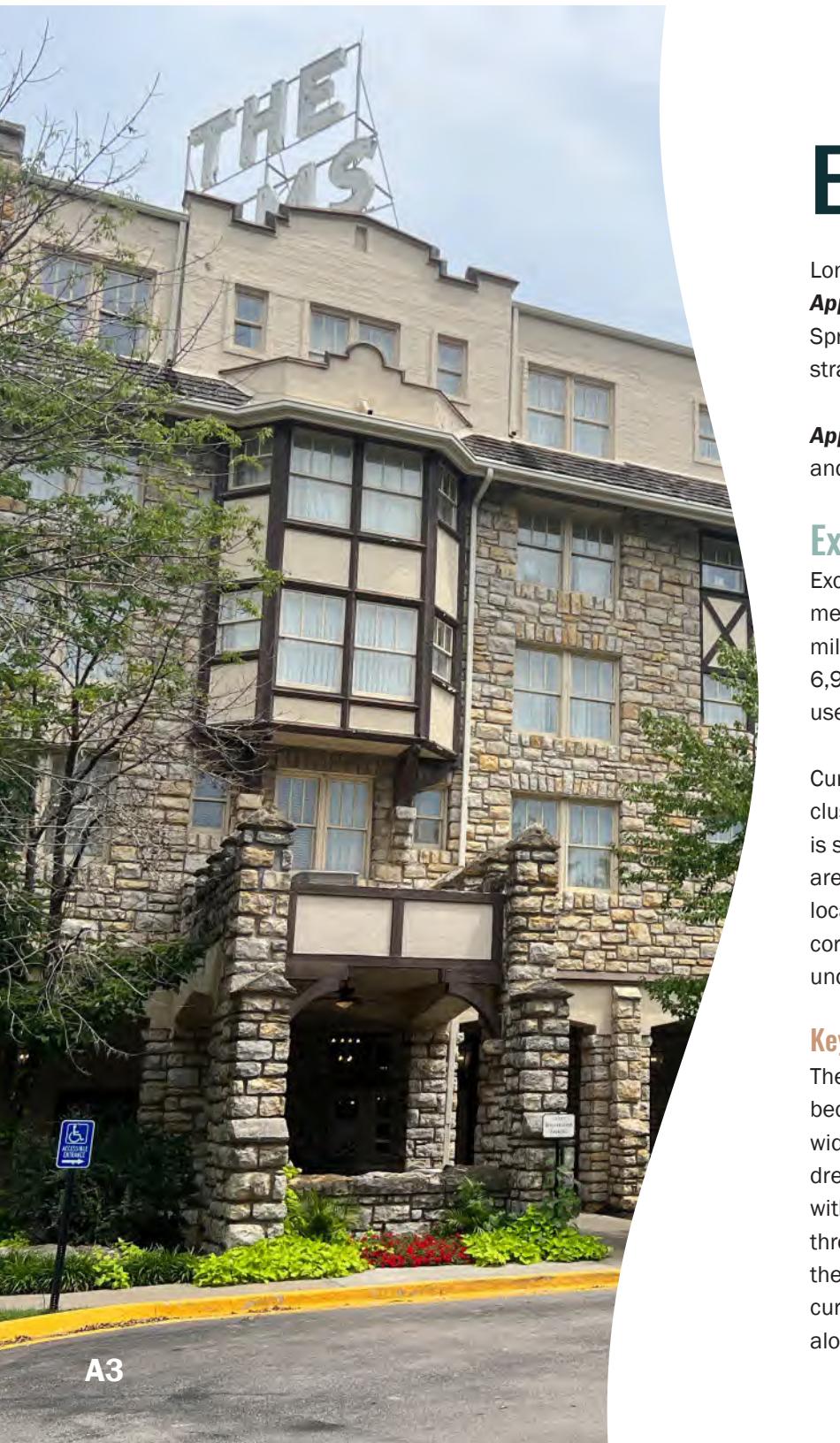
APPENDIX E

Existing Conditions

1

What's Included in Appendix A - Existing Conditions?

- Land Use Zoning
- Community Health & Quality of Life
- Demographics
- Employment Trends
- Housing Trends
- Retail, Commercial, and Industrial Market
- Parks and Recreation
- Natural Features
- Utilities



Existing Conditions

Long-range planning must be founded on an understanding of a community's past and present. **Appendix A** presents a summary of the analysis of the current state of the City of Excelsior Springs. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Appendix A provides an overview of Excelsior Springs' place and role within the region, natural and physical characteristics, and demographic and economic trends.

Existing Land Use

Excelsior Springs is located in Clay County, Missouri and considered part of the Kansas City metropolitan area. The City is located along US Highway 69 and State Route 10, approximately 30 miles northeast of downtown Kansas City. The City occupies approximately 10.8 square miles, or 6,920.5 acres, of land area. As shown in **Figure A.1 Existing Land Use**, there is a variety of land uses along the US Highway 69 corridor, State Route 10, and in downtown Excelsior Springs.

Current land uses reflect a large amount of single family residential, specifically in pockets clustered near the center of the City between major corridors and surrounding downtown. There is some multifamily development along US Highway 69 and in the downtown area. Both areas are where the majority of commercial, civic facilities, education/healthcare, and office uses are located. Industrial areas are concentrated in the northernmost portion of the US Highway 69 corridor and along the railroad south of Jesse James Road. Portions of land near city limits remain undeveloped as agricultural land.

Key Takeaways

The development of Excelsior Springs is unique. The City was initially established as the springs became a regional wellness destination at the turn of the century, with spring water gaining widespread attention for its healing properties. The opening of the Hall of Waters in the 1930's drew tourism from around the country. The development of the downtown area followed, along with residential development as more people began moving to the City. Development patterns throughout the City, especially around the downtown area, follow an organic pattern due to the drastic topography changes and meander of streamways. Despite the abstraction of street curvature and parcel boundaries, development follows a pattern of locating higher intensity uses along major corridors to capture traffic.



Existing Zoning

The City of Excelsior Springs Code of Ordinances includes regulations for twenty-eight individual zoning districts. The zoning code sets regulations to guide the current and future development of the City. The intention of the code is not to reflect the current zoning patterns, but rather to provide the variety needed to ensure land develops and redevelops appropriately. As such, not all zoning districts show up on the current zoning map, which can be seen in **Figure A.2 Existing Zoning**.

Zoning districts listed in the Code of Ordinances are provided below. The districts not currently utilized are indicated with an asterisk (*). Zoning district by acreage is provided in **Table A.1 Existing Zoning by Acreage**.

- A – Agriculture
- C-0 – Non-Retail Business
- CP-0 – Planned Non-Retail Business
- C-1 – Local Business
- CP-1 – Planned Local Business*
- C-2 – General Business
- CP-2 – Planned General Business*
- C-2A – Special Business
- C-3 – Service Business
- CP-3 – Planned Service Business
- M-1 – Light Industrial
- MP-1 – Planned Light Industrial
- M-2 – General Industrial
- MP-2 – Planned General Industrial
- R-1 – Single-Family Residential
- RP-1 – Planned Single-Family Residential
- R-1A – Single-Family Residential Traditional
- RP-1A – Planned Single-Family Residential*
- R-2 – Two-Family Residential
- RP-2 – Planned Two-Family Residential*
- R-3 – Cluster, Townhouses, or Garden Type Residential
- RP-3 – Planned Cluster, Townhouses, or Garden Type Residential
- R-4 – Medium Density Apartment
- RP-4 – Planned Medium Density Apartment
- R-5 – High Density Apartment*
- RP-5 – Planned High Density Apartment*
- RMP – Mobile Home Park
- PARK – Park

- A – Agriculture
- R-1 Single Family Residential
- R-1A Single Family Residential Traditional
- R-2 Two-Family Residential
- R-3 Cluster, Townhouse or Garden Type Residential
- R-4 Medium Density Apartment
- R-5 High Density Apartment
- RMP Mobile Home Park
- C-0 Non-Retail Business District
- C-1 Local Business
- C-2 General Business
- C-2A Special Business
- C-3 Service Business District (C-3)
- M-1 Light Industrial
- M-2 General Industrial
- PARK Parks
- Planned Districts
- City Limits

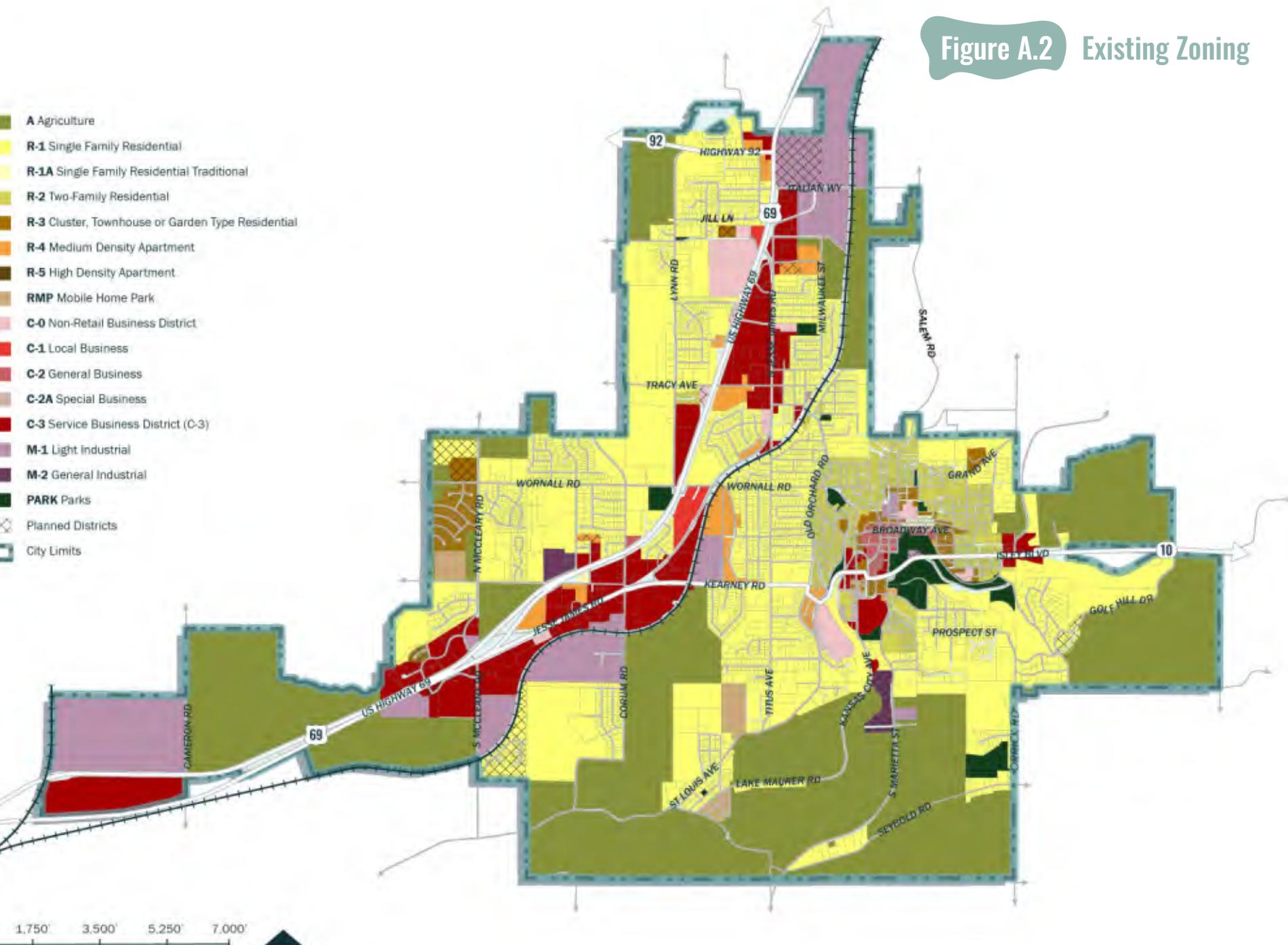


Figure A2 Existing Zoning

Key Takeaways

Generally, zoning is concentrated in well-organized pockets. The distribution of zoning districts shows clusters of higher intensity uses along major traffic corridors, including US Highway 69, the rail line, and in the downtown area. Residential neighborhood, specifically R-1 Single Family Residential, surround each high intensity area and comprise nearly a third of the total area of the City. Higher density residential districts are located between commercial areas of downtown and single family residential neighborhoods. A-1 Agricultural zoned land surrounds the neighborhood cluster on the fringe of the City, comprising a third of the total area of the City as the top zoning district by acreage.

Table A.1 - Existing Zoning by Acreage

ZONING DISTRICT	ACREAGE	PERCENT OF TOTAL ACREAGE
A	2,305.65	33.32%
R-1	2,087.92	30.17%
C-3	480.22	6.94%
M-1	465.08	6.72%
R-2	195.62	2.83%
PARK	100.36	1.45%
R-4	83.20	1.20%
C-0	79.48	1.15%
R-3	75.48	1.09%
MP-1	44.19	0.64%
RMP	43.54	0.63%
RP-1	39.57	0.57%
C-2	20.34	0.29%
C-1	20.14	0.29%
MP-2	16.72	0.24%
M-2	12.89	0.19%
RP-4	7.45	0.11%
RP-3	6.98	0.10%
C-2A	4.47	0.06%
CP-3	4.09	0.06%
R-1A	3.08	0.04%
CP-0	2.35	0.03%
NO ZONING (INCLUDES ROW)	821.67	11.87%
TOTAL	6,920.48	

Existing Parks, Recreation, and Destinations

Excelsior Springs has prioritized investment into its parks and recreation system, which includes fifteen City parks, over nine miles of designated trails, and a community center with a variety of amenities and programming. These facilities contribute greatly to the quality of life in Excelsior Springs.

Figure A.3 Existing Parks and Trails illustrates the existing parks and trails throughout the City, along with 0.25- and 0.5-mile service area buffers to show areas within reasonable walking distance to each park. The following section provides a description for each facility to give an overview of recreational offerings in Excelsior Springs.

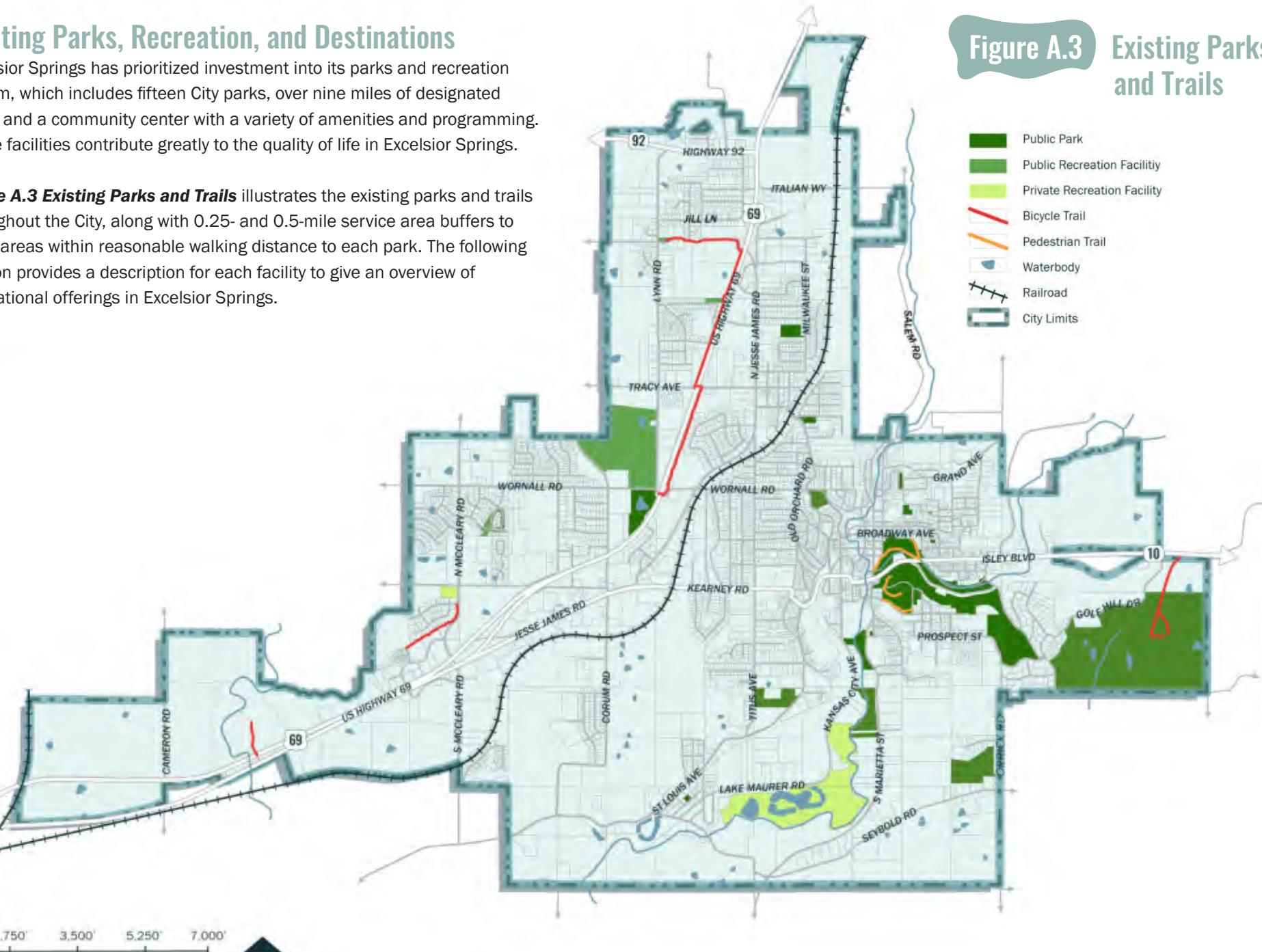
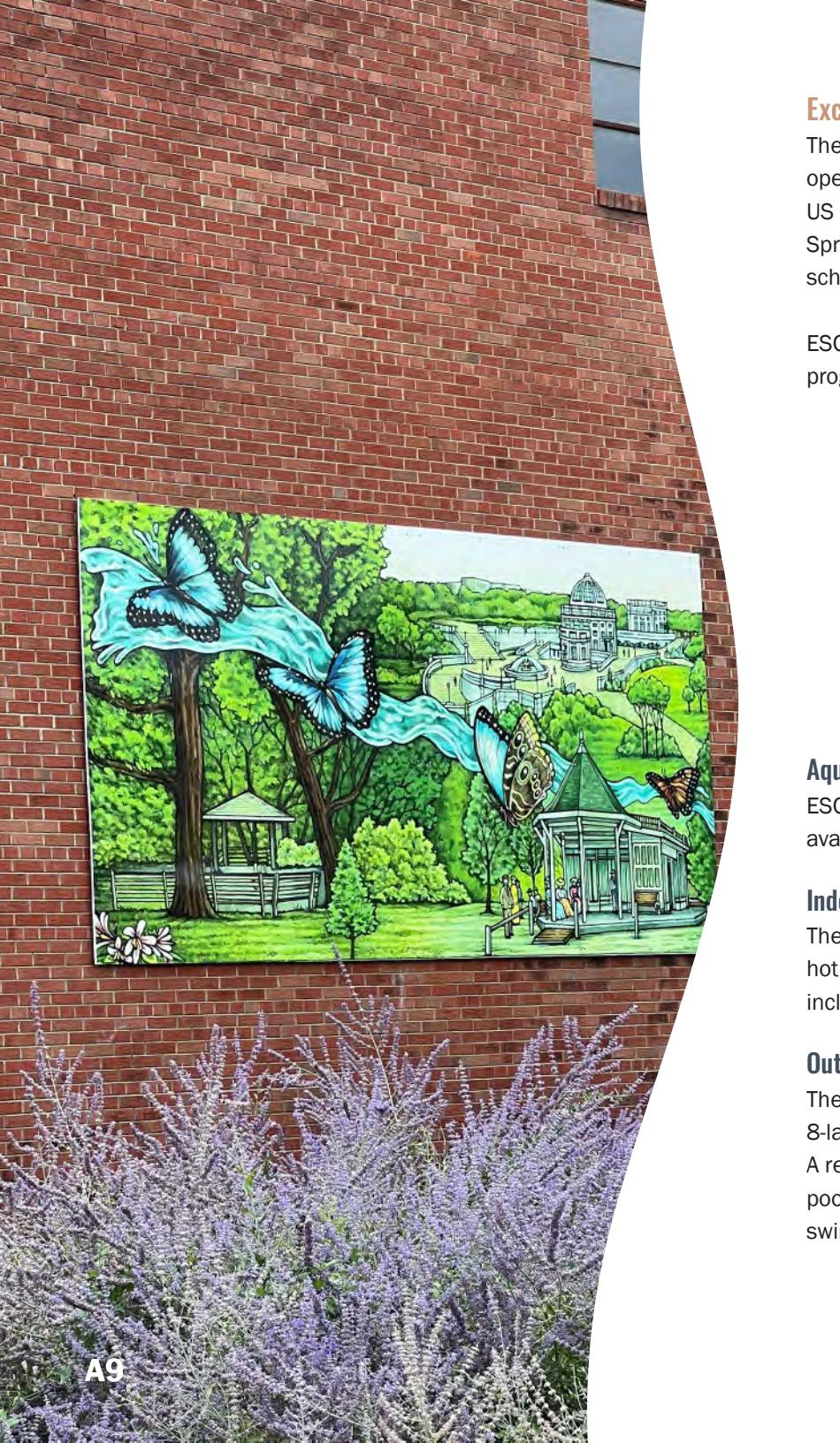


Figure A.3 Existing Parks and Trails



Excelsior Springs Community Center

The Excelsior Springs Community Center (ESCC) is a 50,000 square foot recreational facility that opened in 2016. It is located just south of Excelsior Springs High School near the intersection of US Highway 69 and Wornall Road. ESCC houses the Parks and Recreation Department, Excelsior Springs Senior Center, and hosts sports practices and other programming in conjunction with the school district.

ESCC was designed to meet the needs of the entire community, including a variety of facilities and program offerings, such as:

- Exercise and strength training equipment;
- Exercise studio space;
- An elevated track;
- Full-sized basketball court;
- Racquetball court;
- Community meeting spaces;
- Child care services;
- Personal training;
- Fitness classes and sports leagues; and
- A café.

Aquatics

ESCC has a wide range of aquatic facilities for swimmers of all ages and abilities. The facilities are available year-round and include an indoor and outdoor area.

Indoor Pool / Natatorium

The indoor pool includes three lap lanes, a zero-entry family pool with water play features, a hot tub, and a slide. Throughout the year, the indoor pool hosts a variety of aquatic programs, including toddler swim, youth water aerobics, group fitness classes, and swim lessons.

Outdoor Aquatic Center / Competition Pool

The outdoor aquatic center addition opened in June 2023, which includes a competition-level 8-lane swimming pool, diving board, climbing wall, aquatic obstacle course, and splash pad area. A removable dome cover allows the pool to be used throughout the year. In summer 2024, the pool became the home for a new combined swim team between Kearney and Excelsior Springs for swimmers ages 6 through 18. The City hosted its first "home" swim meet on June 10, 2024.

Parks

Excelsior Springs boasts just over one hundred acres of designated park land throughout the City. Many park sites include unique historic details, including spring water infrastructure and original stonework from George Kessler, and some take advantage of the City's drastic elevation changes with scenic walking trail routes. The parks are a great source of pride for the City and popular destinations for residents and visitors alike.

Descriptions of each park are included below:

- **Century Park** is located along US Highway 69 at the corner of Wornall Road and Tiger Road. The park features Powell Lake, a catch and release fishing lake, play equipment, two gazebos, and a multi-purpose trail.
- **Century Bark** is an off-leash dog park located in Century Park.
- **East Valley Park** is located just southeast from downtown along State Route 10 and stretches from Golf Hill Drive to Isley Boulevard on Lover's Lane. The park was designed by George Kessler in the early 20th century and contains Isley Park Woods Natural Area, a 15-acre designated Missouri Natural Area. The park includes paved and unpaved walking trails, access to the East Fork Fishing River, and three shelter houses.
- **Eddie Rapper Park** is located off Orrick Road between Elm Road and Seybold Road. The 16-acre park includes playing fields, a playground, and a mulch walking trail.
- **Get Fit Park** is an exercise and play area that includes outdoor exercise equipment and play structures, including an ADA accessible AeroGlider and ramp. The park is located at the corner of Lynn Road and Brunke Road and is accessible from the Rainbow Walk Trail.
- **Kent & Outlook Park** is located north of downtown at the top of the bluff, offering basketball and pickleball courts with views of downtown Excelsior Springs. The park also includes custom murals completed by a local artist.
- **Kibler Park** is a one-acre neighborhood park on Dunbar Street. The park includes a playground, playing fields, and a basketball court.
- **Lincoln Park** is a neighborhood park off North Main Street on Osage Street, just north of Kent & Outlook Park. The park includes a playground and gazebo with outdoor grills.
- **Luna Valley Park** is a neighborhood park on Curtis Avenue in the Creer Lake/Lake Maurer area. The park is ADA accessible and includes play equipment and a basketball court.
- **Paul Craig Park** is located just south of Broadway Avenue, behind the Hall of Waters. It is situated near the outfield of Jim E. Pilburn Ballfield and includes a playground and half basketball court.
- **Jim E. Pilburn Ballfield** is located just south of Broadway Avenue between downtown and the East Fork Fishing River. The field can be used for baseball or softball and includes dugouts, bleachers, and a parking lot.
- **Rainbow Splash Park** opened in 2021 on the site of the former Rainbow Swim Club pool. The park is located off US Highway 69 just south of the hospital and includes a splash pad, gazebo, seating areas, and a concession area.
- **Regent Park** is a neighborhood park at Richmond Street and South Marita Street, across the street from Old Roosevelt School and near the site of the historic Regent Spring pavilion. The park includes pickleball court, a playground, and a skate park.
- **Siloam Mountain Park** is a 25-acre park located on a hill overlooking the East Fork Fishing River Valley, just west of East Valley Park and south of State Highway 10. The elevation offers scenic views of the valley along the Siloam Mountain Trail. The park includes several shelters with picnic tables and outdoor grills, restrooms, playgrounds, and parking areas.
- **Sunnyside Park** is an eight-acre neighborhood park located at the intersection of North Dunbar Avenue and Beverly Avenue. The park includes a playground, two gazebos, and outdoor grills.

Trails

Trails within Excelsior Springs include off-road paths for pedestrian and/or bicycle traffic. The list below provides an overview of the trail corridors maintained by the Parks and Recreation Department.

- **Rainbow Trail** is a 1.85-mile trail located along US Highway 69/Rainbow Boulevard. The trail begins on the east side of US Highway 69 at Wornall Road, crosses to the west side of the road at Tracy Avenue and follows Rainbow Boulevard to the west to its terminus at Get Fit Park on Brunke Road. Trail access is provided via sidewalk and marked roadway crossings from the Excelsior Springs Community Center, Century Park, and Excelsior Springs Hospital.
- **The Downtown Trail network** includes three trails that travel through the East Fork Fishing River Valley: the Fishing River Linear Park Trail (0.7 miles), the Isley Park Woods Trail (0.5 miles), the Isley Park Dirt Trail (0.8 miles), and the Siloam Mountain Trail (0.8 miles). Collectively, the entire trail is 2.8 miles long and offers off-road connectivity between Siloam Mountain Park, Isley Park Woods Natural Area, East Valley Park, Paul Craig Park, and the Jim E. Pilburn Ballfield.
- **Excelsior Springs Community Center (ESCC) Trails** are trail routes designated to start at the community center. The routes include multimodal trails, sidewalks, and in some cases, the low-traffic public roads suitable for foot traffic. Three trail routes are designated: the Rainbow Trail loop (3 miles), The Excelsior Springs Middle School and Career Center loop (1.5 miles), and the baseball field loop (1 mile).
- **Fox Crossing Trail** is a 0.6-mile mulch trail located in Eddie Raper Park.

Key Takeaways

Excelsior Springs provides quality park and recreation facilities for the community and understands their value to residents. The Parks and Recreation Department regularly coordinates with the school district, senior services, and other civic organizations to align programming efforts. Community groups have resources available to host events and facilitate services beyond recreation programming, such as public health, social service, and safety education.

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Existing Natural Features

The natural environment is a critical consideration for future development and planning efforts. By better understanding how the environment interacts with local ecosystems, communities, and wildlife, the City can better understand the impact on these developable areas, natural hazard risk mitigation, the efficiencies, or inefficiencies of ecological services, and much more. **Figure A.4 Existing Natural Features** illustrates existing water features, floodplains, and floodways within Excelsior Springs.

Water Features

The primary streamways crossing the City include the East Fork Fishing River, which splits into the Dry Fork River north of downtown, and Williams Creek near the western city limits. The East Fork Fishing River is a branch of the Fishing River, which is a tributary of the Missouri River stretching approximately forty miles through Clay and Ray counties. Another water feature to note is Lake Maurer, located in the southern portion of the City. The lake was originally Wales Lake but was renamed in 1923 when Jacob and John Maurer purchased the property to develop an amusement park, which was also named Maurer Lake. Today the lake site is a private campground.

Mineral Waters

Mineral water springs are what put Excelsior Springs on the map in the late 1800s. The Siloam Spring was discovered in 1880 at what is now the location of the Hall of Waters. At the time, it was the only known natural supply of ferro- or iron-manganese mineral water in the country. People began to discover the healing properties of the water, and eventually nearly fifty mineral water wells and springs were identified within a half mile radius of the Siloam Spring site. There are more groupings of mineral water in Excelsior Springs than anywhere in the world. Four distinct varieties of water are found: iron-manganese, sodium bicarbonate, calcium bicarbonate, and saline sulfur. Excelsior Springs has two of only six iron-manganese mineral water wells known to exist on the planet. Most of the wells were located in downtown Excelsior Springs, but only a handful of locations are known and documented. There is an ongoing project to identify as many of the original well sites as possible.

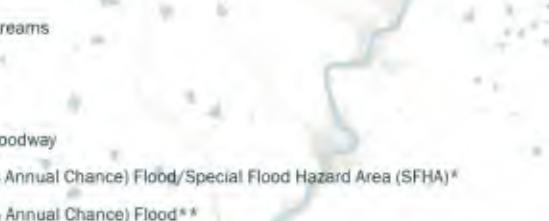
Floodways and Floodplains

Flood risk has been mapped throughout the City through the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program. FEMA typically identifies flood-prone areas through detailed hydrologic and hydraulic modeling and occasionally through approximate methods to assist with planning, management, and risk assessment within watersheds. Flooding is a significant issue for areas in the valley, including downtown. Major flood events have occurred due to the depth of the valley and limited flood storage area. Floodways found in Excelsior Springs follow the streamway corridors of Williams Creek, The East Fork Fishing River, and the Dry Fork River. To the south of city limits, a wider portion of floodway is found along the Fishing River corridor. Limited areas within city limits are designated as a Special Flood Hazard Area (SFHA), which is an area subject to inundation by the one percent annual chance flood. These areas almost exclusively follow the streamway corridors. Areas subject to the 0.2 percent annual chance, or 500-year flood form a thin buffer around the perimeter of the streamway corridors.

Key Takeaways

Excelsior Springs has the advantage of elevation in terms of flood protection. Flood hazard areas do not spread far from streamway corridors, especially compared to the larger floodway area along the Fishing River corridor in areas of flatter elevation to the south. While areas at risk for flooding are tightly concentrated, flood mitigation continues to be a challenge for Excelsior Springs. The City has acquired several properties along North Main Street as part of flood abatement efforts. Additionally, the City development code limits land use activity in floodway and flood hazard areas.

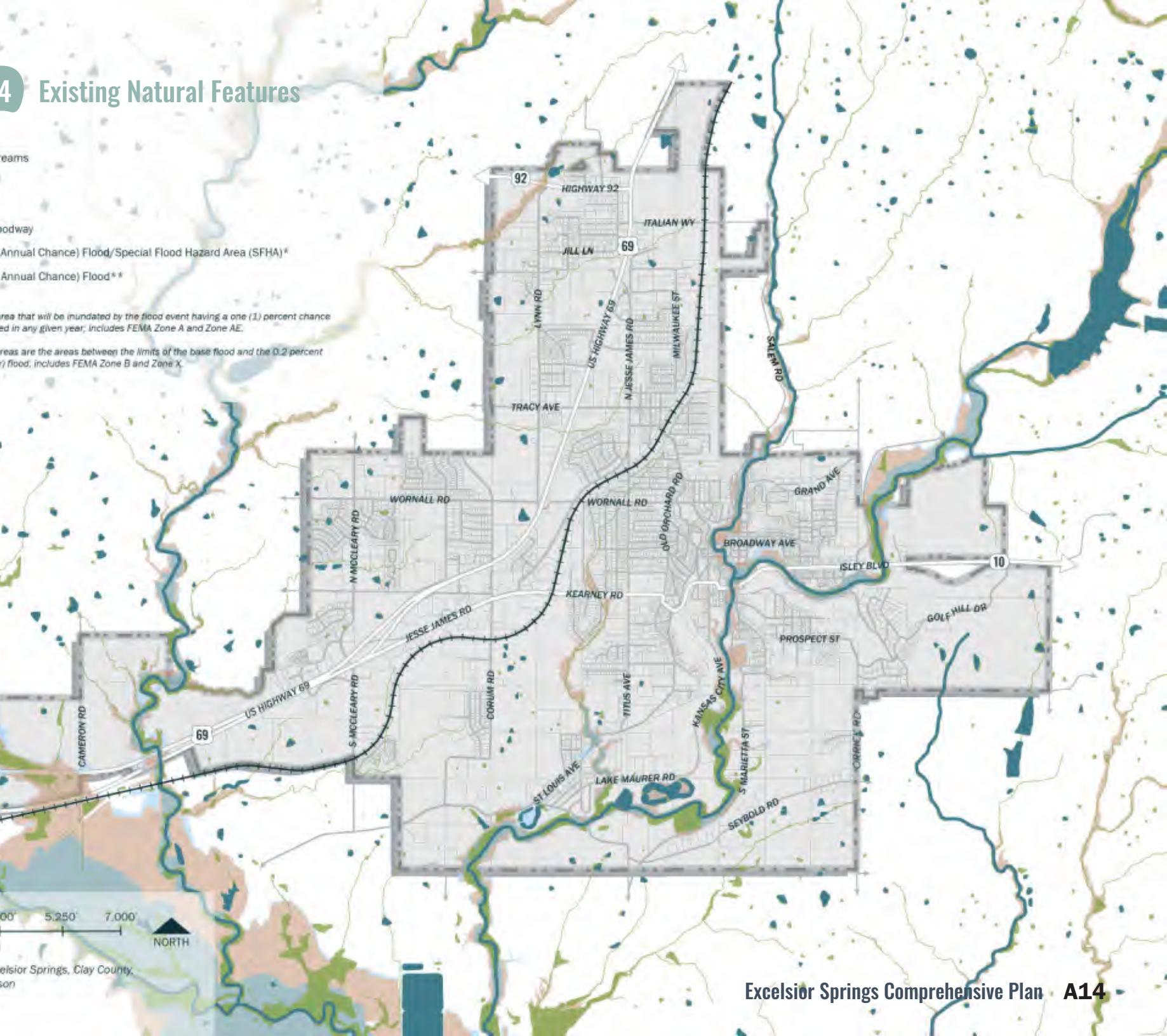
Figure A.4 Existing Natural Features



*SFHA are defined as the area that will be inundated by the flood event having a one (1) percent chance of being equaled or exceeded in any given year; includes FEMA Zone A and Zone AE.

**Moderate flood hazard areas are the areas between the limits of the base flood and the 0.2 percent annual chance (or 500-year) flood; includes FEMA Zone B and Zone X.

0' 1.750' 3.500' 5.250' 7.000'
1-inch
NORTH
Data Sources: City of Excelsior Springs, Clay County, Urban Footprint, and Olsson



Existing Community Health and Quality of Life

Health factors represent those things that can be modified to improve the length and quality of life for residents. Health factors include health behaviors, clinical care, social and economic factors, and the physical environment. Physical environment characteristics in a community can be affected by comprehensive planning, though policy changes can be explored to better health behaviors, clinical care, and social and economic factors.

Table A.2 Health Behaviors indicates how Clay County compares to both the State of Missouri and the United States regarding each of the health factors. Clay County had a higher or equal rate of adult smoking, adult obesity, physical inactivity, and excessive drinking when compared to the state and national rates. Clay County's rate for alcohol-impaired driving deaths is 37 percent, surpassing the respective statewide and national rates of 28 percent and 27 percent.

Walkability

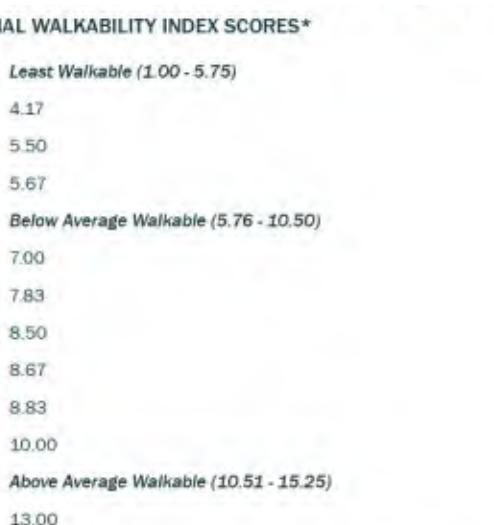
Exercise opportunities are often with the 'walkability' of a county or city. Walkability is a term for planning concepts best understood by the mixed use of amenities in higher-density neighborhoods where people can access said amenities by foot. Walkability is dependent on available pedestrian infrastructure.

The Walkability Index is a database maintained by the U.S. Environmental Protection Agency (EPA). The dataset characterizes every Census 2010 block group in the U.S. based on its relative walkability. Walkability depends upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel. A score from 1 to 20 is given based on a set of characteristics, such as sidewalk availability and street intersection density. Scores are categorized as follows:

- 1 – 5.75 = Least Walkable
- 5.75 – 10.5 = Below Average Walkable
- 10.51 – 15.25 = Above Average Walkable
- 15.26 – 20 = Most Walkable

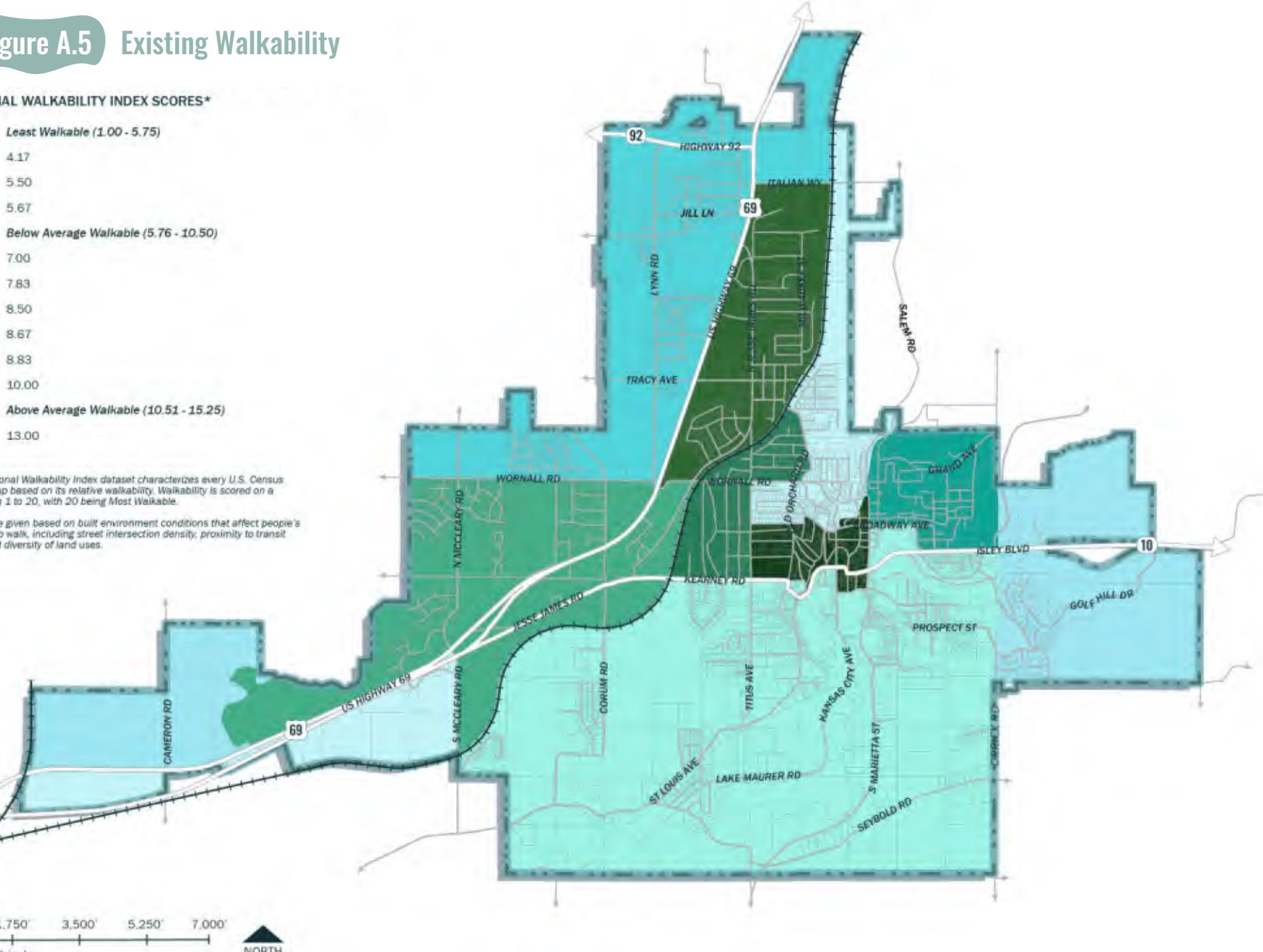
Figure A.5 Walkability demonstrates the walkability of Excelsior Springs. The census tract containing downtown has the highest walkability with a score of 13, categorized as above average walkable. The rest of the City has scores below 10.5, categorized as below average and least walkable. The degree to which a place is walkable is typically determined by the physical environment and condition of the pedestrian network. However, there are other physical characteristics that may influence a person's desire to walk. These measurements are displayed in Table A.X Physical Environment Comparison (Clay County vs. Missouri vs. United States). A city, town, or county may be constructed to support personal automobile rather than public transportation use. This can depend on outside factors, including the municipality's economy and trade, the surrounding natural features, or the societal influence at the time of construction. Residents may be forced to utilize the existing system at the city or county level, regardless of their personal preference.

Figure A.5 Existing Walkability



*The National Walkability Index dataset characterizes every U.S. Census block group based on its relative walkability. Walkability is scored on a scale from 1 to 20, with 20 being Most Walkable.

Scores are given based on built environment conditions that affect people's decision to walk, including street intersection density, proximity to transit stops, and diversity of land uses.



Data Sources: City of Excelsior Springs, Urban Footprint, and Olsson

Clay County does well in comparison to the State of Missouri and the United States on particulate matter measured in the air. This metric is determined by the average daily density of fine particulate matter in micrograms per cubic meter. In Clay County, an annual average of 6.2 micrograms per cubic meter of fine particulate matter was measured in the air. The Environmental Protection Agency (EPA) has primary annual average standards of 12.0 micrograms per cubic meter. Other metrics also indicate that those that live in Clay County are less likely to suffer from severe housing problems and are slightly less likely to drive alone when compared to the national rate.

Health factors also consider the level of clinical care a county citizen might receive. For example, some measures are conveyed as a ratio, indicating how many physicians or dentists there are per number of residents. In Clay County, there are 1,580 residents for every one primary care physician. This ratio is higher than those reported for the State of Missouri and the United States, indicating that Clay County has less physicians when compared to state and national numbers.

A person's level of education can also affect a person's level of health. Attaining a certain level of education may allow a person to pursue a career that provides a level of financial security, which may allow for this individual to access greater health benefits. In Clay County, high school completion rates were reported at 94 percent, higher when compared to the 91 percent and 89 percent for the State of Missouri and for the United States, respectively. Clay County residents also reported as having a higher rate of some college experience. At 72 percent, Clay County is higher than the state's rate of 67 percent and the national rate of 67 percent. Conversely, a lower level of education or training may make an individual less desirable in the workforce, thereby making it difficult to obtain a job. Clay County's rate of employment was reported at 4.9 percent in 2021, which is higher than for the State of Missouri at 4.4 percent but lower than the national percentage of 5.4 percent, as evidenced in **Table A.5 Social and Economic Factors Comparison (Clay County vs. Missouri vs. United States)**.

Table A.3 - Physical Environment Comparison (Clay County vs. Missouri vs. United States)

PHYSICAL ENVIRONMENT	Clay County	Missouri	United States
Air Pollution – Particulate Matter *(Average daily density of fine particulate matter in micrograms per cubic meter)	6.2	7.6	7.4
Severe Housing Problems	10%	13%	17%
Driving Alone to Work	80%	79%	73%
Long Commute – Driving Alone	32%	32%	37%

Table A.4 - Clinical Care Comparison (Clay County vs. Missouri vs. United States)

CLINICAL CARE	Clay County	Missouri	United States
Uninsured	10%	12%	10%
Primary Care Physicians	1,580:1	1,410:1	1,310:1
Dentists	1,560:1	1,620:1	1,380:1
Mental Health Providers	670:1	430:1	340:1
Preventable Hospital Stays	2,751	3,052	2,809

Table A.5 - Social and Economic Factors Comparison (Clay County vs. Missouri vs. United States)

SOCIAL AND ECONOMIC FACTORS	Clay County	Missouri	United States
High School Completion	94%	91%	89%
Some College	72%	67%	67%
Unemployment	4.9%	4.4%	5.4%
Children in Poverty	10%	17%	17%

Helpful Terms and Facts (Source: U.S. Census)

Social Vulnerability refers to the resilience of communities (the ability to survive and thrive) when confronted by external stresses on human health, stresses such as natural or human-caused disasters or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss. Socially Vulnerable Populations include those who have special needs, such as, but not limited to, people without vehicles, people with disabilities, older adults and people with limited English proficiency.

Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. Each tract receives a separate ranking for each of the four themes, as well as an overall ranking.

SVI Themes and Social Factors:

- Socioeconomic status (below poverty, unemployed, income, no high school diploma)
- Household composition and disability (aged 65 or older, aged 17 or younger, older than age 5 with a disability, single-parent households)
- Minority status and language (minority, speak English "less than well")
- Housing type and transportation (multi-unit structures, mobile homes, crowding, no vehicle, group quarters)

Social Vulnerability

The Centers for Disease Control and Prevention's Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access and crowded housing, and groups them into four related themes: socioeconomic status, household composition and disability, minority status and language, and housing and transportation. The SVI can help public health officials and local planners better prepare for and respond to emergency events like disease outbreaks or exposure to dangerous chemicals. Percentile rankings range from 0 to 1, with higher values indicating greater social vulnerability.

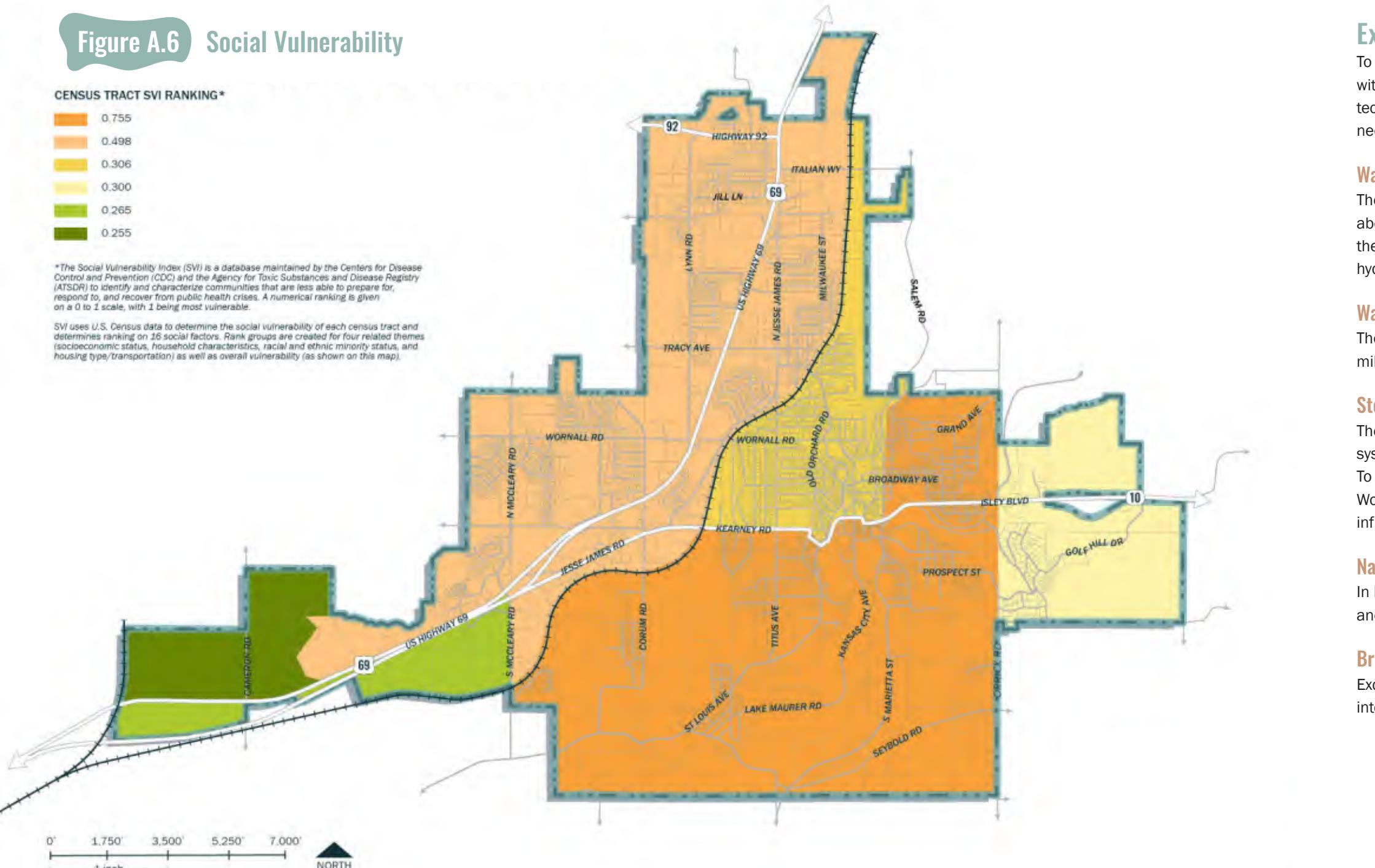
Figure A.6 Social Vulnerability illustrates SVI rankings for census tracts that lie within Excelsior Springs city limits. Scores range from 0.26 to 0.76, indicating that Excelsior Springs experiences mild to moderate levels of vulnerability. The tract that encompasses the south central portion of the City has the highest ranking with a score of 0.76 while tracts surrounding city limits have rankings that range from 0.26 to 0.30. A potential reason for the large difference between the areas could be population density, as the scores are based on population factors.

Key Takeaways

According to the County Health Rankings data, Clay County is ranked among the healthiest counties in the State of Missouri (75 percent to 100 percent). Both health outcomes and health factors data contribute to this ranking and indicate that Clay County scores well when compared to other nearby counties in the state. Again, health outcomes represent how healthy a county is currently, in terms of length of life and quality of life.

Specific to Excelsior Springs, walkability and social vulnerability are just two measures of overall community health and quality of life. Both indexes are calculated with Census data and should be used as one of many baseline references to prioritize areas for improvement.

Figure A.6 Social Vulnerability



Data Sources: City of Excelsior Springs, Urban Footprint, and Olsson

Existing Utilities

To ensure proper infrastructure for future development, redevelopment, or maintenance as the population grows, it is necessary to review the existing utility infrastructure within the City. The City of Excelsior Springs is proud of and a key supporter of excellent utility services. Every year funds are approved to keep high-quality equipment and technology maintained as well as funding for major upgrades and system expansions. All utility departments review and update master plans to accommodate the future needs of the City and its citizens.

Water

The City of Excelsior Springs owns and operates their own water system with a 5 mgd water plant that draws water from the Missouri River with six (6) wells averaging about 100 feet deep. The City serves a population of 10,500 along with wholesale customers including the City of Lawson, Ray 1 Water District, Clay 3 Water District, and the Village of Prathersville. The distribution system consists of 125 miles of water mains, 1,554 system valves, seven (7) storage tanks, 10 pump stations, and 697 fire hydrants. In 2024, the plant pumped 679,745,000 gallons of water to Excelsior Springs.

Wastewater

The wastewater collection system is owned and operated by the City. Providing a 3.5 mgd treatment plant that receives wastewater, on average of 2.1 mgd, from 8.1 miles of gravity mains and 7.58 miles of pressure mains. There are nine (9) sewer lift stations and 1,934 sewer manholes.

Stormwater

The stormwater drainage system includes approximately 21 miles of stormwater pipes varying in size with 337 inlets and 10 bridges throughout Excelsior Springs. The system is categorized as a Phase 2 Municipal Separate Stormwater System regulated under Missouri Department of Natural Resources (MDNR) state operating permit. To maintain APWA standards and regional best practices outlined by Mid-America Regional Council (MARC) the City has a stormwater coordinator within the City's Public Works department. Excelsior Springs' stormwater system is aging and requires minimal repairs to date, but the City faces major challenges with the costs of aging infrastructure and the need to maintain today's regulated standards.

Natural Gas

In Excelsior Springs, natural gas services are primarily provided by Spire, Inc., a major natural gas company serving over 1.7 million customers across Missouri, Alabama, and Mississippi. Spire delivers safe and reliable natural gas to homes and businesses in Excelsior Springs, supporting heating, cooking and other energy needs.

Broadband

Excelsior Springs has a robust broadband market with multiple providers offering fiber, cable, DSL, fixed wireless, and satellite internet; ensuring one hundred percent internet coverage across the City.

Existing Demographics

Population Growth

Excelsior Springs' population boomed from 1960 to 1970 with the city growing 45.4 percent, adding 2,938 residents. The city's population growth continued at a modest rate from 1980 to 2010, increasing by just 6.3 percent with an addition only 660 residents. Excelsior Springs' population reached its peak in 2010 with 11,084 residents. However, by 2022, the U.S. Census estimated that population at 10,546, reflecting a decline of 538 residents since 2010. This stagnant population growth can be attributed to limited annexation of adjacent county property and a modest volume of new home construction. Notably, there are approximately 100 new housing units currently in the supply pipeline.

Population Age

Age serves as a crucial indicator of consumer identity, community consumption patterns, housing needs, and residents' financial situations. **Figure A.8 Population**

by Age Comparison presents an insight into the Excelsior Springs population and the Missouri population across six primary age groups:

- Children (0-14 years),
- Adolescents (15-24 years),
- Young adults (25-34 years),
- Family/Working adults (35-44 years),
- Empty nesters (45-64 years), and
- Elderly (65+ years).

According to the Economic and Market Analysis, the two largest age ranges within the City are Empty Nesters (45-64 years), with 24.4 percent, and the Elderly (65+ years), with 19.9 percent.

Compared to the rates at the state level, the City of Excelsior Springs has a higher rate of Children, Young Adults, Family/Working Adults, and the Elderly as evidenced in **Figure A.8 Population by Age Comparison**. These findings suggest a significant demand for child-related goods and services, such as toys, clothing, accessories, and daycare. Additionally, the higher proportion of older residents' points to a growing market for healthcare, senior housing, aging-in-place accommodations, and downsized housing.

Figure A.7 - Population Growth Trends

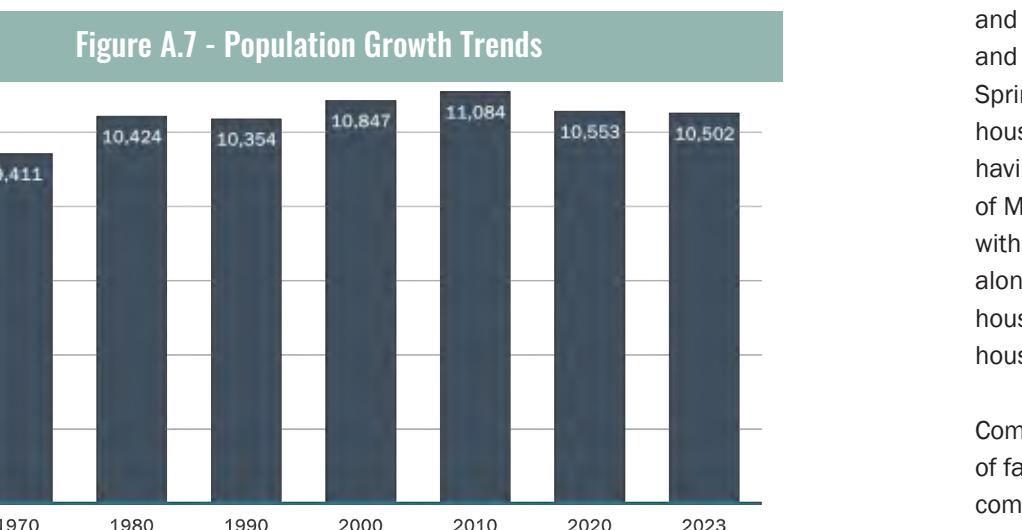
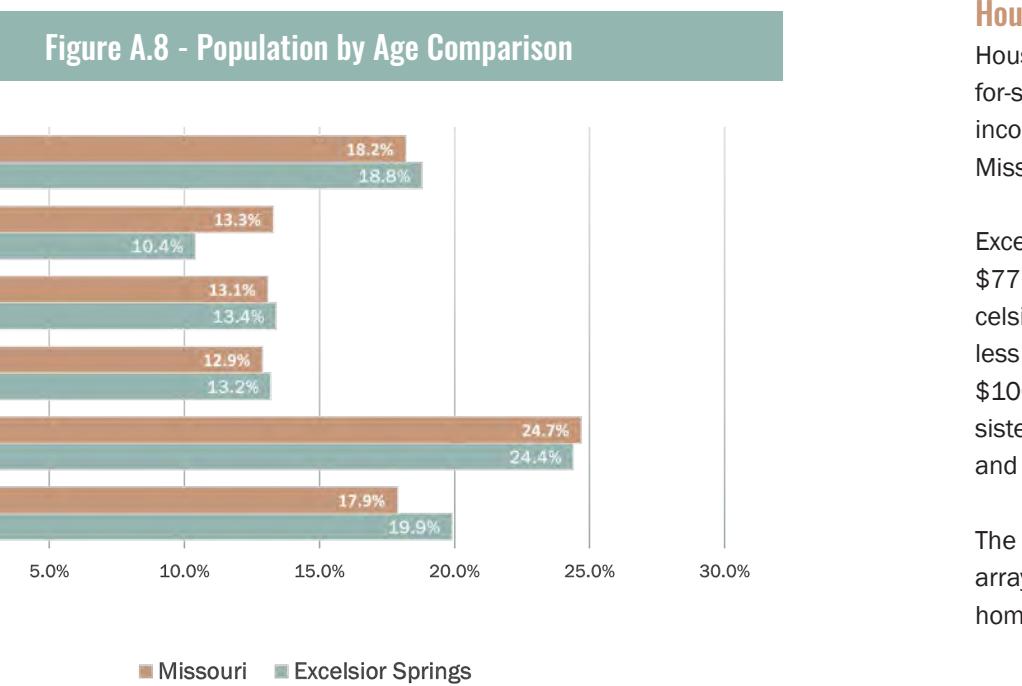


Figure A.8 - Population by Age Comparison



Household Composition

Household composition is important for understanding retail expenditures and housing needs seen within the community. According to the Economic and Market Analysis, there was an estimated 4,468 households in Excelsior Springs in 2023, with an average household size of 2.48 persons. Family households account for 64.1 percent of all households, with 25.7 percent having children present, within Excelsior Springs. When compared to the state of Missouri, Excelsior Springs possesses above average rates for householder with no spouse present; and with children present, and householder living alone. Conversely, Excelsior Springs possesses below average rates for family households; married couple households; and with related children, and all households with children.

Compared to the State of Missouri, Excelsior Springs has below-average rates of families, married couples, and married couples with children. The household composition in Excelsior Springs indicated an aging population with a higher-than-average rate of individuals living alone.

Household Income

Household income levels directly affect retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of the household income distribution estimates for the City of Excelsior Springs and the State of Missouri is shown in **Figure A.9 Household Income Distribution Comparison**.

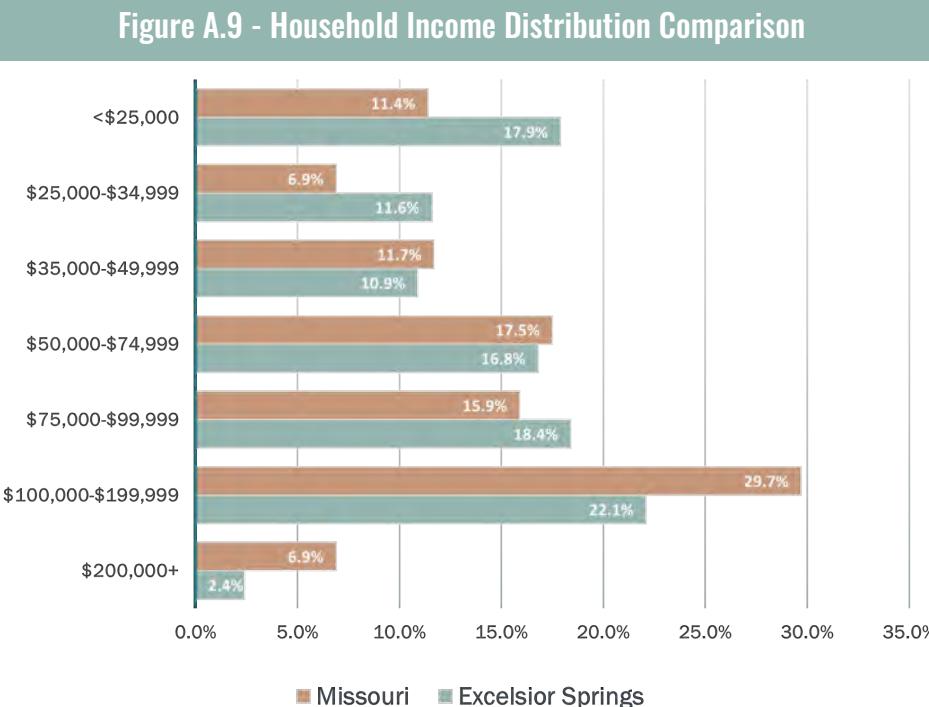
Excelsior Springs' median household income of \$61,923 compares to \$77,819 for Clay County and \$64,811 for the State of Missouri. City of Excelsior Springs' also experiences a much higher rate of households earning less than \$35,000 and a much lower rate of high-income households earning \$100,000 or more annually. These household income discrepancies are consistent with the gap in educational attainment levels between Excelsior Springs and the State of Missouri.

The range of household income levels in Excelsior Springs calls for a diverse array of housing options, including entry-level, and upgraded owner-occupied homes, and income-based and affordable rental properties.

Table A.6 - Social and Economic Factors Comparison (Clay County vs. MO vs US)

Household Type	Excelsior Springs	State of Missouri
Total Households	4,468	2,321,832
Family Households	64.1%	65.3%
Married Couple Households	42.0%	46.3%
With Related Children	14.9%	16.8%
Householder with No Spouse Present	5.2%	46.3%
With Children Present	7.4%	6.0%
Householder Living Alone	3.8%	3.0%
All Households with Children	25.7%	28.0%
Average Household Size	2.48	2.44
Average Family Size	3.07	3.00

Figure A.9 - Household Income Distribution Comparison



Educational Attainment

Educational attainment levels of a market area's labor pool are important in attracting and retaining knowledge-based industries, which can support above average wages. Educational levels can also have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the need for commercial space. Typically higher levels of retail will increase the demand for retail space. The type of retail space is also impacted as high-income households support an increased demand for higher valued goods and services. Furthermore, the demand for office space increases as the rate of higher educational attainment levels increase. Those with high levels of education tend to be employed in professional services and medical professions.

When compared to Clay County and the State of Missouri, Excelsior Springs' population is less educated with 23.1 percent of all residents 25+ attaining an associate degree or higher, compared to 46.0 percent for Clay County and 40.5 percent for the State of Missouri. Conversely, 57.6 percent of Excelsior Springs' adult population have a high school diploma or less. This is higher when compared to the 29.6 percent for Clay County and 38.6 percent for the statewide population.

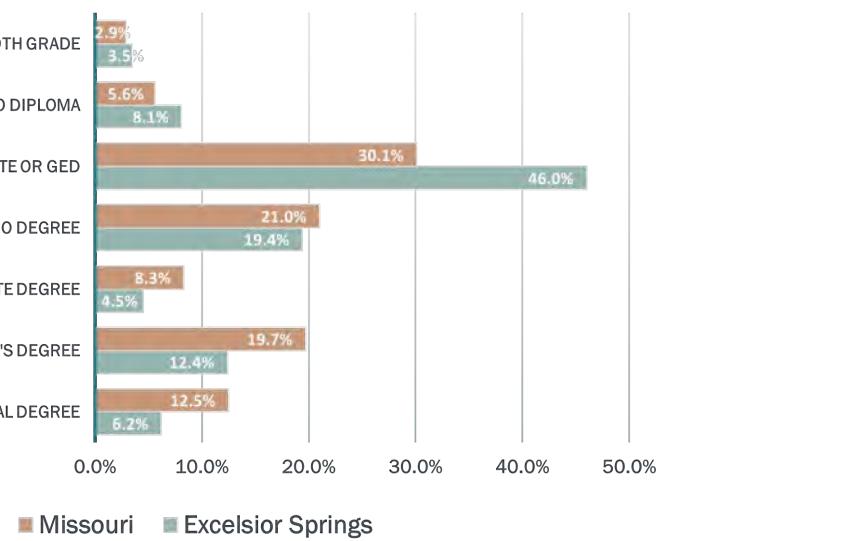
Excelsior Springs' educational attainment levels reduce the potential to support above average income levels, retail expenditures, and housing values and rents. The educational attainment levels are suitable for supporting employment in the manufacturing, wholesale trade, transportation and utilities, and retail trade sectors.

Key Takeaways

Although the population growth of Excelsior Springs has been stagnant, projected employment expansion along the Interstate 35 corridor over the next two decades could lead to an increase in its population.

Excelsior Springs' median household income stands at \$61,923, slightly lower than Missouri's median of \$64,811. The City has a higher proportion of households earning less than \$35,000, and a higher-than-average percentage of those earning between \$75,000-\$99,999 at 18.4 percent in contrast to the State of Missouri at 15.9 percent. Compared to state averages, Excelsior Springs has fewer families, married couples, and married couples with Children, along with more households living alone, indicating an aging population.

Figure A.10 - Educational Attainment Levels



Existing Employment Conditions

Employment conditions within a community are dependent on a variety of factors. A rise in employment can increase income levels, retail expenditures, and a community's population. As a result, job growth tends to be a reliable indicator of general economic conditions of a community and helps determine the demand for housing as well as commercial and industrial space. When searching for employment, households will consider affordable housing values and the length of commute times. Households tend to prefer locating near their place of work for convenience and choose communities with a higher quality of life. All these items can influence employment trends.

The following sections provide a brief overview of the existing employment conditions in the City of Excelsior Springs and Clay County. For more information concerning employment conditions, please see the Economic and Market Analysis in **Appendix D**.

Employment Trends

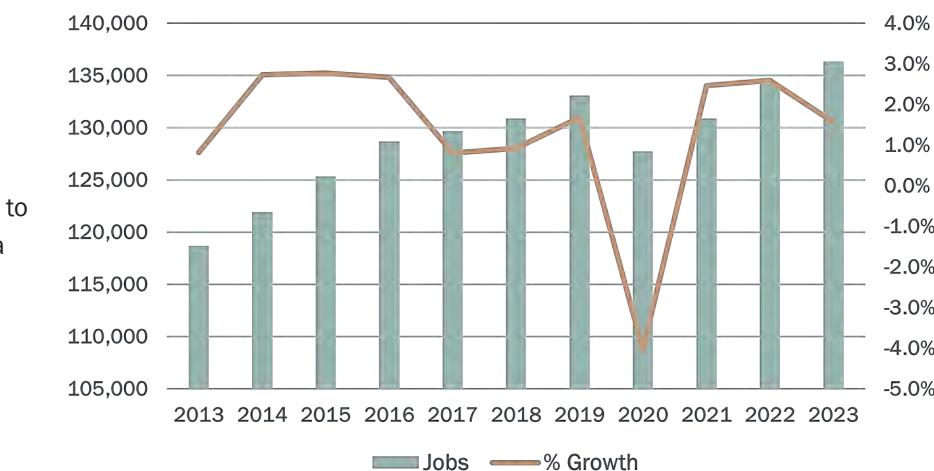
According to the U.S. Bureau of Labor Statistics, Clay County grew by 15,537 jobs, marking a 13.5 percent increase from 2013 to 2019. However, from March through May of 2020, the county experienced a significant job loss of 18,389 positions due to the adverse effects of the COVID-19 pandemic. In 2021, the local economy started to rebound, adding 3,138 new jobs. By April 2022, total employment in Clay County had recovered to pre-pandemic levels with 133,463 jobs and by December 2023, the total number of jobs reached 135,230. As of December 2023, Clay County's unemployment rate was 2.4 percent, which is lower compared to the national rate of 3.7 percent and Missouri's rate of 3.3 percent.

Leading employment sectors in Clay County include the following:

1. Trade, Transportation, and Utilities (24,889 jobs)
2. Education & Health Services (21,245 jobs)
3. Leisure & Hospitality (17,909 jobs)
4. Manufacturing (15,573 jobs)
5. Professional & Business Services (14,260 jobs)

Compared to the State of Missouri, the Clay County supports a higher rate of trade, transportation, and utilities, education and health services, leisure and hospitality, and manufacturing employment. However, compared to the State of Missouri, the Clay County has a lower rate in professional and business services.

Figure A.11 - Employment Trends



According to the Economic and Market Analysis, from 2020 to 2030, the Kansas City MSA will see an 8.9 percent increase in employment, adding 52,185 new jobs. The sectors expected to experience the most significant employment gains include leisure and hospitality, transportation and warehousing, computer technology, healthcare, and business and financial services.

Between 2013 and 2023, Clay County's employment base grew by 15.8 percent, with 18,634 new jobs created. Looking ahead to 2045, job growth in Clay County is expected to rise at an annual rate of between 1.0 percent and 1.2 percent, resulting in an estimated 33,365 to 40,914 new jobs.

Considering Clay County's geographical position, highway connectivity, and population characteristics, the primary sectors expected to drive growth through 2045 are logistics and warehousing, manufacturing, professional and business services, as well as education and health services.

Excelsior Springs as a bedroom community supports a less diverse employment base than Clay County as a whole. According to the U.S. Census Bureau, 61.9 percent of residents work outside of the community with an average commute time of 23.8 minutes.

Larger employers have an impact on the local economy by generating direct and indirect jobs, retail expenditures, and housing demand. Major employers operating in Excelsior Springs is provided in **Table A.8 Major Employers (Excelsior Springs)**.

Economic Development Culture

Excelsior Springs offers several benefits for prospective businesses, including a strong track record of forming public-private partnerships for various developments. The establishment of an Enterprise Zone offers incentives such as tax credits and abatements to new or expanding businesses. The City boasts a robust workforce, available industrial sites with some featuring rail access, direct connections to interstate highways and a major airport, and a proactive City Council supportive of growth.

Key Takeaways

In Excelsior Springs, eleven businesses employ 5,032 workers. The retail trade and health services and education sectors are the City's largest employment contributors, together accounting for almost half of all jobs. Excelsior Springs Hospital alone supports 665 jobs in health services, making up 13.2 percent of the City's total employment. Other significant employment sectors include manufacturing (16.0 percent), other services (15.6 percent), and transportation and utilities (7.8 percent).

Compared to the overall employment structure of Clay County, Excelsior Springs has higher employment rates in manufacturing, retail trade, transportation and utilities, health services and education, and government. However, it falls behind Clay County in sectors such as construction, wholesale trade, finance, insurance, real estate, legal services, and other services. Logistics and plastics represent two areas with potential for growth in Excelsior Springs.

Table A.8 - Excelsior Springs, Missouri Major Private Employers

Company Name	Business Type	# of Employees
Elms Resort & Spa	Resort Hotel	1,105
Treehouse Brands	Food Manufacturer	589
Excelsior Springs School District	Education	375
City of Excelsior Springs	Government	316
Magna Interior Systems	Automotive Supplier	280
Walmart	Retail Store	267
Excelsior Springs Hospital	Medical	240
Waller Trucking Company	Trucking	225
Excelsior Springs Job Corp Center	Education	198
Lawn & Garden LLC (formerly Fiskar's)	Graden Hoses/Plastics	172
Faerch (formerly Paccor)	Plastic Injection Molding	125
Musician's Friend	Music Equipment Distribution Center	385
RR Donnelly	Printing	350
Magma Seating of America	Automotive Seat Manufacturing	280

Residential Housing Market

An evaluation of a residential housing market is important to identify current and future opportunities to support new housing stock. This section provides an overview of the housing market within Excelsior Springs, including housing types, housing values, and renter owner-occupied housing sales activity.

Housing Stock and Inventory

The housing stock has increased steadily over a 30 year stretch between 1980 and 2010. In 1980, the Excelsior Springs housing stock was 4,223. By 2010, Excelsior Springs housing stock increased to 4,771 dwelling units. However, from 2010 through 2020, the number of dwelling units slightly decreased by 44 dwelling units from 4,771 to 4,727. These trends are illustrated in **Figure A.12 Excelsior Springs, Missouri Housing Stock Trends**. According to the Economic and Market analysis, currently, there are around 100 new housing units being developed, which include forty senior housing units, twenty-four market-rate duplex rentals, and a subdivision of new single-family homes.

According to the 2000 U.S. Census Bureau data, there were 4,079 occupied housing units in Excelsior Springs, consisting of 2,707 owner-occupied and 1,372 renter-occupied units. This represents a housing tenure mix of 66.4 percent owner-occupied and 33.6 percent renter-occupied. Between 2000 and 2010, the number of owner-occupied units in Excelsior Springs rose by 8.3 percent to 2,933, while renter-occupied units decreased by 3.4 percent to 1,291.

By 2020, the proportion of owner-occupied housing in Excelsior Springs had shifted to 63.9 percent. In contrast, Missouri's homeownership rate in 2020 was 67.1 percent of all occupied housing units. Between 2000 and 2020, the number of owner-occupied housing units in Excelsior Springs decreased by 99, while renter-occupied units increased by 103.

Figure A.12 - Housing Stock Trends

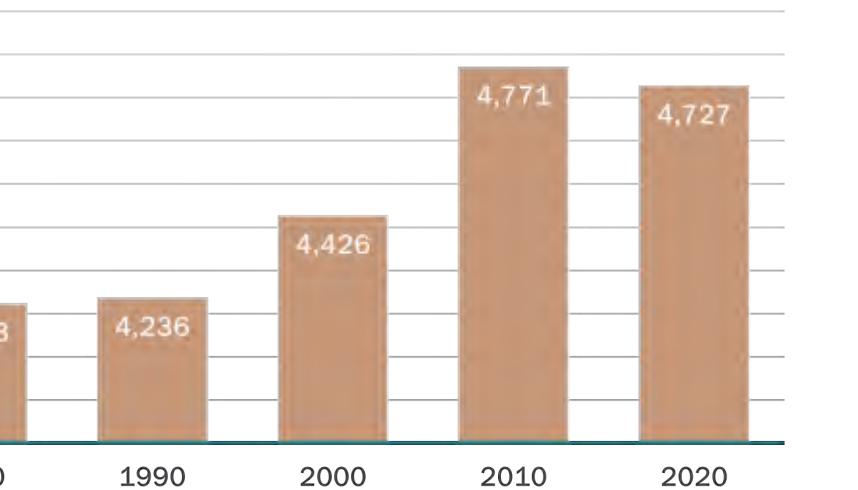
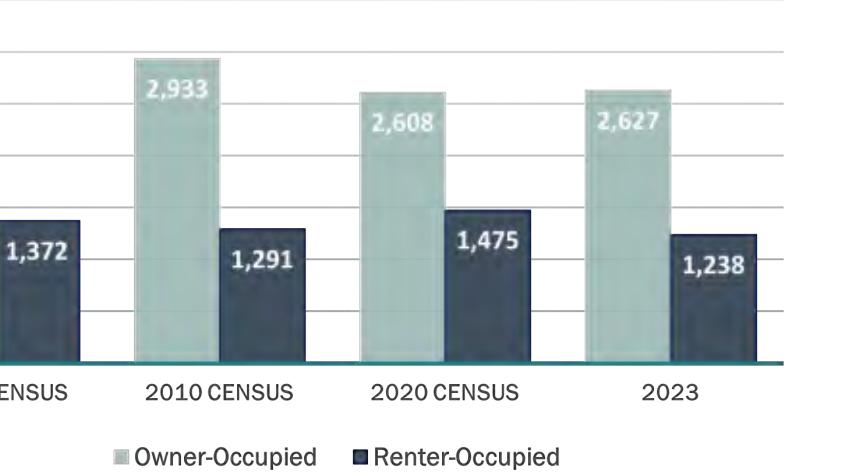


Figure A.13 - Housing Tenure Trends



According to the Economic and Market Analysis, the housing occupancy rate in Excelsior Springs declined from 2010 to 2015 to 89.3 percent. During 2015, the statewide housing occupancy rate was 86.6 percent. Over the next five years Excelsior Springs' housing occupancy rate improved slightly, reaching 89.7 percent by 2020. Over the past 20 years, housing occupancies for Excelsior Springs outpaced the statewide average. During 2000, Excelsior Springs' housing occupancy rate of 92.2 compared favorably to the statewide average 89.8 percent. By 2023, Excelsior Springs' occupancy rate of 89.7 percent, outpaced the statewide average of 89.0 percent.

The city's housing stock is older than the statewide inventory. Homes built since 2000 account for 16.4 percent of Excelsior Springs' existing inventory and 52.1 percent built prior to 1960. Excelsior Springs' housing stock mix is influenced by its suburb character whereby the demand for single family residential housing exceeds that for attached rental housing. Detached single family residential housing accounts for 74.2 percent of Excelsior Springs' housing stock, which lags the statewide rate of 70 percent.

Figure A.14 - Housing Occupancy Rate Comparison

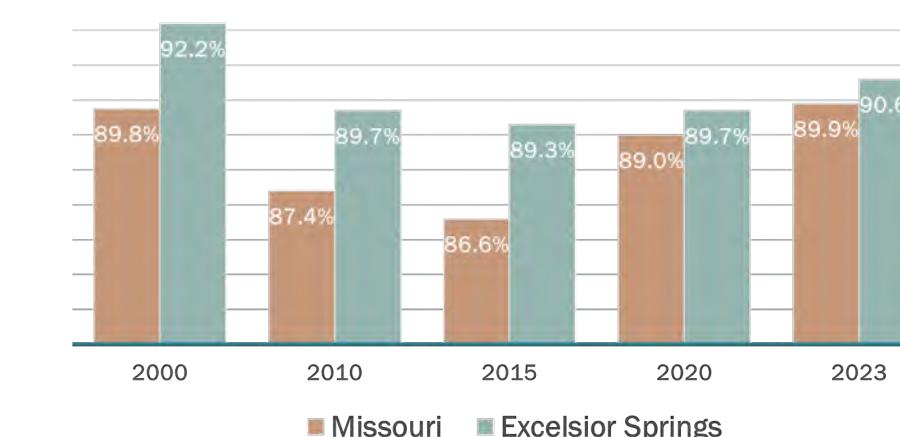


Table A.9 - Excelsior Springs Housing Stock by Year Built

Year Structure Built	# of Units	% of Total	Missouri
Total Housing Units	4,368		2,79,03
Built 2020 or Later	0	0.0%	0.4%
Built 2010 to 2019	118	2.7%	6.9%
Built 2000 to 2009	600	13.7%	12.8%
Built 1990 to 1999	432	9.9%	13.7%
Built 1980 to 1989	522	12.0%	12.0%
Built 1970 to 1979	417	9.5%	14.9%
Built 1960 to 1969	954	21.8%	11.3%
Built 1950 to 1959	422	9.7%	9.9%
Built 1940 to 1949	237	5.4%	4.5%
Built 1939 or Earlier	666	15.2%	13.5%

Housing Values

In 2013, the median housing value in Excelsior Springs was \$104,800, which was below Missouri's median of \$137,000. Both Excelsior Springs and the state of Missouri saw steady increases in median housing values from 2013 through 2022. During this period, the median home value in Excelsior Springs increased by 58.9 percent to \$166,500, while Missouri's median home value rose by 45.5 percent to \$199,400. Despite significant improvement, Excelsior Springs' median housing value remained below the state average throughout the decade. The bar chart below illustrates the comparison of median housing values between Excelsior Springs and the State of Missouri from 2013 to 2022.

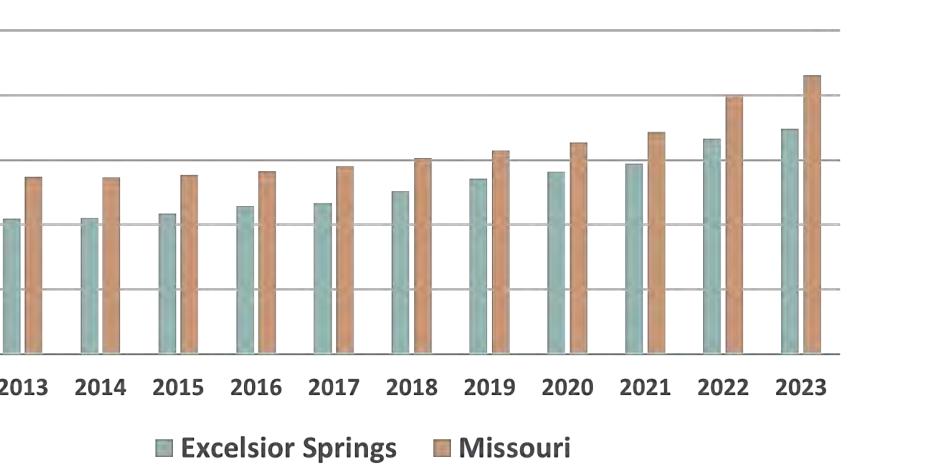
In 2022, only 11.7 percent of homes in Excelsior Springs were valued below \$100,000, in contrast to 25.6 percent across Missouri. Homes priced between \$100,000 and \$299,999 made up three-quarters of the for-sale housing market in Excelsior Springs. Additionally, properties valued at over \$300,000 comprised 13.4 percent of the housing stock in Excelsior Springs, compared to 17.9 percent at the statewide.

The Economic and Market Analysis reports that the average value of owner-occupied housing in Excelsior Springs is \$239,383. Approximately 17.1 percent of owner-occupied homes in Excelsior Springs are valued under \$100,000. Additionally, homes valued between \$100,000 and \$199,999 make up 27.3 percent of the housing stock in Excelsior Springs, a price range that typically attracts first-time homebuyers.

