



Agenda

City Council Study Session

Monday, March 6, 2023 - 7:00 PM
Council Chambers

- I. Call to Order**
- II. Attendance**
- III. Topics of Discussion**
 - A. PARKS AND RECREATION MASTER PLAN - DISCUSSION**
- IV. Summary**
- V. Adjournment**

**ADA Accessible entrance is available from Missouri Street at the Police Department entrance.
An elevator will provide access to the second floor – Council Chambers**



IMAGINE

LIBERTY 2032 PARKS & RECREATION
MASTER PLAN
DRAFT



**ADOPTED
MARCH XX, 2023**

ACKNOWLEDGMENTS



CITY COUNCIL

LYNDELL BRENTON - Mayor
PAUL JENNESS - Councilman 1st Ward
HAROLD A. PHILLIPS - Councilman 1st Ward
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KELLY WRENN POZEL - Councilwoman 2nd Ward
JEFF WATT - Councilman 3rd Ward
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PARKS & RECREATION DEPARTMENT STAFF

BJ STAAB - Director
TOM GARLAND - Assistant Director, Parks
DK TAYLOR - Retired Assistant Director, Recreation
ERIKA BRANT - Community Engagement Manager
EVAN CLOEPFIL - Marketing & Events Coordinator
BRITTANY JOHNSTON - Recreation Manager

STAKEHOLDERS & PARTICIPANTS

KATHERINE SHARP - City of Liberty
SHERRI MCINTYRE - City of Liberty
MICHAEL SANDY - MLT Nature Sanctuary
KATHLEEN SAVAIANO - MO Dept. of Cons.
JAKE COLEUR - MO Dept. of Cons.
JODI CAPPS - Liberty Parks Foundation
RALPH BOOTS - Liberty EDC
GAYLE POTTER - Liberty Area Chamber
AIMEE GRAY - Historic Downtown Liberty
GARY ZABORAC - Clay County Public Health
COLLEEN JONES - Liberty Public Schools



EXECUTIVE SUMMARY

The purpose of the *Imagine Liberty 2032*, a Parks and Recreation Master Plan, is to provide direction on program offerings, facility maintenance, facility construction and management, general capital improvements, parks amenities, parkland development, strategic land acquisition and budget and finance matters including potential ballot issues. The previous Parks Master Plan was last updated in 2003. The new, updated plan provides foundational goals, measurable objectives, and action items to guide the Park Board and City Council for the next 10 years.

Imagine Liberty 2032 also incorporates previously approved plans on related matters for the City, including the City's Comprehensive Plan and Unified Development Ordinance. The consultant team has collected and analyzed data to develop goals, objectives, and action items for the City's park system, open space, recreation and sports facilities, and recreational programming development.

The consultant team was led by Landworks Studio and also included Ballard*King and Associates, ETC Institute, and SFS Architecture. The team began its work in May of 2022. The planning process included five distinct phases of work: Initiation, Discovery, Analysis, Visioning, and Implementation. This document is organized into chapters according to those phases.

Upon completing the first three phases, the team spent time during the visioning phase distilling all the data and public input collected. That process resulted in the following five master plan foundational goals:

- **CREATE CONNECTIONS**
- **GAIN HOME COURT ADVANTAGE**
- **REJUVENATE NEIGHBORHOODS**
- **RETURN TO NATURE**
- **GROW WITH PURPOSE**

Liberty Parks and Recreation is in a very strong position heading into the next decade. The majority of the parks and facilities are in great shape. The department achieves high levels of cost recovery on an annual basis. Citizens have high levels of satisfaction with the department, its facilities, and programming. Maintaining focus on the above foundational goals (and their associated objectives and action items contained herein) will propel the department to sustained success over the next 10 years and beyond.



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INITIATION

PHASE ONE OF THE PARKS AND RECREATION MASTER PLAN INCLUDED A PUBLIC INVOLVEMENT PLAN, REVIEW OF EXISTING DOCUMENTS AND COMMUNITY DEMOGRAPHICS.

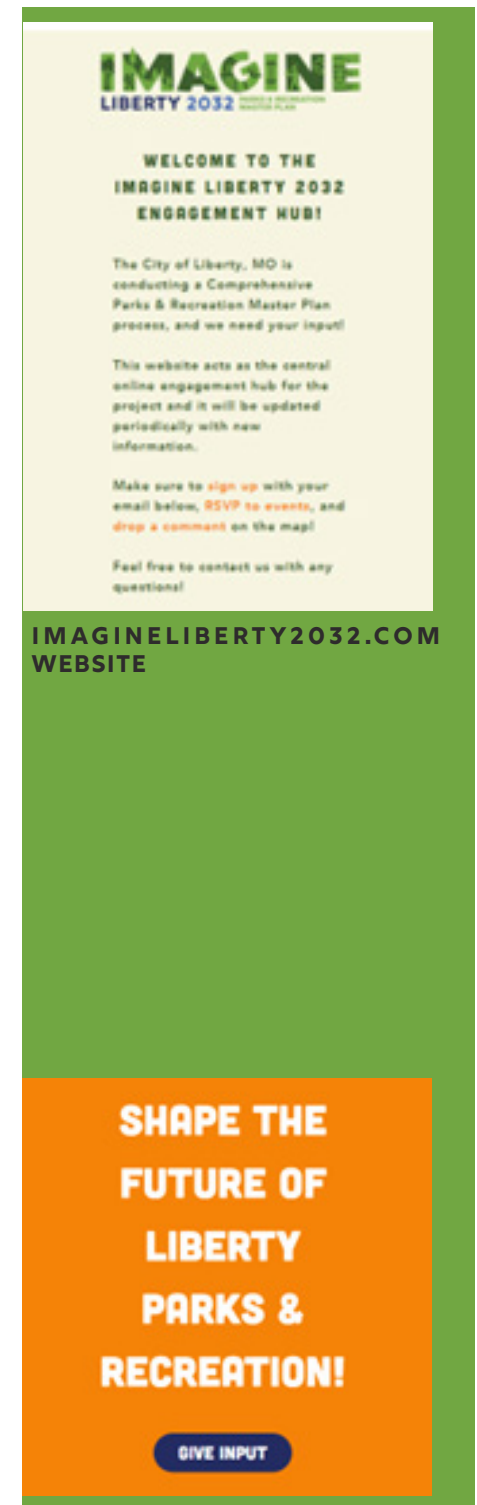
Liberty is located just north of Kansas City, Missouri, and is a thriving community with a current population of over 30,000 people. As the population continues to grow, there will no doubt be demand for additional parks and recreational programming to serve the citizens. The Liberty Parks and Recreation Master Plan is intended to guide development of the park system for the period between its adoption and for the next 10 years and beyond. A parks and recreation master plan is a long-term vision and plan of action for a community's entire park system.

Understanding the community of Liberty is of the utmost importance, and this is one of the tenets of the Initiation phase described on the following pages.

PUBLIC INVOLVEMENT PLAN

THE PUBLIC INVOLVEMENT PIECE OF THE PLAN COMBINED DIFFERENT METHODS OF COLLECTING COMMUNITY INFORMATION AND CITIZEN OPINIONS.

Public engagement in the form of stakeholder meetings, focus groups, "pop-up" public events, and online presence was implemented throughout the entire planning process. Online forums through the "Social Pinpoint" platform and the City's website were used as well. This campaign used informational flyers, social media posts, yard signs, newsletters, community surveys, and the City's website in order to inform and gain input from Liberty citizens and users of the system.



The website, “Imagine Liberty 2032” was set up as part of the public information campaign. There were other tools used such as:

- INFORMATIONAL FLYERS
- SOCIAL MEDIA POSTS
- YARD SIGNS
- CITY NEWSLETTER
- CITY WEBSITE BANNER
- PROJECT WEBSITE
- ONLINE SURVEYS

The website and other methods used for engagement allowed for reach to as many citizens as possible and helped to gain a great depth of information and insight from Liberty residents. These online methods also allowed those who weren’t able to attend in-person meetings or open houses the opportunity to speak their mind about the future they wanted to see for Liberty.

WEBSITE | SOCIAL PINPOINT

THE IMAGINE LIBERTY2032 WEBSITE WAS USED FOR THE DURATION OF THE PARKS AND RECREATION MASTER PLANNING PROCESS. THIS ALLOWED FOR VIRTUAL ENGAGEMENT AND SOLICITED THOUGHTS REGARDING THE STATE OF THE PARK SYSTEM, COLLECTED COMMENTS AND/OR CONCERNS AND EVEN COLLECTED MANY COMPLIMENTS FROM CITIZENS WHO CHOSE TO ENGAGE IN THIS WAY IN ADDITION TO ALL OTHER PUBLIC ENGAGEMENT METHODS.

Another method used to gather information from the public was the online engagement platform called Social Pinpoint. Social Pinpoint is a suite of digital tools designed to engage the public in a manner other than public forums or in-person interactions.

This online platform allowed hundreds of citizens to go online and examine an interactive map of the Liberty Parks and Recreation System. Website visitors then had the chance to drop “pins” on the map and comment about any issue in the system they chose. They had a choice of pins to drop - comments could be left regarding “something I like”, “something I don’t like”, an “opportunity for improvement”, or a “cause for concern”. In this way, the website helped to crowd-source a strengths-weaknesses-opportunities-threats (SWOT) analysis of the park system. The results of this endeavor will be addressed later in this master plan.

COMMUNITY ROUNDTABLE

TUESDAY, NOV. 15, 5-7 P.M.



