



AGENDA

Raymore City Council Work Session
City Hall – 100 Municipal Circle
Monday, July 1, 2024
6:00 PM

A. City of Raymore Comprehensive Plan

City staff will be outlining the proposed Comprehensive Plan to the City Council for their information, review, and input.

EXECUTIVE SESSION (CLOSED MEETING)

The Raymore City Council may enter an executive session before or during this meeting, if such action is approved by a majority of Council present, with a quorum, to discuss:

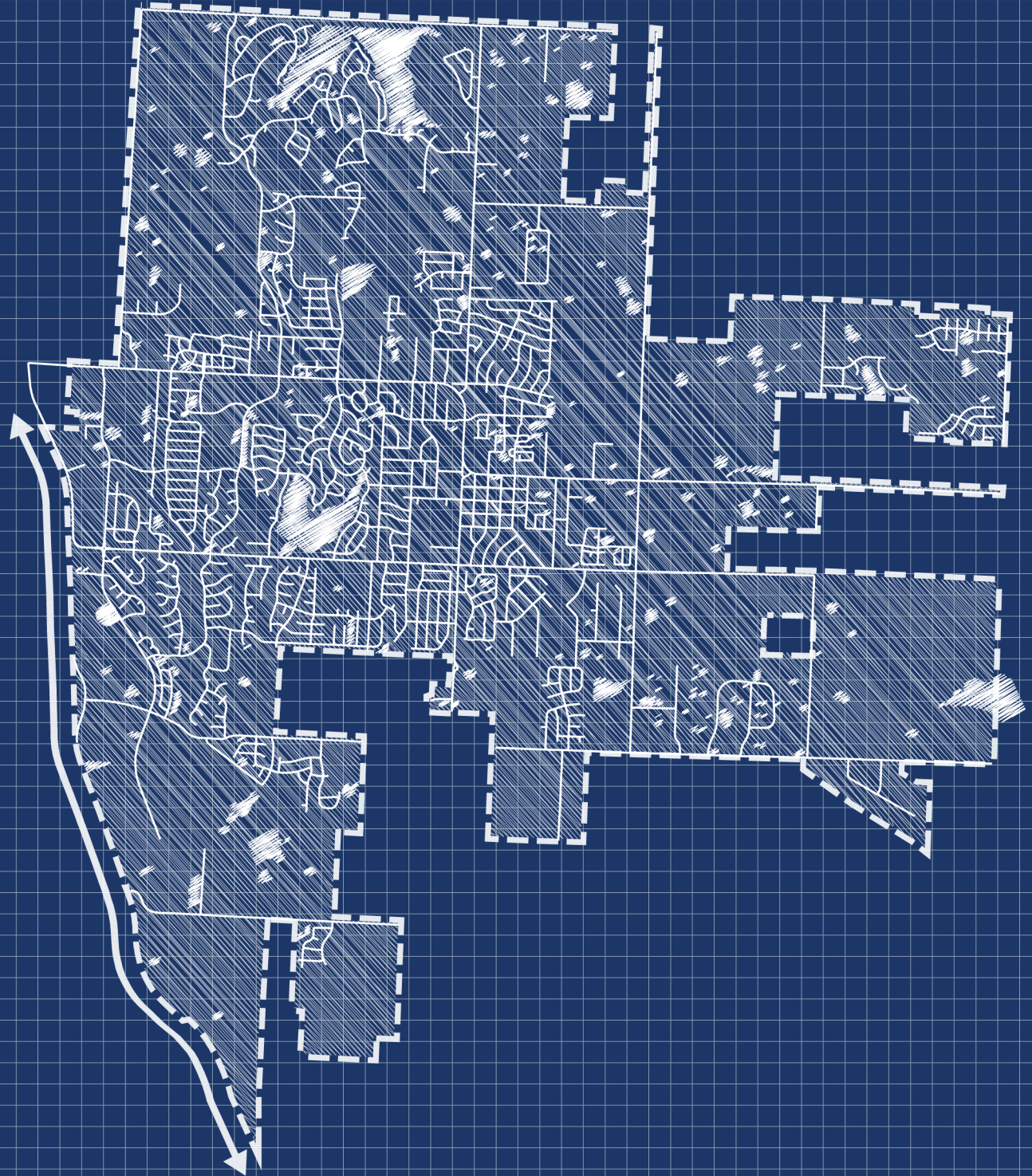
- Litigation matters as authorized by § 610.021 (1),
- Real Estate acquisition matters as authorized by § 610.021 (2),
- Personnel matters as authorized by § 610.021 (3),
- Other matters as authorized by § 610.021 (4-21) as may be applicable.

Any person requiring special accommodation (i.e., qualified interpreter, large print, hearing assistance) in order to attend this meeting, please notify this office at (816) 331-3324 no later than forty eight (48) hours prior to the scheduled commencement of the meeting.

Hearing aids are available for this meeting for the hearing impaired. Inquire with the City Clerk, who sits immediately left of the podium as one faces the dais.

RAYMORE BLUEPRINT 2045

FINAL DRAFT - APRIL 2024



ACKNOWLEDGMENTS

MAYOR AND COUNCIL

Kristofer P. Turnbow, Mayor
Reginald Townsend and Donald Baker, Ward 1
Tabitha Forster and Joseph Burke III, Ward 2
Jay Holman and Kevin Barber, Ward 3
Sonja Abdelgawad and Tom Engert, Ward 4

PLANNING AND ZONING COMMISSION

Eric Bowie and Kelly Fizer, Ward 1
Jim Petermann and Mario Urquilla, Ward 2
Matthew Wiggins and Jerry Faulkner, Ward 3
Jeremy Mansur and Eric Smith, Ward 4

PARKS AND RECREATION BOARD

Dan Mapes, Ward 1
William Manson and Ken Copper, Ward 2
Josh Collier, Ward 3
Steve Trautman and Christopher Scott, Ward 4

RAYMORE HISTORICAL SOCIETY

John Turner
Nancy Jursch-Turner
Dennis Jeter
Jim Kopetsky
Mildred Messick-Plimmer
Renee Kerckhoff
Pat Gore
Eleanor Kopetsky
Dan Braga
Carl Kent
Drew Brooks

CITY LEADERSHIP

Jim Feuerborn, City Manager
Ryan Murdock, Assistant City Manager
Jim Wilson, Chief of Police
Erica Hill, City Clerk
Melissa Harmer, Communications Manager
David Gress, Development Services Director
Jordan Lea, Economic Development Director
Elisa Williams, Finance Director
Shawn Aulgur, Human Resources Director
Jim Mayberry, Integrated Technology Systems Director
Nathan Musteen, Parks and Recreation Director
Mike Krass, Public Works Director

COMPREHENSIVE PLAN TEAM

David Gress, Development Services Director
Nathan Musteen, Parks and Recreation Director
Dylan Eppert, City Planner
Trent Salsburt, Assistant City Engineer
Jon Woerner, Development Services Superintendent
Heather Eisenbarth, GIS Coordinator

CONSULTING TEAM

Olsson Studio
Canyon Research Southwest, Inc.
University of Kansas Public Management Center

TABLE OF CONTENTS

01 1 - INTRODUCTION

- 1.1 - COMPREHENSIVE PLAN OVERVIEW
- 1.2 - SIGNIFICANCE OF THE PLAN
- 1.3 - COMPREHENSIVE PLAN PROCESS
- 1.4 - HOW TO USE THE COMPREHENSIVE PLAN

05 2 - COMMUNITY PROFILE

- 2.1 - COMMUNITY HISTORY
- 2.2 - PAST PLANNING EFFORTS
- 2.3 - COMMUNITY ENGAGEMENT TO DATE
- 2.4 - COMMUNITY OVERVIEW
- 2.5 - KEY FINDINGS

41 3 - PLAN PILLARS, GOALS AND STRATEGIES

- 3.1 - ORGANIZING ELEMENTS OF THE PLAN
- 3.2 - THE VISION
- 3.3 - PLAN PILLARS
- 3.4 - BIG 12 GOALS AND STRATEGIES

81

4 - FRAMEWORK PLANS

- 4.1 - LAND USE AND DEVELOPMENT FRAMEWORK
- 4.2 - TRANSPORTATION AND CONNECTIVITY FRAMEWORK

107

5 - PARKS AND RECREATION MASTER PLAN

161

6 - IMPLEMENTATION

- 6.1 - VALUES OF THE COMMUNITY IMPLEMENTATION STRATEGIES
- 6.2 - IMAGE OF THE CITY IMPLEMENTATION STRATEGIES
- 6.3 - PROSPEROUS ECONOMIC GROWTH IMPLEMENTATION STRATEGIES
- 6.4 - EXCEPTIONAL CUSTOMER SERVICE IMPLEMENTATION STRATEGIES

APPENDICES

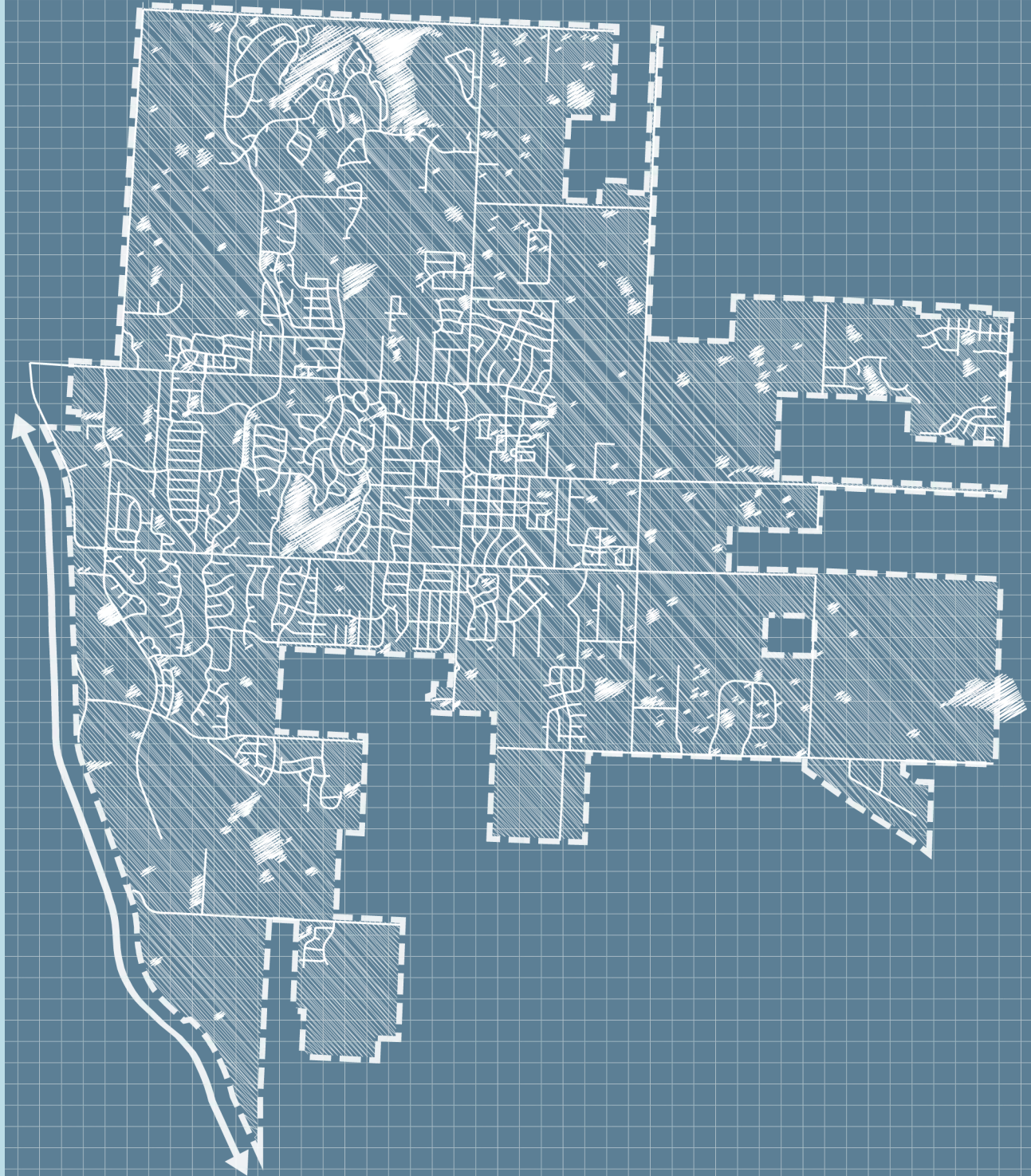
- A - ECONOMIC AND MARKET STUDY
- B - FULL SUMMARY OF PUBLIC ENGAGEMENT EFFORTS

THIS PAGE INTENTIONALLY LEFT BLANK.

1

INTRODUCTION

Chapter 1 - Introduction 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 is necessary, how this document is used, and what the planning process entailed.



1.1 COMPREHENSIVE PLAN OVERVIEW

A Comprehensive Plan serves as the overarching guide for community and economic development efforts and initiatives, particularly those that impact the physical growth and development of the community for the years ahead. It provides a framework of goals and objectives related to the achievement of the overarching vision of the community.

The comprehensive plan is the legal foundation that legitimizes local development regulations. Ideally, the local comprehensive plan is a primary guide not only for updates to development regulations but also for the creation of capital improvement plans, general obligation bond initiatives, and other significant planned budget expenditures over a multi-year period.

1.2 SIGNIFICANCE OF THE PLAN

Raymore has experienced significant growth over the last several years and based on its geographic location in the Kansas City Metropolitan Area, is poised for sustained growth and development. The Raymore Blueprint 2045 Comprehensive Plan (Plan) provides an opportunity to engage the community at large to listen, learn, educate and collaborate to develop a community-wide blueprint for the future of the community over the next 20 years.

The previous Growth Management Plan and Strategic Plan have provided the City with significant opportunities for growth that were not available during previous planning initiatives. Significant road projects and infrastructure expansions have helped the City increase connectivity within the community. In addition, external projects along the Interstate-49 (I-49), Missouri Route 58 (MO-58), and Missouri Route 291 (MO-291) corridors have improved connectivity outside of the community. Over the past decade, the City has outgrown the applicability of previous plans. This is a result of continued support and implementation of adopted plans, goals and objectives- including significant growth in population, more variety in housing choice, increased commercial development and primary sector jobs, and expansions of our network of park amenities and public trails.

This Plan will serve as the guiding principles in future decision-making related to City policies, projects, programs and initiatives, particularly those that impact land use, development, capital projects, and the overall built environment.

In order to maximize its impact, the Plan must take in consideration all factors that influence the future prosperity of the community, including local conditions and demographics, as well as external influences that may occur as a result of being part of the Greater Kansas City Metropolitan Area.



1.3 COMPREHENSIVE PLAN PROCESS

An effective comprehensive plan must reflect an authentic community-wide vision, created and shared by a broad, diverse array of residents and stakeholders. A unified vision will allow the community to take ownership of the Plan while elected officials, city leadership and staff work to implement action items.

This Plan is the culmination of nearly six years of comprehensive and strategic planning on behalf of City leadership and elected officials. In 2015, community leaders embarked on a series of Community Conversations to gain insight and feedback with the ultimate goals of adopting a new vision for community growth and developing a comprehensive plan to guide growth over the next 20 years. An overview of the Community Conversations series is provided in Chapter 2.3 - Community Engagement to Date.

Internal Support

The structure and framework of this Plan was developed internally by City staff and leadership as a means of creating a realistic, authentic, and impactful vision for the future of Raymore. Rather than inviting in external stakeholders to develop a vision, Raymore residents were provided the opportunities to engage directly with the “boots on the ground” staff members of the City. These staff members will lead efforts to implement action items included in this Plan.

The creation of an authentic and community-oriented vision is crucial to gaining widespread plan support. A unified vision ensures that the Plan remains a living document that can be implemented over the course of the next two decades.

Objectives of This Plan

The culmination of this planning effort is intended to provide the community and its leaders with different ways of thinking about the community as a whole. Through recommendations for specific areas of the City, the Plan will present a new perspective of understanding and implementing the community vision through utilizing a variety of tools, resources, and stakeholder groups. The Plan will act as a guide for strategic and incremental investments that will help carry Raymore throughout the next wave of growth.

RAYMORE BLUEPRINT 2045 OBJECTIVES



GUIDE ALL POLICY, DEVELOPMENT, AND FINANCIAL DECISIONS OF THE CITY



INFLUENCE THE DECISIONS OF ELECTED OFFICIALS AND ACTIONS OF INTERNAL DEPARTMENTS



PROVIDE A FRAMEWORK FOR FUTURE DETAILED AREA PLANS, STRATEGIC PLAN, OR DEPARTMENTAL PLANS



IDENTIFY GOALS AND OBJECTIVES TO MEASURE PROGRESS OF THE PLAN



BE CONTINUALLY REVISITED AND UPDATED TO ENSURE ALIGNMENT WITH COMMUNITY PRIORITIES

1.4 HOW TO USE THE COMPREHENSIVE PLAN

This Plan is intended to be a living document and reference point for the City. As City staff members, elected officials, and community members make decisions for Raymore, this Plan serves as the lens through which they consider the appropriateness of proposed changes. This Plan serves as the road map toward Raymore's determined vision for the future through the development decisions, zoning changes, and community modifications that face the City. 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.

Intended Use of This Plan:

- Establish a strategic vision for the future of Raymore;
- 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 Raymore's priorities and expectations for development; and
- Maintain an implementation strategy that helps achieve the community's vision for Raymore.



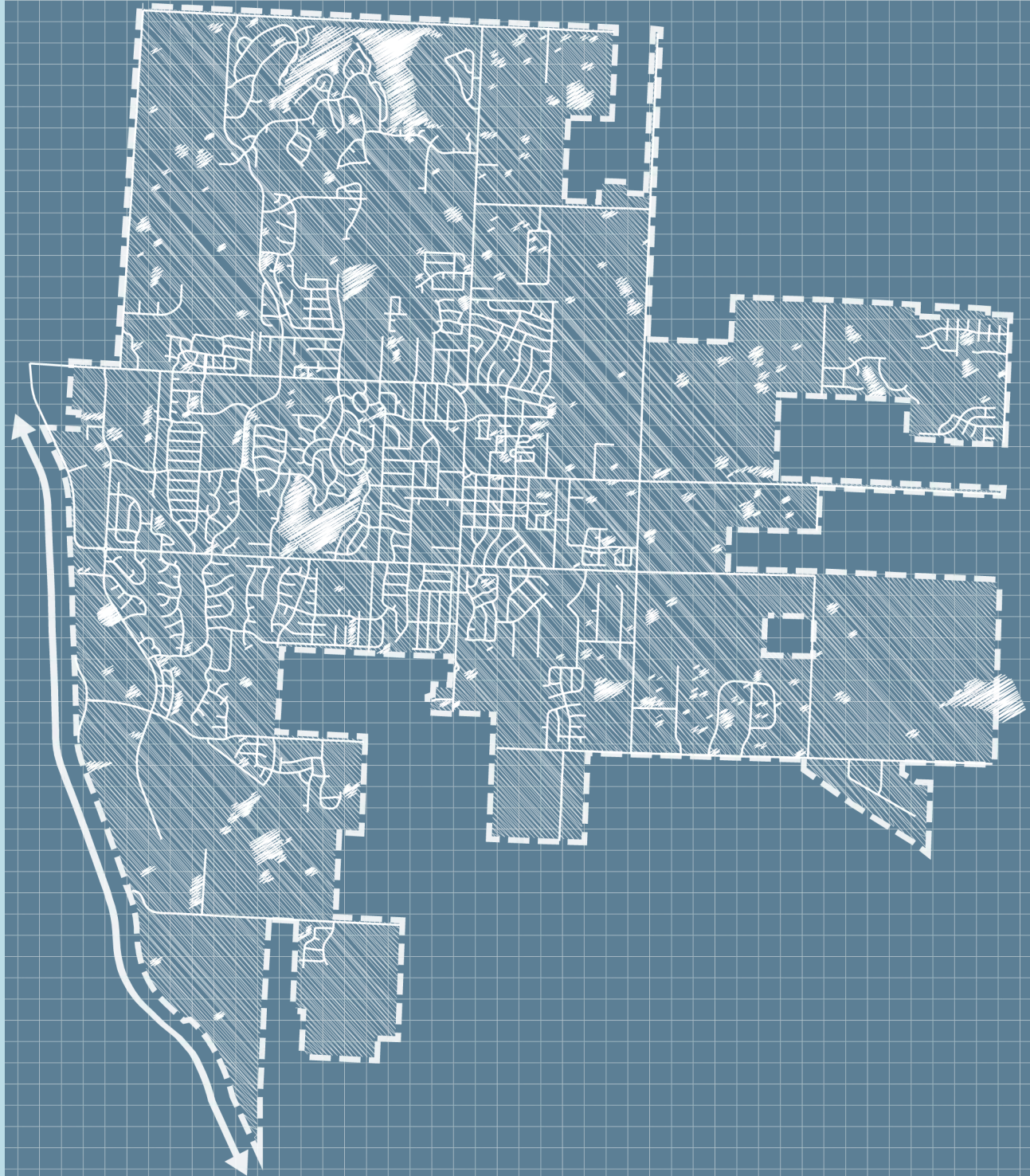
2

COMMUNITY PROFILE

Long-range planning must be founded on an understanding of a community's past and present.

Chapter 2 - Community Profile presents a summary of the analysis of the current state of the City of Raymore. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities.

Chapter 2 provides an overview of Raymore's history, past planning efforts, place and role within the region, natural and physical characteristics and demographic and economic trends.



2.1 COMMUNITY HISTORY

The Raymore Township was one of the last areas settled in Cass County due to the scarcity of large creeks, rivers and timbered areas. Prior to the Civil War, the township possessed only three inhabitants and it was not until after the war that settlement grew rapidly. The prairie soil was used for farms and ranches, some of which still exist today

Soon after the Civil War, as the Missouri Pacific Railroad was completing its route to Kansas City. Two men from St. Louis began planning a branch line of the railroad to be constructed through northern Cass County which was then prairie land. There were only a few residents because of a lack of readily available water sources and few trees. George Rea, a banker, and Henry Moore, a civil engineer, were to construct the Pleasant Hill and Lawrence Railroad around 1870. On September 7, 1871, they bought 320 acres on the western edge of then Big Creek Township and began to plot the town they were to name Raymore. They also began to build a depot for the town. At the same time, T. B. Hanna, a storekeeper, came from Greenwood to set up the first general merchandise store in the town on land he bought from Rea and Moore. That land would become the corner of Plum and Washington, two blocks from the depot.

In October 1871, Mr. Rea asked Rev. W.L. Breckenridge, a Presbyterian minister, to hold Sunday services at the depot. On November 12, 1871, the Ebenezer Presbyterian Church of Raymore was established with services continuing at the depot. On February 6, 1872, T. B. Hanna was appointed the postmaster of the Hazen Post Office just north of Raymore at the home Of Dr. Lafayette Gray. On October 7, 1872, the post office was officially named the Raymore Post Office with Hanna as the postmaster. In November 1872, the residents of the area petitioned the Cass County Court to form Raymore Township from the eastern part of Mt. Pleasant Township and the western part of Big Creek Township. Permission from the county court was granted and the township was established. The railroad was completed in July 1872 and Thomas Lee Glandon was hired as station agent for the Raymore and Belton Depots. He served both stations for about 10 years and then was the Raymore station agent for 47 years. The railroad changed hands in 1885 when the line was bought by George Nettleton, who extended service from Raymore to Springfield. This railroad was called the Kansas City, Clinton, and Springfield Line. After another change in ownership the line was discontinued in 1935.

On July 21, 1874, Mr. Rea and Mr. Moore with their partner John Leas filed a plat with Cass County turning over the streets and alleys of the town to the town of Raymore. On March 20, 1877, Raymore was incorporated, and on March 5, 1888, it became a fourth-class city, which was followed by Raymore's first wave of growth, including new residents, homes, churches, a bank, schoolhouse and post office.

City limits were extended on April 26, 1926, to include the west side of Madison Street just past the school grounds. The town remained an agricultural community for many years with a population under 300. In 1960, the population was still only 268. In 1961, Roy Johnston began building Silver Lake on his property west of town. Citizens voted to build a water system using water from Silver Lake in 1962. By 1970, the population was 587. In the 1970's, several subdivisions were built, including Maplewood, Silver Lake and Bridlecroft. By 1980, the population had grown to 3,154 and it has continued to prosper to become the city it is today.

In 1972, the City adopted its first comprehensive master plan, a six-page document that fueled the growth of the city in terms of residential growth, and expansion of public services and facilities such as schools, parks, land acquisition and infrastructure. Raymore saw its most significant spur in population growth between 1970 and 1980, with new subdivision growth expanding from the core of the City established in the early 60s and 70s. New facilities including the Post Office, former City Hall, school expansions and major infrastructure improvements were all accomplishments of early comprehensive planning within the City of Raymore. Additional comprehensive planning efforts are described in **Chapter 2.2 - Past Planning Efforts.**

Since the 1980's, the City has grown significantly in population as a result of sustained residential development, adding more than 7,500 residential dwelling units across the City. The largest wave of residential growth occurred generally between 1992 and 2007, with an annual average of 270 new residential permits. The 2008 recession caused a temporary downturn in residential and commercial growth, which was followed by a normalization of residential construction activity. Currently, the City experiences an annual average of 150 new residential units.



Raymore City Limit Sign in 1965 - *Courtesy of the Raymore Historical Society*



Washington Street - *Courtesy of the Raymore Historical Society*



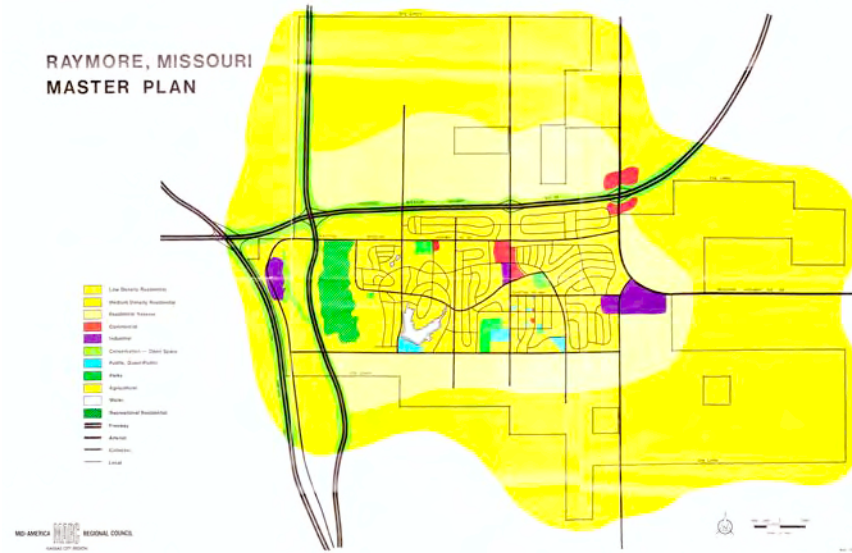
Raymore Depot, 1911 - *Courtesy of the Raymore Historical Society*

2.2 PAST PLANNING EFFORTS

A critical component of any planning process is examining what has already been done. By reviewing the recommendations of recent plans, the work of this Plan is more focused and tailored to the specific needs that have yet to be addressed. The evaluation of other plans also allows for continuity on a broader scale instead of multiple plans for the same general area that have an individualistic approach. Recent planning efforts, documents, and recommendations thus serve as an integral starting point for this Plan. A summary of related plans is provided on the timeline on the following pages.

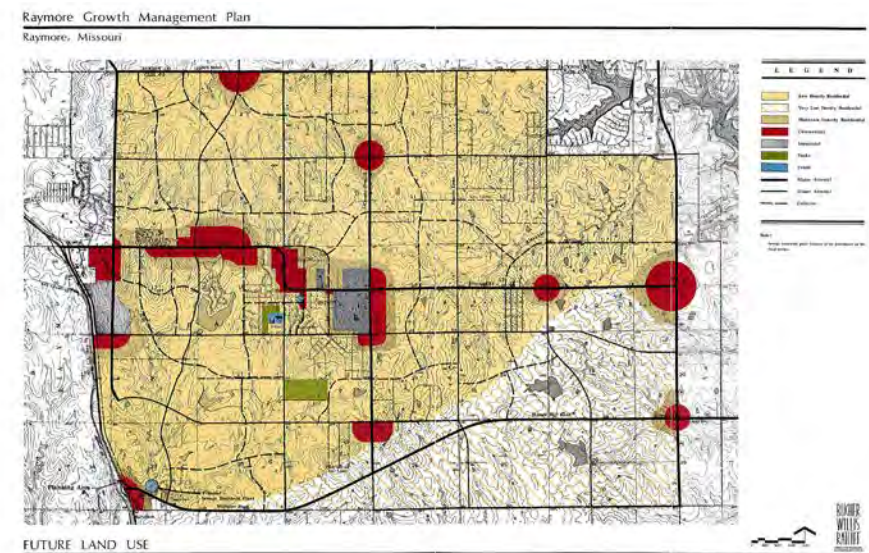
1972

The first comprehensive planning effort of the City provided a future land use map on one side and information related to existing land use, socio-economic trends, and implementation steps on the other side. The master plan contained basic goals and objectives and reference to a five-year Capital Improvement Program. The master plan included accurate population projections up to the year 2000. The plan's projected population for the year 2000 was 11,700 people and the actual recorded population for the year was 11,146. This plan is highly significant as the first major comprehensive plan for the City which situated the City for significant growth, including diversifying land uses, focusing on residential, commercial, industrial uses, in addition to an emphasis on public parks and facilities. The 1972 Plan can be credited for significant residential and neighborhood growth, acquisition of lands to support future school growth, expansions in the parks system, as well as the relocation of former City Hall to the then "Central Business District."



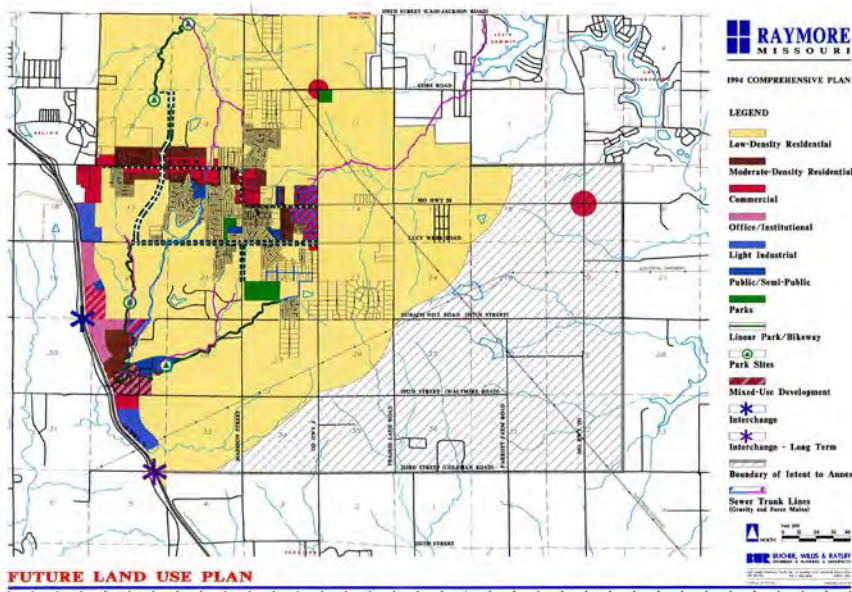
1988

The City adopted a new comprehensive plan, facilitated by joint efforts by the Planning and Zoning Commission, and consultant Bucher, Willis, Ratliff. Unlike the 1972 "Master Plan", This plan was the first truly "comprehensive" plan to provide detailed information on population, existing land use, public facilities, future land use, street plans, and growth strategies, as well as a framework of development goals, objectives and policies and a future land use map.



1995

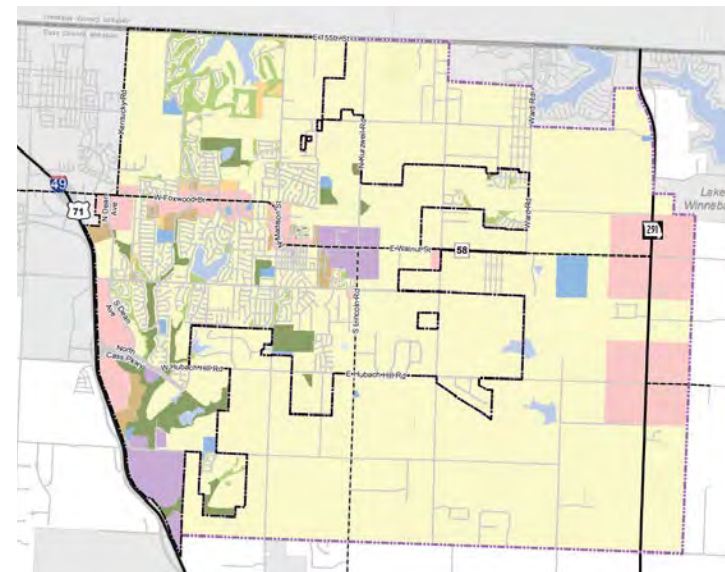
The City completed an update to the 1988 plan with the assistance of Bucher, Willis, Ratliff. This update followed the same format as the 1988 plan. The recorded population in 1995 was 7,851 and the plan included a growth projection up to the year 2010 at 20,017. The major thoroughfare plan that was included did provide significant guidance to the community as the road network was rapidly expanding. The new interchange at MO-71 and the extension of Hubach Hill Road was now being proposed, including a proposed relocation of MO-58 to the new interchange to follow the route of the North Cass Parkway.



2013

In 2011 the Raymore Planning and Zoning Commission (Commission) identified the need to prepare a new Growth Management Plan (GMP) for the City. The existing plan, adopted in 2004, had become outdated and somewhat irrelevant. The City had grown significantly in population since the plan was adopted, and, after the recent housing crisis and economic fall that gripped the nation, the Commission was determined to be prepared for the next wave of growth.

A key component of the new Growth Management Plan was the identification by the Commission of four Key Planning Areas (KPA), which were selected based on resident surveys and public input, including Economic Opportunity; Quality Neighborhoods; Physical Development; and Community Connectivity. The Growth Management Plan was officially adopted by the Planning and Zoning Commission on March 19, 2013.



Special Projects and Area Plans

In addition to previous comprehensive planning efforts, the City has undergone many iterations of various special planning projects that have served as appendices to the current Growth Management Plan (2004), which provide context to the community, in relation to land use patterns and physical growth and development. These plans all serve as reference points that have influenced the growth of Raymore over the years into the community it is today.

2002

PARKS AND RECREATION MASTER PLAN

In 2002, the Parks and Recreation Board adopted the first park master plan. This plan originally written by staff focused on operational goals of the department.

2004

WATER SYSTEM MASTER PLAN

A Water System Master Plan was completed in 2004. A summary of findings states that Raymore's water system has several growth-related challenges in the short- and long-term future, including the negotiation of additional supply from Kansas City Missouri Water Services and the installation of additional storage and transmission mains.

2004

GROWTH MANAGEMENT PLAN

A new Growth Management Plan was adopted by the Planning and Zoning Commission in 2004. The initial future land use plan map adopted included the proposed North Cass Parkway linking MO-71 to MO-291, with a vision of capturing future growth along this corridor.

Due to economic and geographic challenges at the time, including the impending housing crisis of 2007 and resulting economic downturn, population growth slowed, causing City leaders to evaluate many goals that were predicated on significant population growth.

With the completion of annual reviews and updates, the plan has been updated to reflect current desires for the City's growth.

2005

PARKS AND RECREATION MASTER PLAN

Three years after the first park master plan, staff revised the original plan to include departmental standards, land acquisition procedures, a city beautification program, trails linkage system and capital improvement recommendations.

2006

WATERSHED MANAGEMENT PLAN

The intent of the Watershed Management Plan (WMP) is to provide guidance for the City to help preserve the existing hydrologic conditions, enhance riparian habitat and protect water quality for future generations. Plan recommendations stem from two basic goals: runoff quality reduction and water quality protection. The plan also provides stream setback recommendations and a detailed palette of Best Management Practices (BMPs) to be used in a variety of development settings throughout the City. transmission mains.

2007

PARKS AND RECREATION STRATEGIC IMPLEMENTATION PLAN

The Parks and Recreation Strategic Implementation Plan, also called the Parks Master Plan, provides a guidebook for the Raymore Parks and Recreation Department for the next 10 years. This is done through presenting the findings of a completed needs assessment, service analysis and parks inventory and assessment to give context to the plan recommendations. Implementation includes capital funding sources available for each recommendation and additional funding sources where applicable.

2009

WATERSHED MANAGEMENT PLAN

The purpose of the latest iteration of the Wastewater Management Plan is to address the proposed Middle Big Creek Sewer Expansion Project, Hollyday Farm Development and nearby school project along with the capacity issues of the existing 18-inch diameter Alexander Creek Inceptor. The plan contains detailed recommendations pertaining to each project and recommends upsizing the Alexander Creek Interceptor if the current levels of inflow and infiltration cannot be reduced.

2010

TRANSPORTATION MASTER PLAN

The City originally adopted a Transportation Master Plan in 2006 to assist in the long-term growth planning of the City by establishing the Street Classification Plan/Functional Classification System. The plan was last updated in 2010 as part of an overall update to the Growth Management Plan, and included updates to traffic volume projections, street classifications, typical roadway cross-sections, and general cost-estimates and priorities.

2012 ITS MASTER PLAN

Technology is paramount to providing reliable equipment and integrated workflows to ensure communication within and between the various departments of City Hall, and the City overall. The City's approach Integrated Technology Systems is outlined within the ITS Master Plan, with the intent of providing innovative, contemporary, and accessible technology solutions to facilitate the City of Raymore's mission and vision.

2014 TRAILS MASTER PLAN

The most recent iteration of the Trails Master Plan focuses on five key areas:

- Evaluation of the existing trails system.
- Development of a new trail concept for Memorial Park.
- Reaffirmation of existing and proposed connectivity within the community.
- Identification of connections to neighboring communities, and
- Identification of a connection to the Rock Island State Park in Pleasant Hill.

The system evaluation was completed in summer 2014 with an in-person inventory of conditions and usage. Recommendations were developed in line with the Mid-America Regional Council Regional Bikeways Plan and considers the location of destination points and amenities for multimodal connectivity.

2015 WATER SYSTEM MASTER PLAN

Technology is paramount to providing reliable equipment and integrated workflows to ensure communication within and between the various departments of City Hall, and the City overall. The City's approach Integrated Technology Systems is outlined within the ITS Master Plan, with the intent of providing innovative, contemporary, and accessible technology solutions to facilitate the City of Raymore's mission and vision.

2016 COMMUNITY FOR ALL AGES MASTER PLAN

Adopted in 2016, the Community for All Ages was developed through the City's involvement in MARC's Community for All Ages initiatives. Given the changing demographics of the region as a whole, the CFAA plan looks at the community through an aging lens and provides a framework for creating a community that meets the needs of all residents, regardless of age or ability.

Reimagine Raymore: 2015 Strategic Plan Overview and Background

In the Spring of 2015, the City and City Council initiated a strategic planning process to identify strategic priorities and goals to guide decision-making for the City of Raymore over the next several years. City leaders partnered with the University of Kansas Public Management Center to design and implement a strategic planning initiative to engage citizens in meaningful conversations, produce ideas and identify priorities for the future of Raymore.

This multi-phase process of public engagement involved more than 350 community members and leaders through focus group discussions and City Council work sessions. The community feedback collected during these meetings played a vital role in the creation of the Reimagine Raymore Strategic Plan.

The plan focuses on developing programs, policies and services aimed at enhancing the lives of community members and attracting development, employers and visitors. Plan goals and action steps stem from four main pillars, as described below:

COMMUNITY IDENTITY & CONNECTIONS

The community in which someone chooses to live speaks volumes about both the city and the individual. Even the way a city is designed should be a defined reflection of the community. Raymore has a desire to foster a relationship with all residents based on being a strong community with tangible goals and aspirations while respecting and valuing new ideas from all corners.

- **Goal 1.1:** Develop a compelling community identity and brand.
- **Goal 1.2:** Enhance first impressions of the community.
- **Goal 1.3:** Foster opportunities for all citizens to feel valued and connected within the Raymore community.

SAFE, WELL DESIGNED & BEAUTIFUL PLACES

For residents, their home should be more than just the four walls of a house. Raymore aims to make residents feel welcome, safe and at home no matter where they are in the community.

- **Goal 2.1:** Set the standard for a safe and secure community.
- **Goal 2.2:** Create a physical environment that inspires a sense of pride in public spaces.
- **Goal 2.3:** Improve safety for all modes of travel throughout the community.

ECONOMIC VITALITY

Raymore has outgrown its status as a bedroom community. Residents now desire the kinds of services and amenities that many other communities have, including the ability to both live and work in Raymore. The City aims to foster a sense of pride and purpose when encouraging residents to shop local and recognizes the need to support the retail, restaurant and services available to make that possible.

- **Goal 3.1:** Create a healthy and sustainable economy.
- **Goal 3.2:** Enable Raymore residents to live and work in the community.
- **Goal 3.3:** Cultivate a climate for prosperous business growth and development.

HIGH-PERFORMING ORGANIZATION

To provide high-quality services and amenities to residents, City Staff must have high-quality support and training to ensure they have the tools to do their jobs. The City prioritizes quality customer service and strives to build a positive relationship with all residents who interact with staff members.

- **Goal 4.1:** Provide exceptional service.
- **Goal 4.2:** Develop a high-quality City workforce.
- **Goal 4.3:** Ensure fiscal discipline and good stewardship of public resources.
- **Goal 4.4:** Develop & execute implementation and communication plan for the strategic plan

2018 Strategic Plan Update: What Makes Raymore Home?

Three years following the adoption of the Strategic Plan, the City met again with residents to assess the accomplishments under the plan. The University of Kansas Public Management Center conducted a planning session with the Governing Body and a Community Conversation session to assess satisfaction with the Strategic Plan and identify any new areas of focus, goals or strategies that should be considered for the future. The community, the Mayor and City Council discussed the City's strategic plan, progress made, how they'd like to describe the Raymore of 10 years hence and hopes for the next strategic plan. Reworking the four main pillars was discussed during the Community Conversation, but ultimately the group decided to keep each pillar as-is since they remained relevant to community goals.

These four focus areas established by the pillars laid the groundwork for several significant accomplishments for the City over the last five years, and thus serve to act as the foundation for the future of Raymore as the guiding principles for this Plan. Many of the goals and elements that served as the framework for the Strategic Plan have been carried over into this Plan through lens of a broader vision for growth over the next 20 years.

STRATEGIC PLAN ACTION ITEMS COMPLETED OR IN PROGRESS

New Roads. The City invested more than \$20 million on new road infrastructure projects resulting in increased connectivity between neighborhoods and shopping districts within the community. New east-west connections within the transportation system incrementally eases traffic congestion along the City's main arterial corridors such as MO-58.

- Johnston Drive connection (2016 bond)
- Foxridge Drive connection (2016 bond)
- Overlay Improvements to MO-58 (2015 bond)
- Ward Road (2020 bond)
- Kurzweil Road (2020 bond)
- Sunset Lane and 163rd Street (2020 bond)

Expanded Parks. The community has embraced investments into parks and recreation infrastructure. The Strategic Plan helped guide more and \$11 million in new park enhancements and facility expansions. The City has several new park amenities which have been recognized nationally including regional and national awards for overall design and inclusivity, including the following:

- **Hawk Ridge Park:** Amphitheater, Lake Loop Trail, floating fishing dock, fishing jetty, North Shelter and restrooms.
- **Hawk's Nest Playground:** the largest all-inclusive playground in Cass County.
- **T.B. Hanna Station:** Variety KC's All Inclusive Sprayground and Playground, the Depot, The Rink and the Station House.
- **The Raymore Activity Center**

New Businesses. New business investment and reinvestment flourished under the direction of the Strategic Plan, including new retail services, dining options and employment opportunities. Along with primary employment opportunities, retail and service jobs help grow the City's local economy. The following new businesses have been established since the 2018 Strategic Plan Update:

- Dave's Bike Shop
- Whataburger
- The Source
- Community America Credit Union
- Johnny's Tavern
- Southern Glazer's Wine and Spirits
- NUULY

2.3 COMMUNITY ENGAGEMENT TO DATE

In addition to the community engagement completed as part of the planning process, the City has undertaken significant engagement efforts leading up to creation of this Plan. The section below details the work done to date, which is provided in full in **Appendix C - Full Summary of Public Engagement Efforts**.

Community Conversations

The City hosted Community Conversations in 2016, 2018, 2021, and again in 2022 in preparation for the development of this Plan. Representatives from the University of Kansas Public Management Center (KU PMC) provided technical support to City staff through the engagement of community residents. KU PMC approach leveraged their expertise in local government and strategic facilitation to offer a 21st century comprehensive planning approach to engaging citizens of Raymore in meaningful, community-centric conversations to identify values and priorities for the future growth of Raymore.

Each Community Conversation focused primarily on the physical development of the community, in terms of parks, infrastructure, economic vitality and land use. Facilitators sought feedback on current and future housing needs and priorities, business and commerce recruitment and attraction and the continued development of the City's parks and trails system.

The outcome of the 2022 Community Conversation further supported the feedback that was gathered and implemented as part of previous conversations and the Reimagine Raymore Strategic Planning process, with a sharpened focus on three distinct topics- hometown, business attraction and retention and trails. Raymore citizens continue to desire responsible growth and development that meets the needs of the community, while also preserving the elements of the community that provide a small-town, tight-knit atmosphere. Additionally, residents clearly see a value in the City's previous investments in expanding the parks and trails system and wish to see that expansion continue. Key themes and areas of focus during the community conversation included:

Hometown. While there were a few comments about limiting growth, most participants focused on the desire to keep a hometown feel with a strong sense of community pride. This was emphasized with a desire for diversity in housing from entry level to senior living options; parks and recreation opportunities; and active community engagement.

Business Attraction and Retention. Citizens want to attract and support smaller, locally owned businesses, including skilled trades, restaurants, and health care. In addition, they'd like to have larger manufacturing, distribution, and tech businesses that provide a livable wage.

Trails. Raymore citizens want new and improved bike and pedestrian trails - as part of a comprehensive system near their homes, connected to their sidewalks, with amenities such as benches.

Elements of the Community Conversation were incorporated in the goals and objectives of this Plan and a Summary Report is included in **Appendix C - Full Summary of Community Engagement Efforts**.

Land Use Mapping and Digital Engagement

In order to reach as many stakeholders as possible, particularly during the COVID-19 pandemic, staff developed an interactive engagement tool to solicit targeted feedback on the physical growth of the community. The mapping application provided geographic context to the various growth areas and opportunities within the City and asked participants to identify areas in which the City should focus development efforts. This exercise focused particularly on growth, development and land use patterns.

This exercise also addressed the vision of developing gathering spaces and commercial city centers as a means of realizing a "downtown" area of Raymore, which the community has lacked due to historic growth patterns. Residents were asked to provide insight on the key themes, characteristics and visions for the development of key properties within the community, along with ideas on how major transportation corridors should be used to best facilitate the connections and relationships between these properties.

Questions included:

- What types of development, land uses, and/or businesses would you prefer to see in the identified areas?
- Where could the City best accomplish the development of a "downtown area" or gathering space?
- How should the City go about connecting these activity centers? (Improving sidewalks, adding trails, biking facilities, etc.)
- Where and how should the City look to beautify and improve the appearance of these corridors/activity centers?

The Land Use and Development Framework looks closely at the development opportunities that exist within the large-acreage tracts along the City's major thoroughfares and defines a distinct vision for each based upon their geographic location within the City. Each site presents the opportunity for a master-planned approach to development, as opposed to a "one-off" segmented approach, and could be utilized as a means of accomplishing the vision of the community for a downtown, city-center style development.

The feedback from this exercise, combined with feedback from the Community Conversation were used to formulate the visions associated with the various Activity Centers, which is further supported in **Chapter 4.1: Land Use and Development Framework**.

Community Survey

The City of Raymore conducts a community survey every two years to gather opinions and feedback on City programs and services. The 2021 survey was administered through ETC Institute in the beginning of the year. The goal was to obtain completed surveys from at least 400 residents. During the survey window, a total of 425 residents completed the survey. Findings from this year were utilized to help shape priority areas for this Plan.

Major findings include the following:

- **Quality of Life.** Residents reported high levels of quality of life, specifically with high quality parks, biking and walking trails, and a high value per tax dollar spent.
- **Public Safety.** Residents reported that police protection was of quality and response times for emergency services were reliable.
- **City Services and Amenities.** Residents reported high satisfaction levels with City services and amenities, specifically snow removal from City streets and overall quality of customer service received from City employees.
- **Image of the City.** Residents reported that City buildings, facilities, and parks were of quality and well-maintained.

Areas of improvement that were most often repeated included traffic congestion on major road and maintenance of local neighborhood roads.

A full summary of findings from the 2021 survey is attached in **Appendix C - Full Summary of Community Engagement Efforts**.

City of Raymore Community Survey

Findings Report

...helping organizations make better
decisions since 1982

2021

Submitted to the City of Raymore, Missouri

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

February 2021



2.4 COMMUNITY OVERVIEW

In addition to the community engagement efforts, a thorough analysis of existing conditions has been completed as part of this planning effort. The following section gives an overview of the current state of Raymore to give a baseline understanding and context to Plan recommendations.

Planning Boundary

The map in **Figure 2.1** shows Raymore's current corporate limits, spanning nearly 17 square miles with a unique mixture of both developed and undeveloped areas. The planning boundaries for this Plan must consider the nuances and complexities that come with serving such a diverse array of geographic areas, including transportation barriers, infrastructure and utility issues. Raymore contains both urban and rural areas in close proximity, which presents both challenges and opportunities regarding future growth and development.

Annexation

In 2018, the City began evaluating the feasibility of annexing land for eastward growth toward MO-291, primarily east along MO-58. While growth has generally been slower and more sporadic moving eastward, parcels of land have been annexed into the City for both development and infrastructure purposes over time.

Figure 2.2 on the following page shows the City's Intent to Annex area, which outlines four major opportunities to expand the geography of Raymore over 8.5 square miles of land. This is a significant change from the previous Growth Management Plan, which included a much more expansive intent to annex area. This is due to the inability to provide quality infrastructure and utilities without major investments that were realized during an annexation study.

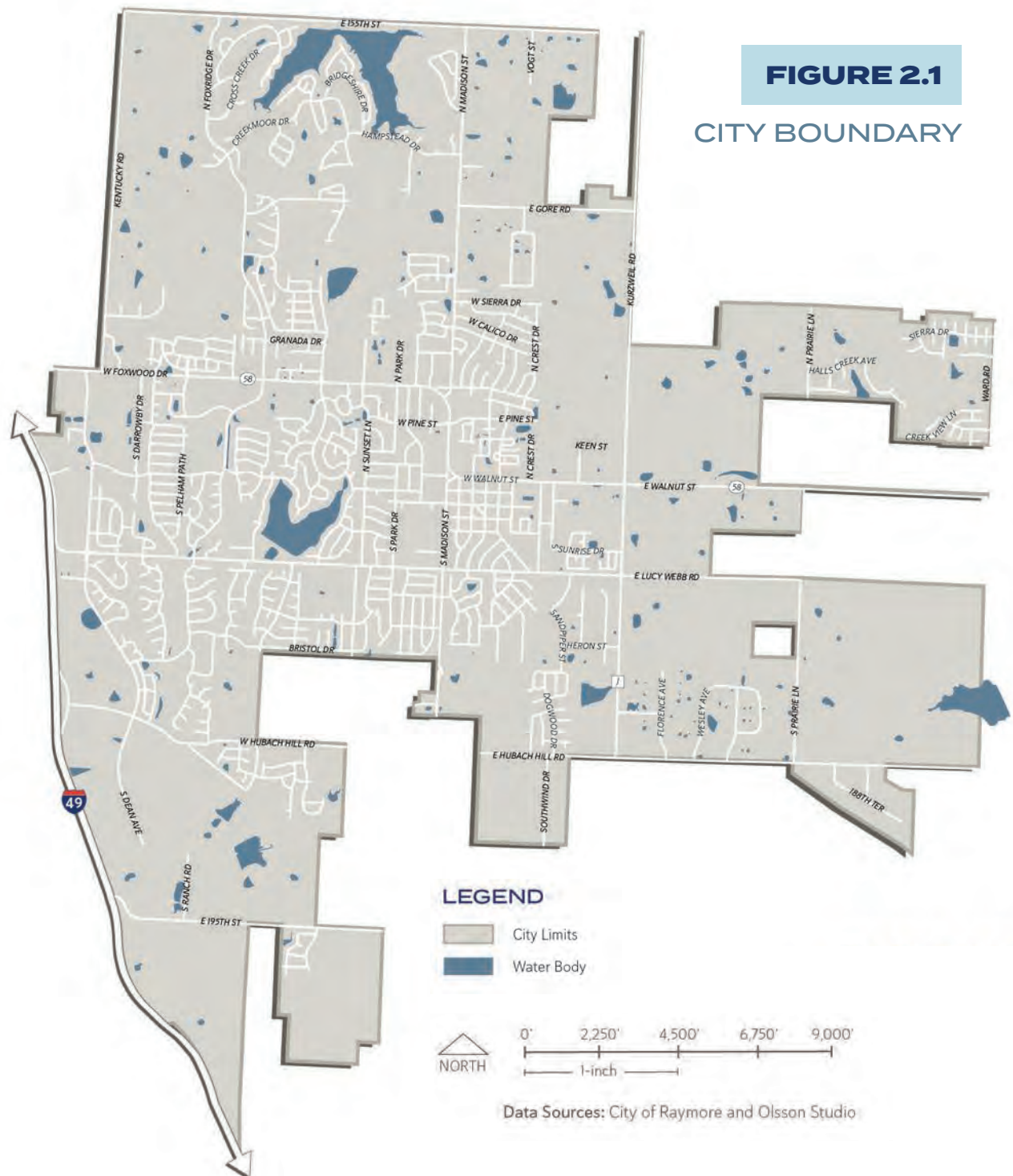
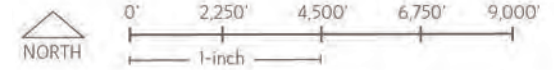


FIGURE 2.2 INTENT TO ANNEX



Data Sources: City of Raymore and Olsson Studio

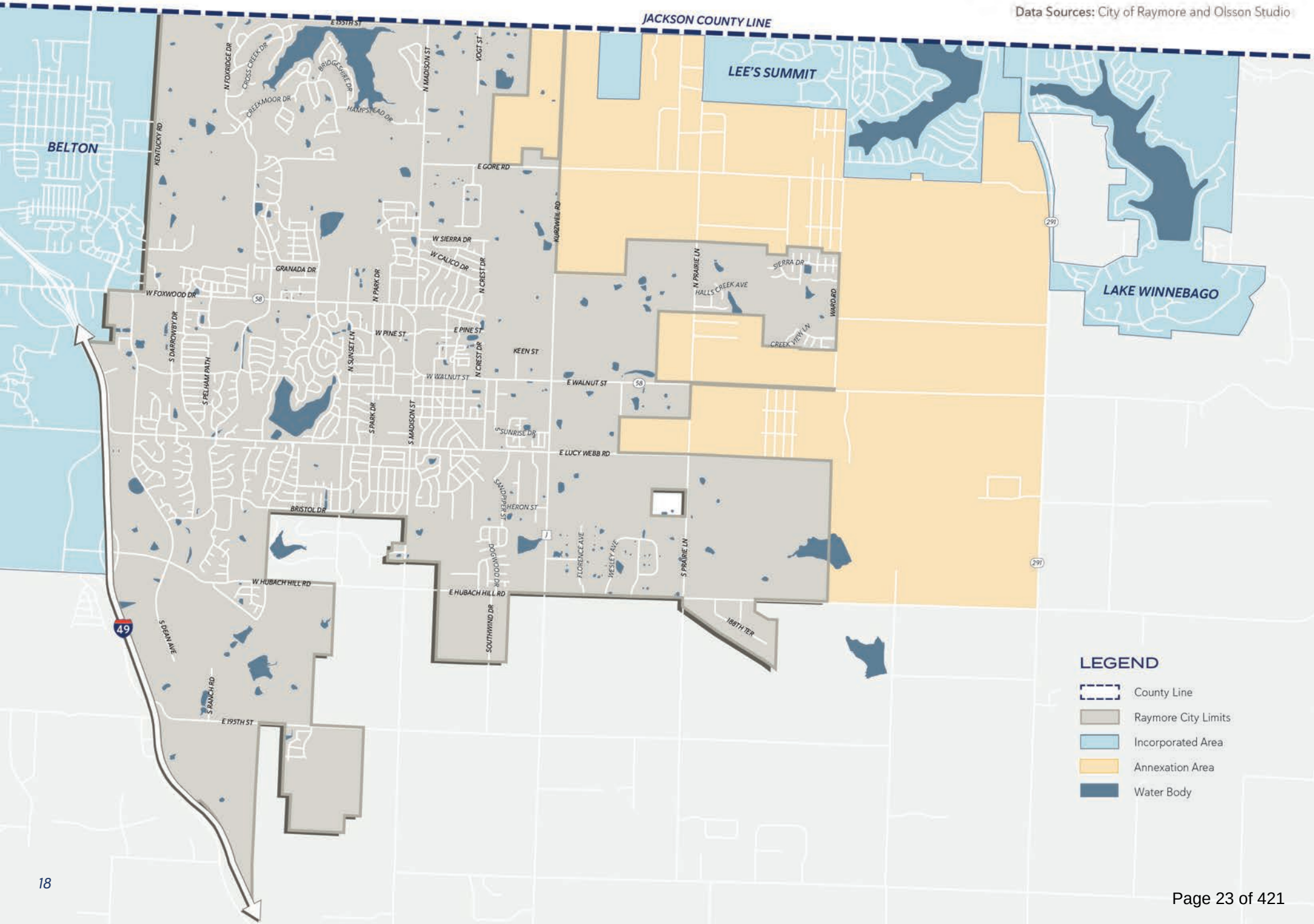


FIGURE 2.3

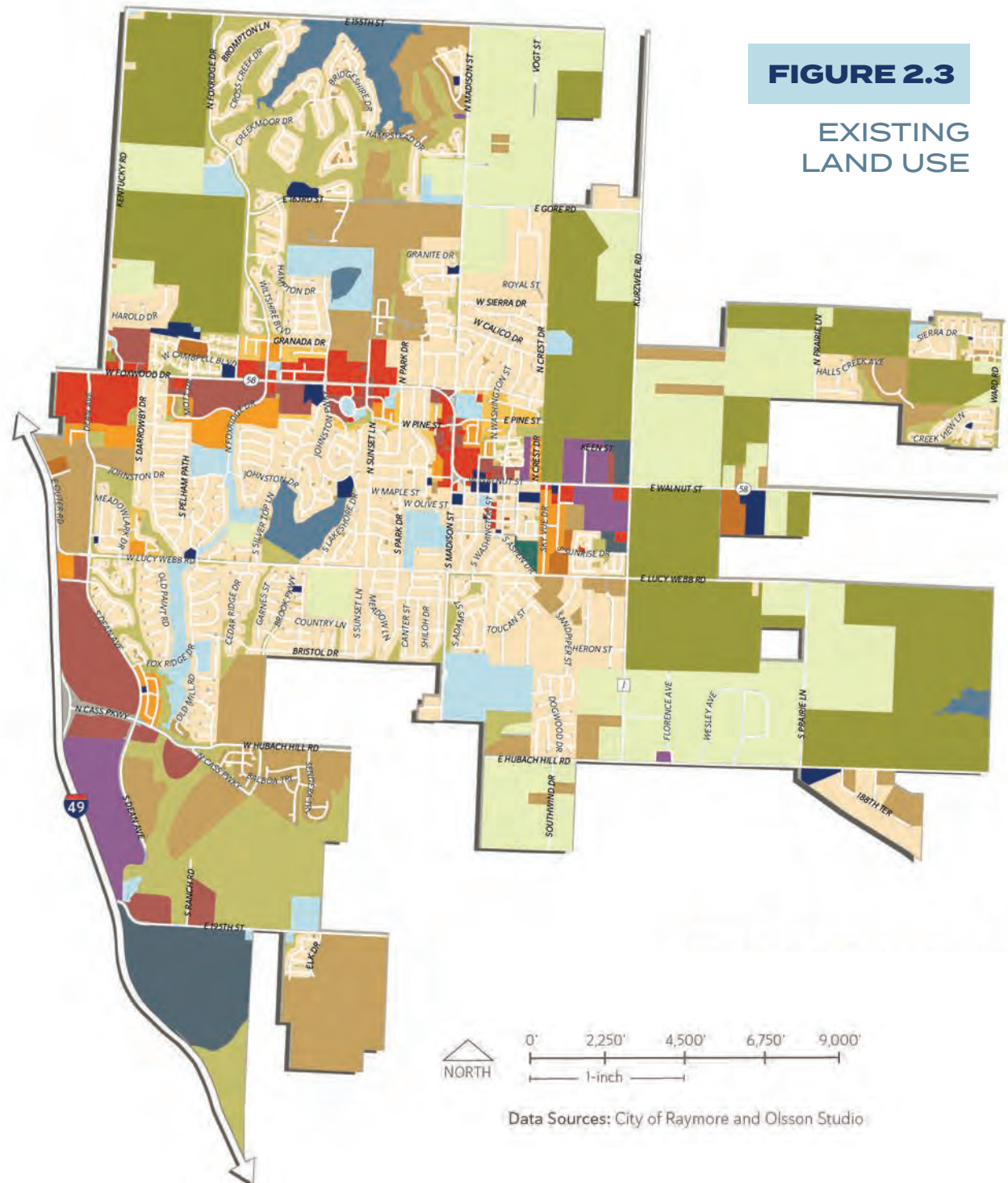
EXISTING LAND USE

Existing Land Use

The existing land use map in **Figure 2.3** categorizes and depicts the type(s) of activities in which land parcels are utilized. Land use categories are described in greater detail on the following page.

EXISTING LAND USES

-  Lakes
-  Open Space
-  Agriculture
-  Large Lot Residential
-  Single Family Residential
-  Duplex
-  Multi-Family Residential
-  Group Quarters
-  Commercial
-  Public
-  Assembly
-  Cemetery
-  Industrial
-  Right of Way
-  Undeveloped Commercial
-  Undeveloped Industrial
-  Undeveloped Housing



Data Sources: City of Raymore and Olsson Studio

EXISTING LAND USE CATEGORIES

The following land uses shown in **Figure 2.3** are detailed as follows:

- **Agricultural.** Agricultural activities, including livestock or crop production generally constitute an agricultural use, in addition to services associated with those uses. Additionally, low (or rural) density residential single family residential uses can also be commonly found in this category, typically related to other agricultural uses.
- **Residential.** Properties and structures utilized for providing housing for residents and families. Residential properties can be utilized to house both individuals and multiple families, and can be further broken down below:
 - **Low Density Residential.** Single-family residences characterize low density residential land use. This typically takes the form of detached single-family homes within the residential subdivision.
 - **Moderate Density Residential.** Attached single-family buildings characterize moderate density residential land use. This typically takes the form of duplexes, triplexes, and four-plex's, or some combinations thereof. This land use often buffers low-density land use from higher density land uses.
 - **High Density Residential.** Multi-family residential buildings characterize high-density residential land use, and typically take the form of multi-story apartment buildings, or groupings of similar buildings on a singular site. This district is often located close to arterial roadways and can serve as a buffer between lower density residential and commercial districts.
- **Public.** Schools, public buildings and city property characterize public land use, including public service and government buildings (City Hall, Fire Station, Post Office, etc.), in addition to libraries and other community centers.
- **Commercial.** Areas most appropriate for retail uses, offices, and most commercial businesses are designated in this category. Often focused on major arterial roadway, many individual distinct commercial areas exist along the MO-58 corridor, including local and regional shopping centers that include a mixture of commercial uses and business, or smaller, local centers which typically include a mix of retail, commercial, and professional office uses.
- **Business Park.** This category allows for a mix of light manufacturing, mixed commercial, office or light industrial uses within a park-like setting. They are generally located along arterial roadways or along the I-49 corridor within the Raymore Commerce Center Development and intended to promote industry and primary employment activity. Buildings generally appear less industrious or invasive and are more compatible with surrounding development including the use of stone, concrete, or masonry.
- **Industrial.** These areas are intended for manufacturing, warehouses, and service industry businesses. Industrial uses can typically be larger-scale or smaller-scale light industrial buildings constructed of steel, metals, stone, concrete or masonry. These areas are limited within the City.
- **Parks.** These areas identify City parks, including active and passive park areas. Uses include indoor and outdoor recreation, sports facilities, as well as natural areas intended to be used for conservation purposes. Public facilities and recreational parks and trails are the primary uses.
- **Open Space.** These areas identify dedicated open space that is not publicly owned and may or may not be publicly accessible. Examples include common areas within subdivisions, golf courses, lakes, or natural areas.

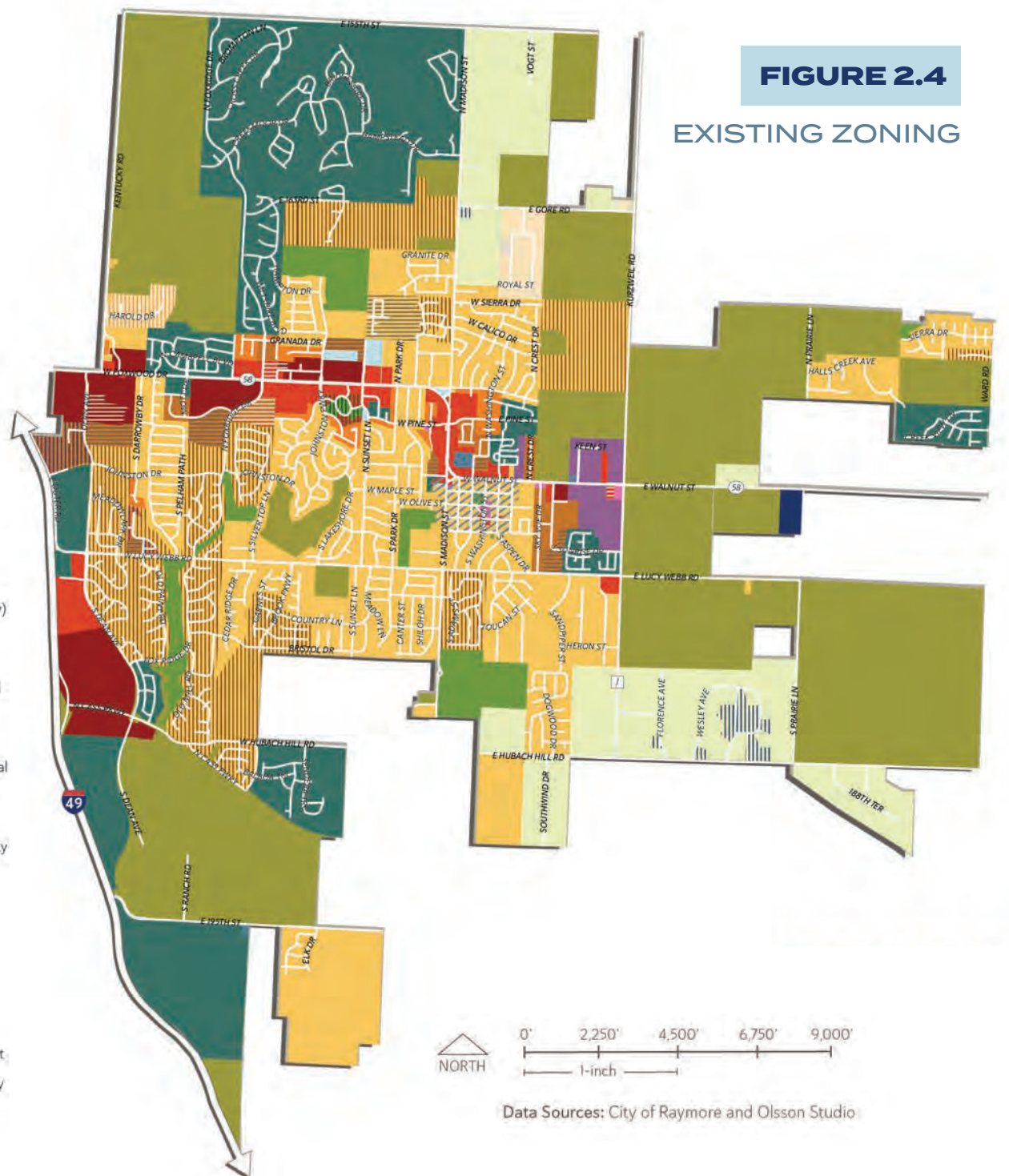
FIGURE 2.4
EXISTING ZONING

Existing Zoning

The existing zoning map in **Figure 2.4** shows the distribution of zoning districts throughout the City as established by the Unified Development Code (UDC). The UDC was initially adopted by the City Council in 2008 and there have been 36 amendments since. Zoning districts are described in greater detail on the following page.

ZONING DISTRICTS

	A Agricultural		R-3B Apartment Community Residential
	PR Parks, Recreation, and Public Use		R-3BP Apartment Community Residential (Planned District Overlay)
	RE Rural Estate (3 Acre)		C-1 Neighborhood Commercial
	REP Rural Estate (Planned District Overlay)		C-2 General Commercial
	RR Rural Residential		C-3 Regional Commercial
	RRP Rural Residential (Planned District Overlay)		C-3P Planned Regional Commercial
	R-1 Single-Family Residential (8,400 sf)		CASS-COM Cass County Commercial Zoning
	R-1P Single-Family Planned Residential (7,700 sf)		PO Professional Office
	R-1.5 Single-Family Residential (6,500 sf)		BP Business Park
	R-2 Single and Two-Family Residential		M-1 Light Industrial-Commercial
	R-2P Single and Two-Family Residential (Planned District Overlay)		PUD Planned Unit Development
	R-3A Multiple-Family Residential		OT Original Town District
	R-3AP Multiple-Family Residential (Planned District Overlay)		CCO City Center Overlay District



Existing Zoning Districts

The following list describes the zoning districts shown in **Figure 2.4** and their intended regulatory purposes:

- **A - Agricultural District** encourages and protects agricultural uses near the fringe of urbanized areas with an understanding that future development may be likely as urban development expands.
- **PR - Parks, Recreation and Public Use District** accommodates land uses that offer a variety of active and passive recreational amenities.
- **RE - Rural Estate District** is semi-rural in character and accommodates very low-density residential development on lots equal to or greater than three (3) acres.
- **RR - Rural Residential District** encourages semi-rural residential development with a minimum lot area of one (1) acre.
- **R-1 - Single-Family Residential District** accommodates low-density residential development and limited institutional uses with a minimum lot area of 8,400 sf.
- **R-1.5 - Single-Family Residential District** has a slightly lower lot size for low-density residential development and limited institutional uses with a minimum lot area of 6,500 sf.
- **R-2 - Single and Two-Family Residential District** accommodates single- and two-family residential development and limited institutional uses.
- **R-3A - Multiple-Family Residential District** allows for single-family attached and multi-family residential development and encourages higher density development.
- **R-3B - Apartment Community Residential District** is intended to accommodate multi-family residential development that is planned and developed only on a lot or tract under single ownership or unified control.
- **C-1 - Neighborhood Commercial District** accommodates small-scale commercial development that is compatible with surrounding residential development.
- **C-2 - General Commercial District** is intended for mid-sized retail and commercial businesses along commercial corridors.
- **C-3 - Regional Commercial District** is intended for commercial uses that have potential to generate significant vehicular traffic and is located along major arterial roadways.
- **PO - Professional Office District** accommodates professional office uses in individual buildings.
- **BP - Business Park District** accommodates office, research and development, and limited service and manufacturing uses that are in a campus-like setting.

- **M-1 - Light Industrial-Commercial District** is intended for light manufacturing, warehousing, and wholesale operations.

- **PUD - Planned Unit Development District** is a special purpose district intended to encourage unified design by providing flexibility in site regulations.

Overlay Districts

- **OT - Original Town District** is intended to preserve and enhance the historic character of the Original Town neighborhood.
- **CCO - City Center Overlay District** is intended to develop an identifiable center and promote a centrally located, high-quality civic environment.
- **GCO - Gateway Commercial Overlay District** is intended to provide for quality design and development near interstate highway interchanges in order to create a cohesive and attractive entrance to the City of Raymore. This district is not seen on the map in **Figure 2.4**.

- **Planned Districts** are overlay districts that provide flexibility in the location of buildings, structures, open spaces, and roads. The following planned districts are shown on the map in Figure 2.4:

- **REP - Rural Estate District (Planned District Overlay)**
- **RRP - Rural Residential District (Planned District Overlay)**
- **R-1P - Single-Family Planned Residential District**
- **R-2P - Single and Two-Family Residential District (Planned District Overlay)**
- **R-3AP - Multiple-Family Residential District (Planned District Overlay)**
- **R-3BP - Apartment Community Residential District (Planned District Overlay)**
- **C-2P - Planned General Commercial District**
- **C-3P - Planned Regional Commercial District**

Existing Trails and Connectivity

The map in **Figure 2.5** shows the existing trails in the active transportation network. Currently, the City of Raymore has provided almost 1 mile of trail per 1,000 residents through its network of park trails, right of way trails and private trails, as described below.

Park trails are facilities that are owned and maintained by the Raymore Parks and Recreation Board and Parks and Recreation Department. This includes:

- Greenway trails
- Nature trails
- Hard surface trails within City parks

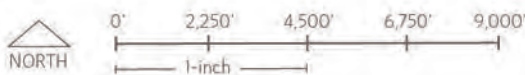
Right of way trails are trail facilities located along major thoroughfares within the city's rights-of-ways, including concrete and asphalt trails. These trails can also exist along utility easements. Right of way trails include the following:

- Roadside trails
- Shared use paths
- Sidewalk connections

Private trails are trail segments not owned by the City and are maintained by private associations, commercial or residential property owners, and may or may not be open to use by the public. These are approved within the processes for approval by Development Services. Private trails include:

- Private amenity trails
- Private sidewalks and connections

For more information on trails and connectivity, see **Chapter 5 - Parks Master Plan**.



Data Sources: City of Raymore and Olsson Studio

FIGURE 2.5

EXISTING TRAILS AND CONNECTIVITY NETWORK



Existing Road Infrastructure

The map in **Figure 2.6** on the following page shows the existing vehicular transportation system as classified by street type. The City of Raymore is positioned between two major regional transportation corridors, I-49, a regional federal highway corridor, and MO-291, a local state highway corridor. These corridors provide immediate access to the greater Kansas City region from the City's extensive local road network.

The Transportation Master Plan was initially adopted in March of 2006 and updated in January of 2010. The street classification map illustrates the ultimate build-out of the street network for the City. Five street classifications have been developed for Raymore, including:

- **Major Arterial.** Roadway that is of regional importance and is intended to serve high volumes of traffic traveling relatively long distances. A major arterial is intended to primarily serve through traffic, and access is controlled.
- **Minor Arterial.** Roadway that is similar in function to major arterials, but operates under lower traffic volumes, serves trips of shorter distances, and provides a higher degree of property access than major arterials.
- **Major Collector.** Roadway that provides for traffic movement between arterials and local streets and carries moderate traffic volumes over moderate distances. Collectors may also provide direct access to abutting properties except individual residences.
- **Minor Collector.** Roadway that is similar in function to a major collector, but carries lower traffic volumes over shorter distances and has a higher degree of property access.
- **Local.** Roadway that is intended to provide access to abutting properties, tends to accommodate lower traffic volumes, serves short trips, and provides connection to collector streets.

The Transportation Master Plan also outlines the major thoroughfares that make up the local transportation network, including major arteries such as MO-58, Dean Avenue, North Cass Parkway and J Highway, as well as smaller collector roads such as Foxridge Drive, Lucy Webb Road and Madison Street. Through the development and implementation of the City's Transportation Master Plan and the Growth Management Plan, the City's primary road network is majorly built out, with major connections already established, or under imminent construction through recent General Obligation Bond projects.

A major focus of this Plan considers the nodes that are created by the intersection of these distinct corridors, and opportunities that can be undertaken to improve traffic flow,

spur economic development, and increase safety. The Plan also considers improvements to existing roadways that could be supported to provide increased opportunities for multimodal transportation options including bike and pedestrian facilities, shared trail connections, and limited transit options.

A snapshot of major roadway and corridors is provided below, with additional supporting goals and objectives included in **Section 4.2 - Transportation and Connectivity Framework**.

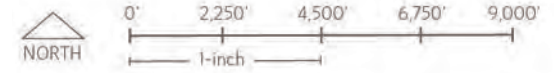
MAJOR ROAD NETWORK

In 2020, the City conducted a comprehensive traffic study between the MO-58, Dean Avenue, and North Cass Parkway corridors. Precluding minor access management improvement, significant capacity exists between the City major roadways to accommodate ongoing and future development. The following corridors are identified as areas of focus for this Plan:

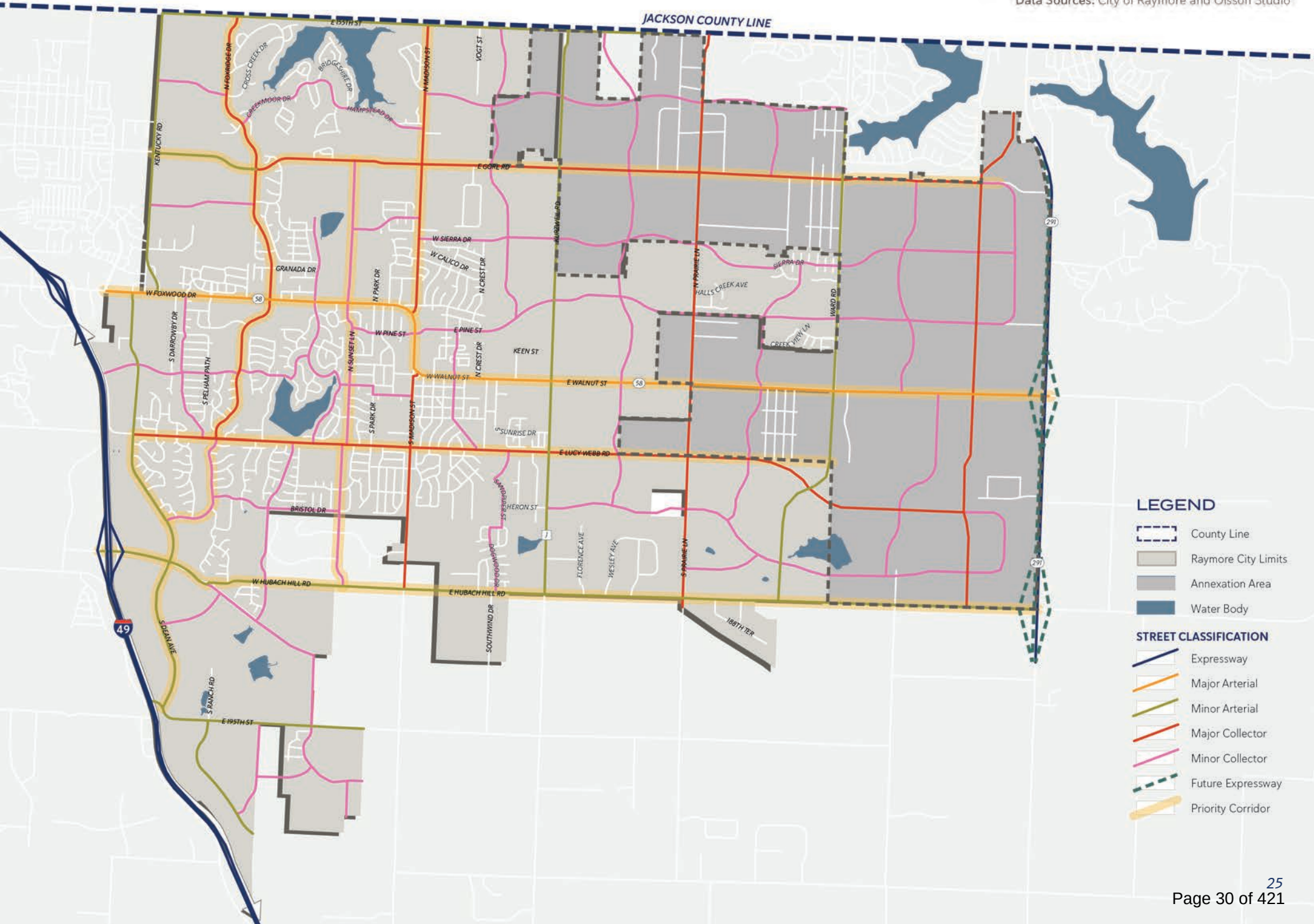
- **MO-58 Highway.** MO-58 is the primary corridor through the community, and provides interconnectivity between I-49, MO-291, and an expansive and well-maintained local street network. Though designated as a state highway, the City maintains control of MO-58 through the City.
- **North Cass Parkway Interchange.** In 2006, the City partnered in the construction of the North Cass Parkway, a secondary access point to the I-49 corridor that created significant future development opportunities for the City. While development around the interchange has lagged, recent investment into primary employment opportunities within the Raymore Commerce Center will have implications on the transportation system, which should be planned with future growth of a retail, shopping, and entertainment destination in mind.
- **Dean Avenue.** Constructed to provide relief from past development pressures, Dean Avenue is a significant north-south corridor between major nodes of the City, including MO-58, Lucy Webb Road, and North Cass Parkway. Dean Avenue serves a variety of traffic needs and is a major gateway into the City's major shopping district, several interconnected neighborhoods, and North Cass Parkway, a future development hub for the City.
- **Lucy Webb Road.** Lucy Webb Road functions as a major connector for the City's various neighborhoods and parks and provides direct connections to other major thoroughfares on the east and west sides of the community.

FIGURE 2.6

EXISTING ROAD INFRASTRUCTURE



Data Sources: City of Raymore and Olsson Studio



Existing Public Utilities and Infrastructure

The balance of urban and rural development with the planning boundaries of Raymore present natural development challenges in extending utility services, including public streets, public water, sanitary sewer, and storm water service. While Raymore corporate limits expand nearly 17 square miles, the provision of various public utilities, namely public water service, is spread across multiple public/private agencies.

Raymore maintains over 350 lane miles of streets, 128 miles of water mains, 216 miles of sanitary and storm sewer, and 280 miles of sidewalks and multi-use paths.

SEWER INFRASTRUCTURE

The map in **Figure 2.7** on the following page shows the existing sewer infrastructure. Sewer treatment within the City is provided in partnership as a municipal utility for the collection of solid waste in the community, and as a regional partnership with Little Blue Valley Sewer District, which provides treatment services for the City's sewer waste.

The City operates a network of gravity and force main systems, which are supplemented by a series of lift-stations that work to keep the sewers flowing.

WATER INFRASTRUCTURE

The map in **Figure 2.8** on the following pages shows the existing water infrastructure network. The geography of Raymore spans three separate public water providers in addition to that of the City, including three Cass County Public Water Supply Districts (PWSD): PWSD No. 3, PWSD No. 6 and PWSD No. 10. Shared services, as they relate to public utilities, present the City opportunities for outward growth with limited impact to individual public utility systems, primarily the provision of public water services.

The service area within the City relative to water utilities is approximately 14.75 square miles, and covers approximately 83 percent of the current geographic area. The overall water service area is substantially developed and served by existing water infrastructure. With the City's substantial growth history, as well as sustained and regular maintenance, Raymore is well positioned to serve future growth and development.

Many of the growth opportunities within the planning boundaries fall outside the jurisdiction of Raymore's water utilities and are served by external agencies. Annexation plans for eastward growth within the Intent to Annex Area includes 8.7 additional square miles of growth, the majority of which is served by external Water Districts. The City should

support the expansion of the water infrastructure through quality development within the municipal service boundary while prioritizing the continued investments in preventive maintenance of the overall system.

Capacity of external agencies shall be considered in growth decisions, though responsibility for construction and maintenance of needed expansions outside the municipal boundaries shall fall solely on the water districts or their customers.

Within the last decade, Raymore has made significant investments into infrastructure projects through Capital Improvement planning and multiple General Obligation Bond issuances, including road, sewer, and park facility expansions, and is well positioned to evaluate several new and significant growth opportunities as part of this Plan.

Some areas within the planning boundary provide challenges in extending and providing utility infrastructure without significant investment by the City or private development but should still be analyzed as part of the plan.



FIGURE 2.7

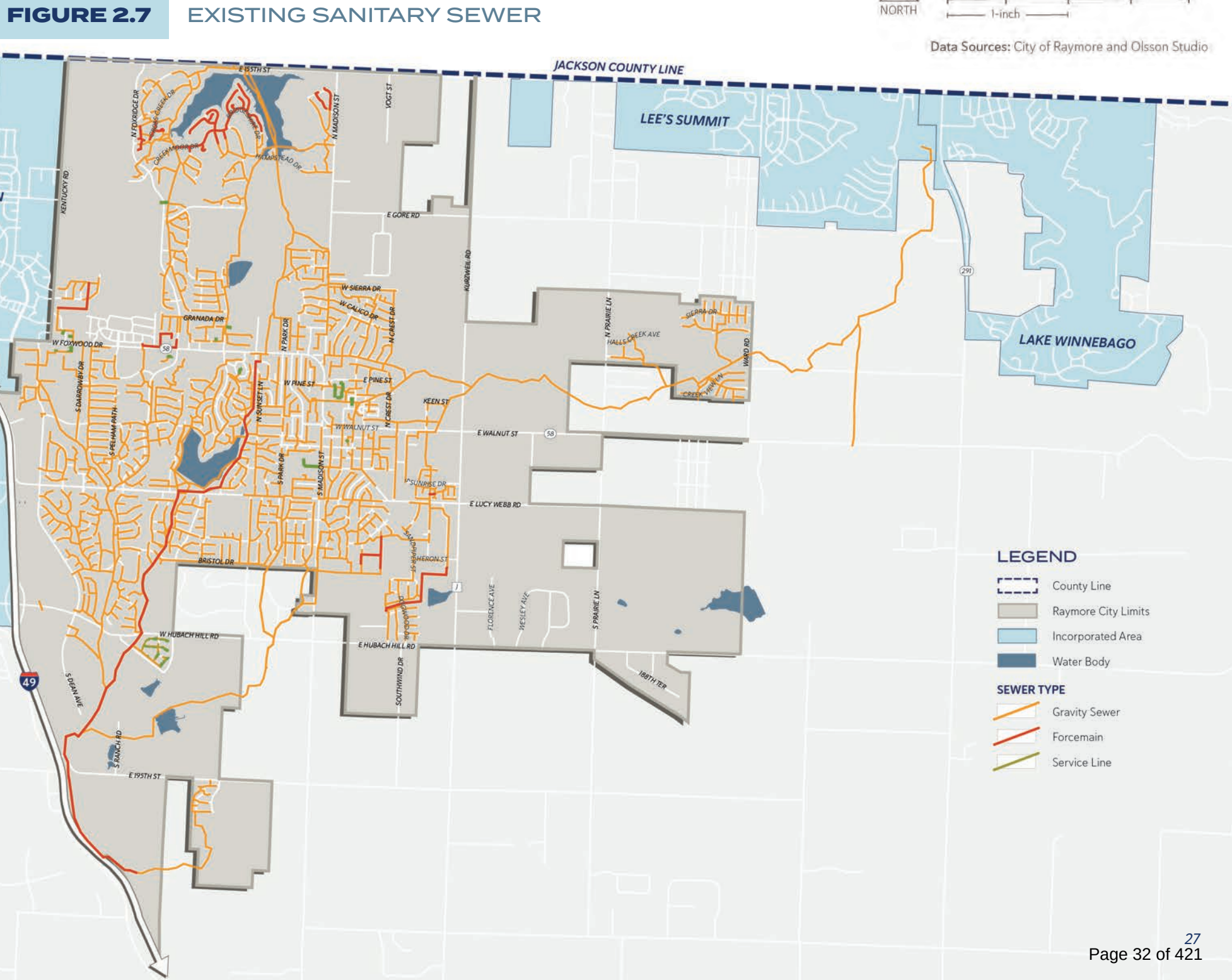
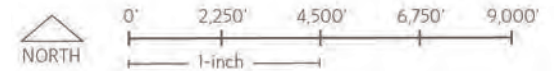
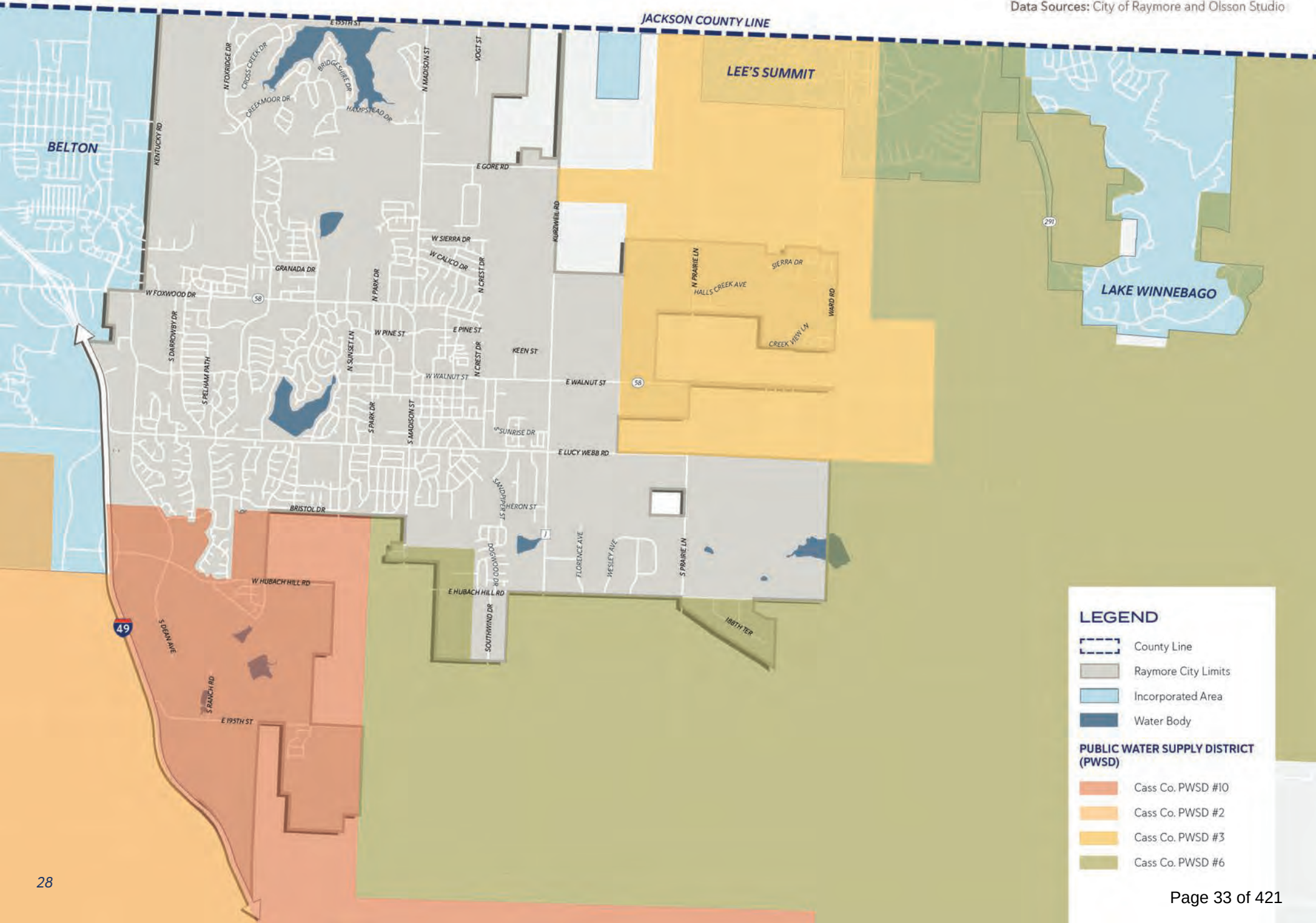


FIGURE 2.8 EXISTING WATER SUPPLY



Data Sources: City of Raymore and Olsson Studio



LEGEND

- County Line
- Raymore City Limits
- Incorporated Area
- Water Body

PUBLIC WATER SUPPLY DISTRICT (PWSD)

- Cass Co. PWSD #10
- Cass Co. PWSD #2
- Cass Co. PWSD #3
- Cass Co. PWSD #6

Existing Parks and Recreation Facilities

The map in **Figure 2.9** shows existing parks and recreation facilities, including two future park land properties. A description for each existing facility is provided on the following page.

LEGEND

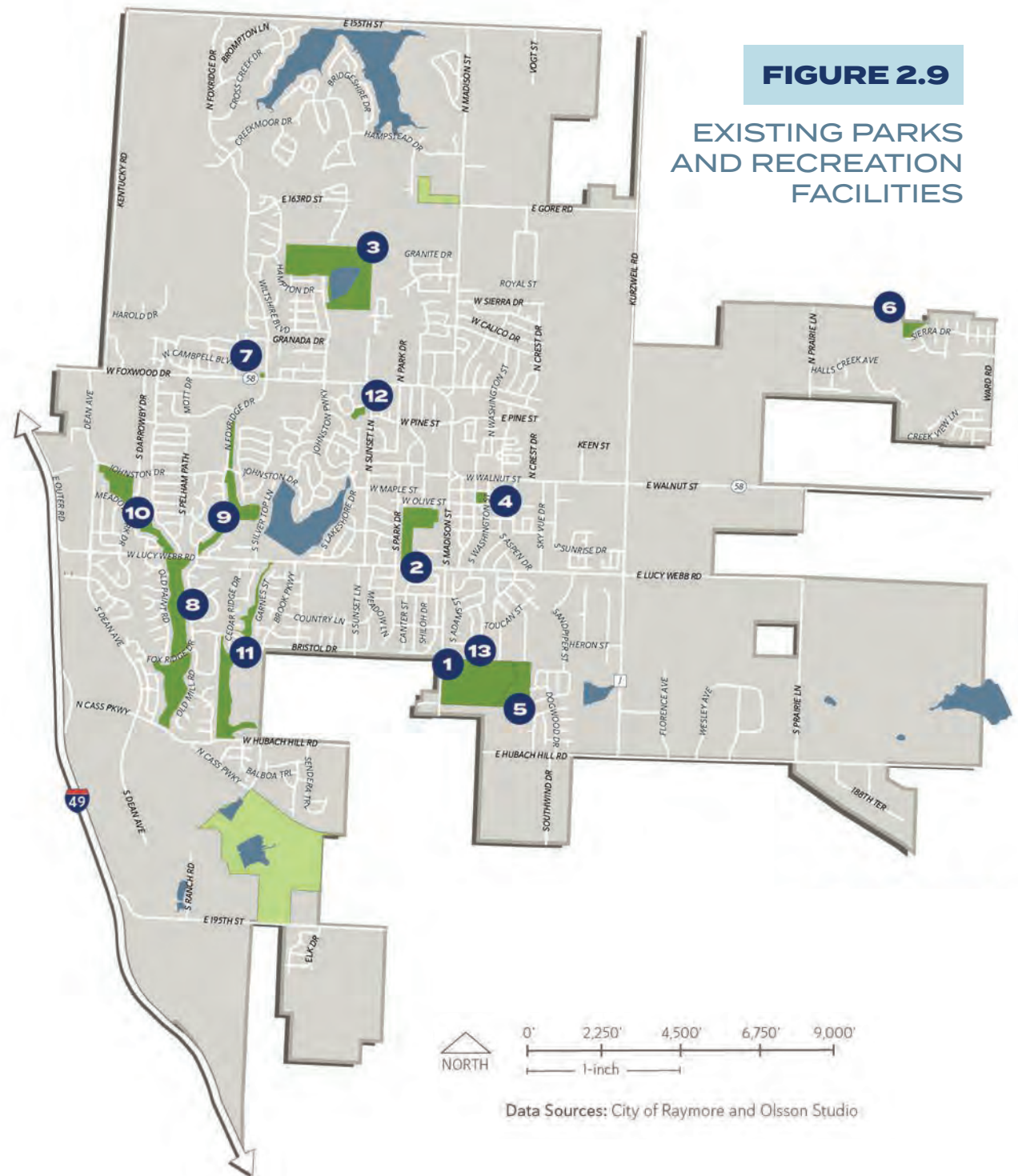
- Water Body
- Existing Parks and Recreation Facilities
- Future Park Land

PARKS AND GREENWAYS

- 1 Recreation Park
- 2 Memorial Park
- 3 Hawk Ridge Park
- 4 T.B. Hanna Station
- 5 Moon Valley Park
- 6 Ward Park
- 7 Eagle Park
- 8 Good Parkway Linear Park
- 9 Eagle Glen Linear Park
- 10 LeMor Greenway
- 11 Brookside Greenway

INDOOR RECREATION FACILITIES

- 12 Centerview
- 13 Raymore Activity Center



Recreation Park. Recreation Park is the second largest and the most active park in the City. With basketball and tennis courts, a disc golf course, baseball, soccer and football fields, approximately 80 percent of the 62-acre park is dedicated to active programmable use. Recreation Park is also home to the Raymore Activity Center. Originally purchased in the 1980's, most development within the park was provided by volunteers throughout the 1990's. In the early 2000's, the Raymore Parks and Recreation Board and the City Council began steady improvements over the next twenty years. Recreation Park is heavily used with little green space or natural areas left.

Memorial Park. Memorial Park is located off Olive Street, behind Raymore Elementary School in the heart of Raymore. The park area encompasses over 20 acres and has a pleasant mix of passive and active space. The park hosts several of Raymore's special events and festivals. Approximately 5 acres of amenities, including a small parking lot, green space and ball fields, are shared between the City and the Raymore Peculiar School District. The City maintains the green space and ball fields in exchange for exclusive use and scheduling. Parking lot maintenance is a shared expense.

Originally purchased in the 1960's, Memorial Park was Raymore's only park for several years. In the mid 2000's, a rehabilitation project gave the park much needed upgrades, including rebuilt ballfield, a new plaza area with a concession stand and restroom facilities. Improvements and upgrades have been steady over the past 10 years to maintain amenities. In 2017, the west side of the park was designated by the Raymore Tree Board as "the Arboretum" in Memorial Park. In 2018, the first historic mural was painted on the concession stand and commissioned by the Raymore Arts Commission.

Hawk Ridge Park. Hawk Ridge Park is 79 acres of rolling hills located in the middle of Raymore on the north side of MO-58. Purchased in 2008, Hawk Ridge Park remains a natural area for fishing and hiking and has been home to our practice soccer complex. Renovations completed August 2019 added several amenities that are accessible to people of all abilities, granting Hawk Ridge Park designation as Missouri's first inclusive park. In 2020, Raymore residents voted to complete an additional \$1.2 million of improvements. Amenities added to the east side include an upgraded entrance with parking near the existing Amphitheater. On the west side, new amenities include soccer fields, parking, a portable restroom structure and an exercise loop trail with a connection to the Hawks Nest Playground, which was recently completed in 2023. Hawks Nest All-Inclusive Playground is a universally designed play space for people of all ages and abilities. The new playground is located near the North Shelter.

T.B. Hanna Station. This 3-acre park in the heart of original town Raymore is home to several community events throughout the year, most notably the Mayor's Tree Lighting. Once the location of Raymore Public Works and Police Department as well as Jaycee Park, the original buildings were demolished in 2008. The property was designated as a future park and was home to the Original Town Farmer's Market until 2020 when the market moved to Municipal Circle. In 2015, a large, covered pavilion was built for community events. The pavilion was named the Depot in honor of the railroad passing through the original Raymore Depot, located near the current park grounds. By 2016, the Parks and Recreation Board had purchased the west side of the City block to complete the 3-acre park and the City Council named the property after T.B. Hanna, one of Raymore's original businessmen and postmasters.

Moon Valley Park. Originally the "East Side" of Recreation Park and long considered an area reserved for local Boys and Girls Scout troops, Moon Valley Park was renamed in 2013. In 2005, the shelter was built to provide a gathering location for overnight campouts for local troops. In the late 2000's, the improvements were expanded in order to open the park to the public. Improvements included the addition of a parking lot, connector trail and playground. During this time, a large fire pit was built as an Eagle Scout Project. The firepit area serves as the discharge location for the annual Spirit of America Fireworks display. In 2014, an 18-hole disc golf course began construction. The new course would put the back 9 holes throughout the wooded area between Recreation Park and Moon Valley Park. In 2016, a new natural play area was added as part of a volunteer project through the local Raymore Lowe's Home Improvement store.

Ward Park. Located on the western end of Sierra Drive in Ward Park Place subdivision, Ward Park received playground equipment and a paved walking trail in 2011.

Eagle Park. Located in the parking lot of Walgreens and the new LEAD Center of the Raymore Peculiar School District at the corner of West Foxwood Drive and Remington Plaza, Eagle Park is an easement to the City to maintain the City's largest flagpole, memorial dedication monument and Eagle Statue monument. A Blue Star Memorial is also located in the easement but maintained by the Sunset Garden Club. In 2022, the City and the School District agreed to share maintenance of the area.

Good Parkway Linear Park. Good Parkway is located between Wood Creek and Stonegate subdivisions. West Lucy Webb Road borders the northern trail head, South Fox Ridge Drive splits the north and south trail segments and North Cass Parkway borders the southern trail head.

Eagle Glen Linear Park. Located in the Eagle Glen Subdivision along the east side of South Foxridge Drive, the Eagle Glen Linear Park features 25.3 acres of green space and natural paths in a monarch butterfly garden area that features native plants, a concrete trail and play equipment. The 0.5-mile concrete trail begins and ends near Lucy Webb on the south and Johnston Drive on the north.

LeMor Greenway. Located in the Timber Creek and LeMor Subdivisions, the 0.8-mile trail connects Dean Avenue and Lucy Webb Road. Built in the late 2000's, this 10-foot-wide concrete trail includes a walking bridge on the LeMor Trail side. Park Staff maintains a courtesy path along the trail.

