



LEADING LIBERTY **FORWARD** OUR COMPREHENSIVE PLAN

March 27, 2023

A MESSAGE FROM OUR

DIRECTOR OF PLANNING AND DEVELOPMENT

*Twenty years ago, Liberty adopted The Blueprint for Liberty, a plan that provided Liberty with a strong vision for two decades. This comprehensive plan (Plan) is no different in that it seeks to **Lead Liberty Forward** into the future!*

Liberty has a prominent history that shapes our community identity - and it's noticeable! Within the past two decades, the City has experienced growth like never before. This has led to significant investments in our infrastructure and a new utilities operation center, wastewater treatment facility and a new animal shelter facility to support our community's needs. We have also seen improvements and additions to our parks system, with the City Park redevelopment and neighborhood parks receiving updated amenities.

The Plan is a document which establishes policy for making land use decisions and a vision for continued community growth, development and future investment. Over the past several months through the planning process we have collected input to craft a vision and a road map for Liberty's continued growth and development. Your input has proven essential for us to determine our path forward. This Plan is a living document that defines our goals, actions, and initiatives. In other words, this Plan was made for you, by you.

I am excited to present the "Leading Liberty Forward" comprehensive plan.

TO LIBERTY'S FUTURE,

KATHERINE SHARP

A BIG THANK YOU

TO *all participants in the planning process. Your time, technical expertise and guidance was critical to the development of the Leading Liberty Forward Comprehensive Plan (Plan). Your investment in this Plan is valued.*

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TABLE OF CONTENTS

SECTION 1 - INTRODUCTION	01
SECTION 2 - LIBERTY <i>FORWARD!</i> - VISION AND VALUES	11
SECTION 3 - LAND USE AND DEVELOPMENT FRAMEWORK	23
SECTION 4 - MOBILITY FRAMEWORK	35
SECTION 5 - ACTION PLAN: IMPLEMENTATION FRAMEWORK	41

APPENDIX A - EXISTING CONDITIONS

APPENDIX B - PUBLIC ENGAGEMENT SUMMARY

APPENDIX C - SUMMARY OF RELEVANT PLANS AND STUDIES

APPENDIX D - ECONOMIC AND MARKET ANALYSIS



SECTION 1

INTRODUCTION

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

PLAN OVERVIEW

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

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

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan - sometimes referred to as a general plan, master plan or land use plan - is a vision for the future on a community scale. Comprehensive plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive plan examines what a community is, where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 10 to 20 years and is revisited often to ensure its relevance. Effective plans are grounded and provide measurable, achievable action items for reaching shared goals. Communities can also use comprehensive plans as a factual and objective basis to justify future decision making.

Planning Area

The planning area consists of the entirety of the City of Liberty, as shown in **Figure 1.1**. Liberty is the county seat of Clay County, and a suburb of Kansas City, Missouri; residing 15 miles northeast of downtown Kansas City. Being directly adjacent to I-35 to the east and the northern city limits of Kansas City, Liberty is considered part of the “Northland” of the metropolitan area. It is also a participant in the Mid-America Regional Council (MARC).

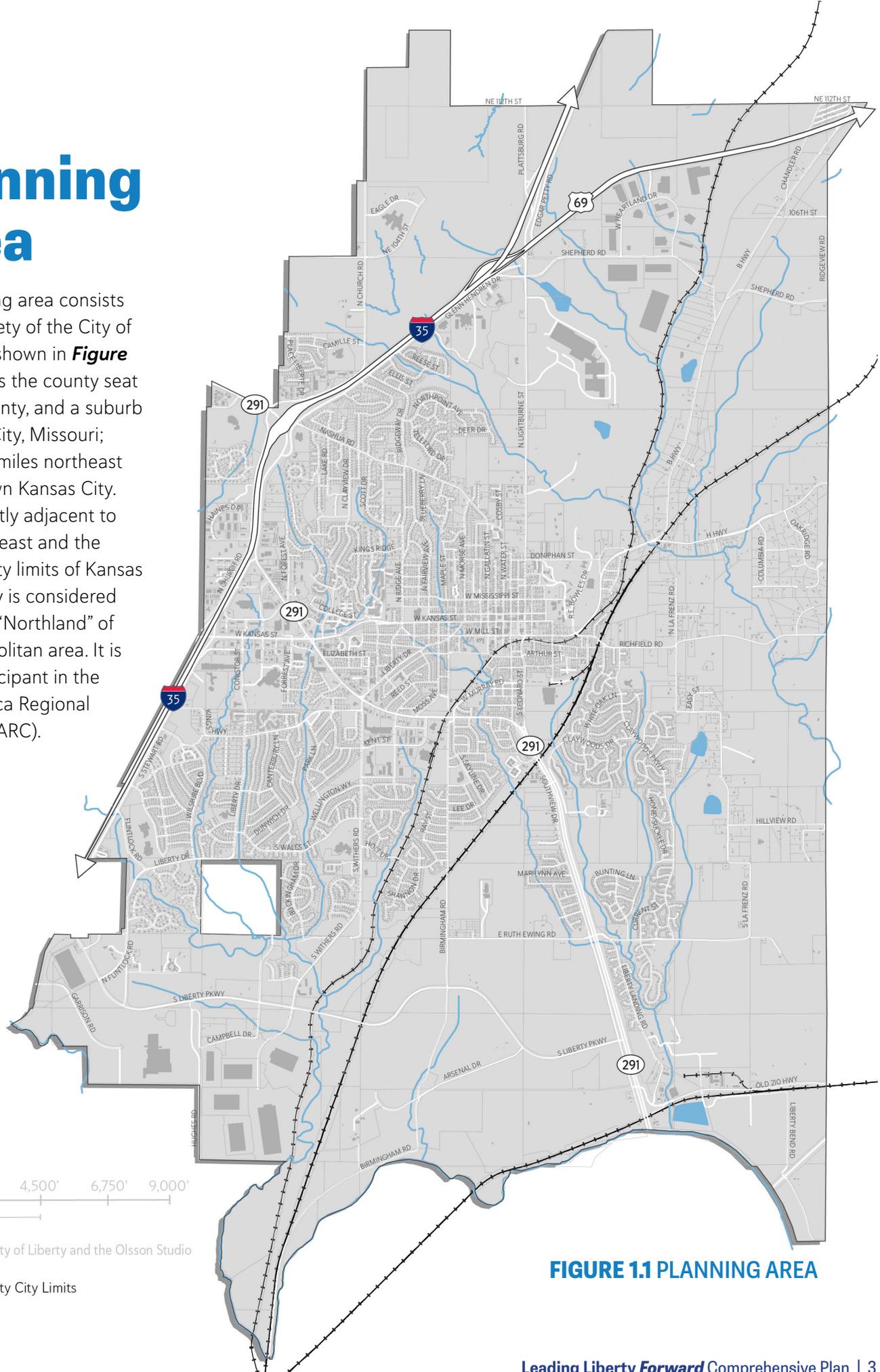


FIGURE 1.1 PLANNING AREA

Data Sources: City of Liberty and the Olsson Studio

Legend: Liberty City Limits

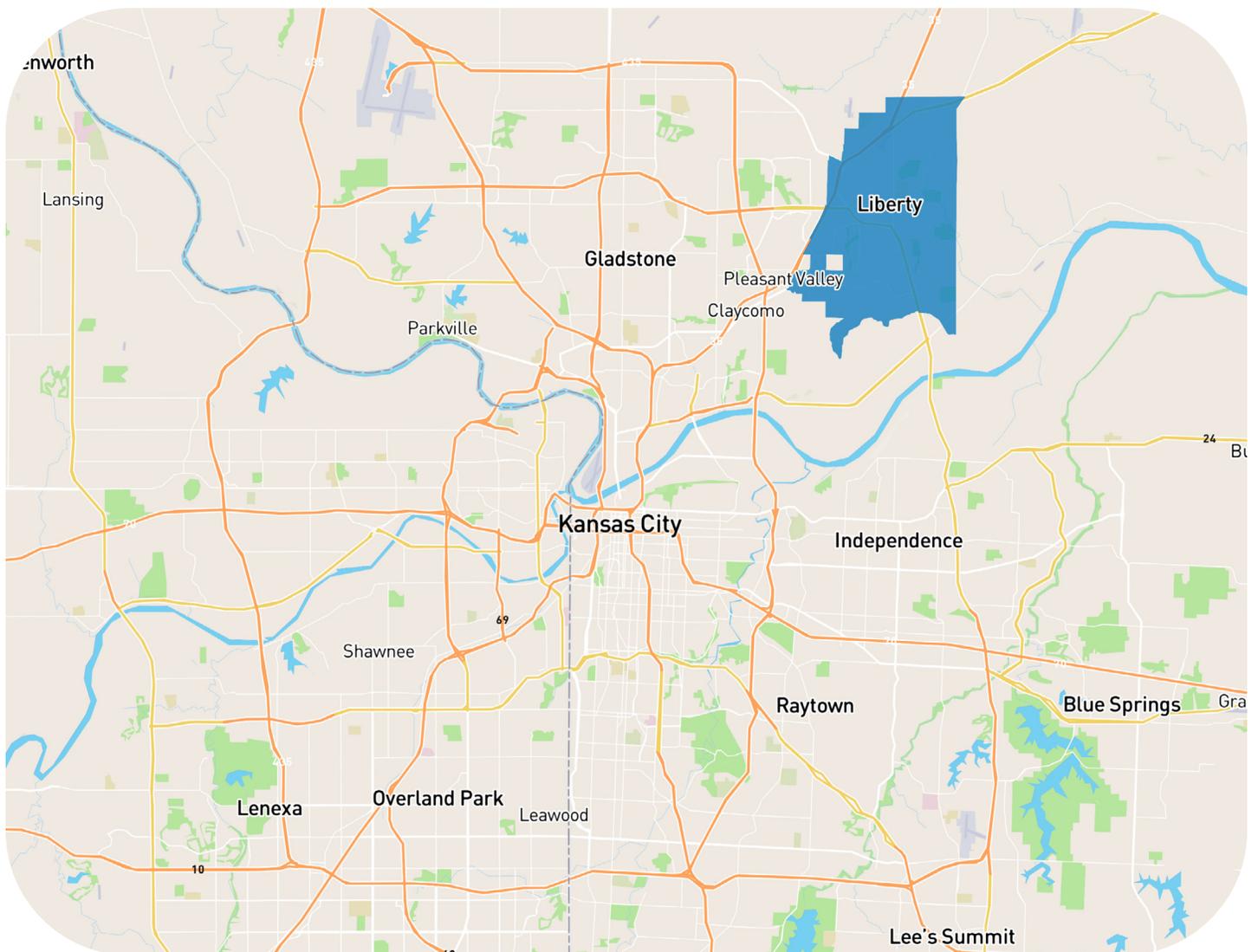
Regional Context

The current City limits of Liberty occupy 29.74 square miles with a population just over 30,000 and an estimated service population of 60,000. The City is served by two major interstates, Interstate 35 (I-35) and Interstate 435 (I-435) and three highways M-291, Hwy 152 and US Route 69 (69 Hwy) making the community easily accessible to the region.

Liberty is home to William Jewell College, a private, four-year liberal arts college that provides higher education opportunities to its residents and welcomes approximately half of its student population from out of state.

The City is located less than 21 miles from the newly renovated Kansas City International Airport, which provides connectivity all over the world, and less than 18 miles from the Kansas City, Missouri Union Station, which provides Amtrak connectivity to several major cities throughout the country. The City's regional context is shown in **Figure 1.2**.

FIGURE 1.2 REGIONAL CONTEXT OF LIBERTY



CITY HISTORY

For more than two centuries, people have been drawn to Liberty, Missouri, and the attraction continues today for a wealth of reasons. American settlers began to arrive in the Liberty area in the early 1800s, and by 1822, the settlement had grown to become the County seat for Clay County. Incorporated in 1829, Liberty is the second oldest incorporated town west of the Mississippi River. During the 1830s, the Liberty Landing was one of several steamboat docks located along the Missouri River. As Liberty was the “jumping off” point for the frontier and westward expansionists, the Liberty Landing was a disembarking location for merchandise and early settlers coming from St. Louis and other points east.

A suburb of Kansas City within the Kansas City Metropolitan Area, the City of Liberty has forged an impressive identity all its own. Since 2005, the National Arbor Day Foundation has recognized Liberty’s commitment to the management of its community forest with the Tree City USA designation. In 2007, Liberty was designated a Preserve America community - a White House program to support communities that preserve and promote America’s cultural and natural heritage. Today, Liberty continues to embrace residential and commercial development, while maintaining its strong sense of history. The City is home to five local historic districts, seven nationally recognized districts and seven individual properties on the National Register of Historic Places, a thriving historic downtown business district, three museums, and many notable sites of interest.

Recognizing a need to diversify housing options, the City has experienced new residential growth over the last several years that offer single family homes in a variety of price points, maintenance free homes, upscale apartments and housing options for seniors that allow them to age in place. Montage, a proposed 1,000+ acre mixed use development surrounding Liberty North High School, could bring much needed infrastructure improvements, including new and improved roads, water, sewer, sidewalks and trails to the northwest portion of Liberty. It would also bring new single and multi-family, commercial and office space as well as recreational facilities.

Commercial growth has also been booming. Liberty Commons, a major commercial development, opened on the southeast corner of I-35 and Highway 152, bringing new retail and restaurant options to Liberty. That project also spurred B&B Theatres, a Liberty-based, family-owned company to expand. B&B, a tenant in the old complex where Liberty Commons is now located, built a new state of the art facility in Liberty in 2018. This project added to retail options already available in the Liberty Triangle and Blue Jay Crossing, as well as in several recently revitalized shopping areas including Liberty Corners, Crossroads and Liberty Heights.

The City of Liberty has expanded its industrial base, with new construction in and south of Heartland Meadows and along South Liberty Parkway. In addition to bringing more than 4,000 new jobs and \$650 million in investment to Liberty, these projects also help to diversify the City’s tax base, bringing in more than \$29.5 million in property taxes over the life of the projects’ tax abatement periods versus just \$63,000 over the same time period without the projects.

In the last 10 years, the City has invested heavily in its infrastructure - roads, sewers, water, as well as parks. All of the City’s interchanges that feed the City - I-35 and Hwy 291, I-35 and South Liberty Parkway and I-35 and Hwy 152 -- have undergone upgrades. The latter was a cooperative project between the City of Liberty, Missouri Department of Transportation and the City of Kansas City, Missouri.

THE WHY

Liberty's previous comprehensive plan was adopted in 2000. The Blueprint for Liberty was written as a land use plan to cover a 20-year timeline. Since then, Liberty has adopted several smaller area plans that have been incorporated into the comprehensive plan and used to guide short- and long-term decision making to align with the identified community vision and goals.

As the previous comprehensive plan's timeline expires, it is necessary for Liberty to review the community vision and goals of the Blueprint as a starting point and identify how to **LEAD LIBERTY FORWARD**. Changing technology, thought patterns and development best practices make it increasingly important for communities to conduct long-term planning practices and look toward the future. This Plan is a community-wide vision that resonates with the public-at-large. This planning process answered the following questions:

WHERE IS LIBERTY TODAY?

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

WHO DOES LIBERTY WANT TO BE?

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

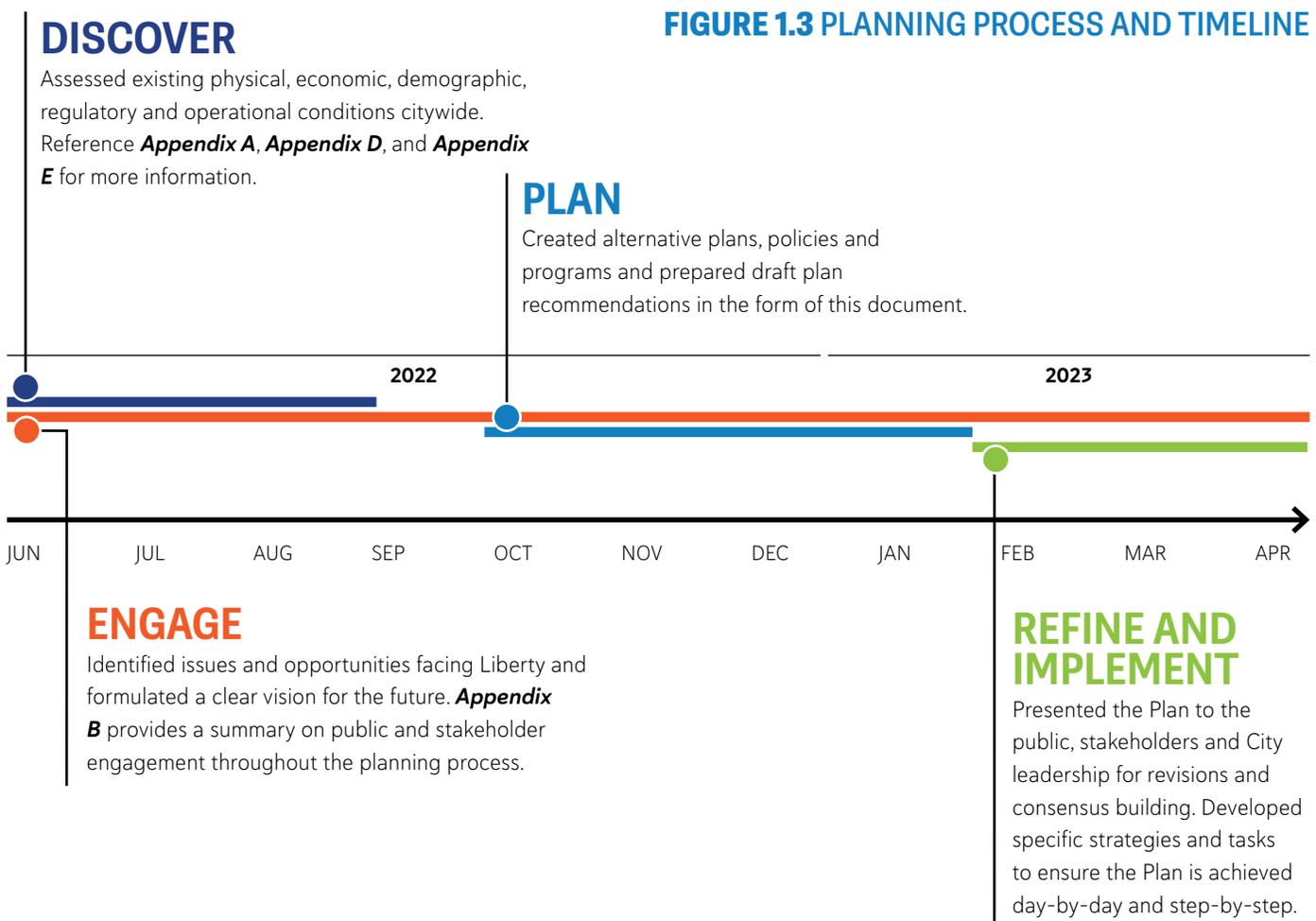
HOW DO WE **LEAD LIBERTY FORWARD?**

This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep community leaders and City staff members on track to **LEAD LIBERTY FORWARD**.



PLANNING PROCESS AND TIMELINE

The Plan development process took approximately one year and consisted of five primary phases: *Discover*, *Engage*, *Plan*, *Refine*, and *Implement*. From *Discover*, where a baseline of Liberty was developed; to *Engage* where the community shared its voice; to *Plan* and *Refine* when the actual road map for the future of each of the Plan's topics were recorded; to *Implement* when the Plan is put to work for the community. **Figure 1.3** demonstrates the planning process and timeline.



PLAN ORGANIZATION

This Plan is organized into seven sections and four appendices. The first two sections introduce the Plan and its structure. **Section 1** explains how the Plan came to be, why it is necessary and how it should be integrated into daily decisions. **Section 2** describes the vision and values that set the tone and theme for the goals, strategies and implementation actions.

Sections 3 and **4** provide the Plan's recommendations as they relate to future land use; growth and development patterns; transportation and connectivity; parks, recreation, and open space. These sections are where the recommendations exist to guide Liberty's land use decisions for growth and redevelopment as the City works to make this Plan's vision a reality.

Section 5 outlines the City's action plan to carry out community goals. Action by action, it describes what the task at hand is, who is responsible for participating in its successful completion, what timeline the task should be completed within and what values it supports.

Lastly, the appendices cover detailed background information that was considered comprehensively to form the Plan. The four appendices include an inventory and analysis of existing conditions (**Appendix A**), a full recap of public engagement events and findings (**Appendix B**), summaries of existing plans and studies and descriptions of how each relates to this Plan (**Appendix C**), and the complete Economic and Market Analysis report that was used to understand existing economic and market factors at play in and around Liberty (**Appendix D**).

HOW TO USE THIS PLAN

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

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

This Plan is used to:

- Establish a strategic vision for the future of Liberty.
- 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 Liberty's priorities and expectations for development.
- Maintain an implementation strategy (**Section 5**) that helps achieve the community's vision for Liberty.

This Plan uses a variety of terms in its structure, including vision, value, goal, policy and framework plan. Reference **Figure 1.4** to understand what these terms mean and how they work together.

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

FIGURE 1.4 PLAN STRUCTURE ELEMENTS



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SECTION 2

LIBERTY

FORWARD!

VISION AND VALUES

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

A VISION TO LEAD *LIBERTY FORWARD!*

The vision is an essential step in the planning process, as it's woven into every recommendation (goal, framework plan, or strategy) that defines this Plan. Each recommendation in this Plan aims to achieve the vision and support the core values.

A vision statement focuses attention on a community's values, sense of identity and aspiration. Liberty's vision depicts the long-term direction Liberty wants to head in the next 10 years and paints a picture of the ideal future. It is designed to inspire commitment from all members of the community while providing a framework for future strategic planning.

This vision statement was crafted by the community's desires and is true aspiration to ***Lead Liberty Forward!***

Liberty aspires to be a vibrant,
connected community that
considers the needs of all people,
while celebrating its history and
hometown feel.

Core Values

Building upon the vision, the values serve as broad philosophies that capture Liberty's values and guide the community throughout the Plan's lifetime, irrespective of changes in its goals, policies, or recommendations.

The vision is supported by five values, detailed in **Figure 2.1** and in the descriptions below. These values inform all aspects of the plan and provide an organizing framework for this section. Each value is supported by a discussion of where Liberty is today- both what is working well and where there are opportunities for improvement- and a discussion of where the community has indicated they would like Liberty to be in the future. Integral to each value is the notion that the City of Liberty exists to serve its community members. The values are not listed in order of importance.

FIGURE 2.1 COMPREHENSIVE PLAN VALUES



Strong Neighborhoods (SN)



Liberty's neighborhoods are a key component of the community's hometown feel. Long-time residents and transplants alike value Liberty's family-friendly atmosphere, abundant parks and recreational opportunities, and historic downtown. Liberty's neighborhoods also offer a variety of lifestyle options and housing choices.

Existing neighborhoods, especially within historic areas, should be maintained in a way that preserves their character for generations to come. As Liberty continues to grow, it will be important to reinvest in the existing neighborhoods while continuing to expand the supply of housing options to appeal to- and are affordable to- young families, single professionals, first-time homebuyers, and older citizens who are ready to downsize. Providing more opportunities for higher density, single-family homes and smaller units will also ensure that long-time residents who wish to stay in Liberty as they age, retire, and experience other life changes will have that opportunity.

Connected Community (CC)



Liberty has invested heavily in its transportation network for both vehicular and non-vehicular traffic. The city has worked to expand pedestrian and bicycle connectivity throughout the City with an extensive network of sidewalks and trails. While significant progress has been made throughout the community to improve traffic flow and safety, there is still work to be done to ensure safe travel throughout the City as growth and development continues.

Ongoing investments towards improving existing streets, sidewalks, and trails will be needed, with an emphasis on providing connectivity between neighborhoods and nearby services and amenities. Encouraging compact, walkable development, and density near major transportation hubs will increase the viability of future service enhancements.

Resilient Community (RC)



Liberty's efforts to ensure balanced growth and development shows a commitment to fostering sustainability. Sustainable development equally considers environmental, equitable, and economic factors in decision-making, aiming to meet the needs of the current population and potential needs of future generations. Continued revitalization and preservation efforts also show that Liberty values its historic character and wants to protect it. Preservation plays a large role in resiliency as it encourages day to day maintenance and upkeep to potentially avoid larger infrastructure failures.

As Liberty looks to the future, the environmental, economic, and social needs of the community must be continually considered. Achieving this objective will require an expanded focus on sustainable development practices, infill and redevelopment, and higher-density and mixed use development in targeted locations.

Vibrant Economy (VE)



A healthy and vibrant economy requires a balance of residential and non-residential development. Liberty has actively been pursuing opportunities to revitalize underutilized commercial corridors and centers, establish new employment areas, and attract new businesses to the community. Results of these efforts are visible in the emergence of Montage and the influx of new commercial, office, and industrial uses. The shifting dynamics of retail and increased competition throughout the region will require a continued focus on these initiatives.

As Liberty continues to grow, opportunities to expand retail, dining, and entertainment options should be encouraged, along with the integration of future housing needed to support new businesses. Maintaining sufficient inventory of land and space available for office and industrial uses will also be essential to provide opportunities for new businesses and allow existing businesses to sustain or expand their operations while supporting a strong tax base. Non-residential and mixed use development should be sited and scaled to complement Liberty's character, quality of life, and hometown feel.

Lively Spaces (LS)



When asked to describe what they love about Liberty, many people mention the ability to participate in family-friendly and community-oriented events that contribute to Liberty's hometown feel. People value the ability to live in a growing, vibrant community while also maintaining the ability to know their neighbors and local business owners and see familiar faces around town. Downtown Liberty is a significant asset, serving as the community's primary gathering space. Historic preservation and revitalization efforts have been successful at maintaining the character and vibrance of downtown. Liberty is also fortunate to be recognized as a sports and recreation destination within the region, and tournaments and other related activities provide a significant benefit to the local economy.

As Liberty looks to the future, it will be important to continue to invest in and build upon these assets- expanding unique shopping, dining, entertainment, and recreational opportunities that appeal to residents, as well as visitors from around the region.

Goals and Strategies

The goals and strategies that follow each value articulate steps the city will take - either alone, or in partnership with others to support the advancement of the values through day-to-day decision-making. The strategies are comprehensive in nature, considering current planning initiatives and adopted plans. In particular, the strategies are informed by the *Historic Preservation Plan 2021*, and the *Blueprint for Liberty 1999 Comprehensive Plan*, which were developed based on community input.

The goals and strategies in this section should be used as a reference as questions arise or general guidance is needed about the city's position on a particular topic for future growth and redevelopment.



Each goal has been identified with the associated value icon shown to the left to indicate which values will be attained through implementation of the Plan recommendations and strategies.

WHAT IS A GOAL? WHAT IS A STRATEGY?

Comprehensive plan goals and strategies articulate a preferred direction for the community in response to specific issues, problems, opportunities or initiatives.

Strategies are made on behalf of the public - both what would benefit the community, as well as what the public has indicated is important to them. At the comprehensive plan level, strategies may cover a range of topics that influence the built and natural environment, as well as those that influence the quality of life residents - land use, housing, transportation and street design, parks and recreation, economy, conservation, downtown development and more.

The inspiration for the goals and strategies often come from the public. Goal and strategy development is therefore an on-going process without a clear beginning or end since decisions about who will benefit and who will bear any burden resulting from the strategy are continually reassessed and revised.

Goals are statements of what a community wants to achieve over the next 10 years. Strategies are general approaches to achieving the goals. Goals are inherently “higher-level” than strategies.



Goal 1.

Develop and adopt a future land use plan that is flexible to market trends, guides future development, redevelopment, and revitalization projects, and appropriately balances a mixture of uses.

Strategy 1.1

Review all adopted City of Liberty land use and zoning maps annually and update as needed to reflect existing conditions.

Strategy 1.2

Align infrastructure improvements and future development and redevelopment opportunities as illustrated by **Figure 3.2 Future Land Use**, **Figure 4.1. Mobility and Connectivity** and **Figure 3.1. Growth and Redevelopment Framework**.

Strategy 1.3

Strike a balance between high-growth industries and small businesses to support economic growth and employment opportunities



Goal 2.

Promote downtown as the social, civic and small business heart of Liberty.

Strategy 2.1

Reinforce the character of Downtown Liberty and the surrounding neighborhoods by encouraging the rehabilitation, restoration and adaptive reuse of existing structures and historic buildings while providing opportunities for complimentary infill, additions and redevelopment.

Strategy 2.2

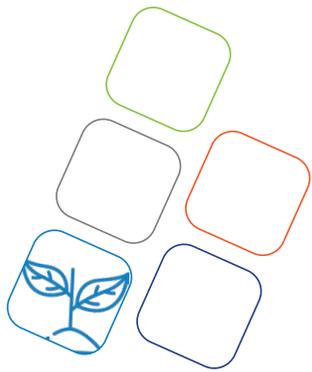
Continue to invest in improvements to facilities and amenities at Liberty's Historic Downtown Square, to expand opportunities for programmed community events, as well as informal community gatherings and day-to-day activities.

Strategy 2.3

Utilize the adopted Liberty Historic Preservation Plan in association to this Plan as future development and redevelopment opportunities occur.

Strategy 2.4

To preserve existing residential areas around the Historic Square, utilization of properties on the Square and in nearby commercial areas are encouraged, but expansion of additional commercial into residential areas is discouraged.



Goal 3.

Balance the natural environment and built environment.

Strategy 3.1

Continue to enforce city policies regarding development requirements within floodplains, riparian corridors and stream buffers to safeguard natural features.

Strategy 3.2

Update existing policies on solar and wind energy production to provide guidelines on implementing renewable energy generation on both commercial and residential scales where appropriate.

Strategy 3.3

Encourage the use of natural stormwater management practices in new developments, such as using permeable surfaces and native plantings.

Strategy 3.4

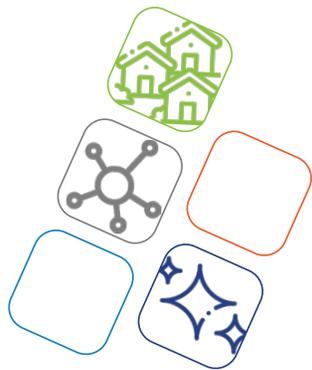
Encourage the retention of healthy mature trees in both established and developing areas to protect air quality, reduce stormwater flows, promote energy conservation, and enhance the character of the community.

Strategy 3.5

Removal of invasive species is encouraged.

Strategy 3.6

Encourage the availability of electric vehicle charging stations as opportunity provides.



Goal 4.

Diversify and expand housing stock to consider the needs of current and future generations.

Strategy 4.1

Ensure that the **Future Land Use Framework (see Figure 3.2)** and Unified Development Ordinance provide opportunities for a mixture of detached, attached, and multi-family housing options at varying densities and price points.

Strategy 4.2

Allow development of small attached and detached units that provide young families, singles, and others an opportunity to reside in Liberty.

Strategy 4.3 Concentrate higher density housing near services and amenities.



Goal 5.

Pursue strategic annexations (*ideally if/when mutually beneficial to the property owner and city*).

Strategy 5.1

Where appropriate, explore opportunities for property annexation in line with **Figure 3.2 Growth Framework Plan**. Annexation allows formerly unincorporated properties to receive municipal services. Controlled annexation can yield a more logical land use development pattern, permitting additional variety of land uses and more efficient connectivity.

Strategy 5.2

Compile a report that clearly summarizes the need for additional land within city boundaries to communicate the purpose, need and justification for growth.



Goal 6.

Promote compatible economic and commercial development in key identified areas and corridors while considering surrounding planned and existing land uses.

Strategy 6.1

When appropriate, align growth and redevelopment as illustrated by *Figure 3.2. Future Land Use, Figure 4.1 Mobility and Connectivity and Figure 3.1. Growth and Redevelopment Framework.*

Strategy 6.2

Encourage a variety of retail development formats (neighborhood commercial, strip commercial, and single tenant development sites) at key corridor nodes.

Strategy 6.3

Balance land uses along corridors to maximize the development of nodes.

Strategy 6.4

Use the Economic and Market Analysis (see Appendix D) as a guide in development decisions and create incentives for target industries.

Strategy 6.5

Work with businesses and property owners to promote the revitalization of distressed commercial properties.



Goal 7.

Strengthen neighborhood health through revitalization of older neighborhoods.

Strategy 7.1

Support and encourage residents, landlords, and building owners to provide routine property maintenance.

Strategy 7.2

Work with residents and property owners in neighborhoods experiencing signs of distress and promote stabilization and revitalization and assist at-risk-populations. Prioritize infrastructure improvements (e.g., sidewalks, shared use paths, storm drainage, etc.) and other neighborhood enhancements that address safety, connectivity or other quality of life considerations.

Strategy 7.2

Review and / or establish financial incentive programs to spur property owner investment that include eligibility and improvement review requirements.

**Goal 8.**

Create and maintain an accessible, safe and efficient multimodal transportation system through strategic land use connections.

Strategy 8.1

Require internal circulation and connectivity within development nodes and corridors that allow for a more cohesive and aesthetically pleasing streetscape design and safety for all.

Strategy 8.2

Conduct a feasibility study for a future north south corridor connection in the eastern portion of Liberty.

Strategy 8.3

Encourage dense development near major transportation nodes, including housing, commercial, and mixed uses.

Strategy 8.4

Identify and strengthen key pedestrian and bicycle connections throughout the community to ensure better connectivity throughout the pedestrian network. While referencing the Liberty Parks & Rec Imagine Liberty 2032 Plan as an initial reference for infrastructure development and improvements.

Strategy 8.5

Evaluate and update the current Municipal Code to ensure that future developments are required to use best practices (e.g., roundabouts) when full access along the transportation network is desired.

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SECTION 3

LAND USE AND DEVELOPMENT FRAMEWORK

Section 3 provides guidance regarding the location, type, and character of future land uses in Liberty. It is a guide for City staff, Planning and Zoning Commission and the City Council, as well as a commitment to the community of what the future land of Liberty holds from a responsible growth perspective.

GROWTH AND REDEVELOPMENT FRAMEWORK

Growth, in the context of this Plan, means thoughtful, measured, progressive, and meaningful development that achieves community goals. Future development must focus on quality over quantity. **Figure 3.1** identifies the realization of development, redevelopment and revitalization Citywide. To maintain the growth success Liberty has experienced in the last twenty years it is critical to consider the community's perspective on future growth and the market's perspective on future growth. To do this growth must be:

1. Intentional.
2. In areas appropriate to support the intended uses.
3. Used to fill in gaps in existing infrastructure (e.g., utilities, roads, sidewalks)
4. Focused on achieving the Plan's goals.

Potential Development Area

Potential development areas are land that is largely absent of existing development and structures, within existing City limits. Such areas are identified to illustrate the City's potential for growth and infill development, which is mainly concentrated to the north and south.

Potential Redevelopment or Reuse Area

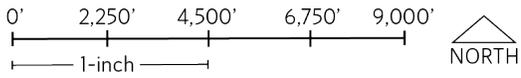
Potential redevelopment or reuse areas have existing development and/or structures that are either dated or in need of repair beyond routine maintenance. These areas as shown on **Figure 3.1** are identified as prime locations along key corridors and nodes for future growth and activity at varying levels of intensity.

Potential Neighborhood Revitalization Area

The primarily older neighborhoods that largely surround downtown serve an important role in the continued revitalization of downtown, as well as the health of the City. They provide a necessary mass to sustain a lively space and mixed use environment. To increase the supply of quality housing (both owner- and renter-occupied), a stabilization process is recommended for the residential revitalization areas shown on **Figure 3.1**. These areas are not identified to be fully redeveloped, but rather to reinvest and revitalize.

Potential Mixed Use Revitalization Area

Mixed use revitalization is focused in the downtown area and along Mill Street as an important piece of revitalizing the surrounding neighborhoods. Downtown is the heart of the City for gathering, small-scale shopping and its history and efforts should be concentrated not only around its core, but the land uses that surround it, as well. Mixed use revitalization in downtown allows for flexibility of what establishments can occur - while inviting a healthy mix of employment, office, retail, parks and housing.



Data Sources: City of Liberty and the Olsson Studio

- Liberty City Limits
- Potential Development Area
- Potential Redevelopment or Reuse Area
- Potential Neighborhood Revitalization Area
- Potential Mixed Use Revitalization Area

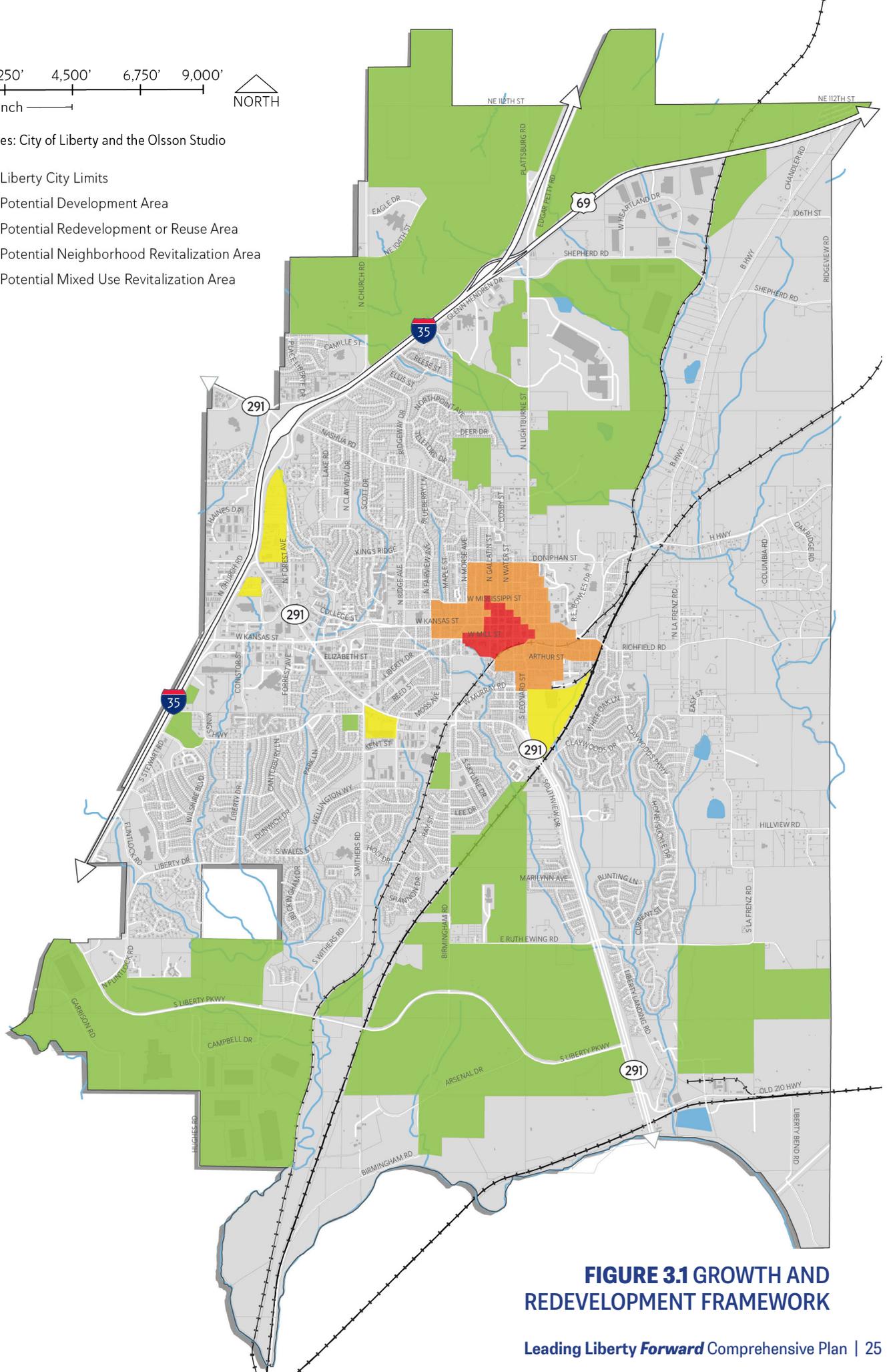
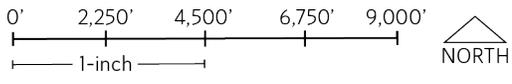


FIGURE 3.1 GROWTH AND REDEVELOPMENT FRAMEWORK

FUTURE LAND USE FRAMEWORK PLAN

Future land use patterns for Liberty are based on community input, City staff member, Planning and Zoning Commission member and the City Council guidance, the economic and market analysis, and planning best practices. Together, these members, voices and input dictated **Figure 3.2** and created the Future Land Use Framework Plan. **Figure 3.2** will guide future land use decisions as development, redevelopment, and improvements opportunities present themselves to the City. Each of the future land use designations shown as part of the framework are described and illustrated on the pages that follow. It is important to note that future land uses are not zoning classifications. Future land uses are a guide to ensure the City can achieve its long-term vision through short-term decisions, whereas zoning is regulatory.





Data Sources: City of Liberty and the Olsson Studio

Future Land Use Categories

- Floodplain/Stormwater Management
- Parks and Recreation
- Rural Residential
- Single Family Residential
- Mixed Residential
- Multi-Family Residential
- Mixed-Use
- Commercial
- Neighborhood Commercial
- Civic/Institutional
- Flex/Industrial

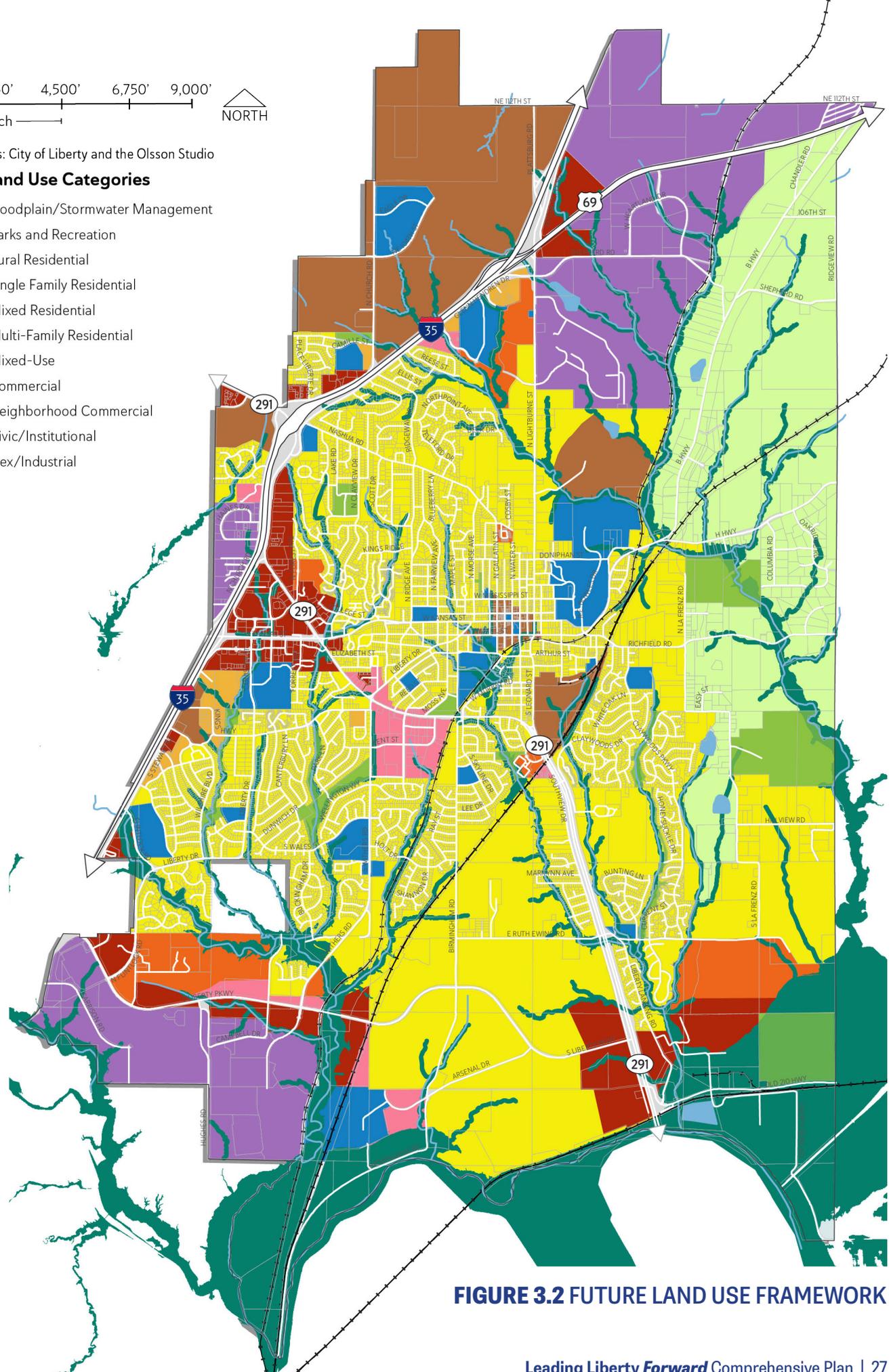


FIGURE 3.2 FUTURE LAND USE FRAMEWORK

FUTURE LAND USE TYPES

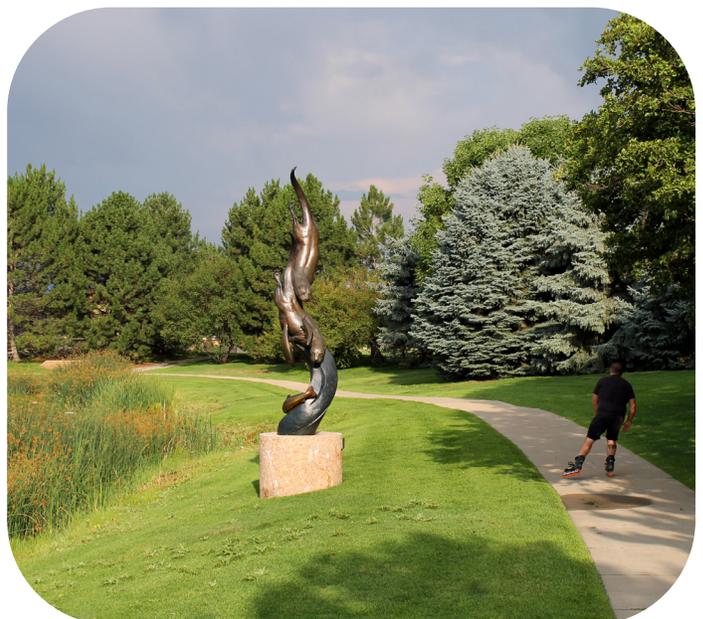
Floodplain/Stormwater Management

These areas represent areas that are undeveloped in favor of land preservation/conservation or dedicated natural areas including publicly owned lands that are used for watershed protection. This use is typically used as buffering, greenways, multi-use paths, trails and parks and recreation and utilities. Floodplain/Stormwater Management areas are largely unprogrammed natural areas that contain wetlands, tree cover, wooded areas, water features, and non-mowed native landscapes. Floodplain/Stormwater Management uses are typically limited to topography and natural/physical constraints.



Parks and Recreation

Parks and Recreation represent public lands dedicated to parkland, including neighborhood, community, and regional facilities. This use includes open space, playgrounds, gardens, greens or lawns, meadows, woods or trees, ponds or streams, walkways and paths, fountains, civic plazas, shelters and picnic areas, and amphitheaters and performance space. It also includes areas utilized for sports, active play, and recreation uses, including sports fields and courts, sport facilities, adventure play, bicycle facilities, and museums. Parks and Recreation can include accompanying infrastructure, such as spectator facilities and seating, support and maintenance facilities, concessions, restrooms, meeting rooms, landscaping and parking.



Rural Residential

Large Lot Residential is a single family, detached residence on a large, and often more rural, lot with abundant open space, scenic views, and green space between adjacent uses or other residences. Additional property uses may include small hobby, or production farms, and equestrian ranches.

Large Lot Residential does not need to be part of a planned subdivision. Typically, Large Lot Residential lots are a minimum of three acres.



Single-Family Residential

Single-family residential represents the traditional residential style, detached residential use on a lot, typically in a subdivision. This land use category does not include attached units. It includes a variety of lot and home sizes with lots and homes. Lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary, but are smaller than Rural Residential, with front setbacks accommodating a driveway and front yard. This use is found in both a single-family neighborhood and an infill residential style that can be used to fill in gaps around higher density areas of a community (such as the downtown) while serving as a transitional residential use from Rural Residential to Multi Family Residential and/or Mixed Use.

Single-Family Residential should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character and are therefore required. The neighborhood should include mobility amenities, such as shared use paths, and may include amenities private to the development, including swimming pools, parks, playgrounds, and general open space. These neighborhoods should be connected to the overall parks, open space, and sidewalk system.



Mixed Residential

The Mixed Residential is a residential neighborhood that allows for a mixture of single family detached housing lots, as well as complementary, small-scale, and low-density attached housing, including townhomes, row homes, duplexes, and live-work units. It is a transitional neighborhood that provides a buffer between traditional subdivision-oriented single-family neighborhoods to more intense uses, such as multifamily residential, commercial corridors, or mixed uses. Additionally, it provides housing choice in a lower density, mixed residential neighborhood. A specific percentage of housing format mixture is not provided due to variability; however, single family uses would typically account for the largest percentage of residences in the use.

Like Traditional Residential, Mixed Residential lots are arranged in a variety of layouts including gridded blocks, modified grids, curvilinear streets, lot clusters, and cul-de-sacs. Setbacks vary and are smaller than Rural Residential uses, with front setbacks accommodating a driveway and front yard.

Mixed Residential neighborhoods should include sidewalks on one or both sides of street. Trees - on the property or on-street - play an important role in establishing quality and character and are therefore required. Traditional/Mixed Residential neighborhoods should be connected to the overall parks, open space, and trail system in the city somehow.



Multi-Family Residential

Multi-Family Residential represents a neighborhood or style of housing that is made up of attached housing, including townhomes, row homes, duplexes, triplexes, quadplexes, and apartments. In many cases, several multi-family buildings are located on a single site. Multi-Family Residential should be concentrated along multi-modal transportation corridors and nodes, in and around the downtown area, and where there is a cluster of destinations, including retail, dining, entertainment, employment, recreation, and parks.

This use serves as a buffer between major transportation corridors, industry, commercial uses, and less intense residential uses. Character and style can be extremely varied and should focus on longevity, community desires, and area fit. Design at the street level is important, as is the site planning to handle parking, landscape, buffering, screening, amenities, retaining walls, and storm water control.



Neighborhood Commercial

Neighborhood Commercial provides commercial, retail, service, and office uses to the immediate surrounding neighborhoods. Found at key neighborhood intersections, the use is often a single corner pad site or a modest in size and scale single strip center. It often includes service uses mixed with convenience uses, and may include specialty, boutique, unique, one of a kind, or small office uses.

The character of Neighborhood Commercial includes single story buildings that are in a style and material mixture that are compatible with the surrounding residential neighborhoods. Sites should include landscape, buffered side and rear yards, sidewalks, and connectivity to the sidewalk system. Any accompanying service requirements are screened and/or in an enclosure. Parking requirements are modest due to the scale and size of the use (when compared to Community uses).



Mixed Use

Mixed Use contains a variety of land uses developed together in a coordinated manner. The mix can be horizontal, vertical, or hybrid mixed use, meaning:

- **Horizontal Mixed Use.** This mixed use style features side-by-side uses, such as a retail building next to multi-family living. Each use is on its own respective site with shared parking, pedestrian connectivity and overall site design/aesthetic.
- **Vertical Mixed Use.** This mixed use style refers to stacked uses, such as ground floor retail and second floor office and third and fourth floor living units.
- **Hybrid Mixed Use.** This represents a blend of both horizontal and vertical mixed use.

Mixed Use allows for flexibility of uses that fit the area while unifying those elements and providing shared amenities. Mixed Use provides the opportunity to concentrate people, employment and service needs in a given location, while sharing infrastructure, transportation, parking and a unique user experience. Mixed Use development patterns should be concentrated in the downtown area and along major transportation corridors and their intersections.



Commercial

These uses are commercial and business in nature, including retail, services, restaurants, office and other non-industrial and commerce-based businesses. This land use category includes neighborhood retail centers, regional retail development, pad sites, standalone restaurants or retail, service providers, banks, lodging and office uses.

Development size depends on the current market needs or specific needs of tenants, both of which change over time. The types of commercial entities offered should also consider the population served (e.g., neighborhood versus commercial). Critical considerations include access, visibility, topography, parking, infrastructure, proximity to customers, and transportation. Commercial uses provide sales of goods and services to consumers, are important employment centers, and provide for tax base



Civic/Institutional

Civic and institutional uses consider public and semi-public uses that provides for the necessary functions of the community which include schools, cemeteries, public utilities, city or county buildings or facilities, public safety facilities, hospitals, etc. Size and site requirements depend entirely on use, as do access and parking requirements. Regardless of Community Facility type, appropriate buffers should be implemented between adjacent land uses and screening should be used for any exterior storage associated with the use.



Flex/Industrial

Flex and industrial uses are intended for businesses focused on manufacturing, assembly, storage, warehousing, distribution, research and development, technology, service, transportation, raw materials handling and storage, outdoor storage and handling, repair and maintenance, and waste management. This land use classification considers both light industrial and flex/innovation uses, and general medium- to heavy-industrial uses.

Flex and industrial uses also serve important employment centers and help diversify the tax base of the city. Lot size demands vary specifically by business and operation type, although most demand flat sites and accommodations for larger areas under roof or large storage areas or yards, and/or significant areas for access, movement, and turning of trucks. Market demands, availability, access to transportation, access to workforce, access to utilities and infrastructure, site development needs, and lot size are critical considerations.



A decorative graphic in the top right corner of the page. It features a large, bold, orange number '4' with a white outline. Surrounding the '4' and extending towards the top left are several smaller, rounded squares in various colors: blue, green, and orange. The squares are arranged in a somewhat scattered pattern, with some overlapping.

SECTION 4

MOBILITY FRAMEWORK

Section 4 describes the preferred transportation routes and types of vehicular and non-vehicular transportation. Connectivity both for vehicles and active transportation modes, is a crucial component to a thriving community.

MOBILITY AND CONNECTIVITY FRAMEWORK PLAN

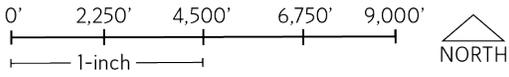
Much of the transportation network within the City is well defined and serves the community well with a mixture of travel modes. A balanced transportation network enhances development, the quality of life, and equity for all users while balancing the ongoing costs and maintenance of what is often the single largest investment of a city. To address this, it is important to understand the long-term vision of the community, including what types of places are planned, where enhancements to the existing network should be explored, how to leverage available resources to improve existing roadways and where to preserve right-of-way for potential future needs.

The transportation framework addresses multimodal transportation issues and opportunities in Liberty. **Figure 4.1** emphasizes proper connectivity of existing and future roadways citywide. All proposed transportation improvements should be implemented in conjunction with the Land Use and Development Framework Plan (see **Figure 4.1**) to facilitate citywide connections and improvements that align with future growth and place patterns.

WHAT DOES MULTIMODAL TRANSPORTATION MEAN?

This term refers to transportation facilities designed for joint use by different modes, including trucks, cars, bicycles, scooters, and walkers, with interconnectivity to achieve flexibility in scale and travel distance.

Source: Mid-America Regional Council Complete Streets Handbook (2018) and others in addressing the needs of a growing and changing population.



Data Sources: City of Liberty and the Olsson Studio

- Existing Sidewalk
- Existing Paved Pedestrian Trail
- Existing Greenway/Bicycle Trail
- Recommended Pedestrian Crossing Improvement
- Planned Flyover
- Recommended Railway Crossing Improvement
- Recommended Roundabout
- Planned Roadway Connection
- Recommended Roadway Realignment
- Recommended Roadway Improvement
- Recommended Roadway Connection

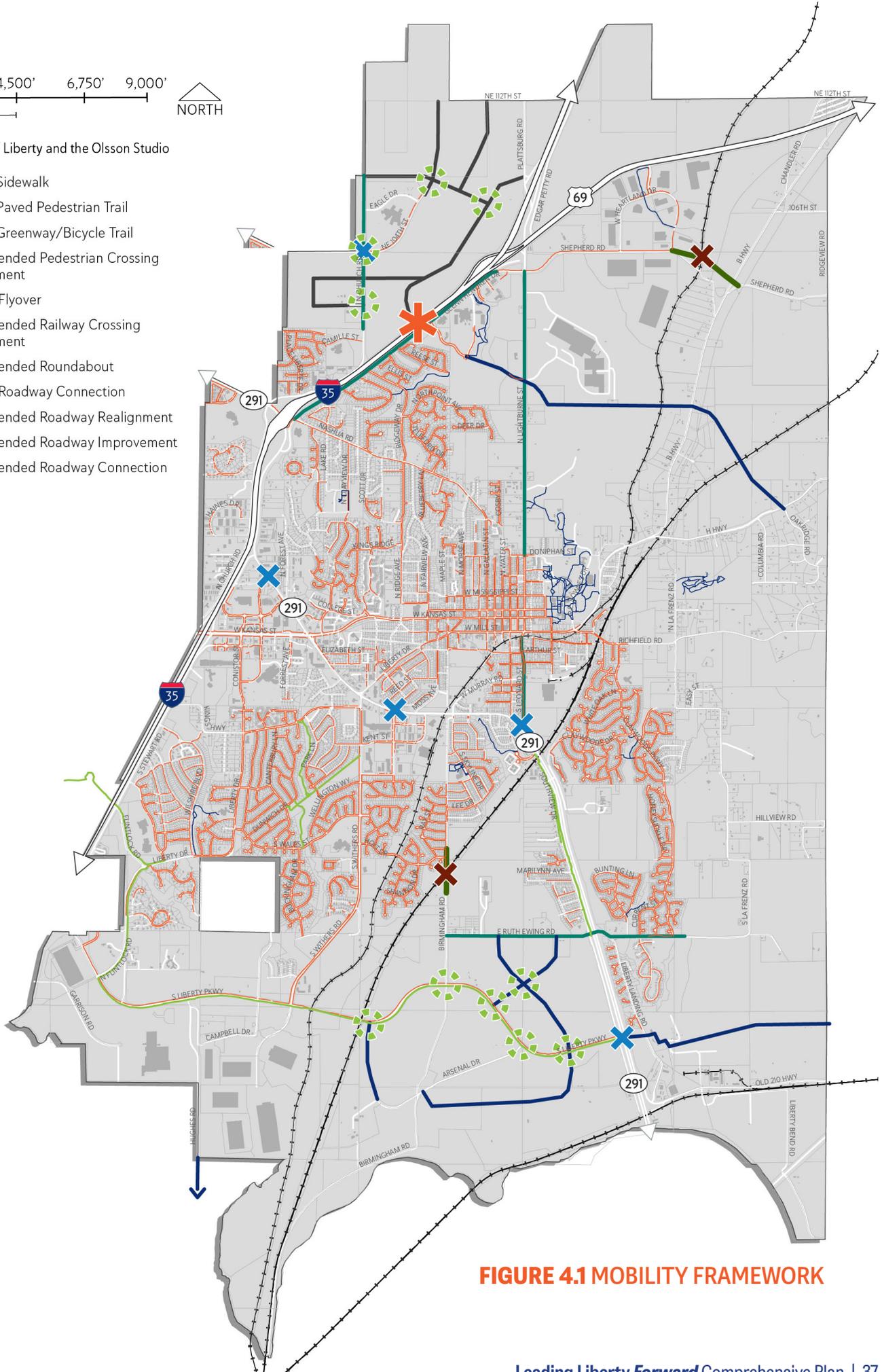


FIGURE 4.1 MOBILITY FRAMEWORK

ROADWAYS

Roadway recommendations include new connections based on future land use and development recommendations, along with planned roadways that will be built to support approved development projects.

Planned Roadways Connection

The Montage master plan includes new roadways, which are shown on **Figure 4.1** as planned roadway connections. The new roads will provide internal connectivity for the master-planned community and tie into the new I-35 flyover.

Planned Flyover

The I-35 flyover ramp is planned to connect the Montage development in the northwestern corner of the City to Glenn Hendren Drive. The flyover will help balance traffic flow with the new development and existing land uses, including surrounding residential developments on both sides of I-35 in addition to Liberty North High School, Warren Hills Elementary School to the west of I-35 and Liberty Hospital to the east of the highway. As shown in **Figure 4.2 Montage Development** the planned flyover location is circled in orange.



FIGURE 4.2 MONTAGE DEVELOPMENT
(Image Credit: Montage)

Recommended Roadway Connection

Additional roadway connections are recommended at the following locations:

1. At the current termination of Rush Creek Parkway east to Lightburne and continuing to Oakridge Road;
2. Hughes Road at South Liberty Parkway running due south to Arsenal Drive;
3. Two new roadway connections that run diagonally from East Ruth Ewing to South Liberty parkway, one running northwest to southeast and the other running northeast to southwest;
4. Another new roadway connection at South Liberty Parkway running due south before turning due west ultimately connecting slightly to the north at Arsenal Drive and
5. An extension of South Liberty Parkway from M-291 to the east through Liberty city limits.

New roadway connections should consider the extension of existing bicycle and pedestrian facilities or addition of such infrastructure wherever possible.