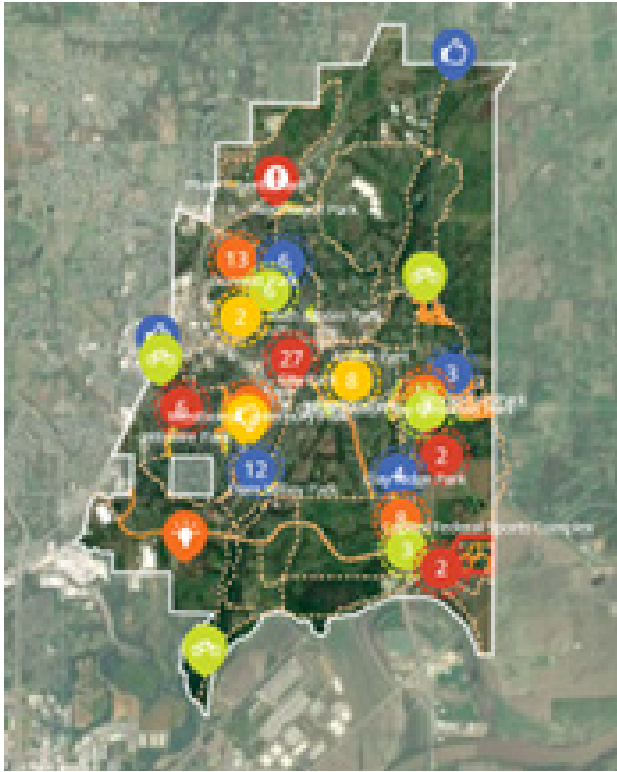
IMAGINE LIBERTY 2032

PARKS & RECREATION MASTER PLAN

GIVE YOUR INPUT ON THE FUTURE OF PARKS AND

LIBERTY COMMUNITY CENTER





SOCIAL PINPOINT

IMAGINE LIBERTY 2032

SENTIMENT TOTALS

NAVIGATION: HOME | ABOUT | PROJECT | PARKS | EVENTS | CONTACT



THE PROJECT

PROJECT BACKGROUND, GOALS, AND OBJECTIVES

OUR EVENTS

STAY INFORMED AND PARTICIPATE

GET INVOLVED

GIVE INPUT, DISCUSS, AND ADVOCATE

IMAGINE LIBERTY 2032

ADD COMMENT

SEARCH

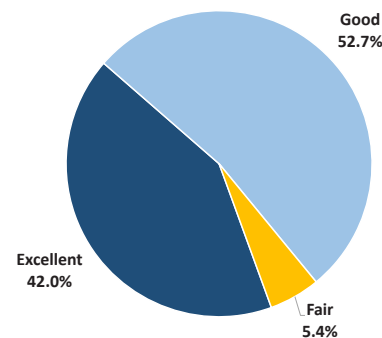
PROJECT WEBSITE

A random sample of the community received a survey as part of data collection and initiation of the Plan. Those who received this survey were able to answer the questionnaire via mail or by using an online system. Overall, 306 surveys were returned and the answers were analyzed to gain a better understanding of the needs, desires and trends of Liberty.

Citizens listed their top 5 parks, in terms of participation/visits as Liberty Community Center, Stocksdale Park, Westboro/Canterbury Park, City Park, and Bennett Park. Based on the number of responses received, the five facilities/amenities that are not currently being met are: indoor running/walking tracks, walking and biking trails, natural parks and preserves, restrooms, and outdoor recreation such as camping, fishing, and archery.

In addition to assessing the needs for each amenity/facility, the importance that households placed on each type of amenity were calculated. The top two most important facilities/amenities to households were walking and biking trails and community/recreation centers. Overall, the households surveyed rated the quality of the programs “good” (52.7%) or “excellent” (42%). The survey, for the most part, matched the responses received through community engagement events.

RATING ANALYSIS



SURVEY

A STATISTICALLY VALID COMMUNITY SURVEY WAS CONDUCTED AS PART OF THE INITIATION PHASE OF THE PARKS AND RECREATION MASTER PLAN. THIS SURVEY WAS MAILED TO CITIZENS LOCATED WITHIN THE CITY LIMITS, AND ASKED A NUMBER OF QUESTIONS SUCH AS PREFERENCES FOR USING THE PARK SYSTEM, ANY UNMET NEEDS AND THE RATING OF PARKS, FACILITIES, AND AMENITIES IN LIBERTY.

RATING ANALYSIS

The primary investments discovered during the survey included 5 “high priority”, “medium priority”, and “low priority” categories. “High priority” ratings resulted, again, in walking and biking trails, indoor running/walking tracks, community/recreation centers, natural parks and preserves, and restrooms. Some of the “medium priority” items were outdoor recreation opportunities, pools (both indoor and outdoor), community gathering spaces, and larger community parks, along with pickleball courts being specifically mentioned. “Low priority” ratings included additional playgrounds, special event spaces, splash pads, skate parks and baseball/softball fields.

The survey also asked about the methods used to communicate about the City’s recreation programs. Residents would most prefer that the City use a monthly newsletter, social media, the City website, email/text blasts, and a City eNewsletter to let the community know about upcoming events and programs being offered by the City’s Parks and Recreation Department.

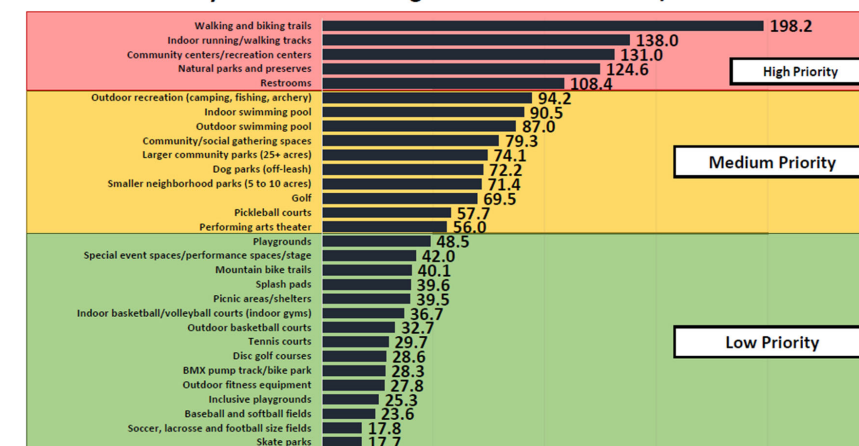
The full Parks & Recreation Needs Assessment can be found within the Appendix of this document.

PRIORITY INVESTMENTS

The Priority Investment Rating (PIR) was developed as a tool for evaluating the priority that should be placed on parks and recreation investments. The primary purpose of the PIR is to identify the facilities, amenities, and programs that households think should receive the highest priority for investment. The PIR has two components: (1) the importance households place on items; and (2) households’ unmet needs.

Since decisions related to future investments should consider both the level of unmet needs and importance of facilities, amenities and programs, the PIR rating weighs each of these components equally.

Priority Investment Ratings: Recreation Facilities/Amenities



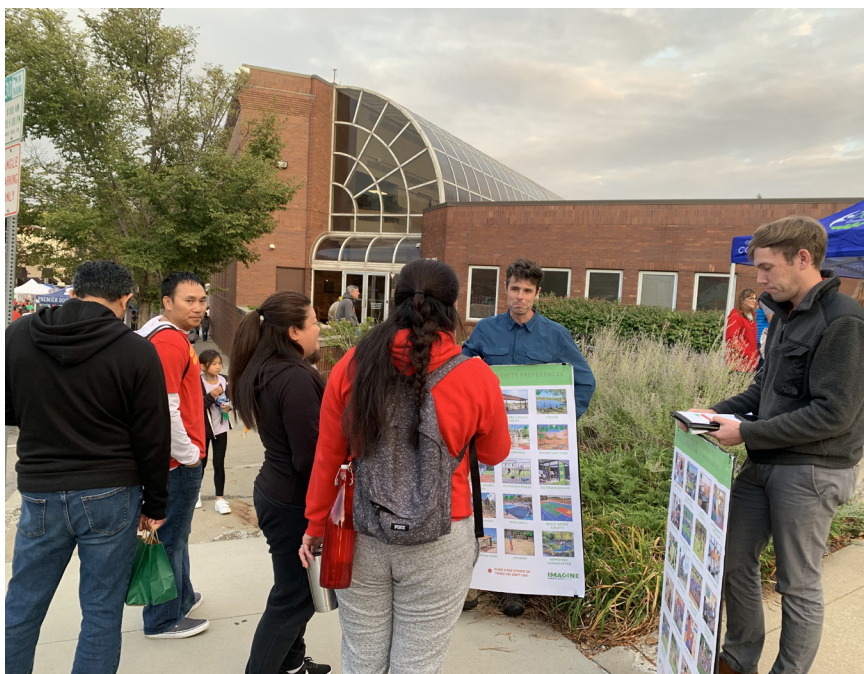
Public involvement is key to understanding how the community perceives the Liberty Parks and Recreation system. Throughout the planning process, public feedback was solicited in the forms of various pop-up events, open houses, community meetings and stakeholder listening sessions.

Four pop-up events were held at various locations throughout the community, beginning in July of 2022, with users of the system essentially “voting” on how they would rate the system and its facilities. All visitors to the pop-up events were asked to provide their input, and notes were taken on suggestions, concerns, places lacking within the system, and desires for the future of Liberty. Three open houses were held during other community events in order to gain more input, and the stakeholder listening sessions were used to get a more concentrated feel of different community leaders, business owners, and other community organizations. The final piece of the public engagement was a day-long “public engagement forum”, which allowed other community participants to review data, ask questions, and provide further input in order to ultimately shape the resulting Plan.

Beginning in June of 2022, Public Engagement events were held through the end of November 2022. Pop-up events resulted in many comments regarding the importance of community gardens, the need for more pickleball courts, and more opportunities for the youth to participate in different activities such as archery, and “adventure course” and splash pads. Overall, the comments received during these pop-up events were consistent throughout all of the outings.

POP-UPS | OPEN HOUSES

FOUR SEPARATE POP-UPS WERE HELD DURING THE MASTER PLANNING PROCESS. THESE POP-UP EVENTS WERE HELD AT PUBLIC PARKS AND EVENTS. THREE OPEN HOUSES WERE HELD AS WELL, IN ORDER TO SOLICIT PUBLIC INPUT ON THE PARKS SYSTEM AND THE FACILITIES OFFERED. FEEDBACK WAS ALSO COLLECTED IN THE FORM OF THREE STAKEHOLDER LISTENING SESSIONS AND A PUBLIC ENGAGEMENT FORUM OVER THE COURSE OF THE PLANNING PROCESS.



OPEN HOUSES AND PUBLIC ENGAGEMENT

Open house events, stakeholder listening sessions and a public engagement forum were held during the planning process as well to gather even more information on what the citizens of Liberty would like to see for the future. In general, information on the Parks system was presented, along with asking the attendees to share their preferences/likes/dislikes for existing amenities/facilities, and desires for the future. The open house events, held at the Liberty Community Center, resulted in attendees commenting on the efficiency of the Parks and Recreation staff and many compliments on how easy the whole department is to work with; in addition, there were comments on the entire system and suggestions on the future of the system. Of the attendees of the “stand-alone” open houses, many comments were that adult fitness was needed, along with more youth sports, teen programs and community special events.