Table A.10 - Excelsior Springs Housing Stock by Type, 2022

Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	3,242	74.2%	70.0%
1-Unit, Attached	101	2.3%	3.7%
2 Units	51	1.2%	3.2%
3 or 4 Units	261	6.0%	4.7%
5 to 9 Units	189	4.3%	3.6%
10 to 19 Units	136	3.1%	3.6%
20+ Units	265	6.1%	5.9%
Mobile Home	80	1.8%	5.3%
Boat, RV, Van, etc.	43	1.0%	0.2%
Total Housing Units	4,368	100.0%	100.0%

Figure A.15 - Median Housing Value Trends



Apartment Market

The American Community Survey 2022 indicates that Excelsior Springs has a total of 4,368 dwelling units, with 20.7 percent, or 902 units, located in multi-unit structures. This compares to 21.0 percent of the housing stock in multi-family units statewide.

Large apartment properties with 10 or more units make up 25.0 percent of the occupied rental housing in Excelsior Springs, slightly less than the statewide figure of 25.6 percent. In contrast, duplexes and properties with 3 to 4 units together represent only 10.4 percent of Excelsior Springs' occupied rental housing, which is significantly lower than the statewide rate of 20.6 percent. **Figure A.16 of Multifamily Housing Stock Comparison** shows the comparison between statewide apartment types.

Since 2015, the median monthly housing rent in Excelsior Springs has been below the statewide median. Between 2015 and 2022, the median rent in Excelsior Springs rose by 27.6 percent, reaching \$661 by 2022.

In Excelsior Springs, 17.6 percent of occupied rental housing units are rented for less than \$500 per month, which is slightly lower than the statewide rate of 19.4 percent. The Economic and Market Analysis indicates that this difference in rental rates implies a potential for Excelsior Springs to support a greater supply of affordable and income-based rental housing. The range of rents for the Excelsior Springs and the State of Missouri are indicated in **Figure A.17 Comparison of Monthly Housing Rents**.

Key Takeaways

The City of Excelsior Springs' housing stock has gradually increased over the 40 years with a slight decline in the last decade, rising from 4,223 dwelling units in 1980 to 4,727 dwelling units in 2020. In Excelsior Springs, the preferred housing option among homeowners is detached single-family homes, whereas renters tend to favor attached multi-family units. As of 2022, detached single-family homes made up 74.2% of all occupied owner-occupied housing units.

29.5 percent of all the households are earning less than \$34,999 per year, which creates a need for both income based and market based rental housing to allow the opportunity for affordable housing. However, 18.4% of households earn between \$75,000 and \$99,999 which is well above the median household income for the City overall that sits at \$61,923.

Between 2000 and 2015 Excelsior Springs saw a decline in their housing occupancy rate starting at 92.2 percent in 2000 reaching down to 89.3 percent in 2015. However, both Excelsior Springs housing occupancy rates were higher than the state average. The City saw a slight increase in 2020 when their housing occupancy rate increased to 89.7 percent, as the statewide average grew from 86.6 percent to 89.0 percent between 2015 to 2020.

Figure A.16 - Multifamily Housing Stock Comparison

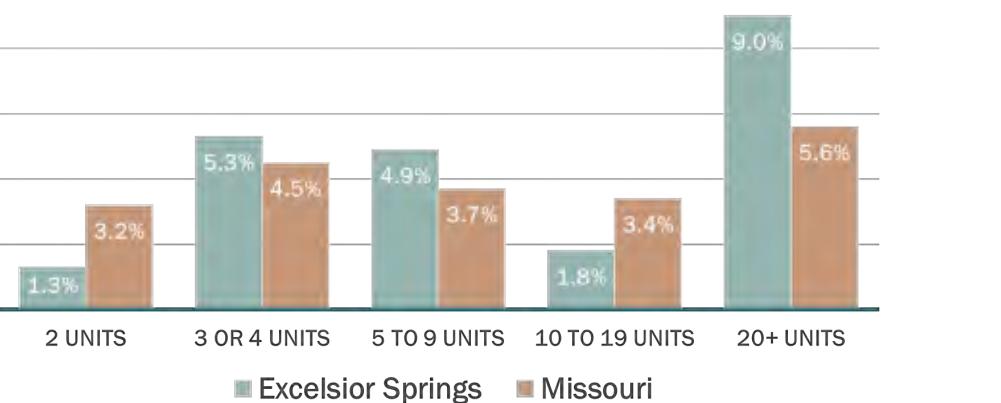


Figure A.17 - Monthly Housing Rent Trends

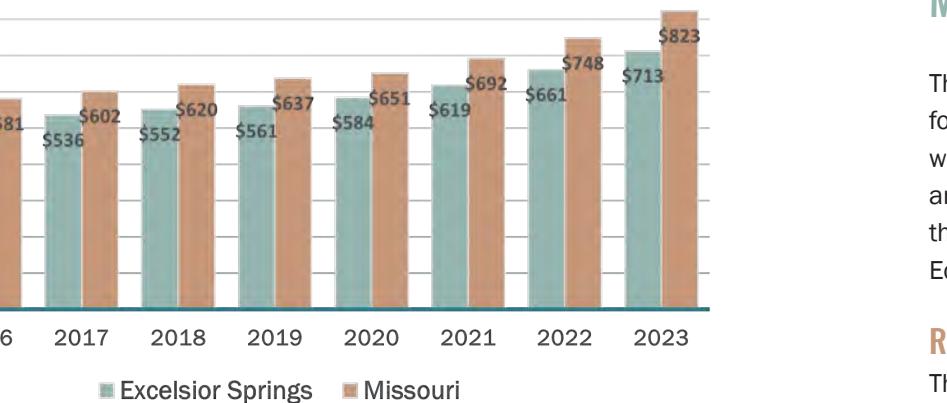
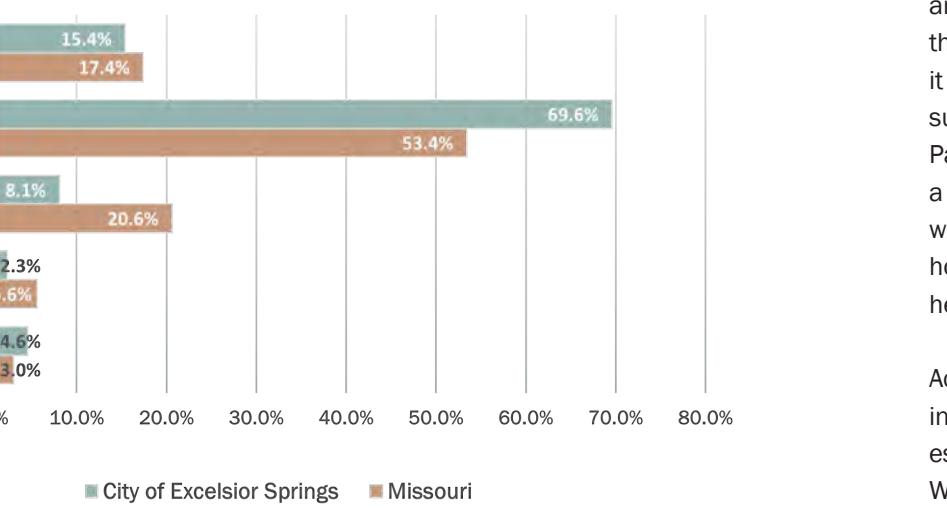


Figure A.18 - Comparison of Monthly Housing Rents



Retail, Office, and Industrial Markets

The following subsections provide an overview for the retail, office, and industrial submarkets within Excelsior Springs. For a more detailed analysis of these markets, including an overview of these markets in Clay County, please refer to the Economic and Market Analysis in [Appendix D](#).

Retail Market Overview

The two main corridors housing the majority of the retail and shopping centers in Excelsior Springs are U.S. 69 Highway/Route 10 and Highway 152. Historic downtown Excelsior Springs, centered around Main Street and Broadway Avenue, was the City's original central business district. Today, it functions as a tourist hub, featuring attractions such as the Elms Resort, Falling Waters, and Paradise Playhouse. The area is also home to a variety of dining establishments, breweries, a wine bar, a coffee shop, boutique stores, galleries, home goods stores, salons, financial services, and health and wellness facilities.

According to the Economic and Market Analysis, in March 2007, the City of Excelsior Springs established its first historic district, the Hall of Waters Historic District. Since then, the downtown area now includes four National Register Districts and three local Landmarks Districts. Additionally, there are six individual properties listed on the National Register and nine on the local Landmarks Register. These designated historic districts and landmark properties give Excelsior Springs a distinctive character and enhance its potential for heritage tourism.

Table A.11 - Excelsior Springs Retail Market Trends: 2006-2024 Q1

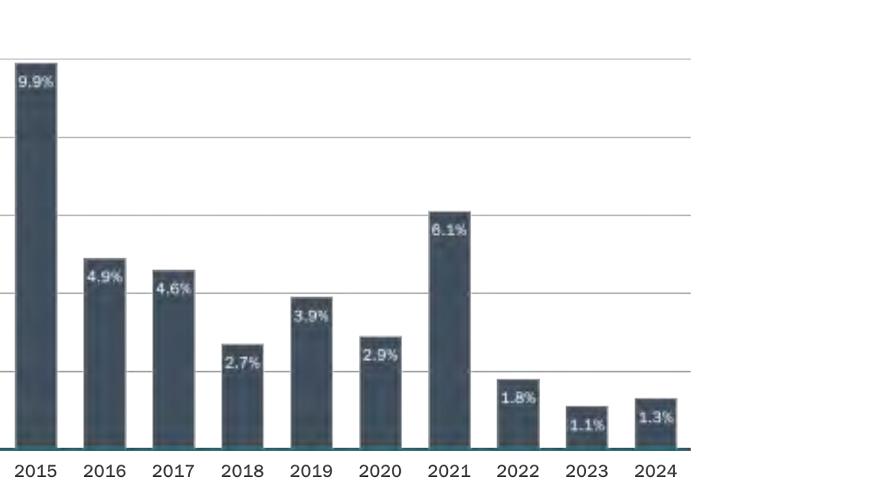
Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Absorption	Average NNN Rent (\$)
2006	73	820,665	55,440	6.8%	5,77	\$7.24
2007	73	820,665	119,670	14.6%	-64,230	\$5.90
2008	74	835,155	94,468	11.3%	3,692	\$6.10
2009	75	838,631	92,940	11.1%	5,04	\$6.57
2010	75	838,631	60,500	7.2%	3,440	\$7.96
2011	75	838,631	70,983	8.5%	-10,483	\$8.16
2012	76	849,449	91,250	10.7%	9,449	\$7.37
2013	76	849,449	103,750	12.2%	-12,500	\$6.41
2014	76	849,449	82,746	9.7%	2,004	\$7.85
2015	77	856,751	89,346	10.4%	7,02	\$9.03
2016	77	856,751	42,180	4.9%	47,16	\$9.32
2017	77	856,751	39,635	4.6%	2,545	\$7.27
2018	78	861,561	23,260	2.7%	2,185	\$9.26
2019	78	861,561	33,998	3.9%	-10,738	\$10.59
2020	78	861,561	28,400	3.3%	5,598	\$7.41
2021	78	861,561	53,500	6.2%	-25,100	\$4.56
2022	79	871,561	19,050	2.2%	4,450	\$8.47
2023	79	871,561	13,640	1.6%	5,410	\$10.42
2024 Q1	79	871,561	28,340	3.3%	-47,700	\$11.57

The U.S. 69 Highway/Route 10 corridor on the west end of Excelsior Springs hosts a wide variety of retail establishments including big-box stores, grocery stores, drugstores, sit-down and fast-food restaurants, banks, strip malls, and automotive dealerships. Key retailers in this corridor are Walmart Supercenter, Westlake Ace Hardware, Tractor Supply, Walgreens, Price Chopper, Aldi, Dollar Tree, Auto Zone, Napa Auto & Truck Parts, and O'Reilly Auto Parts. Additionally, national restaurant chains such as Applebee's, Arby's, KFC, McDonald's, Sonic, Taco Bell, and Waffle House are also present in this area. The total operating results for retail space between 2006-2024 in Quarter One in Excelsior Springs are depicted in the **Table A.11 Excelsior Springs Retail Market Trends: 2006-2024 Q1**.

The retail market in Excelsior Springs is limited in size and variety, compelling residents to travel outside the community for many of their shopping needs. The Highway 152 corridor in Liberty and Kansas City serves as a favored shopping destination for residents of Excelsior Springs, offering 3.86 million square feet of retail space. This area features major retailers such as JC Penney, Walmart, Target, Costco, Sam's Club, Home Depot, and Lowe's, among others.

Since 2016, net space absorption in Excelsior Springs has exceeded new retail supply, leading to a retail space inventory that operates below the market equilibrium vacancy rate. By the end of 2023, the vacancy rate had dropped to just 1.6 percent. According to the Economic and Market Analysis, as of 2024, the overall retail vacancy rate has increased slightly to 3.3 percent, but it still remains at a healthy level. The scarcity of available retail space for lease is a challenge for attracting new businesses. The low vacancy rate indicates that the demand for additional retail space is justifiable. As the population of Excelsior Springs grows, the potential for expanding the retail market increases, with new developments likely focusing on infill opportunities along the U.S. 69 Highway and Route 10 corridors.

Figure A.19 - Retail Vacancy Rate Trends



Office Market Overview

In Excelsior Springs, office-related employment, which includes jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, comprises 559 jobs or 11.1 percent of the City's total employment. This contrasts with Missouri, where office-related jobs make up 19.7 percent of total employment. Based on an average space requirement of 200 to 225 square feet per employee, the current employment levels in Excelsior Springs could support between 112,000 to 125,000 square feet of professional office space.

There are 20 office buildings totaling 121,822 square feet of space in Excelsior Springs, Missouri. Since 2006, only 18,258 square feet of new office space has been constructed in Excelsior Springs, with a net absorption of 26,258 square feet. Over the last ten years, the net absorption of office space has been modest, amounting to 14,758 square feet of newly occupied space.

Table A.12 - Excelsior Springs Office Market Trends: 2006-2024 Q1

Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Absorption	Average NNN Rent (\$)
2006	17	103,564	18,400	17.8%	-7,100	\$393
2007	17	103,564	16,800	16.2%	-1,600	\$372
2008	18	108,364	17,700	16.3%	-3,900	\$370
2009	18	108,364	17,500	16.1%	-2,000	\$1009
2010	18	108,364	17,600	16.2%	-1,100	\$1113
2011	18	108,364	18,300	16.9%	-700	\$1107
2012	18	108,364	3,996	3.7%	14,304	\$1096
2013	18	108,364	4,600	4.2%	-604	\$2255
2014	18	108,364	2,800	2.6%	1,800	\$1107
2015	18	108,364	1,700	1.6%	1,100	\$1122
2016	19	118,364	6,400	5.4%	5,300	\$1098
2017	19	118,364	7,362	6.2%	-962	\$1041
2018	19	118,364	3,162	2.7%	4,200	\$1469
2019	19	118,364	0	0.0%	3,162	
2020	20	121,822	3,458	2.8%	0	\$800
2021	20	121,822	0	0.0%	3,458	
2022	20	121,822	0	0.0%	0	
2023	20	121,822	3,300	2.7%	-3,300	\$1200
2024 Q1	20	121,822	3,300	2.7%	0	\$1200

Industrial Market Overview

The City of Excelsior Springs maintains a moderate inventory of industrial space, primarily concentrated along the U.S. Highway 69 corridor. Manufacturing facilities dominate the industrial landscape, comprising 1.1 million square feet or 77.3% of the total industrial space. Warehouse space adds up to 200,616 square feet.

According to the Economic and Market Analysis, as of the first quarter of 2024, Excelsior Springs had 30 industrial buildings, encompassing 1.42 million square feet of space. The industrial market in Excelsior Springs was fully occupied, with no available spaces for immediate move-in. This lack of vacant space hinders Excelsior Springs' capacity to support the growth of current industrial businesses or to attract new ones to the City. The **Table A.13 Excelsior Springs Industrial Market Trends; 2006-2024 Q1** summarizes industrial market trends in Excelsior Springs from 2006 through the first quarter of 2024.

The Economic and Market Analysis reports that from 2012 through the first quarter of 2024, the industrial vacancy rate in Excelsior Springs consistently remained well below the market equilibrium, at or under 4.4 percent. Since 2020, the industrial market in Excelsior Springs has been fully occupied, with no vacancies.

Table A.13 - Excelsior Springs Industrial Market Trends; 2006-2024 Q1						
Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Absorption	Average NNN Rent (SF)
2006	30	1,420,362	87,364	6.2%	-8,936	\$6.19
2007	30	1,420,362	172,654	12.2%	-85,290	\$5.39
2008	30	1,420,362	16,100	1.1%	156,554	\$3.52
2009	30	1,420,362	8,300	0.6%	7,800	\$3.85
2010	30	1,420,362	6,400	0.5%	1,900	\$4.70
2011	30	1,420,362	47,720	3.4%	-41,320	\$4.59
2012	30	1,420,362	62,900	4.4%	-15,180	\$2.79
2013	30	1,420,362	55,600	3.9%	7,300	\$2.51
2014	30	1,420,362	52,100	3.7%	3,500	\$1.71
2015	30	1,420,362	53,400	3.8%	-1,300	\$1.94
2016	30	1,420,362	19,400	1.4%	34,000	\$2.01
2017	30	1,420,362	6,700	0.5%	12,700	\$2.26
2018	30	1,420,362	7,400	0.5%	-700	\$5.80
2019	30	1,420,362	900	0.1%	6,500	
2020	30	1,420,362	0	0.0%	900	
2021	30	1,420,362	0	0.0%	0	
2022	30	1,420,362	0	0.0%	0	
2023	30	1,420,362	0	0.0%	0	\$6.64
2024 Q1	30	1,420,362	0	0.0%	0	\$7.00

The McCullough Industrial Park, located southeast of U.S. Highway 69 and Italian Way along North Jesse James Road, hosts several industrial buildings. These buildings are occupied by businesses such as Miller's Custom Cabinets, Signature Solid Surface, Comdaco, and others. There is also vacant land within the park that is available for future industrial and professional office development.

At the northeast corner of U.S. Highway 69 and Italian Way, Treehouse Brands operates a food manufacturing facility with rail access. Adjacent to this facility, there is vacant land designated for industrial use to the east and north, which is available for future development.

Key Takeaways

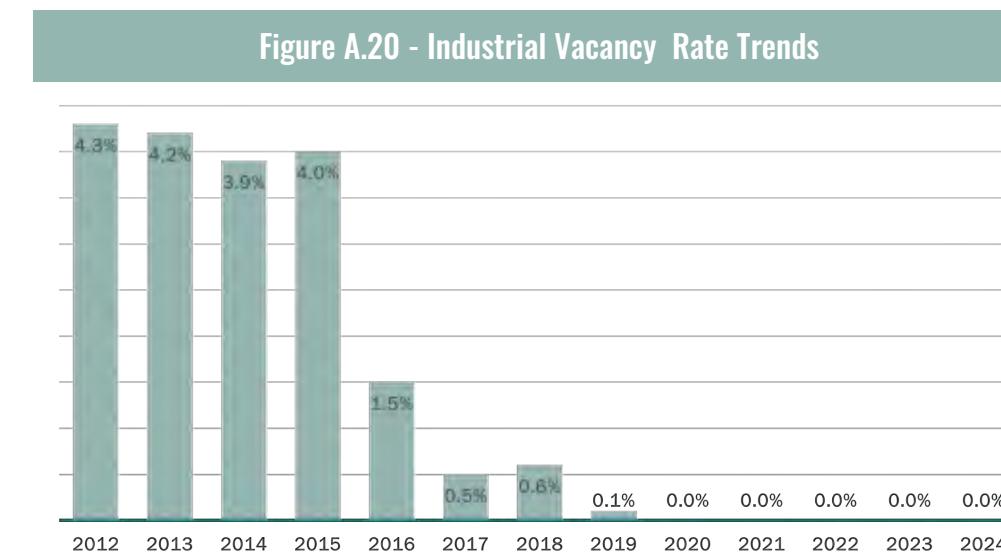
The two main corridors U.S. 69 Highway/Route 10 and Highway 152 hosts a majority of the Retail and Office space within Excelsior Springs. Main street and Broadway Avenue was originally the City's central business district but now serves more of a tourist destination.

Excelsior Springs maintains a moderate amount of industrial space, predominantly occupied by manufacturing and warehouse facilities. The majority of the current industrial space comprises buildings designed for single tenants. Since 2020, this market has reached full occupancy, limiting the City's capacity to support the growth of existing industrial enterprises and to attract new industrial businesses.

From 2012 through the first quarter of 2024 industrial vacancy rate within Excelsior Springs remained below market equilibrium, at or under 4.4 percent. During that time the average Rent price per square foot fluctuated from its lowest price at \$1.71 per square foot in 2014 to its highest price at \$7.00 per square foot.

In total, 30 industrial buildings within Excelsior Springs, rounding up to 1.42 million square feet in space, the five major businesses in Excelsior Springs, accumulated 980,548 square feet of those buildings. The major businesses included: American Italian Pasta Company (536,000 sq. ft), Gilmour (160,000 sq. ft), Precise Technology (110,698 sq. ft), Magma Seating (88,000 sq. ft), and Reon North America (41,000 sq. ft).

Since 2014, the overall office vacancy rate along the Interstate 35 Corridor submarket has trended downward due to net absorption exceeding new supply. The rate decreased from a high of 8.8 percent in 2015 to a low of 5.5 percent in 2018. However, by the end of 2020, the vacancy rate rose to 8.4 percent after a net absorption of -200,700 square feet and the addition of 29,006 square feet of new space during 2019 and 2020. Following the completion of 130,034 square feet of new office space and net absorption of 268,060 square feet by the end of 2021, the vacancy rate dropped to a healthy 6.5 percent. The market continued to strengthen during 2022 and 2023, with the vacancy rate further decreasing to 5.8 percent.



APPENDIX B

Public Engagement Summary

What's included in Appendix B - *Public Engagement Summary*?

- Engagement Findings
- Project Marketing and Outreach
- Planning and Design Charette
- Full Documentation of Responses



Engagement Overview and Key Findings

Appendix B summarizes the stakeholder and public engagement opportunities that were conducted to collect valuable input that helped guide this planning process. Stakeholder and public engagement is a critical component of any public planning process as it capitalizes on the knowledge and desires of those who know the community best.

The planning team and the City of Excelsior Springs worked together to involve stakeholders from different facets of the community, including local business leaders, county staff members, and the local youth. These stakeholder groups held their respective meetings and were invited to several public events. These stakeholders were asked to function as a sounding board, providing their insight and information to assist the planning team in the direction and recommendation of the Plan.

Key Public Participation Findings

Visioning Phase Key Findings

The visioning phase of the engagement process allows the planning team to further understand the current status of the City and what the community envisions for its future. It is a critical piece for the Plan itself, and discussions are focused on the 'what is' and 'what could be.' The responses gathered during this visioning phase are a result of several visioning exercises that the planning team leads the stakeholders through during engagement events and work sessions. This includes leadership work sessions, pop-up events, the visioning workshop, and the public survey.

Planning Phase Key Findings

While the visioning phase looks at the overarching community picture, the planning phase begins to narrow the focus on specific topic areas that could be addressed in the Plan and through its recommendations. During this engagement phase, more tailored, unique questions are developed and posed to the Technical and Stakeholder Committees. The planning phase's key findings are based on the Planning and Design Charrette and the In-Person and Virtual Public Open Houses. These findings helped further guide the planning team as they began drafting the Plan's recommendations.

Pedestrian-Focused Infrastructure

Based on the response the planning team received, there is concern for pedestrian-focused infrastructure. This includes missing or disconnected sidewalks, with some in poor condition. This was particularly a concern in residential areas, prominent intersections, locations beside or near schools, and along major roads such as Tiger Drive, McCleary, and W. Jesse James. Some comments voiced concerns for students or children who may be walking to school or other locations within the community.

Historic Small-Town Charm and Updated Aesthetics

There were suggestions to address blighted parts of the City by renovating or demolishing large empty buildings that may be an eyesore. There was continued interest in preserving historic buildings and encouraging façade renovations where appropriate. Some emphasized the need to promote the City's historical roots and capitalize on the City's natural beauty and local topography. Stakeholders and residents indicated the community continues to value the welcoming, small-town vibe worldwide to maintain a friendly, family-oriented atmosphere.

Workforce and Family Housing

Stakeholders emphasized the need for affordable housing as a part of a diverse set of options for residents. This included the desire to see single-family residences, apartments, cottage-style homes, and townhouses. Ideally, stakeholders would like housing options that support young professionals, families, and seniors needing independent and assisted living options.

Green Space Preservation

Throughout the planning phase, participants strongly supported preserving and maintaining neighborhood parks and existing green spaces. There were also calls to expand the trail network and continue to add small walking trails and inclusive playgrounds.

Community Life and Entertainment

Stakeholders indicated a desire to see Excelsior Springs become more vibrant and engaging. This includes expanding evening entertainment options, offering family-friendly festivals in addition to maintaining existing festivals, and prioritizing tourism for the City. Responses indicated a desire to downtown events such as Waterfront to be continually supported. The community highlighted that health and high-quality community engagement were crucial to the City's vitality and residential retention.

Project Marketing

Multiple media outlets were utilized to ensure that residents throughout the City of Excelsior Springs were aware of the opportunities to be involved in the planning process. These communication channels included a dedicated project website, the City's social media accounts, press releases, email blasts, and text alerts. These various methods are described below.

Project Website

A dedicated project website (excelsiorcommunityrising.com) was created to provide a landing page for anyone interested in learning more about the planning process for Excelsior Springs' comprehensive plan. The website provided information on a variety of topics related to the Plan, including:

- A project overview, which details the purpose of the Plan and the goals of the planning process;
- A project timeline that shows the phases of the project;
- A listing of the different ways to engage in the planning process as a member of the public (e.g., public survey, in-person open house, virtual open house, etc.);
- Project downloads that summarize findings at engagement events and the Plan drafts; and
- An opportunity to ask questions or provide comments to the City.

The website was regularly updated throughout the planning process, providing one consistent location for project-related information.

Social Media

The City of Excelsior Springs' social media platforms promoted project information and informed residents of upcoming engagement efforts. The planning team developed and created the social media graphics and captions to encourage engagement with the project.

Press Releases

Four press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project website. The four press releases focused on the following topics:

- Press Release 1: Project Kickoff - Planning and Pizza
- Press Release 2: Pop Up Event - WaterFest
- Press Release 3: Pop Up Event - Conversation on the Lawn
- Press Release 4: Public Open House
- Press Release 5: Virtual Public Open House
- Press Release 6: Plan Adoption

Email and Text Alerts

The project website provided the public with the option of joining the contact list to receive project communications. The public could choose to receive various e-blasts or opt in to receive text alerts by texting *ExcelsiorRising* to 1-888-521-3871.

The graphics to the right are examples of the marketing and outreach materials designed and distributed for the planning process.

A unified brand was created for the Plan, including set colors, fonts, and logo. The brand standardized the visual identity of materials related to the planning process, so that outreach efforts could be easily attributed to the Plan.



Learn how you can embrace the future of Excelsior Springs!

To learn how you can get involved, please visit <https://excelsiorcommunityrising.com> or scan the QR Code to sign up for updates via email. Text *ExcelsiorRising* to 888-521-3871 for text alerts!

Public Survey

What is a comprehensive plan, and why should it matter to me?
The comprehensive plan is a long-range document that guides the city's future growth and development, its priorities, and its services. Your input in the comprehensive planning process is essential in determining the future for Excelsior Springs!

What am I being asked to do?
We are asking for insight on several issues that will help shape the new comprehensive plan. This survey should take less than 10 minutes to complete. Thank you for your time and insight!

General Questions

1. I am interested in the City of Excelsior Springs because I... (Select all that apply)

Live in Excelsior Springs
 Work in Excelsior Springs
 Visit Excelsior Springs often
 Am interested in local government
 Other (please specify) _____

4. Do you currently rent or own your home?

Rent in Excelsior Springs
 Rent outside of Excelsior Springs
 Own in Excelsior Springs
 Own outside Excelsior Springs
 Neither, I live with family or friends
 Neither, I do not have a permanent home
 Not applicable
 Other (please specify) _____

The Virtual Public Open House has launched!

Visit the website at [https://excelsiorcommunityrising.com/](https://excelsiorcommunityrising.com) or scan the QR code!

EMBRACE THE CURRENT, A COMMUNITY RISING

Participate online now until Friday, May 9!



City Leadership Work Session #1

The first City Leadership Work Session took place on June 27, 2024. The Planning Team provided an overview to City Leadership about the comprehensive planning process and introduced the project website. The Planning Team also outlined the stakeholder engagement period, including several initial events that would be taking place over the subsequent weeks. A preliminary existing conditions analysis including land use, housing market trends, and demographic data was provided. After the presentation, the Planning Team led City Leadership through a visioning exercise to help members identify their Needs, Wants, Desires, Barriers, Obstacles, and Annoyances. Priorities from the exercise are listed below. A full list of responses for the small group activity is located in the **Full Documentation of Responses** later in **Appendix B**.

Top Priorities for City Leadership

Needs:

- Collaboration of leadership
- Investors/developer
- Electrical capacity
- School district involvement

Wants:

- Bring back the springs
- How destination
- Attractive housing
- Walkability, trail and sidewalk connections

Desires:

- River front development
- Sports complex
- Higher/consistent functioning downtown
- Luxury apartments – Royal

Barriers:

- Topography
- Flood plains
- Bad development on the outskirts. Prathersville/wood heights/Shelton estates/excelsior estates/homestead village/crystal lake/mosby
- Generational poverty

Obstacles:

- Lack of community involvement
- State/federal/county regulations
- Property value lack of comparisons
- Annoyances (Top Priorities) –
- Social media
- Constant complaints without solutions
- Negative speak

Annoyances:

- Social media
- Constant complaints without solutions
- Negative speak

Visioning Workshop

Why Visioning?

Public engagement serves as a critical milestone in any planning process. Not only is the visioning and planning workshop (workshop) the first in-person opportunity for community members, stakeholders, and City staff members to meet and work together, it is the time when the collective tone for the process to come was set. The goal of the workshop is to guide the development of the Plan, ensuring it is reflective of overarching community goals.

The workshop is a time when participants are initially encouraged to ignore price tag and timing concerns. The process is meant to first uncover the needs, wants, and desires without being clouded by constraints. Visioning intentionally strips away what often holds people back from being truly honest about what they want to see. Once the needs, wants, and desires of the community have been fully explored, the constraints and roadblocks can be discussed. With the openness that comes from sharing with one another about what is desired, a more informed conversation can be had about impediments, obstacles, and dislikes.

During the workshop, the existing conditions of the City were examined within their respective areas: land use and development, transportation and mobility, economic development, parks and recreation, and natural features. Members of the community were encouraged to discuss and share what is and is not working within those areas.

In addition to providing dedicated time and space for community members to participate actively in the planning process, this time is also important for the Planning Team, allowing them the opportunity to listen intently to what the community hopes to achieve from the process and for their future. Although the facilitated dialogue and exercises provide rich input, the act of simply listening to conversations being had between neighbors, acquaintances, City staff members, and City leadership with their constituents is invaluable to shaping the Plan.



Visioning Workshop Overview

Before a Plan's vision and ultimate plan can be crafted, it is important to meet with stakeholders to (1) ensure a clear understanding of their desires for the future of the City; (2) to gather local knowledge related to the issues and opportunities facing the City; and (3) to build consensus around a multifaceted solution. As the first step in this planning process, a visioning and planning workshop was held by the planning team.

The visioning workshop was held on July 9, 2024, from 6:00 p.m. to 8:30 p.m. The event was held at the Excelsior Springs Community Center at 500 Tiger Drive, Excelsior Springs, MO 64024. The workshop was attended by the Planning Team, stakeholder committee members, and technical committee members.

The stakeholder committee was made up of property owners, business owners, and other key stakeholders who have a vested interest in the future of the county. The Technical Committee was made up of representatives from the City staff that would, in part, be responsible for implementing portions of the Plan.

In preparation for the visioning workshop, the planning team designed a project brand and logo, developed a project website, conducted a site visit to the City, and carried out an existing conditions evaluation and analysis. These matters were presented to the committees at the visioning workshop, allowing all participants to provide input on and ask questions about these initial findings. After presenting this information, the planning team led a series of exercises. These are described on the next

cise asked the attendees - in three, single-word answers each - what are three things they are proud of Excelsior Springs and what are three challenges they face in Excelsior Springs? The Planning Team then compiled the responses into a word cloud, **Figure B.2**. The larger the word size in a word cloud, the more times it was a response to the question. Word clouds are helpful in finding similar trains of thought between respondents.

B.1 “What are three things that make you PROUD of Excelsior Springs?”



e B.2 “What are three CHALLENGES that we face in Excelsior Springs?”



Goals, Desires, Barriers, Obstacles, and Annoyances

activity, the stakeholders were asked to identify different aspects of their community based on six elements. They are defined as

we need to address this critical issue.
we had the choice, we would choose to have this...
Wouldn't it be nice if..., but if we don't get it, that's okay.
immovable objects or obstructions that we must go around. (We cannot simply eliminate them; we must define a path that minimizes or mitigates them.)
:: Things that can be surmounted or changed (hopefully in our best interest); get in the way of what we want to accomplish (but not just a nuisance).
es: Things we just do not like; tend to be nuisances and personal; do not prevent you from achieving your goals.

stakeholders an opportunity to discuss amongst themselves, the Planning Team broke the participants into small groups. Each of these small groups will have discussion and record their responses, identifying their own needs, wants, desires, barriers, obstacles, and annoyances for their community. All responses will be listed in the ***Full Documentation of Responses***.

ed time, each group was tasked with prioritizing the top two from each category (e.g., two needs, two wants, etc.). After thirty minutes and each group had responses for each of the six categories, the groups reported back their priorities to the entire group. **Table B.1.** details each groups' priorities by category. This gave each group to synthesize and understand different perspectives within the larger stakeholder group. While some of the prioritized items were similar, different.

B.1 - Stakeholder and Technical Committee Visioning Workshop Priorities (Needs, Wants, Desires, Barriers, Obstacles, and Annoyances)

NEEDS	WANTS	DESIRSES	BARRIERS	OBSTACLES	ANNOYANCES
Housing Youth needs	<ul style="list-style-type: none"> • Repurpose airport land to community space (i.e. sports complex, fairgrounds) • Downtown river walk 	<ul style="list-style-type: none"> • Sports Complex at the airport • Revitalize historic properties 	<ul style="list-style-type: none"> • Flooding • Lack of vision among community 	<ul style="list-style-type: none"> • Topography • Demographics 	<ul style="list-style-type: none"> • Traffic/transportation • Blight/poverty
Address aging infrastructure High-tech industry	<ul style="list-style-type: none"> • Sidewalk connectivity • Mountain bike trails - clubs 	<ul style="list-style-type: none"> • Family recreational area with fairgrounds • Family hotel with pool 	<ul style="list-style-type: none"> • Topography 	<ul style="list-style-type: none"> • Unoccupied buildings • Lack of job market 	<ul style="list-style-type: none"> • Blight • Lack of pride
Increase median household income Transportation (uber/lyft)	<ul style="list-style-type: none"> • Farmers market pavilion • Affordable hotel 	<ul style="list-style-type: none"> • Full connectivity • Access to mineral water 	<ul style="list-style-type: none"> • Flooding • Topography 	<ul style="list-style-type: none"> • Money/funding • Unoccupied buildings/blighted buildings 	<ul style="list-style-type: none"> • Lack of pride • Homeowner/renter ratio
Address blight Housing options	<ul style="list-style-type: none"> • Connectivity • Family entertainment 	<ul style="list-style-type: none"> • Revitalize Hall of Waters (produce income) • Food/entertainment/sports/multipurpose 	<ul style="list-style-type: none"> • Fishing River • Aging infrastructure/buildings 	<ul style="list-style-type: none"> • Economic diversity • Walkability 	<ul style="list-style-type: none"> • Under-used public spaces • Perception
Outdoor rec complex Career center/jobs	<ul style="list-style-type: none"> • Affordable hotel • Save the wells & waters 	<ul style="list-style-type: none"> • Hwy 10 improvements • More multi-tax community spaces 	<ul style="list-style-type: none"> • Poverty (generational) • Aging infrastructure/buildings 	<ul style="list-style-type: none"> • Perception (internal/external) • Available workforce 	<ul style="list-style-type: none"> • Downtown blight as you enter the area • Downtown business hours
Attainable housing Protect the hospital	<ul style="list-style-type: none"> • Mineral water available • Affordable hotel 	<ul style="list-style-type: none"> • Revitalizing Hall of Waters • Sports Complex at the airport 	<ul style="list-style-type: none"> • Railroad tracks & bridges • Topography - sidewalk connections 	<ul style="list-style-type: none"> • Funding • Floodplain 	<ul style="list-style-type: none"> • Negative perception • Blight

Youth Visioning Workshop

The Youth Visioning Workshop took place on October 16, 2024, at Excelsior Springs High School (612 Tiger Drive, Excelsior Springs, MO, 64024). The Planning Team met with a group of interested youth who had a vested interest in the project planning process. In the meeting, 22 junior and seniors, and one young professional learned what a comprehensive plan is, the project timeline, and the about the planning process. They also learned about the importance of visioning and defining the City's needs, goals, and ideas for the future. The Planning Team led the group through a series of exercises. The first exercise asked everyone to identify three things that make them proud of Excelsior Springs and three challenges that Excelsior Springs faces. Participants then worked in small groups to identify their priorities for the future of their community and what would make them remain in Excelsior Springs or come back to live in their community as young professionals.

3.3 “What are three things that make you PROUD of Excelsior Springs?”



4 “What are three CHALLENGES that we face in Excelsior Springs?”



Planning and Design Charrette

The Planning and Design Charrette took place at First United Methodist Church (1650 Rainbow Boulevard, Excelsior Springs, MO 64024) from Tuesday, April 15 to Wednesday, April 16, 2025.

Day One

The Planning Team presented to the Stakeholder and Technical Committees, providing an overview of the charrette, its process, and what the planning team hoped to gather from attendees. The Planning Team also provided participants with a review of the existing conditions and presented the findings from the economic and market analysis and the preliminary results from the public survey. After the presentation, the planning team splits attendees into five groups and asks them to work their way through five different topic stations. Each group was provided with enough time at each station to provide their comments to different questions. The different topic stations included the following:

Land Use and Development

- Where is growth (generally speaking) appropriate? Use the green dots to indicate where you think growth is appropriate and the red dots to indicate where you think growth is not appropriate.
- Following the legend, indicate on the map where new land uses are appropriate. Add as many dots as you'd like.
- What areas should be focused on for redevelopment and infill? What types of development would be acceptable? Use the red dots to show us where and your sticky notes to tell us why.
- What areas should be targeted for development? Use the green dots to show us where and your sticky notes to tell us why.
- Are there existing land uses that are misplaced? Use the purple dots to show us where and your sticky notes to tell us why.
- Should new housing be developed? If so, what kinds?

Mobility and Connectivity

- Where do you notice transportation safety issues within the City (i.e., traffic, speed, etc.)? Show us where by placing a yellow dot on the map and use your sticky notes to describe the issue.
- Where is it difficult to walk in Excelsior Springs? What are your missing connections? Use the green dots to show us where and your sticky notes to tell us why.
- Where would you like to ride your bike in Excelsior Springs? What type of infrastructure would you like to have available for biking? (i.e., off-road trails, road shoulders, painted bike lanes, etc.). Show us where by placing a yellow dot on the map and use your sticky notes if desired!
- What would make walking or biking around the City more enjoyable?

Placemaking and Aesthetics

- What aesthetic and/or cultural aspects does Excelsior Springs have that should be preserved or enhanced?
- What additional aesthetic enhancements would you like to see in Excelsior Springs that do not currently exist?
- What sort of revitalization efforts should be focused on downtown Excelsior Springs? Be specific.
- What is Excelsior Springs' identity? Describe what you'd like to see Excelsior Springs' identity be.
- In what areas should the City focus on code enforcement and/or maintenance concerns?
- What areas of the City most need aesthetic improvements? Use your blue dots to show us where and your sticky notes to tell us why. What areas of the City act as "gateways" or entry point to the City? Use your purple dots to show us where.

Green Spaces and Community Health

- Where should green/open space be preserved within the City? Use your green dots to show us where and your sticky notes to tell us why.
- How should your environmental resources (such as parks, conservation areas, streamways, etc.) be protected? What measures should be put in place in terms of policy?
- What should the City do to encourage environmentally sustainable development practices?
- What does healthy living or a healthy lifestyle look like to you in Excelsior Springs? What additional amenities and/or programs should be incorporated to improve healthy lifestyles?
- How can the city support community health? What programs are most important to you or your community to focus on? (e.g., mental health, opioid/drug crisis, obesity, etc.)
- What can the city do to build a stronger sense of community?

Vibrant Economy

- What parts of the city are not currently being used in the best possible way when you consider the local economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved?
- What's missing from the city's current business and employment environment that needs to be added? Be specific.
- What's missing from the city's retail/entertainment environment that needs to be added? Be specific.
- What parts of Excelsior Springs do you consider to be "the heart" or central gathering area? Use blue dots to show us where and your sticky notes to tell us why. If you do not think there is one, why is that so? Where should one be?
- What attractions, programs, and events would you like to see in Excelsior Springs that do not currently exist (i.e., festivals, annual sports or cultural events)?

This exercise allowed participants to work together and discuss their thoughts at each topic station. After an initial round, the planning team asked the groups to review what they had written at each station and provide their top two priorities for each category. The groups' priorities are listed on the following page.



Group #1 Priorities

Land Use and Development

- Residential/quality affordable housing
- Industrial/ht manufacturing

Vibrant Economy

- Vacant buildings
- Evening entertainment options

Mobility and Connectivity

- Safe pedestrian walkability sidewalks

Placemaking and Aesthetics

- Streetscape
- Maintaining festivals/events

Greenspace and Community Health

- Expansion of sidewalks
- Park clean up days

Group #2 Priorities

Land Use and Development

- More commercial (need tax \$)
- Density (incremental Dev/Density)

Vibrant Economy

- Maintain downtown as central gathering space
- Prioritize education attainment and training (25% of adult pop. Doesn't have HS Diploma)

Mobility and Connectivity

- In addition to RAISE grant priorities: public transportation – more hours and days, bike trails

Placemaking and Aesthetics

- Address and develop east end of Town
- Tear down dilapidated bldgs

Greenspace and Community Health

- Preserve our hospital
- Maintain and keep clean existing green space

Group #3 Priorities

Land Use and Development

- Industrial development
- Infill lot development

Vibrant Economy

- Family friendly festivals
- Commercial/residential provision/balance

Mobility and Connectivity

- Walkability/sidewalks
- Safer intersections

Placemaking and Aesthetics

- Downtown streetscape
- Historic preservation

Greenspace and Community Health

- Preserve existing greenspace
- Expand parks/neighborhood parks



Group #4 Priorities

Land Use and Development

- Developed Troutwine property (industrial)
- Residential property to house workforce

Vibrant Economy

- Hotel
- Hall of Waters (Heart of Downtown)

Mobility and Connectivity

- Walkability from East to West
- Adding shoulders

Placemaking and Aesthetics

- Address blight in downtown area
- Residential areas in downtown

Greenspace and Community Health

- Socialbility
- Floodway used for park ground

Group #5 Priorities

Land Use and Development

- Family housing (homes, apartments, cottages, townhouses)
- Retail and industrial development

Vibrant Economy

- Entertainment
- Career opportunities with living wage

Mobility and Connectivity

- Sidewalks
- Public transit / on-demand weekend (Uber style)

Placemaking and Aesthetics

- Tourism a priority
- Either renovate or demolish empty large buildings

Greenspace and Community Health

- Biking and walking trails
- Outdoor sports complex

Day Two

The second day of the charrette began with open studio time. Members of the stakeholder and technical committees were able to come in and view what the planning team were busy working on. Later that day, the stakeholder committee was invited to a concept review period in which they could provide initial thoughts and reactions to the planning team's recommendations. These comments are included in the *Full Documentation of Responses*.

In-Person Public Open House

On the second day of the charrette, the planning team hosted an in-person public open house on Wednesday, April 16, 2025, at First United Methodist Church (1650 Rainbow Boulevard, Excelsior Springs, MO 64024). Similar to the stakeholder and technical committee meetings, the public had the opportunity to work through the different topic stations and review the concepts proposed by the planning team. Attendees were able to provide their direct feedback and speak with members of the planning team.

Virtual Public Open House

After the Planning and Design Charrette, a virtual public open house was made available via the project website from April 24 until May 19, 2024. This virtual public open house was divided into different topic stations, allowing participants to navigate between the stations by using a drop-down menu. Each station replicated stakeholder and technical committee members saw during the charrette. This included the questions as well as the initial concepts and ideas generated by the Planning Team. As they followed the questions through the virtual open house, participants were able to pin their comments to the pages of the virtual stations. These comments were gathered and incorporated into the *Full Documentation of Responses*.



Engagement Events

Planning and Pizza

Excelsior Springs hosted two scheduled sessions for the public to discuss the importance of planning in the community. The meetings took place on Sunday, April 28 and Thursday, May 16, 2024. At each event City staff and the Planning Team introduced the impacts of the upcoming comprehensive plan process and encouraged members to ask questions about the process, how to get involved and the role of the Community Development Department in their daily lives.

Pop Up Events - Waterfest

The Planning Team attended Excelsior Springs' Waterfest on Saturday, June 22, 2024 from 11 a.m. to 3 p.m., and hosted a Conversation on the Lawn in front of the Hall of Waters on Thursday, September 12, 2024. At each event the public were provided opportunities to provide feedback via the Public Survey and dot activities to provide input on their vision for Excelsior Springs. Participants were also encouraged to sign-up sheet for project alerts via email and texting. The events allowed members of the public to speak with the Planning Team and learn more about the comprehensive planning process.

Project Survey

As part of the engagement process, a community survey was distributed to residents and stakeholders, which was the first primary public engagement opportunity following the Planning and Pizza events. The survey results were used to identify potential areas of focus for the planning process. The survey was available from June 24, 2024 until April 28, 2025. The survey was completed by 765 people. The results of the survey can be found in the [Full Documentation of Responses](#).

Final Stakeholder and Technical Committee Meeting

The final Stakeholder Committee (SC) and Technical Committee (TC) meeting was held in-person on Thursday, November 6, 2025 at the Excelsior Springs Community Center (500 Tiger Drive, Excelsior Springs, MO 64024). Stakeholders were presented with a draft version of the Plan's vision statement, core values, as well as framework plans and goal statements for each of following topic areas: Place Types (Land Use), Growth and Development, Mobility and Connectivity, and site specific conceptual drawings. Stakeholders were able to voice their thoughts and concerns by providing sticky notes and dot feedback on posters around the room. The Planning Team and City staff were available for questions throughout the session.

City Leadership Works Session #2

The second City Leadership Work Session took place on Monday, December 8, 2025 from 6:00-8:00 p.m. at Excelsior Springs City Council Chambers in the Hall of Waters (201 E Broadway Avenue, Excelsior Springs, MO 64024). The Planning Team presented the draft plan to members of the Planning Commission and City Council. This included an overview of the vision statement, core values, and high level understanding of the goals and strategies for each planning framework section.

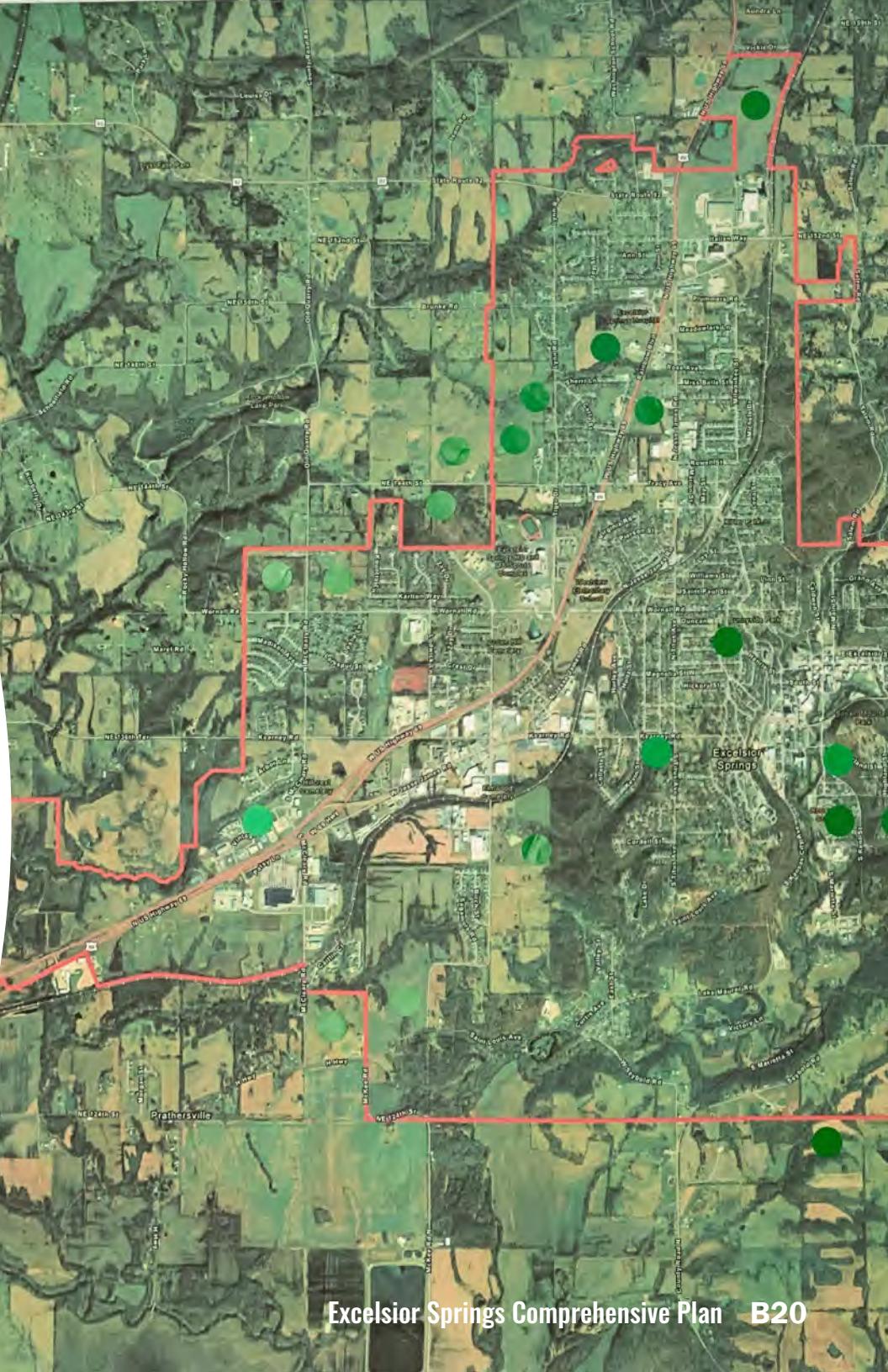
Full Documentation of Responses

The following is a comprehensive list of all comments received during in-person and virtual outreach events throughout the project.

City Leadership Work Session #1

Needs

- Good establishments
- Changing perception
- Common vision
- Collaboration of leadership
- Housing options/development
- Incentivizing investors
- Sporting facilities
- Expansion of city utilities
- Road funding
- Involvement from school district
- Housing
- Improved property values
- Service/commercial trades workforce
- Investors
- Specific building for industrial
- Electrical capacity – Ameren
- Flood plain improvements
- Funding for hall of waters
- Address white elephants (Roosevelt, Wyman, Isley, Royal, 410 Superior)
- Need access to undeveloped land locked properties (hospital/methodist) (220 Wornall – utility access)
- Address generational poverty
- Make hospital sustainable
- Increase expectation of ALL residents



Full Documentation of Responses

Wants

- More attractive/character housing – carry historic theme throughout community
- Walkability – where possible
- Retail option
- Housing homeless in the right place/drop in center
- Improved community perceptions
- More community involvement
- Restaurants
- Bring back the springs
- Hall of waters “destination”
- Big box companies “Home Depot, Lowes”
- Sporting facility
- Trails and sidewalks – all connect
- Marketing director for community

Desires

- Scholarships – more opportunities for involvement for those that can't afford it
- Downtown is treated as functioning downtown district – shared, common hours
- Great look on westside (Westside CID)
- Passenger train/light rail
- Fewer/no unhoused
- Steakhouse
- Things/activities to do w/o alcohol/ Kid things to do
- Address the airport – find a new use
- Ballfields
- Eliminate water districts around us
- Annex Watkins Wollin Mill/Jesse James Farm
- Trolley's at fire station
- Theater
- Disc golf
- Repurpose city land with creative development
- River walk – fishing river
- River front development
- Royal – luxury apartments/lofts
- More community engagement with job corps

Barriers

- Highway 10
- Funding challenges
- Water – floodway
- Topography
- Railroad
- 20 year lease/grant at airport (2038)
- Prathersville/wood heights/Shelton estates/excelsior estates/homestead village/crystal lake/mosby
- Water districts (particularly #8)
- Collaboration of surrounding communities
- Generational poverty

Obstacles

- Topography
- Flood plains
- Lack of connected infrastructure
- Increase rail traffic, due to merger
- Lack of community involvement
- Need of land development (residential, commercial)
- Rising cost, inflation
- Planning and zoning and codes
- Property value – lack of comparisons to higher values homes
- Bad attitudes
- State/federal/county legislatures (reducing funding)
- Regulations – burdensome

Annoyances

- Social media
- Negative speak
- Environmental regulations
- Other communities that ignore/defer maintenance
- Historical regulations
- Personnel attacks
- Constant complaints with out solutions

Full Documentation of Responses

Visioning Workshop

Needs

- Grocery stores
- Better public transportation
- Diverse youth activities
- Affordable housing/availability
- Flood control
- Living wage jobs
- Increase commerce
- Remove blight
- Repurpose vacant buildings
- Restore mineral waters
- Wayfinding
- Quality housing/market rate
- Infrastructure
- Addiction services
- Increase tax base
- Fully staffed public safety/EMS
- High tech industry
- Community services
- We need the hospital!
- Attainable housing and apartments
- Second fire station to the south
- Need a revolving loan - fund program
- Need & community land trust
- Affordable hotel
- Improved transportation
- Senior housing
- Better business incentives & streamlined processes/communications
- Increase median household income
- Remedy the old school buildings

- Outdoor sports complex
- More dignified way for people to get from downtown to Westside/and access services & jobs
- Public restrooms in “tourist” areas
- Expanding career center
- Short term/hotels (mid-range)

Wants

- Repurpose the Hall of Waters (move city services)
- Redevelop use of the airport property
- Family entertainment facilities
- Mountain bike trails
- Costco
- Better quality grocery store
- Sidewalks-connectivity
- Urban vineyards/agriculture
- Parking
- Less street parking on 10 Hwy - residential/make it a parkway
- Increase tax base
- Additional public lighting
- Sports recreation center
- Fishing river green space
- Chain restaurant establishments
- Farmers market pavillion
- Behavioral health help
- Beautify the wells
- Mentorships
- Excelsior passport to incentivize shop local
- Amphitheater (at Hall of Waters)
- More facilties for aging population
- Movie theater
- More workforce housing
- Affordable hotel

Full Documentation of Responses

- Mineral water available at the Hall of Waters Water Bar
- Restore hyp-therapy pool at the Hall of Waters, and the spa, add a modern spa

Desires

- Sports complex @ airport (not baseball...soccer)
- Local investors
- Outdoor amphitheater
- Extended shopping hours
- Wish businesses would stay open late
- New home > 500k
- Family hotel
- Local print paper
- More cultural offerings - especially classical/jazz
- Fountain or splash pad on Hall of Waters lawn
- Full connectivity between all areas of community / bike lanes
- Food truck park
- Multitude of full service restaurants/Chipotle
- Save the Royal/make it multi-use/Restore historic buildings
- Permanent farmers market
- Access to the water/bottling facility/more spas
- Restore the Hall of Waters pool
- Trees in streetscape
- Fishing river green space (trails/seating)
- Gateway entrance signage/beautification of corridors
- Eliminate the S curve on 10 Hwy & Old Orchard
- Youth/family amusement area
- Skywalk from Elms to Thompson
- More investors or Riverwalk/Fairgrounds
- Quality grocery store downtown
- Mountain bike/hiking trails
- Rollerskating /ice skating rink
- Water park
- Community garden

- Soda fountain
- More hotels
- Movie theater

Barriers

- Fishing River
- Railroad tracks & bridge
- Topography
- Pedestrian accessibility
- Poverty
- Hwy 10 - difficult to navigate for out of towners
- No sidewalks in older residential areas - makes connectivity difficult
- Property owners who don't occupy & develop buildings
- Aging infrastructure
- Proximity to city
- Lack of funds to improve aging residential properties
- Lack of pride/community efficacy
- Clay County Public Health Center
- Cost of demo
- Asbestos
- Lead-base paint
- Remediation
- Weather
- Flooding
- Location (where we are on the map)
- Current history
- We don't see what we can be. We are only able to see what we are/were

Obstacles

- Demographics - income & age
- More diversity is needed
- Need more community involvement
- Need fairgrounds

Full Documentation of Responses

- Water/sewer bill
- Trash service
- Challenging development - need flexible process
- Aging homeowners
- Unoccupied buildings/housing blight
- Money/funding
- Topography
- Housing insecure
- Perception of public safety
- Walkability
- Market rate rentals
- Too many rentals
- Business hours of operation
- Lack of beds for overnight stays
- Funding
- Lack of volunteerism amongst community members
- Available workforce
- Lack of job market
- Distance from interstate
- Steep hills
- Flooding downtown
- Condition of streets

Annoyances

- Perceptions - limited voices in Leadership
- Downtown business hours - crooked signs
- Nothing for kids to do
- Not enough places to go to dinner
- Not enough entertainment choices
- Not enough hotel choices
- Need hospitality training
- Jobs Corps Hill/traffic
- Lack of pedestrian walkways
- Useless airport

Full Documentation of Responses

Planning And Design Charrette / In-Person Public Open House

Land Use and Development

1. Where is growth (generally speaking) appropriate? Use the Green dots to indicate where you think growth is appropriate and the red dots to indicate where you think growth is not appropriate.

- Green dots x 24
- Red dots x 4

2. Indicate on the map where new land uses are appropriate. Show us by placing dots on the map, following the legend below. Tell us more with sticky notes if desired.

- Commercial (Red) x 1
- Public/Government (Blue) x 0
- Industrial/Light Manufacturing (Purple) x 5
- Single Family Residential (Yellow) x 6
- Multi-family Residential (Orange) x 6
- Mixed Use (Pink) x 4
- Parks and Recreation/Open Space (Green) x 3
- Road service
- Ball parks
- Park

3. What areas should be focused on for redevelopment and infill? What types of development would be acceptable? Use the red dots to show us where and your sticky notes to tell us why. What areas should be targeted for development? Use the green dots to show us where and your sticky notes to tell us why.

- Old cottages could be redeveloped
- Infill and redevelopment – hills North of downtown
- Sports complex to the northwest of Excelsior Springs city limits
- Red dots x 5
- Green dots x 8

Full Documentation of Responses

Land Use and Development

4. Should new housing be developed? If so, what kinds? Please tell us with your sticky note!

- Single family and apartments
- Multi-generational living – duplex, ADUs, 3-4 plex, attached common areas
- Add housing, ranch homes
- North of Tracy must include commercial on lower level
- Mixed use in downtown
- Upscale lofts in downtown buildings
- Yes! Housing downtown to support the bars and restaurants
- Quality affordable housing
- Agreed. Affordable housing is the most important need for families with young children (as there are so many in town).
- Working-class housing options
- Mobility and Connectivity

Mobility and Connectivity

1. Where do you notice transportation safety issues within the City (i.e., traffic, speed, etc.)? Show us where by placing a yellow dot on the map and use your sticky notes to describe the issue.

- Sidewalks! If you build on residential area, you build a sidewalk too.
- Not sustainable in areas with huge trees, the roots will destroy them
- A Saturday bus transportation that loops the city for access to retail, etc. (if demanded, add Sunday)
- Very good idea, especially to transport kids and teens that can't drive yet
- Idea, rather than building sidewalks, which can be incredibly expensive, paint walking-only lanes where people traverse anyway, and place bollards occasionally to notify drivers
- Or on-demand in-city transport (uber) ***
- #20 Although I live walking distance from my son's preschool, I cannot walk with him (and his younger sister) to school because the road is so wide and busy.
- #14 Google indicates left turn into southbound traffic at McCleary
- #15 getting into right lane to turn onto McCleary
- #16 Ferris St. onto 10 hwy left hand turn can't see beyond bridge railings to west

- #17 Corum Rd
- #18 left turn lane needed
- #19 deteriorating retaining walls Dunbar/Henry Wildwood
- Sidewalks in our neighborhoods
- #1 Speed on Titus
- #2 crownhin-69 accident,
- #3 69 @wornall accident and north Cornwall and tiger,
- #4 shoulders on Isley cars have missing mirror,
- #5 Italian way to enter 69 and at Jill,
- #6 Elms Blvd to St. Louis no cross walk,
- #7 Wrong way drivers
- #8 Kearney rd. pedestrian travel underpass
- #9 cornerstone ped. Travel for kids mixed w/ auto
- #10 McCleary sight distance @cornwall
- #11 @ Kearney Road
- #12 Main and Blury cars berth view
- #13 Wornell @ J5 underground
- Yellow dots x 23

2. Where is it difficult to walk in Excelsior Springs? Where are your missing connections? Use the Green dots to show us where and your sticky notes to tell us why.

- #21 places where the hills are quite steep, mainly leaving downtown, are naturally inaccessible to handicapped or moderately abled people. Special accommodations had to be considered to work with the topography.
- Could we have a gondola?
- Almost everywhere except downtown
- #20 no sidewalk along Tiger Drive between community center and football field
- #13 N. Kansas City to Dunbar
- #12 Railroad Bridge by Westview
- On Old Orchard ten it is dangerous to cross
- #14 Anywhere on w. Jesse James, especially crossing the road
- #9 retail connections
- Walking under railroad bridge on Kearney #11
- #1 connection E to W
- #2 Crossing 69

- #3 crossing Elms @ St. Louis
- #4 Bike Trails/Running Needed
- #5 Children walking to school, comm. Center
- #6 golf course – no walkability
- #7 and #8 McCleary – no walkability (RAISE)
- Sidewalks need to connect back to sidewalk so don't come to

3. Where would you like to ride your bike in Excelsior Springs? What type of infrastructure would you like to have available for biking (i.e., off-road trails, shoulders, painted bike lanes, etc.)? Show us where by placing a yellow dot on the map and use your sticky notes if desired!

- Express Route connector USBR 51
- #14 north east valley
- Walking trail Walmart to Dani B
- #10 Extension of Rainbow Trail
- Downtown to dog park – sidewalks
- Yellow dots x 4

4. What would make walking or biking around the City more enjoyable? Please use your sticky notes to tell us why.

- Street lighting, cleared brush to see surroundings, shoulders
- Trees (no nuts or berries)
- Sidewalks!
- Sidewalks, landscaping, trees, lighting, not being directly connected on road

Green Space and Community Health

1. Where should green/open space be preserved within the City? Use your pink dots to show us where and your sticky notes to tell us why.

- #1 Preserve historic parks
- #2 we love neighborhood parks!
- #3 diversity of parks
- #4 provide/require open space parks in future development
- #5 expand trail system
- #6 all inclusive playground
- #7 lake XXX
- #8 Lake XXX

Full Documentation of Responses

- #6 need green space west of town
- #9 preserve rocky wooded areas
- #10 park w/ small walking trail
- #11 my favorite park in town, has everything for all ages of kids. I do wish it was protected from surrounding traffic by at least landscaping/bushes
- Pink Dots x 14

2. How should your environmental resources (such as parks, conservation areas, streamways, etc.) be protected? What measures should be put in place in terms of policy? Please use your sticky notes to tell us why.

- Require parks and open space in development regulations
- Stormwater management requirements
- Stream cleanup 2x year
- More frequent park clean-up days

3. What should the City do to encourage environmentally sustainable development practices? Please use your sticky notes to tell us why.

- Encourage children to be involved in trash pick up so they can learn early how to take care of their homes!
- Adopt energy code
- Electric charging infrastructure
- Encourage/require BMPs
- Allow for higher density development (Strong Towns)

4. What does healthy living or a healthy lifestyle look like to you in Excelsior Springs? What additional amenities and/or programs should be incorporated to improve healthy lifestyles? Please use your sticky notes to tell us why.

- Workout stations along the trails to encourage more vigorous exercises and exercise education
- Expanded trail system
- Farmers market, veggie Rx. (blue zone)
- Parks and rec programming
- Multimodal transportation
- Social connectionsBeing connected
- Sidewalk network expansion
- Outdoor recreational spaces to and healthy habits, exercise, connection

Full Documentation of Responses

5. How can the City support community health? What programs are most important to you or your community to focus on (e.g., mental health, opioid/drug crisis, obesity, etc.)? Please use your sticky notes to tell us why.

- Support and promote the hospital who already has this
- Youth programs, senior programs
- Opportunities for mental health, should use treatment
- Expand mental health treatment and behavioral
- Social connection
- Support a regional effort to collaborate on solutions
- Smoke-free multi-unit housing (could also improve demography and aesthetics)
- Recovery-friendly workplaces (MU extension program)
- Schools taking active role with prevention, not just intervention
- Major employers taking active role in mental health promotion and substance use treatment
- Obesity – weight-loss competitions/challenges w/recognition and awards
- Local addiction services and mental health services for all ages.

7. What do you think would attract young professionals to stay or come back to the community? Please use your sticky notes to tell us why.

- High quality schools and lots of trails outdoor amenities and housing
- Better schools
- Entertainment opportunities family
- Housing options!
- This!
- Keep doing a good job with parks and community center!
- Activities, shopping, parks, schools, safety
- Higher quality housing, the city being clean, downtown being cleaned up (specifically the houses)

2. What additional aesthetic enhancements would you like to see in Excelsior Springs that do not currently exist? Please use your sticky notes to tell us why.

- Electronic message board as you enter ES on Hwy and 1st stop light at Walmart
- More events featuring our history
- Vacant buildings replaced or renovated in use
- Welcome, fountain
- More bike trails, more trails
- Access to mineral water
- Connection of walking to bike trails
- Topography unique lookouts
- Walkability sidewalks, trails
- Digital community billboard at west entrance into town (Walmart, QT)
- Yes! People can see what is going on in town, and at what times
- General upkeep and cleanliness
- Welcome to our city, more landscaping (Trees, shrubs, flowers, etc.)
- Street lights all update the ones downtown

Placemaking and Aesthetics

1. What are local traditions and/or events that Excelsior Springs must retain to keep the City's local hometown feel that everyone loves? Please use your sticky notes to tell us why.

- Vari b
- Events that bring cash registrars that ring cash registrars choc tour sipping which way, etc.
- Trolley tours, alcoholic and non-alcoholic i.e. history tours
- Westside-north area events
- Water events/fest
- Water fest and wine fest
- Dari – B opening
- Downtown events
- Elms and elms spa
- Robust downtown
- Beauty of the topography landscape
- Family-friendly festivals – Waterfest, lighted Christmas parade, etc.
- Dari B, downtown events wine walks/fests, Waterfest
- A policy of hanging trees in each yard. This place is incredibly beautiful in springtime! The air is also so clean because of it.

3. What sort of revitalization efforts should be focused on downtown Excelsior Springs? Please use your sticky notes to tell us why. Be specific.

- Flood mitigation
- Adaptive reuse
- façade renovation (CDBG)
- use of old buildings
- renovation of vacant historic buildings
- continued revitalization
- streetscape improvements
- historic preservation
- tear down royal wyman
- royal renov
- parking
- historic houses in downtown
- 2nd floor renovations in commercial buildings
- Renovation of old dilapidated schools
- Street scape (lights) (trees)
- Improving/renovating downtown buildings and shops

Full Documentation of Responses

4. What is Excelsior Springs' identity? Describe what you'd like to see in Excelsior Springs' identity be. Please use your sticky notes to tell us why.

- Unique history, heritage tourism
- Resident and tourist friendly
- A united rural small town community, history and uniqueness
- Welcoming
- Historic yet fun for the entire family!
- This!
- Friendly small town welcoming vibe
- Warm small town vibe kid and family friendly, that's what I love about it. :)

5. In what areas should the City focus on code enforcement and/or maintenance concerns? Please use your sticky notes to tell us why.

- Everywhere, downtown residential
- Vacant historic/school buildings
- Everywhere, but specifically downtown
- Vacant properties blight, offer assistance to owners it needed
- Downtown
- Residential issues – neighbor's junk
- Trailer park, trash on streets and roads entire city.

6. What areas of the City most need aesthetic improvements? Use your blue dots to show us where and your sticky notes to tell us why.

- Vacant properties old hospital
- The entire town vacant homes and buildings
- Roosevelt
- Wyman royal
- The royal
- Downtown houses and w/ Jesse James, like where are the businesses are at
- Roosevelt the royal
- 10 Hwy East

- Vacant buildings, Wyman area, old schools – Wyman Isley Roosevelt
- Blue dots x 7

7. What areas of the City act as "gateways" or entry point to the city? Use your purple dots to show us where.

- Hwy 10 East
- Hwy 69/10 West
- Salem Rd
- Purple dots x 8

Vibrant Economy

1. What parts of the City are not currently being used in the best possible way when you consider the local economy? Use the pink dots to show us where and sticky notes to tell us why and how that might be improved.

- #1 – Titus and Kearney Rd Good multifamily location
- #2 – 69 Hwy Retail and Lutheran Church
- #3 Tracy and JJ retail
- #4 Falling Waters Industrial
- Roosevelt 12 – great recreation possibility
- 10 and 11 winery
- Stretches of downtown where there are no businesses make it hard to walk and shop more retail businesses would fix this
- 8 residential
- 9 bike trails
- JVintage west wide
- 9 build new retail on office
- Truman plaza (Great clips/Dollar Tree) needs more tenants! Possibly another restaurant
- 8 senior and independent living
- 7 residential
- 6 industrial
- Empty spaces at vintage offices
- Pink dots x 20

Full Documentation of Responses

2. What's missing from the City's current business and employment environment that needs to be added? Please use your sticky notes to tell us why. Be specific.

- Independent living facility
- Entertainment ex
- Hi Set/ GED training!
- Professional careers
- Asian food! Need more!

3. What's missing from the City's retail/entertainment environment that needs to be added? Please use your sticky notes to tell us why. Be specific.

- Youth activity sports complex multi-use youth complex entertainment
- Small theater/drive-in movies
- Hotel
- Motel
- Hotel
- Brewery dining men's ware
- Bookstore/games/toys
- Family entertainment, larger venues, outdoor amph. Theater
- Refill shop, book store, plant store, business that are open on weekends and later than 5/6 pm
- Multi-use family friendly outdoor venue, sports / entertainment
- A nice hotel for families to stay when visiting or for tournaments, sports complex brings in \$ during state tournaments, etc.
- Restaurants that have events on weekends (similar to what Wabash used to have w/ blues garden)
- Arcade – affordable for kids and teens another ice cream/candy shop

4. What parts of Excelsior Springs do you consider to be "the heart" or central gathering area? Use the blue dots to show us where and your sticky notes to tell us why. If you do not think there is one, why is that so? Where should on be?

- #1 – downtown yes!!!
- #2 cc and schools
- 3 schools
- Historic downtown could be Hall of Waters
- 3 high school sports
- The y area #4

- In and around the community center – parking lot and lots behind for sports games and community events
- Blue dots x 5

5. What attractions, programs, and events would you like to see in Excelsior Springs that do not currently exist. (i.e., festivals, annual sports, or cultural events)? Please use your sticky notes to tell us why. Be specific.

- Athletic tournaments, sports festival
- Jazz/Blues festival
- Additional biking trails
- Outdoor venue – music/sports/etc.
- Heritage tourism, geotourism, mineral water, recreational tourism
- Engaging teens and YA, create community opportunity for connection, what trends do they want to see? Activities they are interested in
- #4 Soccer field sports complex
- Capitalize on bike trails/community
- Farmer's market (Structure)
- Help community center fund outdoor pickleball and eat/drink restaurant

Conceptual Concepts

Airport Concept

- Winter options? Top Golf, Pinball Bar, Ice Rink
- Can an outdoor arena be incorporated for concerts, rodeo, etc.?
- Move soccer south of BB/SB fields. Do a riding arena/quest. Trail on Dahlman Rd., no go carts or skate park

Hall of Waters Concept

- Hall of Waters becomes a botanical garden/retail space

Falling Water Concept

- Make room for a nice apt. complex for young professionals w/ pool, amenities
- Need a market/grocery

Full Documentation of Responses

Vision Questions

1. Excelsior Springs is successful in GREEN SPACE and COMMUNITY HEALTH when...

- Green spaces are clean fences and proper. Edges are clean of overgrown brush, quality, local mental health, and addiction services. Are avail in/out patient
- Space is accessible and we promote healthy active life styles
- Thriving hospital
- We are able to be active
- Community members of all socio-economic levels can participate
- Spaces are clean and well maintained!
- Continue support for thriving community center
- There is enough industry, retail, business to provide a healthy taxbase
- Green spaces are clean, well lit, and you feel safe
- Plenty of parks, trails, and community gathering spaces
- Space is engaging and welcoming. When canopies are raised to address safety.
- Encourage youth/families to be part of events/socializing family - friendly entertainment

2. Excelsior Springs is successful in PLACEMAKING and AESTHETICS when...

- Entryways into town are beautiful and welcoming
- All homes are maintained to similar standard
- Welcoming entry ways that are pleasing to the eye
- Ppl outside our community talk about our places and not our ppl. When the metro talks about why they love to come here.
- When we don't look like every other place – and you make memories when you are here
- We keep our city clean well-kept.
- It's clean

3. Excelsior Springs is successful in ECONOMIC VIBRANCY when...

- Jobs are avail for all individuals providing at least a living wage. Housing/utilities are affordable
- Good schools will bring in families, industry and retail, people will wait to be in

Excelsior Springs

- All citizens feel supported and have access to quality goods and services
- There are good paying jobs to keep people here and to attract more to come. Industrial development is needed simultaneously with apartments, single family dwelling
- Our population sees a diminishing # of individuals w/o HS diplomas. We are adding engagement options.
- By having a community hospital with outpatient services
- We support our businesses' positive speak
- We have enough residents to support our businesses
- Current residents support small, local businesses
- There are activated spaces instead of vacancies
- We figure out how to increase our tax base by attracting more professionals
- Educated population with training opportunities to job opportunities (living wage)
- All citizens feel supported and have access to quality goods and services

4. Excelsior Springs is successful in MOBILITY when...

- R_S connected
- Golf cart community for seniors
- Everyone can walk, bike, or drive safely
- 2nd this
- There is a good mix of vehicular, pedestrian/bike traffic and streets/pathways are connected
- Safe roads and sidewalks (Cars, bike, pedestrian)
- People can travel betw. destination and home in the manner they want
- All areas of town are connected
- Eastside and westside easily connect. Something different than we currently have.

5. Excelsior Springs is successful in LAND USE when...

We limit sprawl
Everyone lives in quality housing w/in their means fr. Low lev poverty to wealthiest
When we care about the big picture and sustainability
It's profitable for city government and suits the needs of our citizens.
Zoning regulations support the best use of the land

Full Documentation of Responses

City development regulations aren't too restrictive for developers where they go elsewhere.

Using Dots, please choose your top two roots/core values for decision making in your community

- Ensure downtown vibrancy (7 dots)
- Connect to our past (3 dots)
- Ensure a thriving community (17 dots)
- Be forward thinking (3 dots)
- Support an active and healthy community (7 dots)
- Maintain quality services (4 dots)
- Keep our small town rural character (4 dots)
- Promote our family feel (1 dot)

- Some of this infrastructure is already in place. We already have Lovell Lane and are currently working on the Caldwell area. Maybe some pedestrian bridges over the river to connect the different areas, and dredging the river to make it constantly hold water.
- A beautiful 'River Walk' style attraction would be great for the health of our residents and also draw tourists and be great photo opportunities.
- Of course this plan would take a lot of money and years to complete, but if planned for, could establish our town for the future.

Placemaking & Aesthetics

1. What additional aesthetic enhancements would you like to see in Excelsior Springs that do not currently exist? Tell us by placing a comment anywhere in this box.

- I would love to see lighted street signs in the downtown district. We have very pretty black light poles. I think black street sign poles with backlit green signs would be a great upgrade.

2. What type of revitalization efforts should be focused in downtown Excelsior Springs? Tell us by placing a comment anywhere in this box.

- It would be great to see empty storefronts filled with local shops and businesses.

- This isn't specific, though it is something that needs to be considered above all else. I believe Excelsior is the last of a few places in Clay County that could preserve its culture, history, and heritage by reflecting it through architecture. Developers and cities in the U.S. try to reflect the past with a post-modern twist. I understand future tourism is being considered. Something a tourist may think: "Why go to Excelsior to see a craftsman style podium apartment building in downtown when I can see those here?" People will not go to admire a town if there is nothing to see that isn't any different than what they could see in their own town. The new houses on E. Excelsior Street and Felt Street are good examples of a good idea, but wrong execution. They are lovely, but they are clearly a modern version of an old style and do not reflect the history or culture of Excelsior, as well as the fact that they seem out of place in their location. Ensuring that the facade or structure itself of any new development that may happen in or near downtown are historically accurate will emphasize the history that had happened here, as well as the potential to attract many to the "Picturesque Excelsior Springs, Missouri". Realistic scenarios include, for

Virtual Public Open House

Land Use and Development

- Vacant or condemned or out of use land or buildings should be considered for a Teen Center or a safe place for kids to play indoors. We could draw inspiration from The Warehouse which is a non-profit, free safe place in Indiana.

Mobility and Connectivity

- A pedestrian crossing here would be convenient for connecting walkers from Rainbow trail to the bike/walking lanes on Jesse James.
- Need sidewalks in this area.
- A crossing and continuation of the sidewalk would connect those walking from the schools and the trail along 69 Hwy to Jesse James Rd. This would be helpful for walkers, bikers, and to clarify pedestrian traffic for vehicles at this tricky point.
- This is no surprise, this is one of the worst areas for pedestrians safety in the city.
- I'm am going to keep shouting this from the rooftops. Our town is so unique to have a river running through it that we under utilize. We need to have a walking/biking trail that goes along the river, connecting all the way from the Elms to Dari B.

Full Documentation of Responses

example, students take prom pictures at geologically or architecturally unique spots (such as the Nelson Atkins, K.C. Municipal Rose Gardens, The Paseo, etc.), then they go to a restaurant to eat afterwards.

- If Excelsior was handed a golden opportunity to revitalize its downtown different than any other American city by prioritizing historic accuracy of developments, this is it. Some considerations for inspiration on the architecture of these potential developments include Siloam Spring Pavilion, Music Hall Bath House, Elms Hotel (original and current), Hall of Waters, Hotel Castle Rock, 408 Broadway Avenue (as it appeared prior to 2008 as a copy and paste development around downtown), and other lost Excelsior Architecture.
- This is Liberty's downtown redevelopment plans. A modern twist on old architecture. I ask that you go read the comments. The description is misleading. There is much public backlash to these buildings.
- link
- Finally, I ask that you Google "Schofield Building before and after" so you can see what an accurate facade restoration or recreation can do to a building.
- 408 Broadway Avenue could be built as it appeared prior to 2008 as a copy and paste development around downtown with a similar facade and exterior design, though with minor adjustments for each one (ex. clapboard exterior siding instead of masonry).
- 3. *What areas of the City most need aesthetic improvements? Show us by placing a comment on the map below. Tell us by describing your thoughts in the comment.*
 - East End Hill area and Isley Blvd. These areas have just fallen behind in terms of evolving with the times.

Green Spaces & Community Health

1. *How can the City support community health? What programs are most important to you or your community to focus on?*
 - Continue to expand on the great work for mental health that is being done by ES Hospital and their psychiatric team. Perhaps adding more local doctors offices so folks don't need to travel to Liberty or Kansas City for routine visits.
2. *What is Excelsior Springs identity?*
 - The biggest "Small Town" north of the river.

Full Documentation of Responses

Vibrant Economy

1. *What is missing from the City's current business and employment environment that needs to be added?*
 - We need more restaurants. I know this is easier said than done, but some of the 'home run' restaurants would provide not only income for the city, but jobs as well. Think Chick Fil A, Chipotle, etc.
2. *What parts of the City are not currently being used in the best way possible when you consider the local economy? Show us where by placing a comment on the map below.*
 - The airport is a huge area that is not used to its fullest potential. Kearney fairgrounds comes immediately to mind.

Initial Ideas - Excelsior Springs Values

1. *Excelsior Springs is successful in LAND USE & DEVELOPMENT when.....*
 - When we have enough space for new businesses and new residents. The space available is inviting to developers.
2. *Please comment your TOP TWO Roots/Core Values for decision making in your community from the following list.*
 - This is very important. Especially as communities like Kearney are expanding to our borders with land grabs. We need to be doing similar things to ensure we don't get land locked, preventing future growth opportunities.
 - Top 2 Roots/Core Values:
 1. Ensure a Thriving Community
 2. Connect to Our Past

Initial Ideas - Place Type: Downtown

- No comments

Initial Ideas - Place Type: In-Town Neighborhood

- No comments

Initial Ideas - Place Type: Activity Center

- No comments

Initial Ideas - Place Type: Suburban Neighborhood

- No comments

Initial Ideas - Place Type: Employment & Industrial

- No comments

Initial Ideas - Proposed Annexation

- I know there is concern about infrastructure with trying to acquire Wood Heights, but if ever the opportunity presented itself, bringing in those homes and the additional area, could be of benefit, if the deal is right.
- Developing along Orrick Road to the south may make sense for residential future development.
- This area makes sense, though I fear some of the farm land may be hard to acquire.

Initial Ideas - Connectivity and Mobility

- No comments

Initial Ideas - Placemaking and Aesthetics

- No comments

Initial Ideas - Mineral Works - Downtown Market

- This looks like a great idea for this space!

Initial Ideas - Fishing River

- No comments

Initial Ideas - Springline Adventure Resort

- You talk about an attraction to the town if done right!!

Initial Ideas - Westside Split

- Love it.

Initial Ideas - Wellhaus Village - Intergenerational Living

- No comments

Initial Ideas - Soda Row - Retail Development

- Looks great! Such an exciting vision for this area!