Recommended Roadway Improvement

Areas of recommended roadway improvements should be prioritized for any infrastructure upgrades intended for improving traffic safety, code compliance, or overall aesthetics. Improvement areas include:

1. North Church Road adjacent to the Montage development area;
2. North Lightburn Street from Shepherd Road to the north to Doniphan Street to the south;
3. South Leonard Street from Richfield Road to the North to M-291 to the south
4. Glenn Hendren Drive from Nashua Road northeast to Shepherd Road and
5. East Ruth Ewing Road from Birmingham Road to the west just past the subdivision off Current Street to the east.

CROSSINGS AND INTERSECTIONS

Improvements at intersections and crossing points are recommended to ensure safe travel throughout the City for vehicular and pedestrian traffic. Areas for improvement as shown on **Figure 4.1** were selected through analyzing existing conditions, traffic patterns, safety concerns, and in anticipation of new development.

Recommended Pedestrian Crossing Improvement

Improvements to pedestrian crossing points are recommended at the following five intersections:

1. North Church Road and Northeast 104th Street near North Liberty High School;
2. M-291 and Blue Jay Drive;
3. M-291 and Brown Street;
4. M-291 and South Leonard Street and
5. M-291 and South Liberty Parkway.

The crossing at North Church Road is at an intersection that is also recommended for the addition of a roundabout and will likely experience high vehicular and non-vehicular traffic volumes from the adjacent Montage development and Liberty North High School. The crossing at M-291 and South Liberty Parkway should have additional consideration for non-vehicular traffic from the adjacent bike trail.

Recommended Railway Crossing Improvement

There are two railway crossings that are recommended for improvement:

1. Shepherd Road crossing in the vicinity of Shepherd Road and B Highway
2. Birmingham Road crossing north of East Ruth Ewing Road

Both crossing points are located along recommended realignment sections of each roadway. Improvements consist of updating infrastructure and facilities to ensure safety, property grading, and otherwise up-to-code crossing points for railway, vehicular, pedestrian, and bicycle traffic.

Recommended Roundabout

Roundabouts are effective traffic calming measures that can be implemented in a variety of configurations, which is why recommended locations for roundabouts are throughout the city along arterial, collector, and local roads. Each intersection should be appropriately designed for current and projected traffic flow and incorporate bicycle and bicycle crossing facilities.

There are a total of ten (10) recommended roundabouts concentrated in two areas of the city. The first area is around the new Montage development and includes four intersections:

1. North Church Road and Northeast 104th Street;
2. North Church Road and Camille Street;
3. Along the future extension of Northeast 104th Street and
4. Along a future roadway off Plattsburg Road.

The second area is along South Liberty Parkway:

5. At the intersection of a new roadway connection just west of the railway crossing;
6. At Birmingham Road;
7. At a new roadway connection between Birmingham Road and Arsenal Drive;
8. At Arsenal Drive;
9. At a new roadway connection between Arsenal Drive and M-291 and
10. At the crossing point of the two new roadway connections leading to South Liberty Parkway.

Streetscape Enhancements

Roadways with more pedestrian traffic than others, both current and anticipated, should consider streetscape enhancements. Such enhancements include but not limited to wayfinding, site furnishings, lighting, branding, gateways, public art and other design aesthetics considerations for pedestrian traffic. Key corridors are located in downtown, South Liberty Parkway, M-291, Kansas Street, Rush Creek Flyover and Ruth Ewing.





SECTION 5

ACTION PLAN: IMPLEMENTATION FRAMEWORK

Section 5 ties together all the goals, strategies, and framework plans into a unified action plan. This section sets forth specific actions that various departments, bodies, and organizations should take to advance the Plan. Although planning is a fluid and continuous process, adoption of this Plan begins a collaborative journey of implementing the recommendations and holding a promise to the community to do what has been stated is desired.

PLAN MAINTENANCE AND MONITORING

This Plan is a living document, with the action plan being one of the most fluid components. As actions are completed or priorities shift based upon continued community input, staff availability, and/or political will, this action plan (and other components of the Plan) should be regularly visited and modified.

In Missouri, planning commissions are required to create and adopt a city plan for the physical development of the municipality, which reflects the planning commission's recommendations for land use. State statutes also require that community zoning regulations be based on recommendations stated by a comprehensive plan.

With the pace of change, unknown future opportunities, unforeseen circumstances, or unintended consequences, the Plan should be occasionally reviewed. If, after analysis, it is recommended to be modified, it should be updated. While the timeline of implementation of a plan is 10 to 20 years, the general lifetime of an effective plan is closer to 10 years. To this end, it is recommended that this Plan be reviewed annually to evaluate progress made; undergo revision every five years; and be fully rewritten every 10 years.

HOW TO USE THIS ACTION PLAN

With the research and analysis that occurred and the community engagement that took place, now it is time to put the Plan to work. Adoption of this Plan is the first step to putting the recommendations into action, so to realize the vision set by the community.

Integral to implementation efforts are the following overarching sentiments:

- **The plan as a guiding document.** The Plan should be actively used and incorporated into daily decision making and policy guidance for future land use, development and redevelopment, transportation, and parks and recreation.
- **Engage plan champions.** Maintain active participation from members of the stakeholder committee and technical committee who championed the Plan during the process and can provide excitement and momentum during implementation.
- **Active communication.** Implementation strategies must be shared transparently amongst City staff, community leaders, and residents.
- **Celebrate little wins.** Celebrate the early advancements of the Plan's vision and understand the long-term action plan to **LEAD LIBERTY FORWARD**.

The action plan is organized as a series of implementation matrices to clearly lay out the steps that will advance the Plan. Each implementation topic builds on the goals and strategies outlined in *Section 2 - Liberty Forward! - Vision and Values*.

Specific actions are described that, when completed, will help advance the goals, strategies, and recommendations of the Plan. For each action described, there is an accompanying responsible party/parties, to complete the action, and resources required to do so.

Action

Actions describe the program, process, or plan that advances the strategy to implement.

Participants

The implementation of the Plan is a collaborative effort that extends beyond city staff. This element of the action plan identifies roles and responsibilities in advancing the described strategy. Participants are abbreviated as follows:

- City staff
- City Council
- Planning and Zoning Commission (Commission)
- Liberty Economic Development Corporation (LEDC)
- Historic District Review Commission (HDRC)
- Historic Downtown Liberty, Inc. (HDLI)
- Clay County
- Outside support (OS)

Investment

The resources necessary to see a task through include city 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 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), Clay County, Liberty Economic Development Corporation (LEDC), Historic Downtown Liberty Inc., Park Board, Missouri Department of Transportation (MoDOT), Liberty Public Schools 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 or studies, soliciting special services beyond capacity or capability of the City, or other external support mechanisms.

ACTION PLAN

Table 5.1 Goal 1.

Strategy 1.1 Review all adopted City of Liberty land use and zoning maps annually and update as needed to reflect existing conditions.

ACTION	PARTICIPANTS	INVESTMENT
1.1.A. Conduct an annual audit of all planning documents.	City staff	City staff time
1.1.B. Maintain a list of current possible amendments, issues, or needs that may be a subject of change, addition, or deletion from the Plan.	City staff	City staff time

Strategy 1.2 Align infrastructure improvements and future development and redevelopment opportunities as illustrated by **Figure 3.2 Future Land Use, Figure 3.1 Growth and Redevelopment Framework and Figure 4.1 Mobility and Connectivity.**

ACTION	PARTICIPANTS	INVESTMENT
1.2.A. Use the framework recommendations as a starting point for all development proposal reviews.	City staff, City Council, Commission	City staff time
1.2.B. Review and maintain the Development Review Process Guidebook as updates are made to the Plan and Unified Development Ordinance.	City staff, Commission, City Council	City staff time
1.2.C. Align land use categories in Figure 3.2 Future Land Use Framework Plan with the Zoning Code	City staff	City staff time

Strategy 1.3 Strike a balance between high-growth industries and small businesses to support economic growth and employment opportunities.

ACTION	PARTICIPANTS	INVESTMENT
1.3.A. Expand the city's industrial base in line with the future land use plan.	City staff, LEDC, City Council,	City staff time
1.3.B. Focus economic development efforts on high-growth sectors of the city's economy including, light industrial, commercial retail uses and mixed-use opportunities.	City staff, LEDC	City staff time
1.3.C. Encourage small-scale or incubator spaces for new and/or small, local businesses.	City staff, LEDC	City staff time

Table 5.2 Goal 2.

Strategy 2.1 Reinforce the character of Downtown Liberty and the surrounding neighborhoods by encouraging the rehabilitation, restoration and adaptive reuse of existing structures and historic buildings while providing opportunities for complimentary infill, additions and redevelopment.

ACTION	PARTICIPANTS	INVESTMENT
2.1.A. Encourage development of infill sites that fit with the area’s character by providing incentives to home builders.	City staff, LEDC, City Council	City staff time, Funding
2.1.B. Continue to encourage downtown residential and commercial property tax abatement assistance programs.	City staff, LEDC	City staff time
2.1.C. Identify opportunities for green space in the downtown area.	City staff, OS	City staff time

Strategy 2.2 Continue to invest in improvements to facilities and amenities at Liberty’s Historic Downtown Square, to expand opportunities for programmed community events, as well as informal community gatherings and day-to-day activities.

ACTION	PARTICIPANTS	INVESTMENT
2.2.A. Continue to support and promote efforts and events led by Historic Downtown Liberty, Inc. Encourage the organization’s continued involvement with Missouri Main Street Connection and Main Street America.	City staff, OS, LEDC	City staff time
2.2.B. Consider allocating a set minimum percentage of Capital Improvement Program (CIP) funding to downtown projects.	City staff, City Council	City staff time
2.2.C. Secure a physical location and funding for a permanent farmers market pavilion. Consult with existing farmers and other market vendors to understand their needs, wants, and desires for a permanent location.	City staff, City Council, HDRC, Commission	City staff time, Funding, Partnership
2.2.D. Collaborate with current businesses and cultural interests to expand existing events and create new ones that support local businesses and foster a greater sense of community within Liberty.	City staff, LEDC, OS	City staff time, Funding

Strategy 2.3 Utilize the adopted Liberty Historic Preservation Plan in association to this Plan as future development and redevelopment opportunities occur.

ACTION	PARTICIPANTS	INVESTMENT
2.3.A. Establish a Downtown Community Task Force including members of existing downtown organizations to provide support to City staff during future development, redevelopment and revitalization of downtown and surrounding neighborhoods.	City staff, HDRC, HDLI	City staff time, Partnership

Table 5.2 Goal 2.

Strategy 2.4 To preserve existing residential areas around the Historic Square, utilization of properties on the Square and in nearby commercial areas are encouraged, but expansion of additional commercial into residential areas is discouraged.

ACTION	PARTICIPANTS	INVESTMENT
2.4.A. Review all development proposals to ensure that commercial growth is limited to appropriate areas. Use the Liberty Historic Preservation Plan to guide the approval process.	City staff	City staff time
2.4.B. Modify city codes and regulations to ensure compatibility in transitions between greater intensity uses and residential uses.	City staff, Commission, City Council	City staff time

Table 5.3 Goal 3.

Strategy 3.1 Continue to enforce city policies regarding development requirements within floodplains, riparian corridors and stream buffers to safeguard natural features.

ACTION	PARTICIPANTS	INVESTMENT
3.1.A. Maintain and update the Unified Development Ordinance to align with best practices and state and federal regulations.	City staff, Commission, City Council	City staff time

Strategy 3.2 Update existing policies on solar and wind energy production to provide guidelines on implementing renewable energy generation on both commercial and residential scales where appropriate.

ACTION	PARTICIPANTS	INVESTMENT
3.2.A. Maintain and update the Unified Development Ordinance to align with best practices and state and federal regulations.	City staff, Commission, City Council	City staff time
3.2.B. Identify opportunities, partnerships, etc., for land/property owners and developers who wish to install solar panels and wind turbines. Rely on local and regional partners for best practices on this matter.	City staff, OS	City staff time
3.2.C. Consider requiring alternative energy when using incentives to attract new businesses to Liberty.	City staff, Commission, City Council	City staff time

Table 5.3 Goal 3.

Strategy 3.3 Encourage the use of natural stormwater management practices in new developments, such as using permeable surfaces and native plantings.

ACTION

3.3.A. Align the Unified Development Ordinance with current best practices for stormwater management.

PARTICIPANTS

City staff,
Commission, City
Council

INVESTMENT

City staff time

3.3.B. Identify best management practices and measures during the development and redevelopment process, such as green infrastructure techniques that reduce impermeable surfaces and return stormwater to a natural state.

City staff

City staff time

Strategy 3.4 Encourage the retention of healthy mature trees in both established and developing areas to protect air quality, reduce stormwater flows, promote energy conservation, and enhance the character of the community.

ACTION

3.4.A. Review and maintain the Unified Development Ordinance to align tree protections with best management practices as needed.

PARTICIPANTS

City staff,
Commission, City
Council

INVESTMENT

City staff time

3.4.B. Promote the integration of natural areas - mature trees, stream corridors, steep slopes and other features - into the layout and design of new developments to protect existing landscapes.

City staff

City staff time

Strategy 3.5 Removal of invasive species is encouraged.

ACTION

3.5.A. Review and update the Unified Development Ordinance to allow for the removal of invasive species without consideration to the tree preservation ordinance.

PARTICIPANTS

City staff,
Commission, City
Council

INVESTMENT

City staff time

3.5.B. Conduct an analysis of invasive species by practicing Early Detection and Rapid Response (EDRR) with a bi-annually review of City owned properties identified as threats.

City staff

City staff time

Table 5.3 Goal 3.

Strategy 3.6 Encourage the availability of electric vehicle charging stations as opportunity provides.

ACTION

3.6.A. Provide opportunities, partnerships, etc., for land/property owners and developers who wish to install electric vehicle charging stations. Rely on local and regional partners for best practices on this matter.

PARTICIPANTS

City staff, OS,
LEDC

INVESTMENT

City staff time

Table 5.4 Goal 4.

Strategy 4.1 Ensure that the Future Land Use Framework (see Figure 3.2) and Unified Development Ordinance provide opportunities for a mixture of detached, attached, and multi-family housing options at varying densities and price points.

ACTION

4.1.A. Use the **Future Land Use Framework (Figure 3.2)** to identify target growth areas. Use these areas to understand where expansion of services, infrastructure, and development should be directed.

PARTICIPANTS

City staff, LEDC

INVESTMENT

City staff time

4.1.B. Encourage a wide mix of both owner-occupied and rental housing units suitable for accommodating a broad population.

City staff, LEDC

City staff time

Strategy 4.2 Allow development of small attached and detached units that provide young families, singles, and others an opportunity to reside in Liberty.

ACTION

4.2.A. Provide opportunities for infill housing developments within the downtown area and adjacent neighborhoods, which would include single-family homes, row homes, and small multi-family properties. Infill developments shall maintain the visual style and character of the surrounding neighborhood.

PARTICIPANTS

City staff, LEDC

INVESTMENT

City staff time,
partnership

Table 5.4 Goal 4.

Strategy 4.3 Concentrate higher density housing near services and amenities.

ACTION

4.3.A. Use the framework recommendations as a starting point for all development proposal reviews.

PARTICIPANTS

City staff,
City Council
Commission

INVESTMENT

City staff time

Table 5.5 Goal 5.

Strategy 5.1 Where appropriate, explore opportunities for property annexation in line with Figure 3.1 Growth Framework Plan. Annexation allows formerly unincorporated properties to receive municipal services. Controlled annexation can yield a more logical land use development pattern, permitting additional variety of land uses and more efficient connectivity.

ACTION

5.1.A. Use the *Economic and Market Analysis (Appendix D)* and the Future land use framework to identify target growth areas. Use these areas to understand where expansion of services, infrastructure, and development should be directed.

PARTICIPANTS

City staff

INVESTMENT

City staff time

Strategy 5.2 Compile a report that clearly summarizes the need for additional land within city boundaries to communicate the purpose, need and justification for growth.

ACTION

5.2.A. Conduct an analysis of remaining undeveloped land in Liberty to ascertain what areas are developable based on environmental features, slope, infrastructure, topography, etc., to determine the need and justification for annexation.

PARTICIPANTS

City staff, OS

INVESTMENT

City staff time

Table 5.6 Goal 6.

Strategy 6.1 When appropriate, align growth and redevelopment as illustrated by **Figure 3.2 Future Land Use**, **Figure 4.1 Mobility and Connectivity** and **Figure 3.1 Growth and Redevelopment Framework**.

ACTION

6.1.A. Use the **Economic and Market Analysis (Appendix D)** and the Future land use framework to identify target growth areas. Use these areas to understand where expansion of services, infrastructure, and development should be directed.

PARTICIPANTS

City staff

INVESTMENT

City staff time

Strategy 6.2 Encourage a variety of retail development formats (neighborhood commercial, strip commercial, and single tenant development sites) at key corridor nodes.

ACTION

6.2.A. Align retail development with the Plan requirements and **Figure 3.2 Future Land Use Framework Plan**.

PARTICIPANTS

City staff

INVESTMENT

City staff time

6.2.B. Encourage “continuity of design” at key commercial nodes and corridors to guide building design and materials to create complimentary developments.

City staff

City staff time

Strategy 6.3 Balance land uses along corridors to maximize the development of nodes.

ACTION

6.3.A. Support development patterns and zoning regulations that expand growth and opportunities, per the **Figure 3.2 Future Land Use Framework Plan**.

PARTICIPANTS

City staff, OS

INVESTMENT

City staff time

Table 5.6 Goal 6.

Strategy 6.4 Use the Economic and Market Analysis (see Appendix D) as a guide in development decisions and create incentives for target industries.

ACTION

6.4.A. Use the *Economic and Market Analysis (Appendix D)* and the Future land use framework to identify target growth areas. Use these areas to understand where expansion of services, infrastructure, and development should be directed.

PARTICIPANTS

City staff

INVESTMENT

City staff time

Strategy 6.5 Work with businesses and property owners to promote the revitalization of distressed commercial properties.

ACTION

6.5.A. Consider structuring a viable Public Private Partnership (PPP) to use upfront tax incentives, tax abatements, publicly-provided infrastructure, low-interest loans, grants, and many others to solve issues more effectively and efficiently than either could do on their own.

PARTICIPANTS

City staff, LEDC,
City Council

INVESTMENT

City staff time,
partnership

Table 5.7 Goal 7.

Strategy 7.1 Support and encourage residents, landlords, and building owners to provide routine property maintenance.

ACTION

7.1.A. Adoption and implementation of the International Property Maintenance Code.

PARTICIPANTS

City staff

INVESTMENT

City staff time

7.1.B. Promote programs and agencies that provide supplies and discounted services to assist property owners in making critical health and safety repairs.

City staff, OS

City staff time,
financial support,
partnership

7.1.C. Consider creation of a Good Neighbor Program to appoint volunteer ambassadors that serve as support for code enforcement officers, as well as assistance to struggling homeowners. This could include assistance with mowing, trash and debris clean up, tree trimming, painting, etc.

City staff, OS

City staff time,
partnership

Table 5.7 Goal 7.

Strategy 7.2 Work with residents and property owners in neighborhoods experiencing signs of distress and promote stabilization and revitalization and assist at-risk-populations. Prioritize infrastructure improvements (e.g., sidewalks, shared use paths, storm drainage, etc.) and other neighborhood enhancements that address safety, connectivity, or other quality of life considerations.

ACTION	PARTICIPANTS	INVESTMENT
7.2.A. Consider an outside rental property program to assist staff with code enforcement violations on rental properties.	City staff, OS, City Council	City staff time
7.2.B. Consider funding into a Capital Improvement Plan dedicated to assisting revitalization and maintenance.	City staff	City staff time

Strategy 7.3 Review and/ or establish financial incentive programs to spur property owner investment that include eligibility and improvement review requirements

ACTION	PARTICIPANTS	INVESTMENT
7.3.A. Consider funding into a Capital Improvement Plan dedicated to assisting revitalization and maintenance.	City staff	City staff time

Table 5.8 Goal 8.

Strategy 8.1 Require internal circulation and connectivity within development nodes and corridors that allow for a more cohesive and aesthetically pleasing streetscape design and safety for all.

ACTION	PARTICIPANTS	INVESTMENT
8.1.A. With roadway improvements or new construction implement complete street and/or green street elements as appropriate.	City staff, OS	City staff time, funding
8.1.B. Maintain and update the Unified Development Ordinance to enhance streetscape requirements and design guidelines. Rely on industry experts to provide design guidelines and best practices as needed.	City staff, OS, City Council, Commission	City staff time, partnership

Table 5.8 Goal 8.

Strategy 8.2 Conduct a feasibility study for a future north south corridor connection in the eastern portion of Liberty.

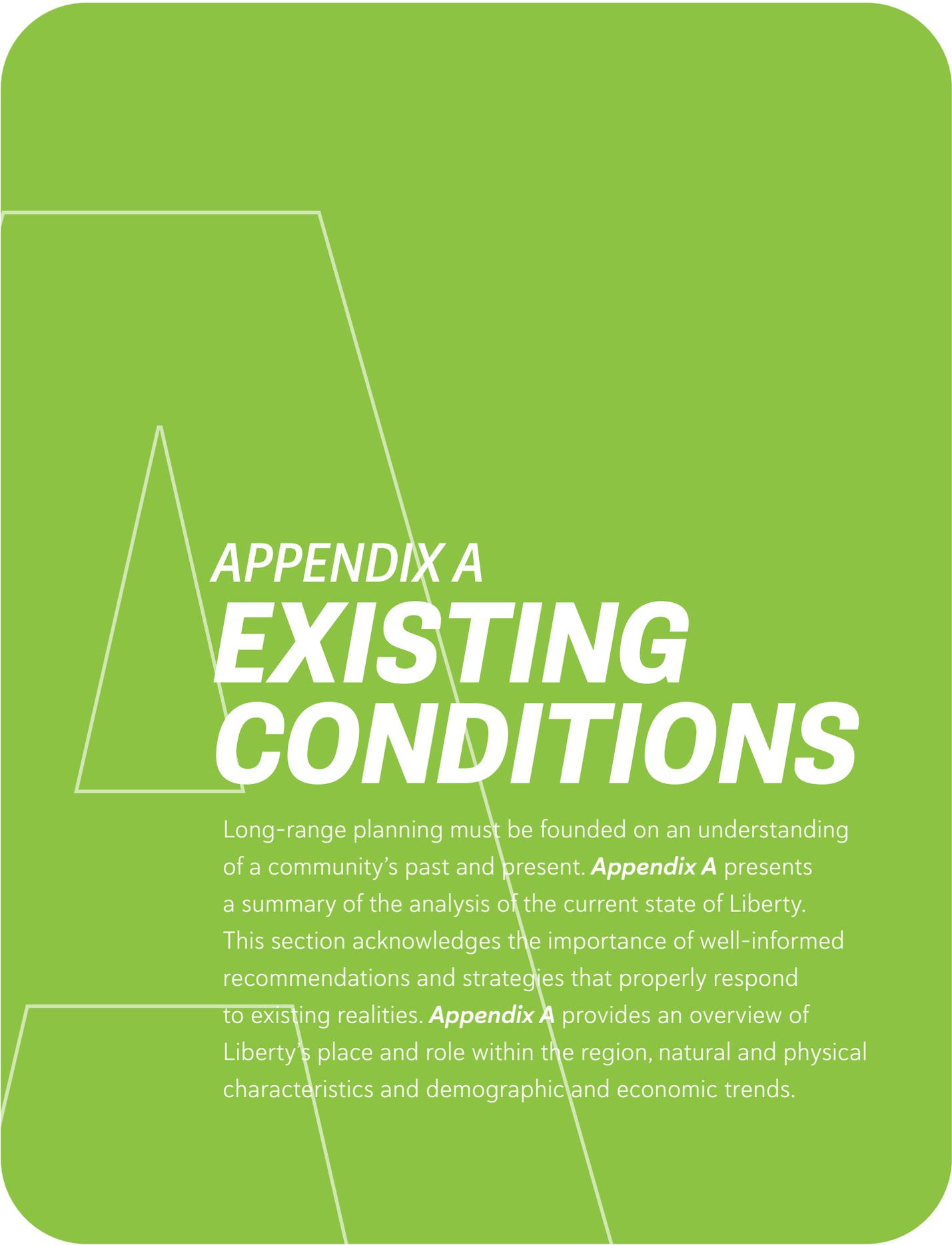
ACTION	PARTICIPANTS	INVESTMENT
8.2.A. Allocate funding for a feasibility study in the future City budget cycle.	City staff, OS, City Council, Clay County	City staff time, Funding, Partnership
8.2.B. Prepare scope of services for a feasibility study that covers detailed description of feasibility services, financial projections, technical considerations, environmental risks	City staff, OS, Clay County	City staff time, Partnership

Strategy 8.3 Encourage dense development near major transportation nodes, including housing, commercial, and mixed uses.

ACTION	PARTICIPANTS	INVESTMENT
8.3.A. Use the Economic and Market Analysis (Appendix D) and the Future land use framework to identify target growth areas. Use these areas to understand where expansion of services, infrastructure, and development should be directed.	City staff	City staff time
8.3.B. Take an active role in regional planning for high frequency transit options and other investments that can enhance connections between Liberty and other destinations within the Kansas City metropolitan area.	City staff, MoDOT, MARC	City staff time

Strategy 8.4 Evaluate and update the current Municipal Code to ensure that future developments are required to use best practices (e.g., roundabouts) when full access along the transportation network is desired.

ACTION	PARTICIPANTS	INVESTMENT
8.4.A. Review and update the Unified Development Ordinance to align transportation best practices and technical requirements for full access transportation networks.	City staff, City Council, Commission	City staff time



APPENDIX A **EXISTING CONDITIONS**

Long-range planning must be founded on an understanding of a community's past and present. **Appendix A** presents a summary of the analysis of the current state of Liberty. This section acknowledges the importance of well-informed recommendations and strategies that properly respond to existing realities. **Appendix A** provides an overview of Liberty's place and role within the region, natural and physical characteristics and demographic and economic trends.

EXISTING LAND USE

Liberty is in Clay County, Missouri and is considered a part of the Kansas City metropolitan area. The City occupies approximately 29.74 square miles - or 19,033 acres - of land area just north of the Missouri River. Major roadways include I-35 northeast to southwest, U.S. 69 east to west and M-291 north to south. As shown in **Figure A.1**, commercial and business uses are largely concentrated along these high-traffic corridors.

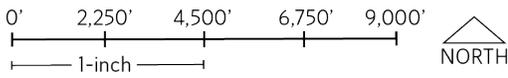
A significant portion of land within the City is classified as residential. The area surrounding downtown is classified as a traditional residential neighborhood area with single-family residences on moderately sized lots. Low density residential areas surround the downtown core and spread to rural/conservation residential areas on large lots in the eastern portion of the City. High density residential is scattered throughout the City, mostly adjacent to commercial areas and/or major corridors.

Liberty has large areas dedicated to business parks and offices, especially near the northern and southern boundaries. The largest commercial area is located along M-291 Highway in the area known as the Liberty Triangle, and along Kansas Street west of M-291 Highway. Mixed uses are found adjacent to both residential and commercial uses.

Portions of north, east and south Liberty remain undeveloped. Conservation and flood areas are shown as land uses on the map and align with streams and water bodies. The eastern portion of the City is almost exclusively conservation, rural/conservation residential or park areas.

Key Takeaways

Liberty's existing land uses are heavily residential in nature with concentrated areas of commercial, civic/institutional, and business park/office, especially along I-35, U.S. 69 and M-291. Development is much denser in the central and western portions of the City than in the north, south and eastern areas with larger lot sizes, conservation lands or undeveloped areas. This is likely due to development trending near incorporated areas of Kansas City to the west.



Data Sources: City of Liberty and the Olsson Studio

Liberty City Limits

Land Use Categories

- Agriculture
- Water
- Open Space
- Parks and Recreation
- Single Family Residential
- Multifamily Residential
- Commercial - Recreation
- Commercial - Retail
- Office
- Civic Facilities
- Education
- Industrial
- Transportation and Utilities
- Hospitals
- Cemeteries
- Other

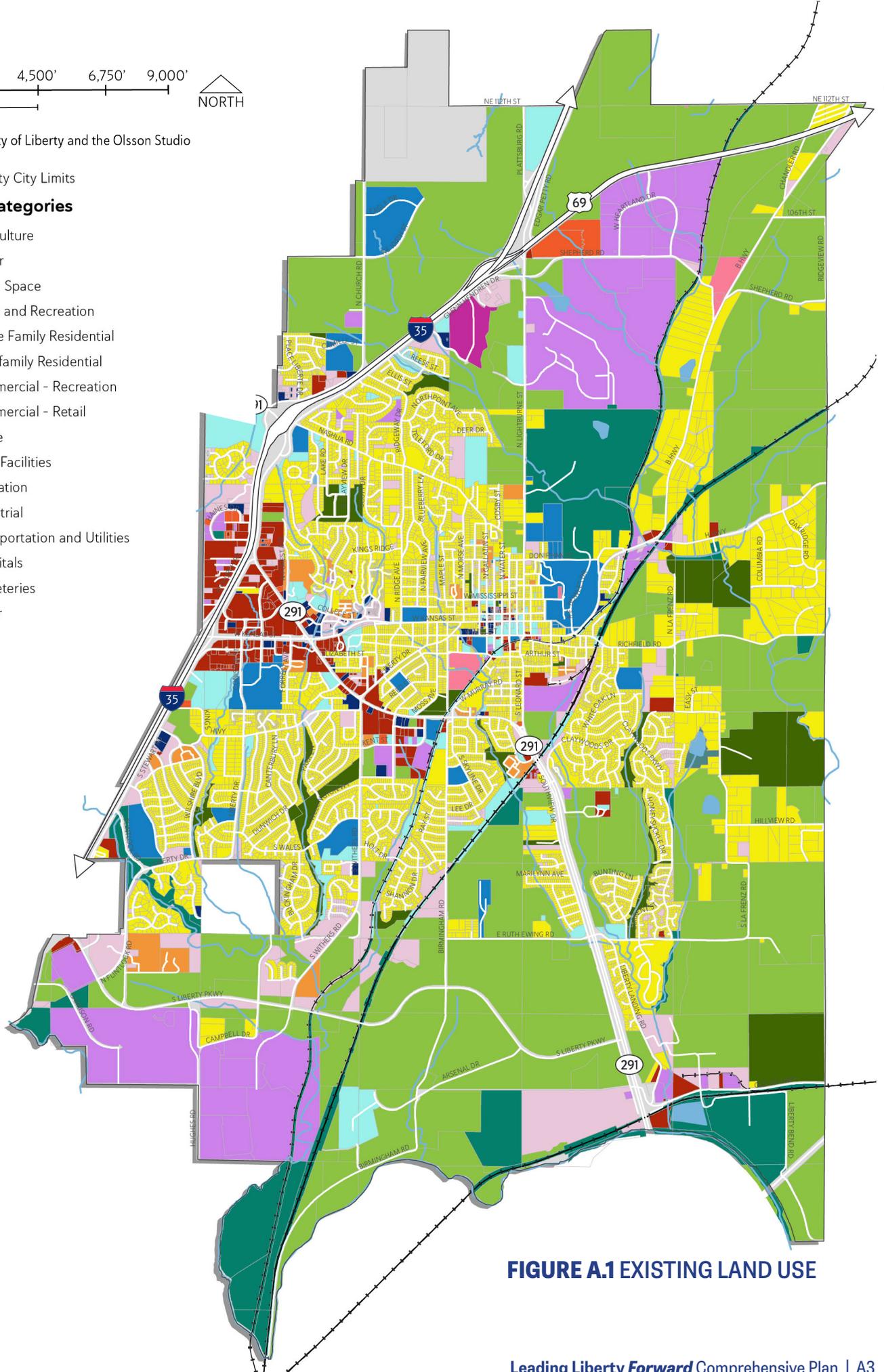


FIGURE A.1 EXISTING LAND USE

EXISTING ZONING

Figure A.2, illustrates existing zoning within the City. Liberty has 26 zoning districts and one (1) overlay zoning district in the Unified Development Ordinance, which include:

- A Agriculture
- R-1A Suburban Residential
- R-1B Low-Density Single-Family Residential
- RC Rural Conservation
- R-1C Standard Single-Family Residential
- RNC Neighborhood Conservation Residential
- RN Neighborhood Residential
- R-2 Two-Family Residential
- R-3 Single-Family Cluster Residential
- R-4 Townhouse
- R-5 Garden Apartment
- R-6 Low-Rise Apartment
- R-7 High-Rise Apartment
- RMP Mobile Home Park
- PD Planned Development
- MU Mixed-Use
- TND Traditional Neighborhood Development
- CO Non-Retail Business
- C-1 Neighborhood Business
- C-2 General Business
- C-3 Highway Business
- CBD Central Business
- CBS Central Business Service
- BP Business Park
- M-1 Light Industrial
- M-2 General Industrial
- HP Historic Preservation District Overlay

Additionally, the City of Liberty Zoning Map includes the following institutional zoning districts:

- CITY City Facilities
- COLLEG College
- HOSPIT Hospital
- SCHOOL School
- PARK Park

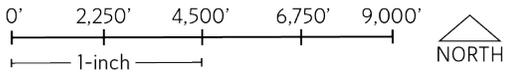
What is the difference between zoning and land use?

Land use reflects the current or desired development pattern in each area, where zoning districts specifically define and regulate what kind of uses are allowed on specific parcels. Zoning codes outline the city development requirements.

Key Takeaways

Figure A.2, shows the general categories of zoning districts in Liberty, which have been grouped for visibility purposes. At first glance, the City is largely zoned for single-family residential - low to standard density - with limited areas zoned for two- or multifamily residential.

Figure A.2, clearly illustrates the Liberty Triangle commercial hub at M-291 and I-35, which is a mix of neighborhood, general and highway business districts. Liberty has 10 commercial zoning districts, two of which are specific to downtown (CBD Central Business and CBS Central Business Service). Commercial areas are almost exclusively located in the western half of the City. Park is recognized as a zoning district but not all parks are classified as such.



Data Sources: City of Liberty and the Olsson Studio

- Liberty City Limits
- ZONING DISTRICTS**
- Low-Density Single-Family Residential
Districts R-1A, R-1B, RP-1B
- Standard- to High-Density Single-Family Residential
Districts R-1C, RP-1C, RN, RNC, RP-3
- Two-Family Residential
District R-2
- Multi-Family Residential
Districts RP-4, RP-5, R-6, RP-7
- Mobile Home Park
District R-M-P
- Mixed Use
District M-U
- Community Facilities
Districts CITY, COLLEG, HOSPIT, SCHOOL
- Planned Development
Districts PD, PD FLEX
- Business Park
District BP
- Non-Retail Business
Districts C-0, CP-0
- Neighborhood Business
Districts C-1, CP-1
- General Business
Districts C-2, CP-2
- Highway Business
Districts C-3, CP-3
- Central Business
Districts CBD, CBS
- Light Industrial
Districts M-1, MP-1
- General Industrial
District M-2
- Agriculture
District A
- Park
District PARK
- Historic Preservation
District HP

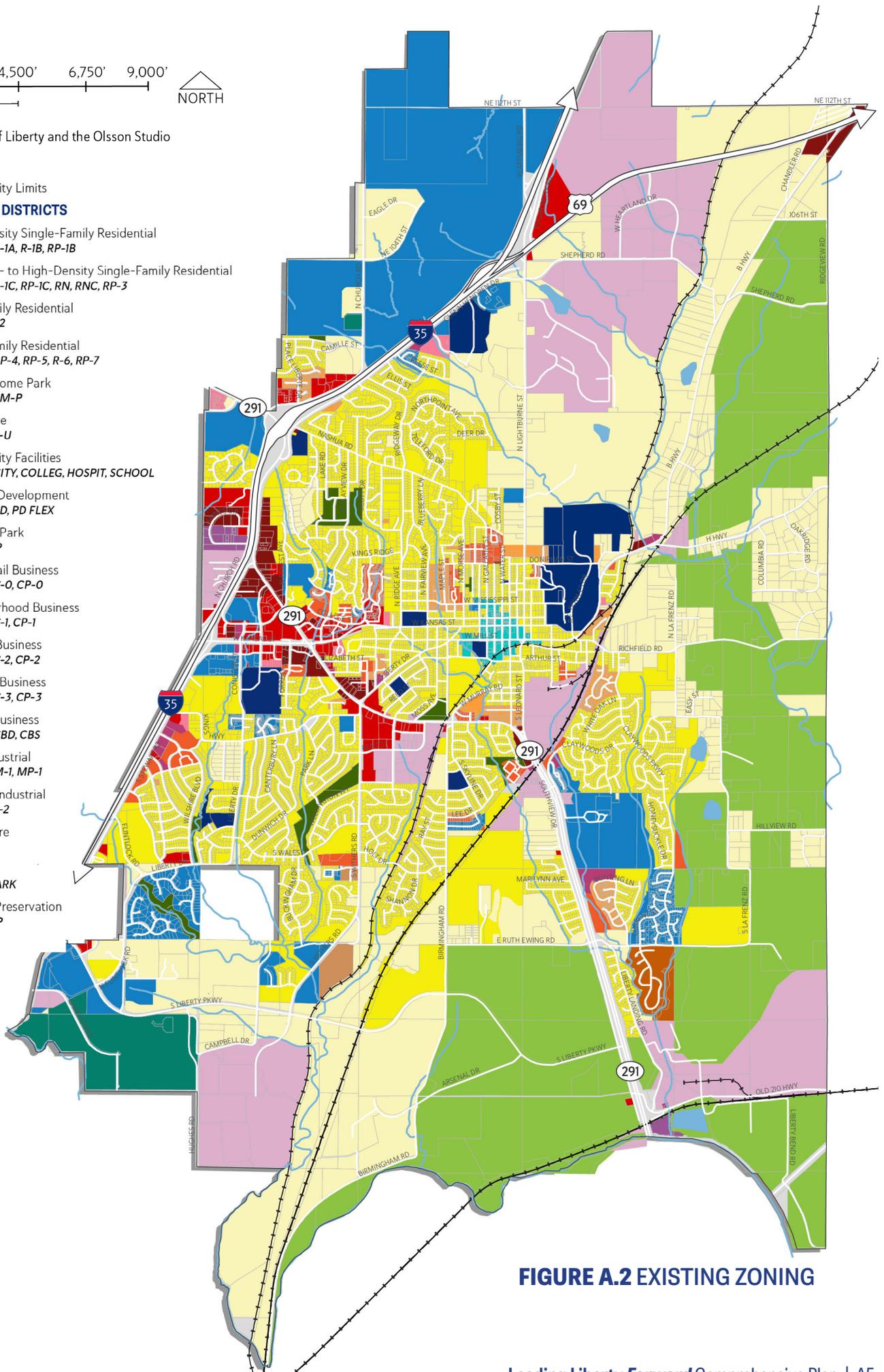
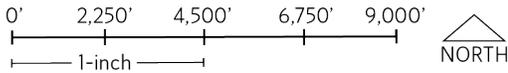


FIGURE A.2 EXISTING ZONING



Data Sources: City of Liberty and the Olsson Studio

Liberty City Limits

PARKS

- 1 Wilshire Park
- 2 Place Liberte Park
- 3 Bennett Park
- 4 Westboro/Canterbury Park
- 5 Northwyck Park
- 6 Ruth Moore Park
- 7 City Park
- 8 Arthur's Hill Park
- 9 Cates Creek/Jefferson Park
- 10 Stocksdale Park
- 11 Claywoods/Clay Meadows Park
- 12 Clay Ridge Park

RECREATION

- 13 Liberty Community Center
- 14 Badrock Creek Disc Golf Course
- 15 Capitol Federal Sports Complex

GREENWAYS/BIKE TRAILS

- 16 Stocksdale Single Track Bike Trail
- 17 Westboro/Canterbury Greenway
- 18 Cates Creek Greenway/Jefferson Park
- 19 Flintlock Bike Trail
- 20 South Liberty Parkway Bike Trail

FACILITIES

- 21 Liberty Hospital
- 22 William Jewell College
- 23 Historic Downtown Square
- 24 Mid-Continent Public Library
- 25 Animal Shelter

CONSERVATION AREAS

- 26 Martha Lafite Nature Sanctuary
- 27 Walnut Woods Conservation Area

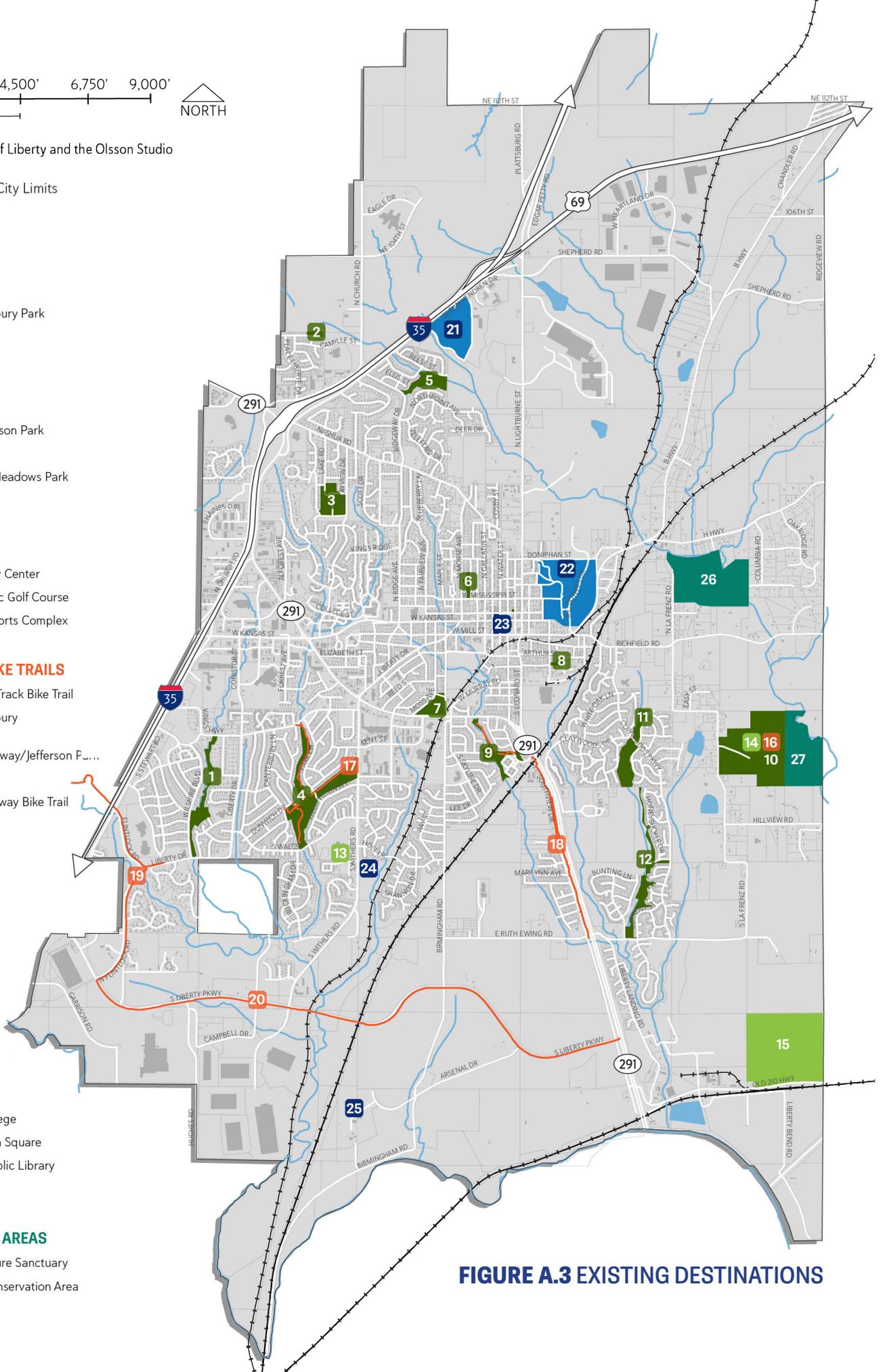


FIGURE A.3 EXISTING DESTINATIONS

EXISTING PARKS, RECREATION AND DESTINATIONS

Liberty has several parks, recreational amenities and destinations, as shown in **Figure A.3**, that contribute to a high quality of life for residents and destination points for visitors. Liberty features more than 500 acres of parks, 10 miles of multi-use asphalt trails and six miles of primitive trails across the City. In addition, Liberty's Parks and Recreation Department provides adult, youth and senior recreational programs to keep people engaged throughout the year. This includes summer camps, aquatic classes, health and wellness education courses and sports programs through the various age ranges.

Existing parks, recreation and destination points include the following:

Bennett Park is a 45.1-acre park located at Clayview Drive and Spruce Street that includes a lighted ball diamond, four lighted tennis courts, Americans with Disabilities Act (ADA) picnic shelters with electricity, two ADA play structures, restrooms, and a grass volleyball court. It is located near Holly Lake, just northeast of the Liberty Triangle.

City Park is an 11.8-acre community park that features two lighted ball diamonds, two ADA picnic shelters with electricity, ADA play structures, restrooms, a spray ground, and two horseshoe pits. It is located at Moss Avenue and M-291.

Clay Ridge Park is an 18-acre park located at Ruth Ewing Road and Current Street. This community park features, an ADA play structure and a 0.25-mile asphalt trail.

The **Capitol Federal Sports Complex** of Liberty is located along Old State Highway 210 and encompasses 146 acres in total. This sports complex features nine baseball/softball diamonds, six soccer/football diamonds, a 2.25-mile asphalt trail, two concession locations, an ADA play structure and eight ponds. The complex brings an estimated 200,000+ visitors each year for youth/adult leagues and tournaments.

Stocksdale Park is located alongside LaFrenz Road, south of Richfield Road, and adjoins the 65-acre **Walnut Woods Conservation Area** and runs alongside Rush Creek. Stocksdale Park is approximately 112 acres and features a variety of amenities that include one ball diamond, a cricket pitch, a play structure, three restrooms, two ADA picnic shelters with electricity, a 0.5-mile asphalt trail, a one-mile woodchip trail, 7 miles of single track mountain bike trail, 13 outdoor horseshoe pits, a horseshoe arena with 10 horseshoe pits and a grass volleyball court. Stocksdale Park also includes the **Bad Rock Creek Disc Golf Course**, an 18-hole course and a **Dog Park**. The Dog Park includes approximately three acres for dogs to enjoy as well as a smaller enclosure of 5,400 square feet. The **Westboro/Canterbury Greenway** is located at Park Lane, south of Liberty Drive and is 41.7 acres. This amenity features a ball diamond, two ADA play structures, pickleball courts, a soccer field, a football field, two miles of

asphalt/concrete trail, an ADA shelter with electricity, a horseshoe pit, a grass volleyball court and restrooms. The **Liberty Community Center** is a 52,000 square foot facility located at 1600 South Withers Road. The community center features a fitness center, a gymnasium, four swimming pools, a game room, a 700-seat performing arts theatre, three meeting rooms, a hot tub and a sauna. A football/soccer field is also located right behind the facility.

Martha LaFite Nature Sanctuary is a semi-public facility located north of Stocksdale Park and includes the **Rush Creek Conservation Area** and runs alongside a portion of **Rush Creek**. The sanctuary consists of a nature center and various hiking trails. It provides environmental, wildlife and scientific programming and educational events throughout the community.

Liberty is also home to more than a dozen neighborhood parks. While some are still considered to be undeveloped, many others feature tennis courts, trails and play structures for residents.

Liberty's historic downtown also features numerous recreational destinations. Residents and visitors have a chance to visit the **Historic Downtown Liberty Farmers' Market** for fresh produce, baked goods and other homemade goods. The market is open from May through October weekly on Saturdays. Also located in Liberty's historic downtown is the **Jesse James Bank Museum**, the site of the first U.S. daylight, peacetime bank robbery by the James group, as well as the **Clay County Museum and Historical Society**, which features rotating galleries of various historical artifacts relating to Clay County, Missouri.

The City of Liberty has five locally designated historic districts. Design Guidelines, based on the Secretary of the Interior Standards are in place to encourage the preservation, conservation, restoration and rehabilitation of historically and architecturally significant areas. Historic district zoning enhances property values and helps to safeguard the heritage of the community. There are nearly 300 contributing properties in the commercial and residential historic districts.

For those interested in the arts, Liberty features gallery spaces at **City Hall**, the **Liberty Community Center**, **Mid-Continent Public Library Withers Branch**, and **William Jewell College**. Music and theater opportunities are



Westboro Playground (Image Credit: City of Liberty)



Historic Downtown (Image Credit: City of Liberty)

available at the **Liberty Performing Arts Theatre, Corbin Theater,** and the **William Jewell College Theater.** The Corbin Theatre Company, the Liberty Symphony Orchestra, and the William Jewell College Drama Department all perform at these locations, providing the chance for the City to partake in community led productions.

The City values the arts and also offers competitive Art Grants to projects designed to increase tourism and encourage participation in the arts by residents and visitors to the City of Liberty. In 2017, the Liberty Arts Commission established an annual Rotating Sculpture Program, an outdoor exhibition in Downtown Liberty. Each year brings a new variety of least nine sculptures to the downtown area, at least one piece is purchased annually to add to the City's permanent public art collection. Funding for the Art Grants and the Rotating Sculpture program comes from the Transient Guest Tax, collected from local hotels, motels and bed and breakfast establishments.

Key Takeaways

Liberty provides a wide variety of community facilities (public and privately owned) to its residents and visitors. In addition to the 500 acres of parks, and almost 17 miles of trails, Liberty provides recreational and educational programming through their Parks and Recreation Department. The City also features places of historical significance, community entertainment venues and sport complexes for tournaments and competitions.



City Park (Image Credit: City of Liberty)



Capitol Federal Sports Complex (Image Credit: City of Liberty)

EXISTING TRANSPORTATION AND CONNECTIVITY

Roadway Network

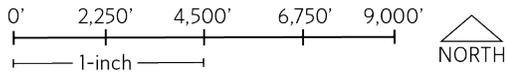
The City's existing vehicular transportation network is shown on **Figure A.4**. Liberty is crossed diagonally southwest to northeast by I-35 and U.S. 69 and southeast to northwest by M-291. M-291 is classified as an arterial road from the western border to the intersection at South Leonard Street, otherwise it is classified as a highway/freeway. Liberty's roadway network relies on collector and local roads for north-south and east-west connectivity. Only a small portion of the City in and around downtown is situated on a street grid, otherwise most other local roads are curved into areas of subdivisions.

Active Transportation

Liberty residents rely on automobiles for their daily commute. However, transportation alternatives are important to provide for residents who cannot drive. Active transportation can also provide key recreational amenities and outdoor facilities.

Figure A.5, shows the current active transportation network in Liberty, which is described in the following sections.





Data Sources: City of Liberty, OpenStreetMap and the Olsson Studio

- Liberty City Limits
- Interstate
- Freeway
- Major Arterial Road
- Minor Arterial Road
- Collector Road
- Local Road
- Private / Unclassified Road

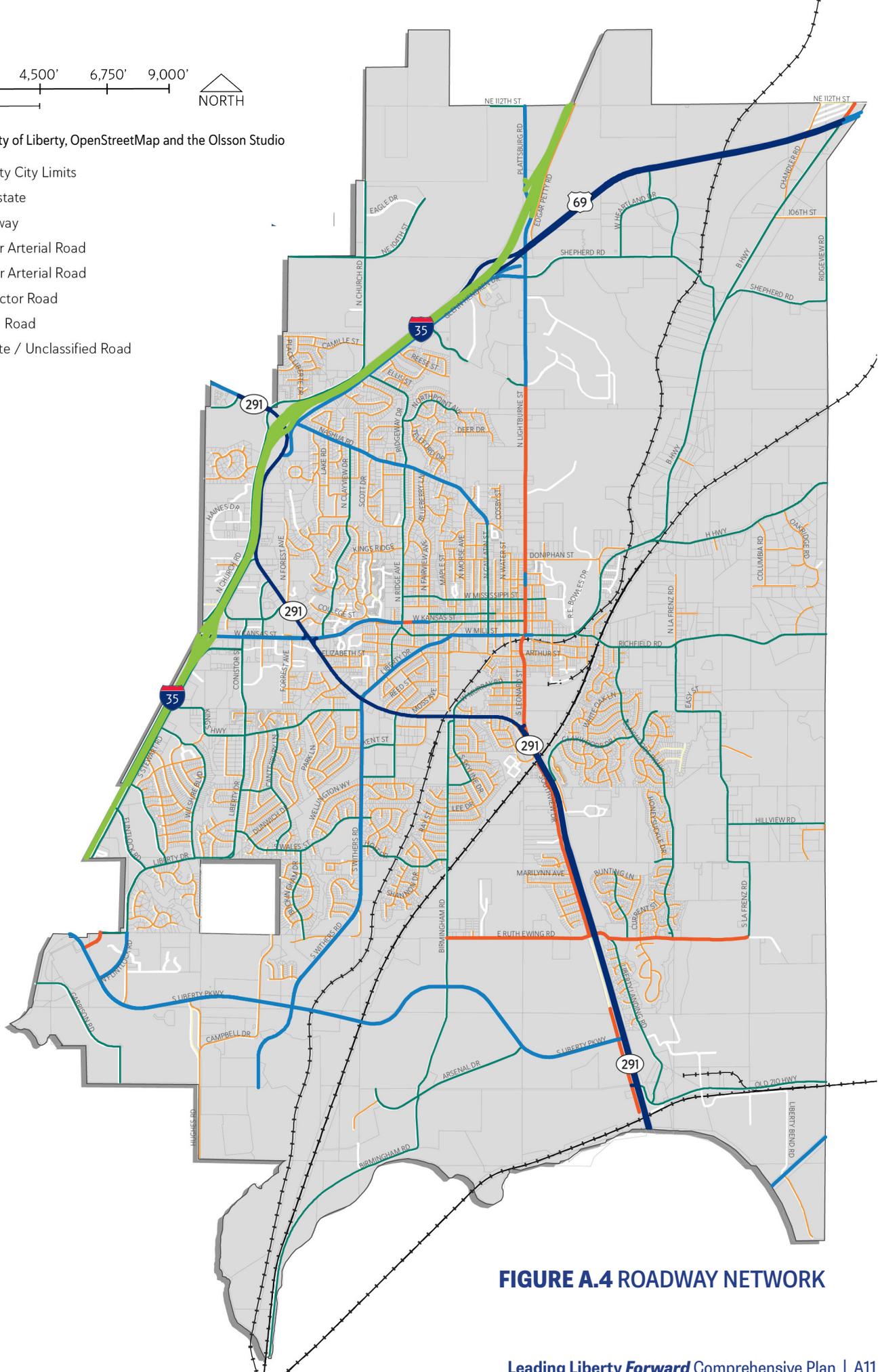
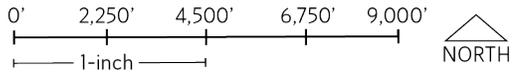


FIGURE A.4 ROADWAY NETWORK



Data Sources: City of Liberty, OpenStreetMap and the Olsson Studio

-  Liberty City Limits
-  Sidewalk
-  Paved Pedestrian Trail
-  Unpaved Hiking Trail
-  Greenway/Bicycle Trail

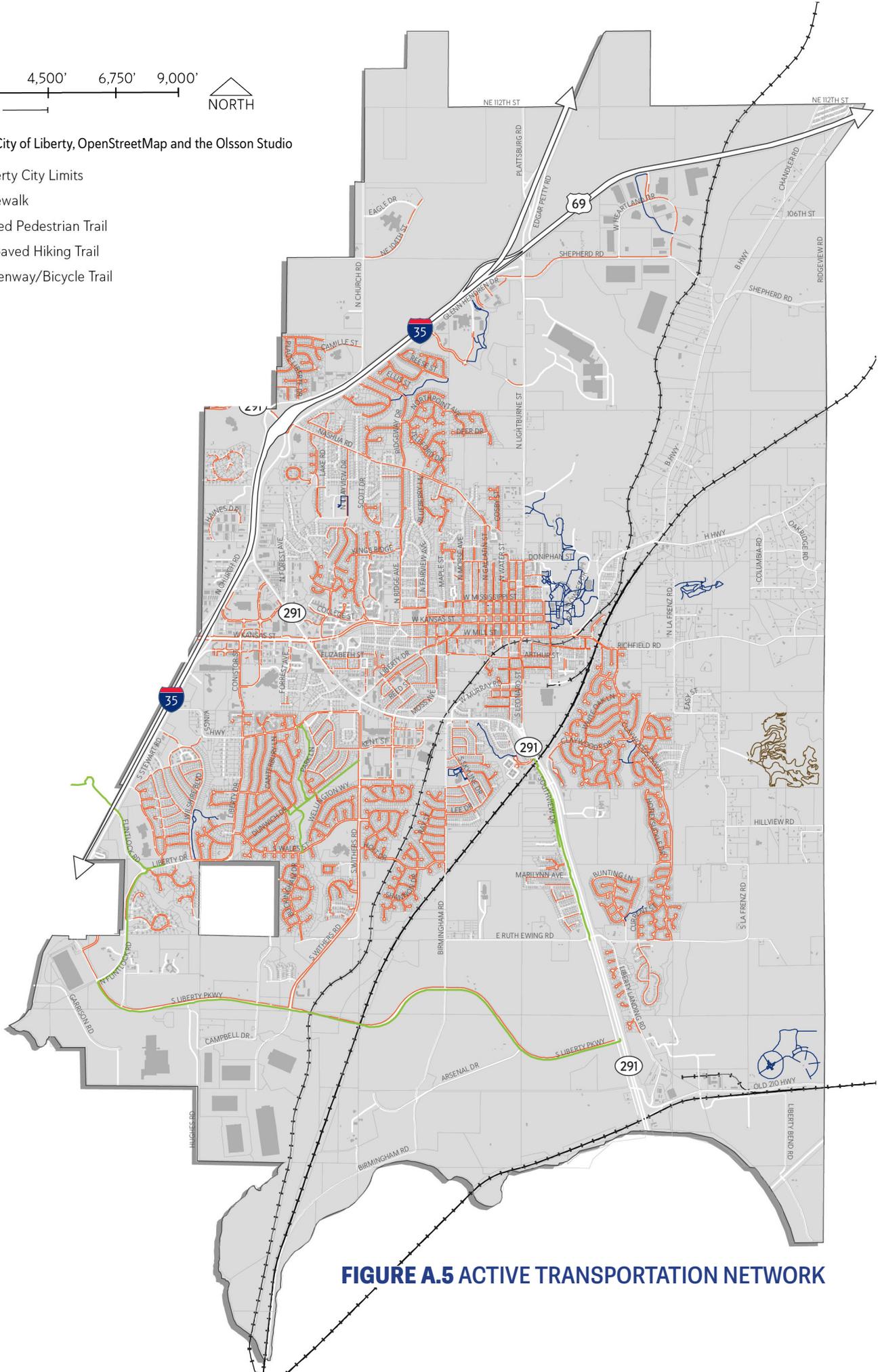


FIGURE A.5 ACTIVE TRANSPORTATION NETWORK

Bicycle Trails

Liberty has a few longer trails that are ideal for bicyclists. The **Jefferson Park Path** is an 8.7-mile out-and-back trail that runs south along Southview Drive on the M-291 corridor. The **Liberty Parkway Trail** runs adjacent to South Liberty Parkway and Flintlock Road. Both trails are separate from vehicular traffic.

The City does not have any on-street bicycle infrastructure, such as bike lanes or shared arrow markings. Scooter share is available and gaining popularity as an on-demand active transportation option.

Pedestrian Trails and Sidewalks

As seen on **Figure A.5**, Liberty has a well-connected sidewalk network throughout downtown and the surrounding neighborhoods. In many neighborhoods, there are sidewalks on both sides of the street.

Pedestrian trails are shown on **Figure A.5**, which are wider than typical sidewalks. While some of these walkways are in or near downtown, many are in parks. The **Westboro-Canterbury Greenway** is a 3.1-mile loop through Westboro-Canterbury Park. There are also popular walking trails in **Jefferson Park**, **Stocksdale Park**, the **Martha Lafite Thompson Nature Sanctuary** and **Rush Creek Conservation Area**.

Public Transportation

Currently, Liberty does not have public transportation outside of on-demand service. RideKC routes can be accessed beyond City limits to the south and west. The Liberty Access Bus is an on-demand transportation service operated by the City.

Railroads

Liberty has active rail lines operated by Canadian Pacific (CP), Union Pacific (UP), Burlington Northern and Santa Fe (BNSF), and Norfolk Southern Western (NS). There are three railroad corridors running through Liberty. Two run north-south crossing M-291 at City Park (BNSF) and at Claywoods Parkway (shared CP and UP). One runs east-west along the southern border of the City (NS) along Old 210 Highway near the Sports Complex. The Historic Liberty Missouri Depot is located near the intersection at East Mill Street, and the Union Pacific Railroad Depot is on Suddarth Street south of Arthur Street.

Key Takeaways

While the City has a well-connected sidewalk network in residential areas, there are connectivity gaps between neighborhoods, especially across major roads such as M-291 corridor. Additional walking and biking routes could fill a gap of alternative transportation sources, along with exploring the possibility of expanding public transit services.

EXISTING NATURAL FEATURES

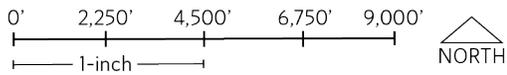
This section of the Plan briefly describes the natural features within and surrounding Liberty as well as the existing risks and opportunities associated with the natural landscape of the area. Natural features including topography, waterbodies and floodways are illustrated in **Figure A.6**.