STAKEHOLDER SESSIONS

Stakeholder listening sessions were held during October 2022 with 9 participants of various titles throughout the community, including public health, school district partners, Martha Lafite nonprofit representatives, Department of Conservation, Economic Development, Chamber of Commerce, City Council and business owners. Results from the sessions were : the value of trail connectivity, improvement and expansion of the Community Center, the need for more event spaces/rooms, and bringing in more revenue.

The public engagement forum was the culmination of the initiation process, with comments being centered around the need for more event space, as well as a new aquatic center.



EXISTING PLANS & POLICY DOCUMENTS

EXAMINATION OF EXISTING CITY OF LIBERTY PLANS AND STUDIES

As part of the Master Plan process, different plans and studies were analyzed to see how the community's preferences lined up and intertwined to obtain the bigger picture of what the future of the system should ideally become. Plans studied were the 2017 Parks and Recreation Needs Assessment Survey for the City of KCMO and City of Liberty Plan Review, the "Blueprint for Liberty Analysis" completed in 1999, the "2020 Capitol Federal Sports Complex Feasibility Study", the 2008 planning and visioning study called "Liberty...For All", the 2005 "Liberty Downtown Master Plan", the 2003 "Parks and Open Space Plan", the 2016 "South Liberty Parkway Proposed Future Land Use Plan Phase 1", and the 2014 "Trails and Greenways Plan."

A systematic review of existing plans helps a community to dial in to its strengths and weaknesses in order to be able to leverage opportunities for the future. This review allows the Parks and Recreation Department to see any changes to the community's preferences and needs over time, as well.

The overall studies revealed that the community remains aligned in their satisfaction with the system, and that outdoor recreation facilities such as trails and overall connectivity is needed to serve Liberty in the future.



PARKS AND RECREATION NEEDS ASSESSMENT SURVEY

In June of 2017, a survey was sent out to residents of Kansas City and Liberty, Missouri. A random sample of households were asked about their satisfaction of existing programs, facilities and services, the need for outdoor recreation facilities/amenities, willingness to fund outdoor facilities via a tax increase, and the need for indoor recreation facilities/amenities, among other questions.

2017 CITY NEEDS ASSESSMENT SURVEY

Overall, citizens were either "very satisfied" or "satisfied" with the services offered. The 5 outdoor facilities/amenities needed were: walking and biking trails, picnic areas/shelters, playgrounds, outdoor swimming pools and outdoor water play areas. In addition, residents were most willing to fund walking/biking trails, outdoor swimming pools, and playgrounds via a tax increase. The four indoor recreation facilities/amenities respondents indicated a need for were indoor walking/jogging tracks, cardiovascular equipment, aerobics/fitness areas, and leisure pools.



June 22, 2017

Dear City of Kansas City, Missouri and City of Liberty, Missouri Residents:

Your response to the enclosed survey is very important...

The Cities of Kansas City, Missouri and Liberty, Missouri are jointly conducting a comprehensive parks and recreation needs assessment survey. The results of this survey will be used to establish priorities for improvements to parks and recreation facilities and services in Clay County.

Your household was one of a limited number selected at random to receive this survey, therefore, it is very important that you participate.

We appreciate your time...

We realize that this survey will take approximately 10 minutes to complete, but each question is important. The time you invest in completing this survey will aid the Cities in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of all its residents.

Please complete and return your survey within the next two weeks...

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the City later this year. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061 within the next 10 days. If you would like to take the survey over the web, the address is www.KCMOLibSurvey.org.

If you have any questions, please feel free to contact Mark McHenry at 816-513-7503 or Janet Bartnik at 816-439-4363. This Survey is a tool that will benefit the City of Kansas City, Missouri and the City of Liberty, Missouri.

Sincerely,

Mark McHenry, Director
Parks and Recreation
Kansas City, Missouri

Janet Bartnik, Director
Parks and Recreation
Liberty, Missouri

Kansas City, Missouri Parks and Recreation Department
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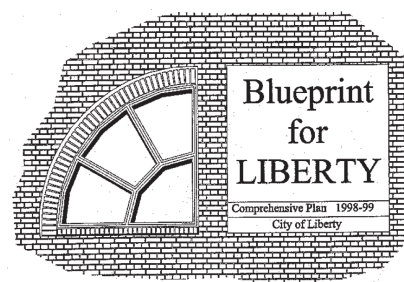
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EXISTING PLANS & POLICY DOCUMENTS

BLUEPRINT FOR LIBERTY FUTURE LAND USE PLAN

Adopted in 1999, the “Blueprint for Liberty” currently serves as the adopted Comprehensive Plan for the community. The Plan contains a vision statement, land use plan, community profile (including an ecological analysis), key recommendations, neighborhood principles, implementation strategies, and maps. Much like a Parks and Recreation Master Plan, the “overall” Comprehensive Plan is a guiding document that City leaders and decision makers use to shape the community in a way the population desires.

Residents were surveyed about what makes Liberty a quality place to live, and what should be of the highest priority to focus on in the upcoming years. Priorities very closely linked to the parks and recreation system included: (1) The need for transportation routes connected into a city-wide system that is attractive, interesting, and safe for pedestrians, bicyclists and drivers, (2) large areas suitable for watershed management, wildlife habitat, agriculture or recreation that are protected from development; (3) preservation of natural terrain, drainage patterns, and vegetation where development may occur; (4) safe and pleasant sidewalks and streets for pedestrians; and (5) easy access to shops, work, schools, parks and community buildings for residents by way of walking.



"QUALITY IS NO ACCIDENT. TO HAVE THE KIND OF LIBERTY WE WANT TO CALL HOME TAKES COMMITMENT. IT TAKES CITIZENS COMING TOGETHER TO SET A COURSE."

COMPREHENSIVE PLAN

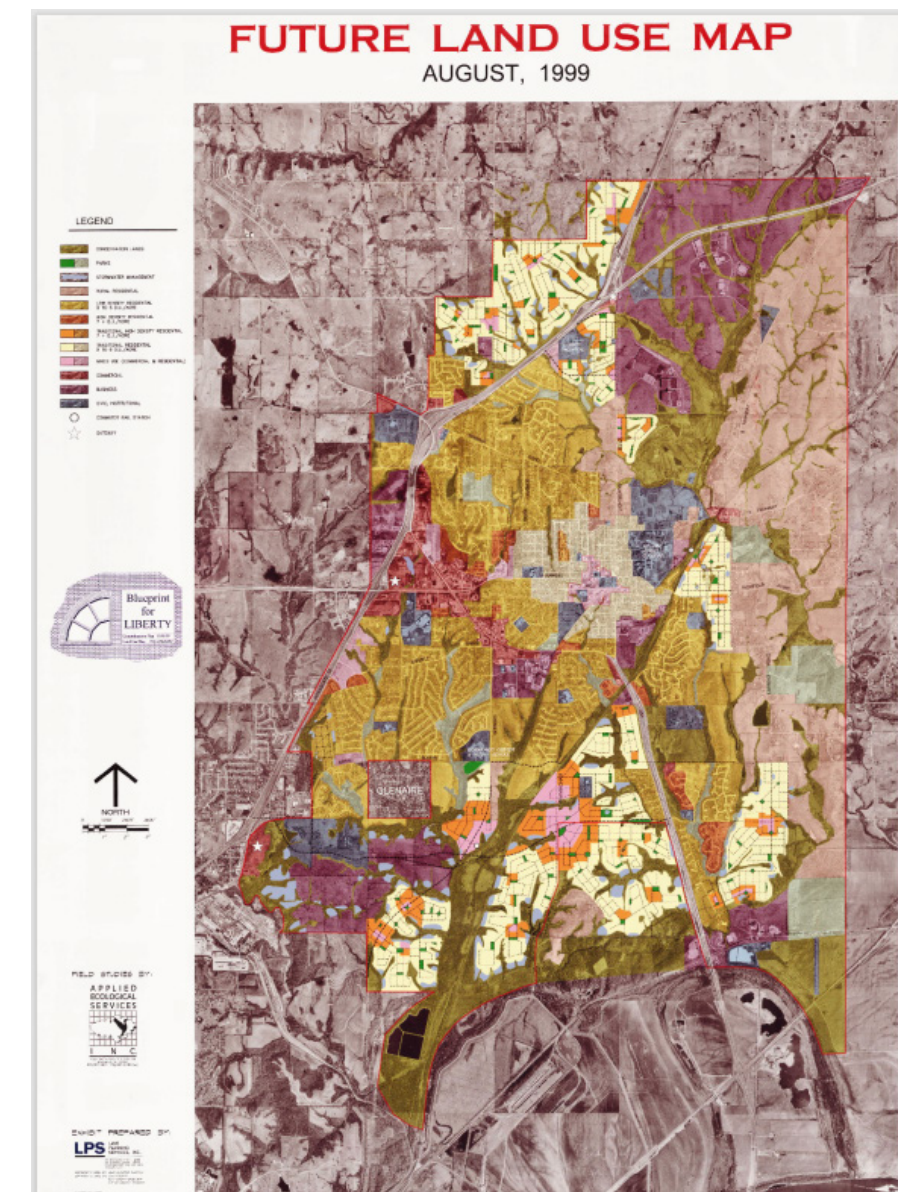
BLUEPRINT FOR LIBERTY

Another interesting finding during the Comprehensive Plan process was the ecological profile, which pointed out that “the most typical natural system in Liberty is in low health with native wetlands, savannas, woodlands, and prairies now absent or significantly degraded. In these settings,

“systematic replanting of former vegetation and management are necessary to restore these landscapes”. This will be a significant factor when considering future development, the proper distribution of land and how to create a proper, sustainable parks system with facilities that manage ecologically sensitive land. Overall, the “Blueprint for Liberty” Plan is sensitive to the environmental needs of the

THE FUTURE LAND USE MAP FOR LIBERTY SETS THE BASIS FOR MAKING DEVELOPMENT DECISIONS. IT IS A GUIDING DOCUMENT, MUCH THE SAME AS THE COMPREHENSIVE PLAN. IT GIVES DIRECTION ON HOW THE DIFFERENT LAND USES FIT TOGETHER AND RELATE TO ONE ANOTHER. IT ANSWERS QUESTIONS SUCH AS "WHAT KIND OF NEIGHBORHOODS DO WE WANT IN THE FUTURE?"