Brookside Greenway. Located between the Cedar Ridge and Brookside Subdivision, this 0.5-mile trail begins and ends at Lucy Webb Road and Bristol Drive. The 10-foot-wide concrete path was built in the late 2000's. Park Staff maintains a courtesy path along the trail were feasible. Recent improvements include an additional 6.3 acres of City-owned public ground with an asphalt parking lot and trail head.

Centerview. Opening in 2017 as part of the 2016 No Tax Increase General Bond initiative and additional funding from capital funds, Centerview is Raymore's premier rental facility. Located within the City's Municipal Complex, Centerview serves as the Park and Recreation administrative offices and operations. The meeting and conference facilities can hold up to 300 occupants and are used for local elections and other large meetings. Centerview was designed to provide seamless indoor and outdoor spaces that can accommodate any event in any season. The facility is connected to a larger network of trails and connections via the Boardwalk that provides east-west connectivity between several core neighborhoods.

Raymore Activity Center. Officially opening to the public in 2018, the Raymore Activity Center was funded by 2016 No Tax Increase General Bond initiative. The RAC offers a full basketball court, two volleyball courts, an indoor walking/running track, a kitchen for concessions and office space for staff, allowing for recreational activities year-round. The RAC is the headquarters of Raymore Parks and Recreation Summer Day Camp, home to several athletic programs such as the recreational youth basketball and volleyball leagues, adult leagues and rental facility for private sports clubs as well as private events. The 2020 No Tax Increase General Bond initiative made way for the phase 2 expansion of the RAC. The expansion included additional basketball and volleyball courts, two multipurpose rooms for party rentals or programming, staff support areas, pickleball courts and storage. Phase two is scheduled to be completed in 2024.

Future Parkland

Good Ranch Park Land Dedication. This area includes 154 acres of undeveloped land in the southern part of Ward 1 and was originally identified as part of the 1994 Good Ranch Land Use Plan, in addition to Good Parkway and other areas of the Good Ranch. In 2021, City staff and landowners began the process to finalize the location and acreage for the park land dedication. The Parks and Recreation Board and City Council voted to approve the dedication in 2022. This Plan provides goals and actions related to the future development of this area in Appendix A - Parks Master Plan.

Parkside Park Land Dedication. This area includes approximately 13 acres of land on the northeast side of the Parkside Subdivision at 163rd Street and North Madison Street. This property was dedicated in 2023 as a result of residential and neighborhood expansion. The Parks and Recreation Board have planned this park as a future dog park. Goals and actions related to the future development of this area are provided in Appendix A - Parks Master Plan.

Existing Natural Features

The following briefly describes the environmental features of Raymore related to floodways and water bodies associated with the natural landscape of the area. These environmental features are illustrated in Figure 2.10.

Major Water Bodies. Within Raymore city limits, there are a handful of small lakes, including Creekmoor Lake, Johnston Lake and Silver Lake. Creekmoor Lake and Silver Lake are surrounded by a residential subdivision. Johnson Lake is located in Hawk Ridge Park and has a walking trail surrounding the perimeter.

Floodplain. 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.

A portion of Raymore's land area is considered a Special Flood Hazard Area (SFHA) according to FEMA. SFHA are defined as the area that will be inundated by the flood event having a 1-percent chance of being equaled or exceeded in any given year. Portions of land area on the outskirts of SFHA areas are considered moderate flood hazard areas.

LEGEND

-  Tree
-  Water Body

FLOOD DESIGNATION

-  100-Year (1% Annual Chance) Flood/
Special Flood Hazard Area (SFHA)*
-  500-Year (2% Annual Chance) Flood*

*SFHA are defined as the area that will be inundated by the flood event having a 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.

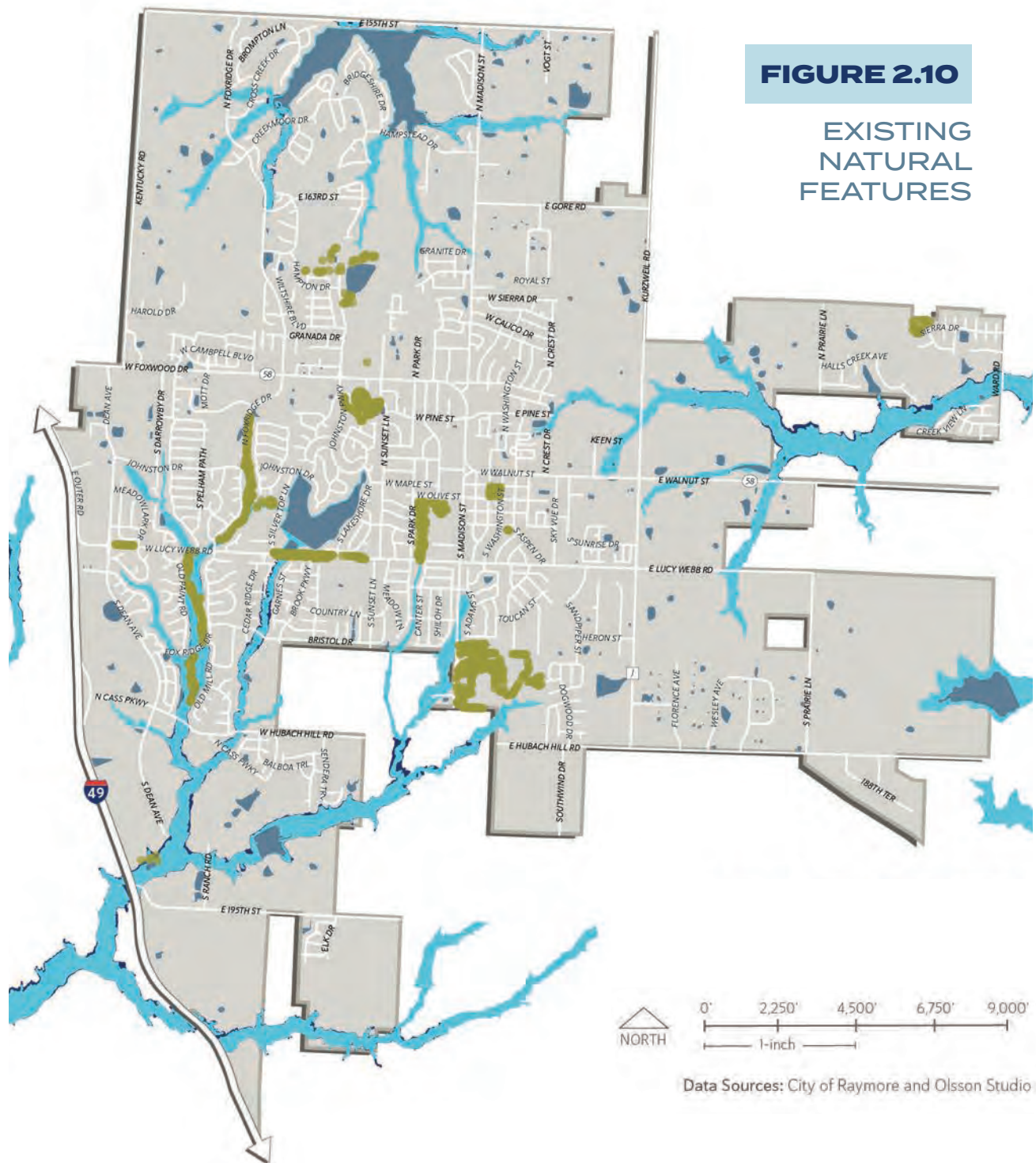


FIGURE 2.10

EXISTING NATURAL FEATURES

Existing Demographics

This section provides an overview of the existing demographic and market conditions within Raymore. A full Market and Economic report can be found in **Appendix A**.

POPULATION GROWTH

Population growth has a direct impact on the need for housing and retail space. The City of Raymore has experienced significant population growth over the last two decades, prompted by quality schools, safe neighborhoods, reliable infrastructure, and an expansive network of parks, trails, and amenities. Between the year 2000 and 2020, the City population more than doubled in size, adding 11,795 new residents, as illustrated in **Table 2.1**. The population growth over the 20-year timeframe equated to an annualized rate of 3.3 percent, compared to 1.3 percent annually for Cass County and 0.5 percent annually for Missouri. Population growth for Raymore from 2023 through 2045 is estimated to be 10,986 to 12,250 new residents, bringing the 2045 population to 35,193 to 36,467 residents.

Given the historic rates and patterns of the population growth in the City, the Raymore 2045 Plan must consider the implication of continued growth and diversification of the local population. Previous growth, in addition to development and permitting activity would suggest that Raymore is poised to support continued growth and is forecast to experience nearly a 36 percent increase in population in the next two decades.

While the population is ever changing, one thing remains constant – the satisfaction of our residents. The annual resident satisfaction survey conducted by ETC is utilized to gauge resident and community satisfaction.

TABLE 2.1 POPULATION GROWTH TRENDS

YEAR	TOTAL POPULATION	POPULATION INCREASE	% INCREASE
2000 CENSUS	11,146	5,554	99.3%
2010 CENSUS	19,206	8,060	72.3%
2020 CENSUS	22,941	3,735	19.4%
2025 FORECAST	23,631	690	3.0%
2030 FORECAST	25,911	2,280	9.6%
2035 FORECAST	28,413	2,502	9.7%
2040 FORECAST	31,155	2,742	9.7%
2045 FORECAST	35,193	4,038	13.0%

Source: U.S. Census Bureau, 2021

POPULATION BY AGE

Demographic factors are one of the most important factors influencing the behavior of the consumer towards the acquisition of products, whether in terms of the impact of sex on the purchasing decision or the age of the consumer, the level of education and occupation, or consumer income. Age is an important factor in consumer identity and behavior, since consumption patterns, housing needs, and financial situation change significantly throughout an individual's lifetime.

The bar chart in **Figure 2.11** provides a comparison of the Raymore 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, described in greater detail in **Appendix A - Economic and Market Study**.

HOUSEHOLD INCOME

Household income levels have a direct impact on retail sales volumes, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for the City of Raymore and State of Missouri is outlined in the bar chart in **Figure 2.12**.

Raymore's median household income of \$90,362 compares to \$61,043 for Missouri, with a much greater rate of high-income households earning \$100,000 or more and a much lower rate of households earning \$35,000 or less. Raymore's well above average household income levels provide the opportunity to support above average retail sales and rents, housing values, and residential rents. An estimated 10.2 percent of Raymore households earn less than \$25,000 annually, compared to 18.7 percent statewide, suggesting a modest need for affordable and income-based housing.

FIGURE 2.11

POPULATION BY AGE COMPARISON



Source: U.S. Census Bureau, 2021

FIGURE 2.12

HOUSEHOLD INCOME DISTRIBUTION COMPARISON



Source: U.S. Census Bureau, 2021

HOUSEHOLD FORMATION

Household formation and the mix of household types have a direct impact on the composition of retail sales and housing needs. According to the U.S. Census Bureau, as of 2021 an estimated 8,557 households resided in Raymore with an average household size of 2.63 persons, as shown in **Table 2.2**. Family households accounted for 73.8 percent of all households with 35.7 percent of all households having children present. Married couple families accounted for 60.8 percent of all households, of which 32.6 percent had related children.

TABLE 2.2

COMPARISON OF HOUSEHOLDS BY TYPE

HOUSEHOLD TYPE	CITY OF RAYMORE	STATE OF MISSOURI
TOTAL HOUSEHOLDS	8,557	2,433,819
FAMILY HOUSEHOLDS	73.8%	63.3%
MARRIED COUPLE HOUSEHOLDS	60.8%	47.7%
WITH RELATED CHILDREN	42.0%	36.9%
NONFAMILY HOUSEHOLD	26.2%	36.7%
WITH CHILDREN PRESENT	0.8%	0.9%
HOUSEHOLDER LIVING ALONE	23.9%	30.0%
HOUSEHOLDER LIVING ALONE (65+ YEARS OLD)	12.3%	11.9%
ALL HOUSEHOLDS WITH CHILDREN	35.7%	29.2%
AVERAGE HOUSEHOLD SIZE	2.63	2.46
AVERAGE FAMILY SIZE	3.15	3.07

Source: U.S. Census Bureau, 2021

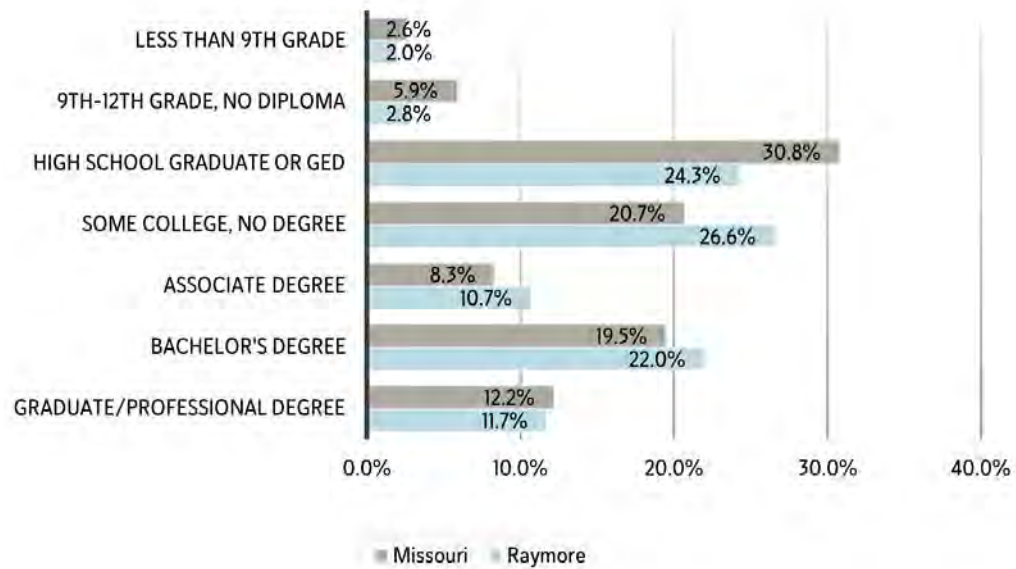
EDUCATIONAL ATTAINMENT

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 in **Figure 2.13** provides a comparison of educational attainment levels between Raymore and State of Missouri as provided by the U.S. Census Bureau.

Raymore's population is more educated than the overall Missouri population with 44.5 percent of residents 25 years of age and older attaining an associate degree or higher compared to 40.0 percent statewide. Conversely, 29.1 percent of Raymore residents attained a high school diploma or less compared to 39.3 percent of the statewide population.

FIGURE 2.13

EDUCATIONAL ATTAINMENT LEVELS



Source: U.S. Census Bureau, 2021

Existing Economic Assets

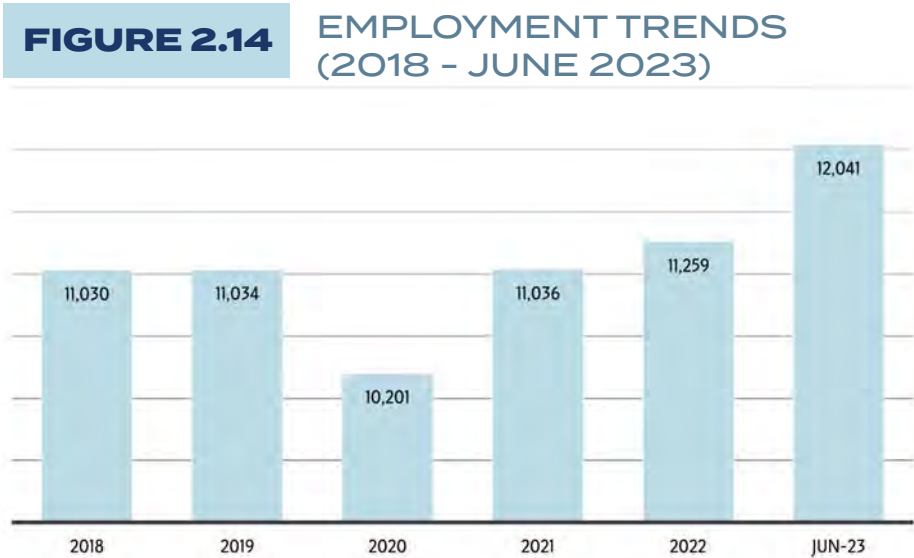
The City of Raymore is no stranger to growth and development. Past City leadership held a proactive approach to providing economic incentives as a means or spurring early economic activity over the past two decades. Given some of the geographic challenges for the community, including lack of highway frontage and competition with adjacent communities, the use of financial incentives was key in attracting growth eastward from Highway 71. Historically, the City has used tools like Tax Increment Financing (TIF), Community Improvement Districts (CIDs) and Transportation Development Districts (TDDs) to assist in commercial development and the construction of needed infrastructure to support the growth, including the Raymore Galleria development, MO-58 Highway, Dean Raymore Market Center and other major commercial developments.

These incentive tools proved effective in attracting major retailers such as Sam’s Club, Lowe’s, Price Chopper and others. Now, two decades later, these incentive tools are nearing the end of their useful life while the City will continue to enjoy the services offered by these community businesses. As part of this Plan, City leadership should consider the implications of the conclusion(s) of economic incentives for these developments and develop policy decision on when, where and how to move forward with the implementation of future economic incentives to support more diverse and sustainable future urban growth.

EMPLOYMENT GAINS

Since gains in employment generally fuel 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 high quality of life can motivate employees to relocate to the community where their job exists.

According to the Missouri Economic Research & Information Center, coming out of the Great Recession employment in Raymore grew at a modest rate and by 2019 reached 11,034 jobs and an unemployment rate of 2.7 percent. The COVID-19 pandemic reversed the trend in employment growth with the loss of 833 jobs in 2020, pushing the unemployment rate to 7.8 percent. Through June 2023, Raymore added 1,840 jobs (for a total of 12,041 jobs) and the unemployment rate stood at a healthy 2.6 percent. Figure 2.14 illustrates job growth in the City of Raymore from 2018 through June 2023.



Source: U.S. Census Bureau, 2021

EMPLOYMENT BY SECTOR

Figure 2.15 shows employment by sector. Raymore's economy is led by the education and healthcare services; professional, scientific and management; retail trade; and finance, insurance and real estate sectors. Raymore's mix of employment generates the need for a wide range of owner-occupied and rental housing types and price points (i.e., sales price and rent).

Given its location and demographics, Raymore is best suited to support continued job growth in such sectors as retail trade; information; finance, insurance and real estate; professional, scientific and management; and education and healthcare services.

Table 2.3 provides a comparison of employment by sector for Raymore versus Missouri. Raymore's high level of office-related employment stems from its population's above average educational attainment rates. Employment sectors that Raymore exceeds statewide norms include construction; information; finance, insurance and real estate; and professional, scientific and management. Employment sectors where Raymore lags the statewide averages include manufacturing; wholesale trade; retail trade; transportation, warehousing and utilities; education and healthcare services; and art, entertainment, lodging and food service.

FIGURE 2.15 EMPLOYMENT BY SECTOR



Source: U.S. Census Bureau, 2021

TABLE 2.3

STATEWIDE COMPARISON OF EMPLOYMENT BY SECTOR

EMPLOYMENT SECTOR	% OF RAYMORE EMPLOYEES	% OF MISSOURI EMPLOYEES
CONSTRUCTION	8.3%	6.4%
MANUFACTURING	8.3%	11.6%
WHOLESALE TRADE	2.0%	2.4%
RETAIL TRADE	11.1%	11.7%
TRANSPORTATION, WAREHOUSING AND UTILITIES	5.5%	5.8%
INFORMATION	2.7%	1.5%
FINANCE, INSURANCE AND REAL ESTATE	10.0%	7.2%
PROFESSIONAL, SCIENTIFIC AND MANAGEMENT	12.0%	10.2%
EDUCATION AND HEALTHCARE SERVICES	23.4%	24.5%
ART, ENTERTAINMENT, LODGING AND FOOD SERVICE	6.9%	8.1%
OTHER SERVICES	4.7%	4.8%
PUBLIC ADMINISTRATION	4.1%	4.1%

Source: U.S. Census Bureau, 2021

MAJOR EMPLOYERS

Raymore welcomed three new major employers with the completion of the Raymore Commerce Center; Nuuly, Southern Glazer’s Wine and Spirits, and Harmar. Long-term, valued major employers operating in Raymore include Walmart, Ray-Pec School District, Foxwood Springs, and Compass Health Network. A full list of the top largest employers in Raymore is provided in **Table 2.4**.

TABLE 2.4 CITY OF RAYMORE’S LARGEST EMPLOYERS

EMPLOYER	PRODUCT/SERVICE	NUMBER OF EMPLOYEES
WALMART	RETAIL	405
RAY-PEC SCHOOL DISTRICT	EDUCATION	336
NUULY	CLOTHING SUBSCRIPTION	300
FOXWOOD SPRINGS	SENIOR LIVING CARE	274
COMPASS HEALTH NETWORK	MEDICAL	218
CONSENTINO’S PRICE CHOPPER	GROCERY STORE	152
SOUTHERN GLAZER’S WINE AND SPIRITS	SPIRITS DISTRIBUTOR	150
SAM’S CLUB	WHOLESALE RETAIL	150
LOWE’S	HOME IMPROVEMENT RETAIL	136
CITY OF RAYMORE	GOVERNMENT	108
SUNRISE NURSING AND MEMORY CARE	MEDICAL	97
HARMAR	MOBILITY PRODUCTS	75

Source: City of Raymore, 2024



2.5 KEY FINDINGS

The following list is a summary of key findings from the community profile.

Housing market is a major asset - Raymore is the place to be!

- Housing construction has had a major impact on the growth of the community over the last decade, and the community is well poised for continued growth. Raymore has historically been viewed as a bedroom community due to the sustained growth in housing. The community is reaching a critical mass where the sustained addition of varied housing types and new residents has become a major asset for attracting new commercial development opportunities.
- The City has invested heavily in the diversification of its housing stock as a means of attracting a diverse mix of residents to the community.
- Citizen satisfaction surveys have shown time and again that residents are happy with the direction of the City.
- Residents voice the need to preserve the hometown feel and sense of pride in the community while balancing needed community growth.

Through reliable and expanding infrastructure, Raymore is well-equipped for growth.

- The City has made substantial investments into the expansion and maintenance of infrastructure, both through new development projects and non-development related investments in the form of GO Bond projects and Capital Improvement Planning.
- Various road expansions, water and sewer upgrades have positioned the City for the next wave of growth opportunities. The expansive network of infrastructure can be used as a tool to support smart growth opportunities that limit the need for substantial strain on infrastructure.

Raymore has a strong asset in their local and regional parks and trails.

- The last decade of sustained growth has afforded the City with a healthy inventory of parkland and open space, in addition to non-development related expansion projects and land acquisition initiatives. The City owns and/or maintains more than 350 acres of parkland, including 2 major regional parks. Community surveys indicate that quality of the City's parks and recreation programs are a draw to the community and should be a major focus of future growth initiatives.
- Citizens continue to desire new and improved bike and pedestrian trails that provide a comprehensive network of connectivity within and between neighborhoods, amenities and destinations. Future plans for expansion of the parks and recreation system include the development of the over 150 acres recently dedicated to the City within the Good Ranch and enhanced trail maintenance programs within the Capital Improvement Programs.

Raymore prioritizes safety.

- Residents value public safety in Raymore. The Police Department and their various divisions have been a key factor in attracting residential growth to the community. ETC Findings continually show that residents see public safety as an asset to the community.
- Residents are engaged with the Police and Animal Control. The various programs that are sponsored by the Police Department continue to grow in support year after year, including Shop with a Cop, Coffee with a Cop, School Resource Officer programs, and Animal Control volunteer efforts and programs.

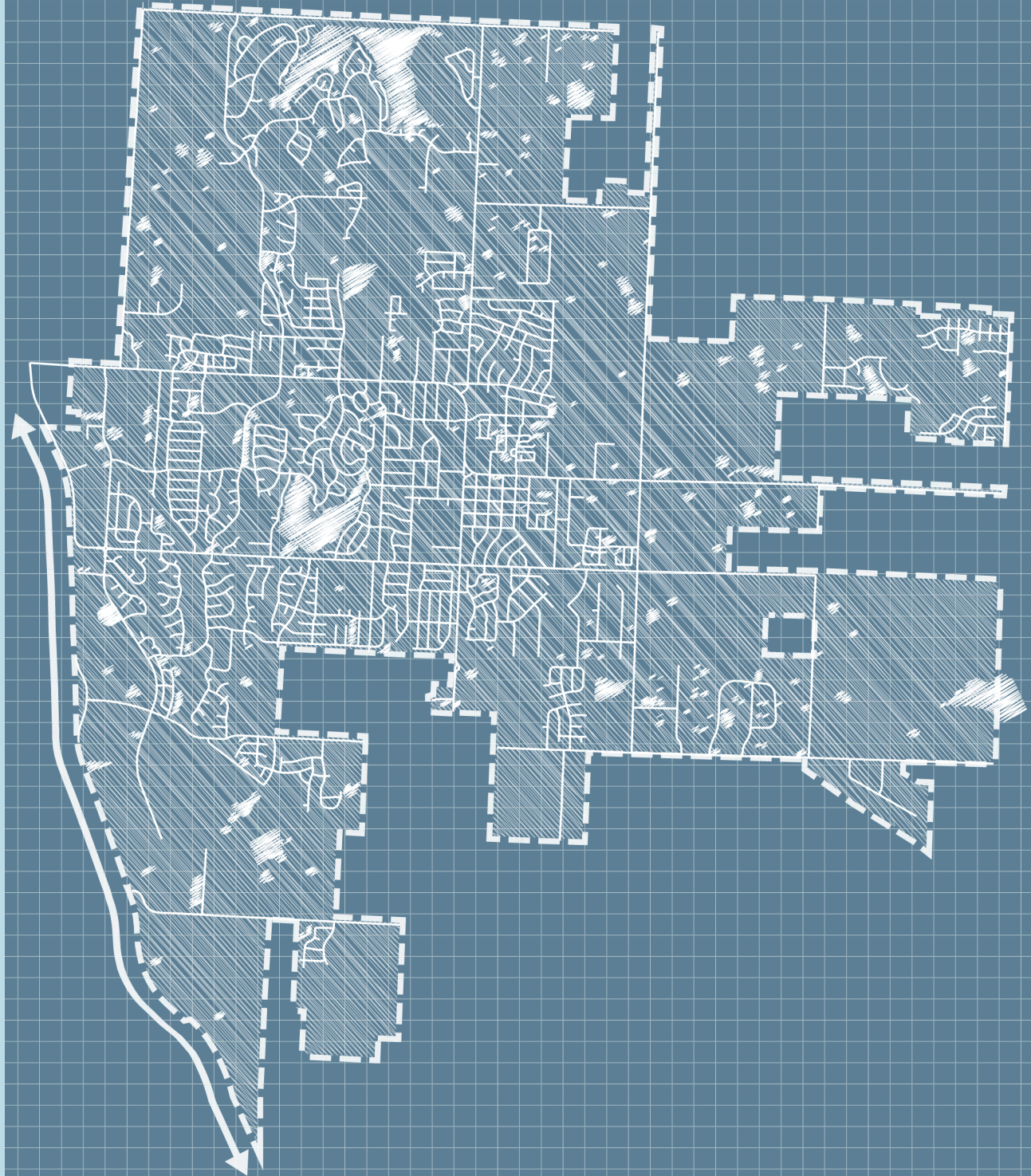
Raymore is a place for business.

- Raymore has experienced significant economic growth through the addition of retail, commercial and primary industrial employers.
- The City's job growth in the industrial sector has grown tremendously with the development of the Raymore Commerce Center and the businesses which have located within it. Raymore continues to increase and diversify its major employers.

3

PLAN PILLARS, GOALS AND STRATEGIES

Chapter 3 provides an overview of the organizing elements of the Plan and how they work together to form a cohesive vision for the future of Raymore. The following plan strategies are described for each of the goals and pillars. Additional recommendation details and visuals are provided in **Chapter 4: Framework Plans**.



3.1 ORGANIZING ELEMENTS OF THE PLAN

This Plan has been structured around a reiteration of the four strategic focus areas of the **2018 Strategic Plan**, or plan pillars. The big 12 goals are categorized by each of the four pillars. Each goal contains a set of strategies and action items to accomplish each of the broad goals, as illustrated by the graphic to the right.

To expand and build on the direction and successes of the Strategic Plan, the strategic focus areas have been broadened to capture a wider vision of the values of the community and the desired direction for growth and the various facets and functions of the City required to achieve it, including leadership, administration, planning and development, parks, infrastructure and public safety.

These goals lay a broad foundational framework that embodies the core values of the community, the image the city and its residents wish to convey to the region, and strategic investment and reinvestment opportunities that will help support prosperous economic growth, all delivered through the lens of exceptional customer service through the various departments and leaders within the City.

These four pillars of growth, as seen in **Figure 3.1**, and their individual organizing elements will help guide decision-making and provide for departmental independence to achieve individual goals across the organization, as well as interconnectivity between elements to help move the City forward as a whole.

3.2 THE VISION

By 2045, the City of Raymore will be recognized as a vibrant, connected and inclusive community with exceptional neighborhoods, trails, parks and well-planned infrastructure that supports efficient transportation, access to essential services and recreational amenities that enhance the quality of life for all. The City is known for its ability to cultivate a community where opportunities for prosperity abound, where businesses flourish and where families can thrive. We see a city that embraces technological advancements to improve efficiency, communication, and engagement among residents, businesses and local government.

In pursuit of this vision, we will engage stakeholders, leverage diverse perspectives and embrace continuous improvement. Together, we will shape Raymore into a model community—one that embodies the values of growth, unity, and resilience and serves as a beacon of opportunity and inspiration for all who call it home.

Above all, our vision for Raymore is rooted in resilience. We understand that challenges may arise, but through collaboration, innovation and a shared commitment to progress, we are confident in our ability to overcome obstacles and emerge stronger than ever.

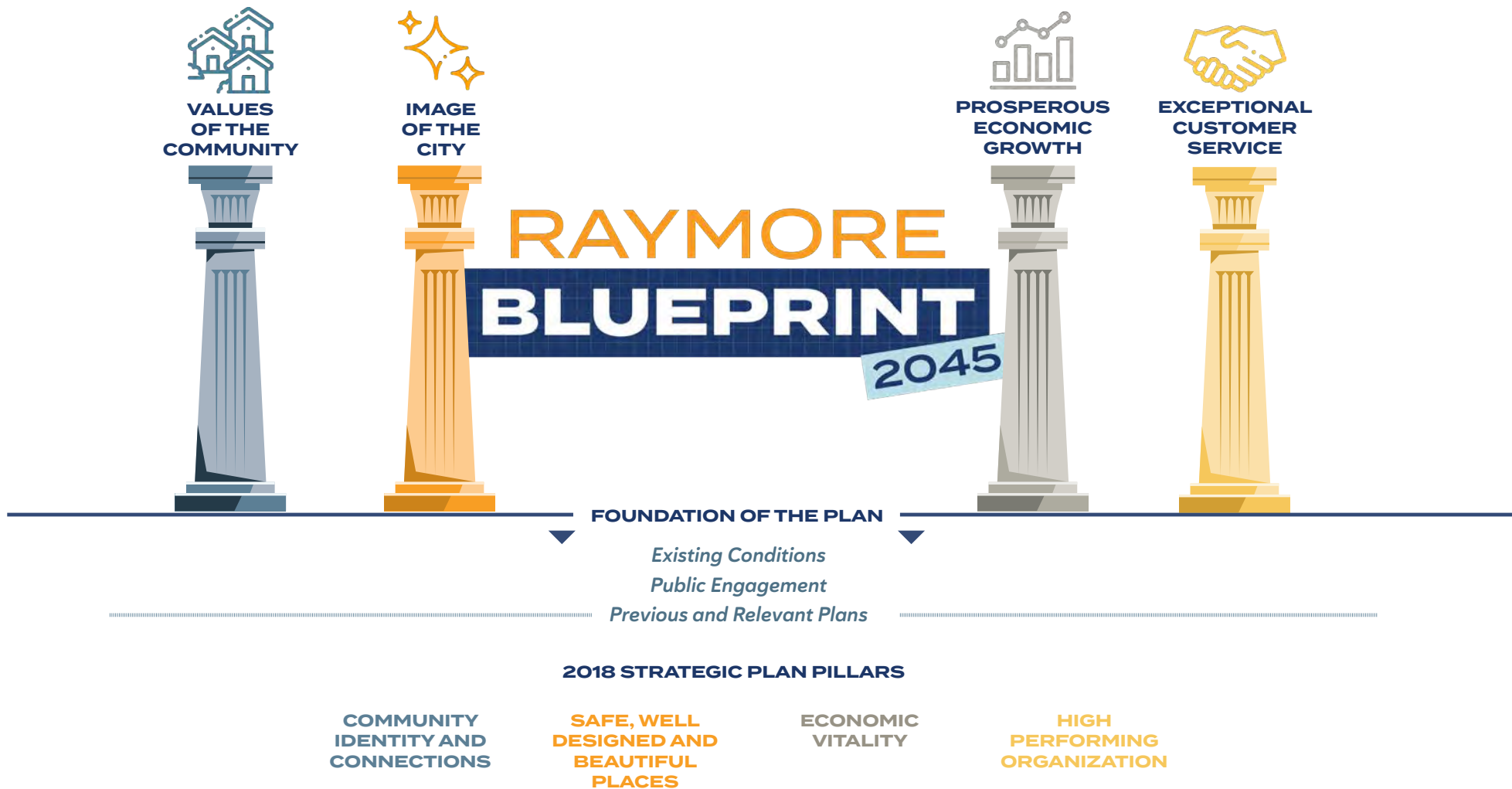
Over the next 20 years, and beyond, the City of Raymore will work to embrace the core values of the community while protecting and enhancing the image of the City, its neighborhoods, businesses, and most importantly its residents. Raymore's city leadership is committed to being exemplary stewards of our public resources, guided by a vision of sustainable growth and prosperity. We prioritize strategic investments and reinvestment opportunities that catalyze economic vitality and enhance quality of life for all residents. Our dedication to exceptional customer service fosters strong relationships with our residents, customers, and community partners, ensuring their needs are met with efficiency, transparency and care. Through forward-thinking governance and collaborative initiatives, we aspire to cultivate a thriving, resilient, and inclusive community where every individual can thrive and contribute to our shared success. As we move forward, we aspire to cultivate a community where opportunities for prosperity abound, where businesses flourish and where families can thrive. We envision safe, welcoming neighborhoods that foster a sense of belonging and pride among residents of all backgrounds and ages.

3.3 PLAN PILLARS

The framework of this Plan is centered around 12 broad actionable goals categorized by pillar that City leadership can focus on over the course of the next 20 years. The goals build on the progress and direction that were set by the Strategic Plan and help to create a long-term framework for strategic growth and change. Each goal is further supported by the inclusion of additional focus areas, strategies, action items and potential policy change that will help the City move the needle on each goal as growth and development continues.

The following pages describe each goal, organized by pillar, and its associated strategies and action items.

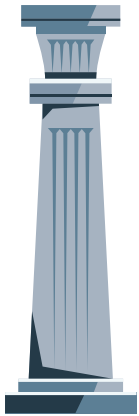
FIGURE 3.1 RAYMORE BLUEPRINT 2045 PLAN PILLARS



3.4 BIG 12 GOALS AND STRATEGIES

The framework of this Plan is centered around 12 broad actionable goals categorized by pillar that City leadership can focus on over the course of the next 20 years. The goals build on the progress and direction that were set by the Strategic Plan and help to create a long-term framework for strategic growth and change. Each goal is further supported by the inclusion of additional focus areas, strategies, action items and potential policy change that will help the City move the needle on each goal as growth and development continues.

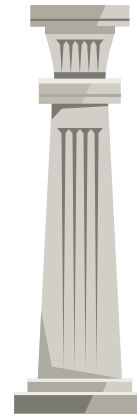
The following pages describe each goal, organized by pillar, and its associated strategies and action items.



BIG GOAL 1: Manage external impressions of the community to position Raymore as a leader in the region.

BIG GOAL 2: Provide opportunities for residents and community members to be engaged in the processes of the City.

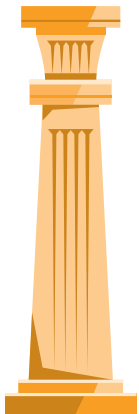
BIG GOAL 3: Ensure public safety through a distinguished, community-oriented Police Department focused on citizen engagement and outreach.



BIG GOAL 8: Grow the tax base with sustainable, well-paying jobs.

BIG GOAL 9: Ensure economic growth is aligned with land use and development goals of the community.

BIG GOAL 10: Promote partnership with regional, state and local organizations to support the development of a highly skilled and competitive workforce.

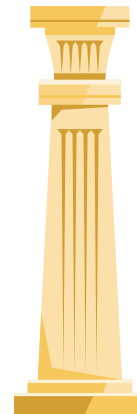


BIG GOAL 4: Focus development efforts in ways that result in cost-effective, balanced, compatible and connected growth.

BIG GOAL 5: Maintain diverse housing choices within strong neighborhoods that connect residents throughout the community.

BIG GOAL 6: Maintain and develop an infrastructure network that is well-connected, reliable and meets the needs of the community, now and into the future.

BIG GOAL 7: Develop and maintain parks and open spaces that are well-connected to the community and invoke a sense of community pride.



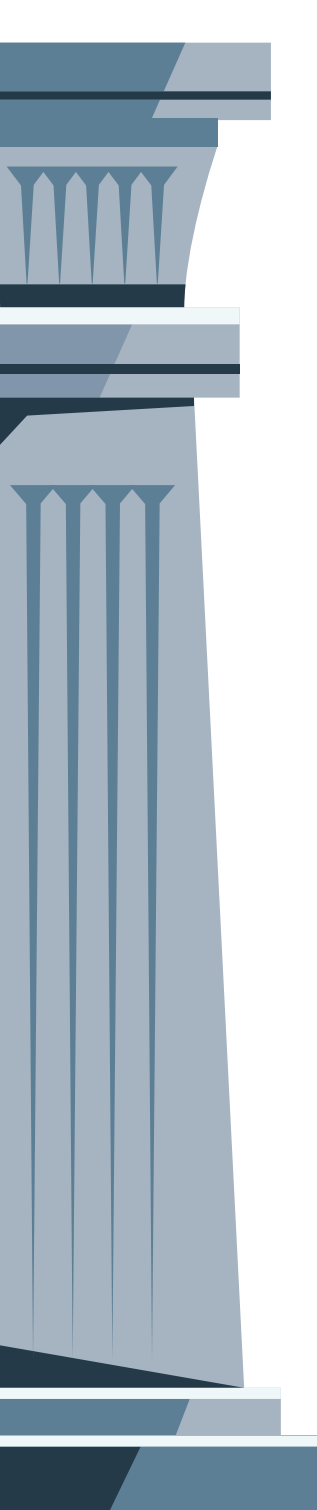
BIG GOAL 11: Enhance city services and maintain public facilities to promote a high quality of life.

BIG GOAL 12: Maintain high-performing, well-trained City Staff members.

VALUES OF THE COMMUNITY

The community in which one chooses to live says volumes about the values that are important to them. The ways in which a City grows should be a direct reflection of the community. As Raymore continues to develop, it is important to focus decisions on the values that are important to the community, namely those that make it easy to call Raymore home. The Values of the Community and the strategies within this section should focus on how to promote Raymore as a community that is livable and vibrant- one that values communication and interaction with its constituents, and one that preserves character, safety and security of the community.





BIG GOAL 1:

Manage external impressions of the community to position Raymore as a leader in the region.

Livability

A livable community is one that supports and implements policies, programs, and services that make it easier for residents of any age or ability to remain active and engaged. Community leaders make decisions with the impacts to all residents in mind and provide accessible opportunities for meaningful participation in the decision-making process. Raymore is a community that has and will continue to see growth and a diversification of populations, particularly as residents age. The elements that make a community livable, including public engagement, housing choices, transportation options and overall health and wellbeing are all influenced by the decision of the City and its elected officials. Considering the implications of policy decisions through the lens of livability will help promote Raymore as a community that is welcoming to all residents, regardless of age or ability.

AARP Livability Index. The Public Policy Institute of the AARP developed the Livability Index as a web-based tool to help cities around the nation measure livability of their community. The tool measures various characteristics, including housing, neighborhoods, transportation, environment, health, engagement and opportunity characteristics. Each category is evaluated against a range of measurable indicators and offers policies and programs that can enhance community livability over time.

The Livability Index report for the City of Raymore showed an overall livability score of 54 out of 100. The tool allows cities to see a side-by-side ranked comparison to other communities around the nation. The highest scoring categories were Opportunity and Engagement, indicating that the City values the experience and input of its community members. The lowest scoring categories were Housing, Transportation and Health. The report recommended various policies and programs that address housing affordability, transportation barriers and healthy active lifestyles among residents.

There is an opportunity to further build connectedness through strategic expansion of community events, and through City support for engagement at the neighborhood and ward level. Senior citizen and intergenerational engagement are important to the community and should be considered when engaging in the future, as the Community Conversations identified future activities for these groups to be a strong focus. Raymore should consider ways to enhance its programming for senior citizens, perhaps through its Parks and Recreation program or through partnerships with the Cass County Library. In terms of intergenerational groups and youth, recommendations include looking into youth programming and other ways to gain input from young residents.

The City of Raymore should make an effort to regularly track changes in livability and overall age-friendliness by using this tool on an annual or bi-annual basis and use the results to set priorities on the implementation of the goals and strategies included in this Plan.

Public Art and Gathering Spaces

Public spaces are a fundamental element of a community and planning for the inclusion of public art help reinforce that values and unique identity of a community and its public spaces. Well-designed public spaces, particularly ones that reinforce the image of the City through public art are often seen as a staple of the community, and see higher rates of utilization by the public. Residents feel that they can connect with the community through the use of art and well-designed public spaces. Focusing efforts on these elements will help position Raymore as a premier location for art, recreation and entertainment.

Since its inception in 2015, the Raymore Arts Commission has worked to bring opportunities to experience art throughout the community with several permanent public artworks, a rotating sculpture program, live concerts, and Summer Scene- a one of a kind annual arts and music show. The Arts Commission has secured two unique murals within the City's parks system and promotes their annual event calendar with their Event Passport program.

Establishing a direct relationship between growth and development and the arts ensures that as the community grows, artful elements are utilized to establish a sense of place and reinforce the values of the community. Raymore has established a process for working alongside the development process to ensure public art is utilized in a way that adds to the overall quality of the development and the community. In 2017, as part of the Strategic Planning process, the City embarked on an initiative to establish a more compelling brand that embraced the values of the community. Shortly after, the original inspiration for Raymore's re-branding effort was unveiled- the Seed Pod sculpture. Located at MO-58 and Dean Avenue as part of the Cadence Commercial development, the seed represents the remembrance of our humble beginnings and roots, the City's growth, prosperity and opportunities in our future.

Embracing the concept of arts in public spaces acts as a means to reflect the values established by the Plan and improve the overall quality and image of the City. The following elements should be considered in future development and placemaking efforts:

- **Art in the Parks.** Provide opportunities for residents and visitors to interact with the arts by locating art installations throughout the parks and trails system. Local and regional initiatives such as the KC Parade of Arts are examples of ways the arts can be utilized to spur interest and tourism locally.
- **Murals.** Murals were the genesis of the Arts in the Parks initiative. In 2018 the Arts Commission commissioned Jacob Duncan to paint a historic mural on a park's facility building in Recreation Park which included several images of significant events and figures. The Commission has funded two other murals throughout the community. Partnerships with local businesses and organizations presents an opportunity to expand the program.
- **Entrance Features.** Strategically locating entrance features, such as the Seedpod, throughout the community provides a prominent identity-feature at the gateways and focal points of the community, including major intersections or mixed developments. These should be used to reflect and enhance the quality of the environment.

Inclusive Recreation

Creating spaces where everyone can experience the happiness of playing with friends, and people of all ages and all abilities are able to play together where physical and social barriers are eliminated reinforces Raymore's vision as a livable and inclusive community. Recreation amenities and programs for all people of all abilities promotes understanding, respect and a true sense of community. When it comes to inclusive amenities, many people think of accessibility as a design standard, or perhaps as a requirement under the Americans with Disabilities Act (ADA), but inclusion is much more than just policies and guidelines. Inclusivity and livability take things a step further and raise the bar for

accessibility to recreational amenities within the community. Inclusion is the foundation of a place where every member of a community feels welcome. Parks and recreation amenities designed for inclusive recreation can change a community by bringing children, parents and caregivers of all abilities together to enjoy the gift of play. In 2016, the Parks and Recreation Department began designing and building amenities that go beyond the minimum, setting the standard for public parks and facilities that people of all abilities can utilize and enjoy.

In 2018, while focusing on compliance with the Americans with Disabilities Act (ADA) and pushing the limits for design through partnerships with the Missouri Department of Conservation and Unlimited Play LLC, Hawk Ridge Park became a national award-winning park that focuses on inclusiveness. Hawk Ridge Park boasts trails, an accessible fishing dock and jetty, restrooms and shelter facilities that provide family units and adult changing stations and the Hawks Nest All-Inclusive Playground.

In 2019, T.B. Hanna Station underwent a major renovation that included the first All-Inclusive Sprayground in the state of Missouri and one of only three parks, at the time, in the entire United States that had both an all-inclusive sprayground and playground in the same park. T.B. Hanna went on to become a national award-winning park and gain national attention for its partnership with Variety Children's Charity of Greater Kansas City.



Roots Sculpture

BIG GOAL 1 STRATEGIES

Promote residents of all ages as a valuable resource for the growth of the community.

- Increase the availability of and awareness of volunteer opportunities among Raymore residents.
- Increase the capacity among City staff and elected officials to meaningfully engage with residents of all ages and abilities.

Promote the social connectivity of Raymore residents across all ages.

- Continue to expand the methods by which information is distributed by the City about community events.
- Facilitate technology training programs and partnerships to allow older adults to remain socially and technologically connected to their family and community.

Embrace decisions and policies that support the concept of Aging in Place.

- Promote the social connectivity of Raymore residents of all ages.
- Develop programs and amenities to meet the diverse needs of the entire community.

Identify long-term sustainable funding sources to support public art within the community.

- Develop a fee-structure for new development that would support public art.
- Require and incorporate artful elements into development projects that request the use of public financial incentives.
- Explore the use of a Percent for Art program to fund public art projects.

Utilize art to enhance the image of the City.

- Support city beautification efforts with murals, fountains, plazas, artwork, etc.
- Enhance and expand the holiday lighting program across City facilities.
- Promote the use of artful features at key focal points within the City.
- Encourage and explore requirements for the incorporation of publicly visible art works in new private development.
- Establish development guidelines that address the construction and maintenance of public art.

Utilize inclusive design in park and recreation capital projects and programs.

- Improve project designs to include elements of inclusive design.
- Focus on providing programs that provide opportunities for all abilities.



Recreation Park Mural

BIG GOAL 2:

Provide opportunities for residents and community members to be engaged in the processes of the City.

Community Involvement and Communications

Communication and engagement are a critical component to the growth of the community. Providing adequate and meaningful opportunities for citizens of all ages to engage in public processes will help promote Raymore as a city that understands and values its residents as a vital resource to the community. Understanding the limitations and barriers of Raymore's diverse population in terms of technology and communication will ensure that the City has strategies in place to effectively communicate with all residents of all ages and abilities. An area of focus of improvement under the community conversations builds on one of the City's strengths – its communications. Residents continue to look for new avenues to stay informed about what is happening and to receive information from and engage with the citizens. New initiatives in this area will continue to build the high level of public trust and support the City's transparency efforts. The goals within this section will help ensure effective communication about events and opportunities to collaborate with the community and to ensure that residents feel connected and engaged in the growth of the community.

BIG GOAL 2 STRATEGIES

Communicate with residents in a way that is intentional and purposeful.

- Provide relevant and up to date information to the public regarding City projects and initiatives.
- Develop communication mechanisms specifically designed to enhance public safety.

Provide opportunities for residents and community members to be engaged in the processes of the City.

- Develop education and outreach programs that inform residents on the functions of city government.
- Regularly seek participation on volunteer boards and commissions.
- Develop a Planning and Zoning 101 course to educate the public on planning and development decisions.
- Continue support for the Citizens Police Academy and other similar programs.
- Identify and implement additional community events that bring together residents and businesses alike.

BIG GOAL 3:

Ensure public safety through a distinguished, community-oriented Police Department focused on citizen engagement and outreach.

Safety and Security

Public safety remains a top priority throughout the consecutive conversations surrounding this Plan. Effective communication is critical in sustaining relationships between law enforcement and the community. The development of new communication mechanisms to enhance public safety was a key recommendation under the Strategic Plan. Since then, the Police Department has continued to enhance their involvement and reach into the community through a host of public safety programs.

Community Programs. Helping to educate the public is an important aspect to fostering a community relationship. The Raymore Police Department works to host a variety of safety programs for the public. These include Neighborhood Watch and Citizen's Academy.

The Neighborhood Watch program is a partnership with a subdivision that acts to unify neighbors and the Police Department in order to prevent crime. The partnership provides the neighborhood with information, resources and motivation. The program helps to build a safer community as it works to get neighbors to know one another and their surroundings. Another aspect to the Neighborhood Watch program is the House Watch Program, which was initiated to give residents piece of mind when they are out of town or will be away for an extended period. Residents can fill out a request form that Police Officers then receive at the start of their shift. Officers then conduct extra patrol of houses identified throughout their shift.

The Raymore Police Department works with several subdivisions to attend Homeowner Association meetings as requested. This provides an opportunity for residents to talk with police about not only issues specific to their neighborhood, but also educate about crime prevention.

The Citizens' Police Academy is an eight-week class that gives residents and those that work in Raymore the opportunity to understand a variety of law enforcement topics as well as offer more in-depth knowledge of the day-to-day operations of a police officer. The topics include federal law as well as state and city code and ordinances. It dives into various patrol tactics as well as records, property and evidence. Investigations and traffic enforcement are also discussed.

School and Youth Partnerships. The Raymore Peculiar School District has an agreement with the City of Raymore that the Police Department provides a School Resource Officer for the school district. The officer works with the school district personnel to provide education on alcohol/drug education and support, anti-bullying/cyber-bullying, community/school safety, safe driving and teen dating violence. The officer is also responsible to maintain a safe environment at the school as well as a problem-solving resource regarding on-campus and school related criminal activity.



School Resource Officer

Raymore Shop with a Cop. Shop with a Cop is an outreach program that allows area children in need of a little extra help for the holidays to go shopping with Raymore police officers as well as facilitate a relationship with local law enforcement. Each child is paired with an officer and given a one-hundred dollar spending allowance at local stores. Funding for the program comes from resident donations, local businesses and community members and the police officers themselves.

Coffee with a Cop. Coffee with a Cop is an annual event that invites residents to enjoy a cup of coffee with a police officer to strengthen relationships through open, casual conversation. Often people only interact with police during a high-stress situation. Coffee with a Cop provides a relaxed environment for conversations.

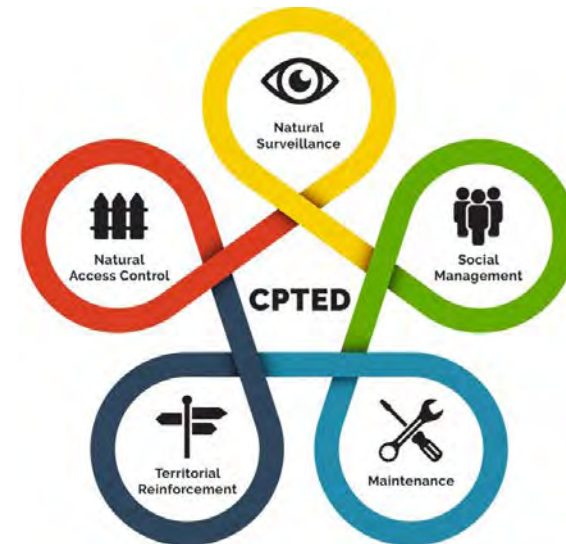
Safety Traffic Enforcement Program (STEP). STEP involves hazardous moving and alcohol enforcement. This is in partnership with and includes reimbursement through the Highway Safety Division of Missouri Department of Public Safety. The goal of the program is to reduce traffic fatalities and injuries with particular emphasis on alcohol and drug impaired driving.

National Drug Take Back. National Drug Take Back is a biannual program partnering with the Drug Enforcement Administration, Raymore Police and the community. The program provides a safe, convenient and responsible means of disposing of prescription drugs while educating the general public on medication abuse awareness and prevention.

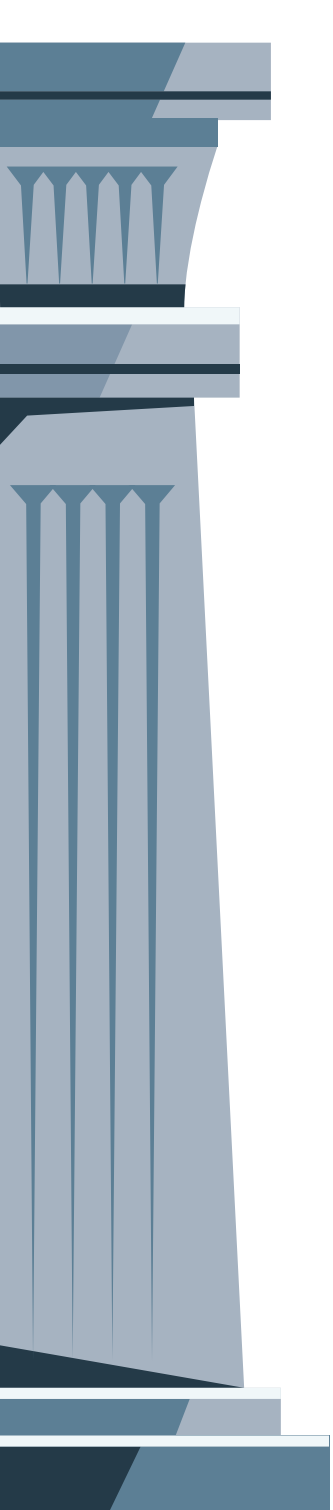
Crime Prevention Through Environmental Design (CPTED). The Police Department offers a wide range of services to the business community of Raymore, including general security awareness training and routine safety checks. Collaborating with the Police Department and embracing the principles of CPTED as the community grows and develops allows community businesses to understand concepts and design features that will innately aid in preventing crime. Features such as street access, building orientation, site lighting and landscaping influence community safety. Utilizing CPTED principles in design can lead to a safer community and more prosperous business development.



Annual Coffee with a Cop Event



Crime Prevention Through Environmental Design (CPTED) Principles



BIG GOAL 3 STRATEGIES

Set the standard for safety in the region.

- Continue high visibility in residential areas, public and business spaces.
- Cultivate more opportunities for outreach - police participation in neighborhood and community events.
- Promote law enforcement educational programs.
- Explore new and different possibilities for interaction in schools and with youth in the community.

Maintain a distinguished and community-oriented Police Department through citizen engagement and outreach.

- Continue community policing efforts, including active involvement in neighborhoods to foster relationships with and among residents.
- Continue community policing efforts, including active involvement in neighborhoods to foster relationships with and among residents.
- Support existing community programming.
- Support the development of additional local and regional partnerships and collaborative initiatives.

Provide support to the local business community.

- Offer routine security awareness and safety training for businesses in the community.
- Educate businesses on effective ways of crime deterrence and suspect identification.
- Develop CPTED checklists for local businesses to enhance safety in the communities business districts.

Support safety initiatives that enhance the safety of the community.

- Expand programs like National Drug Take Back, STEP and others that improve the safety of the community.
- Seek grant opportunities to support new safety initiatives in the community.
- Develop and sustain relationships with businesses, HOAs, community groups to reinforce the safety of the community.
- Develop CTPED checklists for residents, HOA, and community groups to enhance safety in neighborhoods

Enhance and strengthen emergency preparedness response and recovery plans across the organization in collaboration with other community and regional efforts.

- Continue citizen awareness regarding safety and emergency preparedness.
- Prepare adaptable plans and strategies that address community-wide coordination.
- Continue regular public safety/emergency management updates for public education through multiple community outreach efforts.

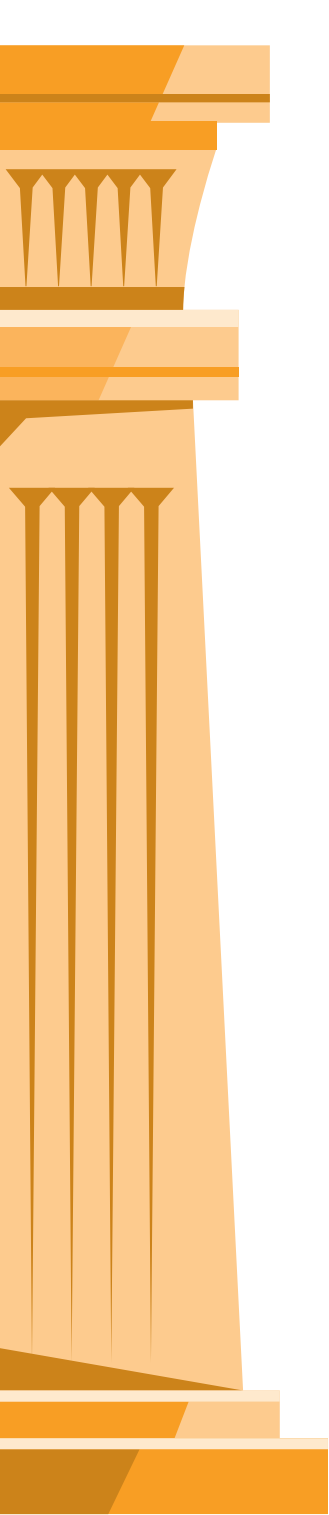
IMAGE OF THE CITY

Intentional, quality development is paramount to the future of the community. Raymore attracts residents with its high-quality neighborhoods, reliable and ever-expanding infrastructure an expansive network of parks and trails. City leadership should continue to prioritize these key elements and demand exceptionally designed and well-thought out development to ensure Raymore remains the safe, well designed, and beautiful place that makes residents feel at home.

Raymore has experienced significant growth pressures over the last decade, which presents a changing balance of urban and rural environments within the community. Plan recommendations continue this balanced approach to development and preservation opportunities by focusing priorities on master planned development, analyzing existing land use and development patterns and projecting strategic growth that will aid in understanding the need for future development across the community.

The Image of the City is the vision the community portrays to those around us and sets the standards of how Raymore is perceived. Balanced land uses, quality and accessible housing choices, reliable and safe infrastructure, well-designed and maintained streets, parks and trails are all elements that lend themselves to the creation of a vibrant, safe, and quality community.





BIG GOAL 4:

Focus development efforts in ways that result in cost-effective, balanced, compatible and connected growth.

Land Use and Development

Raymore's historic growth patterns have allowed the community to establish various development nodes, districts, neighborhoods and other contexts of existing land uses, many of which lay the groundwork for additional growth and development into the future. With a fair balance of both developed and undeveloped land within the corporate limits of the City, Raymore is well positioned to re-evaluate its existing land use patterns, support and attract opportunities for both new development investments and identify unique opportunities for reinvestment and redevelopment.

For the full land use and development framework plan, please see **Chapter 4.1 - Land Use and Development Framework**.

Land Use Principles

Given the direction and feedback from the Community Conversations engagement period and visioning process, the following principles were identified as important to consider as the City evaluates future growth and development opportunities:

Cost Effective Development: Promote development patterns that are cost-effective to maintain without jeopardizing the City's high-quality services.

Raymore is an expansive suburban community with ample room for growth. Approximately 66 percent of the land area within the existing city limits is considered to be developed. More than 45 percent of the land area contained within the existing city limits and the intent to annex area, including more than 7,650 acres of land is considered undeveloped or under-developed (large, unplatted tracts of land containing no existing structures). Promoting development patterns that capitalize on existing infrastructure and limit the need for additional infrastructure investment requires compact, contiguous development and results in a fiscally and environmentally responsible approach to growth.

Balanced Growth: Provide a well-balanced inventory of housing options that meets the needs of current and future generations.

Residents continue to demand more housing choice with respect to housing types, lots size and configuration, and price points. Supporting a variety of housing allows the City to remain a place to call home for both new and existing residents throughout their entire life cycle.

Compatible Growth: Transition land use patterns with compatibility in mind to ensure uses are complementary to the overall character of the community.

Raymore is growing. Ensuring that new growth and development remains compatible with existing land uses helps reserve and elevate the image of the city and the overall quality of life for its residents. Quality design standards, landscaping and screening requirements will help mitigate real or perceived impacts of future growth and development.

Connected and Vibrant Places: Connect people to vibrant, high-quality places with unique character.

A common theme within the various community conversations was the need for development that promoted a downtown, town center environment, either through the development of key undeveloped properties, or redevelopment efforts of older parcels and properties within the City.

Raymore residents have long voiced the community's need for a downtown commercial center that offers gathering spaces, and a mix of commercial retail uses and restaurants. While Raymore lacks a traditional "old" commercial downtown like many other suburban communities, the various large, undeveloped tracts of land throughout the community present unique opportunities to create these types of centers.

BIG GOAL 4 STRATEGIES

Cost Effective Growth

Support a proactive approach to the growth and expansion of the City.

- Develop a strategic annexation plan for the areas included in the Intent to Annex area.
- Ensure new growth can be supported without straining existing municipal services and infrastructure.
- Ensure the City's Zoning Code remains aligned with the adopted plans of the community.
- Incorporate interconnectivity of existing and new developments through streets, sidewalks, trails and other means.
- Adopt development and design criteria, or zoning overlay standards for new development within the appropriate activity centers, or other key locations.

Balanced Growth

Foster an appropriate balance of land uses within the community.

- Conduct regular reviews of the City's Unified Development Code to ensure it addresses current and relevant planning trends.
- Support zoning and development applications that consider a balance of various uses.
- Monitor land use patterns to avoid market saturation of commercial, industrial and residential land uses. Update and manage the Unified Development Code accordingly.

Compatible Growth

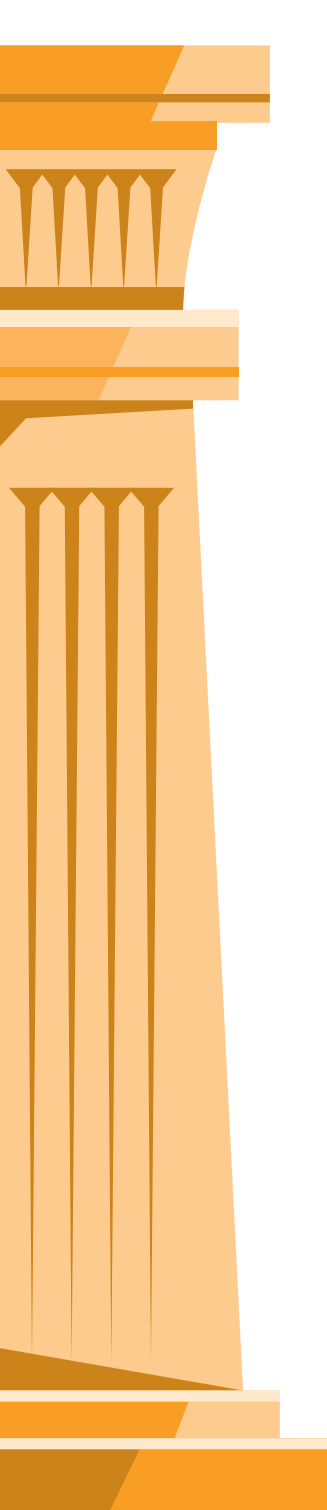
Support new development that is aligned with the priorities of the City.

- Ensure development and land use changes are compatible with existing and adjacent development.
- Review and enhance the requirements for landscaping and screening for new development and redevelopment projects.

Connected and Vibrant Places

Focus development and redevelopment opportunities along the City's major nodes and corridors.

- Support infill and redevelopment projects and proposals that are master-planned and well thought out.
- Develop and implement a corridor redevelopment strategy and/or zoning overlay district for the Central MO-58 "S" Curve.
- Facilitate master planning efforts for the City's major key sites and activity centers.
- Support the development of a downtown, or town center within the community.
- Concentrate multi-family and higher density developments in closer proximity to commercial development, or adjacent to activity centers.



BIG GOAL 5:

Maintain diverse housing choices within strong neighborhoods that connect residents throughout the

Quality Housing

Housing is a basic element that has a tremendous and direct impact on the quality of life within the community. To ensure that Raymore continues to thrive, particularly among a wave of changing demographics and preferences surrounding housing, housing needs of residents can be met by facilitating a housing market that provides a wide range of housing prices and types for both renters and owners. Historically as a bedroom community, policy decisions that will help diversify the City's housing stock and move the needle toward becoming a full-service community should be supported.

A diverse housing stock is one that can serve all residents' needs and lifestyles equitably. Raymore has historically experienced a predominance of detached single-family housing at lower densities, which creates a barrier for newer families that may consider locating in Raymore. Current and future shifts in population and demographics may present a shift in housing preferences among both older and younger individuals. As residents continue to age, there may be an increase in the desire to either downsize or seek alternative housing options. Conversely, as new families look to establish roots in a community for the long-term, lack of quality, affordable, and entry level housing may be a barrier to attracting those families to Raymore.

Quality Housing Principles

Community for All Ages. While the City of Raymore continues to experience an increase in residential construction, future shifts in population and demographics may also present a shift in housing preferences among both older and younger individuals. As residents continue to age, there may be an increase in the desire to either downsize or seek alternative housing options. AARP surveys consistently find that older adults want to stay in their homes and communities for as long as possible. To do that, however, the community must have solutions in place that increase the ease of independent living for aging residents.

Housing Affordability. Overall affordability of housing has a tremendous impact on the ability of a community to grow sustainably. Communities need a balanced inventory of housing options at varying price points to meet the needs of residents of varying incomes from service-oriented employees to higher level executive employees. The Community Conversations indicated that not only do residents want opportunities from a first home to senior living options, but they also understand the importance of workforce housing. Such housing opportunities are critical for teachers, nurses, and police officers to live in the community where they work. When residents with these careers can afford to live near their jobs, the entire community benefits. Traffic congestion lessens due to shorter commute times, neighborhoods are more diverse, and employers can recruit and retain these essential workers which strengthens the local economy.

Housing Choice and Accessibility. During Community Conversations, participants voiced their concerns about the need for different housing options in terms of accessibility, affordability and design. The housing choices that are available should accommodate people with different income levels, household sizes and physical capabilities. Raymore has long been coined as a great place to raise a family, however, a limited housing stock may cause individuals, such as newer and younger families to leave the City in order to seek other housing options. To continue attracting residents to the community, there is a need available stock of housing that is attractive and affordable to persons at all stages of life, including young adults looking to find a starter home, new families looking to upgrade, and older adults or empty-nesters who may be looking to downsize.

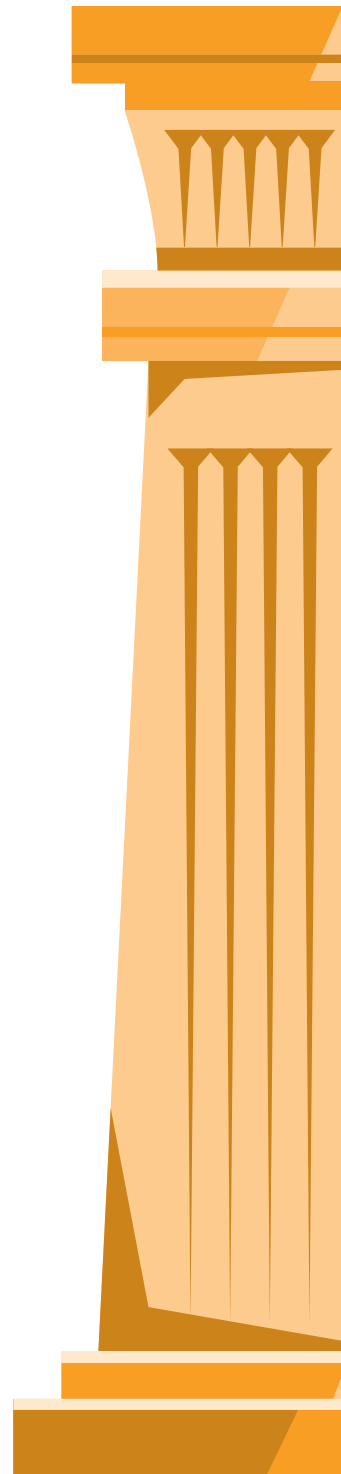
Housing Variety. The Real Estate Market Analysis prepared for this Plan by Canyon Research Southwest (see **Appendix A**) analyzed past growth trends of the City, including existing housing stock characteristics, permitting activity and population growth in Raymore between 1980 and 2020.

Raymore's housing unit inventory consists of 10,375 dwelling units, including:

- 7,394 Single-Family Units
- 500 Two-Family Units
- 1,390 Multi-Family Units (4+ plexes)
- 1,091 Apartment Units

Raymore maintains a housing inventory of predominantly detached single-family dwellings, with recent apartment, townhome and duplex projects adding a more diversified mix of housing within the last five years. The balance of owner-occupied to renter-occupied housing units has remained fairly steady at an 80 to 20 percent balance, even with recently completed housing developments.

Housing growth projections developed as part of this Plan indicate that with potential population growth of 11,000 to 12,000 new residents between 2024 and 2045, the City is poised to add an additional 5,178 to 5,697 new housing units to the community. Housing trends indicate that detached single-family dwelling units will remain the dominant housing choice for residents. With respect to other residential development, trends and demand are likely to reduce the need for two-family and multi-family (4+ plex) dwellings in favor of larger scale, full-service apartment communities. As Raymore continues to grow, goals should be set to ensure the variety in both housing type and occupancy type remains balanced and healthy.



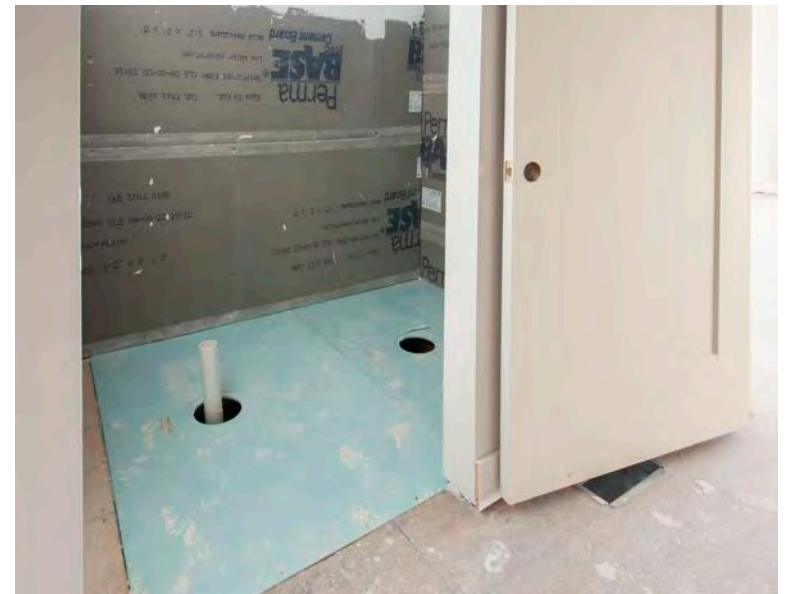
Universal Design. Neighborhoods and housing that accommodate individuals with all ranges of abilities and disabilities enables those individuals to remain in their homes and the community throughout their life cycle. The City should continue to embrace the concept of universal design (UD) as a community growth strategy. City leadership has taken great strides to inform and educate the building community about the importance of UD, but trends within the greater context of residential construction has lagged.

In 2021, City leaders sought ways to embrace the UD within the community as a means of promoting the idea within new construction and partnered with local homebuilder Pinnacle Homes of KC on the construction of a UD home. In exchange for a host of UD features, including 36-inch-wide doors for wheelchair mobility, zero entry front door and shower and modified kitchen and bathroom features, the City waived permitting and inspection fees typically associated with new home construction.

As Raymore continues to see new residential construction, embracing the concept of UD beyond the scale of a singular home will help ensure that homes built in the community are equipped to adapt to the needs of the residents, allowing them to age gracefully in their homes. These features that integrate comfort and security often do not cost extra but add value to the residence and save money on home customization later.

“If you let other people around you know that it’s important to you to incorporate universal design, my experience here has been that the **people who can make a difference will come up with ideas you haven’t thought of...** You sort of create that momentum, and now going into other projects we’re all interested in figuring out how we can make this happen with every build.”

– Pinnacle Homes of KC



UD Home Construction

Strong Neighborhoods

The overall image of the City is impacted by the quality of every individual development within. In order for Raymore to position itself with an inventory of quality and accessible housing and provide its residents with the best possible places to live, work, and play, the City must encourage and require developments that improve the character and quality of the area around them.

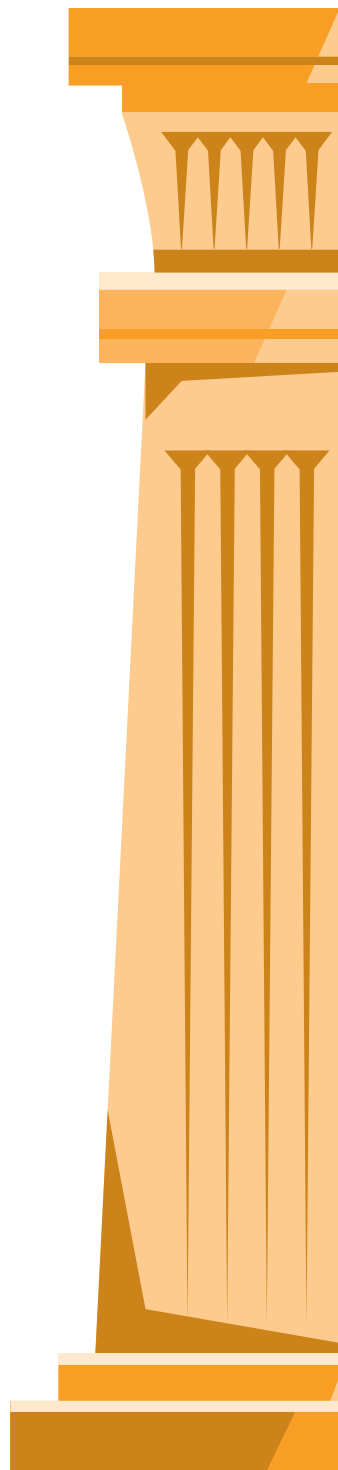
Raymore residents are proud of their neighborhoods, each of which offer a distinct identity. As part of the Community Conversation, residents voiced their desire to see a focus on continued neighborhood developments that are well-integrated with existing infrastructure, parks and trails, and offer a balance of open spaces.

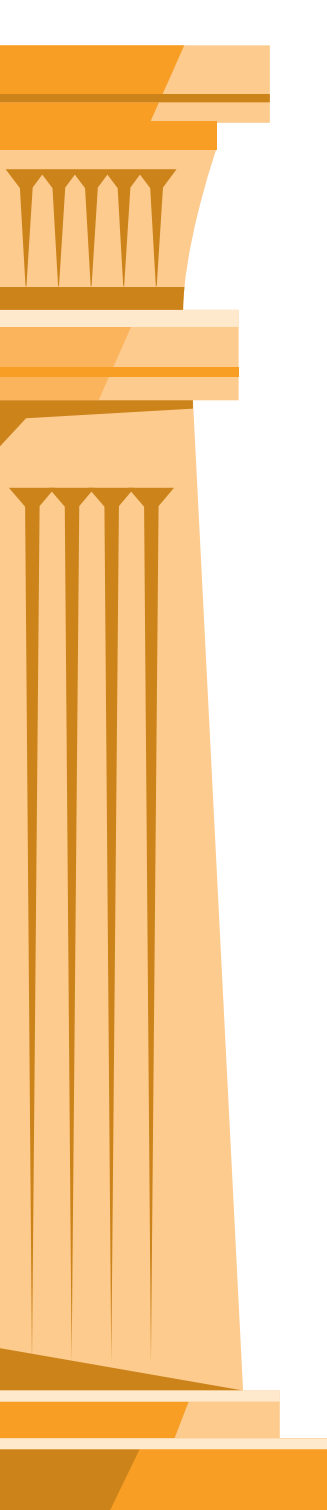
Focusing on the development of strong neighborhoods allows property owners to retain and increase the values of their homes and continue to enjoy a higher quality of life in Raymore.

The recommendations of this section draws from the qualities of the community that have historically made Raymore a great place to live and call home while adding ideas that reflect the current and future needs to encourage the development of high-quality places.

Connected Neighborhoods

Residents continue to desire the development of new neighborhoods that are well-connected to the City's parks and trails system, or investment into infrastructure that improves connectivity of existing neighborhoods. Residential development that is well-connected to the community maximizes the ability to utilize the City's parks and trails system for both recreational and utilitarian purposes, including walking and biking between the various neighborhoods and commercial areas.





BIG GOAL 5 STRATEGIES

Provide high quality, diverse housing options that meet the current and future needs of the community.

- Expand housing options for a broad spectrum of existing and prospective residents.
- Explore programs and strategies that promote universal design and the concept of aging in place.
- Support the development of affordable, entry-level housing without sacrificing housing quality.
- Solidify Raymore as a Community for All Ages by providing support for senior housing, or age-restricted development projects.

Ensure the housing stock within the community remains balanced and sustainable.

- Conduct a housing inventory study to help guide future growth decisions.
- Support additional housing density along the City's major corridors and thoroughfares while managing the impact on surrounding areas.
- Prioritize residential developments that offer a diverse mix of housing types within a singular neighborhood.
- Identify ways of incentivizing housing projects that support the priorities of the community, such as senior housing options and highly walkable developments.
- Establish desired mix of housing types.

Prioritize the development of neighborhoods that are well-integrated with the City's open space, parks, and trails.

- Provide support for residential developments that seek to preserve stream corridors, tree canopies, or other natural features.
- Identify areas of interest for future neighborhood park within the future growth areas of the City.
- Implement the expansion of on-and-off street paths and trails through subdivision development.

Protect and preserve the neighborhood character of the community.

- Support the enforcement of the property maintenance code.
- Develop new tools and approaches to code enforcement that meet the needs of the community.
- Explore the use of zoning overlay districts and special design standards to ensure new development is consistent with the surrounding, where practical.
- Explore the adoption of a rental property registration program to assist in code enforcement matters.
- Conduct an overall neighborhood condition assessment considering housing stock by age, infrastructure conditions and maintenance.

Encourage residential development that utilizes quality and distinct designs, age-friendly features, and or class-a amenities that set Raymore's housing stock apart.

- Explore permitting rebates or discounts to attract age-friendly, universally designed homes.
- Educate the building communities on the benefits of developing in Raymore.

Continue to emphasize proactive code enforcement to reinforce strong, safe and well-maintained neighborhoods.

- Educate property owners and residents on property maintenance requirements. Establish a code enforcement communication initiative.
- Review and update the Property Maintenance Code annually to improve its efficiency.
- Encourage interactions between Code Enforcement personnel and neighborhood groups.

BIG GOAL 6:

Maintain and develop an infrastructure network that is well-connected, reliable and meets the needs of the community, now and into the future.

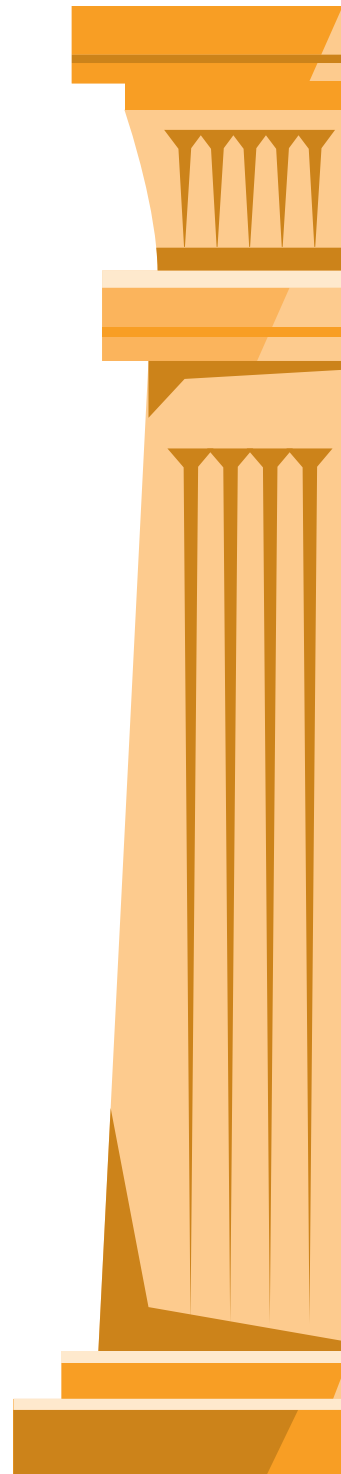
Public Infrastructure

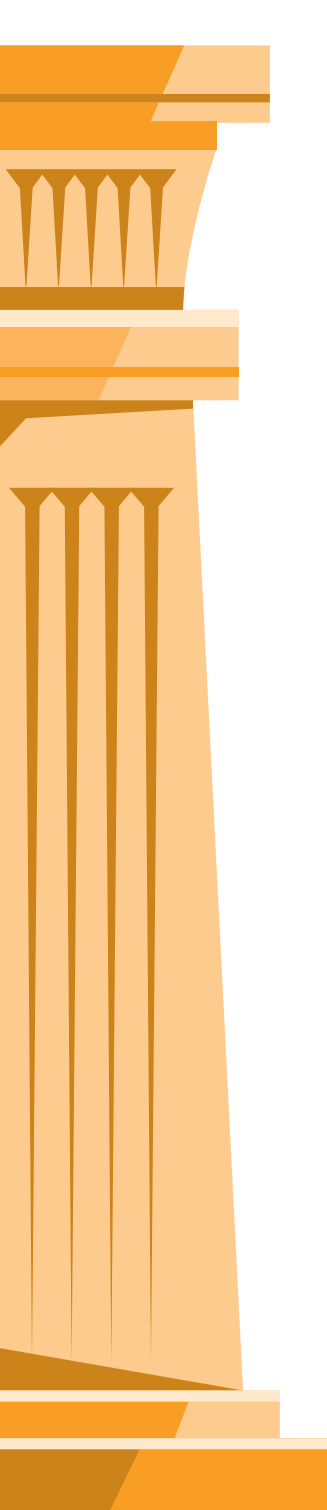
The City of Raymore is well-suited with a relatively new network of public infrastructure in terms of age and condition. Maintaining the delivery of quality public services through this network is a focus of the City moving forward, both for the current and future needs of the community. The balance of both municipal and extraterritorial services, such as Cass County Public Water Supply Districts and sewer treatment facilities, means that substantial consideration must be given to the expansion of the infrastructure network due to growth activity so as not to overburden the existing network or the providers that collectively maintain it.

Maintenance and Operations

While relatively new, Raymore's infrastructure continually needs to be maintained, improved and replaced to ensure quality and reliable service to the community. Infrastructure projects can necessitate significant investment, therefore supporting a proactive approach to infrastructure maintenance and operation helps alleviate future unanticipated issues.

ETC surveys continually find that residents are highly satisfied with infrastructure conditions, including major thoroughfares, curbs, gutters and sidewalks. Since the last comprehensive plan completed by the City, programs including Sidewalk on Undeveloped Lots and Annual Sidewalk Gap along with continued investments into street preservation, resurfacing and reconstruction have positioned Raymore with a high quality network of infrastructure.





Transportation and Connectivity

Enhancing connectivity throughout the City continues to be a priority at the forefront of the community. The City's main transportation corridor, MO-58, was historically a state-owned highway, resulting in less than ideal access patterns. Additionally, the corporate limits of the City do not extend beyond the reach of the I-49 and MO-58 interchange, which is a main entrance into the community. As a result, access and overall connectivity in and out of the community tends to suffer.

Over the past several years, Raymore has made significant investments in infrastructure improvements and critical road connections to ease traffic congestion and provide alternate routes outside of the city limits from core neighborhoods.

Connectivity extends beyond more than just the road network and should also consider multi-modal transportation options such as biking and walking. Prioritizing the interconnectivity of the City's road network with the parks and trails system will ensure that sustainable connections are made throughout the City's core neighborhoods, commercial districts, and activity centers.

For the full transportation and connectivity framework plan, please see **Chapter 4.2 - Transportation and Connectivity Framework**.

Complete and Livable Streets. Locally, many municipalities have adopted Complete Street policies to consider the needs of users of all abilities when making decisions impacting the public right-of-way. Complete Streets support flexible public use, vibrant and connected business districts and neighborhoods and create safe environments for use by all.

Components of complete streets addressed by an effective policy include:

- Wide and accessible sidewalks
- Pedestrian refuge islands
- Curb extensions/bulbs
- ADA facilities
- Bicycle lanes or separated facilities
- Bicycle parking facilities
- Multi-use trails
- Wayfinding and signage
- Street trees

Traffic Calming Measures. Prioritizing pedestrian safety goes hand in hand with understanding the impacts of motor vehicle traffic along the City's major thoroughfares. The risk of death or serious injury to pedestrians increases significantly as vehicular speed increases. Corridors that experience significant vehicular traffic, such as MO-58 and Dean Avenue, also serve as potential pedestrian and active transportation connections, particularly where they intersect with other right-of-way trails or park trails

Efforts to reduce vehicular speed in areas of pedestrian activity, or in close proximity to schools, parks or recreation areas, should be considered along the City's priority corridors described in **Chapter 4.2 - Transportation and Connectivity Framework**, and along key neighborhood streets. Traditional traffic calming measures such as speed humps or speed tables can have inverse impacts on emergency service response times and other routine maintenance operations such as snow plowing.

Alternative methods of traffic calming to explore include:

- Chicanes
- Curb extensions/bulb-outs
- Raised intersections
- Refuge islands
- Roundabouts

BIG GOAL 6 STRATEGIES

Supply and maintain a network of reliable infrastructure that will encourage and meet the needs of the community, now and into the future.

- Evaluate and update water, wastewater and stormwater master plans to reflect priorities within the intent to annex area.
- Evaluate water system needs given current demand, growth and service territory.
- Identify opportunities through development to expand and upgrade the infrastructure network.

Ensure capital planning efforts align with the growth and maintenance needs of the community.

- Continue collaborative efforts to implement capital improvement projects.
- Develop recommendations to City Council, boards and commissions that consider economic development priorities.
- Coordinate infrastructure improvements with other planned utility maintenance or replacement projects.

Utilize GIS technology to develop and maintain infrastructure data that will aid in infrastructure planning and maintenance.

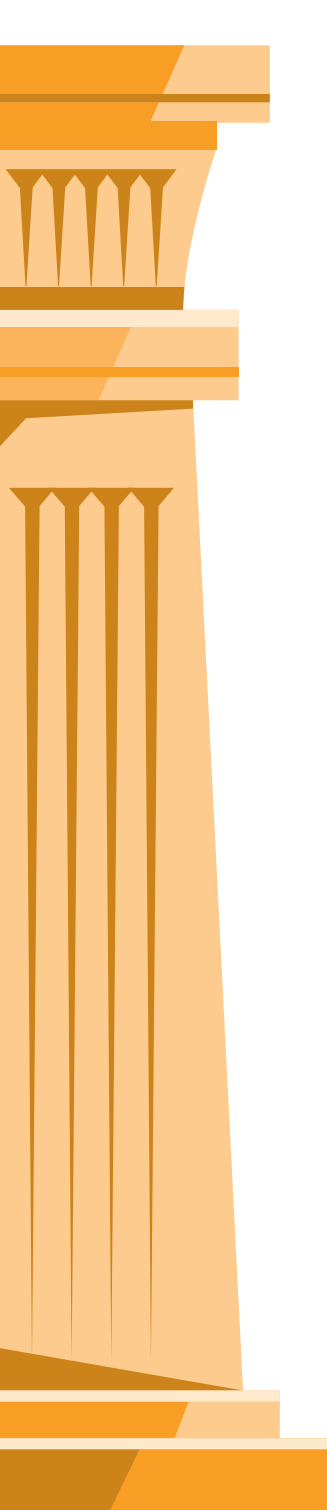
- Inventory and analyze existing conditions and maintenance projects.
- Utilize information from the City's Report a Concern form to identify concentrated areas of concern.
- Identify new technologies to utilize in vehicle fleets to support snow plow operations, street preservation and other routine maintenance.

Make pedestrian safety a high priority throughout the community, particularly on major thoroughfares.

- Continue to improve pedestrian crossings and/or refuge islands along major road corridors.
- Seek grant funding through the Planning for Sustainable Places (PSP) program to enhance pedestrian connectivity and safety along MO-58.
- Evaluate traffic calming methods such as chicanes, curb-extensions/bulbs or roundabouts in areas of high traffic, speed and/or pedestrian traffic.

Re-envision MO-58 as a City destination rather than a thoroughfare.

- Explore opportunities for streetscape enhancements along MO-58, including medians, improved lighting, sidewalk enhancements and other safety improvements.
- Prioritize pedestrian connectivity at key nodes and intersections along MO-58 including marked crossings, paved crosswalks, refuge islands and other safety improvements.
- Develop an access management policy aimed at reducing the number and proximity of commercial driveways along MO-58 and encouraging shared access wherever possible.
- Support land use decisions that reinforce principles of placemaking along MO-58.



BIG GOAL 7:

Develop and maintain parks and open spaces that are well-connected to the community and invoke a sense of community pride.

Parks and Recreation

Parks and recreation programs, services and facilities are key elements that enhance the Raymore's quality of life and sense of place. A thriving community is committed to a healthier and happier place to live and play. By providing access to miles of connected trails, high quality parks, recreational programs, state-of-the art facilities, protection of natural resources and educational opportunities, Raymore Parks and Recreation enriches the quality of life for residents and brings all members of the community together.

For more informationn, please see *Chapter 5 - Parks Master Plan*.

Natural Resources

Natural resources, both locally and regionally, are critical to preserving and enhancing the image of the City. Natural features, such as existing tree canopies and streamway buffers, contribute to a high-quality and balanced built environment if properly preserved. Raymore's continued growth will impact the natural resources it depends on. As a result, the community is presented with opportunities to improve and protect environmental systems to ensure that all people have a healthy, resilient, safe and vibrant city to call home. Valuing and investing in the preservation of the natural environment will help improve overall quality of life.

Raymore's growth and long-term prosperity depends on the health of the natural resources, including air and water quality, wildlife and stream habitats and the overall impacts of the environment and climate change. The City must prioritize growth strategies and programs to ensure it grows and develops without degrading the natural environment around it.

Waste Reduction and Diversion

Solid waste maintenance plays a significant role in reducing pollution and protecting natural resources. On average, the City produces between 650 to 700 tons of solid waste and 50 to 75 tons of recycling per month. Regionally, approximately 2.8 million tons of waste is sent to landfills each year. Efforts the City can undertake to decrease its footprint on regional landfills, either through reduction or diversion of waste or increased recycling programs will position Raymore as a leader in the region.

Programs like lawn waste drop-off for composting support urban and community gardening while reducing the amount of natural debris and waste that would otherwise end up in a landfill. Additionally, programs that are widely available to the public, such as leaf and brush drop-off, storm clean up programs and tree recycling programs allow for natural waste to decompose.

Case Study: Covington, Kentucky

Convington has pioneered new programs that embrace the redirection of natural waste to solid waste landfills. Their Holiday Recycling program allows residents to have their Christmas trees recycled into mulch. The mulch is then used for urban forestry projects, community gardens and neighborhood beautification efforts. Each year, as many as 200 Christmas trees are diverted from surrounding Kentucky landfills. Exploring similar opportunities in Raymore would decrease unnecessary waste being sent to area landfills and provide a landscaping resource to help beautify the community.

BIG GOAL 7 STRATEGIES

Prioritize professional development among Parks and Recreation staff and leadership.

- Maintain a culture of guest service excellence within the organization.
- Act as exceptional stewards of the resources entrusted to Parks and Recreation by residents and visitors of Raymore.
- Recruit and retain qualified employees.
- Prioritize professional development and skill-building opportunities for parks and recreation employees.

Develop and maintain parks and facilities that sustain a diverse variety of recreational opportunities for the enjoyment of all residents.

- Ensure that parks, outdoors spaces and recreation facilities meet the needs and accommodations of all users.
- Establish a Signage Program that connects and improves the visibility, and usability of the City's parks, trails, lakes, public facilities and amenities utilizing traditional signs, modern technology and resources.
- Maintain a Parks Maintenance Plan that meets the needs and expectations of the residents.
- Coordinate with the Arts Commission for inclusion of public art in the parks.

BIG GOAL 7 STRATEGIES

Develop and implement effective recreation programs, events and partnerships that support the use/rental of the City's Parks and Recreation facilities.

- Develop and maintain a Parks and Recreation Business Plan to achieve a structurally balanced budget.
- Provide a variety of instructional, educational and fitness programs meeting the needs of all ages and all abilities.
- Offer a variety of sports programs for youth and adults. Ensuring participation, fun and safety for all participants.
- Provide quality, premier rental spaces for all needs and services.
- Leverage community partnerships and identify new sources of revenue through sponsorships, grants, and contributions.

Develop and maintain a well-connected network of trails that reinforces and enhances access to the City's parks and recreational facilities.

- Prioritize the integration of the trail network into residential and commercial development projects.
- Develop key nodes, connections and loops throughout the trails network.
- Prioritize connections from parks to neighborhoods, schools, community amenities and activity centers.
- Develop a 'loop system' that builds out within the trail network.

Utilize existing trees, natural features and resources to enhance the Parks and Recreation System.

- Achieve Level 1 Arboretum Accreditation through the ArbNet Arboretum Accreditation Program.
- Improve and preserve the existing natural tree canopy through streetscapes, canopy conservation and public parks.
- Value and protect the natural resources and open spaces of the community.

Proactively plan for future growth, expansion and maintenance of the City's Parks and Recreation system.

- Achieve accreditation from the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA).
- Develop a Master Plan for Good Ranch Park.
- Set aside land for trails and future parks prior to development or as part of the subdivision development process.
- Secure a dedicated funding source for future parks and trails maintenance.

Identify programs or services that promote waste reduction or diversion and reduce the City's impact on regional landfills.

- Support local and regional recycling events for hazardous and hard to recycle materials.
- Expand services for bulky item pick-up and disposal.
- Explore opportunities to encourage, improve and expand recycling services in the City, including reduced recycling rates, potential recycling centers and/or drop-off locations
- Evaluate opportunities for yard waste recycling programs, including brush/limb drop off, composting or other resource recovery efforts

Evaluate opportunities to recycle natural resources in the community to increase environmental sustainability.

- Explore programs like "Christmas Tree Recycling" and brush drop-off sites for residents.
- Recycle downed trees, limbs, or old Christmas trees as mulch in City parks or as a resource for residents.

PROSPEROUS ECONOMIC GROWTH

Effective and purposeful economic development is central to the economic vitality of the community and is interconnected with the various elements and objectives of this Plan. The field of economic development has changed drastically since the City's last significant comprehensive planning effort in such a way that successful economic development is intertwined into the other facets of the city, including planning and zoning, public works and infrastructure, education, technical training and workforce development. In today's economic development economy, a balanced presence of these factors is what draws the attention of site-locators, primary and secondary employers, and other opportunities to improve the City's economic vitality.

Raymore is well-positioned to experience significant development opportunities into the future, and the approach to guide that growth shall focus on the support of a thriving and prosperous local economy, effective marketing and communications with the local business community, focused and strategic development that meets the needs of the community, and regional competitiveness that sets Raymore apart from the greater Kansas City Metropolitan Area.

The organizing elements for increasing the economic vitality of the community are central to the four principles of:

- **Thriving and Prosperous Local Economy.** Foster a healthy, sustainable and diverse economic ecosystem where existing businesses are inspired to grow, and new businesses can flourish.
- **Branding and Communication.** Inspire the growth and expansion of the City's local economy by embracing the City's brand, promoting its strengths, and improving its weaknesses.
- **Focused and Strategic Development.** Foster the growth of sustainable jobs within targeted industries & industry sectors, and capitalize on opportunities to provide well-paying, high quality and sustainable jobs for the community and its residents.
- **Regional Competitiveness.** Develop a tailored approach to the use of economic and financial incentives that will support the growth of the community by positioning Raymore as THE place to do business within the Kansas City Metropolitan Area.



BIG GOAL 8:

Grow the tax base with sustainable, well-paying jobs.

Thriving and Prosperous Local Economy

While a desire for small businesses with skilled tradesmen was the dominant priority during the Community Conversations in considering how to promote Raymore's economic vitality, the other themes were, for the most part, virtually tied. This would appear to indicate that Raymore citizens would like an economy that is diversified, both for employees and for patrons.

Local Business Development and Entrepreneurship. Local businesses are paramount to Raymore's growing commercial and business landscape. Economic ecosystems that lack a balance of entrepreneurs and resources to support them creates a fragile local economy. Understanding and meeting the needs of existing businesses and providing avenues for business growth, development and entrepreneurship will help strengthen Raymore's position as a place to do business.

A major priority of the community conversations was the support of local, small businesses within the community. Business attraction should be balanced between larger regional businesses and smaller locally owned businesses. Resources and programs to support local development and entrepreneurship could include supporting incubator-type spaces, shared working spaces, or ongoing training. The City might consider identifying some specific strategies targeted at developing and retaining locally-owned small businesses under this strategic focus area.

Diversified and Vibrant Economic Portfolio. Raymore's economic base lacks significant diversity, in that the retail, government and education sectors make up a disproportionate share of local jobs. While the City has recently opened itself to more opportunities for primary jobs through the Raymore Commerce Center development, a well-balanced economy with diverse employment across multiple industries makes the community more resilient to economic disruption.



Artisan Branding Ribbon Cutting



Elite Fence and Deck Ribbon Cutting

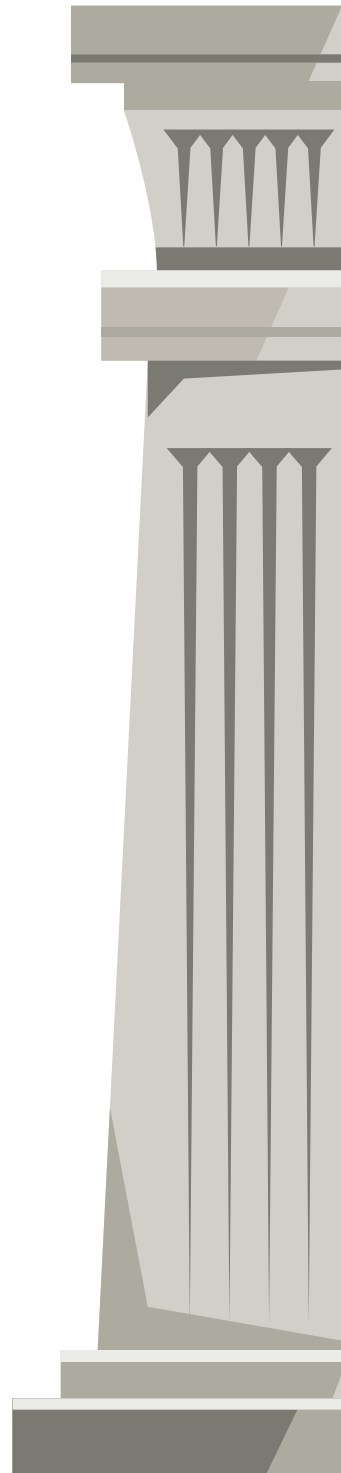
BIG GOAL 8 STRATEGIES

Offer resources to support small businesses, focusing on unique and locally owned businesses.

- Develop a scalable incentive policy that would assist in the growth of businesses that strategically enhance the business landscape / Cultivate and maintain relationships with the community partners and organizations that provide assistance to small businesses and entrepreneurs.
- Target industry co-working and incubator programs to help support local entrepreneurs and startups.
- Identify opportunities to help home-based businesses grow into brick-and-mortar operations.

Utilize economic development strategies, tools and partners to expand the current tax base.

- Connect students, educators and employers through mentorships, internships and other career programs.
- Utilize arts, entertainment and placemaking as tools to inspire new development opportunities and ideas throughout the community.
- Increase retail offerings, including sit-down restaurants, small anchor stores and boutiques, and entertainment options.



BIG GOAL 9:

Ensure economic growth is aligned with land use and development goals of the community.

Branding and Communication

Branding and marketing are critical functions of economic development as they set the stage for how policymakers, entrepreneurs, businesses and industries will perceive the community. Effective communication ensures that the right messages reach the targeted audience. The Economic Development Department will focus on utilizing the brand to inspire the growth and expansion of the local economy by embracing the City's brand, promoting its strengths and improving its weaknesses.

Business Retention and Expansion. Engaging with and assisting the local business community shall be the primary function of the Department. Ensuring that new and existing businesses have the resources and support that they need from the City creates an environment that breeds success and creates opportunities for businesses to flourish.

Business Attraction and Recruitment. Effective business attraction should go hand-in-hand with retention and expansion efforts by leveraging existing assets within the community and identifying strategic opportunities to enhance and diversify the community's economic base.

Focused and Strategic Development

The Kansas City region's location within the country provides several locational advantages, including lower costs of living, centralized location and a highly skilled and educated workforce, all of which provide an environment that helps businesses succeed. Raymore's geographic location within the Kansas City Metro allows the City to capitalize on the regional assets that exist nearby, and the abundance of prime real estate provides significant opportunity for business growth and job creation. Targeting specific industries based on the community's geographic and qualitative assets helps facilitate steady and effective growth of the local economy.

For specific areas of focus for development and redevelopment, please refer to ***Chapter 4.1 - Land Use and Development Framework.***



Nuuly Ribbon Cutting

BIG GOAL 9 STRATEGIES

Leverage the City's "Come Home to More" brand to build awareness of community assets and strengths within the development community.

- Develop a scalable incentive policy that would assist in the growth of businesses that strategically enhance the business landscape.

Engage with high-quality projects and maximize the community's reach in the site-selection process.