Topography

Liberty sits at approximately 850 feet in elevation, with the lowest points in elevation along the southeast portions of the City at approximately 700 feet and higher elevations in the northwest portions of the City at approximately 1,000 feet in elevation. The topography of Liberty reflects some hilly areas throughout the City with lower elevations approaching the Missouri River on the southeast side of the City.

Waterbodies and Waterways

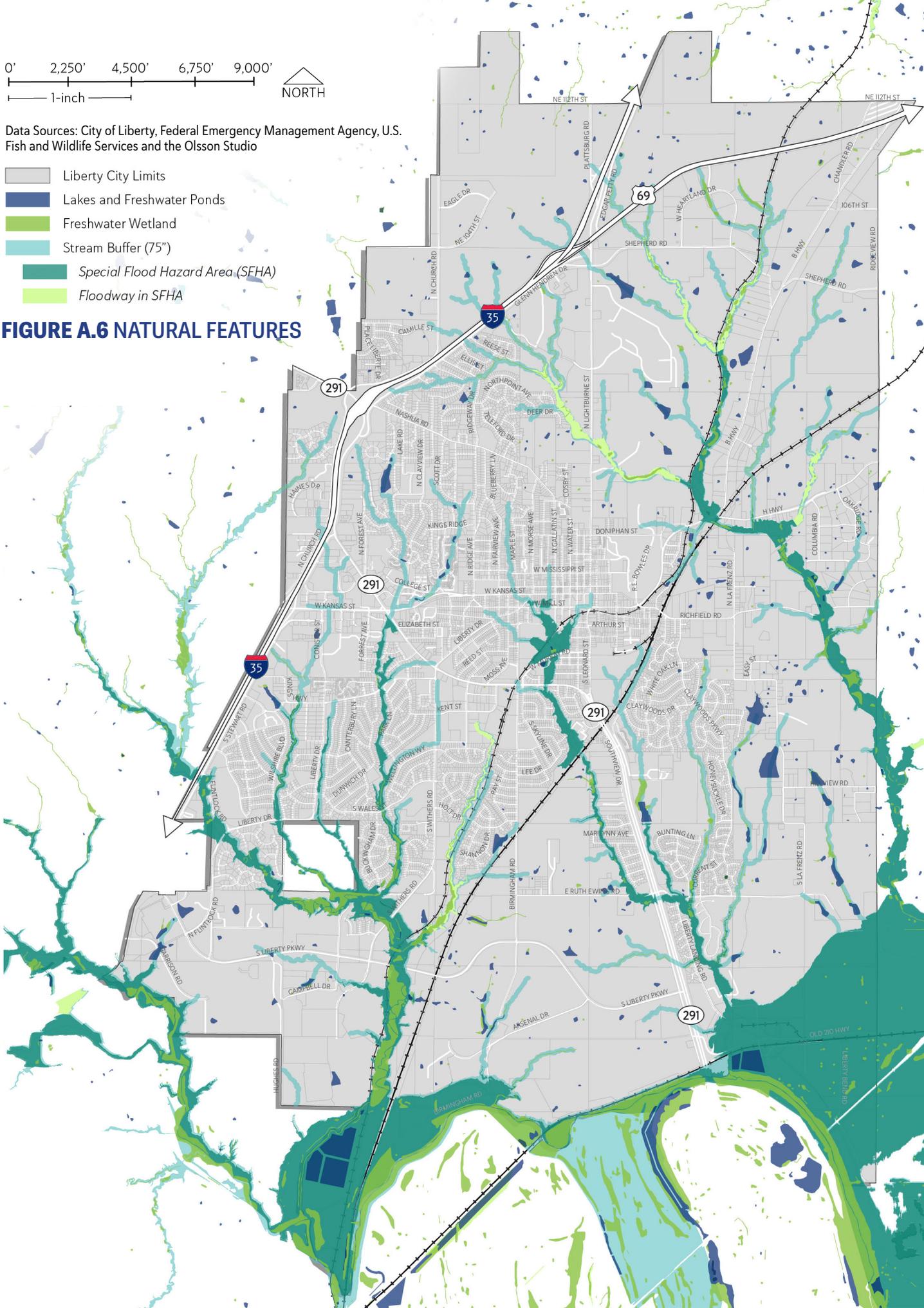
Water resources, including waterbodies and waterways, are dispersed throughout Liberty. The waterbodies within and surrounding Liberty are largely tributaries into the Missouri River, which runs west to east just south of City limits. Liberty hosts several waterbodies including the Cates Brook, Town Brnch, Rush Creek, Little Shoal Creek and Shoal Creek, and present along these creeks are several lakes including Hendron Lake, Holly Lake, and William L. Howard Lake. These waterbodies contribute to the composition of Liberty's ecosystem and largely flow south into the Missouri River just outside of City boundaries.



Data Sources: City of Liberty, Federal Emergency Management Agency, U.S. Fish and Wildlife Services and the Olsson Studio

- Liberty City Limits
- Lakes and Freshwater Ponds
- Freshwater Wetland
- Stream Buffer (75")
- Special Flood Hazard Area (SFHA)
- Floodway in SFHA

FIGURE A.6 NATURAL FEATURES



Floodway and Floodplains

Flood risk has been mapped throughout the City through the Federal Emergency Management Agency's (FEMA) National Flood Insurance Program. FEMA typically identifies flood-prone areas through detailed hydrologic and hydraulic modeling and occasionally through approximate methods to assist with planning, management and risk assessment within watersheds.

Portions of Liberty reside within a Special Flood Hazard Area (SFHA) 100-year floodplain, including the southern portion of City, as seen in Figure **Figure A.6**. Floodplains, including the floodway and Special Flood Hazard Areas are located along several creeks throughout Liberty, including Cates Branch, Town Branch, Rush Creek, Little Shoal Creek and Shoal Creek. A Regulatory Floodway exists just south of Shoal Creek, which forms part of Liberty's southern City limit. The floodway continues south, covering the area between Shoal Creek and the Missouri River just south of Liberty, indicated as a Special Flood Hazard Area. These floodways and floodplains overlap with portions of southern Liberty and shape development throughout the area, though much of Liberty does not reside in these designated plains.

The City of Liberty tries to shape development with floodplains in mind, maintaining a separate development application for floodplain development, which requires that developers operate in accordance with the requirements of the City's Floodplain Management Ordinance.

Key Takeaways

Liberty's natural features make for a unique physical environment and natural ecosystem that shapes the nature of development and planning in the area. The hilly topography of Liberty interacts with the physical environment including the various creeks, brooks and lakes throughout the area. The surrounding area also includes various natural features that shape Liberty, including the huge presence of the Missouri River just to the south of City limits. These and other natural features impact natural risks such as flooding, and FEMA floodplain and floodway maps indicate a degree of risk throughout the area, especially along creeks and the southern City boundary.

EXISTING UTILITIES

To ensure the proper infrastructure for future development, redevelopment or maintenance as the population grows, it is necessary to review the existing utility infrastructure within the City. **Figure A.7**, illustrates, in part, the existing utilities within the City.

Water

Drinking water for the City of Liberty is primarily supplied by the Liberty Water Treatment Plant and the Liberty water distribution system. Portions of Liberty that are north and west of I-35 are supplied drinking water from the Kansas City Water Treatment Plant delivered through the Liberty distribution system. The Kansas City Missouri distribution system provides higher water pressure compared to the Liberty water distribution system, therefore to provide optimum operating system pressures the KCMO system is utilized in select areas. Public Water Supply Districts 2, 5 and 6 operate distribution systems within the municipal limits of Liberty; all of which are supplied water from the Kansas City Water Treatment Plant.

The City of Liberty has operated a drinking water treatment plant since 1920 and has operated the current drinking water treatment plant since 1962. The current drinking water treatment plant has been updated many times with the most recent significant update completed in 2004 and has the capability to produce 12.0 million gallons per day. The average demand during peak summer months is 4.0 million gallons per day with a maximum day demand of 7.1 million gallons per day. There is 2.3 million gallons of water storage at the drinking water plant and a combined 2.5 million gallons of storage at two elevated water towers for a combined total of 4.8 million gallons. There are approximately 200 miles of water line, 4,200 water line valves, 1,700 fire hydrants and 11,000 water meters in the drinking water distribution system.

Wastewater

The City of Liberty completed construction of a wastewater treatment facility in 2017 that allowed the City to provide waste water treatment services to a majority of the residents of Liberty. The wastewater treatment facility was designed and constructed after a \$95 million bond financing initiative was approved by the voters on August 6, 2013 with 91% of the votes cast in favor. Prior to the completion of the wastewater treatment facility all wastewater was treated by Kansas City, Missouri on a contract basis.

The wastewater treatment facility has a design average capacity of 6.0 million gallons per day and an actual average flow rate of 3.0 million gallons per day. The wastewater treatment facility discharge must meet criteria established by the Environmental Protection Agency as outlined in the Clean Water Act of 1972. The Missouri Department of

Natural Resources is responsible to ensure that the City of Liberty meets all regulations set by EPA and any additional standards set by the State of Missouri. Due to the topography of City it is not practical or efficient to provide wastewater services to all residents of the City, therefore there is a small number of locations where wastewater flow is directed to the Kansas City collection system and treated by Kansas City. There are many properties within the municipal boundaries that are served by on-site sewer disposal systems that are regulated by the Clay County Health Department. The on-site disposal systems are typically a septic tank and lateral field disposal system.

The City of Liberty maintains a sanitary sewer collection system that collects and conveys the wastewater to the wastewater treatment facility. The system contains approximately 150 miles of sewer main, 1,100 sewer manholes, 8,100 sewer connections and 7 sanitary sewer pump stations.

Stormwater

The City of Liberty maintains a storm sewer system to safely and effectively convey storm water runoff from streets, parking lots, roofs and other open areas to the natural streams and rivers in and around the City. Prior to the Clean Water Act of 1972 the storm sewer system was designed to convey the storm water runoff away from developments as quickly as possible. The Clean Water Act regulates the discharge of pollutants into the water of the United States and storm water runoff is a significant conveyance of pollutants from streets and parking lots to the natural streams and rivers, therefore the quality of the storm water discharged into the natural streams and rivers is subject to regulatory oversight. The City must maintain a Municipal Separate Storm Sewer System permit for the discharge of storm sewers and the Missouri Department of Natural Resources is responsible for the administration of the permit and the enforcement of regulations established by the EPA and the Clean Water Act.

The City of Liberty's storm sewer system only conveys water runoff from rain events, snow melt and excess irrigation; the storm sewer system does not convey any wastewater that is generated from the inside of homes or businesses. The municipal system consists of approximately 84 storm water detention facilities, 41.5 miles of mains, 951 storm water inlets and 653 storm water outlets. In addition to the municipal system there are many more privately owned and maintained storm sewer systems that are constructed primarily at commercial, industrial and multi-family developments.

Natural Gas

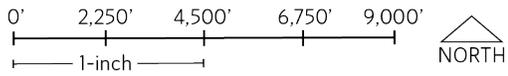
Spire energy provides natural gas service to all of Liberty. Spire Energy is a regulated utility subject to oversight by the Missouri Public Service Commission.

Electricity

Electric service with the City is provided by Evergy and Ameren Missouri both of which are regulated utilities subject to oversight by the Missouri Public Service Commission. Evergy serves a majority of the City as an area identified as Evergy Missouri West; Ameren Missouri serves a small portion at the northeast corner of the City.

Telecommunications & Broadband

Telecommunications and broadband services are provided by several companies including AT&T, Verizon, Spectrum and Unite Private Networks (Broadband).



Data Sources: City of Liberty and the Olsson Studio

- Liberty City Limits
- Waterline
- Stormwater Line
- Sanitary Sewer Line

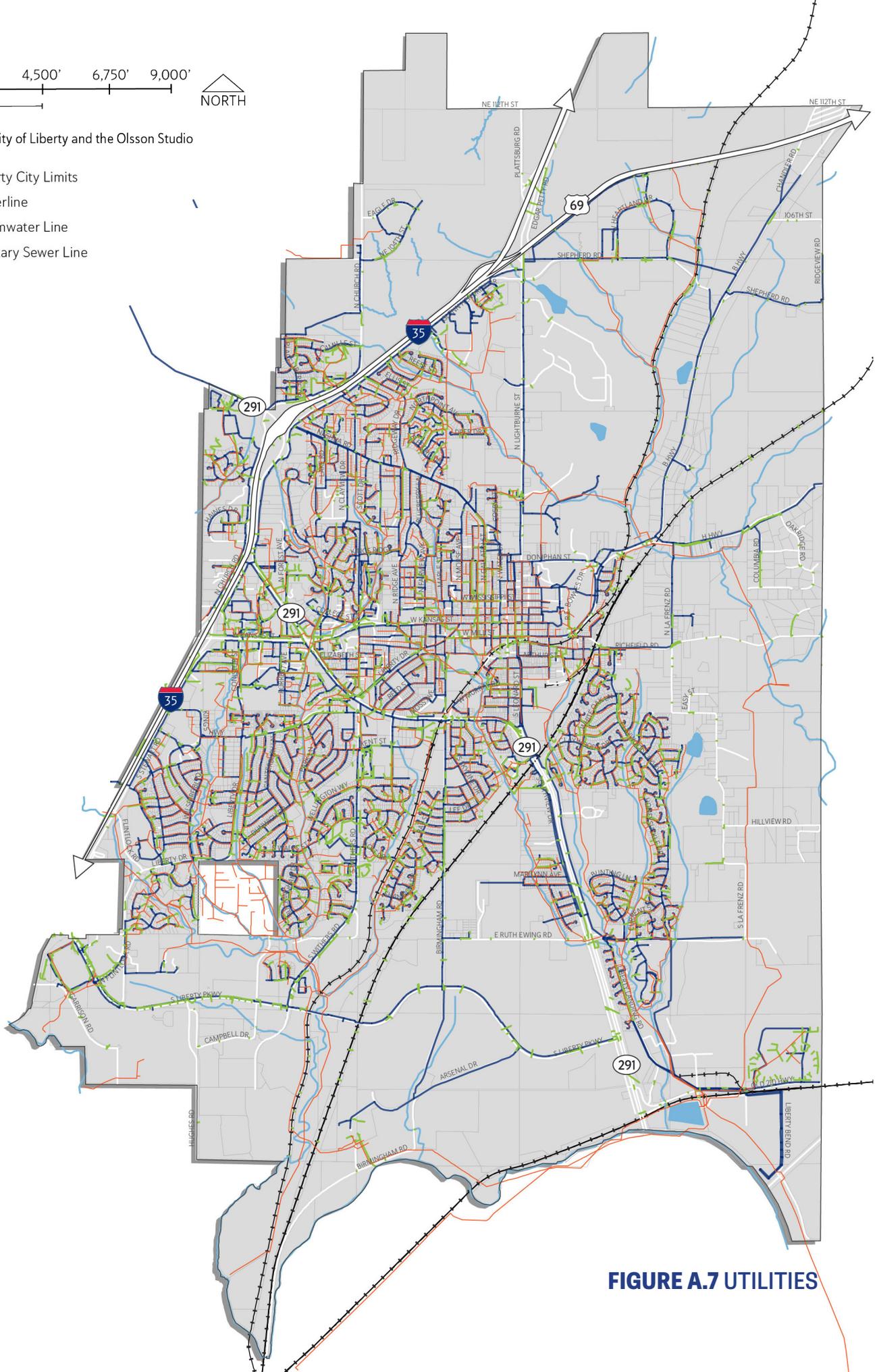


FIGURE A.7 UTILITIES

EXISTING DEMOGRAPHICS

Due to its location and the City's history, Liberty is a vibrant community that offers a historic downtown neighborhood, unique cultural experiences and an excellent school system. The City has received a multitude of accolades pertaining to its quality of life, including an efficient transportation network and its location to the Kansas City MSA, which provides residents an opportunity to travel easily within the MSA.

Population Growth

From 1980 to 2000, the City's population grew by 61.4 percent, adding an approximate total of 9,981 residents. From 2000 to 2020, the City's population grew at a more moderate pace, increasing by 15 percent, adding an approximate total of 3,935 residents. In 2020, the population of Liberty totaled 30,167 residents. This trend can be seen in **Figure A.8**.

The Mid-America Regional Council (MARC) predicts that Liberty's population will increase by 5,530 residents by 2040. According to the Economic and Market Analysis provided by Canyon Research Southwest, additional forecasts indicate that Liberty's population could increase between approximately 5,920 to 7,378 residents by 2040, totaling approximately 37,545 residents.

FIGURE A.8 LIBERTY, MISSOURI POPULATION TRENDS

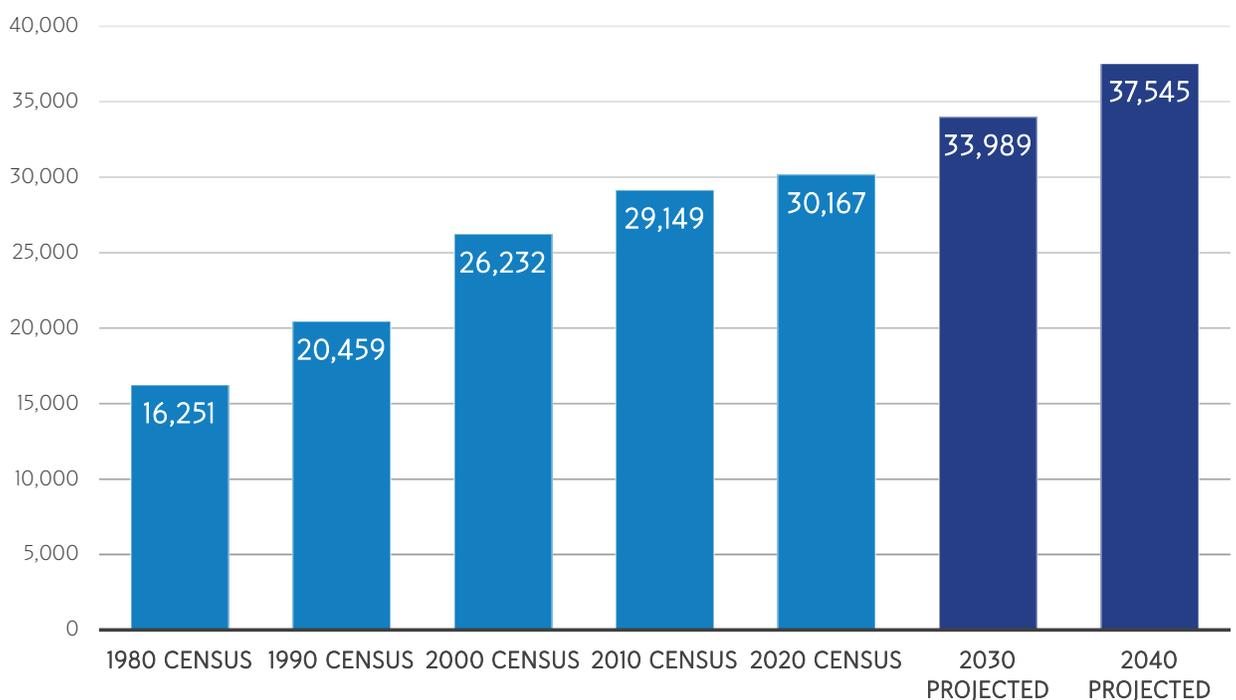
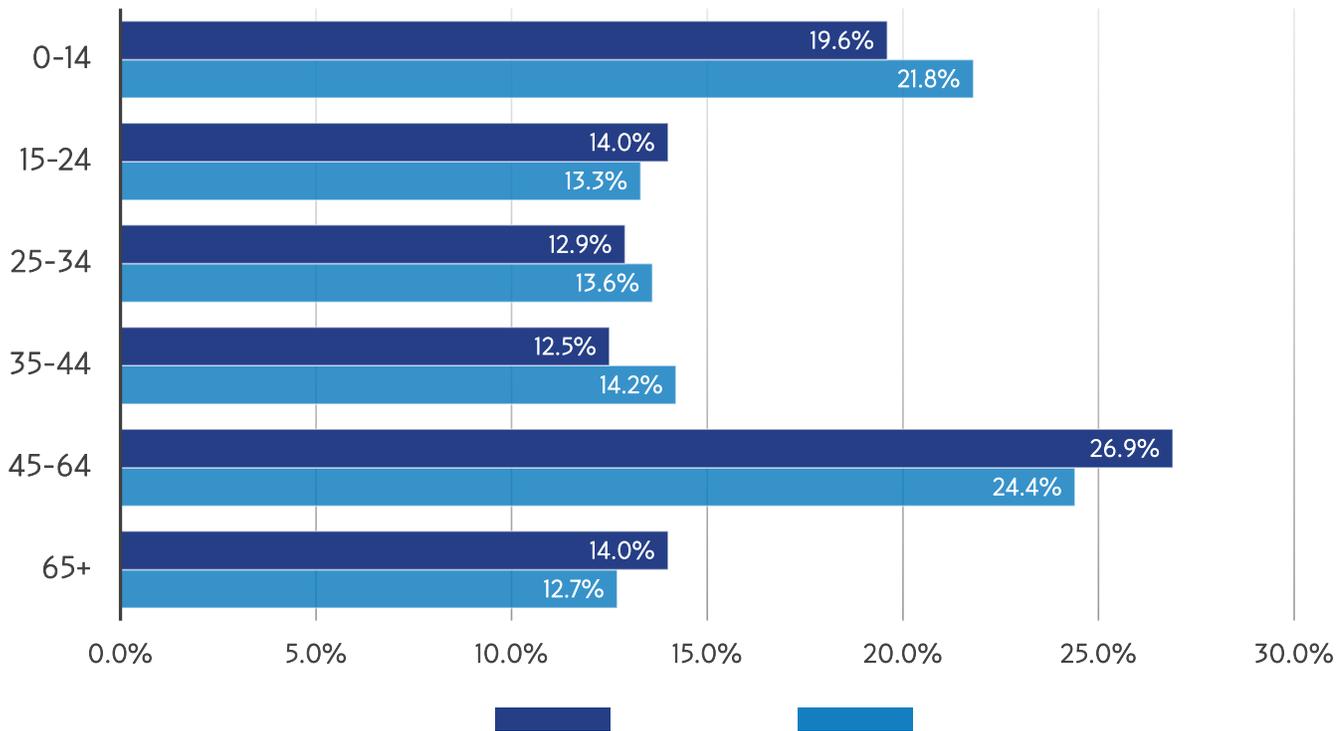


FIGURE A.9 LIBERTY, MISSOURI POPULATION TRENDS

Population Age

Age is an important indicator of consumer identity, community consumption patterns, housing needs and resident financial situations. **Figure A.9**, provides a comparison of the Liberty and Missouri population by six primary age groups:

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

According to the Economic and Market Analysis, the two largest age ranges are the children age range (0-14 years old), 21.8 percent, and the empty nester age range (45-64 years old), 24.4 percent.

The children age range (0-14 years old) and the family/working adults (35-44 years old), 21.8 percent and 14.2 percent respectively, both have a higher percentage than statewide percentages. This indicates a high percentage of family households in Liberty. Overall, Liberty has a relatively young to middle-aged population with a smaller percentage of 45-64-year-olds and elderly (65+ years old) residents than the statewide population.

HOUSEHOLD COMPOSITION

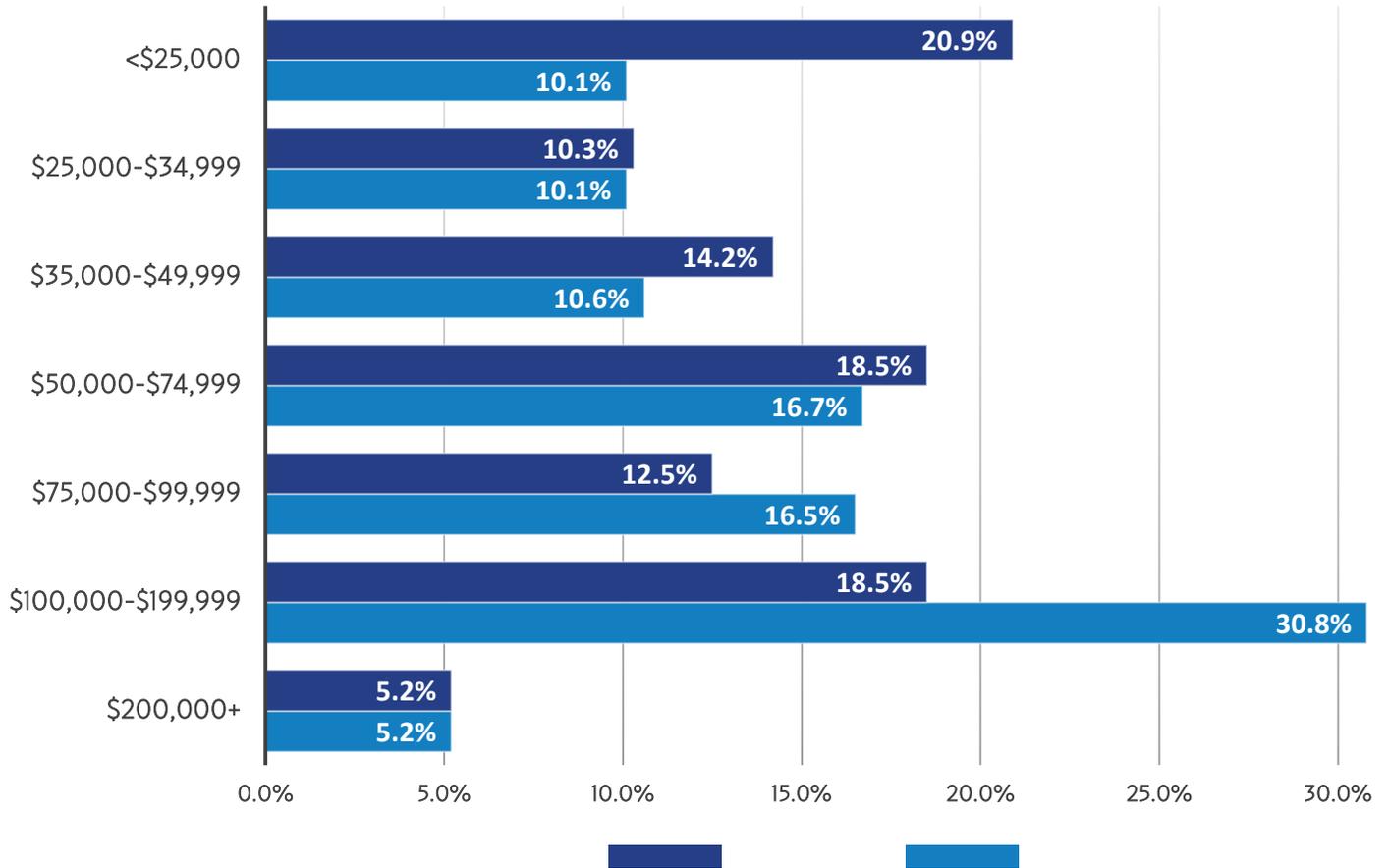
Household composition has a direct impact on the type of retail expenditures and housing needs seen within a community. As of 2022, an estimated 11,515 households resided in Liberty with an average household size of 2.55 persons. This household size is supported by the high rate of families and married couples with children in Liberty. Of the total number of households, 71.4 percent were classified as family households with 37.8 households having children present. Married couple families accounted for 56.7 percent of all households, of which 27.0 percent had related children.

When compared to the household composition for Missouri, Liberty’s household composition possesses well-above average rates for both families and married couples with children and below average households of individuals living alone. This household composition indicates a propensity for detached single-family housing. See **Table A.1** for more information.

TABLE A.1 LIBERTY, MISSOURI POPULATION TRENDS (2022)

HOUSEHOLD TYPE	LIBERTY	MISSOURI
TOTAL HOUSEHOLDS	11,515	2,375,611
Family Households	71.4%	65.3%
Married Couple Households	56.7%	48.4%
With Related Children	27.0%	20.7%
Other Family (No Spouse Present)	14.7%	16.7%
With Children Present	10.3%	11.0%
Householder Living Alone	23.6%	28.3%
All Households with Children	37.8%	31.8%
Average Household Size	2.55	2.44
Average Family Size	3.05	3.00

Source: ESRI Business Analyst

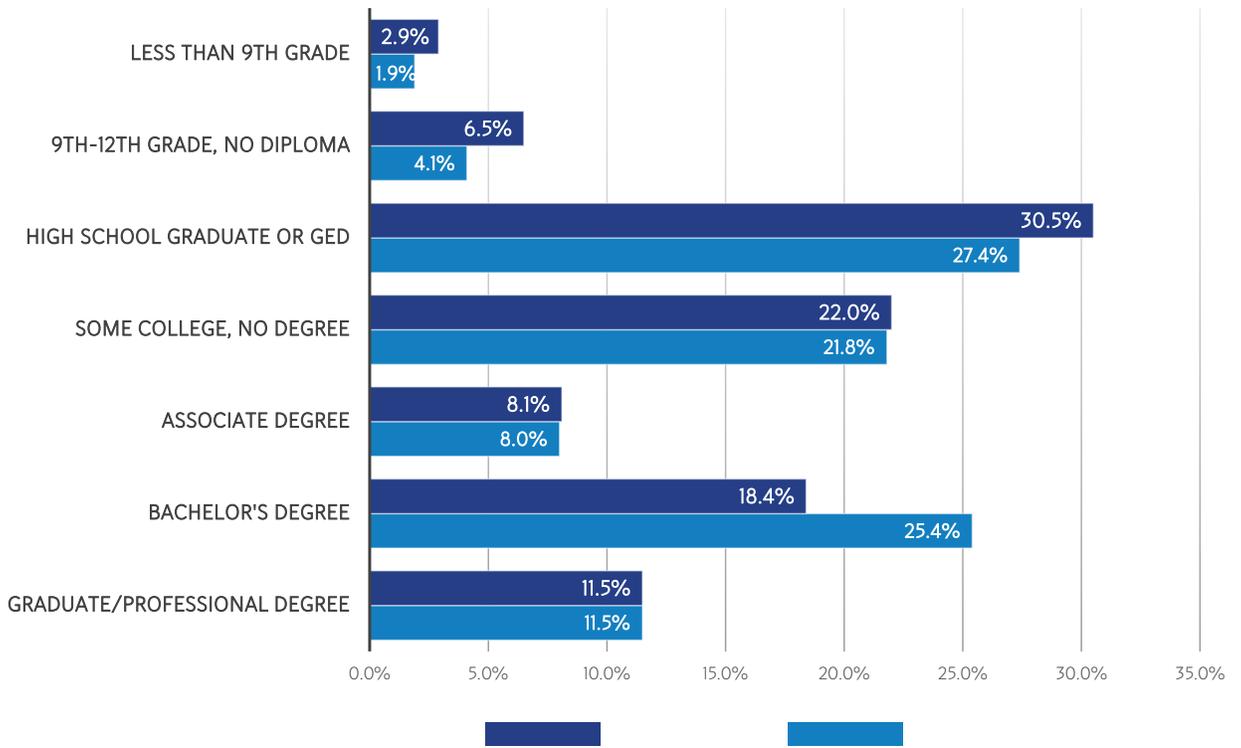
FIGURE A.10 HOUSEHOLD INCOME DISTRIBUTION COMPARISON

Household Income

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values and residential rents. A comparison of the household income distribution estimates for Liberty and Missouri is shown in **Figure A.10**.

Liberty's median household income as of 2022 was \$81,576, which is much higher than the statewide median income of \$54,596. Of the total household population, approximately 52.5 percent earn more than \$75,000 in income, which, again, is much higher than the 36.2 percent statewide. This fact indicates that Liberty's well-above average household income levels can support above average retail sales, housing values and residential rents. For information concerning the household income distribution, please consult the Economic and Market Analysis in **Appendix D**.

FIGURE A.11 EDUCATIONAL ATTAINMENT LEVELS COMPARISON



Educational Attainment

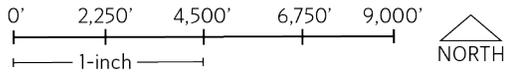
The educational attainment levels of a city indicate the community’s ability to attract and retain certain types of employment and industries. Such levels also have a direct impact on achievable income levels, retail expenditure patterns, housing values and the demand for commercial space. **Figure A.11**, provides a comparison of educational attainment levels of Liberty and Missouri.

Overall, Liberty has a well-educated population with 44.9 percent of residents ages 25+ obtaining an associate degree or higher, which is higher than the statewide 38 percent. Liberty’s above average educational attainment levels improve the potential to achieve average income levels, retail expenditures and housing values and rents.

Poverty Index

The U.S. Department of Housing and Urban Development generates the Low Poverty Index (LPI), which captures the depth and intensity of poverty in a given neighborhood. The index uses both family poverty rates and public assistance receipt, in the form of cash-welfare, such as Temporary Assistance for Needy Families (TANF). The index is a linear combination of two vectors, the family poverty rate (pv) and the percentage of households receiving public assistance (pa). The poverty rate and public assistance for neighborhoods are determined at the census tract level. Values are inverted and percentile ranked nationally. The resulting values range from 0 to 100. **The higher the score, the less exposure to poverty in a neighborhood.**

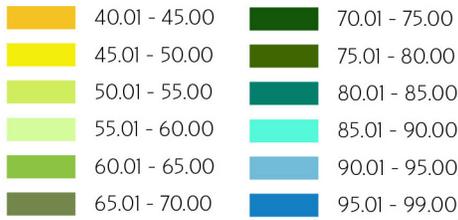
As shown in **Figure A.12**, a fair portion of Liberty is within the 41-61 national percentiles for poverty. Overall, the City of Liberty is relatively less exposed to poverty than other areas. For example, the areas surrounding Maple Park to the southwest of Liberty have a higher exposure to poverty than what might be seen in Liberty.



Data Sources: City of Liberty, U.S. Department of Housing and Urban Development and the Olsson Studio

Liberty City Limits

Low Poverty Index*



**Note: The Low Poverty Index captures the depth and intensity of poverty in a given neighborhood. The index uses both family poverty rates and public assistance receipt, in the form of cash-welfare, such as Temporary Assistance for Needy Family. The index is a linear combination of two vectors, the family poverty rate and the percentage of households receiving public assistance. The poverty rate and public assistance for neighborhoods are determined at the census tract level. Values are inverted and percentile ranked nationally. The resulting values range from 0 to 100. The higher the score, the less exposure to poverty in a neighborhood.*

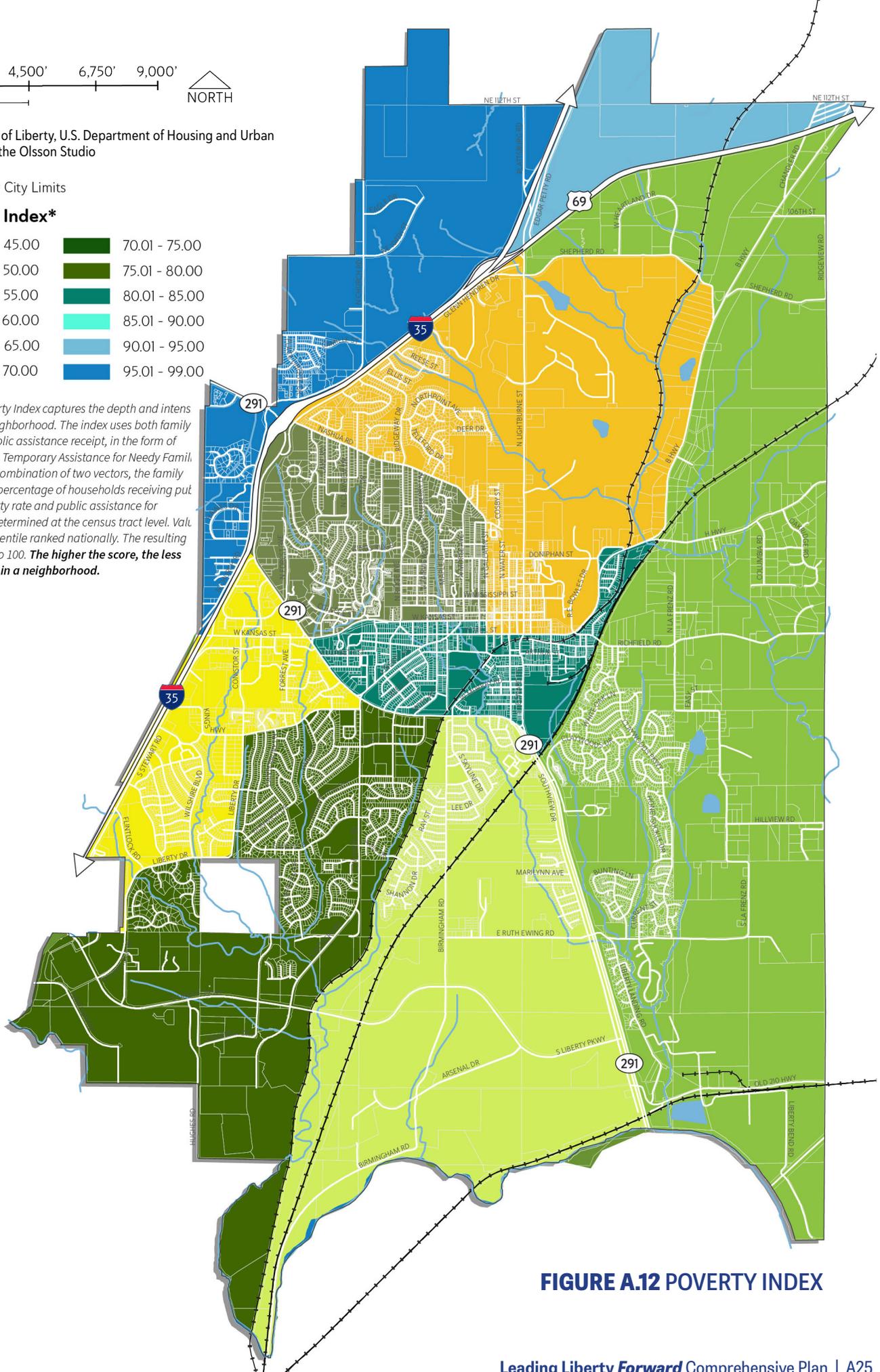
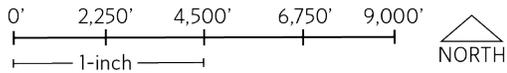


FIGURE A.12 POVERTY INDEX



Data Sources: City of Liberty, Centers for Disease Control and Prevention and the Olsson Studio

Liberty City Limits

Social Vulnerability Index*



***Note:** The CDC's Social Vulnerability Index (SVI) uses census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. **The higher the SVI value, the more vulnerable that census tract is to emergencies, such as disease outbreaks or exposure to dangerous chemicals.**

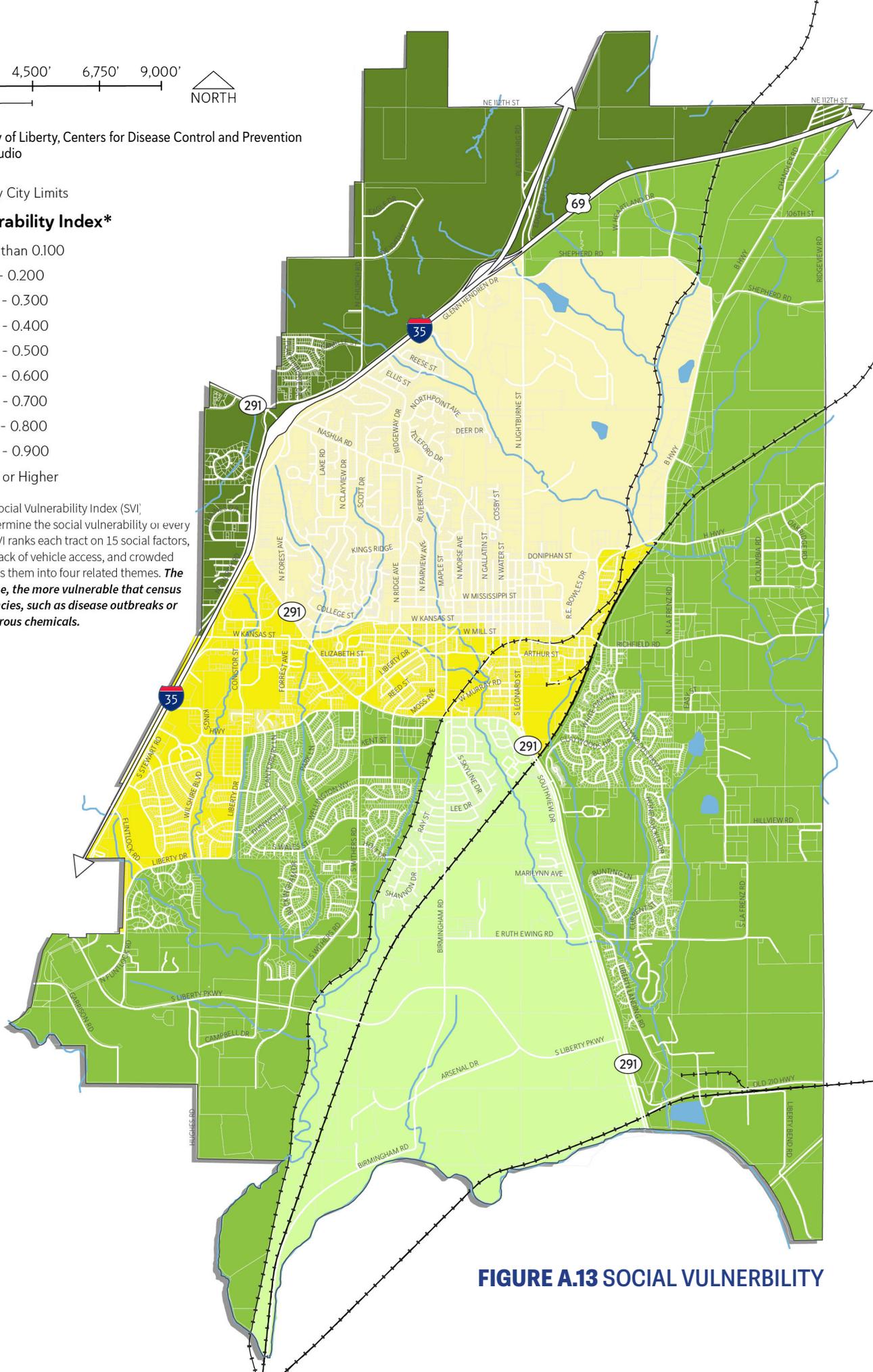


FIGURE A.13 SOCIAL VULNERABILITY

Social Vulnerability

The Centers for Disease Control and Prevention’s Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access and crowded housing, and groups them into four related themes. The SVI can help public health officials and local planners better prepare for and respond to emergency events like disease outbreaks or exposure to dangerous chemicals.

As shown in **Figure A.13**, Liberty is in a low to moderate range of social vulnerability. This indicates that based on the 15 social factors, residents within Liberty are less likely to be at risk during public health emergencies.

Social Vulnerability refers to the resilience of communities (the ability to survive and thrive) when confronted by external stresses on human health, stresses such as natural or human-caused disasters or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss.

Socially Vulnerable Populations include those who have special needs, such as, but not limited to, people without vehicles, people with disabilities, older adults and people with limited English proficiency.

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

SVI Themes and Social Factors:

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

Key Takeaways

The City of Liberty is a growing community for both families and married couples with children. The proximity to the Kansas City MSA provides residents an ideal location for adults looking to raise their children and hold jobs within Liberty and the surrounding area.

The population of Liberty is more educated than the general Missouri population. Forty-five percent of Liberty’s residents have attained an associate degree or higher, compared to 38 percent statewide. Of the total number of households in Liberty, 52.5 percent earn \$75,000 or more annually, which is significantly higher than the 36.2 percent statewide. Higher income levels indicate an above average support for retail uses, housing values and residential rents.

Liberty ranks moderately on the Low Poverty Index, indicating that poverty is not a primary concern for its residents. Additionally, Liberty is likely to be resistant in an emergency event like a natural disaster or disease outbreak. According to the SVI, the City holds a low to moderate vulnerability rating.

EXISTING EMPLOYMENT CONDITIONS

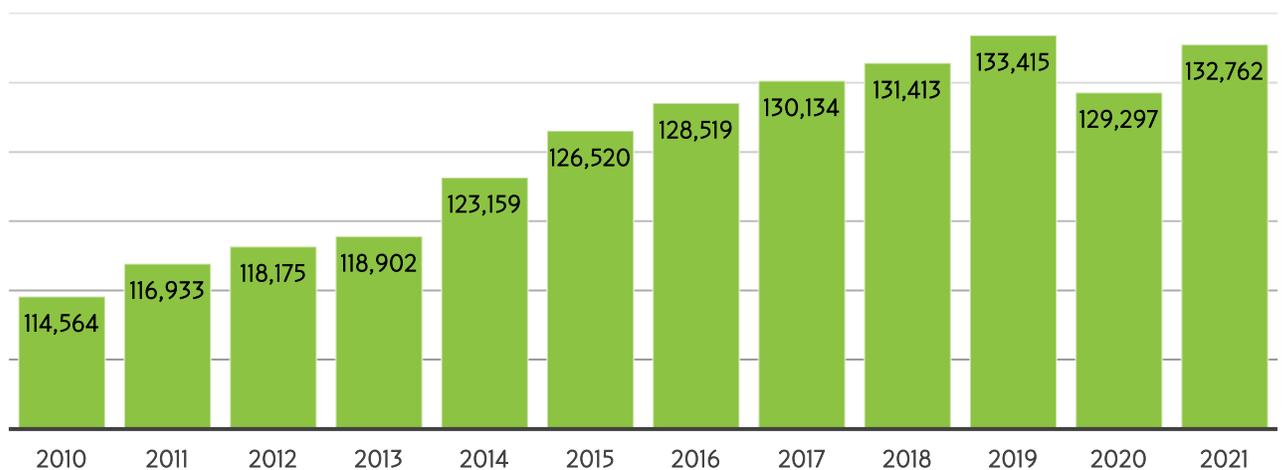
Employment conditions within a community are dependent on a variety of factors. A rise in employment can grow income levels, retail expenditures and a community's population. As a result, job growth tends to be a reliable indicator of general economic conditions of a community and helps determine the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

Due to their proximity to the Kansas City MSA, Clay County and the City of Liberty are anticipated to experience a growth in population and employment. The I-35 corridor serves as one of Clay County's leading employment centers.

Employment Trends

According to the U.S. Bureau of Labor Statistics, Clay County added 18,198 jobs from December 2010 through December 2021. Despite job losses during the pandemic, employment in Clay County reached near pre-pandemic levels of 113,087 jobs by May 2022, as shown in **Figure A.14**.

FIGURE A.14 EMPLOYMENT TRENDS WITHIN CLAY COUNTY



The composition of a community’s employment base influences income levels and the composition of housing and commercial space needs. High levels of white-collar occupations such as professional, management and administrative; information; and financial, insurance and real estate typically generate demand for owner-occupied housing, upscale rentals and professional office space. Meanwhile, other employment sectors such as construction; manufacturing; wholesale trade; retail trade; and transportation, warehousing and utilities tend to create a need for market-rate rental housing and industrial space. See **Table A.2** for more information.

The leading employment sectors in Clay County include education and health services (28,217 jobs); retail trade (15,137 jobs); professional, management and administrative (14,907 jobs); and manufacturing (14,541 jobs). These occupations produce a strong demand for industrial and office space, market-rate rental housing and for-sale housing.

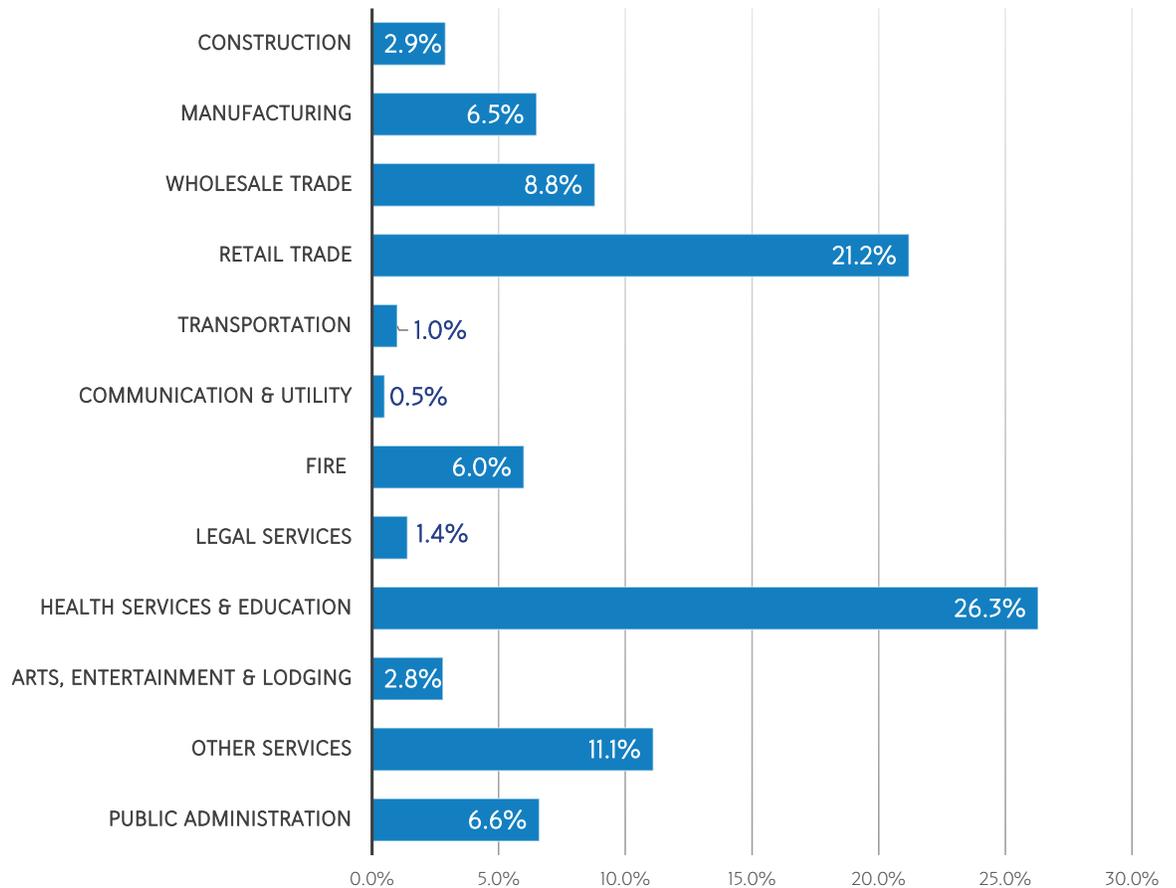
TABLE A.2 CIVILIAN EMPLOYMENT BY SECTOR COMPARISON

INDUSTRY CLASSIFICATION	LIBERTY	MISSOURI
TOTAL CIVILIAN EMPLOYMENT	130,114	2,932,918
Agriculture	846 0.7%	1.7%
Construction	6,918 5.3%	6.5%
Manufacturing	14,541 11.2%	11.4%
Wholesale Trade	3,811 2.9%	2.7%
Retail Trade	15,137 11.6%	11.5%
Transportation, Warehousing & Utilities	10,092 7.8%	5.6%
Information	2,289 1.8%	1.8%
Finance, Insurance & Real Estate	10,195 7.8%	7.1%
Professional, Management & Administrative	14,907 11.5%	9.8%
Education & Healthcare Services	28,217 21.7%	24.1%
Arts, Entertainment, Accommodations & Food	11,170 8.6%	8.8%
Other Services	5,622 4.3%	4.7%
Public Administration	6,369 4.9%	4.3%

According to the Economic and Market Analysis and shown in **Figure A.15**, approximately 1,234 businesses operate in Liberty and employ an estimated 17,676 workers. The health services and education sector is Liberty's largest employer, accounting for 26.3 percent of total employment. Other leading sectors include retail trade (21.2 percent); other services (11.1 percent); wholesale trade (8.8 percent); and public administration (6.6 percent).

Liberty is forecast to support an annualized job growth of 1.4-1.75 percent, resulting in an addition 5,000 to 6,500 new jobs by 2040. This would be in addition to the current employment base of 17,676 jobs.

FIGURE A.15 EMPLOYMENT TRENDS WITHIN CLAY COUNTY



Major Employers

According to the Clay County Economic Development Council, major private employers operating in Clay County include the Ford Motor Company (7,200 employees), North Kansas City Hospital (3,551 employees), Cerner Corporation (2,972 employees), Liberty Hospital (1,775 employees) and Hallmark Cards (1,150 employees). Major employers in Clay County are in the manufacturing, logistics, gaming and healthcare industries. A list of Clay County major private employers is provided in **Table A.3**. These large-scale employers have a positive impact on the local economy by generating direct and indirect jobs, retail expenditures and housing demand.

TABLE A.3 CLAY COUNTY MAJOR PRIVATE EMPLOYERS

COMPANY NAME	BUSINESS TYPE	NO. OF EMPLOYEES
Ford Motor Corporation	Motor Vehicle Manufacturing	7,200
North Kansas City Hospital	Healthcare Services	3,551
Cerner Corporation	Healthcare Information Systems	2,972
Liberty Hospital	Healthcare Services	1,775
Hallmark Cards	Greeting Cards	1,150
Elms Resort & Spa	Resort Hotel	1,105
Hallmark Cards	Greeting Cards	1,364
FedEx	Delivery Service	960
VMLY&R	Web Design	610
Harrah’s North Kansas City Casino & Hotel	Riverboat Gaming	596
Ameristar Casino	Riverboat Gaming	531
Musician’s Friend	Music Equipment Distribution Center	385
RR Donnelly	Printing	350
Magma Seating of America	Automotive Seating Manufacturing	280

Key Takeaways

Due the proximity to the Kansas City MSA and the level of employment of the I-35 corridor, Liberty is likely to see a growth in population and employment. Employment growth through 2040 is forecast at 5,000 to 6,500 jobs by 2040.

Despite the economic impact of the pandemic in 2020, employment in Clay County reached near pre-pandemic levels of employment in May 2022.

The high rate of health services and education sector employment is likely due to the presence of LPS 53 and Liberty Hospital, accounting for 26.3 percent of all jobs in Liberty.

EXISTING REAL ESTATE MARKET

The real estate market portion of this analysis compares the available commercial, retail and office space located within Liberty. It also evaluates the residential and rental housing market. For more information considering the broader region, including the I-35 corridor submarket within Clay County, please refer to the Economic and Market Analysis in **Appendix D**.

Commercial/Retail Space

Within Liberty, an estimated 84 retail properties that total 1.58 million square feet of building area exist. The highest concentrations of retail space are located within the Liberty Triangle area at the intersection of I-35 and Missouri Route 152 (MO-152) and within the historic downtown. According to the Economic and Market Analysis, the existing inventory of retail space has a vacancy rate of 0.3 percent. As shown in **Figure A.16**, the low vacancy rate is likely a barrier for entry into the Liberty retail market and suggests additional near-term retail space is supportable.

FIGURE A.16 RETAIL VACANCY RATE TRENDS

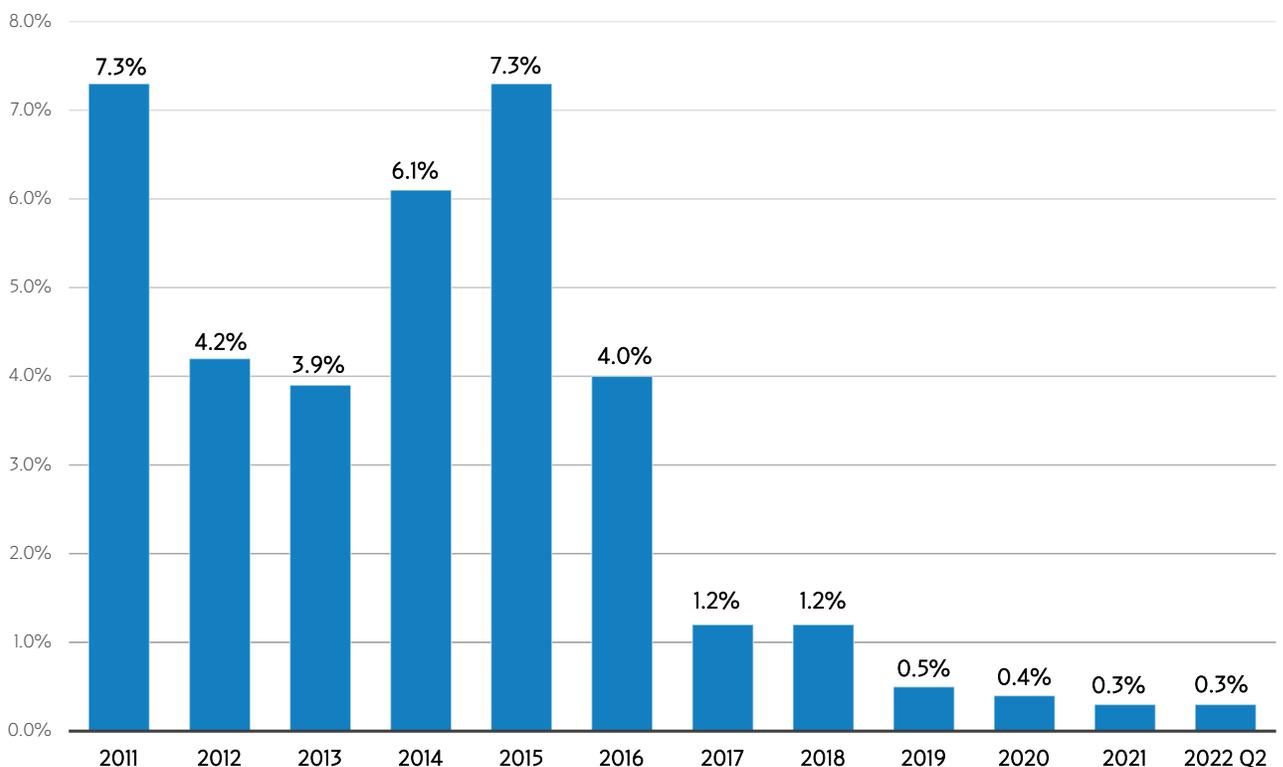
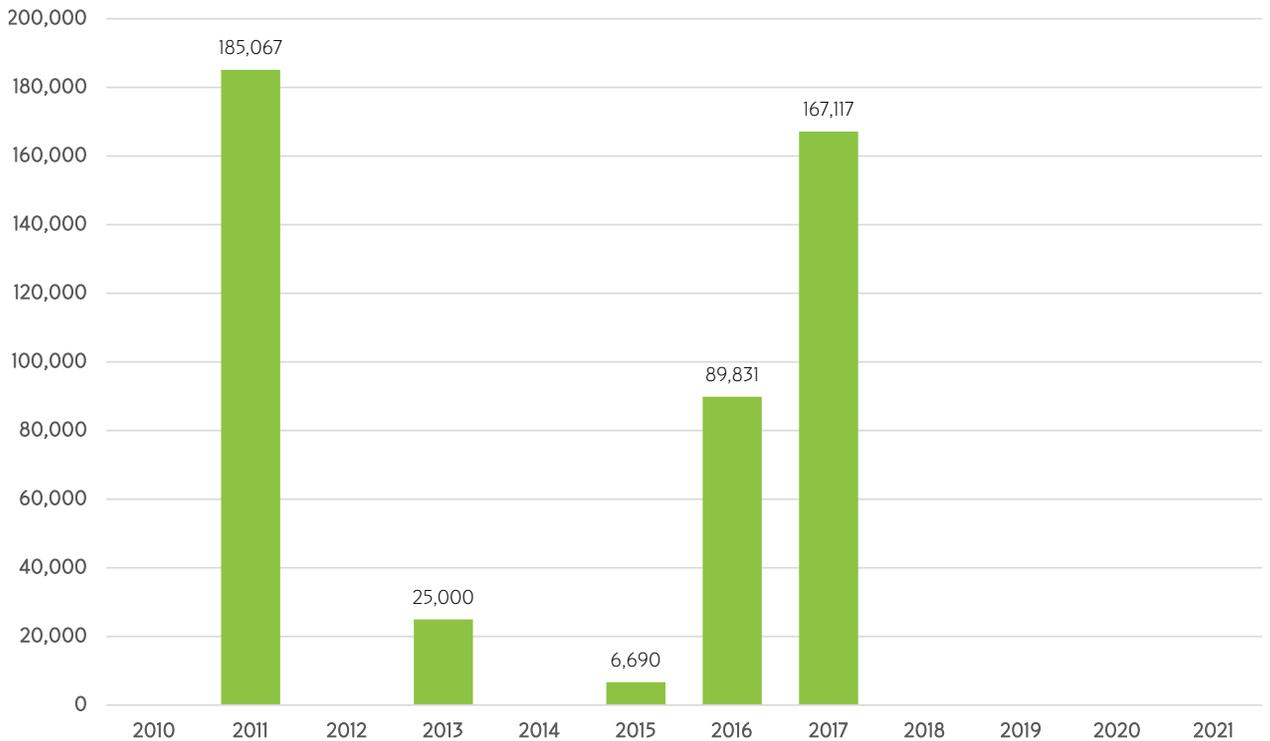


Figure A.17, shows from 2010 through 2021, there was an estimated total of 466,975 square feet of new retail space added to the retail market.

The intersection of I-35 and MO-152 provide a convenient location for big-box retailers, grocery and drug stores, sit-down and fast-food restaurants, banks and strip centers. The Liberty Triangle has large retail names like Lowe’s, Dick’s Sporting Goods, Ross Dress for Less and Hy-Vee.