1999 ADOPTED FUTURE LAND USE MAP



EXISTING PLANS & POLICY DOCUMENTS

CAPITOL FEDERAL SPORTS COMPLEX FEASIBILITY STUDY

This feasibility study, completed in 2020, concluded that the funding and construction of a new 81,000 square foot fieldhouse, along with four additional baseball/softball fields at the Capitol Federal Sports Complex was feasible. The existing complex is considered by KC Sports as the nicest complex in the KC Metro area and the addition of turf has solidified the overall attractiveness of the facility.

The study responded to two basic questions: (1) Is there a community need for an indoor sports facility and additional outdoor athletic fields, and at what cost?; and (2) Is there a destination need for an indoor sports facility and additional indoor athletic fields, and at what cost?

A Market Assessment was also conducted within a primary (120 mile) and secondary (240 mile) radius from the existing complex. The study concluded that there are seven metro areas and 27 other providers of outdoor and indoor sports facilities in these areas.

Sports trends for the area that are particularly interesting within this study include: (1) existing fields are booked at 100% between March and mid-November; (2) several tournament requests cannot be accommodated because



CAPITOL FEDERAL

SPORTS COMPLEX FEASIBILITY STUDY

of lack of fields; and (3) additional fields would help with the overlap on Sundays between recreation leagues and tournaments.

Additional amenities supporting the sports experience include a shelter and restroom facility, walking/jogging trails, playgrounds, and concession stands. of fields; and (3) additional fields would help with.

STUDY FINDINGS

Overall findings from the study concluded that there was a demand for additional baseball/softball fields, as well as a new fieldhouse. The findings were grounded on the facts that different entities would utilize these amenities, that the City would benefit from the additional facilities, and that the benefit to all individual users would be tremendous for the community. Finally, the study recommended improved access to the existing sports complex via the extension of the South Liberty Parkway east of Highway 291.

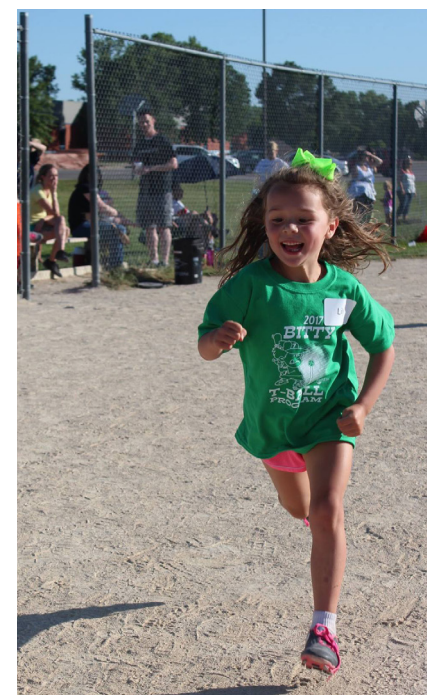
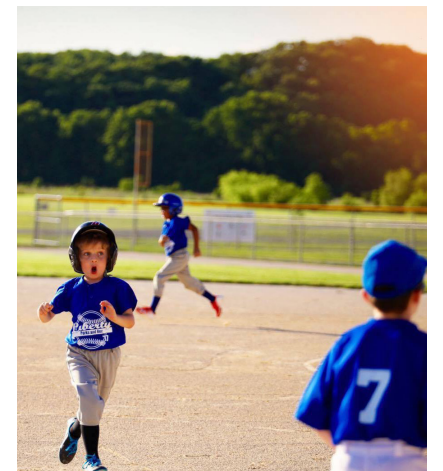


FUNDING SOURCES AND PROJECT COSTS

The Liberty Parks and Recreation Department is not supported by the General Fund of the City. Its sources of funding for maintenance, operations, capital improvements and Capitol Federal for these improvements comes from a 1/4 cent sales tax, User Fees, Registration Fees and The Liberty Park and Recreation Foundation.

The total construction cost of Phase 1 of improvements (park amenities and turf upgrade) was \$6.8 million. This was financed by the Liberty 2000 and Liberty 2010 Capital Improvements program. In 2019, the City Council approved an upgrade to Phase 1 by adding turf to all fields. This project cost was \$4.0 million. It has provided turf to infields and outfields, which are high school regulation size.

Opened in 2002, Phase 1 of the Capitol Federal Sports Complex has provided countless hours of fun and enjoyment to its users and a source of pride for the community of Liberty.



EXISTING PLANS & POLICY DOCUMENTS

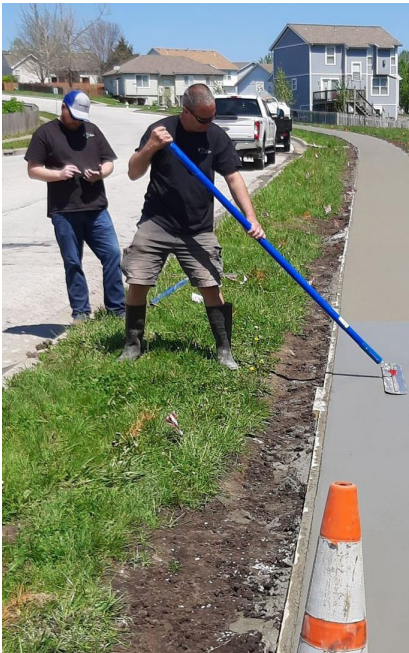
PARK REJUVENATION PLANS

Three Park Rejuvenation plans were completed in 2015, and these encompassed City Park, Bennett Park, and Ruth Moore Park. These plans were intended to update amenities and facilities at each park.

City Park, located on the north side of MO Hwy 291 and east of Moss Avenue, was slated for several improvements in order to become a more inclusive park. The project was completed in 2021. Beginning with a topographic survey and design development, the park improvements included: climbing activities, spinners, activities for 2-5 year olds, different types of swings, sensory play installations, social opportunities (such as checkers and chalkboards), restrooms, slides for different abilities and ages, and spaces for different populations that included ADA accessibility.

The “net inclusivity” was the most important aspect of this project - creating a play space for all children regardless of ability while, at the same time, providing an environment that is socially inclusive.

The park, with improvements completed, is now open and enjoys a high level of usage, improving the overall amenities that Liberty has to offer.



CITY PARK REJUVENATION

Other parks within the system have ongoing projects, as well as other improvements that have been completed. Westboro / Canterbury Park has new pickleball courts, restrooms were installed at Bennett Park, new sand was installed at the Clay Woods volleyball courts, and new parking and trails were also added.

THE ADOPTED PLAN

The Trails and Greenways Plan is a guide to achieving the goals of a citywide, interconnected, multi-use trail system. Adopted in 2014, this document updated the previous 2002 future trails map and laid out a framework to provide opportunities for accessible recreation and non-motorized transportation for Liberty's citizens. Liberty's trails were also mapped - this includes nearly 80 miles of trails along streets, streams, upland greenways, former roadways, within rail corridors, and other rights-of-way. Analysis of Liberty's current trails



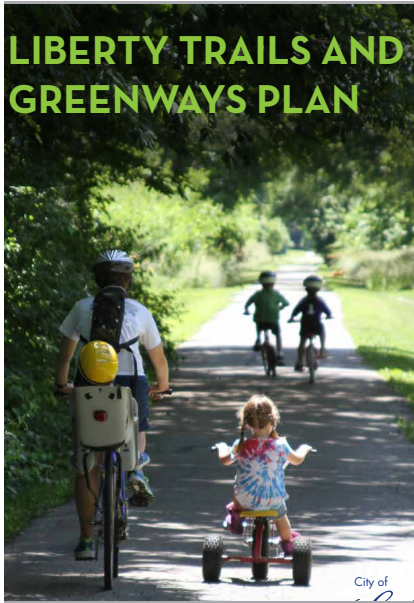
TRAILS AND GREENWAYS PLAN

and greenways showed that, although the system consisted of more than 10 miles of paved trails, most existed as isolated segments in parks. Taking a closer look at the system also illustrated that the vast majority of the population/users lived more than 1/2 mile from an existing trail, wherein the connections to other segments were not provided. This means that the system could not truly be used as a “real” means of alternate transportation.

walking and biking trails as the most important parks and recreation facility to their household, as well as the most important new facility to develop and maintain. Also cited were the benefits of better air quality, less traffic congestion, reduced transportation costs, and reduced greenhouse gas emissions due to fewer motorized trips. Overall, this Plan shows that the community is aware of, and interested in, aiding improvements to the environment and that they are willing to play a part in these improvements.

The three main goals established within this Plan were: (1) “provide safe, easily accessible opportunities for recreation for all Liberty residents”, (2) “create an alternate transportation system that gives citizens the option to use non-motorized transportation for travel within and outside of Liberty; and (3) “ensure that Liberty residents can experience nature in their everyday lives by locating trails along streams and other greenway corridors wherever possible”.