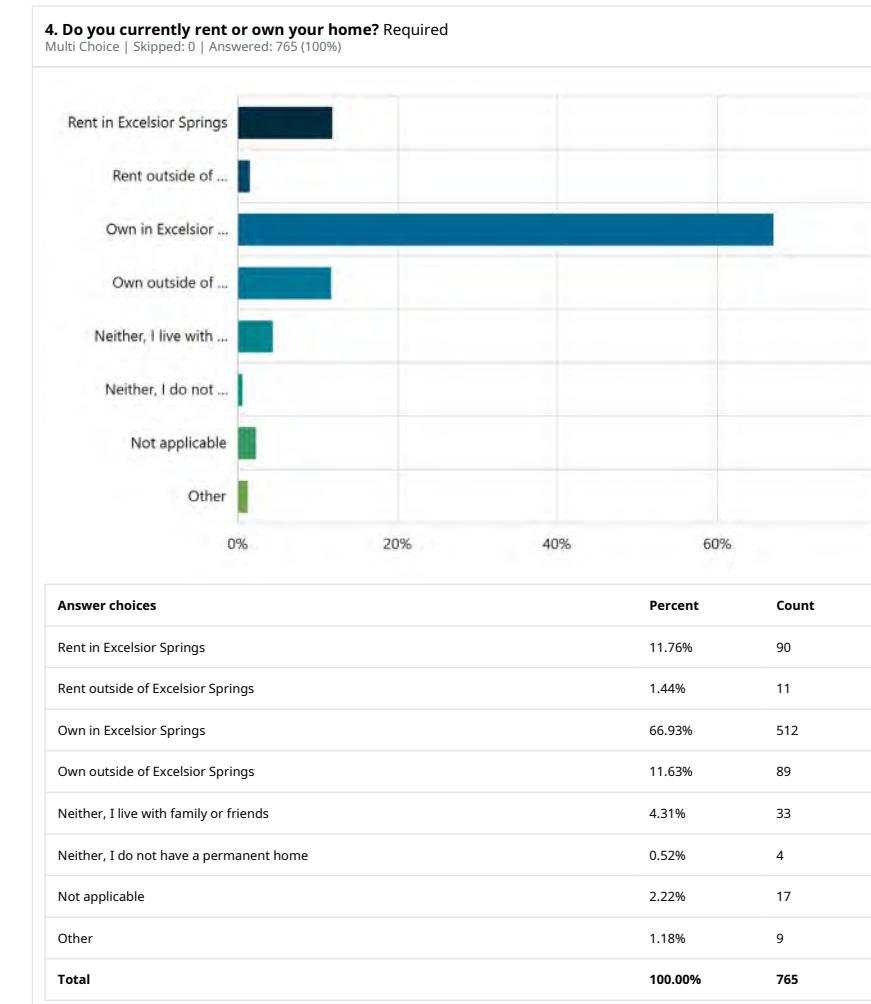
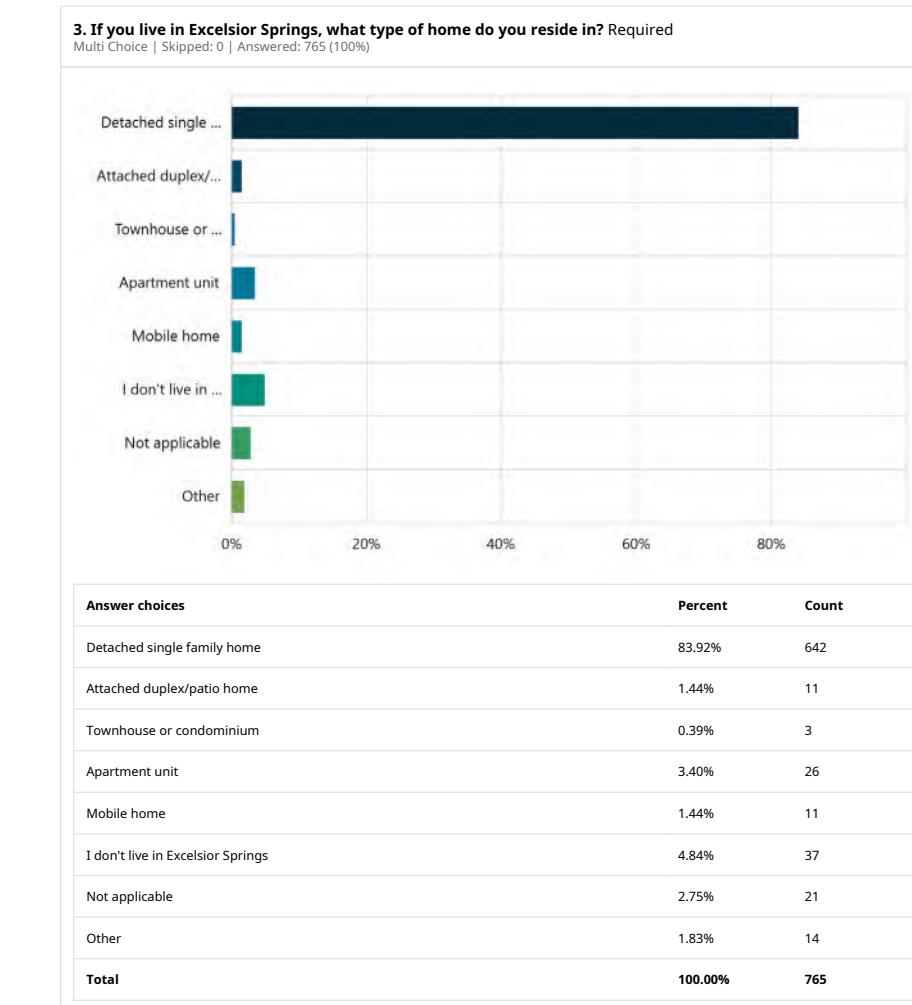
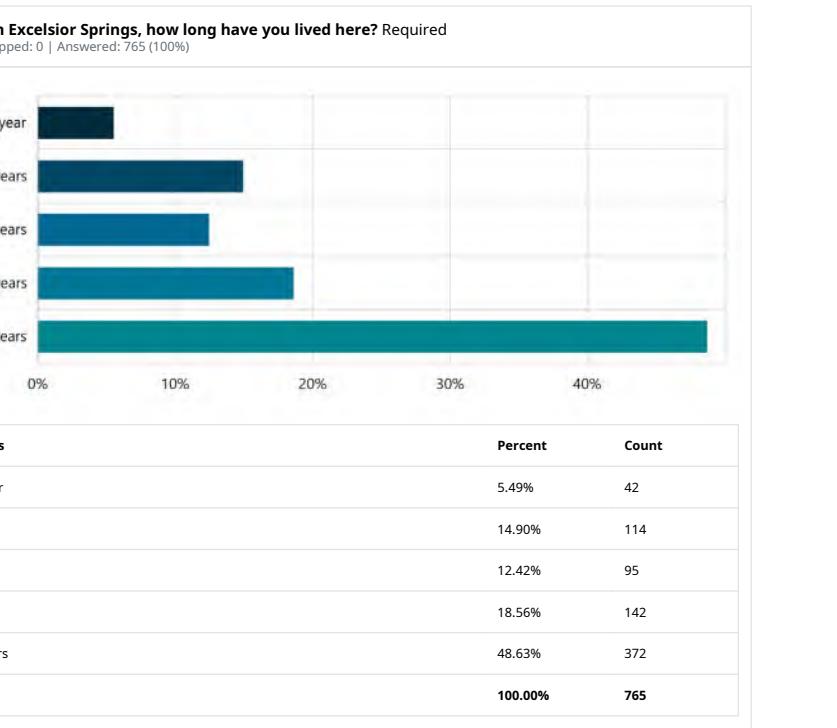
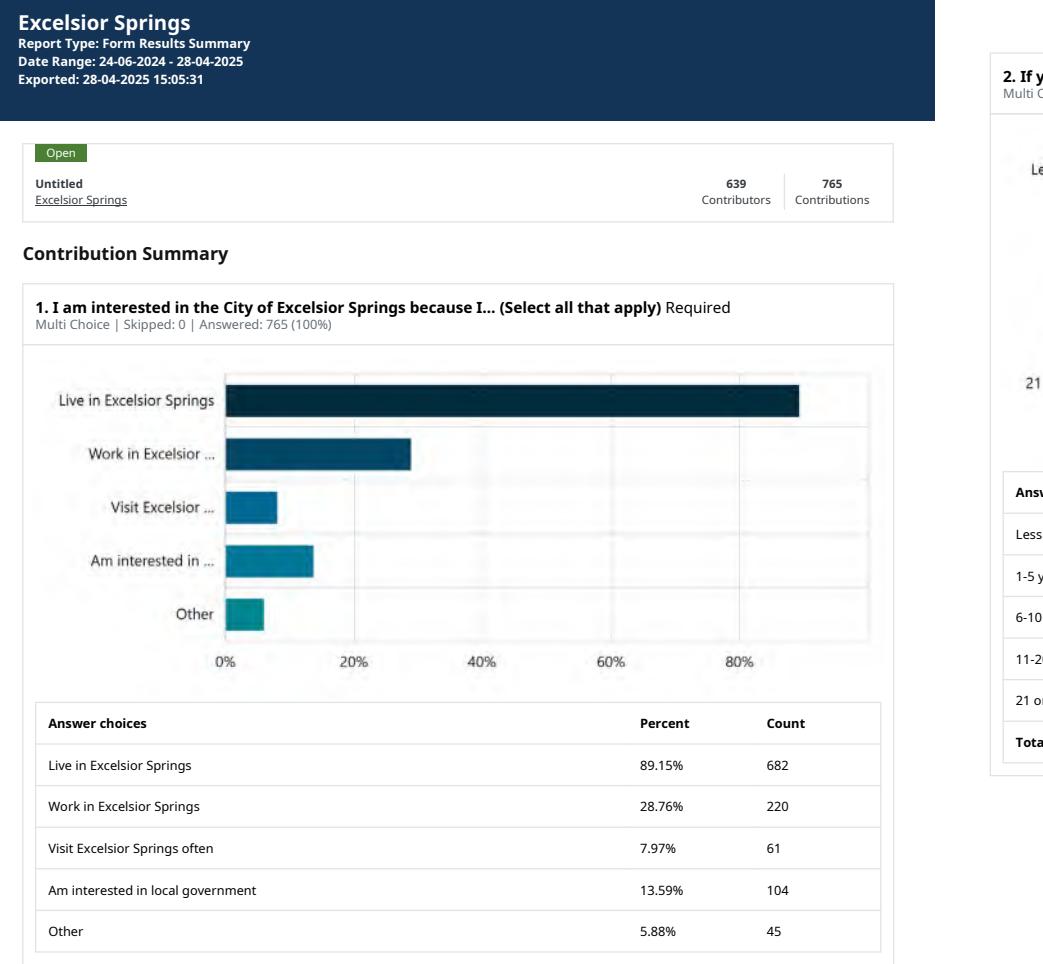
Initial Ideas - Wall of Waters at the Hall of Waters

- If just for aesthetics and greenspace, I love this idea.
- So pretty! I love the pergolas for shade! Will they include a bandstand/sage for things like awards, mayoral addresses, civic ceremonies? I think that would be nice to have as a permanent structure/gathering spot, we tend to jump those around a little, and we could also use it for musical performances. I'm also getting way into the details but I think a replica/revitalized spring with a fountain would be a nice feature and perhaps require less water than a infinity pool, and we could have more room for planting there at the front to create that section a bit more.

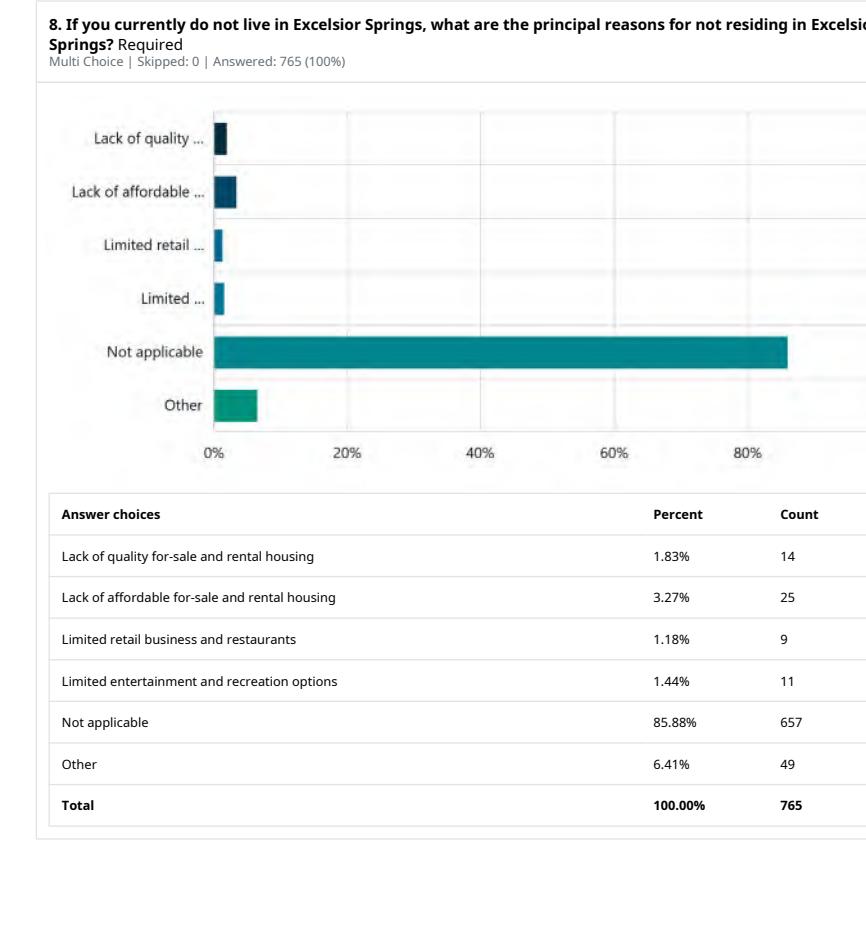
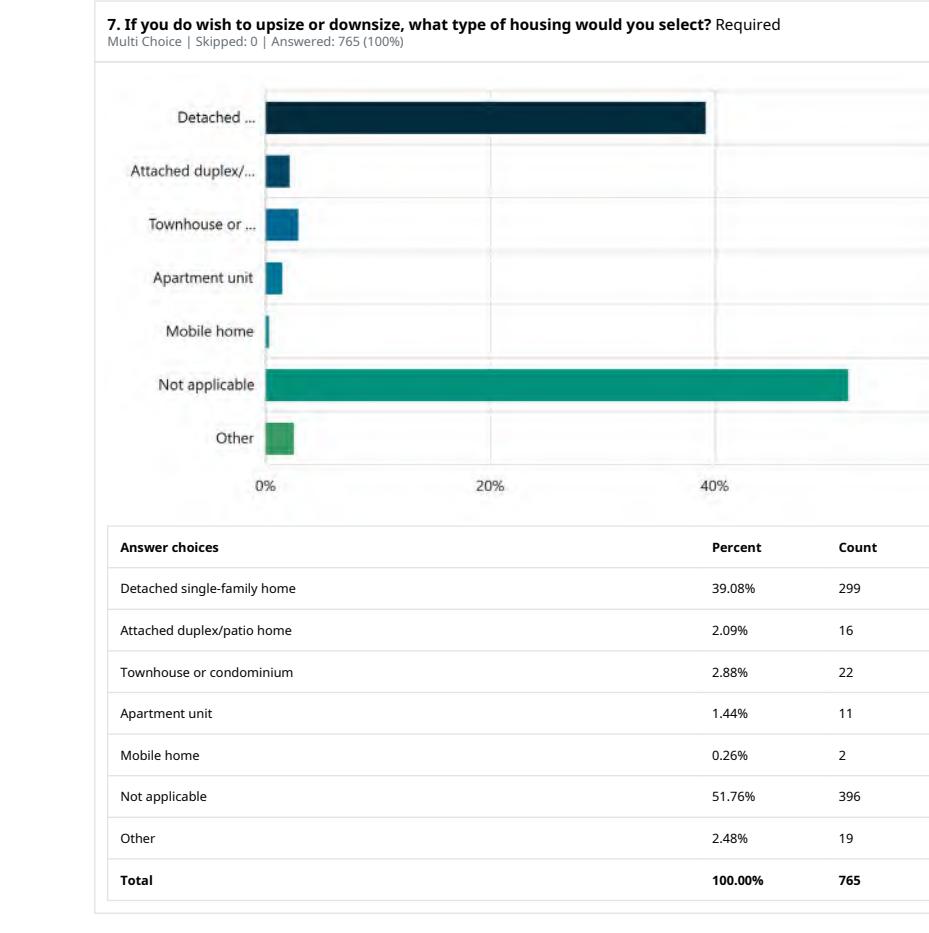
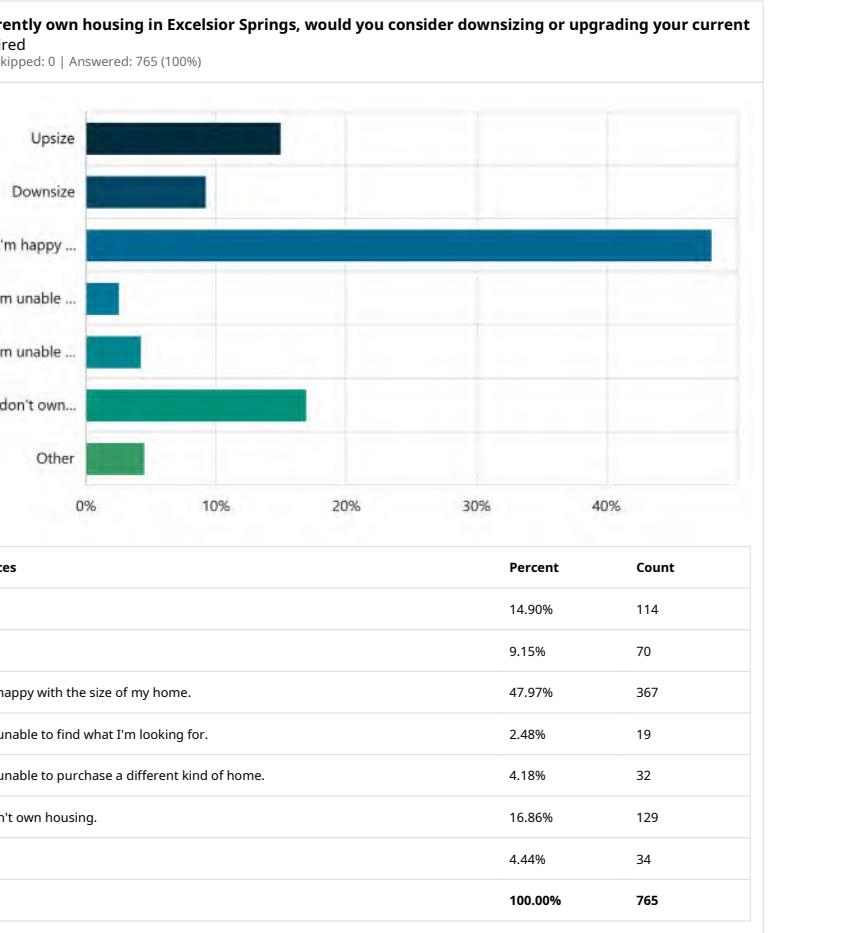
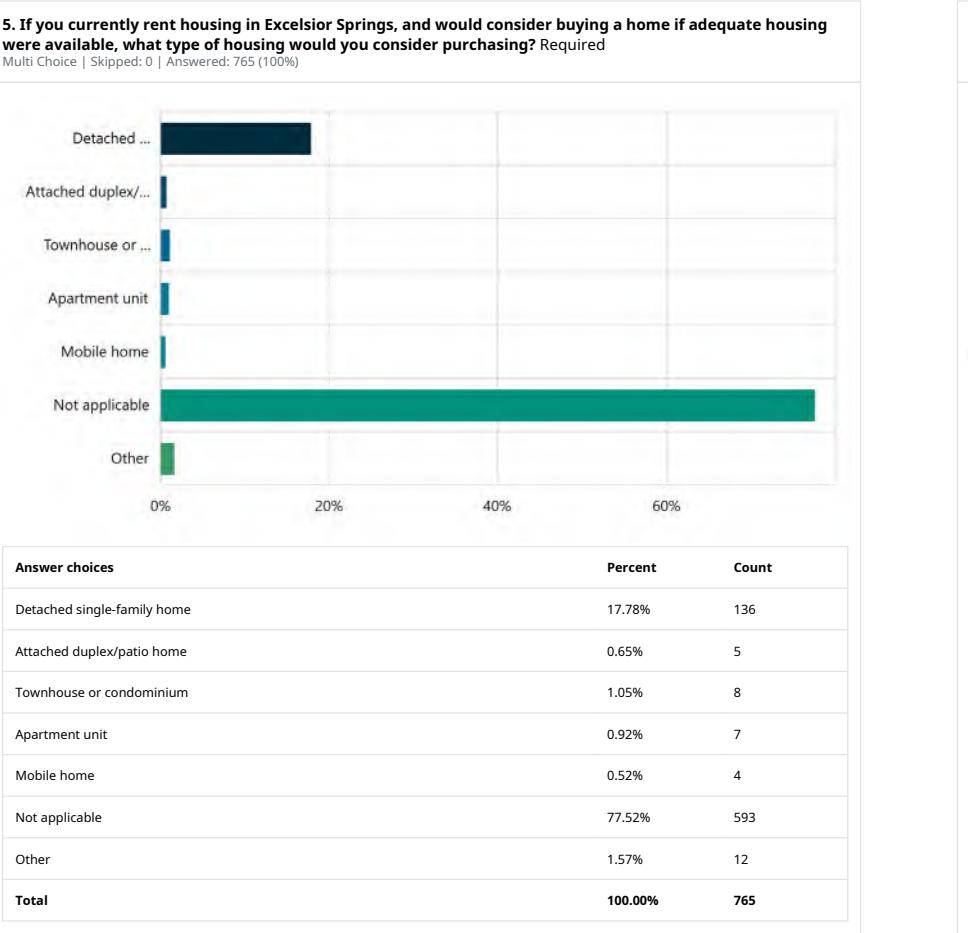
What Did We Miss?

- Use the river!!
- I love a lot of the plans, hopefully we can make some of them become a reality!

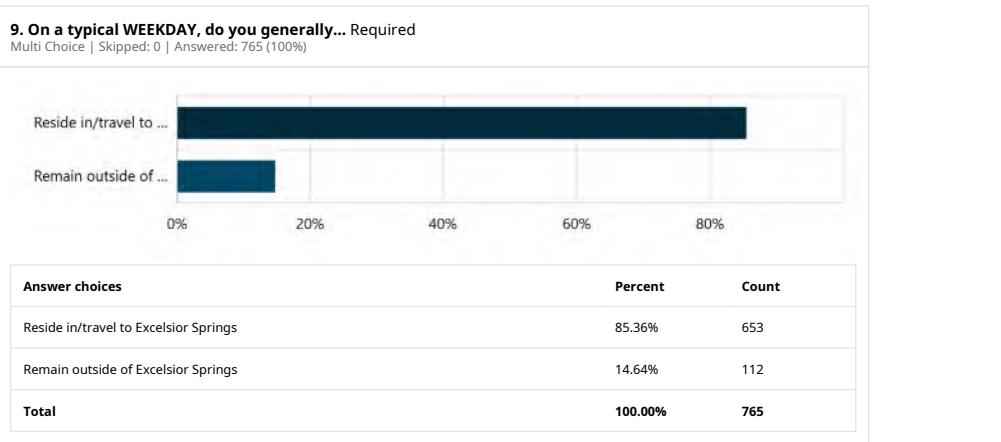
Public Survey Results



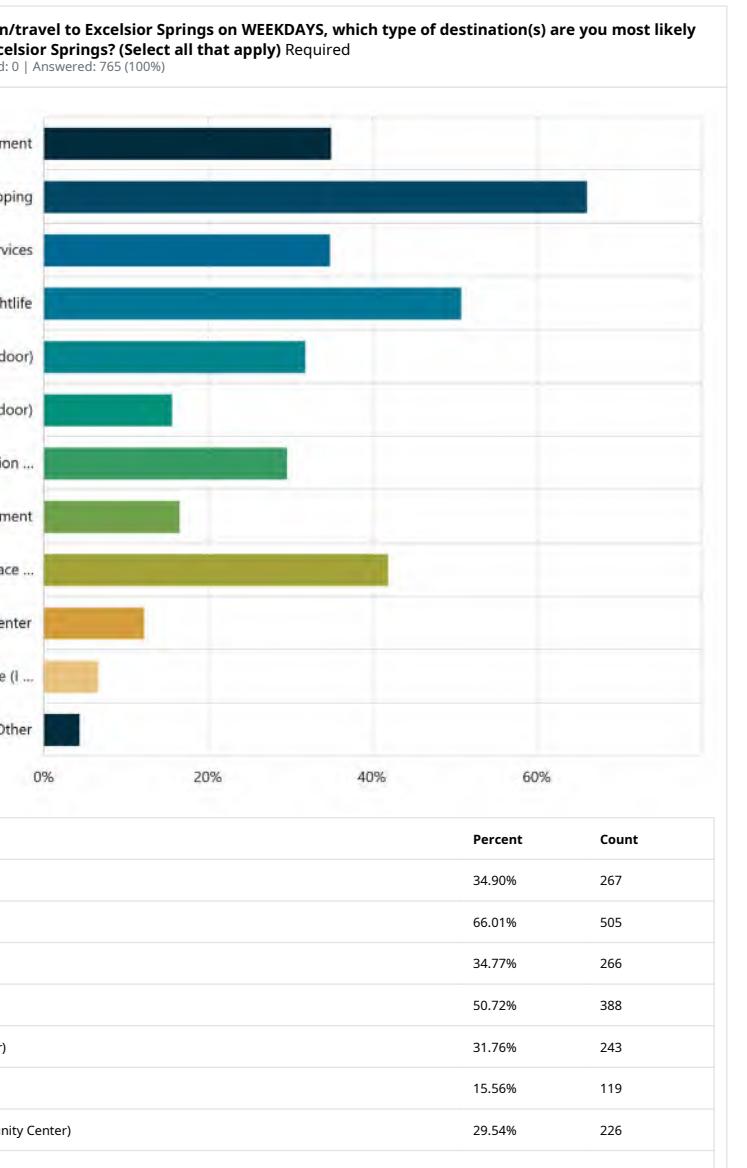
Public Survey Results



Public Survey Results

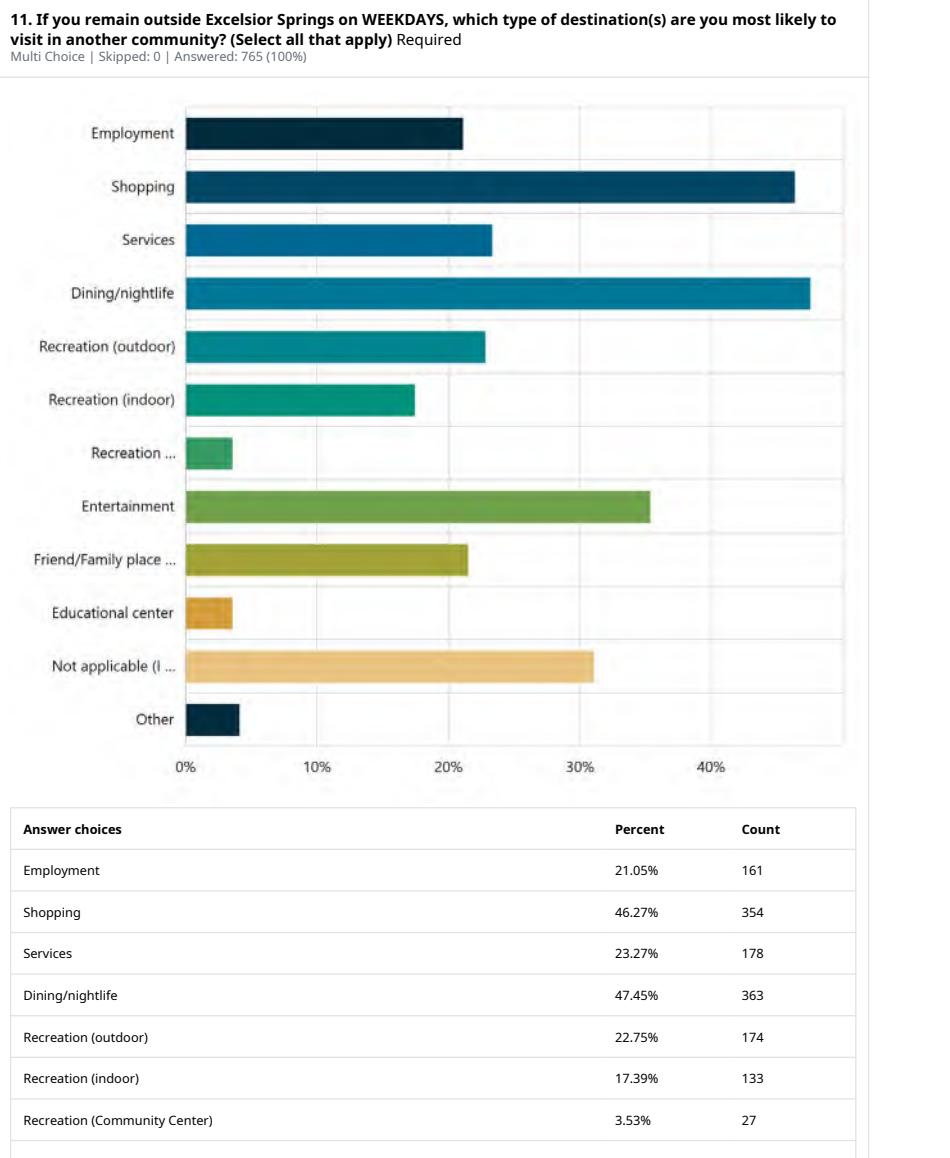


Public Survey Results

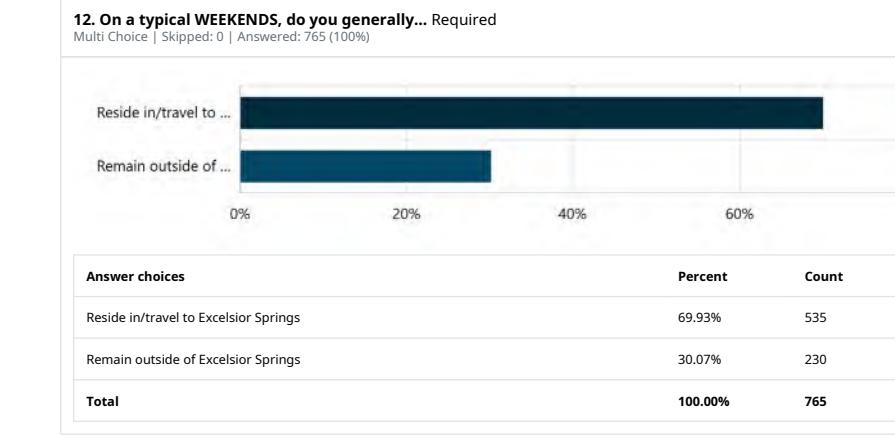


Entertainment	16.47%	126
Friend/Family place of residence	41.83%	320
Educational center	12.16%	93
Not applicable (I leave/do not enter Excelsior Springs on weekdays)	5.54%	42
Other	4.31%	33

Public Survey Results

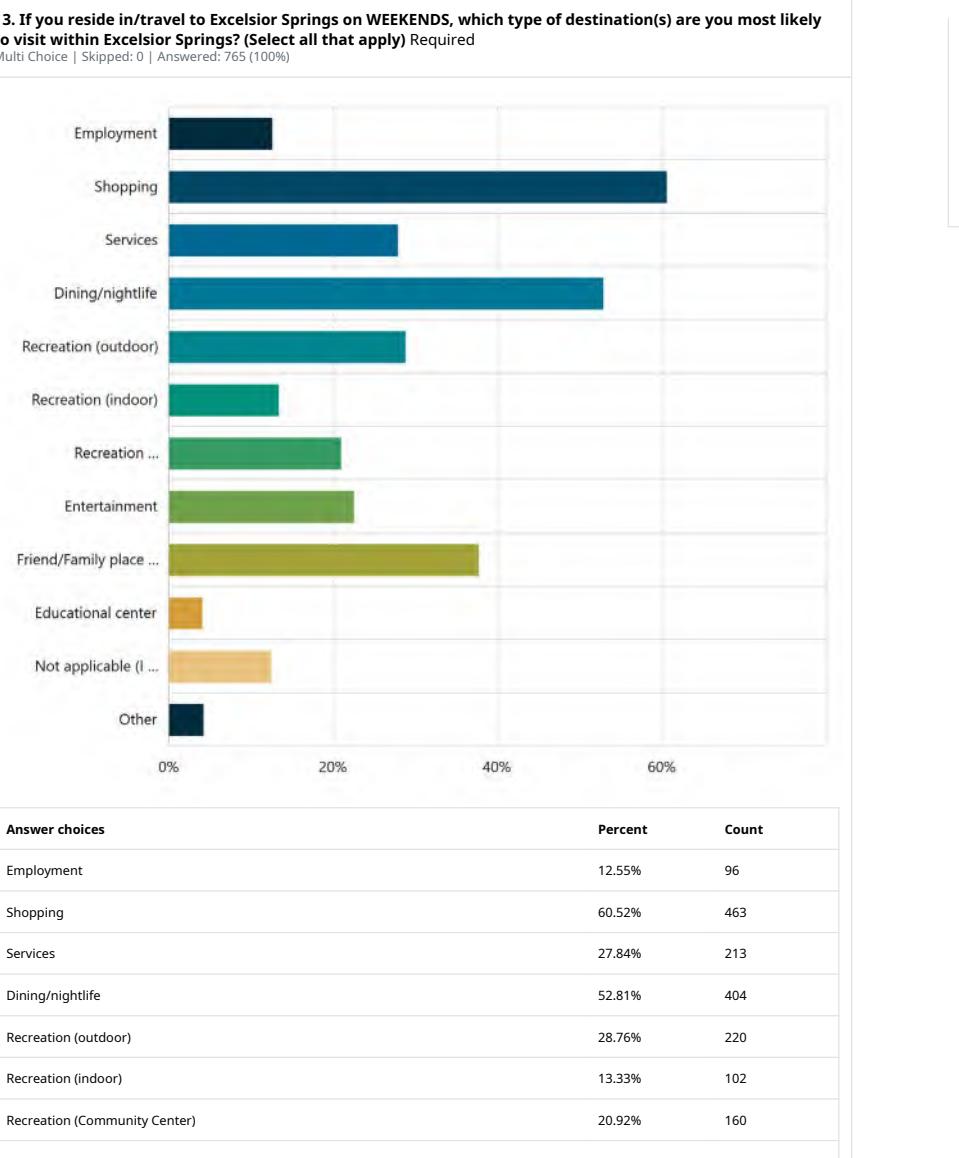


Entertainment	35.29%	270
Friend/Family place of residence	21.44%	164
Educational center	3.53%	27
Not applicable (I leave/do not enter Excelsior Springs on weekdays)	30.98%	237
Other	4.05%	31



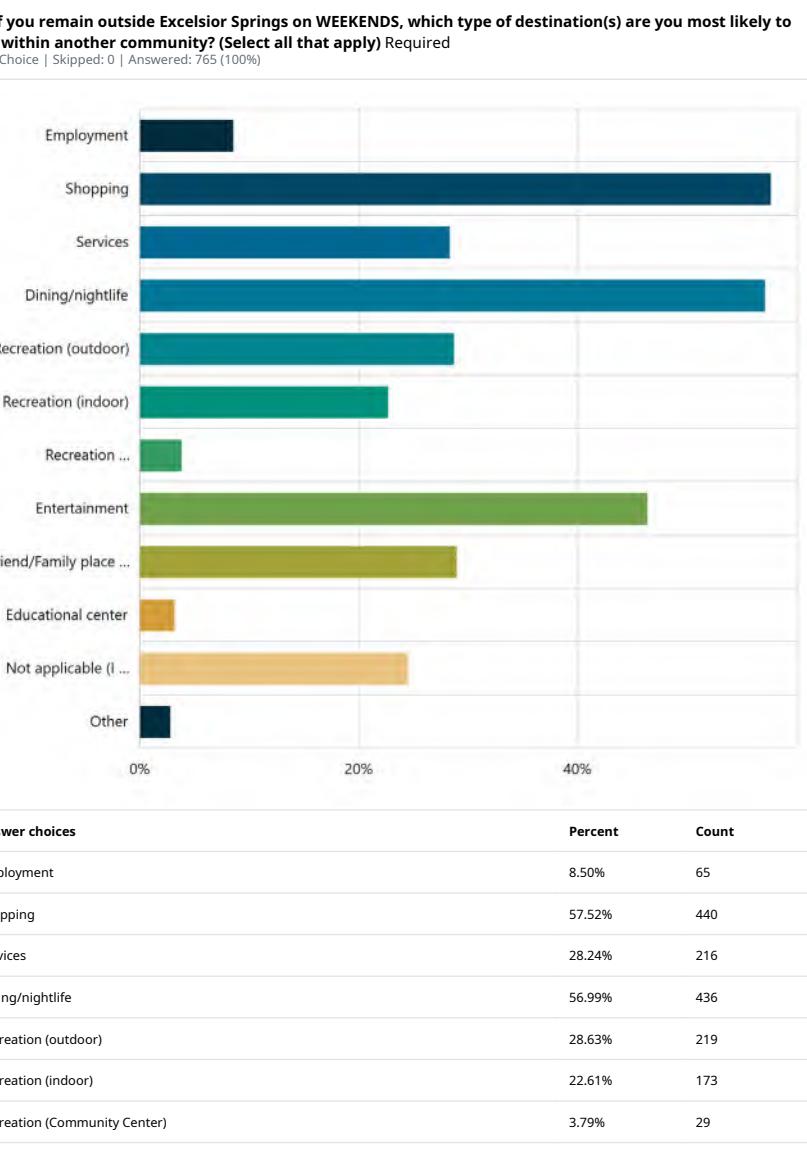
Answer choices	Percent	Count
Reside in/travel to Excelsior Springs	69.93%	535
Remain outside of Excelsior Springs	30.07%	230
Total	100.00%	765

Public Survey Results



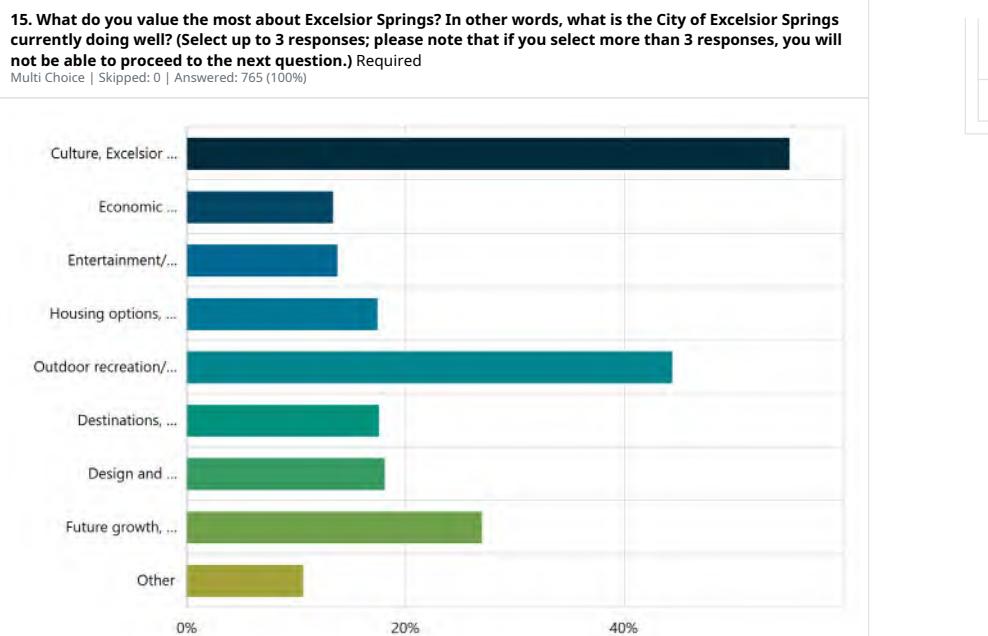
Entertainment	22.48%	172
Friend/Family place of residence	37.65%	288
Educational center	4.05%	31
Not applicable (I leave/do not enter Excelsior Springs on weekdays)	12.42%	95
Other	4.18%	32

Public Survey Results

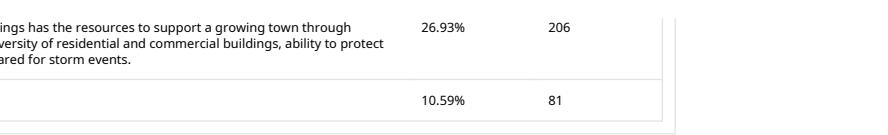


Entertainment	46.76%	354
Friend/Family place of residence	26.86%	221
Educational center	3.14%	24
Not applicable (I leave/do not enter Excelsior Springs on weekdays)	24.46%	187
Other	2.75%	21

Public Survey Results

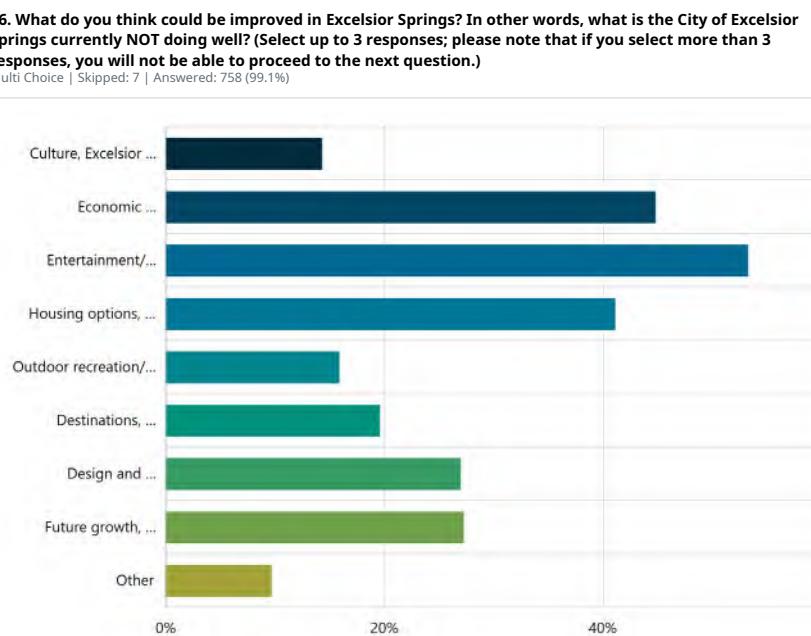


Answer choices	Percent	Count
Culture, Excelsior Springs has a culture of family-friendliness, recreation, and its hometown feel.	55.03%	421
Economic development, Excelsior Springs is an attractive place for business to relocate and thrive. It is a business-friendly environment.	13.33%	102
Entertainment/nightlife, Excelsior Springs hosts fun and engaging activities for all ages and encourages businesses that support nighttime activities (e.g., restaurants, bars, festivals, etc.).	13.73%	105
Housing options, Excelsior Springs has a diverse array of housing options, including type, size, cost, and amenities.	17.39%	133
Outdoor recreation/environment, Excelsior Springs does a decent job protecting, maintaining, and expanding its parks, green spaces, trails, and athletic facilities.	44.31%	339
Destinations, Excelsior Springs has a variety of activities within certain areas of the town or along a particular corridor that incorporates shops, housing, offices, and other business types.	17.52%	134
Design and appearance, Excelsior Springs provides a positive first impression and continues to support aesthetic improvements and new developments, the reuse and redevelopment of vacant buildings, the enhancement of public spaces and corridors.	18.04%	138

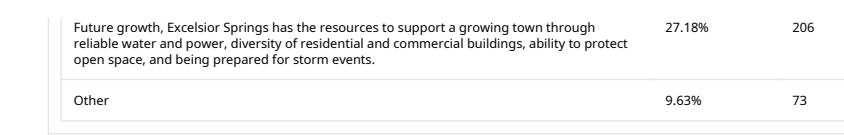


Answer choices	Percent	Count
Culture, Excelsior Springs has a culture of family-friendliness, recreation, and its hometown feel.	14.25%	108
Economic development, Excelsior Springs is an attractive place for business to relocate and thrive. It is a business-friendly environment.	44.72%	339
Entertainment/nightlife, Excelsior Springs hosts fun and engaging activities for all ages and encourages businesses that support nighttime activities (e.g., restaurants, bars, festivals, etc.).	53.17%	403
Housing options, Excelsior Springs has a diverse array of housing options, including type, size, cost, and amenities.	41.03%	311
Outdoor recreation/environment, Excelsior Springs does a decent job protecting, maintaining, and expanding its parks, green spaces, trails, and athletic facilities.	15.83%	120
Destinations, Excelsior Springs has a variety of activities within certain areas of the town or along a particular corridor that incorporates shops, housing, offices, and other business types.	19.53%	148
Design and appearance, Excelsior Springs provides a positive first impression and continues to support aesthetic improvements and new developments, the reuse and redevelopment of vacant buildings, the enhancement of public spaces and corridors.	26.91%	204

Public Survey Results



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Culture, Excelsior Springs has a culture of family-friendliness, recreation, and its hometown feel.	14.25%	108
Economic development, Excelsior Springs is an attractive place for business to relocate and thrive. It is a business-friendly environment.	44.72%	339
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Design and appearance, Excelsior Springs provides a positive first impression and continues to support aesthetic improvements and new developments, the reuse and redevelopment of vacant buildings, the enhancement of public spaces and corridors.	26.91%	204



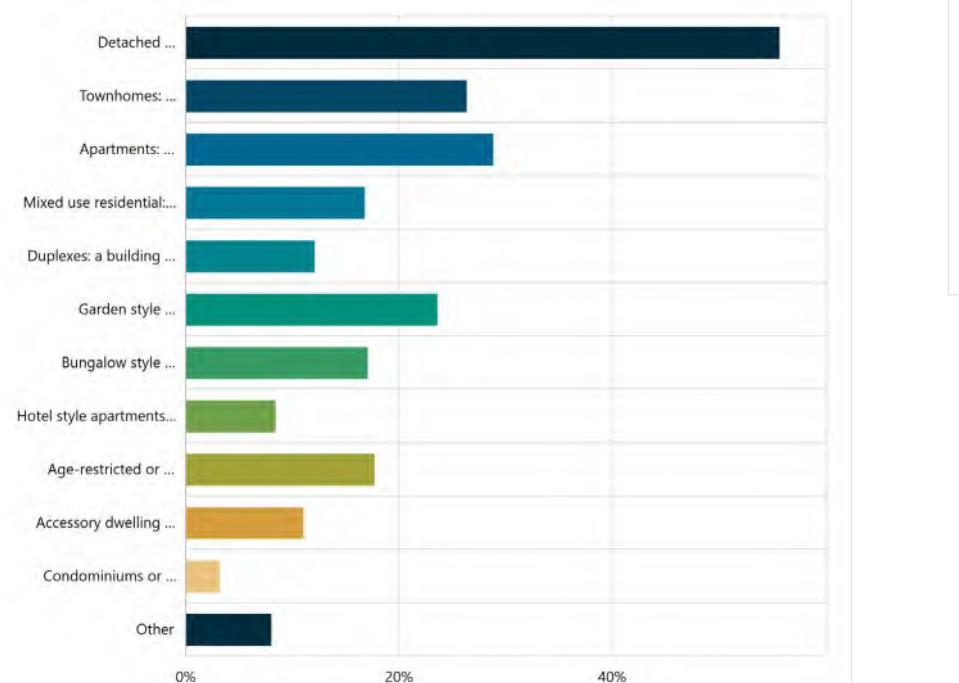
Answer choices	Percent	Count
Culture, Excelsior Springs has a culture of family-friendliness, recreation, and its hometown feel.	14.25%	108
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Design and appearance, Excelsior Springs provides a positive first impression and continues to support aesthetic improvements and new developments, the reuse and redevelopment of vacant buildings, the enhancement of public spaces and corridors.	26.91%	204

Public Survey Results

7. Which housing types are most needed and appropriate in Excelsior Springs? (Select up to 3 responses; please note that if you select more than 3 responses, you will not be able to proceed to the next question.)

Required

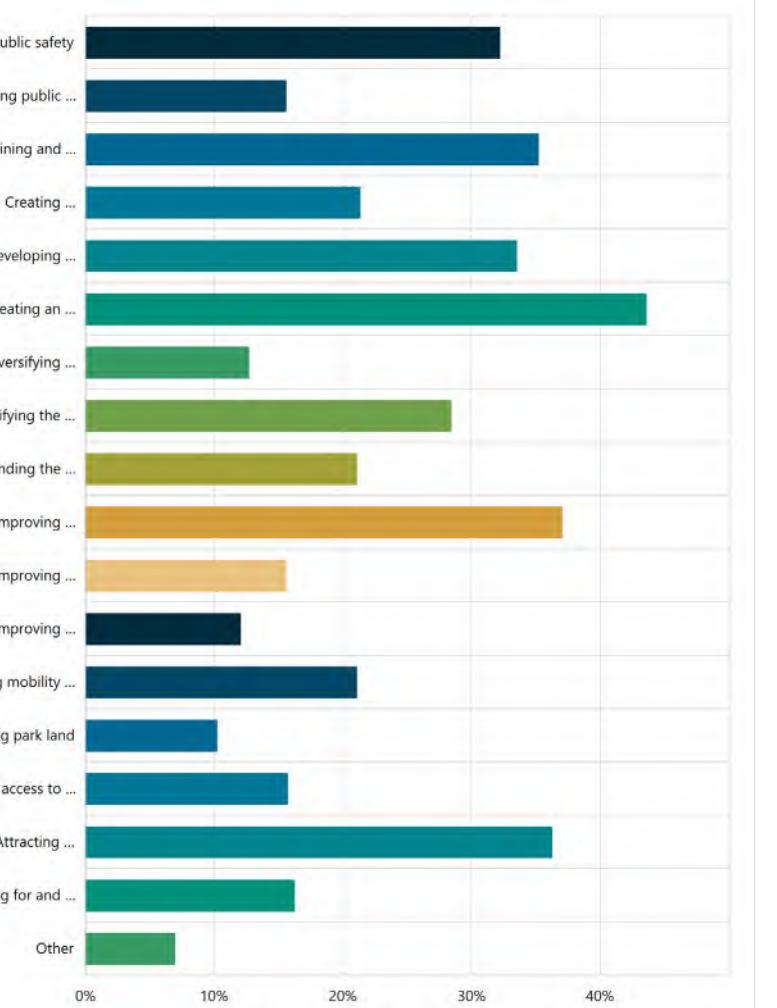
Multi Choice | Skipped: 0 | Answered: 765 (100%)



Answer choices	Percent	Count
Detached single-family home: a standalone housing structure intended for one family/household	55.56%	425
Townhomes: multi-floor homes that share one to two walls with adjacent properties but have their own entrances.	26.27%	201
Apartments: multi-story building dedicated to a mix of studio/loft, 1-, 2-, and/or 3-bedroom units (vary in size).	28.76%	220
Mixed use residential: retail/office/dining on the bottom floor with multiple floors of residential above.	16.73%	128
Duplexes: a building with two separate but attached units.	12.03%	92

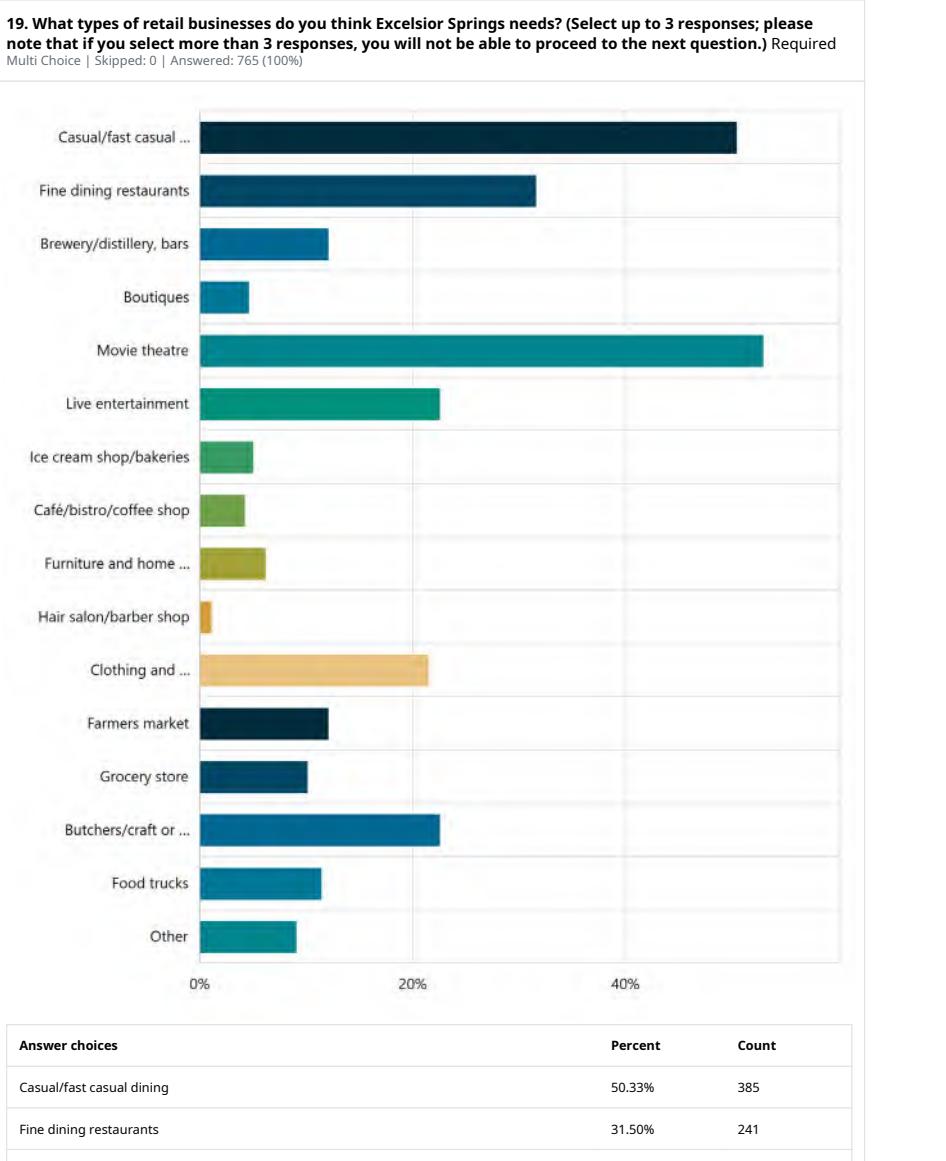
Public Survey Results

Following choices, what are the top five opportunities/priorities for Excelsior Springs to pursue? (5 responses; please note that if you select more than 5 responses, you will not be able to proceed with this question.) Required

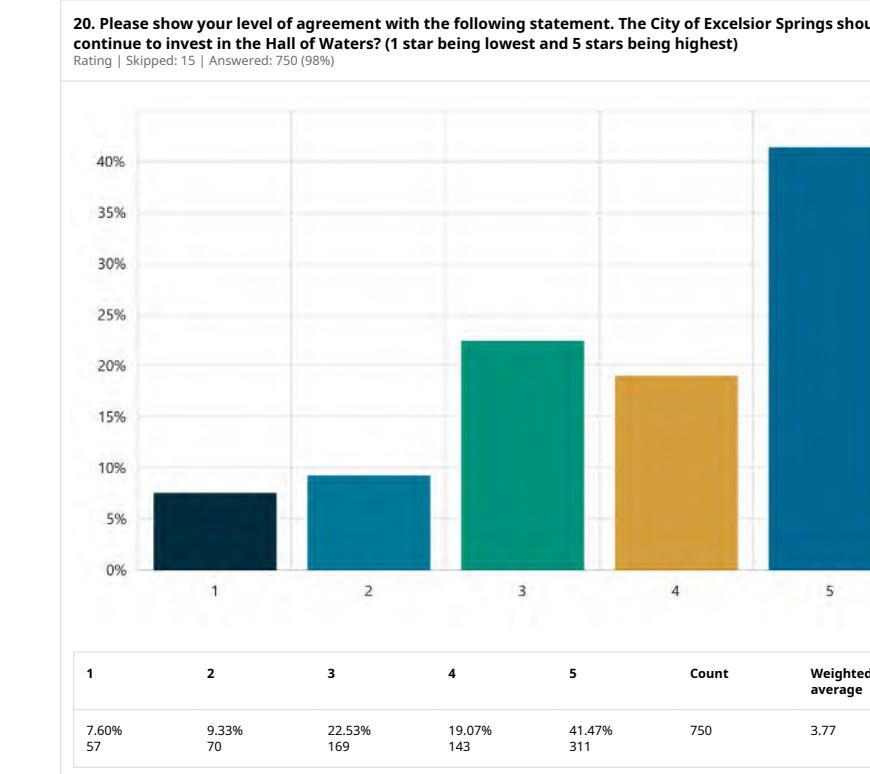


Answer choices	Percent	Count
Increasing public safety	32.16%	246
Improving public health and nutrition	15.56%	119
Maintaining and supporting a vibrant culture within the city	35.16%	269
Creating community-oriented spaces	21.31%	163
Developing destinations for local and regional tourism	33.46%	256
Creating an environment that is attractive for prospective businesses	43.53%	333
Diversifying development and expanding mixed use areas	12.68%	97
Diversifying the types of housing options in the city	28.37%	217
Expanding the number of homes in the city	21.05%	161
Improving programming and resources for children and young adults	36.99%	283
Improving programming and resources for middle-aged adults	15.56%	119
Improving programming and resources for seniors and older adults	12.03%	92
Increasing mobility and transportation resources within the city	21.05%	161
Increasing park land	10.20%	78
Increasing access to trails	15.69%	120
Attracting commercial/ retail development	36.21%	277
Providing for and attracting additional industrial development opportunities	16.21%	124
Other	6.93%	53

Public Survey Results



Brewery/distillery, bars	12.03%	92
Boutiques	4.58%	35
Movie theatre	52.81%	404
Live entertainment	22.48%	172
Ice cream shop/bakeries	4.97%	38
Café/bistro/coffee shop	4.18%	32
Furniture and home furnishings	6.14%	47
Hair salon/barber shop	1.05%	8
Clothing and accessories	21.44%	164
Farmers market	12.03%	92
Grocery store	10.07%	77
Butchers/craft or artisan grocers	22.48%	172
Food trucks	11.37%	87
Other	9.02%	69



21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
 Long Text | Skipped: 0 | Answered: 765 (100%)

- Economic Development hotels restaurants, boutiques, unique stores
- Sustainability/ environmental responsibility.
- Supporting a more diverse/ welcoming environment
- A visually attractive city with lots of trees in manicured frontage, fountains, etc. to make it attractive as a destination for visit or living.
- Restore, improve, boost city landmarks such as the Elms, Wyman, Other vacant schools, other historic buildings to improve authenticity.
- More fine restaurants, upscale bars, indoor recreational bars (pool tables, etc.)
- consolidate areas for activities - make them more attractive for visitors and residents, including improved bowling alley located with other indoor recreational activities such as pool tables, tennis, racquetball, etc.
- Establish an outdoor community area commons such as a large fountain with eatery shops around it, roller-skating / blading, ice skating, and dining nearby.
- Neighborhood improvement programs.
- More attraction to visit
- More opportunities to stay - jobs
- Events that include all types of people
- Maintaining what we already have
- The hospital must continue to be the dependable and vibrant resource that it is currently. The hospital provides SO many services that are critical to the health and sustainability of this community. The community must continue to support the hospital in all ways so that it can continue the growth of services that has occurred over the past 5-7 years.
- Health and wellness of the community must continue to be prioritized. This community has traditionally had lower life expectancy than most other areas in Clay County. We have made strides in this area, but we must continue to prioritize substance use prevention, smoking cessation, and mental health prevention/treatment among other health priorities. We must have a "health in all policies" approach to continue making progress in this area.
- The school district must continue to have good support from the community so that they can continue the positive path that they are currently on.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- A critical issue is infrastructure and dilapidated buildings. Currently, there are several areas/buildings in Excelsior that are deteriorating and solutions must be created so that these issues are solved and are no longer eye sores and dangers to the community.
- Not really sure to be honest. But it would be great to have a amphitheater or movie theater to have some family entertainment in town.
- Citizen collaboration
- Business development & collaboration
- Undireable element/drug traffic & use
- Overnight accommodations
- Large public events ie. Concert series at the ballfield like Knuckleheads
- The entrance into our town from all directions is not attractive, welcoming or inviting due to lack of attractive signage. Also because of unkempt houses and empty buildings.
- The Downtown needs to continue to grow and bring in more retail and entertainment options, NOT services like dog groomers, hair salons, business offices etc. Places where people can spend money that helps the downtown and city due to tax dollars collected.
- The Downtown has a bad reputation as a place where low to zero income residents can live because we allow to many unattractive and low income housing units; we allow the Good Samaratain non profit to reside at the corner of the busiest two streets in Downtown which attracts people who do NOT support our downtown in any way and actually hinder growth. Too many vagrants (some dangerous) that police are slow to respond to when there are issues. Social services are vital to any community, but not right in the middle of a downtown. Meet The Need is a much better run agency that encourages work and developing work skills for those who need it and the town supports its restaurant. Good Samaritan seems to be an agency that enables people to remain poor, homeless. It needs to move out and relocate.
- There are several landlords who own a lot of property in this town, who are not interested in supporting the town and allow their properties to be run down and slum looking. They are also allowed to buy old buildings cheap, with the "promise" of restoring them with no follow through. There are several right downtown on the east end that look horrible. Start holding these landlords accountable with substantial fines.
- We need more community policing. The PD is located downtown, yet it is rare to see any casual patrolling of the downtown area where there is too much crime. Police patrolling makes it uncomfortable for trouble makers to land in Downtown and walk the streets causing issues.
- Better schools - if you want to attract new residents and thus increase our tax base, we need better schools with better academic and athletic achievements.
- The need to hotels for visitors, this city can not grow its tourism when there is no where for people to stay.
- The need for more food establishments for visitors and locals to eat and enjoy their evening. The lack of things to do and places to go is causing people to choose other locations to live.
- youth sports...The lack of fostering the development of sports in our youth is showing in our schools. For instance we have a amazing golf course and our parks and rec department has never done anything to help encourage youth in golf. Golf is a sport that not only they can do at a young age but something that can be played though-out their years.
- Reducing and preventing an increase in vagrancy

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Acting on creative ideas to repurpose public spaces and blighted buildings
- Build relentlessly on our already growing reputation as a destination for regional tourism. This is who we are and where we came from historically.
- A decrease in population, and a lack of long term jobs.
- A dying east end
- A growing population of seniors living in poverty, as well as homeless population.
- Seems like we have two separate, distanced communities sitting within ES — the more attractive historic/tourism downtown and the unattractive retail/commercial west side. What can be done to better connect or synthesize these two areas?
- How can we attract employers to ES so residents don't have to travel to KC for work?
- A lot of businesses start and close really quickly in this town but when they do stay open they stay open for a while I just feel that a lot of these businesses will start closing and we will lose some of what makes us Excelsior
- Abandoned buildings and homes all along the streets
- Abandoned buildings. I feel we need to tear down or repurpose vacant buildings. Also, we need more activities to do on the weekends that are indoor.
- ability to explain and draw in business.
- Accepting that the community is changing and being open to the change that is coming. Finding creative reuses for blighted buildings and addressing homeless individuals causing crime
- Accessibility and walk ability. Also more family friendly events that embrace our unique history. More youth activities like a roller rink, corner stores, games, art, etc.)
- Accessibility for pedestrians and bike riders. Increasing retail and dining options.
- Add a soccer complex
- Adding sidewalks to main roads.
- Addressing the lack of housing
- Outdoor space for youth sports—so much money is spent in other cities because of travel for youth sports
- Adequate funding to maintain the community
- Adequate parking.
- Affordability for the next generations. Buying homes is the biggest one though. I also think turning old property's that are abandoned and crumbling and turning them into something new and positive to make sure we done plateau. I would hate to see more of our Beautiful land and springs be disturbed for the sake of growth when we have all this space being taken up by run down buildings.
- Affordable business growth, housing
- Affordable housing (x9)
- Affordable housing and minimizing crime activity
- affordable housing and water/trash

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Affordable housing for “normal” people who make minimum wage, but, don’t fit any “help” criteria
- Affordable housing for singles and young families; More career-growth opportunities for young adults (many of them leave Excelsior Springs to find jobs in bigger cities); More dining/entertainment to increase regional tourism.
- Homeless resources
- Drug/alcohol resources
- Affordable housing, as it gets hotter having somewhere Indoors to take kiddos. Having activities for kids and young adults would be amazing. Parks with shade instead of only full sun.
- Affordable housing.
- Affordable housing. Services for special needs children. Lack of diversity in food and entertainment. Hours of businesses and having a mix of business that are operating when people get off work or offering online shopping/delivery.
- Affordable housing. The housing is so ridiculously overpriced that nobody’s going to be able to live here, meaning you’re not going to have any new businesses or new residents. It’s going to end up becoming a ghost town.
- Affordable living, public resources
- Affordable residential housing for Seniors
- affordable water, street repairs, new businesses, affordable housing
- Aging buildings and limited resources.
- Aging buildings with high repair expenses. Flood and environmental concerns.
- Aging infrastructure, maintaining aging buildings
- Aging population
- Limited housing options
- Airport
- Hall of waters
- Bank owned by city
- Parking downtown
- Farmers market growth
- Infrastructure repairs
- Fireman’s overtime abuse
- All the businesses that open end up closing. The businesses need to be open during peak times when visitors are in town! Specifically Fridays, Saturdays, Sundays, and Mondays
- allotted
- Allow for housing that fits the median income. Investors are taking them all and turning them into rentals that aren’t affordable for families. Building more tax

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- revenue from businesses to support the school district which also means figuring out how to get more chain businesses, corporations and restaurants here to stay.
- Allowing a few to dictate who, what, when a business opens/operates in Excelsior Springs. Making things difficult for new businesses to move in.
- Appealing to younger generations
- Appearance and first impression. ex: abandoned buildings and buildings need work
- Appearance of town....some areas run down
- As a resident / local business owner, none really come to mind.
- Assistance with local entrepreneurs to get businesses in downtown
- Attract more residents with disposable income
- Attract small business
- Be attractive as a bed room community to Liberty and KC
- Attracting business and tourism. We should revive our mineral waters and lean into our colorful history of the past.
- Attracting business that have hours that more people can enjoy. Also more activities for the kids so we don’t lose them, fun and educational.
- attracting new people to the city. those people need jobs, places to live and places to shop and eat. too much of downtown is still empty buildings and vacant lots.
- Attracting young families that want to keep their children in school here. We need to invest in our teachers and their compensation.
- Attractions are critical to getting people to come to Excelsior Springs and stay there. By improving and adding new businesses and such people will be more willing to participate.
- Balanced development between the three census tracts that exist. Many amenities have left the two census tracts that exist on the East side of town. There is a need for a grocery store, doctors and dentists, more restaurants. Also, managed growth that recognizes and celebrates our uniqueness while being flexible enough to add services, amenities and housing options that will benefit the entire community.
- Being able to afford living here. Taxes and water bill keep rapidly increasing.
- Being able to keep up with housing. Money management. Infrastructure roads
- Being able to modernize while keeping our history.
- Being land locked with out annexation
- Being new to town my first impression was the the downtown area is old and needs some love. There are so many vacant, crumbling buildings. The older homes in the downtown area need repairs and add to the decaying esthetic of the town. Encourage landlords to get store fronts rented so there are more options and reasons for people to go downtown. Encourage a more inclusive attitude with residents, we are one town not 2. West side is just as much a part of Excelsior downtown.
- Better city government and school administration that provides results driven education and programs than adding more taxes to the citizens.
- Better code enforcement regarding yard and general property upkeep in neighborhoods.
- Better dining/nightlife options. Shopping in all areas is very inadequate.
- Better police officers

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Better shelter for our homes community, more housing for low income, A less high and mighty city council and a best interest in the needs for the people that actually live here
- Bringing in businesses that pay a living wage and also hire a high number of people (having businesses that only have 1 or 2 employees other than the owner is useless). Need to have a good exercise facility (like Planet Fitness) or do massive change in Community Center as its exercise area is horrible.
- Bringing in more businesses.
- Bringing in new commercial businesses
- Build new housing additions.
- Stop attracting the poor
- Bring back what we are known for...the waters
- Clean up of trash everywhere
- Senior living housing.
- Bringing people to the town to live! Providing things for children in the town. Everything in this town is focused towards senior citizens.
- Building hotels, downtown being open on Sundays even if it is just lunch
- Building the school systems, selling property the schools don't use any more, building youth programs that build better students and athletes for the future, addressing safety concerns, bring new businesses into the community.
- Business growth, dining, tourism.
- Business growth. Reputation management (welcome new business and tourism). Find a personality like Weston or Parkville.
- Business that can maintain and be supported. We have lost many.
- Business, other than fast food, growth that pays workers a good wage. Better housing. Maintaining streets, trails, and sidewalks.
- Businesses (retail) and restaurants established and staying open past business hours.
- Ability to draw people/families to ES that can contribute positively to the community as a whole. The town seems to be drawing a lot of unsavory/unproductive people. Crackdown on empty rundown properties.
- Businesses are not thriving or the city shuts out potential new businesses. The city needs to be more willing to work with business owners who want to bring their services to our area.
- By letting car washes and dominos and check cashing places move into town (first impression coming in on the highway), it looks like Independence.
- Change building codes to allow affordable housing size. Not saying real small but 900-1000 ft minimum. Make it more attractive to flip houses with experienced investor incentive
- Changes in people's hobbies.
- City enforcement codes. If you work at cleaning up and beautifying the city, businesses will come. Right now there isn't much to do in the area. No shopping, no family dining, and nothing for people to do. Why stay?
- City lack of anything for kids on the spectrum to do

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- City owned dilapidated buildings downtown, need to be addressed. Privately owned empty buildings with no movement need to be fixed.
- Clean up housing as you head out of town toward Dairy B and take care of old empty buildings downtown even the old high school
- Cleaning it up
- Cleaning up the houses down town.
- Coming from Liberty I really enjoyed moving here almost 2 years ago. It is very quiet and peaceful. Wish more places stay open later in downtown
- Commercial development
- Community Buildings- How well they are taken care of, and/or what's done with buildings abandoned?
- Roads and Sidewalks- All schools should have sidewalks leading to them from surrounding streets. Crosswalks installed for pedestrians.
- Lack of Large Gathering Areas for Recreational Events/Sports.
- Small/Casual Dining Places to help with more people staying in town than going to surrounding towns for business.
- Community Development
- Community growth, increasing tourism
- Community support for those afflicted with substance abuse.
- Local continuing education opportunities are non existent- other than job corps.
- Competing against surrounding cities for TAXPAYING home and business owners to live and work here. That means figuring out what younger, working families are looking for and creating a more affordable alternative that sets us apart from the other cities.
- From just living here and listening to others, ES seems to have gained a reputation for being very difficult for businesses to locate and homebuilders to build in. This is a perception that must change.
- Continue the hometown style. Love what you are doing.
- Continue to clean up abandoned properties and crack down on drug issues
- Continued effort to grow community events that encompass the entire family not just adults
- Continued funding for public safety, streets maintenance, speeding in Downtown
- Continued homeless population, vacant/empty housing/buildings in downtown area. The infrastructure of the historic Hall of Waters. Maintaining the alleyways and streets to be unkept with either gravel or repaving.
- Corporate home owners who don't care who they rent to - just a quick flip.
- Corruption on the City Council and taking care of the crime and high drug culture of the town.
- Corruption on the city council
- School board wasting money
- Crazy high sewer rates
- Horrible trash service
- People who are friends with city council members attacking people online who disagree with them.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Corruption within the city government and school board. Everything about this town basically boils down to one pathetic statement, "it's not about WHAY you know, it's about WHO you know." Unless you have someone in your pocket that's in a position of power (and abusing said power), you will get absolutely no where in this town.
- Cost of living down. Don't add things that will cause property taxes to increase. Keep property taxes low. He'll get rid of clay county sales tax's that add 5% to everything.
- Cost of water vs sewer and trash services. Lack of sidewalks leading to the skate park.
- Cost of water/sewer
- Discount for residents at community center
- costs need to be lowered - water bills, housing need revitalized downtown area - it looks blighted, houses in the area that are shacks need to be torn down. The old unused schools (Roosevelt, Wyman) need to be torn down.
- Creating a safe community. Crime has become a more issue for citizens of Excelsior. Additionally, reaching out to NPS or MoRNR about turning historic sites (Siloam and the hall of waters, others) into state or federal parks would add needed tourism destinations
- Crime (x4)
- Crime & drug related activities need to be addressed
- Crime and drug activity.
- Crime and drugs
- Crime drugs people who don't care
- Crime rate, drug problem, homelessness. I think consideration also needs to be made for other chain dining options (Chipotle, Chic-Fil-A, Texas Roadhouse... reasons people go to Liberty). We need to amp up the downtown area, fix the sidewalks, etc.
- Crime rates, activities for youth
- Crime related activities reported by downtown residents
- Crime, k-12 education/school performance, local job, clean up downtown, EXPAND NUMBER OF OVERNIGHT BEDS/ROOMS to support larger event platforms...eg. concerts series in the ballpark (2,000-4,000 ticket holders)...multiple-days (weeks) festivals eg. Rennfest or Roaring 20's
- crime, stuff to do
- Crime. Every day there are posts about breakins and theft. Increase the police force. Monitor safety for drivers. Every single day cars are blowing through the red light at 69 and McCleary. Residential patrols are needed. The Vintage sees folks going way too fast and looking at their phones while driving. This is a neighborhood with small children. We've complained to no avail.
- Crime/drugs, psychiatric care, dilapidated buildings
- Critical issues facing Excelsior Springs include aging infrastructure requiring costly upgrades, balancing economic growth with preserving historic character, addressing affordable housing shortages, and adapting to climate-related risks like flooding. Workforce development, diversifying the economy beyond tourism, and improving public transportation are vital. Additionally, fostering community engagement to bridge generational divides and integrating technology for sustainable

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- urban planning will shape long-term resilience and equity. Prioritizing these areas while maintaining small-town charm amid regional competition will determine the city's trajectory.
- Critical issues facing Excelsior Springs include aging infrastructure requiring costly upgrades, economic diversification to reduce reliance on limited industries, sustainable growth balancing development with environmental preservation (e.g., water resources), climate resilience amid extreme weather risks, affordable housing shortages, workforce development aligned with evolving job markets, and maintaining community cohesion amid demographic shifts. Addressing these will shape long-term livability and economic stability.
- Culture. Racism is rampant. Disrespect is the norm. I'm an "outsider" and have even had someone who resided here their whole life call me that.
- Current businesses don't have enough customers to warrant them staying open during normal business hours and therefore customers lose confidence in the businesses to be open when they want to shop... it's a catch 22 situation. There needs to be quality businesses in town to create a healthy economy for growth. But to get quality business to move to excelsior springs the town needs to make changes; properties in the downtown area need to be cleaned up; streets need to be made accessible; there needs to be a new image - instead of poverty the city needs to project prosperity. New housing variations should be allowed in the old boarding house district to encourage new development. I know the flooding issues in downtown have been addressed, but if it's still causing issues for business and livelihoods, those issues need to be fixed.
- Current government and school board spending is wasteful and not being used for important things.
- Current infrastructure for city water/utilities-overly high cost compared to similar sized cities/towns nearby.
- Lack of diversity in restaurants/food based business. We have a LOT of the same thing over and over. And those have a terrible time staying staffed - which seems to be the reason nothing new will come in or doesn't last. If you don't have the work force a Chick-fil-a will not build here.
- Difficulty to bring in new business-there are so many hoops the city imposes to have to jump through to bring in something new. Rather than encourage and promote new business the council seems to be content with the same group of 2 dozen family/business owners being granted easy access while others who attempt to breathe new life into the town must hop-skip-jump through extra meetings, hoops and agendas set forth by council.
- Decaying and failing infrastructure.
- Demolishing or repurposing old/abandoned existing structures
- Derelict properties such as the Royal Hotel, Wyman, & Roosevelt Schools, not to mention scores of private homes. Loads of opportunity for property flippers here, but something seems to keep getting in the way and I don't know what it is.
- Deterioration of older buildings and homes
- Developing so we can continue to grow and bring in revenue but doing so in a manner that doesn't alienate the current residents and how they feel.
- Development and lower utility rates
- Development downtown and grocery store downtown
- Development of outdoor community gardens and educational experiences are a much needed feature.. My non profit has many great programs to do this and more for the city
- Dining, entertainment, jobs

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Diversifying the employment opportunities to support all levels of careers. More focus on businesses with employment opportunities for over 20 individuals.
- Diversity of population and making sure we are inclusive to all kinds.
- Do not allow the homes and buildings to fall into the hands of outside investors including local landlords. The community must own its land or risk being someone's income stream. Despite what they may feel, landlords do not provide housing but profit from it.
- Doing something with abandoned building problem. Infrastructure/road maintenance
- Don't have current city leadership or support staff in place that will allow for our town to thrive or expand. The current staff are inexperienced, lack vision and not collaborative in nature and do not possess the knowledge and experience to lead or support this town with future growth. Additionally they cannot keep or obtain experienced staff that can support this vision either. All in all. Please start with a clean slate and bring in someone that has experience and knows what they are doing so we can expand like this city and its locals deserve!
- Don't know (x1)
- Downtown Grocery Store,
- Roads,
- Affordable Housing for all income levels,
- Downtown housing is deteriorating. Lack of good restaurants, walkability,
- Downtown's residential area is very run down.
- Drugs (x3)
- Drugs and crime. There is getting to be more theft around and some of it is related to drugs and the drug addict needing to steal something for money to support their habit.
- Drugs in the downtown area
- Poor looking housing downtown
- Expired or wrong license plates
- Drugs. The police are too weak on drug offenders and distribution in the city. There are also limited options for rehabilitation.
- Economic development, aging population, public education
- Economic development.
- Economic growth of surrounding cities and we are well below that standard of growth.... Liberty and Kearney particularly
- Economy,
- Affordable transportation
- Education and shopping
- Education, school district needs to a lot of improvement.
- Educational decline and lack of jobs.
- Either become a destination like Eureka Springs or cater to locals. Don't think we are big enough to do both.

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
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- Elements/features/infrastructure to support large events..ie concert series with 3000-5000 attendees: hotels, restaurant/dining establishments, parking (even offsite with shuttle services). Riff-raff. Diversification of festivals & events.
- Eliminate wasted funding by city by adding additional taxes as the city taxes are too high given the amount of development occurring.
- Emphasize the old fashioned, family friendly culture in business development downtown.
- Increase fiscal accountability in local government and education before resorting to taxation.
- Employee retention
- Employment of residents
- Activities for youth
- Encroaching city
- Entertainment and activities for children and teens
- Entertainment for young families, restaurants and affordable single living smaller homes. \$400k is too much for area and 4 bdrm is too big for most.
- Entertainment to younger crowds. More family friendly businesses.
- Environmental sustainability, improved regulations for homeowner self reliance practices, community gardens and locally produced food and goods stalls.
- ES has done an amazing job of reviving downtown and I love seeing all of the businesses and very few empty buildings! I would love to see some of the run down parts of the town be revived as well. Driving through town and toward Richmond, it is sad to see the run down houses and the state of businesses. I would love to see some of our older, run down neighborhoods/areas taken care of.
- Every town around us is growing a lot faster than us. I think we need more places to go and things to do to be able to compete with surrounding towns.
- Excelsior citizen(the news paper) is extremely biased and unprofessional. This is causing issues in the community with being able to trust our leadership and unsure where to get proper news from.
- Excelsior has a large aged community with many senior oriented living spaces, as time passes the amount of aged citizens may decrease and repurposing buildings for all ages would be helpful. We must talk about making housing affordable and creating a Transitional housing space for the homeless to recover and find footing.
- Excelsior has a lot of hud housing that attracts a lot of the wrong kind of people, unfortunately. I think we need to find a way to govern that service a little better to ensure those services are being used by citizens of Excelsior that actually need them. There seems to be a lot of people moving here from surrounding areas because they can get free housing here. Crime rates have increased with this, in my opinion.
- Excelsior Springs does not attract young families and those starting out as first time home buyers. We have many over-priced rental properties or Section 8 housing options but our community and school district will grow if we can supply house buying options to 20 and 30 somethings.
- Excelsior Springs faces economic diversification beyond tourism, aging infrastructure upgrades, affordable housing shortages, climate resilience (e.g., flood risks), an aging population requiring healthcare expansion, workforce retention, and balancing historic preservation with growth. Strategic investments in broadband, education, and public-private partnerships will be critical for sustainable development.
- Excelsior Springs is the Radiator Springs of the KC Area. If people do not have a reason to come here, they don't. We need more reasons for people to visit or want

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to move here.

- I would love to get back to the heyday of tourism. With holistic health ruling the internet, bringing back the “healing natural springs” and similar spa opportunities mixed with the local breweries and wineries could be beneficial (especially with TikTok).
- Additionally, providing ghost tour packages sold at The Elms that includes a tour of The Elms and Belvoir using our trolley as transportation would be cool. It could be promoted using “As seen in Ghost Hunters” or whatever (think Stanley Hotel in Estes Park).
- Excelsior Springs needs a multisport complex out at the old airport
- Excelsior springs needs to expand its infrastructure to accommore businesses retail and manufacturing as well as housing. Programs or accommodations. To clean up the homeless isdude down. The broadway corriwould be nice as well.
- Excelsior Springs needs to increase the amount of homes that are individually owned and reduce the amount of rental properties. Excelsior Springs needs to ensure the clean up of residential and commercial sites that are vacant or run down before the city is left with the clean up bill.
- Expanding to much and potentially gaining to many residents. I definitely would love to keep Excelsior Springs a small town. Peacefully.
- Expansion of pointless codes; the erosion of property rights; the increasing loss of Judeo-Christian/Western values
- Failing infrastructure.
- Fair housing for families, support for those in need, support for our parks and riverways, adult continuing education
- Fast turnover with restaurants and need to update bowling alley. Very old and falling apart. Updates to Price chopper and provide newer playground equipment as it is weathering down.
- Figuring out why businesses keep coming and going like clock work in town. Lack of parking downtown
- Finances are my main concern. Both the ability to take care of the city employees while also continuing to grow the community during a time when prices everywhere skyrocket
- Financial and City Maintenance, Development of Wells back to life, Water Treatment Plant, Street Bridge Maintenance
- First appearance and upkeep of roads
- First of all, we need to get rid of the good ‘ole boy network that seems to permeate small town politics. These folks usually only support things that serve their own best interests. They usually own multiple properties/businesses and control all aspects of the town governing bodies.
- Fix the schools
- Fix the streets, not just downtown. LOWER THE WATER RATES
- Fixing up or tearing down abandoned and or crumbling buildings.
- Fixing up the downtown, getting rid of dilapidated buildings and homes. Making it more attractive to tourists. Add parks where the buildings or homes were.
- Adding sidewalks, especially from schools to local neighborhoods. Many have to walk in the street.
- Flooding
- Focused way too much in senior citizen. I think it's great we have housing for them, and opportunities. Shoot, I'll be a senior one day too. But I remember when I was 18 and trying to rent in my hometown of Excelsior being told no because I wasn't poor enough or I wasn't a senior.