In addition, the original central business district, located within the Historic Downtown Liberty at Main Street and Kansas Street, supports a mixture of eating and drinking establishments, banking, legal and financial services, dentist offices, insurance offices, salons, jewelry stores, clothing boutiques, health and wellness venues and gift shops.

FIGURE A.17 NEW RETAIL INVENTORY (SQ.FT.)

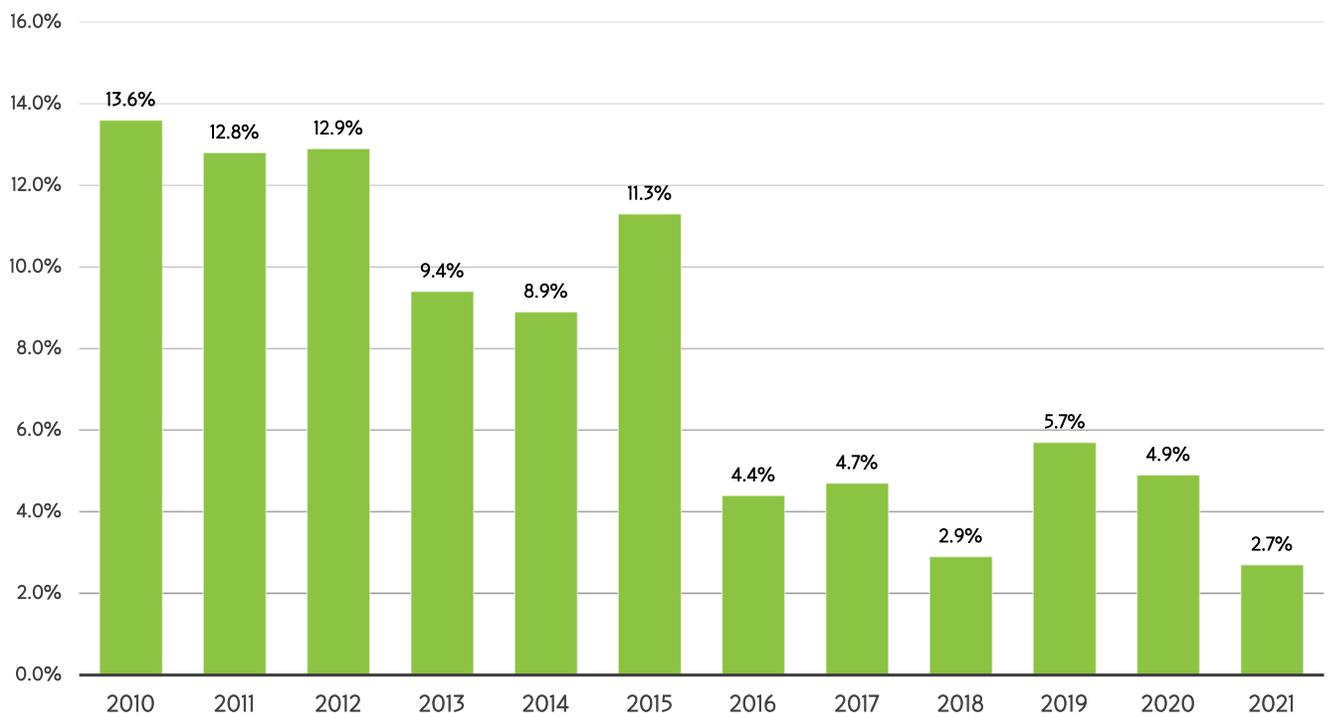


Office Space

Liberty has an estimated 88 office properties that total an estimate 930,668 square feet of building area. The main areas of concentration include downtown, the West Kansas Street corridor, and the M-291 corridor. Since 2010, an additional 14,229 square feet of new space was added to the office property inventory.

Since 2016, the office market in Liberty has operated between a 2.7 percent and 5.7 percent vacancy rate, as shown in **Figure A.18**. The lack of available office space for immediate occupancy is barrier for attracting prospective businesses. The overall low vacancy rate suggests additional near-term office space would be supported. As Liberty continues to grow, there is likely to be an increased need for additional professional and medical office space.

FIGURE A.18 OFFICE SPACE VACANCY RATE TRENDS



Industrial Market

Liberty supports a large inventory of industrial development with high concentrations located near the I-35 interchanges at South Liberty Parkway on the south edge of the City and U.S. 69 on the north side. As shown in **Figure A.19**, by the second quarter of 2022, Liberty's industrial inventory included 68 industrial buildings of 5,000 square feet or more, totaling 6.93 million square feet of space.

Since 2010, a total of 2.44 million square feet of new industrial space has been constructed in Liberty. The most recent constructions in 2021 and 2022 are likely due to the surge of online shopping during the pandemic in 2020. Companies have responded to the increased consumer demand by construction new fulfillment and distribution centers throughout the country. Liberty has benefited from this recent trend due to Kansas City's central location within the Midwest and offering developable industrial land within proximity to the I-35 interchanges.

Liberty’s industrial vacancy rate was relatively low, ranging from 0.5 percent in 2020 to a high of just 3.6 percent in 2011. Due to the surge of new construction, the vacancy rate escalated to 10.2 percent in 2021 and 18.1 percent in the second quarter of 2022, as shown in **Figure A.20**. This rate is likely to continue to trend upwards as an additional 3.45 million square feet of industrial space is currently under construction. However, most of this space has been pre-leased or build-to-suit for a client, so the upward trend is likely to be temporary.

FIGURE A.19 INDUSTRIAL CONSTRUCTION TRENDS (SQFT)

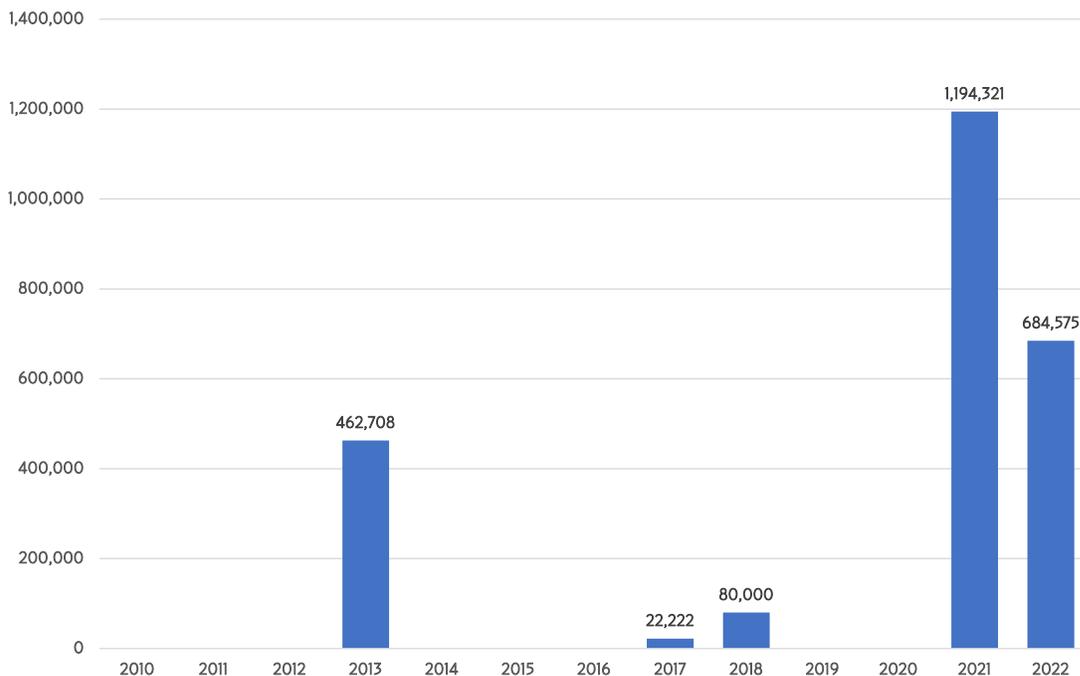
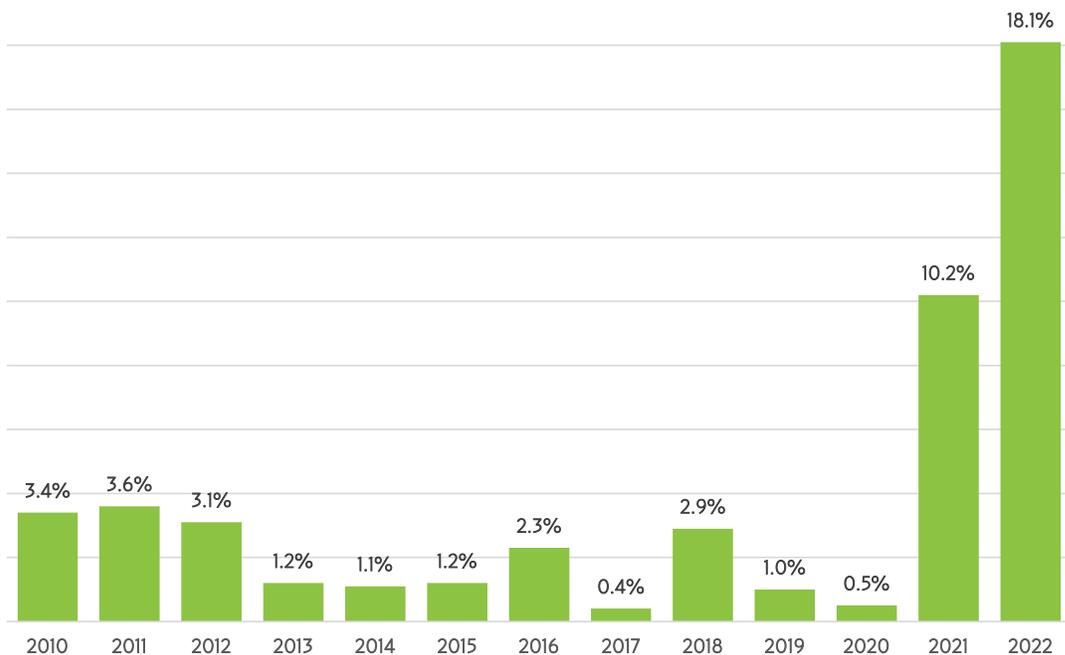


FIGURE A.20 INDUSTRIAL VACANCY RATE TRENDS



RESIDENTIAL HOUSING MARKET

This section evaluates Liberty’s single-family residential and apartment markets. For a more detailed description of the City’s housing stock, including the total inventory of dwelling units, occupancies, the age and the mixture of housing types, please consult the Economic and Market Analysis in **Appendix D**.

Housing Stock

Liberty’s housing stock is predominantly composed of single-family dwellings. According to the U.S. Census, detached single-family housing accounts for 75.6 percent of Liberty’s housing stock while multifamily housing accounts for 15.7 percent. See **Table A.4**, for more information.

The housing stock is newer than the statewide inventory with 16.7 percent of the existing inventory built since 2000 and only 19.0 percent built prior to 1960. By comparison, 18.3 percent of the state’s housing stock was built since 2000 with 28.5 percent built prior to 1960.

TABLE A.4 HOUSING STOCK BY YEAR BUILT COMPARISON

YEAR STRUCTURE BUILT	LIBERTY	MISSOURI
TOTAL HOUSING UNITS	11,505	2,804,664
Built 2014 or Later	93 0.8%	2.8%
Built 2010 to 2013	66 0.6%	2.5%
Built 2000 to 2009	1,765 15.3%	13.0%
Built 1990 to 1999	2,299 20.0%	14.3%
Built 1980 to 1989	1,792 15.6%	12.0%
Built 1970 to 1979	1,748 15.2%	15.3%
Built 1960 to 1969	1,546 13.4%	11.4%
Built 1950 - 1959	1,005 8.7%	10.0%
Built 1940 - 1949	313 2.7%	4.7%
Built 1939 or Earlier	878 7.6%	13.8%

Housing Values

The median home value in Liberty rose over a five-year period by a reported 19.4 percent to \$194,900 in 2020. According to the U.S. Census, only 27.4 percent of the homes in Liberty are valued under \$150,000, compared to 44.2 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 47.2 percent of Liberty’s housing stock compared to 37.7 percent statewide. See **Table A.5**, for more information.

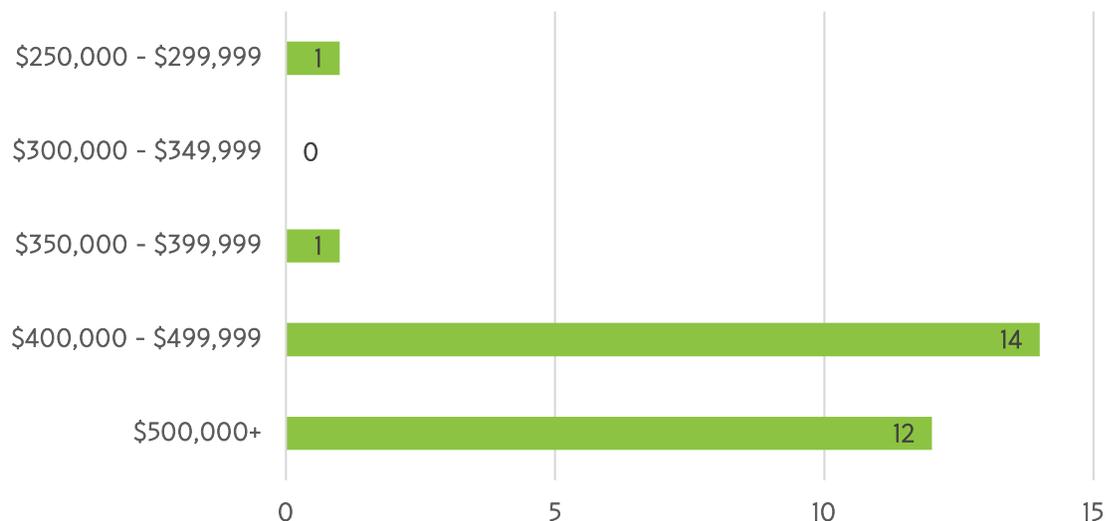
At the time of the study that was conducted by Canyon Research Southwest, and subsequently provided in the Economic and Market Analysis, there was a reported 28 new single-family detached homes for sale in Liberty. As **Figure A.21**, illustrates, residences priced from \$400,000 to \$499, 999 accounted for half of all new homes listed on the market while residences priced at \$500,000 and more accounted for 42.9 percent.

The newer housing market in Liberty caters largely to families. New residents are attracted to the excellent school district and parks, the wide range of housing product and convenient access to jobs, shopping, entertainment and recreational activities. Information concerning new home subdivisions that are actively developing can be found in the Economic and Market Analysis in **Appendix D**.

TABLE A.5 HOUSING VALUE COMPARISON

PRICE RANGE	LIBERTY	MISSOURI
Less than \$50,000	3.3%	8.7%
\$50,000 - \$99,999	4.4%	16.9%
\$100,000 - \$149,999	19.7%	18.6%
\$150,000 - \$199,999	25.2%	18.0%
\$200,000 - \$299,999	30.4%	19.8%
\$300,000 - \$499,999	14.9%	12.8%
\$500,000 +	1.9%	5.1%

FIGURE A.21 LIBERTY NEW HOMES ON THE MARKET BY PRICE RANGE



Apartment Market

As shown in **Figure A.22**, according to the U.S. Census, Liberty's multifamily housing stock totaled 1,803 dwelling units in 2020 (15.7% of the City's total housing stock). Multifamily properties with 20+ units account for 3.5 percent of Liberty's housing stock, while properties consisting of 10-19 dwelling units account for 4.8 percent of Liberty's total housing stock.

Liberty's rental housing market supports a below average inventory of low-priced rentals and an above average supply of high-priced rentals. The higher priced rental housing in Liberty consists of single-family homes and one Class A apartment community. **Figure A.23**, reports 10.5 percent of Liberty's rental stock support rents of less than \$500 per month, compared to 12.2 percent statewide. The rental stock with a range for \$500-\$999 per monthly rent accounts for 49.9 percent, compared to 55.5 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for 29.0 percent of Liberty's rental market. The highest categories, housing stock renting for an excess of \$1,500 per month, account for 10.5 percent of the total stock, which is higher than the 7.0 percent statewide.

Key Takeaways

The highest concentrations of retail space are located within the Liberty Triangle and within the historic downtown. A low vacancy rate suggests that new retail space would be supported.

Due to its proximity to Kansas City, and the central location of this larger market within the Midwest, Liberty has seen an increase of 1.88 million square feet of industrial space since the start of 2021. There is also an additional 3.45 million square feet under construction.

The City of Liberty has an estimated 88 office properties totaling 930,668 square feet of building area. A low vacancy rate suggests that additional office space, especially medical office space, would be supported within the market.

Most of the housing stock located within Liberty is single-family detached residences. There were a reported 28 new single-family detached homes for sale in Liberty with the majority priced \$400,000 or more.

FIGURE A.22 MULTIFAMILY HOUSING STOCK COMPARISON

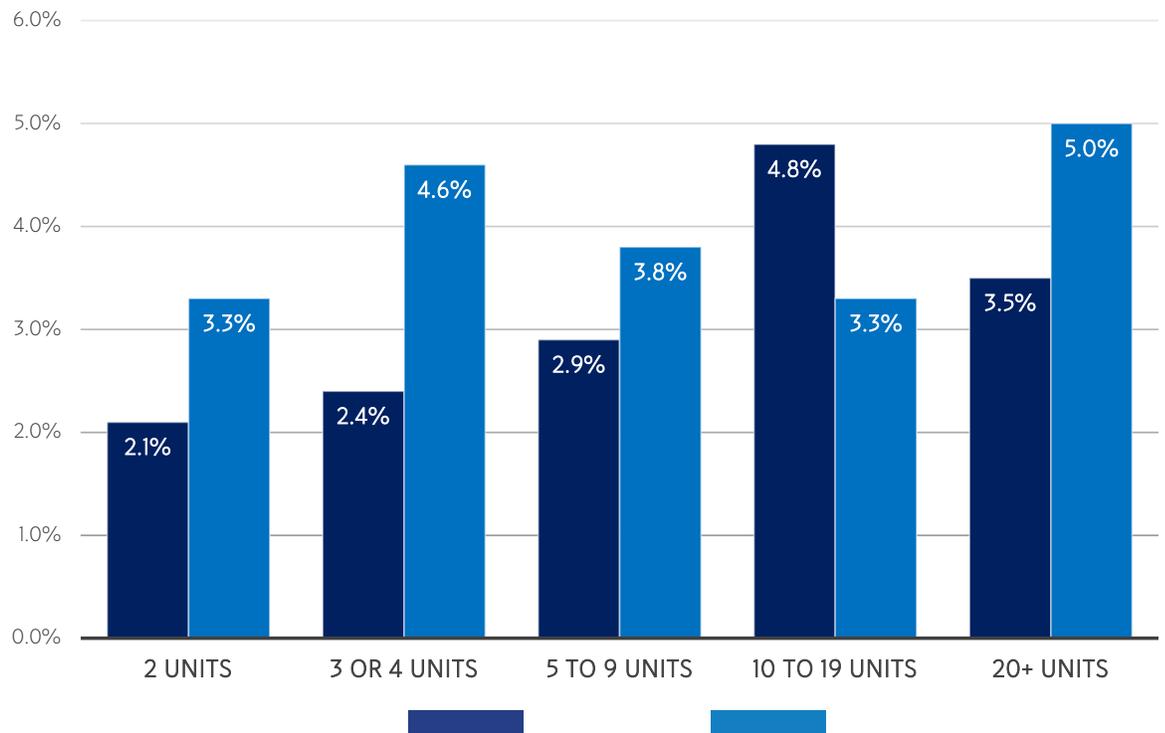
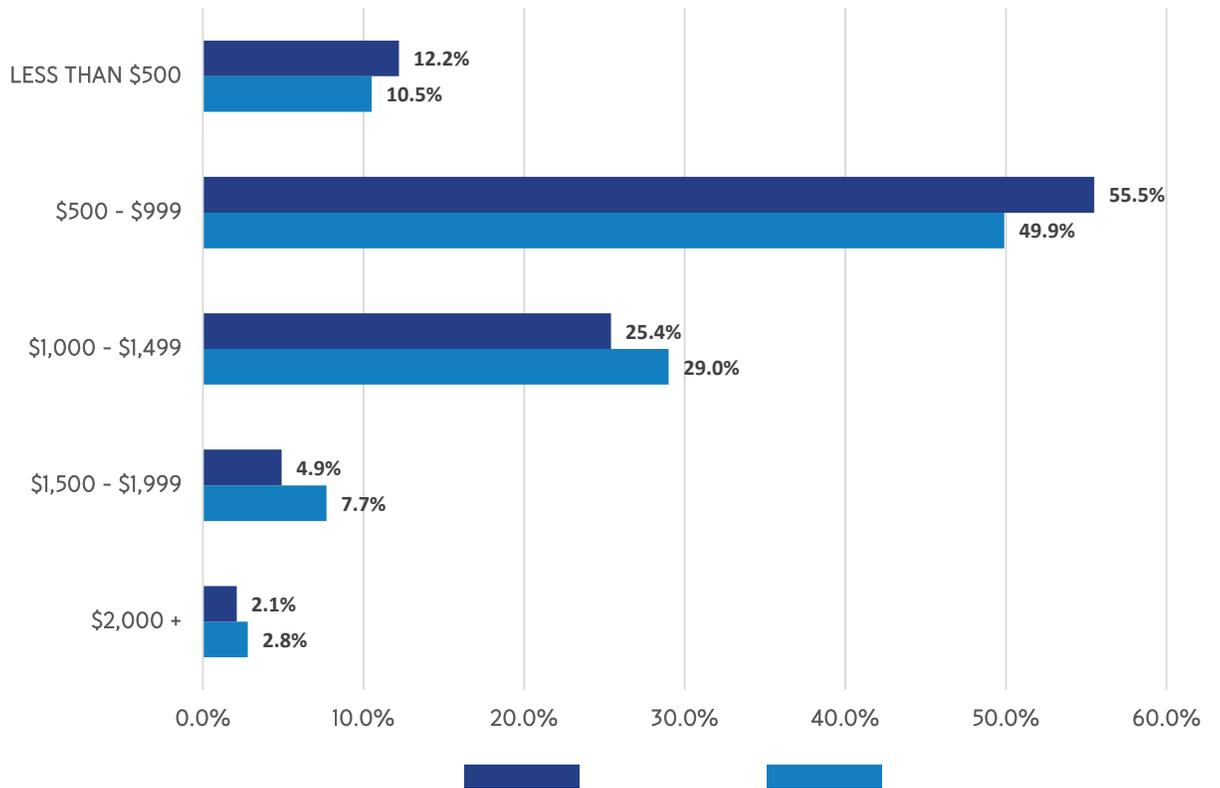


FIGURE A.23 MONTHLY HOUSING RENT COMPARISON

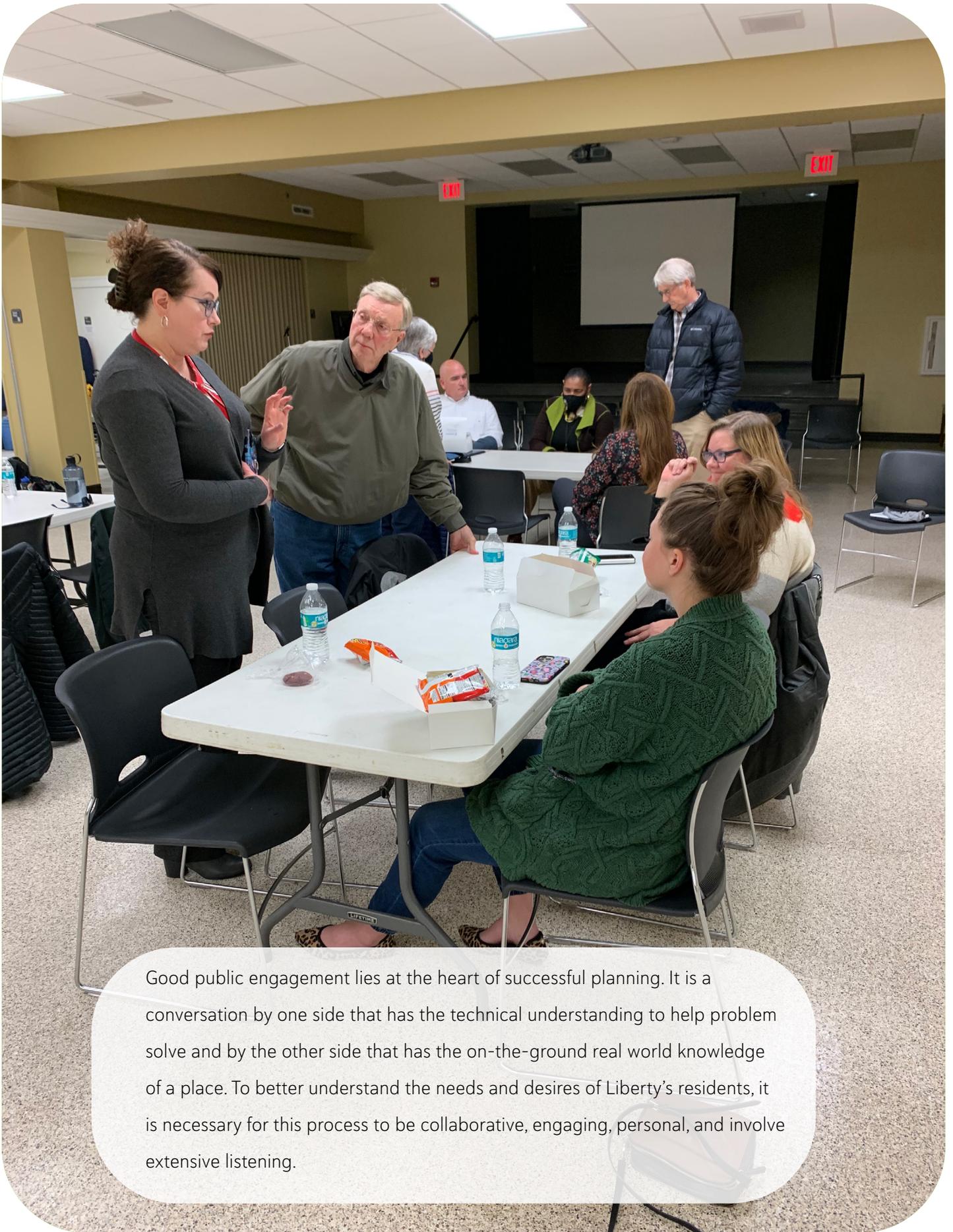


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APPENDIX B **PUBLIC ENGAGEMENT SUMMARY**

A good plan is developed with the community, and not just for it. This Plan was developed with the community and stakeholders. Through a series of online and in-person engagement opportunities, the planning team was able to collaborate with the community on the thoughts, ideas, and comments that became the recommendations put forth in this Plan; the Plan is better for it. **Appendix B** summarizes both that process and its outcomes.



Good public engagement lies at the heart of successful planning. It is a conversation by one side that has the technical understanding to help problem solve and by the other side that has the on-the-ground real world knowledge of a place. To better understand the needs and desires of Liberty's residents, it is necessary for this process to be collaborative, engaging, personal, and involve extensive listening.

Engagement Overview

The planning team worked with the City administration and the community to collaborate on the thoughts, ideas, and comments in order to put forth the recommendations in this Plan. Over the course of this process, there was a community survey, a visioning workshop, a citywide planning charrette, an in-person pop-up event, a public open house, and an online virtual public open house.

In addition to the events mentioned above, the planning team met with City Council and Planning Commission before engaging with the public. On October 3, 2022, these two groups met for a work session to discuss the existing conditions in Liberty and the overview for the project. For information on this session, see **City Leadership Work Session #1**.



Above: Members of the City Council and Planning Commission meet during a work session to discuss the overview for the project.

Project Marketing

Multiple media outlets were utilized to ensure City residents were aware of the opportunities to be involved in the comprehensive planning process. Such outlets included a dedicated project website, the City's existing Facebook account, a postcard mailer, press releases, and email blasts.

Project Website

The project website (www.libertycompplan.com) was the electronic hub for project news and information. The site provided detailed and regularly updated information on the project including goals, schedule, and relevant documents, graphics, and maps. Email list sign ups and the public survey were managed through the site as well. It also included an overview of the following:

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

The website was regularly updated throughout the planning process as the primary platform for project-related information.

Social Media

The City of Liberty's Facebook page (www.facebook.com/cityofliberty.com) was used to inform people about the planning process, solicit participation in events, and invite residents to take the online survey and participate in the in-person and virtual public open houses.



Materials

Left: An example of one of the graphics used by the City of Liberty as a Facebook banner.

Right: An image of the utility insert that was sent to community residents to spread awareness of the comprehensive planning process.

Utility Insert

A utility insert was designed early in the planning process to spread awareness about the project, generate excitement, and encourage participation. The graphic briefly explained the project and the significance of the comprehensive plan. The utility insert also provided ways for community members to get involved including reviewing the project website, taking the public survey, and joining the email list.



Have your say in Liberty's bright future!

Liberty's new comprehensive plan is under development and we need your help to determine the city's priorities.

What is a comprehensive plan, and why should it matter to me?

A comprehensive plan is a long-range document that guides the city's future growth and development and priorities. It is a road map to visualize where we want to go as a city and the path to reach that destination. Your input in the planning process is essential to **Leading Liberty Forward!**



Take the Survey

You are invited to share your priorities for the city's future. Take the survey on the project website from now until October 9, 2022!



Join the Email List

Sign up for project update emails and event information on the project website.



Attend the Pop-Up Events

Engage with the city and planning team at pop-up events this fall. Visit the website to learn more.

www.libertycompplan.com

Press Releases

Press releases were published by the city throughout the project lifetime. They provided an overview of the project, current project status, and any action that was currently available for public engagement, such as the public survey or open houses.

Email Blasts

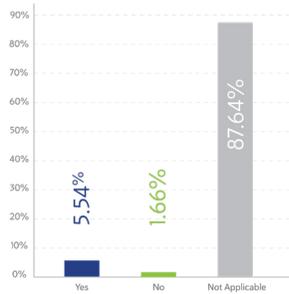
The project website provided the public with the option of joining the contact list to receive project communications. Various e-blasts were sent to those who opted into email notifications about the project to provide information on engagement opportunities.

Community Survey

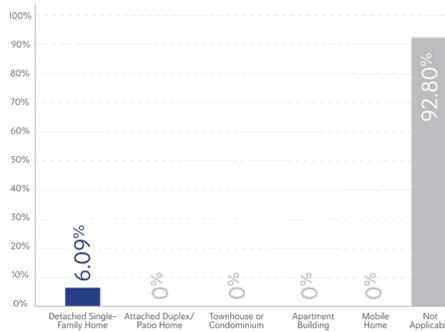
As part of the public engagement process, a community survey was distributed to residents and stakeholders, which was the first primary engagement opportunity. The survey results were used to identify potential areas of focus for the planning process.

The survey was available from August 8 to October 31, 2022, via the project website. The survey was completed by 703 people, which is a statistically significant response rate based on Liberty's population - a 95 percent confidence level (industry standard) and 4.51 percent margin of error (better than industry standard). The results of the survey are detailed briefly with the following graphics.

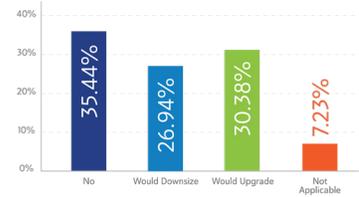
If you currently rent housing in Liberty, would you consider buying a home in Liberty in the future?



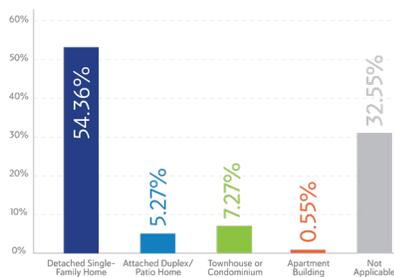
If you currently rent housing in Liberty and would consider buying a home if adequate housing were available, what type of housing would you consider purchasing?



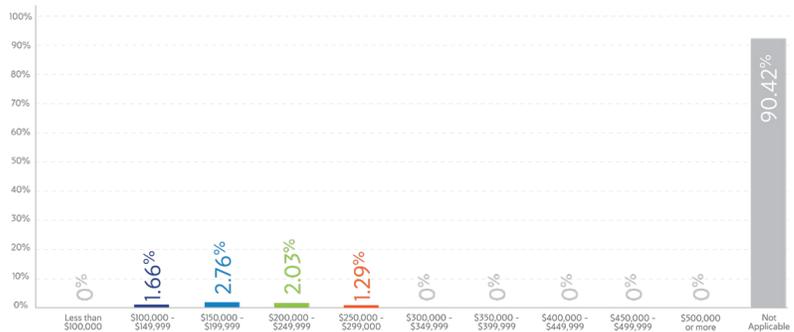
If you currently own a home in Liberty, would you consider downsizing or upgrading if adequate housing were available?



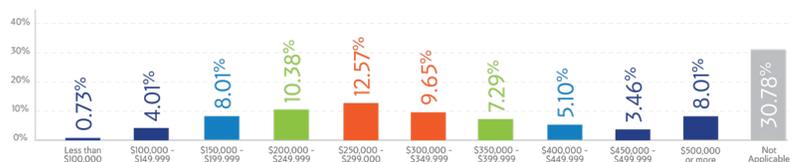
If you would consider downsizing or upgrading your current home in Liberty, what type of housing would you prefer?



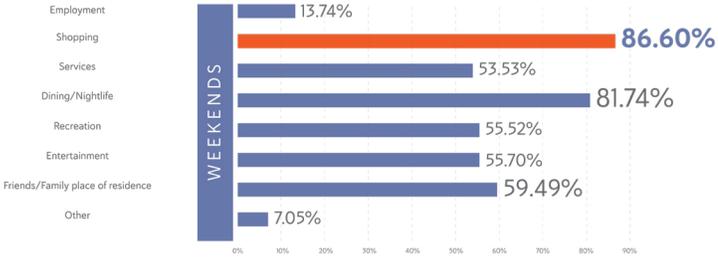
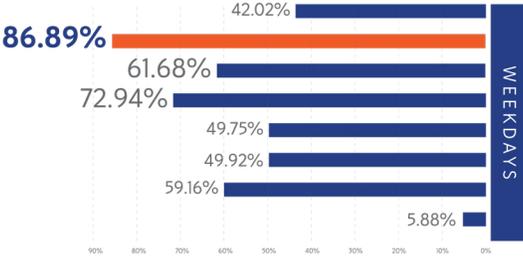
If you currently rent housing in Liberty and would consider buying a home if adequate housing were available, what price range would you prefer?



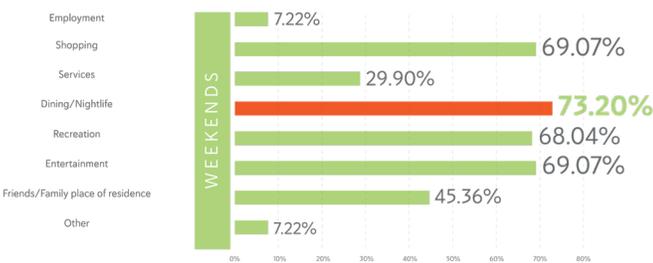
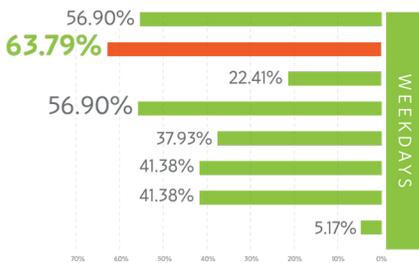
If you would consider downsizing or upgrading your current home in Liberty, what price range would you prefer?



If you reside in/travel to Liberty on weekdays/weekends, which types of destinations are you most likely to visit within Liberty?



If you remain outside of Liberty on weekdays/weekends, which types of destinations are you most likely to visit in other communities?



Which housing-type developments are most needed and appropriate in Liberty?



72.1%

Single-family homes
Standalone housing structure intended for one family/household



33.4%

Mixed Use Developments
Mixed use development with retail/office/dining on the bottom floor and residential above



30.6%

Townhomes/Duplexes
Multi-floor homes that share one to two walls with adjacent properties but have their own entrances



23.7%

Apartments
Multi-story building dedicated to a mixture of studio/loft, 1-, 2-, and/or 3-bedroom units (vary in size)



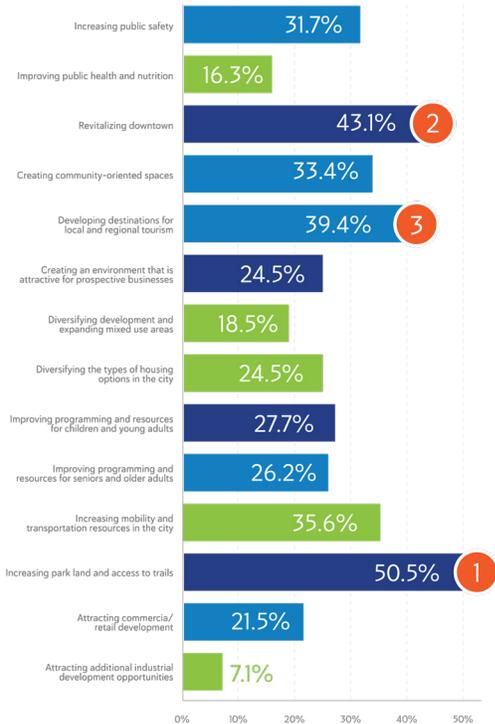
20.5%

Accessory Dwelling Units
Small units in the backyard or above a garage designed for multigenerational households

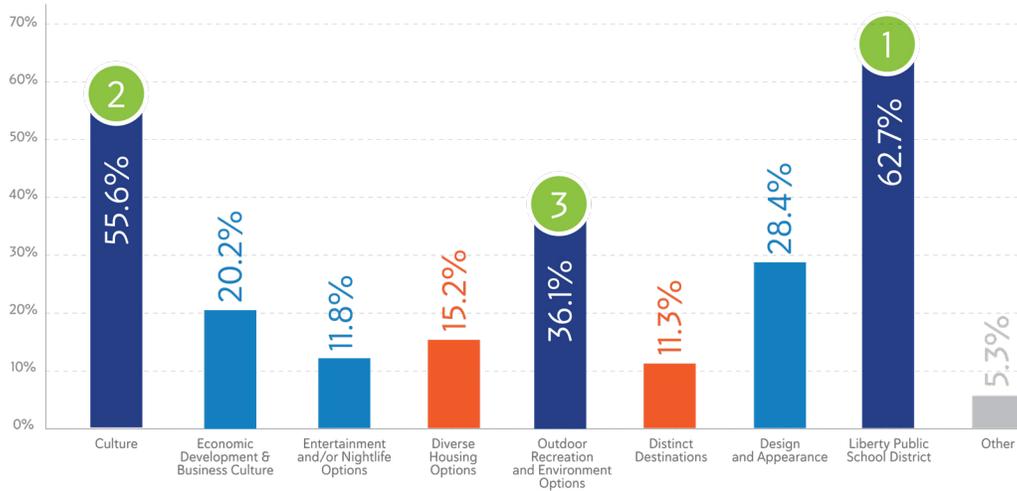
8.7% Other

These images do not necessarily dictate the exact style, stories, etc. of housing desired, but instead provide a general example of housing types.

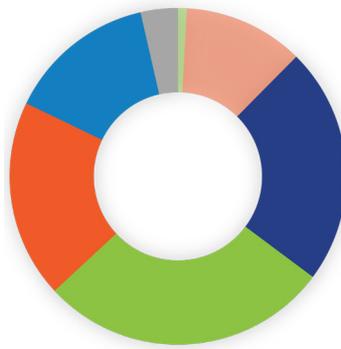
Of the following choices, what are the top five opportunities/priorities for Liberty?



What do you value about Liberty?

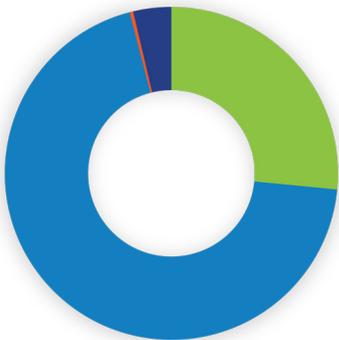


What is your age?



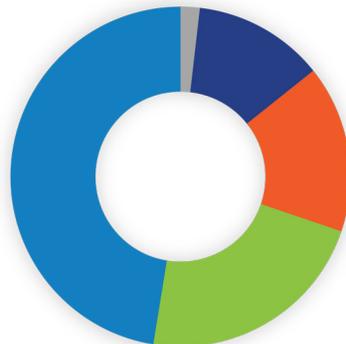
- 0.0% 17 years or younger
- 0.8% 18-24 years
- 11.5% 25-34 years
- 22.7% 35-44 years
- 27.8% 45-54 years
- 19.0% 55-64 years
- 14.2% 65-74 years
- 3.5% 75 years or older

What is your gender?



- 69.4% Female
- 26.5% Male
- 3.7% Prefer not to say
- 0.3% Other/Nonbinary

How long have you lived in Liberty?



- 1.8% Less than 1 year
- 12.4% 1-5 years
- 15.9% 6-10 years
- 22.3% 11-20 years
- 47.4% 21 or more years

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City Leadership Work Session #1

The first City Council and Planning Commission work session was held on the Monday, October 3rd from 6:30 p.m. to 8:30 p.m. in the City Council chambers. The planning team presented an overview of the comprehensive planning process, the current public engagement schedule, and reviewed the existing conditions analysis. After the presentation, the participants were asked to identify their priorities for Liberty with a *Needs, Wants, Desires, Barriers, Obstacles, and Annoyances* exercise. As individuals and as a group, participants were able to write out their thoughts and add them to the conversation.

The **Full Documentation of Responses** section below documents the participants' priorities. In addition to the written comments, participants were given sticky notes to place on their priority responses. The number of dots are indicated by the "x#" written beside each statement.

NEEDS

- Historic downtown revitalization/ proactive approach (x9)
- Downtown housing revitalization/creation (x7)
- Infrastructure for green fields (x 5)
- Diverse choice in housing (x5)
- Environmental awareness/ impact/ action (x4)
- Residential inventory (housing) (x2)
- Sustainable city services (x3)
- Teen/young adult destinations (x2)
- Sidewalk plan for older neighborhoods (x2)
- Access to key city destinations (x2)

WANTS

- Residential Inventory (Housing) (x9)
- More Downtown
- Entertainment District (Crossroads type) (x9)
- More historic districts and local landmarks (x5)
- North/South Parkway in East of town (x3)
- Connective trails - bikes; share the road (x3)
- Better walkability (x3)
- Improve Lightburne - incentives for infrastructure (North of Doniphan Street to "Blue Light") (x2)



DESIRES

- Intra Liberty Transit (x9)
- High-end restaurants/retail clothing/ night life (x7)
- Entry level housing (not gov't. subsidized) (x6)
- Redevelopment/alt use South side of Mill Street (x6)
- Aquatics with community center (x3)
- Additional community center
- Theatre- live on the square
- Fewer cars on I52
- Open community

BARRIERS

- Historic Collector/ arterial streets (Lightbourne) (x10)
- Liberty Community Split (I35/KCMO vs. Liberty) (x7)
- Climate change/ environmental impact (x6)
- Finances/paying and sustaining (x4)
- 29/ crossing over (x3)
- Changes in consumer behavior (X2)
- Are things truly immovable?
- Federal & State Gov't (except we can't move Liberty! Out of Missouri)

OBSTACLES

- Developing east side of Liberty (x7)
- Parking issues downtown (x6)
- More diverse housing (X6)
- Traffic I-35 east to 291 (x4)
- Clay County/Hillcrest for issues S. of Mill (x3)
- Attracting new developers for large parcels (x2)
- Low vacancy rates making attracting new biz/residents difficult (x2)
- Large tracts of land controlled by large entities
- Small tracts of land controlled by small entities

ANNOYANCES

- Confederate monument - lack of movement of it (x8)
- Properties that remain nuisances for long periods of time (x 7)
- Days inn
- Downtown across from City Hall ("Black Hole") (x2)
- Traffic (x3)
- Volume
- Handling (lights et al.)
- Stoplights vs. roundabouts (x3)
- Northern portion of triangle (x3)
- Lack of restaurant variety/availability (x2)
- General retail availability

Visioning Workshop

Why Visioning?

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

This visioning process is meant to uncover the needs, wants and desires of the community without being clouded by constraints. While it is important to be realistic about what can be implemented, visioning is a time when participants are encouraged to ignore the price tag and timing concerns.

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

Visioning Workshop Overview

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

The Visioning Workshop took place on Tuesday, October 18, 2022 from 5:30 p.m. to 8:00 p.m. at Liberty City Council Chambers located at Liberty City Hall, 101 E. Kansas. The evening workshop was attended by the planning team, outreach team members, and technical committee members.

The outreach team is made up of community members with a vested interest in this planning process, such as property/business owners, neighborhood representatives, special interest advocates, developers, and more. The technical committee members are vested community members who possess technical expertise as city staff members.

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



Visioning Workshop Summary

Before the beginning of the Visioning Workshop, Katherine Sharp, the Planning and Development Director shared a few words before the event began, welcoming members of the outreach team and technical committee. The Olsson planning team then explained the comprehensive planning process and asked the participants to be open-minded during the workshop. The planning team then lead the group through a series of individual and group exercises, pulling responses, ideas, and thoughts to better understand suggestions for the community and their needs.



The One Thing

The next exercise asked the attendees to identify—in their own words-- the one thing that must happen for this project to be called a success. Themes included obtaining and building consensus, having measurable outcomes, meeting the community’s needs, infrastructure improvements. All responses for this exercise are provided in **Full Documentation of Responses**.

Needs, Wants, Desires, Barriers, Obstacles and Annoyances

In the next activity, the stakeholders were asked record their needs, wants, desires, barriers, obstacles, and annoyances in a small group activity. Participants were broken up into six (6) groups and given an hour to rotate through each of the stations, recording as individuals and as a group their thoughts for each category. All responses are listed in **Full Documentation of Responses**.

After the allotted time, the groups were given an additional 45-minutes to select their top three (3) priorities from each category (e.g., three needs, three wants, etc.). After the groups had their top three responses for each of the six categories, the groups chose a spokesperson to report back to the entire group. **Table B.1** through **Table B.6** detail each groups’ priorities, by category. This provided a chance for each group to synthesize and understand different perspectives within the larger stakeholder group. While there was variation between each groups’ selections, patterns began to emerge among the group.

TABLE B.1 GROUP ONE'S PRIORITIES

NEEDS

- Connected multi-use trail system
- Sidewalks grants
- Destinations that make people want to drive North

WANTS

- Downtown nightlife after 5 p.m.
- Park and community gathering places for all ages
- Renew 353 + Expand

DESIRES

- Outdoor amphitheater
- Skate Park
- Natural stormwater systems + green infrastructure

BARRIERS

- 291 needs redev.
- City boundaries /school district
- Funding

OBSTACLES

- Lack of affordable (workforce) housing
- NIMBYS
- Lack of pedestrian access

ANNOYANCES

- Perception of available parking downtown
- Lack of destination attractions + entertainment
- Lack of trail connectivity

TABLE B.2 GROUP TWO'S PRIORITIES

NEEDS

- Diversity/inclusivity
- Health impact assessment as part of Eco Devo & Community Growth
- Improve Transit

WANTS

- Environmental sustainability on all facets of development
- Integrated public transportation
- Affordable housing

DESIRES

- Enhanced farmers market
- Outdoor amphitheater
- High end (authentic) restaurants

BARRIERS

- City boundaries/school district
- Non-Liberty roads

OBSTACLES

- State controlled roads
- Lack of community involvement
- Politics

ANNOYANCES

- NIMBY - people who don't like change
- Downtown parking
- News sources

TABLE B.3 GROUP THREE'S PRIORITIES

NEEDS

- Diversity & inclusion
- Housing - development, retention, redevelopment
- Transportation - bike, car, pedestrian, public

WANTS

- Improved transportation
- Diversity
- Downtown housing & services
- More destinations

DESIRES

- Covered/uncovered multi-function space
- Diversity & inclusion
- Southeast improvement & housing

BARRIERS

- City boundaries & school district boundaries
- Terrain & flood plan
- Non-city roads

OBSTACLES

- Lack of community involvement NIMBYS
- Resistance to density
- Funding

ANNOYANCES

- People who don't like change
- Lack of connectivity, sidewalks, trails
- Lack of parking & transportation

TABLE B.4 GROUP FOUR'S PRIORITIES

NEEDS

- Renew 353 + expand “affordable housing”
- Bury all cable/utility lines + trees on streets
- Community center

WANTS

- Connectivity - bike/pedestrian
- Equity - equal amenities for all
- Affordable housing

DESIRES

- “Community Center” multipurpose use
- Access to community, biking- connectivity walk
- Diversity housing

BARRIERS

- Large highway impacts 291 & I-35
- Floodplain/terrain
- School district

OBSTACLES

- Diversity, equity & inclusion - “Real Estate”
- Housing option less than 800 s.f. (tiny homes)
- Pedestrian connectivity

ANNOYANCES

- 2nd community center/ indoor sporting
- Welcome information for new residents/
- Complacency

TABLE B.5 GROUP FIVE'S PRIORITIES

NEEDS

- Connected trail system
- Vibrant Downtown
- Funding!

WANTS

- Connected systems for bike, trail sidewalk
- Environmental sustainability - all development
- Diversity in representation in Gov't

DESIRES

- Multipurpose activity center
- Improve access to 291/210
- Outdoor flex space - events multi-purpose

BARRIERS

- Lack of affordable housing
- Growth
- Hwy 291 redesign - sidewalks, aesthetics outdated, state reg.

OBSTACLES

- DEI - Lack of -
- State controlled roads
- Lack of walkability

ANNOYANCES

- Lack of connectivity for sidewalks, trails
- People don't like taxes, but wants services
- Downtown parking

TABLE B.6 GROUP SIX'S PRIORITIES

NEEDS

- Public-Private partnerships
- Draw young people (Events)
- High Tech Jobs

WANTS

- Small fine arts (small outdoor) 200 + seats
- 2nd community center
- Arboretum

DESIRES

- More cultural/fine arts
- 2nd community center
- High end restaurants/entertainment

BARRIERS

- Traffic
- Hwys + interstate
- industrial Dev. (For/Against)

OBSTACLES

- Lack of community involvement
- NIMBYS/ Cave people (politics)
- Downtown parking

ANNOYANCES

- Young people leave
- Lack of destinations, entertainment/ attractions/ sports facility
- Stuff to do
- Lack high end neighborhood

Pop-Up Event

The first pop-up event was held during the Liberty Fall Festival on September 24th, 2022, from 12:30 p.m. to 4:45 p.m. in Downtown Liberty. The planning team was available to answer questions and have conversations with passersby, but the focus of the event was a sticky dot exercise. The exercise asked participants to prioritize actions in four main categories: Future of Liberty, Opportunities for Liberty, Transportation, and Community Development.

The **Full Documentation of Responses** section documents the participants' priorities, as noted by each "(x#)." Participants were given five (5) sticky dots to place on their priority actions on the first poster (Future of Liberty and Opportunities for Liberty) and five (5) sticky dots to place on the second poster (Community Development and Transportation).

FUTURE OF LIBERTY

- Expand outdoor recreation and protect the environment (x45)
- Expand entertainment/nightlife options (x27)
- Expand economic development/business culture (x15)
- Expand/diversify housing options (x11)
- Expand/protect culture (x10)
- Expand/protect design and appearance (x6)

TRANSPORTATION

- Improve access to parks and trails (x45)
- Expand walking and biking facilities (x43)
- Improve management of traffic flow and congestion (x37)
- Safer pedestrian and bike crossing at 152/291 corridor (x26)
- 104th @ LNH (x2)
- Improve street network connectivity (x23)
- Increase public transportation options (x18)

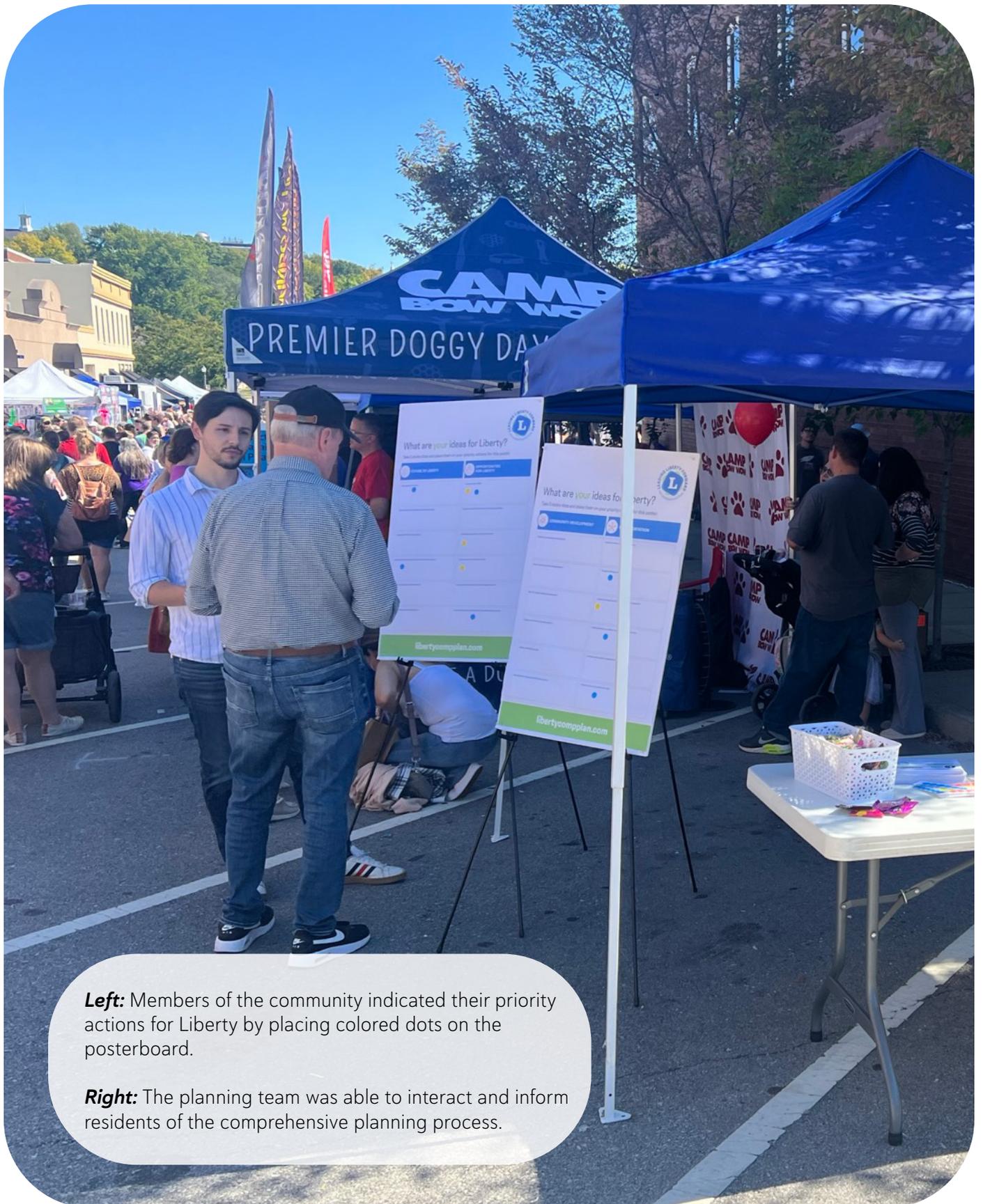


OPPORTUNITIES FOR LIBERTY

- Maintain and support a vibrant downtown (x48)
- Increase public safety (x37)
- Create an attractive environment for prospective businesses (x26)
- Create community-oriented spaces (x24)
- Develop destinations for local and regional tourism (x22)
- Improve public health & nutritional opportunities (x16)

COMMUNITY DEVELOPMENT

- More diverse shopping/retail/dining options (x35)
- Create more diverse housing options (x15)
- Plan for new residential development (x10)
- Plan for new commercial development (x9)
- Plan for more industrial development (x6)
- Better wayfinding signage (x4)



Left: Members of the community indicated their priority actions for Liberty by placing colored dots on the posterboard.

Right: The planning team was able to interact and inform residents of the comprehensive planning process.

Citywide Planning Charrette & Public Open House

Citywide Planning Charrette

The Liberty Planning Charrette took place from Tuesday, November 15 to Wednesday, November 16 at Second Baptist Church at 300 E. Kansas St. Liberty, Missouri 64068. Members of the outreach team and technical committee attended the event.

The planning team reintroduced stakeholders to the comprehensive planning process, the project timeline, and to the existing conditions analysis. These items were reviewed to remind stakeholders of the different project elements. The planning team also provided updates regarding the completed public engagement events, the completed public survey, and the results of the economic and market analysis. After this, stakeholders were asked to work their way through five (5) different topic stations and provide their comments in response to written questions created by the planning team. The difference topic stations included:

- Land Use & Development
- Mobility & Connectivity
- Community & Environmental Health
- City Character & Built Form
- Economic Development & Vibrancy



Public Open House

From 5:30 p.m. to 7:30 p.m. on Wednesday, November 16th members of the community were invited to a public open house. Attendees were able to view all posters, comments, and activities from the stakeholder activities and the rest of the planning charrette. In addition to these recorded comments, members of the planning team developed initial ideas for redevelopment areas and land-use. These ideas were generated regarding comments and input from stakeholders. Attendees were able to provide their feedback in the form of questions and comments to these ideas.

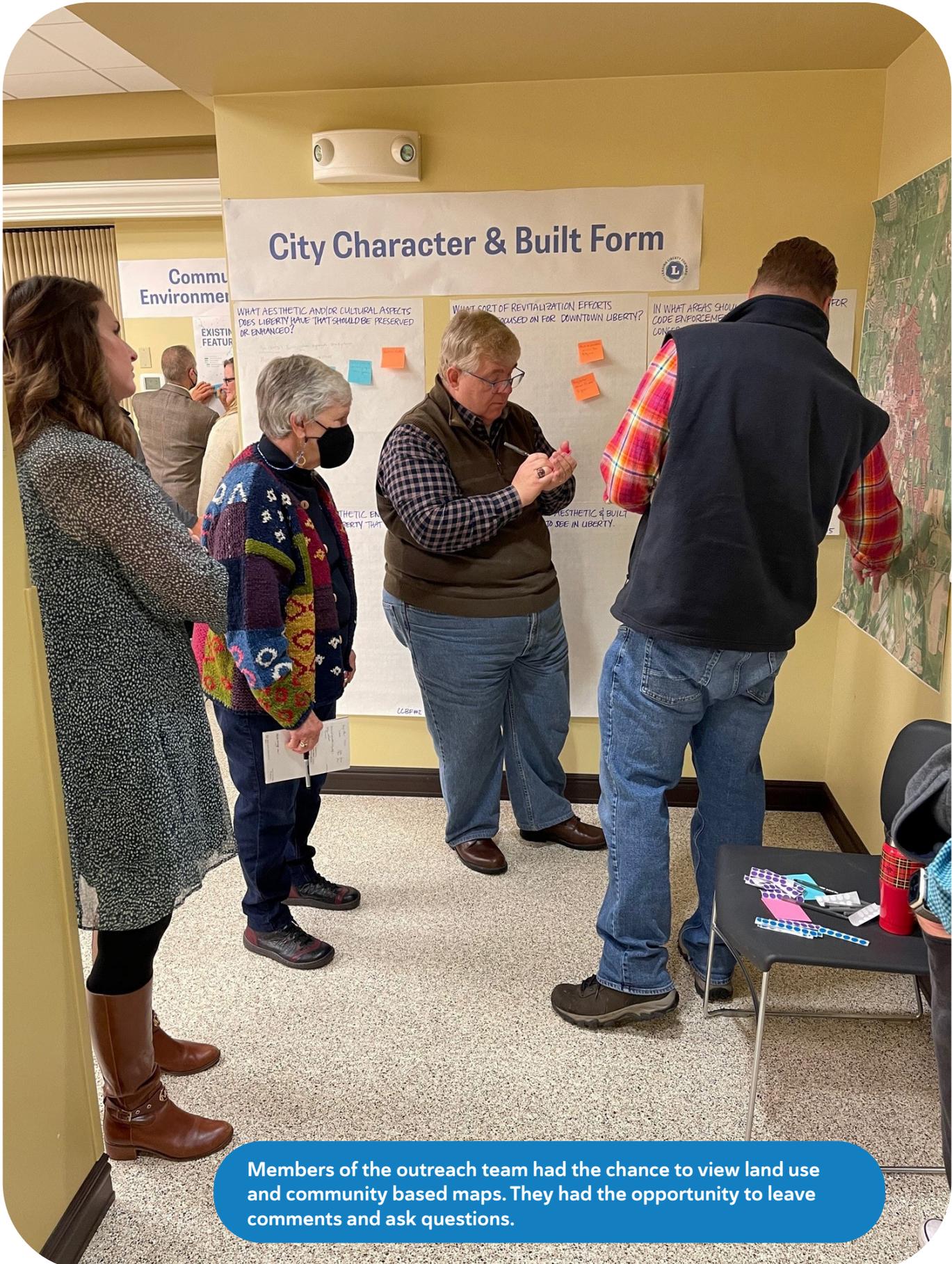
All stakeholder and public responses are listed in **Full Documentation of Responses** categories: Future of Liberty, Opportunities for Liberty, Transportation, and Community Development.