A citizen survey was conducted during the planning process, and Liberty citizens rated



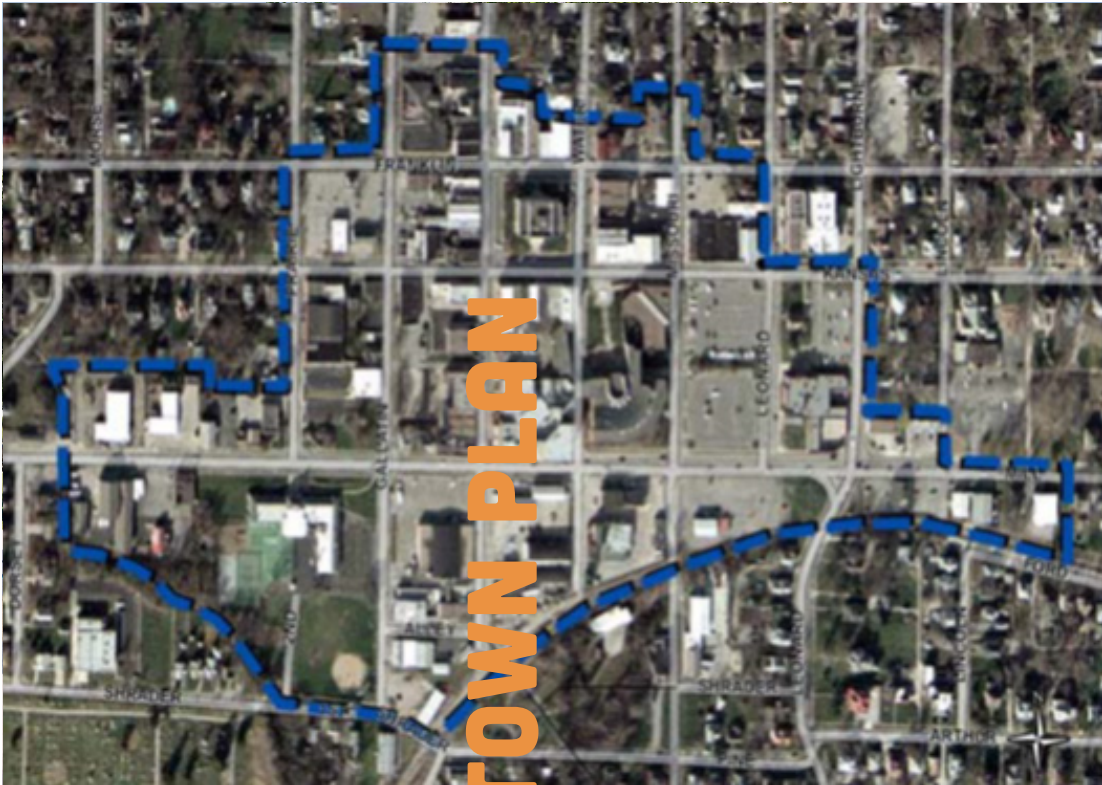
EXISTING PLANS & POLICY DOCUMENTS

LIBERTY DOWNTOWN PLAN

The “Liberty Downtown Master Plan”, adopted in 2005, focuses on the specific Downtown boundary, which is shown at right. Downtown Liberty is not only the City Square area - it encompasses surrounding residential business, governmental, and historic properties bounded by Mississippi Street on the north, the railroad tracks on the south, Prairie Street on the west, and William Jewell College on the east.

Public input was sought during this 6-month planning process, with design charrettes, stakeholder interviews, and public meetings being held to solicit ideas for a solid, enduring Downtown Liberty well into the future. Future land use, funding opportunities, street priorities, parking, improvement of Main Street, tourism, and improvement of the pedestrian environment were all topics discussed during this process.

Priority recommendations for this plan include enhancing the streetscape, repairing deteriorated curbs/gutters, and adding trees and pedestrian lighting to create a safer feel for those utilizing the entire Downtown area. Branding, heritage, and tourism details were included in the plan, and responsibility for funding was assigned in order to create a workable plan for the future.



LIBERTY DOWNTOWN PLAN

HISTORIC LIBERTY



THE ADOPTED PLAN

The South Liberty Parkway Phase 1 Land Use Plan was adopted in 2016. This short document outlines future land uses for the area bounded on the west by 69 Highway, on the north by Liberty Drive, on the east by Campbell Drive and on the south, generally by Birmingham Road.

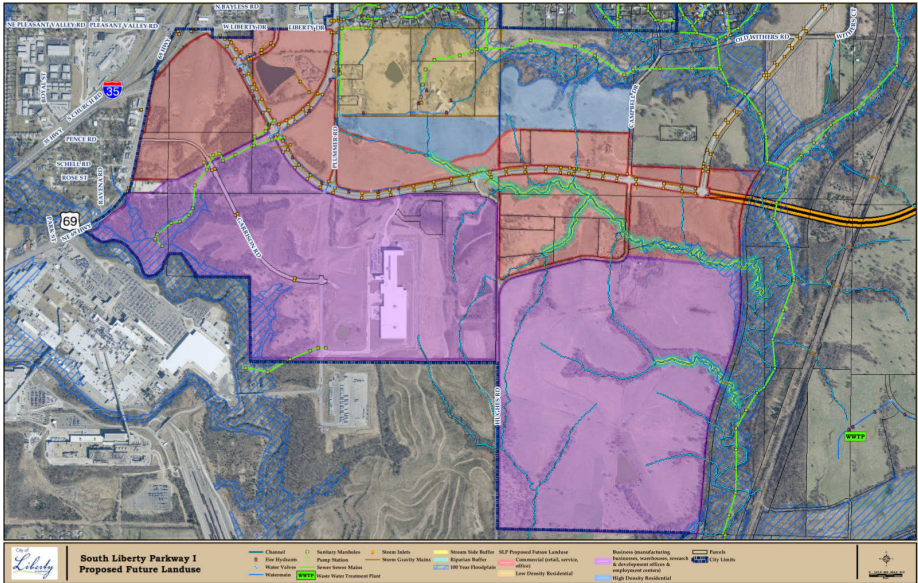
The Land Use Plan shows existing utility locations such as fire hydrants, storm inlets, sewer mains, pump stations and storm gravity mains. The prevalent amount of 100-year floodplain and streamside/riparian buffers are



SOUTH LIBERTY PARKWAY PROPOSED FUTURE LAND USE

depicted as well. There is a mix of proposed land uses by parcel, to include: commercial, low-density residential, business, and high-density residential in this area. Some changes include future land uses just east of 69 Highway to become commercial rather than the current industrial zoning, but, generally, the future land use map matches the current zoning of the land. There are plenty of utility locations already in place to support future development in the manner prescribed in this phase.

The idea of an east/west interconnecting roadway between I-35 and Route 291 was first discussed in 1965. Phase 1 of the Parkway, from I-35 to Withers Road, was completed in 2005. The extension and opening of South Liberty Parkway came at a crucial time, as the Missouri Department of Transportation, the City of Liberty and City of Kansas City, MO., were preparing to overhaul Kansas Street/MO 152/I-35 interchange in 2019. This future land use plan takes all of these plans into account.



EXISTING PLANS & POLICY DOCUMENTS

PARKS AND OPEN SPACE PLAN

Completed in 2003, the Liberty Parks and Open Space Master Plan Update outlined a strategic approach to sustainable community design, based on a framework of parks and open space. The three guiding principles of this plan follow.

1 The neighborhood is the building block of community and parks and open spaces are inherent to successful, livable places;

2 Saving Liberty's unique natural environment is important, and that parks and open space are tools for preservation; and

3 Combining uses and resources is key to the successful implementation of the Plan. This involves combining parks and open space with stormwater facilities, incorporating aesthetics into street design, and using trail development to protect natural drainage ways.

Plan goals focused on: (1) availability to all users, (2) efficiency of administration and maintenance, (3) utilization of all resources, including different organizations, jurisdictions, payment in lieu of dedication, and combining park and infrastructure capital to accomplish multiple objectives; (4) coordination of park development with regional



Mill Street Today



Mill Street With Enhancements



Richfield Road Today



Richfield Road With Enhancements



PARKS AND OPEN SPACE PLAN

COMPLETED 2023

stormwater efforts; and (5) maximization of marketing opportunities.

One of the most interesting points made by the 2003 Parks and Open Space Plan was that of survey results - additional interest in swimming, gymnasium and indoor sports facilities were of the highest interest to the

community respondents. As the Plan stated, these results "might provide the core support for an additional community center".

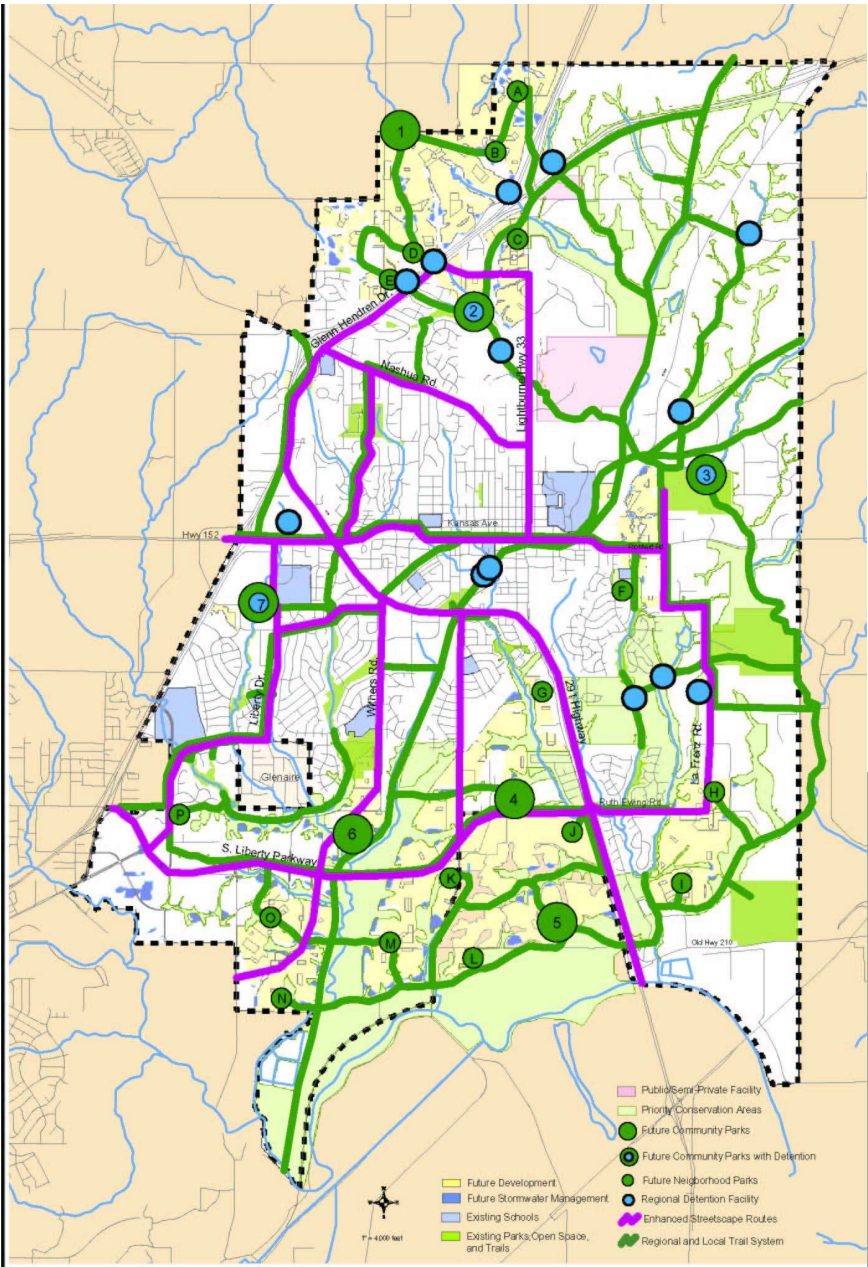
The City has added quite a few miles of linear trails to ensure the community is more walkable and that important linkages are continually being added to the system. After analysis of the 2003 Plan, the current needs and desires of Liberty citizens seem



PARKS AND OPEN SPACE PLAN

DESPITE DEGRADED ECOLOGICAL CONDITIONS, THERE ARE SOME AREAS THAT OFFER EXCELLENT OPPORTUNITIES FOR RESTORATION AND MANAGEMENT. ESTABLISHING BUFFERS ALONG STREAMS AND DRAINAGE-WAYS CAN PROVIDE SURFACE WATER MANAGEMENT BENEFITS, HABITAT FOR WILDLIFE, AND LINEAR PARK DEVELOPMENT OPPORTUNITIES.

to continue along the same line. It is extremely important that the residents continue to have access to aquatics, trails and both indoor and outdoor sports facilities. One item that was not mentioned in the 2003 Plan was pickleball, which seems to have become a more important to residents in the interim.