- Attract businesses that will provide job opportunities for Raymore residents, including light industry, manufacturing and technology.
- Utilize multiple mediums to maximize the community's reach into the site-selection processes.

Make existing businesses a priority by providing robust support for business retention and expansion.

- Identify opportunities to celebrate business successes publicly, new and existing. Particularly those projects that may have been incentivized.
- Prioritize regular interactions with the community's top employers and provide timely follow-up on identifiable needs or concerns.

Define and implement effective incentive policies that provide opportunities to keep high-performing businesses in Raymore as they grow.

- Identify opportunities for business-to-business growth to support the cohesive growth of the local economy.
- Work with community partners to take a proactive and coordinated approach to responding to development opportunities and inquiries.
- Define and implement effective incentive policies that help attract business opportunities that align with community priorities and values.
- Advocate for business growth by helping new businesses navigate various permitting and review processes.

Identify opportunities to fill retail gaps, and market opportunities to the City's preferred sites.

- Work with local community partners to conduct a targeted industry analysis to focus Raymore's outreach and marketing strategies.

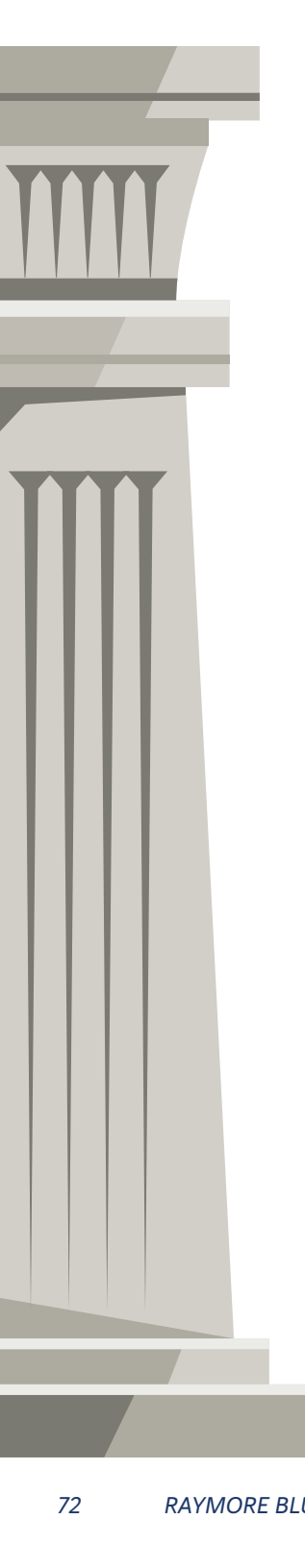
- Conduct a retail market analysis that identifies areas of surplus/leakage, including:
 - Automotive/home repair
 - Healthcare/health services
 - Entertainment and Recreation
 - Restaurant/Dining
 - Grocery retail/wholesale
- Cultivate relationships with site selection consultants communicate the strengths of the community, including:
 - E-commerce
 - Logistics and Distribution
 - Food/Beverage (manufacturing/distribution)
 - Manufacturing
 - Automotive
 - Technology

Focus development and investment along the City's main commercial districts, street corridors, nodes and activity centers that foster a sense of vibrancy and place within the community.

- Support the development of investment and redevelopment plans for aging properties and corridors.
- Create opportunities for mixed-use development that encompasses housing, retail and entertainment.
- Encourage the use of pedestrian and bike facilities, street furniture, and other pedestrian safety features that will encourage multiple modes of transportation to and from the City's commercial areas.

Identify strategic long-range and short-range investment opportunities that will leverage development interest for the City.

- Complete public infrastructure improvements along 58 Highway to improve safety, traffic flow, and connectivity.
- Complete Master Planning Tract 1 of the Good Ranch activity center (see **Chapter 4.1 - Land Use and Development Framework**).
- Seek public/private partnerships around Municipal Circle to support additional development.



BIG GOAL 10:

Promote partnership with regional, state and local organizations to support the development of a highly skilled and competitive workforce.

Regional Competitiveness

Economic and financial incentives can support the growth of the community by positioning Raymore as an ideal place of business within the region. The following sections describe how the use of incentives can support the development of a competitive workforce.

Use and Structure of Economic Incentives. Economic incentives should be appropriately leveraged to attract the types of businesses, industries and developments that align with the values of the community. Effective use of these tools is achieved through both the level and structure in which the City implements the Economic Development Policy. Careful consideration must be given as to when and how to apply these tools to ensure Raymore maintains a competitive advantage as a place to do business without jeopardizing the quality and character of the community. Use of economic incentives should promote development opportunities that align with the goals included in ***Chapter 4.1 -Land Use and Development Framework***.

Workforce Development. Raymore is well-positioned within a highly competitive regional labor market to support economic growth and business development. Fostering an open dialogue with various community partners, both local and regional, will ensure that employers looking to locate in Raymore will have immediate access to a strong, reliable and highly skilled workforce. Additionally, emerging students and prospective employees will have access to gainful employment.

Workforce Development Programming. The Raymore Peculiar (Ray-Pec) School District opened the Learning, Experiences, and Discovery (LEAD) Center in 2022 to provide additional opportunities for students in career-oriented education and real-world learning experience. The 41,000-square foot facility houses the school district's Machining Program and Enterprise and Design Program. Additional programs include electrical studies, carpentry and teacher academy programs. Future education planning includes HVAC, plumbing, automation and robotics.

The growth of the school district's real-world learning provides an opportunity to align other workforce development efforts and job growth strategies. Efforts to attract major employers to the City's commercial and industrial centers should align strengths and skill sets of the local workforce.

BIG GOAL 10 STRATEGIES

Maintain and track the effectiveness of incentive tools and existing incentive Districts within the City.

- Develop clearly defined metrics to guide the use of economic incentives for development projects (e.g., thresholds for investment, wages, job count, etc.)
- Ensure the use of financial incentives align with the growth priorities of the City.

Engage with and support efforts to strengthen existing workforce programming and identify opportunities for new workforce programs and initiatives.

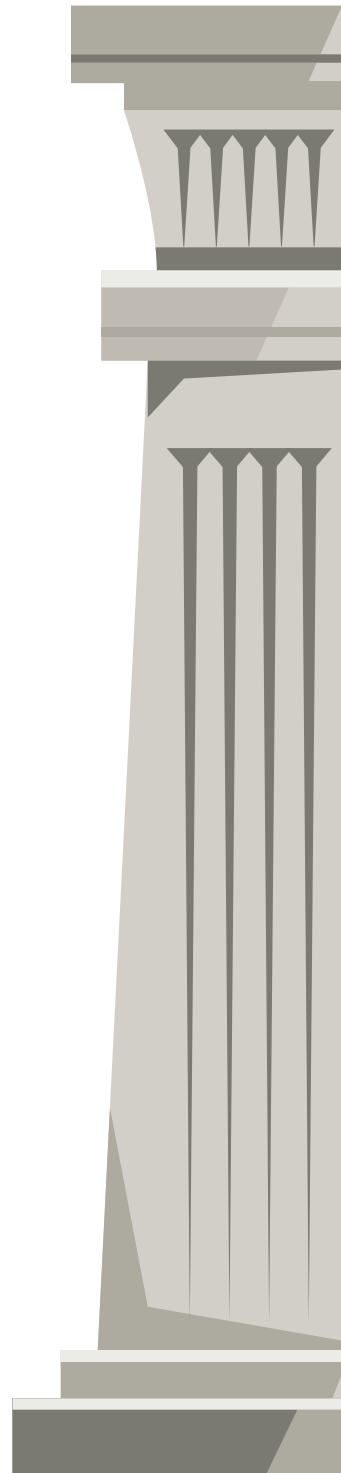
- Connect existing business with existing State and Federal employment and training resources.
- Develop an approach to an incentive policy to promote “people-based” incentives that aligns with current business needs such as job training partnerships, certification programs, hiring assistance, etc.

Explore additional solutions to assist in solving workforce issues.

- Support the development of quality, diverse housing options that meet the needs of our current and future workforce.
- Provide solutions to meet the need for childcare services.

Attract businesses that will provide job opportunities for Raymore residents.

- Engage with projects in light industry, manufacturing and technology sectors.
- Pursue projects and companies that provide livable wages.





EXCEPTIONAL CUSTOMER SERVICE

Raymore residents have come to expect ethical, transparent and quality governance of the City, its elected officials, leadership and staff in the operations of municipal services, both broadly as an organization, and internally from a departmental and staffing perspective. Internal and organizational services are focused on the delivery of exceptional public service, good fiscal stewardship and implementation of various city programs.

To support the vision of the organization, elected officials and leadership strive to deliver programs, policies, and services that enhance the lives of our citizens, employees and visitors through the lens of the following values:

- **Honesty.** We deal openly and honestly with citizens and all others with whom we meet and work.
- **Receptive and Responsive.** We remain receptive to our customers and respond to their needs.
- **Integrity.** We do what we say and we mean what we do. We follow through.
- **Responsibility.** We manage our resources prudently and efficiently.
- **Sense of Community.** We are a community serving one another and promoting family values.
- **Leadership.** It is our responsibility to set direction and plan for the future of our community.
- **Partnership.** We work cooperatively with those who affect the Raymore quality of life.

BIG GOAL 11:

Enhance city services and maintain public facilities to promote a high quality of life.

Public Facilities and Services

Public services are central to the function of local government and allow for a community to grow and prosper in a sustainable direction. From police, water and sewer utilities, permitting and public meetings, the City's public facilities are the focal point of the operations of the community and are paramount to the delivery of many of the basic services residents have come to expect. Public facilities are also often a source of community pride and civic involvement, thus they have a direct influence on the values and image of a city and should create an environment that is conducive to supporting those elements. The ETC surveys conducted for the City continually show the importance of quality public facilities and adequate city services. Facilities must be accessible, inviting, and convenient to the public. High quality facilities also play an integral role in employee recruitment, retention and support the efficient delivery of City services. This section focuses on developing a long-range vision to maintain existing services and plan for future municipal-owned facilities that support the vision and programming needs of the community.

Community Services and Events

Community services and events bring people together. They promote a sense of civic and community pride and offer services, amenities and options for entertainment, making Raymore a great place to call home.

Community events that have been instituted by the City have been well-received, leading residents to look for more opportunities for engagement and community involvement. There are opportunities to further build connections between residents and the community at large through strategic expansion of programs and events.

Events such as the MARC Household Hazardous Waste drop-off, Community Shred and Drug Takeback provide resources to the community and promote responsible waste of hazardous material. Annual gatherings, including Summer Scene, Touch a Truck, Trucktoberfest, Spirit of America Celebration, and the Mayor's Christmas Tree Lighting bring the community together to celebrate what makes Raymore home to them- the community!



Mayor's Christmas Tree Lighting

BIG GOAL 11 STRATEGIES

Provide well-maintained, Class-A public facilities to support the operations of the City.

- Maintain a master-planned approach to public facilities within the City.
- Implement the recommendations of the 2019 Conditions Assessment.

Develop a master plan for the Raymore Justice Center as a catalyst for growth in the City.

- Identify additional development opportunities around the Justice Center for supplemental uses and services.
- Utilize the future Justice Center as a catalyst for development and a focal point of this area/Activity Center.

Sustain and enhance City facilities and services to support a high quality of life.

- Implement processes that allow those who contact the City to receive the information they need on the first try.
- Create new user-friendly phone and online systems.
- Prioritize and implement regular internal customer service training.
- Identify City processes that could benefit from the use of additional technology.

Develop and implement community services and events that provide value to the public.

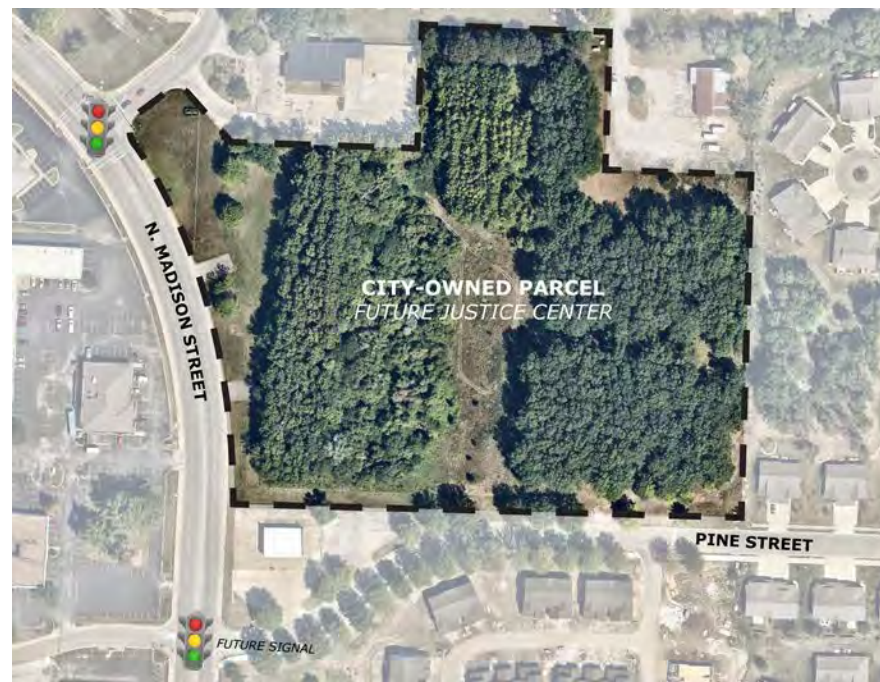
- Expand services and events such as annual shred events, MARC HHW events and stream clean ups.
- Support opportunities for community volunteers to sustain and enhance community events.
- Explore opportunities to develop community programs that reduce the City's environmental impacts such as expanding recycling programs, storm leaf/brush clean up and drop off, and other waste reduction or diversion programs.

Promote and develop signature events and activities that engage the community.

- Expand community events that utilize and showcase the City facilities, including parks and other public spaces.
- Solicit regular feedback from community members regarding satisfaction with community events and make changes where necessary.

Encourage citizen engagement and volunteerism with City events and programs.

- Attract key community stakeholders to participate in community planning and events.
- Provide information to all residents about volunteer and engagement opportunities outside of typical Boards and Commissions.



Future Justice Center Site

BIG GOAL 12:

Maintain high-performing, well-trained City Staff members.

Internal and Organizational Services

Organizational services include oversight and maintenance of the various public facilities and utilities services, including buildings and grounds, water, sewer and solid waste services, police and public safety and parks and recreation.

While internal departments are responsible for the implementation of their own programs and policies, overlapping strategic goals help Raymore set the standard for the region by providing quality municipal services and utilities and ensuring responsible stewardship of the City's fiscal, informational and staffing resources.

City Clerk

The community events that have been instituted by the City have been well-received, leading residents to look for more opportunities for engagement. There is an opportunity to further build connectedness through strategic expansion of community events and through City support for engagement at the neighborhood and ward level.

Licensing and Permitting. The City clerk is responsible for overseeing the business licensing operations of the City, in cooperation with other permitting and development departments.

Records Retention. The City Clerk's office maintains any and all public records of the City, and oversees the record destruction program in accordance with State Statutes and adopted policies.

Integrated Technology Services

The Integrated Technology Systems department provides innovative, contemporary and accessible technology in computing, media, and voice services to facilitate the essential operations of the City. The department oversees the technology and security training for the organization and maintains the digital assets of the City.

Planning, Zoning and Building Inspections

The Development Services Department oversees planning and zoning matters of the City and is heavily involved in the implementation of the Comprehensive Plan through the enforcement of the Unified Development Code. The Building Inspections Division ensures safe and orderly construction of new buildings and development within the City. The Building Inspections Division will work closely with the Engineering Department to plan and implement the goals contained within **Chapter 4.1 - Land Use and Development Framework** and **Chapter 4.2 - Transportation and Connectivity Framework**.

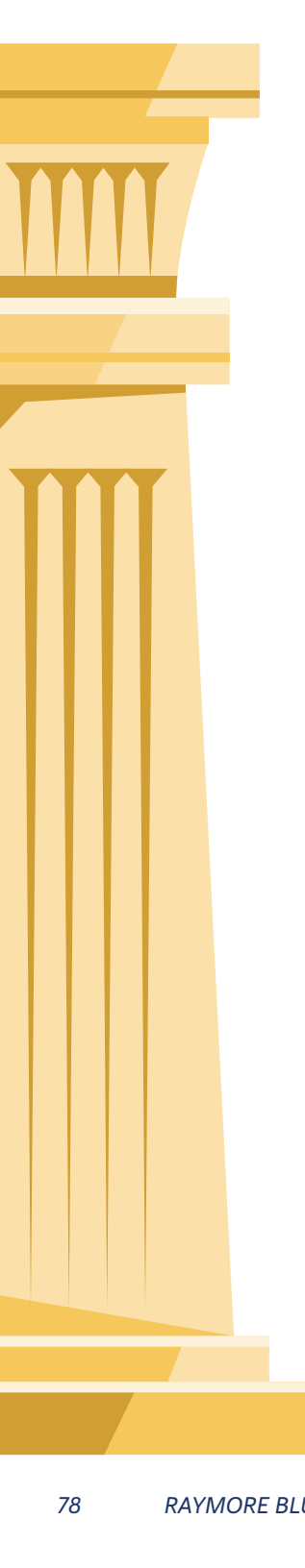
Engineering and Public Works

Engineering is responsible for the management, design, construction, administration and review of all projects containing infrastructure. This includes the water distribution system, the sewer collection system, the street system, the storm drainage system and related facilities. Engineering supports the long-term planning of infrastructure for projected growth, and plan review of newly proposed development. Public Works and Engineering staff will be highly engaged in the implementation of the goals and strategies contained within **Chapter 4.2 - Transportation and Connectivity Framework**.

Geographic Information Systems (GIS)

The GIS division oversees the inventory and management of geospatial data and provides support and direction to all internal departments, customers and residents of the City. Staff develops and maintains innovative programs and applications to assist planning, zoning and engineering projects as well as police, parks and other City departments.

The City's GIS Program has evolved tremendously with the utilization of easy-to-use applications that allow city staff, public officials, residents and other professionals to consume relevant spatial information important to the community.



Finance

The Finance Department manages the day-to-day financial operations of the City including utility billing, purchasing, vendor payment and staff payroll. This department also directs the City's overall financial planning, accounting, budgeting and cash/debt management. The Finance Department is responsible for the administration of the City budget.

Capital Improvement Planning. The Finance Department leads the Capital Improvement Plan (CIP) Committee overseeing projects and funding within the capital project funds. The department provides transparency and oversight to comply with federal, state and local laws to ensure the City is being held accountable when it comes to the use of taxpayer funds. The CIP is a five-year plan that outlines the future capital needs of the City. During the first year of the program, the Capital Budget is adopted as part of the Operating Budget. The CIP guides the development of infrastructure and facilities for the City and serves as a guide toward the efficient and effective provision of public facilities and services.

Budget Oversight and Implementation. Establishing a strong relationship among the goals of this plan is required for the successful implementation of the growth goals and strategies of the City. The Finance Department is the focal point of implementing and supporting the growth of the City and organization, and ensuring a high level of transparency, internal control and safekeeping of assets, investments and the effective collection of City revenues.

Human Resources

Human Resources is organized under the Administration Department and operates as an internal service for all departments and employees. Human Resources administers and oversees all personnel and employee service programs including recruitment, hiring, performance management, employee relations, employee benefit programs, training and development and safety and risk management efforts.

Staffing. In 2021, the City conducted a Staffing Study to seek guidance on staffing needs within the organization to identify management and operational opportunities to maximize existing staff capacity, improve recruitment and development of City staff, and facilitate data tracking and analysis. The Study aligned with the Strategic Plan by focusing on the Parks and Recreation, Public Works and Police Departments.

Staffing wise, the City generally maintains more park acres and lane miles per staff and maintenance worker than other comparable cities in both size and population and has fewer police officers per capita than comparable cities.

The Staffing Study recommended that the City hire at least:

- 13 additional maintenance workers
- 20 sworn police officers over a five-year period.
- Additional parks maintenance workers

The City should identify opportunities within the budgeting process to fund additional positions to meet the needs of the organization. Recruitment efforts should align with the goals and priorities of the community.

Recruitment. The City's staffing structure is diverse among departments, including managerial and administrative roles as well as maintenance, safety and technical support to the City through the Public Works, Parks and Recreation and Police Departments. Recruitment for essential services and positions within the City is critical to ensuring the service levels that residents have come to expect are not jeopardized by growth and development. Understanding the barriers to obtaining qualified workers is necessary to allow the City to sustain and improve the functional services of the City.

In 2021, the City conducted an assessment of their recruitment strategies to better understand the barriers between filling the essential and hard-to-fill positions within the organization, including laborers and maintenance workers between Public Works and Parks and Recreation and officers within the Police Department. The study looked at things such as high-turnover rates and difficulties in finding and keeping skilled and motivated workers and recommended strategies to improve the perception of these critically needed jobs.

Administration. The City is currently represented by outside legal counsel. As workloads increase across the organization so too will the need for legal assistance. Staffing assessments and decisions should consider the implications and benefits of transitioning administrative legal services in-house or increasing representation between departments of the organization.

Municipal Court. The City contracts third party agencies for services with the Municipal Court Department, which oversees and prosecutes violations of the City Ordinances.

Legal Services. The City Attorney serves as the chief legal advisor to the City and works directly with City Administration to assist all internal departments of the organization, including planning and zoning matters and the City Council. The demand for legal services will continue to grow as the city expands and grows its population.

BIG GOAL 12 STRATEGIES

City Clerk

Maintain compliance with City Code requirements for licensing and permitting.

- Seek innovative approaches licensing and permitting to improve ease of access.
- Develop public-facing access to licensed business data.
- Coordinate with other internal departments to create efficiency in licensing, permitting and inspections.

Demonstrate responsible stewardship of public documents and resources.

- Maintain compliance with governmental record management guidelines and practice requirements in accordance with Chapter 109 of the Revised Statutes of the State of Missouri.
- Maintain compliance with Chapter 610, Missouri Sunshine Law, of the Revised Statutes of the State of Missouri for providing transparency in government.

Information Technology Services

Support the implementation of the goals, objectives and policies of the ITS Master Plan.

- Use the plan as a guidebook for decision-making within the department.

Geographic Information Systems (GIS)

Optimize the use of technology and processes to improve services, efficiency and effectiveness.

- Provide opportunities for customer and citizen transactions via online servicing portals.
- Support the creation of an online GIS portal.
- Establish an online portal for electronic plan submittals, reviewing and commenting.

Finance

Ensure fiscal discipline and responsible stewardship of public resources.

- Provide advisory support to the Economic Development Department regarding development projects and initiatives.
- Maintain a transparent and accessible budgeting process.
- Develop and implement long-term funding strategy.

Coordinate and monitor economic development projects and initiatives and their impact on the City budget.

- Maintain accurate information regarding the City's various financial incentive districts.
- Develop and demonstrate a strong relationship between the City Budget, Comprehensive Plan, and the City's Capital Improvement planning.

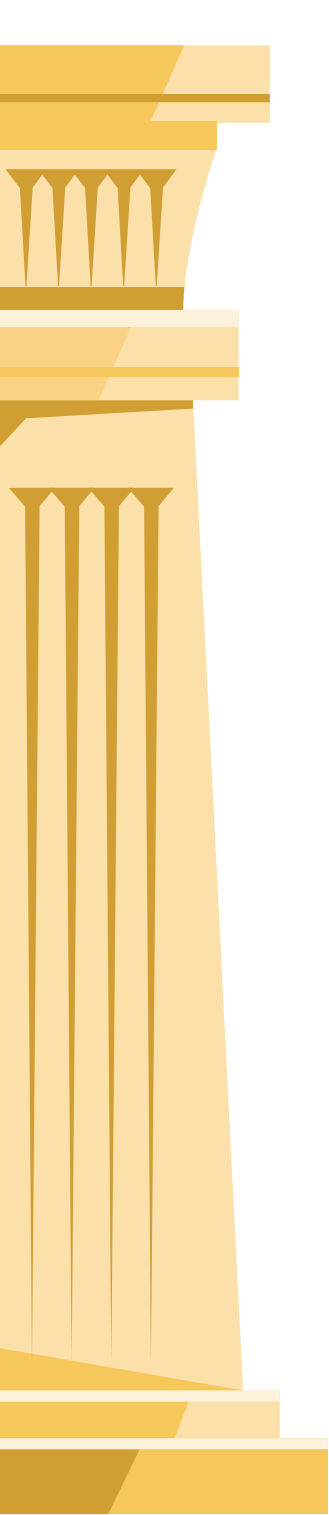
Human Resources

Develop and sustain a high caliber City workforce.

- Develop programs and partnerships to engage with school-aged children in public sector employment opportunities.
- Regularly review the classification and salary range of positions to ensure they remain competitive.
- Continue to invest in the City's existing workforce.
- Provide adequate policy direction to City administration and the governing bodies.

Position the City of Raymore as an employer of choice in the region.

- Provide creative and competitive benefits packages to employees.
- Develop wellness programs and activities for employees.
- Develop innovative approaches to recruitment and retention.
 - Target recruitment efforts on the district needs of the City and its departments.
 - Develop financial and non-financial incentives to encourage employee retention.
- Conduct regular employee surveys.
- Enhance internal communications and employee engagement.



BIG GOAL 12 STRATEGIES CONTINUED...

Municipal Court and Legal Services

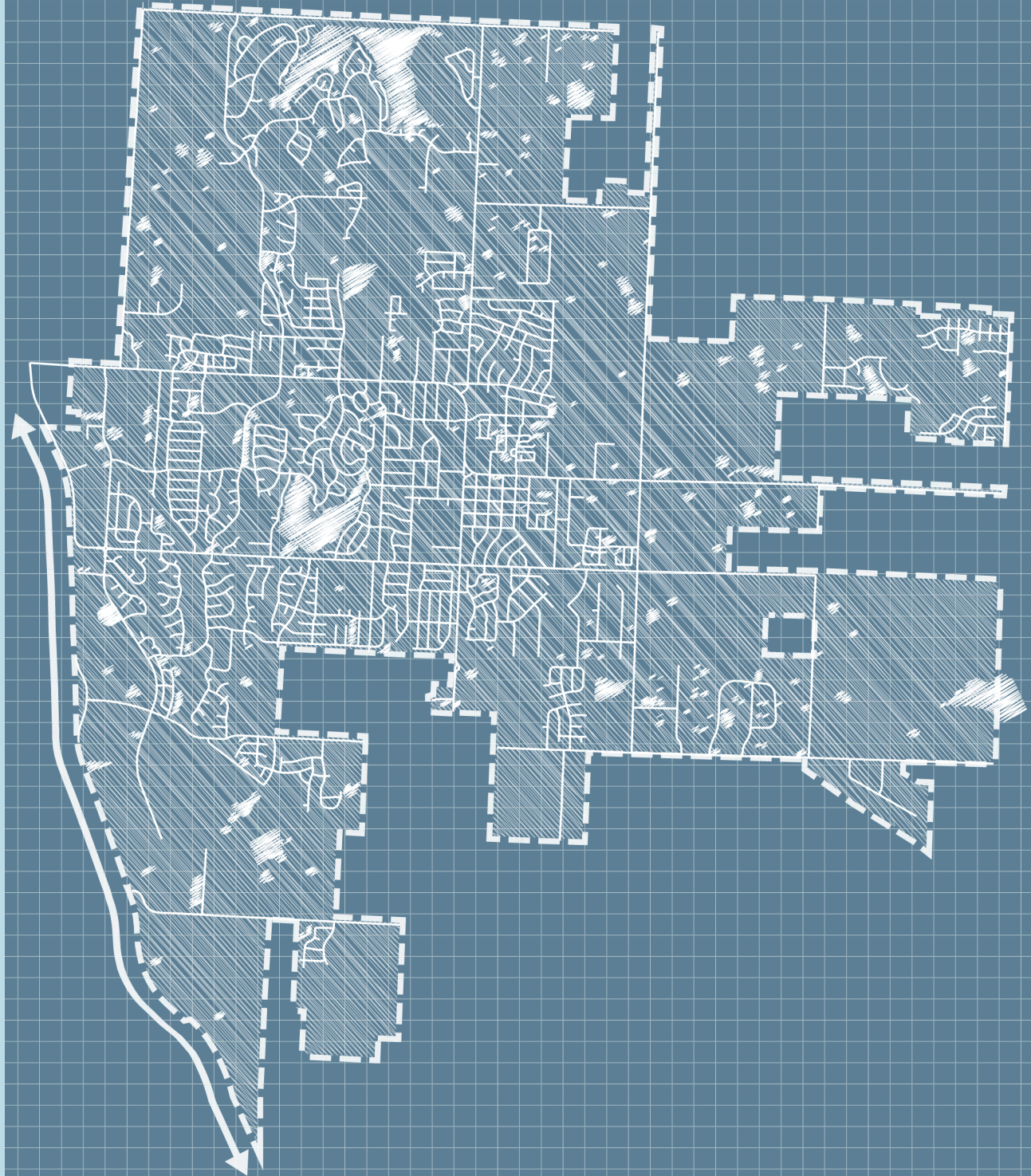
Maintain the City Code with Council approved legislation on a biannual basis.

- Create new procedures to improve upon the organization and efficiency of the Municipal Court.
- Continue to update court policies and procedures as new legislation is implemented.
- Continue research, review and utilization of practical alternative sentencing for appropriate.
- Continue to work with MML (Missouri Municipal League) and MACA (Missouri Association Court Administration) on legislative changes that affect the courts.

4

FRAMEWORK PLANS

The following chapter provides framework plans that illustrate plan recommendations for the following topic areas: land use and development; transportation and connectivity; and parks, open spaces and natural resources.



4.1 LAND USE AND DEVELOPMENT FRAMEWORK

This section provides guidance regarding the location, type, and character of future land uses in Raymore. It is a guide for elected officials, staff members, City leaders, and stakeholders, as well as a commitment to the community of what the future land of Raymore holds from a responsible growth perspective.

Future Land Use

Future land use takes into consideration existing land use patterns and classifications and refines them into sub-categories that can be used to create a finer-detailed vision of development opportunities within the community. Combinations of these varied land uses, and their sub-categorizations, can be utilized to define different place-types that can be achieved within a broader vision.

The map in **Figure 4.1** on the following page shows the distribution of designated future land uses. Each future land use category is described in detail on the following pages. Activity centers are described in greater detail later in this chapter.

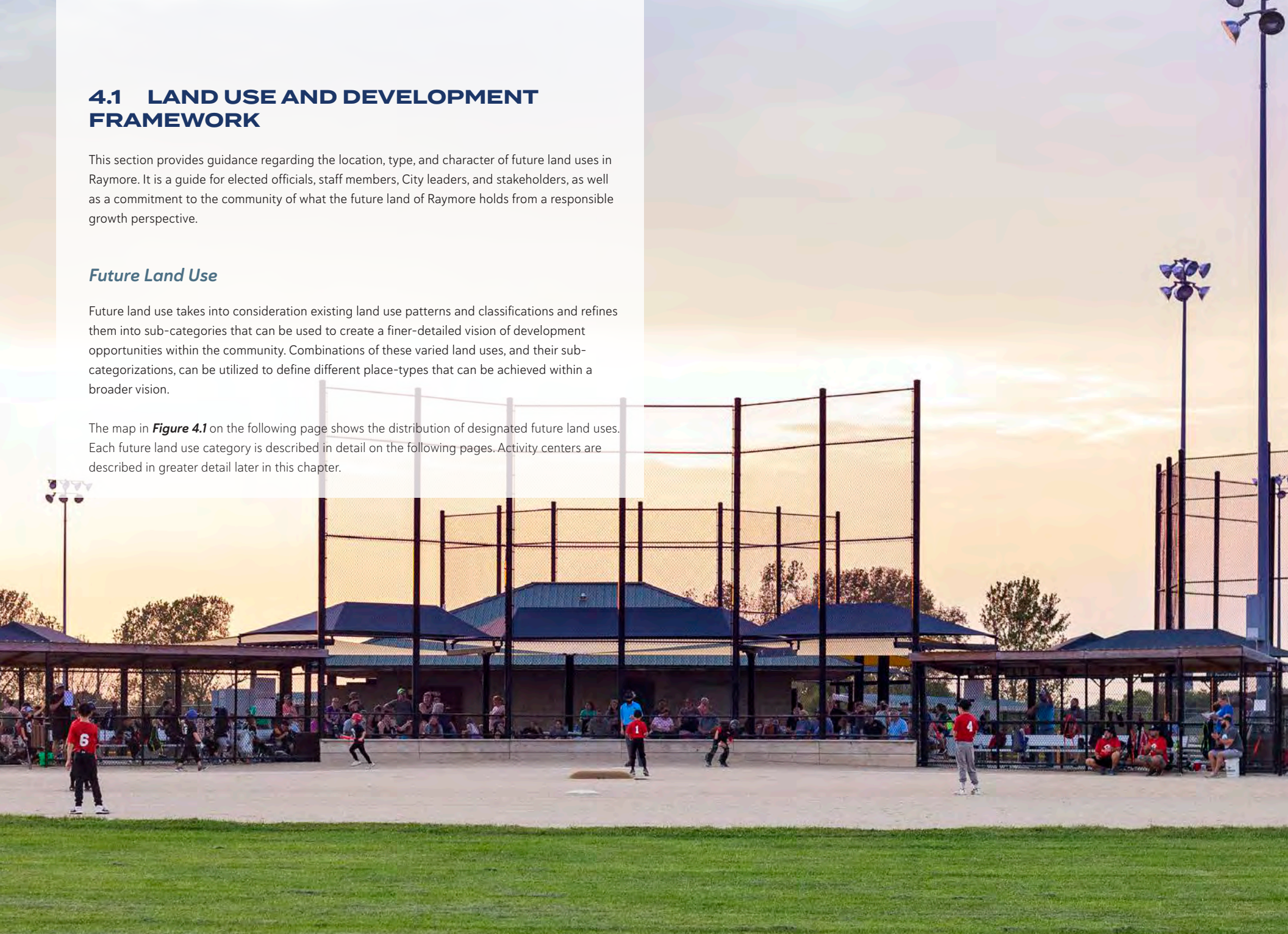
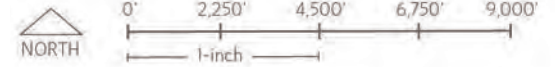
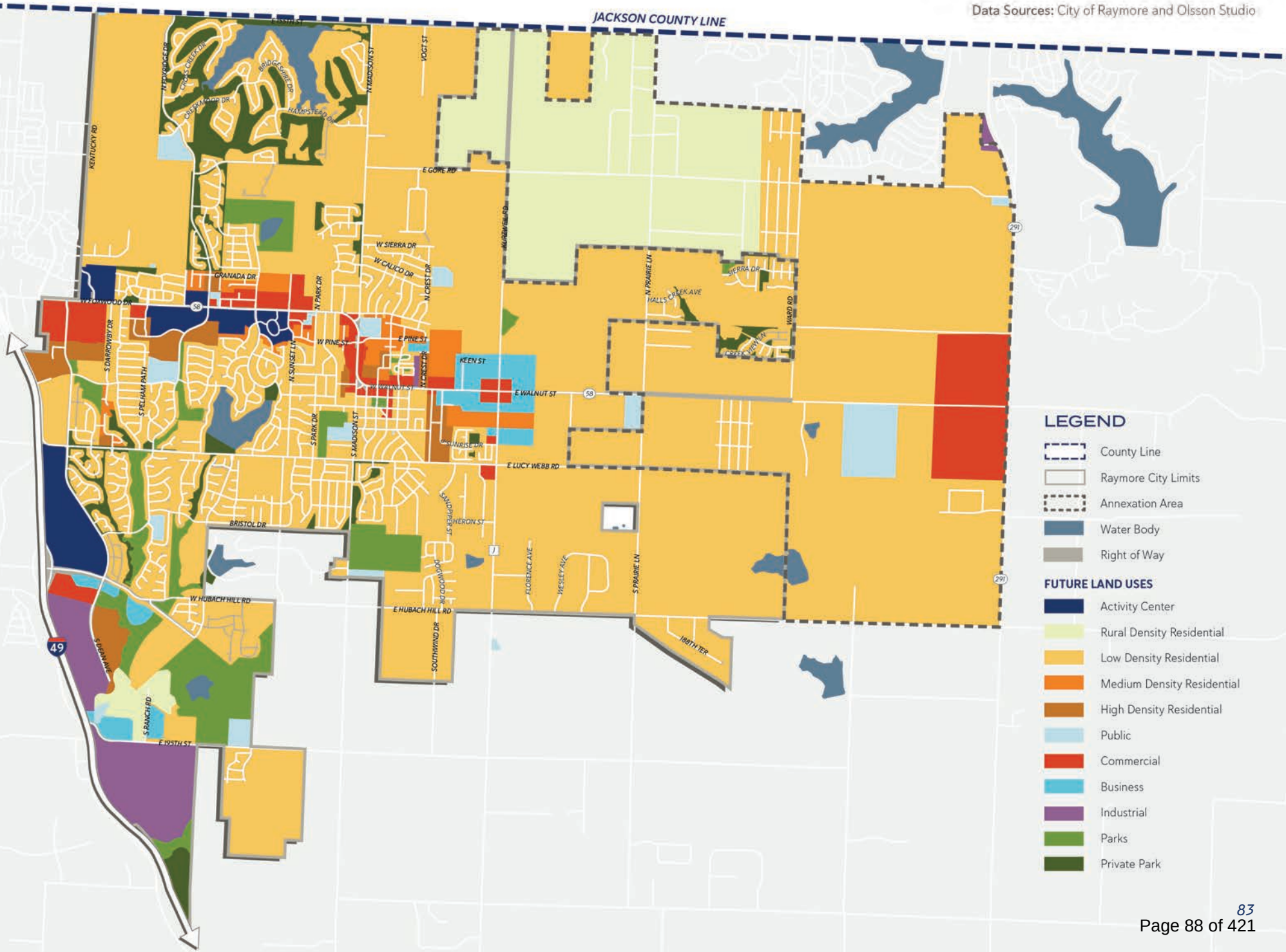


FIGURE 4.1 FUTURE LAND USE FRAMEWORK



Data Sources: City of Raymore and Olsson Studio



RURAL DENSITY RESIDENTIAL

Detached, large-lot single-family development characterizes the rural residential land use. This use is appropriate for areas of the City that lack adequate public utilities to serve development that would be considered Low Density Residential. This would include larger acreage lots typically served by septic systems.



LOW DENSITY RESIDENTIAL

Single-family residences characterize low density residential land use. This typically takes the form of detached single-family homes within a residential subdivision.



MEDIUM DENSITY RESIDENTIAL

Attached single-family buildings characterize moderate density residential land use. This typically takes the form of duplexes, triplexes, four-plexes or some combinations thereof. This land use often buffers low-density land use from higher density land uses. This category may also include detached residential development on smaller lots (4,000 to 8,000 square feet), or cluster developments with lower-than-average parcel sizes.



HIGH DENSITY RESIDENTIAL

Multi-family residential buildings characterize high-density residential land use and typically take the form of multi-story apartment buildings or groupings of similar buildings on a singular site. This district is often located close to arterial roadways and can serve as a buffer between lower density residential and commercial districts.



PUBLIC

Schools, public buildings and City property characterize public land use. These uses are typically associated with the operations of the community as a whole, including schools, government offices, hospitals and community centers.



COMMERCIAL

Areas most appropriate for retail uses, offices and most commercial businesses are designated in this category. Uses may vary from smaller neighborhood commercial style developments to larger scale commercial shopping centers with multiple pad sites, strip center retail spaces, office uses and others.



BUSINESS

This category allows for a mix of commercial and light industrial uses, ideal for concentration along arterial roadways. Business uses provide places for office spaces, mixed businesses/warehousing space and in some cases limited accessory retail uses. Light manufacturing uses may also be appropriate in the context of business park uses in the case of high-quality, mixed master planned developments.



INDUSTRIAL

These areas are intended for manufacturing, warehouses and service industry businesses that provide primary employment opportunities for the City. Uses may vary within larger, industrial-scale buildings which provide flexibility to various types of business operations, which are typically found adjacent to transportation corridors, utilities and infrastructure.



PARKS

This category includes public land areas dedicated to park uses, including neighborhood, community and regional parks, special use areas and various community facilities. Park uses include natural open space, wooded areas, playgrounds, trails, picnic shelters, amphitheaters and sports facilities.



PRIVATE PARKS

These areas identify private dedicated open space, including private neighborhood parks, amenity areas and walking trails that are generally available for use by neighborhood residents. Private parks, in some cases, may be open to the public but built and maintained privately, or provide connectivity to other public parks in the City.



Activity Centers

Raymore residents have long voiced the need for a downtown commercial center that offers gathering spaces, and a mix of commercial retail uses and restaurants. While Raymore lacks a traditional “old” commercial downtown like many other suburban communities, the various large, undeveloped tracts of land within the community present unique opportunities to create these types of centers.

While the majority of these tracts of land are currently zoned to support commercial development, the location, size, topography and other features limit the entirety of the sites from being developed as wholly commercial uses. In today’s economic environment, a mixture of commercial, professional office and residential uses is what developers and commercial users seek in order to make a site function as a true commercial center.

This Plan focuses on these areas of the City as “activity centers,” or sites that could support a variety of uses that may not fit within any single traditional zoning district but rather co-exist within a larger master-planned development.

Activity centers support the principles described by Big Goal 4, which is to focus development efforts in ways that result in cost-effective, balanced, compatible and connected growth. The sites are connected by the City’s main thoroughfares and priority corridors and benefit from existing infrastructure. Zoning requirements that support or encourage master planned and mixed development support the principles of balanced growth and development.

Focusing on the development of these activity centers and improving their connectivity provides better, more convenient access to goods and services for residents and leads to a more walkable, green and connected built environment.

Raymore is poised to outgrow its historic status as a bedroom community and experience significant residential and commercial growth, transforming the community into a full-service city with a diverse mix of retail, commercial, office, medical and entertainment options. Activity centers support the concept of the “15-minute city” by concentrating various uses within close and convenient proximity, such as retail businesses, entertainment, professional/medical services, offices, residential uses and parks. They are connected by transportation corridors or trails to the various other commercial centers and neighborhoods through the city.

Historically, Raymore’s development patterns along MO-58 have created individual commercial districts with pockets of medium- to high-density residential and other non-commercial land uses, providing a buffer between adjacent lower density neighborhoods. Developing mixed use centers that are well-connected with other neighborhoods, parks and trails within the City is a strategic way to support the growth of a town-center style downtown development that the community would like to see.

The Real Estate Market Analysis prepared by Canyon Research Southwest for this Plan (see **Appendix A**) projects that with the anticipated population growth between 2024 and 2045, the community will grow to sustain between 85 to 95 acres of new commercial, retail and office development, and 75 to 85 acres of mixed housing development, not including detached single family homes in other areas of the city.

The activity centers described in this Plan are shown in **Figure 4.2** on the next page. Combined, they encompass approximately 220 acres of land, which is likely to support the growth needs of the City for the next 20 years. Quality master planning and business attraction efforts should be focused to support the development characteristics and concepts described in this chapter. These concepts should be reflected in the planning review processes of the City, and incorporated where possible into the City’s Unified Development Code. Area plans and/or zoning overlay districts may also be effective in guiding the development of the various areas of the city.

FIGURE 4.2

RAYMORE GATEWAY

FOXRIDGE VILLAGE

MUNICIPAL CIRCLE

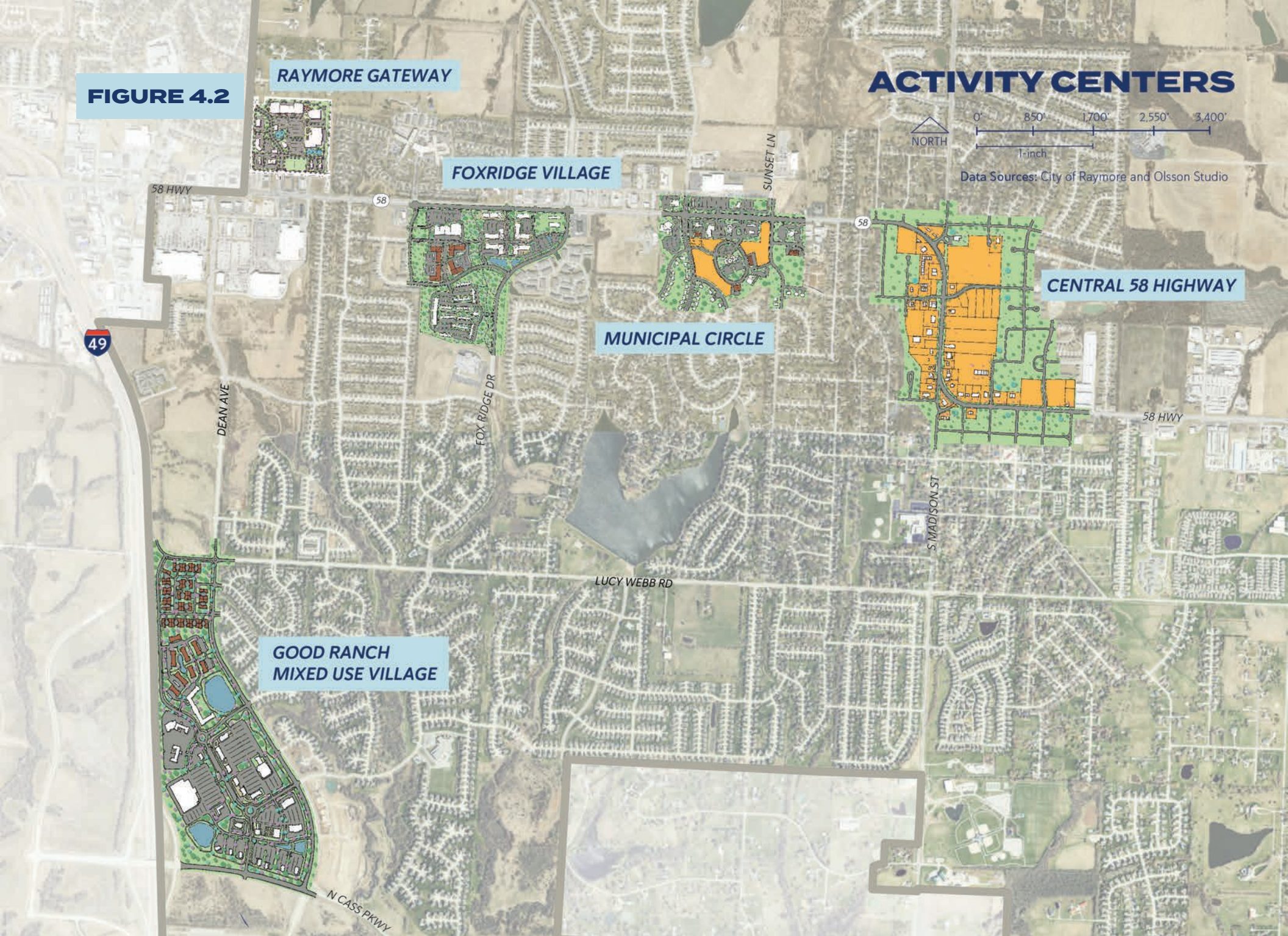
**GOOD RANCH
MIXED USE VILLAGE**

ACTIVITY CENTERS



Data Sources: City of Raymore and Olsson Studio

CENTRAL 58 HIGHWAY



Municipal Circle: Raymore's Civic Hub

Figure 4.3 shows an initial concept for the Municipal Circle activity center. Municipal Circle serves as the governmental center for the City and the location for primarily civic services in the community. This area is generally the true geographic center of the city. The City originally developed this with the intention of it being a downtown center, but the lack of visibility to MO-58 has prevented significant commercial development from occurring. However, professional office type uses remain. In addition to City Hall and Centerview, the City also owns two adjacent lots. The remaining 6 to 7 lots are privately owned.

The existing City Center Overlay zoning district (CCO) provides guidance on design and building uses for future development. Ideal land uses include the following:

- Medium-density residential, such as small-scale apartment units
- Mixed use developments with dwelling units above ground floor commercial
- Civic uses, such as a library or additional government buildings and offices
- Retail, especially local businesses
- Professional offices

FIGURE 4.3 MUNICIPAL CIRCLE





FIGURE 4.4

FOXRIDGE VILLAGE

Foxridge Village: Raymore's City Center

Figure 4.4 shows an initial concept for the Foxridge Village activity center. This area provides three major opportunities for development and commercial growth, including developing two large greenfield sites and redeveloping the existing Willowind Center.

The approximately 40-acre tract of greenfield land presents an excellent development opportunity for a core commercial area along MO-58. Its location between two major signalized MO-58 intersections at Mott Drive and Foxridge Drive makes the area ideal for infill development. The abundance of frontage along MO-58 presents opportunities for mixed retail commercial development, while the depth of the property creates opportunities for higher density residential development to support the adjacent commercial developments. The vision for this area is the creation of a new Town Center. Ideal land uses include high-density residential and mixed use development with dwelling units above ground floor commercial. The intent is for the area to feel like a "downtown center," with a central road providing access to the site and limited off-street parking. Buildings should be constructed close to MO-58 and Foxridge Drive.

Ideal land uses in the redeveloped Willowind Center includes small-scale retail uses, professional offices and restaurants. Existing stream corridors present opportunities to preserve natural buffers between land uses and provide internal trails and connections as amenities.

FIGURE 4.5

RAYMORE GATEWAY

Raymore Gateway: The Front Door Into the Community

Figure 4.5 shows an initial concept for the Raymore Gateway activity center, which acts as the true gateway into the community. With adjacent development projects like the Raymore Market Place providing high-quality building and architectural design, in addition to the incorporation of art pieces and signage like the Raymore Seedpod sculpture, this site presents opportunities to let residents and visitors alike know when they've entered Raymore. With the City's recent investment in Westgate Drive, the site is well-positioned for both new development on the greenfield site to the east, and unique redevelopment opportunities on the west side.

Ideal land uses for this site include the following:

- Commercial center with large-scale retail
- Restaurants
- Entertainment area
- High-density residential along the north and east sides of the property





FIGURE 4.6

THE GOOD RANCH

The Good Ranch: Raymore's Premier Shopping and Entertainment Destination

Figure 4.6 shows an initial concept for tract 1 of the Good Ranch activity center, which provides a prime master planned, mixed use development opportunity and the ability to establish a 'southern gateway' into the community from I-49. With significant single-family residential development surrounding the development, in addition to the Venue of the Good Ranch and the Raymore Commerce Center to the south, the demand for future commercial development will continue to grow.

The site currently lacks significant infrastructure to support development, and so the need for a master planned approach to this property becomes increasingly important. The direct visibility along I-49 makes this site prime for a mix of commercial and entertainment uses, in addition to hotels and professional offices. With approximately 190 acres of land, it is important to strike a balance between commercial and non-commercial uses. Higher density uses will further support the demand and success of commercial retail and entertainment users, but consideration should be given to areas where non-commercial uses would be appropriate, and where truly viable commercial land exists on this large site.

Careful attention should be paid to access points to and from the site along North Cass Parkway and Dean Avenue to avoid conflicts and congestion along these major corridors as development occurs, which further supports the needs for a master planned approach. The master planned approach should focus on adequate internal circulation of the site while minimizing impacts on the external roads and neighborhoods surrounding the site.

The overall vision of the site is a destination center for Raymore, drawing people from the South Kansas City and Cass County Region. Ideal land uses include the following:

- Commercial including retail, restaurants, hotels and entertainment
- High-density residential, including apartments
- Medium-density residential, including townhomes, duplexes and/or assisted living

Central MO-58 Highway Corridor: Raymore's Historic Commercial District

The Central MO-58 Highway corridor area was originally developed as the heart of Raymore. It includes a significant number of smaller individual properties along MO-58/North Madison Street and includes more than 200,000 square feet of existing building space, in addition to various undeveloped greenfield sites. This area is significantly different from other proposed activity centers in that it allows an opportunity to preserve older buildings through thoughtful redevelopment efforts along with commercial infill development opportunities that would complement existing land uses. Recently, the City has experienced significant residential growth around the periphery of this commercial corridor, which continues to drive the demand for additional commercial development.

Careful consideration should be given to the development in this area to preserve the existing "downtown feel" that the older buildings and development patterns provide, rather than creating a new feel as the other activity centers allow. Due to the mixture of older buildings and abundance of smaller individual parcels, the Planning and Zoning Commission should seek to preserve existing commercial zoning and eliminate non-conforming zoning classifications that may detract from the vision for this corridor.

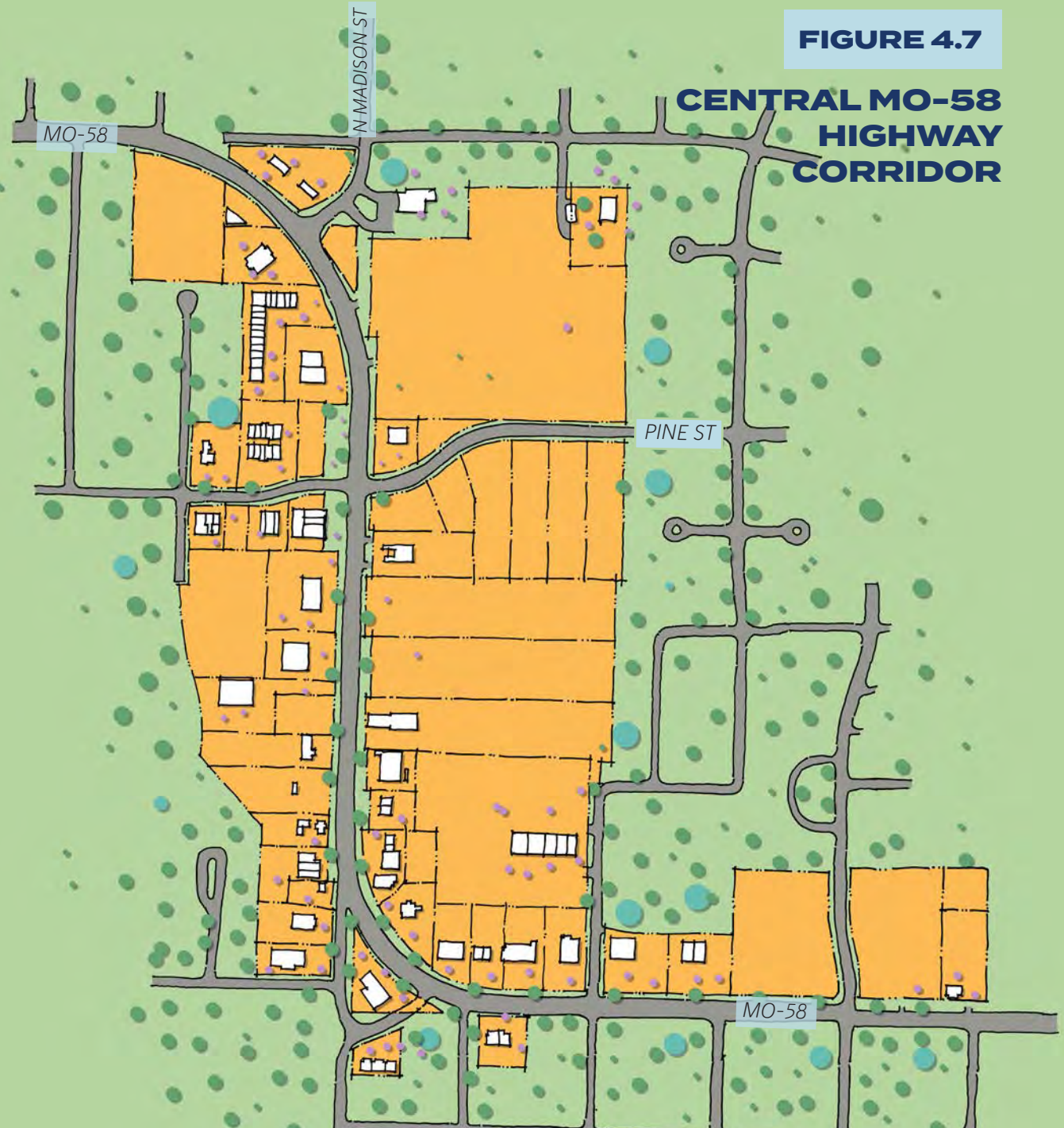
The City recently purchased approximately 10 acres of land north of Pine Street and east of North Madison Street, which will be a future civic building in the coming years. This presents a unique opportunity to create momentum for future development efforts along this corridor.

Ideal land uses for the area include the following:

- Small-scale local retail
- Office space
- Multi-family residential

FIGURE 4.7

CENTRAL MO-58 HIGHWAY CORRIDOR



Activity Center Recommendations

MUNICIPAL CIRCLE

- Leverage the City's ownership of Lots 4 and 5 to promote development.
- Support the standards within the Municipal Center Development Criteria and the City Center Overlay District.
- Prioritize pedestrian connectivity.
- Evaluate parking needs and requirements for new development and consider shared on-street parking.

FOXBRIDGE VILLAGE

- Prioritize regional stormwater detention to preserve stream corridors.
- Focus on pedestrian connectivity and integrate connections to adjacent roads and trails.
- Evaluate an appropriate balance of commercial/retail, office and residential uses given the growth demand projections of the Real Estate Market Analysis (see **Appendix B**).

RAYMORE GATEWAY

- Implement the Gateway Commercial Zoning Overlay District (GCO) standards or similar requirements as part of new development activity.
- Prioritize the reutilization of the "AM Corner" at the northeast corner of MO-58 and Kentucky Road as a key entrance into the community.
- Prioritize good access management principles along MO-58 and Westgate Drive to mitigate additional traffic impacts of new development.

THE GOOD RANCH

- Implement GCO standards or similar requirements as part of new development activity.
- Evaluate a master plan for the site, including appropriate areas for commercial/retail, office and residential uses given the growth demand projections of the Real Estate Market Analysis (see **Appendix B**).
- Prioritize good access management principles along Dean Avenue and North Cass Parkway to mitigate congestion and other impacts as development occurs.

CENTRAL MO-58 HIGHWAY CORRIDOR

- Evaluate development and redevelopment opportunities along the corridor.
- Develop zoning overlay development standards that support walkable and well-designed development activity.
- Utilize the City's future justice center as a focal point and catalyst for additional development along this corridor.
- Evaluate opportunities for commercial development/pad sites as part of the future justice center development.

Community Investment and Reinvestment

While Raymore has and will continue to experience significant new growth and development, resulting in new jobs, housing, residents and overall new activity, the community also has many opportunities to focus redevelopment and reinvestment opportunities. Redevelopment efforts should be prioritized so as to ensure that new development efforts do not allow other areas of the City to suffer disinvestment and deterioration.

Just as the City's prime development sites are attractive to new development, the existing older areas of the community are well suited for smaller-scale redevelopment to support local economic development efforts. These types of development opportunities are presently compact and contiguous to the City and already served by existing infrastructure, which reduces the demand for additional city services and further supports the goal of cost-effective growth. The priorities for community investment and reinvestment shall align directly with the land use and development goals of the community and should be generally focused within the activity centers and areas of growth. The land use and development elements of this Plan further describe the characteristics that will further support the vision for vibrant and connected growth.

REINVESTMENT OPPORTUNITIES

Willowind Shopping Center. Figure 4.8 below shows Willowind Shopping Center, an aging retail center constructed between the late 1980's and early 1990's. It includes approximately 5,000 square feet of retail space spread across approximately 8.5 acres. The center provides affordable options for newer and smaller businesses to locate in Raymore and establish roots before expanding their operations. Minimal investment or upgrade have taken place since it was initially constructed, except for various tenant improvements. Various opportunities exist for facade and structural improvements that would improve the quality of life and shopping experience in the community and support economic growth. Recent improvements adjacent to the shopping center include the construction of a Community America Credit Union at the southwest corner of the site on a previously undeveloped parcel. Similar redevelopment efforts or reinvestment into the shopping center would be a significant benefit to the community and local economy.

FIGURE 4.8



Pine Street Center and Central MO-58 Highway Corridor. This area, shown in Figure 4.9 to the right, includes various redevelopment opportunities within one of the oldest commercial areas of the community. Its location directly along the MO-58 Highway corridor, and within one of the City's major activity centers makes it a prime redevelopment and reinvestment opportunity. The City of Raymore recently purchased 10 acres of land directly adjacent to this area with the intention of developing a Justice Center to better serve the community. Master planning efforts and strategic investment through development or incentive structures shall be taken into consideration to better support the vision.

FIGURE 4.9



INVESTMENT OPPORTUNITIES

Good Ranch Mixed Use Village. Good Ranch Mixed Use Village is a prime development opportunity situated at the North Cass Parkway interchange. Significant efforts to better position this site for development have occurred in the last five years, resulting in new job creation, additional traffic and much needed infrastructure. While directly visible from I-49, this area lacks significant infrastructure, such as water and sewer infrastructure and a functional internal road network, which presents a barrier to spurring development without additional financial assistance.

Foxridge Village. Foxridge Village (see **Figure 4.6**) is situated along the MO-58 corridor and surrounded by decades of commercial and residential growth. Directly adjacent to the Willowind shopping center, Lofts at Foxridge, Foxwood Springs and the LEAD Center, among others, this site is well-situated to expand the commercial and mixed use footprints within the community. Traffic and daytime population continue to steadily increase, and as population grows, the demand for centralized and connected services, shops and amenities will inevitably drive interest within this area.

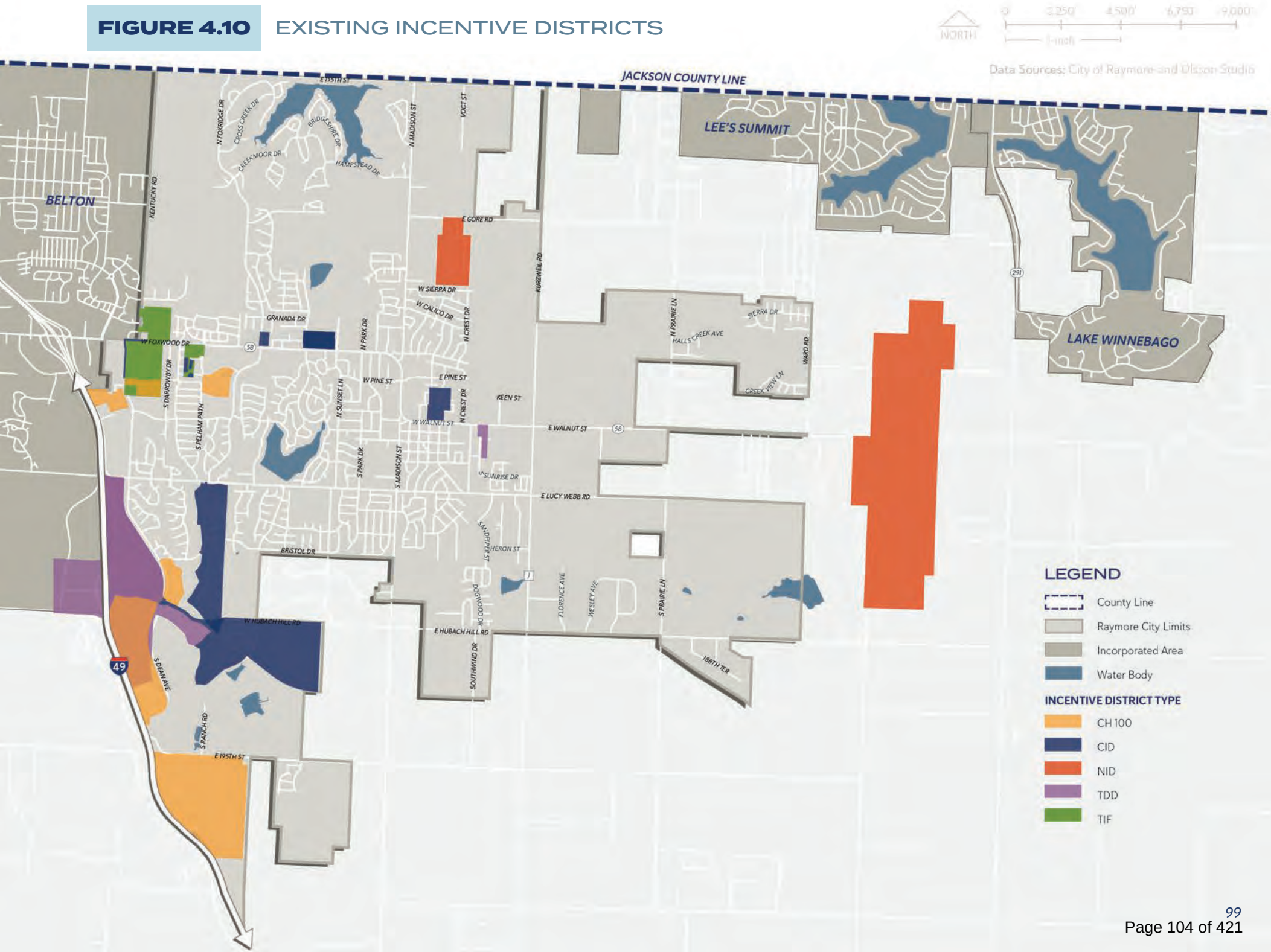
Incentive Districts

Figure 4.10 on the following page shows existing incentive districts. The Economic Development Department, in collaboration with the Finance Department and legal counsel, oversee the implementation of and tracking of the City's various incentive programs and districts, including Tax Increment Financing (TIF) Plans, Chapter 100 projects, Community Improvement Districts (CID) and Transportation Development Districts (TDD). All of which were approved by the City on their own merit as a means of spurring new growth activity within the community. These tools, combined with desirable community demographics, have attracted millions of dollars of investment to the community in the form of commercial and residential construction, new jobs created and annual increases in sales tax activity and revenues.

Many of the incentive tools that were offered during recent growth of the City, including the Raymore Galleria, Foxwood Village Shoppes, and the MO-58 and Dean Avenue TIFs, are approaching their expiration. To remain competitive within the greater Kansas City Region, the City must remain intentional in the use of economic incentives and begin to think about strategic initiatives that will better position Raymore for a new wave of economic growth.

Due to recent state legislation, traditional tools like TIFs are in jeopardy for use in future development projects. While many sites are well-situated to take advantage of traditional tools for the construction of much-needed infrastructure improvements to support commercial growth, approaches to economic development, development costs and other factors have taken away from the effectiveness of traditional TIF development. Rather, the community must identify new and creative approaches spurring new development and generate redevelopment projects that align with the community investment and reinvestment goals of the City.

FIGURE 4.10 EXISTING INCENTIVE DISTRICTS



4.2 TRANSPORTATION AND CONNECTIVITY FRAMEWORK

Relative to the Community Conversations involving infrastructure, residents offered distinct thoughts on how to better improve safety and alternative transportation options within the community. A key theme included improving the connectivity of the various areas of the community, including neighborhoods, shopping districts, and parks by integrating the trails system with the road network, expanding cycling routes and other bike and pedestrian infrastructure and prioritizing maintenance of the overall system. These themes overlapped significantly with the recommendations for the trails system as well. In short, residents desire more transportation options that are well-designed, maintained and connected throughout the community.

The Transportation Master Plan was adopted in 2006 and laid the groundwork for the development and expansion of the City's existing transportation network. Many of the main thoroughfares that were recommended within the master plan have been constructed either through public investment or private development. With the exception of future local roads that will be constructed based on their demand related to development, the City's major transportation network is majorly built out. The focus of transportation within this Plan looks at opportunities to improve the functionality of the existing infrastructure as opposed to identifying new roads to be added.

This section looks closely at what the City should consider to improve the safety, appearance and function of these corridors given the implications of existing development and future growth priorities within this plan, and considers how prominent activity centers and neighborhoods can be better connected through major transportation corridors.

Figure 4.11 on the next page shows transportation and connectivity recommendations, which include the extension of Sunset Lane and the construction of a future expressway at the eastern edge of the annexation area. Network expansion and enhancements are described on the following pages.



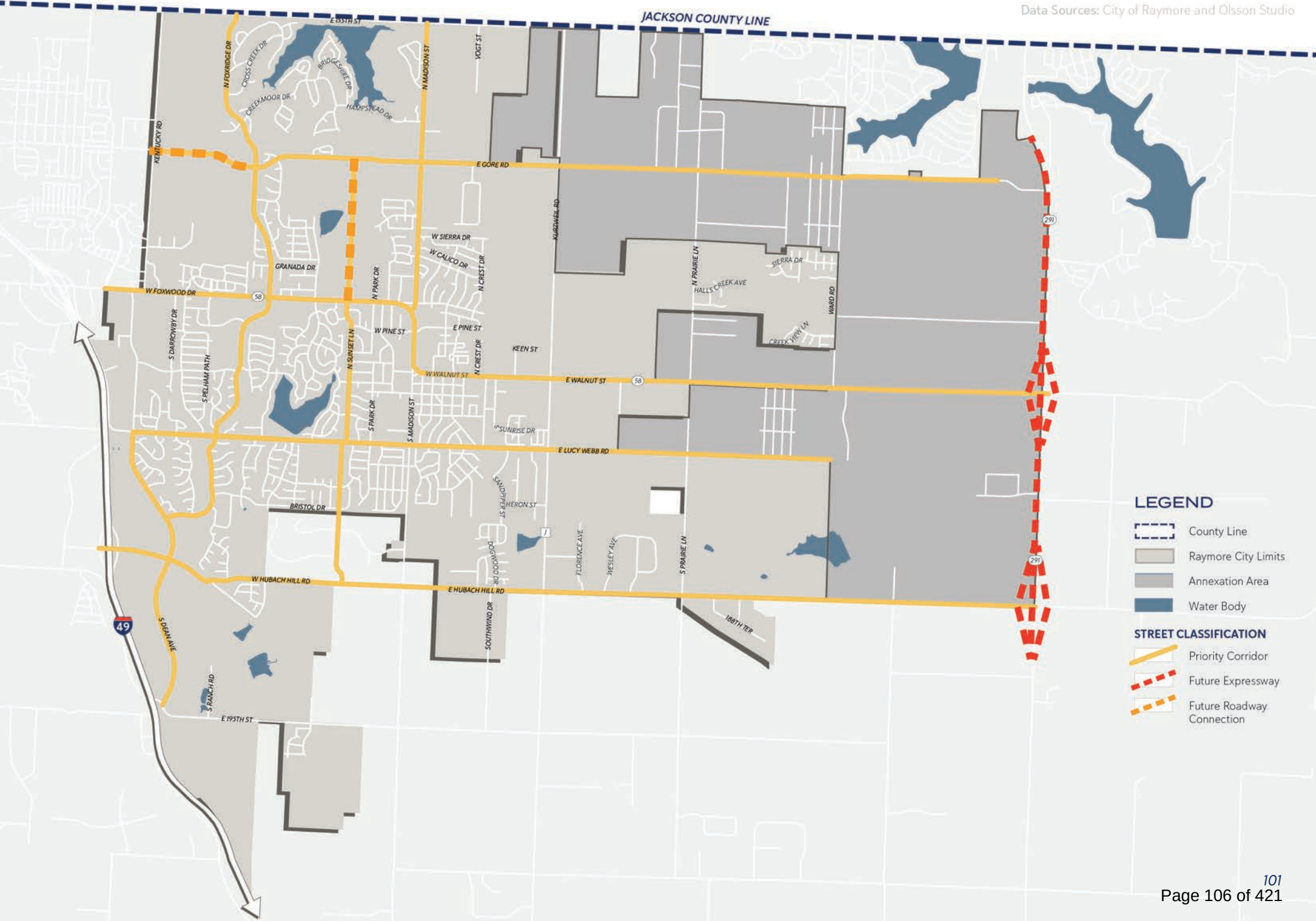
FIGURE 4.11

TRANSPORTATION AND CONNECTIVITY FRAMEWORK



0' 2,250' 4,500' 6,750' 9,000'
1-inch

Data Sources: City of Raymore and Olsson Studio



Future Roadway Connections

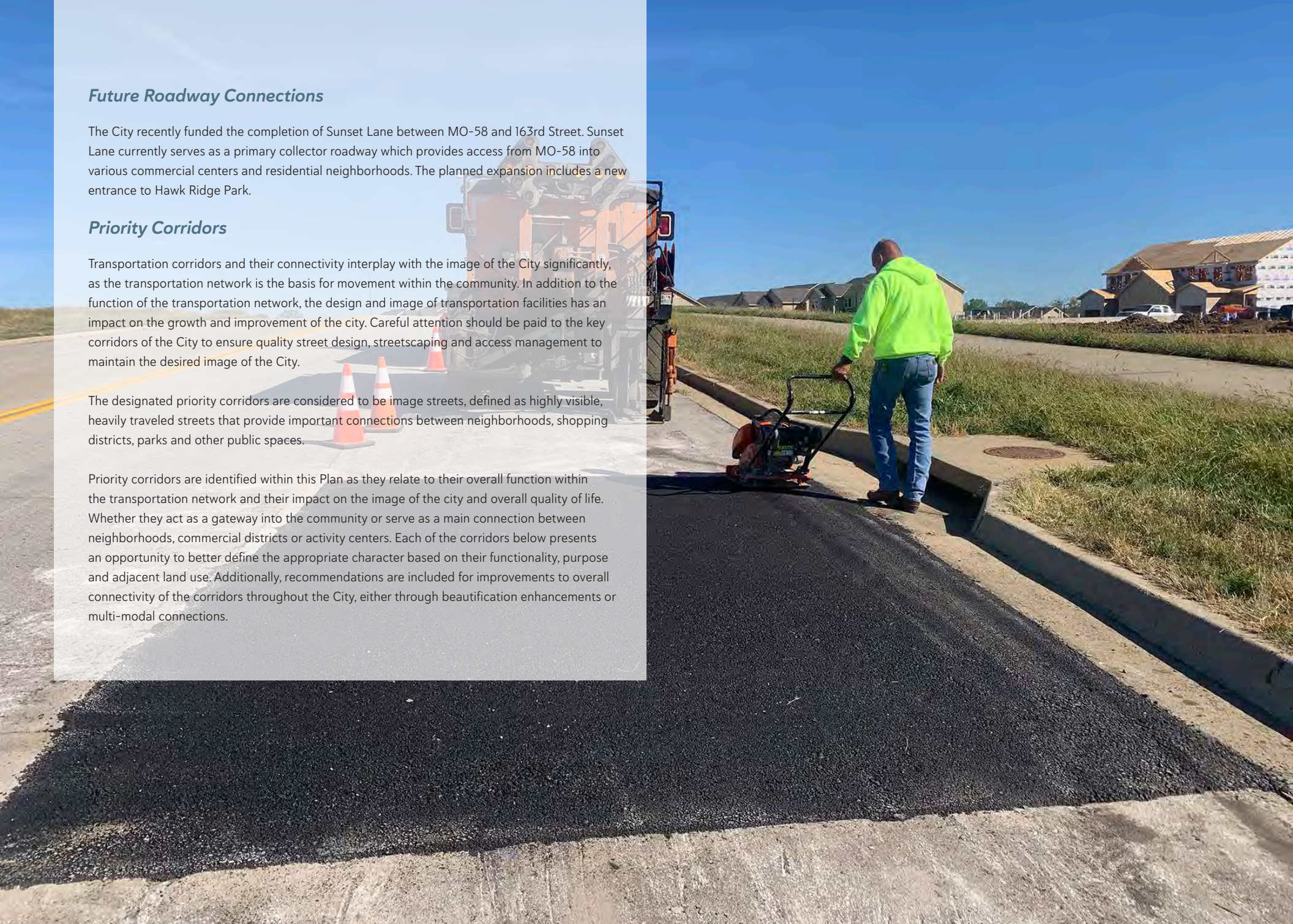
The City recently funded the completion of Sunset Lane between MO-58 and 163rd Street. Sunset Lane currently serves as a primary collector roadway which provides access from MO-58 into various commercial centers and residential neighborhoods. The planned expansion includes a new entrance to Hawk Ridge Park.

Priority Corridors

Transportation corridors and their connectivity interplay with the image of the City significantly, as the transportation network is the basis for movement within the community. In addition to the function of the transportation network, the design and image of transportation facilities has an impact on the growth and improvement of the city. Careful attention should be paid to the key corridors of the City to ensure quality street design, streetscaping and access management to maintain the desired image of the City.

The designated priority corridors are considered to be image streets, defined as highly visible, heavily traveled streets that provide important connections between neighborhoods, shopping districts, parks and other public spaces.

Priority corridors are identified within this Plan as they relate to their overall function within the transportation network and their impact on the image of the city and overall quality of life. Whether they act as a gateway into the community or serve as a main connection between neighborhoods, commercial districts or activity centers. Each of the corridors below presents an opportunity to better define the appropriate character based on their functionality, purpose and adjacent land use. Additionally, recommendations are included for improvements to overall connectivity of the corridors throughout the City, either through beautification enhancements or multi-modal connections.



MO-58 HIGHWAY

MO-58 Highway is the primary corridor through the City of Raymore, providing connectivity to many of the City's shopping districts, parks, neighborhoods and more. Within the context of this plan, it serves to connect many of the activity centers. While the City maintains total control over the majority of MO-58 within City limits, many of the existing development patterns throughout this corridor were heavily influenced by its former classification on the State Highway System, including larger setbacks for existing buildings, inconsistent sidewalk design and connectivity and existing driveway access points that may not conform to current standards.

Ample right-of-way exists through the corridor to reimagine the design and functionality of the corridor through the community. The implementation of quality street design, streetscaping, road diets, and/or capacity improvements create opportunities for making the corridor less of a "cut through" and more of a place within the community.

Recommendations for MO-58 are as follows:

- Enhance landscaping requirements where appropriate.
- Explore options for access management that improves traffic flow and enhances the image of the street.
- Explore road design options along the "S" curve.
- Explore opportunities for improved pedestrian and bicycle facilities along 58 Highway, including trails, sidewalk improvements and crosswalks.

DEAN AVENUE

Dean Avenue is one of the City's primary north-south arterial roadways, providing a direct connection between MO-58 and North Cass Parkway, which are the two main interchanges along I-49. Dean Avenue provides connections into the gateway shopping districts along MO-58 and acts as a southern gateway into the community from the North Cass Parkway interchange. While the road was constructed with enough capacity to accommodate further growth and development, aesthetic improvements to the corridor as development occurs will help improve the overall image of the city.

Recommendations for Dean Avenue are as follows:

- Explore options for access management along the corridor that aligns with the Westgate Traffic Study.
- Utilize landscape medians where appropriate to improve access management.
- Enhance landscaping requirements along Dean Avenue for future development.

LUCY WEBB ROAD

Lucy Webb Road serves as a primary east-west arterial roadway and provides connections into many of the City's core neighborhoods, parks and trails. Many pedestrian infrastructure improvements have recently been made to this corridor, including the addition of a trail along the south side of the corridor, delineated crosswalks, refuge islands, and crosswalk beacons.

Recommendations for additional improvements to Lucy Webb Road include the following:

- Continue to implement delineated pedestrian crossings at trail locations.
- Develop a trail improvement/rehabilitation plan for the Lucy Webb Road trail.
- Explore options to implement landscaped medians along Lucy Webb Road.
- Explore options to connect Lucy Webb Road to Cambridge Road to improve east/west connectivity.

NORTH CASS PARKWAY

North Cass Parkway serves as the City's southern gateway into the community, providing east-west connectivity from I-49 to the eastern city limits. The corridor accommodates freight access into the Raymore Commerce Center development and will be a crucial access point into the Good Ranch Mixed Use Village activity center and park area. The design and future implementation of any improvements must take into consideration a wide variety of users, including large truck traffic to smaller vehicular traffic as well as some limited pedestrian traffic where appropriate.

Recommendations for North Cass Parkway include the following:

- Identify opportunities to install monumental signage or artwork that welcomes residents to Raymore.
- Enhance landscaping requirements along North Cass Parkway to improve future development aesthetics.
- Prioritize access management to avoid congestion as development progresses.
- Enhance trail connectivity between commercial and residential developments and the future Good Ranch Park.

MADISON STREET

Madison Street, which is bisected by MO-58 to create North and South Madison Street, is another major north-south connector through the City. It provides connectivity to several neighborhoods, including the Original Town of Raymore, and intersects with MO-58 to create the basis of the Central 58 Highway Corridor activity center, a major focus of redevelopment potential for the city (see **Chapter 4.1 - Land Use and Development Framework**).

Recommendations for Madison Street include the following:

- Explore road design improvements that promote the “downtown feel” through the core of the City.
- Improve pedestrian connectivity across North Madison Street.
- Consider additional parking standards that promote “downtown” development along this corridor, including reduced parking, shared parking or rear-loaded parking.
- Explore intersection improvements at Pine Street.

SUNSET LANE

Sunset Lane serves as a primary collector roadway which provides access from MO-58 into various commercial centers and residential neighborhoods. The City recently funded the completion of the road between MO-58 and 163rd Street, which not only opens up prime development opportunity within the heart of the community, but also provides for a direct connection into the City’s premier master-planned park, Hawk Ridge Park. The connectivity between various neighborhoods and shopping districts creates an opportunity for the City to improve the connectivity of these areas with the parks and trails system and encourage opportunities for active transportation, as illustrated by the following recommendations:

- Explore options for on-street multi-modal facilities to enhance connections between neighborhoods and shopping districts.
- Improve connectivity between neighborhoods and the parks and recreation facilities, including connections between Memorial Park and Hawk Ridge Park.
- Explore the addition of multi-modal facilities along South Sunset Lane.
- Prioritize trail connectivity between MO-58 and 163rd Street
- Manage street and driveway connections on Sunset Lane between MO-58 and 163rd Street.
- Evaluate street enhancements along the residential areas (MO-58 to Lucy Webb Road) to mitigate traffic impacts in neighborhoods.

FOXBRIDGE DRIVE

Foxbridge Drive functions as a key north-south corridor which connects the core of the community along MO-58 to the North Cass Parkway interchange. It serves several key neighborhoods between Creekmoor, Eagle Glen and the Good Ranch. The intersection at MO-58 creates a major commercial node, serving as the focal point of the Foxbridge Village activity center and other strategic redevelopment opportunities.

Recommendations for Foxbridge Drive include the following:

- Explore opportunities to improve pedestrian connectivity across 58 Highway
- Explore beautification enhancements at the intersection of the 58 Highway and Foxbridge Drive corridors.
- Identify areas of interest for art installations or city signage.
- Evaluate street enhancements adjacent to the neighborhoods along Foxbridge Drive (south of Johnson Drive) to mitigate traffic impacts in residential areas.

163RD STREET

163rd Street is a major east-west connection that runs between Foxbridge Drive and North Madison Street. Unimproved sections of Gore Road connect this corridor to 291 Highway to the east. The road functions majorly as a residential collector roadway from Foxbridge Drive to the east, serving many existing and future neighborhoods, and functions as an arterial roadway to the west where it will eventually connect to 163rd Street in Belton and the I-49 corridor.

Recommendations for 163rd Street include the following:

- Obtain the necessary rights-of-way as development occurs to allow for continued improvement of the corridor to the west.
- Continue expansion of the trail to improve pedestrian connectivity within neighborhoods and parks.
- Enhance landscaping buffer requirements for development abutting the corridor.

Street Enhancement Examples

The images on this page are examples of the types of street enhancements referred to in this section. Each street enhancement can serve a variety of purposes, including safety features for pedestrian and vehicular traffic, stormwater management tools and opportunities for landscaping, public art and other aesthetic design elements.

PEDESTRIAN REFUGE ISLAND

Pedestrian refuge islands are useful when adding a crossing at a wide street or at an unsignalized crossing point. The island offers a place for pedestrians to stop and check the other direction of traffic.



Source: National Association of City Transportation Officials

CURB EXTENSIONS

Curb extensions serve a variety of purposes. The narrowed vehicular traffic lanes creating a visual signal to drivers to slow down. When along a sidewalk, the curb extension provides a buffer zone between pedestrian traffic and vehicular traffic. The space created with the extension offers an opportunity for landscaping or pedestrian features such as benches or bicycle racks.



Source: National Association of City Transportation Officials

PINCHPOINT

A pinchpoint is created with curb extensions at a mid-block crossing, serving as a visual signal to slow vehicular traffic at the crossing point. Larger pinchpoints can be ideal areas to add pedestrian features and landscaping.



Source: National Association of City Transportation Officials

STREET TREES

Street trees add more than natural beauty to a street. Similar to a curb extension effect, the trees contribute to a narrowed feeling for drivers and create a visual signal to slow down.



Source: National Association of City Transportation Officials

BIOSWALES

Bioswales are the most effective type of green infrastructure facility. Native vegetation both slows down and cleanses stormwater flow while recharging the underlying groundwater table.



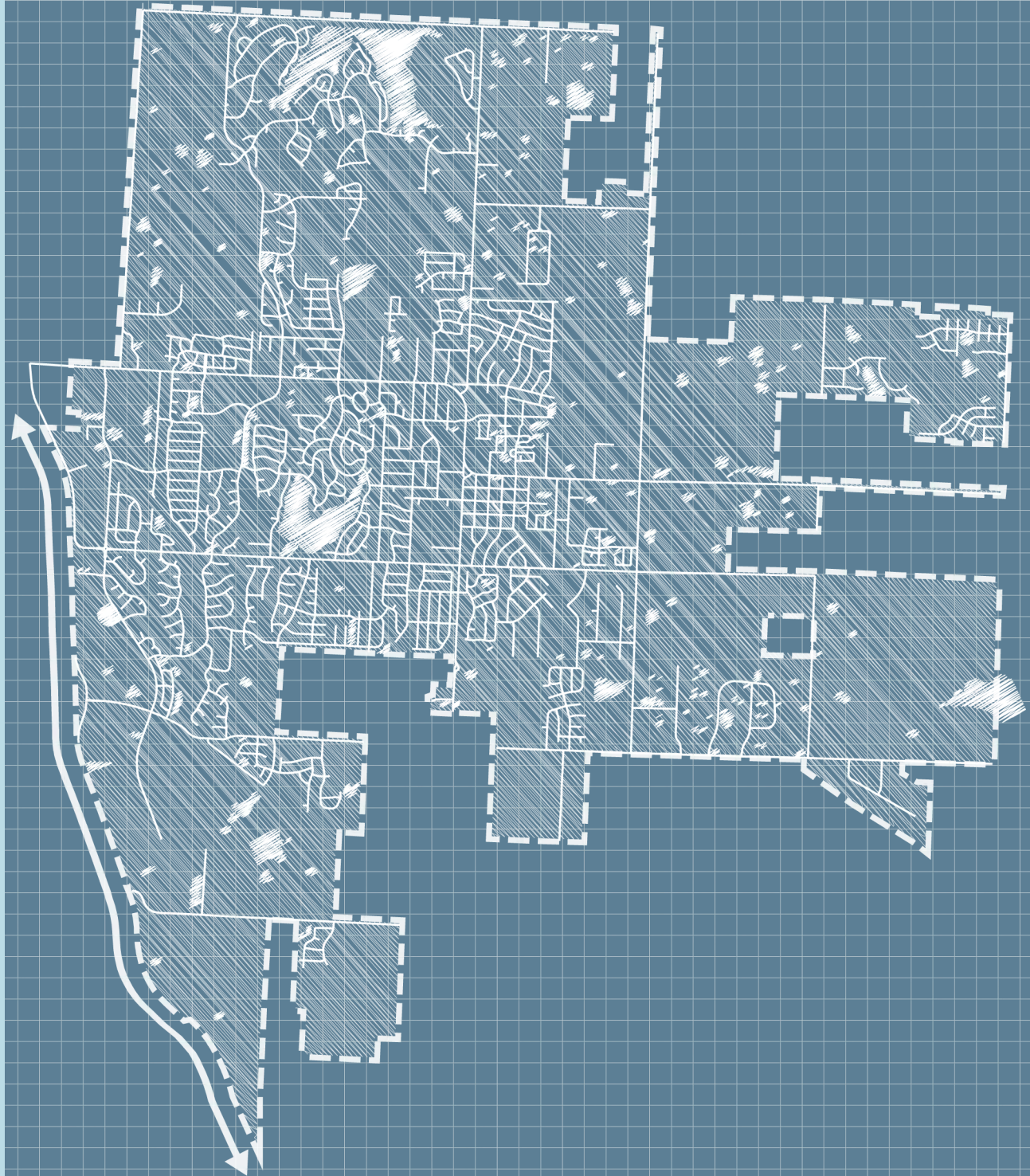
Source: National Association of City Transportation Officials

THIS PAGE INTENTIONALLY LEFT BLANK.

5

PARKS AND RECREATION MASTER PLAN

Parks and recreation play a crucial role in the high level of quality of life enjoyed by Raymore residents. Continued maintenance and expansion of accessible, safe, and exciting amenities begins with analyzing the current state of City facilities to understand where gaps in service exist and what future priorities should be. The Parks and Recreation Master Plan (Master Plan) includes a thorough look at the system and detailed recommendations for the future.



OUR MISSION

THE MISSION OF RAYMORE PARKS AND RECREATION IS TO BE FISCALLY RESPONSIBLE IN MAINTAINING AND EXPANDING LAND, FACILITIES AND PROGRAMS. WE WILL STRIVE TO PROVIDE DIVERSE RECREATION PROGRAMS AND A RANGE OF PARKS AND GREEN SPACE ACCESSIBLE TO ALL CITIZENS OF RAYMORE.



OVERVIEW

Parks and recreation programs, services and facilities are key elements that enhance Raymore's quality of life and sense of place. The Parks and Recreation Department believes in a healthy community and is committed to making Raymore a healthier and happier place to live and play. By providing access to miles of connected trails, high-quality parks, recreational programs, state-of-the art facilities, protection of natural resources and educational opportunities, Raymore Parks and Recreation enriches the quality of life for residents and brings all members of the community together.

The development of this Parks and Recreation Master Plan (Master Plan) was guided by a park properties and facilities inventory along with community engagement opportunities from the 2020 Strategic Plan, 2022 Community Conversations, 2021 Staff Study and the 2021 ETC Survey.

The Vision

The Master Plan has been prepared to provide the City of Raymore a valuable tool that guides the Parks and Recreation Board and department staff in decision making as it relates to issues including facilities, future land acquisition, park development, open space, trails, operations maintenance, recreation programs, service needs and meeting national standards.

Purpose

The purpose of the Master Plan is to be a document that guides the future of the Raymore Parks and Recreation Department independently while existing cohesively with the City of Raymore's Comprehensive Plan. Utilizing an inventory of the entire park system including indoor recreation facilities, special use areas, recreation programs and services, the Master Plan develops an action plan to implement goals, policies and guidelines for future parks, programs and services that enhance the quality of life for all residents of Raymore.

PLAN EXPECTATIONS AND OUTCOMES

This Master Plan is the first step to ensuring that the City of Raymore's Parks and Recreation Department continues to develop and maintain high-quality park and recreation facilities. Recommendations set in this Master Plan include the following expectations and outcomes, which will provide the additional information, data, analysis and programming to advance its future vision:

- Development of a 20-year Capital Improvement Program;
- Analysis of department staffing levels;
- Identification of funding sources and cost estimates;
- Creation of a revised Parks Maintenance Management Plan;
- Creation of a Recreation Program Business Plan; and
- Achievement of National Accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

GOALS AND OBJECTIVES



DIRECTION

PROVIDES RECOMMENDATIONS BASED ON COMMUNITY ENGAGEMENT, GREATER WELFARE OF THE CITY, THE OPPORTUNITIES AND DYNAMICS OF THE COMMUNITY AND FINANCIAL INDEPENDENCE



PURPOSE

PROVIDES STRATEGIC GUIDANCE IN DECISION MAKING FOR CURRENT AND FUTURE GENERATIONS



FLEXIBILITY

ALLOWS FOR CHOICES AND CHANGES TO BE MADE OVER TIME WHILE PRESERVING THE VISION OF THE PLAN



CONTINUITY

PRODUCES RESULTS AND OUTCOMES THAT COINCIDE WITH OTHER CITY FUNCTIONS, PLANS AND FUTURE DEVELOPMENTS



ACCREDITATION

ENSURES THE PARKS AND RECREATION DEPARTMENT NOT ONLY MEETS, BUT EXCEEDS THE HIGHEST STANDARDS AS ESTABLISHED BY THE COMMISSION FOR ACCREDITATION OF PARK AND RECREATION AGENCIES

COMMUNITY ENGAGEMENT

Community Engagement Overview

Community involvement is a key component of this Master Plan. The success of the Master Plan requires community engagement and public input.

Raymore City staff provide numerous opportunities for public engagement through multiple venues such as the ETC Surveys and the Raymore Community Conversations. These methods are regularly scheduled every other year so that staff can ensure the direction of the City reflects current desires and needs of our growing community.

The City of Raymore also engages consulting firms for internal audits of our practices and procedures while evaluating our levels of service to meet community needs.

The Parks and Recreation Department and the Parks and Recreation Board utilizes the opportunities for community engagement by developing and implementing capital projects and programs from data collected during the Community Conversations and ETC Surveys.

Both the 2021 ETC Survey and the 2022 Community Conversations are provided in full in **Appendix C: Full Summary of Public Engagement Efforts**.

THE TEAM

The Team

The Raymore Parks and Recreation Department, in conjunction with the Parks and Recreation Board, oversees the acquisition, development and maintenance of various parklands within the city limits. Management of park resources and maintenance of park properties within the city limits are delegated to the Parks Division of the Parks and Recreation Department. In addition, the Department's Recreation/Facilities division is responsible for planning, organizing, and supervising a variety of recreation programs and special events while utilizing multiple facilities for programming and rentals purposes for the benefit of Raymore residents and surrounding communities.

The City of Raymore Parks and Recreation Department is divided up into two divisions; Parks Maintenance and Recreation/Facilities. The organizational charts for the department are presented on the following page in **Figure 5.1**.

STAFFING LEVELS AND NEEDS

According to the 2020 Staffing Study by the Mejorando Group, Raymore is substantially above the national average and comparable cities for acres of park land per 1,000 residents at 12.87 acres and number of athletic fields at 30 fields. Raymore is below the national average for both number of employees per 10,000 residents at 4.9 employees and number of residents per park at 2,826 residents.

As investment continues in amenities located at the parks, the recent addition of Centerview, the Raymore Activity Center, Hawk Ridge Park and T. B. Hanna Station, along with a higher number of visitors to the parks, increasing the number of maintenance workers is necessary to keep up with the demand for services and to ensure the investment in the public facilities is maintained.

The Mejorando Group study recommended the addition of the following key staff positions:

- **Facilities and Events Coordinator**. The addition of a Facilities and Events Coordinator would be a prudent investment to ensure the optimal use of Centerview and the Raymore Activity Center
- **Park Maintenance Workers**. The study recommends adding six park maintenance workers and one full-time horticulturist.
- **Business Development Coordinator**. The Parks and Recreation Department expanded the Recreation Division in January 2024 following the recommendation of the Mejorando Group to add a Facilities and Events Coordinator. With a title change to incorporate overall department revenue opportunities, the Business Development Coordinator position was created to ensure optimal use of Centerview, the Raymore Activity Center and all rental facilities within the department.

Future staffing needs created by expansion of the Raymore Activity Center approved by voters in the 2020 No Tax Increase Bond Issue include the following:

- **Full Time Activity Center Manager**
- **Full Time Customer Service Representative**
- **Administrative Assistant** specifically for Parks and Recreation administration

TRAINING AND SUPPORT

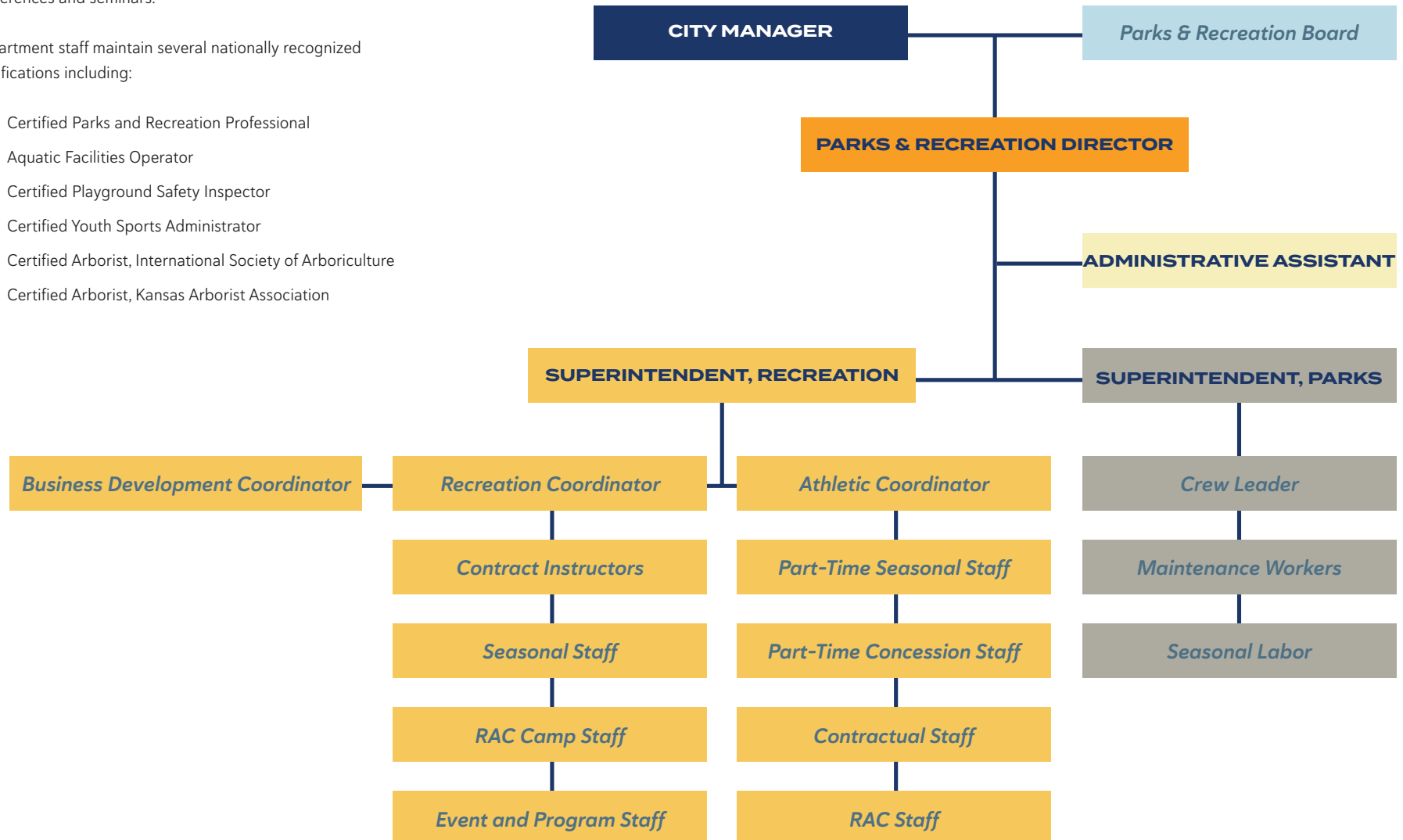
Professional development is an important and valued program for the Parks and Recreation Department. The Parks and Recreation Board along with the City Manager have put significant emphasis on safety training and professional development by ensuring the annual budget provides for all department employees to have access to annual training, a tuition reimbursement program, conferences and seminars.

Department staff maintain several nationally recognized certifications including:

- Certified Parks and Recreation Professional
- Aquatic Facilities Operator
- Certified Playground Safety Inspector
- Certified Youth Sports Administrator
- Certified Arborist, International Society of Arboriculture
- Certified Arborist, Kansas Arborist Association

FIGURE 5.1

RAYMORE PARKS AND RECREATION DEPARTMENT: ORGANIZATIONAL STRUCTURE



PARKS AND FACILITIES INVENTORY

The City maintains over 300 acres of combined parks, trails, greenways and natural areas. An inventory of the park system is provided with each park being categorized into specific park types and ranked by a scale of conditions based on the general physical condition. Additionally, each park and facility has a quick summary, location, size and amenities listing.

Park Classifications

The Raymore park system is categorized by the following classifications, defined based upon the National Recreation and Park Association recommendations and specific uses of the City of Raymore. Each park type may serve only one function or provide a myriad of functions, but collectively, the park system works together to serve the full range of community needs. The classification of a park allows the City to evaluate its needs, its purpose and ultimately the plan guides future use of the property. As this plan is implemented, it may be necessary to adjust a park's classification to fit the intended purpose of the individual park. This is important to provide focus and clarity to the development of each property.

As investment continues in amenities located at the parks, the recent addition of Centerview, the Raymore Activity Center, Hawk Ridge Park and T. B. Hanna Station, along with a higher number of visitors to the parks, increasing the number of maintenance workers is necessary to keep up with the demand for services and to ensure the investment in the public facilities is maintained.

Mini parks are the smallest park classification and provide limited opportunities for active play and passive recreation. Improvements for mini parks may include a small pavilion, picnic area, park benches, perimeter trail, memorial areas, flag poles, landscaped public use areas or small play areas. They are generally less than an acre in size and provide modest recreational amenity to residents within a quarter-mile walking distance. Due to their small size, mini parks may be discouraged in lieu of larger facilities. This Master Plan recommends against pursuing additional mini parks due to the higher maintenance costs and lower recreational value.

Neighborhood parks serve a variety of age groups within a limited area or neighborhood and can be up to 30 acres. The neighborhood park includes areas for active recreation activities such as practice fields, outdoor courts, playgrounds, trails, etc. Passive recreation activities may include walking, viewing, sitting, and picnicking. Facilities are generally unlighted and parking is available.

Community parks are larger in size and serve a broader purpose than neighborhood parks. They range in size from 30 to 99 acres. Their focus is on meeting the recreational needs of several neighborhoods or large sections of the community as well as preserving unique landscapes and open spaces. Community parks may include areas for intense recreation activities such as

competitive sports, swimming, tennis, playgrounds, volleyball, disc golf, trails, group picnic areas, open space and unique landscapes/features, nature areas, ornamental gardens and facilities for cultural activities such as plays and concerts in the park.