The **Full Documentation of Responses** section documents the participants' priorities, as noted by each "(x#)." Participants were given five sticky dots to place on their priority actions on the first poster (Future of Liberty and Opportunities for Liberty) and five sticky dots to place on the second poster (Community Development and Transportation).



Far Left: Katherine Sharp, Planning and Development Director for the City of Liberty, explains different land use concepts to community members.

Left: Hannah Kroll, a member of the planning team, draws a transportation and connectivity map, highlighting existing and missing connection points throughout the community.



Members of the outreach team had the chance to view land use and community based maps. They had the opportunity to leave comments and ask questions.

Figure B.3 - Major Opportunity Area 2

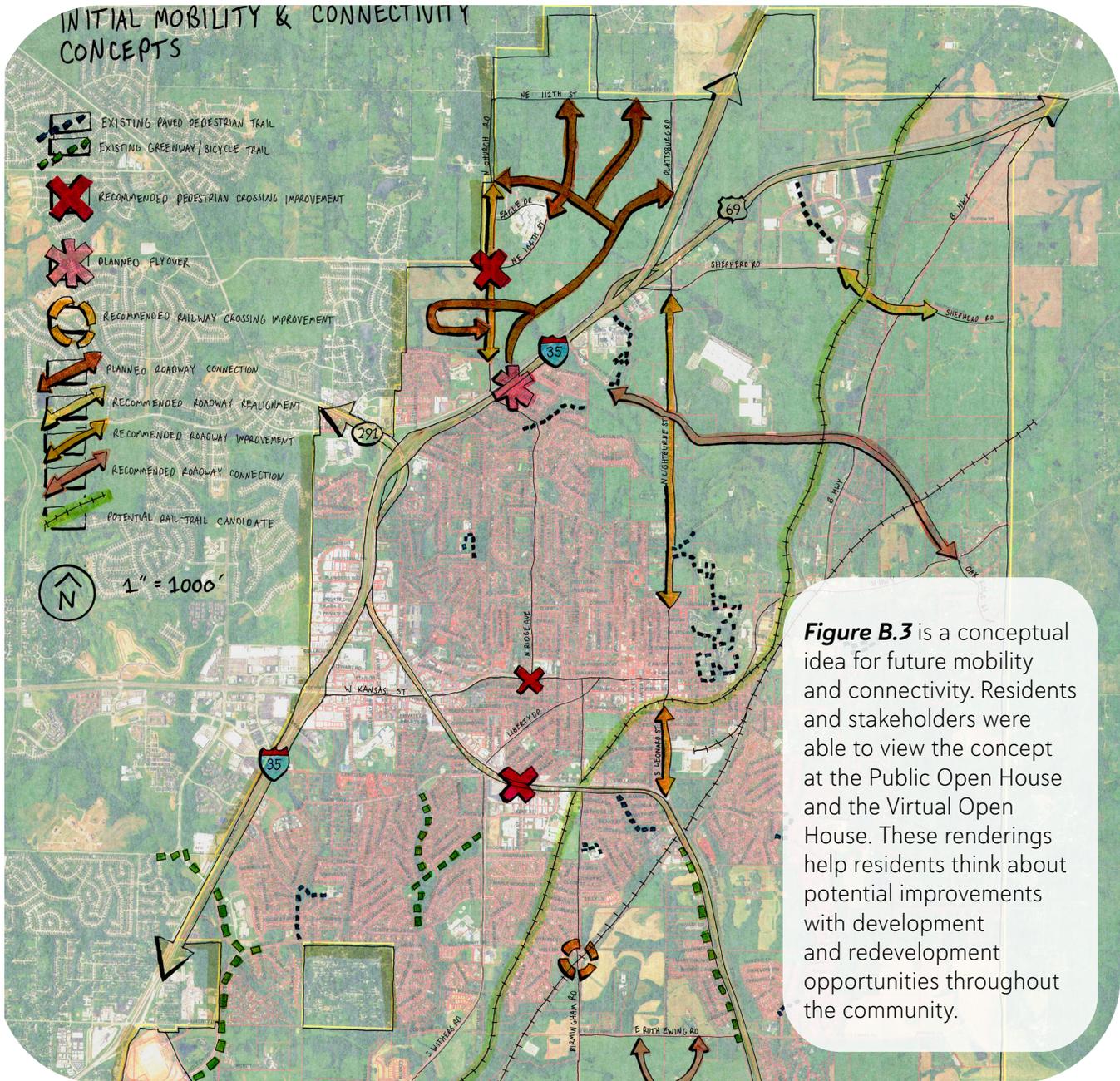


Figure B.3 is a conceptual idea for future mobility and connectivity. Residents and stakeholders were able to view the concept at the Public Open House and the Virtual Open House. These renderings help residents think about potential improvements with development and redevelopment opportunities throughout the community.

Online Virtual Public Open House

For those that were unable to make the in-person public open house, a virtual public open house was available via the project website. Like the in-person public open house, the virtual option was divided into different stations, allowing participants to navigate between the stations by using a drop-down menu. As they followed the questions through the virtual open house, participants were able to pin their comments to the pages of the virtual stations. A total of 128 comments were received via the virtual public open house. These comments were gathered and incorporated into the **Full Documentation of Responses**.

City Leadership Work Session #2

The second City Council and Planning and Zoning Commission work session was held on Tuesday, January 17th from 7:00 p.m. to 8:30 p.m. in the City Council chambers (located at 101 E. Kansas St., Liberty, Missouri 64068). The planning team presented the findings from the engagement phase of the project, public survey results, and highlights from the citywide charrette. Participants of the work session were also able to view a draft of the plan's vision statement and the preliminary ideas for its core values and general framework.

City Leadership Work Session #3

The third and final work session between City Council and Planning and Zoning Commission was held on Tuesday, February 21st from 6:00 p.m. to 8:00 p.m. in the City Council chambers (located at 101 E. Kansas St., Liberty, Missouri 64068). The planning team presented elements of the drafted comprehensive plan including the vision statement, the core values, and the goals and strategies. The core values of the plan provide a framework for the goals and strategies of the plan. These include strong neighborhoods, connected community, lively spaces, vibrant economy, and resilient community. Participants of the work session were able to provide their feedback and express any concerns with the drafted components.

Final Stakeholder Meeting

The final Comprehensive Plan Citizen Outreach Team (CPCOT) and Technical Committee meeting was held virtually on Thursday, February 23rd from 3:30 p.m. to 5:00 p.m. Stakeholders were presented with the structure and the different components of the plan including the vision statement, the core values, and the goals and the strategies for implementation. Stakeholders were able to voice their concerns and questions providing constructive feedback to the planning team.



Online Draft Plan Review



HOME PROJECT OVERVIEW GET INVOLVED DOWNLOADS CONTACT US

PROJECT DOWNLOADS



The new Liberty Comprehensive Plan - Leading Liberty Forward - is now in final draft form and will be considered for adoption by the Planning and Zoning Commission and City Council.

Provide public comment at the following public hearings:
Planning and Zoning Commission: Tuesday, March 14, 2023
City Council: Monday, March 27, 2023

[Review the plan now](#)

A draft of the Plan was uploaded to the project website "LibertyCompPlan.com" to review. The online draft was available to stakeholders to review ahead of the Planning and Zoning Commission Public Hearing held on Tuesday March 14, 2023 and the City Council Public hearing held March 27, 2023. Both meetings were held in the City Council Chambers (located at 101 E. Kansas St. Liberty, Missouri 64068). Participants were able to download and review the Plan and bring comments and feedback to each public hearing.

FULL DOCUMENTATION OF RESPONSES

Liberty Visioning Workshop

The “One Thing” Responses - What is the ONE THING that must happen for you to say this project is a success?

- Mixed use spaces with unique offerings. More place to eat and shop that are more healthy and unique. Less chains. More diversity represented.
- Consensus
- Keep the small-town feel
- Clearly communicate our collective input to the level that a 15 year old can understand what we did and why.
- All voices are heard
- A plan to make certain equitable living and quality of life exists in our community policies codes and or laws.
- A living document that can be referenced and provides guidance.
- To have a budget that addresses these issues.
- Quality of life projects -seniors
- Anticipates the effects of climate change
- Creating a plan that is representative of the whole community
- Consensus amongst community & city council
- Plan must incorporate health equity, diversity, and address economic growth in an inclusive manner addressing all current and future members of the community.
- Identify economic development the community desires.
- Good results from public engagement
- We must have a plan to make this the best place in the world to live.
- That the community feels that the plan is an effective and thoughtful reflection of all toward the growth of our future and not just ideas generated by a select few.
- Provide direction for liberty to grow wisely
- Livable community that is financially viable
- The plan must be IMPLEMENTED, and the City must develop accountability metrics and reporting to continue to engage citizens in the implementation.
- Must be able to be accomplished
- Consensus
- Communication
- Consideration of all opinions in development of a plan that is truthful about current reality and future potential while balancing economic limitations
- Doable but challenging vision that addresses benefits for current and future residents and businesses
- Planned detailed growth especially in providing for city services to community
- Costs and viability of the ideas should be considered prior to making any final suggestions. Funding platforms should be identified if required.
- Realistic inclusion of all in this process of which reflects actual improvement of life for all neighborhoods, businesses, and people. A government comprised of a diverse representative of the community. Thriving businesses, corporations, and people.
- The plan enables the city to balance growth, connectivity, and history

FULL DOCUMENTATION OF RESPONSES (*Continued*)

Needs, Wants, Desires, Barriers, Obstacles, and Annoyances Responses

Needs

- Diversity/inclusivity
- Equity, esp (affordable) housing & opportunities (e.g. education; jobs, home ownership)
- Traffic network
- Health impact assessment as part of economic development & community growth
- Maintain strong educational system including libraries
- Mental health resources
- Ditto
- Maintain strong public health system
- Transportation - improve access & area
- Development assistance for high density/affordable housing with some rent control/ subsidy/ affordable
- Crosswalks/sidewalks/accessibility in older areas (x2)
- Renew 353 & expand (x2)
- Infrastructure - updates for sewer, water, streets
- Connected trails = regional, city, county (x2)
- Ability to retain/recruit public safety
- Bike lanes
- Sidewalks = connected system
- Trees along streets
- Better/improved fire/police response times
- Kids = connected to schools
- Hwy 291 safe traffic/ traffic safety
- Connected neighborhoods
- Commercial development balance
- Adequate funding
- Trained workforce
- High tech jobs
- Social events (draws young people to Liberty)
- Infill retail around Downtown Square
- Improve transit-provide transportation to Downtown
- Trees along sidewalk
- Sidewalk improvements
- Additional food choices
- Vibrant downtown (more than 8 to 5)
- ESL encouragement for diversity
- Trails!
- More entertainment!
- Skate Park
- There is a critical need for a fire station located in the newly developed southern part of the city, particularly on South Liberty Parkway. Presently, the closet fire station to that area of north of the post office with no easy route, making response times unacceptable.
- Police department staffing is a concern for all communities, but our compensation makes it extremely difficult to

FULL DOCUMENTATION OF RESPONSES (*Continued*)

recruit & retain police officers. We often find ourselves hiring & training young officers only to have them go to another community to serve for a higher compensation.

- Although the community population has basically doubled in size in the last decade, the number of police road patrol units has remained basically the same number.

Wants

- Nightlife Downtown (After 5 pm)
- Sidewalks (grants)
- Destinations that make people want to drive north
- Never have to drive south of the river!
- More event space (weddings, etc.) (x2)
- Small fine arts center (200+ seats) (small outdoor)
- Artwalk/ Public AA beyond downtown
- 2nd community center
- Arboretum
- Trees on the school grounds (planting & maintain)
- No gated communities
- More connected neighborhoods
- Bike lanes
- Connected system (bike, trail, sidewalk) (x2)
- Skatepark (x2)
- Natural stormwater systems/streams & buffers
- Tax incentives for small businesses
- More neighborhood parks
- Lighted street signs
- Diversity in representation in Gov't (x2)
- Parking garage downtown
- Sidewalk throughout city
- Equity - equal amenities for all
- Connected trails
- Cross walks/ accessibility
- Planned & funded growth - street network
- Less TIFs - school funding
- Better signage
- Tennis court @ Ruth Moore park
- Park improvements
- Reduce rural mowing
- Electric vehicle support reinvest in existing housing stock/community/neighborhoods
- Community center
- Business /job attraction
- Affordable housing
- Library downtown
- Post office downtown
- Inner city transportation

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Integrated public transportation
- Environmental sustainability in all facets of development
- More community & civic engagement
- That we all get along.

Desires

- Nature facilities - with interactions opportunities
- 291 corridors to look better (fence along I-35 aesthetics)
- I-35 overpass
- Bike lanes
- 291 Ped crossings
- Young adult & teenagers activities in Parks (ex: skate park) - basketball court
- Skateboard Park
- Additional community center
- Multipurpose center for basketball, volleyball tournaments (indoor & outdoor) (x2)
- Diversity
- Ice skating rink
- Senior Park
- Liberty golf course
- Dome for sports complex/ fields
- More fishing opportunities
- Skate Park
- Connected multi-use trail system
- More bike trails
- Bike pump track
- Park/community gathering place for all ages
- Events park
- More community gardens
- Nighttime farmers market
- Permanent/year-round farmer's market! + railroad tracks/station
- Green infrastructure
- More entertainment options
- More cultural/fine arts events, etc.
- High end shopping
- William Jewell to be an elite school
- High end (destination)
- Restaurants
- Outdoor amphitheater
- Restaurant variety
- Outdoor amphitheater
- Outdoor flex space
- Improve 210 access to cap fed park
- Improve 291 & S. Liberty to commercial node
- Downtown grocery/ covenant

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Gov't downtown parking garage
- Redevelopment of distress property
- Inclusion

Barriers

- 291 need redev. (sidewalks, aesthetics, outdated) state regulations
- Commercial chain shopping habits (Amazon vs locally owned)
- Lack of affordable housing
- Terrain/ Flood plain
- Ditto + Stream setback - use for trails - nature opportunities
- City boundaries/ school district
- Mental gridlock
- Hospital
- Stormwater issues
- Landlocked
- Funding
- Growth
- Hwy 291 Traffic (north), I -35
- Non-Liberty roads (i.e. state rds)
- Apartments
- Industrial dev.
- Class A office space
- Sup dev.
- (South Liberty parkway)

Obstacles

- Collapsed Bldg.
- Ditto
- Funding
- Politics
- We agree!
- Pedestrian access
- Traffic
- Community involvement (lack of) (x2)
- NIMBYS
- DEI (Lack of)
- Ditto
- Diversity, Equity, & Inclusion (Real Estate)
- Lack of Ability to have civil conversation
- Income inequality
- Intercity collaboration
- Resistance to density
- Aging infrastructure (physical & mental)
- Redlining/invisible boundaries

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Terrain/flood plain
- Large property owners not interested in developing
- Housing options less an 800 ft. (tiny homes)
- No compromise = e.g. cemetery
- State controlled roads
- Affordable housing
- Downtown parking (bus, farmers mrkt, tourbus)

Annoyances

- Lack of trees & trees maint.
- Traffic
- Downtown parking (x2)
- Lack of public transportation
- Ditto
- Sidewalks - non connected (non-motorized) (x2)
- Unfriendly reputation for developers
- Lack of traffic lights (291 Hwy)
- People don't like taxes, but want services (x3)
- Increased rental in neighborhoods = no engagement or interaction
- Perception of available parking downtown unwillingness to walk
- Lack of recreation
- Lack of trail connectivity
- Stop lights on SLP (swan)
- Lack of destination attractions/entertainment
- NIMBY!
- Trustworthy news source for Liberty, we need to what's on in Liberty
- Lack of sporting facilities
- Ditto
- Welcome information for new residents/ real estate, tourism book on Liberty
- People who don't like change -complacence
- Lack of high-end neighborhoods
- Young people leave - don't want to live here
- Why?
- Community center size
- 2nd community center (x2)
- Ditto
- Lack of affordable senior housing
- Diversity of new sources
- Inconsistent house numbers

FULL DOCUMENTATION OF RESPONSES (*Continued*)

Citywide Planning Charrette & Public Open House

Land Use and Development:

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

- South Liberty Parkway (x2)
- But not manufacturing/warehouses
- Montage (x2)
- North Liberty Logistics (x2)
- South Water

What areas should be focused on for redevelopment and infill? Use pink dots to show us where and sticky notes to tell us why.

- Days Inn
- South of Mill St downtown
- Old car wash
- Car lot
- Frevretts
- Metal buildings at B and H highways
- Metal buildings around Franklin Elementary
- Shopping Center at 291 and Liberty Drive
- Area adjacent to historic downtown
- Derelict structures
- redevelopment and infill - there's no specific area to target. There are vacant buildings all over town that should be filled.
- This area North of Nashua and Doniphan Street, but south of 35 would be a good are for a new high school. Maybe near the fire station on N. Lightburne?
- This area across from Bennett Park really isn't used for much. There was talk of a dog park but I sure don't want a bunch of unleashed, vicious dogs wandering about and poo-ing everywhere! Can we not as a city subdivide and parcel out this strip for a few nice single-family houses to be developed, and use that money toward land or trail building that makes sense (proposed in other comments). I think that maintenance and such costs could be saved because presently it seems this is a mulch dumping-ground.
- If we are going to redevelop this area, let's not just build strip mall with pads in front occupied by fast food joints. I think people want more walkable spaces/places. Yes, you can park you car at Hy-Vee and walk to Tasty Thai, but its unpleasant and slightly dangerous for pedestrians. I don't think new sidewalks or overpasses are really going to fix this kind of problem because this stuff has to be addressed at the planning phase. This whole space could be reconceived, but it would take wholesale rethinking of the roads parking, traffic patterns, etc. That said, at least, go the Zona Rosa route, i.e. an outdoor mall that looks like a town center, except put apartments over the storefronts.
- We've done quite a bit of development in recent years. Let's focus on handling the influx of traffic before developing any more. Besides that, development is starting to move into established residential areas and ruining quiet neighborhoods.

What areas should be targeted for new development? Use orange dots to show us where and sticky notes to tell us why.

- Residential development on SLP

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Develop WJC golf course
- Areas along new Liberty Parkway
- New Development has been slower than expected near the US69/I-35/Lightburne interchange. Are utility extensions/upgrades needed to serve new development? Or is it simply a matter of the market not yet being interested?
- The grassland area east of the hospital complex and up to Lightburne would be an ideal location for walking and cycling trails.
- Internet speed in this part of town (B HWY/Shepherd Road) is atrocious. If we had known there would be no improvements for internet speed 12 years ago, we would have reconsidered where we purchased our home.
- We as a community, need to hold these ISP (internet service providers) accountable for internet access to all community members. If they are unable to improve connectivity, we need to invest in our own ISP.
- I'm very much interested in seeing Liberty have a tiny home community that embraces minimalistic and affordable living. Austin, Tx has a great example of this link. If this were available in Liberty, I'd jump right in and purchase a tiny home.
- I think that's a great idea. Affordable housing should be a priority for the city and required as a part of any new developments. We need more truly mixed use neighborhoods.
- The "industrial" area between 291 and 35 (Liberty triangle) is an eye sore. Most of it does not appear to be in operation any longer. There is so much potential to redevelop this area with entertainment, retail, restaurants, etc. It is highly visible from the highway and could draw "tourists" to visit if the proper layout were implemented.
- Love this idea. We will need a new exit for this development idea. As community, we do not want additional traffic to the Liberty triangle exit.
- Redevelopment and infill should include making 291 a safe, walkable stretch of road through the activity and commercial hub of our city. From 35 to Leonard we need crosswalks, over-passes, bike lanes and sidewalks. I know this is a state road, but it greatly affects the livability of the city. A cyclist was killed on 291 several years ago. I live within walking distance of all of the businesses in the triangle, but I have little choice but to get in the car to safely visit them. Pedestrians risk life and limb crossing these busy roads.
- I have long felt that safer pedestrian and bike crossings of 152 and 291 are badly needed, especially on 152 between I-35 and 291
- 291 Highway has a number of aging retail sites that may be prime candidates for redevelopment/enhanced tax generators/more attractive frontages
- These retail site owners do not invest in their own properties. So we are going to give property owners tax breaks/money to do upgrades, who in turn their tenants more money for said upgrades? Recommendation is to introduce regulations for upkeep of commercial sites or be penalized. If we, as a community, do decide to give tax breaks/redevelop etc. we need to recoup the initial cost outside of business taxes.
- General comment for all of Liberty. A comprehensive bike/jog/walk trail system needs to be added across the entire city. Refer to West Des Moines, IA for an excellent example of pedestrian trail systems. In West Des Moines, a person can traverse the whole city, including gaining access to every major retail center, park, hotel, etc on foot or bike without needing to cross a major intersection (most pedestrian crossovers are over or under the road).
- Love this idea. We, as a community, need to make our community more accessible without vehicles. A perfect example is 291 and Main Street, there are is no side walk and people walk in the shoulder, this is unsafe for people walking and drivers.
- Focus redevelopment and infill opportunities in/around Downtown Liberty. Perhaps look at establishing something like the City of Belton "Old Town Belton Redevelopment Plan" (Ch. 353) to directly stimulate reinvestment. link
- I like the idea if it isn't extended to what should be routine maintenance on a property. In the link, it does specify that just popping a bit of siding on your house, a new roof or a new sidewalk is an "improvement." I recently bought

FULL DOCUMENTATION OF RESPONSES (*Continued*)

Hardie cement siding AND new windows, so I sure know how expensive that can be (My parents could have bought a whole house for that when I was a kid! And in a nice 'burb outside NYC, too.) My concern as a taxpayer is striking that balance between encouraging investment and bankrolling someone else's dream business or home when property owners should do this themselves as a point of pride. Thanks for listening.

Are there existing land uses that are misplaced? Use purple dots to show us where and sticky notes to tell us why.

- South of South Liberty Parkway - industrial
- Tapp Farm at South Liberty Parkway and Birmingham
- Parry Station at South Liberty Parkway - commercial

Should new housing be developed? If so, what kinds?

- Apartments for low wage workers
- Apartments
- Housing diversity, small-large
- More apartments that are safe and affordable for young adults starting out and for seniors who are downsizing
- Housing costing less than \$250,000. Some smaller house like those built in the 1950's. The monster homes are overwhelming and way past many groups ability to own.
- I propose a tiny home community!! ...similar to this one in Austin, Tx link
- I'd also like the idea of townhouses under \$250K
- Affordable housing - not like section 8, but just detached single family houses that people can afford on an average salary. 3 bed, 2 bath, under \$300,000. We don't need any more \$500k to over a million dollar homes.
- More affordable housing in the \$150,000-\$250,000 price range. Homes starting at \$400,000 are not affordable for young families.
- The Downtown Villas in Excelsior springs are nice as well as the new homes in North Kansas City. I think we need less apartments and more affordable single family homes that are built in the style of existing downtown homes, so newer builds like 240 W Kansas St.
- Affordable housing.
- At least in some locations, consider higher density housing such as townhomes, with smaller yards but adjoining shared, larger green spaces with trails, playgrounds,
- More affordable housing, and can we not cram them so close together? Also, less HOA's. It's almost impossible to find a place to live in Liberty without an HOA, and they are completely worthless where I currently reside. I pay to have them mow the green space once a month (if we are lucky). I usually just do it myself. No other amenities to the HOA I am in, it's pointless.

Economic Development and Vibrancy:

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

- South Water St - historic value, commercial and residential potential - mixed use?
- 35/69 needs help with useful development, what's there now is a disappointment
- Downtown has lots of areas with potential
- Prairie / Mississippi needs improvement to downtown square look
- Gallatin Plaza needs redevelopment
- 291 and Liberty Dr commercial area could be made into so much more
- Frevretts

FULL DOCUMENTATION OF RESPONSES (*Continued*)

What's missing from the city's current business and employment environment that needs to be added? Be specific.

- Labor/skilled labor
- Technology related employment
- More opportunities for partnering with the school district to offer "real world" opportunities for students
- More (and affordable) daycare
- Trades
- Invest in startups - subsidize unemployment tax 2%!!
- Non-chain restaurants would draw a lot of business to Liberty.
- Literally nothing. Too many businesses in this town, especially retail chains.
- Are there any plans for grocery/retail development in the 291/South Liberty Parkway area?
- Grocery store downtown. Movie theater downtown.
- What can we do as a city when a small business (Jousting Pigs) feels they cannot stay in Liberty? This is a major blow to our Historic Downtown.
- I understand 3Halves is still open and serving food but how long will that really last? For economic development, how can we help these small businesses?

What's missing from the city's current retail/entertainment environment that needs to be added? Be specific.

- Trader Joe's!
- Nordstrom
- Amphitheater
- Late night food and drink spots
- Pool and spa
- Soccer fields, field house
- Skate Park (x2)
- Outdoor amphitheater
- Ice skating rink/ multiuse space
- Nice restaurants
- Festival event space
- Nonchain restaurants
- Outdoor amphitheater - Kearney
- Disc golf course at Bennett Park
- Live music venture, theater space for community theater (existing one needs improvements to facility)
- Live music venue
- The restaurants in Liberty are packed. People from all of the surrounding smaller cities drive in and eat at the Liberty restaurants. Would be nice to have more, and not just small fast food restaurants, but family restaurants like 54th street and Conrads.
- Indoor volleyball is a massively popular sport in Liberty and this region. There are no facilities large enough in the Northland to accommodate club tournaments. Players and families drive to southern Johnson County and Lawrence regularly to attend these full day tournaments that bring hundreds of visitors to the location. New Century Fieldhouse and Lawrence Sports Pavilion are two examples of indoor gymnasium facilities that host these large events weekly during the season. With the improvements made to the Capitol Federal Sports Complex, building an indoor sports facility in the city could make Liberty a youth sports destination generating revenue to area businesses.
- A mixed entertainment center (Chicken N Pickle like) with adult and children options (indoor and outdoor facilities).
Outdoor music options

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Absolutely nothing. I can get anything I need within Liberty as long as I'm willing to fight the traffic to do it.
- A food hall with multiple cuisines under one roof.
- More restaurants on the Square - a nightlife destination. Hoping not for more chain restaurants. Incentives from the city to get locally owned businesses?

What parts of Liberty do you consider to be "the heart" or central gathering area? Use orange dots to show us where & sticky notes to tell us WHY. If you do not think there is one, why is that so?

- Retail heart
- Sports complex downtown
- Liberty Commons & B&B Theater
- Future hub
- WJC
- Fall Festival, Farmer's market, etc.
- Downtown vs Kansas Street? Retail is leaving downtown
- I think downtown is a hub (heart of Liberty). LOTS of history & unique shops/dining. Could be further improved.

What attractions, programs, & events would you like to see in Liberty that do not currently exist?

- Festivals, music, culture
- Sculpture Park
- Destination Aquatic Center
- Art Walk
- Knuckleheads, outdoor music space
- More outdoor eating options in Downtown
- Live music venues, live theater spaces, growth of farmers market
- Larger farmers market
- Music downtown
- Further development of farmer's market
- Trails with makers (nature or historical or geographical)
- Concert halls like record bar knuckleheads
- Keep green spaces & connecting trails more. Use signage

Community and Environmental Health:

Where should green/open space be preserved? Show us with green dots & tell us why with sticky notes?

- Fairview Cemetery
- Floodplain
- Yes! Park cardinal hill
- A park at Cardinal hill
- All existing parks
- South Liberty Parkway, 291 area
- Franklin green space
- Floodway, keep all parks with greenspace

How should your environmental resources be protected? Think about parks, conservation areas, streamways, etc. What measures should be put in place?

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Need to rethink ordinances in light of climate issues with which will be dealing.
- Keep stream and riparian buffers
- Ensure that city ordinances protect our environmental resources
- Agree
- Park land gets dedicated not paid fee
- Agree!
- Always be mindful of flood prevention
- Agree
- Streamways: 75' setback - residential developers have not always honored the setback and the city has not enforced.
- Stormwater: remove trash/pollution before discharge to streams.
- How does the new industrial park on Shepherd road effect Rush creek? Is it safe to wade or play in the creek downstream?
- I would like to ride my bike on Nashua, around the square, to the Community Center, to the grocery stores, as well as many of Liberty's subdivisions. Having road shoulders, that are designated as bike lanes, and where the road is too narrow, have signage on the road and with signs by the road alerting motorists to be cautious for cyclists. Nashua is a prime example of a street that would need a combination of both painted bike lanes and road signs indicating that bikes can use the road.
- I can't see any pictures on the map, but I just wanted to say I love the trails around Withers Road/South Wales! I support continuing to build out these trails/to protect the land out here. We bought our house out here because we like the land/open space. We DO NOT want this area to get too built up. Or, if it does, please include open space so it doesn't lose it's natural beauty.
- The parks need to remove invasive species, especially bush honeysuckle, and replace them with native bushes and plants. Ongoing stream monitoring needs to be done to assure development doesn't adversely affect their quality.
- Buffers between industrial areas and waterways. Storm water retention ponds to keep road runoff away from streams and lakes. Native grasses to protect parks and waterways from lawn care fertilizer runoff. Reforestation around in vulnerable watersheds.
- I'd like to see inter-connecting bike trails that could take you around town. I'd also like a city flower garden, a small version of Powell Gardens would be great.
- Stop developing through all the greenspace! I'd like to see trees more than just in a park. A nice patch of grass and trees increases the appeal of the neighborhood/city and helps with pollution.
- Riparian corridors should be protected from development. Uses such as trails and parks work well. These corridors should be connected to help wildlife get around too - wide/tall culverts, bridges etc so animals can cross under or over roads without dealing traffic. Park lands are important, whether they are developed or not, for greenspace. Additional parks should be required as land develops, preferably with good connections to other green spaces. Park land dedication requirements can help accomplish this. Remaining larger tracts of forests and grasslands should be targeted for some more larger, more natural (vs ballfields) parks in addition to the smaller neighborhood parks. The city needs a street tree planting and maintenance program to get tree-lined streets. The tree preservation ordinance (part of the UDO) is good and should be strengthened. All development should be done in a sustainable manner - natural systems incorporated into stormwater management; walkability; energy efficient, etc.
- Preserve green and natural spaces! Focus on going up in downtown as opposed to out. Focus on going up in the Liberty Triangle shops instead of up.
- Focus on going up in the Liberty Triangle shops instead of out.
- If bike lanes are put in where cars park, we need to be sure that people with disabilities can safely get out of their car. Washington DC was recently sued for this reason: "The lawsuit calls for the DC to alter bike lane designs to be in

FULL DOCUMENTATION OF RESPONSES (*Continued*)

compliance with ADA, pointing to problems caused by the design of bike lanes on Fourth Street SW and 17th Street NW. Both streets, the suit says, lack accessible or curbside parking and mid-block curb cuts. That makes it difficult for people in wheelchairs or walkers to get safely from vehicles to the sidewalk.” Here is the link to the full article: link

Community and Environmental Health:

What should the city do to encourage environmentally sustainable development practices?

- Ordinance requirements, env. Sust. More important than giving developers everything wan.
- Tree fee not used for art
- I agree
- We should build a plan with the future environmental crisis in mind - that could set liberty planning apart.

What does healthy living look like to you in Liberty? What additional amenities and/or programs should be incorporated to improve healthy lifestyles?

- Walkable community, connected trail system, complete streets.
- Anticipate and practically plan for keeping our citizens safe.
- Places at parks for teens (skate, hoops, tennis)
- More walking/biking trails - getting people more in touch with nature.
- I agree!
- Hazardous waste recycling closer
- Skate parks
- More facilities like norterre
- Keeping parks & greenspace with walking trails connected, make liberty more walkable
- Quality facility that could house senior citizens on continuum. i.e., maintenance free living - assisted living - memory care
- Have areas for outdoor activities like disc golf, bike trails, hiking, nature playgrounds
- Walking trail for Bennett park that is not rustic.
- Interconnected pedestrian trail systems. Additional dog parks accessible by foot. Additional recreation options (outdoor volleyball, basketball, sport courts, frisbee, etc).
- A healthy living community should have a walkable/bicycle system to get around without driving everywhere. Parks. Also, community center gym/exercise programs need to grow as Liberty grows. A good hospital with supporting family doctors and specialists, rehab facilities, etc.
- I’m not a bike rider, but I am a runner, so I think that most of the planned bike infrastructure also applies to me. I love the idea of Liberty being truly connected - being able to tour the city on foot or bike, not necessarily by streets. The rail to trail proposal through the middle of town is a great idea - I would love to see that. South Liberty Parkway is a wonderful stretch, but there is no way for people to get there without first walking / running / biking a long distance. The more accessible such paths are (and the more they lead somewhere), the more people will use them. And I am a member of the Community Center and love its facilities and hope it can keep finding ways to make more use of its limited space, like the weight room and outdoor fitness yard.
- A system of walking trails with various outdoor activities throughout the city. Pickleball courts, basketball, tables and benches for conversation and games. Encourage people to get outside and interact by creating “play zones” around the city.

How can the city support community health? What programs are most important to you or your community to focus on (such as mental health, opioid/drug crisis, obesity, etc.)?

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- All of these veterans support
- Build trails before adding roads. Many schools don't have sidewalks for walking to and from
- Affordable access to exercise programs at the community center. I'd love to join there to exercise but it costs too much.
- Gun violence is the leading cause of death for youth. This is a public health crisis and it's not going away. The United States is heavily drenched in gun culture unlike other countries. [link](#)

What can the city do to build a stronger sense of community?

- 1% for Art (x2)
- Festivals - music, art, ethnic, other outdoor entertainment
- Outdoor local concerts (besides Liberty Summer Band)
- City take a bold stand that inclusivity is a strong focus. Identify barriers that prohibit inclusivity across our community.
- Hold more community events in open spaces - concerts, festivals, etc.
- Ice acting rink similar to town center.
- Art, music, theater (live), festivals

City Character and Built Form:

What areas of the city most need aesthetic improvements? Use blue dots to show us where & your sticky notes to tell us why. What areas of the city act as "gateways" or entry points to the city? Use purple dots to show us where.

- Miss & Prairie needs development & enhancement with open lot, condemned homes, ATT fencing
- Rework water street downtown to Garrison & downtown to railroad tracks
- Redevelop Moss Street near city park
- Significant improvement on 35 & 69 highways from I-35 to Downtown
- More power plant, fix streets on new
- Revitalize Murray Liberty Spring on Murray

Describe the desired aesthetic & built form that you'd like to see in Liberty.

- Walkable spaces
- Timeless design
- Classic
- More variety
- Keep the small town feel. It's an old city, let's treat it as such. We shouldn't be touting the long history of the city and then tearing down or covering up every inch of "old" within the city.
- Just like any older town that is still growing... the old stuff needs to be updated to current standards. Sometimes this is just an ongoing facelift to keep it looking nice. There are several areas across town that are due for a facelift.
- I'd like to a "Welcome to Liberty" sign along the highway or on Kansas St as you enter town. Similar to this with flowers/shrubbery [link](#)
- The Downtown Villas in Excelsior springs are nice as well as the new homes in North Kansas City. I think we need less apartments and more affordable single family homes that are built in the style of existing downtown homes, so newer builds like 240 W Kansas St.

In what areas should the city focus on for code enforcement and/or maintenance concerns?

- Area surround square that isn't in historic district
- N291 & I35 weeds

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Long term impact of industrial design
- Infrastructure
- Sidewalks
- New development in downtown
- Is it time to expand hist. districts
- Gallatin plaza
- Run down, abandoned houses. We don't have a ton of them but the ones we do have are major eye sores. There are several across from the main entrance to Jewell on the way to the Clay Meadows subdivision on E Mill St. near the railroad tracks.
- There is an increasing amount of rental housing in the single-family residential areas. These houses need to be inspected annually for fire safety and kept in a safe, well-maintained condition. In addition, while I'm not aware of any in Liberty, short term rentals (e.g. VRBO) also need to be inspected, licensed and probably restricted.

What aesthetic and/or cultural aspects does Liberty have that should be preserved or enhanced?

- The arts: public; schools; organization; store & galleries
- Historic character, architecture
- Downtown
- Historic districts, architectural integrity of historic homes, buildings
- Historic character in architecture, square pride in history
- Arts
- Arts: public art, presenting dogs, stores, galleries
- Garrison Center
- Museums
- Additional historic districts, Lightburn, Arthur
- Historic downtown, the arts, improve road to Garrison school and help maintain that area.

What additional aesthetic enhancements would you like to see in Liberty that do not currently exist?

- Lighting, outdoor eating/spaces, sidewalks
- Murals
- Better landscaping, I-35 291

What sort of revitalization efforts should be focused on for Downtown Liberty? Be specific.

- Small grocery store (TJs :))
- No vacant lots
- Think of downtown as more than the square
- Upkeep of private buildings
- Bench making with other "squares: what works? What doesn't work?
- Density
- Downtown needs something other than law firms to draw a crowd & \$.
- More/diverse reason to come to square -
- Social/diverse events
- A historical hotel in downtown
- Make sure buildings are safe; keep historical feel; expand as possible without losing its charm. Landscape
- Building collapse

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Space on square that can be used for retail should be preserved for that vs offices.
- Preservation of historic buildings
- Bed & breakfasts
- Our historic buildings are incredible. I just learned that this is the 2nd oldest city west of the Mississippi, and I think that is just amazing! Please continue to spend money on preservation. I also love all of the activities downtown, like the wine walk, the farmers market, etc. Finally, I love the online resources - there are interactive historic maps of downtown. We've done a couple of them and they are AWESOME! Would love to see more stuff like that.
- A parking garage would be nice. I never go to activities downtown as no where to park. And being of retirement age if fine it exhausting to walk up the hills to downtown
- I would like to see a downtown that has a grocery store like Trader Joe's, Whole Foods or Sprouts. It is important to have a downtown that has actual services.
- Find businesses to go into the existing spaces without tearing them down and building new buildings for them. You can renovate the inside without destroying the history of the buildings.
- A permanent structure for the Farmer's Market would be great. More parking is needed downtown to encourage people to visit the area.
- Not really a revitalization idea, but when we have the Fall Festival, I would love to see us get rid of the ugly blue trash cans. They just look awful. I went to a festival in historic downtown St. Charles once and they had beautiful flowers over the trash cans. I have photos but I can't add them here, unfortunately.

Connectivity and Mobility:

Where do you notice transportation safety issues within the city? (Such as speeding, traffic, etc.) Show us where with yellow dots & tell us why using sticky notes.

- AT grade RR crossing @ Birmingham
- Traffic safety - Glenn Hendren @ Hwy 291, NE 104th, NE 112th, MO 152 btwn I-35 & Hwy 291, Hwy 291 & Liberty Drive
- Kansas Street seaport/Westtown
- N 291 at N Blue Jay intersection Stewart
- Speeding headed South on S withers after Library
- Terrible light/signal at at SLP & Swan
- Kansas/Seaport Westwood's intersection
- N. Morse Ave Street is dangerous (speeding occurs & no sidewalks) Ruth Moore Park brings more park goers and dogs - we need safety measures addresses
- Mississippi St. has school children walking in the street because the sidewalk ends.
- Crosswalks on 291 "you can't get there from here, without driving" Liberty MO
- 291 & Leonard awkward turns
- 291 @ Southern Drive/ Claywoods
- Franklin & Fairview, put signs up on Fairview to say cross traffic stop.
- Very congested @ intersections around Kansas/291, Kansas/Clayview, Kansas/Ridgeway
- Access to Liberty North High School is limited and often congested. Teens learning to drive need facilities that are more forgiving. There are also no bike/ped facilities to allow for alternative modes of access to/from the campus.
- Rush hour traffic jams occur here when people try to avoid the jam at 152 and 35.
- Highway A towards Liberty North High School is a transportation safety issue. The hills going up to the "mesa" where North is located are an issue. When I leave North, I always go to the light as it is a controlled situation. Additionally, more lanes are needed for the traffic that is there, particularly at school hours as well as events.
- Congestion from A highway school traffic makes getting to/from these businesses difficult. Any thought to connection

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- with I-35 from the north? Some access road to the I-35/US 69 exchange? Similar to Glenn Hendron on the other side.
- There are a lack of sidewalks around Bennet Park. There are a number of pedestrians who walk to/from there.
- This intersection, at the RV lot and across from the Chevy dealership, is quite dangerous and has had numerous wrecks due to the angle and the increased speed that many drive in that area.
- Improved access to William Jewell campus from the north would be very welcome, especially during events.
- This strip of street from the KC side to the Liberty side is just a mess.
- Consistent speeding along Wales throughout the day
- The intersection of South Withers Road and Holt Drive is dangerous for pedestrians. I have seen cars rolling through the stop signs multiple times. This area is used by students going to/from events.
- We need to slow people down on 291 coming into or going out of town. Trying to get in the left turn lane at Ruth Ewing or Claywoods is sometimes like hoping for the best, and expecting the worst!
- Birmingham going north from Ruth Ewing Road is too narrow as traffic has increased from the completion of South Liberty Parkway.
- Consistent speeding along Wales throughout the day
- There are issues on South Withers road. First, there are 18 wheelers/semis driving up and down this road all day. Withers road isn't wide enough for semis. It's terrifying driving next to them on that road. Also, that area is 90% residential. There shouldn't be 18 wheelers on that road. Second, coming onto Withers road from S. Liberty Parkway are frequently speeding. It's making it harder and harder to pull out of my neighborhood (Homestead division) without being afraid of being bulled over by the oncoming/speeding cards.

Connectivity and Mobility:

What would make walking or biking around the city more enjoyable?

- Looped trails with native landscapes
- Better sidewalks
- Trail connectivity (x3)
- Fix sidewalks enforce the ordinance or change it.
- Lanes for bike, safe sidewalks
- Complete streets where possible
- Add art on trails
- More sidewalks, 291, near schools, everywhere
- Glen Hendren safety issues - no sidewalk/ bike path. Many people run, walk, ride bikes along Glen Hendren from 291 to the hospital.
- Maintain sidewalks & lighting, bike lanes, trails connected i.e. Look @ NKC

Where is it difficult to walk? What connections are missing? Show us with yellow dots & tell us more with sticky notes.

- Liberty DR & 291 intersection needs safety & access improvements
- Walking safety, Hwy 291 South to South Liberty Parkway
- 291 Hwy
- West side of Clayview, East of Aston Court
- Claywoods
- Crossing 291 @ Claywoods
- Ped connection to Lib North HS
- 291 & 152 intersection
- Not all of Mississippi has sidewalks

FULL DOCUMENTATION OF RESPONSES (*Continued*)

- Need sidewalk on Liberty drive a between Wilshire and Midler Dr.
- 291 Hwy, Glen Hendren - I see people bike & run along that road not safe.
- A sidewalk is needed on Liberty Drive between Wilshire Blvd. and Midjay Drive. Walkers, joggers, biking is forced into the road making is unsafe for drivers and pedestrians.
- To/from Bennett Park from the west
- There are too many areas to list...the trail system in Liberty is not good in general. The newer areas have better sidewalks and walking areas, but there is no connectivity to existing or older areas.
- Along Highway A and 104th Street to Liberty North
- On Nashua once the sidewalk ends - should be able to have sidewalk all the way downtown.
- It is difficult as a pedestrian to cross 291 at Withers Rd/Liberty Dr. There are no sidewalks so walking on the grass is required. The timing of the lights makes it pretty sporting as well.
- Crossing Liberty Dr. anywhere south or west of S. Wales (to get to/from Glenaire) during rush hours difficult due the amount of traffic.
- It is difficult as a pedestrian to cross 291 at Withers Rd/Liberty Dr. There are no sidewalks so walking on the grass is required. The timing of the lights makes it pretty sporting as well.
- Withers road south of 291 on the east side of the street - the sidewalk borders a tall and ugly retaining wall and is shaded by many low hanging trees. Parts of the sidewalk are often submerged in mud and debris from the trees.
- Bicycle riding out of town towards downtown KCMO requires getting on busy roads, such as 291 south bound, S. Liberty Parkway (at I-35/69 jct), Hwy. 69 through Claycomo. The exception is going over the flyover - where there is not a bicycle safe railing on the south side (not good since there is fear of being forced over the railing on to I-35). Hwy. H going east also doesn't have room for bicycles to be passed easily. Going north towards/passed Liberty North is pretty busy too. A good system of on-road facilities - wide lanes, marked bike lanes and/or good shoulders-connected with a good system of trails (not glorified sidewalks with driveway crossings and other hazards) would be great.
- No sidewalk on 291 makes it difficult to walk safely along that corridor. I'm thinking especially walking south from 152 to Price Chopper where I have seen numerous pedestrians, myself included. It's also difficult for pedestrians to cross at the light by QuikTrip.
- I would like to see the city develop some type of plan or subsidy to help residents with the sidewalks in front of their homes. It is very expensive to replace 2-3 sections of a sidewalk. Our sidewalks should be accessible to all, people with disabilities or elderly people should be able to walk without worrying about tripping over cracked and broken sidewalks in their own neighborhoods.

Where would you like to ride your bike? What type of infrastructure would you like to have available for biking (Such as off-road trails, road shoulders, painted bike lane, etc.)? Show us where with green dots & explain using sticky notes.

- Off road trails
- Improve Birmingham Road S. Liberty parking to Mill Street
- I know you are looking for specific ideas.. but similar to my comment on walking areas, there are just too many to list. An interconnected pedestrian trail system just does not exist in Liberty. So my answer to your question is... everywhere. I grew up in Liberty... when I was a kid, we rode our bikes literally everywhere. But back then, the population in Liberty was much, much smaller and our parents didn't have a concern about our safety riding on the roads. Kids in Liberty don't ride bikes anymore, because parents don't have safe trail systems for them to go.
- Would like to see bike trails across the city. I'm not familiar with any within the city limits.
- The sidewalks and crosswalks to Lewis and Clark Elementary School are not safe. Many children and parents walk

FULL DOCUMENTATION OF RESPONSES *(Continued)*

the sidewalks to and from the school. The sidewalk is only on the south side of Nashua and is narrow. As the sidewalk nears the church by the school it is within 3 feet of the road and does not have a curb. When snow plows clear the road, ice and snow or piled onto the sidewalk. When Liberty Schools pushes snow from the parking lot and entrance from Wildbriar Drive, snow is piled high onto the crosswalk so that children have to walk around it. Further east on Nashua, a crosswalk ends in a grassy yard because the nearby street (Withers) does not have sidewalks! The residences and the church do not clean off their sidewalks either.

- Link downtown / William Jewell / to Martha Lefite and Stocksdale Park.
- Would be great to have bike path from B Hwy/Shepherd RD into liberty . Currently it is unsafe to walk or ride just 1 mile north of the college.

Should the city encourage transit use & options? If so, how? Please be specific.

- Take time to analyze post COVID & compared to similar local cities.
- Yes, we encourage transit use.
- Expand access bus
- Yes!
- Access bus could allow more people
- Buses from WJC to district 291 area and more buses to
- Liberty needs a bus system
- Provide a bus service beyond servicing disabled
- Free transport on Liberty & Sanrally
- Yes

Transportation Network (Initial Mobility & Connectivity Concepts)

- Shepherd Road needs to go directly east
- Connect to Ruth Ewing and LA Frenz to New SLP

Initial Ideas - Mobility And Connectivity

- It would be great to figure out how to connect green spaces via safe greenway trails. Can we figure out how to link downtown to Martha Lefite and Stocksdale Park?
- We live in the White Tail Pond neighborhood and would love to see this rail to trail come to fruition! The track is completely underused - once a week at most by a train of three cars or less. It would be an amazing addition to Liberty's trails!
- What does this mean potential rail/trail candidate? I hope it doesn't mean potential railroad track... There's already one right next to it. Where are potential green trails for walking? I don't see any. More of those please!

Initial Ideas - Future Land Use

- We definitely don't need any of this. Residential areas are for residential uses. If you start moving businesses in, it becomes mixed use. This is just a fancy name to try and develop neighborhoods that have greenspace.
- It seems that the undeveloped area East of the hospital marked in dark blue for business and employment is a great place to develop a trail system that could feed into downtown and other areas of the city. Can this be incorporated into this area along with businesses and adjacent residential areas?
- It's hard to see, but it looks like this is saying the South Withers area/Homestead will continue to be residential, which I support.

FULL DOCUMENTATION OF RESPONSES (*Continued*)

Initial ideas - Growth and Redevelopment

- The amount of development of “vacant” land AKA Liberty hates greenspace on this page is upsetting. I moved here for the small town feel and I regret it.

Major Opportunity Area (MOA) 1

- We need to preserve more accessible green space. The tendency in the Midwest where there appears to be lots of open land is to let existing businesses, strip malls, etc. fall apart and then just move miles down the road and build anew on natural spaces. Let's avoid this issue in Liberty. Remove the mixed use unless it's a park for kids, remove mixed family housing, keep the kayak lake, put in hiking trails and link this to downtown.
- I'm interested in learning more about this.
- This is an amazing idea, and I would love to see it come to fruition - a true landmark for Liberty residents to enjoy and take pride in!
- This looks great! This area has been overlooked for years.
- very cool! Like the kayak pond, the space, the food idea. Very cool!
- A tie into the proposed rail trail that could take walkers or bikers south into the city would be wonderful.

Major Opportunity Area (MOA) 2

- Why do we need these new apartments? Downtown has a ton of apartment complexes. Mixed use with retail below and apartments above sounds good, but we have a lot of rundown apartment complexes as it is.
- We need more parking close to the square, not less. I don't see that you are proposing to add any parking close by.
- Some sort of sculpture garden space with a fountain, benches and a natural garden (kind of a mini Ewing Muriel Kauffman Garden) would help draw people downtown.
- Maybe a children's playground downtown would be nice--one that is as nice as the new City Park.
- Leave downtown alone.
- Looks like you would be getting rid of Hillcrest thrift shop? and other existing businesses?

Major Opportunity Area (MOA) 2

- Where will all of the displaced current business move to?
- I love the idea of redeveloping this corner, as well as the park area on Birmingham - with a caveat. This area does need attention - in its current state, it is usable, but definitely communicates that it's the “poor” side of town. I am concerned about existing businesses, and that is my caveat. We need to keep a grocery store (an affordable one - not a Whole Foods!) I notice every potential redevelopment project includes apartments - that's great! But those people need a grocery store, as well as the rest of us. And I do like to have a home improvement store that caters to this side of the city, which doesn't seem to mesh with “entertainment / mixed use.”
- Great idea for development. I also think adding more pickleball courts to the existing ones on South Withers Rd is a good idea.
- Liberty Baptist Church, 1000 Birmingham Road, has purchased the land for possible future expansion.
- Can we clean up the area across from City Park as well? Also--what is going on with these apartment buildings here on 291? Are they occupied? They look hollowed out?

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APPENDIX C

SUMMARY OF RELEVANT PLANS AND STUDIES

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.

HISTORIC PRESERVATION PLAN FOR THE CITY OF LIBERTY, MISSOURI (2021)

The City of Liberty has a rich history, spanning back to the Lewis and Clark Expedition of 1803-1806 and boasts dedicated support for historic preservation efforts.

This plan builds on the City's existing historic preservation program that began in the 1970s. The 2021 plan sought to review the City's current historic resources and identify tools and strategies to enhance and protect them. Liberty is unique in the fact that it has many historic districts and properties listed in the National Register for Historic Places. It also holds the desired Preserve America designation.

The plan includes a ten-year action plan with time designations and the organizations responsible for each step. This plan is well-designed to help its reader view historic preservation as a community, city-building effort as well as an economic development opportunity.

LIBERTY TRAILS AND GREENWAYS PLAN (2014)

The *Liberty Trails and Greenways Plan* serves as a guide to create a citywide, interconnected and multi-use trail system. The vision for the plan is to supply accessible recreational opportunities and a network for non-motorized transportation throughout the City.

The plan recognizes that trails supply corridors and links that connect parks, neighborhoods and schools. The City looked to enhance the trail network by verifying that the trails were connected and within a suitable distance from residential areas. According to the public survey, respondents indicated that the trails were most often used by walkers/hikers, followed closely by runners/joggers.

JEWELL NEIGHBORHOOD HANDBOOK (2010)

The handbook was developed to support the *Jewell Neighborhood Plan* and identifies the needs of Jewell Neighborhood. By functioning as a guide for its readers, the handbook supplies suggestions and checklists on a variety of topics such as how to:

- Form a neighborhood organization and how to select and formalize its organizational structure,
- Host a neighborhood block party,
- Preserve historic properties and neighborhood landmarks,
- Enforce City nuisance and maintenance codes,
- Start a neighborhood garden and
- Deal with infrastructure concerns.

The handbook also supplies contact information for pertinent City departments, relevant organizations within Kansas City and important Missouri State agencies.

LIBERTY FOR ALL REPORT (2008)

The *Liberty For All* report looked to promote consensus among citizens about the important goals of their community and identify strategies to achieve them. The four designated options were community partnerships, economic engine, infrastructure and quality of life. Citizens were able to choose which possibility they viewed as being the most important to the growth and health of their community. These four groups of citizens then discussed the value of their chosen ideal to formalize their rationale and develop a strategy with actionable steps.

The implementation of the plan identifies representatives that were responsible for working with the City Council, City staff members and other organizations throughout the City to move forward with the plan's goals and actionable steps.

DOWNTOWN MASTER PLAN (2005)

Liberty's *Downtown Master Plan* seeks to retain Liberty's historic buildings and small-town charm within the Downtown Square. Downtown Liberty is defined within the plan as the area between Mississippi Street on the north, the railroad tracks on the south, Prairie Street on the west and William Jewell College on the east.

The *Downtown Master Plan* was informed by two prior plans, *Blueprint for Liberty - Future Land Use Plan* and *Blueprint for Liberty: Economic Development Plan*. Both plans emphasized improving and maintaining the historic Square as the central core and community gathering space for Liberty. Additionally, a 2004 citizen survey identified citizen's thoughts about Liberty's downtown:

88 percent of those surveyed thought it was important for Liberty to have a vibrant Downtown,

78 percent of those surveyed were supportive of having the City provide economic incentives to encourage development in downtown Liberty and

67 percent of those surveyed thought the City should improve streetscaping and building facades in downtown Liberty.

The plan emphasizes that additional parking will need to be provided to the downtown location as well as traffic calming measures along Mill Street. Infill development on vacant blighted properties on the east and west on Mill Street and updating the streetscape within Liberty Square were also identified as key goals for the plan.

The plan also provides details of development projects within one of its appendices. Each development project is broken into short-term, medium-term and long-term. Each project identifies the location, a brief description, a general cost association and the responsible party members.

ECONOMIC DEVELOPMENT FINAL PLAN (2003)

The *Economic Development Final Plan* was developed as result of Liberty's goal setting process during the Blueprint for Liberty formation. The plan seeks to accomplish the following goals:

- Develop a comprehensive business development, expansion, retention and attraction program,
- Foster a positive business climate in the City,
- Promote a diverse and stable economy,
- Encourage the development of certain target development sites,
- Develop an aggressive marketing strategy,
- Strengthen tourism promotion efforts,
- Promote infrastructure improvements and investments and
- Utilize available financing tools to encourage economic growth.

The 2003 report identified Liberty as a young, family-oriented community with a high growth pattern in household formation and household income. This generates an ample market base for families to spend their funds in local stores and locations. It is noted that Liberty has easy access to major highways, rail and air transportation hubs. In addition, the area has a diverse labor market, and the educational attainment is higher than the national average.

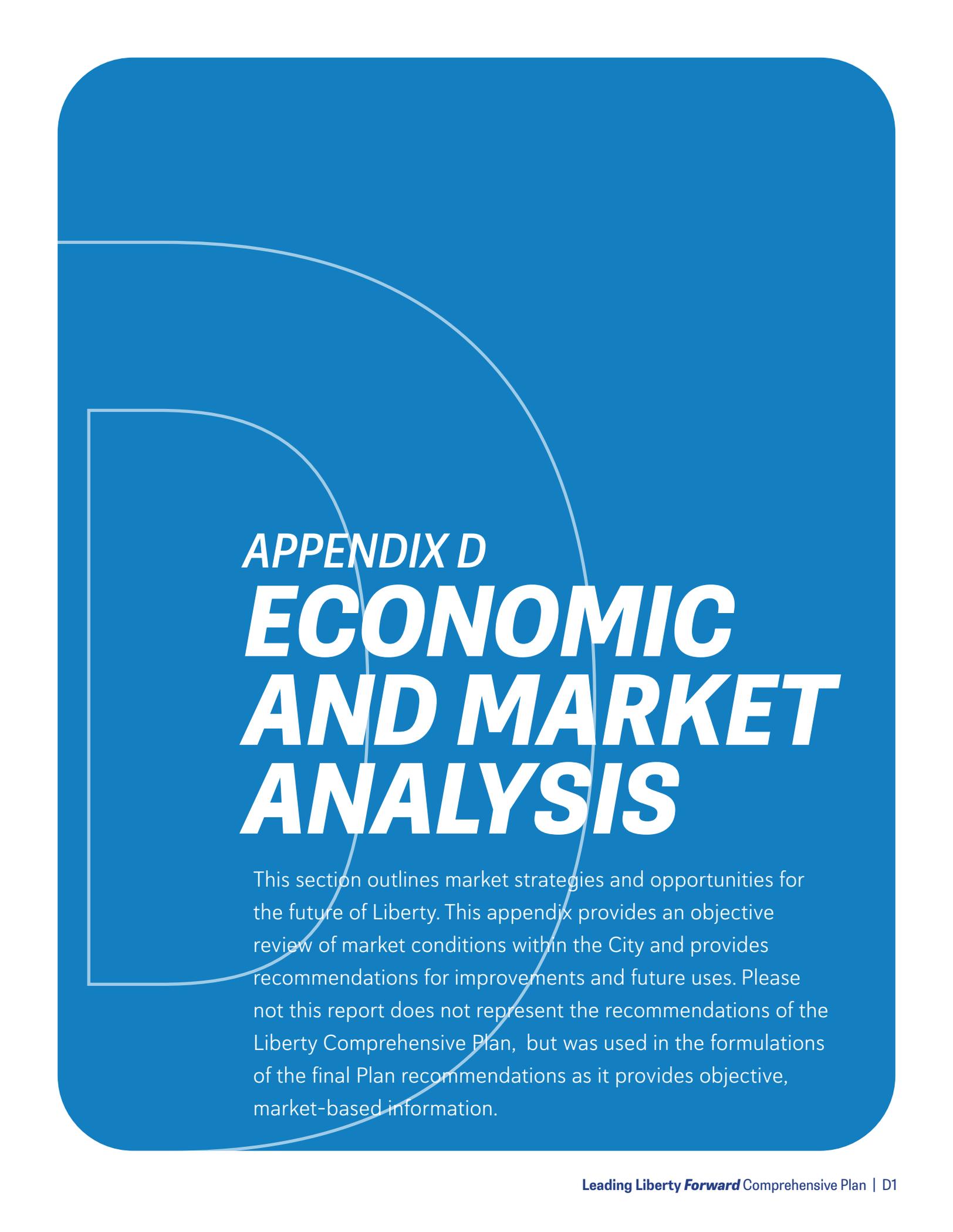
In the past, Liberty has had success with Tax-Increment Financing and other financing programs. The plan seeks to utilize these programs to generate new jobs and opportunities within key development sites. These sites were identified as Liberty Triangle, South Liberty Parkway Corridor, Heartland Meadows and surrounding area, the Downtown Business District and Former Guy's Plant.

PARKS AND OPEN SPACE MASTER PLAN (2003)

The *Liberty Parks and Open Space Master Plan* outlines a strategic approach to sustainable community design based on a framework of parks and open space. The plan builds on the *Blueprint for Liberty Future Land Use Plan's* suggestions for Liberty's open spaces and sets up long term goals for the City's park system.

The plan identified the vision for the City of Liberty's Parks Systems as: *"To create a well-connected collection of passive and active facilities with the capacity to provide state of the art programming to residents and respond to the changing needs of a growing community."*

For the developmental health of the community, the City found that it would need to add seven community parks, four of which should be completed by 2020, and sixteen more neighborhood parks. It concludes that based on the citizen survey, residents found neighborhood parks, community parks and other trails were the most important facilities to add to the overall system.

The background is a solid blue color with rounded corners. There are two white curved lines: one is a large arc that starts from the left edge and curves upwards and to the right, and the other is a smaller arc that starts from the left edge and curves upwards and to the right, positioned below the first one.

APPENDIX D

ECONOMIC AND MARKET ANALYSIS

This section outlines market strategies and opportunities for the future of Liberty. This appendix provides an objective review of market conditions within the City and provides recommendations for improvements and future uses. Please note this report does not represent the recommendations of the Liberty Comprehensive Plan, but was used in the formulations of the final Plan recommendations as it provides objective, market-based information.

SUMMARY OF MAJOR FINDINGS

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

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

Demographic and Economic Trends

A community's demographic and employment trends have a significant impact on the local housing, commercial, and industrial markets. Urban growth in Clay County and City of Liberty is influenced by an excellent transportation network and location at the urban fringe of the Kansas City MSA. As the Kansas City region continues to grow both Clay County and Liberty will support population and job growth leading to the need for additional for-sale and rental housing as well as commercial and industrial space.

Liberty's population boomed from 1980 to 2000 when the city grew 61.4 percent, adding a total of 9,981 residents. Population growth continued at a more moderate pace from 2000 through 2020, increasing 15.0 percent, adding 3,935 residents. By 2020, Liberty's population totaled 30,167 residents.