Parks and Open Space Master Plan

February 11, 2003
Liberty, Missouri

EXISTING PLANS & POLICY DOCUMENTS

LIBERTY...FOR ALL

“Liberty...For All” was a community-guided planning and visioning process undertaken with guidance from the National Civic League. The goal of this report was to discover what citizens of Liberty want and need to become the community residents aspired to become. Over 150 stakeholders from the community were gathered with the goal to create a strategic plan for Liberty. These stakeholders consisted of stay-at-home parents, small business owners, builders, developers, high school and college students, as well as many others. The participants chose one “Key Performance Area (KPA)” to participate in: (1) Community Partnerships, (2) Economic Engine, (3) Infrastructure, or (4) Quality of Life.

The Community Partnership group’s goal was to “connect people to each other and the City, provide the City with citizen feedback, and provide information-sharing using technology and media”. The rationale for this goal was that “the first step of engaging citizens within the community is sharing information”.

The Economic Engine group focused on the rationale that “an open and transparent government, recruitment of new businesses, and retention and expansion of existing businesses are vital components of strong, diverse, and balanced economic



LIBERTY...FOR ALL

COMPLETED 2008

development”. The group looked forward to helping to create a vibrant, well-rounded economy able to withstand the ups and downs of a business cycle. The Infrastructure stakeholder group focused mainly on the safety, maneuverability, and efficiency of the system. Transportation and roads were the main item mentioned, with the biggest

takeaway being the desire for citizens to be able to easily get around by walking, bicycling, driving, and riding. While a light rail system was mentioned, the stormwater system was also stated as a priority.

Quality of Life stakeholder participants were interested in Liberty’s community identity, keeping civic pride, and enhancing the City’s attractive appearance and welcoming environment. Website presence, community gateways, creation and enforcement of “green” policies, and improved landscaping throughout the City. Parks opportunities were also a focus for the group. This particular group believed that parks were mostly geared for children and that other age groups (teens, young adults, and adults) and park-goers with special needs do not have many recreational opportunities at City parks.



The vision statement for “Liberty...For All” is “Liberty is a diverse and welcoming community, inclusive of people of all income levels, races, lifestyles and religions. Residents find Liberty a safe, family-friendly and environmentally conscious community that values its unique heritage while being mindful of the need to be progressive both economically and culturally.



LIBERTY...FOR ALL

Liberty recognizes and preserves her heritage. The historic downtown square, historic landmarks and historic homes are preserved and valued.

Liberty entices new businesses and industries, which provide more employment opportunities, goods and services. Residential and business growth is balanced, providing a stronger tax base. The City spends tax dollars wisely so that City services can meet the needs of our growing community.

Recreation opportunities, diverse businesses and the unique history of our City promote increased tourism and make it a ‘destination city’ within our four-state area. Residents find necessary goods, services, recreation, cultural activities and entertainment within the City Limits.

Traffic flow is optimized throughout the City and infrastructure keeps pace with growth. The City and community are progressive in incorporating new technology. Liberty encourages excellence in education for all students, including early childhood

services and post-high school education opportunities.

Liberty is a cohesive community with solid relationships and good communication between City government, citizens, William Jewell College and the Liberty School District.

Citizens actively participate in implementing change in the City and share a feeling of unity, ownership and pride in the community.



EXISTING PLANS & POLICY DOCUMENTS

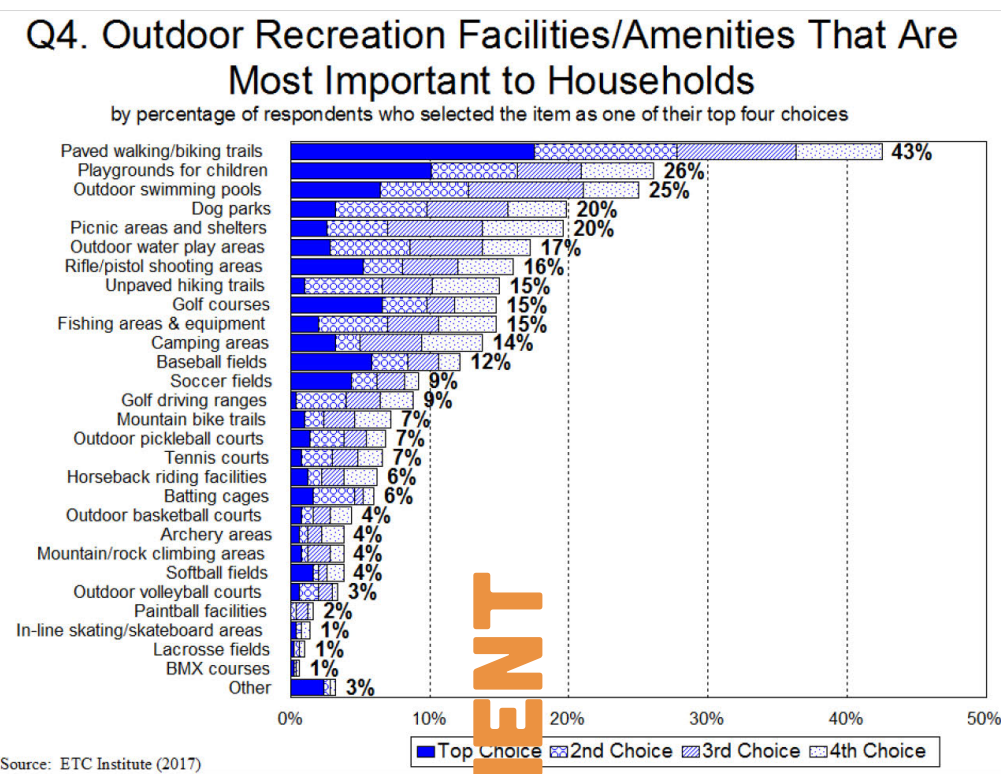
PARKS AND RECREATION NEEDS ASSESSMENT STUDY

In 2017, a Parks and Recreation Needs Assessment Survey was done for both Liberty and the City of Kansas City, MO. A random sample of households was asked a variety of questions regarding:

Satisfaction with existing programs, facilities, and services, need for both indoor and outdoor facilities/amenities, and how well needs were being met by the current system. In order to ensure the random sample was valid, emails were sent and phone calls were made to households that had received the survey. To encourage participation. The goal was to obtain completed surveys from at least 400 households - this was far exceeded, with a total of 503 residents completing the survey.

Results from this survey line up with the trends that have so far been exhibited by all the other reviewed plans, as well as what is being heard during this latest Plan update.

Some highlights from the survey include that: (1) 76% of respondents were either “very satisfied” or “satisfied” with the maintenance of the parks; (2) 70% were “very satisfied” or “satisfied” with the maintenance and appearance of community centers, and (3) as well as respondents commenting that there is a need for indoor walking/jogging



NEEDS ASSESSMENT

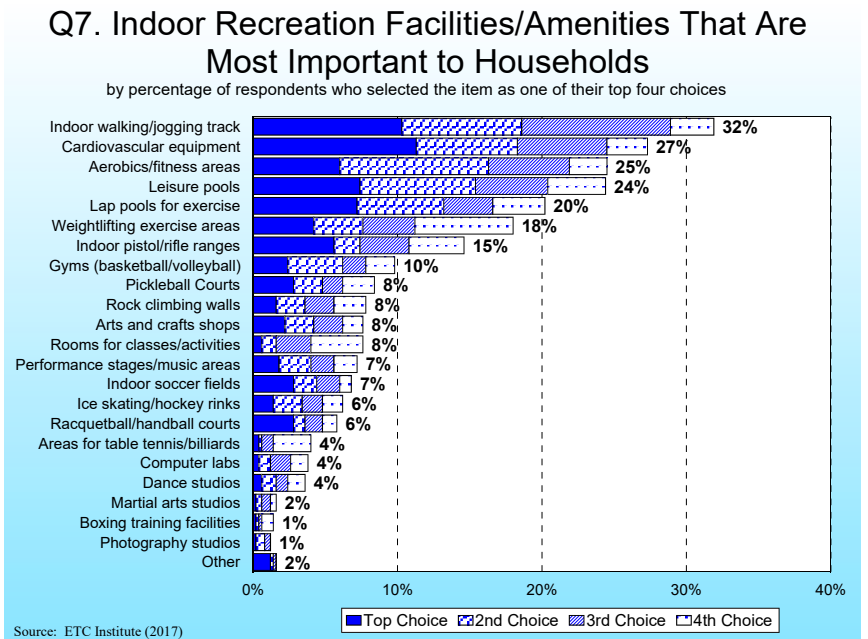
COMPLETED 2017

tracks (32%), cardiovascular equipment (27%), and aerobics/fitness areas (25%). As for outdoor recreation, the top three most important categories were paved walking/biking trails (43%), playgrounds for children (26%), and outdoor swimming pools (25%).