Regional parks are large multi-use parks that serve several communities within a particular region. They are 100 acres or larger in size and serve those areas within a one-hour driving distance. The regional park provides both active and passive recreation opportunities, with a wide selection of facilities for all age groups. They may also include areas of nature preservation for activities such as sightseeing, nature study area, wildlife habitat, and conservation.

Special use areas and parks are for specialized or single-purpose recreation activities. The National Recreation and Parks Association (NRPA) defines these parks as historical areas, nature centers, marinas, golf courses, zoos, conservatories, arboretums, arenas, amphitheaters, plazas or community squares. There are no specific standards for size or acreage since each site will vary. Special use parks may carry a double classification and be a location within an established park.

Linear parks and greenways are areas designated for trails, linking the parks and the City trail system together. Typically, these areas are designated flood plains and consist of a transportation system that supports recreational travels such as walking, jogging, biking, in-line skating and hiking. Linear parks may also include active play areas. The NRPA does not stipulate specific standards for linear parks other than they should be sufficient to protect the resource and provide maximum usage.

Future dedicated or undeveloped parkland in the City's inventory has been acquired in a variety of ways. Sometimes, these sites can serve a useful purpose while other times they cannot. It is important that each parcel be periodically evaluated for its usefulness as a valuable asset to the park system and developed accordingly. If there is no possibility of a useful purpose, disposal should be pursued. If the parcel is a future dedicated property, a plan for usage and formal acquisition should be implemented.

Maintenance facilities/private use areas serve the needs of the Department for maintenance facilities, storage use, work areas, etc. Typically, these areas are off limits to the general public, but can provide some recreational benefit depending on the land.

Indoor recreational facilities serve the administrative and recreational programming needs of the Department. All indoor recreational facilities serve the community in some revenue generating capacity including programs, leagues, special events and private rentals. Additionally, indoor recreational facilities serve as public use facilities such as local election venues, emergency operations centers and local government meetings.

Existing Facilities

Figure 5.2 shows existing parks and recreation facilities, each detailed on the inventory in the following section:

PARKS AND GREENWAYS:

1. Recreation Park
2. Memorial Park
3. Hawk Ridge Park
4. T.B. Hanna Station
5. Moon Valley Park
6. Ward Park
7. Eagle Park
8. Good Parkway Linear Park
9. Eagle Glen Linear Park
10. LeMor/Timber Trails Greenway
11. Brookside Greenway

INDOOR RECREATION FACILITIES:

12. Centerview
13. Raymore Activity Center

Scale of Conditions

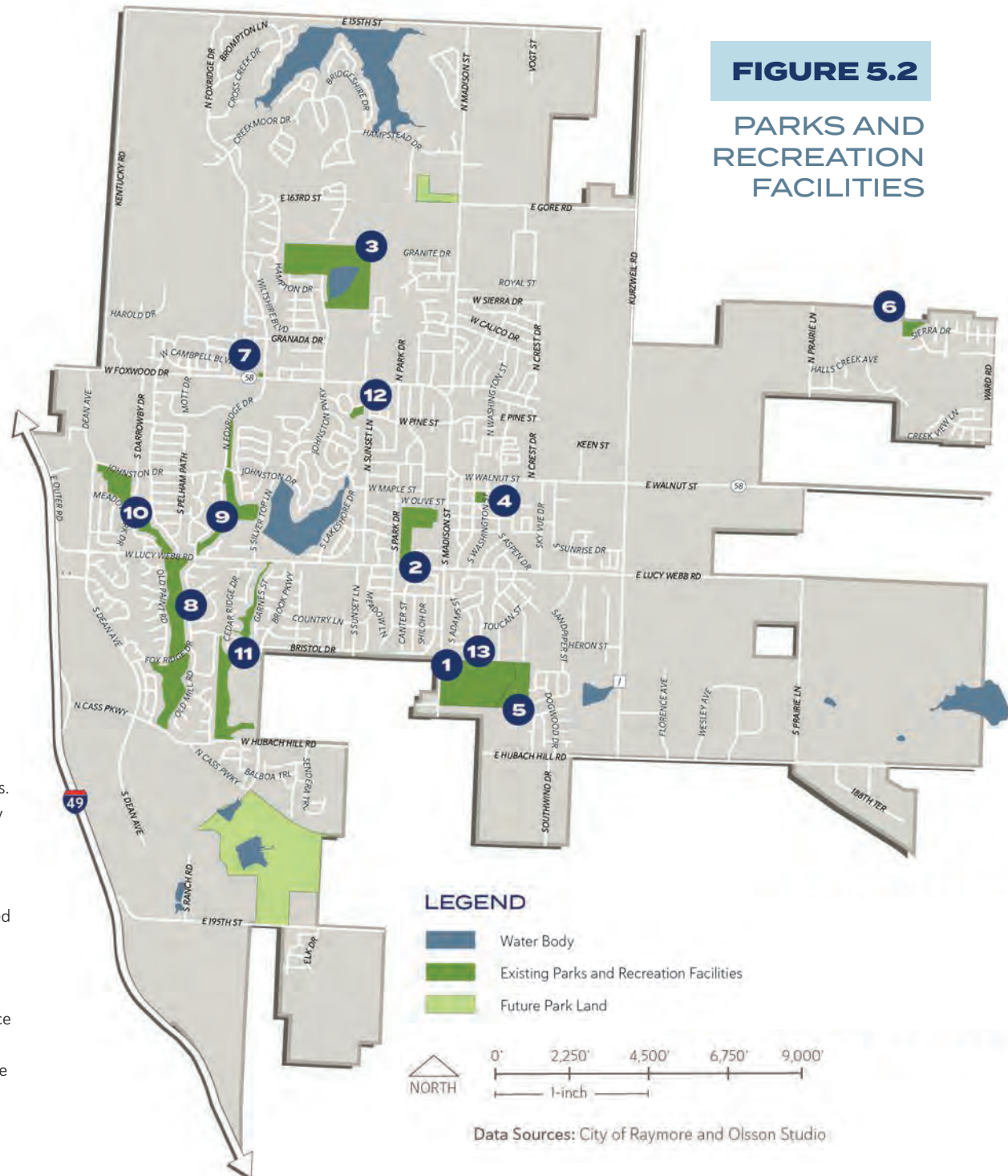
Facilities are given one of the following ratings based on the conditions described below.

Excellent. Facilities are in excellent condition with little or no maintenance problems noted and do not feature any major design issues that contribute to diminished use or maintenance.

Good. Facilities are in good condition and had minimal maintenance issues. Maintenance issues within the facility appear to be from age and/or heavy use.

Fair. Facilities are in fair condition and have ongoing maintenance problems. Maintenance issues from age and/or heavy use are compounded over time due to deferred maintenance from budget and/or resource limitations.

Poor. Facilities are in poor condition and clearly show ongoing maintenance problems that may result in suspended use for repair/replacement. Maintenance issues from age and/or heavy use are compounded over time due to deferred maintenance from budget and/or resource limitations. Facility may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).



RECREATION PARK

LOCATION: 1011 South Madison

CLASSIFICATION: Community Park (includes Special Use Areas)

RATING: Good

SIZE: 62 acres

AMENITIES:

- Raymore Activity Center
- Six-field baseball/softball complex (three adult fields and three youth fields) with large shade structures over the spectator areas
- A 15-acre athletic turf field complex housing soccer and flag football fields
- Skate park
- 18-hole disc golf course (shared with Moon Valley Park)
- The Fort natural play area (shared with Moon Valley Park)
- 2.5 miles of paved trails
- Four parking lots totalling 470 parking spaces
- Two (2) concession stands with restroom facilities
- Flagpole
- Four (4) lighted tennis courts with pickleball overlay
- One (1) lighted basketball court
- Two (2) playgrounds in one large play area
- Optimist Shelter with picnic table seating for 60, electric receptacles, restrooms, and grills
- One (1) pond with a fountain (managed by Missouri Department of Conservation Community Assistance Program for recreational fishing)
- Informational kiosk
- Additional open green space designated for youth sports association practices and drop in play
- Public Wi-Fi

DESCRIPTION

Recreation Park is the second largest and the most active park in the City. With basketball and tennis courts, a disc golf course, baseball, soccer and football fields, approximately 80 percent of the 62-acre park is dedicated to active programmable use. Recreation Park is also home to the Raymore Activity Center. Originally purchased in the 1980's, most development within the park was volunteer provided throughout the 1990's. In the early 2000's, the Raymore Parks and Recreation Board and the City Council began steady improvements over the next twenty years. Recreation Park is heavily used with little green space or natural areas left.



MEMORIAL PARK

LOCATION: 400 Park Lane

CLASSIFICATION: Neighborhood Park (includes Special Use Areas)

RATING: Good

SIZE: 20 acres

AMENITIES:

- Lion's Shelter with picnic table and seating for over 140, including electric receptacles, restrooms and grills
- West Shelter with picnic tables and seating for 60, including electric receptacles, water and grills
- Two (2) tennis courts
- Two (2) horseshoe pits
- One (1) concession stand with restroom facilities
- Four (4) ball fields (two are shared use with Ray-Pec School District)
- Two (2) sand volleyball courts
- Over a mile of paved trails with decorative park lighting
- Two (2) playground areas
- Flagpole
- Retired flag depository
- Small amounts of open green space behind the sand volleyball and surrounding the curved walking trail
- Four (4) parking lots on the north, east and west sides of the park totalling 119 parking spaces (east parking lots are shared with Ray-Pec School District)
- Public Wi-Fi

DESCRIPTION

Memorial Park is located off Olive Street, behind Raymore Elementary School in the heart of Raymore. The park area encompasses over 20 acres and has a pleasant mix of passive and active space. The park hosts several of Raymore's special events and festivals. Memorial Park is adjacent to Raymore Elementary of the Raymore Peculiar School District. Approximately five acres of amenities including a small parking lot, green space and ball fields are shared between the City and the School District. The Department maintains the green space and ball fields in exchange for exclusive use and scheduling. Parking lot maintenance is a shared expense. Originally purchased in the 1960's, Memorial Park was Raymore's only park for several years. In the mid 2000's, a rehabilitation project began giving the park much needed upgrades such as rebuilt ballfields, a new concession stand/restroom facility and plaza area. Improvements and upgrades have been steady over the past 10 years as old amenities outlived their usefulness. In 2017, the west side of the park was designated by the Raymore Tree Board as "the Arboretum" in Memorial Park. In 2018, the first historic mural was painted on the concession stand and commissioned by the Raymore Arts Commission.



HAWK RIDGE PARK

LOCATION: 701 Johnston Parkway

CLASSIFICATION: Community Park (includes Special Use Areas)

RATING: Excellent

SIZE: 79 acres

AMENITIES:

- 12-acre lake with a fountain (managed by Missouri Department of Conservation Community Assistance Program for recreational fishing)
- ADA fishing dock and jett
- Amphitheater
- 0.75-mile paved walking trail around the lake
- Hawk Ridge North Shelters A & B: picnic table and seating for 20 each, electric receptacles, four shared family restrooms and grills
- Additional restrooms on the south side of the park
- Two (2) paved parking lots with 71 total spaces
- Natural path mountain bike trails
- Practice soccer complex with gravel parking
- Public Wi-Fi at the North Shelter

DESCRIPTION

Hawk Ridge Park is 79 acres of rolling hills located in the middle of Raymore on the north side of 58 highway. Purchased in 2008, Hawk Ridge Park remained a natural area for fishing and hiking and has been home to our practice soccer complex. Renovations completed August 2019 added several amenities that are accessible to people of all abilities, making the park Missouri's first inclusive park. In 2020, Raymore residents voted to complete an additional 1.2 million dollars of improvements including amenities to the west side soccer area and a pedestrian walking trail that connects the soccer fields with the Hawk's Nest Playground. On the east side, a main entrance with parking near the Amphitheater will be added. Additionally, the City will build the Hawk's Nest, a universally designed all-inclusive playground, near the North Shelter.



T.B. HANNA STATION

LOCATION: 214 South Washington Street

CLASSIFICATION: Neighborhood Park (includes Special Use Areas)

RATING: Excellent

SIZE: 3 acres

AMENITIES:

- The Depot pavilion with picnic tables and cafe table seating for 50, electric receptacles and restrooms
- Five (5) picnic areas that include tables and grills
- Flagpole and Memorial Brick location
- Historic post office facility converted into ice rink storage
- Boardwalk platform seating
- All-inclusive playground
- All-inclusive sprayground
- Loop trail
- Accessible stage area for musical performances and the Mayor's Christmas Tree
- Seasonal ice rink
- Concession stand with two heated ADA family restrooms
- 12 paved parking spaces near the Depot
- 36 onstreet paved parking spaces
- Public Wi-Fi

DESCRIPTION

This 3-acre park in the heart of original town Raymore is home to several community events throughout the year, most notably, the Mayor's Tree Lighting. Once the location of Raymore Public Works and Police Department as well as Jaycee Park, the original buildings were demolished in 2008. The property was designated as a future park and was home to the Original Town Farmer's Market until 2020 when the market moved to Municipal Circle. In 2015, the Depot, a large covered pavilion, was built for community events. By 2016, the Parks and Recreation Board had purchased the west side of the city block to complete the 3-acre park and the City Council named the property after T.B. Hanna, one of Raymore's original businessmen and postmasters. The location of the park rests near the original Raymore Depot as the railroad passed through town.

In 2019, park improvements began that included renovating the old Raymore Post Office building into an onsite storage facility replicating the 1800's Raymore Depot, other improvements include permanent restrooms that are heated and open all year, picnic tables, an all-inclusive playground and all-inclusive sprayground as well as a seasonal ice rink open during winter months. T.B. Hanna Station boasts the recognition as the only park in the State of Missouri to have both an all-inclusive sprayground and playground in the same park. In addition, the sprayground, at the time of construction, was only the 2nd of it's kind in the United States. A large donation by Variety KC's Children's Charity of \$135 thousand helped fund the unique play areas for people of all abilities. Although small in size, this little neighborhood park was built for the entire community and surrounding areas.



MOON VALLEY PARK

LOCATION: 500 Chestnut Circle

CLASSIFICATION: Community Park (includes Special Use Areas)

RATING: Good

SIZE: 18.5 acres

AMENITIES:

- Shelter with picnic tables and cafe table seating for 40, electric receptacles, water fountain, grill and restrooms
- Natural walking path
- Playground area
- Large open green space and wooded areas.
- Parking lot with 17 parking spaces.
- Group firepit (special use area)
- Connecting trail to Recreation Park
- The Fort natural play area (shared with Recreation Park)
- 18-hole disc golf course (shared with Recreation Park)

DESCRIPTION

Originally the “east side” of Recreation Park and long considered an area reserved for local Boys and Girls Scout troops, Moon Valley Park was renamed in 2013. In 2005, the shelter was built to provide a gathering location for overnight campouts for local troops. In the late 2000’s, the improvements were expanded and the area was opened up for everyone by including a parking lot, connector trail and playground. During this time, a large fire pit was built as an Eagle Scout Project. The firepit area serves as the discharge location for the annual Spirit of America Fireworks display. In 2014, an 18 hole disc golf course began construction. The new course would put the back 9 holes throughout the wooded area between Recreation Park and Moon Valley Park. In 2016, a new natural play area was added as part of a volunteer project through the local Raymore Lowe’s Home Improvement store.



WARD PARK

LOCATION: 2176 Sierra Drive

CLASSIFICATION: Neighborhood Park

RATING: Good

SIZE: 3.88 acres

AMENITIES:

- 0.25 mile paved walking trail
- Playground area
- Neighborhood pergola and grill
- Large open green space
- Parking lot with seven parking spaces.

DESCRIPTION

Located on the western end of Sierra Drive in Ward Park Place subdivision, Ward Park received playground equipment and a paved walking trail in 2011.



EAGLE PARK

LOCATION: W Foxwood Drive and Remington Plaza

CLASSIFICATION: Mini Park

RATING: Good

SIZE: Easement (corner of parking lot)

AMENITIES:

- Flag pole
- Dedication monument from the Dean Family (circa 1997)
- Dedication "Eagle" monument from Troop 32 (circa 1990)
- Blue Star Memorial Highway plaque & statue from the Sunset Garden Club (circa 2011)
- General landscaping



DESCRIPTION

Located in the parking lot of Walgreens and the new LEAD Center of the Raymore Peculiar School District at the corner of W. Foxwood and Remington Plaza, Eagle Park is an easement to the City to maintain the City's largest flagpole, memorial dedication monument and Eagle Statue monument. A Blue Star Memorial is also located in the easement but maintained by the Sunset Garden Club as well as the general landscaping. In 2022, the City and the School District agreed to share maintenance of the area. Daily maintenance and upkeep of the park will be taken care of by the district while the City will provide flags annually as needed

GOOD PARKWAY LINEAR PARK

LOCATION: Lucy Webb Road and North Cass Parkway

CLASSIFICATION: Linear Park and Greenway

RATING: Fair

SIZE: 48.49 acres

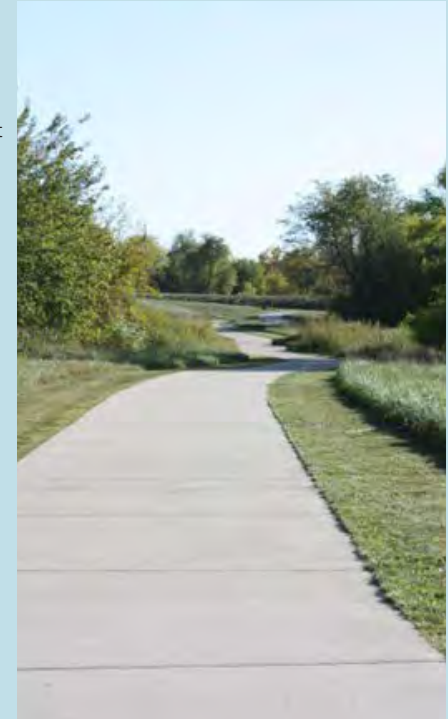
AMENITIES:

North Trail Segment (built in 2003)

- 0.55 mile, eight foot-wide asphalt walking trail
- Walking bridge
- Memorial bench

South Trail Segment (built in 2011)

- 0.44 mile, 10 foot-wide concrete walking trail
- Two (2) park benches



EAGLE GLEN LINEAR PARK

LOCATION: South Foxridge Drive / Eagle Glen Subdivision

CLASSIFICATION: Linear Park and Greenway

RATING: Excellent

SIZE: 25.3 acres

AMENITIES:

- 0.5 mile, 10 foot-wide concrete walking trail
- Three (3) small play areas



LEMOR GREENWAY

LOCATION: Dean Avenue and Lucy Webb Road

CLASSIFICATION: Linear Park and Greenway

RATING: Good

SIZE: 0.8 miles

DESCRIPTION

Located in the Timber Creek and LeMor Subdivisions, the 0.8 mile trail connects Dean Ave. and Lucy Webb Road. Built in the late 2000's, this 10 foot-wide concrete trail includes a walking bridge on the LeMor Trail side. Park Staff mow a courtesy path along the trail.



BROOKSIDE GREENWAY

LOCATION: Lucy Webb Road and Bristol Drive

CLASSIFICATION: Linear Park and Greenway

RATING: Excellent

SIZE: 0.5 miles

DESCRIPTION

Located between the Cedar Ridge and Brookside Subdivision, this 0.5 mile trail begins and ends at Lucy Webb Road and Bristol Drive. There is a 10 foot-wide concrete path built in the late 2000's Park Staff mow a courtesy path along the trail were feasible.

Recent improvements include an additional 6.3 acres of City owned public ground that includes an asphalt parking lot to serve as a trail head. The parking lot will include a water fountain, bench and bike repair station.



HAWK RIDGE PARK AMPHITHEATER

LOCATION: Hawk Ridge Park

CLASSIFICATION: Special Use Area

RATING: Excellent

STATUS: Special Use Permit required; available for private rentals

DESCRIPTION

The Amphitheater at Hawk Ridge Park is located on the eastern side of Johnston Lake. With an integrated lawn seating capacity of up to 1,200, the 120 by 30 foot stage offers easy, no-step access on each side with a gentle sloping ground to concrete. This area of the Hawk Ridge Park is connected to the lake loop trail and the boardwalk that provides access to Johnston Lake.

Scheduled improvements include a new parking lot, an entrance plaza, irrigation and additional trail connectivity connected to an extended Sunset Lane will provide Hawk Ridge Park a designated main entrance creating an event space for community events, concerts and private use rentals.



THE RINK AT T.B. HANNA STATION

LOCATION: T.B. Hanna Station

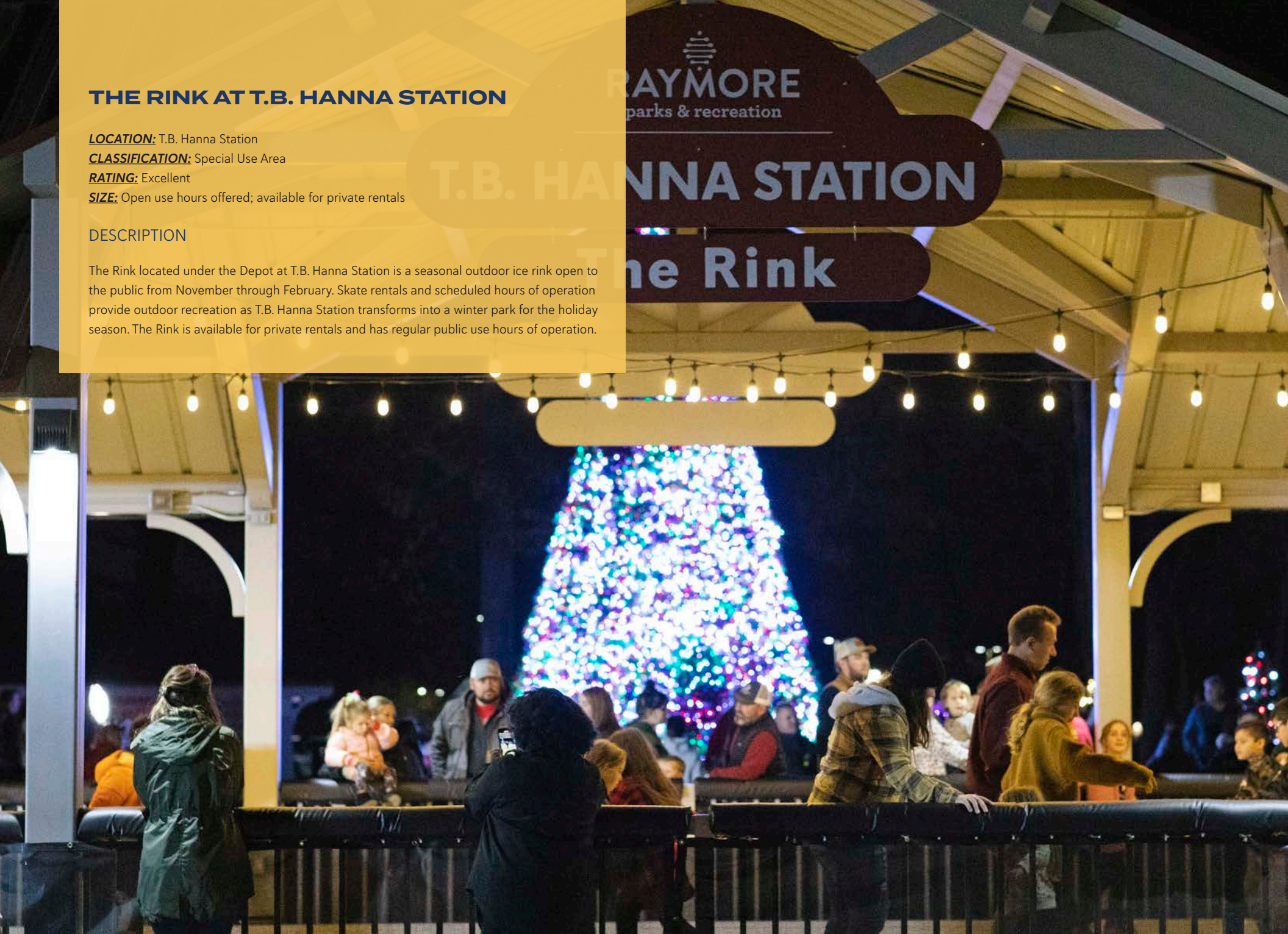
CLASSIFICATION: Special Use Area

RATING: Excellent

SIZE: Open use hours offered; available for private rentals

DESCRIPTION

The Rink located under the Depot at T.B. Hanna Station is a seasonal outdoor ice rink open to the public from November through February. Skate rentals and scheduled hours of operation provide outdoor recreation as T.B. Hanna Station transforms into a winter park for the holiday season. The Rink is available for private rentals and has regular public use hours of operation.



THE ARBORETUM AT MEMORIAL PARK

LOCATION: Memorial Park

CLASSIFICATION: Special Use Area

RATING: Good

STATUS: Free to the public

DESCRIPTION

A recent change in Memorial Park in 2017, the western 10 acres of the park is home to several beautiful mature trees, a meandering asphalt path, wooden walking bridges, access to a parking lot and a trail head near Lucy Webb Road. In 2017, the Park Board and City Council designated this area to be a City Arboretum with the goal of becoming a Level 1 Accredited Arboretum and home to our Legacy Program



THE FIRE PIT AT MOON VALLEY PARK

LOCATION: Moon Valley Park

CLASSIFICATION: Special Use Area

RATING: Good

STATUS: Special Use Permit required

AMENITIES:

- 0.25 mile paved walking trail
- Playground area
- Neighborhood pergola and grill
- Large open green space
- Parking lot with seven parking spaces.

DESCRIPTION

The fire pit located in Moon Valley Park is a special use area located on the southwestern side of the park. The pit was originally built as an Eagle Scout Project for local scout troops to host campouts and flag retirement parties. The area continues to serve in that capacity and is used for community events hosted by the Parks and Recreation Department. The fire pit does not have an accessible path and is considered a primitive camping/use area.



RAYMORE DISC GOLF COURSE

LOCATION: Recreation Park/Moon Valley Park

CLASSIFICATION: Special Use Area

RATING: Good

STATUS: Free to the public

DESCRIPTION

The Raymore Disc Golf Course is an 18-hole championship course located at Recreation Park and Moon Valley Park. Originally designed and built in-house by the Raymore Park Board and Parks and Recreation Staff, the course has proved extremely popular for local and regional players. Improvements to the Recreation Park trail system and the construction of the Raymore Activity Center in 2018 disrupted the flow of the front nine holes. The Parks and Recreation Board funded a capital project in 2023 to update the course and relocate the front nine holes to the east side of Recreation Park. The course is available for open play and to be rented privately for tournaments.



CENTERVIEW

LOCATION: 277 Municipal Circle

CLASSIFICATION: Indoor Recreational Facility

RATING: Excellent

SIZE: 9,400 square feet

DESCRIPTION

Opening in 2017 as part of the 2016 No Tax Increase General Bond initiative and additional funding from capital funds, Centerview is Raymore's premier rental facility. Home of the Parks and Recreation administration offices, local election venue and public meeting support facility, Centerview is as versatile as it is beautiful. Whether you are planning a meeting for a few or organizing a conference for over 300, the unique style and affordability of Centerview makes it the perfect place to host your next event. Centerview was designed to provide seamless indoor and outdoor spaces that can accommodate any event in any season and will make your day truly unforgettable. The catering kitchen and serving area provide ample space to serve your guests and offer dramatic views of the grove and outdoor patio area.

FUTURE PLANS

Expansion of the trail system on Municipal Circle includes a trail connector, boardwalk and adaptive plant classroom in the stormwater detention areas behind Centerview as part of the 2020 No Tax Increase General Bond initiative.



RAYMORE ACTIVITY CENTER

LOCATION: 1011 South Madison

CLASSIFICATION: Indoor Recreational Facility

RATING: Excellent

SIZE: 16,000 square feet

DESCRIPTION

Officially opening to the public in 2018, the Raymore Activity Center was funded by 2016 No Tax Increase General Bond initiative. The RAC offers a full basketball court, two volleyball courts, an indoor walking/running track, a kitchen for concessions and office space for staff, allowing for recreational activities year-round. The RAC is the headquarters of Raymore Parks and Recreation Summer Day Camp, home to several athletic programs such as the recreational youth basketball and volleyball leagues, adult leagues and rental facility for private sports clubs as well as private events.

FUTURE PLANS

Expansion of the RAC was funded as part of the 2020 No Tax Increase General Bond initiative and will include multipurpose rooms, additional gym space, office space and storage



Park and Greenway Recommendations

RECREATION PARK

Immediate Recommendations

- A formal park signage system would be helpful to guide park patrons throughout the park. As the park hosts many regional tournaments and sporting events, many park users are from out of town and unfamiliar with the amenities. Information to include are loop trail distances and wayfinding, disc golf course, rules and regulations, etc. Updated ballfield signs, shelter names and reservation information should also be considered.
- Construction of a small picnic shelter near Recreation Park Pond. The shelter should be close enough to access the parking lots for rentals and/or daily use for those enjoying the pond and fishing.
- Refurbishing the two concession stands, including roofs, general painting and basic electrical and plumbing upgrades.
- Rehabilitation of the Disc Golf Course. Although relatively new in the park system, the disc golf course is one of the more popular amenities and heavily used. Recent construction of the Raymore Activity Center, the Fort Area and newly reconstructed Recreation Park Pond and trail system has hindered the use of the front nine holes. Local enthusiasts have provided a list of improvements and changes to the course that should be evaluated and implemented if feasible. (*CIP Fiscal Year 2023*).
- Replacement of the yellow drop down bollards with the standardized black powder-coated bollards to be consistent throughout the park system. (*CIP Fiscal Year 2024*).
- Remove and replace the loop trail system. Built in 2007, the outer loop trail and mini soccer loop trail systems need reconstruction. The trail should be a 10 foot wide concrete trail with drainage solutions for the low water/runoff areas. (*CIP Fiscal Year 2024*).
- Convert the old skate park location off Magnolia Street into an outdoor pickleball facility including three new courts, fencing, lighting and court waiting area. (*CIP Fiscal Year 2024*).

Long Range Planning

- The parking lot areas will need to be milled and overlaid. All three parking lots were built in 2008 with the exclusion of the RAC which was built in 2018. In 2017, as part of the 2016 No Tax Increase Bond Issue, a slurry coat and restriping were completed on the three original lots.
- Parking lot islands and stormwater drainage ditch from the basketball court to the Recreation Park Pond should be addressed. Both areas have had native plantings installed and removed over the past 10 years.
- The island vegetation and mulch should be removed and replaced with clean white gravel while maintaining trees and public art. This should match other areas within the park system

such as the gardens at the Depot in T.B. Hanna Station.

- The stormwater drainage ditch should be evaluated and designed to handle large rain events and prevent bank erosion. An aesthetically pleasing solution such as riprap along the banks and checkpoints to slow flow should be considered as the ditch flows along the parking lot in front of the tennis and basketball courts.
- The athletic turf field complex should be converted into additional multi-use ball diamonds. As soccer, flag football and sports such as lacrosse continue to grow, a dedicated sports complex should be considered for future expansion. Once a dedicated park for these sports is established, the current area should be converted into more fields, creating a baseball and softball complex that can host large revenue generating tournaments and recreational leagues.
- Additional parking should be considered for Recreation Park as leagues and tournaments continue to grow.

MEMORIAL PARK

Immediate Recommendations

- A formal park signage system should be added to guide park patrons throughout the park. Signage should include loop trail distances and wayfinding, rules and regulations, shelter names and reservation information.
- Installation of an outdoor basketball court for drop-in play.
- Replacement of the old playground system south of the West Shelter.
- Construction of a small portable toilet shelter/enclosure for the west side area near the playgrounds. The restrooms at Memorial Park are not designed to be open throughout the winter months. Portable toilets are rented during this time and stationed in the parking lot, to provide a more pleasing and useful convenience, these units should be covered.
- Initiate a use agreement with the Ray-Pec School District to share the cost of renovating the backstops of Fields 3 and 4.
- Install outdoor concrete family game amenities such as ping pong tables and bocce ball courts.
- Replace the yellow drop down bollards with the standardized black powder-coated bollards to be consistent throughout the park system. (*CIP Fiscal Year 2024*).
- Remove and replace the wooden walking bridges along the Arboretum Trail. (*CIP Fiscal Year 2024*).

Long Range Planning

- The parking lot maintenance will need to be addressed. All lots should be crack sealed, resurfaced and striped. Shared lots with the school district has provided some intermittent maintenance and should be evaluated as needed.
- The tennis courts were rebuilt in 2003 and then resurfaced in 2015. Lifespan of a typical court is 10 to 12 years. The outdoor court facility should be scheduled for reconstruction soon.
- The infields of all four diamonds should be re-leveled and graded with new material as needed.

HAWK RIDGE PARK

Immediate Recommendations

- A formal park signage system should be added to guide park patrons. Signage should include loop trail distances and wayfinding, rules and regulations, shelter names and reservation information.
- Build a sediment forebay at the inlet of Johnston Lake that addresses trash, stormwater filtration and sediment. A forebay is a pool of water in front of a larger body of water that traps sediment and debris in order to keep the lake clean and prevent siltation.
- Create a maintenance drive and boat ramp for Park Maintenance crew and contracted service access.
- Construct a new outdoor basketball court on the west side of the park near the soccer fields (*CIP Fiscal Year 2024*).

Long Range Planning

- The islands in the existing parking lots need to be renovated to include interior curbs.
- Additions on the east side of the park should be addressed with the completion of Sunset Drive from MO-58 to 163rd Street.

T.B. HANNA STATION

Immediate Recommendations

- A formal park signage system to guide park patrons throughout the park. Signage should include rules and regulations, reservation information, special event kiosk information area and transitional signage for the Depot and the Rink.
- Hazardous tree removal and trimming. The large mature trees provide a wonderful and shaded experience, however, several trees need significant trimming and/or removal for the safety of participants on the playground and sprayground.

Long Range Planning

- Special event lighting along the trail. Decorative lamp posts along the trail inside the park that can provide locations for hanging flower pots, event banners and bistro lighting.
- On-street parking along Adams Street, Olive Street and the unfinished Washington Street portion.
- Northwest corner entrance improvements as a main entrance to the park and matching the Southeast corner near the Depot.
- Boardwalk Improvements that include a roof expansion of the Station House extending over the boardwalk, ADA accessible ramp and picnic tables and chairs. This creates a rental area for birthday parties, etc. near the playground.
- Expansion of the park to the west should be considered as property becomes available.

MOON VALLEY PARK

Immediate Recommendations

- A formal park signage system providing visitors of trail routes and amenities located within the park. Program includes: paved and natural trail connections, distances & wayfinding, disc golf course, rules and regulations, etc. Updated park entrance signs, shelter name and reservation information should be considered.
- Replacement of the trail connector path that connects to the new connector bridge built in 2019 (*CIP Fiscal Year 2024*).
- Replacement of the playground rope system including a poured in place play surface.
- Disc Golf Course rehabilitation. Although relatively new in the park system, the disc golf course is one of the more popular amenities and heavily used. Recent construction of the Raymore Activity Center, the Fort Area and newly reconstructed Recreation Park Pond and trail system has hindered the use of the front 9 holes. Local enthusiasts have provided a list of improvements and changes to the course that should be evaluated and implemented if feasible (*CIP Fiscal Year 2024*).
- Removal and replacement of the access culvert near the Fort that allows maintenance equipment to access Moon Valley Park. The current culvert is impassable and dangerous while still accessible by trail users and disc golfers.
- The shelter needs painted including the siding, doors and door frames.

WARD PARK

Immediate Recommendations

- A formal park signage system providing visitors of trail distance, park rules and regulations should be added. Wayfinding signage towards public parking or nearby trail heads should be considered.

Long Range Planning

- Replace the trail to a 10 foot wide concrete trail to meet current specifications.
- Install an outdoor basketball court for drop-in play.

GOOD PARKWAY LINEAR PARK

Immediate Recommendations

- A formal park signage system providing visitors of trail distance, park rules and regulations should be added. Wayfinding signage towards public parking or nearby trail heads should be considered.
- Continued education and signage of the greenway regulations along the creek should coincide with the Stormwater Master Plan.
- Remove and replacement the north trail between Lucy Webb and Foxridge Drive. *(CIP Fiscal Year 2024)*.
- Redesign the low water crossing in the south segment for easier maintenance and stormwater runoff control. *(CIP Fiscal Year 2024)*.

Long Range Planning

- Perform general maintenance and repairs as needed, including trail maintenance, mowing and tree work.

EAGLE GLEN LINEAR PARK

Immediate Recommendations

- A formal park signage system providing visitors of trail distance, park rules and regulations. Wayfinding signage towards public parking or nearby trail heads should be considered.
- Continued education and signage of the greenway regulations along the creek should coincide with the Stormwater Master Plan.

Long Range Planning

- Expansion of the park to include additional acreage and access, improvements to the Native Butterfly Garden area including educational signage, hard surface trails and a bridge to

connect the trail and natural area as well as public parking should be considered.

LEMOR GREENWAY

Immediate Recommendations

- A formal park signage system providing visitors of trail distance, park rules and regulations should be added. Wayfinding signage towards public parking or nearby trail heads should be considered.
- Continued education and signage of the greenway regulations along the creek should coincide with the Stormwater Master Plan.
- Perform general repairs to programmed sections of the trail. *(CIP Fiscal Year 2024)*.

BROOKSIDE GREENWAY

Immediate Recommendations

- A formal park signage system providing visitors of trail distance, park rules and regulations should be added. Wayfinding signage towards public parking or nearby trail heads should be considered.
- Continued education and signage of the greenway regulations along the creek should coincide with the Stormwater Master Plan.
- Perform general repairs to programmed sections of the trail. *(CIP Fiscal Year 2024)*.

Special Use Area Recommendations

HAWK RIDGE PARK AMPHITHEATER

Immediate Recommendations

- Add concrete ramp access to the stage area.
- Add an access road from the Sunset Extension to the amphitheater for vehicle and truck access.

Long Range Planning

- Perform bank stabilization to Johnston Lake for better lake management and fishing access.
- Create a funding source for ongoing maintenance and improvements to the mountain bike trail.

THE ARBORETUM AT MEMORIAL PARK

Immediate Recommendations

- Add tree identification sign.
- Perform creek and drainage ditch improvements.
- Create a website with online Arboretum educational components.
- Expand the Legacy Program.
- Remove and replace the wooden walking bridges along the Arboretum Trail. (*CIP Fiscal Year 2024*).
-

CURRENT PARK MASTER PLANS

Recommendations for future park and recreation facility redevelopment efforts are illustrated on the following pages with parks master plans. The plans were conceptualized and developed alongside public engagement effort findings and indicated future needs as well as a thorough analysis of existing conditions.

Master plans are provided in **Figures 5.3 - 5.8** for the following facilities:

- Hawk Ridge Park: **Figure 5.3**
- Memorial Park: **Figure 5.4**
- T.B. Hanna Station: **Figure 5.5**
- Recreation Park: **Figure 5.6**
- Ward Park: **Figure 5.7**
- Moon Valley Park: **Figure 5.8**





FIGURE 5.3

HAWK RIDGE PARK

Hawk Ridge Park

Figure 5.3 shows a master-planned concept for Hawk Ridge Park. Currently, the park is 79 acres and includes Johnson Lake and the Amphitheater.

Proposed improvements include a new entrance off of the planned extension of Sunset Lane. The entrance will have a larger parking lot to facilitate additional traffic. Proposed amenities to be added include an expanded trail network and the Hawk Ridge Pavilion and community plaza area.

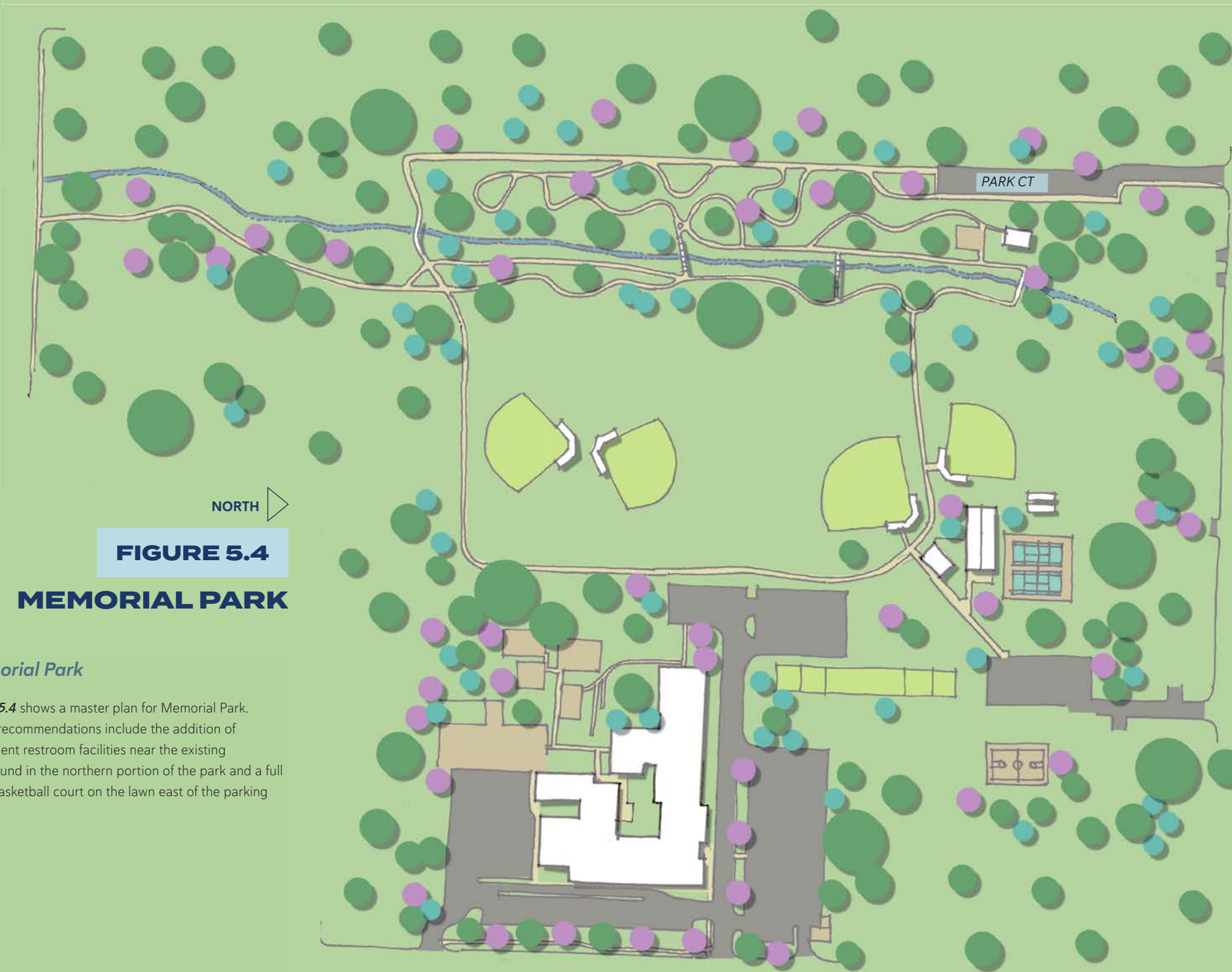


FIGURE 5.4
MEMORIAL PARK

Memorial Park

Figure 5.4 shows a master plan for Memorial Park. Future recommendations include the addition of permanent restroom facilities near the existing playground in the northern portion of the park and a full court basketball court on the lawn east of the parking lot.

T.B. Hanna Station

Figure 5.5 shows the master planned concept for T.B. Hanna Station. This concept plan includes future expansion of the park on the west side of South Adams Street. Park expansion would include the following amenities:

- Permanent closure of South Adams Street for park expansion
- Station Street Food Truck Park and Farmers Market
- Picnic area
- Cafe lighting throughout the park for evening events
- On-street parking improvements
- Digital entrance signage

FIGURE 5.5

T.B. HANNA STATION

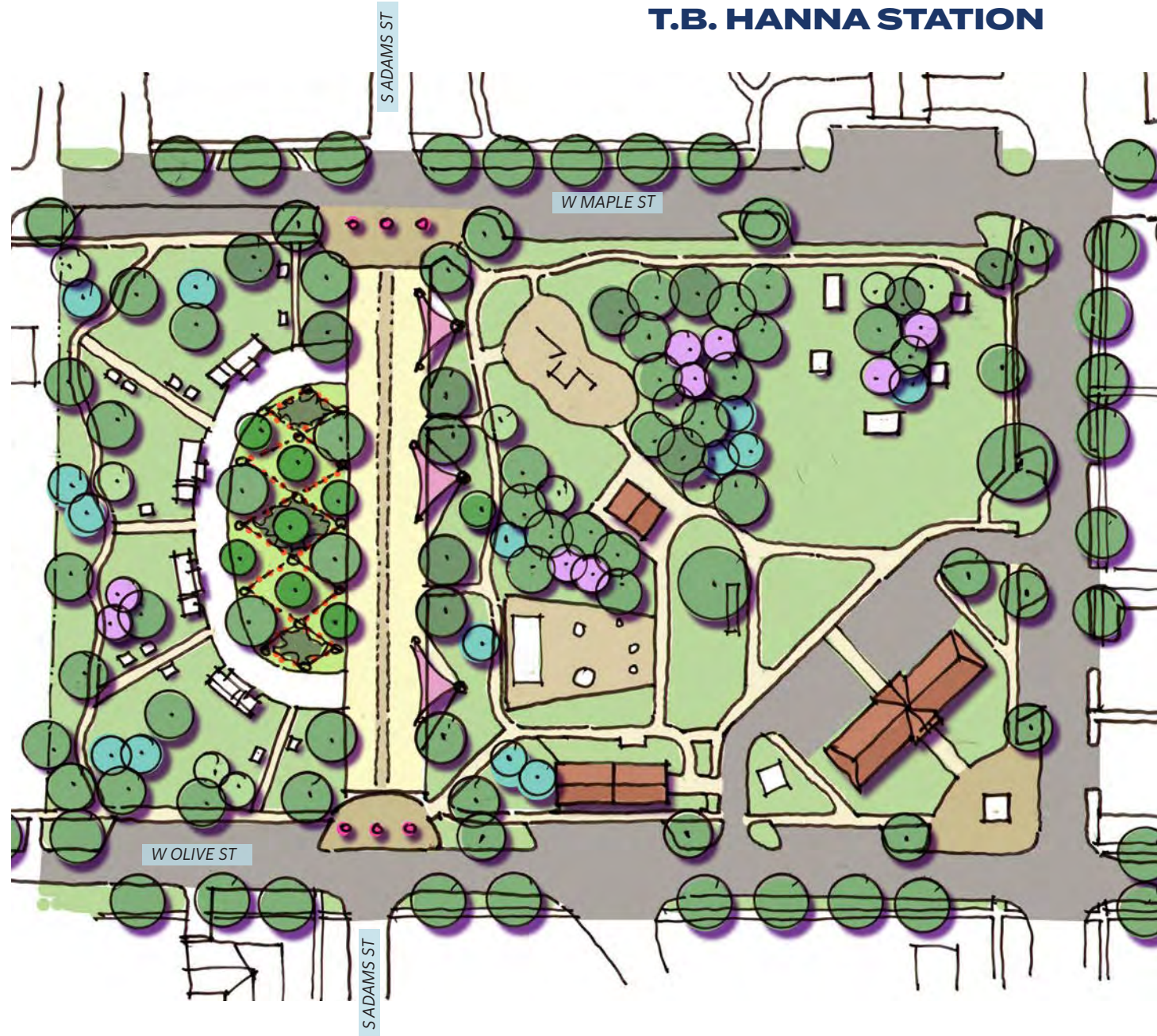
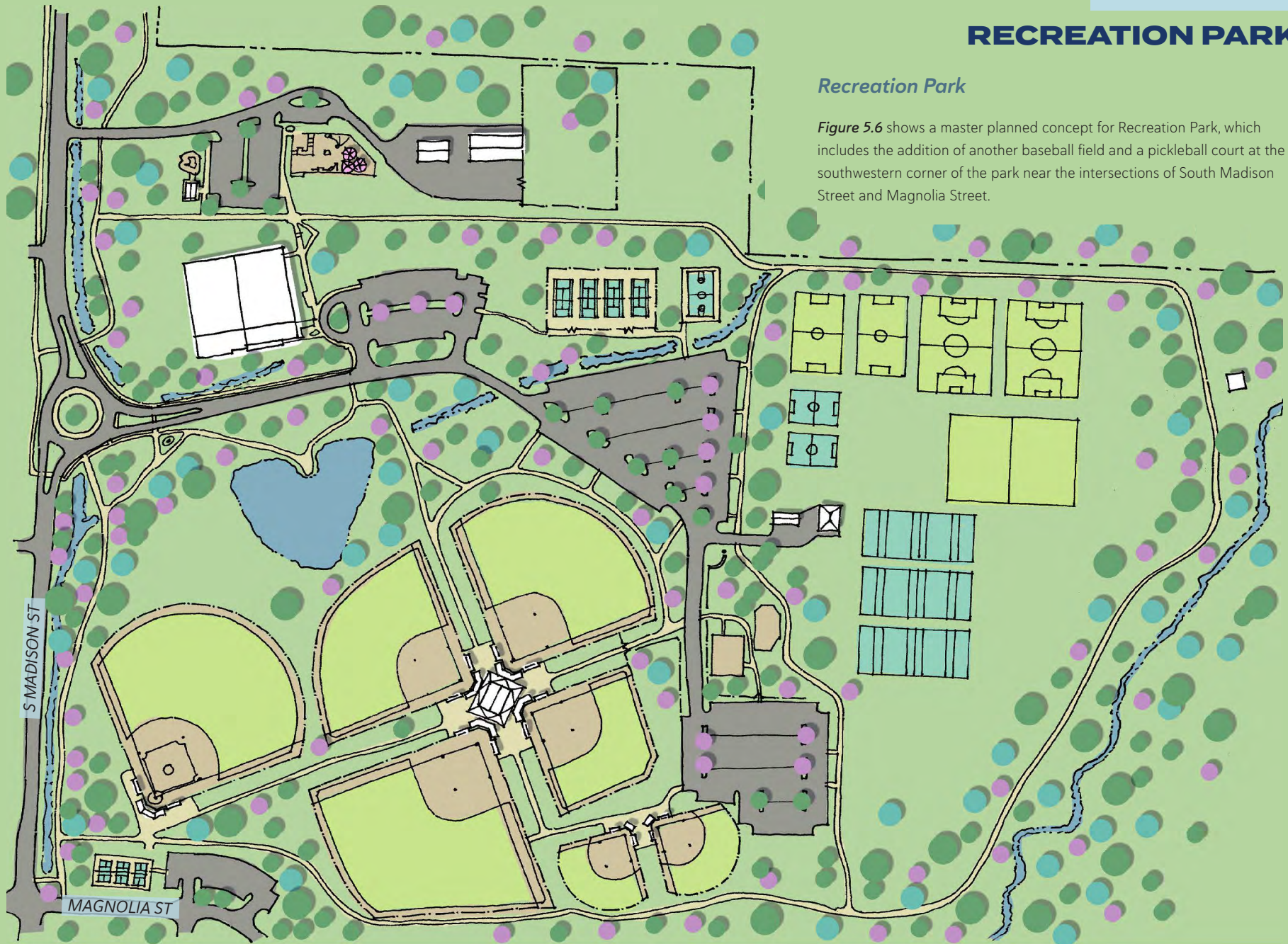


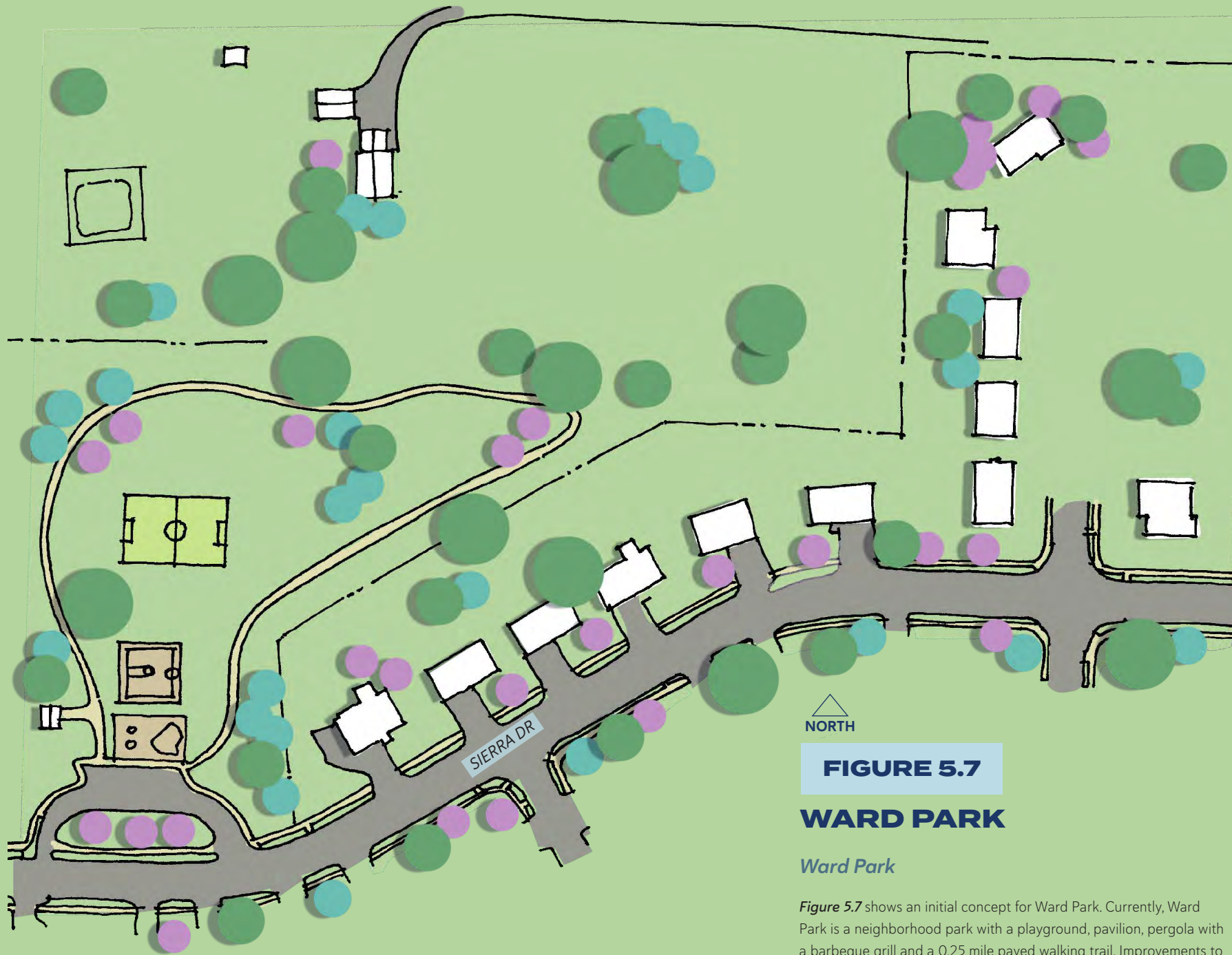
FIGURE 5.6

RECREATION PARK

Recreation Park

Figure 5.6 shows a master planned concept for Recreation Park, which includes the addition of another baseball field and a pickleball court at the southwestern corner of the park near the intersections of South Madison Street and Magnolia Street.





NORTH

FIGURE 5.7 WARD PARK

Ward Park

Figure 5.7 shows an initial concept for Ward Park. Currently, Ward Park is a neighborhood park with a playground, pavilion, pergola with a barbecue grill and a 0.25 mile paved walking trail. Improvements to the park include a half-court basketball court for drop-in play.



FIGURE 5.8

MOON VALLEY PARK

Moon Valley Park

Figure 5.8 shows a master planned concept for Moon Valley Park. Currently, Moon Valley Park is an 18.5 acre park with a shelter, playground, fire pit, and open green space. The park is directly east of Recreation Park and shares amenities with the facility, including an 18-hole disc golf course and the Fort, a natural play area located in the woods in the northeastern corner of the park.

Proposed improvements to the park include a new connector path to Recreation Park, disc golf course rehabilitation, and a replacement of the existing access culvert near the Fort to allow maintenance equipment to access the park.



FUTURE PARKS

Parks and recreational areas link people to the outdoors and provide opportunities for the physical, social, and mental welfare of the community. Like many communities, Raymore recognizes the need by establishing standards to ensure that a certain amount of land is dedicated for parks (i.e., a certain number of acres per a certain amount of development land or per a certain number of estimated people in an area). Addition of parkland has been through the Parkland Dedication program or expansion of existing parks.

Parkland dedication is a local government requirement that mandates the dedication of land for a park and the payment of a fee to be used to acquire land and/or develop park facilities. Within the Unified Development Code, Section 445.040 Park Land Dedication outlines the process of parkland dedication or fee-in-lieu. Table A.1 below identifies current parkland dedication.

TABLE A.1

CURRENT PARKLAND DEDICATION PROPERTIES	SIZE	ACQUISITION YEAR
PARKSIDE DEVELOPMENT	12 ACRES	2023
THE GOOD RANCH	135 ACRES	2027-2029
THE PRAIRIE AT CARROLL FARMS	14 ACRES	UNKNOWN
WHITE TAIL RUN	22 ACRES	UNKNOWN
TIMBER TRAILS	22 ACRES	UNKNOWN

Concept plans are provided for the following future parks:

- Barkside Dog Park (Parkside Development): **Figure 5.9**
- The Ranch (The Good Ranch Development): **Figure 5.10**



FIGURE 5.9

BARKSIDE DOG PARK

Barkside Dog Park

Figure 5.9 shows a master planned concept for Barkside Dog Park. The 12-acre dog park will feature separate fenced areas for small and large dogs surrounded by plenty of open space, trees and rolling hills. Each area will have a double-gated entrance and comfort amenities for both dogs and owners including wash stations, obstacles and walking paths. The two fenced areas will be joined by an entry plaza with a natural grass common area and parking lot. Water, parking lot lighting and portable restrooms under a permanent shelter will be provided in the plaza area. Neighborhood sidewalks and right-of-way trails connect the park to surrounding neighborhoods and Hawk Ridge Park.

The park area is located along the extended 163rd Street connecting to North Madison Street.

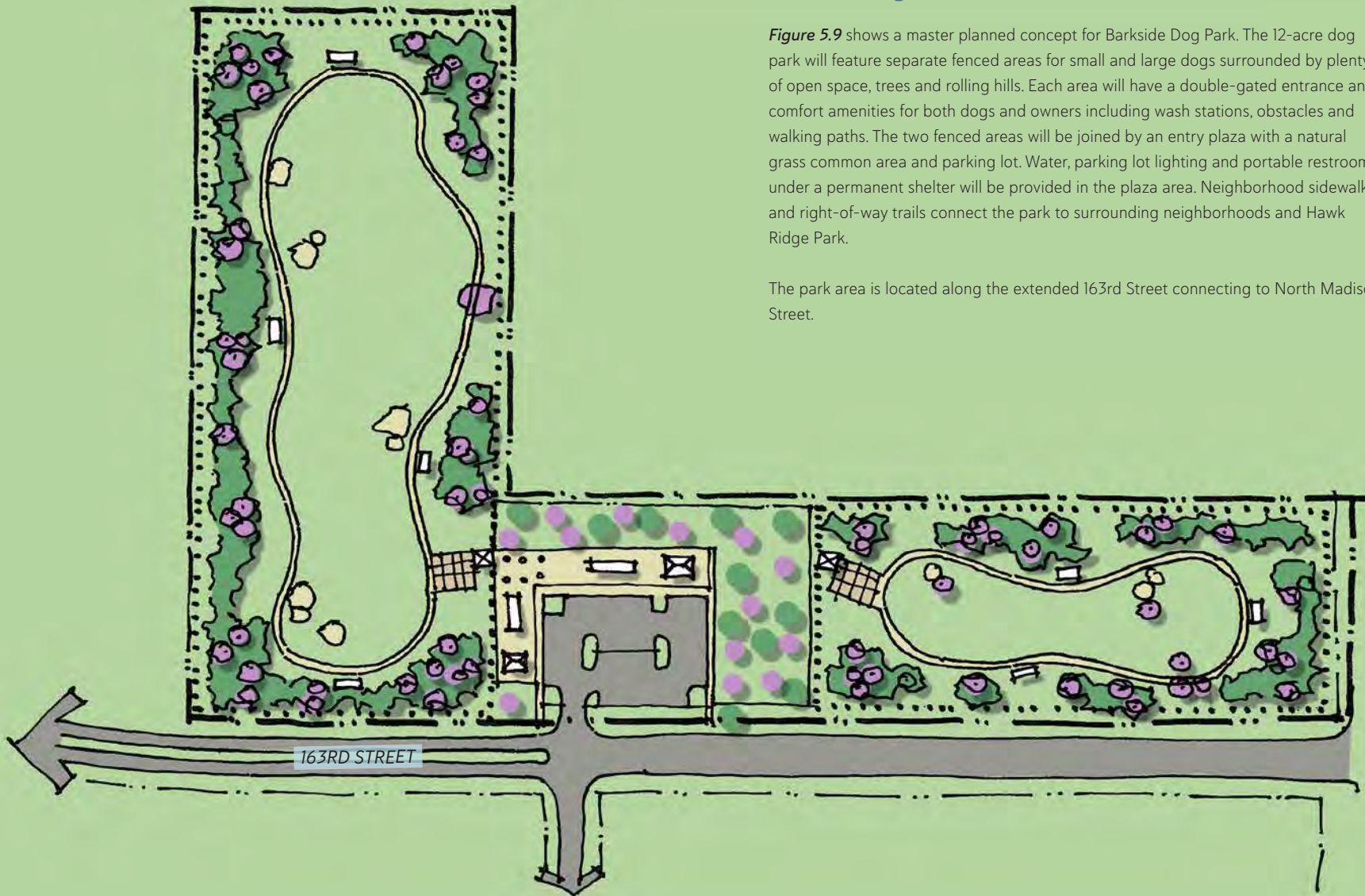




FIGURE 5.10

THE RANCH

The Ranch

In 2022, the City received 154 acres of parkland as part of the Good Ranch Land Use Plan. The site is located at the terminus of North Cass Parkway in the Prairie View Subdivision, adjacent to Bridle Ridge Elementary School on 195th Street. The future park, known as the Ranch, will not only be the largest park in the Raymore park system, it will be located in Ward 1, which is an area of the City that currently lacks parkland.

The park site has four ponds, and an old water reservoir, several acres of dense woods, wetlands and open prairie.

Concept planning for the future development of the Ranch is a focal point of the growth and expansion of the parks and trails system, including a balanced inventory of facilities and amenities, as well as recreation programming opportunities. The master plan in **Figure 5.10** provides guidance for the future development and programming of the 154 acres of the Ranch. The facility descriptions on the following page provide visionary narratives about how the Ranch will serve the community. Priorities and funding will be addressed within the future completion of the master plan.



Main Community Facilities at the Ranch

Athletic Complex/the Arena. This active area will be the home for Raymore's soccer and flag football leagues and will be able to host large tournaments, private field rentals and multiple leagues. This complex will provide lights for evening play. A large covered facility, or "the Arena," will be able to host winter leagues, private rentals and provide a covered space for summer play. The complex will also include an athletic-themed playground that will inspire all ages in a playful and fun area with obstacle skills course challenges.

Ridge to Ranch Trail Plan. The Ridge to Ranch Trail Plan is a network of on-street and off-street trails connecting three major City parks: Hawk Ridge Park- the City's northernmost park addition, Recreation park- the City's most active park, and the Ranch- which will be the City's largest park.

The network should include a mix of trail types, including greenways, off-street trails, paths and sidewalk connections. Subdivision development, when possible, should implement the required trail, sidewalk and path network expansions through subdivision development and expansion.

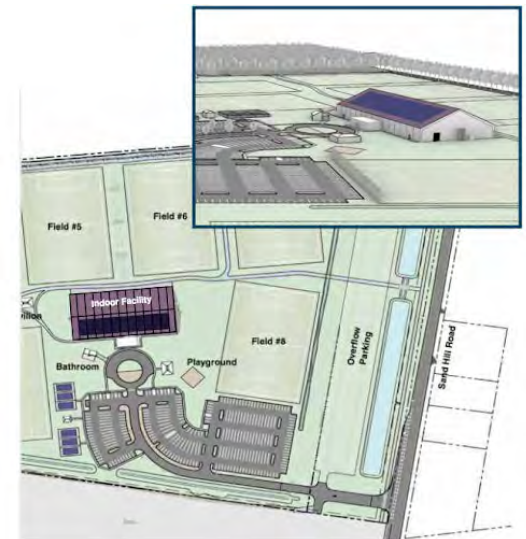
Outdoor Facilities at the Ranch

The Reservoir. The Reservoir will be the perfect place to bring a canoe or kayak to the park and enjoy some outdoor boating and fishing. The Reservoir Rental Company (RRC) will be a boat rental shop open seasonally from Memorial Day to Labor Day with canoes, kayaks, paddles, life jackets and archery gear. Knowledgeable park staff will be available to provide basic instruction and safety guidance. Fishing will be available at the Reservoir or in one of the original four farm ponds through a partnership with the Missouri Department of Conservation.

Archery Range. A desire of the Parks and Recreation Board for two decades, the Ranch archery range will provide a safe, accessible and equitable archery experience for all levels. The range will offer both Olympic and gaming targets at various distances between up to 70 meters. The range will be free to the public and open year-round. Instructional classes, leagues and programs will be available through the Parks and Recreation Department. Equipment will be available to rent at the Reservoir.



Precedent Imagery: The Arena



Initial Plans for the Athletic Complex



Precedent Imagery: The Reservoir



Precedent Imagery: The Reservoir



Precedent Imagery: The Archery Range



Precedent Imagery: The Archery Range

Horseback Riding, Hiking and Biking Trails. Weaving throughout the Ranch will be a trail system consisting of hard surfaces, natural surfaces and raised boardwalks that span the entire 154 acres over wetland areas, natural areas and developed active areas. The trail will connect to the City's overall trail system. A trailhead with a large parking lot, small shelter and trail signage will be dedicated for the horseback and hike/bike trail system. This area will provide a much needed equestrian activity area for general trail riding, lessons and additional mountain bike trails.

Disc Golf Course. The success of the Recreation Park disc golf course has inspired local players and volunteers to design a new tournament course at the Ranch. The Ranch disc golf course anticipates drawing thousands of players and spectators with leagues, tournaments and general play at an all-season course created for fun and tourism.

Kansas City showcases some of the best disc golf courses in the country with close to 30 private and public courses. Expanding the offerings of disc golf in Raymore across two major parks positions Raymore as THE southern tournament and recreational play complex in the metropolitan area.

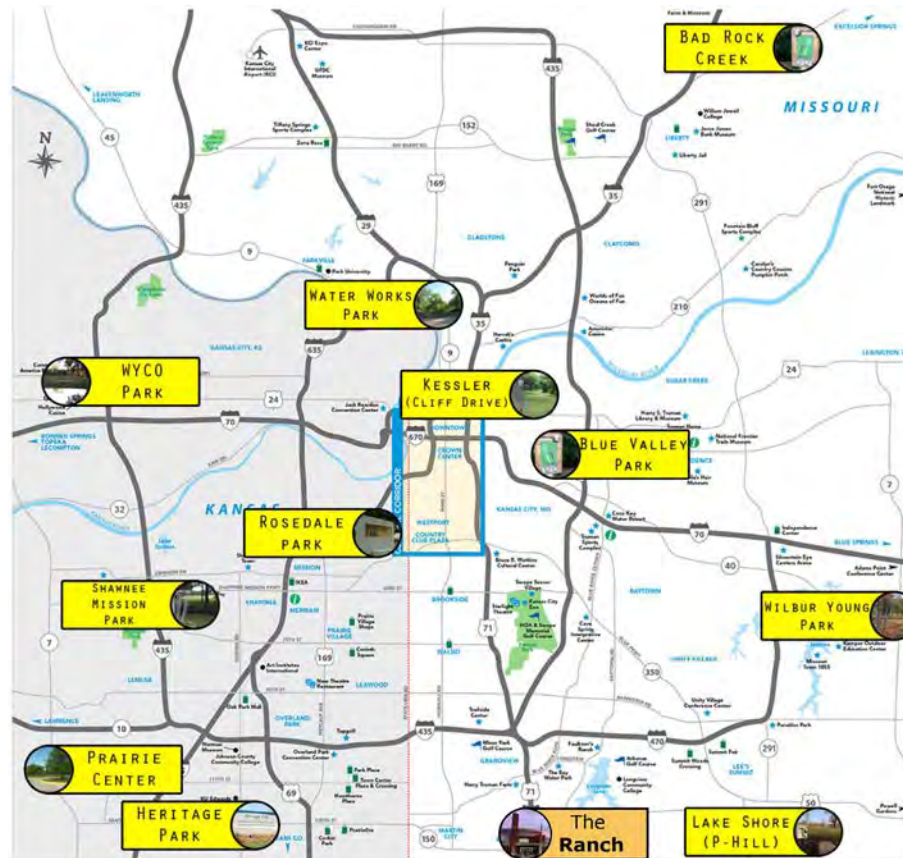
Ranch Bike Park (RBP). RBP will be the southern anchor of the City's elaborate trail system. RBP provides training courses, skill development and fun for all skill levels. This will compliment the Ridge Mountain Bike trails at Hawk Ridge Park. Patrons can ride between the two areas on Raymore's trail system for a fun day exploring all Raymore has to offer.



Precedent Imagery: Horseback Riding Trails



Precedent Imagery: Shared Natural Surface Trail



Map of Disc Golf Courses in the Kansas City Metropolitan Area

TRAILS AND CONNECTIVITY NETWORK

The City of Raymore has developed over 24 miles of trails that provide bicycle and pedestrian connections between homes, schools, churches, commercial areas and parks. The existing system consists of trails within parks, trails along greenways and stream corridors and trails along the existing roadways. In addition to these trail types, there are also on-street bicycle facilities such as the signed bike route on Lucy Webb Road, trailhead facilities in new development areas and residential sidewalks.

The City of Raymore seeks input from residents through the Community Conversations and ETC Surveys conducted every other year. At the conclusion of each assessment process, trails and connectivity remain a top priority. At the conclusion of each community engagement, the residents of Raymore continue to emphasize the value of our trails and bike paths and place a high priority on these amenities for exercise, recreation and pedestrian or bicycle travel. As a result of these engagement processes, the Parks and Recreation Board and City Council have incorporated many capital projects to address these community needs. These projects demonstrate the importance of improving and expanding the trails within the park system and citywide.

The Parks and Recreation Master Plan in conjunction with the City's Growth Management Plan and Transportation Plan reinforce the community's commitment to connectivity and provide a guide as to how trails and connectivity are planned and utilized throughout the Raymore. The trail and connectivity system benefits residents on a daily basis and is an investment in the city's quality of life as Raymore competes with other communities to attract new residents and businesses.

The map in **Figure 5.11** on the following page shows the existing and future active transportation network throughout the City of Raymore, detailed further in the following section.

Network Vision

The City of Raymore wants to create a trail and non-motorized network that will establish safe, continuous corridors throughout the community that encourage outdoor recreation, promote non-motorized transportation, link key locations within Raymore, highlight the natural areas and connect to neighboring cities and regional trail networks.

Through this Master Plan, the goal is to enhance safety, establish continuous routes throughout the City, foster better access to community destinations, and create unique opportunities for active and healthy lifestyles in Raymore.

Network Goals

Trails were a large area of focus throughout recent community engagement efforts, as shown in **Appendix B - Full Summary of Public Engagement Efforts**. The goals for the future trails and connectivity network as follows were developed in alignment with the needs and wants expressed by community members:

- Increase recreation and transportation opportunities;
- Provide accessible, safe routes for pedestrians and bicyclists;
- Pursue connections; and
- Create a physical and interactive navigation system.

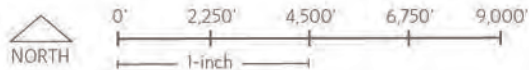
Areas of Focus

To achieve the goals set forth, this Master Plan will approach the trails and connectivity network by focusing on four key areas:

- **Maintaining the network** through aligning Capital Funding efforts with repair and improvement needs for current and future trails;
- **Connecting the City and larger region** through improving trail network access;
- **Expanding the network** through the development of new trails and parkland dedication; and
- **Providing a user-friendly experience** through updated maps, trail signage and technology.

FIGURE 5.11

EXISTING AND FUTURE TRAILS AND CONNECTIVITY NETWORK



Data Sources: City of Raymore and Olsson Studio

TRAILS AND CONNECTIVITY NETWORK DEVELOPMENT SUMMARY

As of June 2022, the City of Raymore's existing trail system includes approximately 24.5 miles of formal trails within the municipal boundaries. This includes hard surface trails within the park system, greenways trails, right of way trails and sidewalks identified by the 2014 Raymore Community Wide Trails Plan.

Park trails originally designed and built prior to 2007 are constructed of asphalt ranging from four- to eight-feet wide. Since that time, the trail design standards were updated to 10 feet in width. Composition of asphalt or concrete remains budget driven, however, concrete is the preferred material.

Between 2014 and 2023, the City began programming trail additions and improvements within the Capital Improvement Plan. During this time, City standards included a base layer of gravel for all asphalt construction of trails to improve the quality and longevity of the trail. Additionally, City staff have focused on incorporating trail heads for public access through the Parkland Dedication Program. Trailheads have been designated in the Brookside Subdivision and included in the Ward Road redesign project of 2022, other trailhead projects are programmed in current development projects and included in their parkland dedication requirements. These trailheads typically include limited parking, a bike repair station, a water bottle filler and a bench for resting.

Natural surface trails are being incorporated into park planning where applicable. Off-road mountain bike and hiking trails at Hawk Ridge Park, mowed paths that meander throughout the Eagle Glen Natural Area and a gravel path through the butterfly garden area at Centerview provide alternatives for pedestrian activity. Additionally, park patrons also utilize the disc golf course at Recreation Park and Moon Valley park to explore the wooded areas while following paths created within the course.

Private development of trails and sidewalks are found throughout the City. Although connected and part of the overall pedestrian experience for residents, these systems are privately owned and maintained. Examples include the Foxridge Drive trail within Creekmoor Subdivision, the Alexander Creek Subdivision trails and the Meadows of the Good Ranch.

Recent Programming Efforts

To emphasize the commitment to a citywide trail and connectivity network, City leaders continue to place a high priority on non-motorized connectivity through budget programs, volunteer programs and policies that ensure the system is maintained annually.

Notable actions taken to boost the development of the trails and connectivity network throughout Raymore include the following efforts:

- **Livable Streets Policy.** In December of 2015, Raymore City Council adopted a Livable Streets Policy to implement design guidelines for transportation projects regarding the safe accommodation of pedestrians, cyclists and motor-vehicles.
- **Undeveloped Lot and Sidewalk Gap Program.** This program provides funding to install sidewalks on streets that do not currently have sidewalks on either side of the street or connect sidewalks on undeveloped lots. Funding is provided through the Capital Improvement Program.
- **Adopt a Spot.** In June of 2021, the Raymore Parks and Recreation Board approved the Adopt a Spot program allowing residents to officially adopt locations throughout the park system. A segment of this program includes trails which allows residents to partner with the Parks and Recreation Department for the care and maintenance of the trail system.
- **Trail Maintenance Program.** In 2023, City Council approved a trail maintenance program to repair or replace aging trail segments throughout the City. Allotted funding for this program is \$150,000 per year over the next 5 years.

Interdepartmental Trails and Connectivity Cooperation

City staff continues to work in conjunction to create a trails and connection plan that coordinates across department resources. Sidewalk requirements within the Unified Development Code for residential and commercial development and the ongoing Sidewalk Gap Program within the Capital Improvement Program creates an extensive pedestrian transportation system. These programs continue to lead the way for connections to community destination points throughout the City. These community destinations include civic facilities, parks, schools, healthcare providers, grocery stores, and other places in the City that provide crucial functions and services for citizens.

TRAIL DESIGN STANDARDS

In order to ensure that Raymore's trail system is developed in a consistent manner and is safe and easy to use, a set of design standards is recommended as part of this Master Plan. Building Raymore's trail system based on design standards for trailheads, sidewalks, bridges, boardwalks, access points, pavement markings, etc. ensures that a high level of quality and overall continuity is maintained throughout the City. These design standards also present an aesthetic or "brand" for the City's trail system, which will become recognizable to its users as a hallmark of excellence. The intent of these standards is not to preclude innovation or uniqueness within the trail system. Rather, these standards and guidelines are intended to provide a framework within which each piece of the trail system can be designed in a manner sensitive to its surrounding context while ensuring that certain aesthetic, safety, comfort and quality features are present across the system.

Types of Standards

There are many different types of standards which apply to the development of bicycle and pedestrian infrastructure. The purpose of developing and adopting standards is to ensure public safety, the coherency of individual facilities and the overall system, and consistency of quality across the system. By definition, a standard is a set of minimum parameters within which each individual facility should be designed. Generally, standards fall within one of two categories:

NATIONAL AND STATE STANDARDS

The primary national and state standards related to bicycle and pedestrian facilities are the American Association of State Highway and Transportation Officials (AASHTO) *Guide for the Development of Bicycle Facilities*, the Americans with Disabilities Act Accessibility Guidelines (ADAAG/TAS) and the American Public Works Association. These standards focus on safety and accessibility for the disabled and should serve as the foundation for the design of any trail facility. Generally, these standards provide guidelines and/or mandated requirements for the geometric (rather than the aesthetic) design of facilities and include requirements for slope, cross slope, vertical clearance and a multitude of other dimensional aspects of trail facilities.

LOCAL STANDARDS

In contrast with the national and state standards, local standards generally focus more on capacity, quality, and aesthetic issues. As an example of a capacity standard, some cities have a standard trail width of eight feet (which allows two adults to comfortably walk side-by-side and a third adult to pass them) while others have a standard of ten feet (which better accommodates two-way bicycle traffic). An example of a quality standard is requiring certain pavement thicknesses and reinforcement patterns in order to ensure adequate structural performance in different conditions. An example of an aesthetic standard is requiring that all bridges be of the same character and include columns clad with a specific type of material.

The City of Raymore follows national standards as published by the American Public Works Association Kansas City Metro Chapter for concrete and asphalt construction.

City of Raymore Design Objectives

The following set of design Objectives have been designated in order to ensure that Raymore's trail system is developed with a high level of safety, quality, and continuity for trail users. These objectives are in addition to mandated national and state standards.

PARK/GREENWAY OR OFF-STREET TRAILS (HARD SURFACE)

- Trails should be ten (10) feet in width and consist of concrete or asphalt pavement.
- The alignment should follow the contours of the land and its natural drainage patterns and should not appear to be carved out of the terrain.
- Trails should be gentle, curvilinear and may include a combination of curving and straight segments. Serpentine or sinuous trail alignments are not desirable and should be limited to instances where tree preservation necessitates such alignments.
- Meanders in trails should appear to have a purpose and should not be haphazard or irregular.
- Trail alignments should be functional and efficient, presenting and preserving the natural terrain and vegetation to the greatest extent possible.
- Intersections should be located at natural focal points and convenient access points.
- Where conditions apply, trails shall align with existing or future crosswalks at streets. These intersections shall incorporate handicap accessible ramps that meet national design criteria.

OFF-STREET/NATURAL TRAILS (SOFT SURFACE)

- Trail material should be permeable while providing a stable surface.
- Trail width should be designated as the project and use dictates.
- Colors should be earth tone to blend with the natural environment and to minimize visual impact.
- Design for wheelchair accessibility wherever possible, with trail widths no less than 48 inches. In cases where a 48 inch wide trail is designed, ensure that adequate wheelchair passing areas are provided.
- While some trails may be designed for a specific use, such as mountain biking, trails should be able to handle multiple uses.

SIDEWALKS

- Pedestrian sidewalks that are incorporated into the trails system are intended to provide pedestrian connections between off-street trail segments where alternative off-street trail alignments are not feasible and along streets which have a high density of pedestrian-oriented land uses.
- Sidewalks are generally not intended for use by cyclists except for young children. Cyclists should use alternative off-street pathways.
- Standardized sidewalk construction should follow guidelines set in the Unified Development Code.

ON-STREET BICYCLE FACILITIES

- On-street bicycle facilities are intended to provide safe, quick and direct travel along corridors with high bicycle demand.
- Facilities should be used to connect discontinuous segments of shared-use trails.
- Facilities should provide extensions along local neighborhood streets and collectors that lead to commercial areas, places of employment, educational facilities, parks and other community facilities.
- The pavement surface should match the roadway surface.
- Utility covers should be adjusted to grade to avoid accidents. Drainage gates should be bicycle safe.
- Facilities should consist of bike lanes or cycle tracks where possible. Shared lanes should be utilized where these other facility types are not possible due to limited right-of-way.
- Bike route signs shall be used on streets with bike routes, shared lanes, bike lanes and cycle tracks as well as on shared-use trails where applicable. Route signs should be located at all intersections where the bike route changes direction.

BRIDGES AND LOW WATER CROSSINGS

- Trail crossings over creeks and drainage ways shall generally be by bridge.
- Bridge design should ensure that the structure is sturdy, safe, vandal-resistant and easily maintained.
- Deck surface shall have good skid resistance.
- Railings should be free of splinters and provide a smooth, clean surface to the touch. Railing design should allow views to creeks for persons of all heights, yet ensure user safety.
- The scale of the bridge should be in keeping with its surroundings.
- The color of the bridge should blend with the natural environment or tie into the color scheme of adjacent development.
- Low water crossings may be used at small stream crossings with the approval of the City Engineer.
- All bridge designs must be approved by the City Engineer.

BOARDWALKS

- Boardwalks used for the purpose of leveling a trail surface, bridging a ditch/culvert/etc. or providing a suspension trail along unlevel terrain shall be equivalent to and meet all specifications and requirements of the Wickcraft Boardwalk product.
- Trail replacement projects or improvement projects should incorporate boardwalks into the design.

TRAIL SIGNING AND TRAFFIC CONTROL

- Crossing features for all roadways include warning signs both for vehicles and trail users. Signage should be highly visible; catching the attention of motorists accustomed to roadway signs may require additional alerting devices such as flashing warning beacons, roadway striping or changes in pavement texture.
- Signing for trail users must include a standard stop sign and pavement marking; these traffic control devices are sometimes combined with other features such as bollards or chicanes in the trail to slow cyclists. Care must be taken not to place too many signs and other traffic control devices at crossings as they tend to overwhelm the user and lose their impact.
- Directional signing may be useful for trail users and motorists alike. For motorists, a sign reading “Bicycle Trail Xing” along with a City of Raymore trail emblem or logo helps both warn motorists and promote use of the trail. For trail users, directional signs and street names at crossings help direct people to their destinations.
- Striping should be used to alert motorists and cyclists and should be accompanied by pavement treatments.
- Trail signage designs and template standards are outlined in the Park Signage Program.

TRAILHEADS AND ACCESS POINTS

- Three types of trailheads shall be categorized within the trail system:
 - A ***Major Trailhead*** should provide at least 10 parking spaces, rest areas, water fountains, trail system information and bicycle repair stations.
 - A ***Minor Trailhead*** should provide trail system information and additional amenities as the site dictates.
 - A ***Natural Trailhead*** should provide trail system information and special use information such as mountain bike rules, leashed animal regulations, etc.
- Trailheads should be accessible by vehicle, transit, pedestrian and bicycle.
- Trailheads may include parking for vehicles and bicycles. Where feasible, a landscape buffer should be placed between the parking area and the trail.
 - Trailheads should contain important trail information to orient users to their location and to the system as a whole.
 - Existing facilities should be utilized whenever possible for use of accessibility and established parking.
 - All connections between the trail and trailhead facilities should be universally accessible and meet all ADA criteria.

TRAILHEAD AMENITIES

- Trailheads shall be identified by trail markers and signage.
- Parking:
 - **Major Trailheads** should provide a minimum of ten (10) parking spaces and at least one (1) handicap space that meets all applicable ADA requirements.
 - **Minor Trailheads** should provide a minimum of five (5) parking spaces and at least one (1) handicap space that meets all applicable ADA requirements.
- Bike racks adhering to park amenity standards or pre-approved by the City shall be provided at each trailhead.
- Bicycle repair stations shall be installed at Major Trailheads.
- One (1) drinking fountain adhering to park amenity standards or pre-approved by the City shall be provided at each trailhead.
- One (1) bench adhering to park amenity standards or pre-approved by the City shall be provided at each trailhead.
- Parking lots and trail intersections shall be lighted to a minimum of 1/2 footcandle with appropriate commercial light fixtures and no spillover to adjacent property where feasible. Use of adjacent street lights are permissible with approval from the Parks and Recreation Director and City Engineer.
- Trails that terminate at trailheads shall receive landscape traffic control measures for buffering and guiding the direction of pedestrian and bicycle traffic.
- In locations that provide adequate space for trees and landscaping, trailheads shall provide at least one (1) canopy tree as approved by the Unified Development Code or the Parks and Recreation Department.
- Bollards shall be used to differentiate the trail from vehicular access. The standardized removable bollard shall be used.

TRAILS AND CONNECTIVITY NETWORK INVENTORY

Significant investment has been made recently in the construction of new sidewalks and trails. This investment should be continued to create interconnectivity between residential neighborhoods, recreational facilities and commercial areas.

Currently, the City of Raymore provides approximately one (1) mile of trail per 1,000 residents through a robust active transportation network consisting of park trails, right of way trails and private trails.

An inventory of the existing trail network is provided on the following pages.

The Arboretum and Loop Trail at Memorial Park

DESCRIPTION

Figure 5.12 shows the Memorial Park trail network, which includes a 0.50 mile loop trail and a 0.82 mile hard surface path through the Arboretum. The 0.12 mile South Lucy Webb connector trail and the loop trail were constructed in 2018 and consist of 10 foot asphalt hard surface walkways. The Arboretum trail is a five foot wide asphalt trail originally constructed in the 1980's and recently crack sealed and resurfaced in 2018. The Memorial Park Trail system provides connectivity within the active transportation network by connecting to the Lucy Webb Trail to the south and the West Olive Street sidewalk at the Arboretum parking lot.

In 2024, Raymore City Council approved authorizing special obligation bonds for the reconstruction and replacement of park trails in Memorial and Recreation Parks. The project includes the removal and replacement of the Arboretum Trail and wooden walking bridges and replacing the older yellow drop down bollards with the standardized black powder-coated bollards consistent throughout the park system.



FIGURE 5.12

**MEMORIAL PARK
TRAILS**

Recreation Park Trails

DESCRIPTION

The Recreation Park trail system shown in **Figure 5.13** consists of 2.75 miles of 10 foot wide hard surfaced trails. Trail materials are a mix of asphalt, concrete and a pre-manufactured boardwalk system. Separated into four loop trails, the Recreation Park system provides a variety of exploration options and interactions with other park amenities. Several pedestrian and parking lot connections make accessing the trails easy from anywhere in the park. Loop segment names and distances include: The “Big Loop” at 1.25 miles, the “Soccer Loop” at 0.70 miles, the “Boardwalk Loop” at 0.55 miles and the “Field 4 Loop” at 0.25 miles. The Recreation Park trail system provides connectivity within the city-wide trail system through the South Madison Street Trail, sidewalk connection with the Shadowood Subdivision and direct connection to Moon Valley subdivision through Moon Valley Park.

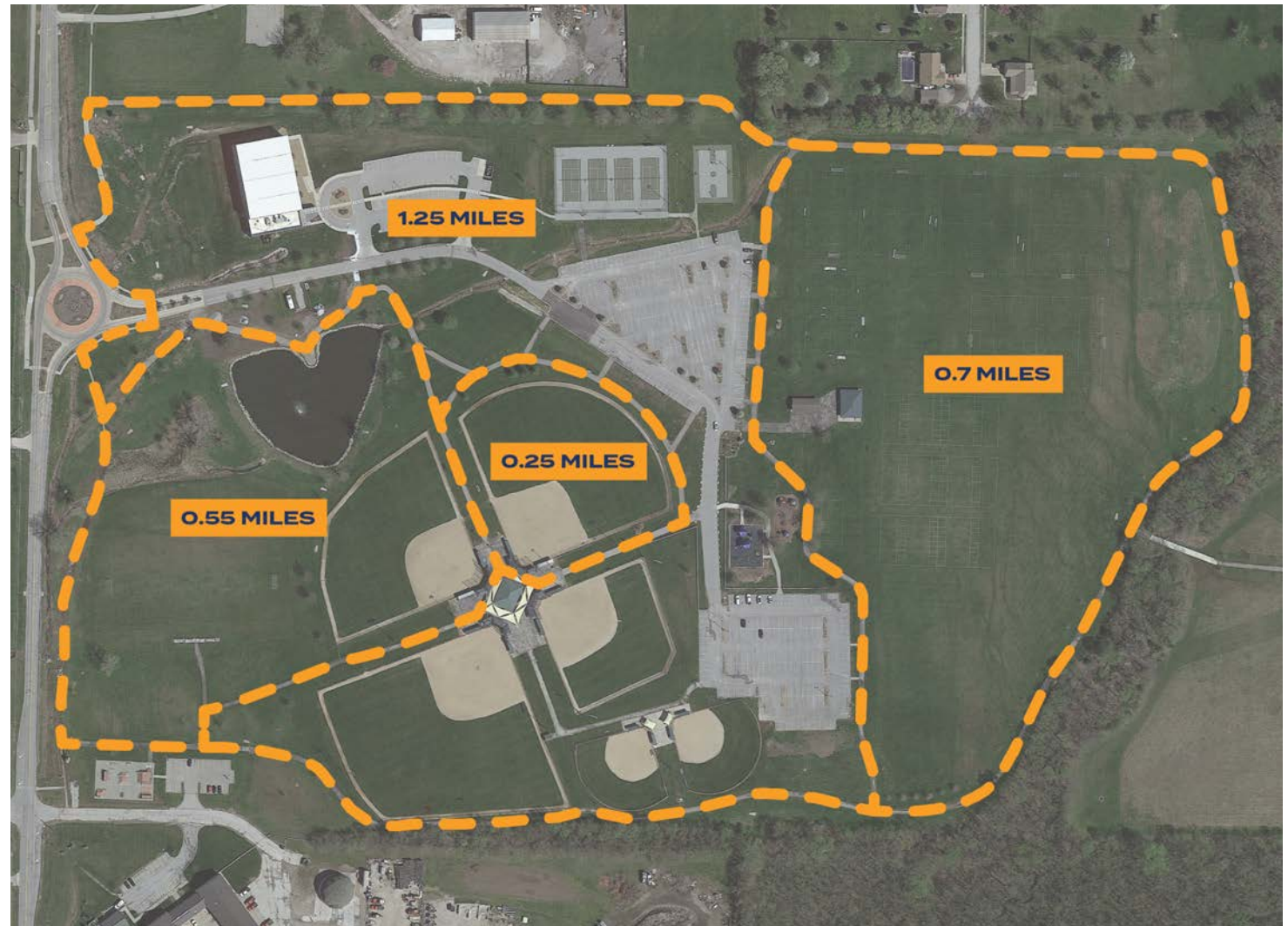


FIGURE 5.13

RECREATION PARK
TRAILS



Hawk Ridge Park Trails

DESCRIPTION

Figure 5.14 shows the Hawk Ridge Park trail network, which includes the 0.6 mile Lake Loop Trail, 0.2 mile Ridge-Nest Connector Trail and the 0.2 mile Exercise Loop. A portion of the Lake Loop Trail is a boardwalk across Johnston Lake.



FIGURE 5.14

HAWK RIDGE PARK
TRAILS

Ward Park Trails

DESCRIPTION

Figure 5.15 shows the Ward Park Exercise Loop Trail, which is approximately 0.25 miles long.



FIGURE 5.15

WARD PARK TRAILS

Good Parkway Linear Park Trail

DESCRIPTION

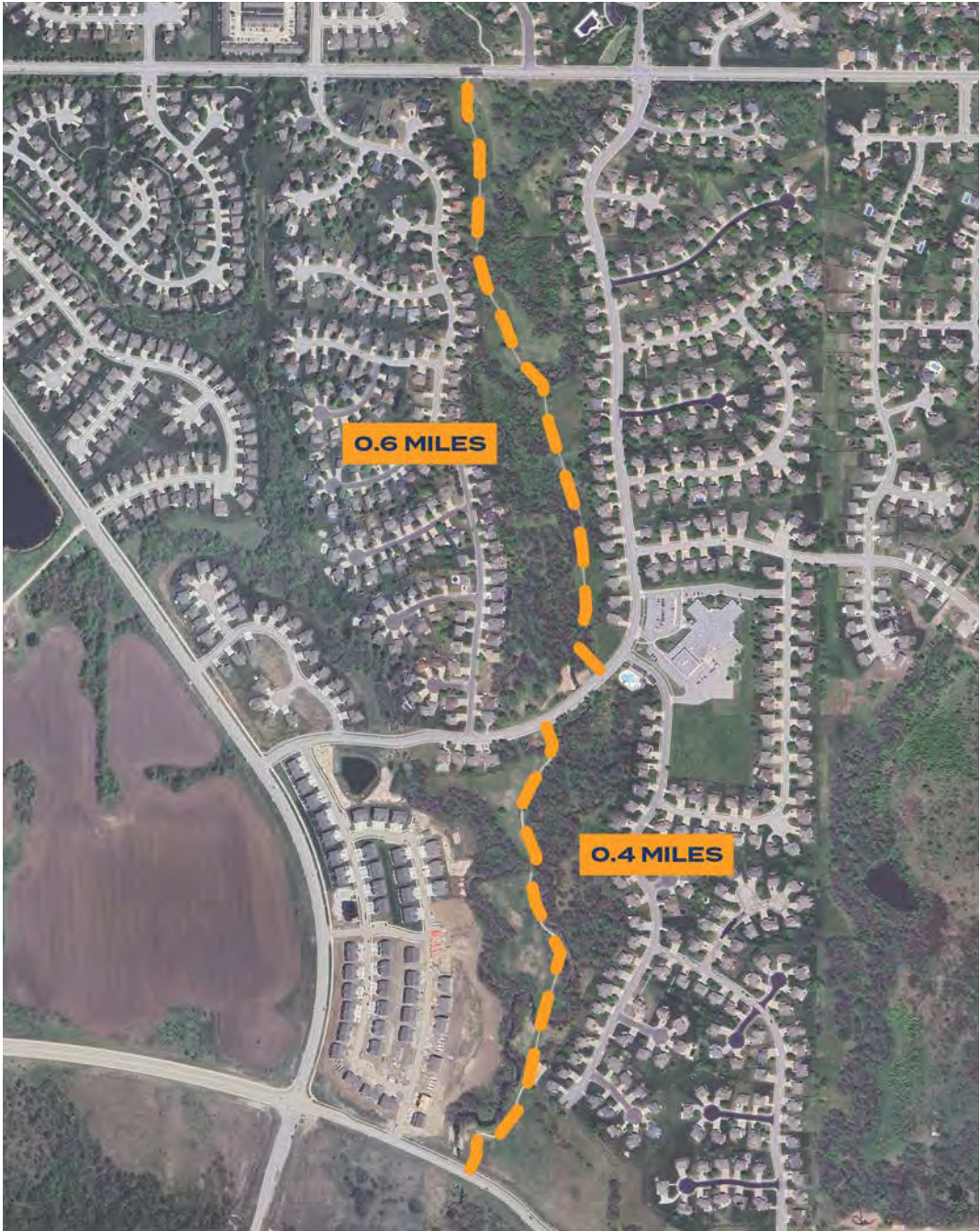
Figure 5.16 shows the trail through Good Parkway Linear Park. The park is split into a northern and southern portion. The entire trail is about a mile long, with the north portion totalling 0.6 miles and the southern 0.4 miles.




NORTH

FIGURE 5.16

GOOD PARKWAY
LINEAR PARK TRAILS



Eagle Glen Linear Park Trail

DESCRIPTION

The 0.5 mile trail through Eagle Glen Linear Park is shown in *Figure 5.17*.



FIGURE 5.17

EAGLE GLEN LINEAR
PARK TRAIL



LeMor Greenway Trail

DESCRIPTION

Figure 5.18 shows the LeMor Greenway Trail, which has a total length of approximately 0.8 miles.



FIGURE 5.18
LEMOR GREENWAY
TRAIL

Brookside Greenway Trail

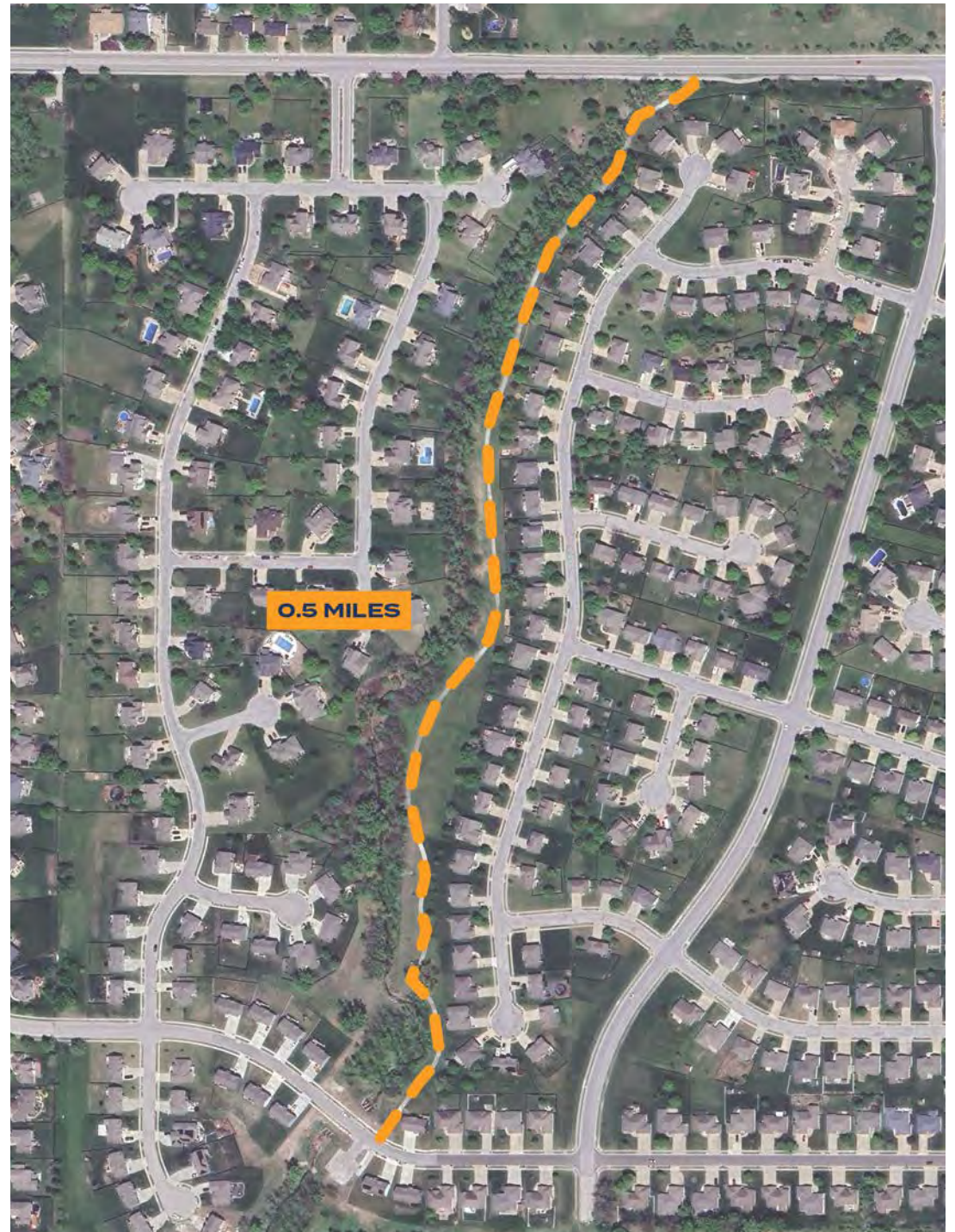
DESCRIPTION

The Brookside Greenway Trail shown in **Figure 5.19** has a total length of approximately 0.5 miles.



FIGURE 5.19

BROOKSIDE
GREENWAY TRAIL



Trails and Connectivity Network Recommendations

OVERALL NETWORK

Immediate Recommendations

- **Expand trails through utility corridors.** Sharing a trail corridor with public utilities is not only an efficient use of space, it also has the potential to defray the costs associated with trail development and expansion by cutting down land acquisition costs, among many other advantages. The City maintains significant water and sewer infrastructure corridors that span major portions of the community. Expanding trails through these corridors improves connectivity of the system and activates otherwise unusable land. Additionally, these trail corridors improve access to the City's infrastructure.
- **Complete the Alexander Creek Interceptor Trail Extension.** The Alexander Creek interceptor sewer was initially installed to serve additional growth toward the eastern boundaries of the City, including the Ray-Pec East Middle School campus. Planning for the future extension of the trail corridor along existing easements and generally flat topography will help to connect existing trail infrastructure to the future growth area of the City. This corridor would connect existing neighborhoods east, including Alexander Creek, Knoll Creek, Ward Park and Chateau Place.

MEMORIAL PARK TRAIL NETWORK

Immediate Recommendations

- Incorporate a formal park signage system that includes loop trail distances and wayfinding.
- Replace the yellow drop down bollards with the standardized black powder-coated bollards to be consistent throughout the park system.

Long Range Planning

- Additional bottle fillers and pet fountains should be included in future improvement projects.
- Two additional dog waste bags should be installed.

RECREATION PARK TRAIL NETWORK

Immediate Recommendations

- Incorporate a formal park signage system that includes loop trail distances and wayfinding.
- Replace the yellow drop down bollards with the standardized black powder-coated bollards to be consistent throughout the park system.

- Remove and replace the loop trail system built prior to 2018, including the outer loop trail and mini soccer loop trail systems with a 10-foot wide concrete trail with drainage solutions for the low water/runoff areas.