By 2040, Liberty's population is forecast to increase by 5,920 to 7,378 new residents. Liberty's population growth over the next twenty years will generate the need for retail goods and services, additional commercial and industrial space, and new residential housing units.

Liberty's household composition characteristics suggest a propensity for detached single-family housing and above average retail expenditures for household furnishings and furniture, groceries, clothing and accessories, sporting goods, home improvement, and other family-related goods and services.

Liberty's highly educated population bodes well for supporting above average household income levels, housing values, apartment rents, and the need for retail and professional office space.

Liberty's median household income of \$81,576 compares to \$54,596 for Missouri, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$100,000 or more annually. Liberty's household income levels support the need for a wide variety of housing products, including entry level, move up, and luxury for-sale housing as well as moderate and luxury rental housing.

Leading employment sectors in Clay County include education & health services; retail trade; professional, management, and administrative; and manufacturing. These occupations produce the need for industrial and office space, rental housing, and for-sale housing.

Liberty supports an employment base of 17,676 jobs, led by the healthcare and education, retail trade, other services, wholesale trade, and public administration. Through 2040 Liberty is forecast to support annualized job growth of 1.4 percent to 1.75 percent, yielding 5,000 to 6,500 new jobs.

Clay County and Liberty possess ample advantages for attracting residents, businesses, jobs, and development activity. The principal economic development benefit lies within being located at the periphery of a growing regional economy whose assets include a large population; diverse economy; convenient highway, air, and rail access; well educated population; and high quality of life.

Real Estate Market Trends

The study evaluated Liberty's retail, office, industrial, and housing markets. The text to follow summarizes the major study findings.

Retail Market Overview

The Costar database identified 84 retail properties in Liberty totaling 1.58 million square feet of building area. The principal concentrations of retail space include the intersection of Interstate 35 and Missouri Route 152 and in the historic downtown.

From 2010 through 2021, a total of 466,975 square feet of new retail space was built in Liberty. Over the past four years no new retail space was built. Meanwhile, since 2010, the Liberty retail market absorbed 548,884 square feet of commercial space.

Liberty's inventory of retail space has operated at a below market equilibrium vacancy rate since 2016 and now stands at just 0.3 percent. The lack of retail space available for lease is a barrier for attracting prospective businesses.

Liberty supports a pull factor of 1.37, indicating the city captures retail sales at a rate 37 percent above the statewide average.

Through 2040, new retail opportunities will focus on infill development within the Liberty Triangle core and locations serving emerging residential neighborhoods.

Employment Market Overview

Office-related employment in Liberty consists of 2,280 jobs in the information; finance, insurance, and real estate; administrative; and professional services sectors, accounting for 12.9 percent of total employment.

Liberty supports 930,668 square feet of office space, with the State Routes 152 and 291 hub and downtown serving as city's prominent office districts. From 2016 to 2021, the Liberty office market operated at below market equilibrium vacancies ranging from 2.7 percent to 5.7 percent. The vacancy rate as of the second quarter 2022 was 1.1 percent. The current lack of office space available for occupancy is a barrier for attracting prospective businesses.

Industrial-related employment in Liberty totals 2,901 jobs in the manufacturing, wholesale trade, transportation and warehousing, and utilities sectors, or 16.4 percent of total employment.

Liberty has 6.9 million square feet of industrial space, with the principal concentrations located along the Interstate 35 corridor at the South Liberty Parkway and U.S. Highway 69 interchanges.

Given the recent upward trend in e-commerce, Kansas City's central location in the Midwest, and Liberty's abundance of developable industrial land offering convenient Interstate 35 access, Liberty's industrial market is booming, adding 1.88 million square feet of new space since the start of 2021 with an additional 3.45 million square feet now under construction. Logistics and warehouse space accounts for most of the new inventory.

The existing industrial space operated at a below market equilibrium vacancy rate from 2006 to 2020. The recent construction boom has driven the vacancy rate to 18.1 percent.

The construction of the South Liberty Parkway between Interstate 35 and State Route 291 has made 1,000 acres available for future employment-related development.

Residential Market Overview

Liberty is a suburban community at the edge the Kansas City MSA that has experienced steady growth over the past 40 years. Since 1980, Liberty's housing stock has nearly doubled, totaling 11,505 housing units by 2020. Characteristics of Liberty's housing stock include:

- Detached single-family housing accounts for 75.6 percent of Liberty's housing stock, exceeding the statewide rate of 70.4 percent. Multi-family housing accounts for 15.7 percent of Liberty's housing stock compared to 20.0 percent for Missouri.
- Liberty's housing stock is newer than the statewide inventory with 16.7 percent of the existing inventory built since 2000 and just 19.0 percent built prior to 1960. By comparison, 18.3 percent of the state's housing stock was built since 2000 with 28.5

percent built prior to 1960. Liberty's newer housing stock can be attributed to the population boom since 1980.

- During 2020, owner-occupied housing in Liberty accounted for 74.6 percent of the entire occupied housing stock with renter-occupied accounting for 25.4 percent. By comparison, owner-occupied housing accounts for 66.8 percent of Missouri's total occupied housing stock with renter-occupied accounting for 33.2 percent.
- Homeowners in Liberty are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes account for 93.3 percent of all occupied owner-occupied housing units, while just 32.4 percent renters occupy detached single-family homes.
- Large-scale multi-family properties with ten or more units are the most popular attached housing product for renters accounting 28.6 percent of all renter-occupied units.
- Since 2010, the median housing value in Liberty has outpaced the statewide norm. By 2020, Liberty's median value of \$194,900 compared to \$163,600 for Missouri.
- The Liberty for-sale housing market caters to a wide range of buyers including first-time, move-up, and upscale homebuyers. A reported 27.4 percent of the homes in Liberty are valued under \$150,000, with 47.2 percent valued at more than \$200,000.
- Liberty's new housing market is primarily priced from the low \$400's to mid-\$500's. New homes currently on the market priced from \$400,000 to \$499,999 account for half of the available inventory with homes priced at \$500,000 and more accounting for 42.9 percent.
- Liberty's multi-family housing stock totals 1,803 dwelling units, or 15.7 percent of the city's total housing stock. By comparison, multi-family housing accounts for 20 percent of the statewide inventory.
- Since 2017, Liberty's rental housing has operated at an annualized vacancy rate of 3.5 percent to 5.6 percent, suggesting the need for new rental housing.
- Compared to statewide norms, Liberty's rental housing market supports a below average inventory of low-priced rentals and an above average supply of high-priced rentals. The higher priced rental housing in Liberty consists of single-family homes and one Class A apartment community.
- Liberty has nine large-scale apartment properties totaling 1,261 dwelling units. The properties are older, with over three-quarters of the existing inventory of rental

units built prior to 1988. Most properties are small in scale and lack the property amenities and unit features common among newer apartment properties in the Kansas City MSA.

- The age of Liberty’s rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate apartments. Two apartment properties totaling 343 rental units are currently under construction in Liberty, both will cater to seniors.

Through 2040, Liberty is forecast to experienced continued urban pressures, producing steady population growth and the need for additional housing. From 2022 through 2040, the City of Liberty’s forecast population growth and latent demand are anticipated to create the need for 2,739 to 3,356 new occupied 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 favor large-scale apartment properties as employment growth accelerates in Liberty and the Northland.

Study Conclusions

Based on the findings of the *Economic and Market Analysis*, 20-year demand projections for commercial and industrial space and residential housing were forecast and citywide development opportunities identified.

Commercial, Industrial, and Residential Demand Projections

The table below summarizes demand through 2040 in the City of Liberty for commercial and industrial space as well as residential housing units.

By 2040, Liberty’s increased population and strong retail pull are forecast to generate additional retail sales capable of supporting 523,000 to 624,000 square feet of new retail space.

From 2022 through 2040, office-related job growth in Liberty is projected to support the need for 254,000 to 347,000 square feet of owner-occupied and speculative office space.

By 2040, industrial job growth in Liberty is projected to support the need for approximately 4.25 million to 6.06 million square feet of owner-occupied and speculative industrial space.

Through 2040, Liberty’s forecast population growth is estimated to generate the need for 2,739 to 3,356 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Demand Liberty, Missouri; 2022 to 2040

Land Use	Growth (2022-2040)		Net Gain	
	Population	Jobs	Conservative	Optimistic
Retail	5,920 - 7,378		523,000 SF	624,000 SF
Office		1,000 - 1,430	254,000 SF	347,000 SF
Industrial		2,701 - 3,873	4,250,000 SF	6,060,000 SF
Housing	5,920 - 7,378		2,739 DUs	3,356 DUs
Single Family			1,917 DUs	2,349 DUs
Multi-Family			822 DUs	1,007 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 2040 the City of Liberty is estimated support the development of 919 acres to 1,239 acres of land. Forecast land use absorption forecasts from 2022 through 2040 for retail, office, industrial, and housing are summarized in the table on the following page.

Forecast Land Area Absorption in Acres Liberty, Missouri; 2022 to 2040

Land Use	Net Acres	
	Conservative	Optimistic
Retail	52	72
Office	20	32
Industrial	244	397
Housing		
Single Family	548	671
Multi-Family	55	67
Total Acreage	913	1,239

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Liberty for retail, office, industrial, and housing are identified.

Given the availability of land and infrastructure, freeway and highway access, and existing land use patterns, over the next twenty years urban expansion in Liberty will favor the northern and southern portions of the city. Principal growth areas will include the South Liberty Parkway corridor and the northern edge of the city adjacent to Interstate 35 and U.S. Highway 69. The downtown area has the potential to support infill mixed-use and residential development.

Infrastructure has been constructed along the South Liberty Parkway from Interstate 35 east to Missouri Route 291, creating approximately 1,000 acres of developable land. Industrial development has commenced at the western end of the corridor near the Ford Plant. Appropriate future development of the South Liberty Parkway corridor would include a mix of employment, retail, and high-density residential uses. Mixed-use development would create a vibrant employment corridor suitable for a mix of businesses.

The area in the vicinity of Interstate 35 and U.S. Highway 69 supports a large inventory of vacant land suitable for a mix of land uses. The 1,073 acres of land on the north side of the interchange is planned for the Montage Liberty master planned community designed for a mix of residential, retail, office, tech, industrial, and hotel uses. Montage Liberty will have a significant impact on the velocity of housing, retail, and employment-related development in Liberty through 2040. Land on the south side of U.S. Highway 69 is suitable for industrial and medical office uses with land east of Route B suitable for residential use.

The historic downtown square is iconic to Liberty's image and reputation. The downtown remains vibrant and is home to government offices and a mix of retail and professional businesses. Infill development would strengthen the downtown square with potential opportunities including mixed-use and multi-family residential housing. Both Mill and Kansas Streets are ideal corridors for redevelopment. Potential redevelopment sites include the commercial building at Mill and Main Streets and existing surface parking lots at Mill and Main Streets, Mill and Missouri Streets, Kansas and Leonard Streets, Kansas and Prairie Streets, and Gallatin and Franklin Streets.

Providing the opportunity to support a wide mix of both owner-occupied and rental housing products suitable for accommodating a broad population should be a priority. Given the presence of existing infrastructure and a large inventory of vacant land, over the next twenty years, the northern edge of the city adjacent to Interstate 35 as well as the southeast quadrant in the vicinity of Missouri Route 291 and South Liberty Parkway are best suited to support single-family subdivisions of varying densities

While detached single-family homes will remain the dominant new housing product, multi-family will assume a larger share in new construction prompted by growing employment

opportunities in Liberty. The trend in multi-family rental housing is anticipated to transition from small multi-family structures in favor of large-scale apartment properties.

Large-scale apartment sites are best located along major transportation corridors and in proximity to retail hubs and employment centers. Prospective future large-scale apartment sites are best located along the South Liberty Parkway corridor and along Interstate 35 at the northern edge of the city.

Continued population growth through 2040 will support continued retail development opportunities focusing on infill development within the Liberty Triangle core and locations serving emerging residential neighborhoods such as Montage Liberty.

Creating employment opportunities should be a priority of the Liberty Comprehensive Plan. Construction of the South Liberty Parkway has created additional development sites for industrial and office uses that will be critical in fostering future economic growth.

Principal concentrations of office space in Liberty are located downtown, West Kansas Street corridor, and Missouri Route 291 corridor. The South Liberty Parkway corridor and parcel fronting onto Interstate 35 within Montage Liberty are anticipated to emerge as new locations for future office development.

Key future growth industries in Liberty include logistics and warehouse operations. Liberty is currently experiencing an industrial construction boom attracting such notable companies as Amazon and Walgreens. As a logistics and distribution location Liberty benefits from Kansas City's central location within the Midwest and the availability of ample developable industrial land in proximity to Interstate 35 interchanges. Future expansion of industrial land uses over the next two decades in Liberty is best suited in two established areas, including the South Liberty Boulevard corridor and the Interstate 35 and U.S. Highway 69 interchange. These locations provide sufficient inventories of vacant land to create the opportunity for large-scale industrial park and business park development.

ECONOMIC AND MARKET ANALYSIS
CITY OF LIBERTY COMPREHENSIVE PLAN
LIBERTY, MISSOURI

November 2022

INTRODUCTION

As a sub-consultant, Olsson, Inc. has retained Canyon Research Southwest, Inc. to assist in the preparation of the City of Liberty, Missouri Comprehensive Plan (“Planning Area”). The sub-consultant agreement calls for the following scope or work.

1. An economic and market analysis that evaluates the potential for the City of Liberty to support future development of a variety of land uses and housing types.
2. Attendance at a city leadership work session and citywide planning charrette.
3. Land use recommendations resulting from the findings of economic and market analysis, city leadership work session, and citywide planning charrette.

Study Objective and Scope of Work

The *Economic and Market Analysis* evaluates the historic, current, and future demographic, economic, and real estate market forces that influence the City of Liberty’s continuing urban growth patterns. In doing so the report consists of two sections, including: 1) Demographic and Economic Analysis and 2) Market Analysis.

The *Demographic and Economic Analysis* section of the study assists in identifying the Planning Area’s demographic and economic trends on the future need for additional commercial and industrial space as well as residential housing units. Planning Area demographic characteristics and economic forces evaluated include population growth, household composition, age distribution, household income, educational attainment, and employment growth and composition.

The *Market Analysis* portion of the study evaluates competitive retail, professional office, industrial, and residential market trends impacting the Planning Area. The market trends for each prospective land use were evaluated by quantifying such market forces as the current inventory of housing units and commercial/industrial space, construction activity, vacancy trends, and development patterns.

Based on the study findings, the Planning Area’s long-term demand projections were prepared quantifying the need for additional commercial and industrial space as well as residential housing units. The demand projections were then converted into land absorption estimates through 2040. Based on the results of the long-term demand projections future land use patterns and development opportunities were identified.

Planning Area Defined

The City of Liberty (“Planning Area”) is located within northwest quadrant of the State of Missouri and is considered a portion of the 14-county Kansas City metropolitan statistical area (“MSA”). The portion of the Kansas City MSA situated north of the Missouri River is known as the Northland, consisting of the Counties of Clay and Platte.

The city was settled in 1822 and was named for the American concept of liberty. Liberty is the county seat of Clay County, and the downtown area was built as a traditional square surrounding the County building. According to the U.S. Census Bureau, the city has a total land area of 29.15 square miles. Liberty is home to William Jewell College.

Liberty is located approximately six miles north of the Missouri River along Interstate 35 and Missouri Route 291. Interstate 35 and Missouri Route 291 provides direct vehicular access from Liberty into Kansas City and the suburban communities of North Kansas City, Shawnee, Overland Park, Olathe, Independence, and Lee’s Summit. Liberty is a commuter community with 65.8 percent of residents working outside of the community with the mean travel time to work of 22.2 minutes.

A comparison of the City of Liberty, Clay County, and State of Missouri demographic characteristics is provided in the table on page 3.

Esri Business Analyst estimates Liberty’s current population at 30,564 residents. Liberty’s population has grown steadily over the past two decades, up from 26,232 residents in 2000. Over the past several decades Clay County has experienced strong population growth with Interstate 35 serving as a major commercial and employment corridor. From 2000 to 2022, Clay County’s population increased 41.2 percent, adding 75,788 residents. Liberty now accounts for 11.8 percent of the Clay County population. The continued expansion of the Kansas City MSA and Clay County is anticipated to fuel the city’s future population and urban growth.

Compared to Clay County and Missouri, Liberty is much more of a tradition family community with family households accounting for 71.4 percent of all households and married couples representing 56.7 percent. Given the high percentage of families, the percentage of Liberty households with children present is larger than the county and statewide averages.

Liberty’s population is more educated with 40.7 percent of all residents ages 25+ attaining a bachelor’s degree or better, compared to 36.1 percent for Clay County and 30.0 percent for Missouri. Just 4.6 percent of Liberty’s adult population has not graduated high school.

Given the above average educational attainment of Liberty residents, the median household income exceeds the county and statewide levels with 40.3 percent of households earning \$100,000 or more annually.

The aerial photograph on page 4 illustrates Liberty’s land area. The street map on page 5 depicts the city’s location relative to the balance of the Northland.

Liberty, Clay County, and Missouri Demographic Trends

Demographic Characteristic	City of Liberty	Clay County	State of Missouri
Population			
2000 Census	26,232	184,006	5,595,211
2010 Census	29,149	221,939	5,988,927
2020 Census	30,167	253,336	6,268,203
2027 Forecast	30,762	266,828	6,407,412
Households by Type (2022)			
Total Households	10,637	87,217	2,375,611
Family Households	71.4%	67.7%	65.3%
Married Couple Family	56.7%	51.8%	48.4%
With Own Children	27.0%	24.0%	20.7%
Nonfamily Households	5.0%	6.1%	6.4%
Householder Living Alone	23.6%	26.2%	28.3%
All Households with Children	37.8%	35.3%	31.8%
Distribution of Population by Age (2022)			
0-14 Years	18.5%	20.1%	19.6%
15-24 Years	14.1%	11.7%	14.0%
25-34 Years	13.5%	13.5%	12.9%
35-44 Years	11.6%	14.3%	12.5%
45-64 Years	25.7%	25.1%	26.9%
65+ Years	16.6%	15.4%	14.0%
Distribution in Household Income (2022)			
Less than \$15,000	4.9%	4.9%	11.0%
\$15,000 - \$24,999	6.0%	6.2%	9.9%
\$25,000 - \$34,999	7.8%	7.1%	10.3%
\$35,000 - \$49,999	10.0%	13.1%	14.2%
\$50,000 - \$74,999	16.7%	17.9%	18.5%
\$75,000 - \$99,999	14.3%	14.4%	12.5%
\$100,000 - \$149,999	25.5%	22.5%	13.5%
\$150,000 - \$199,999	10.2%	8.7%	5.0%
\$200,000+	4.6%	5.1%	5.2%
Median Household Income	\$81,576	\$75,934	\$54,596
Educational Attainment for Residents 25+ Years (2022)			
Total Population 25+	20,616	177,292	4,329,896
Less than 9th Grade	1.6%	1.6%	2.7%
9th - 12th Grade, No Diploma	3.0%	3.7%	6.4%
High School Graduate	22.5%	25.0%	25.6%

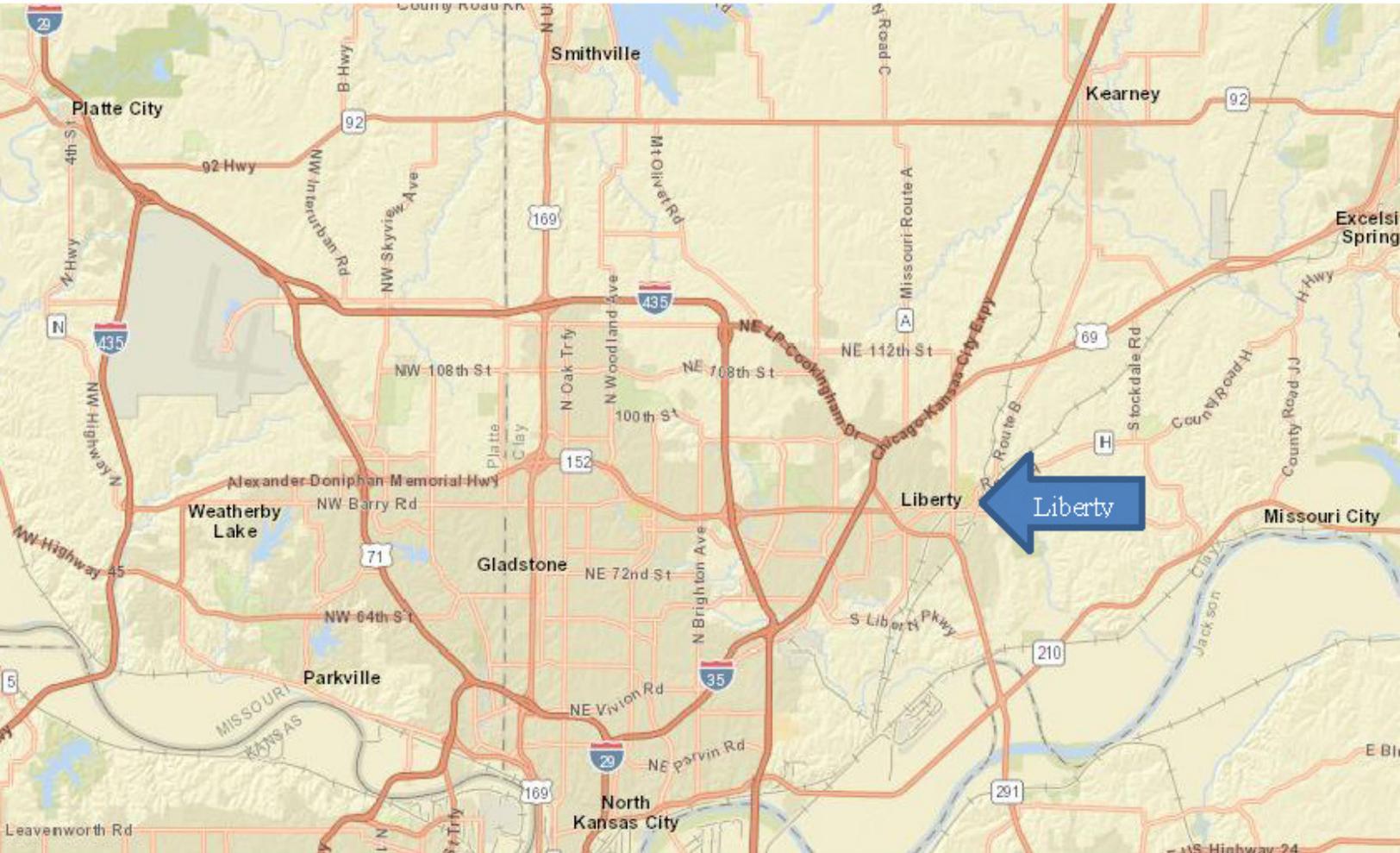
GED/Alternative Credential	4.2%	4.0%	4.5%
Some College, No Degree	21.0%	20.4%	22.5%
Associate Degree	7.1%	9.2%	8.3%
Bachelor's Degree	26.3%	24.3%	18.2%
Graduate/Professional Degree	14.4%	11.8%	11.8%

Source: Esri Business Analyst and U.S. Census.

City of Liberty, Missouri Aerial Photo



Kansas City MSA Northland Map

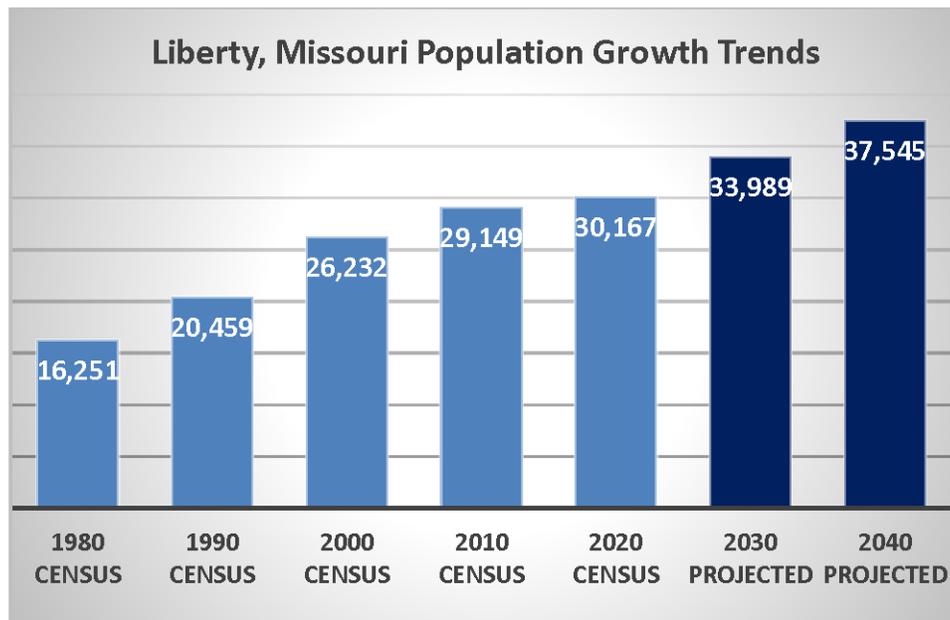


ECONOMIC AND DEMOGRAPHIC ANALYSIS

This section of the study examines the economic and demographic factors impacting real estate development patterns in the City of Liberty, Missouri. Historic demographic trends were provided by the U.S. Census Bureau, with 2022 estimates and 2027 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying Liberty's economic and demographic characteristics will assist in forecasting the future demand for commercial and industrial space as well as residential housing units.

Population Growth Trends

Liberty's smalltown environment at the edge of the Kansas City MSA offers convenient access to jobs, shopping, and entertainment. The population boomed from 1980 to 2000 when the city grew 61.4 percent, adding a total of 9,981 residents. The city's population growth continued at a more moderate pace from 2000 through 2020, increasing 15.0 percent, adding 3,935 residents. By 2020, Liberty's population totaled 30,167 residents. Esri Business Analyst estimates Liberty's current population at 30,564 residents.



The Mid-America Regional Council forecasts Liberty to add 5,530 residents from 2020 through 2040.

Future population growth within the City of Liberty was estimated based on such factors as continued job growth in Clay County, the availability of developable industrial and residential land in Liberty and continued urban expansion of the Kansas City MSA. By 2040, Liberty's population is conservatively forecast to increase by 18.3 percent, adding 5,920 new residents.

Under a more optimistic scenario Liberty’s population will grow at an annualized rate of 1.1 percent, yielding 7,378 new residents through 2040.

Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail expenditures and housing needs. According to Esri Business Analyst, as of 2022 an estimated 11,515 households resided in Liberty with an average household size of 2.55 persons. Family households account for 71.4 percent of all households with 37.8 percent of all households having children present. Married couple families account for 56.7 percent of all households, of which 27.0 percent had related children.

Over the past six decades the average household size in the United States has declined steadily, from 3.33 persons in 1960 to 2.52 persons by 2020. This declining household size has played a factor in changing housing needs.

Liberty’s average household size of 2.55 persons is supported by the high rate of families and married couples with children. The table below provides a comparison of households by type for the City of Liberty and State of Missouri

City of Liberty Households by Type; 2022

Household Type	City of Liberty	State of Missouri
Total Households	11,515	2,375,611
Family Households	71.4%	65.3%
Married Couple Households	56.7%	48.4%
With Related Children	27.0%	20.7%
Other Family (No Spouse Present)	14.7%	16.7%
With Children Present	10.3%	11.0%
Householder Living Alone	23.6%	28.3%
All Households with Children	37.8%	31.8%
Average Household Size	2.55	2.44
Average Family Size	3.05	3.00

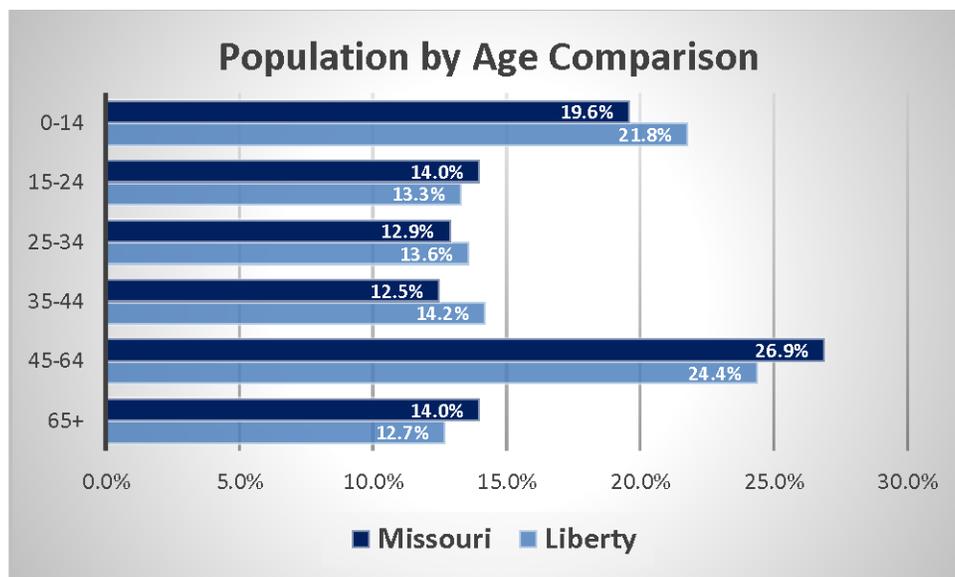
Source: Esri Business Analyst.

When compared to that of the State of Missouri, Liberty's household composition possesses well above average rates for both of families and married couples with children and below average householders living alone. Liberty's household composition characteristics suggest a propensity for detached single-family housing.

Population Age Distribution

Age is an important factor in consumer identity, since consumption patterns, housing needs, and financial situation can change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States is expected to have an important impact on the retailing and housing industries.

The bar chart below provides a comparison of the Liberty and Missouri population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.



Esri Business Analyst estimates that working adults ages 35 to 44 years (14.2%) and children ages 0 to 14 (21.8%) account for an above average percentage of Liberty's population, indicative of family households with children. Liberty's young adult population ages 25 to 34 years will have an increasing influence on the city's workforce, retail goods and services expenditures, and the housing market.

Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel, accessories, and groceries. This age group accounts for 21.8 percent of the Liberty population which exceeds the statewide average due to the rate of family households and married couples with children present.

The adolescent population ages 15 to 24 is a key demographic for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 13.3 percent of the Liberty population. By comparison, adolescents account for 14.0 percent of the Missouri population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 13.6 percent of the Liberty population which compares to the statewide rate of 12.9 percent. The Liberty young adult population has a significant impact on the local workforce, retail goods and services, and housing market.

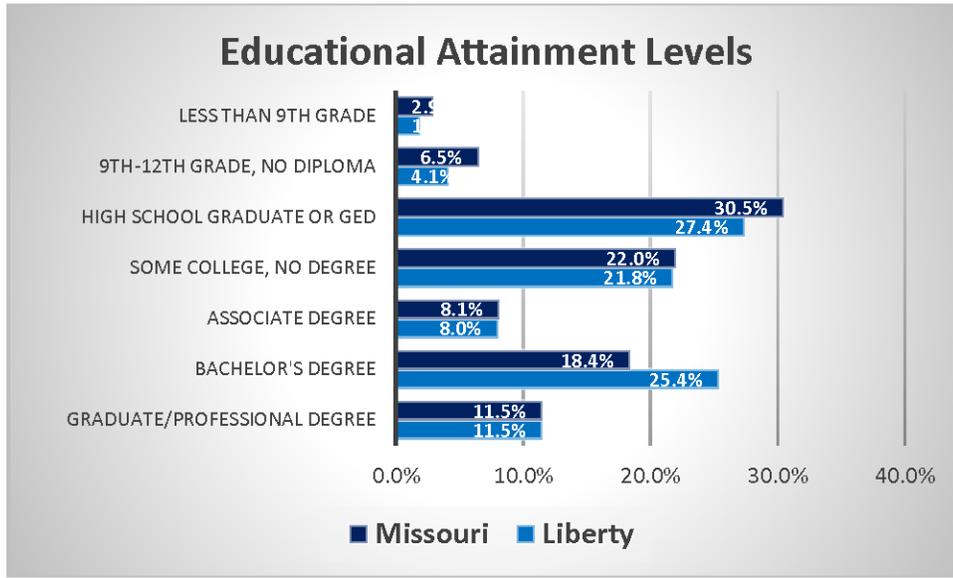
The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 14.2 percent of the Liberty population, compared to 12.5 percent of the statewide population.

Liberty's population ages 45 to 64 years account for 24.4 percent of the total population, compared to 26.9 percent statewide. This empty nester age group provides opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Residents 65+ years of age account for 12.7 percent of the Liberty population, compared to 14.0 percent of the statewide population. The senior population poses a growing market for healthcare, senior housing, and downsized housing.

Educational Attainment

Educational attainment levels of a market area’s labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between Liberty and State of Missouri as provided by Esri Business Analyst.



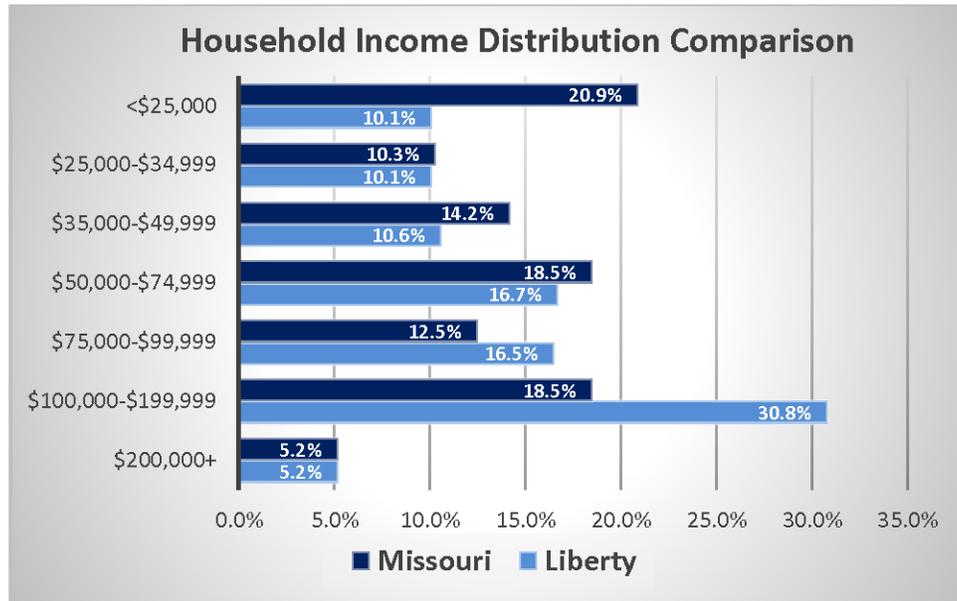
Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

Liberty’s population is more educated with 40.7 percent of all residents ages 25+ attaining a bachelor’s degree of better, compared to 36.1 percent for Clay County and 30.0 percent for Missouri. Just 4.6 percent of Liberty’s adult population has not graduated high school.

Liberty’s above average educational attainment levels improve the potential to support above average income levels, retail expenditures, and housing values and rents.

Household Income Distribution

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for Liberty and State of Missouri are outlined in the bar chart below.



According to Esri Business Analyst, in 2022 Liberty’s median household income of \$81,576 compares to \$54,596 for Missouri, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$100,000 or more annually. Liberty’s average household income levels can support above average retail sales, housing values, and residential rents.

An estimated 10.1 percent of Liberty households earn less than \$25,000 annually, compared to 20.9 percent statewide. While Liberty possesses a well below average share of households earning less than \$25,000 annually, a need still exists for affordable and income-based rental housing.

An estimated 10.1 percent of Liberty households earn \$25,000 to \$34,999 annually compared to 10.3 percent statewide. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median rent in Liberty of \$905 per month as reported by the U.S. Census requires an annual household income of approximately \$35,000.

The median housing value in Liberty is \$194,900, compared to \$163,600 statewide. Liberty’s entry-level housing valued under \$100,000 accounts for 27.4 percent of the total housing stock. Based on standard lending practices, households earning \$50,000 to \$74,999 represent the entry-level, for-sale housing and move-up rental markets. According to the U.S. Census,

an estimated 16.7 percent of Liberty households earn \$50,000 to \$74,999, compared to 18.5 percent statewide.

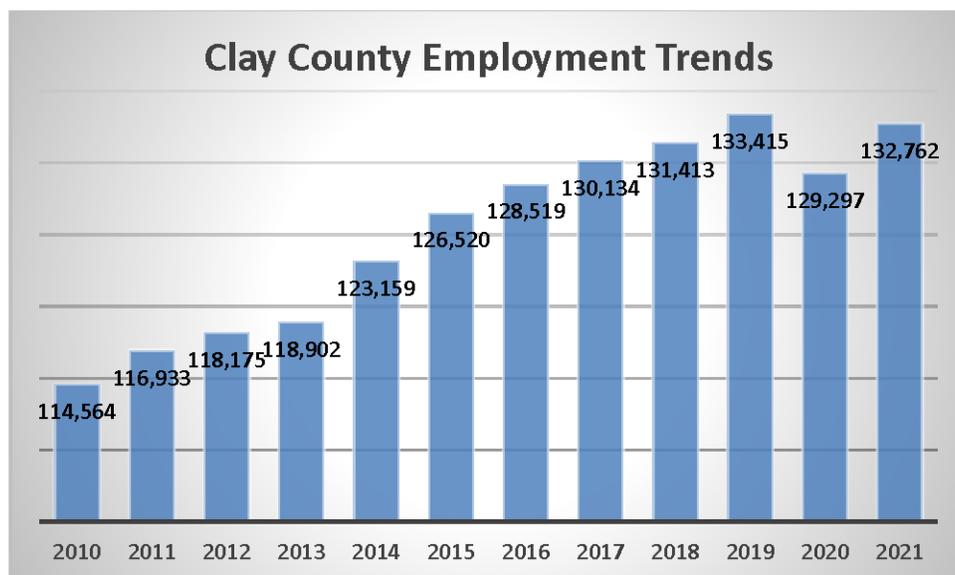
An estimated 16.5 percent of Liberty households earn \$75,000 to \$99,999, compared to 12.5 percent statewide. These households represent potential demand for housing priced from \$200,000 to \$300,000.

High-income households with annual incomes of \$100,000 or more account for 26.0 percent of all Liberty households compared to 23.7 percent for Missouri. These households represent potential demand for housing priced at more than \$300,000 as well as luxury automobiles, retail goods and services, travel, and entertainment.

Employment Trends

Liberty is a commuter community with 65.8 percent of residents working outside of the community with an average commute time of 22.2 minutes.

Since gains in employment generally fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and the demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing values, reduced commute times, and higher quality of life can motivate employees to relocate to the community where their job exists. The bar chart below illustrates employment growth trends in Clay County from 2010 to 2021.



According to the U.S. Bureau of Labor Statistics, from December 2010 through December 2021 Clay County added 18,198 jobs, increasing the employment base by 18.2 percent. Annual job growth was steady through December 2019. By December 2020, business closures due to the pandemic resulted in the loss of 4,118 jobs for the year. During 2021, employment rebounded,

adding 3,465 new jobs. By May 2022, employment in Clay County had nearly reached pre-pandemic levels with 113,087 jobs and an unemployment rate of just 2.6 percent.

The composition of an area’s employment base influences income levels and the composition of housing and commercial space needs. High levels of such white-collar occupations as professional, management and administrative; information; and financial, insurance and real estate generate demand for owner-occupied housing, upscale rentals, and professional office space. Meanwhile, employment sectors more likely to create a need for standard market-rate rental housing and industrial space include construction, manufacturing, wholesale trade, retail trade, and transportation and warehousing.

The table below provides a comparison of civilian employment levels by industry for Clay County and State of Missouri as published in the *American Community Survey 2020*.

Civilian Employment by Sector Comparison Clay County vs. State of Missouri

Industry Classification	Clay County	% of Total	State of Missouri
Total Civilian Employment	130,114		2,932,918
Agriculture	846	0.7%	1.7%
Construction	6,918	5.3%	6.5%
Manufacturing	14,541	11.2%	11.4%
Wholesale Trade	3,811	2.9%	2.7%
Retail Trade	15,137	11.6%	11.5%
Transportation, Warehousing & Utilities	10,092	7.8%	5.6%
Information	2,289	1.8%	1.8%
Finance, Insurance & Real Estate	10,195	7.8%	7.1%
Professional, Management & Administrative	14,907	11.5%	9.8%
Education & Healthcare Services	28,217	21.7%	24.1%
Arts, Entertainment, Accommodations & Food	11,170	8.6%	8.8%
Other Services	5,622	4.3%	4.7%
Public Administration	6,369	4.9%	4.3%

Source: U.S. Census Bureau.

Leading employment sectors in Clay County include education & health services (28,217 jobs); retail trade (15,137 jobs); professional, management, and administrative (14,907 jobs); and manufacturing (14,541 jobs). These occupations produce the need for industrial and office space, market-rate rental housing, and for-sale housing.

When compared to statewide averages the Clay County possess above average concentrations of employment in such occupations as wholesale trade; transportation,

When compared to statewide averages the Clay County possess above average concentrations of employment in such occupations as wholesale trade; transportation, warehousing, and utilities; finance, insurance, and real estate; professional, management and administrative; and public administration. Conversely, Clay County lags below the statewide norms in agriculture; construction; and education and healthcare services.

Large employers have a positive impact on a local economic by generating direct and indirect jobs, retail expenditures, and housing demand. According to the Clay County Economic Development Council, major private employers operating in Clay County include the Ford Motor Company (7,200 employees), North Kansas City Hospital (3,551 employees), Cerner Corporation (2,972 employees), Liberty Hospital (1,775 employees), and Hallmark Cards (1,150 employees). Major employers in Clay County are in the manufacturing, logistics, gaming, and healthcare industries. A list of Clay County major private employers is provided in the table below.

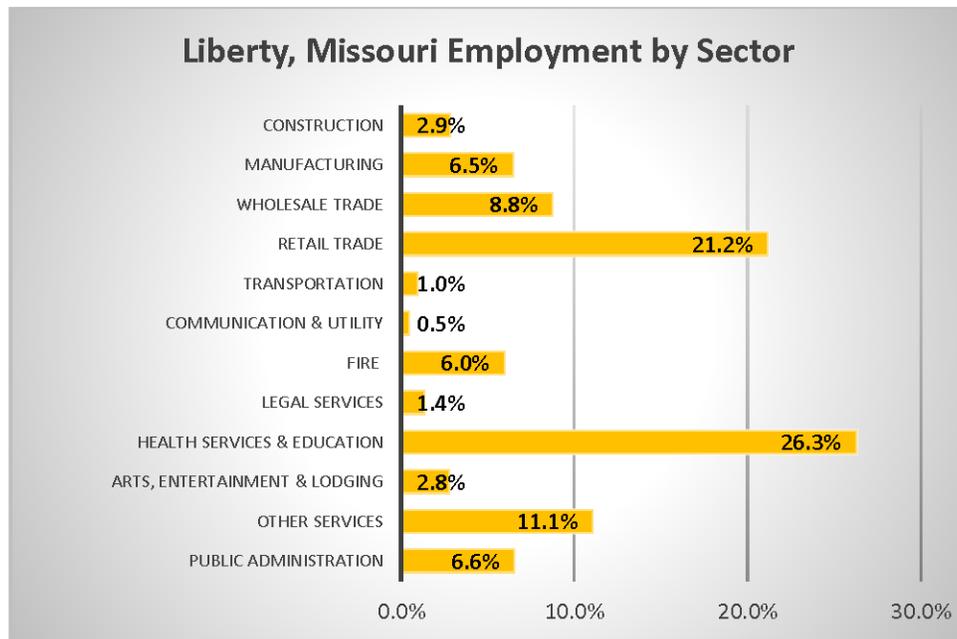
Clay County, Missouri Major Private Employers

Company Name	Business Type	# of Employees
Ford Motor Corporation	Motor Vehicle Manufacturing	7,200
North Kansas City Hospital	Healthcare Services	3,551
Cerner Corporation	Healthcare Information Systems	2,972
Liberty Hospital	Healthcare Services	1,775
Hallmark Cards	Greeting Cards	1,150
Elms Resort & Spa	Resort Hotel	1,105
FedEx	Delivery Services	960
Union Pacific Railroad	Railroad	920
VMLY&R	Web Design	610
Harrah's North Kansas City Casino & Hotel	Riverboat Gaming	596
Ameristar Casino	Riverboat Gaming	531
Musician's Friend	Music Equipment Distribution Center	385
RR Donnelly	Printing	350
Magma Seating of America	Automotive Seat Manufacturing	280

Source: Clay County EDC.

Liberty is primarily a bedroom community, supporting a less diverse employment base Clay County as a whole. According to Esri Business Analyst, 1,234 businesses operate in Liberty, employing 17,676 workers. By SIC Code, the healthcare and education sector is Liberty's largest job generator, accounting for 26.3 percent of total employment.

Other leading employment sectors in Liberty include retail trade (21.2 percent); other services (11.1 percent); wholesale trade (8.8 percent); and public administration (6.6 percent).



Future employment growth in Liberty will stem from population growth creating growing retail, professional services, and finance sectors as well as warehouse and logistic firms attracted to the presence of Interstate 35.

Liberty is currently experiencing a boom in industrial construction activity. Over the past 18 months 1.88 million square feet of industrial space has been built with an additional 2.9 million square feet under construction. The construction of the South Liberty Parkway between Interstate 35 and State Route 291 has made 1,000 acres available for future mixed-use development. Recently completed and active industrial projects in Liberty include the Heartland Cold Storage Logistics Center, Heartland Meadows Commerce Center, Liberty Heartland Logistics Center, Liberty Parkway Plaza & Logistics Center, and Liberty Commerce Center that will include an Amazon distribution center. These projects will support significant future employment growth.

From a current employment base of 17,676 jobs, through 2040 Liberty is forecast to support annualized job growth of 1.4 percent to 1.75 percent, yielding 5,000 to 6,500 new jobs.

To conclude, Liberty is located within the fast-growing Clay County which is in the Kansas City MSA. The Interstate 35 corridor serves as one of Clay County's leading employment center. Liberty's location along Interstate 35 provides the opportunity to capitalize on future population and employment growth. Over the next 20 years Liberty is anticipated to experience continued urban pressures leading to escalating population and employment growth.

Conclusions

A community's demographic and employment trends have a significant impact on the local housing, commercial, and industrial markets. Urban growth in Clay County and City of Liberty is influenced by an excellent transportation network and location at the urban fringe of the Kansas City MSA. As the Kansas City region continues to grow both Clay County and Liberty are anticipated to support population and job growth leading to the need for additional for-sale and rental housing as well as commercial and industrial space.

Liberty's population boomed from 1980 to 2000 when the city grew 61.4 percent, adding a total of 9,981 residents. Population growth continued at a more moderate pace from 2000 through 2020, increasing 15.0 percent, adding 3,935 residents. By 2020, Liberty's population totaled 30,167 residents.

By 2040, Liberty's population is forecast to increase by 5,920 to 7,378 new residents. Liberty's population growth over the next twenty years will generate the need for retail goods and services, additional commercial and industrial space, and new residential housing units.

Liberty's household composition characteristics suggest a propensity for detached single-family housing and above average retail expenditures for household furnishings and furniture, groceries, clothing and accessories, sporting goods, home improvement, and other family-related goods and services.

Liberty's highly educated population bodes well for supporting above average household income levels, housing values, apartment rents, and the need for retail and professional office space.

Liberty's median household income of \$81,576 compares to \$54,596 for Missouri, with a much lower rate of households earning less than \$35,000 and a much greater rate of high-income households earning \$100,000 or more annually. Liberty's household income levels support the need for a wide variety of housing products, including entry level, move up, and luxury for-sale housing as well as moderate and luxury rental housing.

Leading employment sectors in Clay County include education & health services; retail trade; professional, management, and administrative; and manufacturing. These occupations produce the need for industrial and office space, rental housing, and for-sale housing.

Liberty supports an employment base of 17,676 jobs, led by the healthcare and education, retail trade, other services, wholesale trade, and public administration. Through 2040 Liberty is forecast to support annualized job growth of 1.4 percent to 1.75 percent, yielding 5,000 to 6,500 new jobs.

Clay County and Liberty possess ample advantages for attracting residents, businesses, jobs, and development activity. The principal economic development benefit lies within being located at the

periphery of a growing regional economy whose assets include a large population; diverse economy; convenient highway, air, and rail access; well educated population; and high quality of life.

MARKET ANALYSIS

The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting Liberty, Missouri. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development activity in Liberty.

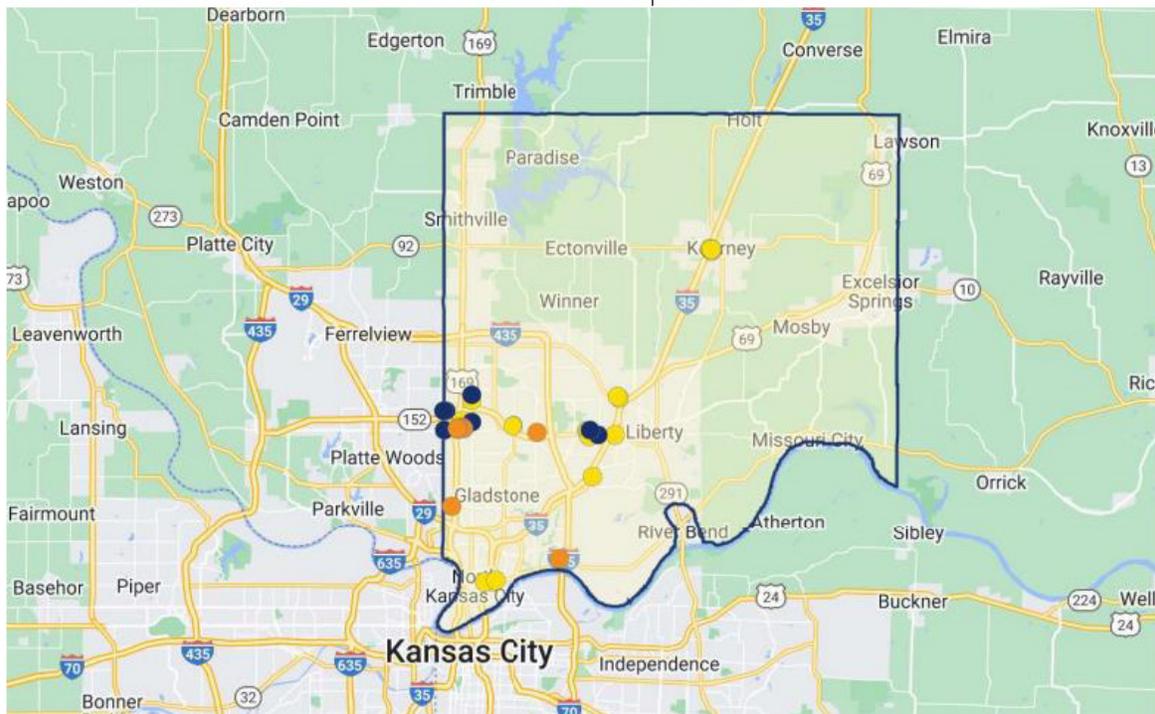
Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting Liberty and forecasts future demand for commercial space.

Competitive Retail Market Trends

Interstate 35 Corridor Submarket (Clay County)

According to the *Kansas City Retail Submarket Report* published by CoStar, Liberty is located within the Interstate 35 Corridor submarket which incorporates all of Clay County. The Interstate 35 Corridor submarket boundaries are depicted below.



By the second quarter 2022 the inventory of retail space in the Interstate 35 Corridor submarket totaled 13.5 million square feet, or 10.3 percent of the Kansas City MSA total. General retail and neighborhood center space accounted for 6.4 million square feet and 5.7 million square feet, respectively. The principal concentrations of retail space are located at Interstate 35 and Highway 152, Highways 152 and 169, and Oak Street Trafficway corridor.

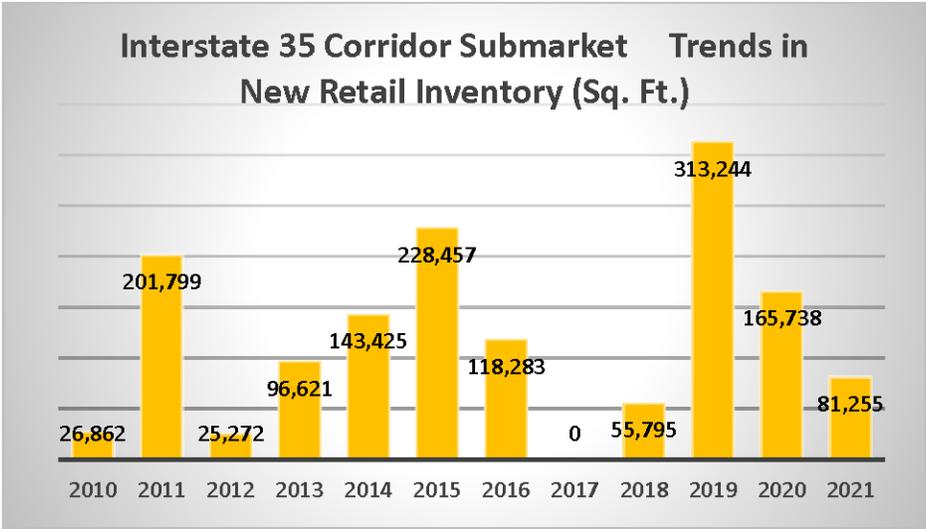
As of the second quarter 2022, the Interstate 35 Corridor submarket was operating at an overall vacancy rate of 2.3 percent which is favorable to the metropolitan rate of 6.0 percent. Strip and neighborhood center properties possess the highest vacancies of 5.0 percent and 2.7 percent. During the first half 2022, the Interstate 35 Corridor submarket experienced net absorption of 173,461 square feet of retail space. By the second quarter 2022, a total of 173,928 square feet retail space was under construction within the Interstate 35 Corridor submarket.

Interstate 35 Corridor Submarket Retail Market Conditions; 2022 Q2

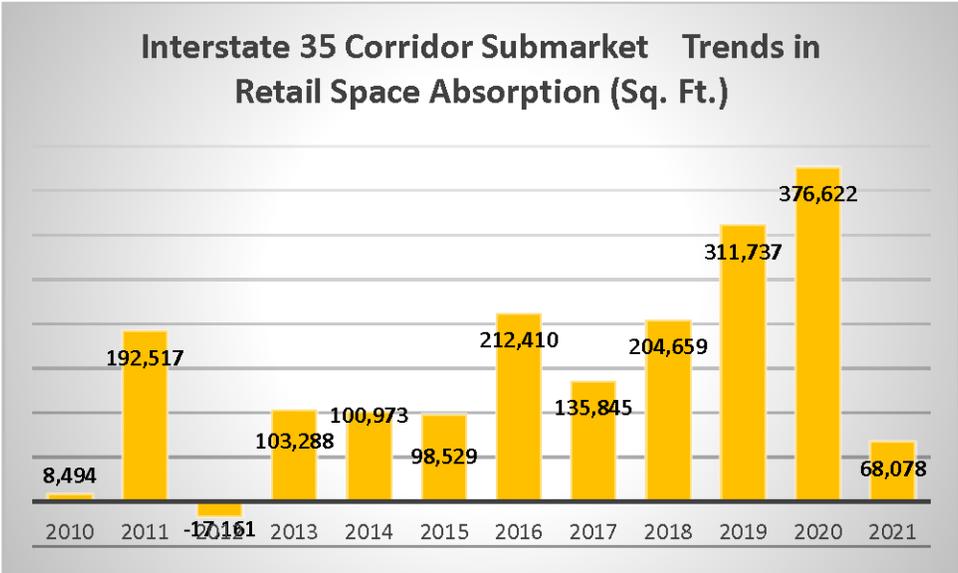
Center Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2022 YTD	Space U/C
Power Center	631,311	1.6%	\$19.57	30,651	0
Neighborhood Center	5,718,984	2.7%	\$16.61	86,291	0
Strip Center	755,468	5.0%	\$15.10	10,184	130,000
General Retail	6,423,624	1.6%	\$14.36	46,335	43,628
Totals	13,529,387	2.3%	\$15.59	173,461	173,928

Source: CoStar.

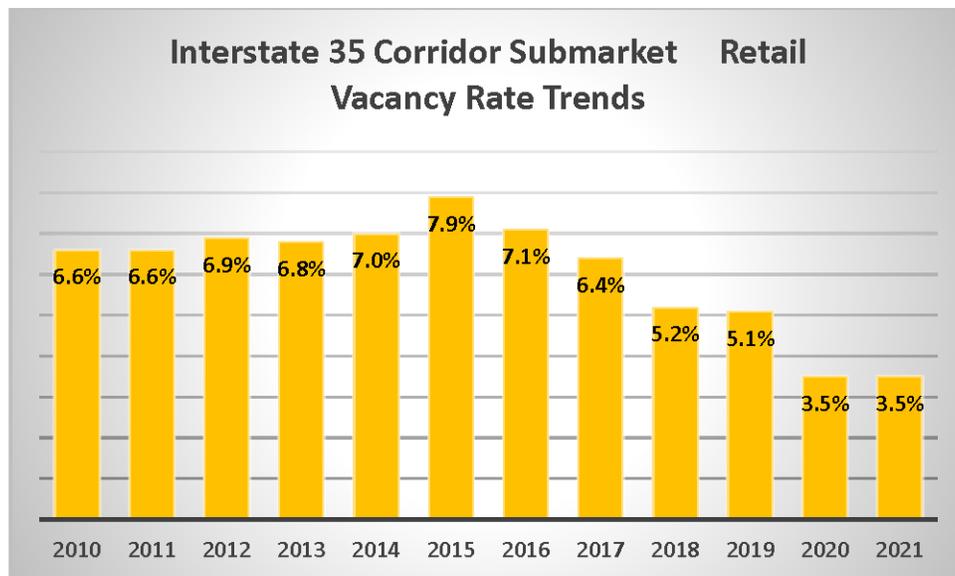
From 2010 to 2021, Costar reported 1.5 million square feet of retail space was constructed in the Interstate 35 Corridor submarket. Retail construction peaked from 2019 to 2021 with the completion of 560,237 square feet of space. However, as the COVID-19 pandemic interrupted the retail industry, new construction activity declined each year to just 81,255 square feet in 2021.



From 2010 through 2021, Costar reported 1.8 million square feet of retail space was absorbed in the Interstate 35 Corridor submarket. Retail space absorption peaked from 2018 through 2020 with the net occupancy of 893,018 square feet of space. Given the negative impact of the COVID-19 pandemic on the retail industry, during 2021 net absorption of retail space declined to 68,078 square feet of space. Net absorption rebounded through the first half of 2022, totaling 173,461 square feet.



With net space absorption outpacing new construction from 2010 to 2021, the overall retail vacancy rate for the Interstate 35 Corridor submarket declined steadily from a high of 7.9 percent in 2015 to a healthy 3.5 percent for both 2020 and 2021. Through the first half of 2022 market conditions continued to tighten, reaching an overall vacancy rate of just 2.3 percent.



To conclude, the Interstate 35 Corridor submarket supports a large inventory of retail space with principal concentrations along the Barry Road and Interstate 35 corridors. Over the past decade tenant demand and new retail construction resulted from strong population growth in Clay County. While the COVID-19 pandemic has reduced new construction, continued tenant demand has produced a steady decline in the overall vacancy rate to just 2.3 percent by mid-2022. The increasingly tight market conditions prompted an upswing in new retail construction during the first half of 2022. Continued population growth in Clay County will produce future retailer demand and development opportunities.

Liberty Retail Market Trends

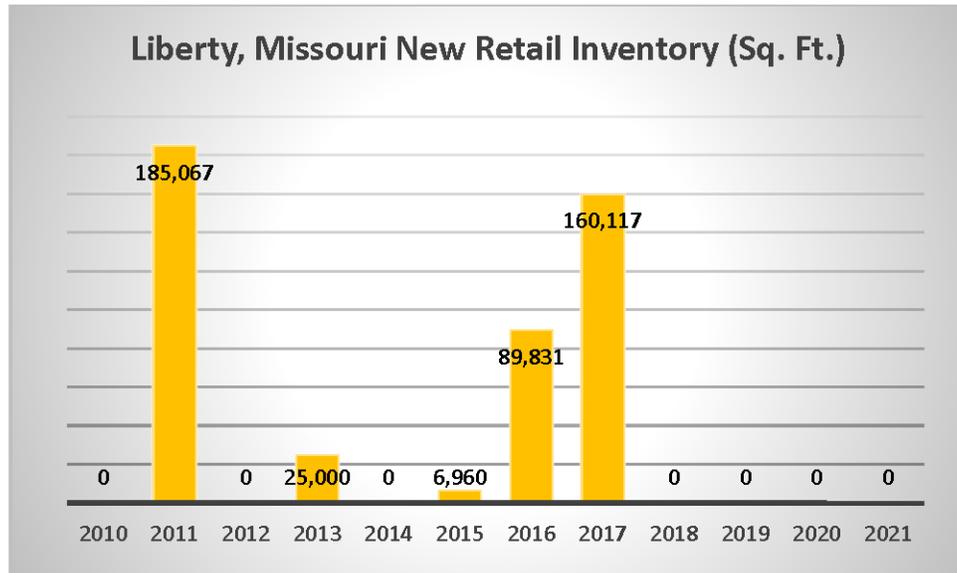
To provide a micro perspective of the competitive retail market the Costar database was searched for existing shopping centers and retail buildings in Liberty. The search identified 84 retail properties totaling 1.58 million square feet of building area. The principal concentrations of retail space include the Liberty Triangle area at the intersection of Interstate 35 and Missouri Route 152 and in the historic downtown. As of the second quarter 2022, the existing inventory of retail space in Liberty was operating at a vacancy rate of 0.3 percent. The low inventory of space available for immediate occupancy currently serves as a barrier for tenant entry into the Liberty retail market

The intersection of Interstate 35 and Highway 152 supports traditional freeway interchange retail uses such as big-box retailers, grocery, drug store, sit-down and fast food restaurants, banks, and strip centers. The Liberty Triangle project at the intersection's northeast corner is anchored by Lowe's, Dick's Sporting Goods, Ross Dress for Less, and HyVee. Tenants of the Liberty Commons at the southeast corner include Academy Sports, HomeGoods, Hobby Lobby, Off Broadway Shoe Warehouse, Petco, Natural Grocers, and B&B Theatres.