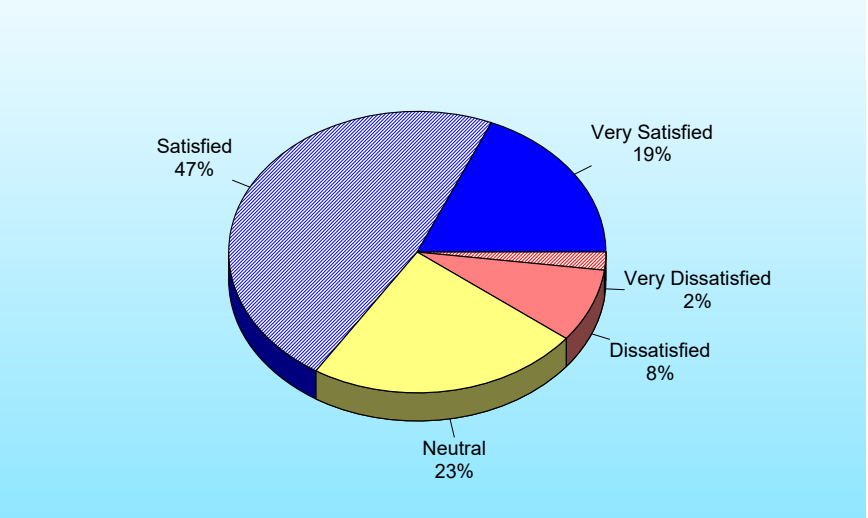
Respondents were also asked how willing they would be to fund recreation facilities most important to their household. The highest percentage (33%) at the time of this survey stated they would not support a tax increase. The second highest percentage (21%) said an 1/8 of a cent would be acceptable, followed by 19% responding that a 1/4 of a cent would be appropriate. The remainder of the answers would support higher taxes - 3% would support a 3/8 cent increase, 13% would go for a 1/2 cent increase, 1% would allow for a 3/4 cent, and 12% would support a full 1 cent tax increase to get these facilities into Liberty.



NEEDS ASSESSMENT STUDY FINDINGS



Q2. Overall, how satisfied are you with the Parks and Recreation facilities in the area where you live?
by percentage of respondents (excluding "don't know")



DEMOGRAPHICS

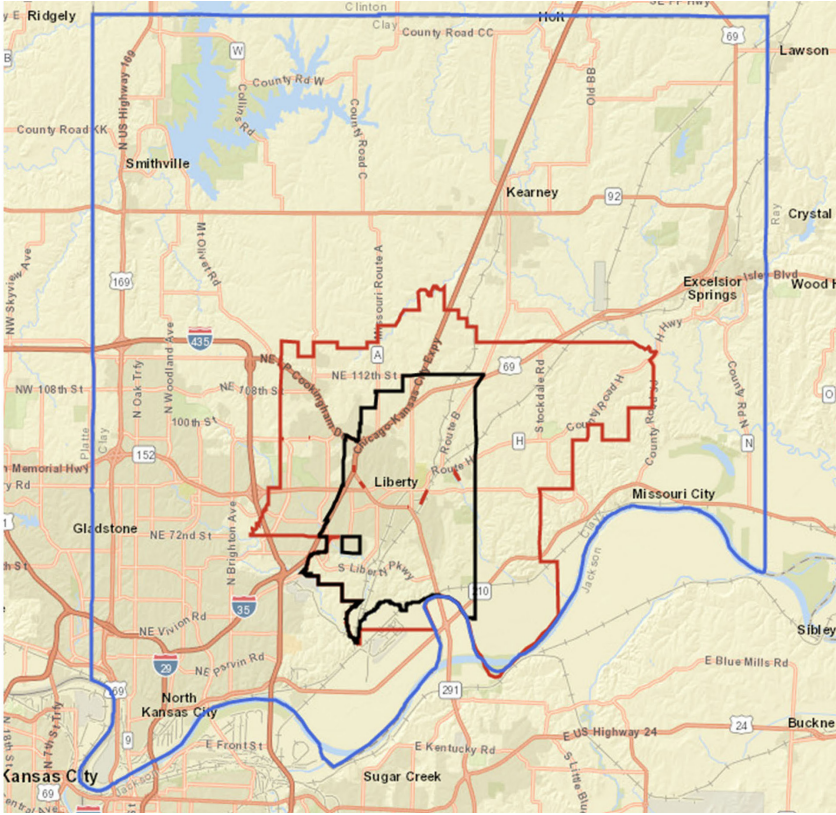
DEMOGRAPHIC ASSESSMENT OF LIBERTY

This master plan utilized 2020 Census Data gathered from the Environmental Systems Research Institute (ESRI). This data included demographics, housing data, recreation, entertainment spending data, and adult participation in activities. Data from the National Sporting Goods Association (NSGA) was also used to determine potential participation in various recreation activities.

As depicted in Map A, the primary service area is represented as the City of Liberty (outlined in black). One of the main goals of the master plan is to provide facilities and services to the residents of the City; as such, they are the primary user group. The School District is also included in service area and outlined in red. The larger areas serviced by the City of Liberty also include Clay County. It is important to acknowledge that Liberty serves as a regional hub for services.

Primary service areas are defined as the distance people will travel regularly (a minimum of once a week) to utilize recreation facilities, parks, and programs. The focus of the master planning effort is the City of Liberty. However, given that the City is a hub for activities and located in the larger Kansas City metropolitan area, one can assume that individuals outside the City Limits are using Liberty

MAP A: SERVICE AREA
PRIMARY SERVICE AREA: LIBERTY



parks and recreation services. Many methods were used to make comparisons among the service areas identified in this assessment, including a “tapestry segment comparison”.

“tapestry segmentation” classifies United States neighborhoods based on their socioeconomic and demographic compositions. There is value in including this information for Liberty. It assists the organization in understanding the consumers/constituents in their service area and supply them with the

right products and services.

Neighborhoods are sorted by more than 60 attributes including: income, employment, home value, housing types, education, household composition, age and other key determinants of consumer behavior. The information gathered helps further describe the markets that the Primary Area looks to serve with programs, services, and special events and serves the community leaders in better understanding Liberty overall.

TAPESTRY SEGMENT ANALYSIS

TAPESTRY SEGMENTS

Soccer Moms can be described as an affluent, family-oriented market with a country flavor. They pursue outdoor activities and sports and attend sporting events, as well as participate in them with activities such as bicycling, jogging, golfing and boating.

The Green Acres category of the population are country living and self-reliant. This large segment is concentrated in rural enclaves in metropolitan areas. Outdoor living features a variety of sports: hunting, fishing,

motorcycling, hiking, camping, and even golf.

Rustbelt Traditions residents are a mix of married-couple families and single-family homes. This work force is primarily white collar, with a higher concentration of skilled workers. Family-oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

Up & Coming Families is a market in transition. Residents are younger and more mobile than

the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. Their homes are new, their families are young. They find leisure in family activities which include trips to sports; from golfing, weightlifting, and running/jogging.

Old and Newcomers are singles living on a budget and are strong supporters of environmental causes and organizations.

SEGMENT SPENDING

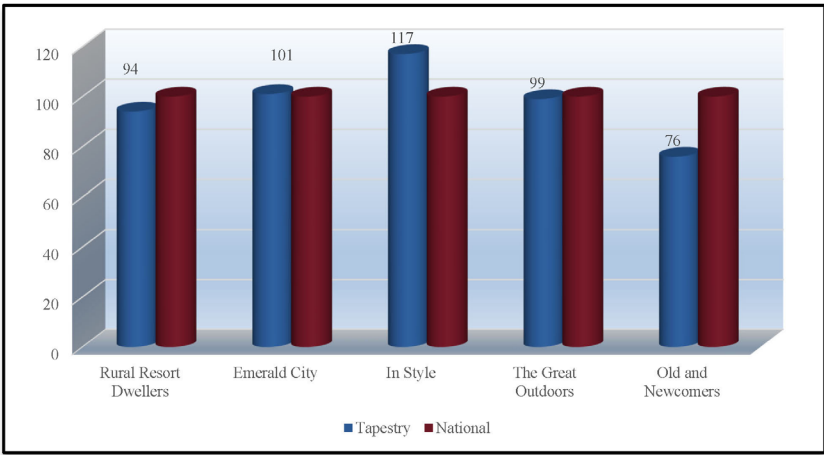
Tapestry spending habits for each of the categories of the population show that Liberty residents spend more household income in the “Soccer Mom” and the “Green Acres” neighborhoods and overall demographic.

It is not surprising that the older singles living on a budget spend the least amount on entertainment, and this group also spends a lot less than the national average for the same category.

Table N – City of Liberty Tapestry Segment Comparison (ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Soccer Moms (4A)	23.7%	23.7%	37.0	\$90,500
Green Acres (6A)	13.8%	37.5%	43.9	\$76,800
Rustbelt Traditions (5D)	12.0%	49.5%	39.0	\$51,800
Up & Coming Families (7A)	11.1%	60.6%	31.4	\$72,000
Old and Newcomers (8F)	11.1%	71.7%	47.4	\$56,400

Chart P – City of Liberty Tapestry Segment Entertainment Spending:



DEMOGRAPHICS

DEMOGRAPHIC SUMMARY OF SERVICE AREA

A demographic summary was prepared in order to illustrate the makeup of the population of, not only Liberty, but its counterparts within the identified service areas. Using 2020 Census numbers, as well as 2022 and 2027 estimates, overall population, average household size, median age and median income were compared. As of the 2020 Census, Liberty's population was just over 30,000, the School District neared 64,000 and Clay County as a whole was a little over 253,000 people.

From the 2010-2020 Census, the City of Liberty experienced a 3.4% increase in population, the School District had an 18.3% increase, and Clay County's population increased by 14.1%.

The median age for the School District is the lowest at 34 years old, and this population has the largest average household size at 2.73 people per household. The median income estimate for the School District is also the highest at \$95,320 as compared to Liberty, which is \$81,576. Each of the service areas studied are projected to grow by 2027.