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Long Text | Skipped: 0 | Answered: 765 (100%)

- Frequency of black outs
- Expense of water utility
- Transportation
- Homelessness
- Funding for water/sewer/street repairs
- Funding/money
- Further enhancement of downtown area.
- It has improved greatly since the 70's,
- Future business growth. Preferably so people don't have to leave to make a living.
- Future growth for businesses and homes. City improvements in the downtown area.
- Future growth from expanding KC Metro, access to quality 1st class healthcare, (already on goal with ESHS partnerships) ability to entice large businesses with good paying jobs for local citizens with accompanying housing.
- Get a grip on crime and poverty more policing as to confirm property values
- Get rid of crumbling buildings and replace with green space, apartments or commercial buildings.
- Too many businesses opening, failing, closing. Seems space leasing is cheap so anyone with an idea and a few bucks opens a half thought out shop then fails and it sits vacant again.
- Getting rid of drugs & crime
- Getting rid of run down housing. Eye sores! Keeping unique businesses in downtown!
- Getting theft and drug use under control
- Getting younger families to the town!
- Greed
- Growth
- Growth and opportunities for businesses to invest in excelsior springs.
- Growth in housing and businesses
- Growth, attractions, safety
- Growth. The youth want out.
- Hanging onto the Hall of Waters! Infrastructure, streets, more tax generating businesses.
- Hard to find quality nice neighborhoods.
- Have a mastermind group that can address all the issues. There are too many to list here.
- Having limited knowledge of Excelsior Springs, it seems that Excelsior is primarily a city that provides for basic needs of the community, but a lot of residents go to neighboring communities for more variety in dining (Chik-Fil-A, Freddy's, Culvers), more outdoors recreational activities (disc golf, ziplines, entertainment venues

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like water parks/go carts/mini-golf), and additional shopping options (Sam's Club/Costco/Best Buy, etc.).

- Having the Hall of Waters' pool finished and open back for the public and tourism would be a huge boom. Yes it would cost a lot but the history is there. The water bar not serving water is really a disservice to the history of the waters that brought people to the town.
- The businesses downtown close to early. People traveling to town don't want the sidewalks rolling up at 5 pm. Maybe pick at least 2 nights a week for the town to stay open.
- Help for the people that want to stay in excelsior springs, instead of trying to outcast them!
- High taxes driving people out from people pushing for growth for the sake of growth.
- High water costs, lack of accessibility for those in wheelchairs, lack of educational resources for those with disabilities
- Homeless and amount of housing
- Homeless community needs to be addressed with living options like Eden village
- Homeless housing should be addressed. Get with the times
- Homeless in town. Crime rate
- Homeless people
- People on drugs
- Thieves
- Homeless people/transients
- Homeless/transient citizens seem to have spiked. I am concerned with what is bring them to our area so suddenly. I think we should focus more on the lower/middle class thriving than the few elites making a Buck off of everyone because our choices are limited.
- Homelessness
- Homelessness and drug use
- Homelessness, poverty, the people coming to town due to the caves on McCleary, drugs, increase in crime
- Homelessness. Work with intentional living options
- Homes need to be cleaned up. City lands need to be well maintained. Grass cut more frequently etc. Our city could look A LOT nicer. It is discouraging when you visit other communities and see how run down ES can be in some areas while others are very clean.
- Homes that are falling into disrepair affecting the overall aesthetic of the town, homelessness, and drug use.
- Houses for retirees
- Transportation
- Housing (x4)
- Housing and business development
- Housing and daycare facilities for young families.
- Housing and dealing with the ongoing drug problem.

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Housing and entertainment for old and young
- Housing and entertainment.
- Housing and jobs
- Housing and regroup homeless
- Mental Health Facility, beds, doctors, educational jobs - big facility
- Grocery store downtown
- Entertainment/dining
- Housing and retail development.
- Housing beyond first-time home buyer properties and prior to senior housing. We desperately need housing that would support families with multiple kids with secure incomes. 4 bd, 2-3 baths in a neighborhood style.
- housing for all income levels
- Housing for college age adults
- Housing for low income family's
- Housing for the retirement age that doesn't take all of our Social security.
- Housing for those without shelter
- Housing for young adults
- Housing for young adults and families
- Housing for young adults
- Dining choices
- Activities for youth
- Eastside groceries and pharmacy
- Hotels - not enough rooms available for conferences, weddings, funerals, and tourists
- Movie Theatre
- Skating Rink
- Too much money going to other communities for these services (Movie theatre, and skating rink)
- Housing is not there for low income families
- Housing options
- Housing options
- Public safety
- Housing prices getting unreachable.
- Being taken over by wealth out of towners.

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Housing
- Vacant buildings
- Aging infrastructure
- Housing, healthy tax base for infrastructure and development.
- Housing, locally grown produce/food, infrastructure, creating free energy source for city wide power, pure/safe water supply, industry/business
- Housing, taxes
- Housing/homelessness
- Vacant lots and make use of empty or abandoned homes/retail spaces.
- How to keep people here and to keep the town clean
- Hunger
- I believe bringing new businesses and income into Excelsior Springs would generate revenue in order to give our community the funds for us to have the spaces we need to accommodate our children and young adult activities to keep them engaged in healthy physical and social activities. Specifically having a sports center with multi purpose usage for non school district teams and groups to practice would be great. Our gyms are being over used and the maintenance on these areas gets more expensive every year.
- I believe continued resources for the downtown area are needed to attract businesses. Specifically businesses that are willing to be open on Sundays/Mondays.
- I believe there is not enough housing options for single young adults. There are a lot of great starter homes for young families, we have senior housing, but I think there is a lack of housing for single adults ages 18-30. The apartment options around town are extremely outdated and always full.
- I believe there will be staffing issues with the town's first responders. Their pay and benefits are embarrassing. I know they don't go into these careers for the pay, but they should be making more of a livable wage than they are. We are not going to keep/attract good first responders with such little pay; they will go on up the road where they will make more. The town's crime rate isn't great now, I can only imagine what it will be like if we don't get more competitive with pay and benefits for our first responders.
- I dislike required text short answer essays.
- I have lived here my entire life, we need to support all local businesses and try to not call out other businesses. We have been called on 4 times before we even opened the deli. Everyone wants new businesses, but no one supports them once the new wears off. More stores downtown need to stay open on weekends/Sundays for sure.
- I hear a lot of negativity towards the local government, but I don't know why. I don't know if that's just how it is in a small town or if people just like to complain I don't have a problem with them.
- I honestly do not know. I've only lived here 2 and a half years. To me it's a great town. Though I do wish there was some help with people who need air conditioners for their homes.
- I just wanna drive down the roads without apologizing to my car. Thank you for the new bathrooms at rocky hollow by the way!! Thank you thank you
- I LOVE the Hall of Waters and it was a big part of my desire to move here very recently.

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
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- The Water Festival needs more Water Features and water activities.
- I see excelsior being stuck in a "we've always done it this way" mind set. I am not native to excelsior and some practices and expectations are old school.
- I see people leaving due to lack of job opportunities and bc there is cheaper better places to live in other cities
- I think a major issue that is overlooked is substance abuse issues among young to middle aged adults. It takes its toll on the community and the future generations.
- There is also plenty of discussion about helping the homeless but the core issues of the problem are not being addressed. The why of the issue is being ignored. It could be drug use, mental health, someone who is actually just down on their luck or they could be choosing to live that life style. Please do not dismiss the idea of choosing to be homeless. I have talked with people who are homeless that admit they do not want housing they are content with where they are living. Resources need to be available but not shoved on people.
- The last critical issue is affordable housing from apartments to single family homes. When determining affordable housing the average income of the citizens should be taken into consideration. When applying for a loan underwriters prefer the applicant has 30% or less debt ratio. I believe when determining affordable housing that idea should apply. Think of 30% of someone's income going to a loan payment or rent. Individuals should not have to use over half their income to make a payment for a roof over their head.
- Maybe we need to focus on families and individuals who are barely thriving and help more in that area.
- I think economic development is key to getting and retaining citizens. If there were more jobs that are attractive to young adults, more of them would move here. Along with this, there should also be more housing options for the same people.
- I think Excelsior should consider the citizens more in business development. Put businesses the people will shop. Not so many party places.
- I think it's critically important that we set Excelsior for future success.
- Have business opportunities for outside companies to come in BUT not change the dynamic of the city ie like claycomo and ford.
- I believe local business is a key to future success as well. I personally think we have far too many vacant buildings and structures, either due to neglect or loss of business.
- Especially around the broadway area of town.
- I think with the Elms being a go-to destination for tourists and weddings/events. I think it's critical we give those tourists and visitors things to do downtown while feeling safe and welcome.
- Walking across 15 closed businesses and 7 boutiques is NOT a good look.
- I think it's currently doing a fairly good job of attracting entrepreneurs to the downtown, just wish the inhabitants would be more supportive of them.
- I think making our town a family friendly tourist destination would be an amazing! Yes we have the elms and lots to do for couples, but young families don't have a lot of options if they want to visit. We need to highlight what we can offer now more, while working to expand offerings.
- I think more people will continue to move here and work on roads (expanding to add lanes, adding lights, etc) now before it's a problem would be smart.
- I think run down homes make people stick up their noses. It's hard for businesses to survive downtown. There needs to be more affordable housing that is kept up with.
- I think that the city of Excelsior needs more activities for children to do such as roller blading, movie theatres, arcades and such. The building in school needs to be

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
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dealt with. Also the violence and theft in Excelsior is awful.

- I think the growing age demographic will be an issue in keeping the town lively. We need to rejuvenate the downtown area and also build more commercial spaces while keeping the small town helping community vibes.
- I think there is a need for senior housing. Also senior housing that isn't income restricted
- I think we need a soccer complex and other sport facilities because a lot of our athletes and their families travel to other towns to compete and practice. Our town is great and has a lot to offer. Some bike and hiking trails would also be great. There are some groups that travel thru town on their way to other destinations and having more to offer them would be wonderful.
- I think we need nice "luxury" apartments for young professionals
- I would like to see a complex built for 55 and over gated community with a clubhouse in the middle for activities for all the residents of those houses
- I'm doing this over voice to text so I'll try to keep this as concise as I can. There's a big homeless population in this city that needs to be addressed chicken laws need to be passed so people can have affordable food that they can produce without government intervention or supply chain, reliance, and it would be nice to see businesses stick around and such a high turnover rate especially on Broadway Street
- I'm not sure (x2)
- I'm not sure. The lights by Walmart get very congested when driving home from work. Something to reduce this would be nice
- If Excelsior wants to increase vacation travel here, there needs to be more of what we have....focus on the downtown area...Entice folks to want to come here to see the shops..think Weston, MO...boast what the town was known for.
- NO MORE TEARING DOWN THE ORIGINAL DESIGNS OF BUILDINGS AND BRIDGES and if so, REPLACE LIKE the ORIGINAL. Keep the history. If a building needs to be refurnished, etc...take the time and money to bring the uniqueness back. Folks can see modern all over Kansas City...bring Excelsior back to its roots.
- If our school district is not improved we will be moving. The bullying is out of hand and we will move closer to a private school. I think we will lose more towns people if this isn't improved.
- If there isn't already a limit of houses that can be rental properties, there should be. If there is a limit, it should be lowered. Rental houses are often run down inside and out and the yards maintained poorly, if at all. When I first moved here I was appalled by the condition that most homes are in. I went on a trolley tour and was embarrassed when out of towners on the tour commented on the poor condition of the homes. Weeds growing out of gutters, moldy siding and unkempt yards. And nothing has changed in 15 years. My suggestion is to limit the amount of rental properties.
- If we want to retain our charm and character, we need to actually embrace tourism for real. People were excited to visit and stay in Excelsior Springs back when it took hours to get here from anywhere substantial; surely we can figure out how to draw them in when it's less than an hour from anywhere in the metro. The whole KC area is crying out for a fun, safe place to staycation without driving to Lake of the Ozarks, etc. We're doing great at growing the events calendar, if we can just get the word out farther than Liberty and make it worth people's while to make the drive.
- I'm not sure. I work there. visit people and we may catch a beer. maybe get more things going and promoted and upkeep. like the skate park is cool but I didn't even know it was there for years. I bring my nephew sometimes to skate now.
- Improvement in the roads

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Bringing more businesses to the town
- Improving and maintaining streets and other older infrastructure.
- Removing or redevelopment of empty buildings.
- Keeping our local hospital.
- Improving our educational system so we can offer competitive wages to teachers and school staff.
- Creating entertainment opportunities for our citizens. Not only would it benefit the community, it would likely draw people from Lawson, Kearney, etc and increase city revenue. Ideas such as a mini golf course, an arcade, or a movie theatre would be useful to multiple age demographics.
- Establishing a community garden downtown would help in eliminating the food "desert" since there's no grocery store. It would also foster community spirit and potentially benefit the food pantry.
- Improving roads, decreasing water bills, affordable single housing for families.
- Improving streets throughout town.
- Strive to keep a thriving hospital in our town.
- Keep improving on already growing tourism.
- Keeping Hall of Waters open to public.
- Find uses for empty buildings especially those city has ownership of. Keep them and all building and areas attractive.
- Expand city limits so as to provide more housing and bigger tax base.
- Including those that aren't fortunate to enjoy the boujee"... I have lived here and worked with all and notice this place is about who you know and your income. There are kids who don't fall into that category that can be apart of this community but this "community" shuns the
- .Increase in homelessness, and poverty level living.
- Increased traffic
- Safety from criminals
- Ease of accessibility
- Signage to where shops and other places are
- Increases in cost of living is a problem that needs to be looked into. Figure out how to lower the costs of water and power and other utilities. To make it where the costs allow the residents opportunity to enjoy the venues and amenities of the city to allow them to thrive. Instead of causing businesses to shut down due to lack of community engagement.
- Increasing and retaining small businesses. Sidewalks for safer access to all areas of town.
- Increasing our population; offering spa services and spring water at Hall of Waters: great schools that teach ... not entertain....
- Increasing small businesses and walk friendly communities.
- Increasing tourism.
- Infrastructure (x7)

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Homelessness
- Lack of business
- Infrastructure and new housing
- Infrastructure improvements to manage growth. Connectivity between all areas of the community to encourage active lifestyles and access to all amenities. Housing improvements to encourage population growth, which aids in the tax base and attracts more businesses to our community.
- Infrastructure Modernization:
- Aging water systems, roads, and bridges require costly upgrades, especially given the city's historic infrastructure. Balancing preservation with modernization will be crucial to maintain functionality and attract investment.
- Economic Diversification & Resilience:
- Overreliance on tourism (spas, historic sites) poses risks. Diversifying into sectors like tech, healthcare, or light manufacturing could stabilize the economy. Supporting small businesses and entrepreneurs is vital to mitigate downturns and retain youth.
- Housing Affordability & Revitalization:
- Addressing rising housing costs to prevent displacement while revitalizing underutilized properties. Strategies may include incentives for affordable housing and adaptive reuse of historic buildings.
- Infrastructure needs improving. Roads, sidewalks, water/sewer lines will need to be upgraded. Too many towns nearby is taking away softball/ baseball /basketball players due to lack of competitive programs offered by the city. City should invest in building a softball/ baseball complex to encourage travel team tournaments.
- Infrastructure to operate future businesses.
- Infrastructure to support growth. Public transportation with extended hours of operation. Having the money to perform required maintenance/upkeep on the buildings owned by the City. Minimize low income housing future options. Hold all rental property owners to the same standards.
- Infrastructure upgrades
- Availability of medical care in areas of the city
- Availability of healthy food
- Increased housing opportunities
- Upgraded connectiveness in the areas of transportation & social level
- Infrastructure water/sewer to old buildings
- Public Safety
- infrastructure, housing shortages or disrepair. Excelsior Springs needs to strengthen or create branding as a regional destination "You don't have to go far to get away!"
- Need a highly visited downtown business to anchor for the others. Vacant lots are not attractive.
- Infrastructure, roads and pathways
- Public safety issues such as crime and drugs

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21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Infrastructure, there are huge potholes and poorly maintained streets.
- Infrastructure. Roads are horrible. Raze dilapidated, vacant houses.
- Inner city transportation, police presence, more small businesses
- Integrity of water/pipes/infrastructure
- Investing in the city.
- Investing in the Hall of Waters to convert it into an entertainment attraction that can be financially self-sustaining and be protected for the long-term (without turning ownership over to a private investor). It must remain a City asset.
- Attracting unique businesses to the community that add value and don't just replicate the same cookie-cutter junk available everywhere else. Encouraging infill and redevelopment and disincentivizing new greenfield development.
- Investing in the school system. We can't keep quality teachers at that salary.
- Investing in the youth of the community (youth-oriented entertainment options)
- Investing in vacant buildings, old East high school, Wyman, houses. Having more than the community center for teens to do, skating rink, pizza arcade type business.
- Involvement
- It would be the same as my last answer to question #19 above. Something needs to be done about the Royal Hotel. It really is an eyesore to our town and is keeping that part of town from prospering like Broadway is.
- I also think that there needs to be more "whole family" and possibly more things for younger children. I have seen some folks talk about a roller rink (right be possibility outside of town); a movie theater (also could be outside of town but also a possibility downtown (in place of the Royal?). Possibly that part of town could be a Roller Rink, Movie Theater combination. I do love that our town is now known as a wine destination but it could and should be more than that!
- It's all about the income streams. We need to retain and attract young adults and young families to enable us to grow sustainably without overburdening our neighborhoods in taxes, while maximizing our proximity to KC metro and amazing natural resources to boost day/weekend tourism.
- Just moved to the area, so don't want to speculate about the areas needs, but we moved here because we liked the area.
- Keep moving forward like they have been doing. Just what I hear work more with those wanting to bring business to our town. Lots of hoops to jump through. Fair to all.
- Keep out homeless. I do not feel safe with them around. Focus on keeping criminals in jail. Less low income housing. Public safety is a priority.
- Keeping businesses
- Keeping crime low and NOT BUILDING ANY MORE LOW INCOME HOUSING PLEASE. Not building any places like Eden's Village that attract more criminals.
- Keeping crime low, preventing Eden Village from building a homeless camp!!! Not allowing chickens in the city limits!!! Maintaining the community center, the population NOT growing in excess of what is absolutely needed. Keeping taxes high enough. Definitely keeping crime low.
- Keeping current businesses open
- Keeping green areas vs. building up everywhere

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Keeping it safe
- Keeping out drug and crime
- Keeping people who live in Excelsior Springs home to shop, spend money and support their town.
- Keeping restaurants open. Many have had to close because not enough staff or running out of money.
- Keeping small business afloat and maintaining safe roads; There are countless pot-holes that have been in Excelsior for years and overgrown brush in intersections that make it dangerous for drivers.
- Keeping the current work opportunities and expanding living wage jobs
- Work on redevelopment of empty buildings or in some cases removing these buildings
- Maintain what has already been developed...no empty buildings
- Continue to improve our education system
- Keeping the small town atmosphere and country quiet while growing and increasing community revenue. I think tourism is important and we should invest in the "Springs" part of our name.
- Keeping young families here. More opportunities for families to spend time inside the town rather than travel to other nearby towns for entertainment.
- Kid friendly activities both indoor and outdoor.
- Homeless
- Drugs
- Kids being active. The schools and Parks and Rec are not working together to keep kids active. If kids aren't active, they are bored and tend to cause more trouble. Rec sports basically doesn't exist at this point and there are no soccer fields in town. We have hundreds of kids playing soccer and all our families leave town to do so.
- Lack of businesses that are keeping up with the current trends and styles. We need to look at the demographics of our city and work to attract customers to support our community. We must focus on what the consumer wants and needs. Downtown business must be open during the times when people are visiting. Rolling up the sidewalks does not make it attractive for tourism and making ES a destination place. It must cater to the generation that is spending money at this time in society.
- The next is crime and the "drug" stigma that is still present in the city. You drive downtown and you don't feel safe with the number of old, abandoned and boarded up homes and businesses. It may be time to tear them down and start over. Progress is at stake and we cannot continue to allow this as the norm. Look at the other cities in our surrounding areas. NKC, Gladstone, Liberty, Kearney. Someday Walmart and or Menards will be in Kearney. That will be a loss for ES and will result in lower taxes for the city. We have to be visionaries to see into the future and work to grow the city infrastructure and economic development.
- QT will be a great addition. So would Wendy's, Whataburger, Popeyes Chicken, Culvers or Specialty local food establishments. Is ES leadership actively pursuing or in talks with those national chains to fill the vacant Burger King. Yes, it is the owners responsibility but the city can be proactive and partner with the current owner to help drive a replacement tenant. Or even to demolish it and build a new restaurant. That happens all the time. Whataburger bought a very popular and crazy busy Culver's in Overland Park on 135th and 69 highway. They leveled the building and built a Whataburger. Clearly it had a greater return on the investment

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- even with leveling and rebuilding.
- The main road from Walmart to downtown is not appealing, is congested with the lack of turn lanes, has some ridiculous turns and weird driving patterns throughout the stretch. There has to be character and forethought to drive our economic development for the next 20+ years.
- Take the grant money that is allocated for the McCleary roundabout and put it towards a roundabout coming down the hill towards Job Corp. It was said that the intersection at McCleary and Wornall is one of the most dangerous intersections in ES. Really? Says who? Who did the study based on vehicle traffic counts. The number of accidents? There are accidents all over the city. That cannot be the most dangerous intersection. There might be accidents there because the road is lacking in a drivable road surface. The road is narrow, no curbs, no drainage, steep water drainage ditches on the side of the road that continue to erode into the actual road causing the intersections to become even tighter. Try to turn onto McCleary from either side of Wornall. It's very tight and very difficult to navigate. Same exact problem at Kearney Rd and McCleary. Complete a real time traffic survey and drive it yourself. You will find the problem. Then address the actual problem and don't spend millions of dollars on a roundabout that is not needed. Spend \$200,000 to improve the roads and make it safer and improve traffic flow and beautification efforts and spend the millions to improve the main thoroughfare into the heart of the city to drive economic development. Again, drive from Walmart to downtown and see for yourself. It's not appealing, it's run down and not easy to navigate.
- Lack of community events and things for kids to do at a decent cost that is not going to break the bank for single families or single income families.
- Lack of dining options. The run down feel of the town. Safety. Park upkeep. Lack of the ability to walk.
- Lack of eateries and entertainment
- Lack of entertainment and places for teenagers to meet. We need family style restaurants. How about movies
- Lack of growth.
- Lack of growth.
- Lack of industrial/commercial growth, safety/crime
- Lack of knowledge and experience from current City Manager and Development Director to appropriately foster the growth of Excelsior Springs. They are more concerned with putting barriers in place for investors or contractors to overcome than their desire for success. They have no idea what they are doing! Stop giving yourself fake awards like you are making progress and do your job!
- Get someone in here that deals better with the public and interested investors.
- The city is more concerned with fining people they don't like and kissing the backsides of people who have lived in that town and giving them a fake award to make it appear they are making progress than admitting they need help. If you need to find them, they will be in the coffee shop.
- Lack of leadership who understands how to revitalize a community. Great effort, just don't have the skill set or experience to get the job done currently or in the future. Get more experienced and more collaborative group to manage the city.
- Lack of legacy businesses that will stick around for longer than a few years.
- Lack of things to do in the evenings. Citizens have to leave town for evening entertainment, food, and shopping.
- Lack of tourism. School themed shopping events isn't enough to get tourists to stay and spend \$.
- Lack of responsibility on homeowners to the people they rent to

Public Survey Results

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- Lack of side walks creating safety hazards for children and families in the community. There is also a lack of financial support for teachers in this city and it is having major effects on our schools and students.
- Lack of sidewalks throughout the city discouraging an active lifestyle that many people look for when moving to a city.
- Land use and housing.
- Law enforcement air
- Less corruption in school administration
- Let it grow
- Let's get through the next four and see what happens
- Limited job opportunities
- Local government. I've opened business through the metro area and ES is by far the hardest and most time consuming entity that I have ever dealt with.
- Losing the small town feel, sewer prices
- Low income housing
- Low income, needy population. People who don't vote or support making the town attractive. Low pay and benefits for teachers which causes high turn over rates for teachers.
- Maintaining a level of middle class families that support a community and keep the town in a good condition and safe feeling.
- Maintaining growth without being too large. Citizens passing taxes that benefit the community.
- Maintaining growth
- Public understanding the importance of property maintaining
- Building codes and code enforcement. Including rental properties
- Maintaining infrastructure.
- Maintaining our small home town vibe
- Maintaining the infrastructure and expanding it to areas to promote development.
- Maintaining, while still building on the community.
- Making it more family and budget friendly. There are a lot of businesses in Excelsior Springs, but my family is on a tight budget so other than Walmart and Aldi we leave town to make our money go further. The playgrounds and amenities at parks are better in other towns, as well. Most towns offer low income families community center discounts, but Excelsior does not. There are many low income families here but the town seems to only cater to the well off. When we are able to buy a home, we will look for an affordable and inclusive community.
- Making sure there are small class sizes for the schools, hiring and retaining qualified teachers, and making sure outdoor spaces for kids are readily available and upkeep.
- Making the 10-mile distance from an interstate, a positive in our marketing campaign. Cleaning up the city in terms of old buildings, homes, and trash on the streets and roads. Have a motel as an option to the Elms. Create a theme for the town and make ES known for that.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
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- Managing growth
- Attracting manufacturing jobs
- Growth of cultural, entertainment, etc.
- Historic preservation
- Business retention and expansion
- Manufacturing plants that bring in workers that want to live and work here, while still keeping the small town feel.
- Mental health resources. Affordable housing.
- Mid-to-upper range single family homes are needed. Also, we must stop building low-income housing and apartments. We have enough. Let's require the existing places to look nice, clean, and be drug free. Neighboring communities do not promote or attract low-income tenants nearly as much as Excelsior. Consequently, their communities are nicer and the tax revenue is greater. Also, our schools need to perform extremely well. We're far too low on GPA, which will not attract families. Until adequate pressure is placed on our School Board, we will not see growth.
- Misuse of funds are an issue in this city! It has been an issue in the past and continues to be an issue today with the city and the sewer money!
- Money most likely
- More dining solutions, cleaning up housing neighborhoods, making it safe for children to play in their yards without drug trade or problem neighbors that require police on a regular basis. More animal control officers would be nice. Crack down on utv's, golf carts, quadrunners running the streets causing noise and speeding problems.
- More entertainment, like a movie theater or mini golf. Something for the kids and teenagers to do instead of causing trouble.
- More family friendly activities. Not everything needs to be about drinking (wine, etc...)
- Activities for kids, teens, family. Laser tag, paint ball, gaming rooms, go cart tracks, something similar to fun run. Zip line.
- More housing and apartments. NOT just for seniors or low income.
- More housing options
- More new housing developments that are under \$200,000 for families. We do not have enough affordable housing.
- We more support to our Excelsior Spring Job Corps Program, our students contribute to the economy as well in our town and community.
- More options for people as they age and for people with disabilities to live in and experience the community.
- More rentals and housing.
- More restaurants
- more restaurants and venues, more affordable housing options
- More shopping availability. If you want to look for new clothes or shoes you have to choose from limited stock at WalMart or go to another town.
- Animal control is another issue and will probably get worse as we grow.
- Water - our water bills are high enough as it is. With more housing being made available this might likely increase.
- More things to do such as the music concert at the Hall of Waters. Not necessarily that but things like that. Need to make those things known better also

Public Survey Results

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Long Text | Skipped: 0 | Answered: 765 (100%)

- Most importantly having a City of Leaders and development team who have a big vision for where we can go and how we can get there. It takes a larger tax base and lots of vision to have the resources to do what we need to do in our town for the future. On that note, we need more hotel rooms for lodging that meet the needs of mid/family market for community events, gatherings etc., Also, taking the large stock of landlord based properties that are sitting vacant or not taken care of properly for tenants and turning them into home ownership housing stock. Increasing sidewalks and bike trails for the next generation of outdoor enthusiasts.
- Movie
- must be more business friendly
- My concern is I don't see much growth in ES. The graduation class is the same or less than it was 30 years ago. Also, many businesses have wanted to move into Excelsior but it seems the city blocks that from happening often.
- Need a sports complex
- Need business that attract outside residents to visit the town. Also get
- The pool at Hall of Waters operational so the downtown community can utilize it as it once was. The school could also teach swim lessons as they did back in the 1970's.
- Need fresh people with new ideas and not the same people who are related or good friends.
- Need more entertainment, like movie theater.
- Need more family things to do (movie theater, skating rink, old-fashioned soda fountain. Can't bring your kids & grandparents downtown most every weekend for wine tours or some other alcohol-related event.
- Need more input from residents! not on line, not on paper, live town meetings!! Serve the community.
- Need more options for entertaining.
- Need streamline new businesses coming into our town - we need an expanded tax base.
- Need to develop a youth sports complex!
- Need to do something with Superior Park.
- Needing to enforce codes against homeowners.
- Needing to expand for better businesses to move in. Needing to clean up areas where landlords are not keeping up residences. Needing to create a better culture where the good ol boys club doesn't sweep things under the rug.
- Negative opinions about education and support in the school district. The city can focus on more open partnerships with the district and sharing positive messages. Too many citizens have poor opinions of our excellent educators and administrators.
- Street maintenance and road repair.
- Nice affordable housing, adding sidewalks on Crown Hill Rd for student safety.
- No more bar related places. More dining for families
- More historical sites, a lot of people like the historical history
- No opinion

Public Survey Results

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- none
- Not catering to a younger clientele or young families looking to start roots and grow here
- Not enough affordable housing
- Not enough entertainment options, people travel elsewhere and then eat elsewhere.
- Not enough homes or jobs here.
- Not enough housing
- Protect the assets like parks, community center, downtown
- (Continue to) provide education that will prepare high school seniors for the job market (career center is a great asset). Great schools will draw families who have a vested interest in the welfare of their community.
- Not enough housing. Not enough things for the youth to do.
- Not having things/entertainment for families to do. We currently have a community center but that's it.
- Not sure (x3)
- older apartment building, some areas near downtown are empty and could be utilized
- On top of keeping the historical assets, must address the outer areas with up to date amenities. Stores, motel and light industrial.
- One of the biggest issues is its reputation of poor condition housing, drugs, crimes, and low-income rates. These are challenging and intensive to work through, but it starts in school. Having safe places to learn and grow, to prepare for life, to learn finances, etc would be a good start. If we can start to make a noticeable impact and turn the reputation around (I know it has improved, but more than that), we'll be off to a good start. We also need to encourage people to be more community-minded. I know, that's hard too. But it starts with meeting the needs of our neighbors—gifting time, a helping hand, something we can afford to share. It starts with caring for our neighbors and our city, and that starts with building a closer-knit community. We need to find ways to reignite that spark in everyone that has been blown out in too many who have had a rough go at life, between jobs, the pandemic, addictions, etc. Too many of us are running on fumes. But I see that illustration where you can put a lighter's flame near a lighter that has only fumes, no flame, and the flame will start back up. We need that in the community. We need people who are excited about ES and its future to spread that excitement around and a palatable manner and get people to want to be part of something greater. Oh, and some of the Clay County taxes are way high for Excelsior Citizen residents. Those are geared more towards Liberty residents. Not sure what can be done there, but it would be great if we could fix spending and reduce property and real taxes for the residents that are already struggling. Once the average income and living conditions have turned around, the extra taxes may not have as negative an impact. It would mean cuts, but it may make a larger impact in the long run, so some cuts may be worth it. Not sure how that works with being part of Clay County.
- One of the most unique attractive points of ES is the topography. the valleys, steep hills, tree lined ridges and forest with green fields in between. he winding roads accent this. Dont get overly caught in the "develop it NOW game." plan out around each neighborhood the greenspaces. the new 2035 plan for many suburban communities is now 10 minute walk to a park or public greenspace. for mental health and clean breathable communities. connect parks and neighborhoods with walking/biking joint paths. regular benches and break points. maybe even police call boxes for emergencies on the trails. imagine the space by golf course/riport being a hidden walking nature trail. that connects the golf hill neighborhood to lovers lane and around old time to siloam?! amazing! then continue connecting to

Public Survey Results

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lewis elementary and downtown. then it already connects up to kimball. and more.

- Opportunities for growth as a community, but also as citizens. There must be resources available that match what our citizens can afford and jobs that pay livable wages to promote positive growth.
- Opportunity for diversity. Also increasing tourism. Reopen the wells!
- Our children are falling behind therefore crime committed by children is rising in our town
- Our schools need alot of work and we habe a lot of bigger older buildings that could be repurposed into say a movie theater or better apartments. The city dosent call back on even the smallest public works issues.
- Parking downtown. I have never been downtown. Grow up in Lawson lived in Excelsior for almost 10years and have no desire to go to anything downtown bc of Parking.
- People leaving to liberty or Kansas City for major shopping, eating, and fun.
- People that don't cut their grass.
- Sidewalks/public transportation access
- No more old folks homes or low income housing.
- Meth houses.
- People wanting to work.
- People will move here if there are more businesses like Kearney has.
- Place for dancing
- Planning needs to have available plot and survey maps.
- Please consider what we can do better to home the homeless that we have in our community,
- Police
- politics... There are to many niche groups that run everything and refuse to allow "outsiders" in to help.
- Population growth - meaning that we shouldn't get too big for our britches. We're at a good size. Just need more casual/fast/fine dining in the city so we don't have to go to Liberty. Our small-town culture should be preserved.
- Population growth. We have become the "Radiator Springs" of Kansas City. With no major highway running through it near us, we have stagnated. I love the small town vibe, but we need to attract more people (tourists and residents). We need to offer quality job resources to employ quality people who will become productive members of our community.
- Poverty down town
- Poverty is a big issue in our town and making sure there are plenty of job opportunities.
- Progression of dilapidated buildings and no prospects for renovating them.
- Promoting public engagement in identifying needs, issues, and opportunities (this survey is an example of good process, but if it has been made widely available -and sufficiently promoted- is not apparent).

Public Survey Results

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Long Text | Skipped: 0 | Answered: 765 (100%)

- How can we provide resources and/or education to the citizens of ES that would positively impact the level of crime and vandalism in the community (in other words, make them feel heard, and important to the process)?
- How do we get the people of ES excited about being part of the solutions?
- Proper fiduciary budgeting and accountability while prioritizing investments that will have a net positive ROI.
- Property upkeep
- Providing continued support and ensuring high-quality education. This will affect property value and attract families with young children allowing us to see the growth that neighboring towns have seen.
- Providing enough homes to keep up with growth. Expanding/streamlining 69hwy/10hwy.
- Public infrastructure
- Public safety
- Public safety - lots of thieves, etc., the life and businesses of historic downtown dwindling away. It's sadly dead all too often.
- Public safety departments, street maintenance, less money spent on jobs at city hall that do nothing to develop
- Public safety is always #1 concern. But how will growth effect the infrastructure on sewer and water. We recently did a huge update on our sewer treatment but will we have to do a new capital expansion project to increase its capabilities to handle or maintain growth and what does that look like for the tax payers of Excelsior Springs.
- Public safety, continue to maintain trails & parks affordable housing
- Public safety, crime and drugs being the biggest problem. Affordable and different types of housing. Improvement in school district.
- Public safety, limitations on investment properties, and activities for youth.
- Public safety. Business development. Affordable housing that isn't being taken by money hungry realtors who want to buy all the vacant properties to make money by renting them out at an unaffordable rate to locals.
- Public schools, safety, housing, low to no income help,
- Public walkways. Community soccer fields. Increase tourism.
- Put something in the Tracey ave area
- Quality jobs
- Housing
- Bullying in school
- Reachable hours for businesses needs to be mandatory, partnership between groups like DEP and chamber not fighting against each other, stop bringing in things on Fridays and Saturdays when the demand is Thursday, Sunday and Monday
- Reasonable rent on 55+ housing
- Recruitment and retention of public safety employees. Stagnation, while Liberty and Kearney out grow and develop, we just move businesses around town.
- Reduction of government subsidized housing

Public Survey Results

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Long Text | Skipped: 0 | Answered: 765 (100%)

- End services that attract low/no income populations to our city
- Add moderate to higher end apartment availability
- Remaing unique. Becoming a destination for families.
- Renew Dead Area's - Add Civilization, Quick Trip was a start - zone OUT short term rentals 100%
- Renewal/revitalization of dilapidated homes/buildings. Removal of Wyman and Roosevelt Schools and Royal Hotel.
- Rent is so high most small businesses have outrageously priced items and/or end up having to close shop. Excelsior Springs has become more and more about the tourist than the people who have lived here for years. We need to make it better for the people who live here more than the people who are going to be here for the weekend.
- Rent prices are increasing but the opportunity for jobs is not matching to stimulate economic growth. The small shops and the Elms hotel do not bring in enough local tourist to support the small business that we have. (Being closed on Sundays is another issue) Excelsior springs needs to be attractive to young adults and new families to entice people to move here. Many people in my generation have moved away from town and have no interest in coming back.
- Resisting the allure of turning the downtown area into a "Midwest Mecca" of weekenders whilst forgetting about the needs and desires of the majority of the population. Also, resisting the temptation to allow an affluent and vocal few to dictate the direction of the town's development whilst excluding the voices of the populations in need, or of the next generation.
- Restore our vacant buildings with businesses, find solutions for our poor and needy, Excelsior Springs would be a beautiful city if they took care of their people, productive citizens instead of people walking around with backpacks on their back and sleeping in the woods, if they had a community where they could thrive
- Retail chain stores: Kohl's, Ross, etc.
- More fast food choices
- Movie Theater
- Retail stores being unable to succeed, sidewalks in neighborhoods, safety.
- Retaining businesses. The vacant and decaying historical buldings (Wyman, the Royal)
- Retention of young families so the city can continue to grow in the future
- Revival of the mineral water well(s). I do not endorse the shallow wells for consumption (too risky) but favor bringing a deep saline well back online for the baths. The city should encourage the state legislature to remove the prohibition preventing the city from improving the wells. That prohibition assumed the wells would continue to support themselves. The campaign by outside forces to stop the health claims of mineral water killed off this financial stream.
- Reviving and maintaining the town's historic heritage and uniqueness.
- Rising cost of water utilities
- Safety of children & it's citizens
- Clearly marked road directions
- Improving safety of stop lights in front of McD, Walmart & Walgreens
- Enforcing safety of those running lights

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Improving the downtown area
- Road conditions and easier access to information concerning permits
- Road improvements
- Road safety and destination access
- Roads and sidewalks
- Roads need work, accessibility and other programs for the community
- Run down single family homes/neighborhoods, quality public education, safety, problems with drug abuse.
- Safe environment through out the town
- Safe environment throughout the city.
- Safety
- Safety
- Safety
- Safety
- Safety - we've had a lot of increase in crime and drugs related issues. Businesses that are successful as well as employment opportunities.
- Safety and while a lot has been done about the appearance, more can be done.
- Safety for pedestrians, affordable housing for new home owners, more family events.
- safety in downtown
- Safety issues (more sidewalks, etc.)
- Trash on the side of the road
- Safety of our children. There are hardly any sidewalks so kids are having to walk along busy streets. Decrease speed limits around our schools and have more school zones.
- Safety, cleanliness, entertainment
- Safety, housing for the homeless, drugs, actual prosecution for crimes, more diversity in the city offices
- Safety, sidewalks, economic investment/attracting young and new families
- Safety, there have been a lot of thefts. This makes it less likely for people to want to stay or visit here. I also think entertainment is important if what you are wanting is to keep residents inside Excelsior instead of traveling to another town.
- Safety. The town has gone down hill greatly in regard to safety. Also, there are no food and entertainment options.
- Safety. We need sidewalks near Cornerstone.
- Saving historical structures and addressing homelessness.
- Saving the Hall of Waters and making it a viable venue.
- Saving the Hall of Waters, investing in our history, fighting crime, maintaining small town culture.

Public Survey Results

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- Saving the history
- School district and securing qualified teachers for our students, creating solutions to homeless in our area,
- Schools
- Schools
- Senior citizen cottages and things to do. All-day coffee shops or restaurants. Live entertainment and dancing establishment. Something other than wine for tourism.
- Senior housing for the ever increasing aging population.
- Affordable water.
- Retaining/Recruiting quality teachers/police officers/paramedics
- Senior Housing to rent I'm on social security and work part time just to make it. We need affordable housing.
- Shopping other than grocery
- Shortage of affordable housing options.
- Sidewalk access, school support from community, increased activities for youth
- Sidewalks
- Sidewalks from neighborhoods to schools for the safety of our kids
- Sidewalks in high traffic areas need improvement or need to exist. The upcoming sidewalk project should help a lot, but needs continual observations & upkeep/ expansions. For example, Lynn Road is basically used as part of Rainbow Trail, but has no sidewalk.
- The east end and west end of town have no easy connection without a personal vehicle. Our current public transit has limited hours. Public transportation or availability of paid transportation is a need for many.
- Affordable housing is in short supply. Apartments, as well as rentable homes geared toward families is needed.
- Sidewalks on the westside. Safe crossing at 69 hwy especially for students & kids trying to cross!
- Sidewalks, business fronts need to be beautified, curbs need to be repaired, attract more business food, theatre!
- Sidewalks, community,
- Sidewalks/accessibility
- Slowing dying due to lack of competent leadership to help expand
- Small business don't succeed. Specifically restaurants. People will support economical fast food chains like chipotle. You will see. They will support quick trip more than any other gas station in this town.
- Small business not get supported
- Small businesses closing, and closing the airport.
- Small businesses not getting the support they need to continue business, which then causes the empty store fronts.
- The parks and rec department need to reevaluate what they do, the youth in this town do not know half the programs that are offered, they lack participation.

Public Survey Results

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- Social Media can not be the only way to advertise, where are the flyers distributed at school, are they posting this in local libraries, it's getting local events. A whole new staff would benefit as they have lost site of what they do and are honestly rude.
- The same people serve on boards, the same people are on DEP and town council, go out and recruit new members, bring some life and youth into these boards.
- Somewhere to shop other than Walmart and specialty shops downtown
- South bound off highway 10 needs to be widened
- Special needs young adults. They no help no activities no nothing for them.
- Stop catering to poor people. Not everyone is poor
- Stop getting confused with affordable housing and HUD or low income housing. It's not cheap to build homes these days so the two are not the same. Economic development bring good skilled jobs to town and housing will boom
- Stormwater flood control projects
- Street improvements
- Public sector employment
- Property tax values
- New housing construction
- Hospital business model
- Hall of Water
- Annexation
- Public city services provided to residents
- Electrical capacity
- Streamlining and efficiency of City government and schools.
- Street lights the crime rates are high because there's absolutely no Street lights.
- Street repairs
- Street repairs
- Kids activity
- Street/Sidewalk maintenance.
- Streets
- Streets
- Streets are not in good condition
- Streets, sustained and viable business development, dining variation, fewer non-paying citizens
- Supporting small businesses downtown and maybe try putting in their contract they need to be open at least 5 days a week and have normal shopping hours. Sooooo many of the businesses downtown are closed a lot!

Public Survey Results

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- Sustainable job opportunities that can help support a family. Having safe ways for people to travel around town.
- Tax burden - lowering sales tax, commercial development, good places to eat
- Tax paying residents leaving and more government dependent arriving
- Taxes spent where it needs to be spent.
- Taxes!
- Taxes, school performance for students.
- The ability to grow the city limits.
- The ability to retain businesses.
- The aging population is going to continue to grow. There will not be enough resources because there will be less youth to perform the jobs that have been done by those that had to retire. Or, rather the jobs that will keep the older citizens working for longer to keep the job market going.
- Let's not forget, the huge number those aged 60+ that will need to be taken care of due to lack of income, poor health, poor mental decline and no family to help.
- The second thing to prepare for is the number of immigrants that could be displaced here at any time. ES needs a solid protocol for unexpected events.
- The airport being condemned and then absorbed by the golf course.
- The city does nothing to attract younger generations here. Being a "fun family oriented town" only goes so far when said families eventually grow up and their young family members grow up and move away. Each year, I watch as the town ages more and more. There's nothing bringing young families nor single individuals in to Excelsior.
- The city needs more affordable lodging for weekend stays. The Elms is wonderful but it is pricey. With all of the events hosted by the high school, as well as the various events hosted downtown, many patrons will stay in Kearney, Liberty, or Richmond. Meaning that their dollars for food & entertainment are going to those communities instead of staying in Excelsior. We need a hotel or two to keep those dollars in Excelsior. Along with other entertainment options to keep people in town!
- The city needs to bring more businesses, especially manufacturing/assembly businesses. By bringing more businesses in will help the school generate more revenue.
- The city needs to clean up the trailer parks. Enforce codes for everyone in town.
- The community needs to have a better opinion of the community. We are often looked down upon for being Excelsior Springs. Unfortunately, a lot of citizens also have this viewpoint. The community frequently criticizes the school district, sports, dining, etc. We need to come together and stand up for what we have that is good. We need to set the precedence that we deserve quality educators. Investing in our schools and educators will have a trickle-down effect on housing, businesses, etc. To me, this is the biggest obstacle we have to overcome.
- The cost of living- taxes are very high for such a small town
- The cost of some city services can be a deterrent to new residents. Trash service needs to be addressed.
- The cost of living is ridiculously high for nothing to show. Tax payers pay such a high rate that we can't keep businesses that people WANT to shop. It is easier and more affordable to drive 20+ minutes for goods and services than stay in town. The cost we pay should be shown to the tax payers like fixing streets.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- The diversity of the city stinks. The boys club who are in charge is greatly lacking. If you're not part of the popular/boys club, then you don't matter. The personal opinions and political affiliations of the council and mayor should not be public knowledge. Stay in your lane. Also the petty crime and property crimes are getting ridiculous. Tear down the old abandoned houses and buildings that are falling down around downtown. They look like crap and it's embarrassing when visitors are driving by and seeing that. The city should also be maintaining the properties and green space they own, several properties have fallen trees and overgrown brush.
- The education system. The support it lends the students as well as the support it gets from the community. It's a two way street that is functioning poorly at this time.
- The future of the youth.
- The Hall of Waters need major funding.
- The flooding issue, which I think is being worked on.
- Something should be done with East high, the Royal and the old Commerce bank building.
- The homeless population presenting in the city. We need to control that, it doesn't make our town look inviting. We also need to work on educating our children, hold them accountable when they make adult choices so they don't learn maladaptive behavior and can be productive members of society as they age.
- The homeless problem. I am not in favor of housing for the homeless in our community. We don't have the resources and medical care the homeless need.
- We need more mental health services for children and adults. We need therapists and counselors that don't have a long waiting list, including group sessions.
- The homeless that roam all over (breaking into vehicles) and sleeps wherever they want and the overwhelming amount of drugs.
- The homeless, drug use, crime, police not doing the jobs they are hired to do. Solving this issue is more than a drive by. Several times they don't even get out of the car!
- The impoverished surrounding the downtown area. We can not build up a town into a KC tourist destination when there are people wandering the streets and housing falling apart.
- The interests and desires of residents goes largely unheard or taken into account seriously. City council and the elite group of rich business owners of town unilaterally do what is in the interest of their own pocketbook and personal interests.
- The lack of diverse opinions on City Council, right wing conservative views on City Council, and having a City Council that focuses more on religion than needed. We are not a town of Quakers.
- The lack of public transportation and job opportunities that pay a living wage.
- The lack of soccer fields is disturbing. It's the biggest sport by participation in the city. Level that airport and put that space to good use.
- Affordable housing. Gotta get young families into town.
- The low cost housing apartment building is an eyesore. Getting rid of or finding investors to restore or remove the empty, decaying buildings. Updating and providing sidewalks to the community.
- The main issue I see is the true shortage of housing options. From apartments to duplex/ townhouses to affordable single family homes. It's a real need.
- The maintenance of buildings and the amount of empty spaces as you see. It appears it's a dying small town and people can travel 15 minutes more and get to liberty for more.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- The meth heads and homeless that walk by my house daily on Dunbar. I see the same people over and over. It's a safety issue for us that live on that street. Employment and transitional programs are important to the growth of communities as well.
- The negativity towards the school district. Keeping and attracting business.
- The number of people stealing. Also more family friendly places to have birthday parties and just have fun.
- The poor image they perceive and it's everywhere, Excelsior Springs gets a bad rap and it's unfair. A lot of good people live and work here.
- The poverty level here. Drugs. Unkept homes near the downtown district. Would love to see the downtown district come alive with shops, dining, and a vibrant destination for visitors. It's trying, but still feels "dead" there. Needs a refresh.
- The road maintenance
- The road repairs and lack of entertainment in excelsior
- The safety and cleanliness of the community. More restaurants and shops.
- The sales tax rate needs to stop increasing and start decreasing. We need to stop subsidizing people who do not work when they can. We must not subsidize homelessness. We need to find a way to incentivize investors to buy and renovate dilapidated houses and buildings in the city.
- The school district needs improvement. The boundary change that they did after Lewis was redone is ridiculous and completely shattered my kid who went to the old shitty lewis building for 4 years and didn't even get to EXPERIENCE the new Lewis because he got pushed to Elkhorn because of where we live even though Lewis is STILL only 6 minutes from our house and Elkhorn is 9 minutes from our house and completely out of the way and is not geographically closer. The amount of pedophiles in this town is also another reason why people stay away from it, Excelsior Springs has the MOST pedophiles in this town than any other town in the state of Missouri and that's sad. There also needs to be more things for children to do in this town.
- The school system sucks. The amount of kids in the excelsior school district that lack basic reading skills is crazy. A city will never be successful if the children are not successful.
- Stop trying to raise taxes over and over again, no one can afford it.
- The schools, parks and rec, increasing sidewalks through out the city
- The schools...we need more growth and better test scores
- The slumlords that don't care about the upkeep of property, particularly downtown. The empty buildings downtown. If we got rid of the empty unused buildings, and replaced them with grassy/park like areas.
- Sidewalks for school children and pedestrians.
- The state of the roads is terrible. Lots of potholes all around the town.
- The support of our schools
- The two buildings that house populations that hang out and make the town not look like a great place to be hanging out. The rough looking buildings surrounding the town area, drugs, homes that look trashy, streets in poor shape, not enough things for families or kids to do in town.
- The unused buildings that could be made into housing or community activity centers.
- The walking paths, and the potholes.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- The water and electricity
- The younger generations cannot find housing. However, senior citizens can. If younger leaves due to housing, then the town won't grow.
- There are not enough things to keep people here. We have minimal entertainment, dining, trails, etc. Most our options are very limited in hours.
- There are several old building that are beautiful, but fallen into disrepair. The city doesn't make it easy to remodel old properties. Independence, Mo had an incentive for homeowners to make improvements to their homes in exchange for the owners not having to pay property taxes for 10 years. It retained families in the area and homes were repaired and remodeled to make the Truman neighborhood inviting.
- There has GOT to be more drive for team sports for kids and adults. It's terrible that this community that once boasted state tournaments and tournaments for softball and competition sports can't even get enough kids to play league sports.
- There is too much commercial property and not allowing rezoning of property that has not had any use in many many years should be seriously considered for rezoning
- there needs to be more willingness to bring business (both franchised and individual business owners) to our town. So many empty commercial buildings that should be open for use.
- There seems to be a lot of reports of people's cars getting broken into, and there is also sometimes road rage. We need to feel protected.
- There will be 2 excelsior the horrible downtown and the ok parts...the city will raise all of our rates to pay for their pet projects that go to their family and friends. Schools will still be bottom.of the barrel. There is nothing that will improve but dont worry courtney Cole and her cronies will say it's an amazing place
- There's been a lot of crime in the last several years.
- Things for kids to do.
- Things for students to do
- Things to do
- This city puts on a fake face, when you come here it looks and feels so friendly and forward. Then once you move here you find out that the locals are so unaccepting to outsiders, you want our tourist money and that's about it. You need to get your locals to understand that once someone moves here they moved here for a reason, and that's to live in the small town feel and help it thrive. The other major issue is the close mindedness of the town, things like alternative lifestyle, yoga, and etc are shunned here when again they should be promoted. The local news is driven by and limited by a single family who has managed to manipulate their way into power and have very limited views of the world.
- This could shift at any time and perspectives will differ. Personally, I want to see this beautiful town kept beautiful. I love keeping up with our older buildings. I wish we could find a way to stop the small business turnover. Maybe it's not that bad on average?
- This is overall an older community and we need to develop in a way that attracts more families. Comparing our community to Kearney, for instance, you will find vastly different number of children, even though they are smaller with a smaller tax base. I love the work we have been doing on the schools, but we need more thriving neighborhoods in order to attract that younger demographic.
- This town treats their teachers horribly. Parents think teachers know nothing. This needs to change.
- Those unable to afford homes.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- To many empty run down buildings
- Too expensive houses making a blue collar low income community struggle and get pushed out of their own hometown due to financial crisis and homelessness. too many investor properties. renters and landlords not maintaining rental properties making the neighborhoods deteriorate. Increase homeless and criminal population out and actively bothering the community.
- Too expensive to live here, rent is too high, water is too high.
- Too many alcohol related festivals
- Too many people getting silly fines with have people want to move out.
- Too many people moving and high cost of living
- Too many people moving in causing problems with theft, safety and drug use. Seems like we cater to low income people.No to chickens in city limits. Don't want to hear them cackle and they will be in the roads.
- Too much gentrification will have the opposite effect. instead of rich nice people there will be even more homeless, angry people. Lots of drugs and druggies walking around already. horrible.
- Too much Low income/ high rise housing.
- Too new to the area to really know this. Seems like there are a lot of vacant buildings.
- Tough. Housing is always an issue, but that's everywhere and no city officials can really do much about that given that's a much bigger issue. Perhaps considering catering our businesses, especially downtown, away from the middle aged wine moms and towards something that draw a in a larger crowd; more family oriented & a place people want to bring their families not just their girlfriends.
- Tourism
- Tourism
- Traffic flow and the ability for people to walk around town safely.
- Traffic flow!
- Traffic through the main strip of town. We have backed up traffic all the time and with cars turning all directions across from each other causes a lot of accidents or close calls.
- Traffic to downtown. I've only lived here 2yrs, and I've already seen more businesses come and go in downtown than I can remember.
- Traffic, some streets make no sense in how the are configured. Prime example is the Quik Trip corner. That thing is a mess
- Traffic. Job Corp hill is awful trying to get through the area for work and home again
- Transportation
- Transportation for elderly and Medicaid patients; longevity of businesses in town; nothing fun for kids to do.
- Travel & Tourism can be significantly impacted by the economy but it can also be impacted by a lack of long term vision. A unified identity and plan that targets the consumers we believe will come to Excelsior. This not all on the city, a significant portion of this is having people with the right mindset. Like Mercantile and Ventenna.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Try to figure out how kearney out grew excelsior over the last few years.
- Unaffordable housing
- Understanding and embracing the cultural shift that will happen as the metro expands towards ES.
- Finding the spaces where ES can demonstrate it is a forward leaning community.
- Retaining and building out the strength of ESH.
- Compare ES to nearby destination communities like Weston - how can ES build on community positives seen by visitors and reduce first impression community negatives?
- How does DOL and Job Corps help with this effort?
- A fast EV charging station will be needed for EV travelers. The ones at The Elms and the HS are Level 2; need the DC Fast type in town.
- Unfortunately, I believe the ES water department is not up to par. I believe it should be outsourced much like an Ameren UE or MGE/Sir, in order to lower costs and upgrade equipment and efficiency. Generally speaking, I believe many ES water department people could maintain their employment if it could be made part of the deal when the outsource company was appropriated.
- unknown (x3)
- Upgrading 80-plus year water/sewer system
- Redevelopment of the Hall of Waters
- Improving roads, bridges and sidewalks for mobility
- Preparing for climate change
- Protecting local hospital; access to healthcare
- Using current buildings to host programs and other options versus building new buildings. I feel that a lot of the town is empty old buildings and we just continue to expand our word with new.
- Value to taxpayers, utility costs, too many things geared towards tourists and not residents, you're pricing out low income families.
- Various forms of housing to purchase/rent, more jobs, more transportation, more transparency in government
- Vehicular traffic & crime just to name a couple.
- Wasting a lot of money and not seeing infrastructure results
- Water and sewer prices rising to levels that are unaffordable to middle class citizens.
- Water and sewer system being affordable. City streets repaired and kept up
- Water bill pricing, the ability to build a new structure, the ability to buy a piece of land already connected to property but owned by city
- water costs are to high
- Water rates/affordability!!! Be more helpful to businesses that want to come here. Don't make them go to a different community or put them out of business over parking spaces/lots. Step up codes enforcement - find solutions to help people maintain their property if they are unable. Don't allow people to park in their yards and other things that make neighborhoods look trashy. Tourism - locals can only support downtown shops so much. So many are struggling or have closed.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

Need people from surrounding communities and beyond to come here to stay/shop. Locals are often looking for things to do in the evenings, particularly on the weekends. Can't roll up the sidewalks at 9:00 pm! Need to maintain the buildings and areas in town that make ES unique. Bring back the waters - bring back the water bar! This makes us unique! I know it will never happen but can you imagine what it would be like if the pool area at the Hall of Waters was somehow put back in service as a source of revenue? Maybe as an event space. The space/architecture is so unique ... would love to see it put to use.

- Water run off ruining people's land and homes.
- Better schools, retaining teachers.
- Keep improving our natural history for tourism.
- Water, sewer, trash costs and consistency of services need improvement. A chain hotel to bring in more tourists not just b&b style accommodations.
- More affordable housing for young families just starting out.
- Water/sewer is ridiculous City government being disinterested. Schools. Boosting local economy and supporting small business.
- We are definitely headed in the right direction. There is a need for growth but the slow response to facilitate it both residential and commercial). Keeping a quality workforce for businesses instead of losing them to Liberty or KC due to wage differences
- We are in a housing crisis for all socioeconomic levels. Affordable housing for all socioeconomic levels must be a priority. A solution to address the housing needs of the houseless population is needed. We can all live in quality housing within our means. Recovery services are desperately needed locally.
- We do not need any more low income housing!!
- We do not need anymore low income housing. We need Outdoor soccer fields and practice spaces.
- We don't have anything for younger/teens to do. We need to open something for our children that they can come hangout at late at night
- We don't need any more parks. Sidewalks would be nice through town. I see many people walking through town to Walmart area and have to walk on road. Just dangerous.
- We don't have fair grounds available to engage members of the community.
- We need a place for teenagers and young adults to hang out
- We need a soccer/sports complex
- We need a sports complex (SOCCER)
- We need decent paying jobs, childcare before and after school (at an affordable rate) to help keep kids engaged and safe. I think we need to start looking at the reasons people travel to Liberty (or farther), and try to bring some of those businesses here (clothing and shoe stores, assortment of restaurants, etc).
- We NEED different complexes for our children, not everyone plays baseball or softball. The parks and rec teams are in shambles and children are being turned away for entry level sports. Childhood obesity is already a huge problem. Our roadways are always just being patched instead of fixed. And then the other complaint of course being the sewer prices. There has to be something we can do right? Why is it so much higher than surrounding communities?
- Also, sidewalks around our schools. Too many people not paying attention and tons of children walk to cornerstone and there is not a single sidewalk from corn hill to wornall
- We need more affordable housing for all incomes.

Public Survey Results

21. When considering Excelsior Springs' future over the next 10 to 20 years, what are critical issues facing the city? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- We need more entertainment facilities. Less bars. Stop having so many activities that are centered around booze.
- We need more low income housing, upkeep on older homes, protecting our parklands and river
- We need to have more businesses that allow for people to be attracted here.
- We need to keep promoting our downtown businesses (they need longer hours/Sunday hours). The downtown looks great and I want to see it continue to bloom. We need to fix our old historic buildings to keep our history of our town.
- We need to make sure that it continues to be a safe and inclusive community that is safe for all. Our taxes should be used to upkeep the city and schools.
- We need to make sure that we don't allow stores and businesses to become too expensive to shop or eat at for our local residents to sustain their existence. Tourism is important and they could sell special things at higher prices, on special days, etc. but overall should match the level of average income of our town if they want to remain sustainable.
- We need to stop holding on to the past with some buildings. Wyman and The royal are beyond saving. Tear them down and make way for future development. We need to develop spaces and businesses that our community wants to spend time and money at. I feel as a lifelong resident, that many of our events are geared towards tourism. Which, is great, but the people who live here are spending their money outside of town.
- We need to think of ways to support our current residents and build on our economic future. We need more affordable housing and ways to increase revenue like a movie theater or some kind of entertainment that will attract people from surrounding towns
- We need uniqueness within the community, and more jobs. Not only that but we need the homes to support potential growth. Our city has a lot of cool things and spots, but we do not have the jobs and homes to support all of it.
- On a side note our community also has a big housing crisis. We have a wide array of people who are living in their cars/with friends, or even out on the streets for such a small community. I would like to see this number decrease significantly however possible.
- We seem to have a high turnover rate for teachers. We need more support and benefits (pay increases) for our educator's.
- We need restaurant options that are healthier alternatives to fast and fried foods. I think the city loses a lot of revenue because we have very limited options for healthy dining.
- We need more options for kid/family entertainment during the colder months. Our outdoor parks are wonderful but we don't have a lot for families to do when it is too cold (or too hot). Here too we lose a lot of revenue because we have to seek these kinds of entertainment outside of the city.
- We should prioritize activities and attractions for all ages. Enforce a safe community.
- We will face land lock by Liberty and Kearney. Annexing land for future development to the west, south west, is vital for the next century of Excelsior Springs' Survival.
- Weak/rough spots in rural roads should be looked at and inspected more closely. Downtown and uptown Excelsior Springs should also become more connected.
- welcoming environment for business
- Well there's the roads and parking lots... horrible potholes and all. I think people will get tired of the town and start migrating elsewhere because it's a boring town... not much to do for teens and what not.

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- West side development. Sidewalks connecting all areas. Continued destination development
- When issues are identified and brought forward for discussion, it is imperative that Participants are chosen from a wide variety of backgrounds, including age levels of employment, both professional, and non-professional, ethnicities other than just black or brown
- Where can we expand? What commercial property is left to expand and attract industrial jobs?
- widen the road Enhance public security
- With a growing homeless population, I foresee a dire need for outpatient mental health services. The Good Samaritan Center does well at providing food, clothing, etc. - but therapy services are vital for this population to develop skills to improve their current standing in life. An understanding of assisting/helping vs enabling needs to be understood.
- Work to change the image of meth use and under-educated citizens/racism.
- Yall gonna make all us normal people homeless. you only want new expensive houses and stuff. we cant afford any of it. i have no place to go.
- You are building too fast. it is nice the way it is. I dont want to see more of the familiar landmarks gone. keep excelsior springs the way it is now.
- You have grown a lot. Elms being returned to private management will help. The hall of waters doesn't make a lot of sense to me. I've been there for networking, but might have been more comfortable at the Elms.
- Youth involvement
- Youth programs
- High school aged trade opportunities of interests supported
- Fresh flower and food Gardens and more diverse group of people
- Why are we thinking about this? Is the airport closing?
- Herman has a beautiful view with cottages. I'm not sure the scalability of this area.
- Economic Potential: Could it support regional business logistics, aviation training, or tourism (e.g., small-plane visitors)?
- Infrastructure Needs: Assess runway conditions, hangar upgrades, or expansion feasibility amid climate risks (e.g., flooding).
- Land Use Alternatives: If underutilized, explore mixed-use redevelopment (housing, green energy projects, or industrial parks).
- Community Value: Balance aviation needs with public benefits (e.g., emergency services hub, recreational space, or job creation).
- Funding & Partnerships: Seek grants or private investments for modernization or adaptive reuse.
- A air port
- A area with multiple sporting facilities
- And a reasonable kids recreation area
- A city owned sports park for leagues in the city can play as children and not having to play on the road every weekend
- A community owned garden/farm, craft and local goods market, and ecological educational center would be great. It would build a stronger community, make the city more self reliant, and produce goods that could draw in revenue and interest from outside the community, among many other things.

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- A space that would bring many people to town, but with that, we would need a hotel to house them as we would not want them travlnto nearby towns to sleep/ eat/shop. A venue comparable to Chicken N Pickle.
- A sporting park. Soccer fields and baseball fields.
- A sports complex (especially soccer/softball/baseball) for our local youth programs to be more competitive with surrounding areas and to bring other communities and teams here for tournaments.
- A sports complex for all ages, possibly indoors to attract a wider variety of customers.
- A sports complex for soccer!! Baseball fields!!
- A sports complex would be amazing. We have many HUGE thriving soccer organizations, and no fields?! Our HS team has gone to state numerous years in a row, and our town still doesn't have adequate fields.
- We have numerous leagues who we have to travel to.
- There are many baseball/softball fields, but nothing for soccer. Why are we not supporting the sport that's thriving in this town.
- A sports complex!!
- A track for demolition derbies, tractor
- Pulls etc....
- Accessibility
- Activities
- Adding fun things for kids to do.
- Advertise more.... there was a person who wanted to put a lot of money into it to fix it up, but the city council squashed that. Closeninled.
- Advertising it for more use or tearing it down for something better
- Affordable housing
- Affordable housing, in the \$150k range for purchase, not rentals, nor houses in the \$500k range.
- Again live town meetings! Do something big to draw all types out to these activities...Learn what they really want!!
- Air shows and entertainment like their was occasionally.
- Airplanes
- Airport (x2)
- Airport is useful to a very, very few. I know it is historical - how many citizens knows that the City owns the airport? And it was part of the golf course.
- Land could be used as City owned youth sports fields - soccer fields, baseball and softball fields, sand volleyball, tennis, more pickleball courts. Facility for indoor youth and adult sport leagues - volleyball, basketball, etc.
- Airport should be gone and developed as community park or something of that nature. Maybe amphitheater type. multi use for festival etc.
- Amphitheater
- Amusement Park.

Public Survey Results

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- A city owned sports park for leagues in the city can play as children and not having to play on the road every weekend
- A community owned garden/farm, craft and local goods market, and ecological educational center would be great. It would build a stronger community, make the city more self reliant, and produce goods that could draw in revenue and interest from outside the community, among many other things.
- A community park. a man made lake or pond. a soccer complex that can host outside tournaments for some revenue and local teams and schools can use. but needs nature trails connecting and a decent playground for kids. nothing that will be too disruptive for the quiet golf course. anything but more subdivision and an massive increase of daily traffic. its already hard for us to walk around and we live in the area near nearby.
- A family amusement park, with various activities that attracts visitors for that reason alone.
- A fun and suitable place for teenagers and pre-teens.
- A good business that would bring jobs to the area.
- A movie theater.
- A par 3 for the golf course or some other family recreation site
- A soccer complex with other athletic opportunities like disc golf or softball fields etc would be great.
- A space that would bring many people to town, but with that, we would need a hotel to house them as we would not want them traveling to nearby towns to sleep/ eat/shop. A venue comparable to Chicken N Pickle.
- A sporting park. Soccer fields and baseball fields.
- A sports complex (especially soccer/softball/baseball) for our local youth programs to be more competitive with surrounding areas and to bring other communities and teams here for tournaments.
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Public Survey Results

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- There are many baseball/softball fields, but nothing for soccer. Why are we not supporting the sport that's thriving in this town.
- A sports complex!!
- A track for demolition derbies, tractor
- Pulls etc....
- Accessibility
- Activities
- Adding fun things for kids to do.
- Advertise more.... there was a person who wanted to put a lot of money into it to fix it up, but the city council squashed that. Close in mind.
- Advertising it for more use or tearing it down for something better
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- Amphitheater
- Amusement Park.
- If we had a central website that all citizens knew to check daily with the ES facebook group, the city website, bulletin boards and all media pointed to it, more citizens than this survey would participate with great ideas for the airport and more. Perhaps local businesses could offer a gift for the best ideas.
- An actual community center that isn't a for profit business like the one we wound up with.
- An amphitheater or water park would be amazing.
- An apartment complex near a golf course would be a great addition.
- An area for celebrations (think SantaCalAgon?)
- A larger farmers market
- An attraction that will bring traffic to the Area as well as revenue to the city. Such as a Wildlife sanctuary or petting zoo, similar to the one in Johnson County.
- An entertainment center or drive in movie theater

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- An entertainment center or drive in movie theater
- An event center or somewhere for entertainment
- An expansion of the golf course? More homes?
- An outdoor theatre or concert area
- Any realistic development opportunity surrounding it if indeed the airport is vital to the community.
- Anything but the hobby airport.
- Are we selling it? If so make it a fair grounds.
- Attract fliers. Improved airport for fly-ins, or spot of destination for them.
- Turn it back into a golf course.
- Amphitheater/rodeo/racetrack
- Ball fields
- Ball park
- Basic maintenance. I am unfamiliar with this area and unsure of the need for it.
- Because much of our terrain is not developable, this may be a great place for more housing.
- Better support, classes, etc.
- Big waste of city funds
- Bring it back to life. Host events there, etc
- Build affordable housing for the Baby Boomers
- Build affordable housing.
- Build more house's. And a park.
- Build on it but not to the tune of \$500k homes. We need affordable housing in the \$200k range.
- Businesses
- Bye bye, airport.

Public Survey Results

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- Cease all "airport" operations and repurpose the site to something that benefits the whole community, not just a handful of elitists
- City should maintain airport and continue to develop in line with tourism industry. Offer transportation services from airport to downtown area.
- Clean up downtown buildings and enforce codes that are not being followed
- Close it (x3)
- Could careless
- Creating rec areas
- Demo and make way for the city to grow
- Destroyed and find something for the public to go there
- Develop it into mix use
- Developing it into apartments or similar affordable housing
- Development for affordable housing neighborhood for Seniors
- Didn't know we had an airport.
- Didn't know it was an option for use
- Disc golf course. Nature trail that is more like hiking. Maybe a community orchard that can draw tourist in the fall. Part of the space could be used as a community garden to help support the Good Samaritan center and meet the need.
- Disc golf.
- Do away with it
- Do not have an opinion as I don't know a lot about its operation!
- Do not know (x12)
- Do we need an airport?
- Do we use it? Who uses it? What is the benefit? Who flies into it? Does it serve any purpose for the city other than to hold Water Fest there? What if it was an entertainment venue, amphitheater, rodeo (we do live in the country).
- We just need to think outside the box and determine what we want the city to be in the future.
- We need to be forward thinking. We need to dream, We need to plan, We need to be innovative with our economic development. Maybe we need to reach out to other city leaders of some of the fastest growing economic development cities in the US. We don't need to be woke or pander to the progressive agenda and culture. We don't need to be a 'smart city' or a 15-minute city. That's an agenda we don't need to support and or entertain. Don't fall for the lies and oppressive ideology that some people want to shove down the throats of our great nation, state and community.
- We have a rich culture and need to protect that but have to move forward in our economic development or we will sending out this same survey 20 years from now and wonder whey we are not thriving. That's where we are today. Lets work to fix that.
- Does anybody really use the property?
- Does matter to me

Public Survey Results

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- Doesn't affect me.
- Doing something different with it, airport to Mosby
- Don't have any thought one way or another.
- Don't know enough about the topic to comment.
- Don't know how much it is used as an airport, but I'm guessing not much since you're asking the question.
- Sell land to a developer- mixed housing
- City owned sports complex - start with outdoor sports
- Don't know the property well enough to offer a thought.
- Don't think its purpose is utilized. What does it bring in revenue
- Don't use it. No opinion
- Don't know enough about the choices to select one.
- Downsizing or razing all together to build something that will attract more people. Soccer fields, pickle ball, park trails, outdoor amphitheatre like Kearney has....
- Drive In Movie Theater.
- Recreation Sports Area for Football and Soccer, with Parking.
- Drive in theater
- Drive-In Theater; Race Track (cars); amphitheater....
- Economic development that would look like a place people would want to go to.
- Edens Village
- Either close it or have it updated as the lighting is outdated compared to Midwest National Airport. Also, have more public events there so to draw interest in it. The airport hangers need updated for guest. I worked at
- Midwest National for a brief moment and it was far superior.
- Emergency use for helicopters, etc.
- Engaging the public
- Entertainment Center
- Sporting Center
- Entertainment district
- Entertainment opportunities
- Entertainment or living spaces that isn't only geared towards the elderly population.
- Entertainment venues
- Entertainment, park, movie theater, fine dining, baseball, football, soccer fields.
- Entertainment/ Shopping to encourage the use of the Golf Course. A hub for people to go to.

Public Survey Results

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- Entertainment/Rentable Venue/Community Activity Space
- Even though the downtown historic district is a great place and has seen much improvement over the last decade, it is still a relatively small footprint. If growing is high on the list, for any type of festival (Waterfest); it's not much space. I think having vendors use the landing strip might be an option or use the hangers for vendors and the strip for parking. It also could be upgraded for other uses for similar community events.
- Exactly how much income is actually brought in by the golf course? Could something more lucrative be considered.
- Excelsior has an airport?
- That is a sarcastic question considering we all know Excelsior has an airport it's just a back thought on everyone's mind because it's almost not even there.
- Excelsior Springs needs a multisport complex out at the old airport
- Expanding other entertainment/dining options to pull more people to that area.
- Expansion of clubhouse and restaurant. Events and activities for the community, outside of golf.
- Expansion! The more people that come through the city the better for all of us.
- Expansion/growth
- Explore opportunities to increase usage, including fixed base operator to promote the facility to area pilots. Plan "B" after 2033 landuse converting to possible use as a recreational area.
- Explore sport complex options. My kids do baseball and soccer and it surprises me that Lawson and Lathrop have the ability to host games of both sports while Excelsior does not.
- Fairgrounds (x5)
- Fairgrounds for the community to host different events throughout the year such as farmers markets, rodeos, maybe amphitheater. Could have walking and bike trails, just having an overall great and inviting outdoor atmosphere.
- Figuring out a way to make it vibrant again
- Find a way to extend
- Find a way to utilize the space for various uses.
- First time I've heard of this. Easy access?
- Fix the airport building and get it up and running again. Private pilots have \$ they could be spending here if we had actual fly in events and things for them too.
- Fixing it up. I love the old airport.
- Flying lessons
- Focus on attracting small plane pilots. Fly-in event for family viewing.
- Forget it
- Future highway retail, future residential/garden homes
- Garden housing
- Get rid of it (x3)

Public Survey Results

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- GET RID OF IT! This is an amazing space for family entertainment/sports complex. Like the Sandbox. Multiple baseball fields, volleyball courts, pickleball courts, tennis courts, soccer field. Include concession stands in the center of it all and start hosting league play for a variety of sports. We need more than what parks and rec has to offer.
- Get rid of the airport and put ball fields in.
- Get ride of the airport. Make it a soccer/all sports facilities!
- Getting rid of it putting something more beneficial in it
- Given that the number of younger aged pilots is declining I would say to sell the property and develop it in other ways.
- Good restaurant? I'm not too familiar with the property or it's problems.
- Great area for soccer fields, disc golf.
- Have family events
- Have no idea
- Have zero idea
- Having it be a fair ground instead.
- Havnt been there since i was a kid, no opinion
- Homeless housing and senior living individual housing accommodating rezoning requests. Being open to change commercial to other uses. Specific areas that haven't seen the commercial for many years
- Hot air balloon tourist attraction? Sky diving? If you're looking at moving away from it being an airport the hangers could be converted to amazing indoor/outdoor concert venues. Imagine a big simple stage, some stage lights and PA system, outdoor string lights, room to sit and dance (country theme, jazz nights, whatever the people want). It could have beer garden with lawn games, invite food trucks. General admission to start would keep the rough crowds away and draw serious locals and tourists spring, summer and fall.
- Housing
- Housing development (where it increases the Excelsior Springs Tax base, draws families to Excelsior Springs and not a financial burden to Excelsior Springs, like Park and Recreation.
- Unless it becomes a sports complex with a hotel and restaurant/fast food to host host tournaments.
- Housing. Mental health/homeless
- How about Neiman Marcus
- How many people really use this airport other than those who own their own aircraft? This is not an airport that services/facilitates any convenient transportation services.
- How much it's actually used, and if it's beneficial for our city.
- How to bring in business. With Mosby airport nearby, we need a draw for planes to stop and refuel here.
- How used is this airport?

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- I am not educated enough on this subject to offer an opinion.
- I am not familiar with where this is, though I believe I have heard about it at Civil Air Patrol. I'd be able to give more thoughts if I knew more about it.
- I am not sure. If we put a business up there I am concerned it will not get enough business or if the airport is restored if it will be effective.
- I am unfamiliar, so I am unsure
- I believe if changes are made to the city to draw people into the area as a bedroom community for KC and to compete with all it has to offer, the city will need a private airport. But there could be a better location rather than by the golf course. Develop the land around the golf course community for upscale residential.
- I believe it would be interesting if some of the airport became dedicated as a museum/information site about planes and automotive history in Excelsior or the property could be used as a dedicated hosting site for activities.
- I believe the airport property would make an AMAZING outdoor sports complex. It's so needed in our community & would be utilized by the surrounding rural communities as well. (Especially for soccer!) Fill a need, provide job opportunities, and revenue opportunities for the city, if it were city ran, of course! Win-win-win.
- I could envision this being a good spot for mixed use. I've seen in some cities an outdoor picnic type/ open area to lounge situated next to some sort of building that has multiple fast casual restaurants (like Strang Hall in Overland Park or The Historic Pearl in San Antonio). Or maybe a big pickle ball restaurant (eg. Chicken N Pickle).
- I did not really have an answer for this.
- I didn't even know there was an airport
- I didn't know there is a airport
- I didn't know we needed to think about this property
- I didnt know this was going to be changed. I think it should stay the airport. its a nice quiet area with lots of wildlife. would like a nature park or pond if you change it. keep it as natural as possible. we dont have a paddle lake, kayak lake or anything. could be a nice quiet water space. and golf course and feedwater from it to use for golf course. good way to change for progress but not alienate the current feel. balance.
- I do not have strong feelings about this property
- I do not have strong opinions about the airport. However, if this space could be utilized for residential or commercial zones that would support the neighboring golf courses and wineries, that would be a wise use of space.
- I do not know enough to answer.
- I do not know.
- I do not think it is viable as an airport and be considered to be sold for other use or development for site to draw larger festivals.
- I don't have an opinion on this (x2)
- I don't have any original ideas for that space. I've heard others say soccer/ball fields for tournaments. That sounds like a good idea
- I don't have enough knowledge of their airport to provide an adequate opinion.
- I don't have experience there, but anytime you have visitors, make them feel welcomed with immediate beautiful aesthetics and a place to visit, like dining and shopping.

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- I don't know enough about it to make any suggestions. Is it well-used? Is it self-sustaining or a financial drain on our city? If it's not bringing in enough revenue with its own operations, look to other potential ways to use the land - outdoor concert & event space, for example.
- I don't know enough to comment
- I don't believe it should be an airport. I feel like there is higher interest and participation in many other hobbies, sports, extra-curricular activities, etc. The land could be utilized as space for community activities that draw crowds.
- I don't care either way about it.
- I don't even know how much this space is currently used.
- I don't even think about it.
- I don't feel like I have enough information to comment on this.
- I don't feel like we need an airport. There is a very nice one in Mosby. That space can be used for festivals, big outdoor events, families could use it as a place for family reunions, have places for RV, campers, tents.
- I don't have an opinion on the airport.
- I don't have an opinion on this at this time.
- I don't have much of an opinion on this.
- I don't know about that area for projects but I know there is an airport and saw a black hawk take off once. it was cool.
- I don't know about the airport property
- I don't know enough about this to say
- I don't know maybe affordable housing
- I don't know much about the airport
- I don't know. Skating rink/movie theater.
- I don't know... use it as an airport?
- I don't really have an opinion on this. I have never used it and don't really care what happens with it.
- I don't think we have enough golfers (local and visitors) to maintain second 9 holes
- Golf doesn't pay for itself now?
- The airport is underutilized, housing, retail, etc., perhaps
- I forget it's even there
- I had no idea there is an airport in town. I'd look at a cost benefit analysis. If it costs more than maybe the airport should be depreciated.
- I have heard so little about the airport and can find little to no information about it online beyond a facebook page that does not cover key info like purpose, volume, funding, community impact, etc.? Do we have the passenger volume and general local need to justify the operating costs and opportunity cost if used in a different way? Is this airport publicly funded???
- I have no opinion (x9)

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- I have no thought on the airport
- I have no thoughts on this.
- I have no thoughts on this. I don't know what it does for the city.
- I have no use for it so I do not have an opinion.
- I have not seen anything regarding this so I am unsure how to answer.
- I honestly have no idea.
- I know that the airport is used for recreational or tourist type activities: small planes, sky diving. I have visited it during a tourist barbecue event. It doesn't seem practical to keep it open. If there was a choice between the airport or the Hall of Waters, I'd say Hall of waters.
- I like the airport
- I like the suggestion of ball fields (soccer, softball, baseball). Host tournaments & bring business in to town
- I love the idea of the airport, but it needs planes and pilots to patronize it. I miss the Fly In.
- I often wonder about the airport. I always think about it when The BBQ & Fly-In weekend occurs (like the past few days!). Do the planes ever fly in anymore during the BBQ? We used to drive out to the airport every year for that and there would be a nice breakfast there to add to the festivities. Loved seeing the planes arrive from all over and the vast assortment of planes (and KC News Station helicopters). That whole aspect of the weekend seems to be gone. It would be nice to bring it back and have all sorts of activities out there. We now have the trolleys that people could pay for to go back and forth to the airport. Maybe it isn't even an airport any longer? If not, then maybe it should just be developed for homes. or perhaps this could be a location for a movie theater- roller rink- arcade center?
- I really don't know too much about the airport honestly but obviously it would be cool to see it. Get bigger as the years go on.
- I really have no knowledge of it. So I have no opinion on it so much of this green
- I see no need for this airport to be continued when the new airport exists between Excelsior and Liberty. Add the land to the golf course or create a new park.
- I struggle with this question. I grew up visiting the airport with my grandparents. However, it's my understanding that the upkeep and size of facility is not adequate to attract use like it once did. I hate to see it disappear, maybe some sort of park or attraction would be beneficial.
- I suggest turning it into a museum. However I don't really know what it currently does or what its history is so it's hard for me to form a fair opinion.
- I think instead of downtown we should but utilizing the space for festivals. So that way downtown isn't blocked off for the people who live downtown.
- I think invest in it and make it a great destination for air craft
- I think it could be better used as a sports facility, soccer fields, greenspace, and/or playground
- I think it could be used for many things that would benefit the community more than it does now. Commercial, residential, green spaces, or mixed use.
- I think it should be restored and a pilot school in the area would be great economically and could tie into career center or job corps.
- I think it's a great airport. Although, it's an untapped gem for use as an outdoor event space.
- I think its a unique addition to the town. However, with its size and location. I don't think its extremely critical for our towns success as an airport. However, I think it would be an EXTREMELY useful property to hold events and gathering.