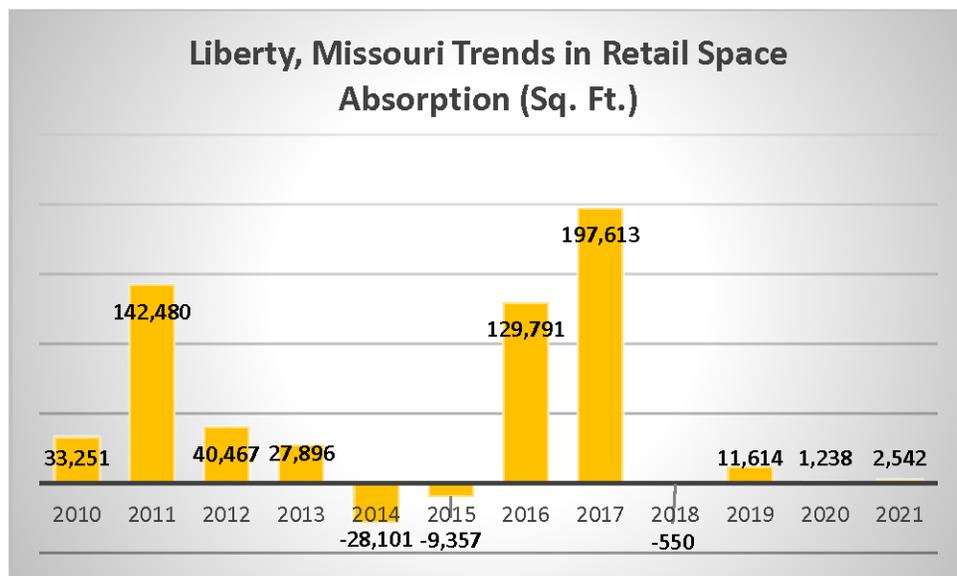
Historic downtown Liberty served as the city's original central business district. Located at Main and Kansas Streets, the downtown square supports a mix of eating and drinking

establishments, banking, legal, financial services, dentist, insurance, salons, jewelry, clothing boutiques, health and wellness, and gift shops.

According to CoStar, from 2010 through 2021, a total of 466,975 square feet of new retail space was built in Liberty. Over the past four years no new retail space was constructed.

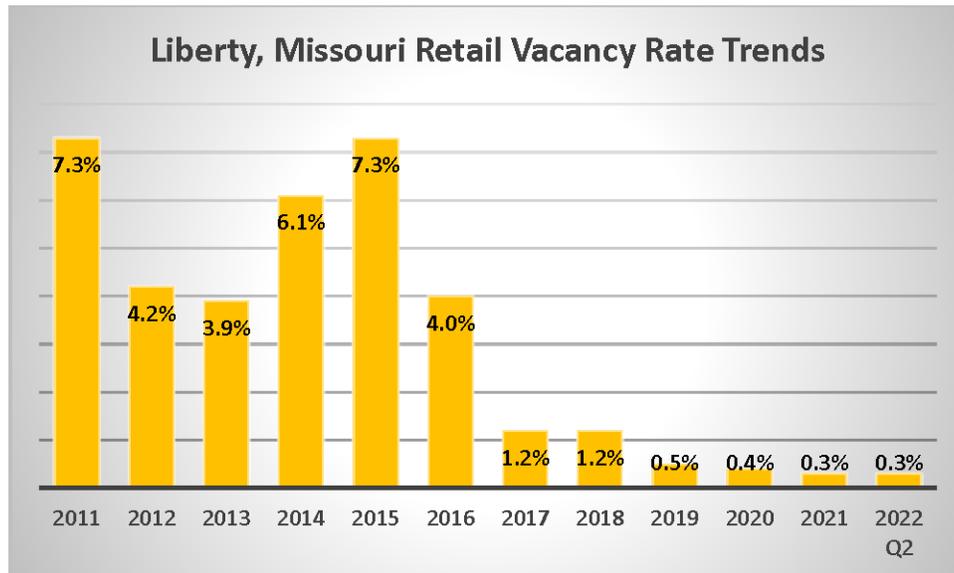


From 2010 through 2021, Costar reported the Liberty retail market absorbed 548,884 square feet of commercial space. Retail space absorption peaked in 2016 and 2017 with the net occupancy of 327,404 square feet of space. Since 2018, net absorption totaled just 14,844 square feet, due primarily to a limited inventory of space available for immediate occupancy.



Since 2016, Liberty’s inventory of retail space has operated at a below market equilibrium vacancy rate and now stands at just 0.3 percent. The lack of retail space available for lease is

a barrier for attracting prospective businesses. The low overall vacancy rate suggests the need for additional retail space is supportable.



As Liberty’s population continues to grow, an expanded retail market will become viable with new development focusing on infill opportunities and emerging residential neighborhoods.

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:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales}} \times \frac{\text{Community's Per Capita Income}}{\text{State Per Capita Income}}$$

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.

Esri Business Analyst estimates Liberty’s population at 30,565 residents and per capita income of \$36,895. For the FY 2021, the Missouri Department of Revenue reported local sales tax collections for the City of Liberty of \$21,668,845, equating to taxable sales of \$642,039,852.

Esri Business Analyst estimated the 2020 population for Missouri at 6,268,203 residents and per capita income of \$30,929. Based on FY 2021 general state sales tax collections of \$2.43 billion reported by the Missouri Department of Revenue the state's per capita retail sales are \$12,897.

\$642,039,852

Trade Area Capture = $\$12,897 \times (\$36,895 / \$30,929) = 41,732$ Residents

Liberty's population of 30,565 residents and estimated TAC of 41,732 people illustrates that shoppers are being attracted from outside of the city. The above average rate of retail sales capture stems from Liberty's Interstate 35 location, a large inventory of retail space, and presence at the edge of the Kansas City MSA with the ability to cater to nearby rural communities.

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 Liberty's TAC of 41,732 residents by the city's population of 30,565 residents yields a pull factor of 1.37, indicating the city captures retail sales at a rate 37 percent above the statewide average.

Retail Space Demand Estimates

As of year-end 2021, Liberty's inventory of 1.58 million square feet of retail space was operating at a vacancy rate of 0.3 percent. The market equilibrium vacancy rate is in the 7.0 percent range. This section of the study provides conservative and optimistic retail space demand estimates from 2022 to 2040 for the City of Liberty.

Supportable retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

The City of Liberty's 2022 population is estimated at 30,565 residents with the per capita income estimated at \$36,895, yielding total personal income of \$1.13 billion. Based on the U.S.

Census Bureau Annual Retail Trade Survey and Liberty's per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to approximately 40 percent of total personal income. While the City's current retail pull factor is 1.37, this study applied a balanced pull factor of 1.00 to estimated future captured retail sales.

By 2040, Liberty's population is conservatively forecast to increase by 5,920 residents. A more optimistic scenario has the City's population increasing by 7,378 residents by 2040. For this analysis per capita income, average retail sales per square foot, and pull factor remained constant.

Under the conservative scenario, by 2040 Liberty's population growth is forecast to capture new retail goods and services sales of \$87.4 million, supporting 380,000 square feet of new occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2040, Liberty is forecast to capture new retail goods and services sales of \$108.9 million and 473,000 square feet of new occupied retail space.

Forecast Retail Space Demand from Population Growth Liberty, Missouri; 2022 - 2040

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2022-2040)	5,920	7,378
Per Capita Income	\$36,895	\$36,895
Total Gross Personal Income	\$107,428,364	\$141,169,109
% Income Spent on Retail Goods and Services	0.40	0.40
Supportable Goods and Services by City Residents	\$87,367,360	\$108,884,524
Pull Factor	1.00	1.00
Total Supportable Retail Goods & Services Sales	\$87,367,360	\$108,884,524
Average Retail Sales Per Sq. Ft.	\$230	\$230
Retail Space Demand 2022-2040 (Sq. Ft.)	379,858	473,411

Source: Canyon Research Southwest, Inc.; November 2022.

Accounting for the current inventory of vacant commercial space in Liberty and a market equilibrium vacancy rate of 7.0 percent, through 2040 the City of Liberty is estimated to support the need for 523,000 to 624,000 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 2040 would absorb an estimated 52 to 60 acres of commercial land under the conservative scenario and 62 acres to 72 acres under the optimistic scenario. Through 2040, new retail development will focus on infill opportunities and serving emerging residential neighborhoods.

**Supportable New Retail Space Estimates
Liberty, Missouri; 2022 - 2040**

Liberty, Missouri New Retail Space Estimates 2022-2040	Conservative Scenario	Optimistic Scenario
Supportable New Retail Space Need		
Liberty Inventory of Occupied Retail Space 2021 Q4	1,575,619	1,575,619
Forecast Retail Space Demand 2022-2040	379,858	473,411
Total Occupied Retail Space Inventory 2040	1,955,477	621,398
Market Equilibrium Retail Space Need (7% Vacancy)	2,102,664	2,203,258
Less: Existing Inventory of Retail Space 2021 Q4	-1,579,739	-1,579,739
Supportable New Retail Space 2022-2040	522,925	623,519
Supportable Development Acres		
20% FAR	60	72
23% FAR	52	62

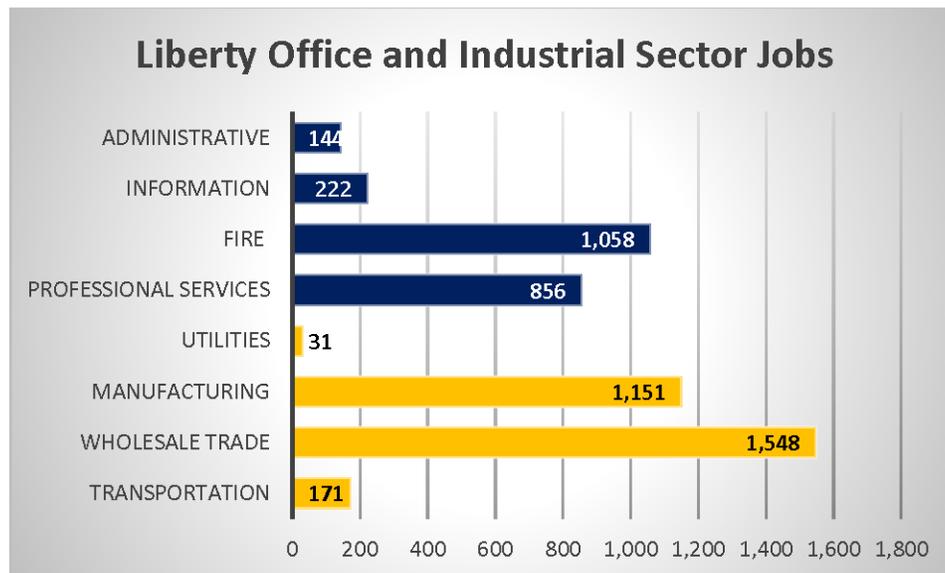
Source: Canyon Research Southwest, Inc.; November 2022.

Employment Market Analysis

This section of the study evaluates professional office and industrial market conditions directly impacting Liberty. The goal is to identify future opportunities for Liberty to support employment-related development.

Employment-Related Business Mix

Industrial-related employment is defined as the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal and finance, insurance, and real estate (FIRE) sector. In the bar chart below industrial-related sectors are outlined in “yellow” with office-related sectors in “purple.”



According to Esri Business Analyst, office-related employment in Liberty consists of 2,280 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 12.9 percent of total employment. By comparison, office-related jobs account for 21.0 percent of employment in Missouri. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support 456,000 to 513,000 square feet of occupied professional office space.

Industrial-related employment in Liberty totals 2,901 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 16.4 percent of total employment. By comparison, industrial-related jobs account for 29.0 percent of employment in Missouri. At an average space requirement of 900 to 1,000 square feet per employee, current employment levels can support approximately 2.6 million to 2.9 million square feet of occupied industrial space.

Continued job growth in Liberty will generate the need for additional professional office space and industrial space.

Competitive Office Market Trends

This section of the study provides historic office market trends directly impacting Liberty.

Interstate 35 Corridor Office Market

According to the *Kansas City Office Submarket Report* published by CoStar, Liberty is located within the Interstate 35 Corridor submarket which includes all of Clay County. Office buildings are segmented into three categories based on quality and amenities provided. These building categories include Class A, B, and C, each of which is defined below.

Class A Buildings

Class A office properties represent the newest and highest quality buildings in the market. Class A buildings possess high-quality building infrastructure, are well located, have good access, and are professionally managed. As a result of this, they attract the highest quality tenants and command the highest rents.

Class B Buildings

Class B buildings are a little older, but still have good quality management and tenants. Oftentimes, value-added investors target these buildings as investments since well-located Class B buildings can be returned to Class A status through renovations such as facade and common area improvements. Class B buildings are not functionally obsolete and are well maintained.

Class C Buildings

Class C is the lowest classification of office building. These are older buildings located in less desirable areas and are often in need of extensive renovation. Architecturally, these buildings are the least desirable, and building infrastructure and technology is outdated. As a result, Class C buildings have the lowest rental rates, take the longest time to lease, and are often targeted as re-development opportunities.

According to CoStar, the Interstate 35 Corridor submarket maintains 8.2 million square feet of office space, or 6.5 percent of the Kansas City MSA office market inventory. By the second quarter 2022 the Interstate 35 Corridor submarket was operating at an overall vacancy rate of 6.0 percent, and an average rent of \$19.01 per square foot. By comparison, by the second quarter 2022, the 126.7 million square feet of office space in the Kansas City MSA was operating at a vacancy rate of 9.7 percent and an average rent of \$20.87 per square foot.

Class A properties account for the smallest inventory of space in the Interstate 35 Corridor submarket totaling 884,927 square feet, or a 10.8 percent share. Class A space is 93.9 percent occupied at an average rent of \$26.25 per square foot. Most of the Class A office space is

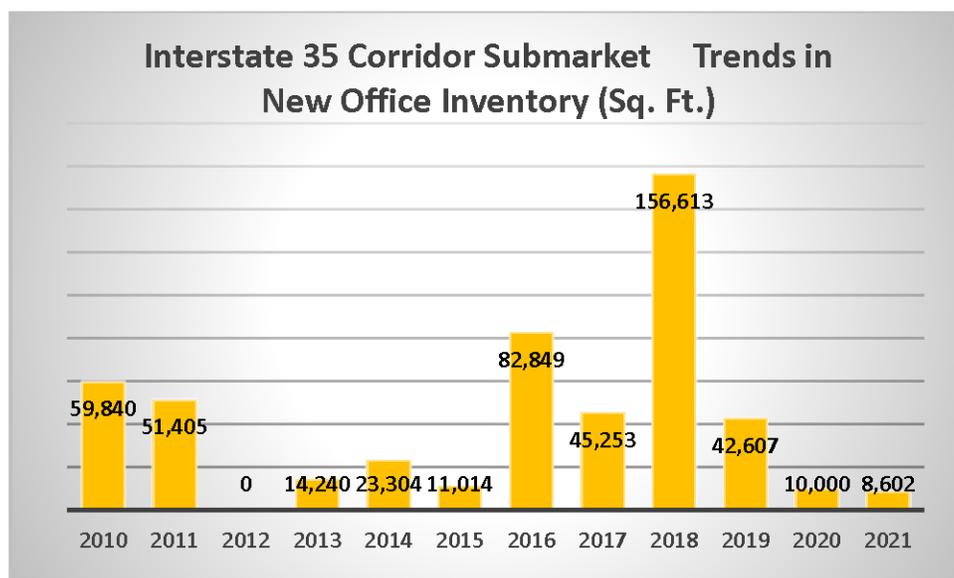
located within the Briarcliff master planned development. Class B office properties possess the largest inventory of space totaling 4.38 million square feet of space operating at a 93.7 percent occupancy and an average rental rate of \$20.06 per square foot. Class C office properties total 2.92 million square feet of space, operating at an overall occupancy of 94.5 percent and an average rent of \$14.80 per square foot. As of the second quarter 2022, 190,492 square feet of office space was under construction in the Interstate 35 Corridor submarket.

Interstate 35 Corridor Submarket Office Market Conditions; 2022 Q2

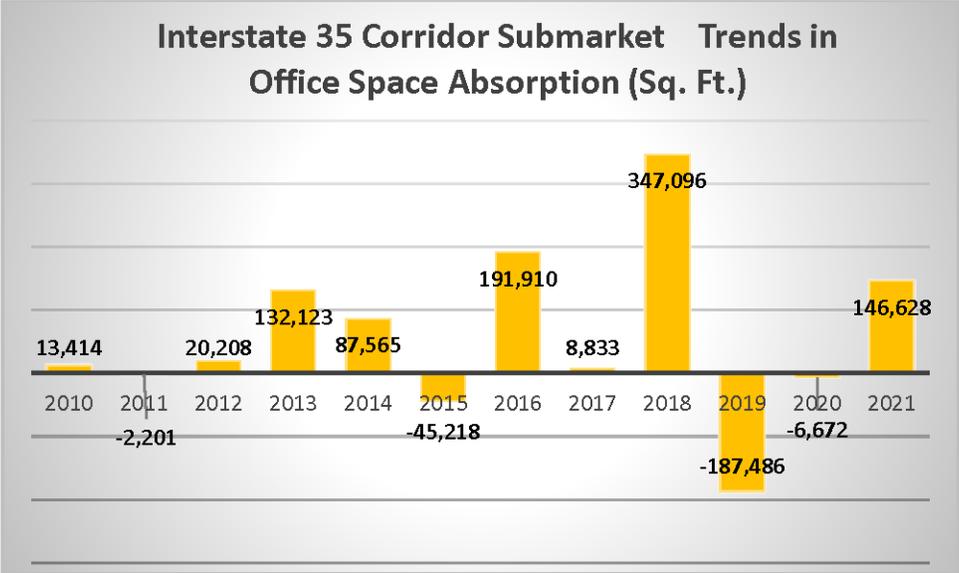
Building Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2022 YTD	Space U/C
Class A	884,927	6.1%	\$26.25	-4,005	174,492
Class B	4,382,368	6.3%	\$20.06	39,423	16,000
Class C	2,924,428	5.5%	\$14.80	1,601	0
Totals	8,191,723	6.0%	\$19.01	37,019	190,492

Source: CoStar.

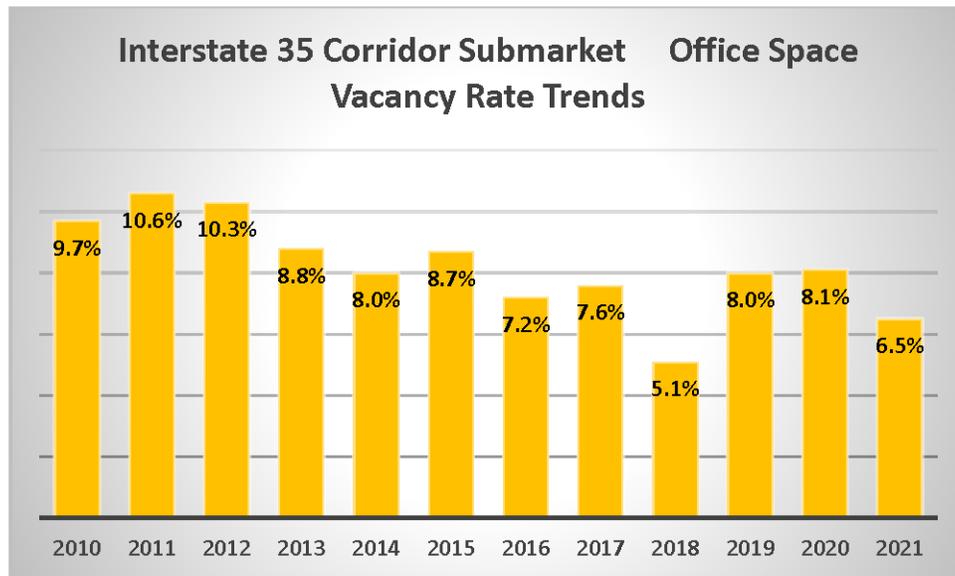
Since 2010, Costar reported 505,727 square feet of office space was constructed in the Interstate 35 Corridor submarket. New construction peaked from 2016 to 2019 with the completion of 327,322 square feet of new office space. The COVID-19 pandemic had a negative impact on new office construction with just 18,602 built in 2020 and 2021. Office construction has rebounded during the first half of 2022, with two buildings totaling 190,492 square feet under construction.



From 2010 to 2021, Costar reported net office space absorption in the Interstate 35 Corridor submarket totaling 706,200 square feet of space. Office space absorption peaked from 2016 to 2018 with the net occupancy of 547,839 square feet of space. Negative office space absorption was reported in 2019 and 2020, due in part to the negative impact of the pandemic on the tenant demand for space. In response to an improving economy net absorption rebounded during 2021 with 146,628 square feet of space. Net office space absorption continued into the first half of 2022, totaling 37,019 square feet of net occupied space.



Since 2010, with net absorption outpacing new supply, the overall office vacancy rate for the Interstate 35 Corridor submarket followed a downward trend from a high of 10.6 percent in 2011 to a low of 5.1 percent in 2018. By year-end 2020 the vacancy rate climbed to 8.1 percent with net absorption of -194,158 square feet of space and new inventory of 52,607 square feet during 2019 and 2020. In response to the completion of just 8,602 square feet of new office space and net absorption of 146,628 square feet of space, by year-end 2021 the overall vacancy rate declined to a healthy 6.5 percent. Through the first half of 2022, market conditions continued to improve with the vacancy rate declining further to 6.0 percent.



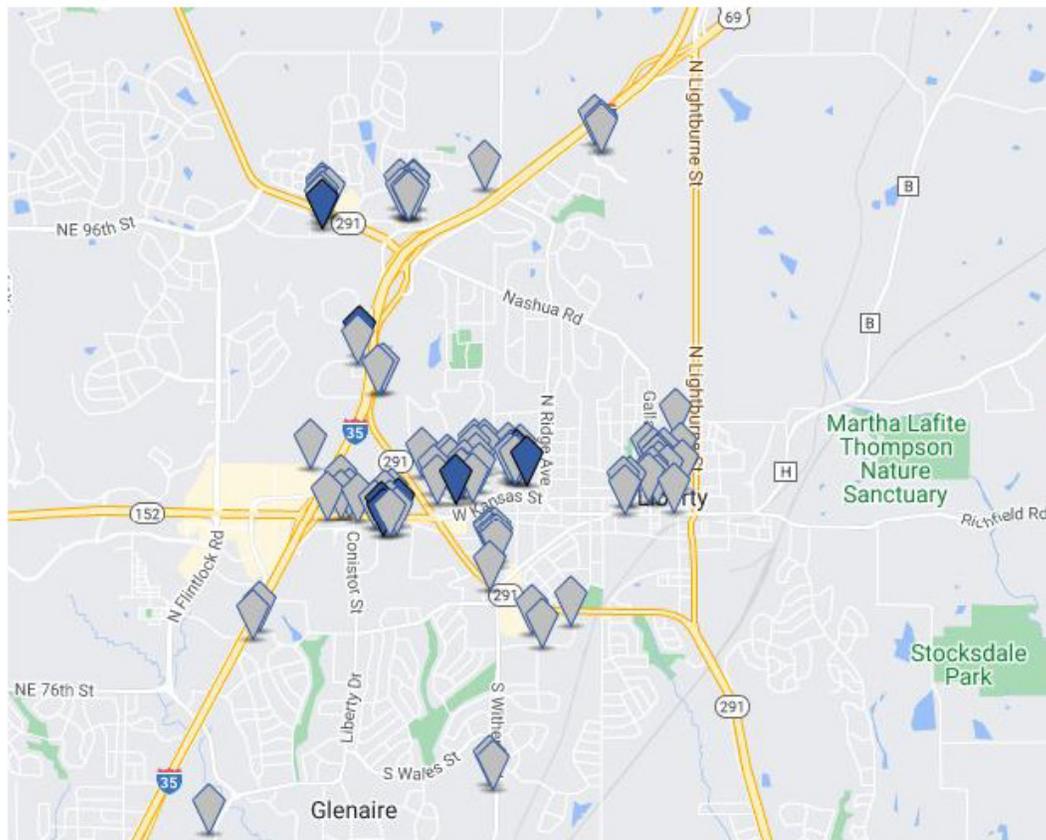
Briarcliff, a 400-acre mixed-use project located at U.S. Highway 169 and Missouri 9 Highway is the Interstate 35 Corridor submarket's premier office location. Briarcliff serves as an alternative office location to downtown Kansas City, Missouri by offering quality Class "A" space, an accessible suburban location, and a prestigious business address. Existing office space within this upscale, mixed-use development totals 566,859 square feet currently operating at an overall occupancy rate of 84.2 percent. Four office sites remain available for future development, designed for up to 342,000 square feet of building area.

The former Metro North Mall site at Highway 169 and Barry Road is being redeveloped and designed with a walkable Main Street Village concept featuring shops, restaurants, offices, and outdoor gathering places. The project plan calls for 85,000 square feet of office space.

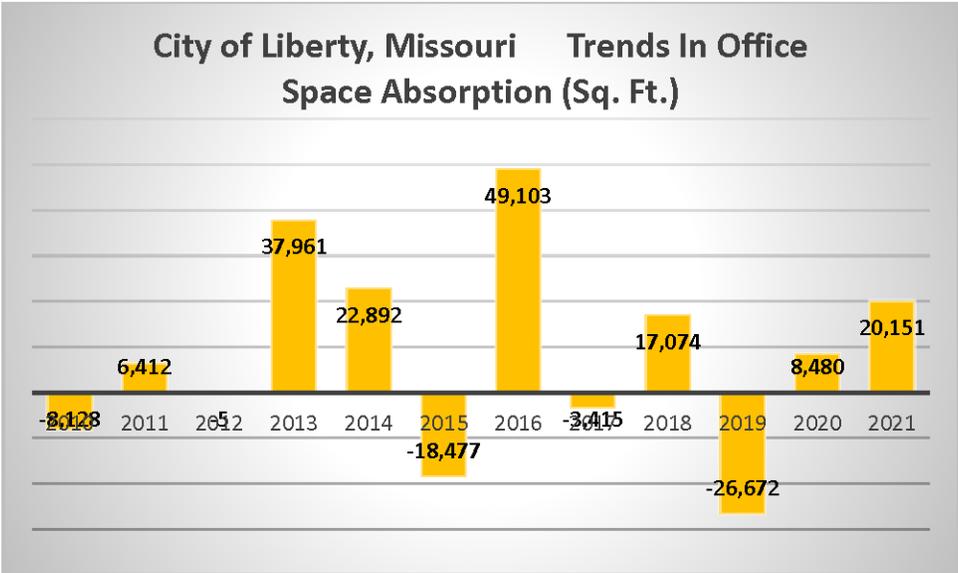
To conclude, the Interstate 35 Corridor submarket maintains 8.2 million square feet of professional office space. Of all the Kansas City MSA suburban office submarkets only College Boulevard, South Johnson County, and Northeast Johnson County possess larger inventories of office space. While the COVID-19 pandemic has slightly impacted the office market through the modest contraction of occupied space, the operating conditions remains healthy. Continued employment and population growth along the Interstate 35 Corridor should assist in increasing the need for professional services and occupied office space.

Liberty Office Market Trends

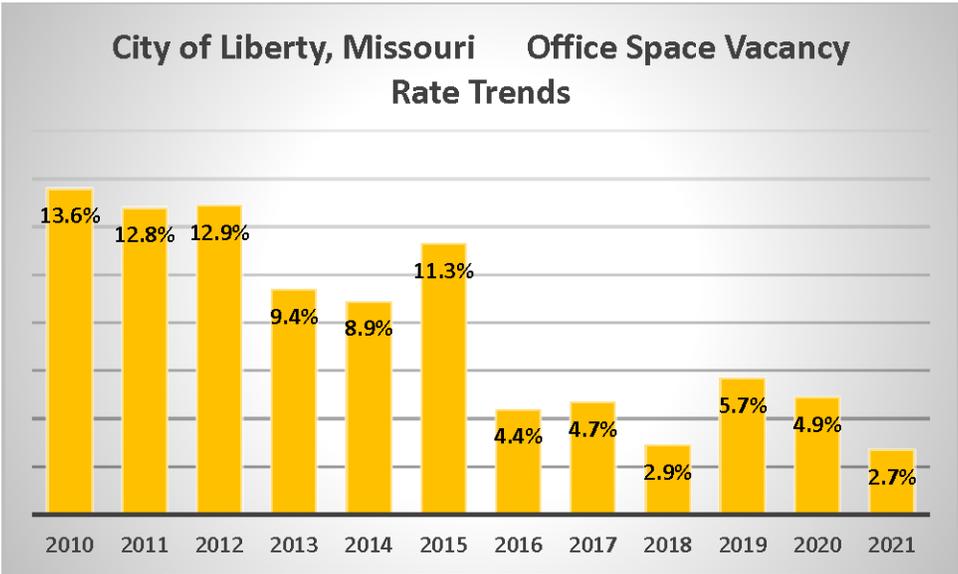
Existing office buildings in the City of Liberty were surveyed by consulting Costar. Liberty's office inventory consists of 88 properties totaling 930,668 square feet of building area. As illustrated on the map below, principal concentrations of office space in Liberty are located downtown, West Kansas Street corridor, and Missouri Route 291 corridor.



Since 2010, just 14,229 square feet of new office space was constructed in Liberty and a net 20,168 square feet of space has been absorbed. Office space absorption accelerated from 2020 through 2022 Q2, totaling 43,423 square feet of newly occupied space.



Since 2016, the Liberty office market has operating at below market equilibrium vacancies ranging from 2.7 percent to 5.7 percent. By the second quarter 2022, the office vacancy rate stood at 1.1 percent, suggesting the need for additional inventory is feasible.



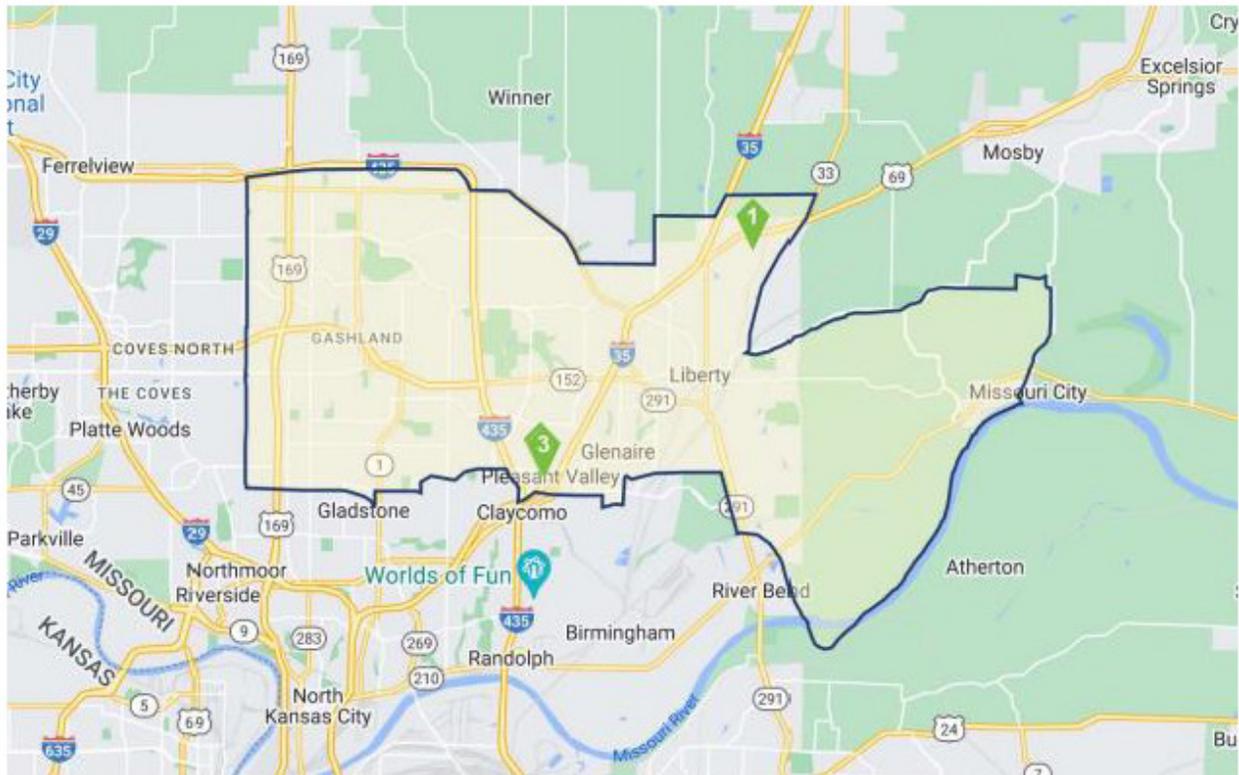
To conclude, given Liberty’s location within the Interstate 35 Corridor, it maintains a sizable inventory of office space with tenants serving the professional and healthcare serve needs of the local population. The current lack of office space available for immediate occupancy is a barrier for attracting prospective businesses. The low overall vacancy rate suggests additional office space is supportable. As Liberty continues to grow the need for additional professional and medical office space will arise.

Competitive Industrial Market Trends

This section of the study provides historic industrial market trends directly impacting Liberty.

Liberty Industrial Submarket

According to the *Kansas City Industrial Submarket Report* published by CoStar, the Liberty submarket includes portions of Liberty and extends into Kansas City west to U.S. Highway 169 and east to Missouri City. The Liberty submarket boundaries are illustrated below.



According to Costar, by the second quarter 2022 the Liberty submarket maintained 5.76 million square feet of industrial space. Consistent with the Kansas City MSA market, logistics and warehouse space accounts for the largest share of industrial space totaling 4.56 million square feet.

Specialized industrial space totals 1.07 million square feet of space with flex space amounting to just 126,842. The predominance of logistics and warehouse space stems from the presence of Interstate 35 which is a major north-south transportation corridor through the Midwest.

As of the second quarter 2022, the Liberty submarket was operating at a healthy vacancy rate of 6.2 percent which is slightly above the Kansas City MSA average of 4.6 percent. During the first half of 2022, just 17,220 square feet of industrial space was absorbed into the Liberty submarket, all of which was logistics and warehouse space.

The table on the following page summarizes industrial market conditions by product type for the Liberty submarket as of the second quarter 2022.

Liberty Industrial Submarket Market Conditions; 2022 Q2

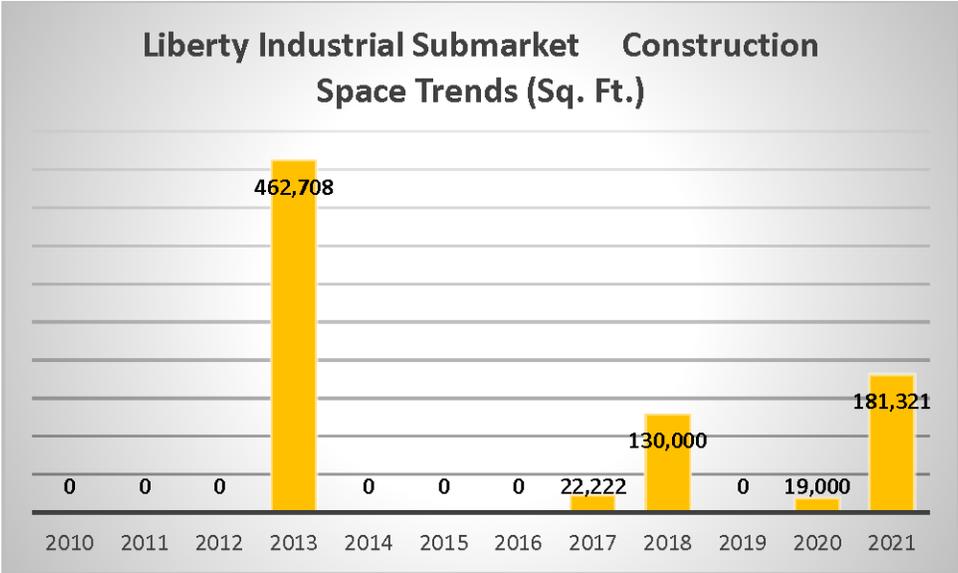
Building Type	Building Sq. Ft.	Vacancy Rate	Average Rent	Absorption 2022 YTD	Space U/C
Logistics / Warehouse	4,559,794	4.1%	\$5.79	18,320	3,449,475
Specialized Industrial	1,070,334	15.7%	\$9.05	-1,100	0
Flex	126,842	0.9%	\$12.37	0	0
Totals	5,756,970	6.2%	\$6.44	17,220	3,449,475

Source: CoStar.

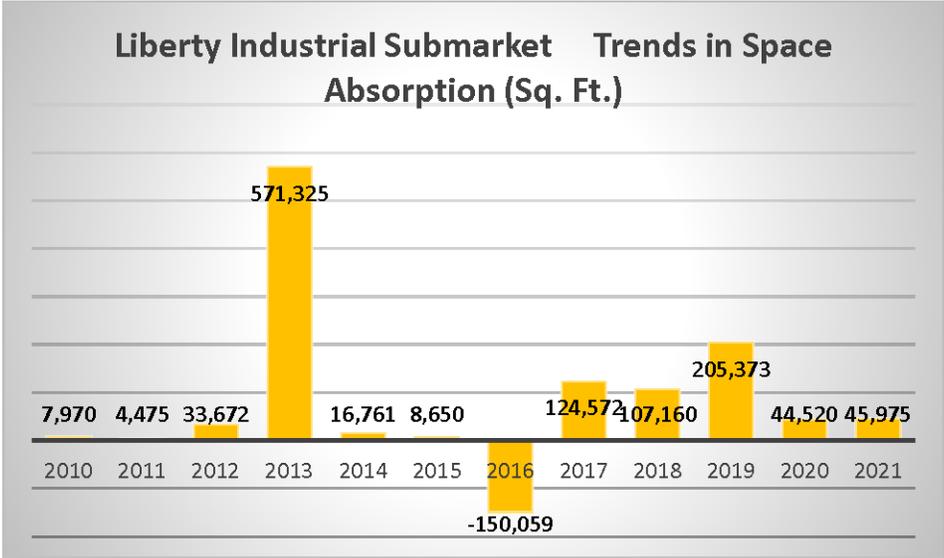
The 3.45 million square feet of industrial space currently under construction in the Liberty submarket is a 60 percent expansion to the inventory. This is a continuation of new development in the submarket, which had already seen 370,000 square feet of space delivered over the past three years, representing an inventory expansion of 6.8 percent. New industrial construction has focused on distribution and fulfillment centers by companies such as Hallmark, Amazon, and Walgreens with the preferred location near Interstate 35 offering convenient interchange access.

Costar reported that from 2010 through 2021, 815,251 square feet of new industrial space was constructed in the Liberty submarket, including 462,708 of specialized industrial space and 352,543 square feet of logistics and warehouse space. During the first half of 2022, an additional 167,575 square feet was added to the Liberty submarket inventory with an additional 3.45 million square feet under construction.

Active construction within the Liberty industrial submarket includes Hallmark's 847,475 square foot expansion to its existing distribution center and Northpoint Development is under construction on five buildings at the Liberty Commerce Center totaling 2.6 million square feet of space.

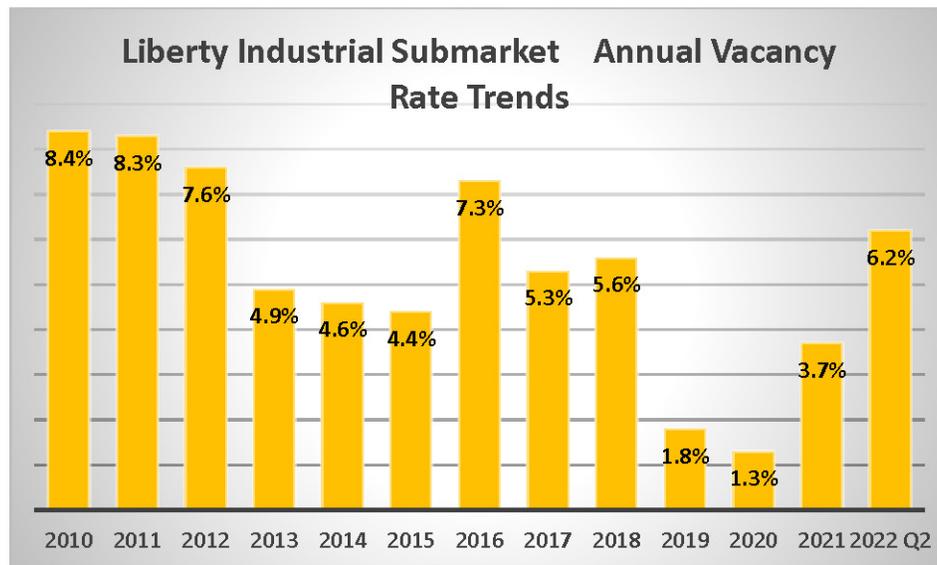


From 2010 through 2021, Costar reported 1.02 million square feet of industrial space was absorbed in the Liberty submarket. After peaking in 2013 at 571,325 square feet of space, annual net space absorption remained modest through 2016. Prompted by an upturn in new construction activity the net absorption of industrial space reached 205,373 square feet during 2019. With 3.45 million square feet currently under construction, much of which to end users or build-to-suits, net industrial absorption will escalate as these projects are completed. The recent upturn in new construction and tenant demand validates the Liberty submarket’s attraction as a logistics center.



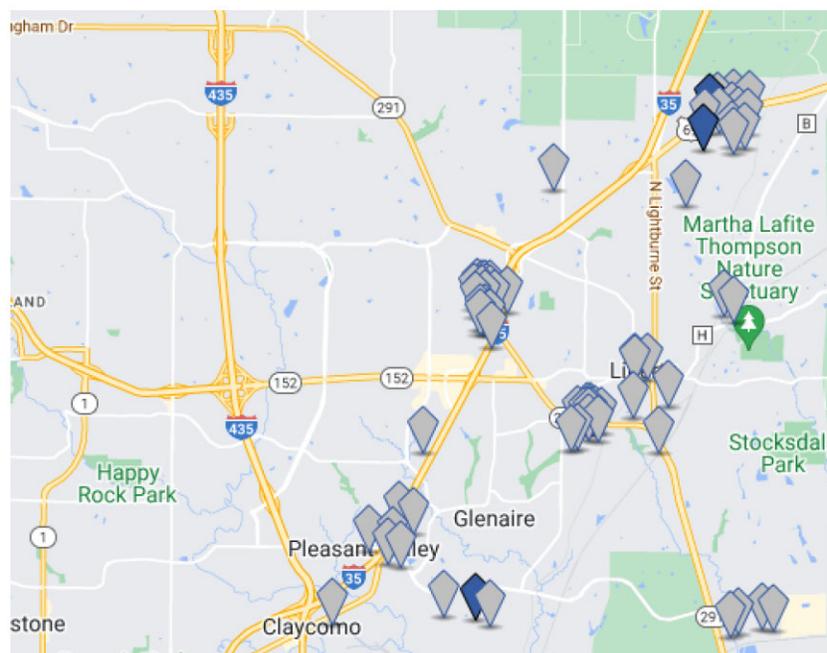
From 2013 through 2021, except for 2016, the Liberty industrial submarket operated at a vacancy rate below market equilibrium ranging from 1.3 percent in 2020 to 5.6 percent in 2018. With the completion of 348,896 square feet of industrial space during 2020 and 2021, the overall vacancy rate peaked at 6.2 percent by the second quarter 2022. As the industrial space currently under construction reaches the market, the overall vacancy rate is expected to

continue to rise until the inventory is successfully leased and occupied. The long-term market prospects for the Liberty submarket are strong given the ample availability of developable land offering excellent access to Interstate 35.



City of Liberty Industrial Market Trends

The City of Liberty supports a large inventory of industrial space with the principal concentrations near the Interstate 35 interchanges at South Liberty Parkway on the south edge of the city and U.S. Highway 69 on the north edge. By the second quarter 2022, Liberty’s industrial inventory included 68 industrial buildings of 5,000 square feet or more, totaling 6.93 million square feet of space. Building locations are depicted on the map below.



Warehouse space is the predominant product type in Liberty with 5.04 million square feet of space, equating to 72.2 percent of the total inventory. Manufacturing space totals 1.58 million square feet. Major industrial tenants in Liberty include Hallmark Cards (1,600,000 SF), Ford (798,000 SF), and LMV Automotive (462,708 SF). As of the second quarter 2022, the Liberty industrial market was operating at a cumulative vacancy rate of 18.1 percent. Given the recent large inventory of new construction, warehouse space is now operating at a 21.7 percent vacancy rate.

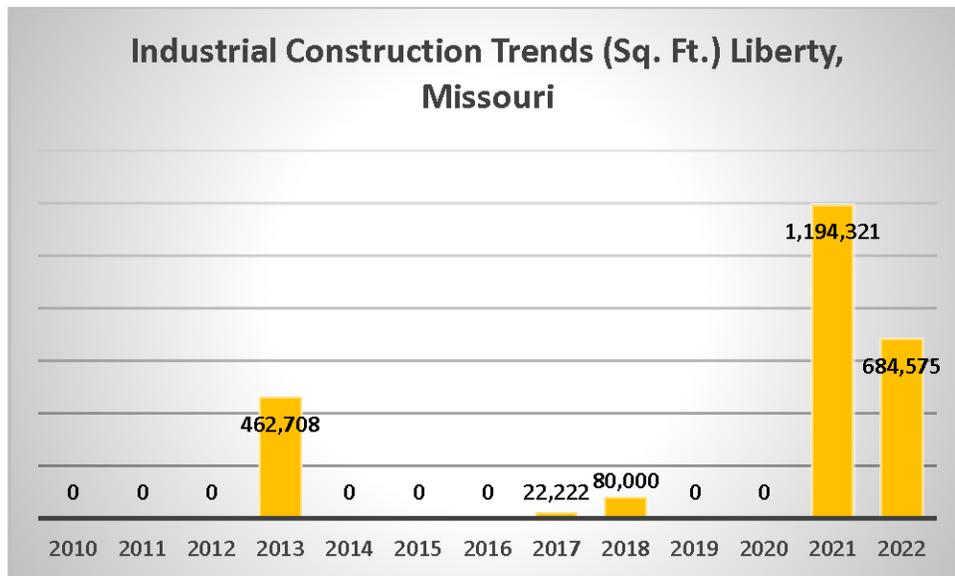
City of Liberty Industrial Inventory; 2022 Q2

Building Type	# of Buildings	Space Sq. Ft.	Vacant Space	Vacancy Rate
Warehouse/Logistics	50	5,044,556	1,093,408	21.7%
Manufacturing	7	1,578,806	0	0.0%
Industrial	4	96,615	0	0.0%
Showroom	4	48,112	0	0.0%
Cold Storage	1	167,578	167,578	100.0%
Truck Terminal	2	47,640	0	0.0%
Totals	68	6,983,307	1,260,986	18.1%

Source: CoStar.

Since 2010, a total of 2.44 million square feet of industrial space was constructed in Liberty. The most recent upturn in industrial construction occurred in 2021 and the first half of 2022, totaling 1.88 million square feet. The COVID-19 pandemic produced a surge in online shopping and companies have responded by constructing new fulfillment and distribution centers throughout the country. Liberty has benefitted from this recent trend due to Kansas City's central location within the Midwest and by offering ample developable industrial land in proximity to Interstate 35 interchanges.

Recently completed industrial buildings in Liberty include the 167,578 square foot Heartland Cold Storage Logistics Center, 181,000 square foot Heartland Meadows Commerce Center, and two buildings at the Liberty Commerce Center totaling 721,543 square feet.



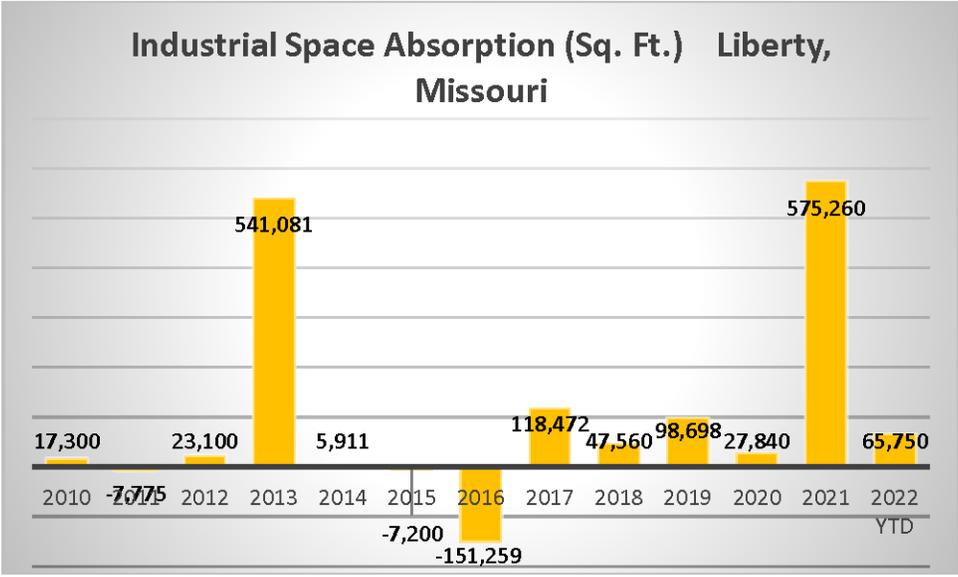
Active construction in Liberty, Missouri includes Hallmark's 847,475 square foot expansion to its existing distribution center and Northpoint Development is under construction on four buildings at the Liberty Commerce Center totaling 2.6 million square feet of space.

Opus is building the Hallmark cross-dock warehouse within the Liberty Heartland Logistics Center located 1-mile north of the existing Hallmark Distribution Center. The facility will include 48 dock doors, two drive-in doors, 40-foot clear height, and 245,560 square feet of structural mezzanine space. The facility is scheduled to be completed by February 2023. At the Liberty Commerce Center, Amazon will occupy two buildings and Walgreens will open a 65,000 square foot fulfillment center for prescription refills.

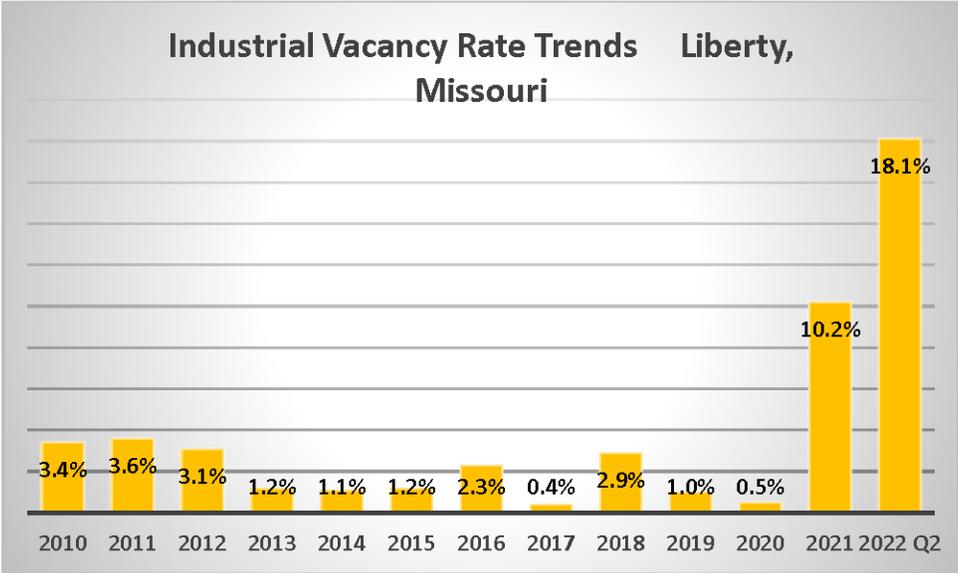
The Opus Group has plans to construct two warehouse buildings totaling 811,000 square feet within the 152-acre Liberty Heartland Logistics Center located on Shepard Road 1-mile north of the existing Hallmark Distribution Center. Building B is designed for 572,000 square feet with Building C totaling 239,000 square feet.

The 68-acre Liberty Logistics Park is located at I-35 and South Liberty Parkway, adjacent to the Ford Stamping and Ford Assembly plants. The first building totals 710,000 square feet of logistics space with 146 dock doors and 32-foot clear height. Two buildings of 80,000 and 132,000 square feet are planned for future development. Lane4 Property Group is the developer.

Since 2010, Liberty has supported net absorption of 1.35 million square feet of industrial space. Industrial space absorption peaked in 2013 at 541,081 square feet of net occupied space. The following seven years were marked by modest industrial space absorption in response to negligible new supply. During 2021, the market rebounded with new construction on the rise and net absorption totaling 575,260 square feet. During the first half of 2022 the market activity continued with 884,575 square feet of new space and net absorption of 65,750 square feet. The bar chart below illustrates annual industrial space absorption trends since 2010 for Liberty.



From 2010 through 2020, Liberty’s industrial vacancy rate operated well below market equilibrium, ranging from 0.5 percent in 2020 to a high of just 3.6 percent in 2011. In response to a surge in new construction commencing in 2021, vacancies escalated to 10.2 percent in 2021 and 18.1 percent by the second quarter 2022. The vacancy rate is forecast to continue its upward swing throughout the remainder of 2022 and into 2023 as 3.45 million square feet of space is now under construction. Much of the space under construction has been pre-leased or build-to-suit, so the upward trend in vacancies is anticipated to be short lived.



To conclude, given the recent upward trend in e-commerce, Kansas City’s central location in the Midwest, and Liberty’s abundance of developable industrial land offer convenient Interstate 35 access, Liberty’s industrial market is booming, adding 1.88 million square feet of new space since the start of 2021 with an additional 3.45 million square feet now under construction. Facilities now under construction will house such prominent companies as Hallmark Cards, Amazon, and Walgreens. While the overall vacancy rate has soared in

response to the growing new supply, the condition is expected to be short lived as much of the space under construction has been pre-leased or build-to-suit

Forecast Space Demand

Professional office and industrial space demand projections for Liberty, Missouri through the year 2040 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

Professional Office Space

By the fourth quarter 2021, Liberty supported 930,668 square feet of office space operating at a vacancy rate of 2.7 percent. The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on location, competition, access, project scale, etc.

Since 2010, just 14,229 square feet of new office space was built in Liberty and a net 120,168 square feet of space has been absorbed. The Montage Liberty development has the potential to significantly influence Liberty's office market as 790,614 square feet of office, tech, and commercial space is planned taking advantage on the Interstate 35 frontage and access.

According to the Bureau of Labor Statistics, by May 2022, office-related employment in the Kansas City MSA totals 279,800 jobs in the information, financial activities, and professional and business services sectors. Collectively, these sectors account for 25.8 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, the City of Liberty currently supports an employment base totaling 17,676 jobs. Office-related employment totals 2,280 jobs, equating to 12.9 percent of total employment. From 2022 through 2040, job growth in the City of Liberty is projected to support an estimated 5,000 to 6,500 new jobs. Over the next twenty years the share of office-related employment in Liberty is anticipated to escalate as the need for professional and financial services increases. Office-related employment is forecast to account for 20 percent to 22 percent of total job growth, yielding 1,000 to 1,430 new jobs.

Office space demand created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 square feet of office space that accounts for both owner-occupied and speculative office space. From 2022 through 2040, office-related job growth in Liberty is projected to support the need for 200,000 to 286,000 square feet of owner-occupied and speculative office space.

Forecast Professional Office Space Demand Liberty, Missouri; 2022 to 2040

	Conservative Scenario	Optimistic Scenario
Liberty, Missouri		
Office-Related Employment Growth	1,000	1,430
Net Office Space Demand (Sq. Ft.)	200,000	286,000
Average Annual Office Space Demand (Sq. Ft.)	10,526	15,053

Accounting for the current inventory of vacant office space in Liberty and a market equilibrium vacancy rate of 7.0 percent, through 2040 Liberty is estimated to support the need for 254,000 to 347,000 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 2040 would absorb an estimated 19.5 to 23.4 acres of commercial land under the conservative scenario and 26.5 acres to 31.9 acres under the optimistic scenario.

Supportable New Office Space Estimates Liberty, Missouri; 2022 - 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Liberty Inventory of Occupied Office Space 2021 Q4	859,871	859,871
Forecast Office Space Demand 2022-2040	200,000	286,000
Total Occupied Office Space Inventory 2040	1,059,871	1,145,871
Market Equilibrium Office Space Need	1,139,646	1,232,119
Less: Existing Inventory of Office Space 2021 Q4	-885,238	-885,238
Supportable New Office Space 2022-2040	254,408	346,881
Supportable Development Acres		
25% FAR	23.4	31.9
30% FAR	19.5	26.5

Source: Canyon Research Southwest, Inc.; November 2022.

Industrial Space

By the fourth quarter 2021, Liberty supported 6.3 million square feet of industrial space operating at a vacancy rate of 10.2 percent. Since 2010, Costar reported 1.35 million square feet of industrial space was absorbed in Liberty. The Montage Liberty development has the potential to significantly influence Liberty's industrial market as a Tech Campus is planned for 618,116 square feet of tech and warehouse taking advantage on the Interstate 35 frontage and access.

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.

According to the Bureau of Labor Statistics, by May 2022, industrial employment in the Kansas City MSA totaled 295,100 jobs in the manufacturing and trade, transportation, and utilities sectors. Collectively, these sectors account for 27.2 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.

Industrial-related employment in Liberty totals 2,901 jobs in the manufacturing, wholesale trade, transportation, and warehousing sectors, or 16.4 percent of total employment. Through 2040, the City of Liberty is forecast to add 5,000 to 6,500 new jobs. Industrial employment in Liberty is forecast to increase due to the presence of Interstate 35 and a large inventory of developable land, accounting for 55 to 60 percent of total job growth, adding an estimated 2,765 to 3,890 jobs.

Space needs created by the future growth in industrial employment was forecast by applying standard job creation ratios for warehouse and light manufacturing space. Typical warehouses operate at 1.0 employee per 1,500 to 3,000 square feet of building area, e-commerce warehouses at 1,000 to 2,000 square feet per 1.0 employee, and light manufacturing at 800 to 1,200 square feet per 1.0 employee. Given the predominance of warehouse and logistics space in Liberty a ratio of 1.0 employee per 1,500 square feet of space was applied.

From 2022 through 2040, industrial job growth in Liberty is projected to support the need for 4.2 million to 5.8 million square feet of owner-occupied and speculative industrial space.

Industrial Space Demand Forecasts Liberty, Missouri; 2022 to 2040

	Conservative Scenario	Optimistic Scenario
Liberty, Missouri		
Industrial-Based Employment Growth	2,765	3,890
Industrial Space Demand (Sq. Ft.)	4,147,500	5,835,000
Average Annual Industrial Space Demand (Sq. Ft.)	230,417	324,167

Accounting for the current inventory of vacant industrial space in Liberty and a market equilibrium vacancy rate of 7.0 percent, through 2040, Liberty is estimated to support 4.2 million to 6.0 million square feet of new industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2040 would absorb an estimated 244 to 278 acres of industrial land under the conservative scenario and 348 acres to 397 acres under the optimistic scenario.

Supportable New Industrial Space Estimates Liberty, Missouri; 2022 - 2040

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
Liberty Inventory of Occupied Industrial Space 2021 Q4	5,656,571	5,656,571
Forecast Industrial Space Demand 2022-2040	4,147,500	5,835,000
Total Occupied Industrial Space Inventory 2040	9,804,071	11,491,571
Market Equilibrium Industrial Space Need (7% Vacancy)	10,542,012	12,356,528
Less: Existing Inventory of Industrial Space 2021 Q4	-6,298,732	-6,298,732
Supportable New Industrial Space 2022-2040	4,243,280	6,057,796
Supportable Development Acres		
35% FAR	278	397
40% FAR	244	348

Source: Canyon Research Southwest, Inc.; November 2022.