Long Range Planning

- Consideration should be given within the Capital Improvement Plan to incorporate outdoor fitness equipment throughout the trail system. This type of amenity is an ideal fit for Recreation Park.
- Additional bottle fillers and pet fountains should be included in future improvement projects.

PARKS AND RECREATION IMPLEMENTATION GOALS

Achieve CAPRA Accreditation. Achieve accreditation from the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA is an operational management system that delivers quality assurance and improvements to accredited park and recreation departments throughout the country. The multi-step accreditation process engages and trains staff, ultimately ensuring that the department is operating under best practices when accreditation is granted. Accreditation must be renewed every five years.

Achieve Arboretum Accreditation. Achieve Level 1 Arboretum Accreditation through the ArbNet Arboretum Accreditation Program. Accreditation advances the planting, study and conservation of trees and enables collaboration with other recognized arboreta around the world. Communities that gain accreditation are recognized for achieving specified levels of professional practice. The distinction sets communities apart for their commitment to environmental stewardship.

Park Signage Program. Establish a Signage Program that connects and improves the visibility and usability of the City's parks, trails, lakes, public facilities and amenities with traditional signs and modern technology.

Park Maintenance Management Plan. Update the Park Maintenance plan to include new facilities and parks, priority areas, staffing and resources.

Trails Navigational Mapping System. Create an interactive map utilizing GIS and QR Coding systems to enhance trail usability throughout the system.

Recreation Division Business Plan. Develop a strategic action plan that can ensure long-term success and financial sustainability for the City's parks, recreation programs and open spaces. The plan should incorporate Parks and Recreation facilities, rental spaces and revenue generating amenities.

Capital Improvement Plan. Update the current project list to forecast a 20-year Capital Improvement Program that includes future park improvements, maintenance of current facilities and amenities, long range planning, general cost estimations and community needs. The program should include needs and prioritization, debt service payments and funding strategies.

Employee Development Program. Implement a system that provides guidance on employee expectations and professional development. The program should include part-time and season staffing incentives to encourage employees to return in following seasons. The program should include a Departmental Succession Plan that outlines the roles and responsibilities should a key team member of the department leave or be unable to complete their duties.

Legacy Program. Update the Legacy program to include new park areas, opportunities and pricing structure.

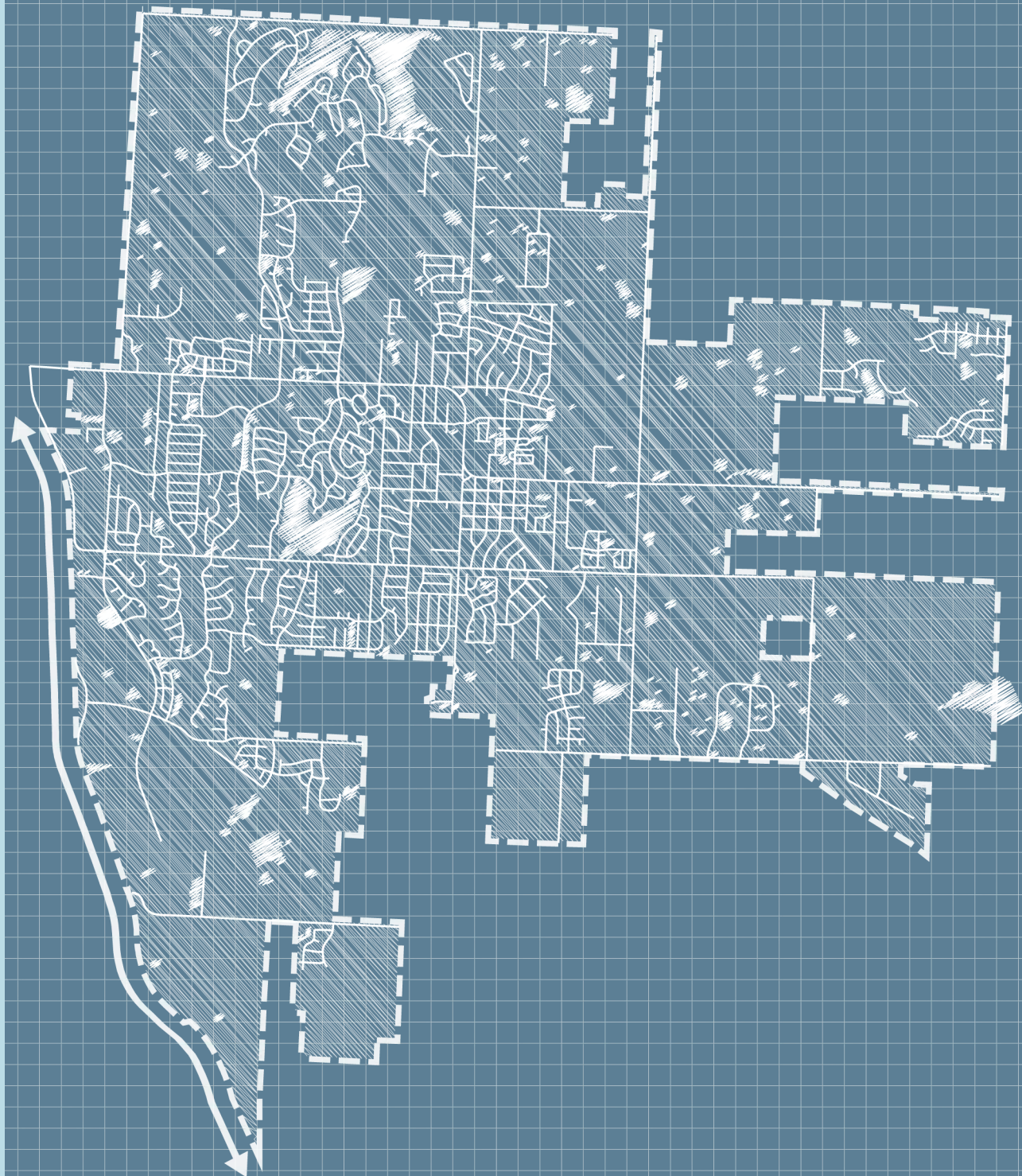


6

IMPLEMENTATION

Chapter 6 ties together all the goals, strategies, and framework sections into a streamlined implementation plan. This chapter sets forth specific actions that various departments, bodies and organizations should take to advance the Plan. The implementation plan supports existing planning efforts while providing additional direction for citywide programs, planning and initiatives and helps integrate Raymore Blueprint 2045 into daily decision making.

Although planning is a fluid and continuous process, adoption of this Plan begins a long and collaborative journey of implementing the recommendations and holding a promise to the community to do what has been stated. The Plan provides a road map for the future of Raymore that has been vetted by the community, City staff and leadership. The implementation plan demonstrates how to put the Plan into action.



MOVING FORWARD WITH PURPOSE: PLAN IMPLEMENTATION

Comprehensive Plan Maintenance and Monitoring

Raymore's positive growth was not realized overnight. Years of careful planning, strategic investment, and public servant leadership have carried Raymore forward since its inception. From its original roots as a railroad town to today's position as a Class-A community, Raymore has always strived to innovate and better meet the needs of the community while staying nimble amidst ever-changing environments.

The broad goals and objectives of this Plan serves as a guide for the City into the future. However, individual priorities of the City and community may change from year to year, based upon elected officials, fiscal conditions, or other external factors. To that end, to support the implementation of the overarching vision set by this Plan, the elected officials and City leadership shall continue to utilize a strategic plan approach to ensure meaningful, intentional and impactful action. It is highly recommended that the elected officials of the City, and its appointed boards and commissions, regularly utilize this plan as a guide for strategic goal planning, project planning and development and organizational growth, and review it annually to ensure progress.

How to Use the Implementation Plan

The implementation plan utilizes several matrices to clearly lay out the next steps that will move the Plan forward. Each matrix includes specific actions and their tasks. Every action is analyzed by identifying its participants, time frame for completion and investment. The purpose of providing this level of detail is to ensure each action is viewed through the lens of political, economic and community reality, but also properly weighed against the widespread benefits. The definitions of each analysis topic are provided as follows.

ACTION

Describes the program, process, or plan that advances the intended action to complete or strategy to implement.

TIME FRAME

While some actions should be started immediately and/or continued over time to continue building the Plan's momentum, other actions should be planned for and implemented later in the Plan's lifespan.

Immediately (0-1 year): To be completed or started within the first year of Plan adoption. These actions directly advance other actions and/or address critical issues.

Short -Term (1-5 years): To be completed or started within the first five years of Plan adoption.

Mid-Term (5-10 years): To be completed or started five or more years after Plan adoption.

Long-Term (10+ years): To be completed or started 10 years after Plan adoption.

Ongoing: These actions are ongoing efforts either already underway or to be integrated into day-to-day staff responsibilities.

INVESTMENT

The resources necessary to see a task through include staff time, collaborations or partnerships, existing funding streams, the securement of new funding mechanisms, outside support or some combination thereof.

City Staff Time: City staff and leadership play an important role in the implementation process and many of the actions will rely primarily on this group. Even if City staff are not listed as the primary resource, their involvement in initiation and/or coordination of the necessary parties will play a critical role.

Partnership: Many actions cannot be completed by City staff alone and will require additional support. Collaborating with organizations that have additional capacity and/or political influence to advance the implementation of the Plan may be necessary. Entities could include the Mid-America Regional Council (MARC), Cass County, Raymore Chamber of Commerce, Missouri Department of Transportation (MODOT) and others.

Outside Support/Funding: Some actions will require support or funding outside of existing City funding streams and/or staff capacity. This could include procuring grants to fund special projects

PARTICIPANTS

The implementation of the Plan is a collaborative effort and one that extends beyond City staff members (although their involvement is critical to leading or initiating many actions.) City leadership also plays a role in each action to educate and advocate for community members. This element of the implementation plan identifies roles and responsibilities in advancing the described action, including both the owner/lead of the action as well as those who play a supporting role.

Participants are indicated in this chapter with acronyms according to the legend below:

Internal Participants

- A - Administration
- DS - Development Services
- PW - Public Works
- FN - Finance
- PR - Parks and Recreation
- ED - Economic Development
- CE - Code Enforcement
- COM - Communications
- PD - Police Department
- ITS - Information Technology Services
- HR - Human Resources
- GIS - Geographic Information Systems
- EM - Emergency Management
- E - Engineering

Boards, Commissions, & Council

- PRB - Parks & Recreation Board
- PZ - Planning and Zoning Commission
- CC - City Council
- AC - Arts Commission

Community Partners

- SMFD - South Metro Fire District
- RPSD - Ray-Pec School District
- CH - Chamber of Commerce
- HS - Historical Society
- MARC - Mid America Regional Council
- KCADC - Kansas City Area Development Council



6.1 VALUES OF THE COMMUNITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT- TERM	MID-TERM	LONG-TERM	ONGOING
6.1.1: Communicate the Comprehensive Plan Ongoing communication about the Comprehensive Plan and its goals, recommendations and implementation progress is critical to maintaining momentum and excitement. City leadership, staff and the Raymore community should be kept informed about the Plan and the status of its implementation. The Plan should be posted to the City's website and updates or news related to the Plan should be posted on City social media accounts.	Lead: COM Support: DS, A	City staff time					X
6.1.2: Support Aging in Place Expand the Unified Development Code to support residential facilities that provide transitional and long-term care options for seniors, including senior apartment communities, assisted living, nursing homes, memory care and other advanced services. Facilitate technology training programs and partnerships to allow older adults to remain socially and technologically connected to their family and community. Utilize the AARP Livability Index on an annual or bi-annual basis to regularly track livability and overall age-friendliness within the community.	Lead: DS Support: PZ, CC, MARC	City staff time; Partnership; Outside support/funding		X			
6.1.3: Increase Public Art and Monumentation Support and promote the arts through events and both temporary and permanent installations. Integrate public art throughout the City with special emphasis in activity centers and gathering spaces. Develop a fee structure for new development to support public art and require artful elements into development projects that request the use of public financial incentives. Explore opportunities to obtain grant funding through the Missouri Arts Council for projects and programming.	Lead: AC Support: COM, PW, DS, PR	City staff time; Outside support/funding		X			



6.1 VALUES OF THE COMMUNITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.1.4: Create a Development Review Guide Create a Development Review Guide as a resource for citizens, developers, consultants and City staff. A Development Review Guide would provide clarity on the development review process within the City of Raymore. Development review exists to ensure each new development or redevelopment aligns with the community vision for the future, as reflected in this Plan. The guide should address land use, zoning, transportation, traffic, utilities, environmental factors, neighborhood/ community fit and appropriateness. Additionally, the guide should include development guidelines that address the construction and maintenance of public art and best practices on utilizing inclusive design elements.	Lead: DS Support: PW, ED, PR	City staff time	X				
6.1.5: Increase Community Programming Develop additional public education, outreach programs and events for all ages that inform residents on the functions of city government, including planning and zoning and public safety. Regularly seek participation on volunteer boards and commissions. Identify and implement additional community events that bring together residents and businesses alike.	Lead: COM Support: DS, PD, EM, PW	City staff time; Partnership		X			
6.1.6: Set the Standard for Safety in the Region Continue community policing efforts rooted in citizen engagement and outreach. Continue high visibility in residential, public, and business spaces while cultivating more opportunities for outreach. Explore additional opportunities for interaction in schools and with youth in the community, local and regional partnerships and other collaborative initiatives.	Lead: PD Support: COM, EM, RPSD, SMFD	City staff time; Partnership; Outside support/funding					X



6.2 IMAGE OF THE CITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.2.1: Align Codes with the Comprehensive Plan Update the Municipal Code and Unified Development Code to be in alignment with the Comprehensive Plan.	Lead: DS Support: A, PZ, CC	City staff time	X				X
6.2.2: Strategically Acquire Areas of Importance for Future Growth Using the Intent to Annex area shown on Figure 2.2 , develop a plan to acquire priority areas outside Raymore's existing city limits. Identify and acquire funding to support the site acquisition process. Utilize the Future Land use framework strategies (shown and described in Chapter 4.1 - Land Use and Development Framework) to guide decision-making and ensure highest and best use of the land.	Lead: DS Support: A, FN, PZ, CC	City staff time					X
6.2.3: Cluster Density Strategically In line with the Land Use and Development Framework (see Chapter 4.1), direct density and higher intensity uses along major transportation corridors and their intersections, including I-49, MO-58 Highway, Dean Avenue, Lucy Webb Road and North Cass Parkway. Development and redevelopment should be focused along these major corridors, their intersections and activity centers in order to preserve open space, protect transitions from higher to lower intensity uses, and appropriately buffer larger footprint developments to neighboring uses (particularly residential areas). Review and update zoning code and development standards accordingly to allow clustered developments to utilize shared amenities (such as parking, sidewalks, etc.) and increase lot coverage to maximize site usage in areas planned for development.	Lead: DS Support: PZ, CC	City staff time		X			



6.2 IMAGE OF THE CITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.2.4: Concentrate Neighborhood Services and Amenities Provide development initiatives and/or density allotments when key neighborhood-serving uses, such as gas stations/electric charging stations, convenience stores, parks, pharmacies, food markets and professional services (e.g., dental, medical offices, etc.) are within one-third mile of the neighborhood.	Lead: DS Support: PW, ED	City staff time					X
6.2.5: Expand Housing Choice and Opportunity Review the Unified Development Code to ensure that a wide variety of housing needs, including single-family and some multifamily options with varying densities and price points, are permitted within Raymore. Update the code to remove requirements that may discourage or prevent the construction of affordable and workforce housing (e.g., minimum unit sizes, minimum floor area requirements, etc.). Use the Economic and Market Analysis (Appendix A) to identify target growth areas and align with project housing needs. Encourage residential development that utilize universal design principles and explore permitting rebates or discounts to attract this type of development.	Lead: DS Support: PZ, CC	City staff time		X			
6.2.6: Protect Neighborhood Transitions Modify city codes and regulations to ensure compatibility in transitions between greater intensity uses and residential uses. Modifications should focus on the edges and adjacency of differing uses and can include height, form, setbacks, lighting, screening, fencing and landscaping.	Lead: DS Support: PW, CE, PZ, CC	City staff time	X				
6.2.7: Support Downtown Development Support the development of a downtown or town center within the community. Identify vacant or underutilized sites along commercial corridors that are available for development/infill/redevelopment, gather property information and make the information available for private and public developers.	Lead: ED Support: DS, PW, CH	City staff time; Partnership			X		



6.2 IMAGE OF THE CITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.2.8: Encourage Infill Development of Vacant Parcels Encourage the development of vacant parcels in line with the recommendations of this Plan. Prepare and market incentive and assistance packages for private ownership of vacant parcels. Consider tax abatements, permit fee waivers, etc. Seek out opportunities for and set up public/private partnerships with highly invested private property owners.	Lead: ED Support: PW, DS	City staff time		X			X
6.2.9: Prioritize Neighborhood Integration with Parks and Trails Set development standards to require sidewalk, trail and multi-use path development alongside new residential development. Prioritize sidewalk repair in existing residential areas and explore new connections between neighborhoods and community destinations and services. Provide support for residential developments that seek to preserve stream corridors, tree canopies or other natural features.	Lead: DS Support: PR, E	City staff time; Outside support/funding					X
6.2.10: Promote Neighborhood Maintenance and Beautification Raymore has strong and established neighborhoods that should not only be protected, but also supported in continued maintenance and upkeep. Consider implementing a volunteer program to serve as support for Code Enforcement officers, as well as an assistance to struggling homeowners. This could include assistance with mowing, trash and debris cleanup, tree trimming, painting and more to stabilize the neighborhood overall.	Lead: DS Support: CE	City staff time; Partnership					X
6.2.11: Update Utility Master Plans Evaluate and update the water, wastewater and stormwater master plans to reflect priorities within the intent to annex area, as shown on the Future Land Use Framework map (Figure 4.1). Identify opportunities through development to expand and upgrade the infrastructure network. Ensure that capital planning efforts align with future infrastructure demand.	Lead: PW Support: DS	City staff time		X			



6.2 IMAGE OF THE CITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.2.12: Parks Maintenance Plan Develop and maintain a Parks Maintenance Plan to set operational and maintenance standards for each facility. Update the plan alongside new development. Ensure that plan guidelines are consistent with annual budgets and capital improvements. Secure a dedicated funding source for future parks and trails maintenance. Coordinate with the Arts Commission for inclusion of public art in the parks.	Lead: PR Support: PRB, AC, FN	City Staff time		X			X
6.2.13: Develop Recreation Programs Develop and implement a variety of instructional, educational and fitness programs meeting the needs of all ages and abilities. Offer a variety of sports programs for youth and adults to ensure participation, fun and safety for all participants. Provide quality, premier rental spaces for all needs and services.	Lead: PR Support: COM, PRB, AC	City staff time		X			X
6.2.14: Develop Future Parkland Pursue the development and construction of planned future parks (see Chapter 5 - Parks and Recreation Framework). Ensure that development priorities align with annual budgets and capital improvements. Set aside land for trails and future parks prior to development or as part of the subdivision development process.	Lead: PR Support: PW, DS, PRB	City staff time; Outside support/ funding			X		
6.2.15: Develop Good Ranch Park Master Plan Develop a master plan for Good Ranch Park that aligns with the priorities and vision of the future park system. Good Ranch Park will be located on 154 acres of undeveloped land in the southern part of Ward 1, recently dedicated as park land in 2022. The site presents opportunities for local and regional amenities which should be well-planned, with high quality, well-maintained facilities.	Lead: PR Support: DS, PW, PRB	City staff time; Outside support/ funding		X		X	



6.2 IMAGE OF THE CITY IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.2.16: Develop Trail Connections Develop and build out recommended trail corridors (see Chapter 5). Prioritize projects based on connections between residential areas and civic facilities to increase initial project impact, building momentum and community support for ongoing trail projects.	Lead: PR Support: DS, PW	City staff time; Outside support/ funding		X		X	
6.2.17: Initiate Priority Corridor Projects Develop and initiate projects along the priority corridors detailed in Chapter 4.2 - Transportation and Connectivity Framework . Prioritize the inclusion of pedestrian and bicycle facilities alongside roadway development and redevelopment. Incorporate landscaping and stormwater best management practices (BMPs) wherever possible.	Lead: PW Support: DS	City staff time; Outside support/ funding				X	
6.2.18: Complete Sunset Lane Between MO-58 and 163rd Street Extend Sunset Lane between MO-58 and 163rd Street. Prioritize the inclusion of multimodal facilities along the roadway and connections to/from Memorial Park and Hawk Ridge Park.	Lead: PW Support: DS	City Staff time; Outside support/ funding	X				
6.2.19: Complete 163rd Street from City Limits to Foxridge Drive Build a connection to complete 163rd Street west across city limits at Kentucky Road. Prioritize the inclusion of multimodal facilities along the roadway and connections to/from the Raymore Gateway activity center, Creekmoor Elementary, and surrounding neighborhoods.	Lead: PW Support: DS	City Staff time; Outside support/ funding				X	



6.3 PROSPEROUS ECONOMIC GROWTH IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.3.1: Recruit and Retain Businesses Work with the Raymore Chamber of Commerce to develop a business recruitment and retention strategy. Leverage the City's "Come Home to More" brand to build awareness of community assets and strengths. Utilize arts, entertainment and placemaking as tools to inspire new development opportunities and ideas throughout the community. Develop multiple recruitment strategies that are specific to target industries to fill market gaps. Work with community partners to take a proactive and coordinated approach to responding to development opportunities and inquiries	Lead: ED Support: DS, CH	City staff time					X
6.3.2: Prioritize Existing Businesses Make existing businesses a priority by providing robust support for retention and expansion. Identify opportunities to celebrate business successes publicly. Prioritize regular interactions with the community's top employers and provide timely follow-up on identifiable needs or concerns.	Lead: ED Support: DS, CH	City staff time					X
6.3.3: Support Small Businesses Offer resources to support small businesses, focusing on unique and locally owned businesses. Cultivate and maintain relationships with the community partners and organizations that provide assistance. Target industry coworking and incubator programs to help support local entrepreneurs and start-ups. Identify opportunities to help home-based businesses grow into brick-and-mortar operations.	Lead: ED Support: DS, CH	City staff time; Partnership; Outside support/ funding					X
6.3.4: Maximize Community Reach in the Site-Selection Process Maximize the community's reach in the site-selection process across multiple mediums. Engage with high-quality projects that will provide job opportunities for Raymore residents, including light industry, manufacturing and technology.	Lead: ED Support: DS, KCADC	City staff time; Partnership					X



6.3 PROSPEROUS ECONOMIC GROWTH IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.3.5: Foster Vibrancy, Density and Place Focus development and investment along the City's main commercial districts, street corridors, nodes and activity centers that foster a sense of vibrancy and place within the community. Create opportunities for mixed-use developments that encompass housing, retail and entertainment. Encourage the use of pedestrian and bike facilities, street furniture and other pedestrian safety features that will encourage multiple modes of transportation to and from the City's commercial areas.	Lead: DS Support: ED, PW	City staff time					X
6.3.6: Implement Incentive Policies Define and implement a range of incentive policies to support a diverse economic portfolio. Develop a scalable incentive policy to attract new businesses while providing opportunities to keep high-performing businesses in Raymore as they grow. Employ economic development programs that are specific to small and/or local businesses. Regularly communicate with business owners and offer assistance on navigating various permitting and review processes when appropriate.	Lead: ED Support: DS, FN, CC	City Staff time					X
6.3.7: Explore Public/Private Partnerships Identify and pursue public/private partnerships and funding opportunities to spur economic development and growth. Explore the creation of a public/private partnership program wherein the City facilitates a competitive process and invests funds in key projects that will spur economic development and growth. Seek public/private partnerships around Municipal Circle to support additional development.	Lead: ED Support: FN, CH, KCADC	City staff time; Partnership; Outside support/ funding					X



6.3 PROSPEROUS ECONOMIC GROWTH IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.3.8: Keep Sales Tax Local Support development of new retail space targeted at goods, services and experiences people are leaving Raymore for in order to help keep dollars local. Raymore suffers from retail sales leakage with a pull factor of 0.74 (Raymore captures retail sales at a rate 0.74 times the statewide average). Increase retail offerings, including sit-down restaurants, small anchor stores and boutiques and entertainment options. Allow for the development of those uses per the recommendations of the Future Land Use Framework (Figure 4.1). Do so appropriately and in line with community aesthetics and values.	Lead: ED Support: DS, CH	City staff time					X
6.3.9: Complete Master Planning Tract 1 of the Good Ranch Activity Center Initiate the process of completing the first phase of the master planned Good Ranch activity center, as detailed in Chapter 4.1 - Land Use and Development Framework .	Lead: DS Support: ED, PW	City staff time; Outside support/funding		X			
6.3.10: Strengthen the Existing Workforce Engage with and support efforts to strengthen the existing workforce and identify opportunities for new programs and initiatives. Connect existing businesses with State and Federal employment and training resources. Develop an approach to an incentive policy to promote “people-based” incentives that aligns with current businesses such as job training partnerships, certification programs, hiring assistance, etc. Explore additional solutions to assist in solving workforce issues, including the development of diverse housing options and childcare services.	Lead: ED Support: KCADC, West Central Community Action Agency	City staff time; Partnership; Outside support/funding					X



6.3 PROSPEROUS ECONOMIC GROWTH IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.3.11: Support Workforce Development Efforts Continue existing support for workforce development programs, including the Raymore Peculiar School District LEAD Center. Continue to promote workforce development programs/institutions by connecting potential students and appropriate programs. Prioritize removing barriers to continued education offerings within the City.	Lead: ED Support: RPSD, KCADC, West Central Community Action Agency	City staff time; Partnership; Outside support/ funding					X
6.3.12: Identify Strategic Short- and Long-Range Investment Opportunities Identify timed investment opportunities that will leverage development interest for the City. Prioritize opportunities as funding allows and ensure alignment with the City's annual budget and Capital Improvement Program.	Lead: ED Support: DS, FN	City Staff time; Outside support/ funding	X				



6.4 EXCEPTIONAL CUSTOMER SERVICE IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.4.1: Align Day-to-Day Decision-Making and Budgeting with the Comprehensive Plan Use the Future Land Use Framework (Figure 4.1) and accompanying land use descriptions to provide guidance on future development applications, site plans and permits. Incorporate the use of the Future Land Use Framework into development review processes. Incorporate implementation of the Plan into the City's annual budget and Capital Improvement Program.	Lead: A Support: DS, PW, FN, ED, CC	City staff time	X				X
6.4.2: Keep the Comprehensive Plan Updated The Plan should be reviewed on an ongoing basis. If, after analysis, it is recommended to be modified, it should be updated on the following timelines: Annually. An internal annual review of minor updates should be conducted. City staff members, the Planning and Zoning Commission and City Council should document issues to be reviewed based upon cases, initiatives, opportunities and other pertinent information. Conduct an internal work session of these issues to incorporate them into an annual minor update of the Plan. Five Years. Conduct an interim update of the Plan to bring the current Plan in alignment with the annual updates. The entire document should be reviewed for consistency with annual changes. This update could be conducted by City staff members or a professional planning consultant. This update assumes targeted and limited public engagement. Ten Years. Based upon the rate of changes in demographics, growth, community vision and other critical considerations, the City should develop a new Comprehensive Plan that is reflective of the community's desires and vision at that time. This update could be conducted by a professional consultant. This recommendation assumes significant public engagement.	Lead: DS Support: All City departments	City staff time					X



6.4 EXCEPTIONAL CUSTOMER SERVICE IMPLEMENTATION MATRIX

ACTION	PARTICIPANTS	INVESTMENT	TIMEFRAME				
			IMMEDIATE	SHORT-TERM	MID-TERM	LONG-TERM	ONGOING
6.4.3: Create an Online Service Portal Establish an online portal for electronic plan submittals to streamline the review process for City staff and citizens.	Lead: ITS Support: All City departments	City staff time		X			
6.4.4: Create an Online GIS Portal Establish an online GIS portal to make spatial data readily available and to better assist citizens, business owners, developers and other interested parties with property inquiries.	Lead: GIS Support: DS, PW, ITS	City staff time		X			
6.4.5: Staff Training Implement regular internal training sessions for City staff on topics related to customer service, interpersonal operations and safety.	Lead: HR Support: All City departments	City staff time	X				X

A

APPENDIX A: ECONOMIC AND MARKET STUDY

This appendix outlines market strategies and opportunities for the future of Raymore, providing an objective review of market conditions within the City and recommendations for improvements and future uses.

Please note that this report does not represent the recommendations of the Raymore Blueprint 2045 Plan, but was used in the formulation of the final Plan implementation strategies as it provides objective, market-based information.

CANYON RESEARCH SOUTHWEST, INC.

COMMERCIAL REAL ESTATE RESEARCH AND ANALYSIS

REAL ESTATE MARKET ANALYSIS
CITY OF RAYMORE COMPREHENSIVE PLAN
RAYMORE, MISSOURI

March 2024

Prepared for:

Olsson, Inc.
1814 Main Street
Kansas City, MO 64108

Prepared by:

Canyon Research Southwest, Inc.
505 Ellicott Street, Suite A202
Buffalo, NY 14203

PR# 2023.10.03

505 ELLICOTT STREET, SUITE A202 / BUFFALO, NY 14203 / (716) 327-5576

TABLE OF CONTENTS

	<u>Page #</u>
MARKET ANALYSIS	1
Retail Market Analysis	1
• Retail Sales Trends	1
• Competitive Retail Market Trends	1
• Trade Area Capture	4
• Retail Pull Factor	4
• Forecast Retail Space Need	5
Employment Market Analysis	7
• Employment Related Business Mix	7
• Competitive Office Market Trends	8
• Competitive Industrial Market Trends	10
• Forecast Space Need	13
Residential Housing Market Analysis	16
• Housing Stock Characteristics	16
• Raymore Apartment Market	21
• Forecast Housing Need	25
STUDY CONCLUSIONS	29
Forecast Commercial, Industrial, and Residential Need	29

REAL ESTATE MARKET ANALYSIS

The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting Raymore, 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 in Raymore.

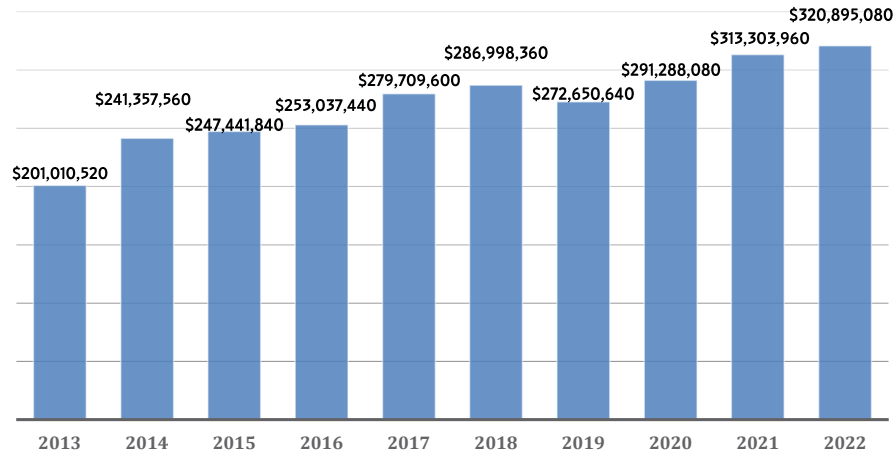
Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting Raymore, Missouri and forecasts future need for commercial space.

Retail Sales Trends

The City of Raymore levies a 2.5 percent sales tax on the receipts from the sale of retail tangible personal property or services. The bar chart below illustrates City sales tax retail sales from FY 2013 through FY 2022.

City of Raymore Fiscal Year Retail Sales Trends



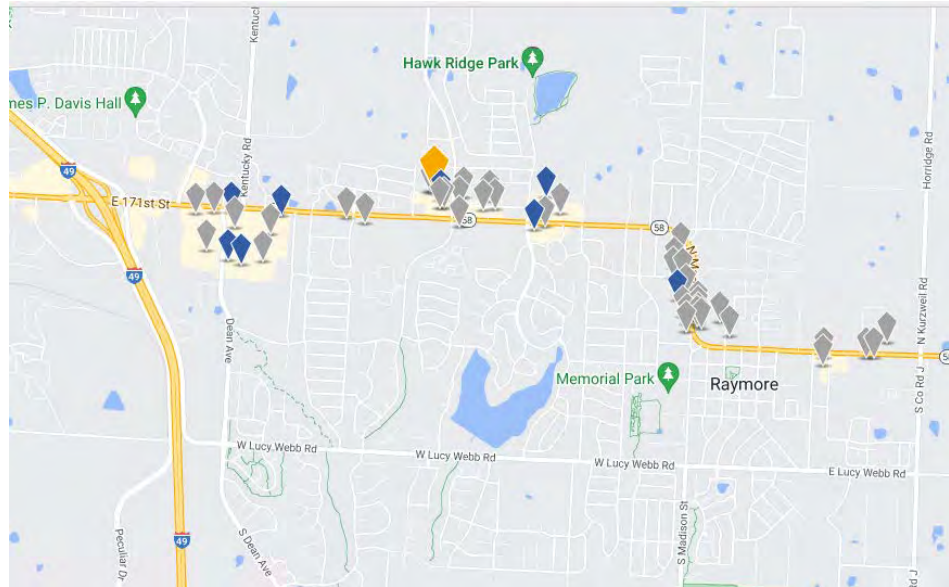
As the data indicates, taxable retail sales in Raymore escalated from \$201 million in FY 2013 to \$287 million by FY 2018, an increase of 42.8 percent. Taxable sales declined 5.0 percent during FY 2019 to \$272.7 million as the COVID-19 pandemic had an adverse impact on the nation's retail industry starting in early 2020. Taxable retail sales tax rebounded in FY 2020, increasing 6.8 percent to \$291.3 million. Taxable sales rose 7.6 percent during FY 2021 and 2.4 percent in FY 2022.

Competitive Retail Market Trends

CoStar, a national real estate market research company, provided historical and current retail market trends in Raymore, Missouri. The CoStar database was searched for existing shopping centers and retail buildings. Bank branches, convenience stores, automotive, car wash, and fast food and sit-down restaurants were

excluded from the retail survey. The map on the following page depicts the location of each surveyed shopping center and retail building in Raymore.

Raymore, Missouri Shopping Centers and Retail Buildings



A total of 46 retail properties were identified in Raymore totaling 1.0 million square feet of commercial space. Route 58 serves as the city's principal retail corridor with concentrations at the intersections of Dean Avenue, Fox Ridge Drive, Johnston Parkway, and Pine Street. The table on the following pages summarizes retail market trends in Raymore since 2010.

The intersection of Route 58 and Dean Avenue serves as Raymore's largest concentration of commercial space anchored by the 400,000 square foot Raymore Galleria housing a Walmart Supercenter, Sam's Club, and Lowe's. Additional retail businesses include Sherwin Williams, Sally Beauty Supply, Hawthorn Bank, Wendy's, Whataburger, Firestone, and Big O Tire. Eight outparcels totaling 6.9 acres are available for sale within the Raymore Galleria North. The 0.38 acre to 1.3-acre parcels are priced at \$12.00 to \$15.00 per square foot. One of the parcels has been approved for the construction of a 9,000 square foot commercial building to house Pacific Dental, shop space, and a drive-thru.

Route 58 and Fox Ridge Drive serves as a secondary retail hub housing such businesses as CVS Pharmacy, Walgreens, Dairy Queen, McDonalds, and the Willowind Square shopping center. Large commercially zoned parcels of land are available for future retail development at the southeast and southwest corners of Route 58 and Fox Ridge Drive.

The intersection of Route 58 and Johnston Parkway serves as a neighborhood shopping destination housing such businesses as Cosentino's Price Chopper, Anytime Fitness, Taco Bell, Community Bank of Raymore, Country Club Bank, Urgent Care, Johnny's Tavern, and Amoco.

Route 58 and Pine Street is Raymore's eastern most commercial district housing strip centers and such freestanding businesses as Dollar General, Sonic, Casey's, Conoco, and O'Reilly Auto Parts. Considerable vacant commercial land is available within this retail core to accommodate future retail development.

Since 2010, three retail properties totaling 153,143 square feet of building area have been constructed in Raymore while net space absorption totaled 168,705 square feet.

Raymore, Missouri Retail Market Trends

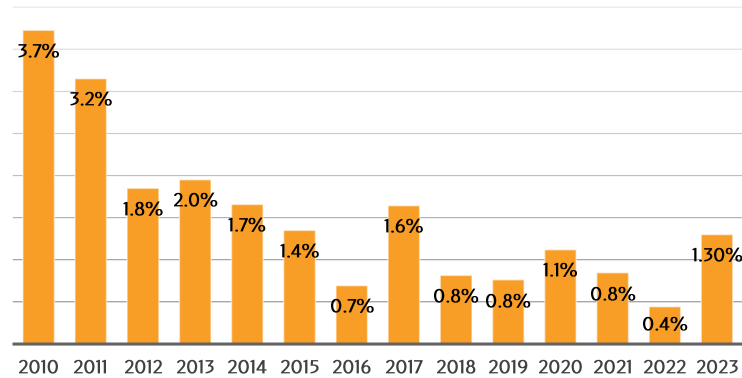
Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	43	849,410	31,649	3.7%	-3,500
2011	43	849,410	26,766	3.2%	4,883
2012	43	849,410	15,711	1.8%	11,055
2013	44	945,410	18,446	2.0%	93,265
2014	44	945,410	15,666	1.7%	2,780
2015	44	945,410	12,766	1.4%	2,900
2016	44	945,410	6,541	0.7%	6,225
2017	45	998,353	16,404	1.6%	43,080
2018	45	998,353	8,141	0.8%	8,263
2019	45	998,353	7,600	0.8%	541
2020	45	998,353	11,175	1.1%	-3,575
2021	46	1,002,553	8,475	0.8%	6,900
2022	46	1,002,553	4,440	0.4%	4,035
2023	46	1,002,553	12,587	1.3%	-8,147

Source: CoStar.

The City of Raymore has used tools like Tax Increment Financing ("TIF"), Community Improvement Districts ("CIDs") and Transportation Development Districts ("TDDs") to assist in commercial development and the construction of needed infrastructure to support the growth, including the Raymore Galleria development, 58 Highway and Dean Raymore Market Center, and other major commercial developments. These incentive tools proved effective in attracting such retailers as Sam's Club, Lowe's, Price Chopper, and others.

By the fourth quarter 2023, the inventory of surveyed retail space in Raymore was operating at a healthy vacancy rate of 1.3 percent. Since 2010, Raymore's retail space inventory has operated at a vacancy rate well below market equilibrium ranging from 0.4 percent to 3.7 percent. The shortage of retail space available for immediate occupancy is a barrier to attracting and accommodating retail businesses to Raymore. The low overall vacancy rate suggests additional near-term retail space is supportable.

Raymore, Missouri Retail Vacancy Rate Trends



As Raymore's population continues to grow, an expanded retail market will become viable with new development driven by end-users with speculative development less common.

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, it 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.

The U.S. Census Bureau estimated the July 1, 2022 population for the City of Raymore at 24,207 residents and per capita income of \$38,107. For FY 2022, taxable sales in Raymore totaled \$320,895,080.

Esri Business Analyst estimated the population for Missouri at 6,268,203 residents and per capita income of \$30,929. Based on FY 2022 state sales tax collections reported by the Missouri Department of Revenue, the state's per capita retail sales amount to \$14,495.

$$\text{Trade Area Capture} = \frac{\$320,895,080}{\$14,495 \times (\$38,107 / \$30,929)} = 17,968 \text{ Residents}$$

Raymore's population of 24,207 residents and estimated TAC of 17,968 people illustrates that residents are shopping outside of the city.

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 Raymore's TAC of 17,968 residents by the city's population of 24,207 residents yields a pull factor of 0.74, indicating the city captures retail sales at a rate equal to 74 percent of the statewide average. The below average pull factor indicates that Raymore is experiencing significant retail sales leakage which is common among growing suburban communities at the fringe of the metropolitan area where the retail market has yet to catch up to the population growth.

Forecast Retail Space Need

This section of the study provides conservative and optimistic retail space need estimates from 2023 to 2045 for Raymore. 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.

For FY 2022, taxable sales in Raymore totaled \$320,895,080. At Raymore's total inventory of retail space of 1,174,297 square feet yields average sales of \$273 per square foot.

The City of Raymore's 2022 population of 24,207 residents with the per capita income of \$38,107, yields total personal income of approximately \$922.5 million. Based on the *U.S. Census Bureau Annual Retail Trade Survey* and Raymore's per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to 38 percent of total personal income. While the City's current retail pull factor is 0.74, this study applied a balanced pull factor of 1.00 to estimated future captured retail sales.

By 2045, Raymore's population is conservatively forecast to reach 35,193 residents, an increase of 10,986 residents. A more optimistic scenario has the City's population increasing by 12,250 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 Raymore's population growth is forecast to capture new retail goods and services sales of \$159 million, supporting approximately 582,000 square feet of new occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2045, Raymore is forecast to capture new retail goods and services sales of \$186.7 million and approximately 684,000 square feet of new occupied retail space.

**Forecast Retail Space Demand from Population Growth
Raymore, Missouri; 2024 - 2045**

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2024-2045)	10,986	12,250
Per Capita Income	\$38,107	\$38,107
Total Gross Personal Income	\$418,643,502	\$466,810,750
% Income Spent on Retail Goods and Services	0.38	0.40
Supportable Goods and Services by City Residents	\$159,084,531	\$186,734,300
Pull Factor	1.00	1.00
Total Supportable Retail Goods & Services Sales	\$159,084,531	\$186,724,300
Average Retail Sales Per Sq. Ft.	\$273	\$273
Retail Space Demand 2024-2045 (Sq. Ft.)	582,727	683,972

Source: Canyon Research Southwest, Inc.; March 2024.

Accounting for the current inventory of vacant commercial space in Raymore and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City is estimated to support the need for approximately 688,000 to 797,000 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 68.7 to 79.0 acres of commercial land under the conservative scenario and 79.6 acres to 91.5 acres under the optimistic scenario.

**Supportable New Retail Space Estimates
Raymore, Missouri; 2024 - 2045**

City of Raymore New Retail Space Estimates 2024-2045	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
Raymore Inventory of Occupied Retail Space 2023 Q4	989,966	989,966
Forecast Retail Space Need 2024-2045	582,727	683,972
Total Occupied Retail Space Inventory 2045	1,572,693	1,673,938
Market Equilibrium Retail Space Need (7% Vacancy)	1,691,068	1,799,933
Less: Existing Inventory of Retail Space 2023 Q4	-1,002,553	-1,002,553
Supportable New Retail Space 2024-2045	688,515	797,380
Supportable Development Acres		
20% FAR	79.0	91.5
23% FAR	68.7	79.6

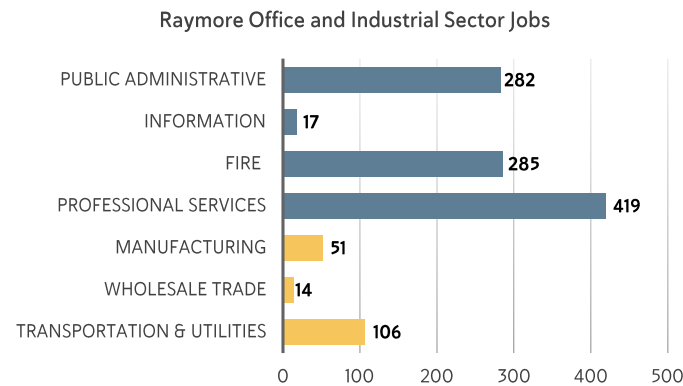
Source: Canyon Research Southwest, Inc.; March 2024.

Employment Market Analysis

This section of the study evaluates professional office and industrial market conditions directly impacting Raymore, Missouri. The goal is to identify future opportunities for Raymore to support future employment-related development.

Employment-Related Business Mix

For this analysis industrial-related employment is defined as the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the information; professional, scientific, and management; public administration; and finance, insurance, and real estate (“FIRE”) sectors. In the bar chart below office-related sectors are highlighted in “yellow” with industrial-related sectors highlighted in “orange.”



According to Esri Business Analyst, employment within the Raymore city limits totals 4,921 jobs. Office-related employment consists of 1,003 jobs in the information, professional services, and finance, insurance, and real estate sectors, accounting for 20.4 percent of total employment. By comparison, office-related jobs in Missouri account for 21.4 percent of total employment. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support approximately 200,600 to 225,675 square feet of occupied professional office space.

Industrial-related employment in Raymore totals just 171 jobs in the manufacturing, wholesale trade, and transportation and warehouse sectors, or 3.5 percent of total employment. By comparison, industrial-related jobs account for 28.1 percent of employment in Missouri. At an average space requirement of 800 to 1,000 square feet per employee, current employment levels can support just 136,800 to 171,000 square feet of occupied industrial space.

Given the anticipated growing need for retail, office, and industrial space, from 2024 through 2045, this study forecasts employment growth in Raymore at 3,200 to 4,000 jobs.

CoStar provided historical and current office market trends in Raymore, Missouri. The Costar database was searched for existing professional and medical office buildings. The map below depicts the location of the surveyed office buildings in Raymore.

The map displays the Raymore Branch of the Missouri State Highway System, highlighted in yellow. The route runs east-west through the town of Raymore. Key landmarks include Hawk Ridge Park, Memorial Park, and several schools. The route is marked with mileposts 49, 58, and 59. The map also shows major roads like Kentucky Rd, E 171st St, and E Lucy Webb Rd.

The largest concentration of office space in Raymore is within Remington Plaza located at Route 58 and Allen Court with nine office buildings totaling 55,469 square feet of space. Eight buildings were constructed from 2004 to 2006 with the latest building coming online in 2021.

8

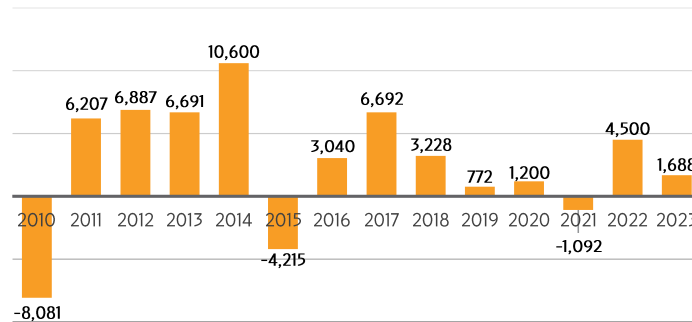
Raymore, Missouri Office Market Trends

Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	32	188,371	45,110	23.9%	-8,081
2011	32	188,371	38,903	20.7%	6,207
2012	32	188,371	32,016	17.0%	6,887
2013	32	188,371	25,325	13.4%	6,691
2014	32	188,371	14,725	7.8%	10,600
2015	32	188,371	18,940	10.1%	-4,215
2016	32	188,371	15,900	8.4%	3,040
2017	32	188,371	9,208	4.9%	6,692
2018	32	188,371	5,980	3.2%	3,228
2019	32	188,371	5,208	2.8%	772
2020	32	188,371	4,008	2.1%	1,200
2021	33	193,371	10,100	5.2%	-1,092
2022	33	193,371	5,600	2.9%	4,500
2023	33	193,371	3,912	2.0%	1,688

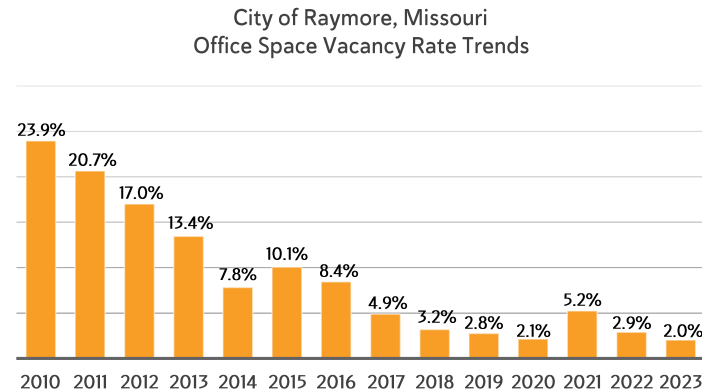
Source: CoStar.

Since 2010, just one new office building has been constructed in Raymore totaling 5,000 square feet and a net 42,109 square feet of space has been absorbed. Office space absorption peaked from 2011 through 2014 totaling 30,385 square feet of newly occupied space. The COVID-19 pandemic had a slight impact on Raymore's office market with net absorption of just 1,200 square feet in 2020 and -1,092 square feet in 2021. The office market has since rebounded, posting positive net absorption of 4,500 square feet in 2022 and 1,688 square feet in 2023.

Raymore, Missouri Net Office Space Absorption (Sq. Ft.)



By year-end 2010, the Raymore office market was operating at an overall vacancy rate of 23.9 percent. Over the next decade as tenant demand accelerated, the overall vacancy rate continued to improve reaching a low of 2.1 percent by year-end 2020. Since 2017, the Raymore office market has operated at below market equilibrium vacancies ranging from 0.5 percent to 5.2 percent. By the fourth quarter 2023, the 33 office buildings in Raymore were 98.0 percent occupied, suggesting the need for additional short-term supply. The bar chart below depicts the office market's year-end vacancy rate trends since 2010.



To conclude, given Raymore's peripheral location within the Kansas City MSA, it maintains just a modest inventory of office space with tenants serving the professional and healthcare needs of the local population. As Raymore continues to grow the need for additional professional and medical office space will arise.

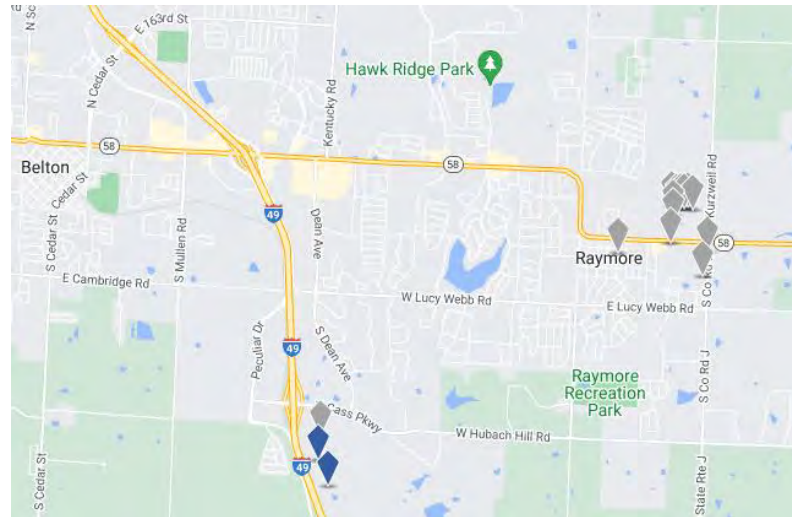
Competitive Industrial Market Trends

CoStar provided historical and current industrial market trends in Raymore, Missouri. The Costar database was searched for existing industrial buildings. The map on the following page depicts the location of the surveyed office buildings in Raymore.

Industrial-related employment in Raymore totals 171 jobs in the manufacturing, wholesale trade, and transportation and warehouse sectors, or just 3.5 percent of total employment. The industrial building search identified fifteen (15) properties in Raymore totaling 2.16 million square feet of industrial space.

The original concentration of industrial space is located at the east end of Raymore near Route 58 and Kurzweil Road which houses older, small warehouse and manufacturing facilities. The 130-acre Raymore Commerce Center is a newly emerging industrial hub at the southeast corner of Interstate 49 and Cass Parkway. Since 2021, three large-scale distribution warehouse facilities have been built totaling nearly 2.09 million square feet of space, of which 144,194 square feet remains vacant and available for lease. The new industrial buildings are designed to accommodate logistics firms given the convenient Interstate 49 access. Twenty-year tax abatement is in place at the Raymore Commerce Center and available to prospective tenants.

Raymore, Missouri Industrial Buildings



The table below summarizes industrial market trends in Raymore from 2010 through 2023.

Raymore, Missouri Industrial Market Trends

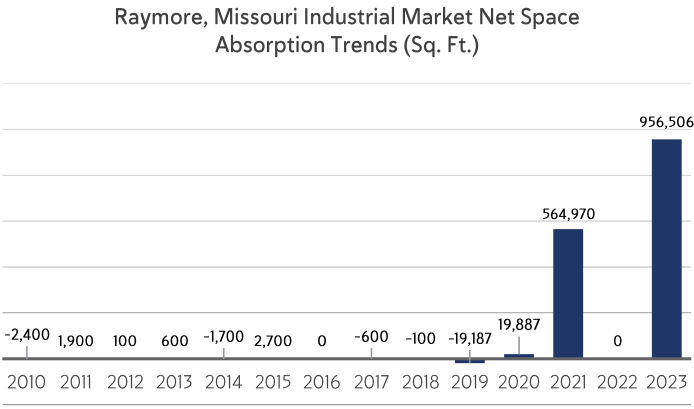
Year	# of Properties	Inventory Sq. Ft.	Vacant Space	Vacancy Rate	Net Absorption
2010	12	75,727	3,600	4.8%	-2,400
2011	12	75,727	1,700	2.2%	1,900
2012	12	75,727	1,600	2.1%	100
2013	12	75,727	1,000	1.3%	600
2014	12	75,727	2,700	3.6%	-1,700
2015	12	75,727	0	0.0%	2,700
2016	12	75,727	0	0.0%	0
2017	12	75,727	600	0.8%	-600
2018	12	75,727	700	0.9%	-100
2019	12	75,727	19,887	26.3%	-19,187
2020	12	75,727	0	0.0%	19,887
2021	13	640,697	0	0.0%	564,970
2022	14	1,664,987	1,024,290	61.5%	0
2023	15	2,163,586	144,194	6.7%	956,605

Source: CoStar.

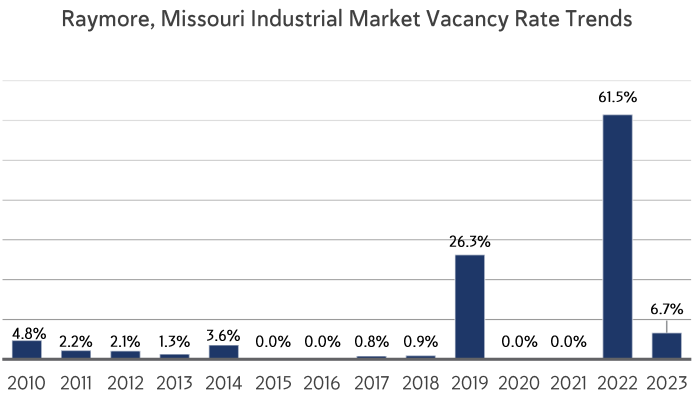
From 2010 to 2020, no new industrial space was constructed in Raymore. Three buildings have been constructed since 2021, totaling 2.09 million square feet of space.

Net space absorption since 2010 has totaled 1.52 million square feet of building area. Net absorption peaked in 2021 and 2023 in response to new additions to supply. During 2023, Nuuly occupied 604,000 square feet

and Harmar and A4 occupied 352,605 square feet of space at the Commerce Center. The bar chart below illustrates annual industrial space absorption trends since 2010 for Raymore.



From 2010 through 2018, Raymore's industrial vacancy rate operated well below market equilibrium, ranging from 0.0 percent to 4.8 percent. Despite the negative impact of the COVID-19 pandemic on the national economy, the Raymore industrial market has remained resilient, operating at full occupancy in 2020 and 2021. In response to the construction of 2.09 million square feet of space since 2021, vacancies jumped to 61.5 percent in 2022, declining to 35.7 percent by the third quarter 2023. The bar chart below illustrates annual industrial vacancy rate trends since 2010 for Raymore.



To conclude, given Raymore's peripheral location within the Kansas City MSA, it maintains a modest inventory of industrial space, most of which is distribution warehouse product. With land along Interstate 49 designated for future business park development, as the city continues to grow the need for additional industrial space will escalate, led by logistics space.

Forecast Space Need

Professional office and industrial space need projections for the City of Raymore through the year 2045 quantify future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By year-end 2023, Raymore supported 193,371 square feet of office space operating at a 2.0 percent vacancy rate. The need for professional office space is closely correlated with expansion in office-related 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.

Since 2010, just one new office building has been constructed in Raymore totaling 5,000 square feet and a net 38,177 square feet of space has been absorbed.

According to the Bureau of Labor Statistics, by August 2023, office-related employment in the Kansas City MSA totals 293,300 jobs in the information, financial activities, and professional and business services sectors. Collectively, these sectors account for 25.6 percent of total employment. From 2010 through 2019 (pre-pandemic), office-related employment in the Kansas City MSA increased at an annualized rate of 1.4 percent, adding 32,600 jobs.

According to Esri Business Analyst, employment within the Raymore city limits totals 4,921 jobs. Office-related employment consists of 1,003 jobs in the information, professional services, and finance, insurance, and real estate sectors, accounting for 20.4 percent of total employment. Given the anticipated growing need for retail, office, and industrial space, from 2024 through 2045, this study forecasts employment growth in Raymore at 3,200 to 4,000 jobs.

Over the next twenty years the share of office-related employment in Raymore is forecast to account for 20 percent to 22 percent of total job growth, yielding 640 to 880 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 2024 through 2045, office-related job growth in Raymore is projected to support the need for 128,000 to 176,000 square feet of office space.

**Forecast Professional Office Space Demand
Raymore, Missouri; 2024 to 2045**

	Conservative Scenario	Optimistic Scenario
Raymore, Missouri		
Office-Related Employment Growth	640	880
Net Office Space Demand (Sq. Ft.)	128,000	176,000
Average Annual Office Space Demand (Sq. Ft.)	5,818	8,000

Source: Canyon Research Southwest, Inc.; March 2024.

Accounting for the current inventory of vacant office space in Raymore and a market equilibrium vacancy rate of 7.0 percent, through 2045 Raymore is estimated to support the need for approximately 148,000 to 200,000 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 11.3 to 13.6 acres of commercial land under the conservative scenario and 15.3 acres to 18.3 acres under the optimistic scenario.

**Supportable New Office Space Estimates
Raymore, Missouri; 2024 - 2045**

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Raymore Inventory of Occupied Office Space 2023 Q4	189,459	189,459
Forecast Office Space Demand 2024-2045	128,000	176,000
Total Occupied Office Space Inventory 2045	317,459	365,459
Market Equilibrium Office Space Need	341,354	392,967
Less: Existing Inventory of Office Space 2023 Q4	-193,371	-193,371
Supportable New Office Space 2024-2045	147,982	199,596
Supportable Development Acres		
25% FAR	13.6	18.3
30% FAR	11.3	15.3

Source: Canyon Research Southwest, Inc.; March 2024.

Industrial Space

By the fourth quarter 2023, Raymore supported 2.16 million square feet of industrial space operating at a vacancy rate of 6.7 percent.

The demand 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.

Since 2010, Costar reported the construction of 2.09 million square feet of industrial space in Raymore, coupled with the net absorption of 1.52 million square feet of space.

According to the Bureau of Labor Statistics, by August 2022, industrial employment in the Kansas City MSA totaled 305,700 jobs in the manufacturing and trade, transportation, and utilities sectors. Collectively, these sectors account for 26.7 percent of total employment. From 2010 through 2019 (pre-pandemic), industrial-related employment in the Kansas City MSA increased at an annualized rate of 1.4 percent, adding 35,900 jobs.

According to Esri Business Analyst, industrial-related employment in Raymore totals just 171 jobs in the manufacturing, wholesale trade, and transportation and warehouse sectors, or 3.5 percent of total employment. Given the anticipated growing need for retail, office, and industrial space, from 2024 through 2045, this study forecasts employment growth in Raymore at 3,200 to 4,000 jobs.

Through the year 2045, industrial employment in Raymore is forecast to increase significantly due to the presence of Interstate 49 and recent boom in e-commerce and construction of logistics facilities, accounting for 30 to 35 percent of total job growth, adding an estimated 960 to 1,400 jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios of 1.0 job per 1,500 square feet of light manufacturing, warehouse, and logistics industrial space.

From 2024 through 2045, industrial job growth in Raymore is projected to support the need for 1.44 million to 2.1 million square feet of industrial space.

**Industrial Space Demand Forecasts
Raymore, Missouri; 2024 to 2045**

		Conservative Scenario	Optimistic Scenario
Raymore, Missouri			
Industrial-Based Employment Growth		960	1,400
Industrial Space Demand (Sq. Ft.)		1,440,000	2,100,000
Average Annual Industrial Space Demand (Sq. Ft.)		65,455	95,455

Accounting for the current inventory of vacant industrial space in Raymore and a market equilibrium vacancy rate of 7.0 percent, through 2045 Raymore is estimated to support approximately 1.56 million to 2.27 million square feet of newly occupied 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 89.3 to 102.1 acres of industrial land under the conservative scenario and 130.0 acres to 148.6 acres under the optimistic scenario.

**Supportable New Industrial Space Estimates
Raymore, Missouri; 2024 - 2045**

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
Raymore Inventory of Occupied Industrial Space 2023 Q4	2,019,392	2,019,392
Forecast Industrial Space Demand 2024-2045	1,440,000	2,100,000
Total Occupied Industrial Space Inventory 2045	3,459,392	4,119,392
Market Equilibrium Industrial Space Need (7% Vacancy)	3,719,776	4,429,454
Less: Existing Inventory of Industrial Space 2023 Q4	-2,163,586	-2,163,586
Supportable New Industrial Space 2024-2045	1,556,190	2,265,868
Supportable Development Acres		
35% FAR	102.1	148.6
40% FAR	89.3	130.0

Source: Canyon Research Southwest, Inc.; March 2024.

Advantages of Raymore in attracting office and industrial development include direct Interstate 49 access, availability of shovel-ready sites, and growing population and employment base.

Residential Housing Market Analysis

This section of the report evaluates the City of Raymore's single-family and apartment markets.

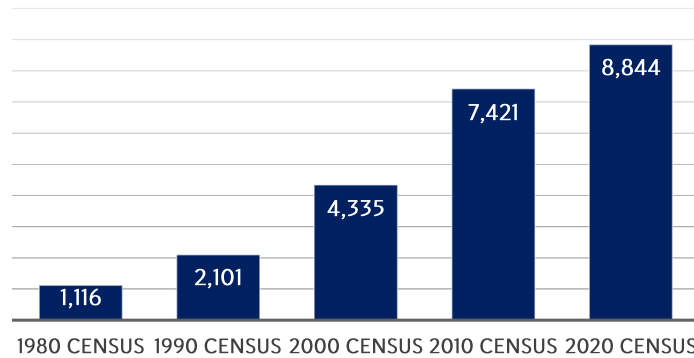
Housing Stock Characteristics

To identify the City of Raymore's existing housing stock characteristics this section of the study addresses the total inventory of dwelling units, occupancies, age, and mix of housing types as well as trends in new housing construction activity.

Housing Inventory Trends

Over the past 40 years steady population growth in Raymore has fueled the need for additional housing. The 1980 Census reported the Raymore housing stock at 1,116 dwelling units. By the 1990 Census Raymore's housing stock increased by 88.3 percent to 2,101 dwelling units. Residential construction accelerated during the 1990's when the housing stock more than doubled to 4,335 dwelling units. During the 2000's new home construction exploded in Raymore with the addition of 3,086 housing units. From 2010 through 2020, the Raymore housing stock increased by 1,423 dwelling units. By 2020, Raymore's housing stock totaled 8,844 dwelling units.

Raymore, Missouri Housing Unit Inventory



Housing Stock Mix

Raymore's housing stock mix is influenced by its suburban character whereby the demand for single-family housing exceeds that for attached rental housing. Detached single-family housing accounts for 85.4 percent of Raymore's housing stock compared to 70.5 percent statewide.

Multi-family housing accounts for just 9.2 percent of Raymore's housing stock compared to 20.2 percent for Missouri. Large-scale properties in Raymore with 20 or more dwelling units total just 2.1 percent of the housing stock, compared to 5.2 percent statewide. Duplexes account for 1.7 percent of the Raymore housing stock compared to 3.3 percent for Missouri. Properties with 3 to 9 housing units account for 5.4 percent of Raymore's housing stock, compared to 8.3 percent statewide.

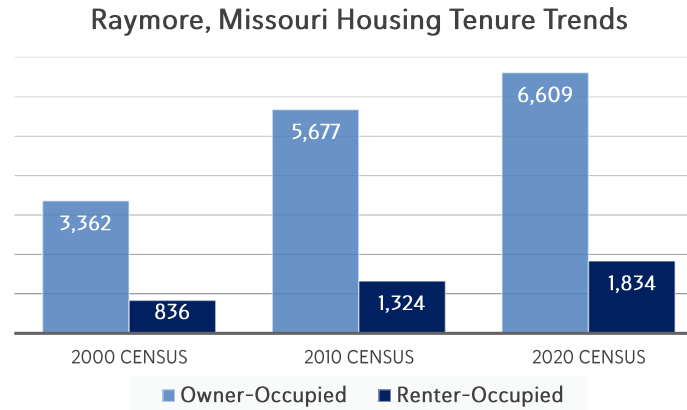
Raymore, Missouri Housing Stock by Type; 2020

Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	7,328	85.4%	70.5%
1-Unit, Attached	393	4.6%	3.6%
2 Units	142	1.7%	3.3%
3 or 4 Units	339	4.0%	4.6%
5 to 9 Units	123	1.4%	3.7%
10 to 19 Units	0	0.0%	3.4%
20+ Units	182	2.1%	5.2%
Other	69	0.8%	5.7%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	8,576	100.0%	100.0%

Source: U.S. Census Bureau.

Housing Tenure Trends

The 2000 Census reported that 4,198 housing units were occupied in Raymore, including 3,362 owner-occupied units and 836 renter-occupied units. From 2000 to 2010, the number of owner-occupied housing units in Raymore increased 68.9 percent to 5,677 units while the inventory of renter-occupied housing units increased by 58.4 percent to 1,324 housing units.



From 2010 through 2020, the housing tenure for Raymore increased by 932 owner-occupied housing units and 510 renter-occupied housing units. As a share of the total occupied housing stock, owner-occupied housing declined from 80.1 percent in 2000 to 78.3 percent by 2020 while renter-occupied housing increased from 19.9 percent in 2000 to 21.7 percent by 2020. By comparison, during 2020 the Missouri housing stock was reported at 67.1 percent for owner-occupied housing units and 32.9 percent with renter-occupied housing units.

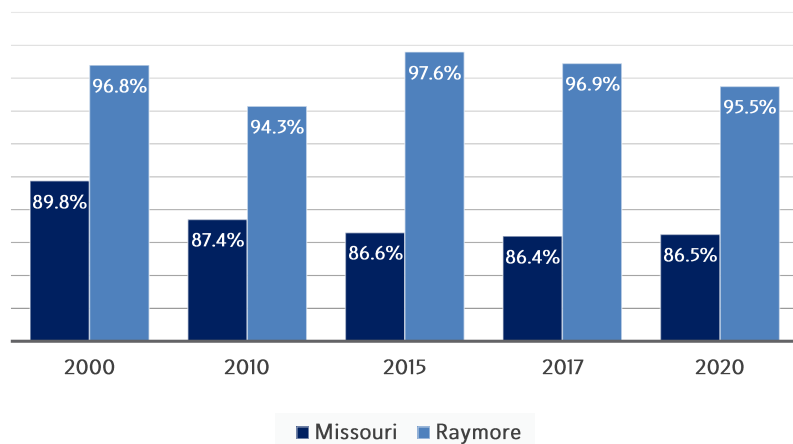
From 2000 through 2020, the housing tenure for Raymore increased by 3,247 owner-occupied housing units and 998 renter-occupied housing units.

Raymore's status as a suburban bedroom community generates an above average demand for owner-occupied housing. As Raymore continues to grow and mature, the need for additional quality rental housing is expected to materialize.

Housing Occupancy Trends

The U.S. Census Bureau reported the overall occupancy rate for existing housing in Raymore declined slightly from 96.8 percent in 2000 to 94.3 percent by 2010. The net gain in occupied housing units over the decade totaled 2,803 dwelling units. Raymore's housing occupancy rate improved to 97.6 percent in 2015. By 2020, Raymore's overall housing occupancy rate declined gradually to 95.5 percent.

Housing Occupancy Rate Comparison



From 2000 to 2020, housing occupancy rates for Raymore significantly outpaced the statewide average. During 2000, Raymore's housing occupancy rate of 96.8 percent compared favorably against that of 89.8 percent for Missouri. From 2010 to 2020, the gap grew and by 2020 Raymore's occupancy rate of 95.5 percent compared to the statewide average of 86.5 percent.

Age of Housing Stock

The table on the following page compares the age of the Raymore housing stock with that of the State of Missouri as reported by the U.S. Census Bureau for 2021. Given the rapid population growth since 1990, the age of the City of Raymore housing stock is considerably newer than the statewide inventory. Homes built since 1990 account for 71.4 percent of Raymore's existing inventory and just 0.7 percent built prior to 1960. By comparison, 34.9 percent of the state's housing stock was built since 1990 with 27.3 percent built prior to 1960.

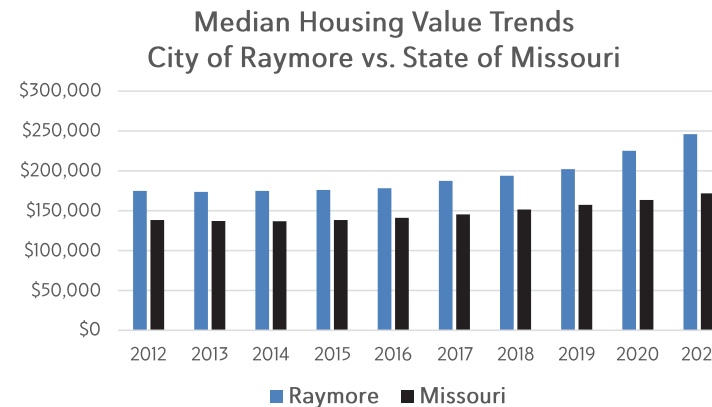
Raymore, Missouri Housing Stock by Year Built, 2021

Year Structure Built	# of Units	% of Total	Missouri
Total Housing Units	8,576		2,807,632
Built 2020 or Later	31	0.4%	0.6%
Built 2010 to 2019	1,050	12.2%	8.3%
Built 2000 to 2009	3,005	35.0%	13.4%
Built 1990 to 1999	1,958	22.8%	12.6%
Built 1980 to 1989	1,030	12.0%	11.8%
Built 1970 to 1979	1,031	12.0%	14.7%
Built 1960 to 1969	405	4.7%	11.2%
Built 1950 to 1959	29	0.3%	9.6%
Built 1940 to 1949	18	0.2%	4.5%
Built 1939 or Earlier	19	0.2%	13.2%

Source: U.S. Census.

Housing Values

According to the *American Community Survey* published by the U.S. Census Bureau, during 2012 the median housing value in Raymore of \$245,900 exceeded the statewide median of \$171,800. Stemming from the national housing bust, the median housing value for both Raymore and the State of Missouri declined steadily from 2010 through 2013. From 2015 to 2021, the median housing value in Raymore rose 39.6 percent while Missouri housing reported value appreciation of 24.1 percent. During 2020 and 2021, the median home value in Raymore increased by 21.7 percent to \$245,900. The bar chart below provides a comparison of median housing values between the City of Raymore and the State of Missouri from 2012 to 2021.



Just 5.0 percent of the owner-occupied housing stock in Raymore is valued under \$100,000, compared to just 23.5 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 69.0 percent of Raymore's housing stock compared to 41.4 percent statewide.

**Housing Value Comparison; 2021
City of Raymore vs. State of Missouri**

Price Range	City of Raymore	State of Missouri
Less than \$50,000	1.6%	8.2%
\$50,000 - \$99,999	3.4%	15.3%
\$100,000 - \$149,999	5.2%	17.5%
\$150,000 - \$199,999	20.9%	17.7%
\$200,000 - \$299,999	43.0%	20.9%
\$300,000 - \$499,999	21.4%	14.7%
\$500,000+	4.6%	5.8%

Source: U.S. Census Bureau.

Occupancy by Housing Type

Homeowners in Raymore are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. According to the U.S. Census Bureau, during 2021 owner-occupied housing in Raymore accounted for 81.1 percent of the entire occupied housing stock with renter-occupied accounting for 18.9 percent. By comparison, owner-occupied housing accounts for 67.6 percent of Missouri's total occupied housing stock with renter-occupied accounting for 32.4 percent.

For 2021, according to the U.S. Census Bureau, of Raymore's total housing stock, an estimated 8,557 dwelling units were occupied, including 6,941 owner-occupied housing units and 1,616 renter-occupied housing units. Detached single-family homes accounted for 96.7 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 36.9 percent of all occupied rental units.

City of Raymore Occupied Housing Stock by Type - 2021
Owner-Occupied vs. Renter-Occupied Housing

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	8,557	6,941	1,616
Units in Structure			
1-Unit, Detached	85.4%	96.7%	36.9%
1-Unit, Attached	4.6%	2.1%	15.3%
2 Units	1.7%	0.0%	8.8%
3 or 4 Units	4.0%	0.0%	21.0%
5 to 9 Units	1.4%	0.0%	7.6%
10 or More Units	2.1%	0.2%	10.4%
Mobile Home and other Types of Housing	0.8%	1.0%	0.0%
Totals	100.0%	100.0%	100.0%

Source: U.S. Census Bureau.

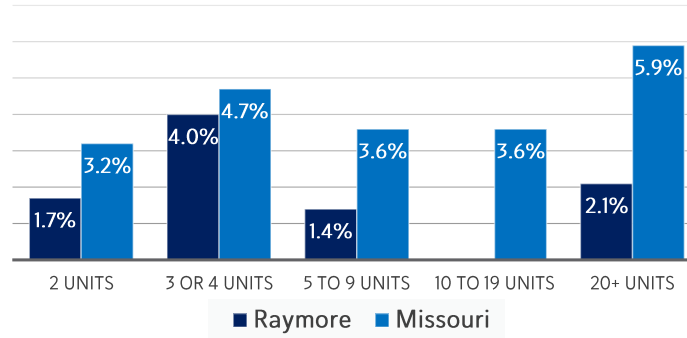
Properties with 3 to 4 units were the most popular attached housing product for renters accounting for 21.0 percent of all renter-occupied units. Attached single-family properties account for 15.3 percent of all renter-occupied units, while multi-family properties with 10 or more units account for just 10.4 percent of all renter-occupied units.

In the coming two decades Raymore is anticipated to support escalating levels of new home construction as the Kansas City MSA continues to expand, and buyers seek an improved quality of life and new, more affordable housing. As the housing market matures a wider range of housing products and price points will be supportable, including move-up single-family homes, townhomes, and large-scale apartment properties.

Raymore Apartment Market

According to the U.S. Census Bureau, as of 2021, Raymore's inventory of multi-family housing totaled 786 dwelling units, or just 9.2 percent of the city's total housing stock. By comparison, multi-family housing accounts for 20.8 percent of the Missouri housing stock.

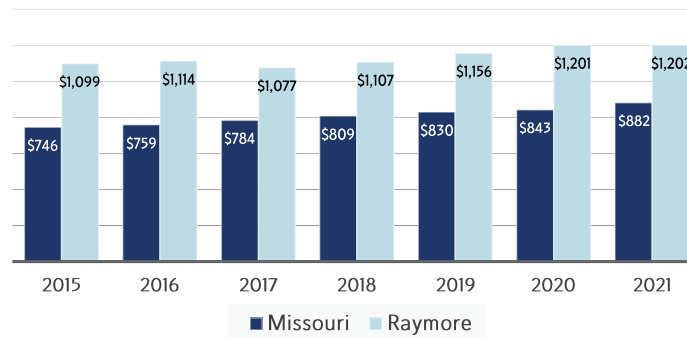
Comparison of Multi-Family Housing Stock
City of Raymore vs. State of Missouri, 2021



Multi-family properties consisting of 2 to 4 dwelling units account for 5.7 percent of Raymore's total housing stock, compared to 7.9 percent statewide. Apartment properties with 20 or more units account for just 2.1 percent of Raymore's total housing stock, compared to 5.9 percent statewide. The predominance of smaller multi-family properties is common among peripheral suburban cities.

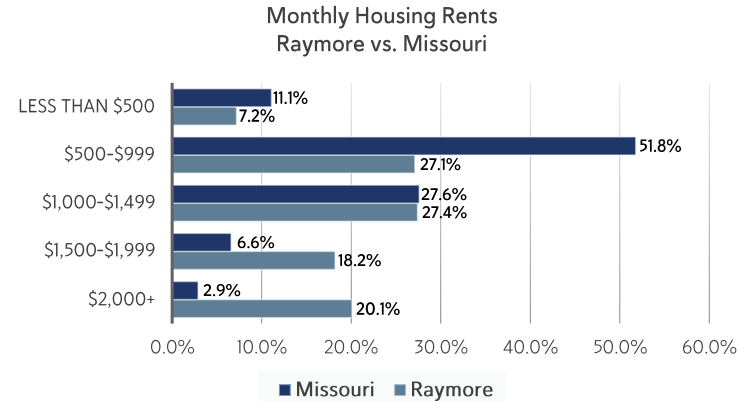
Since 2015, Raymore's median monthly housing rent significantly outpaced the statewide median. From 2015 through 2021, Raymore's median monthly housing rent increased 9.4 percent, reaching \$1,202 by 2021. Missouri's median rent in 2021 of \$882 per month was 26.6 percent below the median for Raymore.

Median Monthly Housing Rent Trends
City of Raymore vs. State of Missouri

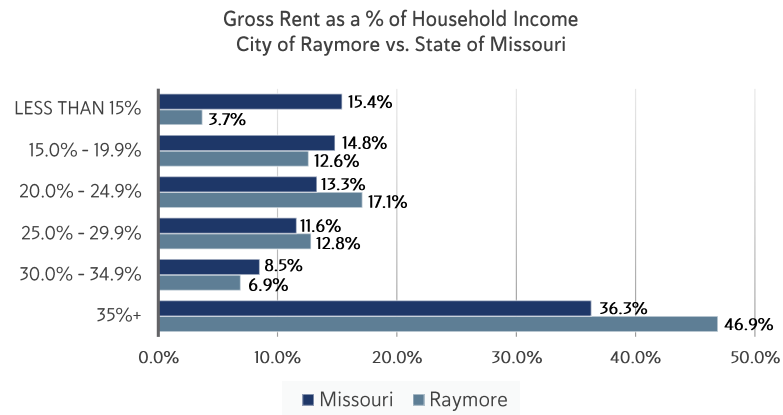


Raymore supports a modest inventory of affordable rental housing. Just 7.2 percent of Raymore's occupied rental housing rents for less than \$500 per month compared to 11.1 percent statewide. An estimated 27.1 percent of Raymore's rental housing garners rents of \$500 to \$999 per month, compared to 51.8 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for 27.4 percent of Raymore rental market, consistent to the statewide rate of 27.6 percent. Housing units renting for \$1,500 to \$1,999 per month account for 18.2 percent of Raymore rental market, consistent to the statewide rate of 6.6 percent. Housing units renting for \$2,000 or more per month account for 2.9 percent of Raymore rental market, compared to 20.1 percent statewide.

Raymore supports a large inventory of upscale rental housing. Housing units renting for \$2,000 or more per month account for 28.3 percent of Raymore rental market, compared to just 9.5 percent statewide. Raymore's above average rents may be attributed to the fact that detached and attached single-family housing accounts for 52.2 percent of all occupied rental housing.



Housing stress occurs when the cost of housing (either as rental or as a mortgage) is high relative to household income. A household spending 30 percent or more of its income on housing can be considered under housing stress. The gross rent for 53.8 percent of renter households in Raymore accounts for 30 percent or more of total income compared to 44.8 percent statewide, suggesting a need for additional affordable and income-based housing in both Missouri and Raymore.

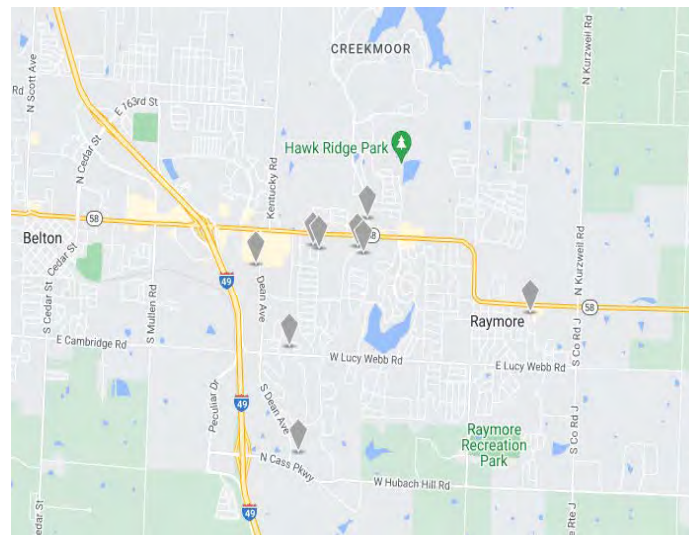


Rents for quality rental properties in Raymore are priced at the high end of the range and in many cases are equal to that of a mortgage payment for an entry-level home. With continued population growth forecast, the need exists in Raymore for additional rental housing.

Large-Scale Apartment Properties

Large-scale apartment properties in Raymore, Missouri with 20 or more rental units were identified by conducting a search on Costar. Raymore has nine large-scale apartment properties totaling 1,130 dwelling units. Three apartment properties totaling 168 dwelling units are market-rate with four income-based properties totaling 101 dwelling units. The existing apartment properties are concentrated along the western edge of Raymore along the Route 58 corridor. The locations of the existing apartment properties are illustrated in the map below.

Raymore, Missouri Large-Scale Apartment Properties



Raymore's existing large-scale apartments include eight market-rate properties totaling 1,074 rental units and one, 56-unit income-based property. The Ridgeway Villas at the Legends is an income-based apartment property.

Since 2010, four large-scale apartment properties have been built in Raymore, totaling 696 dwelling units. Two large-scale apartment properties have been constructed since 2021, including the 396-unit Lofts at Fox Ridge built in 2021 and 204-unit Venue Townhomes built in 2023.

The Depot is under construction at 101 Dean Avenue. The project is designed for 300 market-rate units, featuring 1-, 2-, and 3-bedroom models. Property amenities include a gated entrance, clubhouse, business center, fitness center, lounge, game room, bike storage, pool and spa, and pet play area.

The table on the following page summarizes annual operating trends since 2010 for the large-scale apartment properties in Raymore.

Raymore, Missouri Apartment Market Trends

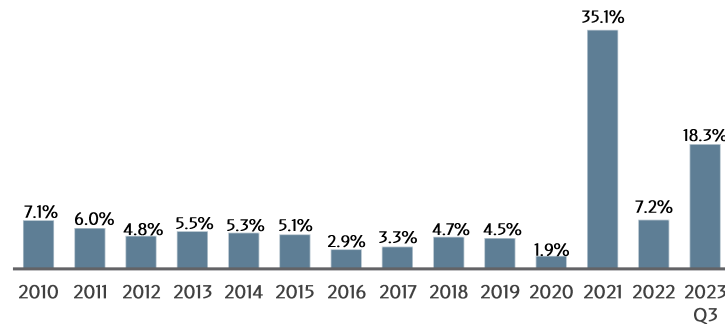
Year	# of Properties	Inventory # of Units	Net Absorption	Vacant Units	Vacancy Rate	Average Rent/Mo.
2010	5	434	28	31	7.1%	\$988
2011	5	434	5	26	6.0%	\$998
2012	5	434	5	21	4.8%	\$1,011
2013	5	434	-3	24	5.5%	\$1,025
2014	5	434	1	23	5.3%	\$1,039
2015	5	434	1	22	5.1%	\$1,054
2016	6	490	64	14	2.9%	\$1,088
2017	6	490	-2	16	3.3%	\$1,107
2018	7	530	31	25	4.7%	\$1,127
2019	7	530	1	24	4.5%	\$1,177
2020	7	530	14	10	1.9%	\$1,207
2021	8	926	81	325	35.1%	\$1,241
2022	8	926	258	67	7.2%	\$1,276
2023 Q3	9	1,130	64	207	18.3%	\$1,219

Source: CoStar.

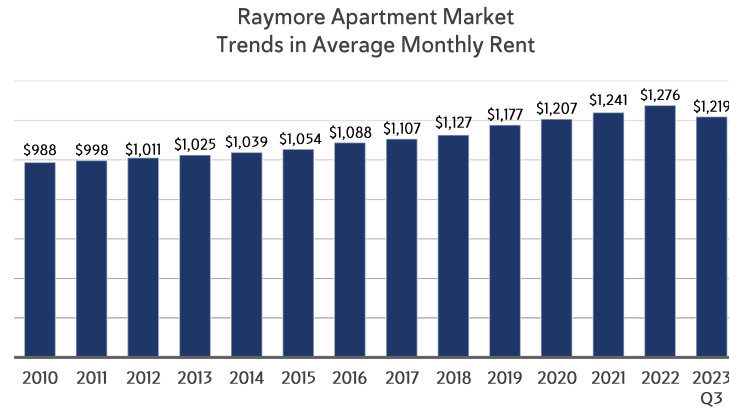
Since 2010, 548 apartment units have been absorbed in Raymore, peaking since 2021 at net absorption of 403 units. The recent spike in net absorption is in response to new supply.

From a 7.1 percent vacancy rate at year-end 2010, the Raymore apartment market improved to a low of just 1.9 percent by year-end 2020. In response to the completion of 396 new apartment units in 2021, the year-end vacancy rate escalated to 35.1 percent. The absorption of 258 rental units in 2022 yielded a sharp decline in the overall vacancy rate to 7.2 percent. The construction of another 204 apartment units in 2023 pushed the vacancy rate to 18.3 percent.

Raymore Apartment Market Vacancy Rate Trends



As the bar chart below illustrates, Raymore’s average monthly apartment rent rose from \$988 in 2010 to \$1,219 by the third quarter 2023.



Over the past decade the average effective rent increased by 23.4 percent, reaching \$1,219 per month by the third quarter 2023. By comparison, the average effective rent in the Kansas City MSA is \$1,229 per month.

Forecast Housing Need

Residential housing demand estimates for the City of Raymore 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.

Demographic characteristics and historic population growth trends for Raymore were provided by the U.S. Census Bureau. Housing characteristics for Raymore were provided by the *American Community Survey*. Population growth projections for Raymore were generated by Canyon Research Southwest based on historic growth patterns, increasing urban growth within the Interstate 49 corridor, existing infrastructure, and employment growth in Raymore.

The *American Community Survey* estimates Raymore’s 2021 residential housing stock at 8,576 dwelling units, operating at an overall occupancy rate of 99.8 percent. The occupied housing stock included 6,941 owner-occupied units (81.1%) and 1,616 renter-occupied units (18.9%). A total of 19 vacant housing units were reported. Raymore’s average household size is 2.63 persons.

The Mid-America Regional Council forecasts Raymore to add 7,601 residents from 2020 through 2050.

Between the year 2000 and 2020, the City population more than doubled in size, adding 11,795 new residents. The population growth over the 20-year timeframe equated to an annualized rate of 3.3 percent, compared to 1.3 percent annually for Cass County and 0.5 percent annually for Missouri. Raymore’s 2022 population was estimated at 24,207 residents. By 2045, Raymore is forecast to add 10,986 to 12,250 new residents.

Supportable residential housing absorption over the next twenty years 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 2023 through 2045, the City of Raymore population is forecast to increase by 10,986 to 12,250 new residents. According to the U.S. Census Bureau, Raymore's average household size is 2.63 persons. Raymore's forecast population growth through 2045 is estimated to yield an estimated 4,177 to 4,658 new households and occupied housing units.

Latent Housing Demand

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 generally supports a 92 percent to 95 percent occupancy rate. Healthy markets require approximately 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 2021* of Raymore's housing stock of 8,576 dwelling units a total of just 19 housing units were vacant, equating to an overall occupancy rate of 99.8 percent.

Through 2045, population growth is anticipated to result in the need for 4,177 to 4,658 additional housing units, bringing the total inventory to 12,753 to 13,234 occupied housing units.

At market equilibrium occupancy rate of 92 percent, by 2045 Raymore's inventory of vacant and unoccupied housing stock would total 1,020 to 1,058 dwelling units. Given the 2021 inventory of 19 vacant housing units in Raymore, latent housing demand through 2045 is estimated at 1,001 to 1,039 dwelling units.

Total Housing Need

From 2023 through 2045, the City of Raymore's forecast population growth and latent demand is anticipated to create the need for an estimated 5,178 to 5,697 new housing units. According to the U.S. Census Bureau, during 2021 owner-occupied housing in Raymore accounted for 81.1 percent of the entire occupied housing stock with renter-occupied accounting for 18.9 percent. Given the city's population age composition, household income levels, and existing housing stock, through 2045 the housing need is estimated to be segmented 75 percent owner-occupied and 25 percent renter occupied. Therefore, by 2045 the mix of new housing inventory is estimated at 3,883 to 4,272 homeownership units and 1,295 to 1,425 rental units.

**Forecast Residential Housing Need
Raymore, Missouri; 2023-2045**

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock	8,576	8,576
Less: Vacant Housing Units	19	19
Occupied Housing Units	8,557	8,557
Population Growth Housing Demand		
Population Growth 2023-2045	10,986	12,250
Average Household Size	2.63	2.63
New Occupied Housing Units	4,177	4,658
Latent Housing Demand		
Occupied Housing Units 2021	8,576	8,576
Plus: Population Growth Housing Demand	4,177	4,658
Occupied Housing Units 2045	12,753	13,234
Market Equilibrium Vacant Units (8.0%)	1,020	1,058
Less: Vacant Housing Units 2021	19	19
Estimated Latent Housing Demand	1,001	1,039
Total Housing Unit Need 2023-2045	5,178	5,697

The City of Raymore's mix of future housing need is best determined by evaluating the city's population demographics with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Entry-level householders are generally 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 11.2 percent of the Raymore population with those 25 to 34 years of age accounting for 9.7 percent. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 29.1 percent of Raymore residents are high school graduates or less. Raymore population demographics provide a modest market for entry-level for-sale and rental housing.

An estimated 16.3 percent of Raymore households earn less than \$35,000 annually with 10.3 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.

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 9.7 percent of Raymore residents are 25 to 34 years of age with 44.5 percent of residents attaining an associate degree or higher. An estimated 11.8 percent of households earn \$35,000 to \$49,999 annually and 11.8 percent of households earn \$50,000 to \$74,999 annually.

Move-up homebuyers are typically in their late 30's to 40's, married with children. There is a total of 35.7 percent of households in Raymore with children. An estimated 15.0 percent of Raymore residents are 35 to 44 years of age with 22.0 percent of residents attaining a bachelor's degree and 11.7 percent of residents

possessing a graduate or professional degree. An estimated 14.6 percent of households earn \$75,000 to \$99,999 annually and 45.3 percent of households earn \$100,000 or more annually.

To conclude, Raymore's population demographics provide a strong market for both move-up for-sale housing as well as market-rate rental housing. Household income levels support entry-level for-sale housing priced from \$200,000 to \$350,000 and move-up for-sale housing priced at \$350,000 and more.

The table on the following page summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2045, the market share for single-family housing in Raymore is expected to remain relatively consistent to trends over the past twenty years. The market share of 2- to 9-unit multi-family structures is anticipated to drop off in favor of large-scale apartment development.

In summary, through 2045, Raymore is forecast to experience mounting urban pressures, producing steady population growth and the need for additional housing. From 2023 through 2045, the City of Raymore's forecast population growth and latent demand are anticipated to create the need for 5,178 to 5,697 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 9-unit multi-family structures in favor of large-scale apartment properties.

Forecast Housing Demand by Product Type
Raymore, Missouri; 2023-2045

	2021 Estimate		% of Total	2045 Forecast	
	# of Units	% of Total		Conservative Scenario	Optimistic Scenario
Forecast Housing Demand					
Total Housing Units	8,576			5,178	5,697
Occupied Housing Units	8,557				
Owner-Occupied	6,941	81.1%	75.0%	3,883	4,272
Renter Occupied	1,616	18.9%	25.0%	1,295	1,425
Housing Demand by Type					
Single-Family Detached	2,360	75.6%	76.0%	3,935	4,330
Single-Family Attached	169	5.4%	1.0%	52	57
2 to 4 Units	443	14.2%	2.0%	104	114
5 to 9 Units	58	1.9%	1.0%	52	57
10+ Units	44	1.4%	20.0%	1,035	1,139

Source: U.S. Census and Canyon Research Southwest, Inc.

STUDY CONCLUSIONS

Based on the findings of the *Economic and Market Analysis*, need projections were forecast through 2045 in Raymore for residential housing and commercial and industrial space.

Forecast Commercial, Industrial and Residential Need

The need for additional retail, office and industrial space and residential housing units was forecast for the City of Raymore, Missouri through the year 2045. Market forces driving future need 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.

By 2045, Raymore's increased population is forecast to generate additional retail sales capable of supporting 688,000 to 797,000 square feet of new retail space.

From 2024 through 2045, office-related job growth in Raymore is projected to support the need for 148,000 to 200,000 square feet of additional office space.

By 2045, industrial job growth in Raymore is projected to support the need for approximately 1.56 million to 2.27 million square feet of additional industrial space.

Through 2045, Raymore is forecast to experience mounting urban pressures, producing steady population growth and the need for additional housing. By 2045, the City of Raymore's forecast population growth and latent demand are anticipated to create the need for 5,178 to 5,697 new housing units. Detached single-family homes are anticipated to remain the dominant new housing product with more expensive move-up for-sale housing playing an increasing role. The trend in multi-family rental housing is anticipated to transition from 2- to 9-unit multi-family structures in favor of large-scale apartment properties.

Forecast Retail, Office, Industrial and Residential Need Raymore, Missouri; 2024 to 2045

		Growth Population	2024-2045 Jobs	Net Conservative	Gain Optimistic
Retail		10,986 - 12,250		688,000 SF	797,000 SF
Office			640 - 880	148,000 SF	200,000 SF
Industrial			960 - 1,400	1,556,000 SF	2,266,000 SF
Housing		10,986 - 12,250		5,178 DUs	5,697 DUs
Ownership Units				3,883 DUs	4,272 DUs
Rental Units				1,295 DUs	1,425 DUs

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 dwelling units per acre for single-family and 15 dwelling units per acre for multi-family, through 2045 the City of Raymore is estimated support the development of approximately 1,384 acres to 1,410 acres of land under the conservative scenario and 1,565 acres to 1,598 acres under the optimistic scenario.

Forecast Land Area Absorption in Acres
Raymore, Missouri; 2024 to 2045

Land Use	Conservative Scenario	Optimistic Scenario
Retail	68.7 - 79.0	79.6 - 91.5
Office	11.3 - 13.6	15.3 - 18.3
Industrial	89.3 - 102.1	130.0 - 148.6
Single-Family Residential	1,139	1,253
Multi-Family Residential	76	87
Total Acres	1,384.3 - 1,409.7	1,564.9 - 1,598.4

B

APPENDIX B: FULL SUMMARY OF PUBLIC ENGAGEMENT EFFORTS

This appendix includes the full comment log and summary of findings from the 2022 Community Conversation, facilitated by the University of Kansas Public Management Center, and the full report from the City of Raymore Community Survey, administered in 2021 by ETC Institute.



Raymore 2045: A Blueprint for Growth

Community Conversation

July 2022



Public service lies at the heart of democracy.



Collaboration Arts



Table of Contents

Introduction 3

Executive Overview 4

Community Conversation Summary 6

Demographics.....12



Over the last seven years, the City of Raymore has consistently asked its citizens what they think is important in creating the kind of community they want. In 2016, then in 2018 and again in 2021, Raymore citizens were engaged in community conversations designed first to reimagine Raymore and then to determine what makes Raymore home.

As a result, priorities were identified in each of the following four focus areas.

- Community Identity and Connections
- Safe, Well-Designed and Beautiful Places
- Economic Vitality
- High-Performing Organization

While priorities changed over the course of time, residents were generally pleased with progress being made.

In July 2022, Raymore citizens were asked to once again participate in a community conversation. This time, however, the purpose of the conversation was to inform the development of the City's comprehensive land use plan. According to the City's website, such a plan "establishes a land use pattern by using generalized (land use) classifications. The plan is not a mandate for singular developments, but a tool for integration and balancing different uses."

To that end, between 50 and 60 community members came together on July 27, 2022, to discuss in general terms what changes they'd like to see in Raymore and what they'd like to remain the same. More specifically, they were asked to address uses related to land use, economic vitality, infrastructure, and parks.

An executive overview and summary of the citizen engagement follows; however, a report with all the comments and results is provided separately.

Residents were asked questions designed to query hopes for Raymore in 2045 - what types of housing and businesses do they want, how can the community's infrastructure better contribute to safety, whether alternative modes of transportation were warranted; and how the parks system should be improved.

Throughout the conversation, several recurring themes emerged that would seem to indicate that citizens would like to have opportunities to do more than just come home to Raymore, but to build a life there through living, working, and playing in their community.



Hometown: While there were a few comments about limiting growth, most participants focused on the desire to keep a hometown feel with a strong sense of community pride. This was emphasized with a desire for diversity in housing from entry level to senior living options; parks and recreation opportunities; and active community engagement.



Business Attraction and Retention: Citizens want to attract and support smaller, locally owned businesses, including skilled trades, restaurants, and health care. In addition, they'd like to have larger manufacturing, distribution, and tech business that provide a livable wage.



Trails: Raymore citizens want new and improved bike and pedestrian trails – as part of a comprehensive system near their homes, connected to their sidewalks, with amenities such as benches.

More specifically, each of the four categories that were the focus on the evening, the question that was posed and the highest prioritized themes were as follows.

Land Use

What type of housing options do we need to support the future of our community?

1. Housing that is well integrated with open space, parks, and trails
2. More senior housing options, with affordable and smaller homes
3. Neighborhoods with a diversity of home sizes and price points
4. Mixed-use residential and commercial opportunities, with businesses at street level and residential above
5. Affordable housing specifically at the entry level price point

Economic Vitality

Raymore has seen a lot of growth in recent years; thinking 20 years from now, what types of jobs and businesses should the City attract for economic vitality?

1. Small businesses with skilled trade jobs: plumbers, electricians, and mechanics
2. Jobs that pay a livable wage and provide benefits
3. Healthcare
4. Entertainment venues
5. Manufacturing, including light industrial and warehouse distribution centers

Infrastructure

How should the City improve safety and alternative modes of transportation?

1. Increased connectivity of trails and sidewalks
2. Additional maintenance and amenities along sidewalks and trails such as benches and workout equipment
3. Additional crosswalk markings
4. Improved cycling routes
5. Widen primary road and add shoulders

Parks

How should the City continue to develop our neighborhood and regional parks system?

1. Construct additional trails and maintain existing system
2. Enhance maintenance and parking at existing parks
3. Preserve existing trees in parks and plant additional ones
4. Increase park activities – BMX, pickle ball, disc golf etc.

Opening Comments

Before sharing information about what the City has accomplished, participants were asked to share what they want to be different about Raymore in 2045 and what they want to be the same. The themes for those questions follow.

Participants want Raymore to stay the same by maintaining its:

- Culture of community and hometown feel.
- Walkability, trails, and connections.
- Sense of safety.
- Level of community engagement, through events, municipal outreach, and two-way communication.

Participants hope Raymore changes through:

- Attracting a diverse array of businesses
- Offering educational opportunities for all residents and developing partnerships between schools and the business community
- Additional connections through bike and pedestrian trails as well as more traditional transportation improvements
- Annexing adjacent property
- Care of vulnerable populations, including homeless and seniors

After participants were asked these two opening questions, the remainder of the evening was spent discussing four specific topics: land use, economic vitality, infrastructure, and parks. One question was posed for each category. Themes were then developed around the responses for each question and those themes were prioritized. (It should be noted that all raw responses can be found in a separate document detailing the evenings outcomes.)

The pages that follow list the topic, the question that was asked and the results of the prioritization exercise.

Land Use

What type of housing options do we need to support the future of our community?

The following themes emerged and are listed in order as prioritized by community conversation participants through the polling process.

Land Use	
Housing that is well integrated with open space, parks, and trails	19%
More senior housing options, with affordable and smaller homes	16%
Neighborhoods with a diversity of home sizes and price points	15%
Mixed-use residential and commercial opportunities, with businesses at street level and residential above	14%
Affordable housing specifically at the entry level price point	13%
Additional single-family homes	9%
Availability of more sustainable building practices (allow solar)	8%
Well positioned multi-family/apartment developments.	5%

Community conversation participants want housing options from buying a first home to senior living. They'd like traditional single-family homes as well as those mixed with other uses, including retail and recreational amenities.

It could be noted that in the 2021 community conversation, the need for workforce housing was discussed. Such housing opportunities are critical for teachers, nurses, and police officers to live in the community where they work. When residents with these careers can afford to live near their jobs, the entire community benefits. Traffic congestion lessens due to shorter commute times, neighborhoods are more diverse, and employers are able to recruit and retain these essential workers which strengthens the local economy.

Economic Vitality

Raymore has seen a lot of growth in recent years; thinking 20 years from now, what types of jobs and businesses should the City attract for economic vitality?

The following themes emerged and are listed in order as prioritized by community conversation participants through the polling process.

Economic Vitality	
Small businesses with skilled trade jobs: plumbers, electricians, and mechanics	21%
Jobs that pay a livable wage and provide benefits	15%
Healthcare	14%
Entertainment venues	13%
Manufacturing, including light industrial and warehouse distribution centers	12%
Unique shopping experiences- mom n pop shops, microbreweries, small boutiques, farmer's markets	11%
Hotels, conference centers, event spaces, etc. to attract business travel	8%
More grocery options like: Hy-Vee, Costco, Sprouts	6%

While a desire for small businesses with skilled tradesmen was the dominant priority in considering how to promote Raymore's economic vitality, the other themes were, for the most part, virtually tied. This would appear to indicate that Raymore citizens would like an economy that is diversified, both for employees and for patrons. This replicates the results of the 2021 community conversation in which diversity of businesses and support of local businesses were two of the highest priority categories.

Infrastructure

How should the City improve safety and alternative modes of transportation?