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- Large open space, lots of flat paved land and opportunity for outdoor events to be held or sporting activities like small races. Not to mention its acceptability and proximity to the golf course.
- I think that if we are not going to put any money into it then it should be demolished. If it cannot turn into the Mosby Airport or if it cannot compete with it. Then there is no reason to waste money on it. It's also located on the side of town no one that would own a plane would have.
- I think the airport serves an important purpose and should be maintained and retained as a valuable asset. However, if the city decides to discontinue the airport operation, they should think long and hard about what to do with the site. The city does not need to get into another business. It shouldn't be running a golf course or airport or hospital to begin with. The airport site is too far out to
- I think they should put some sort of entertainment there. Whether that be a drive in or attractions
- I think this would be a great area for a sports complex... Softball, baseball, and soccer tournaments bring in a lot of money! And that is one thing parents are willing to drop a lot of money on...their kids and their sports. It would boost revenue for our AirBNB's, hotel, restaurants, and overall economy.
- I think we need to expand our ideas for use of the airport for attractions. Be open to ideas that include a pilot school, skiing diving companies, and other entertainment based on flying.
- I was not aware of an operational airport in Excelsior Springs.
- I was not aware that they were thinking of changing the property from what it is now
- I would love to see it be soccer fields. We NEED them. It needs bathrooms and a few shelters.
- I would love to see it turned into a multi-sports facility for our kids and to attract guests from surrounding neighborhoods or states to host tournaments and gain more foot traffic to our town. This could bolster local businesses too while attracting people to move to our community.
- I'm not knowledgeable about the frequency of its usage, but my gut feeling is to close it.
- I'm not sure (x4)
- I'm not very familiar with the property or the area, but I know my kids love watching the airplanes fly over!
- I'm torn between keeping it as is or developing for starter homes which I think would be more positive for the community
- I'd leave it as is. It's useful to some folks, and there is currently no demand for the space. We have had difficulty selling lots on the other side of the golf course. Leave them alone until that space is absolutely necessary.
- I'd love to see it be a self-sustaining asset to the City, but I honestly don't know enough about it to have a definitive opinion.
- Idk (x4)
- If getting rid of the airport, maybe that could be the new softball/baseball complex.
- If it at all can be saved that would be great, but if not, if there is not a real need for it, figuring out how to capitalize on a best use that increases resources and revenue in our town for a stronger future but still preserving the history of what it is/was. I have heard housing area and I do believe that would probably be best use. If we decide to put athletic trails and fields anywhere we need to keep in mind those things need to go into areas that are not as desirable for housing for the future. Using flood plains for fields, rocky landscapes and land areas the city owns for bike and hiking trails and such.
- If it is not operational it should be looked at how to make it operational. Flight schools with ways to bring new people to take the chance to learn something new.

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- If it is not profitable, close it and make it into something for the towns people to utilize
- If it is owned by the city, it should be sold to the private sector.
- If it is used it should be funded by those who use it. If it is not used the area could be used to bring more sporting/recreation venues to town to accommodate the growing youth population.
- If it requires an increase in property taxes pass.
- If it's not being used for actual airport services then something new should go in its spot while some how maintaining the history of the location.
- if it's not getting used tear it down and make it into something that the town can actually benefit from.
- If it's worth maintaining
- If it's costing the city a lot money. Sell it!
- If maintenance costs are outweighing its profits, repurpose it.
- If membership does not increase, do not subsidize it. Not everyone golf and they certainly do not own planes. The people that use it should be paying for it.
- If the area is not in use, a large facility for activity and teen hangout.
- If you use it personally support it. Don't tax every one else.
- I'm not knowledgeable enough about it to have an opinion.
- I'm not really sure what we could do about that property maybe expand the parking for the golf course meeting Hall or even entertainment venue
- I'm not sure
- I'm not sure Excelsior Springs is a frequent flyer Airport, but if there's potential there let's make it appealing, let it make money that would benefit the community that would draw people in
- I'm sure the city will put houses there that no one will buy like they did with the golf course
- Improve
- Improve airport, bringing more tourism, activities and opportunities
- Improve and Maintain, Support and Promote this Gem to bring it to its full potential.
- Improve it
- Improve it!
- Improve service levels
- Improving and expanding
- Improving the facility to attract more patrons. May include a specialty eating place, make it larger to accept larger planes.
- In the many years that I have lived here, I have never had a need to go to the airport.
- Increase activities that get the community involved
- Increased usage of it
- Increased use of facility.

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- Indoor kids activities
- Indoor/outdoor kid friendly play area for all children of all ages and special needs
- Special needs school.
- Industrial development and retail space.
- Industrial or commercial property?
- Is it actually needed?
- Is it not airport still, if isn't not I have no idea what to do with it! Sorry lol
- Is it profitable?
- Is it still being used?
- Is the airport the highest and best use of this land? It can't be an industrial park without rail. HWY 210 or HWY 69 is a better road route than HWY 10. What does it offer that Mosby does not? Avoid the sunk cost fallacy and be creative. Maybe move DOL &
- Job Corps out there. Or create outdoor rec area - sand volleyball. Or a destination horse competition area.
- Is the airport viable as an alternate to larger metro airports or is it consigned to being a regional short trip destination to larger hubs. Is it an airport that can sustain scheduled regular traffic or is it resigned to being a convenience for travelers with the means to afford it. Is it vital to the community for expansion and growth?
- Is the proximity of the airport near Mosby a benefit or detriment to utilization of the ES Airport? Does the ES airport get enough traffic to be worth the space? If not, how can we promote the airport, or if that isn't practical, how might the property be better utilized?
- It could be anything. It is a great space that should be used.
- It could make a nice place for sports fields soccer, baseball etc for kids
- It has to be money laundering or something. There is no way we can believe that the most prominent families in ES are making commission off of these builds and sales at our expense. How is that even legal?
- It is a close accessibility point for people who live more out of town. Unlike other places in Excelsior.
- It is sad to see what the city has let this airport become. 20 years ago, it was clean and functional, and kept up. I understand that the Mosby airport has contributed to the downfall of our airport. But if the city is not going to commit to it being an airport, I think it would be a prime location for a athletic complex, or a very nice park, similar to what they have created in Kearney.
- It is underutilized as an airport. Would be a good fit for housing. Some people like the idea of a fairgrounds. I could support that.
- It needs to be better utilized, sports complex or city park
- It provides no value to me so I don't have an opinion.
- It should be turned into a soccer complex where excelsior could have tournaments and such, which would draw people to excelsior's restaurants and businesses.
- It should have been renovated when you had the funds. It could have been an amazing small airport with lots of options. Now you've let it go so far that it's almost impossible to bring it back. Sell it to a private airport firm or investor and stop letting it go to waste.

Public Survey Results

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- It should have other uses if only a few amount of people use it.
- It should not remain open.
- It should remain city owned and converted into park space with an aviation theme. Perhaps leasing it for use for helicopter tours, hot air balloon rides, etc. Partner with Great American Kites to host kite festivals. Make it a designated park viewing location for events like meteor showers and eclipses. Add an overlook tower for visitors to view the valley.
- It would be a great property for tiny houses for Transitional housing programs.
- It would make for a great event space, and maybe a sort of museum for small planes. It would be an amazing place to hold large events in the hangars. Or revamp it as an airport to attract more tourists.
- It's fine
- It's off the main grid so research will have to be done. Lots!
- It's ok
- It's good fir now
- Its needs updated, the runway needs to be done and enlarged
- I've never been there.
- Keep and update the airport for use
- Keep it (x6)
- Keep it an airport. its a status symbol to have your own little airport. keeps us literally on that map. Its nice and peace ful. better not make it houses!!!!!! to much traffic up here. KEEP IT QUIET. that's literally the entire appeal of this area. already have more traffic due to new houses. how is this a question?
- Keep it as an airport
- Keep it as is!
- Keep it going!
- Keep it, promote it, bring in more air traffic
- KEEP IT. Yes, Mosby is nice, but there are a lot of small plane pilots that would take advantage of it. My son for one. BUILD UP the reputation of the Golf Course! Make it the best, coolest of all around. ADD transportation to and from airport...trolley, bus, etc., uber, etc.
- Keep the airport. or make it a quiet neighborhood park or small sport area for rental or tournaments. so it can still occasionally bring in some revenue. or connect with walking trails in the forest and to golf course. safe place for walkers to enjoy. then get a sandwich at the club house.
- Keeping it an airport or turning it into an airport museum \ reataraunt
- Keeping it open
- Large community events
- Leave it alone. its quiet and not a lot of traffic. Already ruining the peaceful appeal of the golf hill neighborhood. Its getting noisy. needs to stay green or your gonna have big problems from us. development is running off the turkeys we used to have roaming. they have never come

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- back after development of golf hill. city ruined its own nature. asinine. all the things ES totes are being ruined and removed. nature
- going. peace and quiet. long gone. drugs and homeless, living in the parks.
- Leave it as an airport
- Leave it as an airport but also hold events there.
- Leave it as is
- Leave it be. airport is fine. we flew planes out of there for training and really enjoyed it.
- Let it be open for development or make it a reclamation project and make it nature again.
- Let it go. Let someone private purchase it, otherwise, let it go. Same as the Hall of Waters - let it go. Save a brick or two, and build something more energy effecient and safe. The amount of money spent on it's upkeep, heating and coolings is ridiculous.
- Level the thing. Build a soccer complex with a disc golf course. We could host leagues and tournaments every weekend pulling in thousands of people to our businesses.
- literally don't care
- Little is known about it. How does it compare or compete with the one on 69 hwy. Maybe that space could be repurposed as a mixed use neighborhood.
- Live venue
- Locals don't ever use it. It doesn't benefit anyone within the city because it's such a small airport. Tear it down and build affordable housing there.
- Love having the airport!!
- Maintain
- Maintain it as an airport
- Maintain it.
- Maintenance
- Maintenance
- Maintenance and improvements
- Maintenance free housing
- make a bigger better airport
- Make it a destination. Utilized more for incoming guests with transportation, attractions, and facilities for incomers.
- Make it a drag strip!
- make it a fair ground for outdoor activities
- Make it a public space for all to use.
- Make it into a park that is accessible for disabled kids.
- Make it into an amphitheater like up in Kearney
- Make it into something usable- soccer complex indoor or outdoor, or something more people can use. A large number of families are involved in youth soccer and

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- have to travel outside of the town every weekend.
- Make it self supporting
- Make it the main airport and tear down airport by pour boys.
- Make it useful
- Making a large family oriented venue to keep residents inside the town and spending money in ES not outside of ES. Thinking a variety of entertainment such as putt putt, bowling, skating, arcade, food venues, go carts, zip line, etc.
- Making it profitable or sell it to someone that can
- Making it some kind of sports complex, kinda like the one the KC Comets play on, a field that can be removed and changed depending on the event that is occurring.
- Making the roads better to access it
- Many people will say sports complex. I strongly disagree, as a person that has kids in numerous sports, both highly competitive and recreation activities, the programs we have must be strong initially. This isn't a case of build it and they will come. People will travel for quality programs. As it stands currently, people will not travel from the west (Kearney, Smithville, Liberty) to a venue on the east side of town—the programming doesn't have an "X-factor" that makes it worth it.
- Market ES as a "fly-in" destination
- Marketing it more - so many don't even know it's there, I didn't
- Maybe a drive in theatre, go cart track, old aircraft museum for kids to explore in.
- Maybe a more open space for festivals or expos
- Maybe add a couple restaurants and a gift shop.
- Maybe turn it into a fair ground with an amphitheater. Like Kearny has for the Jesse James days.
- Maybe turn it into something everyone can use instead of a couple ultra rich people
- Mini golf
- Mixed public use space would be amazing or a community college.
- Mixed use community area
- Model plane or drone flying access
- More community and family friendly events like open air flea market, an amphitheater, balloon races, airport museum of Excelsior including a small restaurant, etc
- More flights
- More mixed use options
- More residential single family homes built. Don't want area to be loud as many houses are around golf course.
- Movie theater
- MOVIE THEATER. HOTELS.
- Moving them

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Multipurpose building for Sports. Soccer, basketball, pickleball courts, indoor tennis courts, this will help tourism on the weekends
- My great grandparents ran the airport many years ago, it is a treasure in our family. I think it should be kept up.
- My opinion: tear it down and make housing or entertainment. I think it's too expensive to maintain when we have an airport at our backdoor west of town.
- My understanding is we pay for only a few to benefit. City money should benefit a majority.
- Neutral - I don't have an opinion on this
- Never been there.
- Never gonna make money there. They made a mistake there.
- No clue (x3)
- No comment (x2)
- No educated enough on this topic to give an opinion.
- No idea (x4)
- No idea. Cool place, not sure the money is there.
- No idea. Maybe expand the golf course as that seems like it brings in a lot of good business?
- No idea. Maybe turn it into a mall or something.
- No input (x1)
- No more houses—maintain a good small airport.
- No more money spent
- no more public money spent on pi
- No opinion (x20)
- No thoughts (x4)
- Not a clue?
- Not a priority for me
- Not applicable
- Not applicable
- Not as busy as it used to be and looks pretty bad exterior
- Not enough use out of it
- Not expensive homes
- Not familiar enough to comment.
- Not familiar with what is there or what could be.
- Not important
- Not informed enough to weigh in...abstain

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Not knowing how much air traffic uses it, I would suggest a senior housing development.
- Not really passionate about the airport I am not knowledgeable in the space but could the most airport serve all of the needs?
- Not sure (x19)
- Not sure but know there is something.
- Not sure but the area could be developed for low income housing
- Not sure what it is even currently used for.
- Not sure what's going on with it.
- Not sure, I rarely use this area.
- not sure, no opinion
- Not sure. Keeping it maintained.
- Not sure. Maybe redeveloped into a family activities area.
- Nothing (x3)
- Nothing is wrong with it.
- Nothing, farming/ag land...people in Wood Heights/Ray County want to be left alone and undisturbed from Excelsior Springs' growth.
- Nothing. Get rid of the neglected money pit & build a type of fairground open farmers market for the community.
- Nothing. Don't use. Don't have the funds to use it.
- Offer flying lessons and/or develop more.
- Open air event space. Barbecue, waterfest, could be held here. Trolley "shuttles" could be used to drive people back and forth from a set "trolley stop" on Broadway, up to the event area on the weekends and during special events. This would be a fantastic tourist attraction. We could have food vendors and plenty of parking.
- Opening restaurant back up
- Outdoor Athletic Complex that can be used for club and recreational sports teams, specifically soccer. We have too many kids spending money outside of Excelsior to play for club/competitive and recreational soccer teams. I personally have had to travel to Cameron, Plattsburg and Lathrop for my kids to play soccer with Excelsior's soccer teams because our city is unable to host games for the club. All three of these cities have complexes for the purposes of club and recreational sports with multiple fields available. Excelsior Springs has enough interest for sports programs I think the youth could really benefit from it, and it would bring business to the city when families would travel here for games.
- Outdoor entertainment
- Outdoor entertainment
- Outdoor soccer complex with turf fields.
- Outdoor theater like Kearney has for summer productions and bands
- Outdoor venue- mud runs, tractor pulls, demo derby, music event outdoor venue

Public Survey Results

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- Park
- Park
- Park, walking trail, etc.
- Park...ball fields
- Park/Rv
- Ball fields
- Lake
- Park/soccer fields
- Pass
- People don't own their own planes anymore. They don't need somewhere to store them and fly them.
- I don't have any opinions on what to do to save the airport.
- Phone line visibility
- Possible expansion
- Possibly updating it.
- Potential for soccer fields or outdoor entertainment venue.
- Private ownership like the group that wanted to do it.
- Privately funded business
- Privatize it. The volume of air traffic and lack of income generated compared to maintenance cost does not measure out to be a good investment. The handful of aircraft and 1 bbq competition do not generate enough revenue to justify it being a city managed 'business'.
- Promoted to buildup business, promote so when people are traveling more come by plane and rental cars or free shuttles are available. The airport should stay functioning.
- Public use
- Put in a factory or tech office company to give people employment.
- Racing remote control cars and planes for kids
- Recreation
- Recreation for families, affordable housing
- Recreation uses
- Recreational - fairgrounds
- Residential development
- Parkland - open space
- Redevelopment by private business.

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Redone to commercial kitchen if not already zoned commercial and put it up for sale to whoever can develop it.
- Remodeling
- Remove the airport. Countless possibilities there including small zoo or amusement park or other tourist destination.
- Renovate and make it functional for tourism
- Renovate and promote use for aircraft. City has missed out on several good opportunities to grow the airport. It could help us grow tourism and bring in more business opportunities the city turned down.
- reopen
- Repurpose
- Repurpose or shut down. It is a "hobby airport" for a select few individuals on our city's budget. We have a regional airport that is far more suitable to our needs. The city's limited resources need to go toward other areas that benefit more residents. The airport space would be better used as an entertainment venue area to benefit more residents.
- Reuse of some type. Housing, mixed use, extension of recreation type facilities perhaps
- RV storage
- Community pavilion for events
- Golf course maintenance facility
- Safe walking trails
- Sell it (x6)
- sell it to private investors
- Sell it you don't maintain it properly
- Sell it, it's ran down, lighting is broken or outdated. The buildings is a public eyesore for the community. We have Midwest National Airport in Mo that provides more services needed.
- Sell it, use the money for the above
- Sell it. Be done with it. Don't spend any more money or resources on it.
- Sell it. Doesn't make money
- Sell to private owner
- Several possibilities
- Restaurant (The Hangar)
- Drive-In Theater
- Petting Zoo
- Paint Ball maze
- Wind tunnel for indoor parachute

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Shopping and grocery store (Costco or Sam's club)
- Should beef it up and close down the other airport
- Shutnit down. There is a much larger airport in clay county located in Mosby. I think you should invest in it.
- So much potential for an attraction based family and adult activities. Miniature Golf, Laser Tag, Paintball, Drone Space, Kites, Arcade, and rentals of the hangers for events.
- Soccer complex (x4)
- SOCCER COMPLEX FOR THE CHILDREN
- Soccer complex to host soccer games/tournaments for youth & adults. There are leagues that many of our youth are involved in. They drive all the way to Cameron, MO, every single week because there are no other fields closer. ES could gain revenue and it would be better for our youth to keep it local.
- Soccer Complex!
- Soccer complex!! The city loses revenue due to lack of space. We need outdoor space for games and practice.
- Soccer complex. I coach in the local soccer club and every single town (smaller) that surrounds us, has a soccer field complex for practices and games. Soccer is a HUGE WORLDWIDE sport. Kids love it and parents support it. The airport area would be a fantastic place for it
- Soccer facilities and other sports. Our kids need more than what has been provided at this point.
- Soccer fields (x3)
- Soccer fields and basketball courts and facilities!
- Soccer fields, anything other than an airport
- Expanding economic growth
- Soccer fields.
- Ask any parent in Excelsior with kids who travels to Lathrop, Plattsburgh, Cameron, the dome in KC, Shields Soccer fields in OP, Swope Park... Fields in ES would be so welcomed and instead of our families leaving to other cities they would stay here along with bringing more families here who would potentially eat and shop before leaving.
- Soccer fields.. pickle ball... more exciting outdoor play equipment for many levels of people
- Softball/Baseball Complex for competitive tournaments. Tournaments not only bring in revenue per team, but gate fees, and many times families are going to restaurants and shopping in between games. Large tournaments roughly are bringing in 40-50 teams each tournament.
- Could also be an opportunity for Food Trucks to travel and attend the different tournaments.
- Some sort of outdoor entertainment venue, like a fair ground type. Put in a stage for concerts, have an open arena for rodeo/ demo derby. The carnival can be held there, you could do the farmers market building and outdoor pavilion.
- Some sort of outdoor recreation. Perhaps a concert venue or go kart mini golf etc
- Some sort of sporting or activity complex.
- Some trope of car club

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Something for all ages. Movie theater
- Something for entertainment. Miniature Golf
- Something for families to have fun
- Something fun to do for people.
- Something that is going to
- Benefit everyone not just a certain part of the community such as the older community or the drinking community.
- Housing addition
- Sporting complex (x5)
- Sports complex or fair grounds.
- sports complex with baseball and/or soccer fields. This would open up the opportunity for revenue from the tournaments to come to town as well as increase revenue with visitors coming into town for events.
- Sports complex, soccer fields especially. So much money goes to other cities because we are unable to host sporting events here.
- Sports complex, specifically youth soccer fields
- Sports complex; soccer, baseball
- Sports fields
- Sports fields
- Stop operating an airport. Great opportunity for ball fields.
- stupid investment
- taking it down and putting something in its place
- Tear it down and build a multi use park area.
- Tear it down and put something useful, make it a fair ground or something useful for real events in town.
- Tear it down take the loss
- Tear it down. Commercial development
- That it closing down
- That would be a good location for baseball field complex and hotel.
- The airport does not really serve this community and should have no further city funds invested in the airport. It would serve the community well to develop for housing or to something that serves a vast majority of this community such as a sports complex or a festival etc. type site.
- The airport needs to be closed and the land either developed into a sports complex or sold for residential housing.
- The airport should be done away with. The property could be turned into a festival grounds, sports complex, outdoor arena, or trails. Many options could coincide together for this tract of land.
- The business

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22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- The city should not be funding the airport or the golf course. If they can maintain private funding, then leave them alone
- The Excelsior Springs MEMORIAL Airport should be restored and maintained to the standards of its original purpose; a courtesy, with services, extended to the general aviation community by the City of Excelsior Springs, Missouri. It would seem the City of Excelsior Springs, Missouri would like to see the courtesy removed permanently.
- There's not enough community benefit for the small percentage who use it. Make it a sports complex (like soccer) to bring our community together and bring other communities here or some other recreational environment
- This is a very difficult question. I've always supported keeping it as it is, but I think it's of very little use to most of the community these days.
- This is the first I've heard of the airport, honestly I have yet to formulate an opinion or response to this question.
- This property is mostly out of use, it should be considered either for renovation or deactivation
- This property needs to be used in a way that benefits more people than a handful of pilots.
- This should not be an airport. Seems like a good place for recreation.
- Tourist attractions we could provide
- Traffic and safety on that side of the town.
- Traffic flow
- Try to sell it to a developer or just sit on it until the need arises to develop on it.
- trying to sell the land to a developer
- Turn into a fair ground
- Turn it into sports complex
- Turn it into a park with area for sports.
- turn it into a park, or sell for development and reinvest into the city
- Turn it into a recreational facility such as mini golf.
- Turn it into multi sport complexes. This would bring in huge revenue! Soccer, baseball, football, pickleball, etc. These surrounding communities with such complexes are booked out for months for tournaments which bring huge revenue!
- turn it into something else
- Unaware of what this property provides for Excelsior
- Undecided
- Unfamiliar
- Unknown (x8)
- Unsure. Not expanding but figuring out how to better utilize maybe. There seems to be way more air traffic out at the Mosby airport.
- Unsure. We like watching the small planes in the area.
- Update the airport and invest in a training center

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Upgrade and maintain it as an Airport.
- Upgrade the airport. We have enough farmers in the area that use crop dusting techniques, I think we can justify throwing in some monetary aid contractual assistance.
- Upgrades to ensure public and worker safety.
- Usage Assessment: Evaluate current traffic (private, recreational, emergency, training) and projected demand. Is it underutilized, or does it serve a niche role?
- Economic Impact: Does the airport generate revenue (fuel sales, hangar leases) or rely on subsidies? Could it attract more pilots/businesses?
- Infrastructure Condition: Runway, taxiway, and hangar conditions—will upgrades be needed to meet FAA standards or attract users?
- Use for private use and delivery
- use it more
- Use the self service gas pumps for AVGAS again and allow people to pay for hangar space. Rent out the upstairs offices.
- Using it for large community events that are too large to be inside the city.
- Using it for outdoor activities for all ages. Community garden.
- Using it wisely for what city needs and for different things.
- Utilizing it! Flying lessons, hangars...
- Warehouse/ industry
- Or garden style apartments
- Waterpark
- We could use this area to make a sports complex for people of any age and that any team/league could use.
- We don't need that airport!
- We have an airport in Mosby and Roosterville. This ground could be used for industrial businesses.
- We have an airport?
- We literally don't need an airport. It's kind-of out in the sticks, so maybe turn it into single family housing lots.
- We love this property.
- We need a soccer/sports complex
- We need a sports complex (SOCCER)
- We should be thinking about turning it into a sports complex for all the people in need of it.
- We should turn the property into a sports complex or event space.
- What do we really gain from this?
- What does the airport bring to the area and what does it cost.
- What is being considered, movie house
- Music festival

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- Advertise "Fly in"
- Tourism - Dine In Entertainment
- The Elms special "Fly In"
- Visit Excelsior
- Whatever it is, it would need to bring in revenue, but be a companion to the golf course. Would the golf course want to expand? Or if there is a house shortage, would that be a good location? Or would it be a good location for a reasonably priced hotel and/or movie theater?
- Whatever.
- When planning the future of Excelsior Springs Airport (1203 Golf Hill Drive), consider:
- Infrastructure Investment: Modernizing facilities to meet safety/operational standards.
- Economic Role: Leveraging it for tourism, logistics, or niche aviation (e.g., private/charter flights).
- Land Use Alternatives: Repurposing underused areas for green energy, agribusiness, or mixed-use development if demand declines.
- Environmental Impact: Mitigating noise, emissions, and protecting nearby water resources.
- Community Needs: Balancing aviation use with potential housing/recreation if closure becomes viable.
- Funding & Partnerships: Securing grants or private collaborations for upgrades or adaptive reuse.
- Feasibility studies and public input will be critical to align with broader city goals.
- When planning the future of Excelsior Springs Airport, consider its economic viability, infrastructure needs (runway maintenance, hangar upgrades), and potential for diversification (e.g., aviation training, logistics, or tourism). Assess climate resilience (flood risks) and environmental impacts. Explore adaptive reuse opportunities (mixed-use development, green spaces) if demand declines. Balance community needs (jobs, housing, connectivity) with preserving aviation services. Prioritize stakeholder engagement to align with broader city goals like economic growth, sustainability, and equitable development.
- Whether the cost of running the airport is worth the return.
- Who actually uses this?
- Who cares? Does it have to be about money?
- Why do we even need it? How are we benefiting from it?
- Why not keep it as an airport.
- Why the F are you talking about an airport. leave that alone. i want low rent!
- With the Clay County Airport minutes away, it might be of better use as a large sports complex area for youth competitive soccer teams, etc
- With the Clay County airport nearby, it seems a waste of resources to continue operating a municipal airport for the benefit of so few. We desperately need soccer fields for youth, and this would be a prime location for a soccer complex.
- Would be a great location for a fun plex. Mini golf, arcades bowling. Just saying.
- Would truly love to see this property turned into something more beneficial for the community. With the proximity of other small airports (Mosby, Roosterville, etc) I believe there wouldn't be much loss of convenience for air traffic&.hobbyists. A multi-use youth sports complex would be so useful there, for Excelsior and

Public Survey Results

22. When considering the future of the Excelsior Springs Airport located at 1203 Golf Hill Drive, what should we be thinking about for this property? Required
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- surrounding communities as well.
- You need to keep it an air port and fix it. We have family who has hosted several pancake breakfast/plane ride fundraisers to try and keep this thing running. KEEP IT!!!
- You should NOT be thinking about building low income housing. You should make it a park or a retirement home/senior living facility.
- Youth and adult sports complex.
- Youth sports complex. Soccer fields football fields
- Close the airport and turn it into a festival ground.
- Closing it down. Too many political issues behind it.
- Community fairgrounds
- Community flying lessons or something similar to involve more people from the community. Maybe Civil Air Patrol or something
- Community garden/Park /swimming pool/tennis courts
- Community Sports complex! Baseball fields, soccer fields, amphitheater, parking. Also additional housing.
- Consider soccer fields or outdoor event space.
- Continue to make it work
- Continue to offer it for private use.
- Continue to use it?
- Continued development, potentially improvement to accommodate larger private aircraft
- Convert to housing/shopping area.
- Converting the land to commercial retail/lodging once the timeline has expired on the government grant monies awarded for repaying the runway. The runway could be utilized for parking for the commercial development reducing the initial investment costs for the conversion of land use. Could still reference the site as 3EX in the renaming of it to memorialize it as a former airfield like the "Shoppes at 3EX" or "The 3EX Shoppes at East End Hill".
- Cost v. use, can it be used for something beneficial to the entire community

Public Survey Results

23. What have we missed? What do you want to see for the future of Excelsior Springs? What should we be thinking about as we plan for the future of our community? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- pocket park at the Northeast corner of Elms Blvd and Thompson, where the car repair lot is. Next to Springs restaurant
- youth Retention & Attraction
- How can the city become a magnet for young families and remote workers? Think: coworking spaces, childcare support, or tech-friendly infrastructure.
- Programs linking schools to local careers (e.g., trades, tourism, entrepreneurship) to curb “brain drain.”
- Cultural Identity & Storytelling
- Leverage the city’s historic charm (mineral springs, jazz era, haunted lore) into immersive experiences—think themed trails, augmented reality history tours, or a stronger “brand” for tourism.
- Support public art (murals, sculptures) that reflect community pride and diversity.
- Clean up downtown again and create a safe night life for the younger generation to make it more attractive to visit
- Commitment to our community, and doing what’s right, while investing in the futures of the children and families of Excelsior Springs. Tradition, Culture, and Community are vital.
- More AFFORDABLE housing
- Bringing restaurant options in and restoring or taking down our old or unused buildings. Possibly turning a big building into an activities place for indoor sports to practice in.
- Housing for all ages, continued safety of residents/visitors
- Improve first impression of the town when entering on 10 highway.
- I don’t think you missed it, it’s been in the works for a while, we need a movie theater, some form of entertainment, we need to fix the Abandoned buildings and schools and some how fix up neighborhoods downtown. We need to offer more affordable living, those adorable newer low income houses downtown by broadway are so cute and great. We need to tear down the old houses that are abandoned and build there. And the movie theater need to be downtown so it attracts attention to downtown again and those shops can thrive!
- Diversity, Equity and Inclusion
- Keeping business in town. I have to drive to liberty to get better food and stores that are open past 5 pm as I work
- Improving community health through programs teaching useful skills like cooking and gardening could be hosted at the Community Center. Integrating a program into the school could count towards community service for those who participate.
- Preventing religious mockery to our one non-Christian business whenever they try and offer their services. This is an excellent way to prevent other businesses from wanting to open here, and it is sad. The Facebook comments are always a cesspool when that little pagan store tries to promote themselves. Is that really who we are in this town?
- The pet and livestock ordinances are confusing and should be rewritten and made more clear. As written it sounds like having a fishtank inside could be a violation.
- I want to see infrastructure and ways to give back to the community.
- Increase the number of family friendly events to contribute towards building a stronger community and filling the time of our youth with enriching opportunities.
- And to bring back the mineral waters to create tourism and generate income for our local businesses.

Public Survey Results

23. What have we missed? What do you want to see for the future of Excelsior Springs? What should we be thinking about as we plan for the future of our community? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Unless the hall of waters is having structural issues that are causing safety concerns why are we dumping so much money in it? It's a beautiful building please don't ruin it
- Downtown has always catered to the party atmosphere. I feel you should cater to family oriented events
- I would like to see sidewalks or trails. We need more entertainment for teenagers so maybe they'll stop defacing the parks. Hotels are needed. The Inn is great and all, but we need other options. We need better dining options. Chickfila and Chipotle would be nice. More community space and events. A farmers market on the weekend instead of Wednesday. A lot of the houses around town are condemned and need to be torn down; it's a huge problem.
- It would be advantageous to have a junior college or other education institution, trade school available.
- Affordable housing is a serious concern. Employment opportunities are limited here.
- City wide clean up 2 times a year, the week following city wide garage sales. This would help to keep yards clean and free of junk.
- Find ways to bring \$ into town that's not on the backs of citizens. We need big business and tourists.
- Kids having fun
- The things for children & seniors to do in town
- I mostly grew up here. Family moved here in the 90's and I left in 2007 and didn't even visit until 2017. I'm back here now because my ex-wife wanted to be closer to her family after having our kid. I do not like this place one bit. I feel like there's too much focus on polishing the downtown turd to try and make it more appealing for tourists than providing anything of value for the regular citizens of the city. We don't need refreshed street signs. We need our infrastructure maintained and upgraded. We need more business options besides fast food and overpriced downtown boutiques.
- Road conditions are atrocious
- Keep it livable!
- SIDEWALKS
- Again, finding a way to better regulate the HUD housing programs in town as well as other “free” resources so that current residents who actually need them get assistance before outside people.
- Hotels. Movie theater. Instead of so many parks that are rarely used, put something like frisbee golf or a Mini golf course. More food establishments. Senior housing.
- We must balance historical preservation with cost. Some preservation is cost prohibiting
- There are plenty of businesses—I think the focus should be on drawing young families to a convenient suburb of KC with its own unique history. You can be at a professional baseball game or a touring Broadway show in 30 minutes, but live in the country!
- More positive improvements instead of the one step forward-two steps back.
- Would love for my family to spend more time here, but the lack of restaurants, shopping and entertainment has us leaving town for almost everything.
- Invest in small businesses and explore more community minded events
- The powers that be need to move aside so that we can get new blood in with new and updated ideas. ES needs to stop trying to reuse old ideas.
- More activities for kids and families. We shouldn't have to always go to Liberty or Kansas City for entertainment.

Public Survey Results

23. What have we missed? What do you want to see for the future of Excelsior Springs? What should we be thinking about as we plan for the future of our community? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- I would like to see the housing around downtown/10 HW cleaned up. It looks terrible and run down. I understand the economic blight of people but cleaning up the trashy homes would help.
- Hotels for blue collar families
- Keeping it affordable
- Excelsior Springs needs more entertainment for kids of all ages. There's enough for adults to do, I have to drive to Liberty or Kansas City to take my kids out. I shouldn't have to do that, yes there's the community center but my kids want other stuff then just swimming and basketball.
- Affordable housing
- Different restaurants in the town.
- Different shopping areas
- Kids need something to do. A skating rink, movie theater, or something that appeals to the younger generations would be beneficial and possibly reduce juvenile arrests.
- Keep up to date but don't saturate area with latest fad
- More jobs coming to city
- We attract people to our town though the availability of jobs but we have no where for them to live so they commute out of town. We need more housing options so they live and work in our community
- More senior housing options/ not skilled nursing, but assisted living/independent living centers.
- No more witchcraft businesses
- Established, cost affordable, and healthy food options
- Improved roadways & parking lots
- Safety of our playgrounds
- Sidewalks on Wornall.
- More entertainment options that stay open later into the night
- More low income and/or income based rental housing.
- Outdoor activities
- More signage on West End of Town...something other than just seeing Waller Trucking when approaching. We need a digital billboard with a rock waterfall.
- We need to support our youth in our community.
- Sidewalks on roads close to schools.
- We currently have a great city manager and staff!
- Need large platform attractions...don't really like this example per se but it serves as an example a casino...I know bad example but great concept...but we need more overnights to support keep 2,000-4,000 people & their overnight, dining & shopping dollars in ES instead of making them catch their hotel needs in Kearney or Liberty.
- Reduce the barriers of business development. Entrepreneurs shouldn't have to get permission from the city to operate. Celebrate startups and stay out of the way.

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- There are legal remedies that already exist for truly illegal activities.
- I'd like to see businesses thriving and not shutting down. Do we have enough police, and law enforcement? People's property is being robbed in their own driveways.
- Less alcohol related adult activities
- Keep on doing what you're doing! It's working well. Keep fixing up downtown, also!
- Community gardens that allow those without yards to apply and get a plot to grow veggies.
- I want excelsior to do better for the younger generation. I'm 27 and have lived here since I was in elementary school. It's always about senior citizens. My generation is moving out of the town because all senior citizens take up housing. They have nothing.
- I think excelsior needs another hotel. We have so many wedding/event venues & only the Elms for hotel options which is quite pricey so many guests end up driving to Kearney for lodging. Again, missed revenue.
- Bulldoze the entire town and try again.
- Community garden for everyone
- Something equivalent to a boys n girls club
- I love the renovations going on! We need more affordable housing, especially now with the way the economy is. Affordable housing to buy and rent!
- this explains my wants
- Less parking on narrow roads Affordable housing. Community center that cheaper for low income families. Abandoned cars that have been sitting for years such a eyesore
- Homeless shelter they are already here so let's support
- Getting more business to locate on Thompson. With dubious and van tills tasting room gone the businesses that are there struggle because they don't get the traffic Broadway does.
- I know this would be extremely difficult but so many homes look extremely run down and tattered. Wish there was a way to incentivize or help people fix up their homes! So many people visiting express this! Also, all businesses downtown need to be open 6-7 days a week together. Their opening and closing times are erratic!
- Politics needs change.
- What can be done about all the drugs?
- I do think it's important that we continue to expand the allowance for self sufficiency. The restrictions on backyard homesteading(particularly chickens) has made it almost impossible for people to actually be able to raise enough food to provide for their families. With the cost of food continuing to rise it's important that we allow ppl to raise their own food. I do also think that will become more and more of a draw for people. Particularly the younger generation that sees growing/producing their own food & products as the responsible thing to do environmentally.
- Affordable housing and utilities for people who work and don't get assistance
- Have the city managers think more out of the box.... they don't need to only allow friends opportunities.
- Homeless shelter, control of feral animals

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- Mobility/Accessibility
- Expand beyond the booze.
- We need to come together more as a community. We also need more family friendly spaces while also being accessible to disabled people including children. We need to upgrade parks to be accessible too.
- Thriving downtown, we must fill the empty store fronts. We need more retail downtown, less services. More lofts completed, for downtown living.
- Again, look internally first. THEN, and only then, can we start actually coming together as a community.
- Places for entertainment
- Bringing people to our town to live!
- West side community business housing entertainment industry for employment
- Hotel
- It needs to feel safe again..
- Improving education and employment opportunities
- Just more things to do that don't involve being wine drunk downtown. More community based entertainment. More additions to the community center. Bigger open gym that kids don't have to leave for dance classes to take place.
- Excelsior Springs is most definitely a town of haves and have nots. There needs to be more open minds on the governing committees to allow other businesses to come to the area. Personally, other than Walmart, I do nearly all of my shopping and dining in other locations outside of Excelsior Springs.
- A street sign was recently moved on my street allowing cars to fly around the corner at much faster speeds putting children on the street in danger. How many more street signs are going to be moved allowing traffic to become more dangerous on our side residential streets?
- Good survey!
- Community center keep investing in it and upkeep. This is a great place keep it clean and updated.
- Clean it up get rid of the trash. Make the police do their jobs and quit posting on social media
- Keep moving forward. When I first moved here, downtown was unsafe and unused. I would hate to see regression of all that progress. And don't forget about the west side of town.
- Repair Streets with curbs and sidewalks
- More affordable water and trash, and more affordable housing!
- Our city government structure that doesn't allow its own citizens to vote in the mayor of OUR choice is a joke. This has got to change in order for real and ongoing change to happen. Why this is allowed to continue is beyond me.
- Just a nice clean and inviting town! New entry signage coming into town would be great and sidewalks, sidewalks, sidewalks ! ES has so much potential to be a great little town that brings a lot to the table
- Combatting deteriorating area of the community and adding more sidewalks.
- Bring in hotel
- More housing

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- Senior living options (not for the poor)
- Tourism, hotels/motels, atmosphere similar to Eureka Springs
- I grew up in Excelsior Springs. I remember we had a movie theater, an skating rink, and some places downtown like arcades and stuff that teens could go to. I don't feel like there's a lot of options for them anymore here in town.
- Would like to see growth in both economic development, and outward thinking.
- need more housing!!! not income based either. we need more entertainment for the youth and young adults, there is nothing to do on weekends big or little trouble. we need more fast food/dining spots.
- Incorporating more for the youth to do
- Making downtown a visitor destination. Cleaning up old properties to make the city look fresher. Helping seniors fix up their homes/properties. More police presence to deter crime.
- A hike/bike trail through the city or that at least comes full circle.
- Lower the cost of water! Open wells up !
- Offering its citizens discounts on services we provide. I.E. the CC.. Liberty offers a discount for those that live in city limits etc.
- It use to be a family town that was bustling with theaters, dining establishments that served family meals with an array of different food styles. Needs to get back to that again to be the kind of place people want to live in or visit. More mom and pop retail stores and less yuppie town. I could go on and on.
- Family friendly things to do.
- Make ES a destination spot by rejuvenating the mineral springs.
- Annexation to secure future growth
- Began visiting the area 5 years ago before moving here. It has slowly improved from what felt like a sketchy area to walk alone to now feeling comfortable to be outdoors in the evening.
- More things for kids. Taxi, Uber.
- Being more open to culture
- Jobs and housing, attracting business/industry, empty spaces used as community gardens, less restrictions for backyard chickens, food sovereignty, social activities (movies in the park, open yoga evenings at a park, open mic music nights, comedy club)
- I really think you need to invest in bigger fast food businesses. Not against local/small businesses but it would be nice to not have to drive to liberty to shop at certain stores like "dicks sporting goods" we have a school that offers sport and we don't have a sports shopping store!!
- Old-fashioned soda fountain / ice cream parlor / candy store - a place to draw in families (mom & dad, the kids & grandma & grandpa).
- The children that don't set your standards! This isn't a community... this is about who you know and who's butt you kissed. To be honest.
- Getting a full time city forester. Developing a invasive species removal program.
- I'm not sure, but I'd love to see the chamber get more involved in things. I see some of their things, but I'd recommend checking out the chamber of commerce in Cabot, AR, even just on Facebook. They have truly made an impact building up the community there. It has grown so much, yet it still holds onto a small town feel when it comes to residents and community events. They are so enthusiastic and I always loved that. I'd never cared to follow a chamber of commerce before that. I

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think chambers have a huge opportunity to positively impact local economics.

- Hope even a small bit of this was helpful. Sorry I left a book on most of the questions (I'm filling this out way too late at night and using my second wind).
- Parts of the city need to get cleaned up.
- Do something about drug addiction
- Things for families to do in town instead of having to drive to liberty or independence or kansas city.
- Just have more family friendly fast dining, parks, splash pads, pool, entertainment (movie theatre)
- Eliminate over restrictive building codes that prevent the redevelopment of property in older areas of the city.
- I would like to see an annual carnival or festival.
- Would like to see a new large shopping mall.
- More forward thinking civic planning. It seems city government reacts a lot more than being proactive. Tear down abandoned and unlivable buildings and houses. Create wider and expanded civic involvement.
- Clean up the blight down town! Make the town more appealing. Make it less difficult to do business in the city. Actually listen to what the people want. No more churches! There are more than enough already!
- I want Excelsior Springs to lose its bad rap as a "bad" town & become a place people want to move to because they love the small town feel & feel safe to raise their families here.
- I would love to see us accept our rural roots and allow residential zoning to permit people to have small poultry, encourage gardening, farmers markets, and to encourage and support planting of flowers, trees, etc that benefit our community aesthetically as well as for the natural animal population.
- Movie theater maybe and yes it has been brought up ever since I was a kid. Excelsior has a bunch of land not being used maybe mini golf or a batting cage or something recreational something different and unusual.
- Keeping Excelsior as an affordable, safe, diverse community. At times it has felt as though this town wanted to be a become something none of us here, want or can afford. There should be a tiny house community/village to provide affordable housing.
- Continuing to make ES look more attractive to businesses and residents.
- Safe place to live
- Bars winery's bring drinks, drugged and thieves to support habits from homeless
- Although I am all for family owned, small town feels, it's time to expand. Bring in more eateries, entertainment options.
- More "unity" in our community. Maybe a consistent plan to offer events that bring the community together. Concerts, expanding farmers market...
- Tear down the old schools. They are dangerous and eyesores. Also do something about the little area between lovers land ray county line. I am embarrassed when I bring family here from out of state and we have no choice but to come through that area. It's so rundown. Can we as a community come together and help these folks paint their homes, repair their roofs so their homes at least look better? I know not everyone has resources to make major repairs but perhaps we as a community could help them somehow???
- Stop bailing out failing business repeatedly at taxpayers expense.
- The children are bored. Perhaps a skating rink, dance hall, arcade, or clubhouse would be enjoyable?

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- More entertainment and more businesses
- What would you be referring to when you think of nightlife in excelsior cause I would consider excelsior springs to have zero nightlife. Everythig downtown closes super early. If you ever try to go out in a Friday or Saturday pretty much everything downtown is closed. Imagine if you came to visit the elms and thought you'd go visit downtown and it's all closed.
- Also the hall of waters is very cool and it's an awesome landmark. But if we invest money into it why aren't we opening space up to the public and making it a useable space? A place for the community to have events. A place for everyone? Not just the board members. Real community members. Warming center. Nature center for kids? Pool? Activity area for seniors?
- Continued community growth
- Keeping the small town vibe while increasing business opportunities
- Investing more in teachers and education. We have to prepare the next generation better.
- When will the west side develop toward mosby.
- making the community center affordable to local families of all income levels.
- Mentorship programs for youth to encourage and inspire them to get involved, help grow, and continue to improve our community. We have a lot of great youth with so much untapped potential.
- There needs to be a plan of forcing owners that are letting their property go to shambles, maybe a lien on the title for thousands of dollars. I'm mostly linking to the old school buildings that are an eyesore in the community.
- Work on the perception of the city amongst the public. Excelsior has more to offer than most people realize.
- We need more basic stores. Example -clothing or sports stores. If we need this we have to drive to Liberty.
- More good places to eat.
- Businesses going into some of the empty buildings.
- Diversity, Equity, Inclusion. Have a growth mindset not just pertaining to mainstream. Take a peek at Manitou Springs, CO.
- More social things for youth.
- More activities for our children.
- There are a lot of abandoned buildings and homes in the downtown area. I believe they need to be addressed. The area needs to be developed.
- Lower water bills, ?
- WAY MORE GREEN SPACE AND CONSERVATION. Anyone who truly wanted to over develop is a moron. you will ruin the town.
- Clean up the town. There are tons of homes and buildings that need to be taken down. Our town looks terrible.
- Affordable & mid level housing. It's a must. I don't have the answers or resources myself- but perhaps if there were some incentives to encourage builders/ investors/ companies to consider building apartments and or duplexes here, maybe that could help. If this already exists in the form of tax abatement, etc, then great! What else could be done?
- Think about your poorest poor. Make sure your plans include them. Poor people don't make a town look trashy. A community that doesn't support those in need IS trashy.

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- Build and maintain. We are stagnant and are rapidly losing out to those towns around us.
- The growth of the town and the infrastructure needed to support it.
- I'd love to see the community get back to its tourist center roots. With holistic health being in fashion, it would be great to see the mineral baths make a comeback, but with a twist, perhaps (hot springs style, spa, etc.). Maybe we partner the Elms with Belvoir to promote a haunted trolley tour of the area (think tours of The Stanley Hotel in Estes Park or Haunted History/Ghost Tours in New Orleans). We have to create a sustainable market for people to want to come here and see what we have to offer to get outside dollars flowing through our community.
- Get some sidewalks for our school kids.. they were supposed to be started by now
- Investing in the teenagers and young adults so they will want to stay in our community
- More options for medium income families. Cleaning up the homes downtown to look more appealing. Holding all homeowners and renters accountable for their home appearance.
- Would like to see the businesses in our downtown opt to stay open on weekends (Sundays) to provide availability for the tourism that we currently do have. Many Elms visitors are disappointed on Sundays, many townspeople have this day off as well... barely anything stays open.
- Restaurants
- Making the area a tourist destination for sure, cleaning the town up, not making more low income housing, also need to work on safety in our schools! A community college would be so helpful and amazing!
- safety, housing ,growth
- More home development
- Continue to attract new businesses and young families to allow us to grow and thrive. Continue to support our school district as it is a great draw for young families looking to relocate.
- We need business and events that will attract people besides the Annual bbq and waterfest. Yes there are a few other things, chocolate and wine tour. We also need affordable hotels for people to visit and not cost \$200 a night for an outdated room at the Elm's just because it is "historic".
- Expand the psychiatric center. Mental health is a plague to multiples generations at one time.
- Stop investing in downtown and start planning for the actual rest of the town
- I think we need to stop pushing so hard for senior citizens. I don't want to turn into a college town either, but a lot of us leave because we still cater to old people. That's it. We have DEP begging for tourism, well those shops have to also make money during the off season of traveling season. To who? Low income and senior citizens on their scooters? They can't afford anything. I work a lot with surrounding cities and their communities, we are very very old and everyone outside of ES knows us for that. Like I said earlier, I'll be a senior one day too and I appreciate the support we give them. Seniors, are not the future. And they know that too.
- Growth in retail, eateries, casual dining places, safer neighborhoods with sidewalks, more coffee shops, making Excelsior a destination besides just the Elms attracting people to the town. Safety and reducing the drug and homelessness.
- It has improved quite a bit as far as community resources. I'd like to see less of these insane white supremacists and religious extremists in the community. They won't be satisfied until everyone looks and believes like them.
- More police presence. Slw down the speeders and thieves.

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- I'd like to see more street lights. I live in west wind and there are none.
- We need more things for adults to do here. Good steakhouse, entertainment such as jazz bar, dancing, karaoke, and improvement of the businesses parking lots. Tractor Supply and Sonic is horrible and people out of town laugh at how they are maintained. Either have the owners of the property fit them or be fine for code violation of upkeep for customer and public.
- Sidewalks
- Need to focus on schools. Admin needs to support schools - pay cuts for highly paid superintendents and principals to help teacher pay
- Better services for disabled residents.
- This has been pretty comprehensive survey
- We have a very large migrant population living in the caves, and now owning the trailer park. Many individuals walk between the two making many neighborhoods feel unsafe. More regulation of tenants in that unsanctioned housing would be beneficial.
- I think we are growing slowly. I would love to see an increase and more support beyond the DTP. Westside is coming along.
- I think I covered it in the comments.
- Affordable housing
- Family restaurants and shopping
- More focus on rural development and getting folks outdoors is a primary focus not being addressed currently
- More sidewalks around town for all the walkers we have.
- Creating community events.
- Clean up downtown
- I think you got it all!
- More activities for the community to enjoy that don't cost a lot
- I would like to see more affordable homes for low income families. Specially pertaining to single parents who are working multiple jobs just to survive and get their families off hud. Also a movie theater and skating rink would pretty sweet as well.
- The importance of affordable housing options within City limits and close to services is paramount.
- The safety in general but especially for our children.
- Get rid of the meth heads!!
- So proud of where our town has come. Looking so good downtown and thanking those business people.
- Walkability and more walking/biking trails
- Please reopen the springs
- Youth sports complex, retention of young families and ways to entice young families to relocate here. Supporting the school district
- We need more things for our youth, around the downtown area. Would love to have another skating rink.
- Also, low income families can't afford the Community Center. Our CC should have been built a little larger.
- Culture. Culture. Culture.

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- We must be inviting. We must not accept blind ignorance.
- More entertainment
- More commercial businesses and restaurants so I do not leave town for more choices.
- More downtown businesses.
- Less “boutiques” that sell goods from China that I can buy for a quarter of the price on Temu.
- Family oriented and business development
- I want excelsior to keep growing into the nice town it once was but got away from for a while. I love the revitalization going on in town.
- Movie theater
- Mini golf
- Fast food
- Bars
- A few “nice” restaurants
- We need to encourage modot to really take care of our roads. The amount of traffic on 10 hwy and 69 hwy is extremely high. These two high ways are the main roads to all our destinations.
- Same as first question.
- Excelsior citizen is a treasure.
- Dep is working hard.
- City leaders need to support new business.
- Some city employees are incompetent.
- I really just want more sidewalks. I love the town except trying to walk around in it.
- I think we need more affordable housing for both young and old. Would love to see more options for shopping, dining, and entertainment. Would also love to see industrial growth with higher paying jobs (another reason people leave town).
- Kids spaces/play cafe for indoors
- We need more restaurants
- Continued improvements with crime prevention and housing programs
- entertainment
- Currently vacant spaces that need to be filled.
- Schools must drastically improve or the city will suffer. Pressure must be put on our district to perform well consistently or leaders must be replaced. No excuses or shortcuts. We're hurting ourselves by allowing poor performance. 2. We must attract good, wholesome businesses and manufacturing jobs to boost employment and income. No more tattoo shops, vape shops, or tarot card readers. None of those are needed and/or promote wholesome, strong families or communities. They tend to cater to lower-income clientele. Additionally, no more wineries. Too many businesses are alcohol-centered. I do not feel that those promote good, strong families either.

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- Need singing that Kearney does at the amphitheater.
- I'd like to see the area east of downtown on Highway 10 cleaned up a bit. We live close to that area and it makes me nervous to walk down the street alone with my boys.
- And more sidewalks and family-friendly trails!!
- Additional considerations: digital infrastructure (broadband access, smart city tech), equitable access to services/resources across neighborhoods, cultural preservation amid growth, multimodal transportation (walkability, bike lanes), public health preparedness, and youth engagement to retain talent. I envision a resilient, inclusive community blending historic charm with innovation—prioritizing green spaces, local arts, and adaptive policies for unpredictable economic/ climate shifts. Engage underrepresented voices proactively.
- Key additions: enhancing public health infrastructure (clinics, mental health), fostering digital equity (universal broadband), investing in arts/culture to boost identity, promoting youth engagement in planning, preserving green corridors/biodiversity, and integrating smart city tech (e.g., energy grids). Consider regional collaboration for shared resources and addressing gentrification risks from development. Prioritize equitable access to amenities, ensuring marginalized voices shape decisions. Finally, cultivate adaptable policies to respond to unforeseen challenges (e.g., demographic shifts, tech disruption), ensuring resilience and inclusivity remain central to growth.
- I feel maintenance and growth are two key factors this town needs. I've
- Lived here since twenty seventeen and love this place, working with TNG construction we have taken over a hundred derelict properties and turn them functional homes and businesses. We need more of this.
- Selling excelsior springs hospital to ku medical center solving all financial concerns, internal corporate corruption and improving health care service for our community.
- Public safety # 1. Keep the homeless out. Keep our parks and walk trails safe. Clean up the areas around The Elms and Dari B. Don't really want the town to grow. Like the small town feeling. That's why I moved here 35 years ago.
- Downtown
- Affordable housing
- get rid of the old abandoned buildings all around the town
- Expansion of the Broadway and downtown retail and living space and economic development.
- Focus on leveraging arts/heritage; youth engagement; green infrastructure (riverwalks, renewables); equity audits; tactical pilots. Build a “Hydro-Town” identity blending history with eco-tech. Prioritize community-driven planning, climate resilience, and partnerships to ensure inclusive, future-ready growth.
- Focus needs to be shifted the well being for all walks of life and using the properties that are just withering away create longevity
- Provide follow through and success for children finishing high school!
- I love the city bus. Scheduled stops and it lets folks pick up and get off anywhere in the city limits. I like that doctors, dentists, Walmart and Price Chopper and bank stamp ticket for free ride home. Would like other banks and all drug stores also to stamp ticket for free return ride.
- Definitely need more hotel/motel style lodging that caters to business travelers and families coming in for events.
- Safe spaces for kids and teens

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- Where can my family and I go and just have a nice time? A book store? A candy shop? To get coffee on a Sunday morning? We can't do any of that in this town
- Luotu
- widen the road Enhance public security
- We need a motel!! A full sized grocery store!! Fix some streets. Make businesses fix their parking lots.
- I want to see more businesses in town.
- Local mostly, but all are welcome. Id even be okay with a small grant for local businesses to start, so long as it fell within the scope of a legitimate business with the goal to bring people into town and get people who already live here to shop.
- Boutiques aren't. They just aren't. I've seen MANY open in close recently.
- We have stand out gems in town, but many brick and mortars end up an unfortunate failure, not only due to the store. Many locals, don't shop local. Either because of price or inventory.
- Code enforcement on trailer parks, houses, and stiff fines for littering. One website that everyone knows to check daily for activities, events, progress on the city, like volunteer groups competing in city clean up, a suggestion box with a monthly winner of best idea that saves money, creates revenue or enhances the city, obituaries, citizen profiles, business profiles, etc. A radio station or someone that broadcasts a talk show about the town, things for sale by people, events etc. Have a committee that interviews other successful cities of the same size that people love to go to and that have what we want, then incorporate those ideas.
- We are considered a friendly community, but lately it seems we are very divided on views as to those serving on boards and councils. If this negativity continues, it will destroy any efforts for growth.
- Small affordable hotel
- Less fast food, and more sit down restaurants. More to do on date nights other than going to the bar. Downtown closes pretty early.
- Support for local opportunities
- It's hard to build anything on a rocky foundation. Resources should be used to help strengthen our community before building. Once the foundation is strong the potential for growth will follow.
- After living here for 20 years and the biggest thing to happen was QT. Do something with all the vacant buildings, even the schools that are falling down. Makes the town look like dump.
- Crack down on the crime, prove others that you're actually a caring community
- Need a lower cost Hotel chain to come in.
- Need decent restaurants/bars
- Safety, senior citizens
- Schools continued to be supported by city officials. City officials being fair. City government and schools working together.
- Downsizing the school administration and new management to run the town. Too much old politics and not enough new ideas for the community.
- We have nowhere for our children to practice to advance in sports. The silly Parks and Rec league is embarrassing.
- Demolish the current airport near gas station and make into a multi use location for baseball, soccer, volleyball, etc.
- Good survey

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- Get rid of the gas bars!!! If I wanted to live near a gambling establishment I would have moved to Randolph area! I can already see the crime and negative actions taking place at some local businesses. I thought gambling was only allowed on water?!
- Attracting businesses that are open later that are not bars.
- I think ES does many things very well, but a lot of the citizens may not know about them, or not feel a sense of ownership. There may be opportunities within schools, churches, clubs, or other gatherings to educate about the opportunities for engagement (and yes, I see that this survey, and several other things support that objective, but again, how do we get them interested and excited?).
- I think we may still be missing just a couple of key things that take the people that live and work in Excelsior out of the area to get. We still have locals traveling to Liberty and Kansas City for shopping and entertainment.
- we need more industrial type jobs that pay better than the retail and service jobs that dominate the city.
- Keep it a small town with a small town feel.
- Fewer vacant buildings, a city flower garden with sidewalks and benches would be nice.
- We greatly need sidewalks around the schools. There are too many kids, especially around Cornerstone Elementary, having to walk in the roadway because of the lack of sidewalks. It's a big safety issue in general, but even more so on trash days around the school because so many residents put their trash/recycling bins in the roadway (which needs to be addressed), which then causes the children to walk further out in the road or behind the bins where drivers can't see them. The safety of our children has to be made a priority.
- It would also be nice to have more things for kids/families to do in town. You can only go to the park so many times before it gets old, especially when there isn't a lot to do at said parks. Furthermore, the splash pad needs to be open longer, especially after school starts. A splash pad doesn't need staff on duty to be able to operate, look at all the towns around us. Those with kids not of school age would love to utilize it. It would also be nice to have more recreation equipment for the kids. We have yet to visit our splash pad here because of the strange operating hours and lack of things to really do there; we go to Kearney or Lawson instead. Lastly, a community pool would be amazing...one that doesn't cost an arm and a leg for a family to go swimming at like the community center does.
- We would love to be supporting local and putting our money back into our community/town instead of having to go to other towns to find things to do.
- Future development needs to be carefully planned for useful and sensible locations. Vacant properties need to be refurbished or reused. Less red tape for residents to build or restore properties
- Or start businesses. Give us a break
- Better roads and resurfacing through our town. Where are the sidewalks for our middle school students and cornerstone...
- More outdoor community spaces, sidewalks to make parts of the city more accessible, more green spaces close to the downtown area. Maybe a community app for phones, with directions to all the trails and parks, community event info, a community map with attractions dotted on the map. Would be great for tourists as well as the community.
- Have not been here long enough to answer. So far we are very happy with our move here
- Outdoor amphitheater in place of old high school, building to be used for indoor events, food, shop, even apartments.
- Stronger marketing for the new businesses that try to make it here. Support staffing and special events to bring in business.
- Partner with the wineries around (huge business there)!

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- Other hotel options that are more affordable. Plenty of buildings that have so much potential!!!
- More interaction and communication between government and police/fire and our citizens...people sadly need education about what these organizations/services do. I think by and large we are very fortunate, but people expect ridiculous things. (Former parks board president here, years back.)
- Karaoke
- I think there is a big blind spot in this survey in two spots:
 - 1. Greater networking and targeted marketing with commercial and residential real estate developers. What has been done in the past? Are we effectively communicating all our community has to offer? As a new resident, there is so much more bang for the buck here versus much larger neighbors like Liberty or the Shoal Creek area.
 - 2. Big blind spot on this survey on how we can tap into existing, structured sub-communities like churches and hobbyist (orienteering, HAM, civil aviation, painters, gardeners, runners, hikers, etc.) to build deeper engagement/support/input on educational and cultural events. Seems odd to me that this is missing here, is there a taboo around this here?
- We just moved to the area from Kansas City where we own a native plant nursery called City Roots Nursery. But we will be spending this year moving our growing operation from the Kansas city up here to our new property and then in 2026 we will be looking for a place in excelsior springs to open our second retail location.
- More single family affordable single family ranch style homes.
- Minimizing the vacant empty buildings and maintaining the city's appearance.
- Ways to make our town more inviting to people and businesses
- I would think that activities have for parking for the downtown area and draws in crowds of senior citizen population
- Growth has to be focused on creating a thriving long term community where families want to live. Otherwise, the town runs the risk of slowly declining from a demographic perspective, even with the work being done in other areas.
- Ditch the covered swim pool idea... improve and enlarge and maintain the current indoor Community Center... just have an out door pool... not covered with a plastic bag.
- I feel as though Excelsior continues to miss the mark for younger demographics, especially those that don't have a family/kids. What are we doing to attract youth to the area? What are we doing to inspire people to grow up and stay here? What are we doing to make people love living here? We talk so much about history and tourism... but that only goes so far when people aren't staying.
- Maintenance. Keep the roads fixed and renovate dilapidated buildings to attract businesses and maintain the charm.
- Be open about marijuana tax money. What are funds being used for and how can they better be allocated? We have a great opportunity with KCC being a local business, would love to see the city thrive from medicinal and recreational taxes.
- This town is shallow minded and in inviting to people of color or of different religious backgrounds. Not everyone is a Christian and we shouldn't be chastised for it. We all live under the same constitution. Would like to see some diversity and equality education of some sort as a student that grew up in this town I can attest to how hard it was to be one of few people of color in the town. And everything be swept under the rug by the same few people that are still in charge. Fresh blood and perspective would be nice as I see a lot of my generation choosing to stay local rather than move away. We crave community and family. Promote generational wealth and a familial culture.

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- Community building and engagement events, ensuring neighbors get to know each other and understand each other better.
- Restore the hall of waters, integrate a movie theater, make sure the citizens are safe.
- Single level housing, attached, but for purchase.
- More evening activities and a bigger variety of restaurants.
- A nice sidewalk from Wal-Mart all the way down Highway 10 so people can walk to places in town if they want to.
- Low cost and free family activities w/o alcohol.
- Adding a disc golf course
- more food options
- We need something for kids to do. No more bars or wine places. All the events that happen around town are alcohol based. Not everyone drinks or wants to be around a bunch of drunks.
- Need better walk way for elms foot traffic to get to downtown shops. More starter homes. Walkway along 10 hwy for safety
- The restoration of the Hall of Waters a lot of our historical places have been torn down this should be priority number one. The history of that building and the people are too valuable and have so much history we need to build on that history.
- Comforting culture to make people feel at home, even if they don't live here.
- I think one of the best things that happened to ES is when the bridge was out and traffic flowed through the downtown. It seemed to boost business. It could be wrong. I also wish businesses could last downtown. It doesn't seem like there is enough foot traffic to compete with larger on line companies.
- I would love a pickleball court and freebie golf so I don't have to travel.
- I spent my first night in Missouri at the hotel downtown. We were purchasing our house the next day and didn't realize how awful the hotel was. For years it should be torn down and made a parking lot!! Thank you to whoever made that happen!!! Yeah. It's ok with me to tear down old buildings. Please tear down some more of them!
- I don't know, I just want people to be happy.
- The youth
- Look to see how many of our graduates stay around or do they leave for other communities and if so, why?
- I believe we need to be more open to growth for the sake of offering opportunities to the youth.
- We need to attract additional residents.
- A master website that is the pulse of the city. News, events, suggestion box, listing the names of volunteer groups that clean up their portion of the city, list local businesses and what they offer, specials that they have.
- Also, a radio station or online podcast that people can listen to for city updates as it points to the website.
- Volunteer groups that compete for having the cleanest area (less trash), where the whole city is covered.
- A plan to add fountains to the city, where we have more fountains per capita than any place in the world. ESs needs a major attraction. Gondola from Siloam Mountain to the Wyman school parking lot, or an oversized Ferris Wheel at the top of Siloam mountain. Make it a revenue generator
- Create a theme for the city, what its now known for (like the fountain idea) and even consider many of the businesses having the same awnings as some small

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towns have.

- Clean up vacant buildings and empty lots. Enforce code violations.
- Special needs opportunities and resources
- We need safety, more food options, and adult entertainment (wineries, bars, etc.)
- I would love to see a skating rink again. An arcade with retro games. A country dance club. Movie theater! Somewhere for people to go and enjoy themselves without having to drive 20 minutes.
- I would love to see more dining options (sit down and fast food) and more places to shop (not just boutiques and/or walmart)
- Small business grooming/education series:
 - 1) Retail 101 (refer to the book "The E-Myth",
 - 2) Daily/weekly/monthly/seasonal operations (BDP's)
 - 3) Advertising & Promotions (website & social media development)
 - 4) Business district/corridor collaboration
 - 5) Etc.
- More sidewalks and trails, more affordable homes for families, and more food options!
- Family friendly entertainment needs to be brought to the area. Like Fun Run or Above All Trampoline Park, The Main Event, skating, or movies.
- Growing and looking at the younger audiences of growing young families.
- Better schooling for Autistic Kids
- Look at other communities in completely different areas and see how much the town lacks.
- More activities and shopping for families. Also more food choices. I would rather stay in town to eat instead of traveling to Liberty.
- A business like Savers or a small grocery store on the Elkhorn side would be nice.
- I don't think movie theaters are as popular. An outdoor ice rink/ pickle ball court like summit ice would probably do well. A farm that offers riding lessons might be popular.
- More police protection in rural communities
- More hangouts for adults and ones for family
- Our city leadership could use revamping. While Lindsey has done a good job with the creation of several programs and events, the others lack the skillset and experience necessary at the level of the position they are in to take the town to the next level.
- City council members should stick to their own business and not get involved in school district matters, especially when it directly leads to their council buddy's wife running for the newly vacated seat. May not have been intentional, but it doesn't look good. This is the kind of thing people don't like about small towns. Need more cooperation, positivity, fresh perspectives, new personnel. Some city employees have been in their positions too long and are complacent - no one wants to do the work to interview and hire, they don't want to lose the benefits of having their buddies in these influential roles, so we just keep having more of the same.
- MOVIE THEATER
- making this city a destination city

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- I think we need to keep the small town atmosphere. We don't need to be the next liberty, grain valley, etc since it is a short drive to most things. It already takes 12-15 minutes to get from one side of town to the other. Doesn't need to be longer than that with added traffic due to housing growth. I really wish there would be a movie theater. Inside and drive thru. If adding houses there should be a cap to how many.
- Living here my whole life i have seen low income housing and senior living always be the priority with housing. One of the main reasons when i first moved i left this town. I wanted an apartment complex with a pool that didn't have such "old" people in it. The town needs to bring back life instead of just being a old person place that closes by 7pm.
- We needs a band and beer garden on weekends in the summer, we need a skating ring, arcade, something fun for the youth to do, we need activities in the park, we need stuff for the middle class person who wants something other than the Excelsior Village. We need some fun lunch places, dinner other than Venetian. We need entertainment.
- More restaurants
- High-quality public transit.
- More restaurant options. More pharmacy options.
- Grow smart. Look at traffic flow that is your areas for development. Be cautious to the development as following traffic will also lead to pulling away from small business down town.
- PRESERVATION. I believe we have such a great town with lots of cool building stock that needs to be preserved with visionary plans. If we let our town apart. We are such a unique town and letting our building and housing stock fall into disrepair is hard to watch. We need emphasis on working to develop plans to fill the several large buildings in our downtown area before they are no longer able to be saved (ie: Roosevelt, Hall of Waters, Royal hotel, large homes on Broadway, etc. Having a city team that is visionary and can see a bigger vision for these projects and also have the ability to connect with the kind of developers that do these projects is vital. Old buildings take a unique developer and we need to start working towards saving those things we cannot replace. The surest way to preserve our rich heritage is to expose more people to our awe-inspiring beauty. Let our town be regarded as a community that is most proud not just of what it builds but by what it refuses to tear down.
- Keep up on safety. We all want to feel safe
- Support the school district better. Remove Stephen Spear and Mark Spohn from office.
- Develop the indoor "pool" space at the Hall of Waters to instead be a grand ballroom. Develop a partnership with the Elms so they can host weddings there and as a city we can host events as well. It would make an amazing ballroom.
- Increasing marketing to reach beyond the Elms. Another place to stay with more affordable pricing.
- Continue doing the fun things to attract the out of owners and also grow accommodations that are reasonable for them to stay a few nights so they will visit more of our town! This would also include keeping businesses open Thursday through Monday or Tuesday.
- Over and over you see the old money in this town buying up the attractions and letting them fall apart. There is no recourse against these people, and new ideas come in, new investors try, the city just blocks them and lets the buildings and locations rot. Honestly you should all be shamed of yourselves.
- Diversify, listen to the majority of community not just the "loudest".
- Stuff for younger kids and young adults 20 to 35

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- Update buildings use abandoned buildings or tear them down.
- I would like to see a different trash company, one that is reliable. A water bill that isn't \$200 for 3 people. Police that aren't ticketing people for doing the same stuff they're doing. The city caring about the people who live here and not so much the tourists.
- Since Dubious Claims closed, I'd love to see a new brewery go into that spot. I think we have enough for the wine drinkers and tourists, but that brewery will be missed.
- Better sidewalks on the west side of town, near the schools. Too many students walk along and in Lynn and Wornall Roads.
- Make it better and get all the trash and criminals out of this town.
- More programs in schools for advanced learners.
- Just the ability to expand a personal business with building a structure and not have so many hoops to jump through to get it approved
- Street lights all over town. And better paved roads.
- Focus on retaining Excelsior Springs small town and community appeal while adding city amenities and attractions. Don't sacrifice the things that make Excelsior great in order to make it less of a satellite community to the KC Metro. Provide a place for E.S. growing population to have good options to make E.S. a long term option.
- Have more public information what the city government is doing for the community and make the public vote on issues than being decided by bypassed corrupt officials.
- The Elms is great, but another hotel would be helpful. Entertainment venue would be good- movie theater maybe or sports complex that would draw in people from other communities. Less low income housing.
- Education system does need improved, higher ratings to make moving here with children more desirable.
- On question #2, you need to have the option of not applicable.
- Handicap accessible, especially for those in wheelchairs and changing tables for all ages, not just toddlers. People who are caring for loved ones many times have chosen to stay home because when taking their loved one out in public they're having to either change them out in the open for all to see, leaving them no privacy or they're having to cut their outing short to go back home to handle these changes. There's not one single place in this town that makes those with mobility disabilities feel welcome.
- Look for ways to better the community but that it grows organically within the people and doesn't feel forced.
- Eden Village
- Special needs young adults are forgotten. There's one or two that's put on a pedestal but if over all if u not in a click or know someone special needs young adults are fallen though the cracks especially the ones leaving high school and trying to transition into life
- unknown
- Excelsior springs has a smaller group of people that seem really dedicated and engaged with community development. However, the majority of the population is not engaged with what's going on in the town. There should be more information easily available to drive involvement. I have lived in this town since 2013 and this is the first opportunity I've had to be involved.
- I see people (homeless and otherwise) walking on the streets day and night, we need sidewalks to ensure their safety. We also need transportation for people who

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- walk to work day & night at Arby's, McDonalds and other businesses. Apparently the current options don't run during hours these people need transportation- maybe we need other stops it will pick up from as well.
- One of the only ways to expand is create more sustainable jobs, create more jobs= create more people wanting to live close to where they work. More athletic opportunities. The high school needs to work on athletics, there are teams who have high success, but more you will have people leave so their kid can play at a better school.
- Growth and diversity.
- Concern of support for our schools
- Family resources, schools.
- Some way to keep businesses and restaurants open downtown. I hate to see a business close down. We try to support local, but we also need a draw to bring in tourism.
- More thriving businesses
- Continue on with many of the plans that the city already has in place.
- Do more maintaining of roads and sidewalks including snow removal and weed control.
- Nothing
- Embrace the past and plan for the future
- How to attract investors rather than scare them off. I can't point specifically to anything to back this up, it's just a vibe I get. I may be wrong.
- Clean up the abandoned buildings
- Safety and cleanliness. Affordable housing!
- Access to transportation out of city for unspecified reasons
- Not sure
- Would like to see the front lawn at the Hall of Waters used for something like live performances with different artists.
- I don't want it to become like Liberty or another big city! I am from a very big city and trust me, it's horrible.
- Roads, turn lanes from railroad tracks to old orchard. Promote the high school Tigers (like Lawson) use the colors on the poles or flags. Make it look like we are black and gold proud. Parking for events when held downtown. More involved community events; once a month planning a family event such as the movie in the park, family game nights, kayaks around the pond. Having a field house since most kids are in league sports now instead of doing community center programs maybe that will bring local kids back to the area.
- Clean up condemned buildings and houses including the old schools, hotels, and dilapidated houses. More staff in the code enforcement office to enforce landlords and home owners to clean up houses needing repairs.
- Continue the Downtown Partnership and good work with all the events they do in our community.
- Repair/maintenance of streets. Good police and fire departments.
- A motel... Too many people are spending money to stay in Liberty or Kearney! Download is covered. Now take care of the other visitors
- Continue community events and increase the number of these.

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- I think Excelsior Springs is really poised to thrive and grow. It is an exciting time to be a part of this community.
- We should remove as many barriers as possible to business, commercial, and housing development by the private sector in our city. We should focus on allowing and encouraging entrepreneurs to make this city great. We should foster a great environment for businesses to move here by lowering taxes and decreasing regulations.
- Make it a resort type destination. The Elms is already a start. Provide outdoor areas - tennis and pickle ball courts. Better SIDEWALKS.
- IDK - riffing about unique ways to build off of local strengths
- Recruit film makers using unique ES backdrops - maybe a screenwriters workshop hosted locally? An X-prize type challenge? Or maybe a weekend writer challenge similar to a coding challenge/competition/hackathon?
- Stricter building and signage codes to maintain look of a destination town. What's the story with the new bungalow interpretations on E Excelsior St? They are cute. Town needs more upgrades like that.
- Bike trail from Watkins Mill to ES trail system
- City needs to toot its horn more. Excelsior Springs has lots to offer - especially to those interested in the architecture, special events, etc. We take a lot of what Excelsior has to offer for granted. Utilize the Excelsior Standard and the Excelsior Citizen for positive articles, press releases, stories, etc.
- Affordable housing, retail clothing, outlet mall possibly.
- I want this to be a place that people feel safe and hopeful coming back and starting a family.
- I would like to see plans that bring the community together more and encourage community.
- I want to see more community events and community engagement.
- I think you guys hit pretty much everything with excelsior. There is things needing to be done with the Sonora of excelsior but I think they have had the focus for a long time the youth is what needs the focus
- We should use what we have, update and restore historical vacant buildings. Find use for them.
- Expanding the economy for better jobs and for better establishments, in our community.
- Think about less alcohol driven events. Yes, it brings in money but a lot of youth cannot participate and feel isolated here.
- Hang out spots and entertainment
- Expanding the economy for more sustainable job opportunities as well as establishments for the consumers within the city.
- More attractions. Up keep of culture bring back family festivals
- I want to see more teen hang outs and local community gatherings.
- How to bring more community members together for fun events
- entertainment
- We need mor sidewalks.
- teen hangout, shopping,
- I want to see more talent be attracted to excelsior springs. Intelligent individuals who bring the good out in excelsior
- I think we should have a hangout place

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- Entertainment center, sport stores/complexes, or shopping
- I want to see more opportunities for younger people to live and do things in our town.
- More community spaces. There aren't a ton of options for gathering outside of the community center.
- Bringing in some other options for food, restaurants etc. Improvements in the downtown area. Bringing in other grocery chain. Housing like condo's
- Attracting tourists while maintaining a family oriented community. Outdoor spaces should be low maintenance so they stay looking attractive with minimal maintenance through the years.
- Industrial expansion acreage
- Love to see tiered living for seniors (i.e., John Knox type housing for independent, assisted & skilled nursing in one development).
- Would like to see more craft shops (i.e., quilting fabric, beading, anything for makers to come & enjoy).
- I would really like a non-income restricted housing seniors similar to John Knox or others in JoCo. If something happens to my spouse I would like to live among other seniors and not have to worry about leaving town or maintaining my own home.
- Really like pursuit of more wineries and microbreweries
- Can be a great niche for tourist
- We have many parks, but we don't have many attractions for pets and family activities. Maybe a play cafe
- Widen 10 highway west side of town under railroad tracks
- Tear down old homes
- Do events like days before. Meat shops, big parades, movie theatre
- A place for kids to gather for safe activity
- Increasing weekend activities for those visiting Excelsior Springs for families managing flooding and water downtown
- Continue on the path with major improvements on the horizon
- Family friendly entertainment
- Less Bar's - Wine establishments
- Lyrics on the Lawn was a great idea
- Limiting rental property. Some land lords have so many rentals - come up with a realistic amount all land lords can own. Hopefully this will boost sales of property and limit rental property
- Industrial type jobs
- How do we grow while surrounded by water districts that are hampering growth, addressing situations that blight our community (safety this is more people oriented).
- Continued growth downtown, increased tourism
- So much potential in this city going to waste. More outreach for tourism. Get back to the roots of what this town once was. Open the wells back up!
- Bring in more downtown hotels for tourist.
- Attracting dining and shops suitable for families in downtown is needed. Many restaurants are focused around alcohol or fine dining. The stores are boutique

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or home decor. My kids love going downtown but there's limited options. We would absolutely love an arcade, a comic & toys shop, a sandwich shop, or pizza by the slice. I would love our downtown to be a place where locals hang out! As it is, things are closed in the evening and I can only make it to Ray's Lunch and Other Trails with my kids on an occasional Saturday.

- Not much has changed about Excelsior since this April, 1954 travelogue.
- The comments the guy makes are still kinda apt... and that's before all the businesses started closing and the buildings started falling down.
- <https://youtu.be/XJaSmarx45s?si=bd6jm9E0I0jp5XUp>
- Not a thing. The town has been getting worse every year since the 60's.
- i guess the real question is can excelsior spring handle the growth for example if the city grows what will that do to our infrastructure can we afford to upgrade that system if "big business comes in" what will this do to the citizens and how will it effect city tax payers. For every discussion made is a snowball effect I, effecting 10 people which effect 10 more and so on and so on. Can We handle Rapid growth of the next 10 years?
- More diverse
- How about wasting tax payer money on vacant land.
- Hope that people shop local
- More togetherness for our community
- I would like to see the main group downtown that puts on the events to think outside the box. For years it has been the same old same old. Things need to be freshened up so that tourists want to come downtown not hide in the Elms or spend their money out of town.
- Ways to unite residents of different social statuses for a common goal.
- Ways to welcome in new residents. Remove the bias from people who have lived here their whole life to become more welcoming.
- More houses and apartments
- Preserve and take advantage of the town's unique history of being the source of spring waters and spas
- Appearance of city to those who live outside Excelsior
- Continue to clean up and invest in the downtown area. Clean up those collapsing buildings
- I think the primary focus should be on growth. And to me that means acquiring land as much as possible to have options down the road. From there attract businesses, industry, and housing development, all of which increase our tax revenue and keep the city thriving.
- Plan for renovating or demolishing vacant buildings
- See my answers to #16 & #18 above
- The price of the community center go down for people that reside in the city limits of excelsior springs.
- Affordable housing
- What about the Wyman School Building? It's been allowed to deteriorate to a point that saving it is doubtful. Does the City of Excelsior Springs have plans to preserve this Historic building?
- Not sure
- Figure out a way to get information to citizens about up-and-coming meetings, developments, etc., as newspapers used to do and now we have nothing in general

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for anyone to turn to.

- Jobs
- Always do for the masses not the few.
- Sidewalks. Transportation.
- Bring Excelsior back to life. We don't need to be another Liberty, MO. There are tons of people trying to get away from areas like Liberty. Work to make Excelsior a place where tourists don't want to miss seeing...again..think Weston. The festivals, the fantastic, bring in more artisans, etc. Not everyone can travel toanson, its expensive.
- Excelsior does not need to keep up a college appearance at the HIGH SCHOOL. Please focus on education, life skills. Sports are not helping these kids balance their accounts, change tires, cook. Yes...call it what you want...LIFE SKILLS. Teach kids how to support themselves after high school. Note everyone can afford college. More tech opportunities, etc.
- I think the city really needs to figure out how to keep potential revenue dollars in town! The festivals and downtown renovation have been nice, but we are failing to keep revenue from those guests in town. A lot of the patrons either just commute in town for the day or stay in neighboring communities.
- Downtown is leaps and bounds ahead of where it was 20 years ago, but it feels like it starting to fall backwards. For every new business that goes in, you see two more that close. Most of the business downtown cater to very specific demographics. We need more variety! How many event spaces do we really need in this town?!? And furthermore, what good are these event spaces, when the patrons leave Excelsior and stay in neighboring communities when their event is over? We bring the people to the area, but then they go spend their money in neighboring communities because they don't stay in town.
- Speaking of variety, food options have become very limited. Especially when a lot of the offerings close early in the evening. I understand staffing is a reason for this, but we have to do better. Maybe offer incentives for our youth to go out and work in the community. We need more variety in regards to both fast food and dine in options.
- Finally, the vacant buildings. We NEED to do something about the Royal, Westview, and Roosevelt. The Royal could be a fantastic, with rooftoping if it can be saved. If it can't, perhaps a new, more affordable hotel could be built in its place. I could see options with Roosevelt and Wyman, but they need to be secured and at least have maintenance done to prevent the insides from rotting as they sit in limbo. I'm sure members of the community would even volunteer to help if it meant saving the history these buildings possess!
- Ultimately though, I think it starts with having reasons to bring people to town, which we already have several festivals that accomplish this. But, we do need other entertainment and dining options for them while they are here. And finally affordable lodging to keep them IN town after they arrive - keeping their dollars here!
- I have long believed Excelsior's topography offers it a unique opportunity for zip lines as a tourist attraction.
- Demolish more houses that are in poor condition.
- Maintaining the small town charm; working on the aesthetics would go a long way.
- Fine staying connected to our history but we need to become relevant for present/future times.
- I want better schooling for our kids. Not once was anything mentioned about the school district. I want them to be held accountable for the bullying that goes on for both students and staff.
- I have lived in Excelsior Springs most of my life and love the landscape and history. There is an unwelcoming elitist feel in the community. I think that's embracing

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diversity and inclusion and providing an environment where all citizens feel they are valued and there is something there for them should be a priority.