Residential Housing Market Analysis

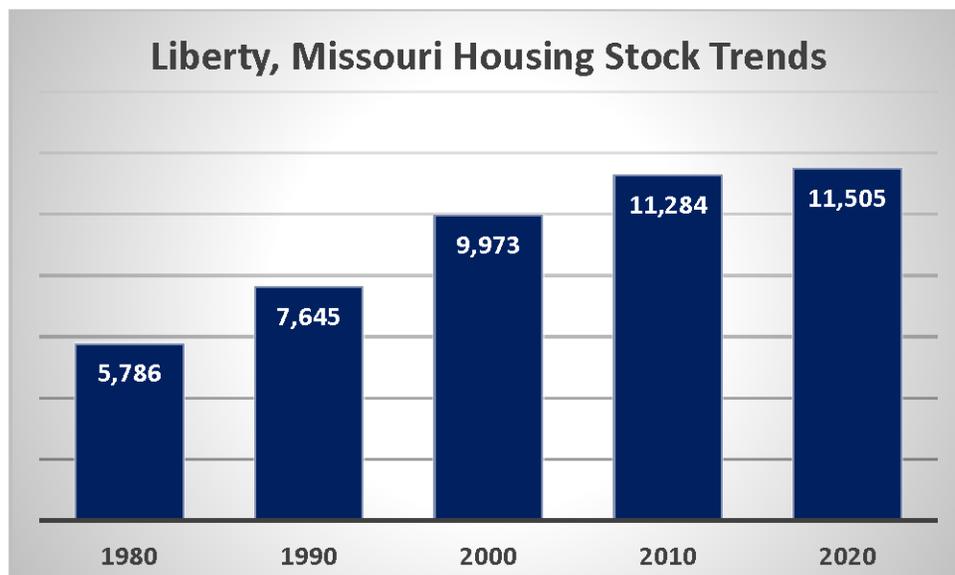
This section of the report evaluates the City of Liberty's single-family and apartment markets with the goal to identify current and future opportunities to support new housing stock.

Housing Stock Characteristics

To identify the City of Liberty'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

The 1980 Census reported the Liberty housing stock at 5,762 dwelling units. By the 2010 Census Liberty's housing stock nearly doubled to 11,284 dwelling units. From 2010 through 2020, the Liberty housing stock increased by 221 dwelling units.



Housing Stock Mix

Liberty's housing stock mix is influenced by its suburban character whereby single-family dwellings are the predominant housing type. According to the U.S. Census Bureau, detached single-family housing accounts for 75.6 percent of Liberty's housing stock, exceeding the statewide rate of 70.4 percent.

Multi-family housing accounts for 15.7 percent of Liberty's housing stock compared to 20.0 percent for Missouri. Properties with 10 to 19 dwelling units account for 30.8 percent of Liberty's multi-family housing stock, totaling 556 dwelling units. Large-scale multi-family

properties with 20 or more dwelling units account for just 3.5 percent of the Liberty housing stock compared to 5.0 percent for Missouri.

Liberty, Missouri Housing Stock by Type; 2020

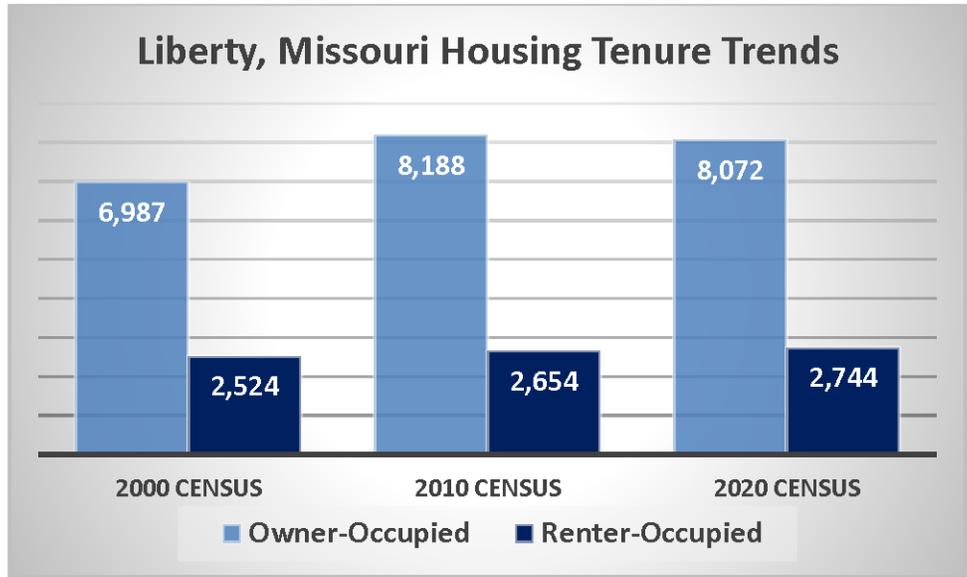
Units in Structure	# of Units	% of Total	Missouri %
1-Unit, Detached	8,697	75.6%	70.4%
1-Unit, Attached	543	4.7%	3.4%
2 Units	246	2.1%	3.3%
3 or 4 Units	272	2.4%	4.6%
5 to 9 Units	330	2.9%	3.8%
10 to 19 Units	556	4.8%	3.3%
20+ Units	399	3.5%	5.0%
Mobile Home	462	4.0%	5.9%
Boat, RV, Van, etc.	0	0.0%	0.1%
Total Housing Units	11,505	100.0%	100.0%

Source: U.S. Census Bureau.

Housing Tenure Trends

The 2000 Census reported that 9,511 housing units were occupied in Liberty, including 6,987 owner-occupied units and 2,524 renter-occupied units. The housing tenure mix included 73.5 percent owner-occupied and 26.5 percent renter-occupied housing units. From 2000 to 2010, the number of owner-occupied housing units in Liberty increased 17.2 percent to 8,188 units while the inventory of renter-occupied housing units rose just 5.2 percent to 2,654 housing units.

The share of owner-occupied housing units in Liberty has grown from 73.5 percent in 2000 to 74.6 percent by 2020. By comparison, during 2020 homeownership in Missouri amounted to 67.1 percent of all occupied housing units.

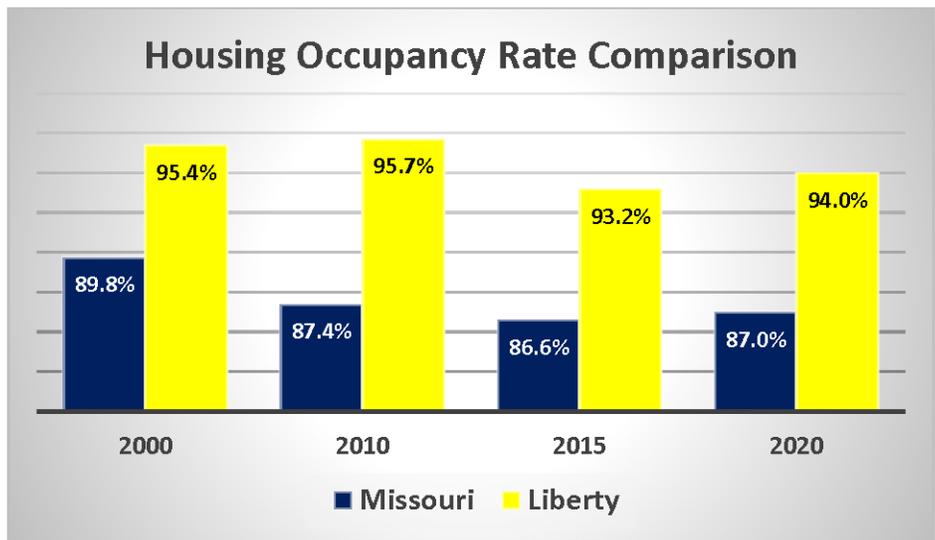


From 2000 through 2020, the housing tenure for Liberty increased by 1,085 owner-occupied housing units and 220 renter-occupied housing units.

Housing Occupancy Trends

The U.S. Census reported the overall occupancy rate for existing housing in Liberty increased from 95.4 percent in 2000 to 95.7 percent by 2010. The upward trend in the occupancy rate was despite the lingering housing crisis and a boom in new housing construction.

According to the *American Community Survey* published by the U.S. Census Bureau, Liberty’s housing occupancy rate declined slightly from 2010 to 2015 to 93.2 percent. During 2015, the statewide housing occupancy rate was 86.6 percent. Over the ensuing five years Liberty’s housing occupancy rate improved, reaching 94.0 percent by 2020.



Over the past 20 years, housing occupancies for Liberty significantly outpaced the statewide average. During 2000, Liberty’s housing occupancy rate of 95.4 percent compared favorably against that of 89.2 percent for Missouri, a 5.6 percentage point spread. By 2020, Liberty’s housing occupancy rate of 94.0 percent outpacing the statewide average of 87.0 percent, equating to a 7.0 percentage point differential.

Age of Housing Stock

The table on the following page compares the age of Liberty’s housing stock with that of the State of Missouri as reported by the U.S. Census Bureau.

Liberty’s housing stock is newer than the statewide inventory with 16.7 percent of the existing inventory built since 2000 and just 19.0 percent built prior to 1960. By comparison, 18.3 percent of the state’s housing stock was built since 2000 with 28.5 percent built prior to 1960. Liberty’s newer housing stock can be attributed to the population boom since 1980.

Liberty, Missouri Housing Stock by Year Built

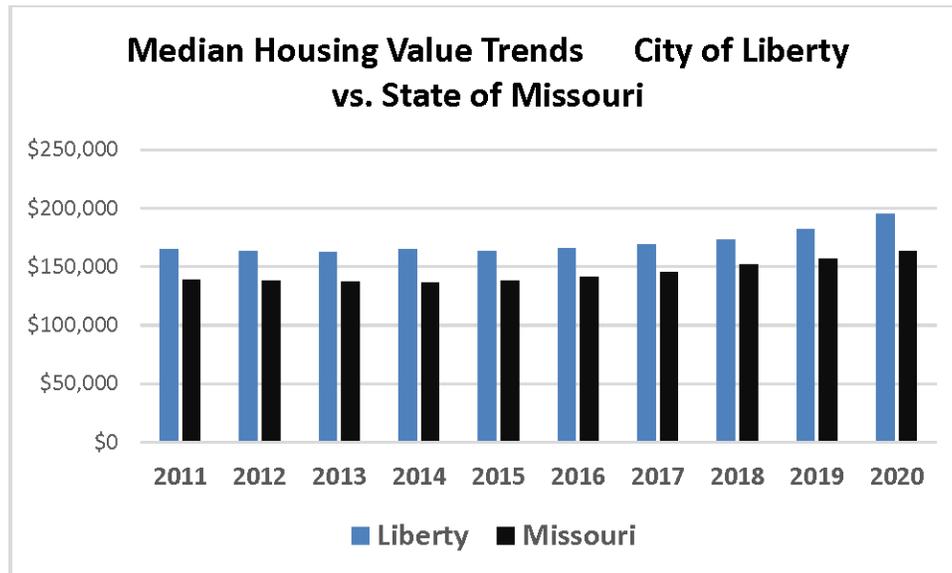
Year Structure Built	# of Units	% of Total	Missouri
Total Housing Units	11,505		2,804,664
Built 2014 or Later	93	0.8%	2.8%
Built 2010 to 2013	66	0.6%	2.5%
Built 2000 to 2009	1,765	15.3%	13.0%
Built 1990 to 1999	2,299	20.0%	14.3%
Built 1980 to 1989	1,792	15.6%	12.0%
Built 1970 to 1979	1,748	15.2%	15.3%
Built 1960 to 1969	1,546	13.4%	11.4%
Built 1950 to 1959	1,005	8.7%	10.0%
Built 1940 to 1949	313	2.7%	4.7%
Built 1939 or Earlier	878	7.6%	13.8%

Source: U.S. Census.

Housing Values

According to the *American Community Survey*, during 2011 Liberty’s median housing value of \$165,000 exceeded the statewide median of \$138,900. Stemming from the national housing bust and Great Recession, the median housing value for both Liberty and the State of Missouri declined steadily from 2010 through 2015. Since 2016, the median housing value has rebounded in Liberty and statewide. From 2015 to 2020, the median home value in Liberty rose by 19.4 percent to \$194,900 compared to an 18.2 percent increase for Missouri. The bar

chart below provides a comparison of median housing values for Liberty and the State of Missouri from 2011 to 2020.



The Liberty for-sale housing market caters to a wide range of buyers including first-time, move-up, and upscale homebuyers. According to the U.S. Census Bureau, just 27.4 percent of the homes in Liberty are valued under \$150,000, compared to 44.2 percent statewide. Meanwhile, housing valued at more than \$200,000 accounts for 47.2 percent of Liberty’s housing stock compared to 37.7 percent statewide.

Housing Value Comparison; 2020 City of Liberty vs. State of Missouri

Price Range	City of Liberty	State of Missouri
Less than \$50,000	3.3%	8.7%
\$50,000 - \$99,999	4.4%	16.9%
\$100,000 - \$149,999	19.7%	18.6%
\$150,000 - \$199,999	25.2%	18.0%
\$200,000 - \$299,999	30.4%	19.8%
\$300,000 - \$499,999	14.9%	12.8%
\$500,000+	1.9%	5.1%

Source: U.S. Census Bureau.

Occupancy by Housing Type

Homeowners in Liberty are more likely to occupy detached single-family housing while renters are more apt to occupy attached multi-family housing. According to the U.S. Census Bureau, during 2020 owner-occupied housing in Liberty accounted for 74.6 percent of the entire occupied housing stock with renter-occupied accounting for 25.4 percent. By comparison, owner-occupied housing accounts for 66.8 percent of Missouri's total occupied housing stock with renter-occupied accounting for 33.2 percent. Liberty's suburban location, predominance of families with children, and above average median household income may contribute to the high rate of homeownership.

For 2020, according to the U.S. Census Bureau, of Liberty's total housing stock of 11,505 dwelling units, an estimated 10,816 dwelling units were occupied, including 8,072 owner-occupied housing units and 2,744 renter-occupied housing units. Detached single-family homes accounted for 93.3 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for just 32.4 percent of all occupied rental units.

Large-scale multi-family properties with ten or more units are the most popular attached housing product for renters accounting 28.6 percent of all renter-occupied units. Properties with two units account for 7.7 percent of all renter-occupied units. Properties with 3 or 4 dwelling units account for 8.6 percent of all renter-occupied units, while structures with 5 to 9 units account for 10.2 percent of all renter-occupied units. Attached, one-unit properties account for 8.4 percent of all renter-occupied housing.

**City of Liberty Occupied Housing Stock by Type - 2020
Owner-Occupied vs. Renter-Occupied Housing**

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	10,816	8,072	2,744
Units in Structure			
1-Unit, Detached	77.8%	93.3%	32.4%
1-Unit, Attached	4.8%	3.5%	8.4%
2 Units	1.9%	0.0%	7.7%
3 or 4 Units	2.3%	0.1%	8.6%
5 to 9 Units	2.6%	0.0%	10.2%
10 or More Units	7.3%	0.0%	28.6%
Mobile Home and other Types of Housing	3.3%	3.1%	4.1%
Totals	100.0%	100.0%	100.0%

Source: U.S. Census Bureau.

Houses on the Market for Sale

As the bar chart below illustrates, as of the date of this study a total of 128 single-family homes were on the market for sale in Liberty. Asking prices range from \$111,000 to \$1.65 million. Homes priced at \$500,000 or more account for the largest inventory of available homes with 28 listings, or 21.9 percent of the total. Homes priced for \$300,000 to \$349,999 and \$450,000 to \$499,999 both total 19 listings. Homes priced from \$250,000 to \$299,999 have 17 listings and homes priced from \$350,000 to \$399,999 with 16 listings. Based on the asking prices for current for-sale home listings, Liberty supports a move-up and upscale housing market with much of the housing stock priced at \$300,000 and more.



New Housing Market

Liberty's new housing market is primarily priced from the low \$400's to mid-\$500's catering to families. New residents are attracted to the excellent school district and parks, wide range of housing product, and convenient access to jobs, shopping, entertainment, and recreation. Several new home subdivisions are actively developing with a brief description to follow.

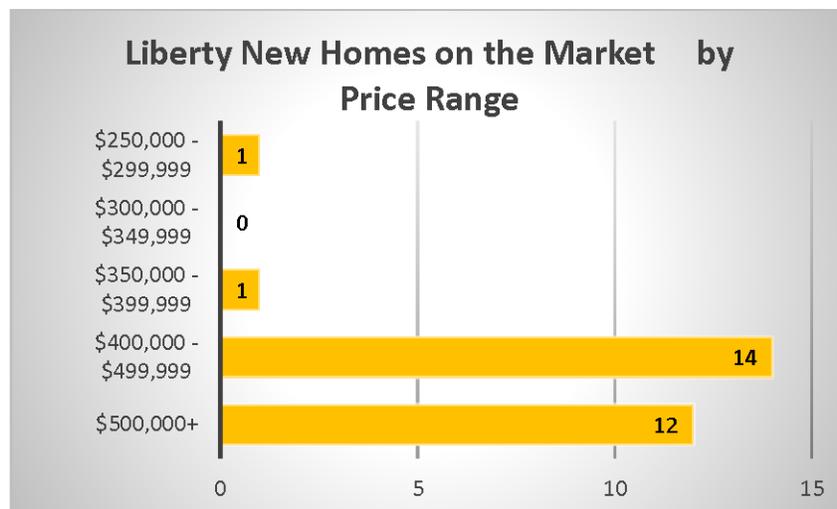
Homestead Liberty is a 121-lot community located along the west side of Withers Road, just north of the South Liberty Parkway. The community is being built in three phases with Phase 1 totaling 46 lots, Phase 2 totaling 42 lots, and Phase 3 with 33 lots. Lots and new homes are now available for Phases 1 and 2. Community amenities include an Infinity edge pool, community gathering area with a firepit, pocket parks, and walking and bike paths. Active homebuilders include Aspen Homes, Cardinal Homes, Heathside Homes, Homes by Chris, and Olympus Homes. New homes start in the \$400's in Phase 1 and \$300's in Phase 2.

Clay Meadows, 11th Plat is located east of Missouri Route 291 along Claywoods Drive. The subdivision is platted for 54 lots with homesites now available for sale and new home construction. New homes available for sale are priced at \$439,900 to \$489,900.

Ella's Crossing is a 53-lot subdivision located on the east side of Missouri Highway H across from William Jewell College. Beggs Construction is the developer. At the date of this study, ten single-family homes were built or under construction. Homes are priced from \$450,000 to \$600,000. A 2,400 square foot, three bedroom and three bath house is currently available priced at \$470,000.

Beggs Construction is also underway on Lillian Hills, a 33-lot subdivision located on the west side Birmingham Road south of Missouri Route 291. Homes are priced from \$295,000 to \$400,000. Currently no lots or homes are available for sales.

As of the date of this study, 28 new homes were for sale in Liberty. Two-, three-, four, and five-bedroom models offer 1,380 square feet to 3,362 square feet of livable area priced from \$297,000 to \$729,900, averaging \$504,490. Four-bedroom models are the most popular, accounting for over two-thirds of the new home inventory. As the bar chart below illustrates, homes priced from \$400,000 to \$499,999 account for half of all new homes currently on the market with homes priced at \$500,000 and more accounting for 42.9 percent.



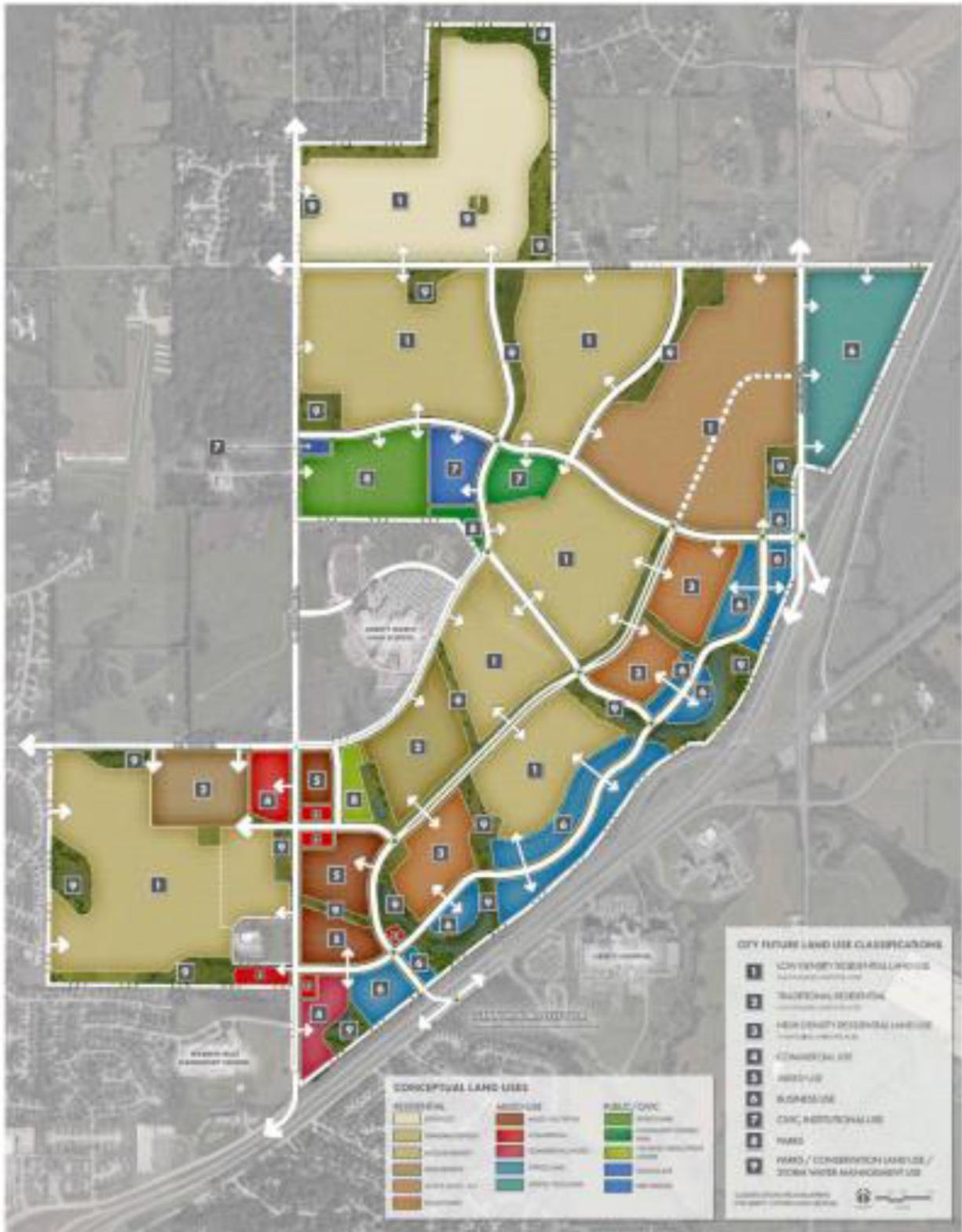
A large-scale development that will have a significant impact on Liberty's housing market over the next two decades is Montage Liberty located west of the Interstate 35 and U.S. Highway 69 interchange in northwest Liberty. The property surrounds the Liberty North High School and is roughly bounded by Interstate 35 to the south and east, 112th Street on the north, and Church Road on the west.

Kansas City-based GaleHart Communities is developing the 1,073-acre mixed-use, master planned community designed for 3,420 residential dwelling units, including 1,755 single-family homes, 224 townhomes, 976 multi-family units, and 466 mixed-use residential units. Commercial uses are planned for 140 acres and include 98,010 square feet of retail space, 790,614 square feet of retail, office, and tech space, 618,116 square feet of tech and industrial space, and a 160-room hotel.

Community amenities at Montage Liberty will include 170+ acres of green space and neighborhood parks, more than seven miles of multi-modal trails, elementary school, fire station, sports park, community center, art center, amphitheater, demonstration farm, and neighborhood stables. A special reimbursement district will be utilized to assist in funding infrastructure improvements to the 1,073-acre property. Tax increment financing has been approved for the Montage Liberty property.

Off-site utility extensions to the Montage Liberty property are scheduled to commence by spring 2023 and require 8 to 12 months to complete prior to the initial construction of residential subdivision infrastructure. The first single-family homes are anticipated to be completed and available for occupancy by summer 2025. A 20+ year residential build-out of Montage Liberty is forecast.

On October 11, 2022, the Liberty Planning and Zoning Commission recommended approved annexation of 378 acres and the Montage Liberty project plan by a vote of 8 to 0. At the October 24, 2022 meeting, by a vote of 8 to 0 the Liberty City Council approved the Montage Liberty request for project plan approval and annexation of 378 acres. The Montage Liberty project plan is depicted on the following page.



Liberty is a suburban community at the edge the Kansas City MSA that has experienced steady growth over the past 40 years. Since 1980, Liberty's housing stock has nearly doubled, totaling 11,505 housing units by 2020. Characteristics of Liberty's housing stock include:

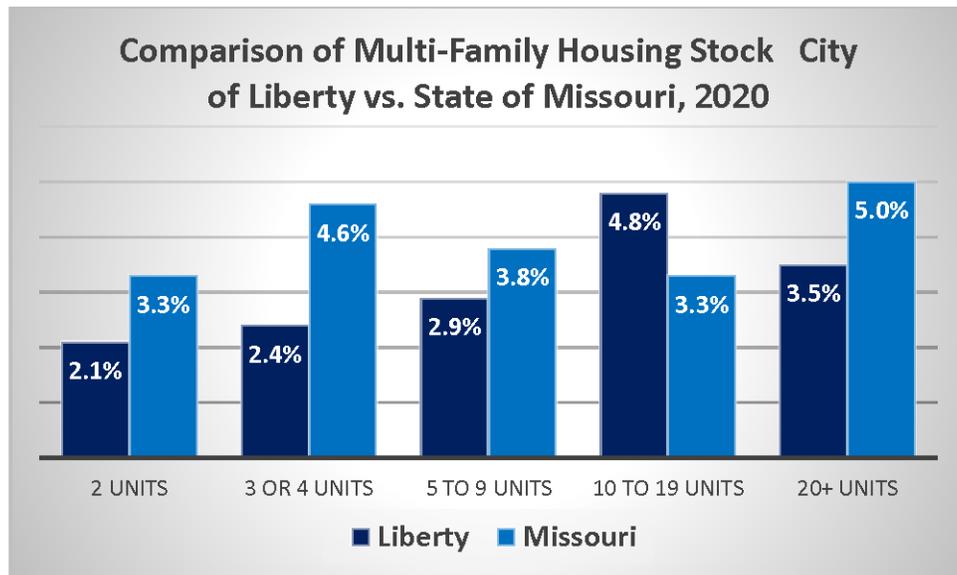
- Detached single-family housing accounts for 75.6 percent of Liberty's housing stock, exceeding the statewide rate of 70.4 percent. Multi-family housing accounts for 15.7 percent of Liberty's housing stock compared to 20.0 percent for Missouri.
- Liberty's housing stock is newer than the statewide inventory with 16.7 percent of the existing inventory built since 2000 and just 19.0 percent built prior to 1960. By comparison, 18.3 percent of the state's housing stock was built since 2000 with 28.5 percent built prior to 1960. Liberty's newer housing stock can be attributed to the population boom since 1980.
- During 2020, owner-occupied housing in Liberty accounted for 74.6 percent of the entire occupied housing stock with renter-occupied accounting for 25.4 percent. By comparison, owner-occupied housing accounts for 66.8 percent of Missouri' total occupied housing stock with renter-occupied accounting for 33.2 percent.
- Homeowners in Liberty are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes account for 93.3 percent of all occupied owner-occupied housing units, while just 32.4 percent renters occupy detached single-family homes.
- Large-scale multi-family properties with ten or more units are the most popular attached housing product for renters accounting 28.6 percent of all renter-occupied units.
- Since 2010, the median housing value in Liberty has outpaced the statewide norm. By 2020, Liberty's median value of \$194,900 compared to \$163,600 for Missouri.
- The Liberty for-sale housing market caters to a wide range of buyers including first-time, move-up, and upscale homebuyers. A reported 27.4 percent of the homes in Liberty are valued under \$150,000, with 47.2 percent valued at more than \$200,000.
- Liberty's new housing market is primarily priced from the low \$400's to mid-\$500's. New homes currently on the market priced from \$400,000 to \$499,999 account for half of the available inventory with homes priced at \$500,000 and more accounting for 42.9 percent.

In the coming two decades Liberty will continue to support a strong new housing market as the Kansas City MSA continues to expand, and buyers seek an improved quality of life, and more jobs are generated in Liberty and the Northland.

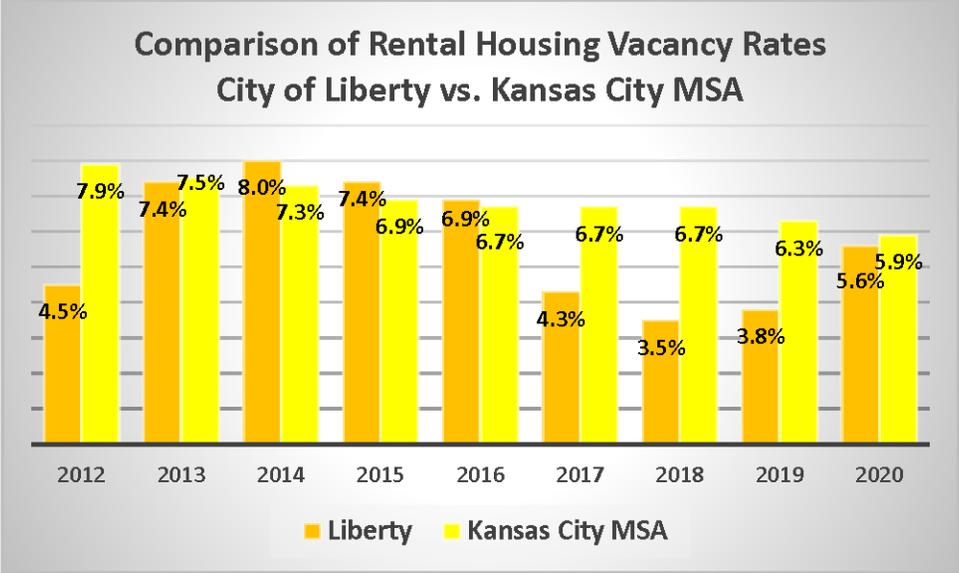
Liberty Apartment Market

According to the U.S. Census Bureau, as of 2020, Liberty's multi-family housing stock totals 1,803 dwelling units, or 15.7 percent of the city's total housing stock. By comparison, multi-family housing accounts for 20 percent of the statewide inventory.

Multi-family properties with 20+ units account for 3.5 percent of Liberty's housing stock, compared to 5.0 percent statewide. Properties consisting of 10 to 19 dwelling units account for 4.8 percent of Liberty's total housing stock, compared to 3.3 percent statewide.

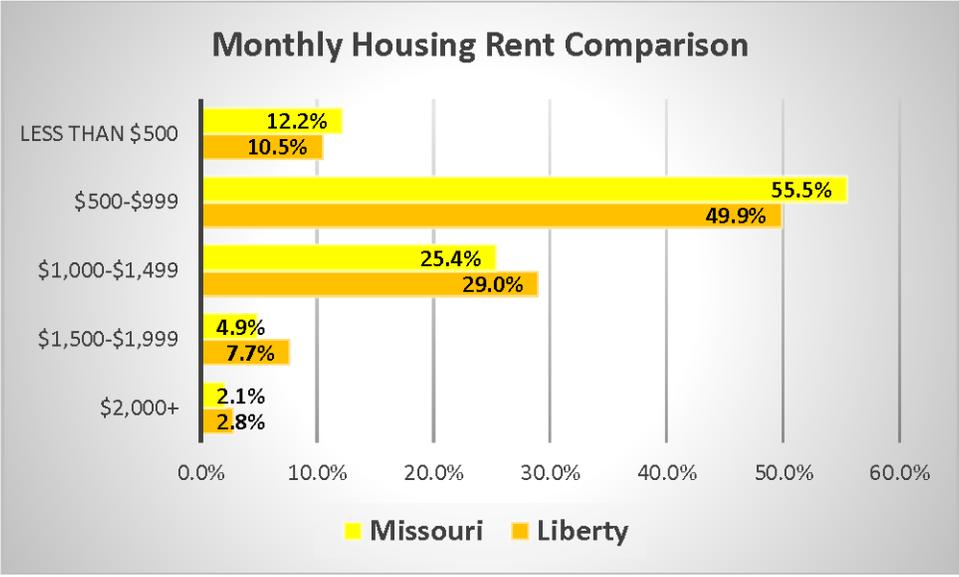


According to the *American Community Survey*, from 2014 through 2016 Liberty's rental housing market operated at a vacancy rate above that for Missouri. From a high of 8.0 percent in 2014, Liberty's rental housing vacancy rate steadily declined to a well below market equilibrium rate of 3.5 percent by 2018. Since 2017, Liberty's rental housing has operated at a vacancy rate well below market equilibrium, suggesting near-term new rental housing is supportable.

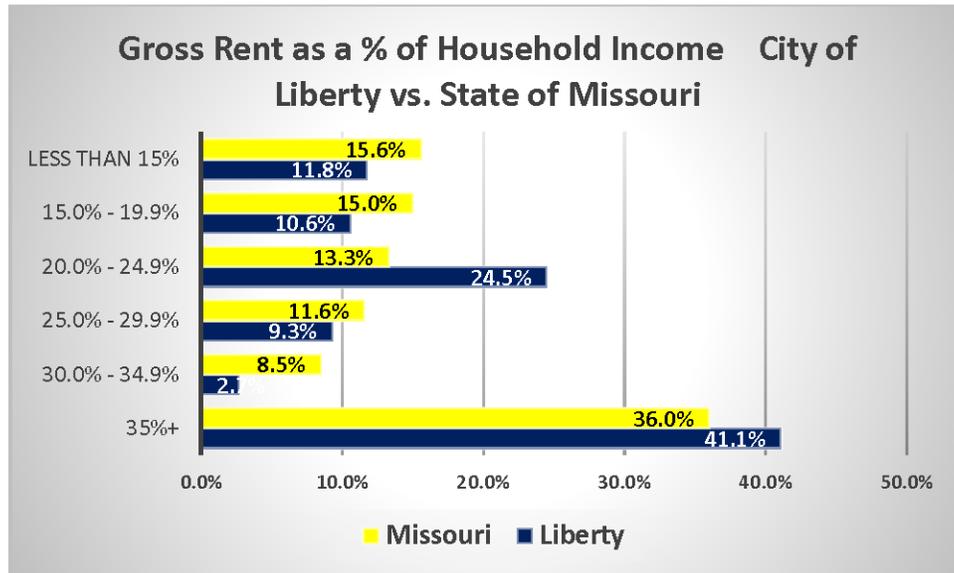


Compared to statewide norms, Liberty’s rental housing market supports a below average inventory of low-priced rentals and an above average supply of high-priced rentals. The higher priced rental housing in Liberty consists of single-family homes and one Class A apartment community.

According to the *American Community Survey 2020*, 10.5 percent of Liberty’s rental stock support rents of less than \$500 per month, compared to 12.2 percent statewide. A reported 49.9 percent of Liberty’s rental stock support rents of \$500 to \$999 per month, compared to 55.5 percent statewide. Housing units renting for \$1,000 to \$1,499 per month account for 29.0 percent of Liberty’s rental market with 10.5 percent of the housing stock renting for excess of \$1,500 per month.



Housing stress occurs when the cost of housing (either as rent 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 43.8 percent of renter households in Liberty accounts for 30 percent or more of total income compared to 44.5 percent statewide, suggesting a slightly below average need for affordable and income-based rental housing.



Seven income-based rental communities totaling 379 dwelling units operate in Liberty, catering to singles, families, and seniors. The income-based rental communities are funded through HUD, LIHTC, or Section 515. Properties typically operate at full occupancy with waiting lists, suggesting a need for additional income-based rental housing in Liberty. In addition, the Liberty Housing Authority manages the Section 8 Housing Choice Voucher Program.

Large-Scale Apartment Properties

Market-rate apartment properties with 25 or more rental units in Liberty, Missouri were identified by conducting a search on CoStar. According to CoStar, Liberty has nine large-scale apartment properties totaling 1,261 dwelling units. The apartment properties range in size from 25 rental units to 292 rental units. The largest properties include the 243-unit Wilshire Estates built in 1964 and 292-unit Copper Ridge Apartments built in 2019. Copper Ridge is the only Class property in Liberty featuring a clubhouse with fitness center, business center, media room, pool, and spa. Rents for the 1- and 2-bedroom units range from \$1,320 to \$1,962 per month.

The table below summarizes annual operating trends since 2010 for the large-scale apartment properties in Liberty. The properties are older, built from 1964 through 2019. The existing apartment properties in Liberty are low amenity properties that achieve well below average market rents for the Kansas City MSA.

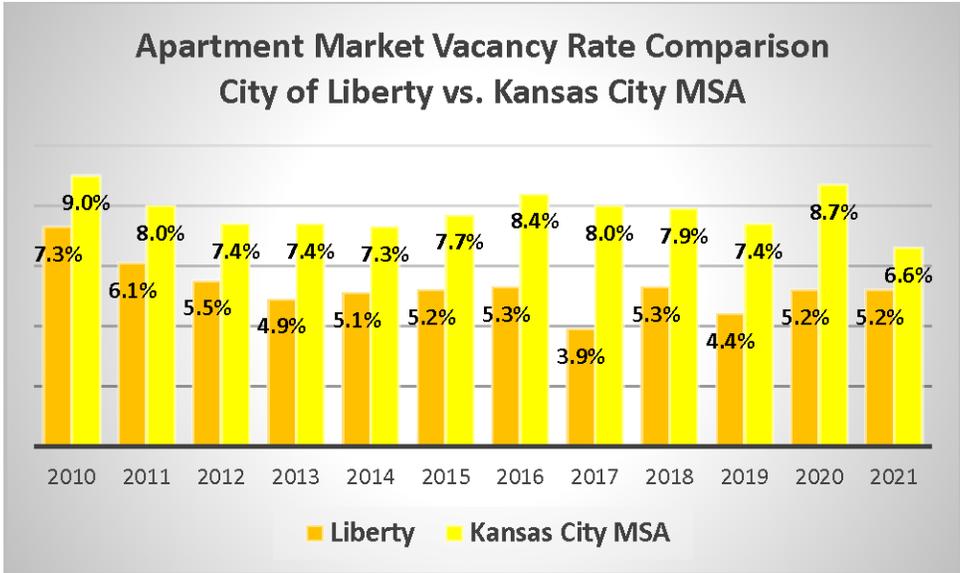
Liberty Apartment Market Trends

Year	Inventory # of Units	New Supply	Vacant Units	Vacancy Rate	Average Rent/Mo.	Kansas City MSA Vacancy	City MSA Rent/Mo.
2010	969	0	71	7.3%	\$669	9.0%	\$819
2011	969	0	59	6.1%	\$685	8.0%	\$828
2012	969	0	53	5.5%	\$701	7.4%	\$841
2013	969	0	47	4.9%	\$715	7.4%	\$860
2014	969	0	49	5.1%	\$726	7.3%	\$876
2015	969	0	50	5.2%	\$753	7.7%	\$906
2016	969	0	51	5.3%	\$771	8.4%	\$933
2017	969	0	38	3.9%	\$782	8.0%	\$947
2018	969	0	51	5.3%	\$812	7.9%	\$968
2019	1,261	292	56	4.4%	\$850	7.4%	\$1,003
2020	1,261	0	65	5.2%	\$894	8.7%	\$1,016
2021	1,261	0	65	5.2%	\$974	6.6%	\$1,099
2022 Q2	1,261	0	51	4.0%	\$1,062	6.1%	\$1,136

Source: CoStar.

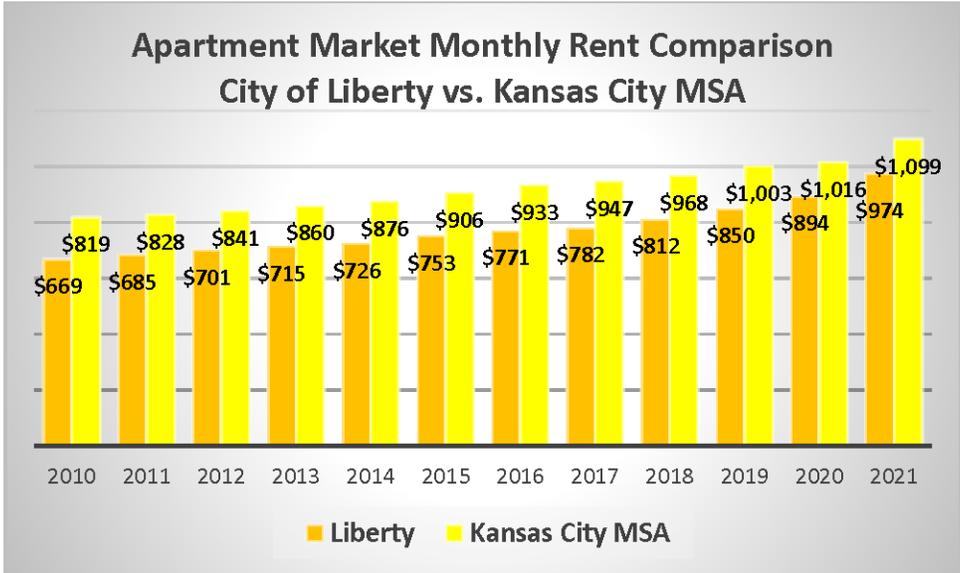
As illustrated by the bar chart on the following page, throughout the past decade Liberty's apartment market vacancy rate has significantly outperformed the Kansas City MSA. From an average vacancy rate of 7.3 percent in 2010, the Liberty apartment market improved to a low of 3.9 percent by 2017. Despite the addition of 292 units in 2019, the vacancy rate remained healthy at 4.4 percent.

By the second quarter 2022, just 51 apartments were vacant and available for lease in Liberty yielding a healthy vacancy rate of 4.0 percent. By comparison, the Kansas City MSA apartment market is operating at an average vacancy rate of 6.1 percent.



Over the past decade the average apartment rent in Liberty increased by 58.7 percent, reaching \$1,062 per month by the second quarter 2022. Completion of Copper Ridge in 2019 helped elevate the overall rental rate. The average rent in the Kansas City MSA is \$1,136 per month.

Liberty’s average monthly apartment rent rose from \$669 in 2010 to \$974 by 2021. However, since 2010, Liberty’s average apartment rent lagged the Kansas City MSA average. As the bar chart below illustrates, by year-end 2021 the average rent of \$974 per month for Liberty compared to the Kansas City MSA norm of \$1,099 per month.



Liberty's large-scale apartment properties are older, with over three-quarters of the existing inventory of rental units built prior to 1988. Most properties are small in scale and lack the property amenities and unit features common among newer apartment properties in the Kansas City MSA.

The age of Liberty's rental housing and healthy occupancy rates provide the opportunity for the near-term addition of new market-rate apartments. Two apartment properties totaling 343 rental units are currently under construction in Liberty. Both rental properties will cater to seniors.

The Wellington is a 153-unit senior housing community now under construction at Withers Road and Kent Street. The community will feature controlled access, clubhouse, fitness center, and pool. Studio, 1-bedroom, and 2-bedroom units will offer 455 to 935 square feet of livable space.

Bonavia at Withers Farm is under construction on the east side of Withers Road north of the South Liberty Parkway. The 190-unit market-rate community will cater to adults 55 years and older. Community amenities will include a clubhouse, fitness center, and pool. The unit mix will include 1-, 2-, and 3-bedroom apartments.

Forecast Housing Demand

Residential housing demand estimates for the City of Liberty through the year 2040 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. Introduction of housing by mid-2025 within the Montage Liberty master planned community will have a significant influence on Liberty's housing market.

The U.S. Census Bureau provided demographic characteristics and historic population growth trends for Liberty. Housing characteristics for Liberty were provided by the *American Community Survey*. Population growth projections for Liberty were generated by Canyon Research Southwest based on historic growth patterns, increasing urban growth within the Interstate 35 corridor, existing infrastructure, and employment growth in Clay County.

The *American Community Survey* estimates Liberty's 2020 residential housing stock at 11,505 dwelling units, operating at an overall occupancy rate of 94.0 percent. The occupied housing stock included 8,072 owner-occupied units (74.6%) and 2,744 renter-occupied units (25.4%). A total of 689 vacant housing units were reported. Liberty's average household size is 2.55 persons.

As of the date of this study, seven single-family subdivisions totaling 261 lots and two apartment properties totaling 343 units were under construction in Liberty.

Liberty's 2020 population is estimated at 30,167 residents. By 2040, Liberty is forecast to add 5,920 to 7,378 new residents.

Supportable residential housing absorption through 2040 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 2022 through 2040, the City of Liberty population is forecast to increase by 5,920 to 7,378 new residents. During 2022, the City of Liberty's average household size is 2.55 persons. Liberty's forecast population growth through 2040 is estimated to yield an estimated 2,322 to 2,893 new households and occupied housing unit.

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 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 2020* of Liberty's housing stock of 11,505 dwelling units a total of 689 housing units were vacant, equating to an overall occupancy rate of 94.0 percent.

Through 2040, population growth is anticipated to result in the need for 2,322 to 2,893 additional housing units, bringing the total inventory to 13,827 to 14,398 occupied housing units.

At market equilibrium occupancy rate of 92 percent, by 2040 Liberty's inventory of vacant and unoccupied housing stock would total 1,106 to 1,152 dwelling units. Given the 2020 inventory of 689 vacant housing units in Liberty, latent housing demand through 2040 is estimated at 417 to 463 dwelling units.

Total Housing Demand

From 2022 through 2040, the City of Liberty’s forecast population growth and latent demand will create the need for an estimated 2,739 to 3,356 housing units.

Liberty’s current mix of occupied housing units is 74.6 percent owner-occupied and 25.4 percent renter occupied. In growing suburban communities, for-sale, single-family housing is the dominant form of new residential construction. As a suburban community matures and employment growth intensifies, development of large-scale apartments becomes more viable. Through 2040, multi-family housing is expected to account for a larger share of new residential construction in Liberty, driven in large part by escalating employment opportunities.

The City of Liberty’s mix of future housing demand is best determined by evaluating the City’s population demographics with that of the various housing life-cycle stages. Emphasis is placed on age, education, and income.

Forecast Residential Housing Need Liberty, Missouri; 2022-2040

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock	11,505	11,505
Less: Vacant Housing Units	-689	-689
Occupied Housing Units	10,816	10,816
Population Growth Housing Demand		
Population Growth 2022-2040	5,920	7,378
Average Household Size	2.55	2.55
New Occupied Housing Units	2,322	2,893
Latent Housing Demand		
Occupied Housing Units 2020	10,816	10,816
Plus: Population Growth Housing Demand	2,322	2,893
Occupied Housing Units 2040	13,138	13,709
Market Equilibrium Vacant Units (8.0%)	1,106	1,152
Less: Vacant Housing Units 2020	-689	-689
Estimated Latent Housing Demand	417	463
Total Housing Unit Need 2022-2040	2,739	3,356

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 14.1 percent of the Liberty population with those 25 to 34 years of age accounting for 13.5

percent, both of which exceed the statewide norms. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 31.3 percent of Liberty residents are high school graduates or less.

An estimated 18.7 percent of Liberty households earn less than \$35,000 annually with 10.9 percent of households earning less than \$25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 13.5 percent of Liberty residents are 25 to 34 years of age with 47.8 percent of residents attaining an associate degree or higher. An estimated 10.0 percent of households earn \$35,000 to \$49,999 annually and 16.7 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 37.8 percent of households in Liberty with children. An estimated 11.6 percent of Liberty residents are 35 to 44 years of age with 26.3 percent of residents attaining a bachelor's degree and 14.4 percent of residents possessing a graduate or professional degree. An estimated 14.3 percent of households earn \$75,000 to \$99,999 annually and 40.3 percent of households earn \$100,000 or more annually.

Liberty's population demographics provide a strong market for entry-level, move-up, and upscale for-sale housing as well as market-rate and income-based rental housing. Given the city's population age composition, household income levels, and existing and under construction housing stock, from 2022 through 2040 the housing demand is estimated to be segmented 70 percent owner-occupied and 30 percent renter occupied. Therefore, by 2040 the mix of new occupied housing is estimated at 1,917 to 2,349 homeownership units and 822 to 1,007 rental units.

The table below summarizes the forecast housing mix by homeownership and rental units and by product type.

Forecast Housing Demand by Product Type Liberty, Missouri; 2022-2040

	2020 Estimate		2040 Forecast		
	# of Units	% of Total	% of Total	Conservative Scenario	Optimistic Scenario
Forecast Housing Demand					
Total Housing Units	11,505			2,739	3,356
Occupied Housing Units	10,816				
Owner-Occupied	8,072	74.6%	64.0%	1,753	2,148
Renter Occupied	2,744	25.4%	36.0%	986	1,208
Housing Demand by Type					
Single-Family Detached	8,418	77.8%	68.0%	1,863	2,282
Single-Family Attached	516	4.8%	2.0%	55	67
2 to 9 Units	736	6.8%	2.0%	55	67
10+ Units	785	7.3%	28.0%	767	940

Source: U.S. Census and Canyon Research Southwest, Inc.

In summary, through 2040, Liberty is forecast to experienced continued urban pressures, producing steady population growth and the need for additional housing. From 2022 through 2040, the City of Liberty’s forecast population growth and latent demand are anticipated to create the need for 2,739 to 3,356 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 small multi-family structures in favor of large-scale apartment properties.

STUDY CONCLUSIONS

Based on the findings of the *Economic and Market Analysis* the following topics are addressed: 1) 20-year demand projections in Liberty for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities.

Forecast Commercial, Industrial and Residential Demand

Retail, office and industrial space and residential housing unit demand was forecast for the City of Liberty, Missouri through the year 2040. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

By 2040, Liberty’s increased population and strong retail pull are forecast to generate additional retail sales capable of supporting 523,000 to 624,000 square feet of new retail space by 2040.

From 2022 through 2040, office-related job growth in Liberty is projected to support the need for 254,000 to 347,000 square feet of owner-occupied and speculative office space.

By 2040, industrial job growth in Liberty is projected to support the need for approximately 2.45 million to 6.06 million square feet of owner-occupied and speculative industrial space.

Through 2040, Liberty’s forecast population growth is estimated to generate the need for 2,739 to 3,356 residential dwelling units.

Forecast Retail, Office, Industrial and Residential Demand Liberty, Missouri; 2022 to 2040

Land Use	Growth (2022-2040)		Net Gain	
	Population	Jobs	Conservative	Optimistic
Retail	5,920 - 7,378		523,000 SF	624,000 SF
Office		1,000 - 1,430	254,000 SF	347,000 SF
Industrial		2,701 - 3,873	4,250,000 SF	6,060,000 SF
Housing	5,920 - 7,378		2,739 DUs	3,356 DUs
Single Family			1,917 DUs	2,349 DUs
Multi-Family			822 DUs	1,007 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 2040 the City of Liberty is estimated support the development of 919 acres to 1,239 acres of land.

Forecast Land Area Absorption in Acres Liberty, Missouri; 2022 to 2040

Land Use	Net Acres	
	Conservative	Optimistic
Retail	52	72
Office	20	32
Industrial	244	397
Housing		
Single Family	548	671
Multi-Family	55	67
Total Acreage	919	1,239

Development Opportunities

Based on the study findings and future real estate demand projections, future development patterns and opportunities in Liberty for retail, office, industrial, and housing have been identified.

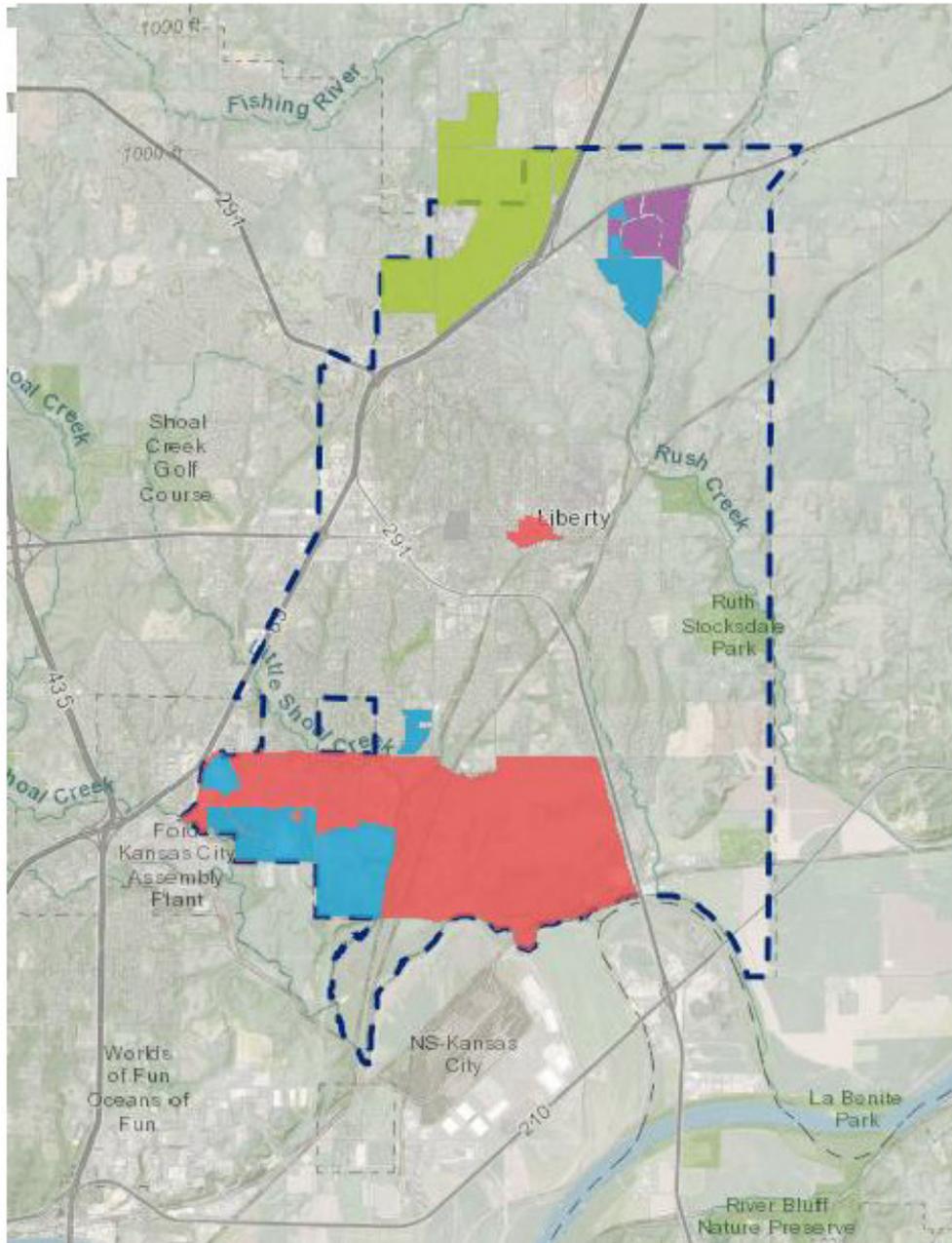
Given the availability of land and infrastructure, freeway and highway access, and existing land use patterns, over the next twenty years urban expansion in Liberty will favor the northern and southern portions of the city. Principal growth areas will include the South Liberty Parkway corridor and the northern edge of the city adjacent to Interstate 35 and U.S. Highway 69. The downtown area has the potential to support infill mixed-use and residential development. Liberty’s principal urban growth areas are depicted on the following page.

Infrastructure has been constructed along the South Liberty Parkway from Interstate 35 east to Missouri Route 291, creating approximately 1,000 acres of developable land. Industrial development has commenced at the western end of the corridor near the Ford Plant. Appropriate future development of the South Liberty Parkway corridor would include a mix of employment, retail, and high-density residential uses. Mixed-use development would create a vibrant employment corridor suitable for a mix of businesses.

The area in the vicinity of Interstate 35 and U.S. Highway 69 supports a large inventory of vacant land suitable for a mix of land uses. The 1,073 acres of land on the north side of the interchange is planned for the Montage Liberty master planned community designed for a mix

of residential, retail, office, tech, industrial, and hotel uses. Mortgage Liberty will have a significant impact on the velocity of housing, retail, and employment related development in Liberty through 2040. Land on the south side of U.S. Highway 69 is suitable for industrial and medical office uses with land east of Route B suitable for residential use.

Liberty, Missouri Future Growth Areas



The historic downtown square is iconic to Liberty's image and reputation. The downtown remains vibrant and is home to government offices and a mix of retail and professional office businesses. Infill development would strengthen the downtown square with potential opportunities including mixed-use and multi-family residential housing. Both Mill and Kansas

Streets are ideal corridors for redevelopment. Potential redevelopment sites include the commercial building at Mill and Main Streets and existing surface parking lots at Mill and Main Streets, Mill and Missouri Streets, Kansas and Leonard Streets, Kansas and Prairie Streets, and Gallatin and Franklin Streets.

Providing the opportunity to support a wide mix of both owner-occupied and rental housing products suitable for accommodating a broad population should be a priority. Given the presence of existing infrastructure and a large inventory of vacant land, over the next twenty years, the northern edge of the city adjacent to Interstate 35 as well as the southeast quadrant in the vicinity of Missouri Route 291 and South Liberty Parkway are best suited to support single-family subdivisions of varying densities

While detached single-family homes will remain the dominant new housing product, multi-family will assume a larger share in new construction prompted by growing employment opportunities in Liberty. The trend in multi-family rental housing is anticipated to transition from small multi-family structures in favor of large-scale apartment properties.

Large-scale apartment sites are best located along major transportation corridors and in proximity to retail hubs and employment centers. Prospective future large-scale apartment sites in Liberty are best located along the South Liberty Parkway corridor and along Interstate 35 at the northern edge of the city.

Continued population growth through 2040 will support continued retail development opportunities focusing on infill development within the Liberty Triangle core and locations serving emerging residential neighborhoods such as Montage Liberty.

Creating employment opportunities should be a priority of the Liberty Comprehensive Plan. Construction of the South Liberty Parkway has creating additional development sites for industrial and office uses that will be critical in fostering future economic growth.

Principal concentrations of office space in Liberty are located downtown, West Kansas Street corridor, and Missouri Route 291 corridor. The South Liberty Parkway corridor and parcel fronting onto Interstate 35 within Montage Liberty are anticipated to emerge as new locations for future office development.

Key future growth industries in Liberty include logistics and warehouse operations. Liberty is currently experiencing an industrial construction boom attracting such notable companies as Amazon and Walgreens. As a logistics and distribution location Liberty benefits from Kansas City's central location within the Midwest and the availability of ample developable industrial land in proximity to Interstate 35 interchanges. Future expansion of industrial land uses over the next two decades in Liberty is best suited in two established areas, including the South Liberty Boulevard corridor and the Interstate 35 and U.S. Highway 69 interchange. These locations provide sufficient inventories of vacant land to create the opportunity for large-scale industrial park and business park development.



**LEADING
LIBERTY
FORWARD**

OUR COMPREHENSIVE PLAN

RESOLUTION NO. 3314

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LIBERTY, CLAY COUNTY, MISSOURI ADOPTING THE COMPREHENSIVE PLAN FOR THE CITY

WHEREAS, the City of Liberty, Missouri, (herein called "City") is a Special Charter City located in Clay County, Missouri, being duly created, organized, and existing under the laws of the State of Missouri; and

WHEREAS, the Planning and Zoning Commission (herein called "Commission") has the authority and responsibility under State Statute and the Municipal Code of the City to develop and adopt a comprehensive plan (herein called the "Plan") for the City; and

WHEREAS, the City's last comprehensive plan was adopted in 1999; and

WHEREAS, the Plan, with accompanying maps, charts and descriptive and explanatory matter, contains a statement of principles, goals and recommendations based on broad public input and shows the Commission's recommendations for the physical development and uses of land; and,

WHEREAS, the Plan further seeks to guide and accomplish the coordinated development of the City which, in accordance with existing and future needs, will best promote the general welfare, as well as efficiency and economy, in the community planning and development process; and

WHEREAS, as required under law, proper notice of a public hearing before the Commission on this matter was given; and

WHEREAS, on March 14, 2023, the Commission, under authority granted to it by the Missouri Revised Statutes, after a duly called public hearing, and after considering the views of all those who came before it, voted to approve the Plan dated March 8, 2023 by a vote of 8 Ayes to 0 Nays; and

WHEREAS, the comprehensive plan is to be used as a tool to guide the development of the City through the implementation of ordinances and resolutions passed by the City Council.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LIBERTY, MISSOURI, AS FOLLOWS:

Section 1. The comprehensive plan, including the accompanying maps, charts, and descriptive and explanatory matter, attached hereto as Attachment A,

Resolution 3314 (Cont'd)

and incorporated herein, is adopted by the Council as the comprehensive plan for the City.

Section 2. The Deputy City Clerk shall make copies of the adopted comprehensive plan available for public inspection as required under State Statute and the Municipal Code of the City and shall record a copy of the Comprehensive Plan in the office of the Clay County Recorder of Deeds.

Section 3. The prior comprehensive plan, portions thereof, updates thereto, or additions thereto, are hereby repealed to the extent they are inconsistent with the Plan.

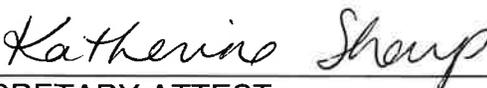
Section 4. The whereas clauses are hereby specifically incorporated herein by reference.

Section 5. This Resolution shall take effect after passage as provided.

PASSED by the Planning and Zoning Commission this 14 day of March, 2023.



CHAIRMAN



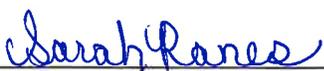
SECRETARY ATTEST

PASSED by the City Council this 27 day of March, 2023.



MAYOR

ATTEST:



DEPUTY CITY CLERK