The following themes emerged and are listed in order as prioritized by community conversation participants through the polling process.

Infrastructure	
Increased connectivity of trails and sidewalks	17%
Additional maintenance and amenities along sidewalks and trails such as benches and workout equipment	13%
Additional crosswalk markings	12%
Improved cycling routes	11%
Widen primary road and add shoulders	11%
Additional maintenance to roads	9%
Additional public transportation options, shuttles for seniors	9%
Improved regulations of UTVs (Utility Task Vehicles)	8%
Fill gaps in street light network	8%

While the responses to the question focused on infrastructure generate numerous themes, the top four all focused on bike and pedestrian trails and sidewalks. This was also a theme in the parks discussion that followed. This would seem to indicate a strong desire for such projects and improvements.

Parks

How should the City continue to develop our neighborhood and regional parks system?

The following themes emerged and are listed in order as prioritized by community conversation participants through the polling process.

Parks	
Construct additional trails and maintain existing system	23%
Enhance maintenance and parking at existing parks	16%
Preserve existing trees in parks and plant additional ones	14%
Increase park activities – BMX, pickle ball, disc golf etc.	14%
Food trucks	10%
More park space located in different parts of the community (West Side Dean Ave and East side)	9%
Dog parks- ideally with fencing, trees, a pond, "doggy drop bags"	9%
City pool, splash pad, water parks, aquatics	6%

As with the question on infrastructure, the top priority in parks focused on enhancements to the trail system. Such improvements were also a priority in the 2021 community conversation in which trail enhancements from benches to lighting to trash cans were identified. As has already been mentioned, this consistent theme seems to indicate a strong desire for such projects and improvements.

What else?

At the conclusion of the meeting, participants were asked: *knowing growth is continuing, what are the most essential changes you'd like to see in Raymore over the next 20 years?*

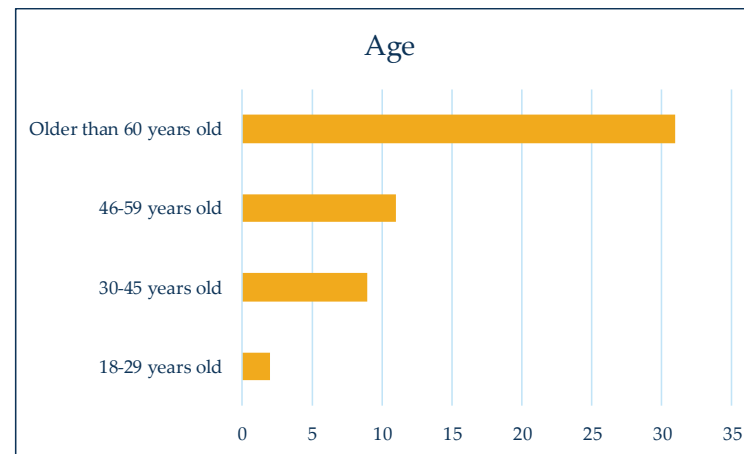
Participants were consistent in their responses over the course of the evening. They want jobs; multi-modal transportation improvements; a diverse economic base; and a variety of housing options.

Demographics

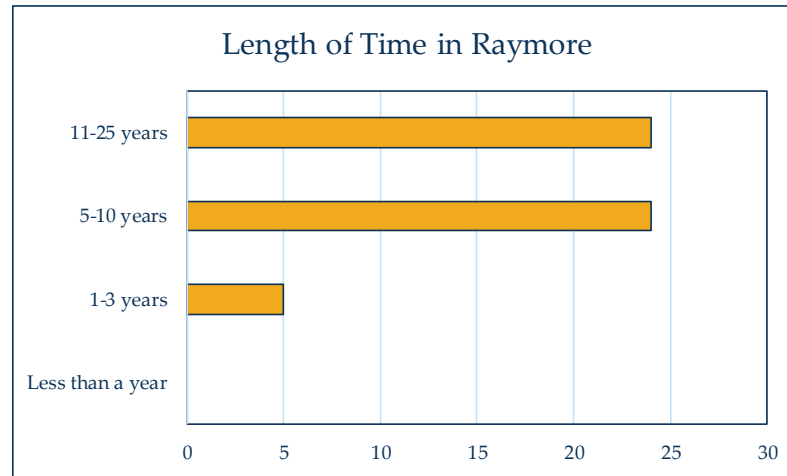
Participants were asked a series of demographic questions upon arrival.

- More than half of participants were older than 60 years old;
- 45% have lived in Raymore for between five and 10 years and another 45% between 11 and 25 years;
- Male attendance held a slight edge over female attendance at 51%.
- Most participants think that Raymore is a combination of a small town, a bedroom community and suburb of the Kansas City metropolitan area.
- While 38% of the participants had not attended a previous community conversation, 12% had attended such an event in 2016, 2018 and 2021.

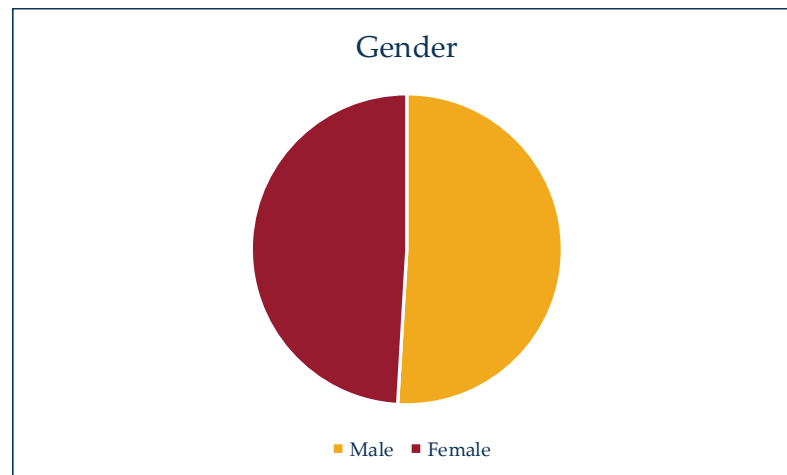
How old are you?



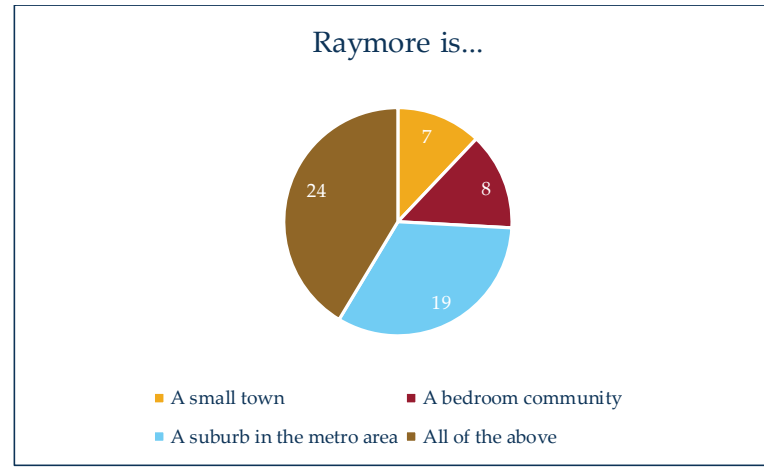
How long have you lived in Raymore?



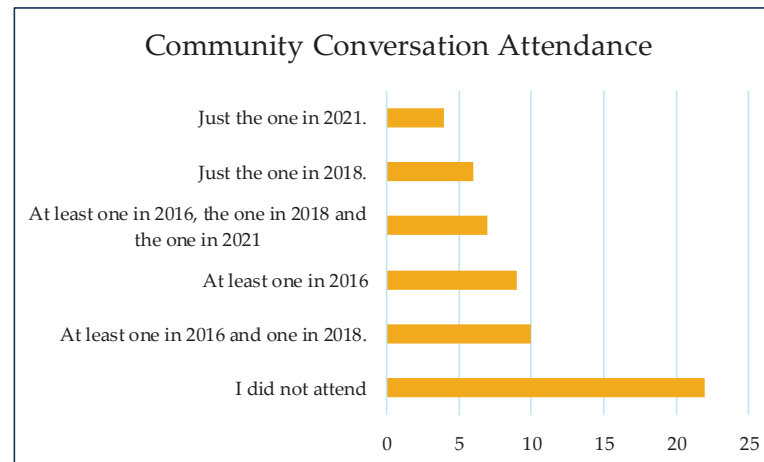
What is your gender?



What do you see Raymore as?



Did you attend any of the Raymore Community Conversations in 2016, 2018 or 2021? (Participants could check all that applied, and some chose up to four responses.)



2022 COMMUNITY CONVERSATIONS RESULTS

DEMOGRAPHICS

How long have you lived in Raymore?

(53 Participants chose one item)

Item	Votes	Percentage of Votes
Less than a year	0	0%
1-3 years	5	9%
5-10 years	24	45%
11-25 years	24	45%
Total Votes	53	

How old are you?

(53 Participants chose one item)

Item	Votes	Percentage of Votes
18-29 years old	2	4%
30-45 years old	9	17%
46-59 years old	11	21%
Older than 60 years old	31	58%
Total Votes	53	

What is your gender?

(53 Participants chose one item)

Item	Votes	Percentage of Votes
Male	27	51%
Female	26	49%
Total Votes	53	

Do you see Raymore as: (check all that apply)

(Participants chose up to 4 items)

Item	Checks	Percentage of Checks
All of the above	24	41%
A suburb in the metro area	19	33%
A bedroom community	8	14%
A small town	7	12%

Total Checks 58

Did you attend any of the Raymore Community Conversations in 2016, 2018, or 2021? (check all that apply)

(Participants chose up to 4 items)

Item	Checks	Percentage of Checks
I did not attend	22	38%
At least one in 2016 and one in 2018.	10	17%
At least one in 2016	9	16%
At least one in 2016, the one in 2018 and the one in 2021	7	12%
Just the one in 2018.	6	10%
Just the one in 2021.	4	7%

Total Checks 58

WHAT WE WANT TO BE DIFFERENT

What do we want to be different in Raymore?

(Participants entered the following comments)

001 Quick trip
 002 Restaurants
 003 Address homeless populations growing
 004 Involve retirees and young people to repair and fix things
 005 Address transient population with resources
 006 Quick Trip by Cass Pkwy. For big trucks
 007 Businesses that produce taxes
 008 Solid carbon footprint
 009 Increase commercial development south of Walmart and N. Cass Parkway
 010 Businesses to come (like Belton) our school district salaries suffer as result
 011 Upscale restaurants
 012 A way to mix generations' skills and learning
 013 Annex further east toward 291
 014 Educational opportunities for kids
 015 Kumon swim academy
 016 Tech center community based. Not just for school
 017 Businesses help support schools
 018 Coding classes parks rec
 019 Become THE southern hub of the metro! Figure out how to draw people past
 020 Swimming pools
 021 Add another high school to support growth
 022 Trails
 023 Residents attitudes
 024 Connect businesses to schools to help teach
 025 Better exit plan on roads if there was an emergency. Lots of cars exiting at once

026 Improvement of main thoroughfare roads. 58 especially
 027 Sit down restaurants
 028 Poor social online presence
 029 High density is not great for schools and taxes
 030 Additional retail and commercial business
 031 Residents unwilling to change
 032 Focus on what's here already
 033 Annex the school at 291
 034 More incentives for small business that's here already
 035 Balance tiffs to attract more business
 036 Small town feel without large town
 037 Better connectivity with the roadway system throughout the city
 038 Willowwind refurbishment instead of new
 039 More commercial base to offset taxes
 040 Take care of current trails instead of new trails
 041 More diversity in shopping and businesses
 042 Better connection hike bike walk
 043 Don't be overland park
 044 Better north south routes
 045 Increase variety of businesses and restaurants
 046 More clearly marked city limits
 047 Improve the S curve of 58 highway
 048 Get out of our box along 58
 049 Focus on what's here. Keep what we have and make it better
 050 Updates about schools for homes w/o children
 051 Think about the consequences of our actions. Is how we are we are doing things the correct way for future.
 052 Were landlocked
 053 We have no central part that we can focus on
 054 Places to congregate parks
 055 Address congestion in busy area of the city

056 Celebrate what makes Raymore Raymore

057 Build roads for the future, not the now.

058 Add additional connections to neighborhoods

059 Unify the community

060 Community to have a draw of more outdoorsy activities for adults or whole family, not just children.

061 Move the farmers market back to park

062 Social equity in rec programs

063 Reduced multifamily development

064 Don't overgrow but grow smartly (not be independence)

065 More community events

066 Have no rental availability for new businesses

067 Climbing walls or other activities

068 Better communication about community events

069 Fenced in dog park

070 Add kid programs

071 Add school events to the Raymore journal before they happen

072 Bridge over I49&58

073 More single family housing for first time professional home buyers, and seniors, reasonably prices homes

074 Need a college

075 Infrastructure

076 More trails. Beautification project. More trees and flowers. Looks great now but always room for more

077 Social services
Help for people that are down on their luck

078 Welcome wagon to Raymore

079 Extension center for a college

080 More parkland

081 Sound wall

082 Dedicated bike lanes. Avid bike riders

083 Less chain restaurants and more local.

084 Manufacturing building more of them

085 Add trails

086 Trail upkeep

087 Goes outside of Raymore to eat if not Mexican.

088 Local jobs,

089 Business district

090 Jobs with good entry level wages

091 Create ways to help people with mental health and low income

092 Better access into Raymore

093 Bring in businesses build here stay here

094 Seniors activity center

095 Industry to help with taxes

096 Local micro-brewery.

097 Draw business to walk to (business center)

098 Swimming pool

099 Downtown district

100 More dog friendly places

101 Too many storage units

102 Pool at RAC

103 Indoor pool so they can swim in winter

104 Better options to get to interstate

105 Exercise center

106 Community involvement in neighborhood watch type programs or crime info share

107 Specialty stores whole foods etc.

108 No factories in town

109 Expand on educational resources

110 Farmer market back in the shade. Not on concrete

111 Consignment stores.

112 Longer city market

113 Hardware store

114 Dog park

115 Partnership with other entities for future amenities such as aquatic centers and joint facilities.

116 Library need one

117 Update to the USPS location

118 Annexation

119	More commerce	128	2 high schools. Only elite can get into activities
120	Traffic issues	129	Less HOA
121	Main street like Lees summit.	130	More development along east side of town
122	Expansion of health care and medical facilities	131	Wider road shoulders
123	More produce at Farmers Market	132	Community Activities
124	Businesses generating more sales tax	133	Increased security
125	No more dental offices	134	Wine walk
126	Manufacturing jobs	135	Ways to get in and out of town
127	Community garden		

WHAT WE WANT TO BE THE SAME

What do we hope will stay the same?

(Participants entered the following comments)

001 Crime rate
002 Quality of living
003 Community involvement
004 Police work well
005 Stay a bedroom community.
006 Friendly
007 Small town idea without being a small town
008 Family oriented
009 Small town feel
010 Downhome feel
011 Sense of community
012 Preservation of small-town feel
013 Doesn't grow up that we are surrounded by people
014 Stay bedroom community
015 Public safety
016 Pride of being in Raymore
017 Less populated feeling
018 Population stay the same
019 Have to grow the parks are great attraction
020 Not a big city feel
021 Open space/green space
022 Don't outpace infrastructure
023 Community engagement
024 Parks as they are
025 Stay a place to call home, community feel

026 Growth pace we currently enjoy
027 Level of police enforcement
028 Community feel to continue as it grows.
029 Walkability
030 Likes addition of Johnny's
031 Trails
032 Level of fire protection
033 Rural community
034 Business growth
Have a plan
035 Parks improving and trails
036 Filling in area around Price Chopper
037 Growth with good planning
038 Bicycles in town
039 Continue to feel safe.
040 Maintain level of support for the parks and trail
041 Trails are pretty and feel safe
042 Gov listening to resident
043 Traffic flow stay the same
044 Arboretum
045 Traffic not bad
046 Hometown feel
047 Accessibility to talk to gov
048 Financial stability
049 Easy to access basic needs
050 Number and types of events
051 A place you can live work and play
052 Community events
053 Proud for the community
054 Walkability

055 Variety of events and activities
 056 Continue public art program
 057 Well maintained and taken care of
 058 Great schools
 059 No drama
 060 Housing is continuing to go up
 061 Small town feel with park land
 062 Value of housing continues to increase
 063 Communication and the newsletter
 064 Raymore journal is back
 065 Tax rate
 066 Safe community
 067 Voting stations set up are convenient
 068 Parks and rec offering sports and kid activities
 069 Code enforcement important
 070 Planning for Maintenance of infrastructure and amenities
 071 Low crime rates and safety
 072 Friendly
 073 Keep the mayberry feel
 074 Feel safe
 075 Approach of the police department
 076 We are attracting folks to Raymore from other cities, and we want to continue or increase that trend
 077 Good schools
 078 Small town feel
 079 Small town feeling with new development
 080 People that communicate
 081 Stay as a bedroom community, single family housing.
 082 The community interaction (such as this meeting itself) should continue
 083 Small town feel
 084 Know neighbors
 085 Hometown feeling, schools, fireworks display
 086 Summer concert series

087 Small town feel (no skyscrapers)
 088 Trails
 089 Younger families
 090 Proactive approach to growth
 091 Managing growth well
 092 Love that it's close to the big city but still feels like a small town
 093 Neighbor hoods
 094 Community meetings
 095 Raymore rocks
 096 Attract some of the fun businesses like mini golf, brewery, bowling, chicken n pickle
 097 More intergenerational
 098 Walking trails
 099 Hangout spots
 100 Community support of businesses
 101 Hope schools keep up with being as respected as they are now.
 102 Park system
 103 Spirit of America
 104 The Raymore Review
 105 All-inclusive parks
 106 RAC open walking
 107 Draw people in to spend money at our businesses without necessarily having to move/live here
 108 Easter event
 109 Snow removal
 110 Parks and rec magazine
 111 All of the trees
 112 Paper magazines and brochures
 113 The center of the city has not been disturbed.
 114 Parade and the pancake breakfast
 115 Community pages and magazine
 116 Police involvement
 117 Safety
 118 Developers build green space with development and maintain
 119 Police presence and the recognition of officers and neighbors

- 120 Feeling safe
- 121 Clean city
- 122 Keep taxes down!
- 123 Small businesses
- 124 School and police partnerships
- 125 Keep community talks going
- 126 Local businesses do good job involvement
- 127 Community bank and grocery store
- 128 Feeling special at the bank
- 129 Local post office
- 130 Variety of housing options
- 131 Likes single family housing
- 132 Clean playgrounds and parks

LAND USE

What type of housing options do we need to support the future of our community?

Themes

- **Neighborhoods with diverse home sizes and price points**
- **More options for senior housing (affordable, small houses)**
- **Affordable housing specifically at the entry level price point**
- **Mixed-use Residential with Commercial communities. Business on bottom, apartment on top**
- **Housing that is well integrated with open space, parks and trails.**
- **Additional single family homes**
- **Well positioned multi-family/apartment developments.**
- **Availability of more sustainable building practices (allow solar)**

(Participants entered the following comments)

001 More senior housing
 002 Tiny homes
 003 Not single-family home
 004 Business on bottom, loft of top
 005 On slab housing 3br
 006 Single family housing
 007 Affordable senior housing
 008 Office space with living space above for work from home businesses
 009 Multifamily - if in the right place. As a buffer between uses
 010 Mixed use with commercial and residential
 011 Diverse homes for different lifestyles
 012 Mixture of homes at varying prices
 013 Maintenance included single family homes
 014 Multi-generational housing
 015 Starter homes

016 If we are doing multifamily. Space them. Out for safety reasons
 017 Need neighborhoods with starter homes (150k range?) instead of apartments to attract younger people
 018 Residential area with parks incorporated
 019 Multiple families living in one house
 020 Cheaper housing
 021 Connectivity with other areas
 022 Less cookie cutter neighborhoods (like Longview farms) houses look different from one another in same neighborhood
 023 Accessible housing
 024 Keep small town feel by keeping housing ratio by head count vs by building count
 025 A bedroom for every stage of life
 026 No more large apartments
 027 Not trendy architecture
 028 No tract homes
 029 Need affordable single-family homes (not poor quality!)
 030 Housing with open spaces and communal spaces or amenities
 031 4plex and lower
 032 Keep the ratio's intact of each as we go.
 033 More entry level homes for young families coming to Raymore so they can grow into the city
 034 Rehabilitated old apartments to make nicer
 035 Homes for young families or families with children
 036 developers stay true to their design
 037 Good landlords
 038 Trails and parks around houses
 039 Clean neighborhoods
 040 Housing that doesn't sacrifice quality for cost
 041 HOA and fees to take care of yard
 042 Clean safe neighborhoods
 043 Good work from home options
 044 Housing that truly meets the needs of residents. Current and future
 045 Mixed value neighborhood
 046 mix use development

047 Master planned neighborhoods with open space
 048 Support charging stations in new housing
 049 Reduce multi-family development
 050 More Neighborhoods with larger lots like tiffany estates
 051 Solar availabilities
 052 HOA not allowing solar options
 053 Have local owners for rentals
 054 Design fitting community development
 055 Community calendar app
 056 Builders incentivized to add solar eco progressive housing
 057 Sustainable homes - solar. Green etc...
 058 A mixed use
 059 Affordable housing
 060 Entry level affordable housing
 061 Variety style or construction design
 062 A place to call home with a yard
 063 Not cookie cutter
 064 Single family housing. Less than 300k
 065 Likes the current variety. More inclusive
 066 Mixed development of all types
 067 Less rental units
 068 Smaller starter homes
 069 Housing for the senior community, but not apartments
 070 Apartments
 071 Better senior housing that's affordable. For low income
 072 Housing for seniors
 073 Less than \$200,000 homes
 074 Affordable
 075 Affordable assisted living options
 076 Homes and businesses In same area.
 077 More senior housing (lifestyle housing)
 078 Apartment options
 079 All-inclusive affordable care option

080 More single family homes
 081 Better and more affordable rent options
 082 Single, community houses for seniors. Not apartments
 083 Single family units
 084 Graduated steps in housing
 085 Encourage generational housing
 086 Support of ag land use
 087 A community for all ages housing options
 088 Owner own condos/town homes
 089 Mother-in-law quarters
 090 Affordable senior living
 091 Tiny houses
 092 Apartments on top of shopping.
 093 Senior living options
 094 Studio apartments
 095 Housing for homeless people
 096 Housing for people of low income
 097 No trailer park communities
 098 Tiny homes community
 099 Urban deer program
 100 Single family homes
 101 Special needs sheltered workshop
 102 Less apartments
 103 Multi family
 104 Affordable single family
 105 Tiny homes
 106 zero entry ADA housing
 107 More group homes for special needs
 108 Not Overland Park type of development
 109 RV Park
 110 Larger lot homes
 111 Estate lot communities
 112 Senior community that does not look like them

TOP LAND USE

What are the top three housing options we need to support the future of our community? (pick 3)

(Participants chose up to 3 items)

Item	Checks	Percentage of Checks
Housing that is well integrated with open space, parks, and trails.	30	19%
More options for senior housing (affordable, small houses)	25	16%
Neighborhoods with diverse home sizes and price points	24	15%
Mixed-use Residential with Commercial communities. Business on bottom, apartment on top	22	14%
Affordable housing specifically at the entry level price point	21	13%
Additional single-family homes	15	9%
Availability of more sustainable building practices (allow solar)	13	8%
Well positioned multi-family/apartment developments.	8	5%

Total Checks 158

ECONOMIC VITALITY

Raymore has seen a lot of growth in recent years; thinking 20 years from now, what types of jobs and businesses should the City attract for economic vitality?

Themes

- Healthcare field- doctor's offices, specialties, primary care physicians, pediatricians, healthcare jobs
- Manufacturing jobs as well as light industrial and warehouse distribution centers
- Small businesses that support the community- Skilled trade jobs; Local plumbers, electricians, mechanics
- Entertainment venues: Movie Theaters, pools, restaurants, night life, winery, microbrewery 'Date night places so we don't have to leave Raymore'
- Unique shopping experiences- Mom n pop shops, microbreweries, small boutiques, farmer's markets
- More grocery options like: Hy-Vee, Costco, Sprouts
- Hotels, conference centers, event spaces, etc. to attract business travel
- Jobs that pay a livable wage- High tech, benefits, no minimum wage jobs

(Participants entered the following comments)

- 001 Tech industry
- 002 Office space
- 003 Manufacturing jobs
- 004 Light industrial
Fill warehouse spaces
- 005 More blue collar jobs

- 006 Skilled labor
Trades
- 007 What are top 10 careers growing in MO and attract those
- 008 Softball/soccer/sporting complex
- 009 Retail stores
- 010 More small businesses
- 011 Skill labor jobs
- 012 Mix of professional and skilled trade
- 013 College in town
- 014 Businesses that support the homeowner. Example carpet and plumbing offices
- 015 Prairie fire type of community. Anchor with small retail shops
- 016 Tech jobs
- 017 Trucking depot near 49
- 018 Innovation center like Lee's Summit
- 019 More doc offices. Pediatrician
- 020 Infrastructure to support growth and technology
- 021 Amazon Warehouse type
- 022 Professional office space
- 023 Health care
- 024 Entertainment/dinning/production
- 025 Larger grocery store. Costco and Hy-Vee and Sprouts
- 026 Communications
- 027 Medical office
- 028 Hotel (nice)
- 029 Bring Hy-Vee here
- 030 Jobs that pay enough to live off of
- 031 Manufacturing jobs
- 032 Costco
- 033 Distribution centers due to the increase in online shopping
- 034 Primary care doc offices

035	Retail - big box	068	Grocery store on east and south side
036	Smaller local business (downtown) main street	069	Mom and pop shops
037	Night life	070	Unique chains
038	Small manufacture jobs	071	Library with a creative space. For example, 3d printing, sewing, sound room
039	Nature type things	072	Small business
040	Place that teaches vocational skills	073	Larger sit-down restaurants
041	Businesses that develop good customer service like culvers	074	Variety in restaurants
042	Community Pool	075	Tech jobs!
043	Additional commercial area	076	Healthcare jobs
044	Winery	077	STEM businesses
045	Friendly employees	078	Mixture of higher scale and mid-scale businesses
046	White collar jobs	079	No tax incentives for any business
047	Tradesman area - mechanics, plumbers, electricians, etc.	080	Jobs that have benefits --- not minimum wage jobs
048	Micro brewery	081	Vocational educational opportunities
049	Vocational jobs	082	Office space to increase daytime population
050	Agricultural jobs	083	Small boutiques
051	Mixed use communities (similar to Lee's Summit at Chipman Road)	084	Doggy daycare
052	Off of south Washington winery or brewery	085	Businesses that pay enough for the employees to actually live in Raymore
053	Entertainment. Pickle ball, exercise options, movie theater, swimming pool	086	Training of skilled labor
054	Being the liquor and we will come!	087	High head count with businesses
055	Restaurant options	088	Hotel
056	Permanent farmers market structure	089	Businesses that have quality instead of cheap products
057	Date night places so we don't have to leave Raymore	090	Buy online pick up in person
058	Medium stores	091	Sit down restaurants
059	Micro businesses	092	Don't build infrastructure that we can't fill (like office buildings - bc more and more people work from home)
060	Agro. Business	093	Mid-scale restaurants
061	Local craftsman	094	Manufacturing and warehouse in south Raymore
062	More education center	095	Ice cream shop
063	More schools	096	Courteous and friendly businesses
064	Car dealerships	097	Hometown hardware store like Smith's
065	Small businesses	098	Hi tech
066	Open air market	099	Shopping for clothes
067	Farm business east		

100 Higher end manufacturing
 101 Bigger conference centers for meetings, traveling businesspeople
 102 Small tearoom/coffee shop
 103 Unique destination businesses
 104 Jobs that create opportunities for students
 105 Event space with more options than Centerview
 106 Jobs that pay to support the ability to live in Raymore
 107 Businesses that mentor and participate with the community
 108 Large commercial business
 109 Health food shop like Sprouts
 110 Distribution centers
 111 Higher educated jobs, upscale
 112 Jobs that create opportunities to partner with the school and students
 113 Raymore owned businesses
 114 Olive garden!
 115 Vo-tec trade learning centers
 116 Entertainment, Chicken and Pickle, Pinstripes types
 117 More ethnic options and variety
 118 Refresh business looks that we have
 119 Places where people can gather and hang out
 120 A nice hotel
 121 Technology centers

122 Entertainment. Dave and busters. Main event
 123 Medical centers
 124 Entertainment options for the evening
 125 Places that are welcoming to families
 126 Live music venue with dinner options
 127 Transparent Brewery
 128 Specialty medical
 129 Incubator space
 130 Truck stop near the warehouses
 131 Interactive kids classes like a cooking class
 132 Business that engage with City events
 133 Art shows in City Hall like the angels exhibit in spring
 134 Maintenance free single-family homes
 135 Special needs jobs
 136 Foxwood springs expands
 137 Campground
 138 variety and adapt
 139 Places to bring in and keep money local
 140 First Watch
 141 Larger lot homes
 142 Yoga studio
 143 Don't need any more Casey's or hamburger places

TOP ECONOMIC VITALITY

What are the top jobs and businesses we should attract to ensure economic vitality? (pick 3)

(Participants chose up to 3 items)

Item	Checks	Percentage of Checks
Small businesses that support the community- Skilled trade jobs; Local plumbers, electricians, mechanics	33	21%
Jobs that pay a livable wage- High tech, benefits, no minimum wage jobs	23	15%
Healthcare field- doctor's offices, specialties, primary care physicians, pediatricians, healthcare jobs	22	14%
Entertainment venues: Movie Theaters, pools, restaurants, night life, winery, microbrewery "Date night places so we don't have to leave Raymore"	21	13%
Manufacturing jobs as well as light industrial and warehouse distribution centers	19	12%
Unique shopping experiences- Mom n pop shops, microbreweries, small boutiques, farmer's markets	17	11%
Hotels, conference centers, event spaces, etc. to attract business travel	13	8%
More grocery options like: Hy-Vee, Costco, Sprouts	10	6%

Total Checks

158

INFRASTRUCTURE

How should the City improve safety and alternative modes of transportation?

Themes

- Increased connectivity of trails and sidewalks throughout town
- Additional maintenance and improvements to sidewalks & trails (benches, workout equipment)
- Improved cycling routes and uses/opportunities.
- Additional crosswalk marking (signs & road paint)
- Additional public transportation options, shuttles for seniors
- Widen main roads around town (shoulders)
- Additional maintenance to roads
- Fill gaps in street light network
- Improved regulations of UTVs (Utility Task Vehicles) (Golf carts, ATVs, scooters)

(Participants entered the following comments)

001	Improving streetlights
002	bike lanes on 58 and Dean
003	More patrols
004	More cameras (license plate readers for PD)
005	Improved north south connections
006	No bike lanes on the road. Physical barriers needed
007	maintain sidewalks and make residents trim their trees
008	Bike lanes and infrastructure
009	Maintenance is needed on the multi-use paths
010	Wider sidewalks to accommodate bikes

011	Unimproved roads with deep ditches
012	Potential systems of rail transit for connections
013	Open intersections
014	Connectivity of trails and roads signage
015	Street lamps for helping with night traffic
016	High traffic in certain areas
017	Connections to parks
018	Connect the Bike/walking trails - they suddenly stopping many places!
019	Continue widening sidewalks
020	Trails throughout neighborhoods
021	Rough roads
022	In development stage, make more than 1-2 exits from subdivisions
023	Connections to schools and outer edges of community
024	Connectivity north to Longview
025	In partnership with Belton, improve the traffic flow through 58
026	Fixed roads
027	No curbs along major roads
028	Micro transit options
029	Bus routes
030	Code enforcement with tree overgrowth that blocks view of drivers/bikers utilizing the roads, sidewalks, and trails
031	Electric busses
032	Fill cracks and pull weeds on trails
033	Public transportation
034	good streets and connectors
035	Create off road bike trails
036	Crossing traffic signals across Lucy Webb
037	Continuing to infill sidewalk gaps and trails
038	Sponsored shuttles for seniors
039	School bike and walk path for kids to access school road and 58
040	Wider trails and sidewalks

042 Wider shoulders (esp on edges of town - i.e., Madison, 155th, etc.)

043 Car charging stations

044 Continuing with trails and connecting them between neighborhoods

045 More streets like Johnston parkway in Silverlake

046 Landscaping and trees along trails and sidewalks

047 Housing is growing on the northeast part of town but the roads there are horrible

048 Free charging stations

049 Shaded areas along trails for shade and rest

050 Golf cart access

051 Size of road for the use of the road

052 Work out equipment along trails for recreation

053 Cut down on sump pump dumping into streets

054 Amenities and rest areas along the trails

055 J hwy widened

056 Random controls of bike officers

057 Benches and fountains

058 Foxridge is blocked during school drop off

059 Continue sidewalks program

060 Keep up the safety measures

061 Bicycle parking (like target has)

062 Benches and rest areas

063 Partnerships with SRO

064 Electric vehicle charging stations

065 Don't take away a traffic lane to make a bike lane

066 Promote bench sponsor programs and similar things

067 Painting crosswalks

068 Enforcing rules for golf carts

069 More visibility of police officers on bike patrol

070 Traffic light synchronization, make some lights longer

071 Scooter and bike rental stations

072 Better coordination with fire department for permits

073 Have MODOT do a traffic study

075 Stronger social media presence

076 Reliable options for transit

077 golf carts should be illegal

078 Staffing

079 More lit flashing stop signs

080 Cross walk flashing light

081 Local small scale public transportation

082 Pedestrian signs over 58hwy . Not enough time to cross

083 Provide bike lanes

084 Additional markings for crosswalk

085 Better marking school zones

086 Trail heads with rental bikes or scooters

087 Improve roads entering into the city

088 Weather spotter training

089 Seniors transportation

090 Designated bike lanes

091 Maintain weather siren

092 Call boxes along trails

093 Rental bikes and scooters

094 Bike installations (hanging bike rack)

095 Charging stations for auto

096 Regulate golf carts on the streets.

097 Makes roads suitable for biking

098 Specific lighted trails for night use

099 Ped overpass

100 Provide from safe biking transit

101 Bike lane s curve

102 Commuter bus or train to get from here to there.

103 Median at 58 and Madison where the left turn lane is

104 Stay ahead of growth by improving roads we know are going to either bring in businesses or the traffic flow will be heavy. Plan ahead for the growth

105 The need to widen roads for walkability, biking, golf cars, atvs and side by sides

106 Defib in police vehicle
107 COMMUTER TRANSPORTATION TO KC METRO AREA!!!!!!
108 Side lanes or paths along older roads. J hwy, Kurzweil, etc
109 Emergency Management training
110 Educate community and what means of transportation is allowed and where such as golf carts
111 Safety - traffic control at J hwy and Hubach
112 Community first aid training
113 Connectivity to 150 hwy
114 Be thinking about charging stations

115 Local city transportation
116 No vehicle on trail
117 Trimming line of site at intersections
118 look at ride share programs
119 Micro bus
120 Plug in for electric cars
121 Streetcar
122 More enforcement of golf cart traffic especially on trails

TOP INFRASTRUCTURE

What are the top three suggestions to improve safety and transportation in the community? (pick 3)

(Participants chose up to 3 items)

Item	Checks	Percentage of Checks
Increased connectivity of trails and sidewalks throughout town	27	17%
Additional maintenance and improvements to sidewalks & trails (benches, workout equipment)	21	13%
Additional crosswalk marking (signs & road paint)	19	12%
Improved cycling routes and uses/opportunities.	18	11%
Widen main roads around town (shoulders)	18	11%
Additional maintenance to roads	15	9%
Additional public transportation options, shuttles for seniors	15	9%
Improved regulations of UTVs (Utility Task Vehicles) (Golf carts, ATVs, scooters)	13	8%
Fill gaps in street light network	12	8%
Total Checks	158	

PARKS

How should the city continue to develop our neighborhood and regional parks system?

Themes

- Trails - More and planned maintenance of existing trails.
- Dog parks- ideally with fencing, trees, a pond, 'doggy drop bags'
- Variety of trees within the parks, preservation of trees and planting trees
- Wider variety of park activities - BMX parks, pickleball, disc golf, pocket parks in neighborhoods, more indoor programs
- More park space located in different parts of the community (West Side Dean Ave and East side)
- Enhance maintenance of current parks and add additional parking.
- City pool, splash pad, water parks, aquatics
- Food trucks

(Participants entered the following comments)

- | | |
|-----|--|
| 001 | Fenced in dog park |
| 002 | Park activities to be affordable. |
| 003 | More trees |
| 004 | 5-year plan for repair of trail |
| 005 | Need more park space for all the new residents moving in |
| 006 | Raymore is more expensive than Belton or other places. We go to Belton because its cheaper |
| 007 | More preservation of trees |
| 008 | Dog parks |
| 009 | A dog park with trees and maybe a pond |

- | | |
|-----|--|
| 010 | Extending existing trail |
| 011 | City swimming pool |
| 012 | More programs at the indoor facilities |
| 013 | Provide additional staffing |
| 014 | More pavilions |
| 015 | Something about Linear trail flooding |
| 016 | Connect new subdivisions to each other with trails. Connectivity. |
| 017 | Multi-age programs (fitness, social activities) |
| 018 | Additional bbq pits |
| 019 | Pickle Ball courts |
| 020 | Hold developers responsible for planting trees for every house built |
| 021 | Disc golf |
| 022 | Park on east side of town |
| 023 | Water park with pool and splash pads |
| 024 | Variety of trees within the parks |
| 025 | Park located west side of Raymore |
| 026 | Add parkland as neighborhoods grow |
| 027 | Pocket parks |
| 028 | New subdivisions need to have trails connecting to preexisting ones |
| 029 | More trees |
| 030 | Like the all-inclusive parks, continue that trend in the future. |
| 031 | Plant more trees |
| 032 | BMX park |
| 033 | Bike trails |
| 034 | Equestrian trail system |
| 035 | Sidewalk from Cass pkwy to School road |
| 036 | Trail linkage plan |
| 037 | Fill a gap for kids that are teenagers that don't do sports |
| 038 | Bike park |
| 039 | Walkability from Cass to Hubach |

040 Sidewalks everywhere.

041 Solar farm for city

042 Reserve land for future parks

043 Take care of what have

044 More trees around walking trails

045 Indoor pool

046 Native plants

047 Unique, kid friendly parks like TB Hanna

048 Able maintain all existing and new parks

049 Horse trails

050 Natural walking trails

051 Water sources on trails for walkers and animals

052 Additional skate park

053 Community garden

054 Dog park

055 More Parks on the west side of town near on or near dean ave

056 Drink beer in park

057 Small neighborhood parks

058 Artery range

059 Developments need to have space for a park

060 All weather soccer fields

061 Chicken and pickle . Pickle ball

062 More parking at the parks

063 Additional parking at HR

064 Maintenance of the current park system

065 Water park for older kids

066 Indoor swimming pool and aquatics

067 Connecting the trails together that we already have

068 More bike trails

069 More trails

070 Multiuse trails

071 RAC is not available all the time for walking due to daycare

072 Utilize RAC better

073 Nice boardwalk at rec park

074 Creating more off-road trails

075 Larger paths so bikes and people can coexist

076 Create smaller pocket parks within neighborhoods

077 Maintaining what is being built

078 Develop and maintain what we have

079 Updated ball fields at memorial

080 Incorporate food trucks into the parks and rec programs

081 Fountains and water features

082 Keep up with the all-inclusive parks

083 Batting cages at rec park

084 More parking in the parks

085 Memorial park trails need maintenance

086 Doggy drop bag systems

087 Reach out to more food trucks

088 Trail connections to outside of Raymore and other cities

089 More usable land for outdoor activities

090 Food trucks at more events

091 Mature trees should stay

092 Parks with gates

093 Neighborhood parks

094 Developers should add to infrastructure with green space

095 Make sound decisions for the future

096 Increased security and safety in the parks

097 TB Hannah Christmas trees are a nice addition to the small-town feel

098 Dog park

099 Rec park grass gets worn out

100 Design parks and facilities to be adaptable

101 Replanting trees within the parks to replace trees dying by invasive species

102 Get hawk ridge park done

103 Diversity in trees within parks

104 Pools

105 Incorporate artworks into the community like the seedpod

106 Focus on regional parks with connectivity to neighborhoods
107 Camps for kids
108 Improve the city trail map
109 Looped trail system
110 Interactive trail map
111 Outdoor ironman courses
112 Trail map available somewhere for pick up

113 Maintain the trails we have as we develop new
114 Safe crossing across 58 highway
115 Pedestrian bridges
116 Legible maps
117 More zero depth water parks
118 Things to do on the paths

TOP PARKS

What are the top three suggestions to improve our neighborhood and regional parks? (pick 3)

(Participants chose up to 3 items)

Item	Checks	Percentage of Checks
Trails - More and planned maintenance of existing trails.	37	23%
Enhance maintenance of current parks and add additional parking.	25	16%
Variety of trees within the parks, preservation of trees and planting trees	22	14%
Wider variety of park activities - BMX parks, pickleball, disc golf, pocket parks in neighborhoods, more indoor programs	22	14%
Food trucks	16	10%
More park space located in different parts of the community (West Side Dean Ave and East side)	15	9%
Dog parks- ideally with fencing, trees, a pond, "doggy drop bags"	14	9%
City pool, splash pad, water parks, aquatics	10	6%
Total Checks	161	

WHAT ELSE?

Knowing growth is continuing, what are the most essential changes you'd like to see in Raymore over the next 20 years?

(Participants entered the following comments)

- | | | | |
|-----|---|-----|---|
| 001 | Services grows with the city | 025 | Appropriate planning for that growth |
| 002 | Jobs | 026 | Developers should continue to be required to dedicate park land when doing a new development. |
| 003 | Maintain a proactive vision of growth | 027 | Partnerships with realtors |
| 004 | Stop light Hubach and J | 028 | Increased accessibility within the community |
| 005 | Full blown Mountain biking park | 029 | Traffic movement across 58 and I49 improvement |
| 006 | Single family housing | 030 | Continue maintenance for parks and trails |
| 007 | Housing | 031 | Maintaining the growing populations and the things that come with it |
| 008 | Permanent farmers market structure open 6 days a week | 032 | Transportation options |
| 009 | Open a bbq joint in Raymore | 033 | Continuation of growth but continue with the trees parks beautification |
| 010 | Businesses | 034 | Smaller affordable homes. Tiny homes |
| 011 | Deliberate and well thought out planning | 035 | Incorporate fire into city |
| 012 | Economic development council formation | 036 | Cooperation between schools and community growth |
| 013 | Develop a comprehensive vision | 037 | Been here 50 years and have seen many changes and would never move out of Raymore |
| 014 | Increased security of schools | 038 | Coordination with fire districts |
| 015 | Library | 039 | Continuing to develop channels of communication |
| 016 | Chik filet | 040 | Don't get landlocked |
| 017 | Maintain high quality staff | 041 | Need more staff to maintain the public works department to keep Raymore update |
| 018 | Improve line of sight at Hubach and J | 042 | Not dependent upon other cities or entities |
| 019 | Keep our town affordable | 043 | Annexation |
| 020 | More diversity in Raymore. Seems like there is less diversity than there used to be | 044 | Maintain public safety |
| 021 | Annex more land - to 291. Don't give it to Winnebago!!!! | 045 | More commonality diversity. Unify. Come together |
| 022 | Strong leadership | 046 | Be pr active about new planning and do not develop outdated development |
| 023 | Universal Wi-Fi. City wide | | |
| 024 | Diverse options for future development | | |

City of Raymore Community Survey

Findings Report

*...helping organizations make better
decisions since 1982*

2021

Submitted to the City of Raymore, Missouri

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

February 2021





Contents

Executive Summary	i
Section 1: Charts and Graphs: Overall Results and Trends	1
Section 2: Benchmarking Analysis	49
Performance Ranges	62
Section 3: Importance-Satisfaction Analysis	73
Importance-Satisfaction Matrices.....	80
Section 4: Tabular Data	85
Section 5: Survey Instrument	142

2021 City of Raymore Community Survey Executive Summary

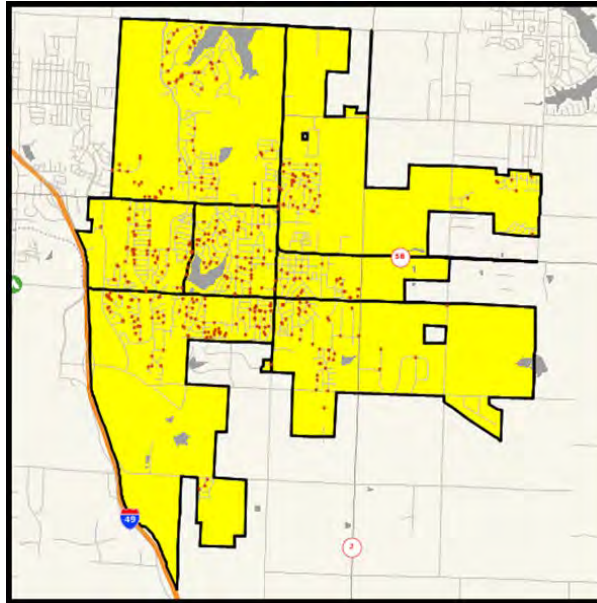
Purpose and Methodology

ETC Institute administered a survey to residents of the City of Raymore during the winter of 2021. The purpose of this survey was to help the City strategically plan for the future as they continue to grow and meet new challenges. The survey will assist elected officials, as well as the City administrators, in making critical decisions about prioritizing resources and helping the direction for the future of the community.

The seven-page survey, cover letter, and postage paid return envelope were mailed to a random sample of households in the City of Raymore. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address, this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

The GIS map to the right shows the location of households that responded to the survey (indicated by red dots).

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City from participating, everyone who completed the survey online was required to enter their home address prior to



submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain a total of 400 with residents of the City of Raymore and this goal was achieved with a total of 425 residents completing the survey. The overall residents for the sample of 425 households have a precision of at least +/- 4.7% at the 95% level of confidence.

The percentage of “don’t know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Durham with the results from other communities in ETC Institute’s *DirectionFinder* database. Since the number of “don’t know” responses often reflects the utilization and awareness of City services, the percentage of “don’t know” responses have been provided in the tabular data section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion*”.

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey,
- trend data from previous surveys,
- benchmarking data that shows how the results for the City of Raymore compares to other communities,
- importance-satisfaction analysis; this analysis was done to determine priority actions for the City to address based upon the survey results,
- frequency tables that show the results of the random sample for each question on the survey, and
- a copy of the survey instrument.

Overall Satisfaction with Major City Services

Residents surveyed were asked to indicate their level of satisfaction with major City services. The City services with the highest levels of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of public safety services (93%), overall maintenance of City buildings and facilities (88%), and the overall quality of City parks and recreation programs and facilities (85%).

The major City services that residents think should receive the most emphasis from City leaders over the next two years, based on respondents’ top three choices, were: the overall maintenance of City streets (65%) and the overall flow of traffic and congestion management in the City (64%). These services did receive the highest ratings of dissatisfaction, based on the sum of “very dissatisfied” and “dissatisfied” responses: the overall flow of traffic and congestion management in the City (22%) and the overall maintenance of City streets (16%).

Perceptions of the City

Respondents were asked to indicate their perceptions of the City by rating each item as excellent, good, neutral, below average, and poor. The perception items that received the highest ratings, based on the sum of “excellent” and “good” responses among residents *who had an opinion*, were: the overall feeling of safety in the City (88%), overall quality of services provided by the City (86%), and the overall quality of life in the City (73%). Perception of the City items that received the highest dissatisfaction ratings, based on the sum of “poor” and “below average” responses, were: job availability (31%), how well the City is managing growth (26%), and how well the City is planning growth (26%).

Satisfaction with Specific City Services

Public Safety. The public safety services with the highest levels of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of local police protection (93%), how quickly police respond to emergencies (83%), the visibility of police in neighborhoods (79%), and the severe weather preparedness and disaster response planning (79%).

Public safety items that residents think should receive the most emphasis from City leaders over the next two years, based on the sum of respondents’ top three choices, were: the City’s efforts to prevent crime (57%), the visibility of police in neighborhoods (44%), and the overall quality of local police protection (38%).

City Maintenance/Public Works. City maintenance/public works’ service items with the highest ratings of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: snow removal on major City streets (92%), maintenance of City buildings (86%), maintenance of street signs and traffic signals (83%), and the overall cleanliness of City streets and other public areas (83%). The maintenance items with the highest ratings of dissatisfaction, based on the sum of “very dissatisfied” and “dissatisfied” responses, were: maintenance of streets in your neighborhood (22%), maintenance of major City streets (13%), and the overall road conditions (11%).

The maintenance/public works’ items that residents think should receive the most emphasis from City leaders over the next two years, based on the sum of respondents’ top three choices, were: maintenance of neighborhood streets (46%), maintenance of major City streets (41%), and the overall road conditions (30%).

Parks and Recreation. Parks and Recreation services that received the highest ratings of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the maintenance of City parks (85%), quality of outdoor athletic fields (76%), number of walking and biking trails (74%), and how close neighborhood parks are to home (74%). Services that had the highest dissatisfaction ratings, based on the sum of “very dissatisfied” and “dissatisfied” responses, were: the number of indoor recreation/event spaces (19%), City’s fitness programs (17%), and the quality of indoor recreation/event facilities (13%).

Parks and Recreation services that residents think should receive the most emphasis over the next two years, based on the sum of respondents' two three choices, were: maintenance of City parks (36%), number of walking and biking trails (27%), and City special events and festivals (24%).

City Communication. Items, regarding the City's communication, that received the highest satisfaction ratings, based on the sum of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were the content and design of City's magazine (76%) and the availability of information about City programs and services (64%). Eighteen percent (18%) of residents surveyed were either very dissatisfied or dissatisfied with how open the City is to public involvement and receiving input from residents and 16% were either very dissatisfied or dissatisfied with the City's efforts to keep residents informed about local issues.

Methods and residents prefer to use to receive information about the City, based on the sum of respondents' top three choices, were: City website (59%), City brochures and mailers (58%), and The Review (56%).

Water/Sewer Utilities and Stormwater Management. Water/sewer utilities and stormwater management service items with the highest ratings of satisfaction, based on the sum of "very satisfied" and "satisfied" responses among *residents who had an opinion*, were: trash, recycling, and yard waste services (86%), water pressure in the home (75%), and drainage of rainwater off City streets (73%). Service items that received the highest dissatisfaction ratings, based on the sum of "very dissatisfied" and "dissatisfied," were: what is charged for water/sewer utilities (29%), drainage of rainwater off properties next to your residence (18%), and the clarity and taste of tap water in your residence (16%).

Methods and residents prefer to use to receive information about the City, based on the sum of respondents' top three choices, were: City website (59%), City brochures and mailers (58%), and The Review (56%).

Majority (94%) of residents surveyed agree with the statement: "It is important to me to live in a community that invests resources in improving quality water in lakes and streams in my community." Eight out of ten residents (82%) indicated they have not seen or heard any information about water quality in lakes and streams in the City during the past year.

Enforcement of Codes and Ordinances. Items regarding the enforcement of codes/ordinances that received the highest ratings of satisfaction, based on the sum of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: enforcing codes designed to protect public safety (66%), enforcing maintenance of business property (62%), and enforcing sign regulations (59%). The service with the highest dissatisfaction rating, based on the sum of "very dissatisfied" and "dissatisfied," was enforcing maintenance of residential property (the exterior of homes) (23%).

City's Customer Service. Over a quarter (28%) of respondents contacted the City with a question, problem, or complaint during the past year. Of those respondents, 70% contacted the City via phone, 13% contacted the City via e-mail, 9% contacted the City in-person, 5% contacted the City via Report-A-Concern/website, and 3% contacted the City via social media.

Residents that had indicated they have contacted the City during the past year (28%) were asked to rate their satisfaction of the customer service they had received. Eighty-two percent (82%) were either very satisfied or satisfied with how courteously they were treated and 79% were either very satisfied or satisfied with how easy the department was to contact.

Transportation. Respondents were asked to rate their degree of satisfaction with various traffic and transportation items. The transportation items with the highest ratings of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the general traffic flow on Lucy Webb (76%), traffic flow on 58 Highway between North Madison and South Madison (68%), and the general traffic flow on Foxridge (66%). The items that had the highest dissatisfaction ratings, based on the sum of “very dissatisfied” and “dissatisfied” responses, were: traffic flow on 58 Highway/I-49 interchange (69%), the availability of public transportation (37%), and the overall traffic flow on 58 Highway through Raymore (36%).

Arts Commission. Items, regarding the Arts Commission, with the highest ratings of satisfaction, based on the sum of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality and variety of City-sponsored public art (36%) and the quality of art gallery spaces at City Hall and Centerview (34%). Two out of ten (20%) of residents are either very dissatisfied or dissatisfied with the quality of free musical performances/events and 18% are either very dissatisfied or dissatisfied with the quality of arts programming and classes.

Feelings of Safety in the City

Most (96%) residents surveyed feel either very safe or safe in their neighborhood during the day, 89% of residents surveyed feel either very safe or safe in their neighborhood after dark, 78% of residents surveyed feel either very safe or safe in commercial and retail areas in the City, and 69% of residents surveyed feel either very safe or safe in City parks and on City trails.

Respondents were asked to indicate what factor most influences how safe they feel in the City of Raymore. Almost half (49%) responded environmental factors (well-lit areas, etc.) influence how safe they feel in the City, 36% indicated police activities and response time influences how safe they feel, 13% indicated something not related to the City (past victim, neighbors, etc.) influences how safe they feel in the City, and 3% did not provide a response.

Additional Findings

- Respondent households were asked if they are familiar with or have participated in various police initiatives/outreach programs in the City. Over a quarter (27%) of residents indicated they are either familiar with or have participated in the Prescription Drug Take Back, 13% are familiar or have participated in Neighborhood Watch or Community or Neighborhood Meeting, and 8% are familiar with or have participated in the Ride-Along Program.

Executive Summary Report

- Residents were asked to indicate how much a problem various issues are in the City of Raymore. Forty-nine percent (49%) of residents think dilapidated buildings/houses are either a minor or major problem and 45% think boats/trailers/motor homes in unauthorized areas are either a minor or major problem. Eighty percent (80%) of residents indicated that graffiti is not a problem and 69% indicated abandoned vehicles are not a problem.
- Respondents were asked to rank the level of importance of several variables that have influence when deciding where to live. The variables with the highest ratings of importance, based on the sum of “very important” and “somewhat important” responses among residents *who had an opinion*, were: the sense of safety (98%), the sense of community (93%), the types of housing (91%), and access to restaurants and entertainment (89%). Variables that were unimportant to residents, as indicated by survey participants that gave an “unimportant” response for the item, were: the accessibility of transportation options (48%), employment opportunities (37%), and the availability of cultural activities and arts (32%).
 - Almost all (98%) of respondents indicated they need to feel a sense of safety in the City of Raymore is being met.
 - Nine out of ten (94%) residents indicated their need for the quality of public schools in the City is being met.
 - Eighty-nine percent (89%) of residents surveyed indicated their need for types of housing in the City is being met.
 - Four out of ten (40%) residents indicated their need for access to transportation options and the availability of cultural activities and arts are not being met.
- Since early 2020, the Coronavirus (COVID-19) Pandemic created several challenges for everyone, therefore respondents were asked how they would rate the availability of services from City Hall during this time. Four percent (4%) of residents saw a significant improvement in service levels, 7% saw a slight improvement in service levels, 63% saw no difference in service levels, 8% saw a slight decrease in service levels, 2% saw a significant decrease in service levels, and 16% did not provide an opinion.
 - Residents surveyed were asked how likely they would continue using the online services and programming options the City provided during COVID-19. Thirty-four percent (34%) indicated they would very likely continue, 9% indicated they would somewhat likely continue, 2% indicated they were not likely to continue, 1% will not continue at all, 48% indicated they never used any of the online services/programs, and 5% did not provide their opinion.
- Currently, shoppers who use some online retailers do not pay the same local sales tax as those who choose to shop at locally owned businesses. Respondents were asked how supportive they would be if the City were to propose a Use Tax that would be applied to online shopping sales tax. Twenty-four percent (24%) of residents surveyed are either very supportive or somewhat supportive, 16% are neutral, 57% are either somewhat unsupportive or not supportive at all, and 2% did not provide their opinion.

- Residents surveyed were then questioned that if they knew the revenue generated from a proposed Use Tax would be going to support hiring additional City employees (police officers, public works employees, parks maintenance staff, etc.), how much more supportive/unsupportive would they be. Half (50%) of residents would be either much more or somewhat more supportive of the proposed tax, 40% would not change their level of support, 9% would be either somewhat less or much less supportive, and 1% did not provide their opinion.

Trend Analysis

The table below and on the following pages show the comparison trends of the 2021 results as they compare to the results of the 2019 and 2006 surveys. Of the sixty-six (66) service items that were assessed in 2006 and 2021 surveys, there was an increase in satisfaction for 61 services, no change in satisfaction for three services, and there was a decrease in satisfaction for three services. There were notable increases in satisfaction for 57 service items.

Any changes of +/- 5.0% are considered notable increases/decreases.

Long-Term Trends: 2021 Results vs. 2006 Results				
Service	2006	2021	Difference	Category
Snow removal on neighborhood streets	45%	77%	32%	Maintenance
Number of walking & biking trails	43%	74%	31%	Parks and Recreation
Overall value that you receive for your City tax dollars & fees	38%	66%	28%	Perceptions
What you are charged for water/sewer utilities	21%	48%	27%	Water/Stormwater
Availability of sidewalks in City	43%	68%	25%	Maintenance
Overall quality of services provided by City of Raymore	66%	86%	20%	Perceptions
Overall maintenance of City streets	49%	68%	19%	Major Service
Landscaping & appearance of public areas along City streets	53%	70%	17%	Maintenance
Overall quality of City parks & recreation programs & facilities	69%	85%	16%	Major Service
Overall enforcement of City codes & ordinances for building/housing	44%	60%	16%	Major Service
Number of outdoor athletic fields	53%	69%	16%	Parks and Recreation
Snow removal on major City streets	76%	92%	16%	Maintenance
Condition of City sidewalks	53%	68%	15%	Maintenance
Overall image of City	66%	81%	15%	Perceptions
Quality of outdoor athletic fields	61%	76%	15%	Parks and Recreation
Adequacy of City street lighting	54%	69%	15%	Maintenance
Visibility of police in neighborhoods	65%	79%	14%	Public Safety
Overall flow of traffic & congestion management in City	39%	53%	14%	Major Service

The top three significant notable increases in satisfaction ratings for services, from 2006 to 2021, were:

- Snow removal on neighborhood streets (+32%)
- Number of walking and biking trails (+31%)
- Overall value that you receive for your City tax dollars and fees (+28%)

The only significant decrease in satisfaction was for the clarity and taste of tap water in your home.

Long-Term Trends: 2021 Results vs. 2006 Results				
Service	2006	2021	Difference	Category
Overall cleanliness of City streets & other public areas	69%	83%	14%	Maintenance
Overall quality of City's stormwater runoff/management system	55%	69%	14%	Major Service
Quality of City's web page: www.raymore.com	47%	61%	14%	Communication
How well City is managing growth	28%	42%	14%	Perceptions
Maintenance of street signs & traffic signals	70%	83%	13%	Maintenance
Overall appearance of City	67%	80%	13%	Perceptions
Overall responsiveness of City employees to your request or concern	57%	70%	13%	Customer Service
Overall effectiveness of City communication with the public	57%	70%	13%	Major Service
As a place to retire	51%	63%	12%	Perceptions
Content & design of City's magazine	64%	76%	12%	Communication
How close neighborhood parks are to your home	63%	74%	11%	Parks and Recreation
Overall maintenance of City buildings & facilities	77%	88%	11%	Major Service
How well City is planning growth	33%	44%	11%	Perceptions
Maintenance of City buildings	76%	87%	11%	Maintenance
Maintenance of City parks	74%	85%	11%	Parks and Recreation
Enforcing maintenance of residential property	37%	47%	10%	Code Enforcement
Drainage of rainwater off City streets	63%	73%	10%	Water/Stormwater
Enforcing codes designed to protect public safety	56%	66%	10%	Code Enforcement
Enforcement of local traffic laws	66%	76%	10%	Public Safety
Quality of animal control	65%	75%	10%	Public Safety
Enforcing maintenance of business property	52%	62%	10%	Code Enforcement
Overall quality of local police protection	83%	92%	9%	Public Safety
Maintenance of major City streets	63%	72%	9%	Maintenance
Visibility of police in retail areas	55%	64%	9%	Public Safety
Technical competence & knowledge of City employees who assisted you	67%	76%	9%	Customer Service
Overall quality of public safety services	84%	93%	9%	Major Service
How quickly police respond to emergencies	74%	83%	9%	Public Safety
Overall quality of customer service you receive from City employees	72%	80%	8%	Major Service
Enforcing mowing & trimming of lawns	46%	54%	8%	Code Enforcement
City's adult athletic programs	40%	48%	8%	Parks and Recreation
City's efforts to prevent crime	67%	75%	8%	Public Safety
Overall quality of life in City	75%	82%	7%	Perceptions
Drainage of rainwater off properties next to your residence	56%	63%	7%	Water/Stormwater
City's youth athletic programs	52%	59%	7%	Parks and Recreation
Enforcing sign regulations	53%	59%	6%	Code Enforcement
How easy your water/sewer bill is to understand	66%	72%	6%	Water/Stormwater
Enforcing cleanup of litter & debris on private property	44%	50%	6%	Code Enforcement
Availability of information about City programs & services	58%	63%	5%	Communication
Maintenance of streets in your neighborhood	54%	59%	5%	Maintenance
How open City is to public involvement & input from residents	40%	43%	3%	Communication
Availability of information about City parks & recreation programs	65%	68%	3%	Parks and Recreation
Quality of new development in City	46%	47%	1%	Perceptions
How courteously you were treated	81%	82%	1%	Customer Service
City efforts to keep you informed about local issues	54%	54%	0%	Communication
Water pressure in your home	75%	75%	0%	Water/Stormwater
City special events & festivals	58%	58%	0%	Parks and Recreation
Overall feeling of safety in City	88%	88%	-1%	Perceptions
How easy the department was to contact	79%	78%	-1%	Customer Service
Clarity & taste of tap water in your home	75%	68%	-7%	Water/Stormwater

Page viii

Executive Summary Report

Of the ninety-four (94) service items that were assessed in 2019 and 2021 surveys, there was an increase in satisfaction for 60 services, no change in satisfaction for three services, and there was a decrease in satisfaction for three services. There were notable increases in satisfaction for 31 service items.

The top three significant notable increases in satisfaction ratings for services, from 2019 to 2021, were:

- Trash, recycling, and yard waste service (+19%)
- Overall maintenance of City streets (+12%)
- Enforcing codes designed to protect public safety (+9%)

Short-Term Trends: 2021 Results vs. 2019 Results				
Service	2019	2021	Difference	Category
Trash, recycling & yard waste service	67%	86%	19%	Water/Stormwater
Overall maintenance of City streets	56%	68%	12%	Major Service
Enforcing codes designed to protect public safety	57%	66%	9%	Code Enforcement
Maintenance of major City streets	63%	72%	9%	Maintenance
Quality of outdoor athletic fields	67%	76%	9%	Parks and Recreation
Enforcing maintenance of business property	53%	62%	9%	Code Enforcement
Overall road conditions	62%	71%	9%	Maintenance
Number of walking & biking trails	66%	74%	8%	Parks and Recreation
Enforcing mowing & trimming of lawns	47%	54%	7%	Code Enforcement
Overall quality of City parks & recreation programs & facilities	78%	85%	7%	Major Service
Number of outdoor athletic fields	62%	69%	7%	Parks and Recreation
Enforcing cleanup of litter & debris on private property	43%	50%	7%	Code Enforcement
Quality of indoor recreation/event facilities	52%	59%	7%	Parks and Recreation
Number of indoor recreation/event spaces	44%	50%	6%	Parks and Recreation
Snow removal on neighborhood streets	71%	77%	6%	Maintenance
Drainage of rainwater off properties next to your residence	57%	63%	6%	Water/Stormwater
Quality of animal control	69%	75%	6%	Public Safety
Availability of pedestrian walkways	51%	57%	6%	Transportation
Overall maintenance of City buildings & facilities	83%	88%	5%	Major Service
Overall value that you receive for your City tax dollars & fees	61%	66%	5%	Perceptions
Maintenance of City buildings	82%	87%	5%	Maintenance
Enforcing maintenance of residential property	43%	47%	4%	Code Enforcement
Drainage of rainwater off City streets	69%	73%	4%	Water/Stormwater
Snow removal on major City streets	88%	92%	4%	Maintenance
Availability of sidewalks in City	64%	68%	4%	Maintenance
Overall cleanliness of City streets & other public areas	79%	83%	4%	Maintenance
Overall quality of services provided by City of Raymore	82%	86%	4%	Perceptions
How close neighborhood parks are to your home	70%	74%	4%	Parks and Recreation
Fees charged for recreation programs	48%	52%	4%	Parks and Recreation
City's fitness programs	40%	44%	4%	Parks and Recreation
How well traffic signal system provides for efficient traffic flow	45%	49%	4%	Transportation
What you are charged for water/sewer utilities	44%	48%	4%	Water/Stormwater
Maintenance of City parks	81%	85%	3%	Parks and Recreation
Visibility of police in neighborhoods	76%	79%	3%	Public Safety
Availability of bicycle lanes	25%	28%	3%	Transportation
Maintenance of streets in your neighborhood	56%	59%	3%	Maintenance
Maintenance of street signs & traffic signals	80%	83%	3%	Maintenance
Job availability	24%	27%	3%	Perceptions
Street sweeping on City streets	56%	59%	3%	Maintenance
Quality of new development in City	44%	47%	3%	Perceptions
Overall quality of public safety services	90%	93%	3%	Major Service
Overall feeling of safety in City	85%	88%	3%	Perceptions
Condition of City sidewalks	66%	68%	2%	Maintenance
Overall flow of traffic & congestion management in City	51%	53%	2%	Major Service
Overall quality of local police protection	90%	92%	2%	Public Safety
Overall enforcement of City codes & ordinances for building/housing	58%	60%	2%	Major Service
City's efforts to prevent crime	73%	75%	2%	Public Safety
Enforcement of local traffic laws	74%	76%	2%	Public Safety
Landscaping & appearance of public areas along City streets	68%	70%	2%	Maintenance
Availability of public transportation	18%	20%	2%	Transportation

The most significant notable decreases in satisfaction ratings for services, from 2019 to 2021, were:

- The City's efforts to keep you informed about local issues (-10%)
- The clarity and taste of tap water in your home (-12%)
- How open the City is to public involvement and receiving input from residents (-13%)

Short-Term Trends: 2021 Results vs. 2019 Results				
Service	2019	2021	Difference	Category
City's adult athletic programs	47%	48%	1%	Parks and Recreation
Overall image of City	80%	81%	1%	Perceptions
Traffic flow through 58 Highway & Sunset	58%	59%	1%	Transportation
Visibility of police in retail areas	63%	64%	1%	Public Safety
Overall appearance of City	79%	80%	1%	Perceptions
Water pressure in your home	74%	75%	1%	Water/Stormwater
General traffic flow on Foxridge	66%	67%	1%	Transportation
How well City is planning growth	43%	44%	1%	Perceptions
Adequacy of City street lighting	68%	69%	1%	Maintenance
How quickly police respond to emergencies	82%	83%	1%	Public Safety
Enforcing sign regulations	59%	59%	0%	Code Enforcement
Severe weather preparedness/disaster response planning	79%	79%	0%	Public Safety
General traffic flow on Lucy Webb	76%	76%	0%	Transportation
City's instructional programs	44%	44%	-1%	Parks and Recreation
Overall quality of customer service you receive from City employees	81%	80%	-1%	Major Service
How easy your water/sewer bill is to understand	73%	72%	-1%	Water/Stormwater
Traffic flow on 58 Highway between North Madison & South Madison	69%	68%	-1%	Transportation
Overall quality of City's stormwater runoff/management system	70%	69%	-1%	Major Service
Ease of registering for programs	54%	53%	-1%	Parks and Recreation
Traffic flow on 58 Highway/I-49 interchange (located in Belton)	18%	16%	-1%	Transportation
Quality of City's web page: www.raymore.com	62%	61%	-1%	Communication
How well City is managing growth	43%	42%	-2%	Perceptions
Overall quality of life in City	84%	82%	-2%	Perceptions
Overall effectiveness of City communication with the public	72%	70%	-2%	Major Service
Availability of affordable housing	62%	59%	-3%	Perceptions
As a place to retire	66%	63%	-3%	Perceptions
City's youth athletic programs	62%	59%	-3%	Parks and Recreation
Overall responsiveness of City employees to your request or concern	73%	70%	-3%	Customer Service
Traffic flow through 58 Highway & Dean Avenue	44%	40%	-3%	Transportation
Quality of art gallery spaces at City Hall & Centerview	38%	34%	-4%	Arts Commission
How easy the department was to contact	82%	78%	-4%	Customer Service
Availability of information about City parks & recreation programs	72%	68%	-4%	Parks and Recreation
Quality & variety of City-sponsored public art	40%	35%	-4%	Arts Commission
Content & design of City's magazine	80%	76%	-4%	Communication
Quality of arts programming & classes	31%	27%	-5%	Arts Commission
City special events & festivals	63%	58%	-5%	Parks and Recreation
How courteously you were treated	87%	82%	-5%	Customer Service
Availability of information about City programs & services	69%	63%	-6%	Communication
Overall traffic flow on 58 Highway through Raymore	50%	42%	-7%	Transportation
Technical competence & knowledge of City employees who assisted you	83%	76%	-7%	Customer Service
Quality of free musical performances/events	42%	33%	-9%	Arts Commission
City efforts to keep you informed about local issues	64%	54%	-10%	Communication
Clarity & taste of tap water in your home	80%	68%	-12%	Water/Stormwater
How open City is to public involvement & input from residents	56%	43%	-13%	Communication

How the City of Raymore Compares to Other Communities Nationally

Satisfaction ratings for the City of Raymore rated the same as or above the National Average in 56 of the 61 areas that were assessed. The City of Raymore rated significantly higher than the National Average in 49 of these areas. Listed to the right are the comparisons between the City of Raymore and the National Average.

Benchmarking Results: City of Raymore (MO) Results Compared to the National Average Benchmarks				
Service	Raymore, MO	National Average	Difference	Category
Overall quality of customer service you receive from City employees	80%	42%	38%	Major Service
Overall quality of services provided by City	86%	48%	38%	Perceptions
Snow removal on major City streets	92%	60%	32%	Maintenance
Snow removal on neighborhood streets	77%	48%	29%	Maintenance
Overall value that you receive for your City tax dollars & fees	66%	37%	29%	Perceptions
Overall maintenance of City streets	68%	42%	25%	Major Service
Condition of City sidewalks	68%	43%	25%	Maintenance
Overall quality of local police protection	92%	68%	25%	Public Safety
Overall maintenance of City buildings & facilities	88%	63%	25%	Maintenance
Overall quality of City parks & recreation programs & facilities	85%	61%	24%	Major Service
Maintenance of major City streets	72%	48%	24%	Maintenance
Overall cleanliness of City streets & other public areas	83%	59%	24%	Maintenance
Overall effectiveness of City communication with the public	70%	46%	24%	Major Service
Visibility of police in neighborhoods	79%	56%	24%	Public Safety
Availability of information about City programs & services	63%	42%	22%	Communication
Overall feeling of safety in City	88%	66%	22%	Perceptions
How quickly police respond to emergencies	83%	62%	21%	Public Safety
Overall image of City	81%	61%	20%	Perceptions
Quality of animal control	75%	55%	20%	Public Safety
City's efforts to prevent crime	75%	55%	20%	Public Safety
Drainage of rainwater off properties next to your residence	63%	44%	20%	Water/Stormwater
Overall quality of public safety services	93%	74%	19%	Major Service
Enforcing mowing & trimming of lawns	54%	36%	18%	Code Enforcement
Technical competence & knowledge of City employees	76%	58%	18%	Customer Service
Trash, recycling & yard waste service	86%	68%	18%	Major Service
Landscaping & appearance of public areas along City streets	70%	52%	18%	Maintenance
Overall appearance of City	80%	64%	16%	Perceptions
Maintenance of street signs & traffic signals	83%	68%	16%	Maintenance
Overall quality of City's stormwater runoff/management system	69%	54%	16%	Major Service
Severe weather preparedness/disaster response planning	79%	64%	15%	Major Service
Maintenance of City parks	85%	70%	14%	Parks and Recreation
Maintenance of streets in your neighborhood	59%	45%	14%	Maintenance
How easy the department was to contact	78%	64%	14%	Customer Service
Number of outdoor athletic fields	69%	56%	13%	Parks and Recreation
How open City is to public involvement & input from residents	43%	31%	13%	Communication
Overall responsiveness of City employees to your request or concern	70%	57%	12%	Customer Service
Quality of outdoor athletic fields	76%	64%	12%	Parks and Recreation
Adequacy of City street lighting	69%	57%	12%	Maintenance
City efforts to keep you informed about local issues	54%	43%	12%	Communication
How courteously you were treated	82%	70%	11%	Customer Service
Enforcement of local traffic laws	76%	65%	11%	Public Safety
Number of walking & biking trails	74%	63%	11%	Parks and Recreation
Overall quality of life in City	82%	72%	10%	Perceptions
Enforcing maintenance of business property	62%	51%	10%	Code Enforcement
Enforcing sign regulations	59%	50%	10%	Code Enforcement
Street sweeping on City streets	59%	50%	9%	Maintenance
Enforcing cleanup of litter & debris on private property	50%	42%	8%	Code Enforcement
Overall enforcement of City codes & ordinances for building/housing	60%	53%	8%	Major Service
City as a place to retire	63%	56%	7%	Perceptions
Visibility of police in retail areas	64%	60%	4%	Public Safety
Enforcing maintenance of residential property	47%	43%	4%	Code Enforcement
Water pressure in your home	75%	72%	3%	Water/Stormwater
Overall flow of traffic & congestion management in City	53%	51%	2%	Major Service
Quality of City's web page	61%	59%	2%	Communication
Clarity & taste of tap water in your home	68%	67%	1%	Water/Stormwater
Number of indoor recreation/event spaces	50%	50%	0%	Parks and Recreation
How well City is planning growth	44%	45%	-2%	Perceptions
Quality of indoor recreation/event facilities	59%	62%	-3%	Parks and Recreation
City's youth athletic programs	59%	62%	-3%	Parks and Recreation
City's adult athletic programs	48%	55%	-7%	Parks and Recreation
Ease of registering for programs	53%	62%	-9%	Parks and Recreation

How the City of Raymore Compares to Other Communities Regionally

Satisfaction ratings for the City of Raymore rated the same as or above the Kansas and Missouri Regional Average in 57 of the 61 areas that were assessed. The City of Raymore rated significantly higher than the region's average in 48 of these areas. Listed to the right are the comparisons between the City of Raymore and the Kansas and Missouri Region's Average.

Benchmarking Results: City of Raymore (MO) Results Compared to the Kansas and Missouri Region Benchmarks				
Service	Raymore, MO	Kansas and Missouri Average	Difference	Category
Overall quality of services provided by City	86%	42%	44%	Perceptions
Overall maintenance of City buildings & facilities	88%	56%	32%	Maintenance
Snow removal on major City streets	92%	62%	31%	Maintenance
Overall quality of local police protection	92%	63%	29%	Public Safety
Overall maintenance of City streets	68%	38%	29%	Major Service
Snow removal on neighborhood streets	77%	50%	27%	Maintenance
Overall appearance of City	80%	53%	27%	Perceptions
Overall quality of customer service you receive from City employees	80%	53%	27%	Major Service
Condition of City sidewalks	68%	43%	26%	Maintenance
Severe weather preparedness/disaster response planning	79%	54%	25%	Major Service
Overall value that you receive for your City tax dollars & fees	66%	41%	25%	Perceptions
Overall feeling of safety in City	88%	63%	24%	Perceptions
Overall image of City	81%	58%	23%	Perceptions
City's efforts to prevent crime	75%	52%	23%	Public Safety
Trash, recycling & yard waste service	86%	63%	23%	Major Service
Overall cleanliness of City streets & other public areas	83%	61%	22%	Maintenance
Overall effectiveness of City communication with the public	70%	48%	21%	Major Service
How quickly police respond to emergencies	83%	62%	21%	Public Safety
Landscaping & appearance of public areas along City streets	70%	50%	20%	Maintenance
Quality of animal control	75%	55%	20%	Public Safety
Overall quality of City parks & recreation programs & facilities	85%	66%	19%	Major Service
Visibility of police in neighborhoods	79%	60%	19%	Public Safety
Maintenance of major City streets	72%	53%	19%	Maintenance
Overall quality of public safety services	93%	74%	19%	Major Service
Adequacy of City street lighting	69%	50%	19%	Maintenance
Overall quality of City's stormwater runoff/management system	69%	51%	18%	Major Service
Drainage of rainwater off properties next to your residence	63%	46%	17%	Water/Stormwater
How open City is to public involvement & input from residents	43%	28%	15%	Communication
Overall quality of life in City	82%	67%	15%	Perceptions
Overall responsiveness of City employees to your request or concern	70%	55%	14%	Customer Service
Enforcing sign regulations	59%	45%	14%	Code Enforcement
Enforcing mowing & trimming of lawns	54%	41%	13%	Code Enforcement
Number of walking & biking trails	74%	61%	13%	Parks and Recreation
Availability of information about City programs & services	63%	51%	13%	Communication
Overall enforcement of City codes & ordinances for building/housing	60%	48%	12%	Major Service
Enforcing maintenance of business property	62%	50%	11%	Code Enforcement
Quality of outdoor athletic fields	76%	65%	11%	Parks and Recreation
Enforcing cleanup of litter & debris on private property	50%	39%	11%	Code Enforcement
Technical competence & knowledge of City employees	76%	65%	11%	Customer Service
How courteously you were treated	82%	71%	10%	Customer Service
Clarity & taste of tap water in your home	68%	58%	10%	Water/Stormwater
Maintenance of City parks	85%	75%	10%	Parks and Recreation
Water pressure in your home	75%	66%	9%	Water/Stormwater
Overall flow of traffic & congestion management in City	53%	45%	8%	Major Service
Maintenance of street signs & traffic signals	83%	76%	7%	Maintenance
How well City is planning growth	44%	37%	7%	Perceptions
Enforcement of local traffic laws	76%	69%	7%	Public Safety
City as a place to retire	63%	57%	6%	Perceptions
Maintenance of streets in your neighborhood	59%	56%	4%	Maintenance
How easy the department was to contact	78%	74%	4%	Customer Service
Number of outdoor athletic fields	69%	65%	4%	Parks and Recreation
Visibility of police in retail areas	64%	60%	4%	Public Safety
Street sweeping on City streets	59%	56%	3%	Maintenance
Quality of City's web page	61%	58%	3%	Communication
City's youth athletic programs	59%	56%	3%	Parks and Recreation
Enforcing maintenance of residential property	47%	45%	2%	Code Enforcement
City efforts to keep you informed about local issues	54%	55%	0%	Communication
City's adult athletic programs	48%	50%	-1%	Parks and Recreation
Number of indoor recreation/event spaces	50%	53%	-2%	Parks and Recreation
Quality of indoor recreation/event facilities	59%	64%	-6%	Parks and Recreation
Ease of registering for programs	53%	63%	-10%	Parks and Recreation

Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on the overall satisfaction with services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance-Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are considered very high priority and are recommended as the top priorities for investment over the next two years in order to raise the City's overall satisfaction rating are listed below:

- The overall flow of traffic and congestion management in the City (I-S Rating=0.2965)
- The overall maintenance of City streets (I-S Rating=0.2113)

Importance-Satisfaction (I-S) Analysis for major categories of City services is shown in the table below. The remainder of the Importance-Satisfaction results can be found in Section 3 of this report.

Importance-Satisfaction Rating Major City Services City of Raymore, Missouri						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (I-S > 0.20)						
Overall flow of traffic & congestion management in City	64%	2	53%	9	0.2965	1
Overall maintenance of City streets	65%	1	68%	7	0.2113	2
Medium Priority (I-S < 0.10)						
Overall enforcement of City codes & ordinances for building/housing	19%	6	60%	8	0.0756	3
Overall effectiveness of City communication with the public	20%	5	70%	5	0.0602	4
Overall quality of City's stormwater runoff/management system	18%	7	69%	6	0.0564	5
Overall quality of City parks & recreation programs & facilities	26%	4	85%	3	0.0391	6
Overall quality of public safety services	40%	3	93%	1	0.0299	7
Overall quality of customer service you receive from City employees	9%	8	80%	4	0.0174	8
Overall maintenance of City buildings & facilities	4%	9	88%	2	0.0054	9

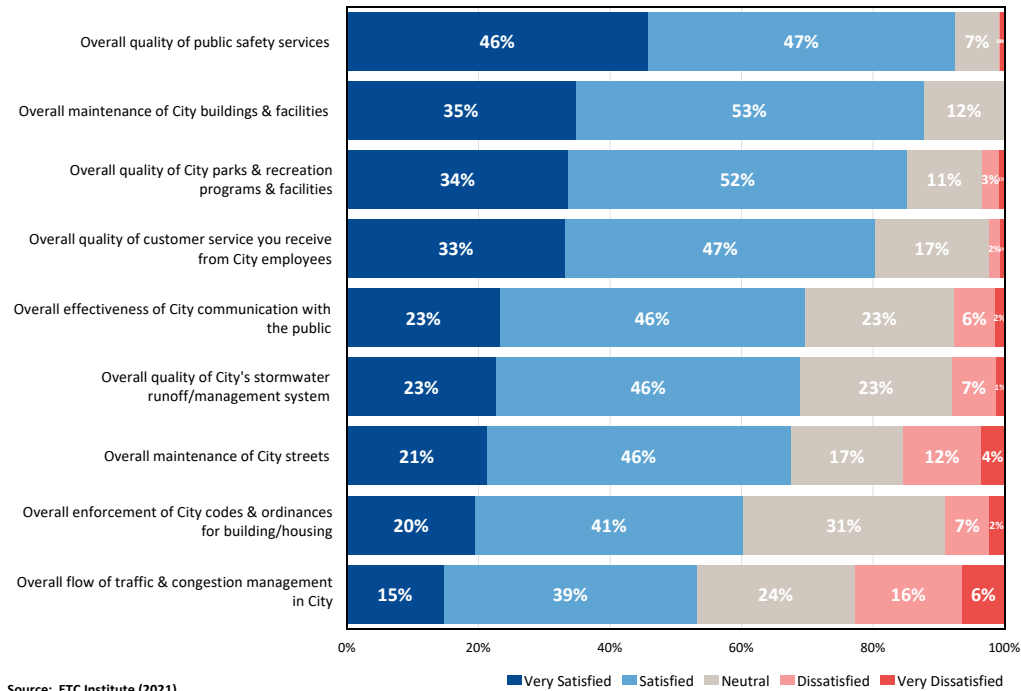
Section 1

Charts and Graphs:

Overall Results and Trends

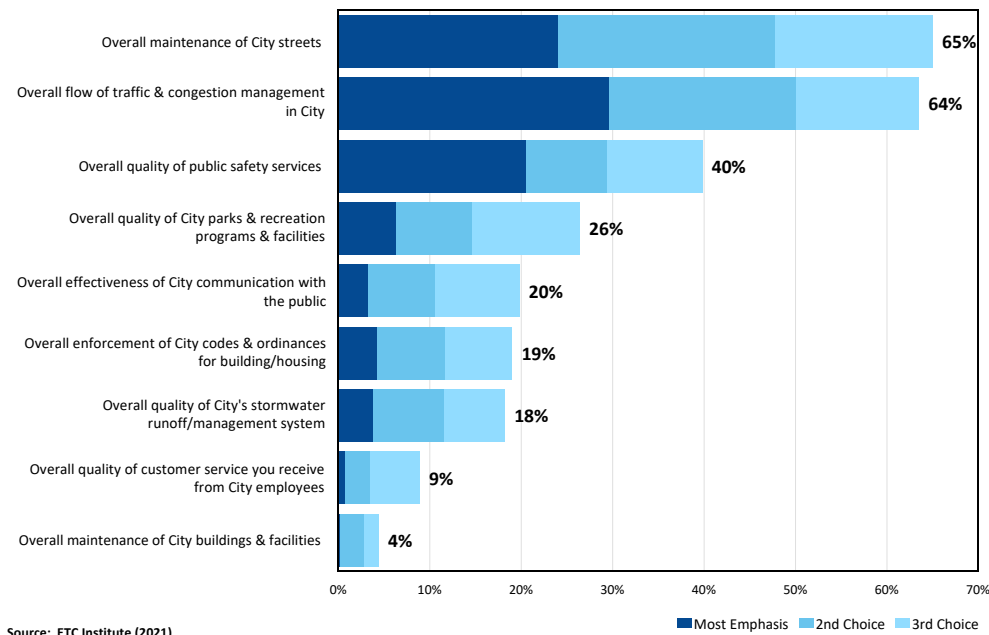
Q1. Overall Satisfaction with Major City Services

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Q2. Major City Services Residents Think Should Receive the Most Emphasis From City Leaders Over the Next Two Years

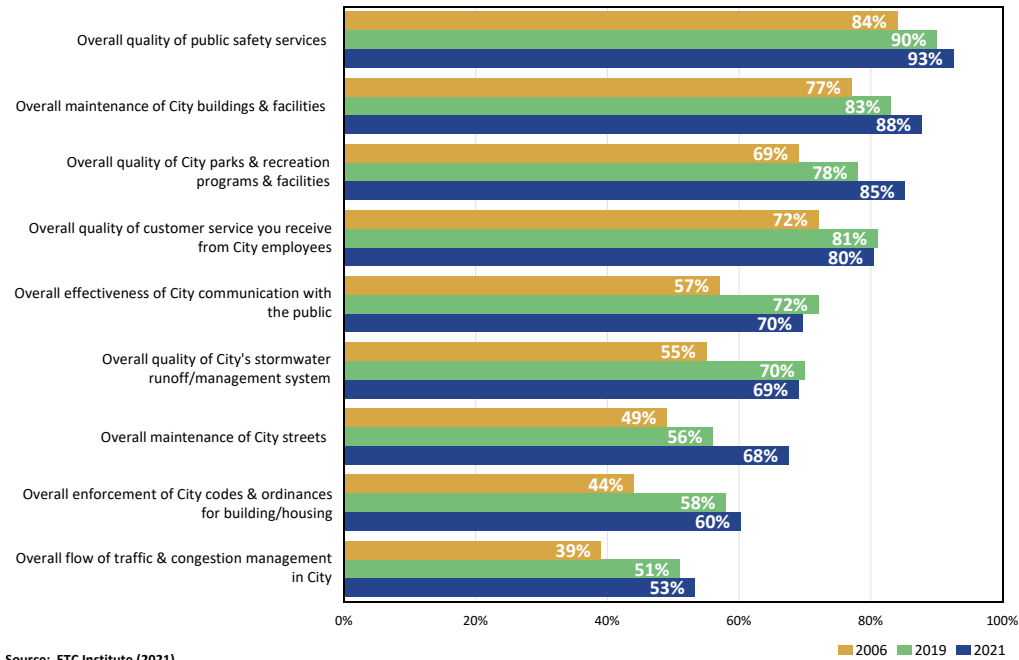
by percentage of respondents who selected the items as one of their top three choices



Page 3

Trends: Q1. Overall Satisfaction with Major City Services 2006, 2019, versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")

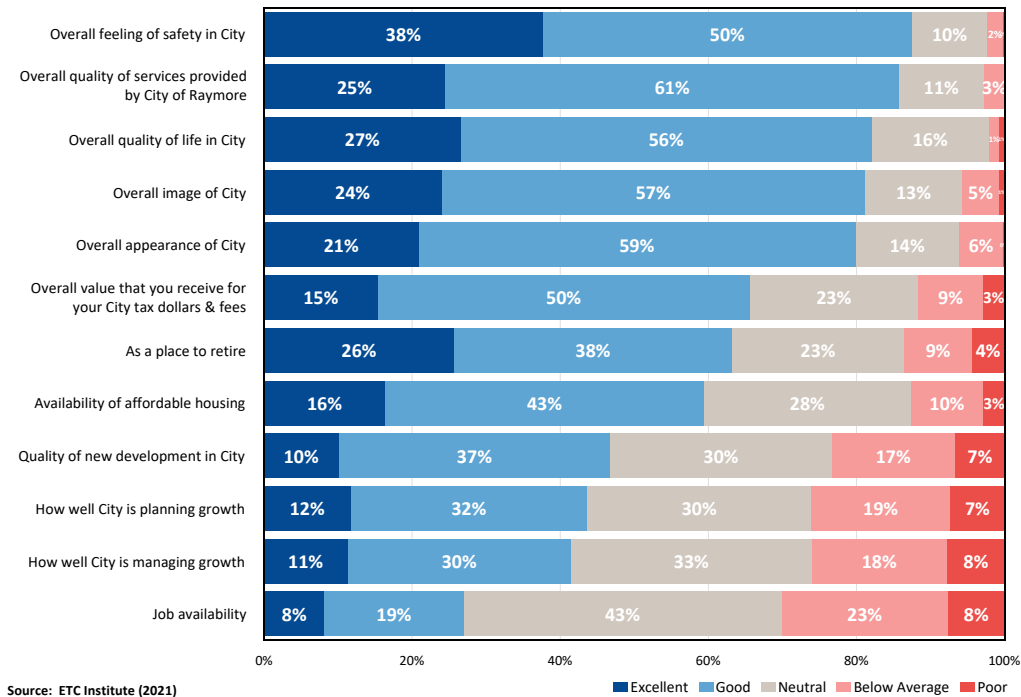


Source: ETC Institute (2021)

Page 4

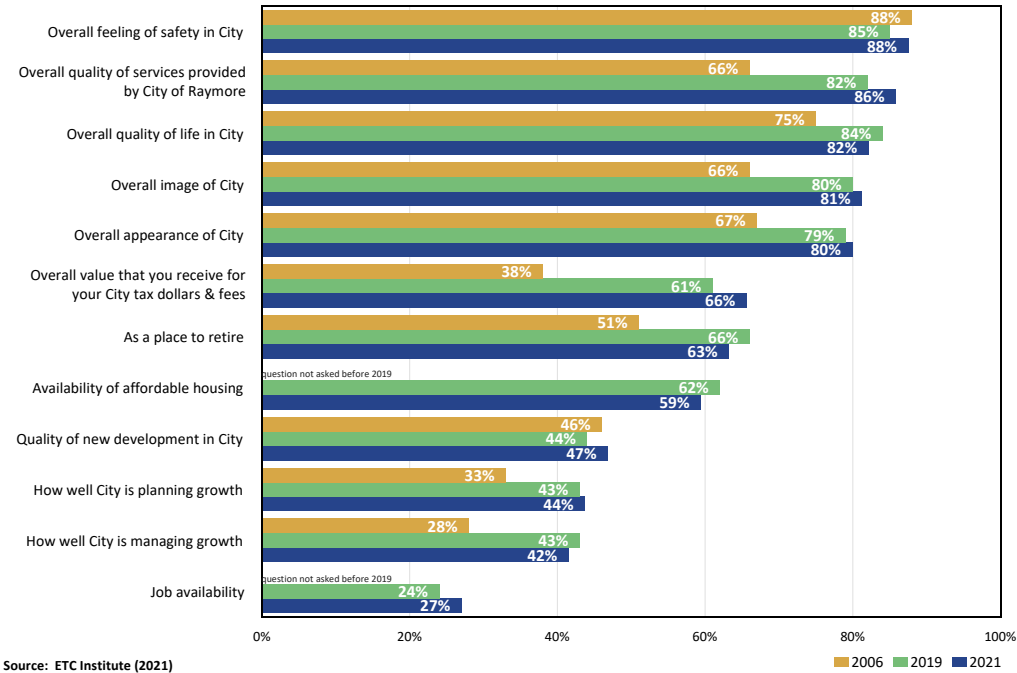
Q3. Residents' Perception of the City of Raymore

by percentage of respondents using a 5-point scale, where 5 means "excellent" and 1 means "poor" (without "don't know")



Trends: Q3. Residents' Perception of the City of Raymore 2006, 2019, versus 2021

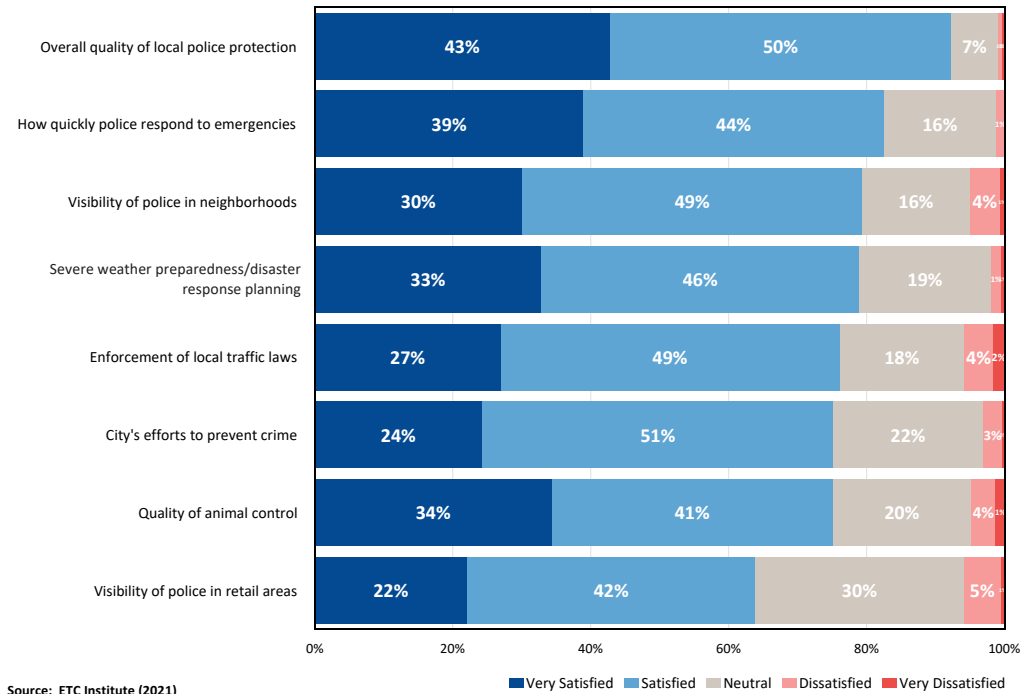
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 6

Q4. Satisfaction with Public Safety

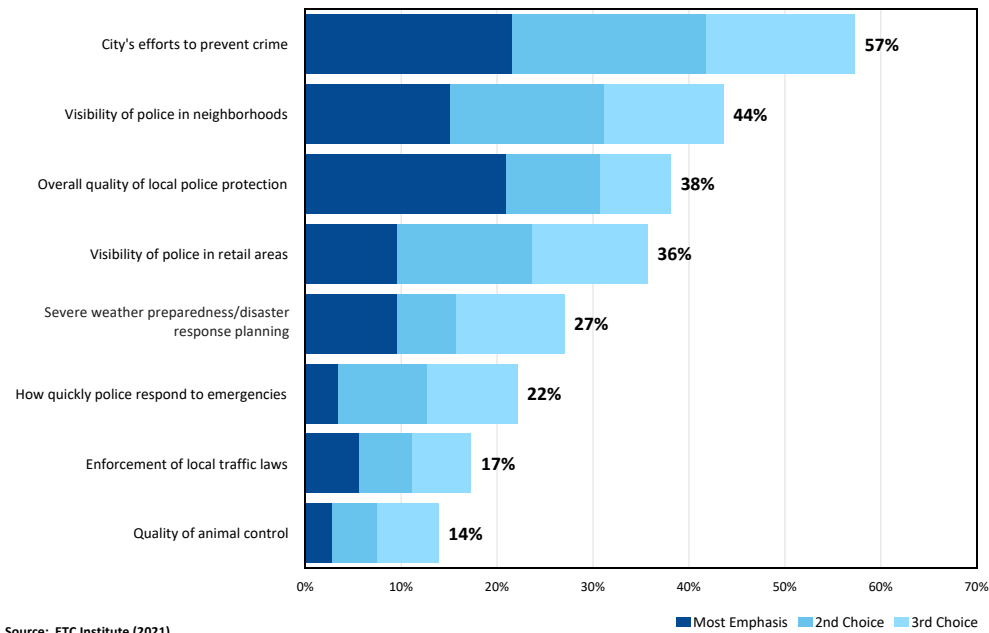
by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Page 7

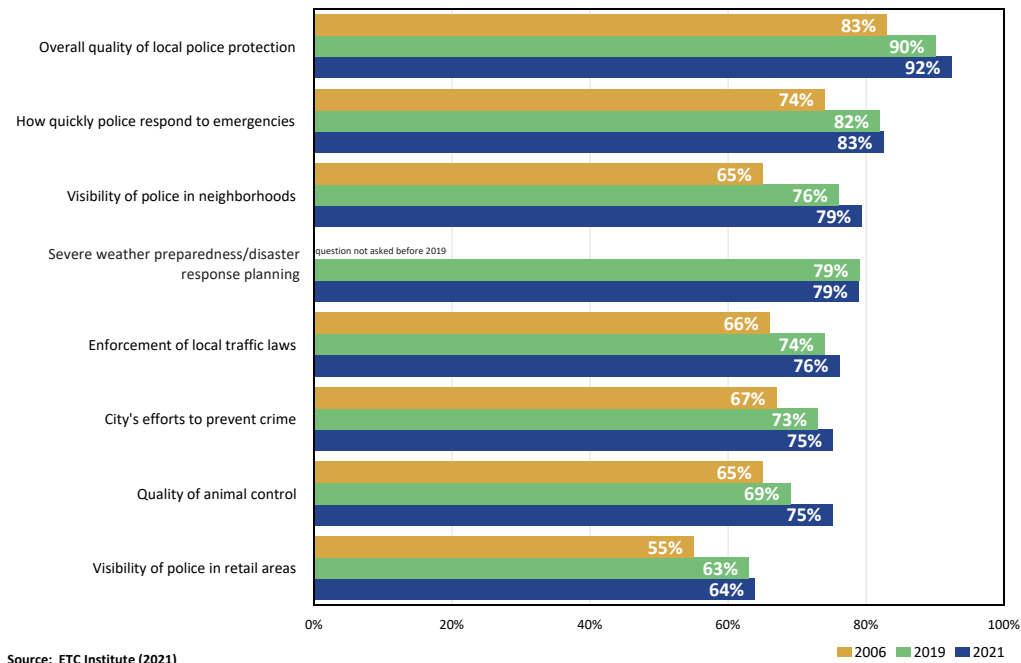
Q5. Public Safety Items Residents Think Should Receive the Most Emphasis From City Leaders Over the Next Two Years

by percentage of respondents who selected the items as one of their top three choices



Trends: Q4. Satisfaction with Public Safety 2006, 2019, versus 2021

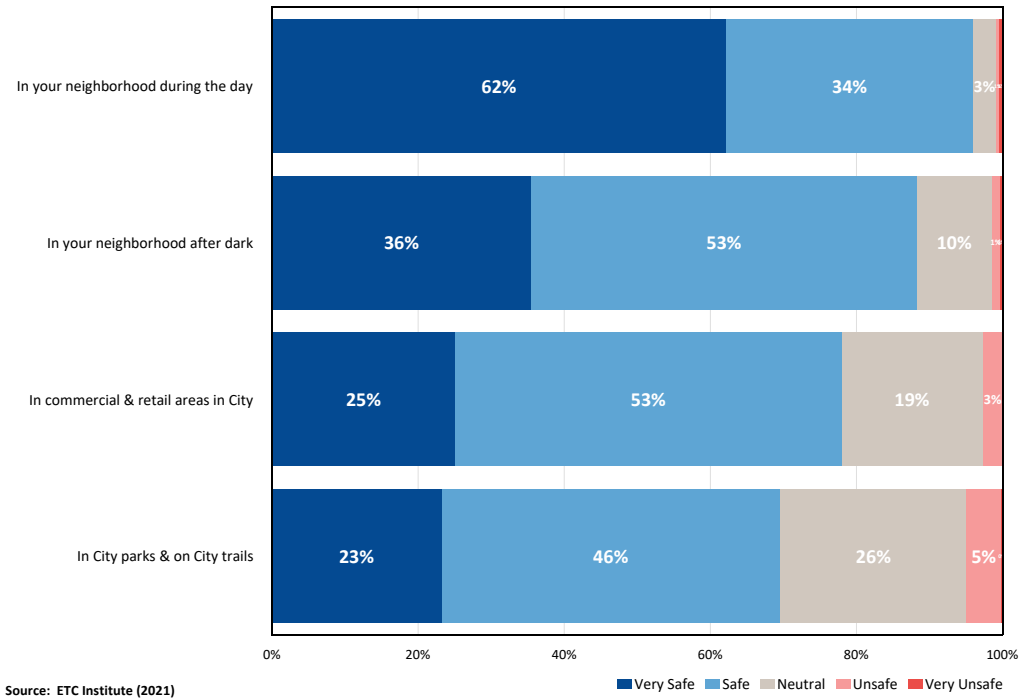
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 9

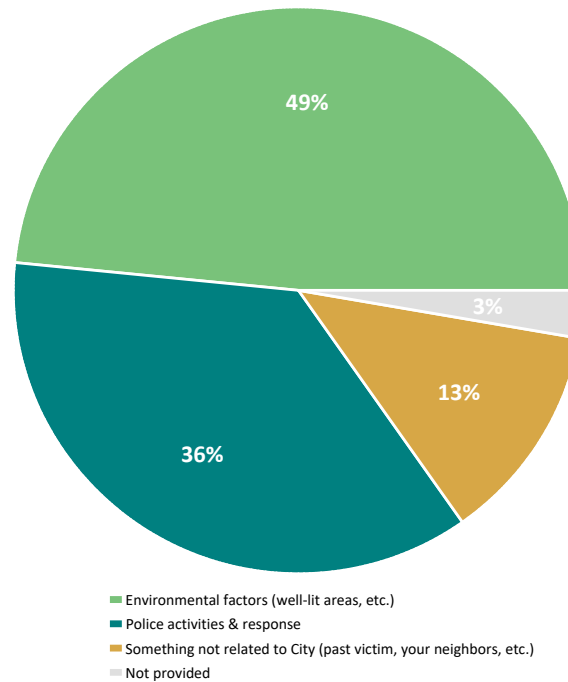
Q6. How safe do you feel in the following situations?