- We need to enforce our ordinances better. There are still fireworks going off Aug3-8th in our neighborhood! There are people not taking care of their animals, the meth heads need to be picked up when roaming the streets. I would like to see an environment of people being held accountable for their actions so that we that pay taxes and purchase our homes can take pride in our community and can be family and senior citizen friendly! Our community cannot thrive when people are trying to move out of it because of these ongoing problems.
- Hotels, entertainment, places to eat
- Bringing back opening couple of the Springs or The Mineral Spa Baths
- More homes that are affordable. Some of us can't go buy a new home for over \$300,000.
- Look into the water bill!!!!
- Less government - more chickens.
- Fine dining
- When people are surrounded by beauty and positivity, they are more likely to strive for something better themselves.
- Figure out how to keep the spending local. Not many good options in general.
- I think ES Admin is making good progress as demonstrated by past improvements and this project that involved the community.
- Chipotle!
- Hyvee or Sprouts for healthy clean groceries.
- Family arena. Arcade games trampolines park food air hockey Fun family event/teen center w a movie screen
- Plans for teens to have a fun place to do and see at night. More things being open, etc
- Expand downtown events, Oktoberfest/harvest fest,
- Increase population
- Increase tourism
- Thinking big, a river walk like Estes Park or San Antonio. Find a solution to the flooding and create "on the river" dining, shopping and fun. Thank you for being forward thinking and continually putting efforts in making this a better and desirable place to live/visit
- If you knock another school down, please, for the love of all things holy, don't make it look like it was teleported out of cold war-era East Berlin, like Cornerstone or Lewis.
- Sidewalks by schools and homes, more places for teens to meet up and eat or hang out
- Keep up the awesome community events! And the people here seem fantastic
- More bicycle lane roads, make Excelsior Springs a bike friendly town.
- Shelter for the homeless.
- We need to build on our tourism industry. We could use another hotel/motel that creates jobs and not just rely on short-term rentals. We need to continue to explore access to our mineral waters for drinking and spa bathing.
- There needs to be discussion on the homeless and how best to provide for them, whether it be a drop-in shelter or a bus ticket home. I do not think the Eden

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Village option is sustainable.

- Fixing streets
- Business development
- Streets
- Beautifying the major roadways coming into town north and southbound 69hwy, 10hwy from Richmond. Sidewalks, trees, etc.
- There is a growing trend in society as a whole to offer spaces for the community to gather, whether that be pickleball, yard games, etc. that allows passive participation, while there are opportunities to have a variety of food and beverage from smaller restaurants (food trucks) or beverage dealers. This is an opportunity for those interested in owning a restaurant or bar to engage with the community to see if their goods and services would be successful on a large scale. It offers a space for numerous people to have a variety of options on what they eat, drink, be active, be passive, socialize, or be in a social setting while numerous businesses to share the success and the risk—more communally driven, which our community has built into it at its core.
- Embracing the beauty! There's so much natural beauty, if the buildings, shops, streets, restaurants and homes reflected that.
- Keep growing the economy
- Take care of crime and drug abuse. As a young excelsior home owner, I can see the potential for excelsior to be very sought after. Downtown excelsior has the potential to be like historical downtown liberty if the city supported the renovation of the downtown homes. The historical homes downtown are falling apart. There is history here that would be appreciated by newer generations if we could clean up downtown.
- While Excelsior is becoming more modernized, would like to keep some of the small town feel. I believe public safety, housing and the school district would be good place to start in making improvements
- Better air quality monitoring
- Like the way it has progressed. The new schools, walk trails, community Center, dog park and Century Park. I prefer keeping the small, rural hometown feel.
- I would love to see more family-friendly events downtown, fewer alcohol-focused events.
- We need more things to do around town. Better shopping, restaurants, and just being able to get out and enjoy life without having to drive 45 minutes to KC.
- We need more Family style restaurants that you can sit down at and more Breakfast Locations (ie. Big Biscuit or First Watch)
- Would also like to see an indoor complex similar to the Kansas City Soccer Dome, that houses indoor sports, pickleball, batting cages, soccer, and indoor practice field, etc.
- This town needs to have more housing options for multi generation families. Especially having multiple driveway options for those homes.
- Lower the sewer rates and cancel the trash contract and go with a company that can actually pick up trash
- Stop charging for everything. Example chickens. People want chickens to save money. They also have already paid taxes on the land the chickens will be on. It's just the city being greedy.
- Just keep communities green. I've always enjoyed the way the areas are separated by hills, nature, forest and parks. It's a big feature in Excelsior Springs that adds character, what brings the families here for the beauty.
- Opening a skating rink would create jobs and activities for the youth.
- I would like to see a greater variety of businesses as well as see them thrive and stay for more than 6 months/year. Also keeping local parks and trails clean and

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maintained could bring in visitors from surrounding towns.

- Expansion
- Senior citizen cottages and things to do. All-day coffee shops or restaurants. Live entertainment and dancing establishment. Something other than wine for tourism.
- Definitely DO NOT want a homeless village in our town. I realize this is a problem, but do not feel like the problem should be imposed on the citizens here. I am sympathetic to a degree, but I get angry every time I see people dragging their children out by WalMart to help hold up signs begging for help.
- Going bigger isn't always better. Remember the low/middle class that makes up your town. Preserve the history and promote it.
- Making it prettier. So many run down homes!
- I want to see expansion, I want to be proud of the place I live , and not have to explain to people that it is not what our reputation is. I love the small town feel, and we can still have that while expanding and adding things to serve our community.
- More affordable housing. More stuff for the kids to do. Not everyone can afford community center
- A way to reduce the homeless population and help families have stable homes
- A good balance between residents and tourism. We are starting to have so many alcohol/boutique type businesses downtown that are great for tourists, but very little provide things residents need and shop for regularly. Same with entertainment options tourists have our alcohol based annual events, but there is little to keep residents in town the rest of the evening and weekends during the year that are family friendly.
- We need to plan around the town. We have BEAUTIFUL buildings that are being torn down and replaced. The new school looks good however it's taken away the charm and makes driving into downtown sad and bleak. I moved to the downtown area for the old charm and it's sad seeing that be taken away.
- Activities for children
- Bring in more shopping and dining. Clean up downtown and address the shabby curb appeal of the older homes.
- Excelsior Springs needs a multisport complex out at the old airport
- I'd like to see more community support of local small businesses. It's hard to make a living without it. Several downtown businesses have loved in the last few months. It's sad
- Same as I've answered
- Bringing more attractions for tourist and locals.
- I would love to see our little town grow while still maintaining its charm. I don't wish us to become Liberty, but very much respect the fact that they have their historical downtown area while also having more modern businesses just a few miles away. It is a wonderful blend of then and now. I think it would be easy for Excelsior to offer those same types of things on a smaller scale.
- Provide for community events and support those events. Force Clay County to align it standard along with the surrounding counties.
- Using the mineral waters to attract tourism
- One storey senior housing
- More involved splash pad are for kids in elementary school.
- Really happy with a new QT coming. I really like our town
- Unsure

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- Doesn't it feel silly living in a town called Excelsior Springs that has no access to spring water? In today's world - everyone is seeking natural healing. Bringing the waters back will benefit the entire city. If we had access to the mineral waters, tourism would boom - putting us even larger on the map as a destination people must travel to.
- We also need to have more programming for our youth than what the Rec Center provides. They do a great job - but more is needed. In order to get the next generation to 'move back home' after they travel away for college/etc., they must have a reason to. Without developing enriching activities/memories for them, they won't come back.
- People need more reasons to visit excelsior springs. It's a nice town but doesn't offer much to bring people in.
- Develop a river walk along fishing river with two emphasis. 1) control flooding
- 2) beautify the area with a consistent flow of water for kayaking, canoeing, riverside food courts, patios, etc. This could be attractive to tourists and locals alike.
- Affordability in all aspects such as water, electricity, gas, housing, shopping. Safety. Our town is known for all the drugs that pour in and the major crimes that have happened in the most recent years.
- Better city zoning and council members that are not so closed minded about new ideas.
- A variety of attractions. Movie theatre, dining, sports fields
- More activities for young people
- To just continue The caring community that I have seen over my years here.
- Bring back as much as possible of the historical downtown and growing the outer areas to attract all visitors.
- Promote our history.
- Taking care of lack of affordable housing and lowering crime rate
- More senior housing so our residents do not have to leave town in their twilight years
- Probably wanna start thinking about charging station options for EV's, not that I have an EV but many will.
- Get sidewalks for our kids to walk on to school..
- I would like to see a community that is proud of where they call home. This attitude should come from a town that is clean, friendly, has local employment opportunities, great schools, thriving business that locally supply the communities needs, and a government that is transparent and forward thinking.
- More family related festivals. More casual dining options.
- Don't blow smoke, don't ask for citizens opinions and then continue to only listen to the 6-8 families who you have always prioritized. Get to menewbodocin to city hall. I am a BIG fan of term limits. If the same people are on the city council, school board, mayors office etc year after year their agenda is what is pushed. New people don't run because 1 dissent in the rank and file will not be enough to make change when the other 5 vote the way they always have. "forced participation" through term limits...to make a change we have to BE the change.
- Growth
- Vibrant community with trails connecting all parts of town. With a city open to growth and expansion that is easy to deal with and willing to help. Stop being the hurdle and be the bridge.
- More expansion/businesses on the east side of downtown.

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- Less harassment from city. Both code enforcement and law enforcement.....let the citizens live their lives without harassment or paying out their hard earned money to the city for ridiculous reasons.
- Sidewalks and easier ways to get around without having to drive. Community beautification is another one.
- I would like to see more opportunities in Excelsior to build college applications or resumes; Majority of things related to building resumes or college apps are outside of Excelsior and it would be nice to see something inside city limits.
- Need more upscale neighborhoods. Excelsior only has maybe 2 that could be considered upper scale neighborhoods and they don't have many houses. Need to make sure home owners keep up their homes also.
- A soccer/sports complex would give the youth somewhere to be proud of, practice, and host games.
- Better organized sports/opportunities for youth
- Read everything above and let's get to work to drive the economic development, attract new residences, attract new businesses, drive tourism, make ES a destination place and make our citizens proud to say they live in ES!
- Remove the boarded up dilapidated buildings in the downtown area. Get creative about how to develop and occupy the empty building down town.
- Encourage the business owners in downtown ES to have more evening and weekend hours for shopping.
- Excelsior Springs feels stagnant as far as keeping up with the growth around us. No, I don't want it to become a big city vibe, but things here seem temporary. We can't compete with housing, career opportunities or pay. It is a stepping stone for people to move on to bigger and better things. More food places, while more options would be nice, don't create the types of jobs we need that people can live comfortably off of. Our local events are typically based around alcohol, wine tours, etc. Personally, I don't attend because that isn't my thing. Maybe other locals don't either. Tourism is great, but don't forget the whole goal of a community is to provide opportunity, growth and a place to be proud of for the actual individuals who base their whole life here. The same faces seem to rule all, the housing market, the events, etc and the rest of us can't compete.
- affordable housing
- Our parks and recs could use some help. People are going to other towns to play sports
- How to lower water and sewer prices
- better parks and rec programs for children. This has unacceptable for several years.
- Family events and stuff for young adults and teens
- The town has improved greatly since I moved here in 70s.....just have to keep trying to make it better
- Na
- I love our community, and I can't wait to see how it will flourish!
- Continue revitalizing the downtown area. Cleaning/fixing up buildings and houses
- We need a better permanent space for our kids to play soccer. It's one of the most popular sports the kids in town play and there is not a good enough space for it
- Transparency
- The wine festival should be held at the park again! In the summer without very many shaded places it was just so hot and made it less enjoyable than previous

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- years.
- We have a lot of vacant and deteriorating buildings in town, it would be great to see those repurposed somehow.
- Maybe we already do, but I'd love to see more cohesiveness within different organizations...school district, community center, local businesses...partnering in a variety of ways. How can we help each other? Growth could be limitless when the act of sharing each of our gifts with others is giving graciously and not viewing as scarcity.
- We can do better as a town to help house the homeless in this community. Look at places (old hospital) Find land that the Eden's Village project could continue on.
- I appreciate all the efforts of the community center in creating a place for families. Please continue to support our youth by providing social and entertainment opportunities. I feel this is critical in keeping kids off of drugs.
- Better schools
- Clean up the downtown
- The factor keeps individuals from leaving small towns for larger cities is the camaraderie and support of knowing your neighbors. Rather than trying to go to to with Liberty or Kansas City in amenities offered, may we play to our strengths of investing in the flourishing of the community that we have built thus far and bearing in mind the needs of ALL Excelsiorites, not just those in power.
- We need more and better housing
- Entertainment, hotels
- More relevant shops/coffee shops for Gen Z! The reason there are not many young adults in this town is likely due to not many things catering to this generation.
- Everyone to try to keep them their nose in their own business and out of other peoples lives.
- I say this because a lot of busy bodies or people trying to destroy me here on town for me kicked out of my storage unit, it was all based on lies. But no one was a party to this had no say or words taken into consideration on the manner!
- Hotel and a movie theater
- More evening and Sunday dining options.
- I think it would be very cool if we turned the Hall of Waters into a botanical garden. I'm optimistic, but I think it would be such a cool way to bring it back.
- Eden Village so we can continue to meet the needs of so many!
- Development and reuse or tearing down old abandoned buildings.
- Open up the hot springs and turn this town into what it was originally-healing waters and spas. If all efforts are focused on that, everything else will fall into place.
- I would like to see Excelsior Springs model a plan that has worked in other small cities where homelessness exists no longer, we like to put a Band-Aid on things, but that is not fixing the problem, Eden Village works it's been tried out and it works what are we so afraid of in Excelsior Springs?
- Referred to question 21
- Real people. Honesty with in the city council. A better connection to the people that live here and less wine joints that let ya walk down the street drinking
- More small community neighborhood living for Seniors
- I think planning for health & mental health of all segments of the community needs to continue to be a priority.

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- I would like to see more inclusive areas for people of all backgrounds especially special needs.
- To include Eden village In Those plans. You are being very closed minded about this wonderful option. Open your eyes
- Paying all full time city employees a liveable wage.
- How do we attract more middle/upper class families to our community and retain them?
- How can we provide housing and resources to our lower income and struggling families to help them be more successful?
- How can the city partner with the schools to improve access to education and resources for all?
- We need a soccer/sports complex
- I would like to see a soccer complex and maybe a movie theater.
- The future of our community needs a lot of work in my opinion, while it is not terrible now I think there is still a lot of work to be done.
- Activities for the growing senior population and the young families.
- Growth for our youth
- Recreation activities for families, walking trails, sidewalks, soccer fields, park and rec opportunities. Small business support.
- After school activities or places to go for elementary and middle school aged kids
- Expanding the golf course adding a building to have a simulator year round or adding a wedding venue to help pull in revenue.
- I'd love to see it a hotel that is affordable. When we have family visit we all stay at a hotel out of town.
- Getting the down town cleaned up. It's started and I think it's going in the right direction
- I love seeing how downtown has grown and would love for that to continue.
- I wish we were a more walking/cycling-friendly community. It's hard to get around town without a car. I can't walk to the community center or to any parks, businesses, or restaurants from my house, without walking in the street. More investment in walking/cycling paths and improved sidewalks in older neighborhoods. Make it a goal to be able to travel anywhere in ES on foot or bike. More investment in public transportation.
- We need to invest in our uniqueness like the Hall of Waters to maintain our position as a tourist attraction. We need the tourism revenue. We need to address the flooding issues in downtown and reduce them as much as possible to minimize the costs of maintaining our unique and historic downtown.
- Sidewalks and bike lanes. You go anywhere in the city where they have lots of both of these and people ARE USING THEM. Active cities are full of healthy, happy people. Easy to see anywhere you go that has tons of places to walk, run, cycle.
- Agrotourism
- Sustainability- the triangle of land at H and Seybold should become a community vegetable garden. Why are we mowing it? Plant pollination plots elsewhere.
- What are some new educational programs that we can bring to town?
- Mental health services
- Attract as many businesses as possible
- A better economic industrial tax base and good jobs would make all the difference.
- The Park and Rec department is lacking organized sports. Baseball team not enough players and coaches, facilities are lacking and need improvement. Most people have to enroll in the Park and Rec in Lawson. Most clubs that practice in ES have inadequate fields and have to go to Liberty etc to participate.

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- Would really like to see more larger business move here. An example, a few years ago another seat factory was built right outside of Liberty. It would've been nice to get that closer to ES.
- Youth sports complex
- Soccer complex
- I would really like a sports complex and one more place with homemade pizza.
- We really need a nice soccer complex. Please!
- Building a sports complex (SOCCER)
- Singletrack mountain bike/hiking trails, Walking paths from downtown to the west side, removing blight from our main corridors, embracing ideas that visually create or lend to the identity of our community. Be true to our history. We are unique and should embrace and build on what is unique instead of attempting to be the next Liberty or Kearney.
- Clean up the outskirts of downtown. Make it be a community service projects for high school students and help give that area a little face lift.
- I feel like the people of the community undervalue it's potential and there's a sense that we have to beg for any business to come here so we should just be happy with whatever we get. I'd like to see the city take the lead and setting forth a vision that even includes architectural renderings for businesses we want to see, sample business plans, and a set-by-step guide for launching the business that could be used to attract investors. There are a lot of people with money to invest but no vision, let's give them the vision and make it easy for them to invest. (Specifically with regard to mixed use development in the historic downtown.)
- P.S. The pool in the Hall would make an incredible solarium with a few topical plants, seating/lounge chairs, and a koi pond in the pool. If it floods, chairs and plants can be moved to an upper level in anticipation of a flood (we always have enough notice to do that) and it can just be spray washed and reset, with fish restocked as necessary. It would give people a cheerful park space in winter and dramatic increase the value of the Hall as an event space without requiring a lot of upfront investment (you could probably get donations and/or grants to help offset the cost, then have a spot for people to donate cash and with Venmo/Apple Pay to help with maintenance)
- Downtown is the most important part of this City. Without it being vibrant, the rest of the city will struggle too.
- Do something with abandoned buildings/homes.
- I think we should think about ALL of the areas that make a City the kind of place that attracts the kind of citizens we want to attract. It can't just be one or two things. I imagine it needs to include the right type of affordable housing, infrastructure, transportation, public safety/crime, attracting businesses and industry, and doubling down on the identity of ES - what makes us uniquely attractive to potential residents and businesses.
- Take care of the people already here and quit focusing on bringing people here and getting them drunk
- Ban Short Term Rentals 100%
- Sustainability and environmentally focused initiatives must be at the heart of our plans moving forward.
- I'd also like to add that I'm a huge proponent of saving the Hall of Waters. As someone who lives and works here, my family would gladly support a tax initiative to help fund restoration of the hall. I hope we receive the chance to vote again.
- More opportunities for family fun
- More dining options. Continue the downtown development.

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- 1)Honor the past by enhancing its beginning ... KC is the city of fountains; Excelsior is the city of springs! So highlight the springs... don't memorialize the old structures but build new ones. 2)Work toward building an entrepreneur hub that will strengthen existing business and create new ideas and commerce for the continued growth of the community. 3)Take care of the poor: plant a community garden for a food source; build quality lease-to-own homes for first time buyers.
- I would like to see some sort of "River Walk" from the Elms to Downtown. The sidewalk on Marietta is not very aesthetically pleasing and the intersection crossing from Elms Boulevard to Thompson is dangerous.
- I think it is wise to use the available spaces we currently have, whether that be tearing down abandoned buildings, or building on empty lots.
- Lower utility costs.
- Lower the sewer rates and property taxes
- Affordable hotel, real hardware store, clothing shopping
- Improving tax base without being a burden to homeowners.
- Golf course housing and restaurant renovations
- Better restaurants and businesses open later
- We seriously need a more affordable hotel or motel in town. Many times out of state visitors have to stay in Richmond or the Kearney Liberty area. Thats a big bummer, lol.
- More tourism amenities
- Relocation subsidized housing to more supportive location where life needs are met: better housing & safety controls, grocery stores/access to food, transportation (reliable & affordable), health care services, drug/pharmacy, etc. Convert downtown towers into condos & hotel rooms
- Please expand the trail system. This ties into a healthy community.
- The waters are our heritage. Do more to promote Friends of the Wells. This would be a great tourism item
- Advertising in KC to increase tourism and sales here.
- Stop expanding and start perfecting.
- Do not want Eden Village in this town. 20 people clustered in one place with serious and diverse issues could be a problem for citizens, shopkeepers, law enforcement and basic support services. I would not feel safe. Also feel that if you build it, people will hear about it and travel to Excelsior Springs because we have lovely homes for them. No, please no!!
- More rec opportunities for youth
- More fast food.
- Focus on building youth sports.
- Weights for kids starting in middle school.
- Chickens in every home that wants them!
- I think we need to focus on keeping our small town feel. Focus on what we can improve before we push for growth.
- Doing a great job continue to move forward.
- I'd like for the town to keep its small town feel. I know everyone wants the benefits of a larger city like QT, chipotle, etc. but not having those is also what makes our

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- town great. We don't mind going to the city for those things. I'd rather have small, local owned mom and pop stores over the larger box stores.
- Additional restaurant options are needed downtown with expanded hours/days.
- Hotel is needed in our community. No affordable place for people to stay.
- Low rent!!!!!! Make landlords fix the apartments. stop the crime in my apartments. police arrest someone and they are out on the street victimizing in less than 12 hours!
- Investing in youth and family entertainment options
- City needs to have another hotel. And there is a need for a sit down diner. And shops need to be open in downtown. 10 to 4 most people are at work. 4 to 9 and all days are needed.
- Activities for young adults
- Please don't build more low income housing!!! It will be a disaster!!! And don't legalize chickens!
- Clean up dilapidated houses. Run the drug dealers out/jail. Police department needs to make a personal presence in the downtown. Come into the businesses and meet the owners.
- Continued growth while still retaining our small town vibe
- See above
- More family friendly activities. It seems like most activities in the downtown area are all based on alcohol - not family/children friendly.
- I would like to see the downtown continue to grow. We need to continue bringing people to town. Our downtown relies on the out of town commerce because we know most people who live in town don't shop down there. I'm passionate about supporting local.
- We need to create a community that attracts families at all levels. There is very little to do in Excelsior for families. Additionally, focus on public safety.
- Forget about the golf course, I think we have invested way too much money in the golf course you need to be thinking about things that everyone else can do
- Just keeping our community close knit and caring.
- Make this town a place we would love to call home and spend our money in instead of driving people away by high cost and lack of choices.
- Pass
- Revive the downtown area. Make people from the KC region WANT to come to ES for the day to shop, eat, take photos, create memories. Right now, the main destination is the Elms...that's not enough. The downtown area can be SO MUCH more. Give it a good freshening up, make it that quaint "Hallmark" downtown that visitors crave. It's SO close, but not quite there yet. Capitalize on the rich history. Use that history to your advantage. Refill the Hall of Waters. Allow people to immerse "no pun intended" themselves into a historical experience. It could be an amazing destination, but so far, is falling flat.
- Be more versatile and open to new ideas you are too close minded. Making improvements difficult.
- Better local restaurants, locally owned businesses, events, movie theater and things for people to do all day, example trampoline park etc.
- Inner city transportation and friendly police
- Have to have activities for team sports for kids. It's sad that kids can't play summer sports and such a huge decrease in sports involvement in general.
- Not to fall victim to the fake Green New Deal agenda
- Make things more affordable

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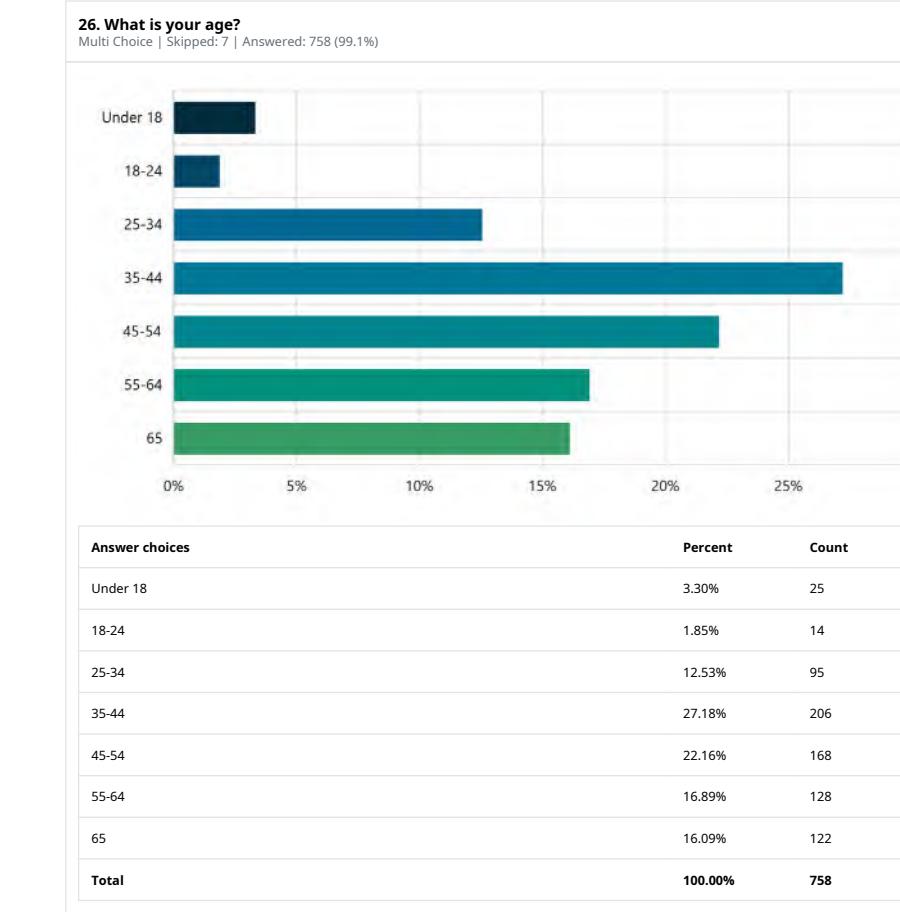
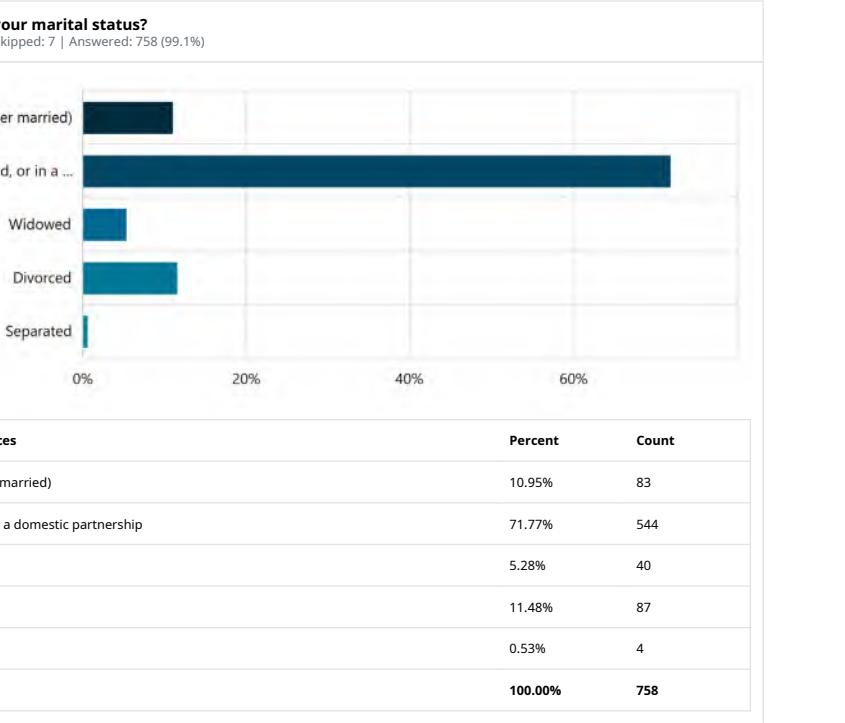
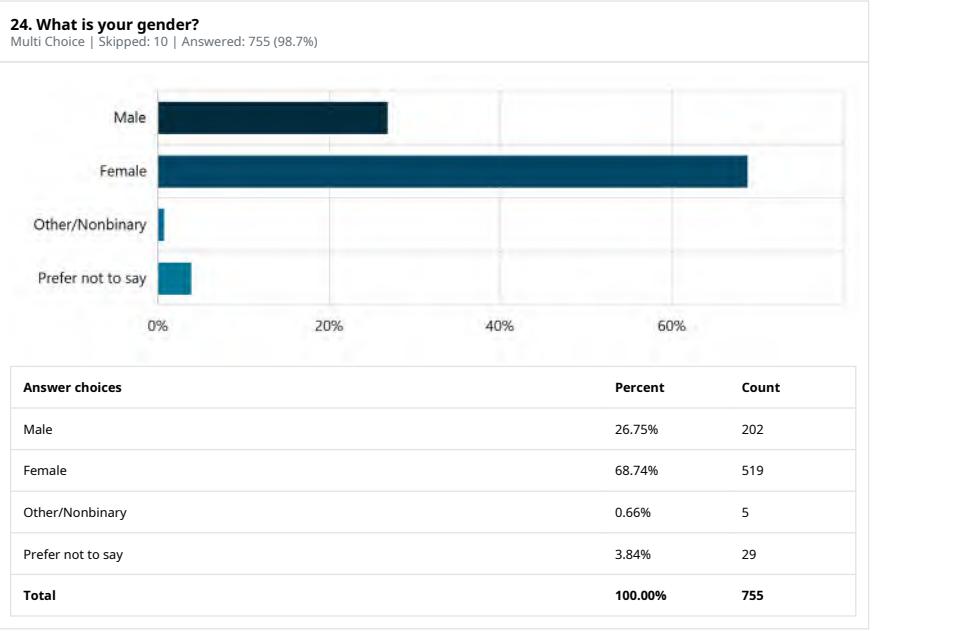
- I'd like to see more older homes rehabbed for families, not rentals. It would be nice to see enforcement of cleanup of trashy homes or areas; if the homeowner is unable to pay for necessary work, grants or support might be made available.
- I'd also like to see even more effort toward educating the public about what the city does, and can and can't do. I served on the Parks Board for years, as well as the Good Samaritan board, and I found people have little idea about how city budgets work, as well as the powers of the boards and how they work within and with City government.
- More events for the public, craft shows and other related activities in the downtown area. So much history to explore and expand on. More activities would generate more interest in stores downtown.
- More daycare options. Imagination Station is just awful, Talented Tots always has a wait and is a bit pricey. Better schools, the buildings are a good start, but better teacher pay. We rate fairly low on GreatSchools. I don't want to be the next Kearney or Liberty with their congested roads and high taxes, but it'd be nice to not be the toilet of Clay County. If Excelsior were just cleaner, that'd be nice.
- I like these surveys. Continued real listening to people in the local areas affected about what they want because they have to live with it daily.
- Keep the quick buck, fast constructed, shitty, outdated-in-10-years apartments away. If we want to be Hermann then we gotta develop our culture. Get back to people owning homes in the downtown area
- Public safety
- As a parent, one of my biggest things I would genuinely love is to see a park that's more community minded would be amazing. Similar to Century park. But with benches that are in shade, shade on the playgrounds themselves. A fenced in smaller park for little kids that let's them play safely and let's the parents relax. Benches and tables scattered around, in shade, and not all gathered in one area. Finishing the trail around Century park lake would also be amazing.
- I see a small group of dedicated people who work hard to improve the community. I appreciate their hard work
- I think we've done a fine job improving the school systems & facilities to attract families.
- The biggest thing is affordable places for out of town guests. My family has wanted to stay close overnight and the options are too expensive.
- Our roads
- Just more places to hang out in groups and meet people. like beer gardens or food trucks. or like jam spots for music.
- Love some open air community space. like a open air amphitheater. for live music, public forum city meetings where they need more space. live demos and more.
- More focus on small town. we don't need to be big city.
- Stop building 450k-600k houses. this is a quiet working blue collar community. not california. keep it quiet.
- We should be thinking that public policy, design, and planning for our city can have a major impact on the health of residents. Incorporating health-informed policies and design is so important to our community's future health. We need to focus on making sure all residents have access to safe and healthy places to live/work/play, outdoor spaces, sidewalks, healthy foods, places to exercise, community gathering places for socialization, etc. One example of a health-focused policy would be for all new multi-unit housing in Excelsior Springs to be smoke-free. This would enable everyone in multi-unit housing to have a smoke-free place to live and would have an impact on rates of asthma, lung disease, and cancer in Excelsior Springs.
- LESS DOWNTOWN - fewer wineries and boutiques that will just go out of business. Invest in up the hill, get places to eat and shop

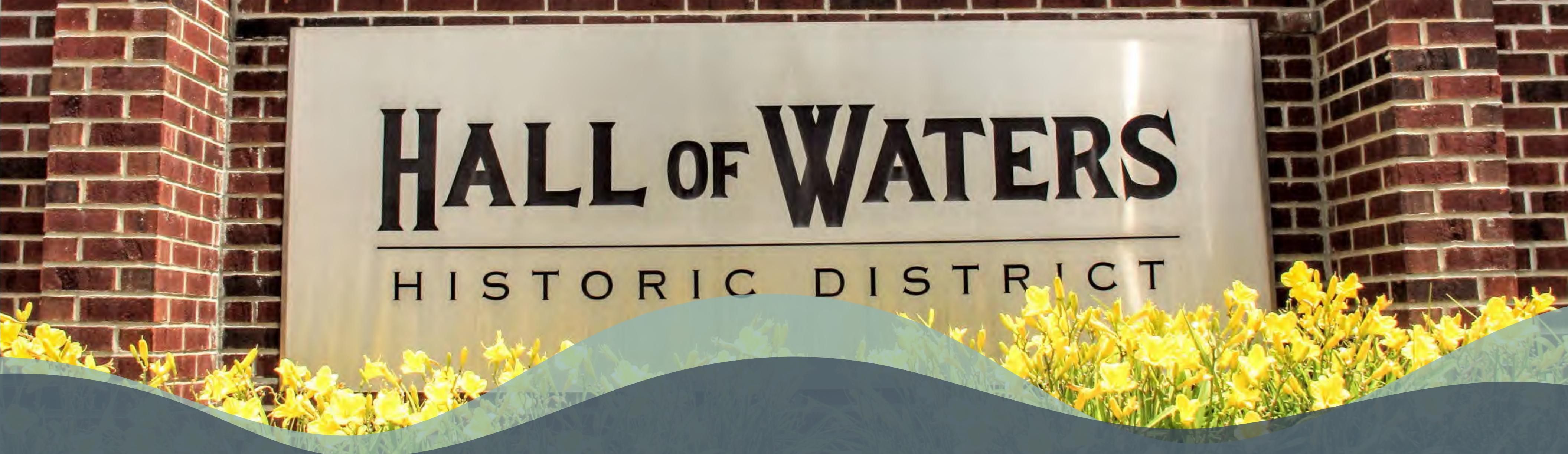
Public Survey Results

23. What have we missed? What do you want to see for the future of Excelsior Springs? What should we be thinking about as we plan for the future of our community? (Open-ended) Required
Long Text | Skipped: 0 | Answered: 765 (100%)

- Public resources
- I would like to see more diversity and the willingness of long-time residents to be open to non-white, non-straight people living in their community.
- How can we make use of abandoned buildings or the land they are on? Addressing policy barriers to affordable housing.
- Storm water drainage and sidewalks appear to be severely insufficient in town. Also concerning are the above ground power lines that are intertwined in bushes and trees, very unsafe!

Public Survey Results





HALL OF WATERS

HISTORIC DISTRICT

APPENDIX C

Existing Plans and Studies

c1

What's included in [Appendix C - Existing Plans and Studies?](#)

Summary of Previous Plans and Studies from the City of Excelsior Springs

Excelsior Springs Comprehensive Plan C2

Existing Plans and Studies

The Downtown Excelsior Springs Wayfinding Plan

The wayfinding system proposed for Excelsior Springs utilizes a post and panel system with dark blue panels supporting white lettering and graphics, reflecting the City's history and identity centered around water. The system aims for consistency in color and finish, adhering to City and state standards. Existing wayfinding signs will be temporarily updated to showcase the new system. Proposed improvements include enhancing the existing gateway along Kearney Rd. with free-standing letters, landscaping, and lighting. The plan outlines strategic locations for gateways and wayfinding signs across the City, guiding travelers and pedestrians to key destinations. Additionally, opportunities for placemaking, such as installing a signature fountain, are identified to enhance the downtown area and reinforce Excelsior Springs' civic identity.

Boarding House Historic District Preservation Plan

The Neighborhood Preservation Plan for the Boarding House Historic District outlines strategies suggested by residents and the City for immediate implementation over one to ten years. These strategies aim to improve livability, preserve historical significance, and foster collaboration among residents, partners, and the City. Through public meetings and workshops, stakeholders contributed to actions like identifying best practices, revitalizing abandoned buildings, creating marketing programs, and implementing traffic management measures. The plan also highlights economic, cultural, and environmental benefits of historic preservation, prioritizing goals such as maintaining historical character, promoting rehabilitation, and raising public awareness. Key priorities include surveying more areas, seeking grants, and integrating the plan into the City's Comprehensive Plan.

The Preservation Strategies for the Boarding House Historic District aim to improve vitality by addressing property maintenance, safety, infrastructure, and historic preservation. They offer a framework for collaboration, emphasizing simplicity for effective implementation. Key actions include addressing abandoned buildings, encouraging property rehabilitation, improving communication, fostering partnerships, and implementing traffic management. The plan underscores the importance of community involvement, proactive city engagement, and ongoing assessment for long-term success. Residents, city officials, and preservation advocates suggest various incentives like reduced purchase costs, tax abatements, historic rehabilitation tax credits, and potential inclusion in the Missouri Department of Economic Development's Neighborhood Preservation Act. Additional support from programs like the MHDC HeRO Program and USDA housing assistance further contributes to revitalization efforts.

Excelsior Springs Comprehensive Plan (2009)

Excelsior Springs, located in Clay County, has witnessed significant population changes over time, including growth in the 1960s and a 5% increase in the 1970s despite challenges in the healing waters industry. Despite these obstacles, Excelsior Springs has consistently comprised 6 to 7% of the county's total population for the past four decades. Notably, the City's population skews towards youth, with the largest age group being 15 to 19, largely due to the presence of the Job Corps. Projections suggest moderate population growth, influenced by economic factors like employment trends, income distribution, retail dynamics, and housing values, all shaping the City's future development.

Excelsior Springs employs a comprehensive land use planning strategy that caters to the specific needs and characteristics of the community. This strategy encompasses various categories such as Medium-Density Residential, High-Density Residential, Mixed Use, Neighborhood Commercial, Urban Redevelopment, Downtown Mixed Use, Limited Industrial/Business Park, General Industry, and Civic/Public Facilities. These categories serve as the framework for sustainable development, emphasizing factors like pedestrian scale, traffic flow management, and integration with surrounding areas. By focusing on these aspects, the City aims to create a unified urban environment that enhances accessibility, connectivity, and overall livability for its residents.

Excelsior Springs' park and recreation infrastructure, while functional, falls slightly below national standards, indicating the need for expansion and enhancement. This need becomes more urgent considering the projected population increase expected by 2030. To address this, the City has proposed plans to enlarge the park system, establish greenways and trails, and implement site improvements to improve usability and aesthetics. These initiatives not only tackle the immediate shortfall in parkland but also set the stage for a more comprehensive and inclusive recreational environment that meets the evolving needs and preferences of the community.

Excelsior Springs demonstrates a strong commitment to managing its public facilities and infrastructure to support ongoing development and overcome emerging challenges. Through a combination of upgrades, maintenance efforts, and potential expansions, the City aims to ensure the functionality, safety, and long-term sustainability of critical community assets. By investing in infrastructure improvements, Excelsior Springs seeks to lay the groundwork for sustained growth and prosperity while enhancing the overall quality of life for its residents. This holistic approach underscores the City's dedication to nurturing a resilient and flourishing community that remains adaptable to the changing needs and aspirations of its diverse population.



Excelsior Springs, Missouri Historic Preservation Design Guidelines

Excelsior Springs, Missouri, demonstrates a strong commitment to preserving its historical sites through the establishment of three local historic districts—the Boarding House Historic District, the Elms Historic District, and the Hall of Water Historic District. These districts are governed by city regulations, meaning any proposed changes to properties within them must be reviewed by the City's Historic Preservation Commission. These rules, influenced by The Secretary of the Interior's Standard for Rehabilitation, are designed to safeguard historically and architecturally significant buildings. Whether recognized on the National Register of Historic Places or locally designated, these districts serve as crucial tools in safeguarding the City's rich heritage. Buildings within these districts are categorized as contributing or non-contributing based on their historical importance, highlighting the City's commitment to preserving its distinct character and history.

The mineral water resources of Excelsior Springs have played a vital role in the City's growth and identity as a renowned health destination known as "America's Haven of Health." These springs, found throughout the historic districts, have attracted visitors seeking health benefits, contributing to the City's economic prosperity. Despite facing challenges in the 1960s due to regulatory constraints, these mineral resources remain central to Excelsior Springs' identity, reflecting its unique history as a health resort destination. Architecturally, a range of styles from Italianate to Neo-Traditional adds to the visual richness of Excelsior Springs' historic districts, serving as tangible reminders of the City's architectural heritage and cultural past. The Excelsior Springs Historic Preservation Ordinance, established in 1978 and updated in 2005, underscores the City's commitment to preserving its cultural and architectural legacy for future generations, ensuring continued prosperity and cultural significance.

Excelsior Springs Safe Streets and Sidewalks Improvement

The City of Excelsior Springs, Missouri, is seeking \$21.5 million in funding from the U.S. Department of Transportation (DOT) for a \$27.5 million multi-modal project aimed at enhancing safety and connectivity within the City. The project will involve improving existing roadways, constructing sidewalks and trails, and building a pedestrian bridge over U.S. Highway 69 (US-69). By transforming main corridors like US-69 and MO-Route 10 (MO-10) into complete streets, the initiative aims to boost economic competitiveness for the small-town community while aligning with goals to improve infrastructure, public health, and economic development. The proposal includes various improvements such as roadway enhancements, sidewalk additions, stormwater management, intersection upgrades, and the incorporation of green infrastructure.

The project, which addresses traffic flow, accessibility, and safety concerns, has been meticulously planned over five years and involves significant local investment and support from partners including the Excelsior Springs Chamber of Commerce and the Westside Business District. With a Benefit Cost Analysis (BCA) ratio indicating a substantial return on investment, the project is expected to pay for itself within twenty-three years. Scheduled for completion by 2030, the initiative reflects a commitment to sustainable design and innovation, incorporating green infrastructure techniques in stormwater management and leveraging local and private sector contributions to maximize impact.

The Streambank Stabilization & Restoration project in Excelsior Springs, Missouri, aims to mitigate erosion and stabilize stream banks through various techniques, including vegetative, structural, and combination treatments. One approach involves overbank grading to create floodplain connectivity, reducing high flow depths and stabilizing stream channels during storm events. Additionally, the project proposes rain gardens, rain barrels, and tiered bioretention basins to manage stormwater runoff, along with vegetation management strategies to enhance riparian corridors and remove invasive species. By implementing these solutions, the project seeks to reduce flooding, protect properties, improve water quality, and enhance community livability, with specific sites identified for targeted interventions along the Dry Fork and East Fork tributaries.

Fishing River Watershed Study for Downtown Excelsior Springs

Excelsior Springs, Missouri, faces persistent downtown flooding and erosion due to river overflow, threatening properties and impeding community revitalization. To tackle these issues, the City proposes a comprehensive program, combining structural and natural enhancements to the watershed. Measures include building wet and dry detention ponds, installing stream flow structures, managing sedimentation, and creating riparian buffers, aiming to curb flooding, safeguard properties, and boost ecological health. Informed by extensive data analysis, the plan seeks to foster resilience and community collaboration.

Similarly, the Streambank Stabilization & Restoration project in Excelsior Springs targets erosion through varied techniques like vegetation and structures. Strategies include overbank grading to improve floodplain connectivity, along with rain gardens and bioretention basins for stormwater management. By deploying these methods, the project aims to reduce flooding, protect properties, improve water quality, and elevate community well-being, with specific intervention sites identified along tributaries.

Excelsior Springs Housing Study

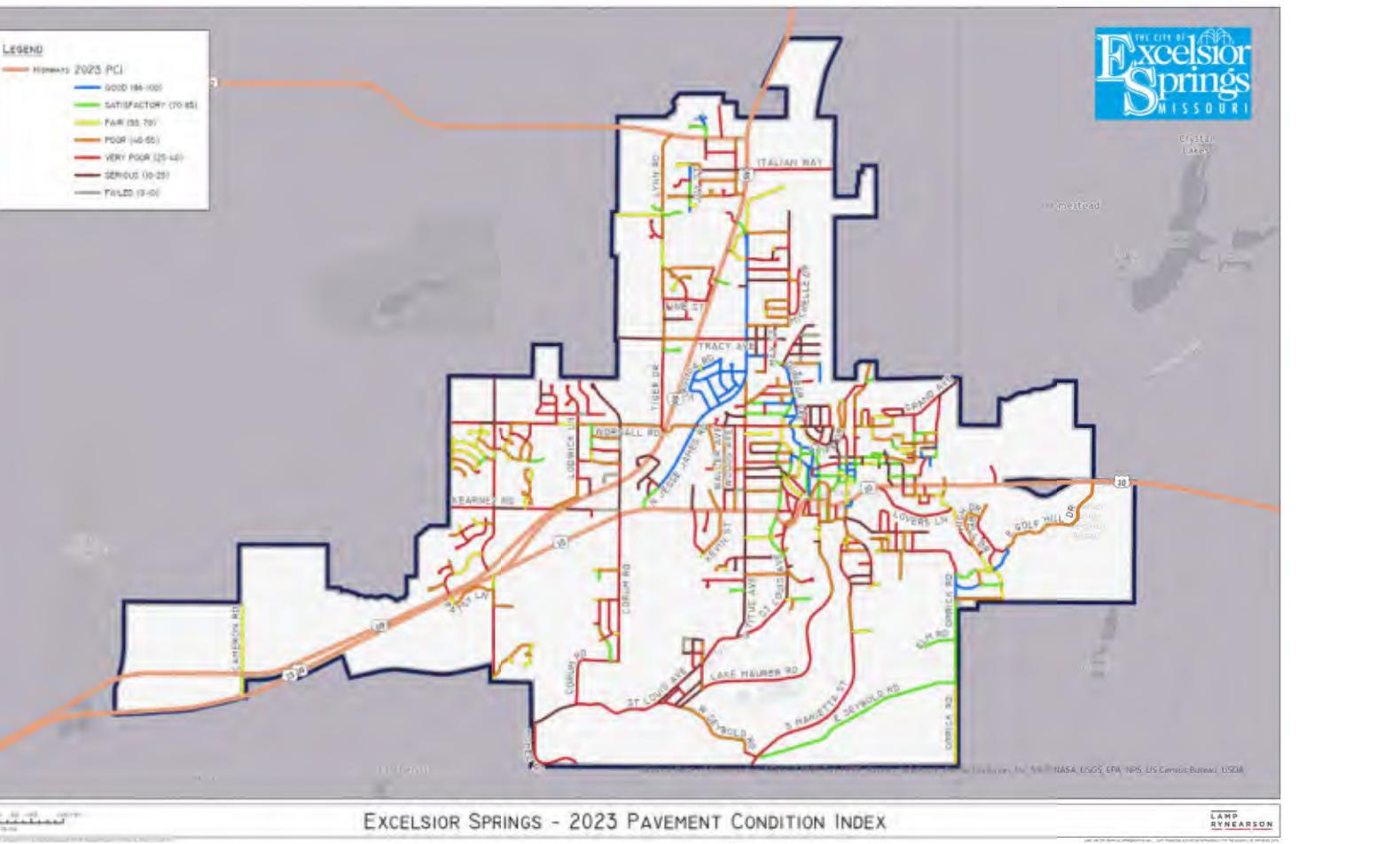
A 5-year housing assessment was prepared by Next Move Group for City of Excelsior Springs. Sources and data for this report were obtained from the American Community Survey, the U.S. Census Bureau, the National Association of Realtors, and other sources. Based on Next Move Group's assessment, they determined that over the next five years, the City will need 32 new homes priced between \$15,000 and \$275,000, 71 homes priced between \$275,000 and \$425,000, 114 homes between \$425,000 and \$575,000, and 19 homes priced above \$575,000. For rent, 114 new rental units priced between \$900 and \$1,500 per month to meet demand.

Pavement Conditions Report

A pavement condition index report was conducted by Lamp Rynearson in conjunction with Stan Tech for Excelsior Springs in 2003 to guide future maintenance and repair investments of the City's street network. The study used Stantec's Road Tester 3000 and pavement management software (PAVER) to evaluate all City streets and create a Pavement Condition Index (PCI). During the evaluation, the City was found to maintain 159.5 lane miles of pavement, with over 94 percent asphalt and about 6 percent concrete.

All 159.5 lane miles of pavement were evaluated and given a rating from 0 to 100, with scores placing streets in one of seven categories: Failed, Serious, Very Poor, Poor, Fair, Satisfactory, or Good. It was found that 72.05 percent of Excelsior Springs' streets are in less-than-fair condition, requiring more than typical street maintenance and likely base repairs or reconstruction. According to the report, without intervention, the percentage of streets in Serious or Failed conditions may increase by 25 percent over the next five years.

In the report, Lamp Rynearson recommended that the City implement a comprehensive street maintenance plan and establish two funds: one for street reconstruction and the other for annual maintenance. For reconstruction, it is recommended that \$1.064 million be set aside, and an additional \$1.37 million be included as a yearly street maintenance budget. This report also provides the advantages and disadvantages of different maintenance measures.



Falling Waters Conceptual Plan

The Troutwine Property sits just north of US Highway 69, between Rhodus Road and Cameron Road, and is zoned M-1 for light industrial use and is about 3,600 feet long by 2,100 feet wide. It currently has a mining operation by Ideker Mining to the north, US Highway 69 just to the south, farmland on the east side, and both a railroad and the Excelsior Springs airport over to the west. For utilities, electricity is provided by Ameren, natural gas by Spire, and sewer and water by the City of Excelsior Springs. Aylett Survey & Engineering developed a conceptual site plan showing how the land could be used for a mix of industrial, commercial, and retail projects.



Excelsior Springs Virtual Spec Buildings

The Dynamic Building Calculator is a tool that was created by Excelsior Springs' Community Development Department to help developers estimate the costs associated with various building options, simplifying the decision-making process for both local and regional developers to consider Excelsior Springs as a potential site for their projects. The calculator allows users to adjust key variables such as ceiling height, floor thickness, column spacing, exterior finish types, employee parking requirements, and the inclusion of air conditioning in production areas. Additionally, it provides ready-made base drawings and building layouts for three specific building types: a 100,000-square-foot regional distribution facility, a 200,000-square-foot plastics injection molding plant, and a 350,000-square-foot automotive manufacturing building.

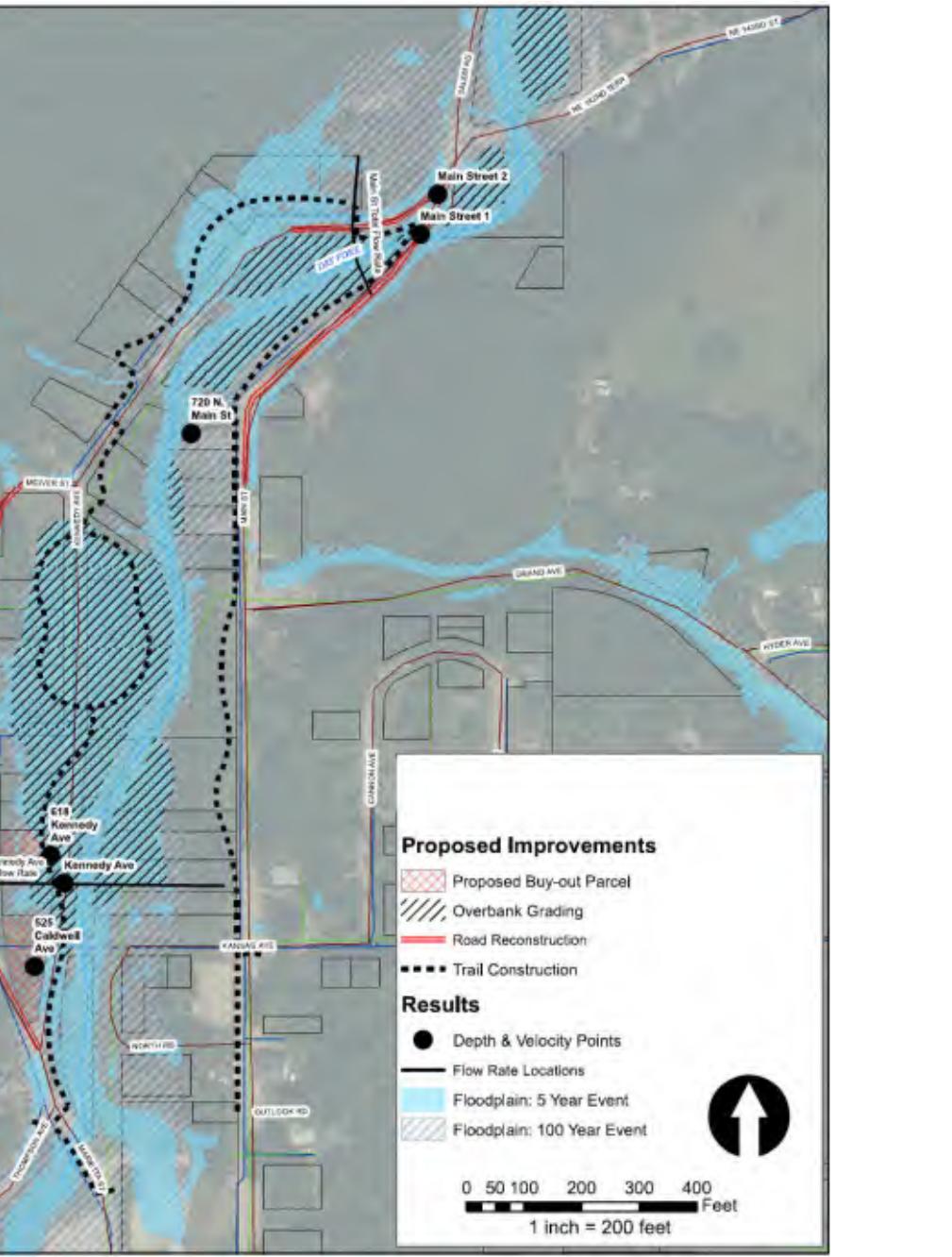


Dry Fork Greenway Project

The Dry Fork Greenway Project is located north of downtown Excelsior Springs, as part of the Dry Fork watershed. The project will replace the current low-water crossing and will include two reinforced concrete box culverts. The roadway will be raised by three to four feet to reduce the frequency of closures during high-water events. Creek realignment and infrastructure upgrades are included to enhance flood storage both upstream and downstream of the crossing.

This project is being funded by a stormwater grant from the Missouri Department of Natural Resources. Design is led by George Butler Associates (GBA), with public engagement support from Vireo. Key features will include a raised low-water crossing, a detention basin, and a wet swale. The project incorporates streambank stabilization and stream restoration, using riprap rock revetments and the realignment of approximately 800 linear feet of stream channel. Rock riffle structures will be installed, and comprehensive vegetative restoration is planned for the final stages of the project.

Additional work consists of reconstructing parts of Kennedy Avenue and Main Street. The project also involves removing and additional installing storm sewer infrastructure, relocating sanitary sewer and waterlines, and constructing a new 2-8' x 8' reinforced concrete box structure beneath Main Street.



Visioning for 410 Superior (Old City Hospital)

A visioning workshop for the old City Hospital site at 410 Superior on Thursday, November 7, 2024, from 6:30 pm to about 8:30 pm at the Excelsior Springs Community Center (500 Tiger Drive, Excelsior Springs, Missouri 64024). The input session, led by Kansas State University, gathered input from the community. Attendees shared several ideas for the site, including cottage-style housing, townhomes, apartments, bicycle trails, and a nature conservatory. One conceptual idea included seven cottage homes around 800 square feet, 6 townhomes around 1,000 square feet with garages, and various amenities.



Mountain Bike Trail

In July 2025, the Excelsior Springs City Council approved a Memorandum of Understanding with Urban Trail Co., a Kansas City-based nonprofit recognized for its expertise in developing natural-surface trails throughout the midwest region. This partnership aims to create the Excelsior Singletrack, a project to be constructed on city-owned woodland near the Excelsior Springs Airport and Golf Course (1203 Golf Hill Dr., Excelsior Springs, Missouri, 64024). The initiative will utilize volunteers to hand-cut the trails, ensuring a cost-effective approach for the City. The planned trails will measure approximately 24 to 36 inches in width, with Phase 1 encompassing the development of four to six miles of trail.

Urban Trail Co. will oversee the comprehensive design, construction, and ongoing maintenance of the trail system, while the City will provide support with signage, coordination, and site access. All trails will be non-motorized and open to hikers, runners, and mountain bikers.



APPENDIX D

Economic and Market Analysis

D1



What's included in *Appendix D - Economic and Market Analysis*?

- Retail Market Analysis
- Employment Market Analysis
- Residential Housing Market Analysis

Summary of Findings

Olsson prepared a Comprehensive Plan for the City of Excelsior Springs, Missouri. As a sub-consultant to Olsson, Canyon Research Southwest has prepared an Economic and Market Analysis that evaluates demographic, economic, and real estate market trends impacting future land use patterns in Excelsior Springs, Missouri.

Based on the findings of the Economic and Market Analysis the following topics are addressed: 1) 20-year need projections in Excelsior Springs, Missouri for commercial and industrial space as well as residential housing units and 2) Citywide land use patterns and development opportunities. The study findings and recommendations are summarized in the text to follow.

Demographic and Economic Trends

A community's demographic and employment trends have a significant impact on the local housing, commercial, and industrial markets. Urban growth in Clay County is influenced by its excellent transportation network and location at the urban fringe of the Kansas City MSA. As the Kansas City region continues to grow Clay County is forecast to support population and job growth leading to the need for additional for-sale and rental housing as well as commercial and industrial space. While Excelsior Springs population growth has been stagnant over the past five decades, continued employment growth over the next two decades along the Interstate 35 corridor offers the opportunity for Excelsior Springs' population to increase.

Excelsior Springs is a bedroom community that supports a less diverse employment base than Clay County as a whole. According to the U.S. Census Bureau, 61.9 percent of residents work outside of the community with an average commute time of 23.8 minutes.

According to Esri Business Analyst, 411 businesses in Excelsior Springs employ 5,032 workers. By SIC Code, the retail trade and health services and education sectors are Excelsior Springs' largest job generators, accounting for nearly one-half of the City's total employment.

The Mid-America Regional Council generated employment forecasts through 2050 for the Kansas City MSA. Excelsior Springs includes Tract ID 290470211701 which encompasses the city limits north and west of U.S. Highway 69 and Tract ID 29047021702 south and east of U.S. Highway 69. The Tract ID boundaries are slightly larger than the Excelsior Springs city limits and exclude the portion of the City in Ray County. Total employment in 2020 of 4,955 jobs is forecast to reach 5,412 jobs by 2040 and 5,754 jobs by 2050.

According to the U.S. Census Bureau, Excelsior Springs' population boomed from 1960 to 1970 when the City grew 45.4 percent, adding 2,938 residents. The City's population growth continued at a modest pace from 1980 through 2010, increasing just 6.3 percent, adding only 660 residents. Excelsior Springs' population peaked in 2010 with 11,084 residents. By 2022, the U.S. Census estimated Excelsior Springs' population at 10,546 residents, a decline of 538 residents from 2010.

The Mid-America Regional Council forecasts the Excelsior Springs' population is forecast to reach 14,102 residents by 2040 and 14,804 jobs by 2050. Excelsior Springs' forecast population growth will generate the need for retail goods and services, additional commercial and industrial space, and new residential housing units.

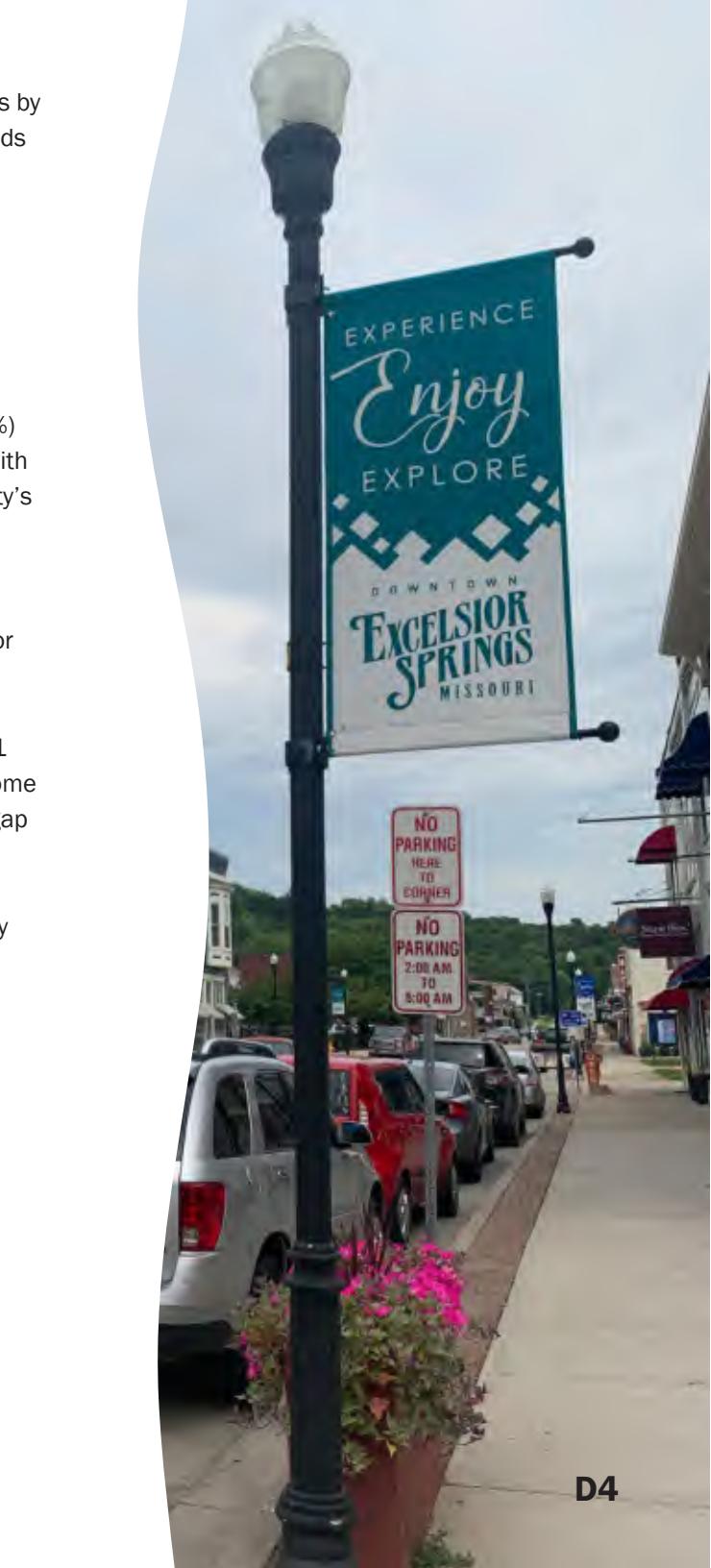
When compared to statewide averages, Excelsior Springs' household composition possesses below average rates for families, married couples, married couples with children, and householders with no spouse present. Excelsior Springs' household composition characteristics suggest an aging population with an above average rate of householders living alone.

Esri Business Analyst estimates that working adults ages 35 to 44 years (13.2%) and children ages 0 to 14 (18.8%) account for a slightly above average percentage of Excelsior Springs' population, indicative of family households with children. Excelsior Springs' young adult population ages 25 to 34 years will have an increasing influence on the City's workforce, retail goods and services expenditures, and the housing market.

Excelsior Springs' below average educational attainment levels reduce the potential to support above average income levels, retail expenditures, and housing values and rents. The educational attainment levels are suitable for supporting jobs in the manufacturing, wholesale trade, transportation and utility, and retail trade sectors.

According to Esri Business Analyst, Excelsior Springs' median household income of \$61,923 compares to \$64,811 for Missouri, with a much higher rate of households earning less than \$35,000 and a much lower rate of high-income households earning \$100,000 or more annually. These household income discrepancies are consistent with the gap in educational attainment levels between Excelsior Springs and the state of Missouri.

Excelsior Springs' household income levels support the need for a wide variety of housing products, including entry level and move up owner-occupied housing and income-based and affordable rental housing.



Real Estate Market Trends

The study evaluated Excelsior Springs' retail, office, industrial, and housing markets. The text to follow summarizes the major study findings.

Retail Market Overview

The Costar database identified 79 retail properties in Excelsior Springs totaling 880,201 square feet of building area. The principal concentrations of retail space in Excelsior Springs are within the U.S. Highway 69 corridor and the historic downtown.

By year-end 2024, the existing inventory of retail space in Excelsior Springs was operating at a vacancy rate of 1.3 percent with just 11,780 square feet of unoccupied space. The low inventory of space available for immediate occupancy currently serves as a barrier to tenant entry into the Excelsior Springs retail market.

From 2006 through 2024, a total of 50,896 square feet of new retail space was built in Excelsior Springs. Over the past five years only 10,000 square feet of new retail space was built. Meanwhile, since 2006, Excelsior Springs has absorbed 169,633 square feet of retail space.

With net space absorption outpacing new retail supply since 2016, Excelsior Springs' inventory of retail space has operated at a below market equilibrium vacancy rate and by year-end 2023 stood at just 1.1 percent. By year-end 2024, the overall retail vacancy rate rose slightly to 1.3 percent, but remains at a healthy level. The lack of retail space available for lease is a barrier to attracting prospective businesses.

Excelsior Springs supports a pull factor of 1.025, indicating the City captures retail sales at a rate 2.5 percent above the statewide average.

Through 2045, population growth within Excelsior Springs is forecast to generate the need for approximately 284,000 to 305,000 square feet of occupied retail space. Future retail development will focus on infill opportunities along the U.S. Highway 60 and Route 10 corridors and serving emerging residential neighborhoods.

Employment Market Overview

Office-related employment in Excelsior Springs totals 559 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 11.1 percent of total employment. By comparison, office-related jobs account for 19.7 percent of employment in Missouri.

Excelsior Springs' office inventory is modest, consisting of 23 properties totaling 146,370 square feet of building area. Principal concentrations of office space in Excelsior Springs are located downtown and within the U.S. Highway 69 corridor.

From 2006 to 2024, just 35,532 square feet of new office space was constructed in Excelsior Springs and a net 36,832 square feet of space was absorbed. Over the past decade net office space absorption has been modest, totaling 6,258 square feet of newly occupied space.

Since 2012, the Excelsior Springs office market has operated at below market equilibrium vacancies with annual rates ranging from 0.0 percent to 6.8 percent. By year-end 2024, the office vacancy rate stood at 6.8 percent, with just 10,000 square feet of office space available for occupancy. The modest inventory of vacant office space creates a barrier to accommodating the expansion of existing office tenants and attracting prospective businesses.

Industrial-related employment in Excelsior Springs totals 1,293 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 25.7 percent of total employment. By comparison, industrial-related jobs account for 28.4 percent of employment in Missouri.

Excelsior Springs supports a modest inventory of industrial space, consisting of 28 buildings totaling 1.33 million square feet of space. The principal concentration of industrial space is located along the U.S. Highway 69 corridor. Manufacturing space is the predominant product type with 1.02 million square feet of space, equating to 76.3 percent of the total inventory.

From 2006 to 2024, no new industrial space was constructed in Excelsior Springs with net absorption totaling 77,918 square feet of space. Over the past decade net industrial space absorption has been modest given the absence of new inventory and lack of vacant space available for immediate occupancy.

From 2012 through 2024, Excelsior Springs' industrial vacancy rate operated well below market equilibrium, at or below 4.3 percent. Since 2020, the inventory of industrial space in Excelsior Springs has been fully occupied which places a constraint on the ability to accommodate the expansion of existing industrial businesses and the potential to attract new industrial businesses into the City. To assist in fostering economic development and create a diverse employment and tax base, more land in Excelsior Springs should be designated for industrial use and the idea of creating a master planned business/industrial park with shovel-ready sites be considered.

Residential Market Overview

Excelsior Springs is a suburban community at the edge of the Kansas City MSA that has experienced steady growth over the past 40 years. Characteristics of Excelsior Springs' housing stock include:

- Detached single-family housing accounts for 75.7 percent of Excelsior Springs housing stock which lags the statewide rate of 70.5 percent. Multi-family housing accounts for 22.3 percent of Excelsior Springs housing stock compared to 20.4 percent for Missouri.
- Excelsior Springs' housing stock is older than the statewide inventory with just 17.2 percent of the existing inventory built since 2000, and 20.9 percent built prior to 1950. By comparison, 24.0 percent of the state's housing stock was built since 2000 with 17.7 percent built prior to 1950. The median year that housing was built is 1970 for Excelsior Springs and 1979 for Missouri. Excelsior Springs' older housing stock can be attributed to the population boom during the 1960's.
- During 2023, owner-occupied housing in Excelsior Springs accounted for 68.0 percent of the entire occupied housing stock with renter-occupied accounting for 32.0 percent. By comparison, owner-occupied housing accounts for 68.8 percent of Missouri's total occupied housing stock with renter-occupied accounting for 31.2 percent.
- Homeowners in Excelsior Springs are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes account for 94.7 percent of all occupied owner-occupied housing units, while just 45.0 percent renters occupy detached single-family homes.
- Large-scale multi-family properties with ten or more units are the most popular attached housing product for renters in Excelsior Springs, accounting for 25.4 percent of all renter-occupied units.
- Since 2010, the median housing value in Excelsior Springs lagged well behind the statewide norm. By 2023, Excelsior Springs' median home value of \$174,000 compared to \$215,600 for Missouri.
- The Excelsior Springs' for-sale housing market caters to a wide range of buyers including first-time, move-up, and upscale homebuyers. During 2023, just 11.7 percent of the homes in Excelsior Springs were valued under \$100,000, compared to 17.2 percent statewide. Housing valued from \$100,000 to \$299,999 accounts for 72.8 percent of Excelsior Springs' for-sale housing market, compared to 53.0 percent statewide. Meanwhile, housing valued at more than \$300,000 accounts for 15.5 percent of Excelsior Springs' housing stock compared to 29.8 percent statewide.
- As of 2023, Excelsior Springs' inventory of occupied rental housing totaled 1,238 dwelling units, or 32.0 percent of the City's occupied housing stock. By comparison, rental housing accounts for 31.2 percent of Missouri's occupied housing stock.
- Since 2015, Excelsior Springs' median monthly housing rent has lagged the statewide median. From 2015 through 2023, Excelsior Springs' median monthly housing rent increased 37.6 percent, reaching \$713 by 2023. Missouri's median rent in 2023 of \$823 per month was 15.4 percent above the median for Excelsior Springs. The disparity in median monthly rent stems from Excelsior Springs' older housing stock and modest inventory of rental properties with 50 or more dwelling units and luxury property amenities and unit features.
- Excelsior Springs has 12 large-scale apartment properties totaling just 576 rental units. The principal concentrations of apartment properties in Excelsior Springs are located along the U.S. Highway 69 corridor and in or surrounding downtown. Throughout the past decade Excelsior Springs' apartment market vacancy rate has significantly outperformed the Kansas City MSA. From an average vacancy rate of 4.3 percent in 2015, the Excelsior Springs' apartment market improved to a low of 0.7 percent by 2021. Since 2021, the vacancy rate has remained well below market equilibrium with annual vacancies ranging from 0.9 percent to 1.2 percent.
- The age of Excelsior Springs' rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate and income-based apartments.

Study Conclusions

Based on the findings of the Economic and Market Analysis, 20-year need projections for commercial and industrial space and residential housing units were forecast and Citywide development opportunities identified.

Commercial, Industrial, and Residential Need Projections

Retail, office and industrial space and residential housing unit demand was forecast for the City of Excelsior Springs, Missouri through the year 2045. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

From 2025 through 2045 the City of Excelsior Springs is estimated to support the need for 276,500 to 283,000 square feet of new retail space, 5,500 to 6,150 square feet of professional and medical office space, and 299,000 to 320,000 square feet of industrial space.

Through 2045, Excelsior Springs' new housing need is forecast at 1,667 to 1,824 dwelling units, consisting of 1,183 to 1,295 single-family detached and attached housing units, 67 to 73 housing units in 2- to 9-unit structures, and 417 to 456 housing units in structures with ten or more units.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 to 4.0 dwelling units per acre for single-family and 15 to 18 dwelling units per acre for multi-family, forecast real estate needs through 2045 for the City of Excelsior Springs would require an estimated 372 to 427 acres of land under the conservative scenario and 406 to 467 acres of land under the optimistic scenario.

Forecast Real Estate Need - City of Excelsior Springs 2025-2045

Land Use	Forecast Demand		Land Acres	
	Low	High	Low	High
Retail	283,700 SF	304,700 SF	28 – 33	30 – 35
Office	54,250 SF	59,900 SF	4 – 5	5 – 6
Industrial	292,750 SF	313,400 SF	17 – 19	18 – 21
Residential	1,667 Dus	1,824 Dus	323 – 370	353 – 405
Totals			372 – 427	406 – 467

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JANUARY 2025

Land Use Patterns and Development Opportunities

Based on the study findings and future need projections, future development sites in Excelsior Springs, Missouri for retail, office, industrial, and housing have been identified. Given the availability of land and infrastructure, highway access, and existing land use patterns, over the next twenty years urban expansion in Excelsior Springs will favor the western and southern portions of the City. Principal urban growth areas include the U.S. Highway 69, CI North Highway, Ray County Line Road, Tracy Avenue, and Highway 10 corridors.

The historic downtown square is iconic to Excelsior Springs image and reputation. The downtown remains vibrant and is home to government offices and a mix of retail and professional office businesses. Infill development would strengthen the downtown square with potential opportunities including mixed-use and multi-family residential housing. Both North Main Street and East Excelsior Street are ideal corridors for redevelopment with single-family housing, multi-family residential, and mixed-use with residential over first floor commercial space.

Retail Development Opportunities

Population growth through 2045 will support continued retail development opportunities focusing on development of greenfield sites along U.S. Highway 69, redevelopment of underutilized properties along Kearney Street, and locations serving emerging residential neighborhoods within the southern and eastern portions of Excelsior Springs. U.S. Highway 69 serves as Excelsior Springs dominant retail destination. Several greenfield sites and redevelopment of underutilized properties remain available within the corridor suitable for future retail development.

- Property flanked by U.S. Highway 69 to the north and south between Sixth Street and Rhodus Road is a greenfield site offering the necessary access, exposure, and size to support the development of big-box retailers, anchored shopping center, and out parcels.
- The greenfield site on the south side of U.S. Highway 69 between Walmart and Owen Lumber Company is a suitable location for big-box retailers, anchored shopping center, strip center, and freestanding out parcels.
- Properties along the east side of U.S. Highway 69 north of Tracy Avenue are suitable for future retail development.
- The opportunity exists to support redevelopment efforts within Excelsior Springs' historic downtown focusing on supporting mixed-use development and creating a walkable urban core.
- Future redevelopment of the airport property would offer the potential to support mixed-use development that includes a retail component at the southwest corner of Highway 10 and Dorphan Lake Road.

Professional Office Development Opportunities

Potential future professional office development in Excelsior Springs is best located along major arterial roads such as U.S. Highway 69, Highway 10, Kearney Road as well as within mixed-use developments and business parks. Potential mixed-use projects suitable for future professional office development include the 160-acre Falling Waters parcel located adjacent to the airport, the airport property itself, and future large-scale development at the western and southern portions of the City. The McCullough Industrial Park along North Jesse James Road southeast of U.S. Highway 69 and Italian Way has the potential to accommodate professional office development.

Industrial Development Opportunities

Creating employment opportunities should be a priority of the Excelsior Springs Comprehensive Plan. Key future growth industries in Excelsior Springs include logistics and warehouse operations.

A principal constraint limiting future industrial development in Excelsior Springs is a modest inventory of land designated for industrial uses. The McCullough Industrial Park along North Jesse James Road has development sites remaining that can accommodate industrial development with rail access available. Road and utility extensions along the North Jesse James Road alignment are needed to facilitate industrial development of the eastern portion of the property.

Treehouse Brands operates a food manufacturing facility at the northeast corner of U.S. Highway 69 and Italian Way. The property features rail access and there is vacant land designated for industrial use east and north of the Treehouse Brands facility available for future development.

The 160-acre Falling Waters property located adjacent to the airport has the potential to accommodate future industrial development. The property is currently unimproved with water and sewer extensions are complete but lacks power service. The property is large enough to create a master planned industrial or business park attractive to prospective businesses.

The land on the north side of U.S. Highway 69 between Cameron Road and Rhodus Road south of the Ideker Rock Quarry offers rail access and the potential to accommodate development of logistics, warehouse, and light manufacturing facilities.

To improve Excelsior Springs' competitive positioning in retaining and attracting industrial and office businesses it is recommended that shovel-ready sites be made available. A shovel-ready site possesses the necessary infrastructure and environmental clearances in place that minimizes the time required to commence construction. This means that the planning process is almost complete, and approval permits are in place. The McCullough Industrial Park and Falling Waters property are ideal candidates for a shovel-ready site program and includes economic incentives.

Residential Development Opportunities

Providing the opportunity to support a wide mix of both owner-occupied and rental housing products suitable for accommodating a broad population should be a priority. The principal future single-family housing development in Excelsior Springs is best suited to the western and southern portions of the City, and to a lesser extent the eastern portion of Excelsior Springs. The larger landholdings offer the opportunity to accommodate master planned community development featuring a mix of single-family housing densities offering a wide range of price points as well as large-scale apartment development along major arterial frontage. Large-scale apartment sites are best located along major transportation corridors and in proximity to retail hubs and employment centers. Prospective residential development sites are identified in the text below.

- The property at the northwest corner of Tracy Avenue and Lynn Road is an ideal location for a master planned community supporting a mix of single-family housing densities and price points.
- The property at the northeast corner of U.S. Highway 69 and Cameron Road is suitable for the development of single-family home subdivisions.
- The Excelsior Springs Municipal Airport at the southwest corner of Highway 10 and Doniphan Lake Road on the east side of the City has the potential for future redevelopment into a mixed-use project featuring both single-family homes and rental apartments. The golf course frontage is ideal for semi-custom and custom single-family housing while the Highway 10 frontage is suitable for large-scale apartment development. A grant used by the airport requires it to operate as an airport for the next 13 years. Because the airport is underutilized and the 2,004-foot runway precludes commercial airline operations, it is an ideal candidate for future redevelopment.
- The land on the south side of Highway 10 west of the airport is a suitable location for future development of single-family home subdivisions.
- The land on the south side of 132nd Street between Orrick Road and Doniphan Lake Road is a suitable location for future development of single-family home subdivisions.
- The land on the south side of St. Louis Avenue between Highway JJ and the Ray County Line possesses the land area to support master planned community development featuring a mix of residential densities.
- The land at the northeast and southeast corners of 124th Street and Ray County Line is a suitable location for future development of single-family home subdivisions.
- The land on the south side of Highway 92 west of Lynn Road is a suitable location for future development of single-family home subdivisions.
- The land on the north side of Excelsior Springs Street between Main Street and Francis Street offers the opportunity to support infill housing in the form of single-family housing and small-scale attached rental housing.
- Infill housing in older residential neighborhoods and vacant lots is also possible in the form of individual single-family homes and small-scale rental apartments.
- Suitable large-scale apartment development sites are best located along major arterial streets such as U.S. Highway 69, Highway 10, Kearney Road, and St. Louis Avenue, within mixed-use developments, and adjacent to retail and employment centers.

Introduction

Study Objective and Scope of Work

The Economic and Market Analysis evaluates the historic, current, and future demographic, economic, and real estate market forces that influence the City of Excelsior Springs' future urban growth patterns. In doing so the report consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The Economic and Demographic Analysis section of the study identifies the economic trends and demographic characteristics that impact the Planning Area's future need for commercial and industrial space as well as residential housing units. Economic forces and demographic characteristics evaluated include employment growth and composition, population growth, household composition, age distribution, household income, and educational attainment. Opportunities and constraints in the City's ability to attract continued economic and population growth are identified.

The Market Analysis portion of the study evaluates competitive retail, employment, and residential market trends impacting the Planning Area. The market trends for each prospective land use were evaluated by quantifying such market forces as the inventory of housing units and commercial/industrial space, historical construction activity, and recent development patterns. Potential development sites within the Planning Area were evaluated to identify future locations for the development of retail, office, industrial, and residential land uses.

Commercial corridors and districts were evaluated for the ability to compete in the future with emerging business locations and potential to adapt and support redevelopment and repositioning to remain viable and relevant. Newer greenfield development locations were evaluated to determine the ability to support the needs of emerging economy and define market positioning.

The Planning Area's housing market was researched for affordability, attainability, how to appropriately blend multiple formats, and how to balance new development with existing housing stock. The study's housing component takes a long-term and sustainable approach to understand and identify marketplace gaps and where existing stock satisfies need.

Based on the study findings, the Planning Area's long-term demand projections were prepared quantifying the need for additional commercial and industrial space as well as residential housing units and land absorption estimates. Based on the results of the long-term need projections future land use patterns and development opportunities are identified.

Planning Area Defined

The City of Excelsior Springs (“Planning Area”) is located within the northwest quadrant of the State of Missouri and is considered a portion of the 14-county Kansas City metropolitan statistical area (“MSA”). The portion of the Kansas City MSA situated north of the Missouri River is known as the Northland, consisting of the counties of Clay and Platte. Excelsior Springs is situated in both Clay and Ray counties approximately 30 miles northeast of the Kansas City, Missouri CBD.

Excelsior Springs was founded because of the natural spring water that gushed from the depths of the earth. The spring was accidentally discovered in 1880 by a Black farmer, Travis Mellion, when his daughter Opal fell ill with scrofula, a form of cervical tuberculosis. He asked for advice from nearby campers, and they suggested the spring that oozed from the bank of the Fishing River. Water was brought to his daughter and in a few weeks her health improved noticeably, and she eventually recovered.

Rev. John Van Buren Flack traveled there in 1880 after hearing about the medicinal values of spring water. The spring belonged to landowner Anthony W. Wyman. After Flack investigated the water sources, he advised Wyman to have the land platted, water analyzed, and to begin advertising the cures the water held. Flack built a home on a 40-acre tract that Wyman had platted and opened the town’s first dry goods store and the first church. The spring was named Excelsior after a popular Longfellow poem, which later changed to Siloam.

On August 17, 1880, Flack and Wyman partnered together to form the community of Excelsior. The post office at the time denied that town name, as there was already one in southern Missouri, so it was named Vigniti. The City kept the name until 1882, when it was renamed Excelsior Springs.

In 1881, a second mineral spring was found by Captain J.L. Farris, first called Empire Spring but renamed Regent Spring. A third, Relief Spring, was discovered at the basin in the Fishing River. Many springs were soon discovered in the area, the most prominent being the Relief, Superior, and Saratoga springs. A pump was installed at the Siloam Spring, and steps from Broadway Street and the City’s first hotel, the Excelsior, were constructed.