by percentage of respondents using a 5-point scale, where 5 means "very safe" and 1 means "very unsafe" (without "don't know")



Q7. What factor most influences how safe you feel in Raymore?

by percentage of respondents

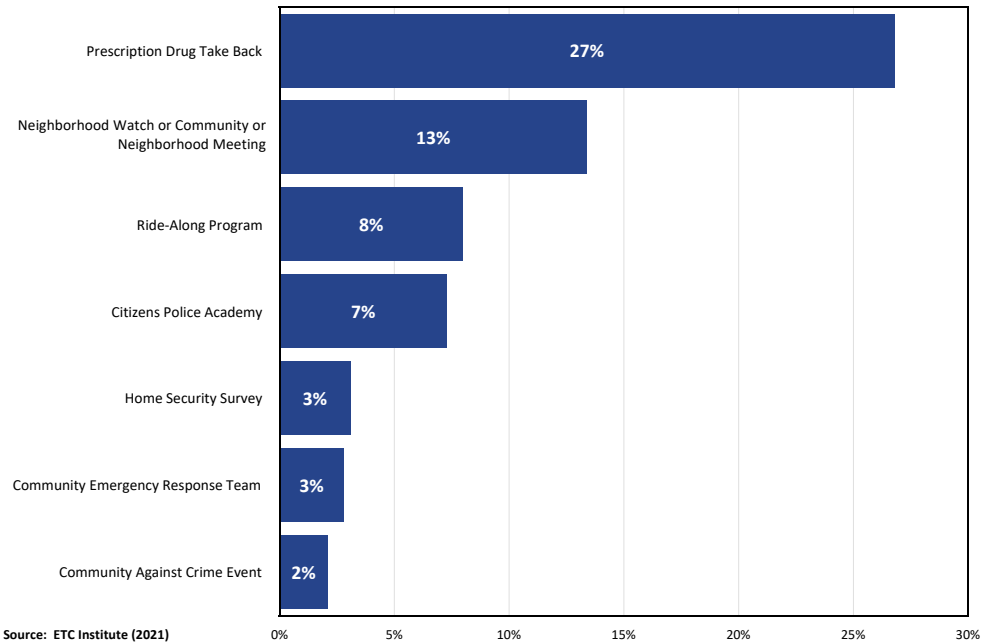


Source: ETC Institute (2021)

Page 11

Q8. Are you familiar with or have you participated in any of the following police initiatives/outreach programs in Raymore?

by percentage of respondents (multiple choices could be selected)

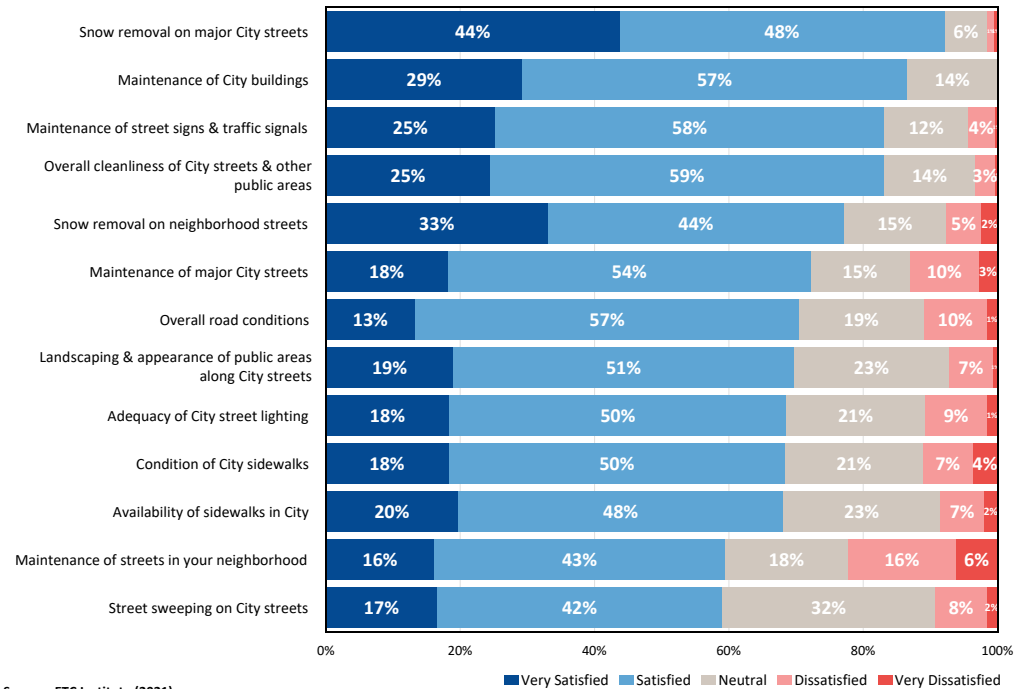


Source: ETC Institute (2021)

Page 12

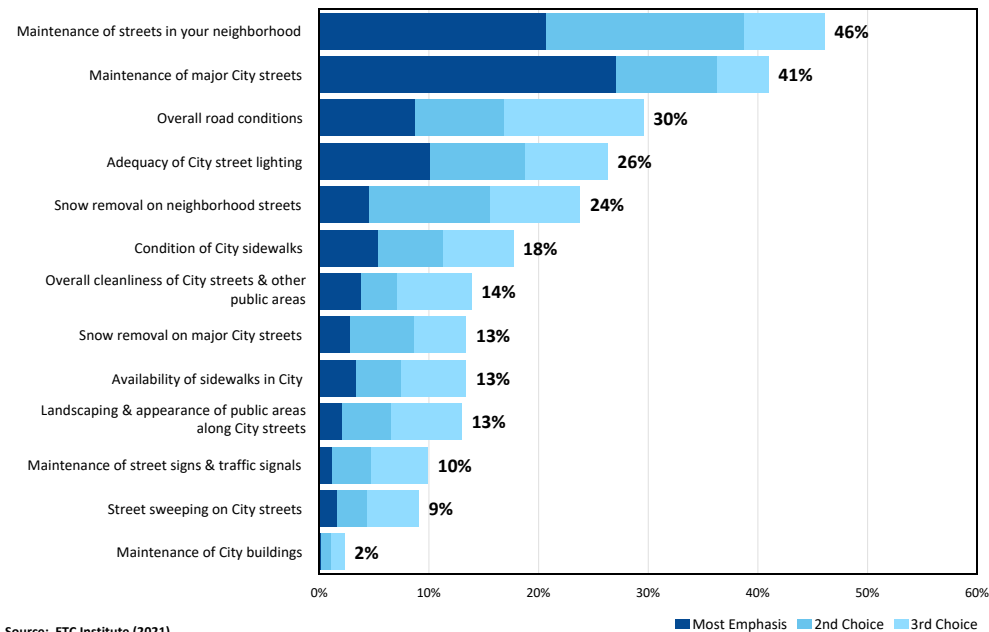
Q9. Satisfaction with City Maintenance/Public Works

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



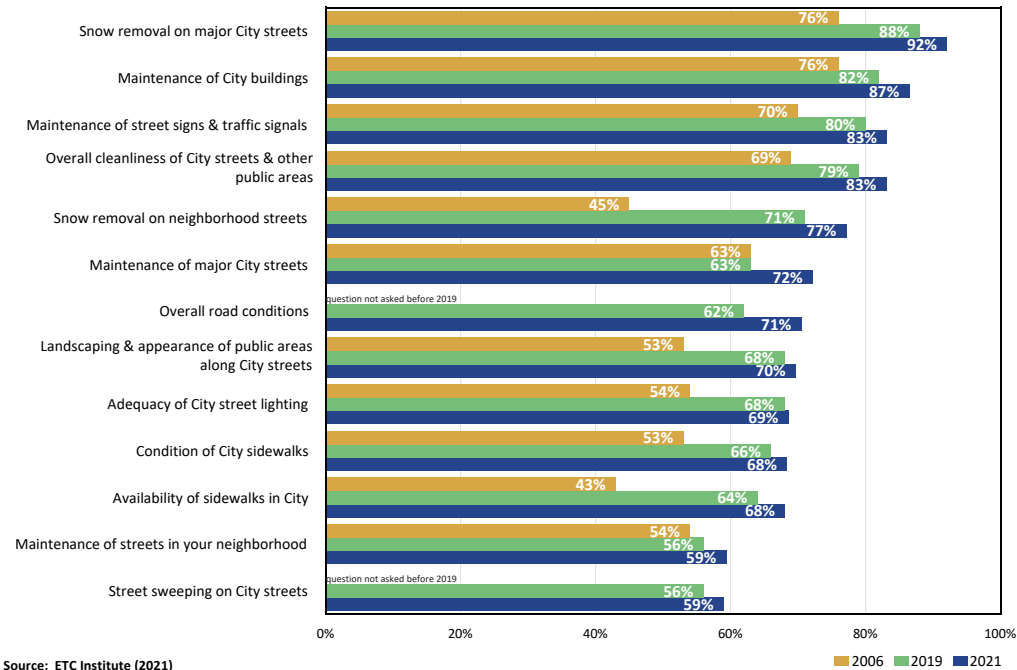
Q10. Maintenance/Public Works Items Residents Think Should Receive the Most Emphasis From City Leaders Over the Next Two Years

by percentage of respondents who selected the items as one of their top three choices



Trends: Q9. Satisfaction with City Maintenance/Public Works 2006, 2019, versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



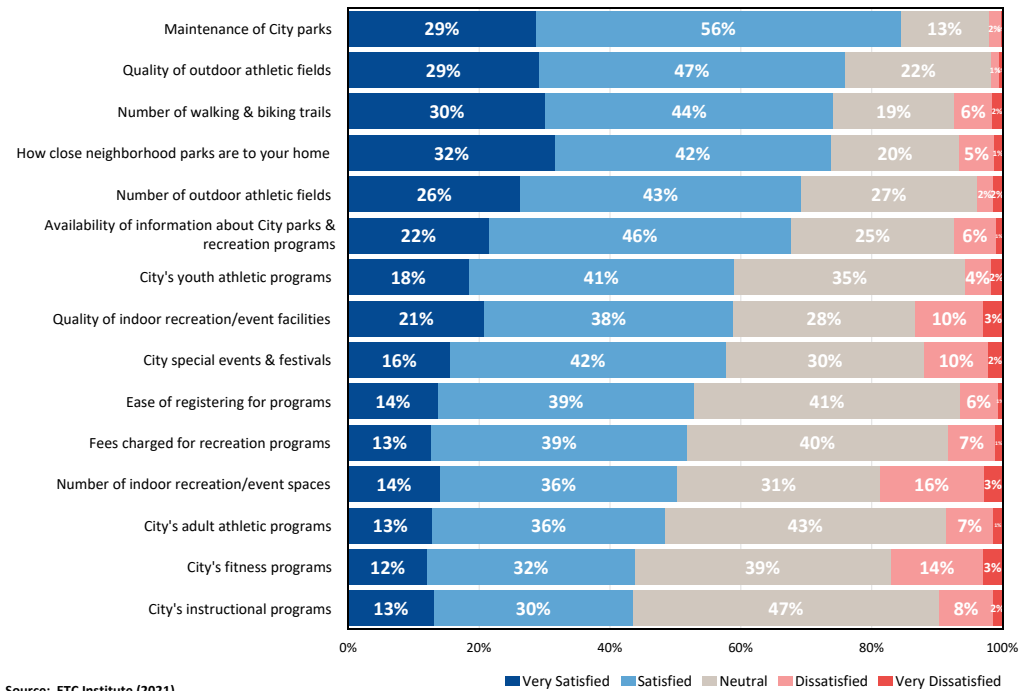
Source: ETC Institute (2021)

2006 2019 2021

Page 15

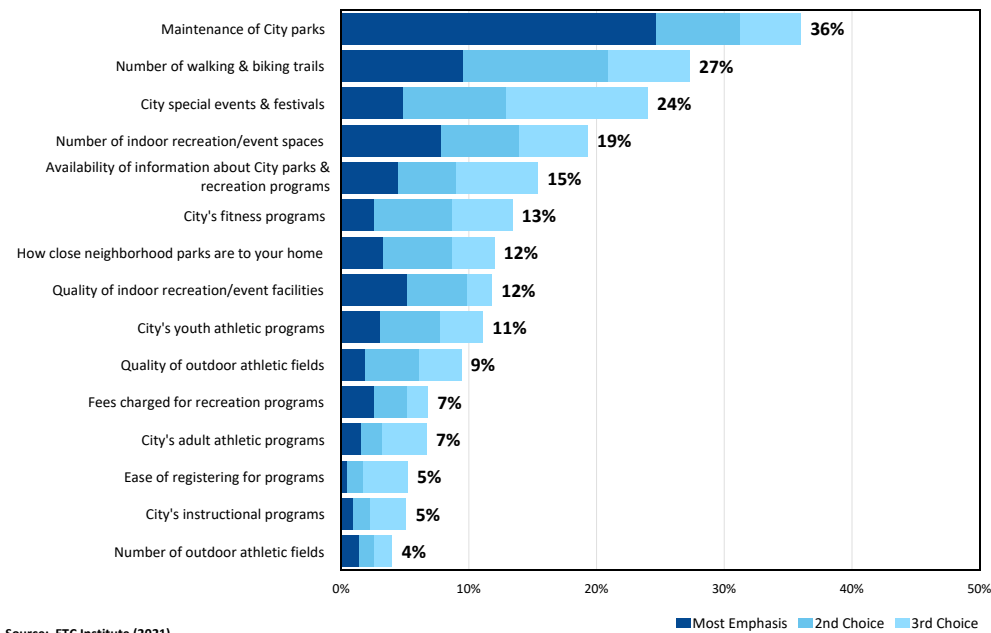
Q11. Satisfaction with Parks and Recreation

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Q12. Parks and Recreation Items Residents Think Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the items as one of their top three choices

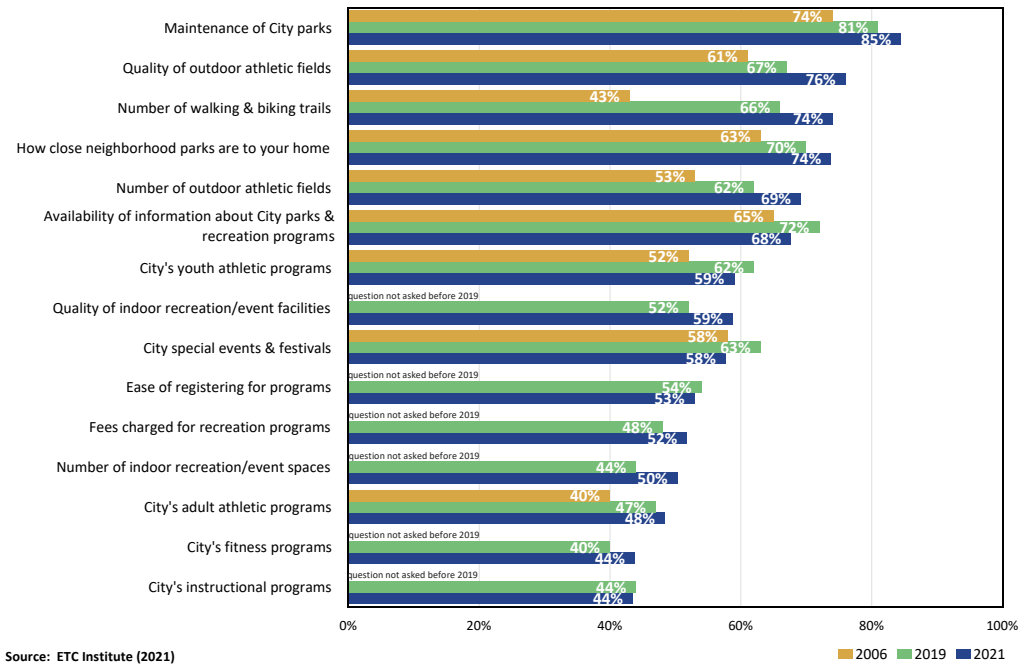


Source: ETC Institute (2021)

Page 17

Trends: Q11. Satisfaction with Parks and Recreation 2006, 2019, versus 2021

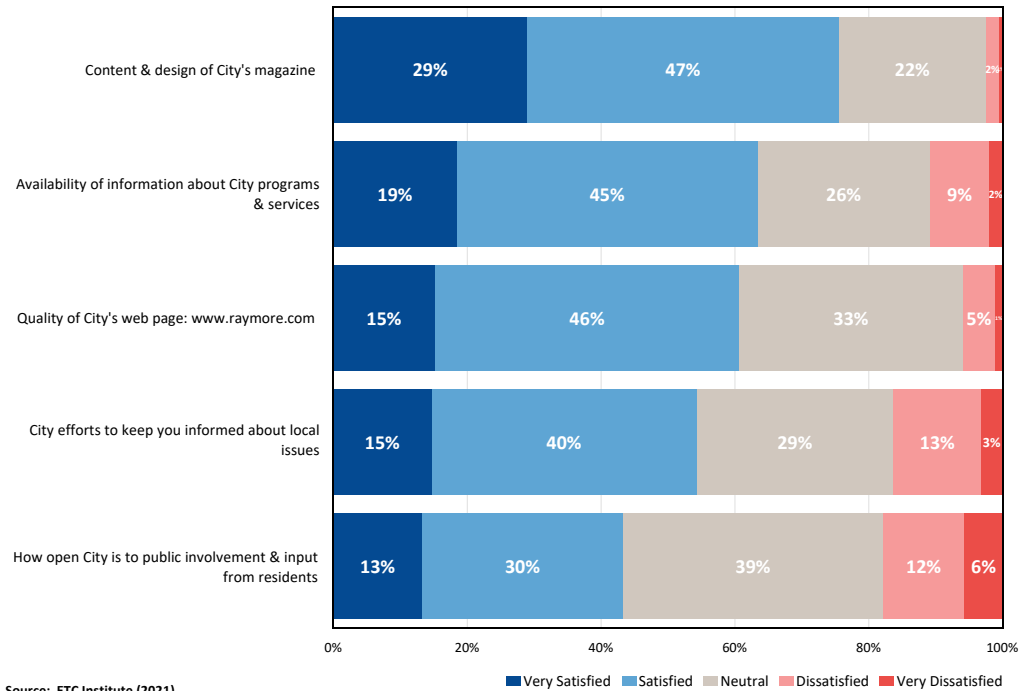
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 18

Q13. Satisfaction with City Communication

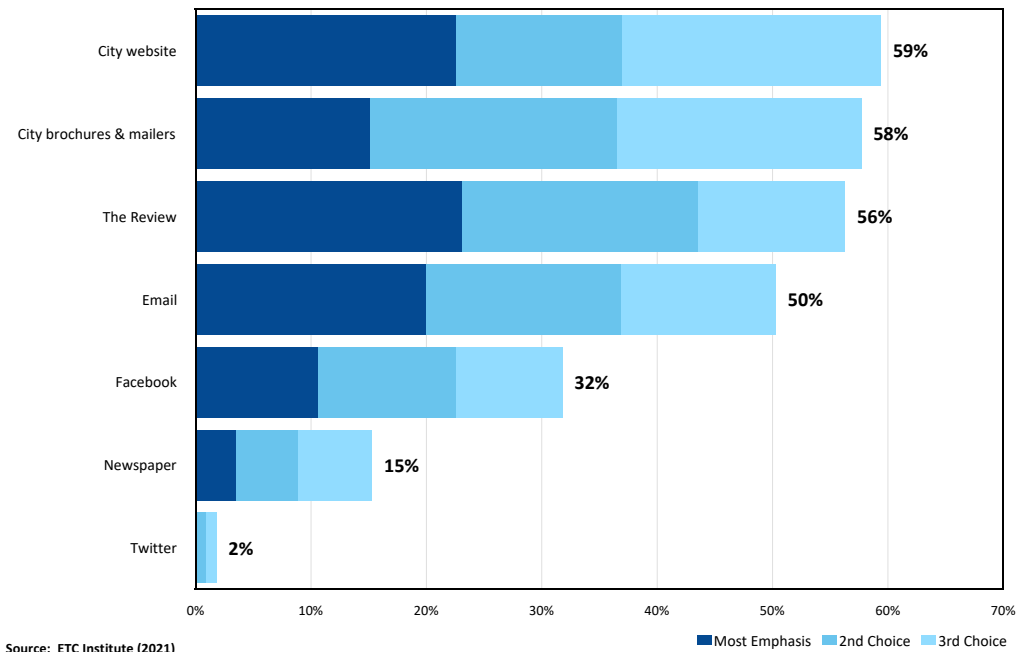
by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Page 19

Q14. Preferred Methods Residents Like to Receive Information About the City

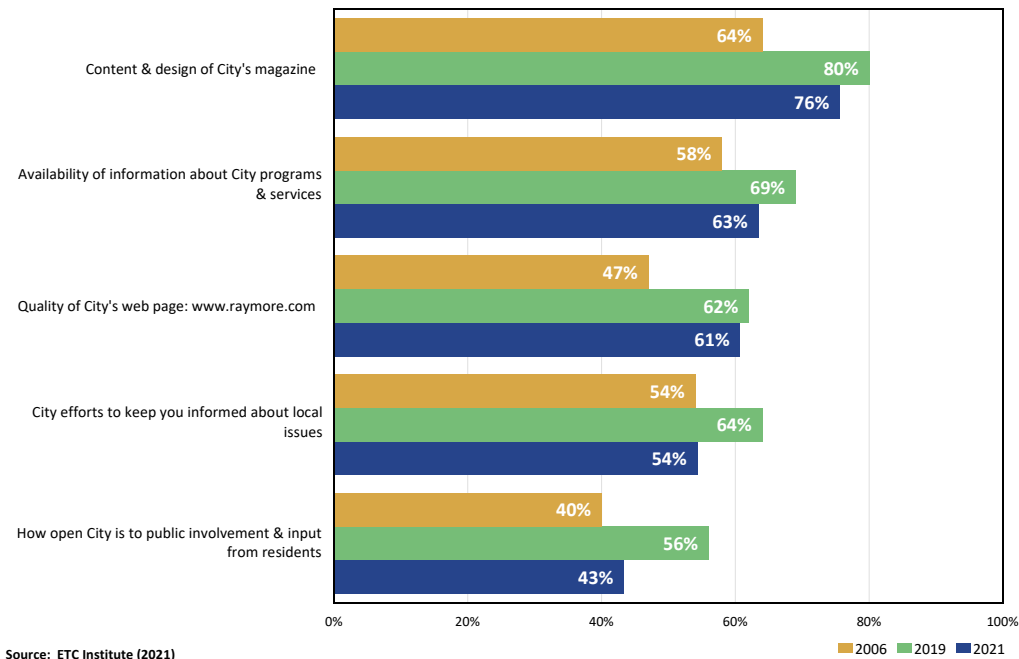
by percentage of respondents who selected the items as one of their top three choices



Page 20

Trends: Q13. Satisfaction with City Communication 2006, 2019, versus 2021

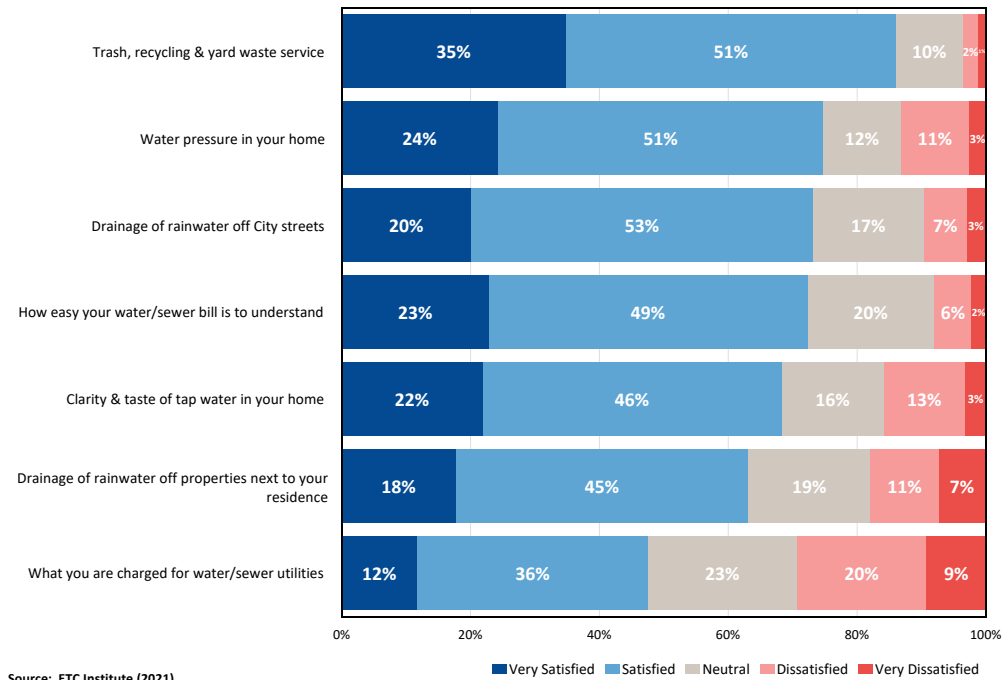
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 21

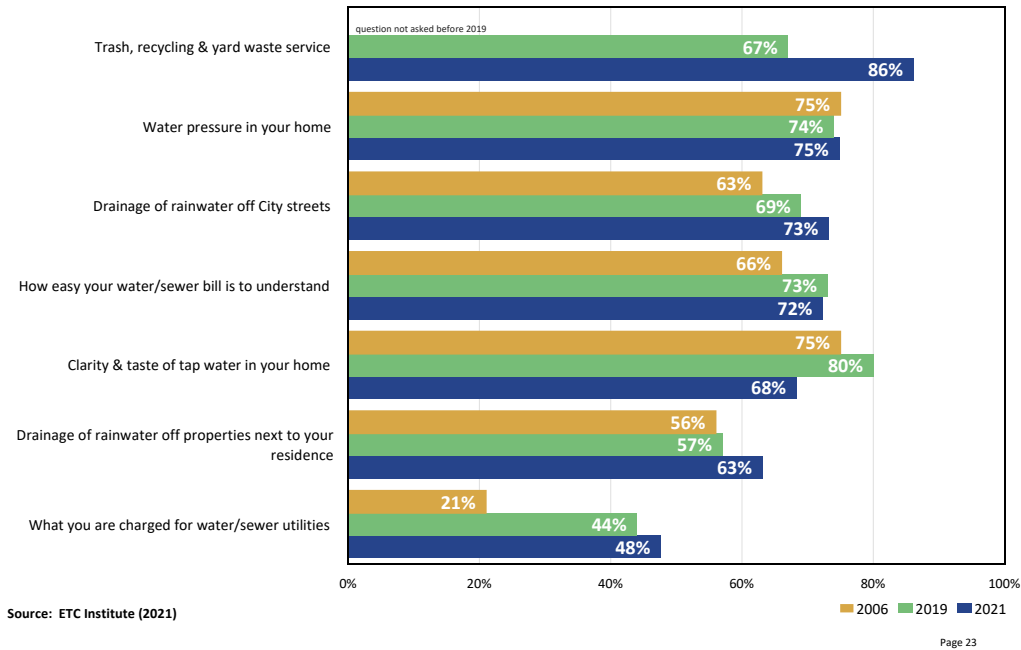
Q15. Satisfaction with Water/Sewer Utilities and Stormwater Management

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



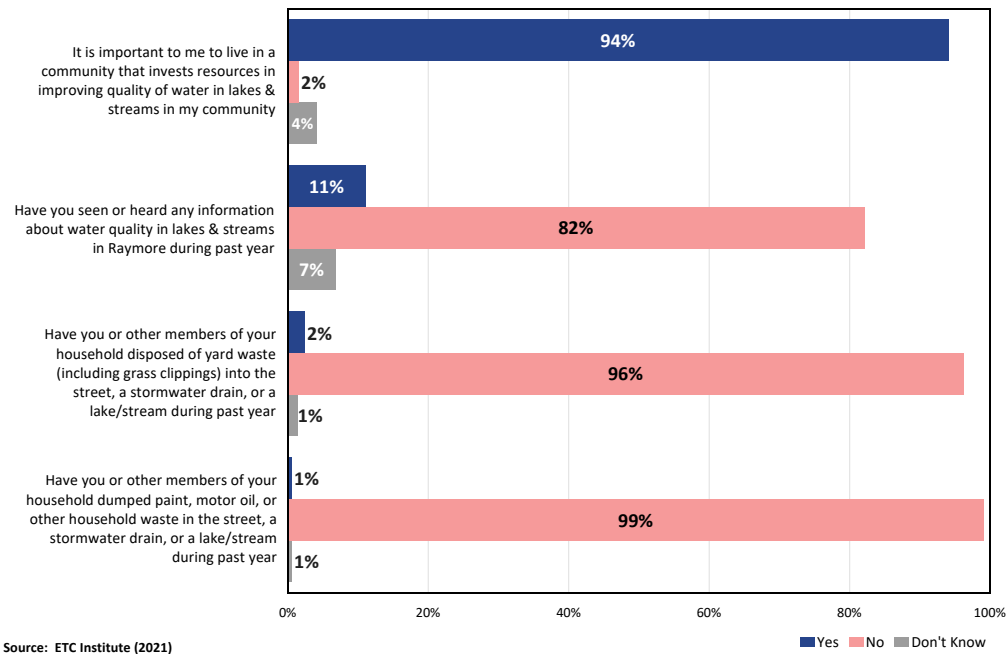
Trends: Q15. Satisfaction with Water/Sewer Utilities and Stormwater Management 2006, 2019, versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Q16. Stormwater Education. Please answer the following questions by circling either "Yes", "No", or "Don't Know."

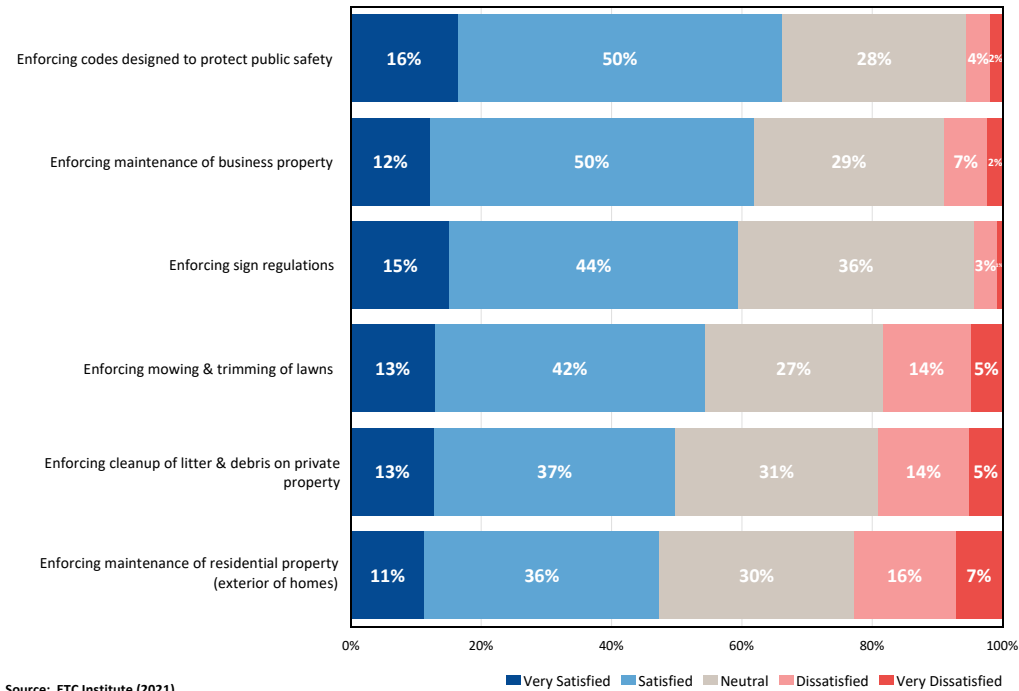
by percentage of respondents (multiple choices could be selected)



Page 24

Q17. Satisfaciton with Enforcement of Codes and Ordinances

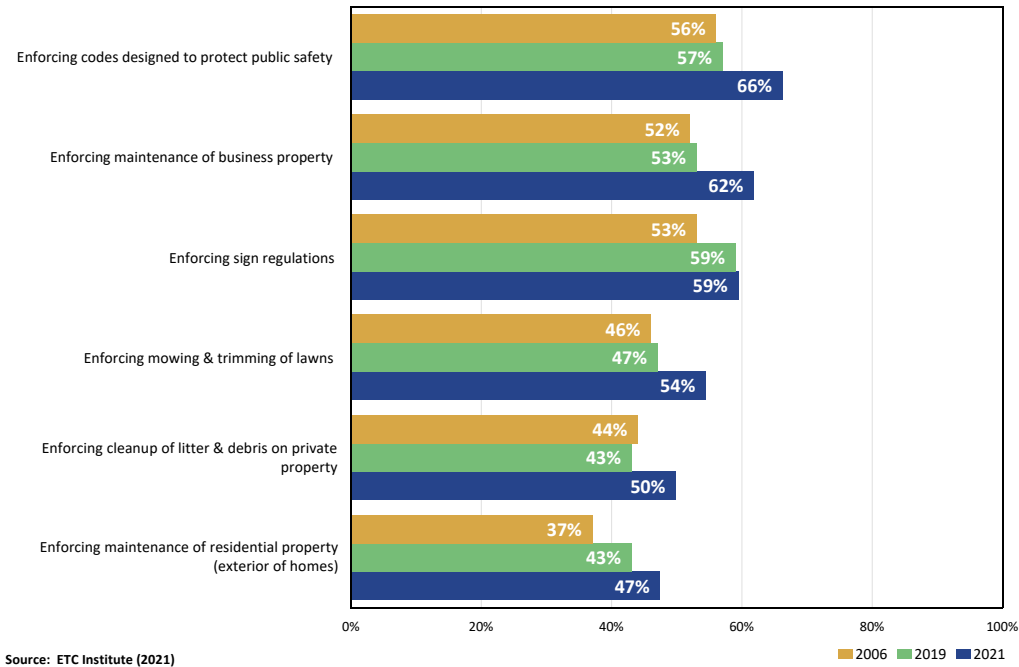
by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Page 25

Trends: Q17. Satisfaction with Enforcement of Codes and Ordinances 2006, 2019, versus 2021

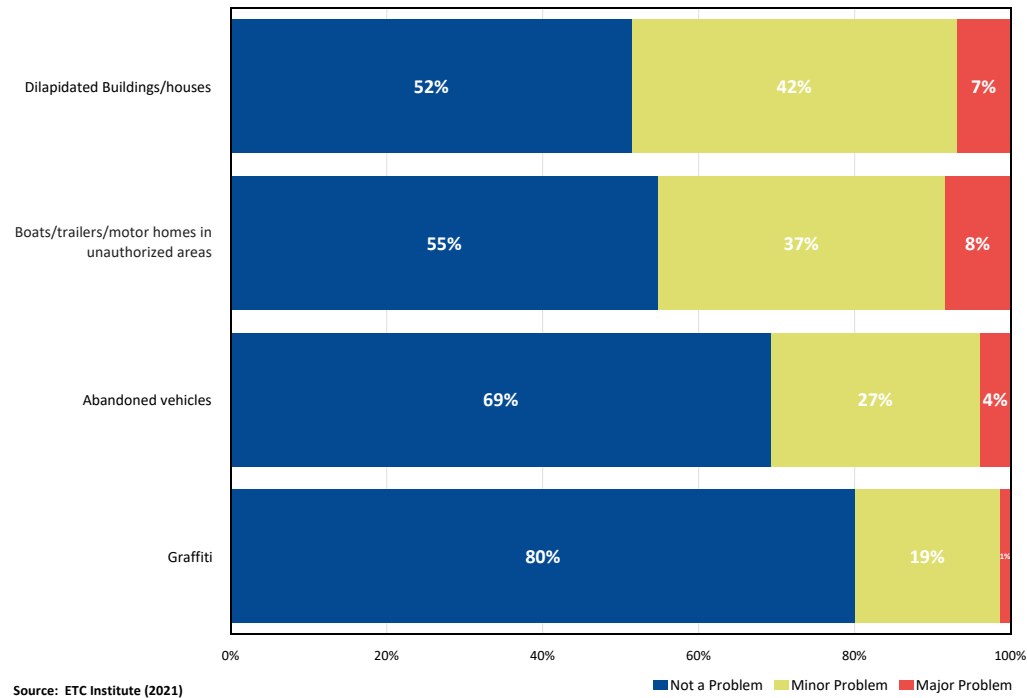
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 26

Q18. Ratings of Various Issues in Raymore

by percentage of respondents using a 3-point scale, where 3 means "not a problem" and 1 means "major problem"

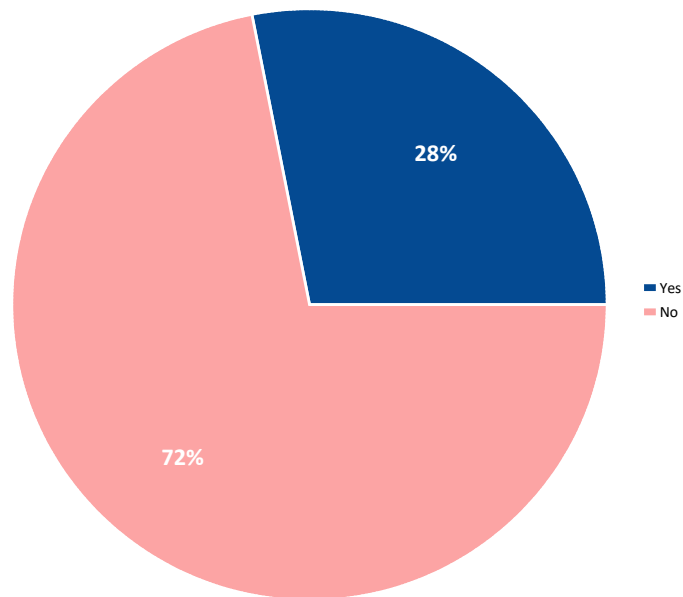


Source: ETC Institute (2021)

Page 27

Q19. Customer Service. Have you contacted the City with a question, problem, or complaint during the past year?

by percentage of respondents

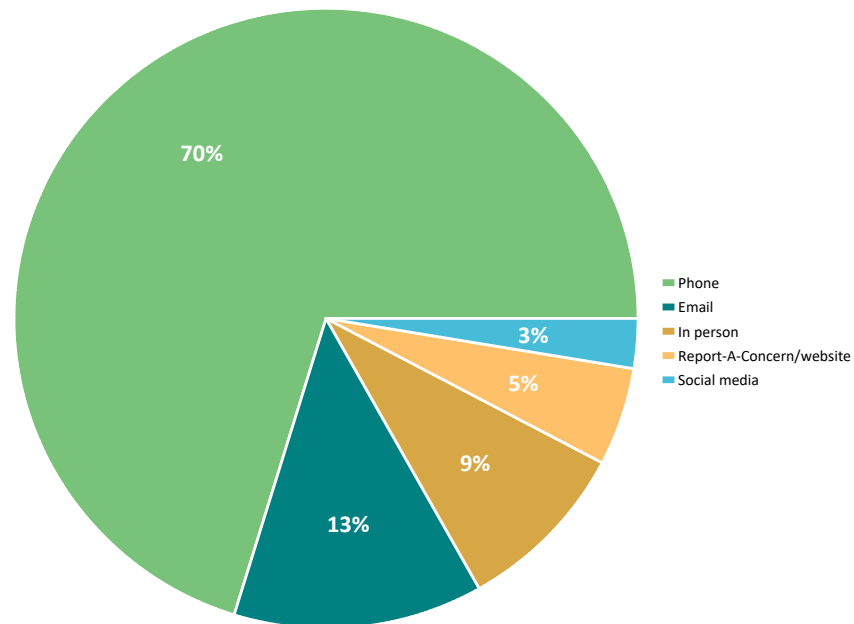


Source: ETC Institute (2021)

Page 28

Q19a. How did you make contact?

by percentage of respondents who contacted the City within the past year

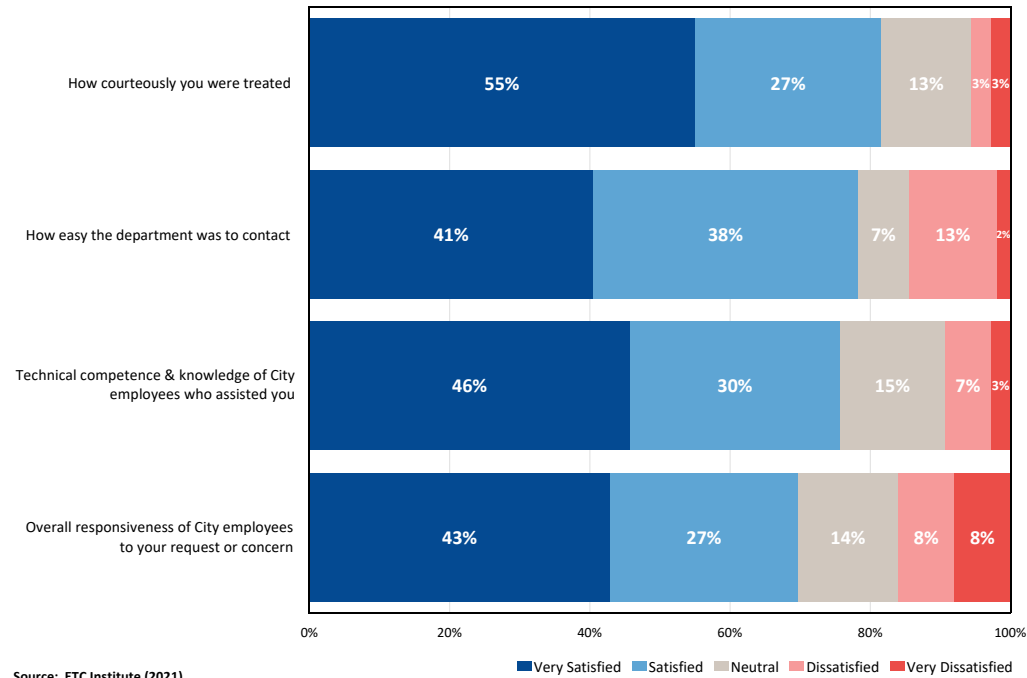


Source: ETC Institute (2021)

Page 29

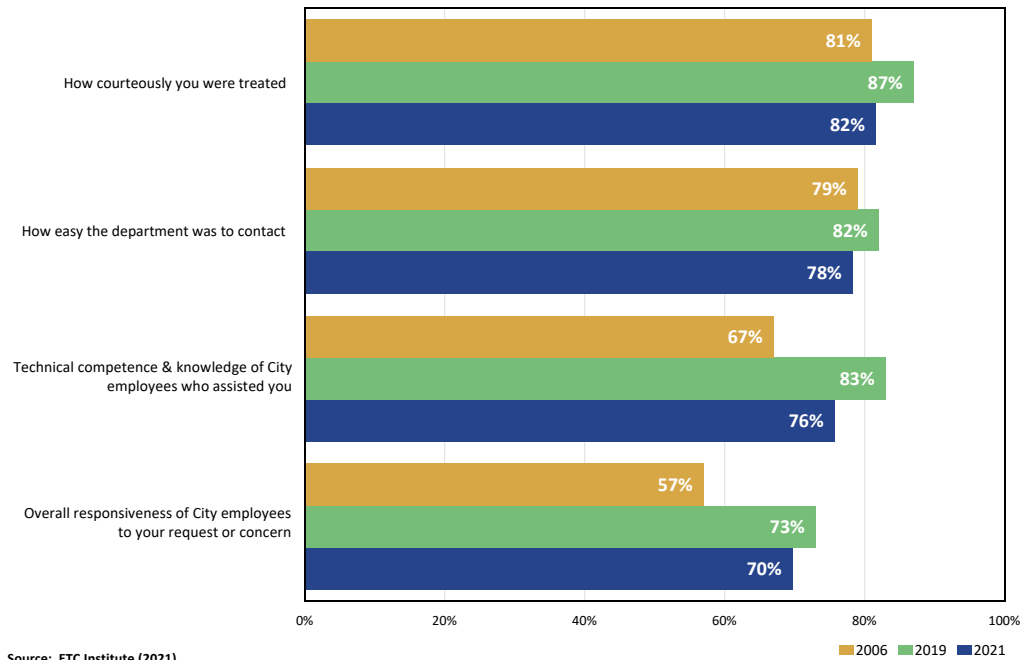
Q19c. Satisfaction with Customer Service of City Employees

by percentage of respondents who contacted the City within the past year using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Trends: Q19c. Satisfaction with Customer Service of City Employees 2006, 2019, versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")

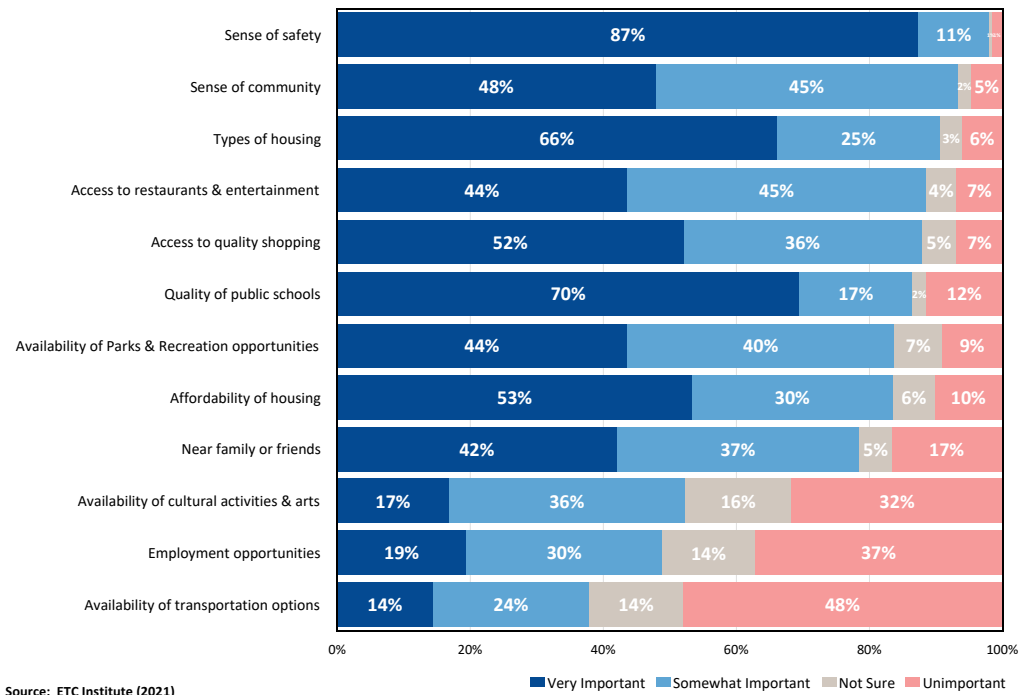


Source: ETC Institute (2021)

Page 31

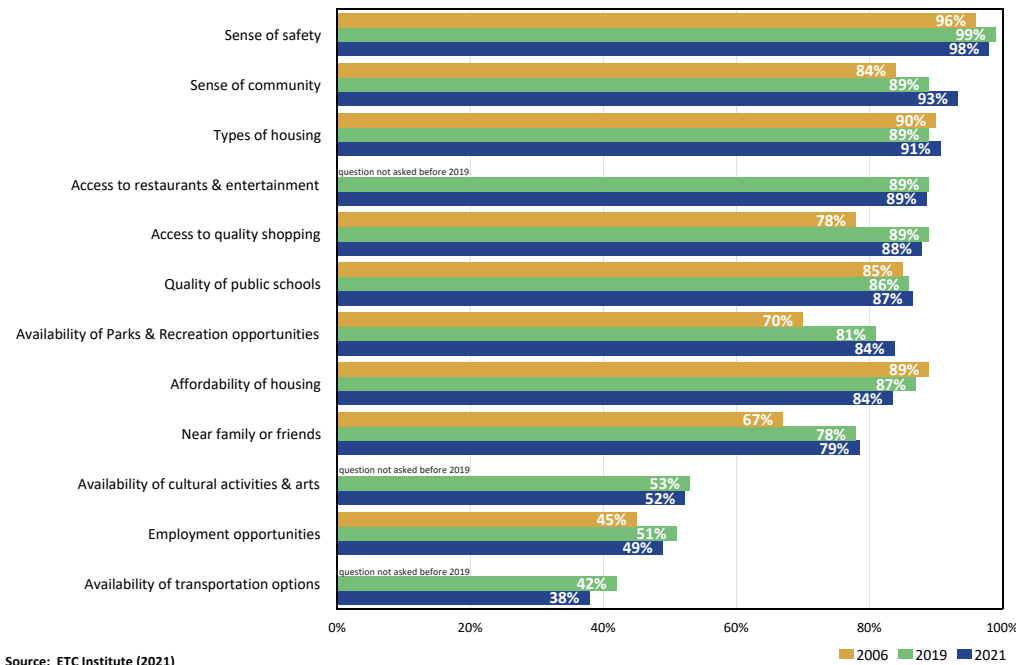
Q20. Level of Importance of Variables in Deciding Where to Live

by percentage of respondents using a 4-point scale, where 4 means "very important" and 1 means "unimportant" (without "not provided")



Trends: Q20. Level of Importance of Variables in Deciding Where to Live 2006, 2019, versus 2021

by percentage of respondents who rated the item as a 3 or 4 on a 4-point scale (without "not provided")

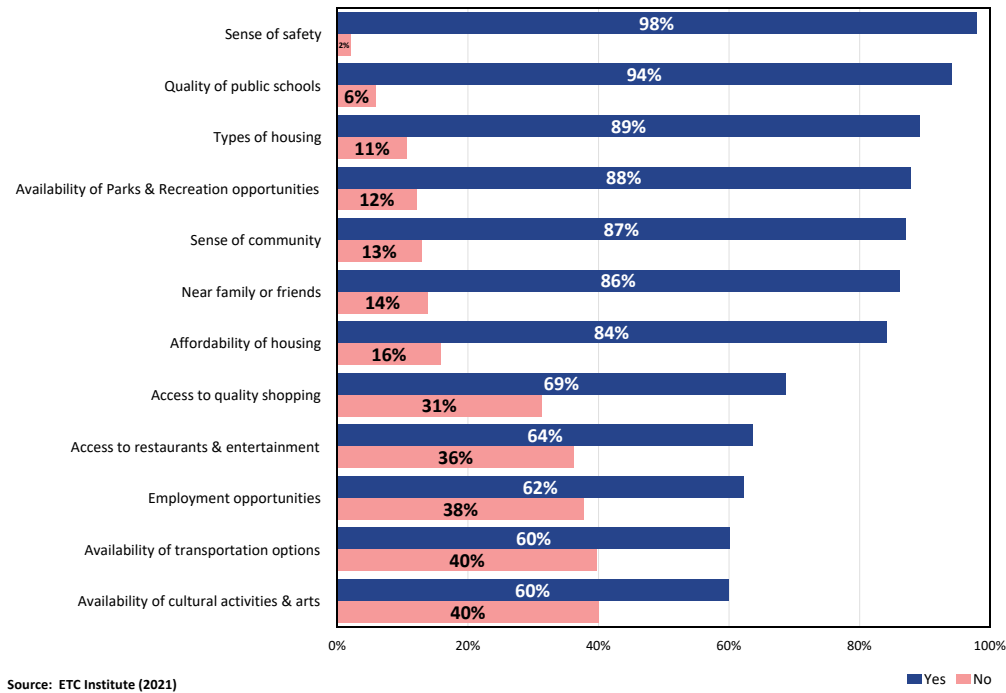


Source: ETC Institute (2021)

Page 33

Q20. Are your needs being met in Raymore?

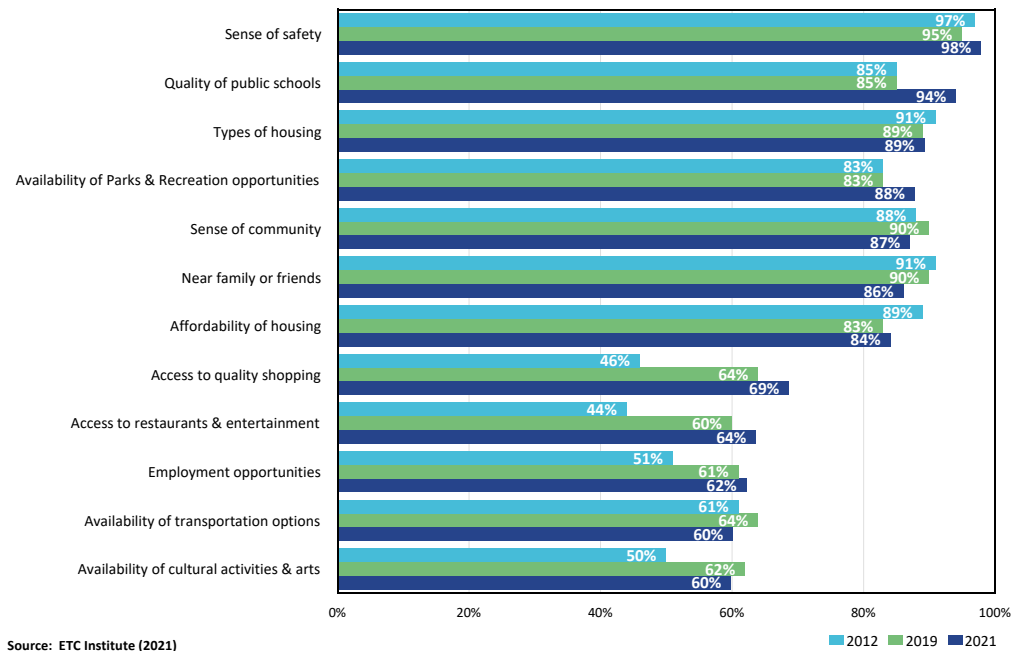
by percentage of respondents



Page 34

Trends: Q20. Are your needs being met in Raymore? 2012, 2019, versus 2021

by percentage of respondents who answered "yes"

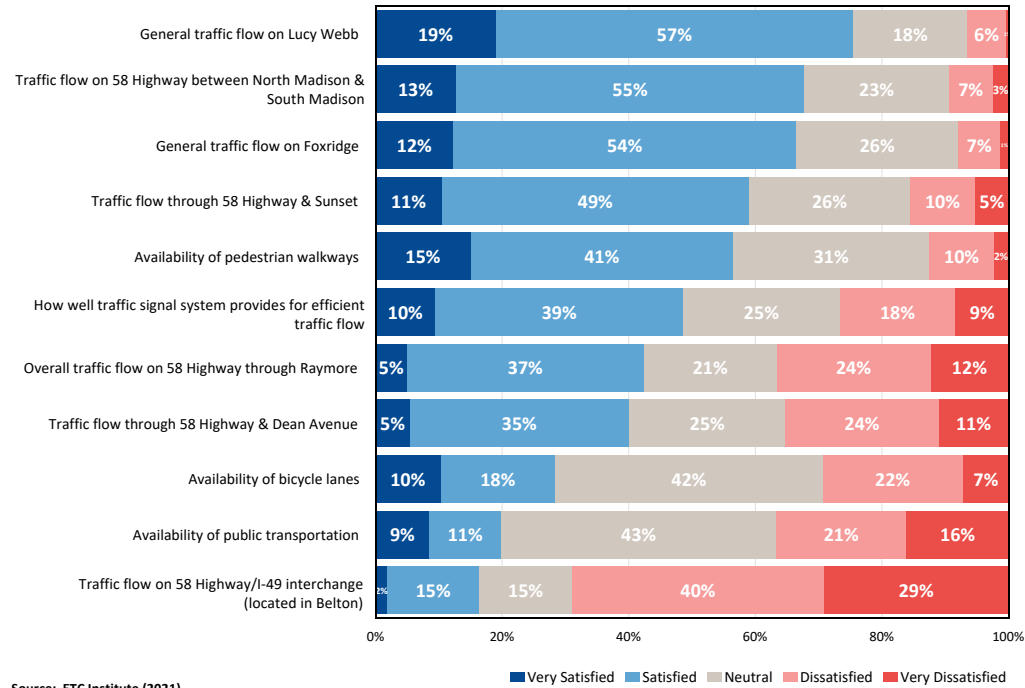


Source: ETC Institute (2021)

Page 35

Q21. Satisfaction with Various Traffic and Transportation Items

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")

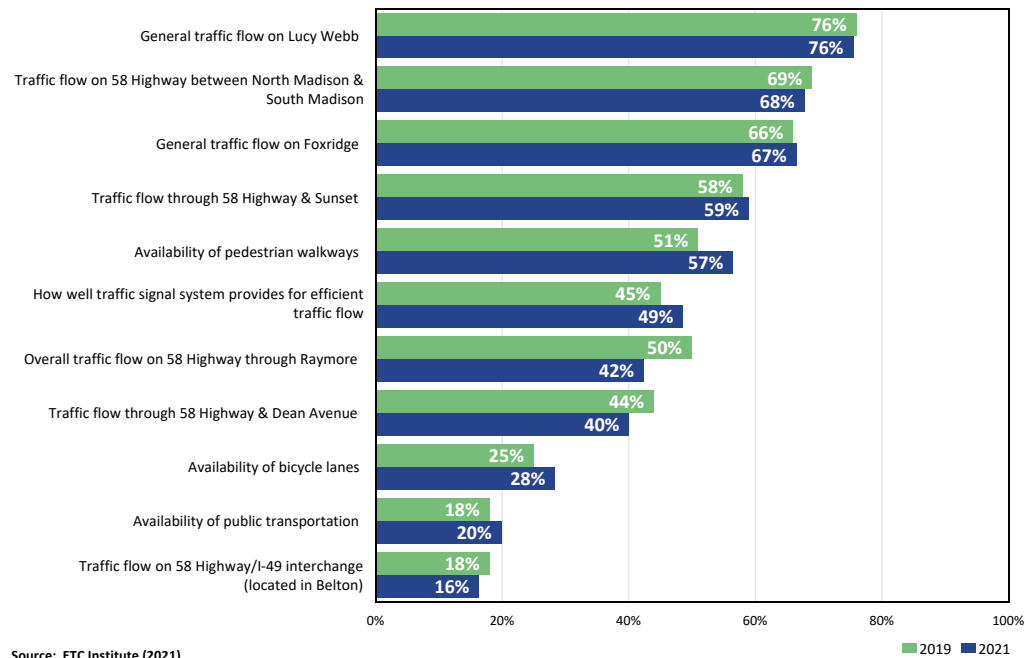


Source: ETC Institute (2021)

Page 36

Trends: Q21. Satisfaction with Various Traffic and Transportation Items 2019 versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "not provided")

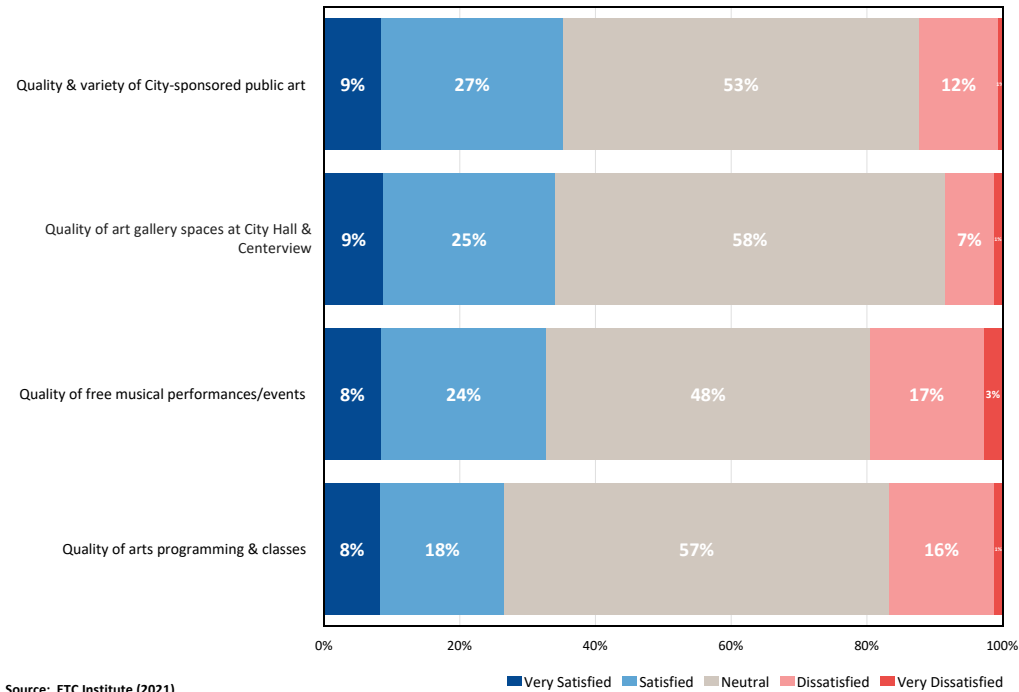


Source: ETC Institute (2021)

Page 37

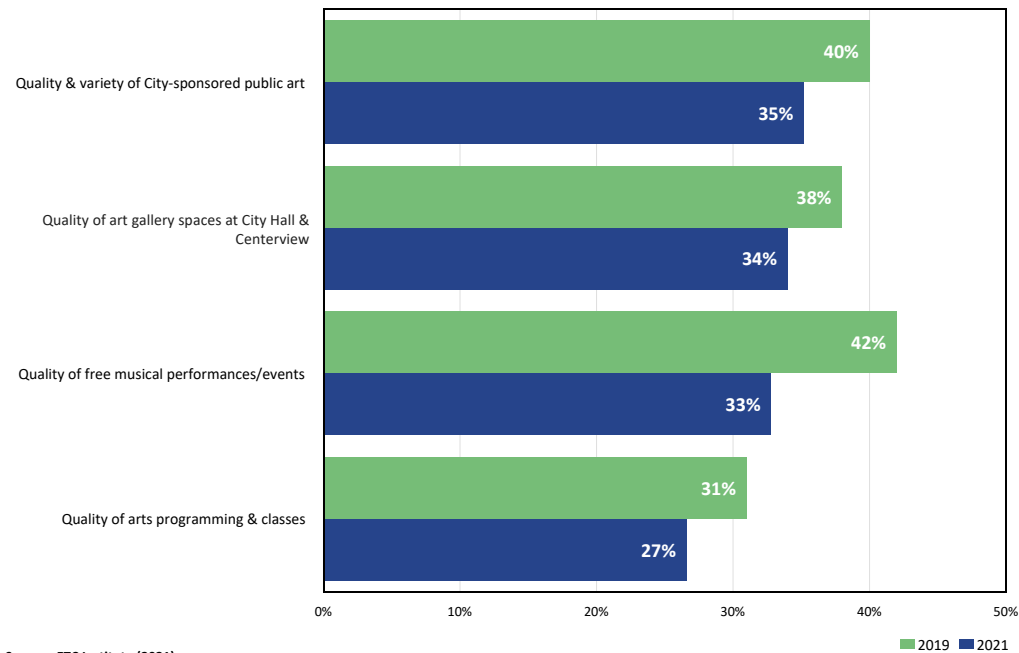
Q22. Satisfaction with Arts Commission

by percentage of respondents using a 5-point scale, where 5 means "very satisfied" and 1 means "very dissatisfied" (without "don't know")



Trends: Q22. Satisfaction with Arts Commission 2019 versus 2021

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "not provided")

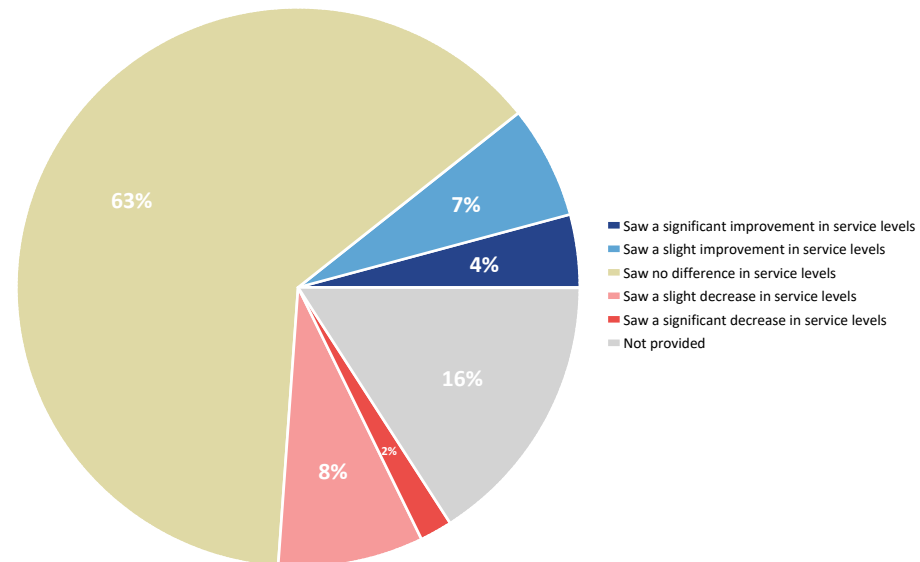


Source: ETC Institute (2021)

Page 39

Q23. The COVID-19 Pandemic created a number of challenges for everyone in the community. How would you specifically rate the availability of services from City Hall during 2020?

by percentage of respondents

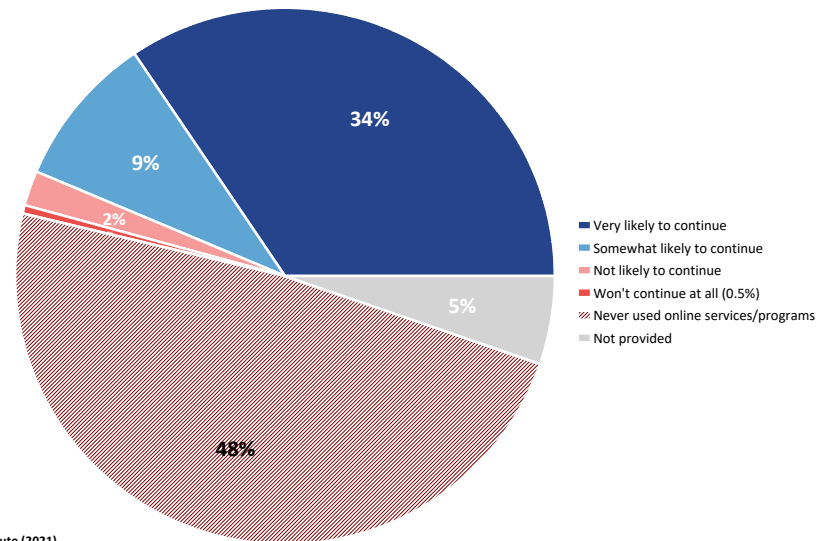


Source: ETC Institute (2021)

Page 40

Q24. During COVID-19, the City implemented a number of online service and programming options including online occupational licensing, free online utility bill pay and virtual recreation programs. If you used any of these online services, how likely are you to continue using these online services after the Pandemic?

by percentage of respondents

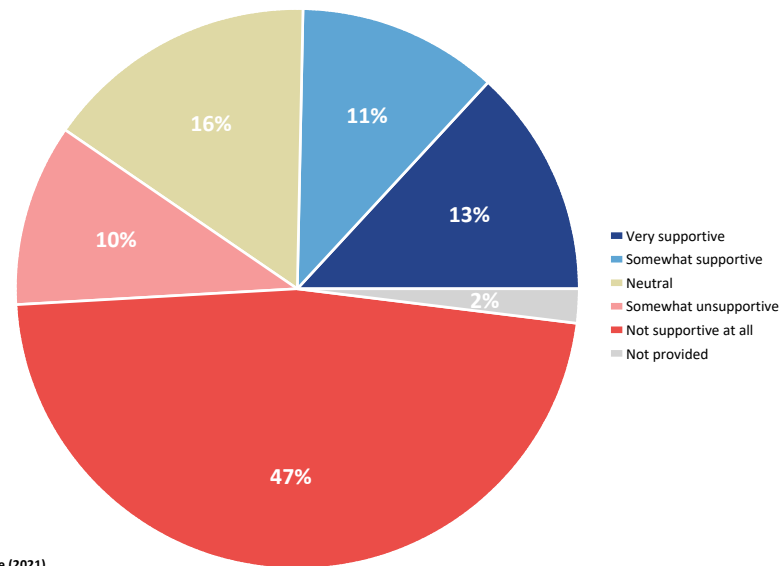


Source: ETC Institute (2021)

Page 41

Q25. Currently, shoppers who use online retailers (like Amazon, Wayfair or Chewy) do not pay the same local sales tax as those who choose to shop at locally owned businesses. If the City were to propose a Use Tax that would apply the current sales tax to online shopping, how supportive would you be?

by percentage of respondents

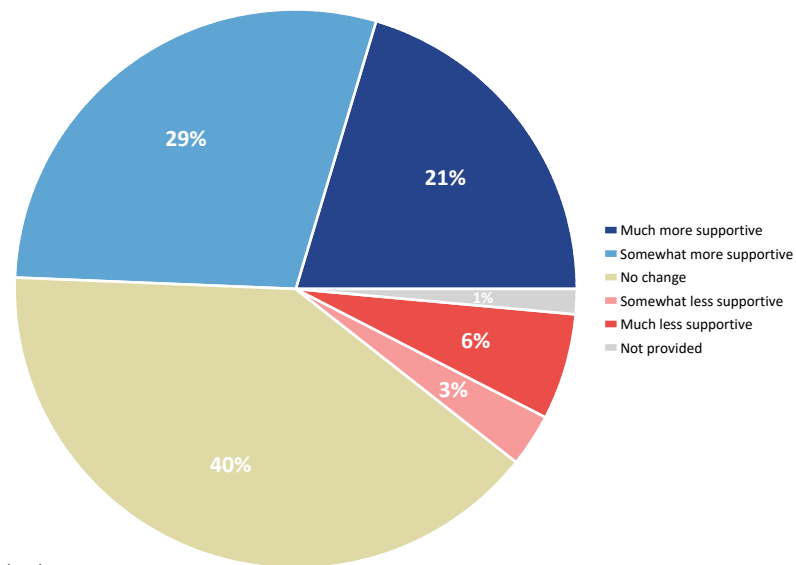


Source: ETC Institute (2021)

Page 42

Q26. If you knew the revenue generated from this proposed Use Tax would be going to support hiring additional Police Officers, Public Works Employees or Parks Maintenance Staff, would that make you...

by percentage of respondents

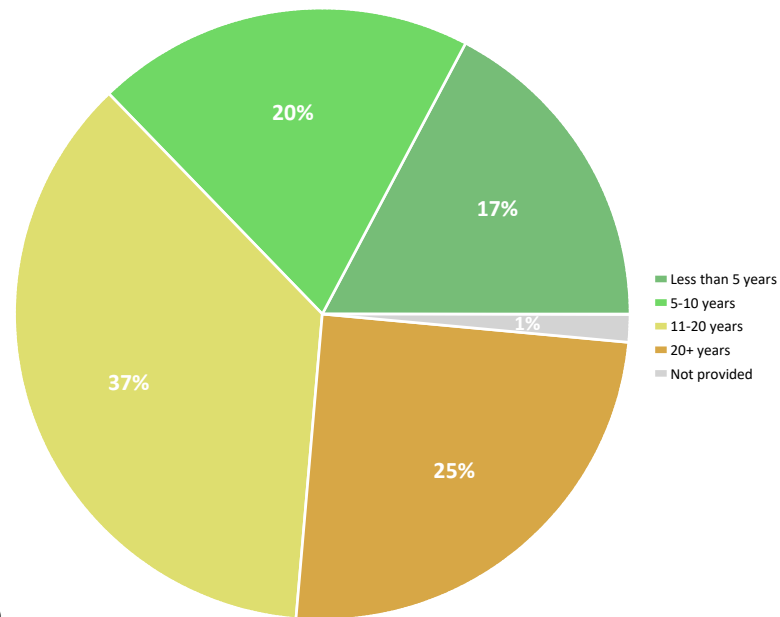


Source: ETC Institute (2021)

Page 43

Demographics: Q27. Approximately, how many years have you lived in the City of Raymore?

by percentage of respondents

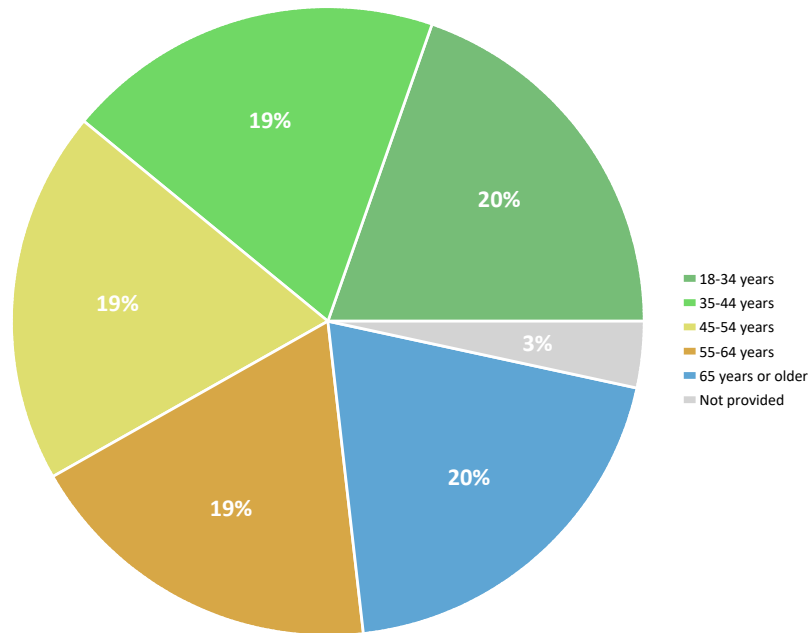


Source: ETC Institute (2021)

Page 44

Demographics: Q28. Age of Respondent

by percentage of respondents

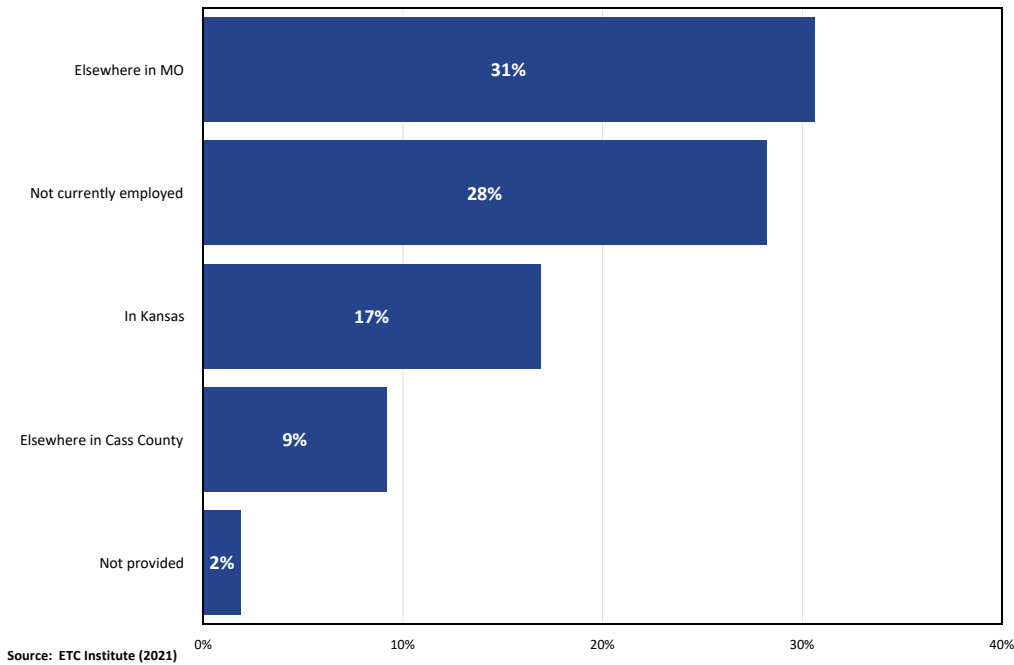


Source: ETC Institute (2021)

Page 45

Demographics: Q29. Which of the following best describes your current place of employment?

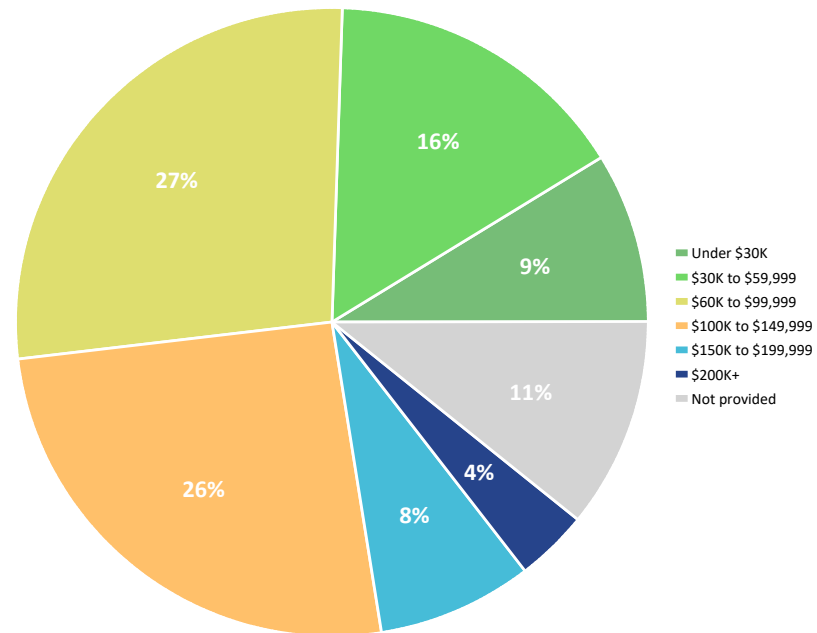
by percentage of respondents



Page 46

Demographics: Q30. Total Household Income

by percentage of respondents

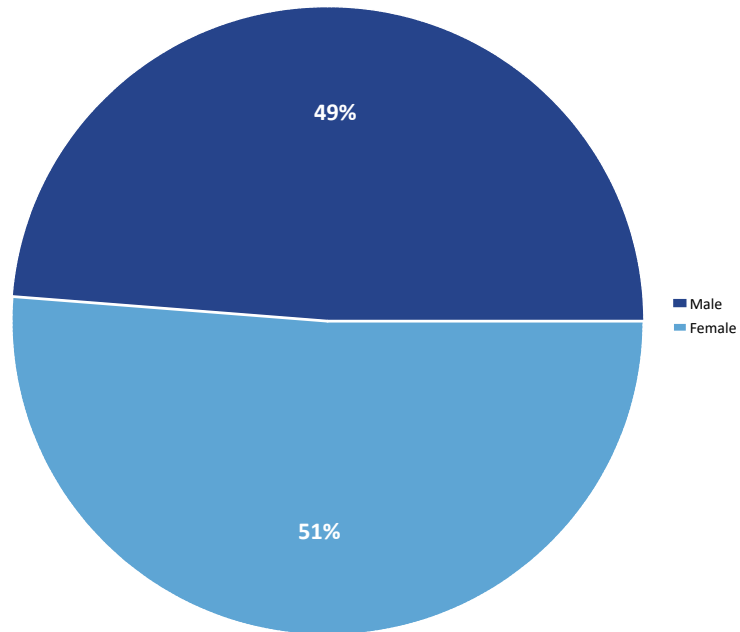


Source: ETC Institute (2021)

Page 47

Demographics: Q31. Gender of Respondent

by percentage of respondents (without "not provided")



Source: ETC Institute (2021)

Page 48

Section 2

Benchmarking Analysis

Benchmarking Summary Report

Raymore, Missouri

Overview

ETC Institute's *DirectionFinder*® program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 350 communities in 49 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the summer of 2019 to a random sample of more than 4,000 residents living in the continental United States and (2) survey results from 30 communities, in Kansas and Missouri, where ETC Institute has administered the *DirectionFinder*® survey between July 2018 and December 2020. The results from individual communities were used as the basis for developing the range of performance. The communities included in the performance comparisons that are shown in this section are listed below:

- Blue Springs, MO
- Branson, MO
- Clayton, MO
- Columbia, MO
- Gardner, KS
- Gladstone, MO
- Grandview, MO
- Independence, MO
- Jackson, MO
- Johnson County, KS
- Kansas City, MO
- Kirkwood, MO
- Lawrence, KS
- Lebanon, MO
- Lee's Summit, MO
- Lenexa, KS
- Maryland Heights, MO
- Merriam, KS
- Mission, KS
- North Kansas City, MO
- Olathe, KS
- Overland Park, KS
- Platte City, MO
- Raymore, MO
- Roeland Park, MO
- Rolla, MO
- Shawnee, KS
- Springfield, MO
- University City, MO
- Wyandotte County, KS

Interpreting the Charts

National Benchmarks. The first set of charts on the following pages show how the overall results for the City of Raymore compare to the national average and the average for the Kansas and Missouri region, based on the results of a 2019 survey that was administered by ETC Institute to a random sample of more than 4,000 U.S. residents.

Kansas and Missouri Regional Benchmarks. The second set of charts show the highest, lowest, and average (mean) levels of satisfaction in the 30 communities listed above for more than 50 areas of service delivery. The mean rating is shown as a vertical line, which indicates the average level of satisfaction for the Kansas and Missouri region. The actual ratings of the City of Raymore are listed to the right of each chart. The dot on each bar shows how the results for Raymore compare to the other communities in the Kansas and Missouri region where the *DirectionFinder*® survey has been conducted between July 2018 to December 2020.

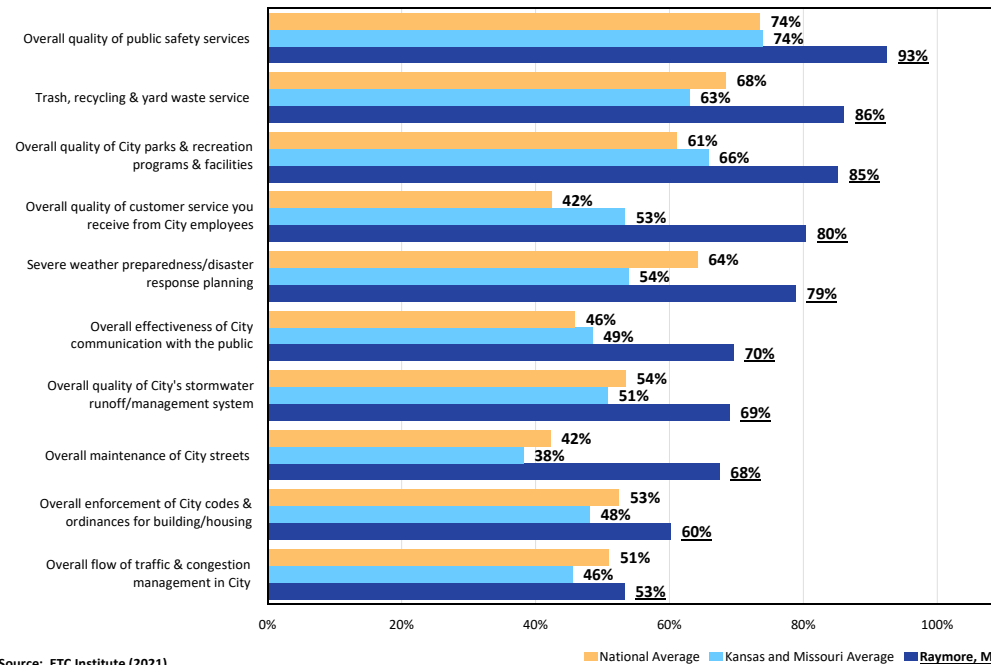
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Raymore, MO are not authorized without written consent from ETC Institute.

Benchmarking: Satisfaction with Major Categories of City Services

National Average vs. Kansas & Missouri Region Average vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")

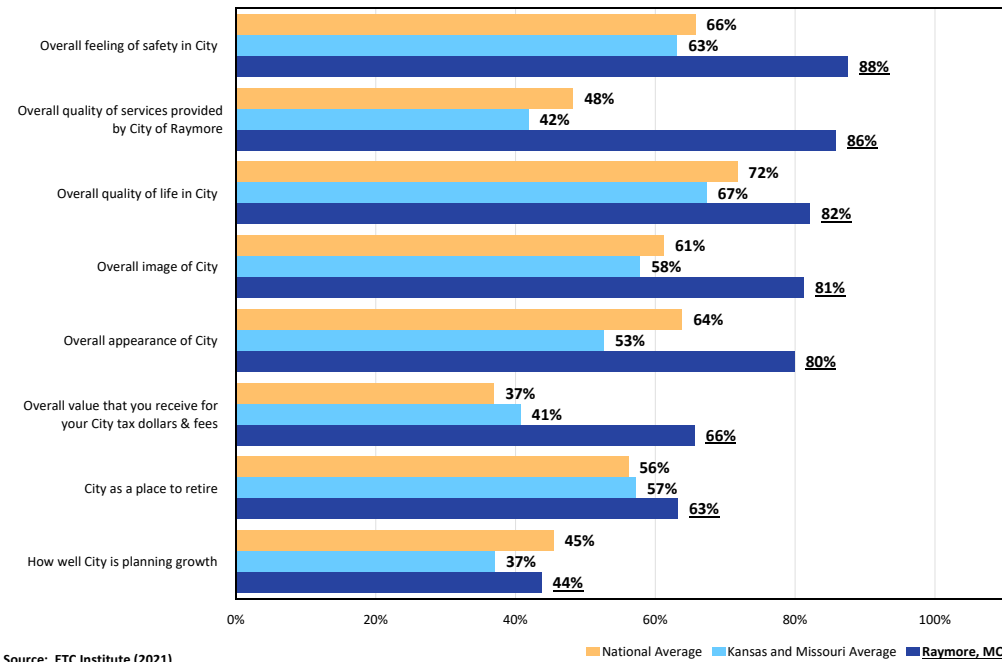


Page 53

Benchmarking: Satisfaction with Perceptions of the City

National Average vs. Kansas & Missouri Region Average vs. Raymore, MO

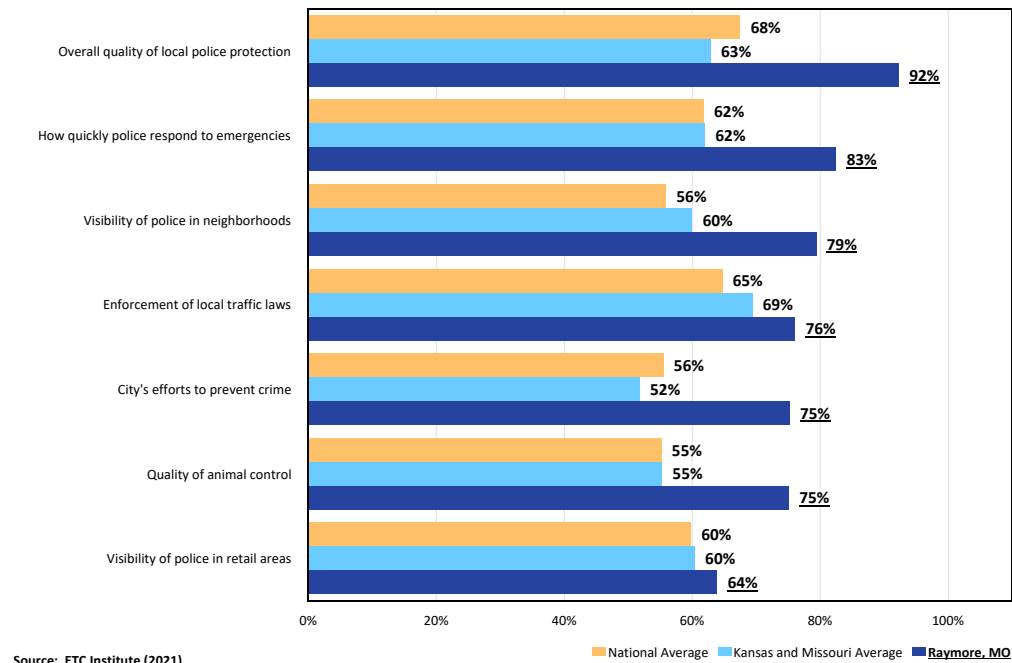
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Benchmarking: Satisfaction with Public Safety

National Average vs. Kansas & Missouri Region Average vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")

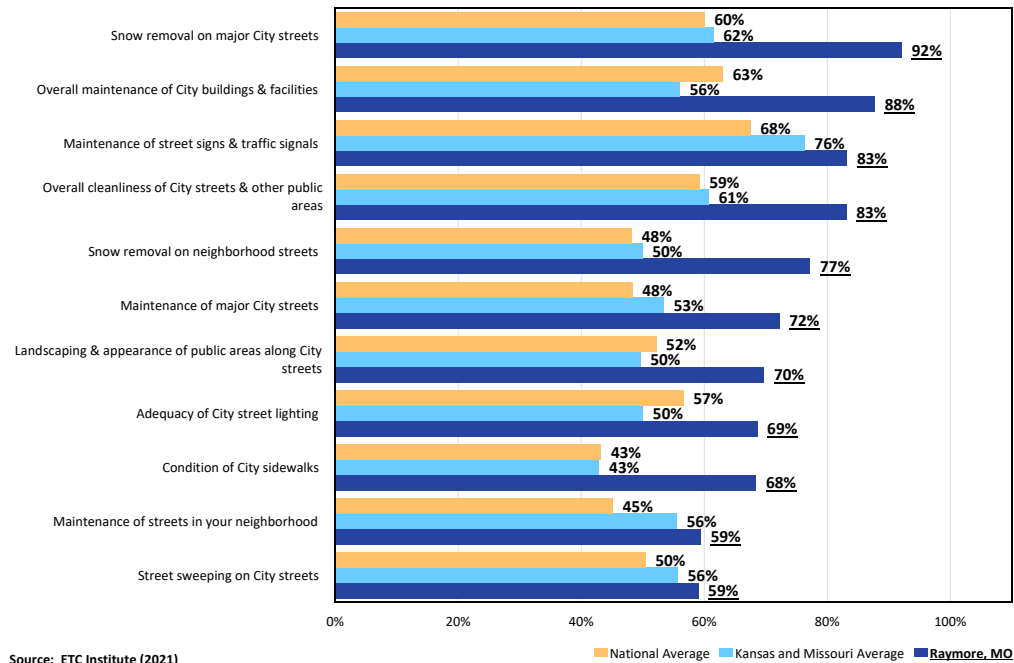


Page 55

Benchmarking: Satisfaction with City Maintenance/Public Works

National Average vs. Kansas & Missouri Region vs. Raymore, MO

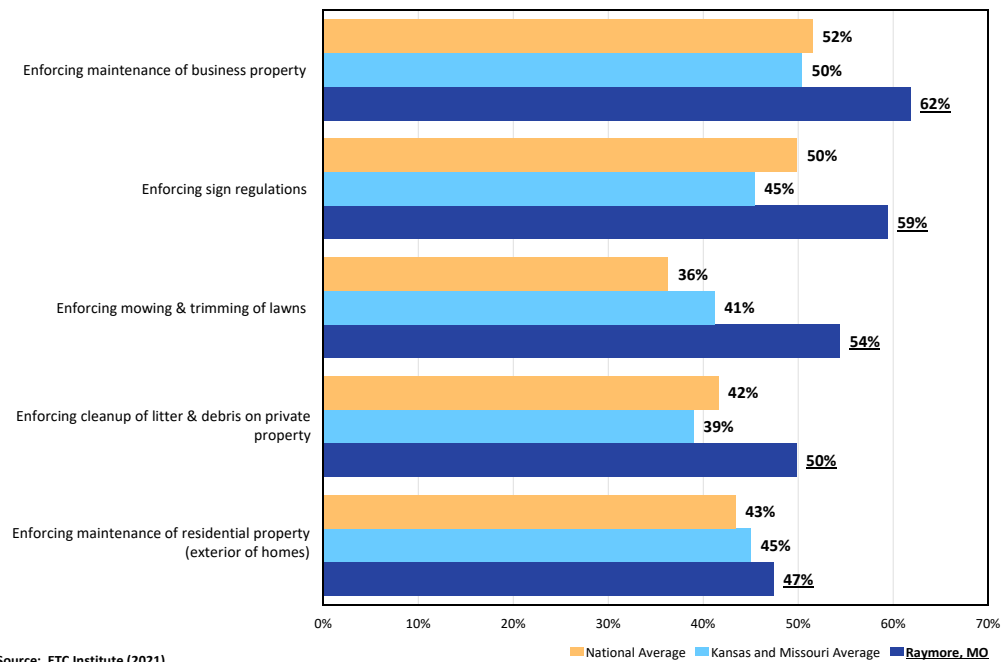
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Benchmarking: Satisfaction with Enforcement of Codes and Ordinances

National Average vs. Kansas & Missouri Region vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



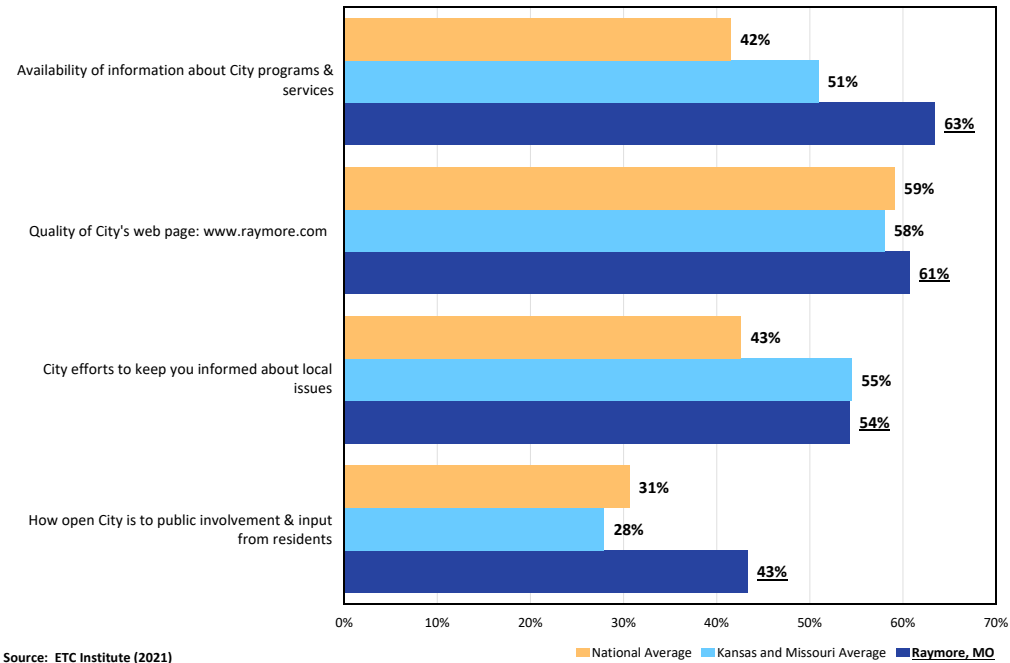
Source: ETC Institute (2021)

Page 57

Benchmarking: Satisfaction with City Communication

National Average vs. Kansas & Missouri Region vs. Raymore, MO

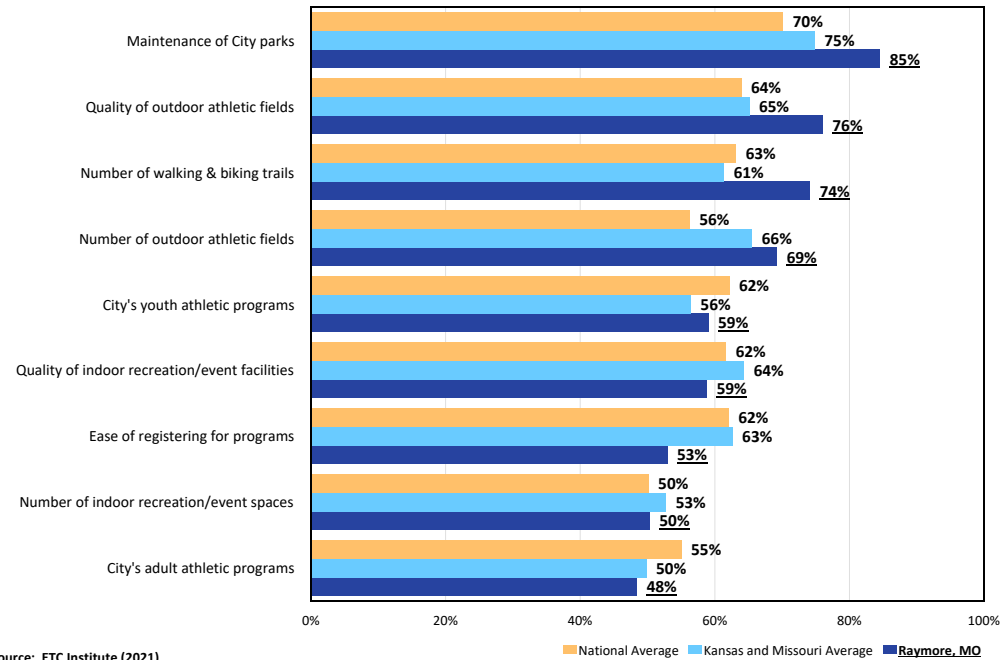
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Benchmarking: Satisfaction with Parks and Recreation

National Average vs. Kansas & Missouri Region vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")

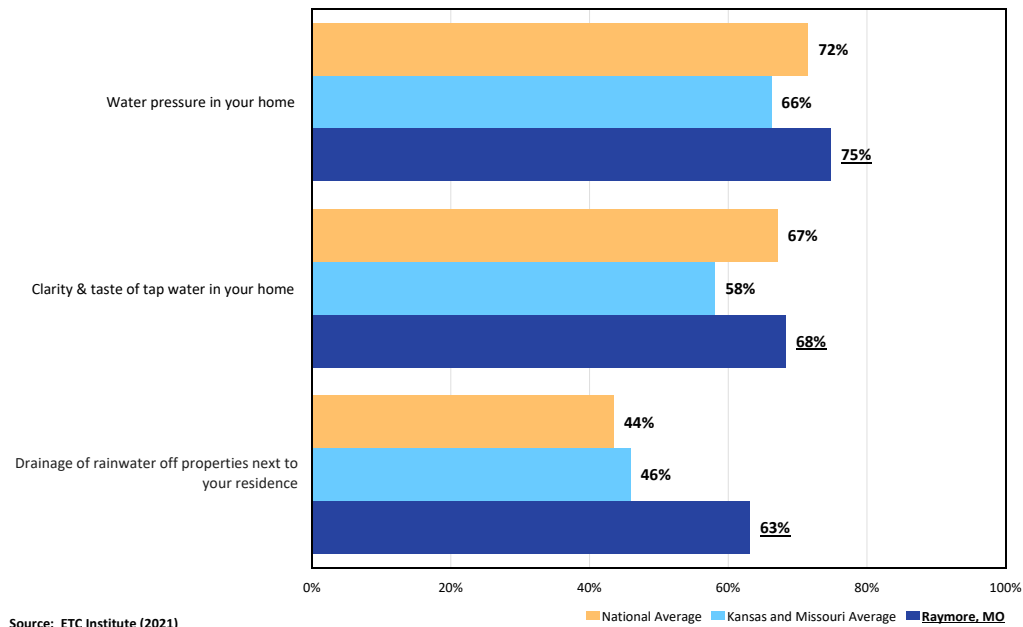


Page 59

Benchmarking: Satisfaction with Water/Sewer Utilities and Stormwater Management

National Average vs. Kansas & Missouri Region vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



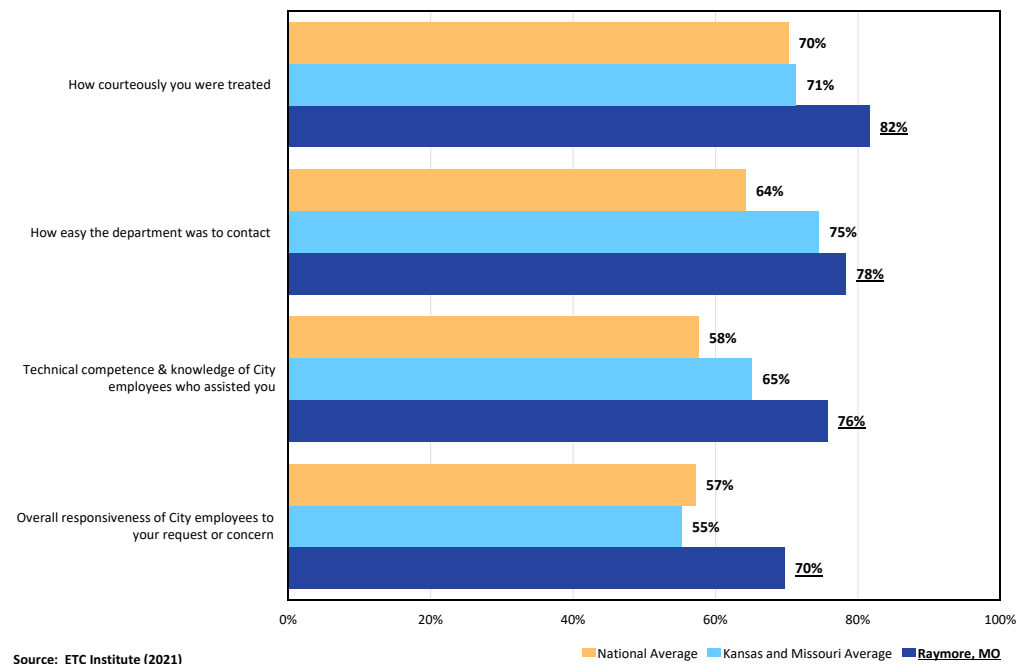
Source: ETC Institute (2021)

Page 60

Benchmarking: Satisfaction with Customer Service of City Employees

National Average vs. Kansas & Missouri Region vs. Raymore, MO

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (without "don't know")



Page 61

Comparison to a Range of Performance

Performance Ranges were compiled using surveys from 30 high performing communities where ETC Institute has administered a survey.