Excelsior Springs has a historic downtown district. Once blighted with empty buildings and numerous antique stores, there are now a wide mix of shops, restaurants, and personal services. It has two theaters: The Paradise Playhouse, with professional productions; and The Slightly Off-Broadway Theater, with local community theater productions.

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In March 2007, the City of Excelsior Springs designated its first historic district, the Hall of Waters Historic District. There are now four National Register Districts and three local Landmarks Districts inside the downtown area. In addition, there are six individual property listings on the National Register and nine individual local Landmarks Register listings.

The National Register of Historic Places includes the Elms Hotel, Hall of Waters, the Colonial Hotel, The Elms Historic District, Excelsior Springs Hall of Waters Commercial East Historic District, Excelsior Springs Hall of Waters Commercial West Historic District, First Methodist Church, Ligon Apartments, Watkins Mill, and Wyman School.

A comparison of the City of Excelsior Springs, Clay County, and State of Missouri demographic characteristics is provided in the table on page 4.

The U.S. Census Bureau estimated Excelsior Springs 2023 population at 10,502 residents. Excelsior Springs’ population has remained stagnant over the past two decades. Over the past several decades Clay County has experienced strong population growth with Interstate 35 serving as a major commercial and employment corridor. From 2000 to 2023, Clay County’s population increased 41.2 percent, adding 75,766 residents. By 2023, the Clay County population totaled 259,772 residents. Excelsior Springs accounts for just 4.0 percent of the Clay County population. The continued expansion of the Kansas City MSA and Clay County will fuel the City’s future population and urban growth.

Compared to Clay County and Missouri, Excelsior is much less of a traditional family community with family households accounting for 64.1 percent of all households and married couples representing just 42.0 percent. The percentage of Excelsior Springs households with children present is lower than the Clay County average.

Compared to Clay County and Missouri, Excelsior Springs’ population is less educated with only 23.1 percent of all residents ages 25+ attaining an associate degree or better, compared to 46.0 percent for Clay County and 40.5 percent for Missouri. Given the below average educational attainment of Excelsior Springs residents, the median household income lags the county and statewide levels, with a much higher rate of households earning less than \$35,000 and a much lower rate of high-income households earning \$100,000 or more annually.

Excelsior Springs, Clay County, and Missouri Demographic Trends

Demographic Characteristic	Excelsior Springs	Clay County	State of Missouri
Population			
2000 Census	10,847	184,006	5,595,211
2010 Census	11,084	221,939	5,988,927
2020 Census	10,553	253,336	6,268,203
2028 Forecast	11,443	271,005	6,407,412
Households by Type (2023)			
Total Households	4,468	104,401	2,375,611
Family Households	64.1%	65%	65.3%
Married Couple Family	42.0%	51.8%	48.4%
With Own Children	14.9%	24.0%	20.7%
Nonfamily Households	5.0%	6.1%	6.4%
Householder Living Alone	22.5%	26.2%	28.3%
All Households with Children	25.7%	35.3%	31.8%
Distribution of Population by Age (2023)			
0-14 Years	18.8%	20.0%	18.2%
15-24 Years	10.4%	11.7%	13.3%
25-34 Years	13.4%	13.2%	13.1%
35-44 Years	13.2%	14.6%	12.9%
45-64 Years	24.4%	24.7%	24.7%
65+ Years	19.9%	15.8%	17.9%
Households by Income (2023)			
Less than \$15,000	12.1%	6.5%	10.1%
\$15,000 - \$24,999	5.8%	4.9%	7.7%
\$25,000 - \$34,999	11.6%	6.9%	8.5%
\$35,000 - \$49,999	10.9%	11.7%	12.3%
\$50,000 - \$74,999	16.8%	17.5%	17.9%
\$75,000 - \$99,999	18.4%	15.9%	13.4%
\$100,000 - \$149,999	14.2%	19.5%	16.2%

Excelsior Springs, Clay County, and Missouri Demographic Trends (Continued)

Demographic Characteristic	Excelsior Springs	Clay County	State of Missouri
\$150,000 - \$199,999	7.9%	10.2%	6.9%
\$200,000+	2.4%	6.9%	7.0%
Median Household Income	\$61,923	\$77,819	\$64,811
Educational Attainment for Residents 25+ Years (2023)			
Total Population 25+	7,928	179,275	4,236,010
Less than 9th Grade	3.5%	1.5%	2.9%
9th - 12th Grade, No Diploma	8.1%	3.9%	5.6%
High School Graduate	39.1%	24.2%	25.6%
GED/Alternative Credential	6.9%	3.8%	4.5%
Some College, No Degree	19.4%	20.5%	21.0%
Associate Degree	4.5%	9.8%	8.3%
Bachelor's Degree	12.4%	24.3%	19.7%
Graduate/Professional Degree	6.2%	11.9%	12.5%

SOURCE: ESRI BUSINESS ANALYST AND U.S. CENSUS

Economic and Demographic Analysis

This section of the study examines the economic and demographic factors impacting real estate development patterns in the City of Excelsior Springs, Missouri. Historic demographic trends were provided by the U.S. Census Bureau, with 2023 estimates and 2028 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying Excelsior Springs' economic and demographic characteristics will assist in forecasting the future need for commercial and industrial space as well as residential housing units.

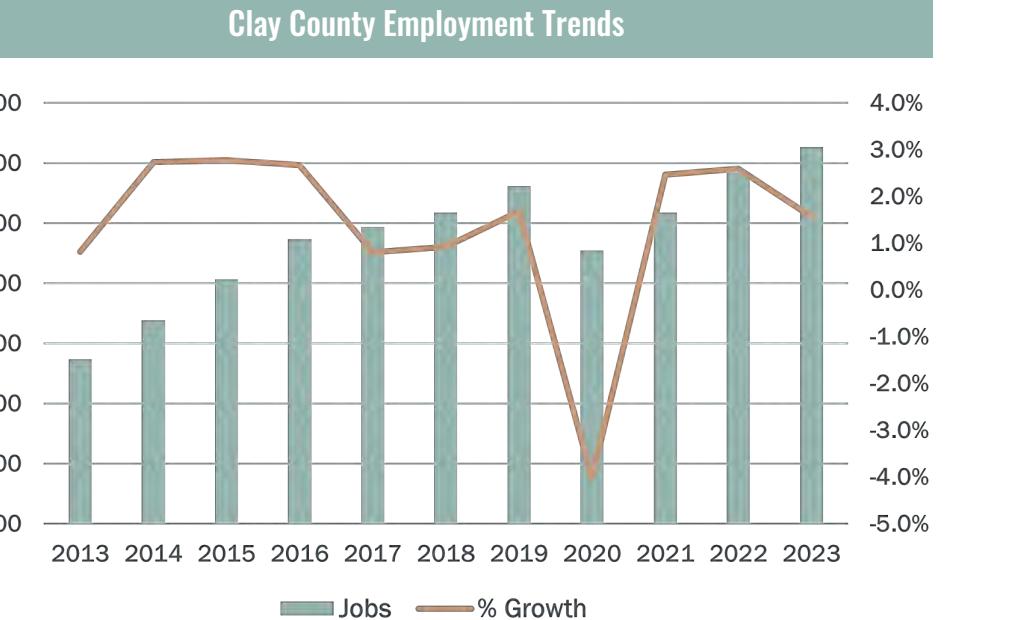
Employment Trends

Since gains in employment fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing costs, reduced commute times, and higher quality of life can also motivate employees to relocate from elsewhere in a metropolitan area to the community where their job exists.

According to the Bureau of Labor Statistics, from 2013 through 2019, Clay County added 15,357, increasing the employment base by 13.5 percent. From March through May of 2020, Clay County lost 18,389 jobs due to the negative impact of the COVID-19 pandemic. During 2021, the county's economy began to recover, adding 3,138 new jobs. By April 2022, total employment in Clay County surpassed the pre-pandemic level with 133,463 jobs. By December 2023, total employment in Clay County totaled 135,230 jobs.

By October 2024, Clay County supported 138,792 jobs and an unemployment rate of 3.1 percent, compared favorably to 4.1 percent for the nation and 3.8 percent for Missouri.

Leading employment sectors in Clay County include trade, transportation & utilities (24,889 jobs); education & health services (21,245 jobs); leisure and hospitality (17,909 jobs); manufacturing (15,573 jobs); and professional and business services (14,260 jobs). These occupations produce strong demand for industrial and office space, market-rate rental housing, and for-sale housing.



When compared to statewide averages Clay County possesses above average concentrations of employment in such occupations as manufacturing; trade, transportation, and utilities; financial activities; education and health services; leisure and hospitality; and other services. Conversely, Clay County lags below the statewide norms in the sectors of construction; information; professional and business services; and government.

Compared to Kansas City MSA averages, Clay County supports a higher rate of employment in the sectors of manufacturing; trade, transportation, and utilities; education and health services; leisure and hospitality; and other services. Employment sectors where Clay County lags include construction; information; professional and business services; and government.

Clay County's strong manufacturing and trade, transportation, and utilities sectors are highlighted by a concentration of logistics and light manufacturing firms operating within the Interstate 35 corridor. Healthcare sector employment in Clay County is generated by Oracle Health, North Kansas City Hospital, and Liberty Hospital.

The composition of Clay County's employment drives the need for industrial and office space with the Interstate 35 and MO 152 corridors anticipated to accommodate most of the future need for space over the next twenty years.

The Interstate 35 corridor serves as Clay County's leading employment center. A future location for employment growth in Clay County will emerge at the intersection of I-435 and Highway 152.

Civilian Employment by Sector Comparison

Industry Classification	Clay County	% of Total	State of Missouri	Kansas City MSA
Total Nonfarm Employment	117,613		3,000,601	1,145,200
Construction	3,673	3.51%	4.84%	5.06%
Manufacturing	15,327	13.24%	9.54%	7.83%
Trade, Transportation & Utilities	24,889	21.16%	18.87%	20.78%
Information	1,429	1.22%	1.64%	1.53%
Financial Activities	7,491	6.37%	6.26%	6.78%
Professional & Business Services	14,260	12.12%	12.47%	15.78%
Education & Health Services	21,245	18.06%	17.20%	14.95%
Leisure & Hospitality	17,090	15.23%	10.65%	9.95%
Other Services	6,088	5.18%	3.84%	4.15%
Government	3,725	3.17%	14.52%	13.19%

SOURCE: BUREAU OF LABOR STATISTICS AND ESRI.

According to the Clay County Economic Development Council, major private employers operating in Clay County include the Ford Motor Company (7,200 employees), North Kansas City Hospital (3,551 employees), Oracle Cerner Corporation (2,972 employees), Liberty Hospital (1,775 employees), and Hallmark Cards (1,150 employees). Major employers in Clay County are in the manufacturing, logistics, gaming, and healthcare industries. A list of Clay County major private employers is provided in the table below.

From 2019 through 2023, occupations in Clay County experiencing the largest gains in employment included transportation and warehousing (+27.5%); construction (+15.7%); and manufacturing (15.4%).

From 2013 through 2023, the Clay County employment base increased 15.8 percent, adding 18,634 new jobs. Through 2045, job growth in Clay County is projected to increase at an average annual rate of 1.0 percent to 1.2 percent, yielding an estimated 33,365 to 40,914 new jobs.

Given Clay County's location, highway access, and population demographics, leading growth sectors through 2045 are anticipated to include logistics and warehousing, manufacturing, professional and business services, and education and health services.

Clay County, MO Major Private Employers		
Company Name	Business Type	# of Employees
Ford Motor Corporation	Motor Vehicle Manufacturing	7,200
North Kansas City Hospital	Healthcare Services	3,551
Oracle Cerner Corporation	Healthcare Information Systems	2,972
Liberty Hospital	Healthcare Services	1,775
Hallmark Cards	Greeting Cards	1,150
Elms Resort & Spa	Resort Hotel	1,105
FedEx	Delivery Services	960
Union Pacific Railroad	Railroad	920
VMLY&R	Web Design	610
Harrah's North Kansas City Casino & Hotel	Riverboat Gaming	596
Ameristar Casino	Riverboat Gaming	531
Musician's Friend	Music Equipment Distribution Center	385
RR Donnelly	Printing	350
Magma Seating of America	Automotive Seat Manufacturing	280

SOURCE: CLAY COUNTY EDC.

Excelsior Springs is a bedroom community that supports a less diverse employment base than Clay County as a whole. According to the U.S. Census Bureau, 61.9 percent of residents work outside of the community with an average commute time of 23.8 minutes.

Large employers have a positive impact on a local economy by generating direct and indirect jobs, retail expenditures, and housing demand. A list of major employers operating in Excelsior Springs is provided in the table below.

The Elms Resort & Spa is the City's largest employer with 1,105 jobs. Other principal employers in Excelsior Springs include Treehouse Brands (589 employees), Excelsior Springs School District (375 employees), and the City of Excelsior Springs (316 employees).

Excelsior Springs offers an array of advantages to prospective businesses. The City has an excellent record of establishing partnerships between public and private concerns for all types of development. The creation of the Enterprise Zone adds the benefit of tax credits and abatements to new or expanding industry. Excelsior Springs offers a strong labor force, existing industrial sites (some with rail access), direct access to the interstate highway system and major airport, and a pro-growth City Council. Constraints to attracting businesses are the limited availability of land and vacant buildings zoned for industry, rolling topography making development more difficult, and location at the periphery of the Kansas City metropolitan area.

For the past two decades, Excelsior Springs leaders have sought to expand economic diversity by bringing in new industry and encouraging the growth and expansion of those already present. Excellent access to transportation, an ample, quality workforce, outstanding schools, and a true quality of life are some of the advantages of locating in Excelsior Springs.

Economic development successes in Excelsior Springs include downtown revitalization and Thrive Excelsior Springs, a Citywide effort addressing housing, health, and economic development. Excelsior Springs was selected as the first Community of Excellence in the country.

Excelsior Springs Major Employers		
Company Name	Business Type	# of Employees
Elms Resort & Spa	Resort Hotel	1,105
Treehouse Brands	Food Manufacturer	589
Excelsior Springs School District	Education	375
City of Excelsior Springs	Government	316
Magna Interior Systems	Automotive Supplier	280
Walmart	Retail Store	267
Excelsior Springs Hospital	Medical	240
Waller Trucking Company	Trucking	225
Excelsior Springs Job Corp Center	Education	198
Lawn & Garden LLC (formerly Fiskar's)	Graden Hoses/Plastics	172
Faerch (formerly Paccor)	Plastic Injection Molding	125

SOURCE: CLAY COUNTY EDC.

In the Fall of 2019, Communities of Excellence conducted a citizen's survey to identify the issues that needed attention in Excelsior Springs. Four hundred and thirty-nine responses to the survey were received. The typical respondent is between the ages of 25 to 44; has lived in 64024 for more than 10 years, lives within the city limits and lives west of the railroad tracks. The top two issues of concern to those answering the survey pertain to the economy of Excelsior Springs along with additional comments provided to clarify concerns:

62% are concerned about availability of local living wage jobs.

- Lower-level jobs are slowly disappearing.
- More skills jobs would be beneficial.
- Difficult to find a livable wage job without leaving Excelsior Springs.
- Local jobs, specifically government jobs, do not pay well.

55% are concerned about economic vitality.

- Many businesses in Excelsior Springs have closed and fewer jobs are available.
- For Excelsior Springs to be a prosperous community with a low poverty rate it needs to begin focusing on what is good and unique in Excelsior Springs to encourage residents that have expendable incomes and have the resources to support local businesses.
- Local job seekers display poor work ethics, so Excelsior Springs needs to attract job seekers into town through improved transportation, affordable housing, and a vocational school.
- Not many new businesses are moving to Excelsior Springs.
- Lack of big companies so residents must commute to Liberty or Kansas City to earn a good wage.
- Jobs in Excelsior Springs are mostly minimum wage or just above, and mostly food service or sales.

Excelsior Springs was built as a "health community," attracting visitors who wanted to access one of the five natural supplies of ferro-manganese mineral water in the world. Once known as America's "Haven of Health," the City was home to 40 unique mineral spring and well sites. This collection of mineral waters is one of the largest in the world. After the discovery of the first spring in the late nineteenth century, the reputation of its therapeutic potential quickly spread.

The springs were responsible for the growth of Excelsior Springs as a tourist and health treatment destination. The City's first hotel, the Excelsior, opened on March 1, 1881, and quickly filled with many visitors seeking the benefits of the medicinal waters. In 1887, the Chicago, Milwaukee and St. Paul railroad extended its line from Chicago to Kansas City via Excelsior Springs, bringing a large influx of visitors to the City. By this time, the Relief Springs and Land Company had been formed primarily to advertise and pique the interest of outsiders.

As modern medicine evolved, though, tourism slumped. Fewer people sought the mineral treatments that put Excelsior Springs on the map. In the late 1980s, the wells were capped for sanitary reasons because the original pipes were made of wood. Today, a campaign is underway to restore the historic pagodas and remark some of the original sites with new structures.

Much of Excelsior Springs' local economy today depends on visitors and tourists. Excelsior Springs' tourism industry is supported by the presence of a downtown historic district with shops and eateries, annual community events, trolley tours, Halls of Waters, The Elms Hotel & Spa, arts and entertainment, and outdoor activities.

Individually listed National Register buildings in Excelsior Springs include the Hall of Waters and Elms Hotel and Spa, set within National Register historic districts. Other landmarks include the Clay County State Bank (museum), the Oaks Hotel (apartments), and Carnegie Library (private). The last remaining mineral water well, pagoda, the Superior Well, is locally protected.

According to Esri Business Analyst, 411 businesses in Excelsior Springs employ 5,032 workers. By SIC Code, the retail trade and health services and education sectors are Excelsior Springs' largest job generators, accounting for nearly one-half of the City's total employment. The presence of Excelsior Springs Hospital supports 6.5 health services jobs accounting for 13.2 percent of the City's total employment. Other leading employment sectors in Excelsior Springs include manufacturing (16.0%) of other services (15.6 percent); and transportation and utility (7.8 percent).

When compared to the employment composition of Clay County, Excelsior Springs supports higher rates of jobs in the sectors of manufacturing, retail trade, transportation and utility; health services and education; and government. Employment sectors where Excelsior Springs lags Clay County include construction; wholesale trade; finance, insurance, and real estate; legal services; and other services. Logistics and plastics are two potential growth sectors for Excelsior Springs.

Excelsior Springs is located within the fast-growing Clay County. The Interstate 35 corridor serves as one of Clay County's leading employment centers. Excelsior Springs proximity to Interstate 35 and the fast-growing community of Liberty provides the opportunity to capitalize on Clay County's future urban growth. Over the next 20 years, Excelsior Springs is forecast to experience accelerated employment growth led by the retail trade, health services, and manufacturing sectors.

The Mid-America Regional Council generated employment forecasts through 2050 for the Kansas City MSA. Excelsior Springs includes Tract ID 29047021701 which encompasses the city limits north and west of U.S. Highway 69 and Tract ID 29047021702 south and east of U.S. Highway 69. The Tract ID boundaries are slightly larger than the Excelsior Springs city limits and exclude the portion of the City in Ray County. Total employment in 2020 of 4,955 jobs is forecast to reach 5,412 jobs by 2040 and 5,754 jobs by 2050.

Employment Composition Comparison

SIC Code	Excelsior Springs	Clay County
Construction	2.0%	3.4%
Manufacturing	16.0%	13.0%
Wholesale Trade	1.9%	5.5%
Retail Trade	28.3%	20.7%
Transportation & Utility	7.8%	31.2%
Communication	0.5%	0.05%
Finance, Insurance, & Real Estate	3.8%	6.3%
Legal Services	0.1%	0.7%
Health Services & Education	19.8%	15.8%
Other Services	15.6%	27.0%
Government	3.5%	3.2%

SOURCE: CLAY COUNTY EDC.

Population Growth Trends

Excelsior Springs small town environment at the edge of the Kansas City MSA offers convenient access to jobs, shopping, and entertainment. According to the U.S. Census Bureau, the population boomed from 1960 to 1970 when the City grew 45.4 percent, adding 2,938 residents. The City's population growth continued at a modest pace from 1980 through 2010, increasing just 6.3 percent, adding only 660 residents. Excelsior Springs' population peaked in 2010 with 11,084 residents. By 2023, the U.S. Census estimated Excelsior Springs' population at 10,502 residents, a decline of 582 residents from 2010. Excelsior Springs' stagnant population growth stems from limited annexation of adjacent county property and modest new home construction volumes. Worth noting, there are about 100 new housing units in the supply pipeline.

Household Composition

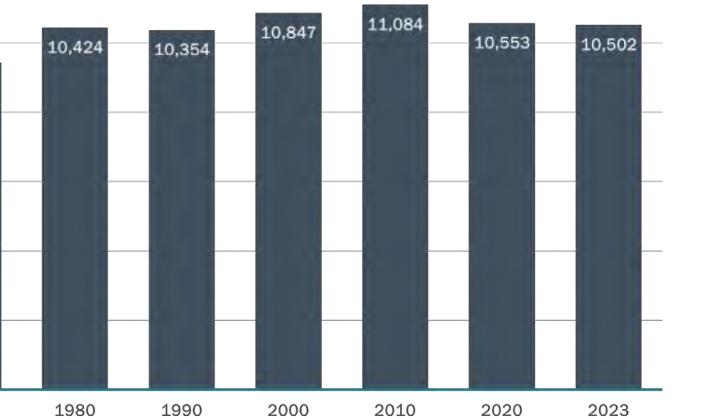
Household formation and the mix of household types have a direct impact on the composition of retail expenditures and housing needs. According to Esri Business Analyst, as of 2023 an estimated 4,468 households resided in Excelsior Springs with an average household size of 2.48 persons. Family households account for 64.1 percent of all households with 25.7 percent of all households having children present. Married couple families account for 42.0 percent of all households, of which 14.9 percent had related children.

Over the past six decades the average household size in the United States has declined steadily, from 3.33 persons in 1960 to 2.52 persons by 2020. This declining household size has played a factor in changing housing needs.

The table to the right provides a comparison of households by type for the City of Excelsior Springs and State of Missouri.

When compared to that of the State of Missouri, Excelsior Springs' household composition possesses below average rates for families, married couples, married couples with children, and householder with no spouse present. Excelsior Springs' household composition characteristics suggest an aging population with an above average rate of householders living alone.

Population Growth Trends



Household Composition Comparison

Household Type	Excelsior Springs	State of Missouri
Total Households	4,468	2,521,832
Family Households	64.1%	65.3%
Married Couple Households	42.0%	46.3%
With Related Children	14.9%	16.8%
Householder with No Spouse Present	50.2%	46.3%
With Children Present	7.4%	6.0%
Householder Living Alone	31.8%	31.0%
All Households with Children	25.7%	28.0%
Average Household Size	2.48	2.44
Average Family Size	3.07	3.0

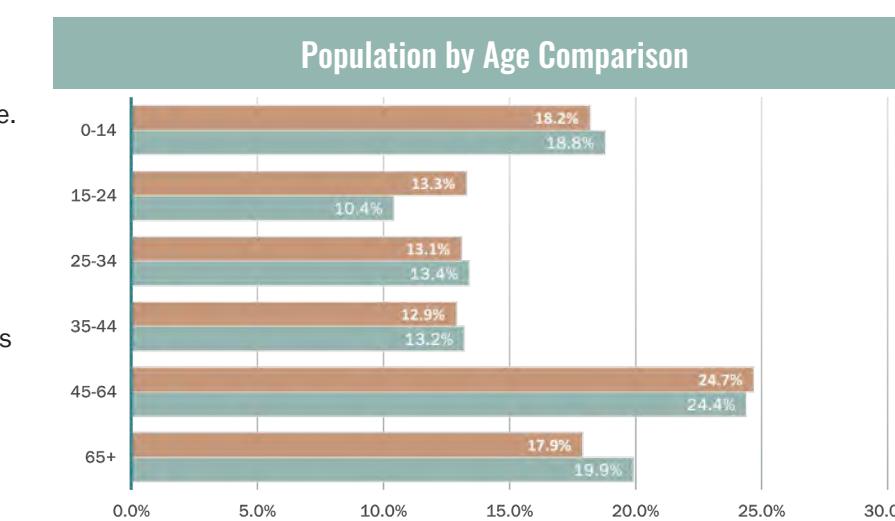
SOURCE: ESRI BUSINESS ANALYST AND U.S. CENSUS.

Population Age Distribution

Age is a principal factor in consumer identity, since consumption patterns, housing needs, and financial situation can change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States will have an important impact on the retailing and housing industries.

The bar chart to the right provides a comparison of the Excelsior Springs and Missouri population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.

Esri Business Analyst estimates that working adults ages 35 to 44 years (13.2%) and children ages 0 to 14 (18.8%) account for a slightly above average percentage of Excelsior Springs' population, indicative of family households with children. Excelsior Springs' young adult population ages 25 to 34 years will have an increasing influence on the City's workforce, retail goods and services expenditures, and the housing market.



Population by Age Comparison

Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel, accessories, and groceries. This age group accounts for 18.8 percent of the Excelsior Springs population which exceeds the statewide average of 18.2 percent. The adolescent population ages 15 to 24 is a key demographic for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for just 10.4 percent of the Excelsior Springs population, compared to 13.3 percent of the Missouri population. Young adults ages 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 13.4 percent of the Excelsior Springs population which compares to the statewide rate of 13.1 percent. Excelsior Springs' young adult population has a significant impact on the local workforce, retail goods and services, and housing market.

The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 13.2 percent of the Excelsior Springs population, compared to 12.9 percent of the statewide population. Excelsior Springs' population ages 45 to 64 years account for 24.4 percent of the total population, compared to 24.7 percent statewide. This empty nester age group provides opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Residents 65+ years of age account for 19.9 percent of the Excelsior Springs population, compared to 17.9 percent of the statewide population. The large senior population poses a growing market for healthcare, senior housing, and downsized housing.

Educational Attainment

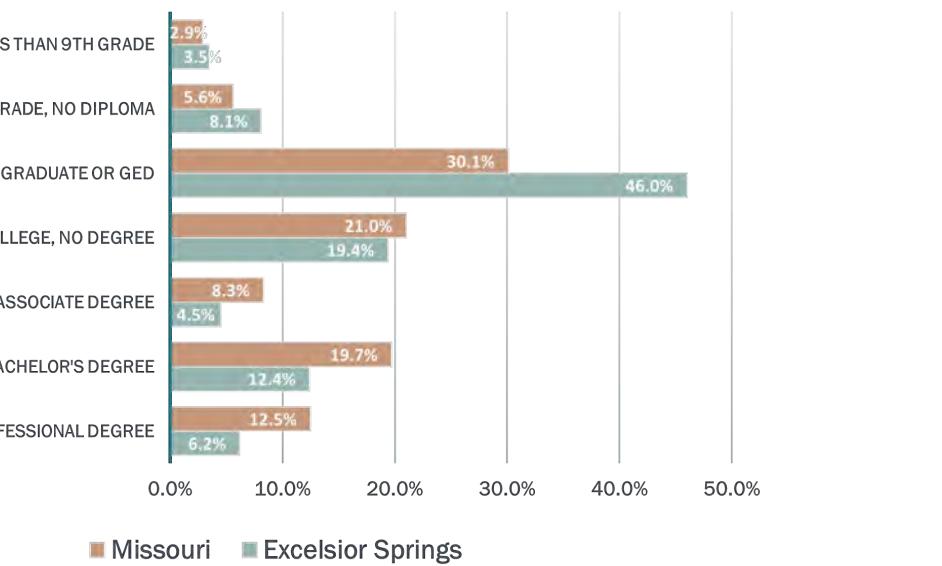
Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between Excelsior Springs and State of Missouri as provided by Esri Business Analyst.

Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

Compared to Clay County and Missouri, Excelsior Springs' population is less educated with only 23.1 percent of all residents ages 25+ attaining an associate degree or better, compared to 46.0 percent for Clay County and 40.5 percent for Missouri. By comparison, 57.6 percent of Excelsior Springs' adult population has attained a high school diploma or less compared to 29.6 percent for Clay County and 38.6 percent for Missouri. Excelsior Springs' educational attainment

Excelsior Springs' educational attainment levels reduce the potential to support above average income levels, retail expenditures, and housing values and rents. The educational attainment levels are suitable for supporting jobs in the manufacturing, wholesale trade, transportation and utility, and retail trade sectors.

Educational Attainment Levels



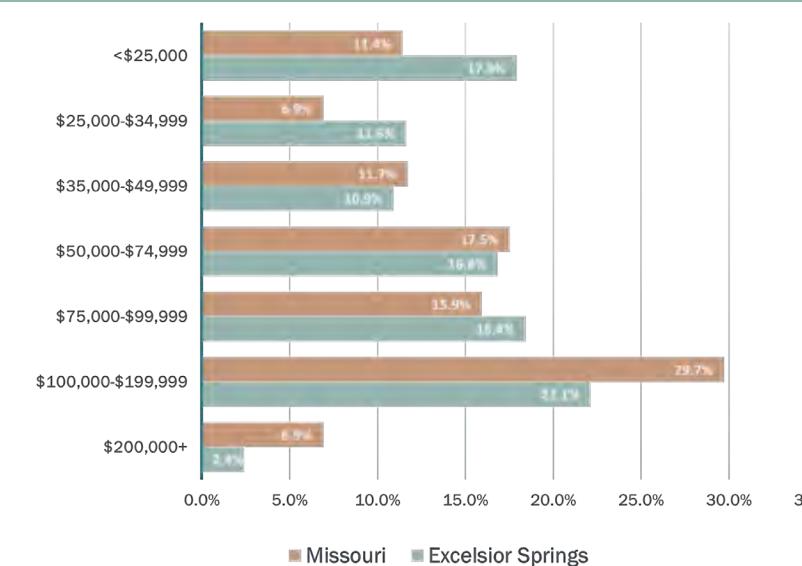
Household Income Distribution

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for Excelsior Springs and State of Missouri are outlined in the bar chart to the right.

According to Esri Business Analyst, Excelsior Springs' median household income of \$61,923 compares to \$77,819 for Clay County and \$64,811 for Missouri, with a much higher rate of households earning less than \$35,000 and a much lower rate of high-income households earning \$100,000 or more annually. These household income discrepancies are consistent with the gap in educational attainment levels between Excelsior Springs and the state of Missouri.

An estimated 17.9 percent of Excelsior Springs households earn less than \$25,000 annually, compared to 11.4 percent statewide. With 12.1 percent of Excelsior Springs households earning less than \$15,000 annually, suggests a strong need still exists for income-based rental housing.

Household Income Distribution Comparison



An estimated 11.6 percent of Excelsior Springs households earn \$25,000 to \$34,999 annually compared to just 8.5 percent statewide. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median rent in Excelsior Springs of \$61 per month as reported by the U.S. Census requires an annual household income of approximately \$25,000, suggesting a strong need for affordable rental housing.

According to the U.S. Census Bureau, the median housing value in Excelsior Springs is \$170,600, compared to \$237,100 statewide. Excelsior Springs' entry-level housing valued under \$100,000 accounts for just 3.7 percent of the total housing stock. Based on standard lending practices, households earning \$25,000 to \$34,999 represent the entry-level, for-sale housing market.

According to the U.S. Census Bureau, 78.0 percent of owner-occupied housing in Excelsior Springs is valued at \$100,000 to \$299,999. This housing stock represents Excelsior Springs move-up for-sale and rental housing markets. Based on standard lending practices, households earning \$50,000 to \$74,999 represent the move-up for-sale and rental markets. According to Esri Business Analyst, an estimated 16.8 percent of Excelsior Springs households earn \$50,000 to \$74,999, compared to 17.0 percent statewide.

An estimated 18.4 percent of Excelsior Springs households earn \$75,000 to \$99,999, compared to 13.4 percent statewide. These households represent potential demand for for-sale housing priced from \$300,000 to \$400,000. According to the U.S. Census Bureau, 17.2 percent of owner-occupied housing in Excelsior Springs is valued at \$300,000 to \$499,999.

High-income households with annual incomes of \$100,000 or more account for 24.5 percent of all Excelsior Springs households compared to 36.6 percent for Missouri. These households represent potential demand for housing priced at more than \$400,000 as well as luxury automobiles, retail goods and services, travel, and entertainment. According to the U.S. Census Bureau, just 18.3 percent of owner-occupied housing in Excelsior Springs is valued at \$300,000 or more.

Conclusions

A community's demographic and employment trends strongly influence local housing, commercial, and industrial markets. Clay County's growth benefits from strong transportation access and its position on the Kansas City MSA's urban fringe. As the region expands, Clay County will continue supporting population and job growth, increasing demand for for-sale and rental housing as well as commercial and industrial space. Although Excelsior Springs' population has been stagnant for five decades, projected employment growth along the I-35 corridor over the next 20 years offers an opportunity for population increases.

Excelsior Springs functions largely as a bedroom community with a less diverse employment base than Clay County. U.S. Census data shows 61.9% of residents work outside the City, with an average commute of 23.8 minutes.

Esri Business Analyst identifies 411 businesses in Excelsior Springs employing 5,032 workers. Retail trade, health services, and education are the City's largest employment sectors, accounting for nearly half of all jobs.

The Mid-America Regional Council's forecasts for the Kansas City MSA include two census tracts covering most of Excelsior Springs (excluding the portion in Ray County). Employment is projected to grow from 4,955 jobs in 2020 to 5,412 by 2040 and 5,754 by 2050.

Population trends show a 45.4% boom from 1960–1970, followed by slow growth from 1980–2010 (6.3% total). Population peaked at 11,084 in 2010 before declining to an estimated 10,546 in 2022. MARC forecasts growth to 14,102 residents by 2040 and 14,804 by 2050, driving demand for retail services, commercial and industrial space, and new housing.

Compared to statewide averages, Excelsior Springs has lower rates of families, married couples, and householders with no spouse present, indicating an aging population with more people living alone. Still, slightly above-average shares of adults ages 35–44 (13.2%) and children ages 0–14 (18.8%) suggest a continued presence of family households. Growing numbers of adults ages 25–34 will influence the workforce, retail spending, and housing market.

Below-average educational attainment limits the potential for higher incomes, retail spending, and housing values. Education levels align more closely with employment in manufacturing, wholesale trade, transportation, utilities, and retail. Esri Business Analyst reports a median household income of \$61,923, below Missouri's \$64,811, with more households earning under \$35,000 and fewer earning over \$100,000. These income levels support the need for a wide range of housing options, including entry-level and move-up ownership units as well as income-based and affordable rentals.

Market Analysis

The Market Analysis portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting Excelsior Springs, Missouri. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development activity in Excelsior Springs.

Retail Market Analysis

The Retail Market Analysis portion of the report evaluates directly competitive retail market trends impacting Excelsior Springs and forecasts future need for commercial space.

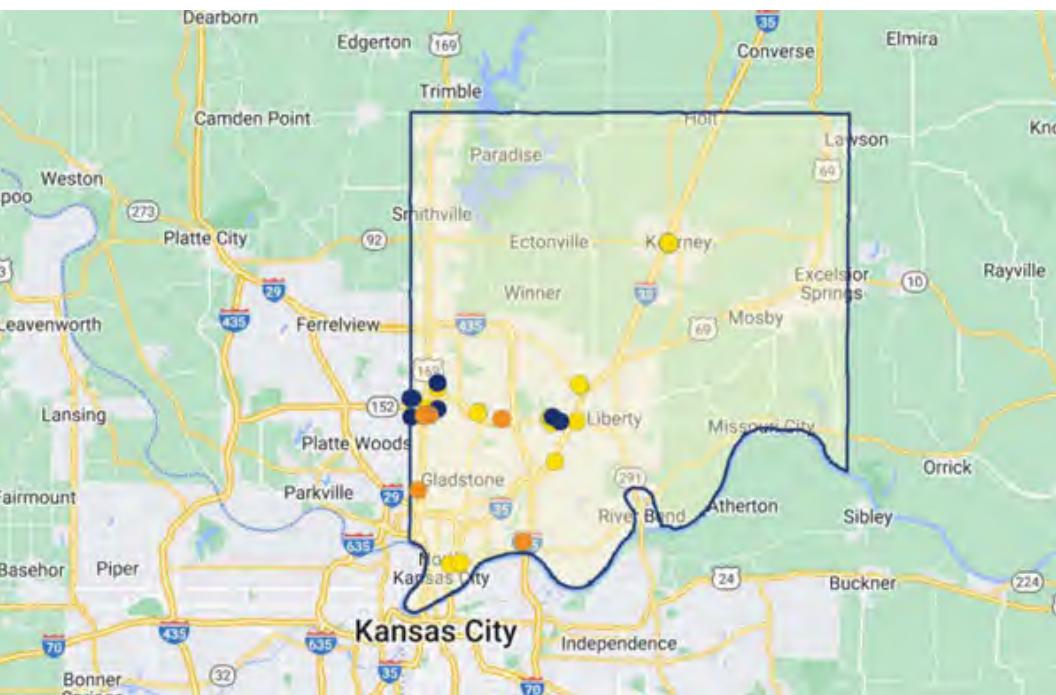
Competitive Retail Market Trends

Interstate 35 Corridor Submarket (Clay County)

According to the Kansas City Retail Submarket Report published by CoStar, Excelsior Springs is located within the Interstate 35 Corridor submarket, which incorporates all of Clay County. The Interstate 35 Corridor submarket boundaries are depicted to the right.

By the fourth quarter 2024 the inventory of retail space in the Interstate 35 Corridor submarket totaled 13.9 million square feet, or 10.4 percent of the Kansas City MSA total. General retail and neighborhood center space accounted for 6.95 million square feet and 5.6 million square feet, respectively. The principal concentrations of retail space are located at Interstate 35 and Highway 152, Highways 152 and 169, and Oak Street Trafficway corridor.

By year-end 2024, the Interstate 35 Corridor submarket was operating at an overall vacancy rate of 1.9 percent which is favorable to the metropolitan rate of 3.7 percent. Neighborhood and strip center properties possess the highest vacancies of 3.0 percent and 2.2 percent. During 2024, the Interstate 35 Corridor submarket experienced positive net absorption of 99,817 square feet of retail space. At year-end 2024, a total of 123,000 square feet retail space was under construction within the Interstate 35 Corridor submarket.



Interstate 35 Corridor Submarket Retail Market Conditions; 2024 Q1

Center Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption	Space U/C
Power Center	606,650	0.3%	\$22.60	0	0
Neighborhood Center	5,593,106	3.0%	\$18.80	19,656	121,000
Strip Center	757,439	2.2%	\$17.91	17,442	0
General Retail	6,949,754	1.2%	\$16.09	62,719	2,000

SOURCE: COSTAR

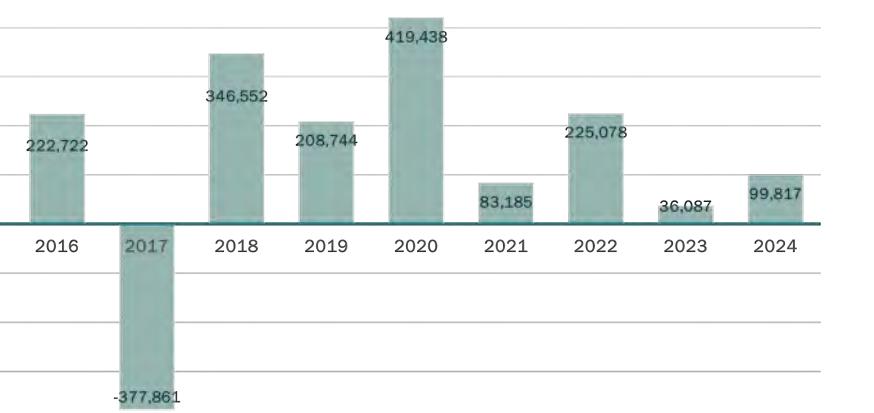
From 2015 to 2024, Costar reported 1.22 million square feet of retail space was constructed in the Interstate 35 Corridor submarket. Retail construction peaked from 2018 to 2020 with the completion of 610,552 square feet of space. As the COVID-19 pandemic interrupted the retail industry, only 246,917 square feet of new retail space was constructed from 2021 to 2024.

From 2015 through 2024, Costar reported 1.37 million square feet of retail space was absorbed in the Interstate 35 Corridor submarket. Retail space absorption peaked from 2018 through 2020 with net occupancy of 947,734 square feet of space. Given the negative impact of the COVID-19 pandemic on the retail industry, during 2021 net absorption of retail space declined to 83,185 square feet of space. Over the past three years net absorption rebounded, amounting to 225,078 square feet in 2022, 36,087 square feet in 2023, and 99,817 square feet in 2024.

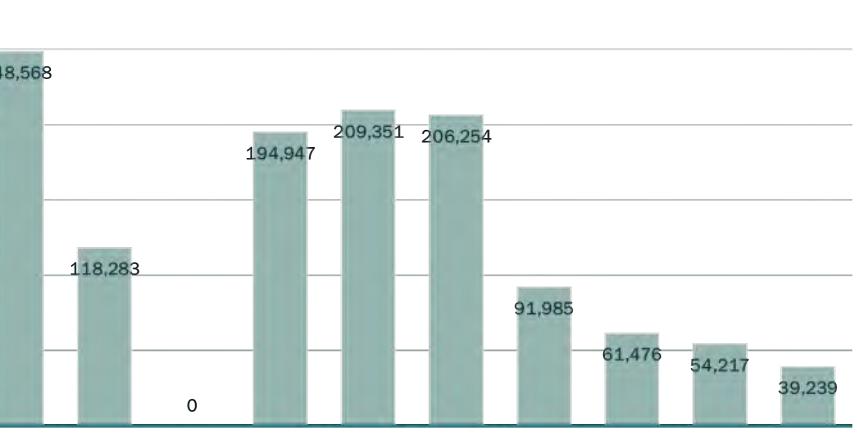
With net space absorption outpacing new construction over the past decade, the overall retail vacancy rate for the Interstate 35 Corridor submarket declined steadily from a high of 8.0 percent in 2015 to 1.9 percent by 2024. With just 268,515 square feet of vacant space available for occupancy places a barrier to retaining existing businesses and attracting new businesses.

To conclude, the Interstate 35 Corridor submarket supports a large inventory of retail space with principal concentrations along the Barry Road and Interstate 35 corridors. Over the past decade tenant demand and new retail construction resulted from strong population growth in Clay County. While the COVID-19 pandemic has reduced new construction, continued tenant demand has produced a steady decline in the overall vacancy rate to just 1.9 percent by year-end 2024. The increasingly tight market conditions prompted an upswing in new retail construction during 2024 and into 2025. Continued population growth in Clay County will produce future retail demand and development opportunities.

Interstate 35 Corridor Submarket Trends in Retail Space Absorption (Sq.Ft.)



Interstate 35 Corridor Submarket Trends in New Retail Inventory (Sq.Ft.)



Excelsior Springs Retail Market Trends

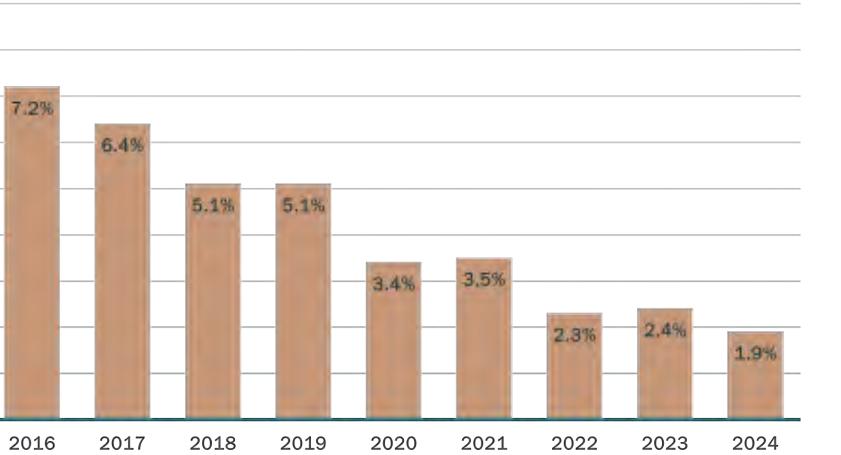
To provide a micro perspective of the competitive retail market the Costar database was researched for existing shopping centers and retail buildings in Excelsior Springs. Bank branches, convenience stores, freestanding restaurants and bars, and automotive sales and repair businesses were omitted from the survey. The search identified 83 retail properties totaling 880,201 square feet of building area. As illustrated by the map on the following page, the principal concentrations of retail space in Excelsior Springs are within the U.S. Highway 69 corridor and the historic downtown.

As of the fourth quarter 2024, the existing inventory of retail space in Excelsior Springs was operating at a vacancy rate of 1.3 percent with just 11,780 square feet of unoccupied space. The low inventory of space available for immediate occupancy currently serves as a barrier to tenant entry into the Excelsior Springs retail market.

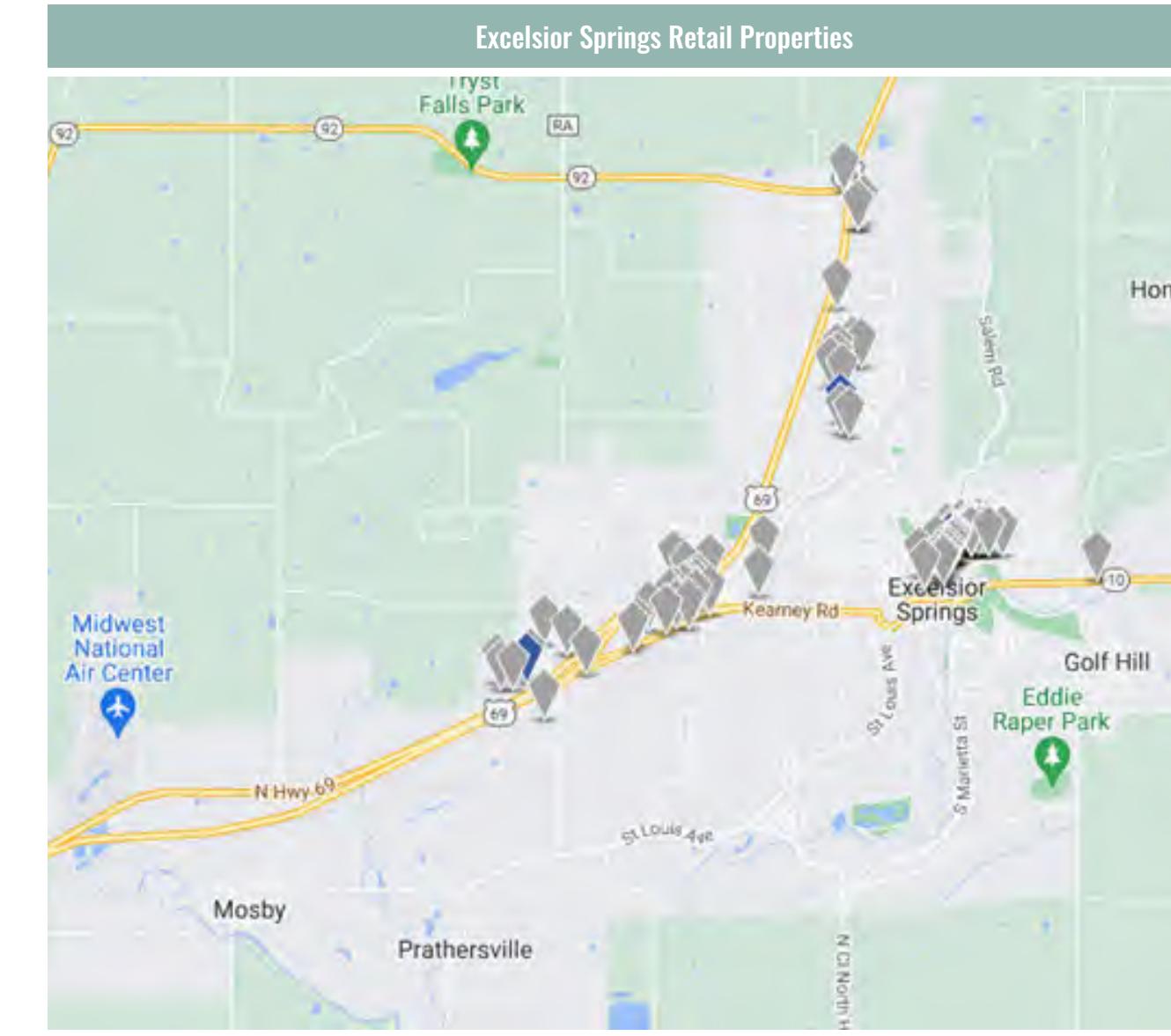
The U.S. 69 Highway/Route 10 corridor at the west end of Excelsior Springs supports a large concentration of retail uses such as big-box retailers, grocery, drug store, sit-down and fast-food restaurants, banks, strip centers, automotive dealerships. Major retailers operating in this corridor include Walmart Supercenter, Westlake Ace Hardware, Tractor Supply, Walgreens, Price Chopper, Aldi, Dollar Tree, Auto Zone, Napa Auto & Truck Parts, and O'Reilly Auto Parts. National chain restaurants operating in this corridor include Applebee's, Arby's, KFC, McDonalds, Sonic, Taco Bell, and Waffle House.

Excelsior Springs' retail market lacks size and depth. As a result, residents must leave the community to satisfy much of their shopping needs. The Highway 152 corridor in Liberty and Kansas City is a popular shopping destination for Excelsior Springs' residents, boasting 3.86 million square feet of retail space housing such major retailers as JC Penney, Walmart, Target, Costco, Sam's Club, Home Depot, and Lowe's and others.

Interstate 35 Corridor Submarket Retail Vacancy Rate Trends



Excelsior Springs Retail Properties

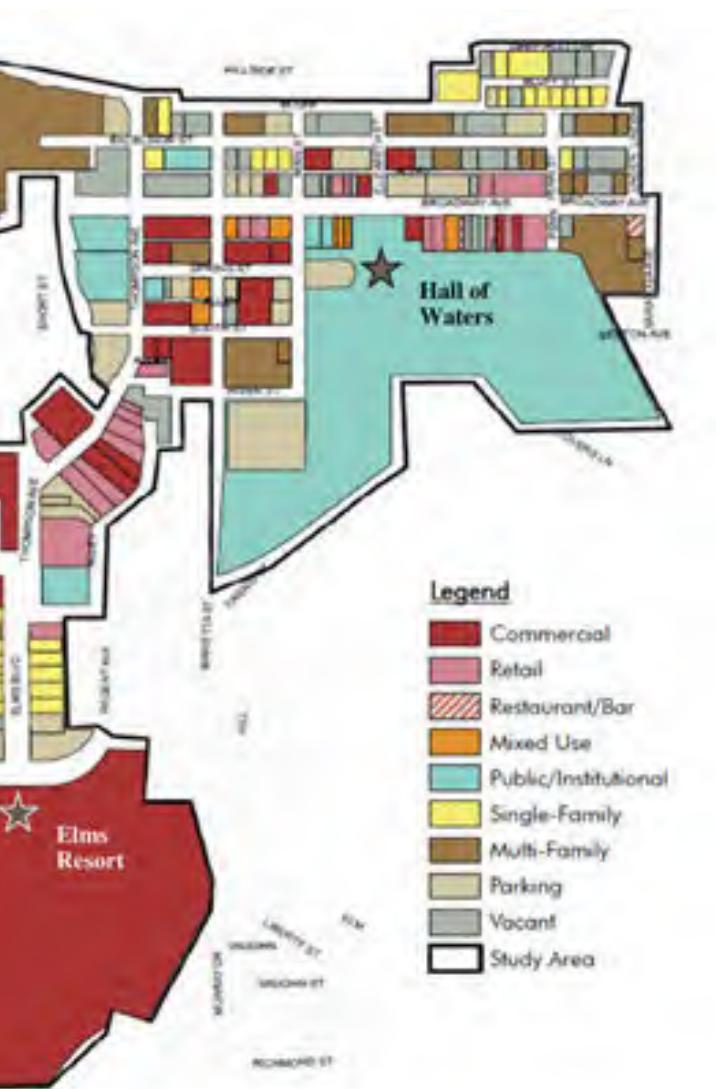


Historic downtown Excelsior Springs served as the City's original central business district. Located at Main Street and Broadway Avenue, the downtown serves as a tourist destination featuring the Elms Resort, Falling Waters, Paradise Playhouse, restaurants, breweries, wine bar, coffee shop, boutique shops, galleries, home goods, salons, financial services, and health and wellness. In recent years downtown has experienced considerable reinvestment and revitalization.

The City of Excelsior Springs designated its first historic district, the Hall of Waters Historic District, in March 2007. There are now four National Register Districts and three local Landmarks Districts inside the downtown area. In addition, there are six individual property listings on the National Register and nine individual local Landmarks Register listings. The designated historic districts and individual landmark properties provide Excelsior Springs with a unique character and opportunity to foster heritage tourism. A land use map of downtown Excelsior Springs is to the right.

Downtown Excelsior Partnership ("DEP") was formed in 2006 by local businesses, individuals, and downtown building owners to create a vibrant downtown Excelsior Springs. During 2024, the DEP continued its recognition as an Accredited Main Street America Program. This accreditation signifies DEP's commitment to community revitalization and economic sustainability, meeting performance standards set by the National Main Street Center. DEP is one of only 800 programs across the country and one of nine in Missouri to receive this accreditation. DEP achievements for 2022 and 2023 are summarized below.

- Completed wayfinding study in 2022.
- During 2022, spent over \$42,500 on Downtown Beautification.
- In 2022, awarded \$58,000 in ARPA Facade Grants.
- Printed 2023 Trip Planner.
- Reached Over 11 million individuals with the Visit Excelsior Springs Promotional Campaign.
- During 2023, for every dollar received through the City's Progressional Services Agreement, DEP raised an additional \$9.60.
- During 2023, visitors to Downtown Excelsior Springs spent over \$6.94 million.
- During 2023 nearly \$209,000 was spent to market the downtown district through various publications and events.
- During 2023, downtown Excelsior Springs hosted 23,000 visitors during ticketed events and nearly 404,000 visits throughout the year.
- During 2023, DEP completed 85 projects, events, and initiatives through its dedicated teams focused on organization, promotion, economic vitality, design, and website.



DEP plans for 2024 promise more growth and innovation, making Downtown Excelsior Springs an even more vibrant destination.

- Extend the electrical infrastructure at the Lane of Lights.
- Complete the implementation of the wayfinding signage to improve navigation and visitor experience.
- Continued organizational rebranding to reflect DEP's evolving mission and vision for Downtown Excelsior Springs.
- Launch YouTube video marketing to reach a wider audience and showcase downtown businesses and community attractions.
- Develop Lithia Landing to provide additional leisure opportunities.
- Complete the Mini Mural Series to enrich the artistic landscape of downtown.
- Launch Lyrics on the Lawn, a Summer Music Series, to celebrate local talent and foster community engagement.
- Relocate the wine festival to the streets of downtown, enhancing its visibility, accessibility, and economic impact.

The table below shows Excelsior Springs retail market trends from 2006 through 2024, outlining on an annualized basis the number of properties, retail building area, vacant space, vacancy rate, net space absorption, and average triple-net rent.

Excelsior Springs Retail Market Trends: 2006-2024						
Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absorption	Average MNN Rent (\$/F)
2006	77	829,305	54,74	6.6%	75,777	\$1,046
2007	77	829,305	118,570	14.3%	-63,830	\$5.90
2008	78	843,795	93,968	11.1%	39,092	\$6.10
2009	79	847,001	56,940	6.7%	40,234	\$5.57
2010	79	847,001	60,500	7.1%	-3,560	\$7.96
2011	79	847,001	64,618	7.6%	-4,118	\$8.60
2012	80	858,089	84,885	9.9%	-9,179	\$7.65
2013	80	858,089	96,435	11.2%	-11,550	\$6.43
2014	80	858,089	82,746	9.6%	13,689	\$7.85
2015	81	865,391	85,896	9.9%	4,152	\$9.03
2016	81	865,391	42,680	4.9%	43,216	\$9.32
2017	81	865,391	40,135	4.6%	2,545	\$7.27
2018	82	870,201	23,260	2.7%	21,685	\$9.26
2019	82	870,201	33,998	3.9%	-10,738	\$10.59
2020	82	870,201	24,950	2.9%	9,048	\$7.31
2021	82	870,201	53,186	6.1%	-28,236	\$4.35
2022	83	880,201	15,600	1.8%	47,586	\$8.87
2023	83	880,201	9,640	1.1%	5,960	\$1153
2024	83	880,201	11,780	1.3%	-2,140	\$1,169

SOURCE: ESRI BUSINESS ANALYST AND U.S. CENSUS.

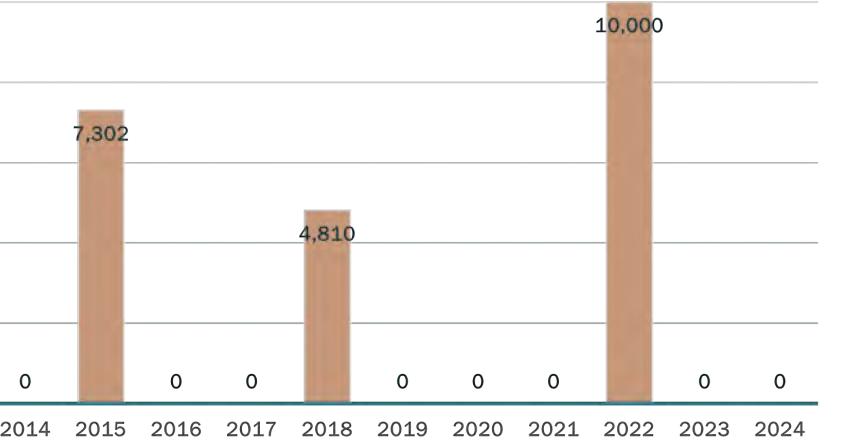
According to CoStar, from 2006 through 2024, a total of 50,896 square feet of new retail space was built in Excelsior Springs. Over the past five years only 10,000 square feet of new retail space was constructed.

From 2006 through 2024, Costar reported the Excelsior Springs retail market absorbed 169,633 square feet of commercial space. Retail space absorption peaked in 2008 and 2009 with net occupancy of 79,326 square feet of space and again from 2014 to 2018 with 85,467 square feet of net absorption. Since 2020, net absorption totaled 51,406 square feet, due in part to the negative impact of the COVID-19 pandemic on the nation's retail industry as well as a limited inventory of vacant space available for immediate occupancy.

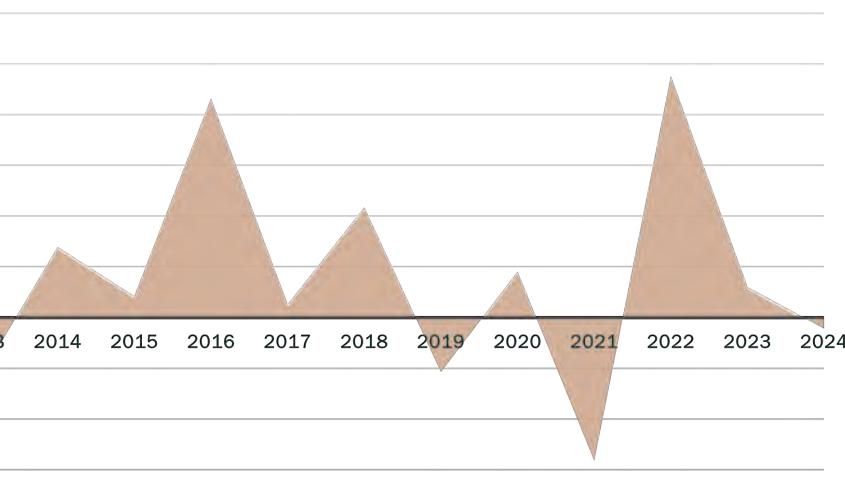
With net space absorption outpacing new retail supply since 2016, Excelsior Springs' inventory of retail space has operated at a below market equilibrium vacancy rate and by year-end 2023 stood at just 1.1 percent. By year-end 2024, the overall retail vacancy rate rose slightly to 1.3 percent, but remains at a healthy level. The lack of retail space available for lease is a barrier to attracting prospective businesses. The low overall vacancy rate suggests the need for additional retail space is supportable.

As Excelsior Springs' population grows, an expanded retail market will become viable with new development focusing on infill opportunities along the U.S. 69 Highway and Route 10 corridors.

Excelsior Springs New Retail Inventory (Sq. Ft.)



Excelsior Springs Trends in Retail Space Absorption (Sq. Ft.)



Trade Area Capture

Information about a community's retail trade area can help assess the ability of local merchants to attract and capture the retail business of residents. The trade area capture ("TAC") is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}}$$

If the TAC estimate is larger than the community's population suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community's population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

Esri Business Analyst estimates Excelsior Springs' 2023 population at 11,212 residents and per capita income of \$31,064. For FY 2023, the City of Excelsior Springs Budget reported actual local sales tax collections for the year of \$1,666,584, equating to taxable sales of \$166,658,400.

Esri Business Analyst estimated the 2022 population for Missouri at 6,177,957 residents and per capita income of \$33,770. Based on calendar 2022 taxable retail sales of \$97,412,044,799 for the State of Missouri reported by the Missouri Department of Revenue the state's per capita retail sales are \$15,768.

$$\begin{aligned} \text{TAC} &= \frac{\$166,658,400}{\$15,768 \times (\$31,064 / \$33,770)} \\ &= 11,490 \text{ Residents} \end{aligned}$$

Excelsior Springs' population of 11,212 residents and estimated TAC of 11,490 people illustrates that shoppers are being attracted from outside of the City. The above average rate of retail sales capture may stem from Excelsior Springs' tourism industry.

Retail Pull Factor

Pull factors ("PF") measure a community's ability to attract shoppers, residents, and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community's retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g., the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community's population.

Dividing Excelsior Springs' TAC of 11,490 residents by the City's population of 11,212 residents yields a pull factor of 1.025, indicating the City captures retail sales at a rate 2.5 percent above the statewide average.

Retail Space Need Estimates

As of year-end 2024, Excelsior Springs' inventory of 880,201 square feet of retail space was operating at a vacancy rate of 1.3 percent with just 11,780 square feet of unoccupied space. The market equilibrium vacancy rate is in the 7.0 percent range. This section of the study provides conservative and optimistic retail space demand estimates from 2025 to 2045 for the City of Excelsior Springs. Supportable retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income.

Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

The City of Excelsior Springs' 2023 population is estimated at 11,212 residents with the per capita income estimated at \$31,064, yielding total personal income of \$348.3 million. Based on the U.S. Census Bureau Annual Retail Trade Survey and Excelsior Springs' per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to approximately 40 percent of total personal income. During 2022, e-commerce accounted for 14.9 percent of total retail sales in the United States. Accounting for e-commerce sales, retail sales in Excelsior Springs were reduced to 34 percent of total personal income.

Forecast Retail Space Need from Population Growth: Excelsior Springs, MO: 2025-2045

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2025-2045)	3,951	4,311
Per Capita Income	\$31,064	\$31,064
Total Gross Personal Income	\$122,733,864	\$133,916,904
% Income Spent on Retail Goods and Services	0.34	0.34
Supportable Goods and Services by City Residents	\$41,729,514	\$45,531,747
Pull Factor	1.00	1.00
Total Supportable Retail Goods & Services Sales	\$41,729,514	\$45,531,747
Average Retail Sales Per Sq. Ft.	\$195	\$195
Retail Space Demand 2025-2045 (Sq. Ft.)	213,998	233,496

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JANUARY 2025.

The City of Excelsior Springs' retail pull factor is 1.025. This analysis assumed an equilibrium retail pull factor of 1.00 resulting from Excelsior Springs' future population growth through 2045. Excelsior Springs' FY 2022 taxable retail sales of \$166,658,400 and occupied retail space of 852,511 square feet equates to average sales of \$195 per square foot. The U.S. Census Bureau estimated the Excelsior Springs' population at 10,502 residents as of July 1, 2023. By 2045, the Mid-America Regional Council Excelsior Springs' population is forecast at 14,453 residents, an increase of 3,951 residents. This represents an average annual population growth rate of 1.4 percent. At a more optimistic annual growth rate of 1.6 percent has the City's population increasing by 4,311 residents by 2045. For this analysis per capita income, average retail sales per square foot, and pull factor remained constant.

Under the conservative scenario, by 2045 Excelsior Springs' population growth is forecast to capture new retail goods and services sales of \$41.7 million, supporting approximately 214,000 square feet of newly occupied retail space. The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2045, Excelsior Springs is forecast to capture new retail goods and services sales of \$45.5 million and approximately 233,500 square feet of occupied retail space. Accounting for the current inventory of vacant commercial space in Excelsior Springs and a market equilibrium vacancy rate of 7.0 percent, through 2045 the City of Excelsior Springs is estimated to support the need for approximately 284,000 to 305,000 square feet of new retail space.

Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2045 would absorb an estimated 28.3 to 32.6 acres of commercial land under the conservative scenario and 30.4 acres to 35.0 acres under the optimistic scenario. Through 2045, retail development will focus on infill opportunities along the U.S. Highway 60 and Route 10 corridors and serving emerging residential neighborhoods.

Supportable New Retail Space Estimates: Excelsior Springs, MO; 2025-2045

Excelsior Springs, Missouri New Retail Space Estimates 2025-2045	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
Excelsior Springs Inventory of Occupied Retail Space 2024 Q4	868,421	868,421
Forecast Retail Space Need 2025-2045	213,998	233,496
Total Occupied Retail Space Inventory 2045	1,082,419	1,073,868
Market Equilibrium Retail Space Need (7% Vacancy)	1,163,891	1,184,857
Less: Existing Inventory of Retail Space 2024 Q4	-880,201	-880,201
Supportable New Retail Space 2025-2045	283,690	304,656
Supportable Development Acres		
20% FAR	32.6	35.0
23% FAR	28.3	30.4

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JANUARY 2025.

Retail Site Evaluation

Retail developers and retailers evaluate potential retail locations based on a series of site-specific criteria, including parcel size, visibility and exposure, accessibility, infrastructure, traffic counts, traffic signal access, and direct competition. Using these site selection criteria, potential retail development sites in the City of Excelsior Springs were identified. Prospective retail development sites in the City of Excelsior Springs include the following:

- U.S. Highway 69 serves as Excelsior Springs dominant retail destination. Several greenfield sites and redevelopment of underutilized properties remain available within the corridor suitable for future retail development.
- Property flanked by U.S. Highway 69 to the north and south between Sixth Street and Rhodus Road is a greenfield site offering the necessary access, exposure, and size to support the development of big-box retailers, anchored shopping center, and out parcels.
- The greenfield site on the south side of U.S. Highway 69 between Walmart and Owen Lumber Company is a suitable location for big-box retailers, anchored shopping center, strip center, and freestanding out parcels.
- Properties along the east side of U.S. Highway 69 north of Tracy Avenue are suitable for future retail development.
- The opportunity exists to support redevelopment efforts within Excelsior Springs' historic downtown focusing on supporting mixed-use development and creating a walkable urban core.
- Future redevelopment of the airport property would offer the potential to support mixed-use development that includes a retail component at the southwest corner of Highway 10 and Dorphan Lake Road.

Employment Market Analysis

This section of the study evaluates professional office and industrial market conditions directly impacting Excelsior Springs, Missouri. The goal is to identify future opportunities for Excelsior Springs to support employment-related development.

Employment-Related Business Mix

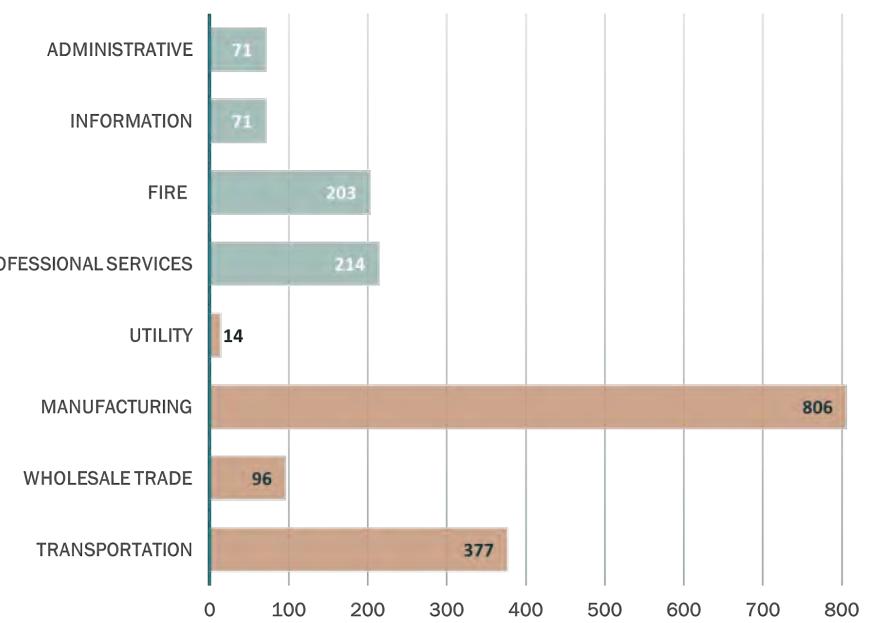
Industrial-related employment includes the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal and finance, insurance, and real estate (FIRE) sectors.

According to Esri Business Analyst, office-related employment in Excelsior Springs totals 559 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 11.1 percent of total employment. By comparison, office-related jobs account for 19.7 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support approximately 112,000 to 125,000 square feet of occupied professional office space.

Industrial-related employment in Excelsior Springs totals 1,293 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 25.7 percent of total employment. By comparison, industrial-related jobs account for 28.4 percent of employment in Missouri. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels can support approximately 1.16 million to 1.29 million square feet of occupied industrial space.

Continued job growth in Excelsior Springs will generate the need for additional professional office space and industrial space.

Excelsior Springs Office and Industrial Jobs



Competitive Office Market Trends

Interstate 35 Corridor Office Market

According to the Kansas City Office Submarket Report published by CoStar, Excelsior Springs is located within the Interstate 35 Corridor submarket which includes all of Clay County. Office buildings are segmented into three categories based on quality and amenities provided. These building categories include Class A, B, and C, each of which is defined below.

- **Class A Buildings.** Class A office properties represent the newest and highest quality buildings in the market. Class A buildings possess high-quality building infrastructure, are well located, have good access, and are professionally managed. As a result of this, they attract the highest quality tenants and command the highest rents.
- **Class B Buildings.** Class B buildings are a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to Class A status through renovations such as facade and common area improvements. Class B buildings are not functionally obsolete and are well maintained.
- **Class C Buildings.** Class C is the lowest classification of office building. These are older buildings located in less desirable areas and are often in need of extensive renovation. Architecturally, these buildings are the least desirable, and building infrastructure and technology is outdated. As a result, Class C buildings have the lowest rental rates, take the longest time to lease, and are often targeted as re-development opportunities.

According to CoStar, the Interstate 35 Corridor submarket maintains 8.26 million square feet of office space, or 6.3 percent of the Kansas City MSA office market inventory. By year-end 2024 the Interstate 35 Corridor submarket was operating at an overall vacancy rate of 6.1 percent, and an average rent of \$21.62 per square foot. By comparison, by year-end 2024, the 129 million square feet of office space in the Kansas City MSA was operating at a vacancy rate of 11.6 percent and an average rent of \$23.20 per square foot.

Class A properties account for the smallest inventory of space in the Interstate 35 Corridor submarket totaling 758,355 square feet, or a 12.6 percent share. Class A space is 91.5 percent occupied at an average rent of \$29.45 per square foot. Most of the Class A office space is located within the Briarcliff master planned development. Class B office properties possess the largest inventory of space totaling 4.76 million square feet of space operating at a 92.8 percent occupancy and an average rental rate of \$22.94 per square foot. Class C office properties total 2.74 million square feet of space, operating at an overall occupancy of 96.3 percent and an average rent of \$17.14 per square foot. As of the fourth quarter 2024, 23,500 square feet of office space was under construction in the Interstate 35 Corridor submarket.

Interstate 35 Corridor Submarket Office Market Conditions: 2024 Q1

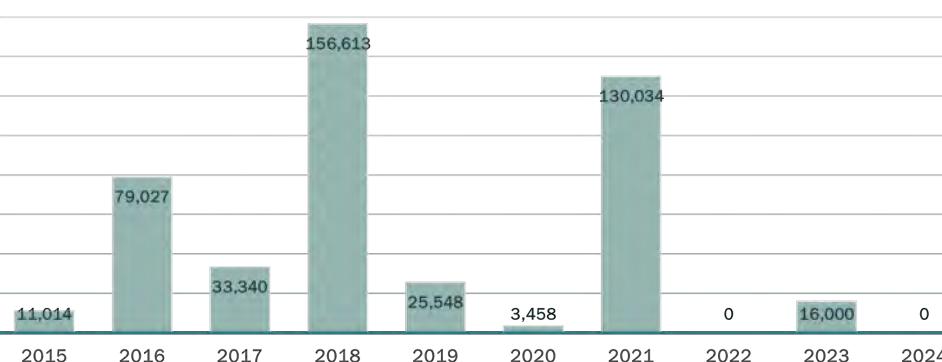
	Building	Vacancy	Average	Absorption	Space
Building Type	Sq. Ft.	Rate	Rent	2024 YTD	U/C
Class A	758,355	8.5%	\$29.45	-44,976	0
Class B	4,763,182	7.2%	\$22.94	-62,058	23,500
Class C	2,739,928	3.7%	\$17.14	70,873	0
Totals	8,261,465	6.1%	\$21.62	-36,161	23,500

SOURCE: COSTAR

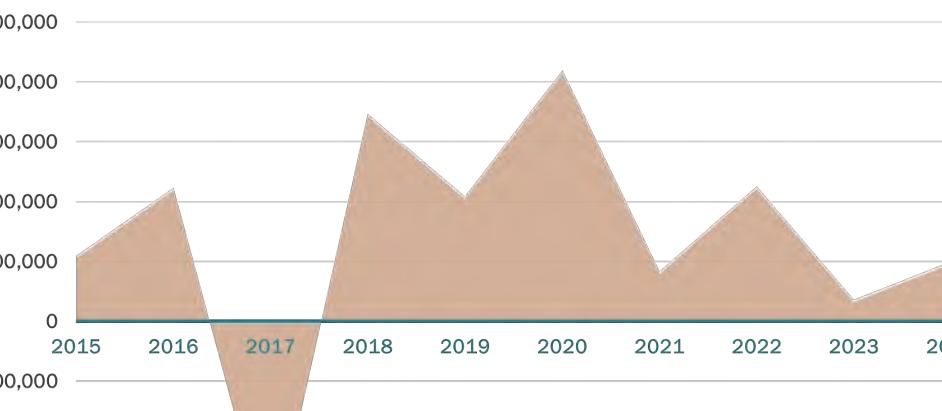
Since 2015, Costar reported 455,634 square feet of office space was built in the Interstate 35 Corridor submarket. New construction peaked from 2016 to 2019 with the completion of 295,128 square feet of new office space. The COVID-19 pandemic had a negative impact on new office construction with just 3,458 square feet built in 2020. Office construction rebounded during 2021, with 130,034 square feet of space completed. From 2022 to 2024, only 16,000 square feet of office space was built and at year-end 2024, 23,500 square feet of space was under construction.

From 2015 to 2024, Costar reported net office space absorption in the Interstate 35 Corridor submarket totaling 573,271 square feet of space. Office space absorption peaked from 2016 to 2018 with net occupancy of 505,738 square feet of space. Negative office space absorption occurred in 2019 and 2020, due in part to the negative impact of the pandemic on the tenant demand for space. In response to an improving economy net absorption rebounded during 2021 with 268,060 square feet of space. Office space absorption has since moderated totaling just 40,833 square feet of net occupied space from 2022 to 2024.

Interstate 35 Corridor Office Submarket Trends in New Space Inventory (Sq.Ft.)



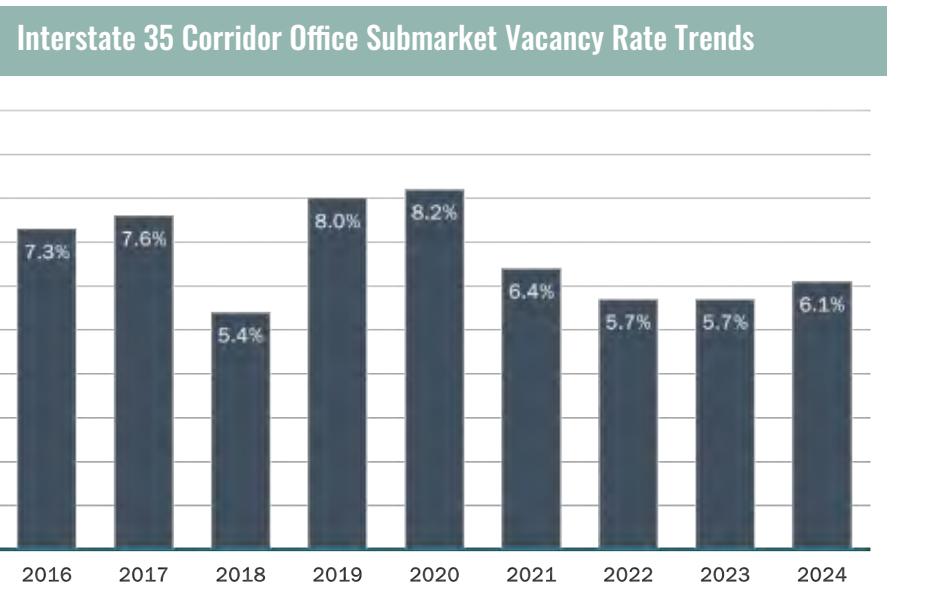
Interstate 35 Corridor Office Submarket Trends in New Space Inventory (Sq.Ft.)



Briarcliff, a 400-acre mixed-use project located at U.S. Highway 169 and Missouri 9 Highway is the Interstate 35 Corridor submarket's premier office location. Briarcliff serves as an alternative office location to downtown Kansas City, Missouri by offering quality Class "A" space, an accessible suburban location, and a prestigious business address. Existing office space within this upscale, mixed-use development totals 566,859 square feet and is currently operating at an overall occupancy rate of 84.2 percent. Four office sites remain available for future development, designed for up to 342,000 square feet of building area.

The former Metro North Mall site at Highway 169 and Barry Road is being redeveloped, featuring a walkable Main Street Village concept including shops, restaurants, offices, and outdoor gathering places. The project plan calls for 85,000 square feet of office space.

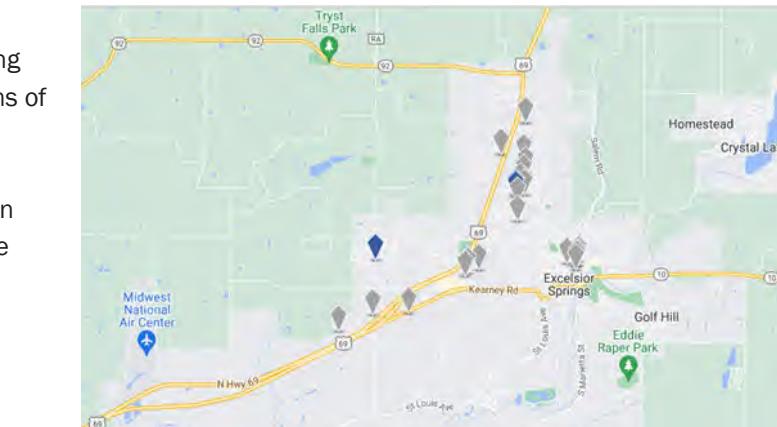
To conclude, the Interstate 35 Corridor submarket maintains 8.26 million square feet of professional office space. Of all the Kansas City MSA suburban office submarkets only College Boulevard, South Johnson County, and Northeast Johnson County possess larger inventories of office space. While the COVID-19 pandemic has slightly impacted the office market through the modest contraction of occupied space, the operating conditions remain healthy. Continued employment and population growth along the Interstate 35 Corridor should assist in increasing the need for professional services and occupied office space.



Excelsior Springs Office Market Trends

According to Costar, Excelsior Springs' office inventory is modest, consisting of 23 properties totaling 146,370 square feet of building area. As illustrated on the map to the right, principal concentrations of office space in Excelsior Springs are located downtown and within the U.S. Highway 69 corridor.

The table below shows Excelsior Springs office market trends from 2006 through 2024, outlining on an annualized basis the number of properties, building area, vacant space, vacancy rate, net space absorption, and average monthly rent.



Excelsior Springs Office Market Trends: 2006-2024

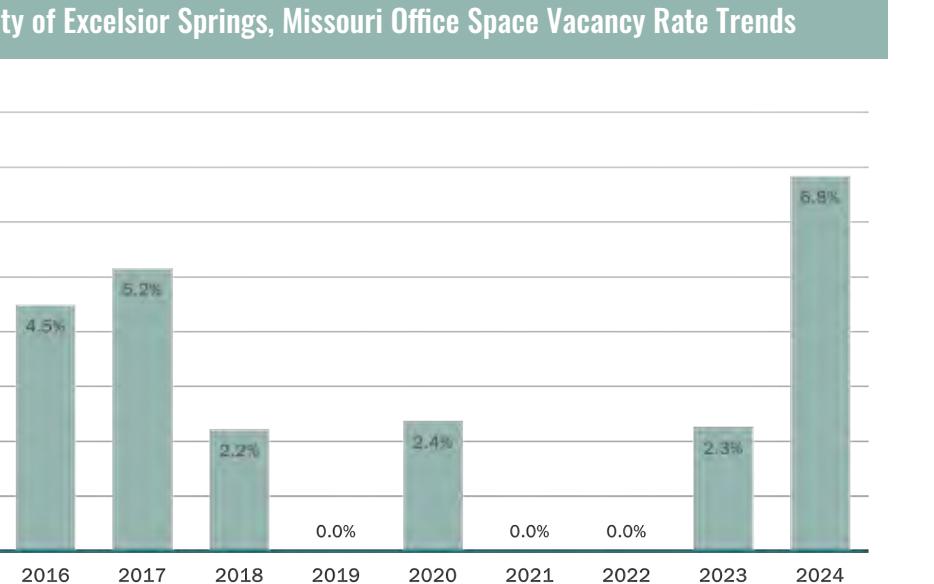
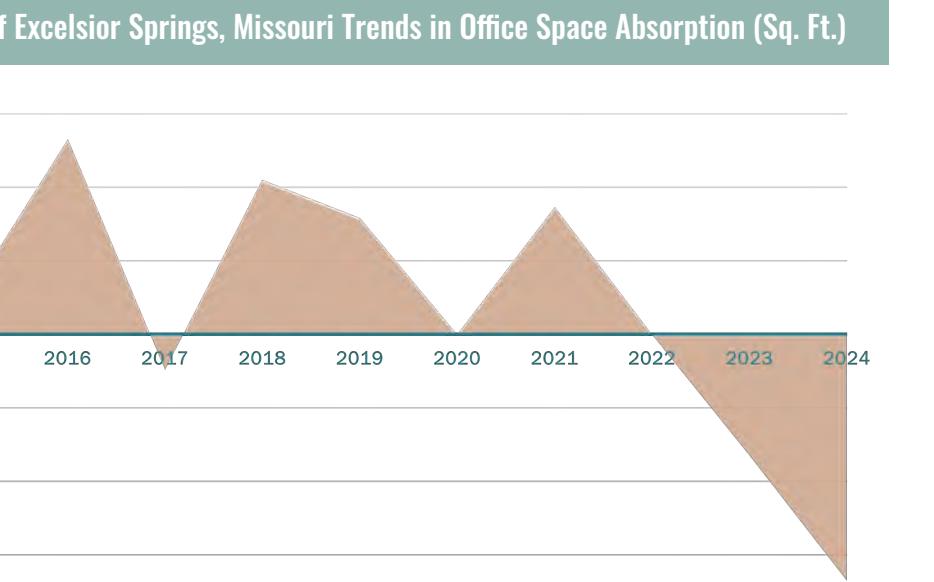
Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absorption	Average Rent (\$/SF)
2006	18	110,838	18,400	16.6%	-7,100	\$393
2007	19	118,112	16,800	14.2%	8,874	\$372
2008	20	122,912	17,700	14.4%	3,900	\$370
2009	20	122,912	17,500	14.2%	200	\$10.9
2010	21	132,912	17,600	13.2%	9,900	\$11.3
2011	21	132,912	18,300	13.8%	-700	\$10.7
2012	21	132,912	3,996	3.0%	14,304	\$10.6
2013	21	132,912	4,600	3.5%	-604	\$12.5
2014	21	132,912	2,800	2.1%	1,800	\$10.7
2015	21	132,912	1,700	1.3%	1,100	\$12.2
2016	22	142,912	6,400	4.5%	5,300	\$10.8
2017	22	142,912	7,362	5.2%	-962	\$10.41
2018	22	142,912	3,162	2.2%	4,200	\$14.69
2019	22	142,912	0	0.0%	3,162	
2020	23	146,370	3,458	2.4%	0	\$800
2021	23	146,370	0	0.0%	3,458	
2022	23	146,370	0	0.0%	0	
2023	23	146,370	3,300	2.3%	-3,300	\$12.00
2024	23	146,370	10,000	6.8%	-6,700	\$12.00

SOURCE: COSTAR

From 2006 through 2024, just 35,532 square feet of new office space was constructed in Excelsior Springs and a net of 36,832 square feet of space was absorbed. Over the past decade net office space absorption has been modest, totaling 6,258 square feet of newly occupied space.