Benchmarking Communities

Blue Springs, MO	Lenexa, KS
Branson, MO	Maryland Heights, MO
Clayton, MO	Merriam, KS
Columbia, MO	Mission, KS
Gardner, KS	North Kansas City, MO
Gladstone, MO	Olathe, KS
Grandview, MO	Overland Park, KS
Independence, MO	Platte City, MO
Jackson, MO	Raymore, MO
Johnson County, KS	Roeland Park KS
Kansas City, MO	Rolla, MO
Kirkwood, MO	Shawnee, KS
Lawrence, KS	Springfield, MO
Lebanon, MO	University City, MO
Lee's Summit, MO	Wyandotte County, KS

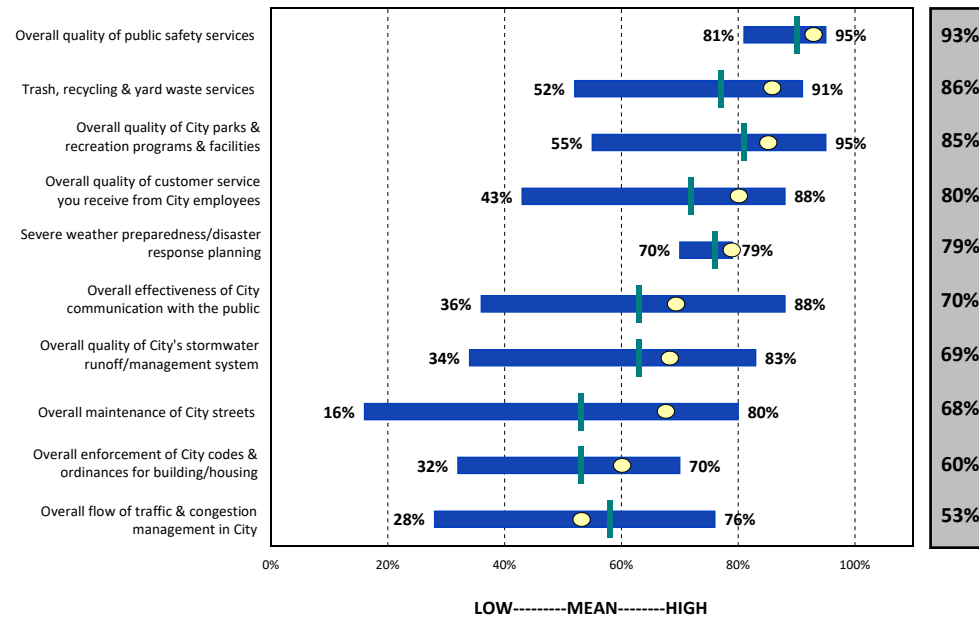
Page 63

Performance Ranges: Satisfaction with Major Categories of Services

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

Raymore, MO



Source: ETC Institute (2021)

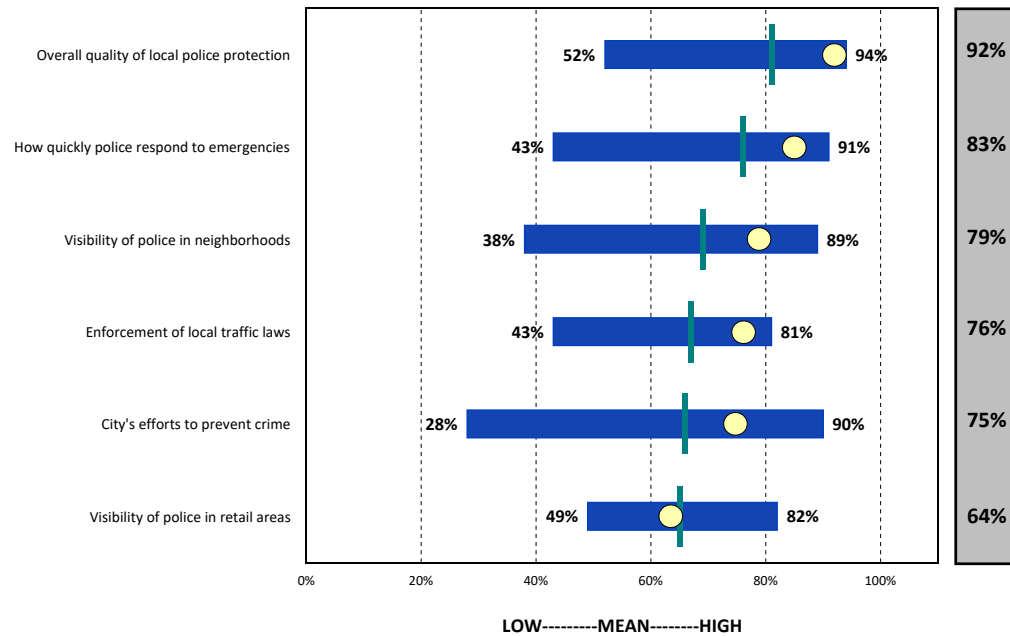
Page 64

Performance Ranges: Satisfaction with Public Safety

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

● Raymore, MO



Source: ETC Institute (2021)

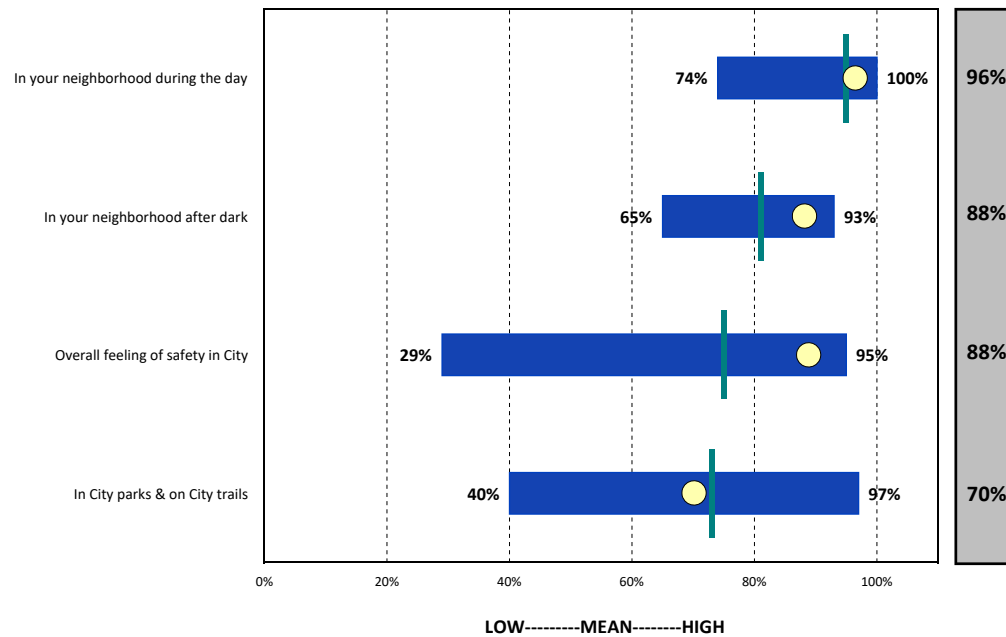
Page 65

Performance Ranges: Feeling of Safety in the City

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

Raymore, MO



Source: ETC Institute (2021)

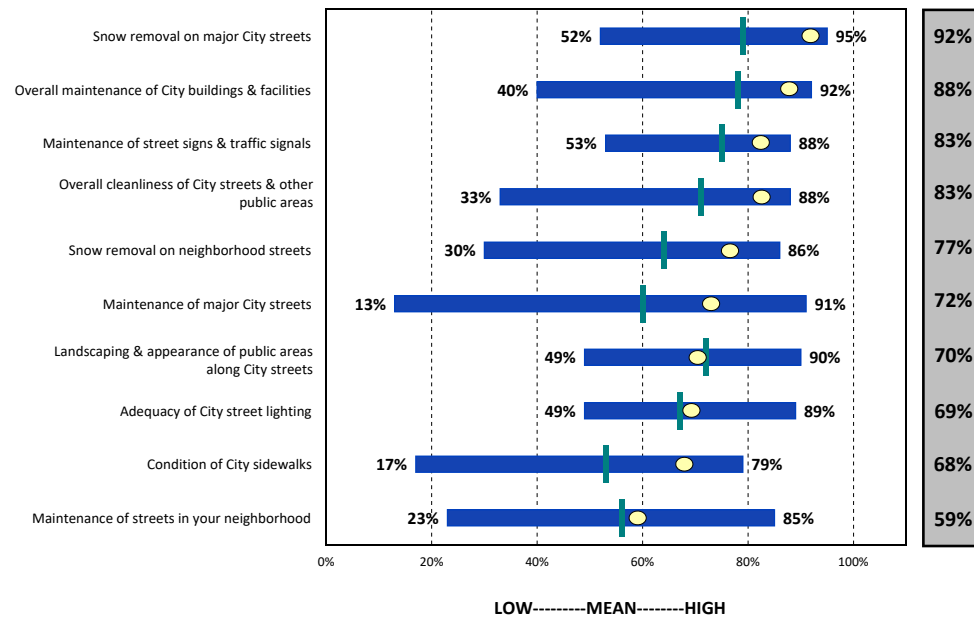
Page 66

Performance Ranges: Satisfaction with City Maintenance/Public Works

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

● Raymore, MO



Source: ETC Institute (2021)

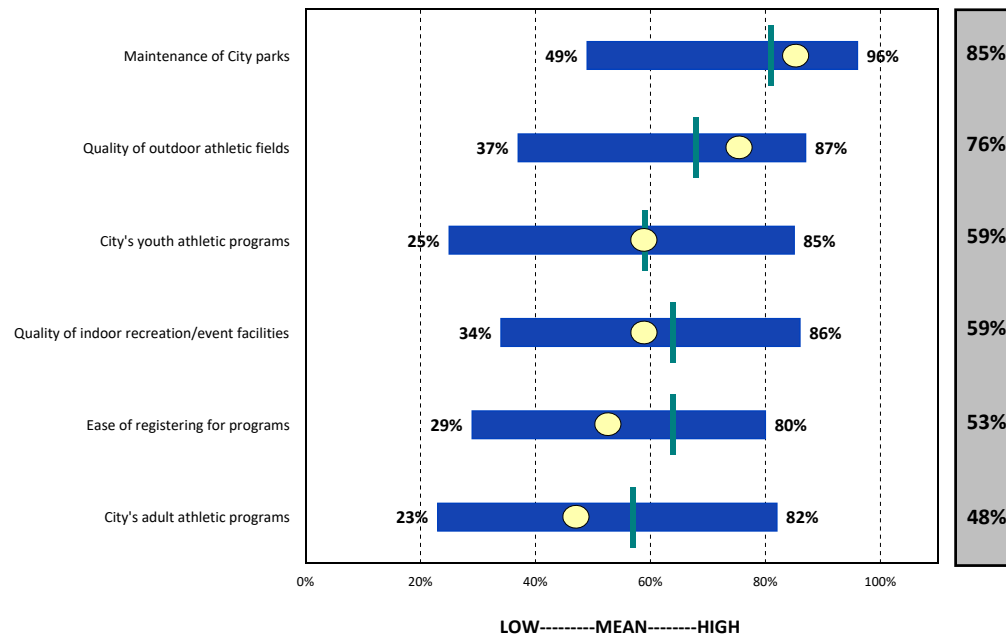
Page 67

Performance Ranges: Satisfaction with Parks and Recreation

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

● Raymore, MO



Source: ETC Institute (2021)

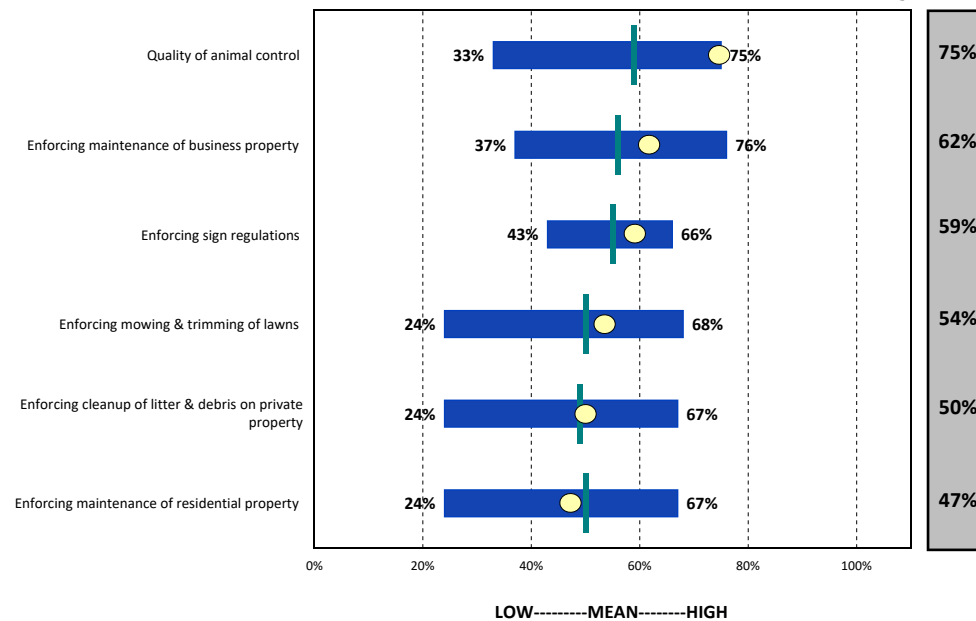
Page 68

Performance Ranges: Satisfaction with Enforcement of Codes and Ordinances

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

● Raymore, MO



Source: ETC Institute (2021)

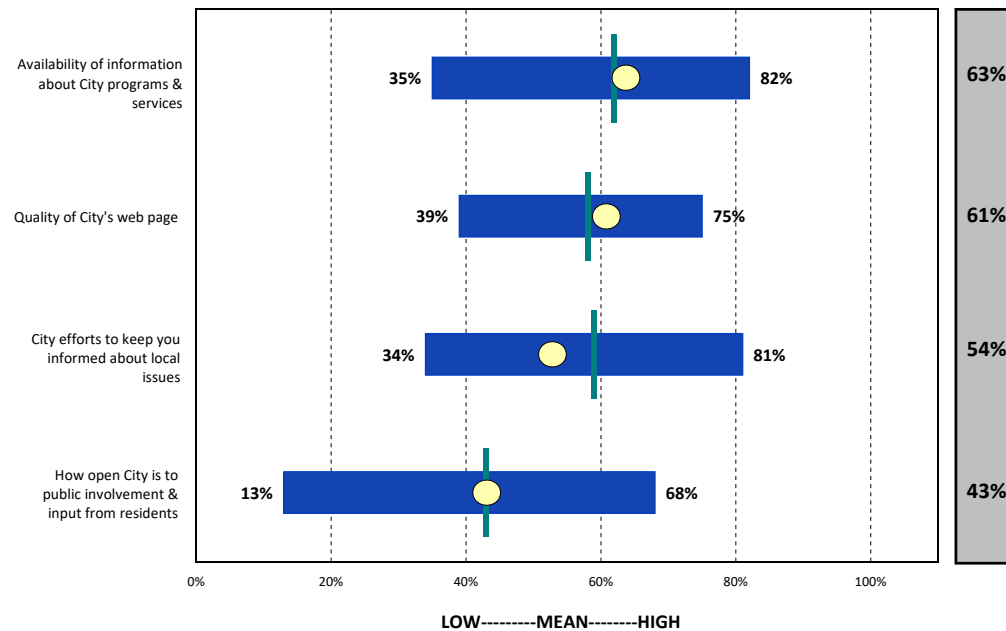
Page 69

Performance Ranges: Satisfaction with City Communication

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

Raymore, MO



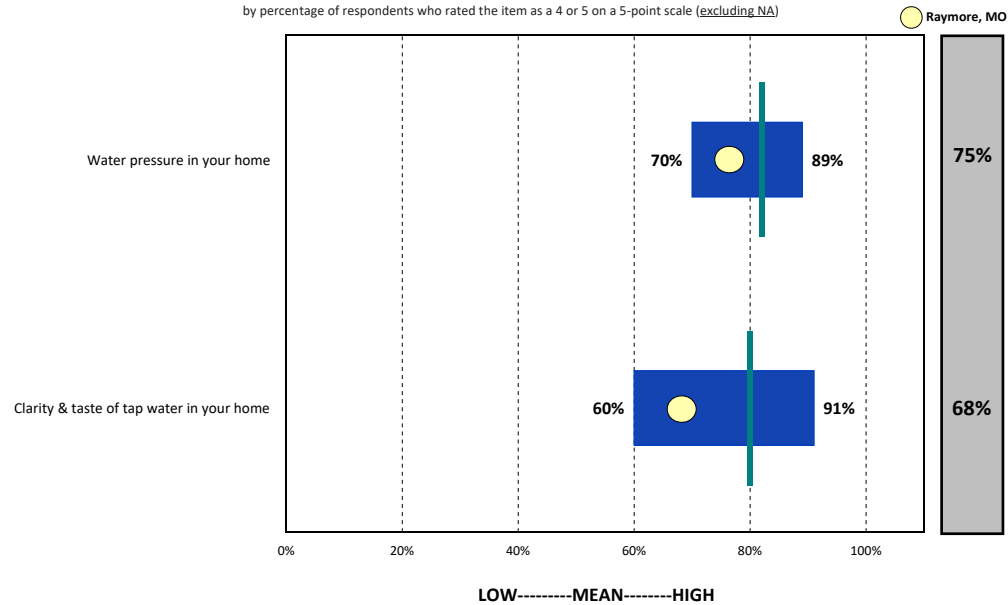
Source: ETC Institute (2021)

Page 70

Performance Ranges: Satisfaction with Water/Sewer Utilities and Stormwater Management

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)



Source: ETC Institute (2021)

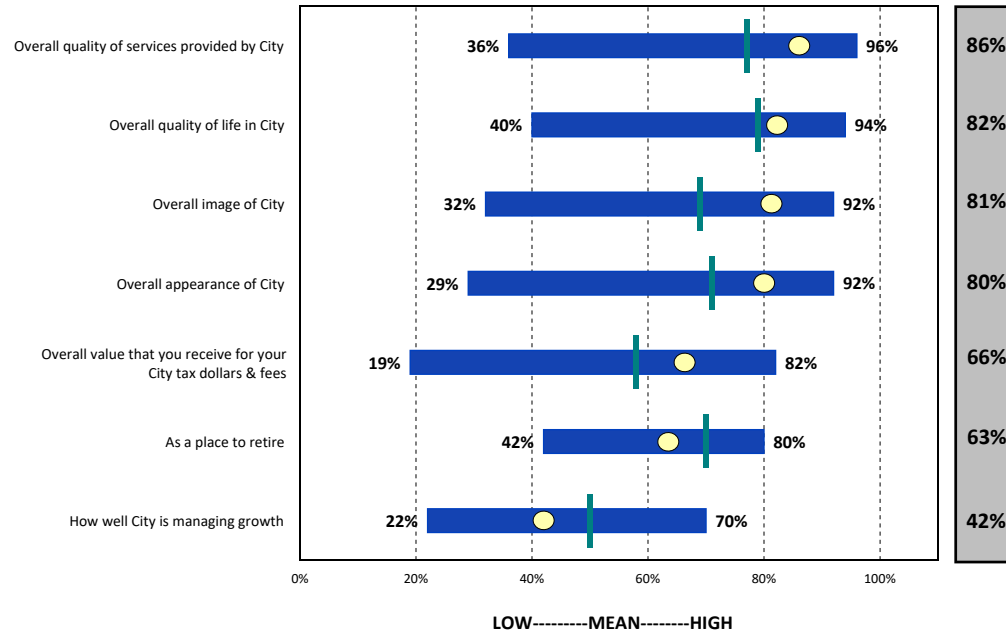
Page 71

Performance Ranges: Perceptions of the City

DirectionFinder® Communities in the Kansas and Missouri Region

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding NA)

● Raymore, MO



Source: ETC Institute (2021)

Page 72

Section 3

Importance-Satisfaction Analysis

Importance-Satisfaction Analysis

Summary Report

Raymore, Missouri

Overview

Today, City officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation: Respondents were asked to identify the major categories of City services they thought should receive the most emphasis over the next two years. Sixty-four percent (63.5%) of respondents selected the *overall flow of traffic and congestion management in the City* as one of the most important services for the City to provide.

With regard to satisfaction, 53.3% of respondents surveyed rated the City's overall performance regarding the *overall flow of traffic and congestion management in the City* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for the *overall flow of traffic and congestion management in the City* was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example 63.5% was multiplied by 46.7% (1-0.533). This calculation yielded an I-S rating of 0.2965 which ranked first out of the 9 major service categories analyzed.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one for the three most important areas for the City to emphasize over the next two years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (IS $\geq$ 0.20)
- Increase Current Emphasis (0.10 $\leq$ IS $<$ 0.20)
- Maintain Current Emphasis (IS $<$ 0.10)

The results for the City of Raymore are provided on the following pages.

Importance-Satisfaction Rating

Major City Services

City of Raymore, Missouri

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (I-S > 0.20)						
Overall flow of traffic & congestion management in City	64%	2	53%	9	0.2965	1
Overall maintenance of City streets	65%	1	68%	7	0.2113	2
Medium Priority (I-S < 0.10)						
Overall enforcement of City codes & ordinances for building/housing	19%	6	60%	8	0.0756	3
Overall effectiveness of City communication with the public	20%	5	70%	5	0.0602	4
Overall quality of City's stormwater runoff/management system	18%	7	69%	6	0.0564	5
Overall quality of City parks & recreation programs & facilities	26%	4	85%	3	0.0391	6
Overall quality of public safety services	40%	3	93%	1	0.0299	7
Overall quality of customer service you receive from City employees	9%	8	80%	4	0.0174	8
Overall maintenance of City buildings & facilities	4%	9	88%	2	0.0054	9

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

© 2021 DirectionFinder by ETC Institute

Importance-Satisfaction Rating

Public Safety

City of Raymore, Missouri

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (I-S = 0.10-0.20)						
City's efforts to prevent crime	57%	1	75%	6	0.1421	1
Visibility of police in retail areas	36%	4	64%	8	0.1289	2
Medium Priority (I-S < 0.10)						
Visibility of police in neighborhoods	44%	2	79%	3	0.0898	3
Severe weather preparedness/disaster response planning	27%	5	79%	4	0.0570	4
Enforcement of local traffic laws	17%	7	76%	5	0.0413	5
How quickly police respond to emergencies	22%	6	83%	2	0.0387	6
Quality of animal control	14%	8	75%	7	0.0346	7
Overall quality of local police protection	38%	3	92%	1	0.0293	8

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

© 2021 DirectionFinder by ETC Institute

Importance-Satisfaction Rating

City Maintenance/Public Works

City of Raymore, Missouri

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (I-S = 0.10-0.20)						
Maintenance of streets in your neighborhood	46%	1	59%	12	0.1872	1
Maintenance of major City streets	41%	2	72%	6	0.1140	2
Medium Priority (I-S < 0.10)						
Overall road conditions	30%	3	71%	7	0.0873	3
Adequacy of City street lighting	26%	4	69%	9	0.0826	4
Condition of City sidewalks	18%	6	68%	10	0.0559	5
Snow removal on neighborhood streets	24%	5	77%	5	0.0543	6
Availability of sidewalks in City	13%	9	68%	11	0.0427	7
Landscaping & appearance of public areas along City streets	13%	10	70%	8	0.0394	8
Street sweeping on City streets	9%	12	59%	13	0.0373	9
Overall cleanliness of City streets & other public areas	14%	7	83%	4	0.0235	10
Maintenance of street signs & traffic signals	10%	11	83%	3	0.0166	11
Snow removal on major City streets	13%	8	92%	1	0.0106	12
Maintenance of City buildings	2%	13	87%	2	0.0031	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

© 2021 DirectionFinder by ETC Institute

Importance-Satisfaction Rating

Parks and Recreation

City of Raymore, Missouri

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (I-S = 0.10-0.20)						
City special events & festivals	24%	3	58%	9	0.1015	1
Medium Priority (I-S < 0.10)						
Number of indoor recreation/event spaces	19%	4	50%	12	0.0959	2
City's fitness programs	13%	6	44%	14	0.0753	3
Number of walking & biking trails	27%	2	74%	3	0.0707	4
Maintenance of City parks	36%	1	85%	1	0.0558	5
Availability of information about City parks & recreation programs	15%	5	68%	6	0.0497	6
Quality of indoor recreation/event facilities	12%	8	59%	8	0.0486	7
City's youth athletic programs	11%	9	59%	7	0.0455	8
City's adult athletic programs	7%	12	48%	13	0.0346	9
Fees charged for recreation programs	7%	11	52%	11	0.0328	10
How close neighborhood parks are to your home	12%	7	74%	4	0.0314	11
City's instructional programs	5%	14	44%	15	0.0288	12
Ease of registering for programs	5%	13	53%	10	0.0245	13
Quality of outdoor athletic fields	9%	10	76%	2	0.0226	14
Number of outdoor athletic fields	4%	15	69%	5	0.0123	15

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding don't knows. Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

© 2021 DirectionFinder by ETC Institute

Importance-Satisfaction Matrix Analysis

Raymore, Missouri

Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

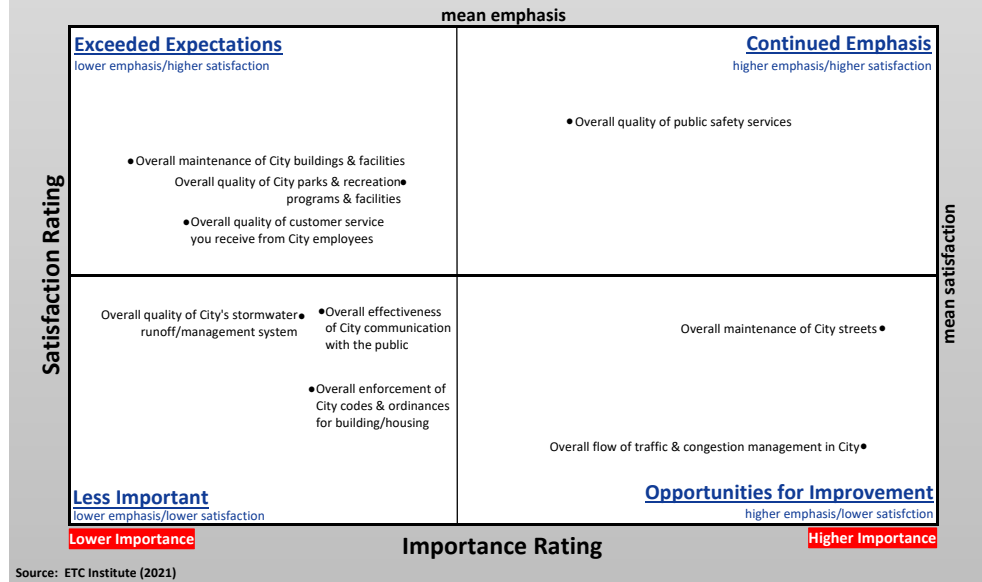
The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

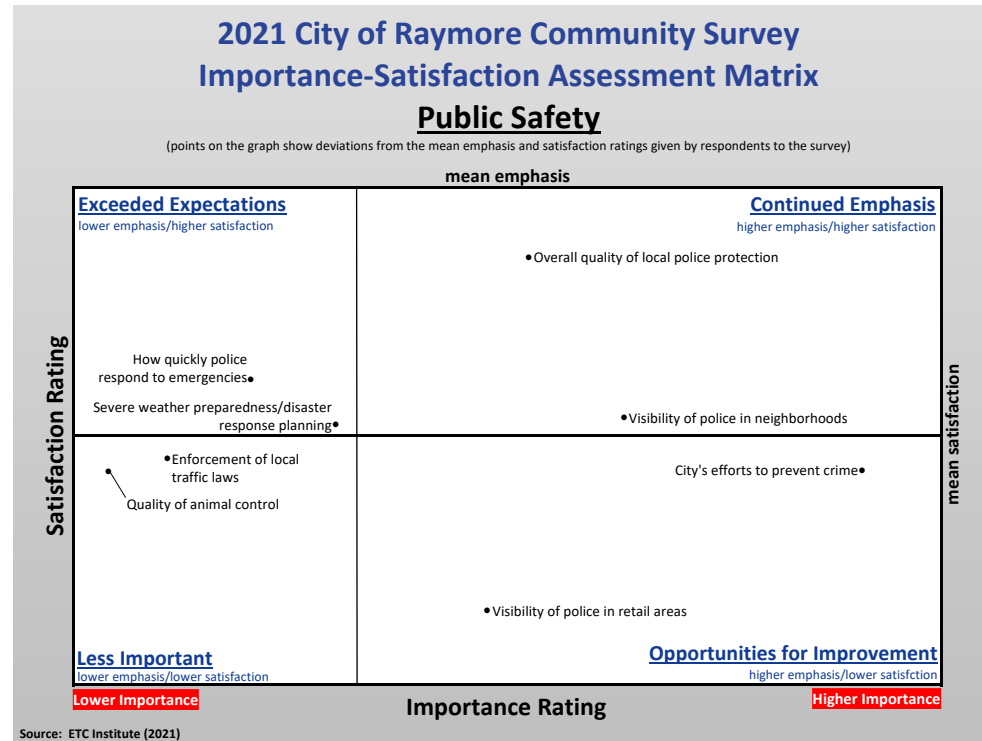
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrices showing the results for the City of Raymore are provided on the following pages.

2021 City of Raymore Community Survey Importance-Satisfaction Assessment Matrix Major Categories of City Services

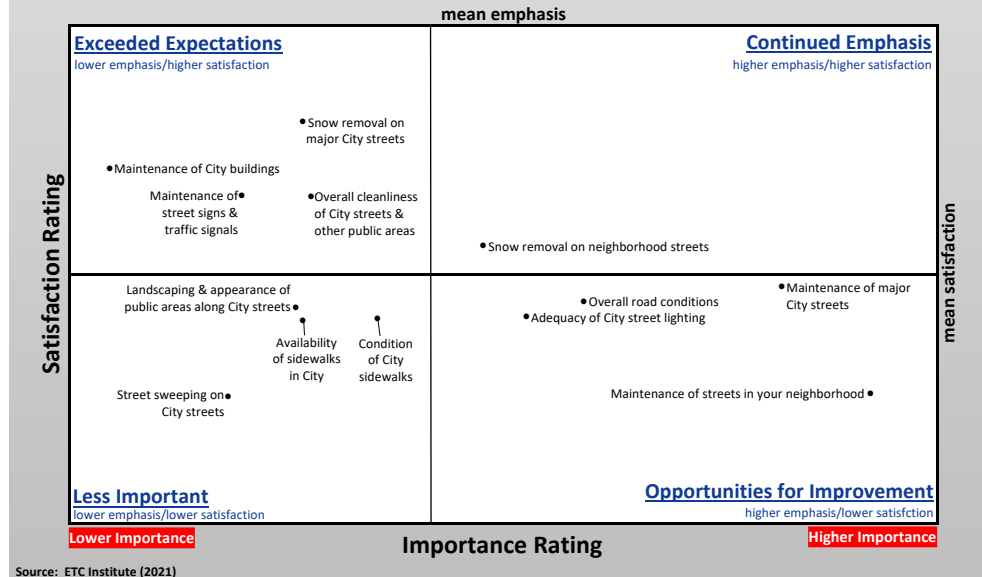
(points on the graph show deviations from the mean emphasis and satisfaction ratings given by respondents to the survey)





2021 City of Raymore Community Survey Importance-Satisfaction Assessment Matrix City Maintenance/Public Works

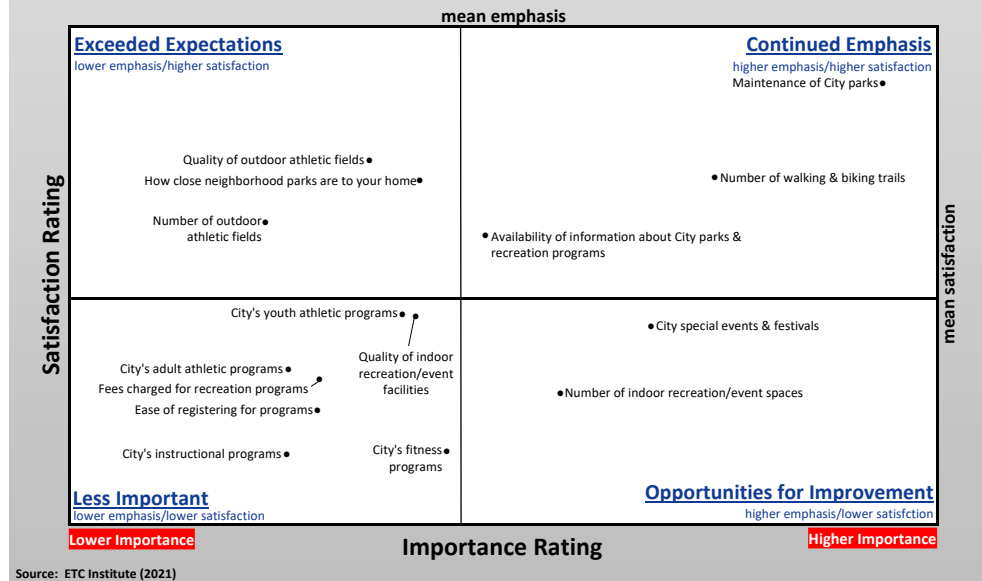
(points on the graph show deviations from the mean emphasis and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2021)

2021 City of Raymore Community Survey Importance-Satisfaction Assessment Matrix Parks and Recreation

(points on the graph show deviations from the mean emphasis and satisfaction ratings given by respondents to the survey)



Section 4

Tabular Data

Q1. Overall Satisfaction with City Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below.

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q1-1. Overall quality of public safety services (e.g., police)	44.7%	45.6%	6.6%	0.2%	0.5%	2.4%
Q1-2. Overall quality of City parks & recreation programs & facilities	32.2%	49.2%	10.8%	2.6%	0.7%	4.5%
Q1-3. Overall maintenance of City streets	21.2%	45.9%	16.9%	11.8%	3.5%	0.7%
Q1-4. Overall maintenance of City buildings & facilities	31.3%	47.5%	11.1%	0.0%	0.0%	10.1%
Q1-5. Overall enforcement of City codes & ordinances for building/housing	16.5%	34.1%	25.9%	5.6%	1.9%	16.0%
Q1-6. Overall quality of customer service you receive from City employees	29.6%	42.1%	15.3%	1.6%	0.5%	10.8%
Q1-7. Overall effectiveness of City communication with the public	22.4%	44.5%	21.9%	5.9%	1.4%	4.0%
Q1-8. Overall quality of City's stormwater runoff/management system	20.7%	42.1%	20.9%	6.1%	1.2%	8.9%
Q1-9. Overall flow of traffic & congestion management in City	14.6%	38.4%	23.8%	16.2%	6.4%	0.7%

WITHOUT "DON'T KNOW"

Q1. Overall Satisfaction with City Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below. (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q1-1. Overall quality of public safety services (e.g., police)	45.8%	46.7%	6.7%	0.2%	0.5%
Q1-2. Overall quality of City parks & recreation programs & facilities	33.7%	51.5%	11.3%	2.7%	0.7%
Q1-3. Overall maintenance of City streets	21.3%	46.2%	17.1%	11.8%	3.6%
Q1-4. Overall maintenance of City buildings & facilities	34.8%	52.9%	12.3%	0.0%	0.0%
Q1-5. Overall enforcement of City codes & ordinances for building/housing	19.6%	40.6%	30.8%	6.7%	2.2%
Q1-6. Overall quality of customer service you receive from City employees	33.2%	47.2%	17.2%	1.8%	0.5%
Q1-7. Overall effectiveness of City communication with the public	23.3%	46.3%	22.8%	6.1%	1.5%
Q1-8. Overall quality of City's stormwater runoff/management system	22.7%	46.3%	23.0%	6.7%	1.3%
Q1-9. Overall flow of traffic & congestion management in City	14.7%	38.6%	23.9%	16.4%	6.4%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q2. Top choice	Number	Percent
Overall quality of public safety services (e.g., police)	87	20.5%
Overall quality of City parks & recreation programs & facilities	27	6.4%
Overall maintenance of City streets	102	24.0%
Overall maintenance of City buildings & facilities	1	0.2%
Overall enforcement of City codes & ordinances for building/housing	18	4.2%
Overall quality of customer service you receive from City employees	3	0.7%
Overall effectiveness of City communication with the public	14	3.3%
Overall quality of City's stormwater runoff/management system	16	3.8%
Overall flow of traffic & congestion management in City	126	29.6%
None chosen	31	7.3%
Total	425	100.0%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q2. 2nd choice	Number	Percent
Overall quality of public safety services (e.g., police)	38	8.9%
Overall quality of City parks & recreation programs & facilities	35	8.2%
Overall maintenance of City streets	101	23.8%
Overall maintenance of City buildings & facilities	11	2.6%
Overall enforcement of City codes & ordinances for building/housing	32	7.5%
Overall quality of customer service you receive from City employees	12	2.8%
Overall effectiveness of City communication with the public	31	7.3%
Overall quality of City's stormwater runoff/management system	33	7.8%
Overall flow of traffic & congestion management in City	87	20.5%
None chosen	45	10.6%
Total	425	100.0%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q2. 3rd choice	Number	Percent
Overall quality of public safety services (e.g., police)	44	10.4%
Overall quality of City parks & recreation programs & facilities	50	11.8%
Overall maintenance of City streets	73	17.2%
Overall maintenance of City buildings & facilities	7	1.6%
Overall enforcement of City codes & ordinances for building/housing	31	7.3%
Overall quality of customer service you receive from City employees	23	5.4%
Overall effectiveness of City communication with the public	39	9.2%
Overall quality of City's stormwater runoff/management system	28	6.6%
Overall flow of traffic & congestion management in City	57	13.4%
None chosen	73	17.2%
Total	425	100.0%

SUM OF THE TOP THREE CHOICES**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? (top 3)**

Q2. Sum of the top three choices	Number	Percent
Overall quality of public safety services (e.g., police)	169	39.8%
Overall quality of City parks & recreation programs & facilities	112	26.4%
Overall maintenance of City streets	276	64.9%
Overall maintenance of City buildings & facilities	19	4.5%
Overall enforcement of City codes & ordinances for building/housing	81	19.1%
Overall quality of customer service you receive from City employees	38	8.9%
Overall effectiveness of City communication with the public	84	19.8%
Overall quality of City's stormwater runoff/management system	77	18.1%
Overall flow of traffic & congestion management in City	270	63.5%
None chosen	31	7.3%
Total	1157	

Q3. Several items that may influence your perception of the City of Raymore are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "excellent" and 1 means "poor."

(N=425)

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Q3-1. Overall quality of services provided by City of Raymore	23.8%	59.5%	11.1%	2.8%	0.0%	2.8%
Q3-2. Overall value that you receive for your City tax dollars & fees	15.1%	49.2%	22.4%	8.5%	2.8%	2.1%
Q3-3. Overall image of City	23.8%	56.7%	12.9%	4.9%	0.7%	0.9%
Q3-4. How well City is planning growth	10.6%	28.9%	27.3%	16.9%	6.6%	9.6%
Q3-5. How well City is managing growth	10.4%	27.8%	29.9%	16.7%	7.3%	8.0%
Q3-6. Overall quality of life in City	26.1%	54.6%	15.5%	1.4%	0.7%	1.6%
Q3-7. Overall feeling of safety in City	37.4%	49.4%	10.1%	2.1%	0.2%	0.7%
Q3-8. Availability of affordable housing	14.4%	37.6%	24.5%	8.5%	2.6%	12.5%
Q3-9. Job availability	6.4%	14.6%	33.2%	17.4%	5.9%	22.6%
Q3-10. Quality of new development in City	9.4%	34.4%	28.0%	15.5%	6.4%	6.4%
Q3-11. As a place to retire	24.7%	36.0%	22.4%	8.7%	4.2%	4.0%
Q3-12. Overall appearance of City	20.7%	58.6%	13.9%	5.9%	0.2%	0.7%

WITHOUT "DON'T KNOW"

Q3. Several items that may influence your perception of the City of Raymore are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "excellent" and 1 means "poor." (without "don't know")

(N=425)

	Excellent	Good	Neutral	Below Average	Poor
Q3-1. Overall quality of services provided by City of Raymore	24.5%	61.3%	11.4%	2.9%	0.0%
Q3-2. Overall value that you receive for your City tax dollars & fees	15.4%	50.2%	22.8%	8.7%	2.9%
Q3-3. Overall image of City	24.0%	57.2%	13.1%	5.0%	0.7%
Q3-4. How well City is planning growth	11.7%	32.0%	30.2%	18.8%	7.3%
Q3-5. How well City is managing growth	11.3%	30.2%	32.5%	18.2%	7.9%
Q3-6. Overall quality of life in City	26.6%	55.5%	15.8%	1.4%	0.7%
Q3-7. Overall feeling of safety in City	37.7%	49.8%	10.2%	2.1%	0.2%
Q3-8. Availability of affordable housing	16.4%	43.0%	28.0%	9.7%	3.0%
Q3-9. Job availability	8.2%	18.8%	42.9%	22.5%	7.6%
Q3-10. Quality of new development in City	10.1%	36.7%	29.9%	16.6%	6.8%
Q3-11. As a place to retire	25.7%	37.5%	23.3%	9.1%	4.4%
Q3-12. Overall appearance of City	20.9%	59.0%	14.0%	5.9%	0.2%

Q4. Public Safety. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q4-1. Overall quality of local police protection	42.1%	48.7%	6.6%	0.7%	0.2%	1.6%
Q4-2. Visibility of police in neighborhoods	29.6%	48.5%	15.3%	4.2%	0.7%	1.6%
Q4-3. Visibility of police in retail areas	21.2%	40.0%	28.9%	5.2%	0.5%	4.2%
Q4-4. City's efforts to prevent crime	22.4%	46.8%	20.0%	2.6%	0.2%	8.0%
Q4-5. How quickly police respond to emergencies	30.4%	33.9%	12.7%	0.9%	0.0%	22.1%
Q4-6. Enforcement of local traffic laws	24.9%	45.4%	16.7%	3.8%	1.6%	7.5%
Q4-7. Quality of animal control	29.9%	35.3%	17.4%	3.1%	1.2%	13.2%
Q4-8. Severe weather preparedness/disaster response planning	28.2%	39.5%	16.5%	1.2%	0.5%	14.1%

WITHOUT "DON'T KNOW"

Q4. Public Safety. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q4-1. Overall quality of local police protection	42.8%	49.5%	6.7%	0.7%	0.2%
Q4-2. Visibility of police in neighborhoods	30.1%	49.3%	15.6%	4.3%	0.7%
Q4-3. Visibility of police in retail areas	22.1%	41.8%	30.2%	5.4%	0.5%
Q4-4. City's efforts to prevent crime	24.3%	50.9%	21.7%	2.8%	0.3%
Q4-5. How quickly police respond to emergencies	39.0%	43.5%	16.3%	1.2%	0.0%
Q4-6. Enforcement of local traffic laws	27.0%	49.1%	18.1%	4.1%	1.8%
Q4-7. Quality of animal control	34.4%	40.7%	20.1%	3.5%	1.4%
Q4-8. Severe weather preparedness/disaster response planning	32.9%	46.0%	19.2%	1.4%	0.5%

Q5. Which THREE of the public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q5. Top choice	Number	Percent
Overall quality of local police protection	89	20.9%
Visibility of police in neighborhoods	64	15.1%
Visibility of police in retail areas	41	9.6%
City's efforts to prevent crime	92	21.6%
How quickly police respond to emergencies	15	3.5%
Enforcement of local traffic laws	24	5.6%
Quality of animal control	12	2.8%
Severe weather preparedness/disaster response planning	41	9.6%
None chosen	47	11.1%
Total	425	100.0%

Q5. Which THREE of the public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q5. 2nd choice	Number	Percent
Overall quality of local police protection	42	9.9%
Visibility of police in neighborhoods	68	16.0%
Visibility of police in retail areas	60	14.1%
City's efforts to prevent crime	86	20.2%
How quickly police respond to emergencies	39	9.2%
Enforcement of local traffic laws	24	5.6%
Quality of animal control	20	4.7%
Severe weather preparedness/disaster response planning	26	6.1%
None chosen	60	14.1%
Total	425	100.0%

Q5. Which THREE of the public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q5. 3rd choice	Number	Percent
Overall quality of local police protection	31	7.3%
Visibility of police in neighborhoods	53	12.5%
Visibility of police in retail areas	51	12.0%
City's efforts to prevent crime	66	15.5%
How quickly police respond to emergencies	40	9.4%
Enforcement of local traffic laws	26	6.1%
Quality of animal control	27	6.4%
Severe weather preparedness/disaster response planning	48	11.3%
None chosen	83	19.5%
Total	425	100.0%

SUM OF THE TOP THREE CHOICES

Q5. Which THREE of the public safety items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? (top 3)

Q5. Sum of the top three choices	Number	Percent
Overall quality of local police protection	162	38.1%
Visibility of police in neighborhoods	185	43.5%
Visibility of police in retail areas	152	35.8%
City's efforts to prevent crime	244	57.4%
How quickly police respond to emergencies	94	22.1%
Enforcement of local traffic laws	74	17.4%
Quality of animal control	59	13.9%
Severe weather preparedness/disaster response planning	115	27.1%
None chosen	47	11.1%
Total	1132	

Q6. Using a scale of 1 to 5, where 5 means "very safe" and 1 means "very unsafe," please rate how safe you feel in the following situations:

(N=425)

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
Q6-1. In your neighborhood after dark	35.3%	52.5%	10.1%	1.2%	0.2%	0.7%
Q6-2. In your neighborhood during the day	61.9%	33.6%	3.1%	0.5%	0.5%	0.5%
Q6-3. In commercial & retail areas in City	24.5%	51.5%	18.8%	2.6%	0.0%	2.6%
Q6-4. In City parks & on City trails	20.9%	41.9%	23.1%	4.2%	0.2%	9.6%

WITHOUT "DON'T KNOW"

Q6. Using a scale of 1 to 5, where 5 means "very safe" and 1 means "very unsafe," please rate how safe you feel in the following situations: (without "don't know")

(N=425)

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe
Q6-1. In your neighborhood after dark	35.5%	52.8%	10.2%	1.2%	0.2%
Q6-2. In your neighborhood during the day	62.2%	33.8%	3.1%	0.5%	0.5%
Q6-3. In commercial & retail areas in City	25.1%	52.9%	19.3%	2.7%	0.0%
Q6-4. In City parks & on City trails	23.2%	46.4%	25.5%	4.7%	0.3%

Q7. Which ONE of the following factors most influences how safe you feel in Raymore?

Q7. What following factor most influences how safe you feel in

Raymore	Number	Percent
Environmental factors (well-lit areas, etc.)	206	48.5%
Police activities & response	154	36.2%
Something not related to City (past victim, your neighbors, etc.)	54	12.7%
Not provided	11	2.6%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q7. Which ONE of the following factors most influences how safe you feel in Raymore? (without "not provided")**

Q7. What following factor most influences how safe you feel in

Raymore	Number	Percent
Environmental factors (well-lit areas, etc.)	206	49.8%
Police activities & response	154	37.2%
Something not related to City (past victim, your neighbors, etc.)	54	13.0%
Total	414	100.0%

Q8. Are you familiar with or have you participated in any of the following police initiatives/outreach programs in Raymore?

Q8. What police initiatives/outreach programs are you familiar with or have you participated in

	Number	Percent
Citizens Police Academy	31	7.3%
Community Emergency Response Team	12	2.8%
Neighborhood Watch or Community or Neighborhood Meeting	57	13.4%
Community Against Crime Event	9	2.1%
Ride-Along Program	34	8.0%
Prescription Drug Take Back	114	26.8%
Home Security Survey	13	3.1%
Total	270	

Q9. City Maintenance/Public Works. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q9-1. Maintenance of major City streets	18.1%	53.6%	14.6%	10.4%	2.6%	0.7%
Q9-2. Maintenance of streets in your neighborhood	16.0%	42.6%	18.1%	15.8%	6.1%	1.4%
Q9-3. Maintenance of street signs & traffic signals	24.9%	57.4%	12.2%	4.0%	0.5%	0.9%
Q9-4. Maintenance of City buildings	25.4%	49.6%	11.8%	0.0%	0.0%	13.2%
Q9-5. Snow removal on major City streets	43.3%	47.8%	6.4%	0.9%	0.5%	1.2%
Q9-6. Snow removal on neighborhood streets	32.5%	43.3%	14.8%	5.2%	2.4%	1.9%
Q9-7. Overall cleanliness of City streets & other public areas	24.2%	57.9%	13.4%	2.8%	0.5%	1.2%
Q9-8. Adequacy of City street lighting	18.1%	49.4%	20.2%	9.2%	1.4%	1.6%
Q9-9. Condition of City sidewalks	17.4%	47.8%	19.5%	7.1%	3.5%	4.7%
Q9-10. Availability of sidewalks in City	18.6%	45.6%	22.1%	6.1%	1.9%	5.6%
Q9-11. Landscaping & appearance of public areas along City streets	18.6%	49.6%	22.6%	6.4%	0.7%	2.1%
Q9-12. Street sweeping on City streets	14.8%	37.9%	28.5%	6.8%	1.4%	10.6%
Q9-13. Overall road conditions	13.2%	56.7%	18.4%	9.4%	1.4%	0.9%

WITHOUT "DON'T KNOW"

Q9. City Maintenance/Public Works. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q9-1. Maintenance of major City streets	18.2%	54.0%	14.7%	10.4%	2.6%
Q9-2. Maintenance of streets in your neighborhood	16.2%	43.2%	18.4%	16.0%	6.2%
Q9-3. Maintenance of street signs & traffic signals	25.2%	58.0%	12.4%	4.0%	0.5%
Q9-4. Maintenance of City buildings	29.3%	57.2%	13.6%	0.0%	0.0%
Q9-5. Snow removal on major City streets	43.8%	48.3%	6.4%	1.0%	0.5%
Q9-6. Snow removal on neighborhood streets	33.1%	44.1%	15.1%	5.3%	2.4%
Q9-7. Overall cleanliness of City streets & other public areas	24.5%	58.6%	13.6%	2.9%	0.5%
Q9-8. Adequacy of City street lighting	18.4%	50.2%	20.6%	9.3%	1.4%
Q9-9. Condition of City sidewalks	18.3%	50.1%	20.5%	7.4%	3.7%
Q9-10. Availability of sidewalks in City	19.7%	48.4%	23.4%	6.5%	2.0%
Q9-11. Landscaping & appearance of public areas along City streets	19.0%	50.7%	23.1%	6.5%	0.7%
Q9-12. Street sweeping on City streets	16.6%	42.4%	31.8%	7.6%	1.6%
Q9-13. Overall road conditions	13.3%	57.2%	18.5%	9.5%	1.4%

Q10. Which THREE of the maintenance/public works items listed in Question 9 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q10. Top choice	Number	Percent
Maintenance of major City streets	115	27.1%
Maintenance of streets in your neighborhood	88	20.7%
Maintenance of street signs & traffic signals	5	1.2%
Maintenance of City buildings	1	0.2%
Snow removal on major City streets	12	2.8%
Snow removal on neighborhood streets	19	4.5%
Overall cleanliness of City streets & other public areas	16	3.8%
Adequacy of City street lighting	43	10.1%
Condition of City sidewalks	23	5.4%
Availability of sidewalks in City	14	3.3%
Landscaping & appearance of public areas along City streets	9	2.1%
Street sweeping on City streets	7	1.6%
Overall road conditions	37	8.7%
None chosen	36	8.5%
Total	425	100.0%

Q10. Which THREE of the maintenance/public works items listed in Question 9 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q10. 2nd choice	Number	Percent
Maintenance of major City streets	39	9.2%
Maintenance of streets in your neighborhood	77	18.1%
Maintenance of street signs & traffic signals	15	3.5%
Maintenance of City buildings	4	0.9%
Snow removal on major City streets	25	5.9%
Snow removal on neighborhood streets	47	11.1%
Overall cleanliness of City streets & other public areas	14	3.3%
Adequacy of City street lighting	37	8.7%
Condition of City sidewalks	25	5.9%
Availability of sidewalks in City	18	4.2%
Landscaping & appearance of public areas along City streets	19	4.5%
Street sweeping on City streets	12	2.8%
Overall road conditions	35	8.2%
None chosen	58	13.6%
Total	425	100.0%

Q10. Which THREE of the maintenance/public works items listed in Question 9 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q10. 3rd choice	Number	Percent
Maintenance of major City streets	20	4.7%
Maintenance of streets in your neighborhood	31	7.3%
Maintenance of street signs & traffic signals	22	5.2%
Maintenance of City buildings	5	1.2%
Snow removal on major City streets	20	4.7%
Snow removal on neighborhood streets	35	8.2%
Overall cleanliness of City streets & other public areas	29	6.8%
Adequacy of City street lighting	32	7.5%
Condition of City sidewalks	27	6.4%
Availability of sidewalks in City	25	5.9%
Landscaping & appearance of public areas along City streets	27	6.4%
Street sweeping on City streets	20	4.7%
Overall road conditions	54	12.7%
None chosen	78	18.4%
Total	425	100.0%

SUM OF THE TOP THREE CHOICES

Q10. Which THREE of the maintenance/public works items listed in Question 9 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? (top 3)

Q10. Sum of the top three choices	Number	Percent
Maintenance of major City streets	174	40.9%
Maintenance of streets in your neighborhood	196	46.1%
Maintenance of street signs & traffic signals	42	9.9%
Maintenance of City buildings	10	2.4%
Snow removal on major City streets	57	13.4%
Snow removal on neighborhood streets	101	23.8%
Overall cleanliness of City streets & other public areas	59	13.9%
Adequacy of City street lighting	112	26.4%
Condition of City sidewalks	75	17.6%
Availability of sidewalks in City	57	13.4%
Landscaping & appearance of public areas along City streets	55	12.9%
Street sweeping on City streets	39	9.2%
Overall road conditions	126	29.6%
None chosen	36	8.5%
Total	1139	

Q11. Parks and Recreation. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q11-1. Maintenance of City parks	25.6%	49.9%	12.0%	1.6%	0.2%	10.6%
Q11-2. How close neighborhood parks are to your home	29.2%	39.1%	18.1%	4.9%	1.2%	7.5%
Q11-3. Number of walking & biking trails	27.5%	40.0%	16.9%	5.2%	1.4%	8.9%
Q11-4. Quality of outdoor athletic fields	23.1%	37.2%	17.6%	0.9%	0.5%	20.7%
Q11-5. Number of outdoor athletic fields	20.9%	34.1%	21.4%	1.9%	1.2%	20.5%
Q11-6. Quality of indoor recreation/event facilities	16.5%	30.1%	22.1%	8.2%	2.4%	20.7%
Q11-7. Number of indoor recreation/event spaces	11.3%	29.2%	24.9%	12.7%	2.4%	19.5%
Q11-8. Availability of information about City parks & recreation programs	19.8%	42.4%	22.8%	5.9%	0.9%	8.2%
Q11-9. City's youth athletic programs	12.2%	27.1%	23.5%	2.6%	1.2%	33.4%
Q11-10. City's adult athletic programs	8.5%	23.3%	28.2%	4.7%	0.9%	34.4%
Q11-11. City's fitness programs	8.0%	20.9%	25.9%	9.4%	1.9%	33.9%
Q11-12. City's instructional programs	8.0%	18.6%	28.7%	4.9%	0.9%	38.8%
Q11-13. City special events & festivals	13.2%	35.5%	25.6%	8.2%	1.9%	15.5%
Q11-14. Fees charged for recreation programs	8.2%	25.4%	25.9%	4.7%	0.7%	35.1%
Q11-15. Ease of registering for programs	8.9%	25.6%	26.6%	3.8%	0.5%	34.6%

WITHOUT "DON'T KNOW"

Q11. Parks and Recreation. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q11-1. Maintenance of City parks	28.7%	55.8%	13.4%	1.8%	0.3%
Q11-2. How close neighborhood parks are to your home	31.6%	42.2%	19.6%	5.3%	1.3%
Q11-3. Number of walking & biking trails	30.2%	43.9%	18.6%	5.7%	1.6%
Q11-4. Quality of outdoor athletic fields	29.1%	46.9%	22.3%	1.2%	0.6%
Q11-5. Number of outdoor athletic fields	26.3%	42.9%	26.9%	2.4%	1.5%
Q11-6. Quality of indoor recreation/event facilities	20.8%	38.0%	27.9%	10.4%	3.0%
Q11-7. Number of indoor recreation/event spaces	14.0%	36.3%	31.0%	15.8%	2.9%
Q11-8. Availability of information about City parks & recreation programs	21.5%	46.2%	24.9%	6.4%	1.0%
Q11-9. City's youth athletic programs	18.4%	40.6%	35.3%	3.9%	1.8%
Q11-10. City's adult athletic programs	12.9%	35.5%	43.0%	7.2%	1.4%
Q11-11. City's fitness programs	12.1%	31.7%	39.1%	14.2%	2.8%
Q11-12. City's instructional programs	13.1%	30.4%	46.9%	8.1%	1.5%
Q11-13. City special events & festivals	15.6%	42.1%	30.4%	9.7%	2.2%
Q11-14. Fees charged for recreation programs	12.7%	39.1%	39.9%	7.2%	1.1%
Q11-15. Ease of registering for programs	13.7%	39.2%	40.6%	5.8%	0.7%

Q12. Which THREE of the parks and recreation items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q12. Top choice	Number	Percent
Maintenance of City parks	105	24.7%
How close neighborhood parks are to your home	14	3.3%
Number of walking & biking trails	41	9.6%
Quality of outdoor athletic fields	8	1.9%
Number of outdoor athletic fields	6	1.4%
Quality of indoor recreation/event facilities	22	5.2%
Number of indoor recreation/event spaces	33	7.8%
Availability of information about City parks & recreation programs	19	4.5%
City's youth athletic programs	13	3.1%
City's adult athletic programs	7	1.6%
City's fitness programs	11	2.6%
City's instructional programs	4	0.9%
City special events & festivals	21	4.9%
Fees charged for recreation programs	11	2.6%
Ease of registering for programs	2	0.5%
None chosen	108	25.4%
Total	425	100.0%

Q12. Which THREE of the parks and recreation items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q12. 2nd choice	Number	Percent
Maintenance of City parks	28	6.6%
How close neighborhood parks are to your home	23	5.4%
Number of walking & biking trails	48	11.3%
Quality of outdoor athletic fields	18	4.2%
Number of outdoor athletic fields	5	1.2%
Quality of indoor recreation/event facilities	20	4.7%
Number of indoor recreation/event spaces	26	6.1%
Availability of information about City parks & recreation programs	19	4.5%
City's youth athletic programs	20	4.7%
City's adult athletic programs	7	1.6%
City's fitness programs	26	6.1%
City's instructional programs	6	1.4%
City special events & festivals	34	8.0%
Fees charged for recreation programs	11	2.6%
Ease of registering for programs	5	1.2%
None chosen	129	30.4%
Total	425	100.0%

Q12. Which THREE of the parks and recreation items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q12. 3rd choice	Number	Percent
Maintenance of City parks	20	4.7%
How close neighborhood parks are to your home	14	3.3%
Number of walking & biking trails	27	6.4%
Quality of outdoor athletic fields	14	3.3%
Number of outdoor athletic fields	6	1.4%
Quality of indoor recreation/event facilities	8	1.9%
Number of indoor recreation/event spaces	23	5.4%
Availability of information about City parks & recreation programs	27	6.4%
City's youth athletic programs	14	3.3%
City's adult athletic programs	15	3.5%
City's fitness programs	20	4.7%
City's instructional programs	12	2.8%
City special events & festivals	47	11.1%
Fees charged for recreation programs	7	1.6%
Ease of registering for programs	15	3.5%
None chosen	156	36.7%
Total	425	100.0%

SUM OF THE TOP THREE CHOICES

Q12. Which THREE of the parks and recreation items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? (top 3)

Q12. Sum of the top three choices	Number	Percent
Maintenance of City parks	153	36.0%
How close neighborhood parks are to your home	51	12.0%
Number of walking & biking trails	116	27.3%
Quality of outdoor athletic fields	40	9.4%
Number of outdoor athletic fields	17	4.0%
Quality of indoor recreation/event facilities	50	11.8%
Number of indoor recreation/event spaces	82	19.3%
Availability of information about City parks & recreation programs	65	15.3%
City's youth athletic programs	47	11.1%
City's adult athletic programs	29	6.8%
City's fitness programs	57	13.4%
City's instructional programs	22	5.2%
City special events & festivals	102	24.0%
Fees charged for recreation programs	29	6.8%
Ease of registering for programs	22	5.2%
None chosen	108	25.4%
Total	990	

Q13. City Communication. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q13-1. Availability of information about City programs & services	17.4%	42.1%	24.2%	8.2%	1.9%	6.1%
Q13-2. City efforts to keep you informed about local issues	13.6%	36.7%	27.3%	12.2%	2.8%	7.3%
Q13-3. How open City is to public involvement & input from residents	10.8%	24.5%	31.8%	9.9%	4.7%	18.4%
Q13-4. Quality of City's web page: www.raymore.com	12.7%	38.1%	28.0%	4.0%	0.9%	16.2%
Q13-5. Content & design of City's magazine	26.8%	43.1%	20.2%	1.9%	0.5%	7.5%

WITHOUT "DON'T KNOW"

Q13. City Communication. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q13-1. Availability of information about City programs & services	18.5%	44.9%	25.8%	8.8%	2.0%
Q13-2. City efforts to keep you informed about local issues	14.7%	39.6%	29.4%	13.2%	3.0%
Q13-3. How open City is to public involvement & input from residents	13.3%	30.0%	38.9%	12.1%	5.8%
Q13-4. Quality of City's web page: www.raymore.com	15.2%	45.5%	33.4%	4.8%	1.1%
Q13-5. Content & design of City's magazine	29.0%	46.6%	21.9%	2.0%	0.5%

Q14. Please indicate the top THREE ways you prefer to receive information about the City.

Q14. Top choice	Number	Percent
City website	96	22.6%
Newspaper	15	3.5%
Email	85	20.0%
Facebook	45	10.6%
Twitter	1	0.2%
The Review	98	23.1%
City brochures & mailers	64	15.1%
None chosen	21	4.9%
Total	425	100.0%

Q14. Please indicate the top THREE ways you prefer to receive information about the City.

Q14. 2nd choice	Number	Percent
City website	61	14.4%
Newspaper	23	5.4%
Email	72	16.9%
Facebook	51	12.0%
Twitter	3	0.7%
The Review	87	20.5%
City brochures & mailers	91	21.4%
None chosen	37	8.7%
Total	425	100.0%

Q14. Please indicate the top THREE ways you prefer to receive information about the City.

Q14. 3rd choice	Number	Percent
City website	95	22.4%
Newspaper	27	6.4%
Email	57	13.4%
Facebook	39	9.2%
Twitter	4	0.9%
The Review	54	12.7%
City brochures & mailers	90	21.2%
None chosen	59	13.9%
Total	425	100.0%

SUM OF THE TOP THREE CHOICES**Q14. Please indicate the top THREE ways you prefer to receive information about the City. (top 3)**

Q14. Sum of the top three choices	Number	Percent
City website	252	59.3%
Newspaper	65	15.3%
Email	214	50.4%
Facebook	135	31.8%
Twitter	8	1.9%
The Review	239	56.2%
City brochures & mailers	245	57.6%
None chosen	21	4.9%
Total	1179	

Q15. Water/Sewer Utilities and Stormwater Management. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q15-1. Clarity & taste of tap water in your home	21.4%	45.4%	15.5%	12.2%	3.3%	2.1%
Q15-2. Water pressure in your home	24.2%	50.4%	12.0%	10.6%	2.6%	0.2%
Q15-3. What you are charged for water/sewer utilities	11.3%	34.8%	22.4%	19.5%	8.9%	3.1%
Q15-4. How easy your water/sewer bill is to understand	22.1%	47.8%	19.1%	5.6%	2.1%	3.3%
Q15-5. Trash, recycling & yard waste service	34.1%	50.4%	10.1%	2.4%	1.2%	1.9%
Q15-6. Drainage of rainwater off City streets	19.3%	50.8%	16.5%	6.4%	2.8%	4.2%
Q15-7. Drainage of rainwater off properties next to your residence	17.4%	44.2%	18.6%	10.4%	7.1%	2.4%

WITHOUT "DON'T KNOW"

Q15. Water/Sewer Utilities and Stormwater Management. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q15-1. Clarity & taste of tap water in your home	21.9%	46.4%	15.9%	12.5%	3.4%
Q15-2. Water pressure in your home	24.3%	50.5%	12.0%	10.6%	2.6%
Q15-3. What you are charged for water/sewer utilities	11.7%	35.9%	23.1%	20.1%	9.2%
Q15-4. How easy your water/sewer bill is to understand	22.9%	49.4%	19.7%	5.8%	2.2%
Q15-5. Trash, recycling & yard waste service	34.8%	51.3%	10.3%	2.4%	1.2%
Q15-6. Drainage of rainwater off City streets	20.1%	53.1%	17.2%	6.6%	2.9%
Q15-7. Drainage of rainwater off properties next to your residence	17.8%	45.3%	19.0%	10.6%	7.2%

Q16. Stormwater Education. Please answer the following questions by circling either "Yes", "No", or "Don't Know."

(N=425)

	Yes	No	Don't Know
Q16-1. Have you or other members of your household disposed of yard waste (including grass clippings) into the street, a stormwater drain, or a lake/stream during past year	2.4%	96.2%	1.4%
Q16-2. Have you or other members of your household dumped paint, motor oil, or other household waste in the street, a stormwater drain, or a lake/stream during past year	0.5%	99.1%	0.5%
Q16-3. It is important to me to live in a community that invests resources in improving quality of water in lakes & streams in my community	94.1%	1.6%	4.2%
Q16-4. Have you seen or heard any information about water quality in lakes & streams in Raymore during past year	11.1%	82.1%	6.8%

WITHOUT "DON'T KNOW"

Q16. Stormwater Education. Please answer the following questions by circling either "Yes", "No", or "Don't Know." (without "don't know")

(N=425)

	Yes	No
Q16-1. Have you or other members of your household disposed of yard waste (including grass clippings) into the street, a stormwater drain, or a lake/stream during past year	2.4%	97.6%
Q16-2. Have you or other members of your household dumped paint, motor oil, or other household waste in the street, a stormwater drain, or a lake/stream during past year	0.5%	99.5%
Q16-3. It is important to me to live in a community that invests resources in improving quality of water in lakes & streams in my community	98.3%	1.7%
Q16-4. Have you seen or heard any information about water quality in lakes & streams in Raymore during past year	11.9%	88.1%

Q17. Enforcement of codes and ordinances. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q17-1. Enforcing cleanup of litter & debris on private property	10.6%	30.6%	25.6%	11.5%	4.2%	17.4%
Q17-2. Enforcing mowing & trimming of lawns	10.6%	34.1%	22.4%	11.1%	4.0%	17.9%
Q17-3. Enforcing maintenance of residential property (exterior of homes)	9.2%	29.4%	24.2%	12.7%	5.9%	18.6%
Q17-4. Enforcing maintenance of business property	9.6%	39.1%	23.1%	5.2%	1.9%	21.2%
Q17-5. Enforcing codes designed to protect public safety	12.7%	38.6%	21.9%	2.8%	1.4%	22.6%
Q17-6. Enforcing sign regulations	11.8%	34.1%	28.0%	2.6%	0.7%	22.8%

WITHOUT "DON'T KNOW"

Q17. Enforcement of codes and ordinances. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q17-1. Enforcing cleanup of litter & debris on private property	12.8%	37.0%	31.1%	14.0%	5.1%
Q17-2. Enforcing mowing & trimming of lawns	12.9%	41.5%	27.2%	13.5%	4.9%
Q17-3. Enforcing maintenance of residential property (exterior of homes)	11.3%	36.1%	29.8%	15.6%	7.2%
Q17-4. Enforcing maintenance of business property	12.2%	49.6%	29.3%	6.6%	2.4%
Q17-5. Enforcing codes designed to protect public safety	16.4%	49.8%	28.3%	3.6%	1.8%
Q17-6. Enforcing sign regulations	15.2%	44.2%	36.3%	3.4%	0.9%

Q18. Using a scale of 1 to 3, where 3 means "not a problem" and 1 means a "major problem," please rate how much of a problem each of the following are in Raymore.

(N=425)

	Not a Problem	Minor Problem	Major Problem	Don't Know
Q18-1. Abandoned vehicles	57.9%	22.4%	3.3%	16.5%
Q18-2. Graffiti	67.3%	15.5%	1.2%	16.0%
Q18-3. Dilapidated Buildings/houses	44.0%	35.5%	5.9%	14.6%
Q18-4. Boats/trailers/motor homes in unauthorized areas	45.9%	30.8%	7.1%	16.2%

WITHOUT "DON'T KNOW"

Q18. Using a scale of 1 to 3, where 3 means "not a problem" and 1 means a "major problem", please rate how much of a problem each of the following are in Raymore. (without "don't know")

(N=425)

	Not a Problem	Minor Problem	Major Problem
Q18-1. Abandoned vehicles	69.3%	26.8%	3.9%
Q18-2. Graffiti	80.1%	18.5%	1.4%
Q18-3. Dilapidated Buildingbgs/houses	51.5%	41.6%	6.9%
Q18-4. Boats/trailers/motor homes in unauthorized areas	54.8%	36.8%	8.4%

Q19. Customer Service. Have you contacted the City with a question, problem, or complaint during the past year?

Q19. Have you contacted City with a question, problem, or complaint during past year

	Number	Percent
Yes	118	27.8%
No	307	72.2%
Total	425	100.0%

Q19a. How did you make contact?

Q19a. How did you make contact

	Number	Percent
Phone	83	70.3%
Email	15	12.7%
Social media	3	2.5%
Report-A-Concern/website	6	5.1%
In person	11	9.3%
Total	118	100.0%

Q19b. Which City department did you contact most recently?

Q19b. Which City department did you contact most recently	Number	Percent
Water	21	18.8%
Animal control	12	10.7%
Public Works	10	8.9%
Police	10	8.9%
Parks and rec	7	6.3%
Code enforcement	7	6.3%
Street maintenance	4	3.6%
Utilities	4	3.6%
Building permit	4	3.6%
Building inspector	3	2.7%
City clerk	2	1.8%
Trash services	2	1.8%
Water/sewer	2	1.8%
Mayor	1	0.9%
Department responsible for pet registration	1	0.9%
Planning commission	1	0.9%
Department who handled storm debris removal	1	0.9%
City code dept	1	0.9%
Inspections	1	0.9%
Sidewalks in neighborhood are broken	1	0.9%
Fire 911	1	0.9%
Sidewalks, entrance to subdivision	1	0.9%
City of Raymore utilities	1	0.9%
City Hall	1	0.9%
Communications	1	0.9%
Animal Licensing	1	0.9%
Curb maintenance	1	0.9%
Manager	1	0.9%
Parks and Rec, info of regulations for flag pole	1	0.9%
Maintenance	1	0.9%
I CALLED ABOUT DOG TAGS	1	0.9%
DOG LICENSE AND MAP	1	0.9%
CLERK ABOUT DOG TAG RENEWAL	1	0.9%
Not sure	1	0.9%
CURBS AND SIDEWALK CURBS ARE FALLING APART IN MY SUBDIVISION	1	0.9%
ROADS	1	0.9%
Office that deals with flooding of property	1	0.9%
Total	112	100.0%

Q19c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied," please rate your satisfaction with the customer service you received from the City department you listed in Q19b.

(N=112)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q19c-1. How easy the department was to contact	40.2%	37.5%	7.1%	12.5%	1.8%	0.9%
Q19c-2. How courteously you were treated	53.6%	25.9%	12.5%	2.7%	2.7%	2.7%
Q19c-3. Technical competence & knowledge of City employees who assisted you	43.8%	28.6%	14.3%	6.3%	2.7%	4.5%
Q19c-4. Overall responsiveness of City employees to your request or concern	42.9%	26.8%	14.3%	8.0%	8.0%	0.0%

WITHOUT "DON'T KNOW"

Q19c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied," please rate your satisfaction with the customer service you received from the City department you listed in Q19b. (without "don't know")

(N=112)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q19c-1. How easy the department was to contact	40.5%	37.8%	7.2%	12.6%	1.8%
Q19c-2. How courteously you were treated	55.0%	26.6%	12.8%	2.8%	2.8%
Q19c-3. Technical competence & knowledge of City employees who assisted you	45.8%	29.9%	15.0%	6.5%	2.8%
Q19c-4. Overall responsiveness of City employees to your request or concern	42.9%	26.8%	14.3%	8.0%	8.0%

Q20. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "very important" and 1 is "unimportant," how important was each reason in your decision to live in Raymore?

(N=425)

	Very Important	Somewhat Important	Not Sure	Unimportant	Not Provided
Q20-1. Sense of community	45.6%	43.3%	1.9%	4.5%	4.7%
Q20-2. Quality of public schools	66.4%	16.2%	1.9%	11.1%	4.5%
Q20-3. Employment opportunities	18.4%	28.0%	13.2%	35.3%	5.2%
Q20-4. Types of housing	63.8%	23.8%	3.1%	5.9%	3.5%
Q20-5. Affordability of housing	51.3%	28.9%	6.1%	9.6%	4.0%
Q20-6. Access to quality shopping	50.4%	34.6%	4.9%	6.8%	3.3%
Q20-7. Availability of transportation options	13.6%	22.4%	13.4%	45.6%	4.9%
Q20-8. Availability of cultural activities & arts	15.8%	33.4%	15.1%	29.9%	5.9%
Q20-9. Access to restaurants & entertainment	42.1%	43.5%	4.2%	6.8%	3.3%
Q20-10. Availability of Parks & Recreation opportunities	41.9%	38.6%	6.8%	8.7%	4.0%
Q20-11. Near family or friends	40.0%	34.8%	4.7%	15.8%	4.7%
Q20-12. Sense of safety	85.2%	10.4%	0.5%	1.4%	2.6%

WITHOUT "NOT PROVIDED"

Q20. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "very important" and 1 is "unimportant," how important was each reason in your decision to live in Raymore? (without "not provided")

(N=425)

	Very Important	Somewhat Important	Not Sure	Unimportant
Q20-1. Sense of community	47.9%	45.4%	2.0%	4.7%
Q20-2. Quality of public schools	69.5%	17.0%	2.0%	11.6%
Q20-3. Employment opportunities	19.4%	29.5%	13.9%	37.2%
Q20-4. Types of housing	66.1%	24.6%	3.2%	6.1%
Q20-5. Affordability of housing	53.4%	30.1%	6.4%	10.0%
Q20-6. Access to quality shopping	52.1%	35.8%	5.1%	7.1%
Q20-7. Availability of transportation options	14.4%	23.5%	14.1%	48.0%
Q20-8. Availability of cultural activities & arts	16.8%	35.5%	16.0%	31.8%
Q20-9. Access to restaurants & entertainment	43.6%	45.0%	4.4%	7.1%
Q20-10. Availability of Parks & Recreation opportunities	43.6%	40.2%	7.1%	9.1%
Q20-11. Near family or friends	42.0%	36.5%	4.9%	16.5%
Q20-12. Sense of safety	87.4%	10.6%	0.5%	1.4%

Q20. Are your needs being met in Raymore?

(N=425)

	Yes	No
Q20-1. Sense of community	87.1%	12.9%
Q20-2. Quality of public schools	94.1%	5.9%
Q20-3. Employment opportunities	62.2%	37.8%
Q20-4. Types of housing	89.3%	10.7%
Q20-5. Affordability of housing	84.1%	15.9%
Q20-6. Access to quality shopping	68.7%	31.3%
Q20-7. Availability of transportation options	60.2%	39.8%
Q20-8. Availability of cultural activities & arts	59.9%	40.1%
Q20-9. Access to restaurants & entertainment	63.7%	36.3%
Q20-10. Availability of Parks & Recreation opportunities	87.8%	12.2%
Q20-11. Near family or friends	86.1%	13.9%
Q20-12. Sense of safety	97.9%	2.1%

Q21. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q21-1. Overall traffic flow on 58 Highway through Raymore	4.9%	37.2%	20.9%	24.2%	12.2%	0.5%
Q21-2. Traffic flow on 58 Highway/I-49 interchange (located in Belton)	1.9%	14.4%	14.6%	39.5%	28.9%	0.7%
Q21-3. Traffic flow through 58 Highway & Dean Avenue	5.2%	33.4%	23.8%	23.3%	10.6%	3.8%
Q21-4. Traffic flow through 58 Highway & Sunset	9.6%	44.7%	23.5%	9.4%	4.9%	7.8%
Q21-5. Traffic flow on 58 Highway between North Madison & South Madison	11.8%	51.1%	21.2%	6.4%	2.4%	7.3%
Q21-6. General traffic flow on Foxridge	11.3%	49.9%	23.5%	6.1%	1.2%	8.0%
Q21-7. General traffic flow on Lucy Webb	17.6%	52.5%	16.7%	5.6%	0.5%	7.1%
Q21-8. How well traffic signal system provides for efficient traffic flow	9.2%	37.9%	24.0%	17.6%	8.2%	3.1%
Q21-9. Availability of public transportation	5.4%	7.3%	27.8%	13.2%	10.4%	36.0%
Q21-10. Availability of bicycle lanes	8.0%	14.1%	32.9%	17.2%	5.6%	22.1%
Q21-11. Availability of pedestrian walkways	13.4%	36.7%	27.5%	9.2%	1.9%	11.3%

WITHOUT "DON'T KNOW"

Q21. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q21-1. Overall traffic flow on 58 Highway through Raymore	5.0%	37.4%	21.0%	24.3%	12.3%
Q21-2. Traffic flow on 58 Highway/I-49 interchange (located in Belton)	1.9%	14.5%	14.7%	39.8%	29.1%
Q21-3. Traffic flow through 58 Highway & Dean Avenue	5.4%	34.7%	24.7%	24.2%	11.0%
Q21-4. Traffic flow through 58 Highway & Sunset	10.5%	48.5%	25.5%	10.2%	5.4%
Q21-5. Traffic flow on 58 Highway between North Madison & South Madison	12.7%	55.1%	22.8%	6.9%	2.5%
Q21-6. General traffic flow on Foxridge	12.3%	54.2%	25.6%	6.6%	1.3%
Q21-7. General traffic flow on Lucy Webb	19.0%	56.5%	18.0%	6.1%	0.5%
Q21-8. How well traffic signal system provides for efficient traffic flow	9.5%	39.1%	24.8%	18.2%	8.5%
Q21-9. Availability of public transportation	8.5%	11.4%	43.4%	20.6%	16.2%
Q21-10. Availability of bicycle lanes	10.3%	18.1%	42.3%	22.1%	7.3%
Q21-11. Availability of pedestrian walkways	15.1%	41.4%	31.0%	10.3%	2.1%

Q22. Arts Commission. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q22-1. Quality & variety of City-sponsored public art	5.4%	16.9%	33.4%	7.3%	0.5%	36.5%
Q22-2. Quality of free musical performances/events	5.6%	16.5%	32.2%	11.3%	1.9%	32.5%
Q22-3. Quality of arts programming & classes	4.9%	10.8%	33.6%	9.2%	0.7%	40.7%
Q22-4. Quality of art gallery spaces at City Hall & Centerview	4.9%	14.1%	32.2%	4.0%	0.7%	44.0%

WITHOUT "DON'T KNOW"

Q22. Arts Commission. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=425)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q22-1. Quality & variety of City-sponsored public art	8.5%	26.7%	52.6%	11.5%	0.7%
Q22-2. Quality of free musical performances/events	8.4%	24.4%	47.7%	16.7%	2.8%
Q22-3. Quality of arts programming & classes	8.3%	18.3%	56.7%	15.5%	1.2%
Q22-4. Quality of art gallery spaces at City Hall &	8.8%	25.2%	57.6%	7.1%	1.3%

Q23. The COVID-19 Pandemic created a number of challenges for everyone in the community. How would you specifically rate the availability of services from City Hall during 2020?

Q23. How would you specifically rate availability of services from City Hall during 2020	Number	Percent
Saw a significant improvement in service levels	17	4.0%
Saw a slight improvement in service levels	28	6.6%
Saw no difference in service levels	269	63.3%
Saw a slight decrease in service levels	35	8.2%
Saw a significant decrease in service levels	8	1.9%
Not provided	68	16.0%
Total	425	100.0%

WITHOUT "NOT PROVIDED"

Q23. The COVID-19 Pandemic created a number of challenges for everyone in the community. How would you specifically rate the availability of services from City Hall during 2020? (without "not provided")

Q23. How would you specifically rate availability of services from City Hall during 2020	Number	Percent
Saw a significant improvement in service levels	17	4.8%
Saw a slight improvement in service levels	28	7.8%
Saw no difference in service levels	269	75.4%
Saw a slight decrease in service levels	35	9.8%
Saw a significant decrease in service levels	8	2.2%
Total	357	100.0%

Q24. During COVID-19, the City implemented a number of online service and programming options including online occupational licensing, free online utility bill pay and virtual recreation programs. If you used any of these online services, how likely are you to continue using these online services after the Pandemic?

Q24. How likely are you to continue using these online services after the Pandemic

	Number	Percent
Very likely to continue	146	34.4%
Somewhat likely to continue	40	9.4%
Not likely to continue	9	2.1%
Won't continue at all	2	0.5%
Never used online services/programs	206	48.5%
Not provided	22	5.2%
Total	425	100.0%

WITHOUT "NOT PROVIDED"

Q24. During COVID-19, the City implemented a number of online service and programming options including online occupational licensing, free online utility bill pay and virtual recreation programs. If you used any of these online services, how likely are you to continue using these online services after the Pandemic? (without "not provided")

Q24. How likely are you to continue using these online services

after the Pandemic	Number	Percent
Very likely to continue	146	36.2%
Somewhat likely to continue	40	9.9%
Not likely to continue	9	2.2%
Won't continue at all	2	0.5%
Never used online services/programs	206	51.1%
Total	403	100.0%

Q25. Currently, shoppers who use online retailers (like Amazon, Wayfair or Chewy) do not pay the same local sales tax as those who choose to shop at locally owned businesses. If the City were to propose a Use Tax that would apply the current sales tax to online shopping, how supportive would you be?

Q25. How supportive would you be of Use Tax	Number	Percent
Very supportive	56	13.2%
Somewhat supportive	49	11.5%
Neutral	67	15.8%
Somewhat unsupportive	44	10.4%
Not supportive at all	201	47.3%
Not provided	8	1.9%
Total	425	100.0%

WITHOUT "NOT PROVIDED"

Q25. Currently, shoppers who use online retailers (like Amazon, Wayfair or Chewy) do not pay the same local sales tax as those who choose to shop at locally owned businesses. If the City were to propose a Use Tax that would apply the current sales tax to online shopping, how supportive would you be? (without "not provided")

Q25. How supportive would you be of Use Tax	Number	Percent
Very supportive	56	13.4%
Somewhat supportive	49	11.8%
Neutral	67	16.1%
Somewhat unsupportive	44	10.6%
Not supportive at all	201	48.2%
Total	417	100.0%

Q26. If you knew the revenue generated from this proposed Use Tax would be going to support hiring additional Police Officers, Public Works Employees or Parks Maintenance Staff, would that make you...

Q26. How would that propose make you	Number	Percent
Much more supportive	87	20.5%
Somewhat more supportive	123	28.9%
No change	170	40.0%
Somewhat less supportive	13	3.1%
Much less supportive	26	6.1%
Not provided	6	1.4%
Total	425	100.0%

WITHOUT "NOT PROVIDED"

Q26. If you knew the revenue generated from this proposed Use Tax would be going to support hiring additional Police Officers, Public Works Employees or Parks Maintenance Staff, would that make you... (without "not provided")

Q26. How would that propose make you	Number	Percent
Much more supportive	87	20.8%
Somewhat more supportive	123	29.4%
No change	170	40.6%
Somewhat less supportive	13	3.1%
Much less supportive	26	6.2%
Total	419	100.0%

Q27. Approximately how many years have you lived in the City of Raymore?

Q27. How many years have you lived in Raymore	Number	Percent
Less than 5 years	74	17.4%
5-10 years	84	19.8%
11-20 years	155	36.5%
20+ years	106	24.9%
Not provided	6	1.4%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q27. Approximately how many years have you lived in the City of Raymore? (without "not provided")**

Q27. How many years have you lived in Raymore	Number	Percent
Less than 5 years	74	17.7%
5-10 years	84	20.0%
11-20 years	155	37.0%
20+ years	106	25.3%
Total	419	100.0%

Q28. What is your age?

Q28. Your age	Number	Percent
18-34 years	84	19.8%
35-44 years	82	19.3%
45-54 years	81	19.1%
55-64 years	79	18.6%
65 years or older	85	20.0%
Not provided	14	3.3%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q28. What is your age? (without "not provided")**

Q28. Your age	Number	Percent
18-34 years	84	20.4%
35-44 years	82	20.0%
45-54 years	81	19.7%
55-64 years	79	19.2%
65 years or older	85	20.7%
Total	411	100.0%

Q29. Which of the following best describes your current place of employment?

Q29. What best describes your current place of employment	Number	Percent
In Raymore	56	13.2%
Elsewhere in Cass County	39	9.2%
Elsewhere in MO	130	30.6%
In Kansas	72	16.9%
Not currently employed	120	28.2%
Not provided	8	1.9%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q29. Which of the following best describes your current place of employment? (without "not provided")**

Q29. What best describes your current place of employment	Number	Percent
In Raymore	56	13.4%
Elsewhere in Cass County	39	9.4%
Elsewhere in MO	130	31.2%
In Kansas	72	17.3%
Not currently employed	120	28.8%
Total	417	100.0%

Q30. Would you say your total household income is:

Q30. Your total household income	Number	Percent
Under \$30K	37	8.7%
\$30K to \$59,999	67	15.8%
\$60K to \$99,999	116	27.3%
\$100K to \$149,999	109	25.6%
\$150K to \$199,999	34	8.0%
\$200K+	16	3.8%
Not provided	46	10.8%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q30. Would you say your total household income is: (without "not provided")**

Q30. Your total household income	Number	Percent
Under \$30K	37	9.8%
\$30K to \$59,999	67	17.7%
\$60K to \$99,999	116	30.6%
\$100K to \$149,999	109	28.8%
\$150K to \$199,999	34	9.0%
\$200K+	16	4.2%
Total	379	100.0%

Q31. Your gender:

Q31. Your gender	Number	Percent
Male	207	48.7%
Female	217	51.1%
Not provided	1	0.2%
Total	425	100.0%

WITHOUT "NOT PROVIDED"**Q31. Your gender: (without "not provided")**

Q31. Your gender	Number	Percent
Male	207	48.8%
Female	217	51.2%
Total	424	100.0%

Section 5

Survey Instrument



January 2021

Dear Neighbor,

The City of Raymore needs your help and a few minutes of your time! You have been chosen to participate in a survey designed to gather resident opinions and feedback on City programs and services. The information requested in this survey will be used to improve and expand existing programs and determine future needs of residents in the City of Raymore.

We realize that this survey takes some time to complete, but every question is important. The time you invest will influence decisions made about our community's future. The survey data will be compiled and analyzed by the ETC Institute, which is one of the nation's leading firms in the field of local government polling and research. They will present the results to the City later this spring. ***Individual responses to the survey will remain confidential.***

Instructions

Please return your completed survey in the next week using the postage-paid envelope provided. If you prefer to complete the survey online, you may do so at www.raymoresurvey.org. The online survey also includes unlimited space for comments at the end of the survey.

Questions? Please contact Assistant City Manager Mike Ekey at the City of Raymore at (816) 892-3109 or mekey@raymore.com.

Thank you in advance for your participation!

Sincerely,

Kristopher P. Turnbow, Mayor

100 Municipal Circle, Raymore, MO 64083 / P: (816) 331-0488 / F: (816) 331-8724



2021 City of Raymore Community Survey

Please take a few minutes to complete this survey. Your input is an important part of the City's ongoing effort to identify and respond to resident concerns. If you have questions, please contact Assistant City Manager Mike Ekey at (816) 892-3109 or by email at MEkey@Raymore.com.

1. **Overall Satisfaction with City Services.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of public safety services (e.g., police)	5	4	3	2	1	9
2. Overall quality of City parks and recreation programs and facilities	5	4	3	2	1	9
3. Overall maintenance of City streets	5	4	3	2	1	9
4. Overall maintenance of City buildings and facilities	5	4	3	2	1	9
5. Overall enforcement of City codes and ordinances for building/housing	5	4	3	2	1	9
6. Overall quality of customer service you receive from City employees	5	4	3	2	1	9
7. Overall effectiveness of City communication with the public	5	4	3	2	1	9
8. Overall quality of the City's stormwater runoff/management system	5	4	3	2	1	9
9. Overall flow of traffic and congestion management in the City	5	4	3	2	1	9

2. **Which THREE of these items do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?** [Write in your answers below using the numbers from the list in Question 1.]

1st: _____ 2nd: _____ 3rd: _____

3. **Several items that may influence your perception of the City of Raymore are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."**

Perceptions of Raymore	Excellent	Good	Neutral	Below Average	Poor	Don't Know
01. Overall quality of services provided by the City of Raymore	5	4	3	2	1	9
02. Overall value that you receive for your City tax dollars and fees	5	4	3	2	1	9
03. Overall image of the City	5	4	3	2	1	9
04. How well the City is planning growth	5	4	3	2	1	9
05. How well the City is managing growth	5	4	3	2	1	9
06. Overall quality of life in the City	5	4	3	2	1	9
07. Overall feeling of safety in the City	5	4	3	2	1	9
08. Availability of affordable housing	5	4	3	2	1	9
09. Job availability	5	4	3	2	1	9
10. Quality of new development in the City	5	4	3	2	1	9
11. As a place to retire	5	4	3	2	1	9
12. Overall appearance of the City	5	4	3	2	1	9

4. **Public Safety.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of local police protection	5	4	3	2	1	9
2. The visibility of police in neighborhoods	5	4	3	2	1	9
3. The visibility of police in retail areas	5	4	3	2	1	9
4. The City's efforts to prevent crime	5	4	3	2	1	9
5. How quickly police respond to emergencies	5	4	3	2	1	9
6. Enforcement of local traffic laws	5	4	3	2	1	9
7. Quality of animal control	5	4	3	2	1	9
8. Severe weather preparedness/Disaster response planning	5	4	3	2	1	9

5. Which THREE of the public safety items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 4.]

1st: ____ 2nd: ____ 3rd: ____

6. Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

Level of Safety	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
1. In your neighborhood after dark	5	4	3	2	1	9
2. In your neighborhood during the day	5	4	3	2	1	9
3. In commercial and retail areas in the City	5	4	3	2	1	9
4. In city parks and on city trails	5	4	3	2	1	9

7. Which ONE of the following factors most influences how safe you feel in Raymore?

- ____ (1) Environmental factors (well-lit areas, etc.)
 ____ (2) Police activities and response
 ____ (3) Something not related to the City (past victim, your neighbors, etc.)

8. Are you familiar with or have you participated in any of the following police initiatives/outreach programs in Raymore? [Check all that apply.]

- ____ (1) Citizens Police Academy
 ____ (2) Community Emergency Response Team
 ____ (3) Neighborhood Watch or Community or Neighborhood Meeting
 ____ (4) Community Against Crime Event
 ____ (5) Ride-Along Program
 ____ (6) Prescription Drug Take Back
 ____ (7) Home Security Survey

9. **City Maintenance/Public Works.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Maintenance of major City streets	5	4	3	2	1	9
02. Maintenance of streets in your neighborhood	5	4	3	2	1	9
03. Maintenance of street signs and traffic signals	5	4	3	2	1	9
04. Maintenance of City buildings	5	4	3	2	1	9
05. Snow removal on major City streets	5	4	3	2	1	9
06. Snow removal on neighborhood streets	5	4	3	2	1	9
07. Overall cleanliness of City streets and other public areas	5	4	3	2	1	9
08. Adequacy of City street lighting	5	4	3	2	1	9
09. Condition of City sidewalks	5	4	3	2	1	9
10. Availability of sidewalks in the City	5	4	3	2	1	9
11. Landscaping and appearance of public areas along City streets	5	4	3	2	1	9
12. Street sweeping on City streets	5	4	3	2	1	9
13. Overall road conditions	5	4	3	2	1	9

10. Which THREE of the maintenance/public works items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 9.]*

1st: ____ 2nd: ____ 3rd: ____

11. **Parks and Recreation.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Maintenance of City parks	5	4	3	2	1	9
02. How close neighborhood parks are to your home	5	4	3	2	1	9
03. Number of walking and biking trails	5	4	3	2	1	9
04. Quality of outdoor athletic fields	5	4	3	2	1	9
05. Number of outdoor athletic fields	5	4	3	2	1	9
06. Quality of indoor recreation/event facilities	5	4	3	2	1	9
07. Number of indoor recreation/event spaces	5	4	3	2	1	9
08. Availability of information about City parks and recreation programs	5	4	3	2	1	9
09. The City's youth athletic programs	5	4	3	2	1	9
10. The City's adult athletic programs	5	4	3	2	1	9
11. The City's fitness programs	5	4	3	2	1	9
12. The City's instructional programs	5	4	3	2	1	9
13. City special events and festivals	5	4	3	2	1	9
14. Fees charged for recreation programs	5	4	3	2	1	9
15. Ease of registering for programs	5	4	3	2	1	9

12. Which THREE of the parks and recreation items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 11.]*

1st: ____ 2nd: ____ 3rd: ____

13. **City Communication.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The availability of information about City programs and services	5	4	3	2	1	9
2. City efforts to keep you informed about local issues	5	4	3	2	1	9
3. How open the City is to public involvement and input from residents	5	4	3	2	1	9
4. The quality of the City's web page: www.raymore.com	5	4	3	2	1	9
5. The content and the design of the City's magazine "The Review"	5	4	3	2	1	9

14. **Please indicate the top THREE ways you prefer to receive information about the City. Write the numbers that correspond to your top three choices in the space provided below.**

1. City Website 3. Email 5. Twitter 7. City Brochures & Mailers
2. Newspaper 4. Facebook 6. The Review

1st: ____ 2nd: ____ 3rd: ____

15. **Water/Sewer Utilities and Stormwater Management.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The clarity and taste of the tap water in your home	5	4	3	2	1	9
2. Water pressure in your home	5	4	3	2	1	9
3. What you are charged for water/sewer utilities	5	4	3	2	1	9
4. How easy your water/sewer bill is to understand	5	4	3	2	1	9
5. Trash, recycling and yard waste service	5	4	3	2	1	9
6. Drainage of rainwater off City streets	5	4	3	2	1	9
7. Drainage of rainwater off properties next to your residence	5	4	3	2	1	9

16. **Stormwater Education.** Please answer the following questions by circling either "Yes," "No," or "Don't Know."

1. Have you or other members of your household disposed of yard waste (including grass clippings) into the street, a stormwater drain, or a lake/stream during the past year?	Yes	No	Don't Know
2. Have you or other members of your household dumped paint, motor oil, or other household waste in the street, a stormwater drain, or a lake/stream during the past year?	Yes	No	Don't Know
3. It is important to me to live in a community that invests resources in improving the quality of water in lakes and streams in my community.	Yes	No	Don't Know
4. Have you seen or heard any information about water quality in lakes and streams in Raymore during the past year?	Yes	No	Don't Know

17. **Enforcement of Codes and Ordinances.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Enforcing the cleanup of litter and debris on private property	5	4	3	2	1	9
2. Enforcing the mowing and trimming of lawns	5	4	3	2	1	9
3. Enforcing the maintenance of residential property (exterior of homes)	5	4	3	2	1	9
4. Enforcing the maintenance of business property	5	4	3	2	1	9
5. Enforcing codes designed to protect public safety	5	4	3	2	1	9
6. Enforcing sign regulations	5	4	3	2	1	9

18. Using a scale of 1 to 3, where 3 means "Not a Problem" and 1 means a "Major Problem," please rate how much of a problem each of the following are in Raymore.

To what extent are the following problems?	Not a Problem	Minor Problem	Major Problem	Don't Know
1. Abandoned Vehicles	3	2	1	9
2. Graffiti	3	2	1	9
3. Dilapidated Buildings/Houses	3	2	1	9
4. Boats/Trailers/Motor Homes in Unauthorized Areas	3	2	1	9

19. **Customer Service.** Have you contacted the City with a question, problem, or complaint during the past year?

____(1) Yes [Answer Q19a-c.] ____ (2) No [Skip to Q20.]

- 19a. How did you make contact?

____(1) Phone ____ (3) Social Media ____ (5) In-person
 ____ (2) Email ____ (4) Report-A-Concern/Website

- 19b. Which City department did you contact most recently?

- 19c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with the customer service you received from the City department you listed in Q19b.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. How easy the department was to contact	5	4	3	2	1	9
2. How courteously you were treated	5	4	3	2	1	9
3. Technical competence and knowledge of City employees who assisted you	5	4	3	2	1	9
4. Overall responsiveness of City employees to your request or concern	5	4	3	2	1	9

20. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," how important was each reason in your decision to live in Raymore, and are your needs being met?

	Very Important	Somewhat Important	Not Sure	Unimportant	Are your needs being met in Raymore?	
01. Sense of community	4	3	2	1	Yes	No
02. Quality of public schools	4	3	2	1	Yes	No
03. Employment opportunities	4	3	2	1	Yes	No
04. Types of housing	4	3	2	1	Yes	No
05. Affordability of housing	4	3	2	1	Yes	No
06. Access to quality shopping	4	3	2	1	Yes	No
07. Availability of transportation options	4	3	2	1	Yes	No
08. Availability of cultural activities and the arts	4	3	2	1	Yes	No
09. Access to restaurants and entertainment	4	3	2	1	Yes	No
10. Availability of Parks & Recreation opportunities	4	3	2	1	Yes	No
11. Near family or friends	4	3	2	1	Yes	No
12. Sense of safety	4	3	2	1	Yes	No

21. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall traffic flow on 58 Highway through Raymore	5	4	3	2	1	9
02. Traffic flow at the 58 Highway/I-49 interchange (located in Belton)	5	4	3	2	1	9
03. Traffic flow through 58 Highway and Dean Avenue	5	4	3	2	1	9
04. Traffic flow through 58 Highway and Sunset	5	4	3	2	1	9
05. Traffic flow on 58 Highway between North Madison and South Madison	5	4	3	2	1	9
06. General traffic flow on Foxridge	5	4	3	2	1	9
07. General traffic flow on Lucy Webb	5	4	3	2	1	9
08. How well the traffic signal system provides for efficient traffic flow	5	4	3	2	1	9
09. Availability of public transportation	5	4	3	2	1	9
10. Availability of bicycle lanes	5	4	3	2	1	9
11. Availability of pedestrian walkways	5	4	3	2	1	9

22. **Arts Commission.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Quality and variety of City-sponsored public art	5	4	3	2	1	9
2. Quality of free musical performances/events	5	4	3	2	1	9
3. Quality of arts programming and classes	5	4	3	2	1	9
4. Quality of art gallery spaces at City Hall and Centerview	5	4	3	2	1	9

23. The COVID-19 Pandemic created a number of challenges for everyone in the community. How would you specifically rate the availability of services from City Hall during 2020?

☐ (1) Saw a significant improvement in service levels ☐ (4) Saw a slight decrease in service levels
☐ (2) Saw a slight improvement in service levels ☐ (5) Saw a significant decrease in service levels
☐ (3) Saw no difference in service levels

24. During COVID-19, the City implemented a number of online service and programming options including online occupational licensing, free online utility bill pay and virtual recreation programs. If you used any of these online services, how likely are you to continue using these online services after the pandemic?

☐ (1) Very likely to continue ☐ (4) Won't continue at all
☐ (2) Somewhat likely to continue ☐ (5) Never used the online services/programs
☐ (3) Not likely to continue

25. Currently, shoppers who use online retailers (like Amazon, Wayfair or Chewy) do not pay the same local sales tax as those who choose to shop at locally owned businesses. If the City were to propose a Use Tax that would apply the current sales tax to online shopping, how supportive would you be?

☐ (1) Very supportive ☐ (3) Neutral ☐ (5) Not supportive at all
☐ (2) Somewhat supportive ☐ (4) Somewhat unsupportive

26. If you knew the revenue generated from this proposed Use Tax would be going to support hiring additional Police Officers, Public Works Employees or Parks Maintenance Staff, would that make you...

☐ (1) Much more supportive ☐ (3) No change ☐ (5) Much less supportive
☐ (2) Somewhat more supportive ☐ (4) Somewhat less supportive

Demographics

27. Approximately how many years have you lived in the City of Raymore?

___(1) Less than 5 years ___(2) 5-10 years ___(3) 11-20 years ___(4) more than 20 years

28. What is your age? ___ years

29. Which of the following best describes your current place of employment?

___(1) In Raymore ___(3) Elsewhere in MO ___(5) Not currently employed
___(2) Elsewhere in Cass County ___(4) In Kansas

30. Would you say your total household income is...

___(1) Under \$30,000 ___(3) \$60,000 to \$99,999 ___(5) \$150,000 to \$199,999
___(2) \$30,000 to \$59,999 ___(4) \$100,000 to \$149,999 ___(6) Over \$200,000

31. Your gender: ___(1) Male ___(2) Female ___(3) Non-binary

Comments. Feel free to add pages as necessary to provide any comments you wish to have included in your response.

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential.
The information printed to the right will ONLY be used to help identify the level of satisfaction with City services in your area. If your address is not correct, please provide the correct information. Thank you.