Since 2015, the Excelsior Springs office market has operated at below market equilibrium vacancies with annual rates ranging from 0.0 percent to 6.8 percent. By year-end 2024, the office vacancy rate stood at 6.8 percent, suggesting the need for additional inventory is feasible.

To conclude, given Excelsior Springs peripheral location within Clay County and absence of direct Interstate 35 access and visibility, it maintains a modest inventory of office space. The current limited inventory of vacant office space available for immediate occupancy is a barrier to accommodating the expansion of existing office tenants and attracting new businesses to Excelsior Springs. The low overall vacancy rate suggests additional office space may be supportable.

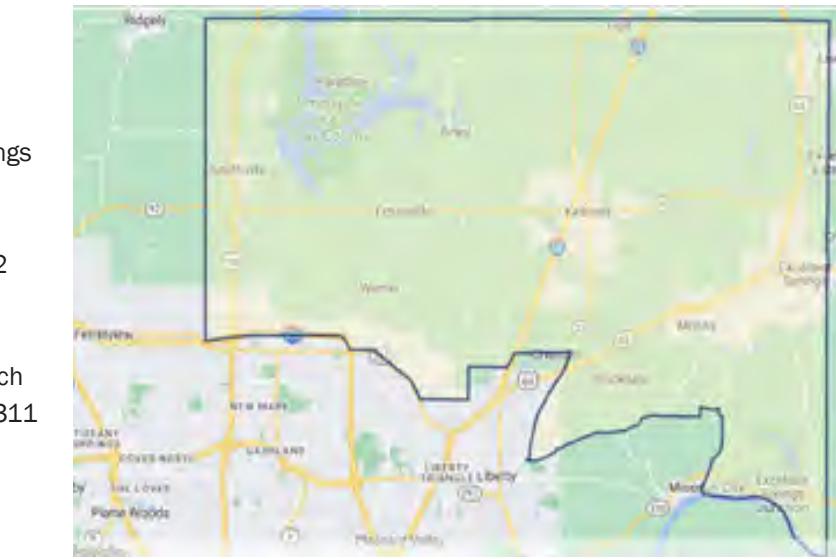


Competitive Industrial Market Trends

Northeast Clay County Industrial Submarket

According to the Kansas City Industrial Submarket Report published by CoStar, Excelsior Springs is within the Northeast Clay County submarket whose boundaries are illustrated to the right.

According to Costar, by year-end 2024, the Northeast Clay County submarket maintained 2.22 million square feet of industrial space. Specialized industrial product supports the largest inventory of space totaling 1.4 million square feet of building area. Logistics and warehouse space totals 804,237 square feet of space and stems from the presence of Interstate 35 which is a major north-south transportation corridor through the Midwest. Flex space totals just 17,311 square feet of space.



As of the first quarter 2024, the Northeast Clay County submarket was operating at a healthy vacancy rate of 2.9 percent which is well the Kansas City MSA average of 5.4 percent. During 2024, the Northeast Clay County submarket absorbed 15,308 square feet of industrial space, led by specialized industrial and logistics and warehouse space.

The table below summarizes industrial market conditions by product type for the Northeast Clay County submarket as of the fourth quarter 2024.

Northeast Clay County Industrial Submarket Market Conditions: 2024 Q4

Building Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2024 YTD	Space L/C
Logistics / Warehouse	804,237	0.2%	\$7.93	17,695	0
Specialized Industrial	1,402,062	4.5%	\$7.43	12,000	0
Flex	17,311	0.0%	\$11.65	0	0
Totals	2,223,610	2.9%	\$7.65	29,696	0

SOURCE: COSTAR

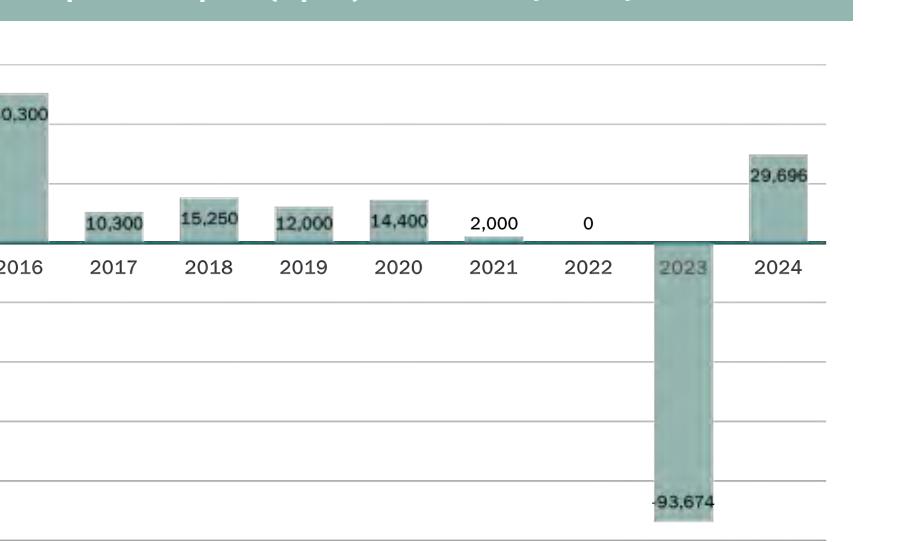
Immediately south of the Clay County submarket is the Liberty submarket, which maintains 8.33 million square feet of industrial space, led by logistics and warehouse space due to the presence of Interstate 35. From 2021 through 2024, over 3.0 million square feet of industrial space was built in the Liberty submarket. New industrial construction has focused on distribution and fulfillment centers by companies such as Hallmark, Amazon, and Walgreens with the preferred location near Interstate 35 offering convenient interchange access.

Costar reported that from 2015 through 2024, just 23,850 square feet of new industrial space was constructed in the Northeast Clay County submarket. No industrial space was built in the Northeast Clay County submarket since 2018. At year-end 2024, no industrial space was under construction within the Northeast Clay County submarket.

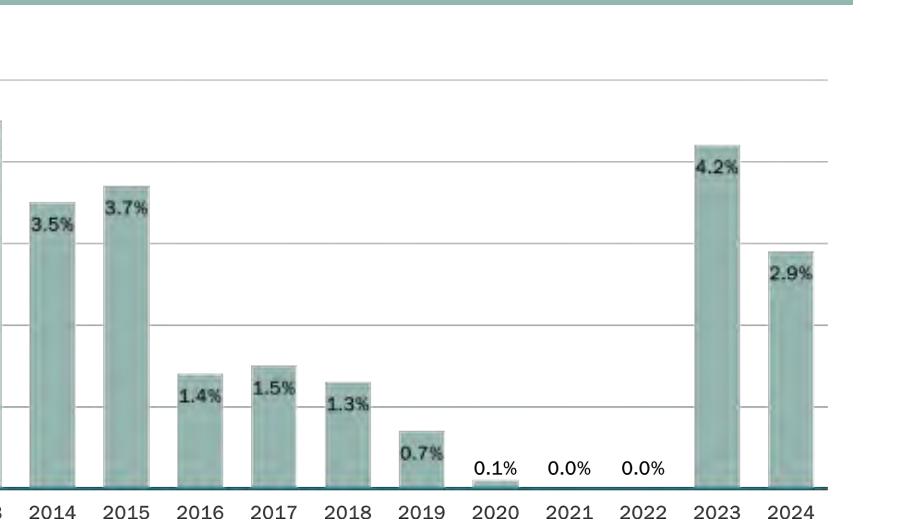
From 2015 through 2024, Costar reported the Northeast Clay County submarket absorbed 76,072 square feet of industrial space. After peaking in 2016 at 50,300 square feet of space, annual net space absorption remained modest through 2022. During 2023, net space absorption of -93,674 square feet was reported.

From 2012 through 2024, the Northeast Clay County industrial submarket operated at a vacancy rate below market equilibrium ranging from 0.0 percent in both 2021 and 2022, to 5.2 percent in 2012. From 2016 through 2022, the Northeast Clay County industrial submarket operated at a vacancy rate at or below 1.5 percent. During 2023, negative absorption of 93,674 square feet of industrial space drove the overall vacancy rate up to 4.2 percent. The market improved in 2024 with net absorption of 29,696 square feet reducing the vacancy rate to just 2.9 percent. With just 63,978 square feet of vacant space available for immediate occupancy, the Northeast Clay County industrial submarket lacks the inventory of space to assist in retaining the expansion of existing industrial businesses or attract new businesses to open operations.

Industrial Space Absorption (Sq. Ft.) Northeast Clay County Submarket



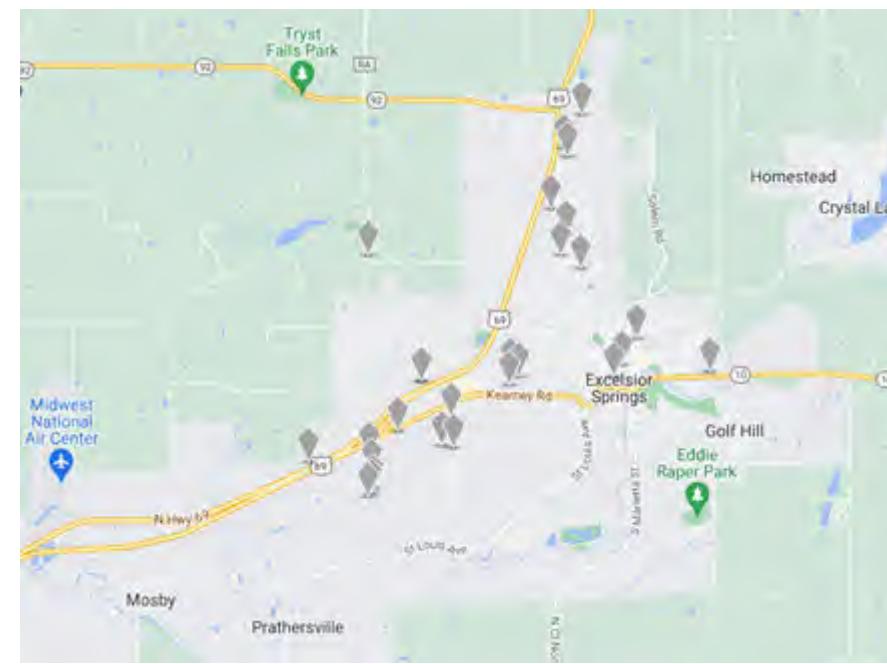
Industrial Vacancy Rate Trends Northeast Clay County Submarket



Excelsior Springs Industrial Market Trends

The City of Excelsior Springs supports a modest inventory of industrial space with the principal concentration located along the U.S. Highway 69 corridor. By year-end 2024, Excelsior Springs' industrial inventory included 28 industrial buildings totaling 1.33 million square feet of space. Major industrial businesses in Excelsior Springs include American Italian Pasta Company (536,000 sq. ft.), Gilmour (160,000 sq. ft.), Precise Technology (110,698 sq. ft.) Magma Seating (88,000 sq. ft.), Excelsior Plastics (44,850 sq. ft.), and Reon North America (41,000 sq. ft.). Building locations are depicted on the map to the right.

Manufacturing space is the predominant product type in Excelsior Springs with 1.02 million square feet of space, equating to 76.3 percent of the total inventory. The warehouse space totals 200,616 square feet. As of the fourth quarter 2024, the Excelsior Springs industrial market was operating at full occupancy with no space available for immediate occupancy. The absence of unoccupied space places a significant constraint on the ability of Excelsior Springs to accommodate the expansion of existing industrial businesses or attract new industrial businesses into the City.



Excelsior Springs Industrial Inventory; 2024 Q4

Building Type	# of Buildings	Space Sq. Ft.	Vacant Space	Vacancy Rate
Warehouse/Logistics	11	195,016	0	0.0%
Manufacturing	9	1,018,506	0	0.0%
Industrial	4	83,219	0	0.0%
Showroom	1	18,109	0	0.0%
Flex	1	3,500	0	0.0%
Service	2	16,572	0	0.0%
Totals	28	1,334,922	0	0.0%

SOURCE: COSTAR

The table below shows Excelsior Springs industrial market trends from 2006 through 2024, outlining on an annualized basis the number of properties, building area, vacant space, vacancy rate, net space absorption, and average monthly rent.

Excelsior Springs Industrial Market Trends: 2006-2024						
Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absorption	Average Rent (SF)
2006	28	1,334,992	86,854	6.5%	-8,936	\$6.19
2007	28	1,334,992	168,154	12.6%	-81,300	\$5.39
2008	28	1,334,992	15,600	1.2%	152,554	\$3.52
2009	28	1,334,992	7,800	0.6%	7,800	\$3.85
2010	28	1,334,992	5,900	0.4%	1,900	\$4.70
2011	28	1,334,992	47,220	3.5%	-41,320	\$4.59
2012	28	1,334,992	57,400	4.3%	-10,180	\$2.79
2013	28	1,334,992	55,600	4.2%	1,800	\$2.51
2014	28	1,334,992	52,100	3.9%	3,500	\$1.71
2015	28	1,334,992	53,400	4.0%	-1,300	\$1.94
2016	28	1,334,992	19,400	1.5%	34,000	\$2.01
2017	28	1,334,992	6,700	0.5%	12,700	\$2.26
2018	28	1,334,992	7,400	0.6%	-700	\$5.80
2019	28	1,334,992	900	0.1%	6,500	
2020	28	1,334,992	0	0.0%	900	
2021	28	1,334,992	0	0.0%	0	
2022	28	1,334,992	0	0.0%	0	
2023	28	1,334,992	0	0.0%	0	\$6.64
2024	28	1,334,992	0	0.0%	0	\$7.00

SOURCE: COSTAR

From 2006 to 2024, no new industrial space was constructed in Excelsior Springs with net absorption totaling 77,918 square feet of space. Net space absorption peaked in 2008 at 152,554 square feet and again during 2016 and 2017 with 46,700 square feet of space. Over the past decade net industrial space absorption has been modest given the absence of new inventory and lack of vacant space available for immediate occupancy. The bar chart on the following page illustrates annual industrial space absorption trends since 2012 for Excelsior Springs.

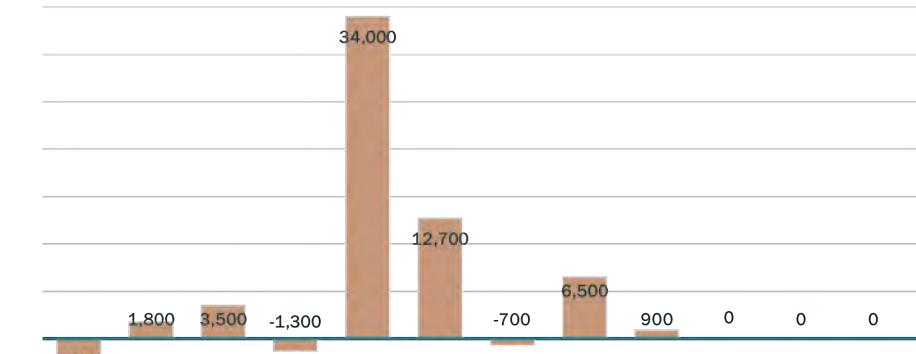
The McCullough Industrial Park along North Jesse James Road southeast of U.S. Highway 69 and Italian Way has several existing industrial buildings home to Miller 's Custom Cabinets, Signature Solid Surface, Comdaco, and others. Vacant land within the McCullough Industrial Park remains available for future industrial and professional office development.

From 2012 through 2024, Excelsior Springs' industrial vacancy rate operated well below market equilibrium, at or below 4.3 percent. Since 2020, the Excelsior Springs industrial market has operated at full occupancy.

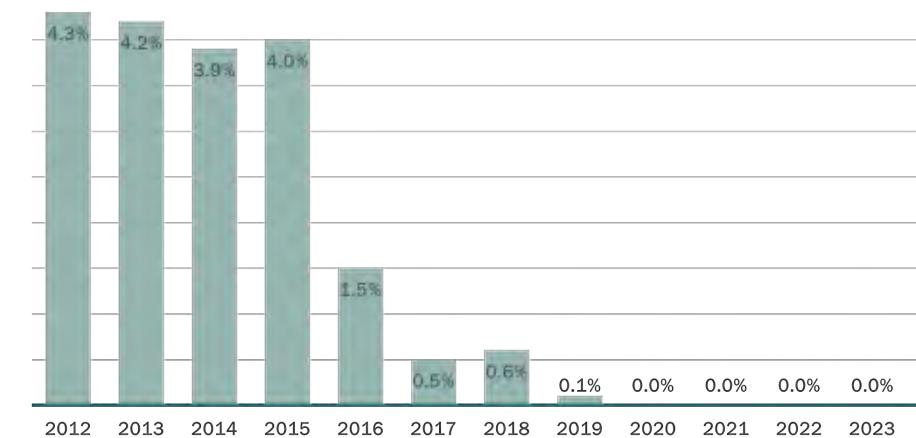
Treehouse Brands operates a food manufacturing facility at the northeast corner of U.S. Highway 69 and Italian Way. The property features rail access and there is vacant land designated for industrial use east and north of the Treehouse Brands facility available for future development.

To conclude, Excelsior Springs supports a modest inventory of industrial space with manufacturing and warehouse space accounting for most of the existing space. Much of the existing industrial inventory consists of single-tenant buildings. Since 2020, the market has been fully occupied which places a constraint on the ability to accommodate the expansion of existing industrial businesses and the potential to attract new industrial businesses into the City. To assist in fostering economic development and create a diverse employment and tax base, more land in Excelsior Springs should be designated for industrial use and the idea of creating a master planned business/industrial park with shovel ready sites be considered.

Industrial Space Absorption (Sq. Ft.) Excelsior Springs, Missouri



Industrial Vacancy Rate Trends Excelsior Springs, Missouri



Forecast Space Need

Professional office, medical office, and industrial space need projections for Excelsior Springs, Missouri through the year 2045 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By year-end 2024, Excelsior Springs supported 146,370 square feet of office space operating at a vacancy rate of 6.8 percent with just 10,000 square feet of unoccupied space. From 2006 to 2024, just 35,532 square feet of new office space was built in Excelsior Springs and a net absorption totaled 36,832 square feet of space.

The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on such factors as location, competition, access, and project scale.

According to Esri Business Analyst, office-related employment in Excelsior Springs totals 559 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 11.1 percent of total employment. By comparison, office-related jobs account for 19.7 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support approximately 112,000 to 125,000 square feet of occupied professional office space. By year-end 2024, Excelsior Springs supported 146,370 square feet of office space.

According to Esri Business Analyst, 411 businesses in Excelsior Springs employ 5,032 workers. The Mid-America Regional Council forecast employment in the City of Excelsior Springs to total 5,583 jobs by 2045, an increase of 551 jobs over current levels. Over the next twenty years the share of office-related employment in Excelsior Springs is forecast to account for 12 percent to 15 percent of total job growth, yielding 66 to 83 new jobs.

Office space demand created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 square feet of office space that accounts for both owner-occupied and speculative office space. From 2025 through 2045, office-related job growth in Excelsior Springs is projected to support the need for 14,850 to 16,600 square feet of owner-occupied and speculative office space.

Forecast Professional Office Space Need: Excelsior Springs, MO; 2025-2045

	Conservative Scenario	Optimistic Scenario
Excelsior Springs, Missouri		
Office-Related Employment Growth	66	83
Net Office Space Need (Sq. Ft.)	14,850	16,600
Average Annual Office Space Demand (Sq. Ft.)	707	790

Accounting for the current inventory of vacant office space in Excelsior Springs and a market equilibrium vacancy rate of 7.0 percent, through 2045 Excelsior Springs is estimated to support the need for approximately 17,500 to 21,600 square feet of new office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast office space need through 2045 would absorb an estimated 1.24 to 1.49 acres of commercial land under the conservative scenario and 1.39 acres to 1.61 acres under the optimistic scenario.

Supportable New Office Space Estimates: Excelsior Springs, MO; 2025-2045

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Excelsior Springs Inventory of Occupied Office Space 2024 Q4	136,370	136,370
Forecast Office Space Need 2024-2045	14,850	16,600
Total Occupied Office Space Inventory 2045	151,220	152,970
Market Equilibrium Office Space Need	162,602	164,484
Less: Existing Inventory of Office Space 2024 Q4	-146,370	-146,370
Supportable New Office Space 2025-2045	16,232	18,141
Supportable Development Acres		
25% FAR	1.49	1.61
30% FAR	1.24	1.39

Medical Office Space

Medical office space need is a function of expansion in medical practices and associated needs, which is related to growth in population. While population growth trends are associated with economic trends, the fluctuations are less pronounced and demand for this market segment is less cyclical. The need for medical office space is typically highly specific geographically, with healthcare services gravitating to locations at or near hospitals.

The need for medical office space is forecast via a methodology that includes a determination of medical employment per capita for the trade area which is then multiplied by the average square footage required per medical employee to derive a total medical office square footage per capita coefficient. This local area coefficient is applied to current (future) estimates of area population to generate an estimate of current (future) medical space need, excluding demand related to acute care hospitals and other more specialized surgical centers.

According to physician census data compiled by the Federation of State Medical Boards (FSMB) in 2022, the number of licensed physicians in the United States totaled 1,073,616. The United States population of 329.7 million, equating to 307 licensed physicians per 100,000 population. The 11,966 licensed physicians in Missouri amounts to an average of 513 physicians per 100,000 population.

The U.S. Census Bureau estimated the Excelsior Springs' population at 10,502 residents as of July 1, 2023. By 2045, the Mid-America Regional Council Excelsior Springs' population is forecast at 14,453 residents, an increase of 3,951 residents. This represents an average annual population growth rate of 1.46 percent. At a more optimistic annual growth rate of 1.6 percent has the City's population increasing by 4,311 residents by 2045. The statewide average for physician density and forecast population growth produces the need by 2045 for 404 to 522 additional physicians. The Medical Group Management Association ("MGMA") in its annual costs survey reported that for family practices, the median medical office space need is approximately 1,900 square feet per full-time equivalent physician.

Based on the statewide average, from 2025 through 2045, population growth within the City of Excelsior Springs is estimated to support the need for 38,000 square feet to 41,800 square feet of medical office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast medical office space need through 2045 would absorb an estimated 2.9 acres to 3.5 acres of commercial land under the conservative scenario and 3.2 acres to 3.8 acres under the optimistic scenario.

Forecast Medical Office Space Need; Excelsior Springs, MO; 2025-2045

	Moderate Scenario	Optimistic Scenario
Excelsior Springs, Missouri		
Forecast Population Growth	3,951	4,311
Need in New Physicians	20	22
Net Medical Office Space Demand (Sq. Ft.)	38,000	41,800
Average Annual Space Demand (Sq. Ft.)	1,810	1,990

Industrial Space

By the fourth quarter 2024, Excelsior Springs supported 1.33 million square feet of industrial space operating at a vacancy rate of 0.0 percent. From 2006 to 2024, Costar reported Excelsior Springs absorbed 77,918 square feet of industrial space.

The need for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries. According to Esri Business Analyst, industrial-related employment in Excelsior Springs totals 1,293 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 25.7 percent of total employment.

According to the Bureau of Labor Statistics, by October 2024, industrial employment in the Kansas City MSA totaled 326,000 jobs in the manufacturing and trade, transportation, and utilities sectors, accounting for 28.1 percent of total employment.

The Mid-America Regional Council forecast employment in the City of Excelsior Springs to total 5,583 jobs by 2045, an increase of 551 jobs over current levels. Over the next twenty years the share of industrial-related employment in Excelsior Springs is forecast to account for 27 percent to 30 percent of total job growth, yielding 149 to 165 new jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios for warehouse and light manufacturing space. Typical warehouses operate at 1.0 employee per 1,500 to 3,000 square feet of building area, e-commerce warehouses at 1,000 to 2,000 square feet per 1.0 employee, and light manufacturing at 800 to 1,200 square feet per 1.0 employee. Given the predominance of manufacturing in Excelsior Springs a ratio of 1.0 employee per 1,200 square feet of space was applied.

From 2025 through 2045, industrial job growth in Excelsior Springs is projected to support the need for 178,800 to 198,000 square feet of owner-occupied and speculative industrial space.

Accounting for the current inventory of vacant industrial space in Excelsior Springs and a market equilibrium vacancy rate of 7.0 percent, through 2045, the City is forecast to support approximately 293,000 to 313,000 square feet of new industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2045 would absorb an estimated 16.8 to 19.2 acres of industrial land under the conservative scenario and 18.0 acres to 20.6 acres under the optimistic scenario.

Industrial Space Demand Forecast; Excelsior Springs, MO; 2025-2045

	Conservative Scenario	Optimistic Scenario
Industrial-Based Employment Growth	149	165
Industrial Space Need (Sq. Ft.)	178,800	198,000
Average Annual Industrial Space Demand (Sq. Ft.)	8,514	9,429

Supportable New Industrial Space Estimates; Excelsior Springs, MO; 2025-2045

	Moderate Scenario	Optimistic Scenario
Excelsior Springs Inventory of Occupied Industrial Space 2024 Q4	1,349,92	13,499,2
Forecast Industrial Space Need 2025-2045	178,800	198,000
Total Occupied Industrial Space Inventory 2045	1,517,92	15,392
Market Equilibrium Industrial Space Need (7% Vacancy)	1,627,33	16,483,78
Less: Existing Inventory of Industrial Space 2024 Q4	-1,334,992	-13,349,92
Supportable New Industrial Space 2025-2045	292,741	313,8
Supportable Development Acres		
35% FAR	19.2	20.6
40% FAR	16.8	18.0

Site Evaluation

Office and industrial developers evaluate potential development sites based on a series of site-specific criteria, including parcel size, visibility and exposure, accessibility, infrastructure, availability to a large and diverse labor pool, proximity to customers, and availability of support goods and services. Using these site selection criteria, potential development sites in the City of Excelsior Springs were identified. Prospective office and industrial development sites in the City of Excelsior Springs include the following:

Potential Office Sites

Potential future professional office development in Excelsior Springs is best located along major arterial roads such as U.S. Highway 69, Highway 10, Kearney Road as well as within mixed-use developments and business parks. Potential mixed-use projects suitable for future professional office development include the 160-acre Falling Waters parcel located adjacent to the airport, the airport property itself, and future large-scale development at the western and southern portions of the City. The McCullough Industrial Park along North Jesse James Road southeast of U.S. Highway 69 and Italian Way has the potential to accommodate professional office development.

Potential Industrial Sites

A principal constraint limiting future industrial development in Excelsior Springs is a modest inventory of land designated for industrial uses. The McCullough Industrial Park along North Jesse James Road has development sites remaining that can accommodate industrial development with rail access available. Road and utility extensions along the North Jesse James Road alignment are needed to facilitate industrial development of the eastern portion of the property.

Treehouse Brands operates a food manufacturing facility at the northeast corner of U.S. Highway 69 and Italian Way. The property features rail access and there is vacant land designated for industrial use east and north of the Treehouse Brands facility available for future development.

The 160-acre Falling Waters property located adjacent to the airport has the potential to accommodate future industrial development. The property is currently unimproved with water and sewer extensions are complete but lacks power service. The property is large enough to create a master planned industrial or business park offering shovel ready development sites and economic incentives.

The land on the north side of U.S. Highway 69 between Cameron Road and Rhodus Road south of the Ideker Rock Quarry offers rail access and the potential to accommodate development of logistics, warehouse, and light manufacturing facilities.

Residential Housing Market Analysis

This section of the report evaluates the City of Excelsior Springs' single-family and apartment markets with the goal to identify current and future opportunities to support new housing stock.

Housing Stock Characteristics

This section of the study addresses City of Excelsior Springs' total inventory of dwelling units, age of housing stock, housing tenure, mix of housing types, and occupancy by housing type.

Housing Inventory Trends

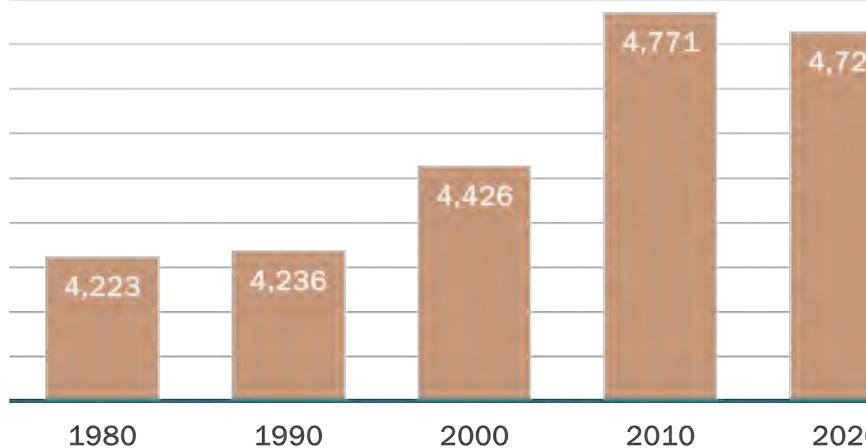
The 1980 Census reported the Excelsior Springs housing stock at 4,223 dwelling units. By the 2010 Census Excelsior Springs housing stock totaled 4,771 dwelling units. From 2010 through 2020, the Excelsior Springs housing stock declined by 44 dwelling units. Excelsior Springs' stagnant housing inventory stems from the limited annexation of adjacent property and modest new home construction volumes resulting from the absence of recorded or MLS posted sales of new upscale for-sale housing (this has been corrected in recent years).

Approximately 100 new housing units are currently in the pipeline, including 40 units of senior housing, 24 market-rate duplex rental units, and a new single-family home subdivision.

Age of Housing Stock

The table on the following page compares the age of Excelsior Springs' housing stock with that of the State of Missouri as reported for 2023 by the U.S. Census Bureau. Excelsior Springs' housing stock is older than the statewide inventory with just 17.2 percent of the existing inventory built since 2000, and 20.9 percent built prior to 1950. By comparison, 24.0 percent of the state's housing stock was built since 2000, with 17.7 percent built prior to 1950. The median year that housing was built is 1970 for Excelsior Springs and 1979 for Missouri. Excelsior Springs' older housing stock can be attributed to the population boom during the 1960's.

Excelsior Springs, Missouri Housing Stock Trends



Excelsior Springs Housing Stock by Year Built

Year Structure Built	# of Units	% of Total	Missouri %
Total Housing Units	4,266		2,844,440
Built 2020 or Later	0	0.0%	2.4%
Built 2010 to 2019	124	2.9%	8.4%
Built 2000 to 2009	608	14.3%	3.3%
Built 1990 to 1999	368	8.6%	12.6%
Built 1980 to 1989	439	10.3%	11.8%
Built 1970 to 1979	557	13.1%	14.0%
Built 1960 to 1969	943	22.1%	10.4%
Built 1950 to 1959	333	7.8%	9.5%
Built 1940 to 1949	296	6.9%	4.3%
Built 1939 or Earlier	598	14.0%	13.4%

Housing Tenure Trends

The 2000 Census reported that 4,079 housing units were occupied in Excelsior Springs, including 2,707 owner-occupied units and 1,372 renter-occupied units. The housing tenure mix included 66.4 percent owner-occupied and 33.6 percent renter-occupied housing units. From 2000 to 2010, the number of owner-occupied housing units in Excelsior Springs increased 8.3 percent to 2,933 units while the inventory of renter-occupied housing units declined 3.4 percent to 1,291 housing units.

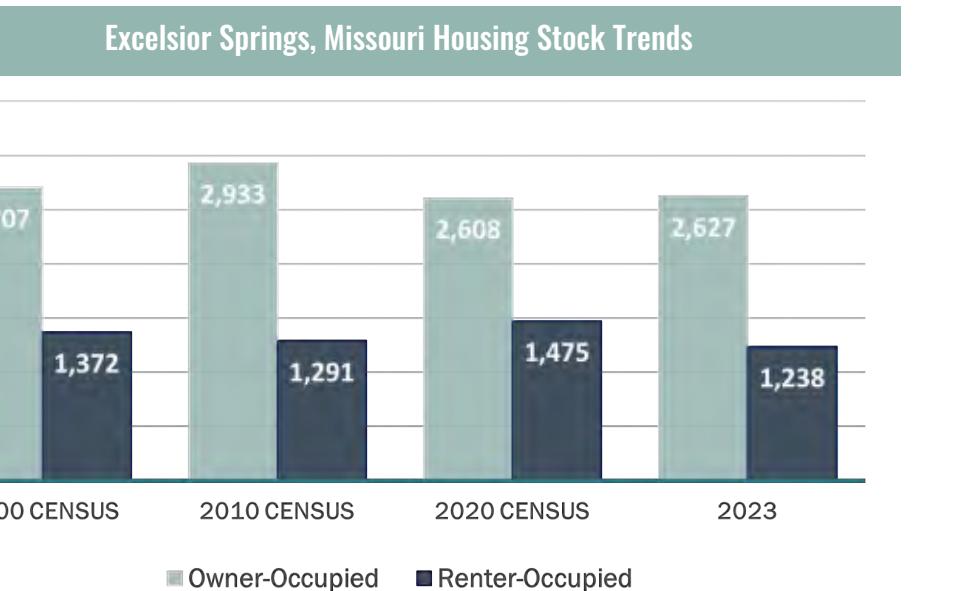
The share of owner-occupied housing units in Excelsior Springs has increased from 66.4 percent in 2000 to 68.0 percent by 2023. By comparison, during 2023 homeownership in Missouri accounted for 68.8 percent of all occupied housing units.

From 2000 through 2023, the housing tenure for Excelsior Springs decreased by 80 owner-occupied housing units and decreased by 134 renter-occupied housing units.

Housing Stock Mix

Excelsior Springs' housing stock mix is influenced by its suburb character whereby the demand for single-family housing exceeds that for attached rental housing. According to the U.S. Census, detached single-family housing accounts for 75.7 percent of Excelsior Springs housing stock which exceeds the statewide rate of 70.5 percent. Excelsior Springs above average inventory of detached single-family housing units is attributed in part to its edge suburban location.

Multi-family housing accounts for 22.3 percent of Excelsior Springs housing stock compared to 20.4 percent for Missouri. Properties with 10 to 19 dwelling units account for 1.8 percent of Excelsior Springs' housing stock, totaling 76 dwelling units. Large-scale multi-family properties with 20 or more dwelling units account for 6.8 percent of the Excelsior Springs' housing stock compared to 5.6 percent for Missouri.



Excelsior Springs Housing Stock by Type: 2023

Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	3,230	75.7%	70.5%
1-Unit, Attached	62	1.5%	3.6%
2 Units	54	1.3%	3.2%
3 or 4 Units	227	5.3%	4.5%
5 to 9 Units	210	4.9%	3.7%
10 to 19 Units	76	1.8%	3.4%
20+ Units	291	6.8%	5.6%
Mobile Home	69	1.6%	5.3%
Boat, RV, Van, etc.	47	1.1%	0.1%
Total Housing Units	4,266	100.0%	100.0%

Housing Occupancy Trends

The U.S. Census reported the overall occupancy rate for existing housing in Excelsior Springs increased from 92.2 percent in 2000 to 89.7 percent by 2010. The downward trend in the occupancy rate may have been a result of the housing crisis of the late 2000's.

According to the American Community Survey published by the U.S. Census Bureau, Excelsior Springs' housing occupancy rate continued to decline from 2010 to 2015 to 89.3 percent. During 2015, the statewide housing occupancy rate was 86.6 percent. Over the ensuing five years Excelsior Springs' housing occupancy rate improved slightly, reaching 89.7 percent by 2020. By comparison, the overall occupancy rate for Missouri increased from 86.6 percent in 2015 to 89.0 percent by 2020.

By 2023, the overall occupancy rate for housing equaled 90.6 percent for Excelsior Springs and 89.9 percent for Missouri. Since 2000, housing occupancies for Excelsior Springs outpaced the statewide average. During 2000, Excelsior Springs' housing occupancy rate of 92.2 percent compared favorably against that of 89.8 percent for Missouri, a 5.6 percentage point spread. By 2023, Excelsior Springs' housing occupancy rate of 90.6 percent, outpacing the statewide average of 89.9 percent.

Occupancy by Housing Type

Homeowners in Excelsior Springs are more likely to occupy detached single-family housing while renters occupy attached multi-family housing. According to the U.S. Census Bureau, during 2023 owner-occupied housing in Excelsior Springs accounted for 68.0 percent of the entire occupied housing stock with renter-occupied accounting for 32.0 percent. By comparison, owner-occupied housing accounts for 68.8 percent of Missouri's total occupied housing stock with renter-occupied accounting for 31.2 percent.

For 2023, according to the U.S. Census Bureau, of Excelsior Springs' housing stock an estimated 3,865 dwelling units were occupied, including 2,627 owner-occupied housing units and 1,238 renter-occupied housing units. Detached single-family homes accounted for 94.7 percent of all occupied owner-occupied housing units. Meanwhile, renters were less likely to occupy detached single-family homes accounting for 45.0 percent of all occupied rental units.

Properties in Excelsior Springs with ten or more dwelling units are the most popular attached housing product for renters accounting for 25.4 percent of all renter-occupied units. Structures with 5 to 9 dwelling units account for 17.0 percent of all renter-occupied units while structures with 3 or 4 dwelling units account for 7.5 percent of all renter-occupied units. Duplexes account for just 1.2 percent of all renter-occupied housing units in Excelsior Springs.

The table to the right shows Excelsior Springs occupied housing stock by type as published in 2023 by the U.S. Census Bureau.

Excelsior Springs Occupied Housing Stock by Type: 2023; Owner-vs. Renter-Occupied

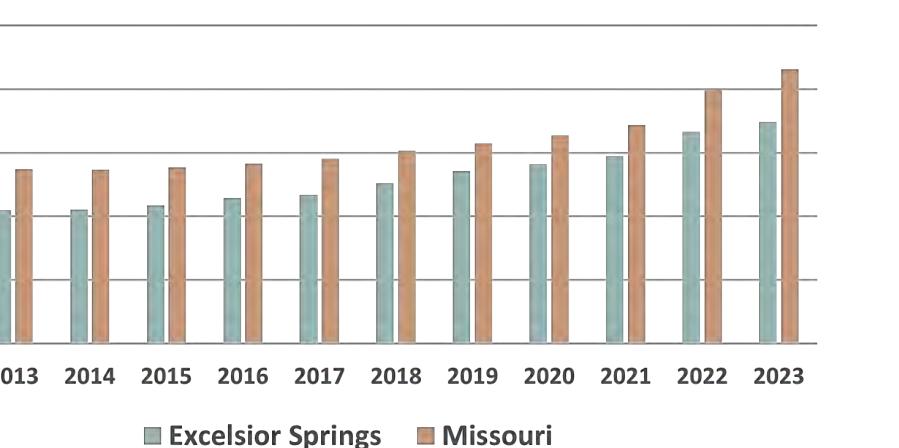
Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	3,865	2,627	1,238
Units in Structure			
1-Unit, Detached	78.8%	94.7%	45.0%
1-Unit, Attached	1.6%	1.2%	2.4%
2 Units	0.6%	0.3%	1.2%
3 or 4 Units	2.4%	0.0%	7.5%
5 to 9 Units	5.4%	0.0%	17.0%
10 or More Units	8.1%	0.0%	25.4%
Mobile Home and other Types of Housing	3.0%	3.7%	1.5%
Totals	100.0%	100.0%	100.0%

Housing Values

In terms of median value, Excelsior Springs is the most affordable housing market in the Kansas City MSA. According to the American Community Survey, during 2013 Excelsior Springs median housing value of \$104,800 lagged the statewide median of \$137,000. The median housing value for both Excelsior Springs and the State of Missouri increased steadily from 2013 through 2022. From 2013 to 2023, the median home value in Excelsior Springs rose by 66.0 percent to \$174,000 compared to a 57.4 percent increase for Missouri to \$215,600. Despite strong value appreciation, throughout the past decade the median housing value in Excelsior Springs lagged well behind the statewide norm. The bar chart to the right provides a comparison of median housing values for Excelsior Springs and the State of Missouri from 2013 to 2023.

The Excelsior Springs' for-sale housing market caters to a wide range of buyers including first-time, move-up, and upscale homebuyers. According to the U.S. Census Bureau, during 2023, just 11.7 percent of the homes in Excelsior Springs were valued under \$100,000, compared to 17.2 percent statewide. Housing valued from \$100,000 to \$299,999 accounts for 72.8 percent of Excelsior Springs' for-sale housing market. Meanwhile, housing valued at more than \$300,000 accounts for 15.5 percent of Excelsior Springs' housing stock compared to 29.8 percent statewide.

Median Housing Value Trends | City of Excelsior Springs vs. State of Missouri



For-Sale Housing Market

According to the American Community Survey 2023, owner-occupied housing in Excelsior Springs accounted for 68.0 percent of the occupied housing stock, compared to 68.8 percent of Missouri's total occupied housing stock. Detached single-family homes account for 94.7 percent of Excelsior Springs' owner-occupied housing stock, compared to 89.7 percent for Missouri. One-unit attached housing accounts for 1.2 percent of Excelsior Springs' owner-occupied housing and multi-family units account for just 0.3 percent.

For 2023, Esri Business Analyst reported the average value of owner-occupied housing in Excelsior Springs at \$239,383. An estimated 17.1 percent of the owner-occupied housing stock in Excelsior Springs was valued under \$100,000. Housing valued at \$100,000 to \$199,999 accounts for 27.3 percent of Excelsior Springs' housing stock. This price range caters to first time homebuyers.

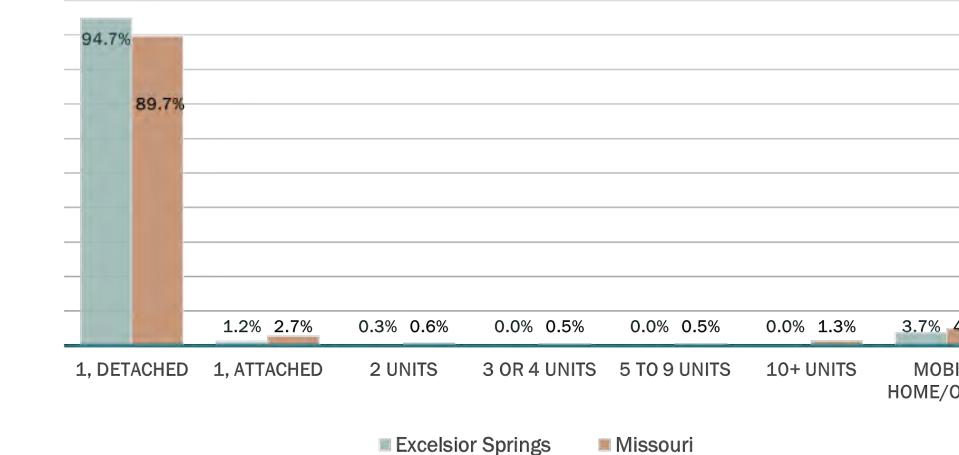
Housing valued at \$200,000 to \$299,999 accounts for 33.8 percent of the housing stock and represents Excelsior Springs' move-up market segment.

Housing priced at \$300,000 to \$399,999 accounts for 9.6 percent of Excelsior Springs' housing stock and represents the higher priced move-up market.

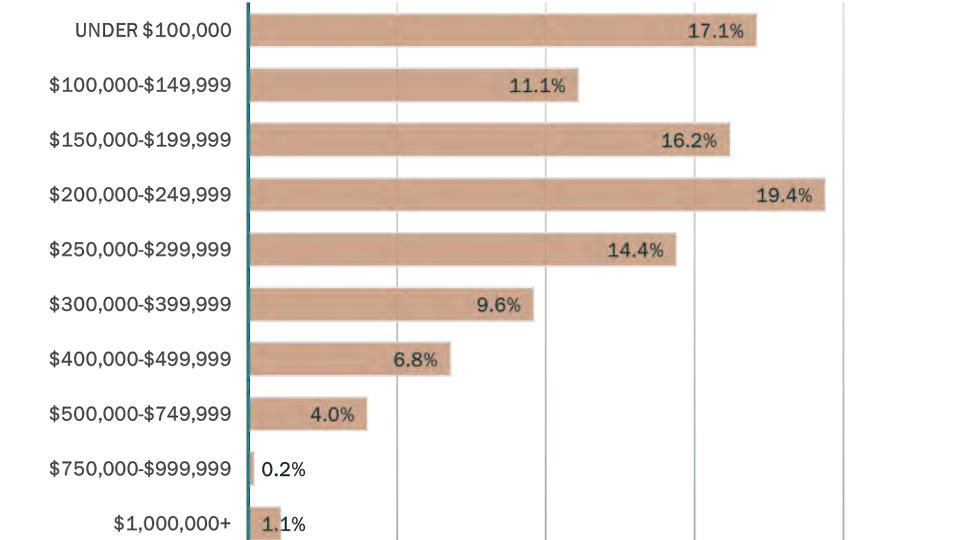
Owner-occupied housing priced at \$400,000 and above represents Excelsior Springs' luxury housing market and accounts for 12.1 percent of the entire housing stock.

Given below average household income levels and the cost of land, infrastructure, and vertical construction, it is difficult to meet the need for first-time home buyers.

Owner-Occupied Housing by Product Type | City of Excelsior Springs vs. State of Missouri, 2023



Excelsior Springs Housing Value, 2023



Rental Housing Market

The competitive rental housing analysis includes an overview of the Clay County submarket followed by an overview of the Excelsior Springs apartment market and a survey of large-scale apartment properties operating in Excelsior Springs.

Clay County Apartment Submarket

Since 2011, Northland region of the Kansas City MSA, which includes Clay and Platte Counties has recorded the fastest population growth within the metropolitan area and has emerged as a strong apartment market. Population growth and renter demand has been a boon to the Northland apartment market. Excelsior Springs is located within the Clay County submarket, which consists of the rural portion of the county including the cities of Excelsior Springs, Kearney, and Smithville.

According to Costar, as of the fourth quarter 2024 the Clay County submarket maintained 714 rental apartments, operating at a 1.4 percent vacancy rate with no apartment units under construction. There are no Class "A" apartment properties in the Clay County submarket with Class "B" product totaling 435 rental units and Class "C" product totaling 279 rental units. Monthly rents average \$1,177 for Class "B" properties and \$788 for Class "C" properties, for an average of \$1,038. By comparison, as of the fourth quarter of 2024 the average monthly apartment rent in the Kansas City MSA was \$1,319, including \$1,242 for Class "B" properties and \$988 for Class "C" properties.

From 2012 to 2024, no new apartments were built in the Clay County submarket and net absorption of apartments totaled just 17 rental units.

Clay County Apartment Market Conditions; 2024 Q4

Classification	Inventory Units	Vacancy Rate	Effective Rent	Absorption YDT 2024	Units U/C
Class A	0				0
Class B	435	1.3%	\$1,177	0	0
Class C	279	1.6%	\$788	0	0
Totals	714	1.4%	\$1,038	0	0

Clay County Apartment Market Trends

Year	# of Units	Inventory Growth	Net Unit Absorption	Vacancy Rate	Effective Rent	Rent Sq. Ft.
2012	714	0	0	3.9%	\$739	\$0.80
2013	714	0	0	3.9%	\$748	\$0.81
2014	714	0	1	3.8%	\$770	\$0.84
2015	714	0	-1	3.9%	\$786	\$0.85
2016	714	0	7	2.9%	\$800	\$0.87
2017	714	0	0	2.9%	\$818	\$0.89
2018	714	0	0	2.9%	\$818	\$0.89
2019	714	0	13	1.1%	\$827	\$0.90
2020	714	0	-3	1.5%	\$851	\$0.93
2021	714	0	6	0.7%	\$875	\$0.95
2022	714	0	-2	1.0%	\$938	\$1.02
2023	714	0	-3	1.4%	\$971	\$1.06
2024	714	0	0	1.4%	\$1,038	\$1.13

Since 2012, net absorption of apartments in the Clay County submarket totaled just 17 rental units. Net apartment unit absorption trends peaked from 2019 with 13 rental units and again in 2021 in 2021. The modest net absorption of apartment units stems from the absence of new inventory. With the absence of new additions to supply since 2012, the overall vacancy rate remained well below market equilibrium with annual vacancy rates ranging from a low of 0.7 percent in 2021 to a high of 3.9 percent in 2012, 2013, and 2015. The Clay County submarket's year-end 2024 vacancy rate of 1.4 percent is well below the Kansas City MSA rate of 7.9 percent.

Since 2012, the average effective apartment rent within the Clay County submarket has grown by 40.5 percent to a current level of \$1,038 per month. Monthly rents for the entire Kansas City MSA have increased from \$886 in 2012 to \$1,319 by year-end 2024, and now exceed the Clay County average rent by 27.1 percent.

Near-term new apartment deliveries in the Clay County submarket are anticipated to remain negligible. Future population growth is expected to yield demand matching new supply, resulting in steady occupancies and continued growth in rents.

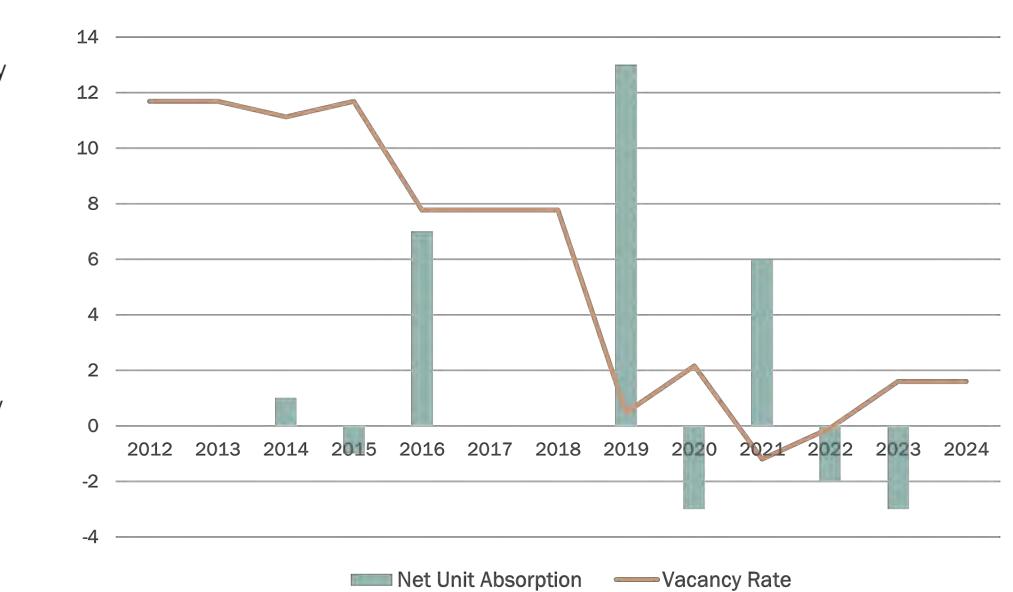
Excelsior Springs Apartment Market

According to the American Community Survey 2023, multi-family units account for 22.3 percent of Excelsior Springs' housing stock, or 951 dwelling units were in multi-unit structures. By comparison, multi-family housing accounts for 20.4 percent of the statewide housing stock.

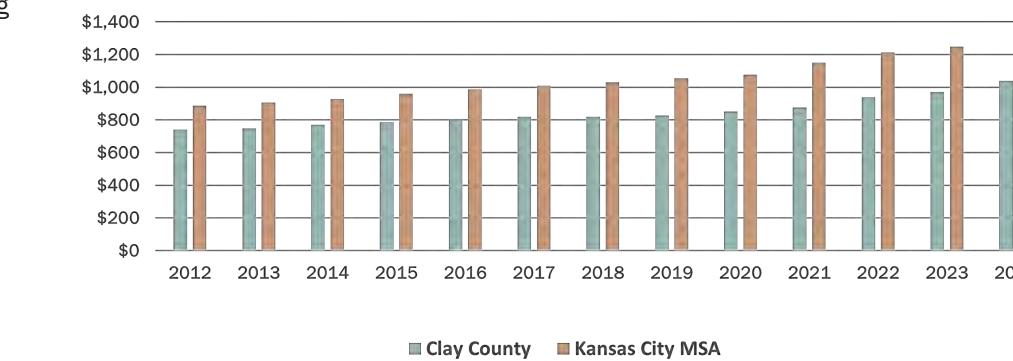
Large-scale properties in Excelsior Springs with 20 or more dwelling units account for 9.0 percent of the housing stock, compared to 5.6 percent statewide. Duplexes account for just 1.3 percent of the Excelsior Springs housing stock, which is well below the statewide rate of 3.2 percent. Properties with 3 to 9 housing units account for 10.2 percent of Excelsior Springs' housing stock, compared to 8.2 percent statewide.

According to the U.S. Census Bureau, as of 2023, Excelsior Springs' inventory of occupied rental housing totaled 1,238 dwelling units, or 32.0 percent of the City's occupied housing stock. By comparison, rental housing accounts for 31.2 percent of Missouri's occupied housing stock.

Clay County Apartment Submarket Trends in Net Absorption and Vacancies



Comparison of Monthly Apartment Rents Clay County vs. Kansas City MSA



Large-scale apartment properties with 10 or more units account for 25.4 percent of Excelsior Springs occupied rental housing stock, identical to the statewide rate. Duplexes and properties with 3 to 4 dwelling units together account for just 8.7 percent of City's occupied rental housing stock, compared to 20.4 percent statewide.

Since 2015, Excelsior Springs' median monthly housing rent has lagged the statewide median. From 2015 through 2023, Excelsior Springs' median monthly housing rent increased 37.6 percent, reaching \$713 by 2023. Missouri's median rent in 2023 of \$823 per month was 15.4 percent above the median for Excelsior Springs. The disparity in median monthly rent stems from Excelsior Springs' older housing stock and modest inventory of rental properties with 50 or more dwelling units and luxury property amenities and unit features.

A 40-unit senior rental housing community is planned for construction at 1117 Tracy Avenue in Excelsior Springs. The need for senior rental housing is significant in Excelsior Springs as evident by a waiting list of 50 to 60 individuals for the planned 40-unit community and the fact that residents 65 years and older account for 19.9 percent of Excelsior Springs population. The 9-acre parcel has the potential for a second phase of 40 additional rental units. A 24-unit market-rate apartment community is planned across from the high school.

Of Excelsior Springs occupied rental housing units, 17.6 percent rented for less than \$500 per month compared to 19.4 percent statewide. This disparity in rents suggests Excelsior Springs may be able to support a larger inventory of affordable and income-based rental housing.

An estimated 69.6 percent of the Excelsior Springs rental housing stock garner rents of \$500 to \$999 per month, compared to 53.4 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for 8.1 percent of Excelsior Springs' rental housing stock compared to 20.6 percent statewide.

Luxury rental units renting for \$1,500 per month and above account for just 6.9 percent of Excelsior Springs' rental housing stock compared to 8.6 percent statewide. Excelsior Springs' modest supply of luxury rental housing stems from the absence of newer large-scale apartment properties that support unit features and community amenities that garner above market rents.

Comparison of Multi-Family Housing Stock | Excelsior Springs vs. State of Missouri, 2023



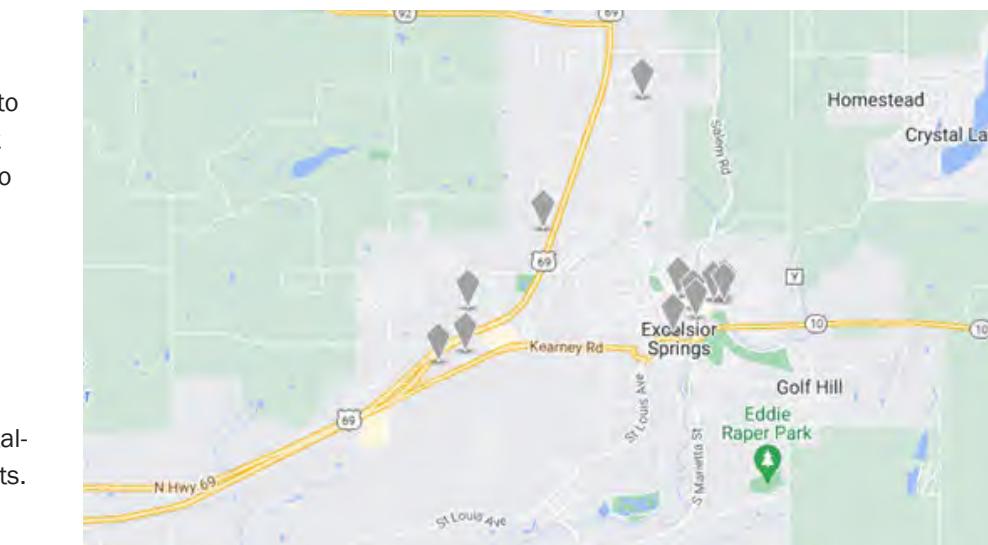
Median Monthly Housing Rent Trends | City Excelsior Springs vs. State of Missouri



Large-Scale Apartment Properties

Market-rate apartment properties with 10 or more rental units in Excelsior Springs, Missouri were identified by conducting a search on Costar. According to CoStar, Excelsior Springs has 12 large-scale apartment properties totaling just 576 rental units. The apartment properties range in size from 10 rental units to 120 rental units. The map below depicts the location of apartment properties in Excelsior Springs. The principal concentrations of apartment properties in Excelsior Springs are located along the U.S. Highway 69 corridor and in or surrounding downtown.

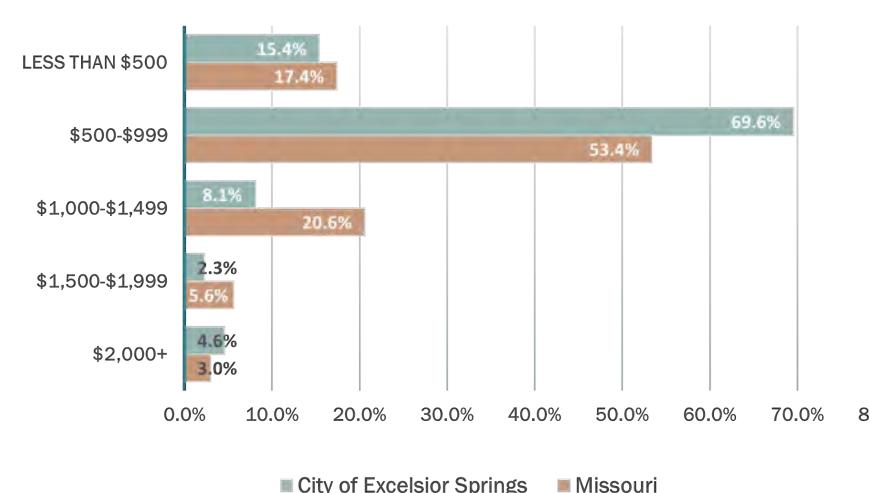
Excelsior Springs' inventory of rental apartments includes five (5) market-rate properties totaling 123 rental units and seven (7) income-based properties totaling 453 rental units, including two (2) senior properties totaling 151 rental units.



Excelsior Springs Apartment Market Trends

	# of Units	New Supply	Vacant Units	Vacancy Rate	Average Rent/Mo.	Kansas Vacancy	MSA Rent/Mo.
2012	576	0	22	3.8%	\$568	7.7%	\$886
2013	576	0	22	3.8%	\$572	7.7%	\$906
2014	576	0	21	3.6%	\$594	7.7%	\$927
2015	576	0	25	4.3%	\$604	8.1%	\$960
2016	576	0	17	3.0%	\$612	8.5%	\$988
2017	576	0	16	2.8%	\$626	8.2%	\$1010
2018	576	0	17	3.0%	\$621	8.1%	\$1031
2019	576	0	6	1.0%	\$626	7.7%	\$1056
2020	576	0	9	1.6%	\$630	9.1%	\$1076
2021	576	0	4	0.7%	\$645	7.1%	\$1149
2022	576	0	5	0.9%	\$697	7.4%	\$1213
2023	576	0	7	1.2%	\$743	8.7%	\$1249
2024	576	0	5	0.9%	\$750	7.9%	\$1319

Comparison of Monthly Housing Rents, 2023



Throughout the past decade Excelsior Springs' apartment market vacancy rate has significantly outperformed the Kansas City MSA. From an average vacancy rate of 4.3 percent in 2015, the Excelsior Springs' apartment market improved to a low of 0.7 percent by 2021. Since 2021, the vacancy rate has remained well below market equilibrium with annual vacancies ranging from 0.9 percent to 1.2 percent.

By year-end 2024, just five (5) apartments were vacant and available for lease in Excelsior Springs yielding a healthy vacancy rate of 0.9 percent. By comparison, the Kansas City MSA apartment market is operating at an average vacancy rate of 7.9 percent.

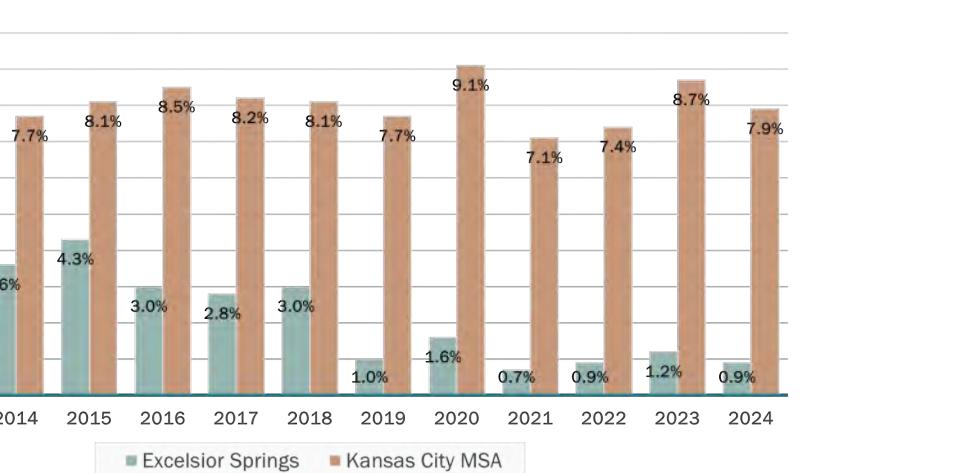
Since 2012, the average apartment rent in Excelsior Springs increased by 32.0 percent, reaching \$750 per month by the year-end 2024. The current average rent in the Kansas City MSA is \$1,319 per month.

As the bar chart below illustrates, Excelsior Springs' average monthly apartment rent rose from \$568 in 2012 to \$750 by 2024. However, since 2012, Excelsior Springs' average apartment rent has significantly lagged the Kansas City MSA average.

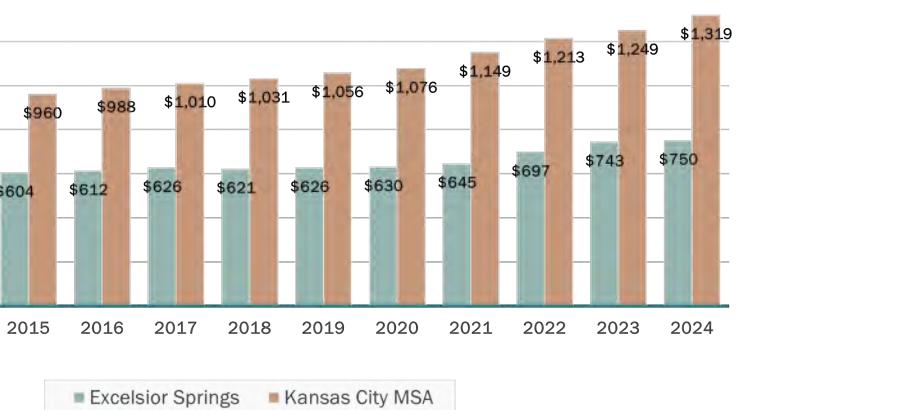
Excelsior Springs large-scale apartment properties are older, with all the existing inventory of rental units built prior to 1980. Most properties are small in scale and lack the property amenities and unit features common among newer apartment properties in the Kansas City MSA.

The age of Excelsior Springs' rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate and income-based apartments.

Comparison of Apartments Vacancy Rates | City of Excelsior vs. Kansas City MSA



Comparison of Monthly Apartment Rents Rates | City of Excelsior vs. State of Missouri



Forecast Housing Need

Residential housing demand estimates for the City of Excelsior Springs through the year 2045 were forecast based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age. Residential development pressure in Excelsior Springs is intensifying given the employment growth in nearby Liberty and continued growth within the Interstate 35 corridor.

For Excelsior Springs, demographic characteristics and historic population growth trends were provided by the U.S. Census Bureau, while Esri Business Analyst provided employment data. The American Community Survey provided housing characteristics for Excelsior Springs. Population growth projections for Excelsior Springs were based on historic growth patterns, forecast employment growth, availability of developable land, and economic development factors.

The U.S. Census Bureau estimated Excelsior Springs' 2023 residential housing stock at 4,266 dwelling units, operating at an overall occupancy rate of 90.6 percent. The occupied housing stock included 2,627 owner-occupied units (68.0%) and 1,238 renter-occupied units (32.0%). A total of 515 vacant housing units were reported. Excelsior Springs' current average household size is 2.48 persons.

The U.S. Census Bureau estimated the Excelsior Springs' population at 10,502 residents as of July 1, 2023. By 2045, the Mid-America Regional Council forecast Excelsior Springs' population is forecast at 14,453 residents, an increase of 3,951 residents. This represents an average annual population growth rate of 1.6 percent. A more optimistic annual growth rate of 1.6 percent has the City's population increasing by 4,311 residents by 2045. Excelsior Springs' forecast population growth will generate the need for additional housing units.

Supportable residential housing absorption through 2045 will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

Housing Need from Population Growth

Net population and household growth are the largest single drivers of the need for new housing units. From 2025 through 2045, the City of Excelsior Springs population is forecast to increase by 3,951 to 4,311 new residents. The City of Excelsior Springs' average household size is 2.48 persons. Excelsior Springs' forecast population growth through 2045 is estimated to yield an estimated 1,593 to 1,738 new households and occupied housing units.

Latent Housing Need

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium supports a 92 percent to 95 percent occupancy rate. Healthy markets require 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets with vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the market. The American Community Survey 2023 of Excelsior Springs' housing stock of 4,266 dwelling units a total of 401 housing units were vacant, equating to an overall occupancy rate of 90.6 percent.

Through 2045, population growth is estimated to result in the need for 1,593 to 1,738 additional housing units, bringing the total inventory to 5,458 to 5,603 occupied housing units. At market equilibrium occupancy rate of 92 percent, by 2045 Excelsior Springs' inventory of vacant and unoccupied housing stock would total 475 to 487 dwelling units. Given the 2023 inventory of 401 vacant housing units in Excelsior Springs, latent housing demand through 2045 is estimated at 74 to 86 dwelling units.

Total Housing Need

From 2025 through 2045, the City of Excelsior Springs' forecast population growth and latent demand will create the need for an estimated 1,667 to 1,824 housing units.

Excelsior Springs' current mix of occupied housing units is 68.0 percent owner-occupied and 32.0 percent renter occupied. Given the City's population age composition, household income levels, and existing housing stock, from 2025 through 2045 the housing need is estimated to be segmented 65 percent owner-occupied and 35 percent renter occupied. Therefore, by 2045 the mix of new housing inventory is estimated at 1,084 to 1,185 homeownership units and 583 to 639 rental units.

The City of Excelsior Springs' mix of future housing demand is best determined by evaluating the City's population demographics with that of the various housing life-cycle stages. Emphasis was placed on age, education, and income.

Entry-level householders are typically single or couples without children in their early 20's and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 10.4 percent of the Excelsior Springs population with those 25 to 34 years of age accounting for 13.4 percent. Individuals with high school degrees or less are more likely to be renters than homeowners. Just over half of Excelsior Springs residents are high school graduates or less. Excelsior Springs' population demographics provide a market for entry-level for-sale and rental housing.

An estimated 29.5 percent of Excelsior Springs households earn less than \$35,000 annually with 17.9 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. Excelsior Springs' resident profile suggests an additional need for rental housing with an emphasis on affordable and income-based housing. A sizable market exists for for-sale housing priced under \$150,000.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 13.4 percent of Excelsior Springs residents are 25 to 34 years of age with 4.5 percent of residents attaining an associate degree and 12.4 percent of residents possessing a bachelor's degree. An estimated 10.9 percent of households earn \$35,000 to \$49,999 annually and 16.8 percent of households earn \$50,000 to \$74,999 annually. Excelsior Springs possesses a market for homes priced from \$150,000 to \$300,000 and move-up renters.

Move-up homebuyers are typically in their late 30's to 40's, married with children. There is a total of 25.7 percent of households in Excelsior Springs with children. An estimated 13.2 percent of Excelsior Springs residents are 35 to 44 years of age with 12.4 percent of residents attaining a bachelor's degree and 6.2 percent of residents possessing a graduate or professional degree. An estimated 18.4 percent of households earn \$75,000 to \$99,999 annually and 24.5 percent of households earn \$100,000 or more annually. Excelsior Springs possesses a sizable market for housing priced at \$300,000 or more.

The table below summarizes the forecast housing mix by owner-occupied and renter-occupied units and by product type.

Forecast Residential Housing Need: Excelsior Springs, MO; 2025-2045

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock (2023)	4,266	4,266
Less: Vacant Housing Units	-401	-401
Occupied Housing Units	3,865	3,865
Population Growth Housing Demand		
Population Growth 2025-2045	3,951	4,311
Average Household Size	2.48	2.48
New Occupied Housing Units	1,593	1,738
Latent Housing Demand		
Occupied Housing Units 2023	3,865	3,865
Plus: Population Growth Housing Demand	1,593	1,738
Occupied Housing Units 2045	5,458	5,603
Market Equilibrium Vacant Units (8.0%)	475	487
Less: Vacant Housing Units 2023	-401	-401
Estimated Latent Housing Demand	74	86
Total Housing Unit Need 2025-2045	1,667	1,824

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JANUARY 2025.

Excelsior Springs' population demographics provide a strong market for entry-level, move-up, and upscale for-sale housing as well as market-rate and income-based rental housing. Given the City's population age composition, household income levels, and existing housing stock, from 2025 through 2045 the housing need is estimated to be segmented 65 percent owner-occupied and 35 percent renter occupied. Therefore, by 2045 the mix of new housing inventory is estimated at 1,015 to 1,045 homeownership units and 547 to 563 rental units.

The table below summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2045, the market share for new single-family housing in Excelsior Springs is expected to increase slightly relative to the trends over the past twenty years. The market share of 2- to 9-unit multi-family structures is anticipated to decline with large-scale apartment development becoming more prevalent.

Through 2045, Excelsior Springs housing need is forecast at 1,183 to 1,295 single-family detached and attached housing units, 67 to 73 housing units in 2- to 9-unit structures, and 417 to 456 housing units in structures with ten or more dwelling units.

Forecast Housing Demand by Product Type; Excelsior Springs, MO; 2025-2045

	2023 Estimate		% of Total	2025 Forecast	
	Conservative Scenario	Optimistic Scenario		Conservative Scenario	Optimistic Scenario
Forecast Housing Need					
Total Housing Units	4,266			1,667	1,824
Occupied Housing Units	3,865				
Owner-Occupied	2,627	68.0%	65.0%	1,084	1,185
Renter Occupied	1,238	32.0%	35.0%	583	639
Housing Need by Type					
Single-Family Detached	3,230	75.7%	70.0%	1,167	1,277
Single-Family Attached	62	1.5%	1.0%	16	18
2 to 9 Units	491	11.5%	4.0%	67	73
10+ Units	367	8.6%	25.0%	417	456

SOURCE: U.S. CENSUS AND CANYON RESEARCH SOUTHWEST, INC.

At an average density of 3.5 to 4.0 dwelling units per acre for single-family homes and 15 to 18 dwelling units per acre for multi-family housing, the forecast housing need through 2045 for Excelsior Springs would require an estimated 372 acres to 427 acres of land under the conservative scenario and 406 acres to 467 acres of land under the optimistic scenario.

Residential Site Evaluation

The criteria used to evaluate the suitability of property as a future residential housing development site include site location; parcel size and configuration; availability of infrastructure; entitlements; access; visibility and exposure; and proximity to housing demand generators and services.

Future single-family housing development is best suited in the western, southern, and to a lesser extent eastern portions of Excelsior Springs. For large landholdings, the opportunity exists to accommodate master planned community development featuring a mix of single-family housing densities offering a wide range of price points as well as large-scale apartment development along major arterial frontage. Several possible residential development sites are identified in the text below.

- The property at the northwest corner of Tracy Avenue and Lynn Road is an ideal location for a master planned community supporting a mix of single-family housing densities and price points.
- The property at the northeast corner of U.S. Highway 69 and Cameron Road is suitable for the development of single-family home subdivisions.
- The Excelsior Springs Municipal Airport at the southwest corner of Highway 10 and Doniphan Lake Road on the east side of the City has the potential for future redevelopment into a mixed-use project featuring both single-family homes and rental apartments. The golf course frontage is ideal for semi-custom and custom single-family housing while the Highway 10 frontage is suitable for large-scale apartment development. A grant used by the airport requires it to operate as an airport for the next 13 years. Because the airport is underutilized and the 2,004-foot runway precludes commercial airline operations, it is an ideal candidate for future redevelopment.
- The land on the south side of Highway 10 west of the airport is a suitable location for future development of single-family home subdivisions.
- The land on the south side of 132nd Street between Orrick Road and Doniphan Lake Road is a suitable location for future development of single-family subdivisions.
- The land on the south side of St. Louis Avenue between Highway JJ and the Ray County Line possesses the land area to support master planned community development featuring a mix of residential densities.
- The land at the northeast and southeast corners of 124th Street and Ray County Line is a suitable location for future development of single-family home subdivisions.
- The land on the south side of Highway 92 west of Lynn Road is a suitable location for future development of single-family home subdivisions.
- The land on the north side of Excelsior Springs Street between Main Street and Francis Street offers the opportunity to support infill housing in the form of single-family housing and small-scale attached rental housing.
- Infill housing in older residential neighborhoods and vacant lots is also possible in the form of individual single-family homes and small-scale rental apartments.
- Suitable large-scale apartment development sites are best located along major arterial streets such as U.S. Highway 69, Highway 10, Kearney Road, and St. Louis Avenue, within mixed-use developments, and adjacent to retail and employment centers.

Study Conclusions

Forecast Real Estate Need

Retail, office and industrial space and residential housing unit demand was forecast for the City of Excelsior Springs, Missouri through the year 2045. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

From 2024 through 2045 the City of Excelsior Springs is estimated to support the need for 276,500 to 283,000 square feet of new retail space, 55,500 to 61,500 square feet of professional and medical office space, and 299,000 to 320,000 square feet of industrial space.

Through 2045, Excelsior Springs' new housing need is forecast at 1,667 to 1,824 dwelling units, consisting of 1,183 to 1,295 single-family detached and attached housing units, 67 to 73 housing units in 2- to 9-unit structures, and 417 to 456 housing units in structures with ten or more units.

Forecast Real Estate Need: Excelsior Springs, MO: 2025-2045					
Land Use	Forecast Demand		Land Acres		
	Low	High	Low	High	
Retail	283,700 SF	304,700 SF	28 – 33	30 – 35	
Office	54,250 SF	59,900 SF	4 – 5	5 – 6	
Industrial	292,750 SF	313,400 SF	17 – 19	18 – 21	
Residential	1,667 Dus	1,824 Dus	323 – 370	353 – 405	
Totals			372 – 427	406 – 467	

SOURCE: U.S. CENSUS AND CANYON RESEARCH SOUTHWEST, INC.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 to 4.0 dwelling units per acre for single-family and 15 to 18 dwelling units per acre for multi-family, forecast real estate needs through 2045 for the City of Excelsior Springs would require an estimated 372 to 427 acres of land under the conservative scenario and 406 to 467 acres of land under the optimistic scenario.

Land Use Patterns and Development Opportunities

Based on the study findings and future need projections, future development sites in Excelsior Springs, Missouri for retail, office, industrial, and housing have been identified.

Given the availability of land and infrastructure, highway access, and existing land use patterns, over the next twenty years urban expansion in Excelsior Springs will favor the western and southern portions of the City. Principal urban growth areas include the U.S. Highway 69, Cl North Highway, Ray County Line Road, Tracy Avenue, and Highway 10 corridors.

The historic downtown square is iconic to Excelsior Springs image and reputation. The downtown remains vibrant and is home to government offices and a mix of retail and professional office businesses. Infill development would strengthen the downtown square with potential opportunities including mixed-use and multi-family residential housing. Both North Main Street and East Excelsior Street are ideal corridors for redevelopment with single-family housing, multi-family residential, and mixed-use with residential over first floor commercial space.

Retail Development Opportunities

Population growth through 2045 will support continued retail development opportunities focusing on development of greenfield sites along U.S. Highway 69, redevelopment of underutilized properties along Kearney Street, and locations serving emerging residential neighborhoods within the southern and eastern portions of Excelsior Springs.

U.S. Highway 69 serves as Excelsior Springs dominant retail destination. Several greenfield sites and redevelopment of underutilized properties remain available within the corridor suitable for future retail development.

Property flanked by U.S. Highway 69 to the north and south between Sixth Street and Rhodus Road is a greenfield site offering the necessary access, exposure, and size to support the development of big-box retailers, anchored shopping center, and out parcels.

The greenfield site on the south side of U.S. Highway 69 between Walmart and Owen Lumber Company is a suitable location for big-box retailers, anchored shopping center, strip center, and freestanding out parcels.

Properties along the east side of U.S. Highway 69 north of Tracy Avenue are suitable for future retail development.

The opportunity exists to support redevelopment efforts within Excelsior Springs' historic downtown focusing on supporting mixed-use development and creating a walkable urban core.

Future redevelopment of the airport property would offer the potential to support mixed-use development that includes a retail component at the southwest corner of Highway 10 and Dorphan Lake Road.

Professional Office Development Opportunities

Potential future professional office development in Excelsior Springs is best located along major arterial roads such as U.S. Highway 69, Highway 10, Kearney Road as well as within mixed-use developments and business parks. Potential mixed-use projects suitable for future professional office development include the 160-acre Falling Waters parcel located adjacent to the airport, the airport property itself, and future large-scale development at the western and southern portions of the City. The McCullough Industrial Park along North Jesse James Road southeast of U.S. Highway 69 and Italian Way has the potential to accommodate professional office development.

Industrial Development Opportunities

Creating employment opportunities should be a priority of the Excelsior Springs Comprehensive Plan. Key future growth industries in Excelsior Springs include logistics and warehouse operations.

A principal constraint limiting future industrial development in Excelsior Springs is a modest inventory of land designated for industrial uses. The McCullough Industrial Park along North Jesse James Road has development sites remaining that can accommodate industrial development with rail access available. Road and utility extensions along the North Jesse James Road alignment are needed to facilitate industrial development of the eastern portion of the property.

Treehouse Brands operates a food manufacturing facility at the northeast corner of U.S. Highway 69 and Italian Way. The property features rail access and there is vacant land designated for industrial use east and north of the Treehouse Brands facility available for future development.

The 160-acre Falling Waters property located adjacent to the airport has the potential to accommodate future industrial development. The property is currently unimproved with water and sewer extensions are complete but lacks power service. The property is large enough to create a master planned industrial or business park attractive to prospective businesses.

The land on the north side of U.S. Highway 69 between Cameron Road and Rhodus Road south of the Ideker Rock Quarry offers rail access and the potential to accommodate development of logistics, warehouse, and light manufacturing facilities.

To improve Excelsior Springs' competitive positioning in retaining and attracting industrial and office businesses it is recommended that shovel-ready sites are made available. A shovel-ready site possesses the necessary infrastructure and environmental clearances in place that minimizes the time required to commence construction. This means that the planning process is almost complete, and approval permits are in place. The McCullough Industrial Park and Falling Waters property are ideal candidates for a shovel-ready site program and includes economic incentives.

Residential Development Opportunities

Providing the opportunity to support a wide mix of both owner-occupied and rental housing products suitable for accommodating a broad population should be a priority. The principal future single-family housing development opportunities in Excelsior Springs are best suited to the western and southern portions of the City, and to a lesser extent the eastern portion of Excelsior Springs. Larger landholdings offer the opportunity to accommodate master planned community development featuring a mix of single-family housing densities offering a wide range of price points as well as large-scale apartment development along major arterial frontage. Large-scale apartment sites are best located along major transportation corridors and in proximity to retail hubs and employment centers. Prospective residential development sites are identified in the text below.

- The property at the northwest corner of Tracy Avenue and Lynn Road is an ideal location for a master planned community supporting a mix of single-family housing densities and price points.
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- The land on the north side of Excelsior Springs Street between Main Street and Francis Street offers the opportunity to support infill housing in the form of single-family housing and small-scale attached rental housing.
- Infill housing in older residential neighborhoods and vacant lots is also possible in the form of individual single-family homes and small-scale rental apartments.
- Suitable large-scale apartment development sites are best located along major arterial streets such as U.S. Highway 69, Highway 10, Kearney Road, and St. Louis Avenue, within mixed-use developments, and adjacent to retail and employment centers.