Ethnicity for all three service area entities is largely white, with Clay County having the lowest percentage (nearly 80%), the School District at approximately 82%, and Liberty having the largest percentage of white

	City of Liberty	School District	Clay County
Population:			
2020 Census	30,167 ¹	63,456 ²	253,335 ³
2022 Estimate	30,565	65,311	259,794
2027 Estimate	30,762	67,154	266,828
Households:			
2020 Census	11,341	22,765	100,254
2022 Estimate	11,515	23,468	103,026
2027 Estimate	11,645	24,221	106,149
Families:			
2020 Census	7,602	15,182	62,413
2022 Estimate	8,005	17,058	68,040
2027 Estimate	8,075	17,567	69,953
Average Household Size:			
2020 Census	2.55	2.73	2.50
2022 Estimate	2.55	2.73	2.50
2027 Estimate	2.54	2.72	2.49
Ethnicity (2022 Estimate):			
Hispanic	5.6%	5.9%	7.5%
White	83.8%	82.4%	77.9%
Black	4.6%	5.1%	7.4%
American Indian	0.5%	0.4%	0.6%
Asian	1.1%	2.1%	2.5%
Pacific Islander	0.2%	0.1%	0.4%
Other	1.6%	1.7%	2.4%
Multiple	8.4%	8.1%	9.0%
Median Age:			
2020 Census	36.5	34.0	36.2
2022 Estimate	38.5	35.7	38.2
2027 Estimate	38.1	34.9	38.7
Median Income:			
2022 Estimate	\$81,576	\$95,320	\$75,934
2027 Estimate	\$99,969	\$107,719	\$87,774

MEDIAN INCOME BY 2027, MEDIAN INCOME IS PROJECTED TO RISE BY 22.5% FOR LIBERTY, BY 13% FOR THE SCHOOL DISTRICT, AND BY 15.6% FOR CLAY COUNTY RESIDENTS.

CENSUS
DEMOGRAPHIC SUMMARY
population at nearly 84%. Hispanic population ranges from 5.6% in Liberty to 7.5% in Clay County. Percentage of the population accounted for as black is lowest in Liberty, and the highest is in the County.

Age and income: the median age and household income levels are compared with the national number as both factors are secondary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up, as shown in the charts and graphs at right.

WHILE THERE IS NO PERFECT INDICATOR OF USAGE OF PARKS AND RECREATION PROGRAMS AND FACILITIES, THE PERCENTAGE OF HOUSEHOLDS WITH MORE THAN \$50,000 MEDIAN INCOME IS A KEY INDICATOR. THEREFORE, THOSE NUMBERS ARE SIGNIFICANT AND BALANCED WITH THE OVERALL COST OF LIVING.

HOUSEHOLD INCOME

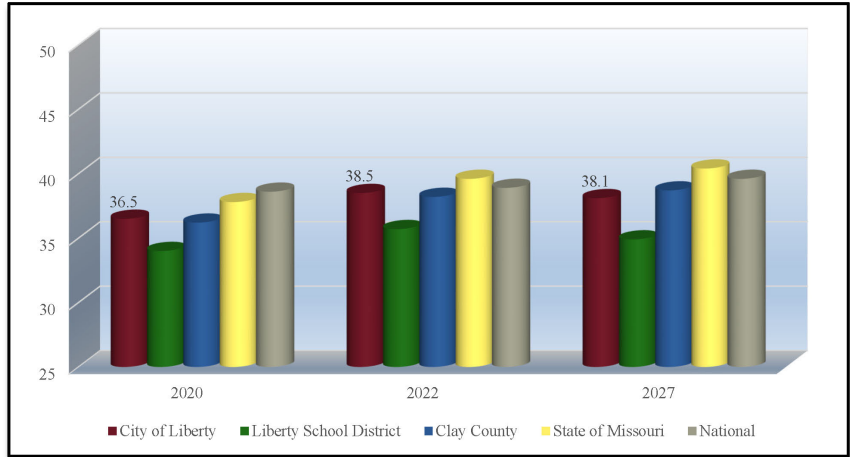
In the City of Liberty, the percentage of households with a median income over \$50,000 per year is 71.4% compared to 61.6% on a national level. Furthermore, the percentage of households in the service area with a median income less than \$25,000 per year is 10.9% compared to a level of 18% nationally.

In the Liberty School District, the percentage of households with a median income over \$50,000 per year is 77.2% compared to 61.6% on the national level. Furthermore, the percentage of the households in

Table A – Median Age:

	2020 Census	2022 Projection	2027 Projection
City of Liberty	36.5	38.5	38.1
Liberty School District	34.0	35.7	34.9
Clay County	36.2	38.2	38.7
State of Missouri	37.8	39.6	40.4
Nationally	38.6	38.9	39.6

Chart A – Median Age:



the service area with a median income less than \$25,000 per year is 7.9% compared to the 18% national level.

year is 11.2% compared to 18% nationally.

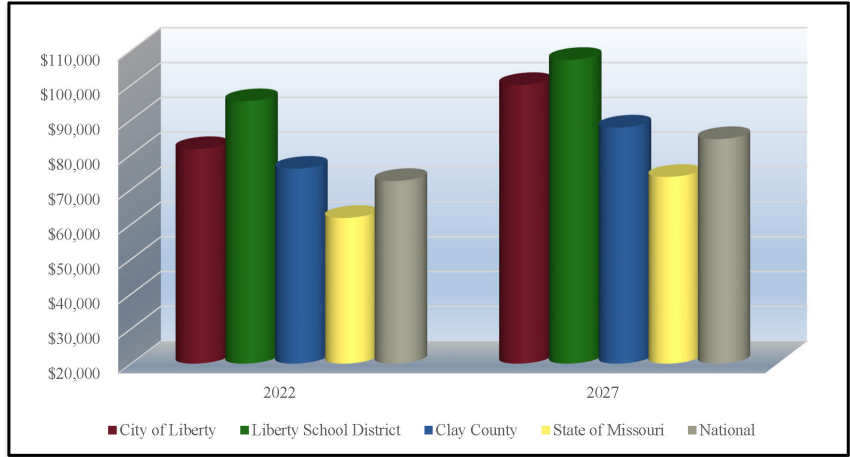
In Clay County, the percentage of households with a median income over \$50,000 per year is 68.6% (compared to the 61.6% at the national level). The percentage of households in the service area with a median income less than \$25,000 per

This information is consistent with the other findings in the demographic summary but, overall, the area with the lowest household income is Clay County as a whole, and the School District has the highest median income.

Table C – Median Household Income:

	2022 Projection	2027 Projection
City of Liberty	\$81,576	\$99,969
Liberty School District	\$95,320	\$107,719
Clay County	\$75,934	\$87,774
State of Missouri	\$61,811	\$73,596
Nationally	\$72,414	\$84,445

Chart B – Median Household Income:



DEMOGRAPHICS

HOUSEHOLD BUDGET AND RECREATIONAL EXPENDITURES

In addition to looking at Median Age and Median Income, it is important to examine household budget expenditures. Reviewing housing information (shelter, utilities, fuel and public services) along with entertainment and

recreation provides a snapshot of the cost of living and spending patterns in the service areas. Table D, below, presents that information in comparison to the identified service areas. Household budget expenditures are consistent with the median

household income for Liberty and the other study entities. This consistency is important for the future financial health of the parks and recreation department.

HOUSEHOLD BUDGET EXPENDITURES

City of Liberty	SPI	Average Amount Spent	Percent
Housing	91	\$25,948.76	31.3%
Shelter	91	\$20,735.60	25.0%
Utilities, Fuel, Public Service	92	\$5,213.17	6.3%
Entertainment & Recreation	93	\$3,429.64	4.1%

Liberty School District	SPI	Average Amount Spent	Percent
Housing	105	\$29,893.89	31.3%
Shelter	105	\$23,967.63	25.1%
Utilities, Fuel, Public Service	105	\$5,926.26	6.2%
Entertainment & Recreation	106	\$3,908.34	4.1%

Clay County	SPI	Average Amount Spent	Percent
Housing	90	\$25,569.69	31.4%
Shelter	89	\$20,401.00	25.1%
Utilities, Fuel, Public Service	91	\$5,168.69	6.3%
Entertainment & Recreation	91	\$3,352.92	4.1%

State of Missouri	SPI	Average Amount Spent	Percent
Housing	83	\$23,682.22	31.1%
Shelter	82	\$18,671.08	24.5%
Utilities, Fuel, Public Service	89	\$5,011.14	6.6%
Entertainment & Recreation	87	\$3,200.06	4.2%

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

Through the market analysis portion of the summary, it is possible to examine the overall propensity for households to spend dollars on recreation activities. Comparisons were made, again, among the three specific study areas - Liberty, Liberty School District and Clay County, as well as the State of Missouri. A Spending Potential Index (SPI) represents the amount spent in the area relative to a national

RECREATION EXPENDITURES SPENDING POTENTIAL INDEX (SPI)

average of 100. An SPI of 110 means that the area spends 10 percent more than the national average, on a specific good or service.

The City of Liberty residents spend right at the national average on fees for participant sports and sports equipment, and a little less for recreational lesson fees, club memberships and exercise equipment/game tables, although still almost meeting

the national average. The Liberty School District residents spent over the national average on all these categories, and Clay County's spending was the lowest for the areas in the study. However, all of the study communities outpaced the national averages for amount spent on recreational expenditures, illustrating the value that the entire area places on the overall parks and recreation in their communities.

Table E – Recreation Expenditures Spending Potential Index⁵:

City of Liberty	SPI	Average Spent
Fees for Participant Sports	100	\$130.88
Fees for Recreational Lessons	93	\$148.98
Social, Recreation, Club Membership	95	\$269.52
Exercise Equipment/Game Tables	97	\$60.51
Other Sports Equipment	100	\$8.07

Liberty School District	SPI	Average Spent
Fees for Participant Sports	119	\$115.38
Fees for Recreational Lessons	113	\$180.52
Social, Recreation, Club Membership	109	\$308.85
Exercise Equipment/Game Tables	118	\$73.75
Other Sports Equipment	119	\$9.63

Clay County	SPI	Average Spent
Fees for Participant Sports	95	\$124.76
Fees for Recreational Lessons	89	\$142.14
Social, Recreation, Club Membership	91	\$257.49
Exercise Equipment/Game Tables	94	\$59.01
Other Sports Equipment	96	\$7.74

State of Missouri	SPI	Average Spent
Fees for Participant Sports	81	\$105.44
Fees for Recreational Lessons	75	\$119.54
Social, Recreation, Club Membership	81	\$228.26
Exercise Equipment/Game Tables	85	\$53.58
Other Sports Equipment	82	\$6.64

Average Amount Spent: The average amount spent for the service or item in a year.
SPI: Spending potential index as compared to the national number of 100.

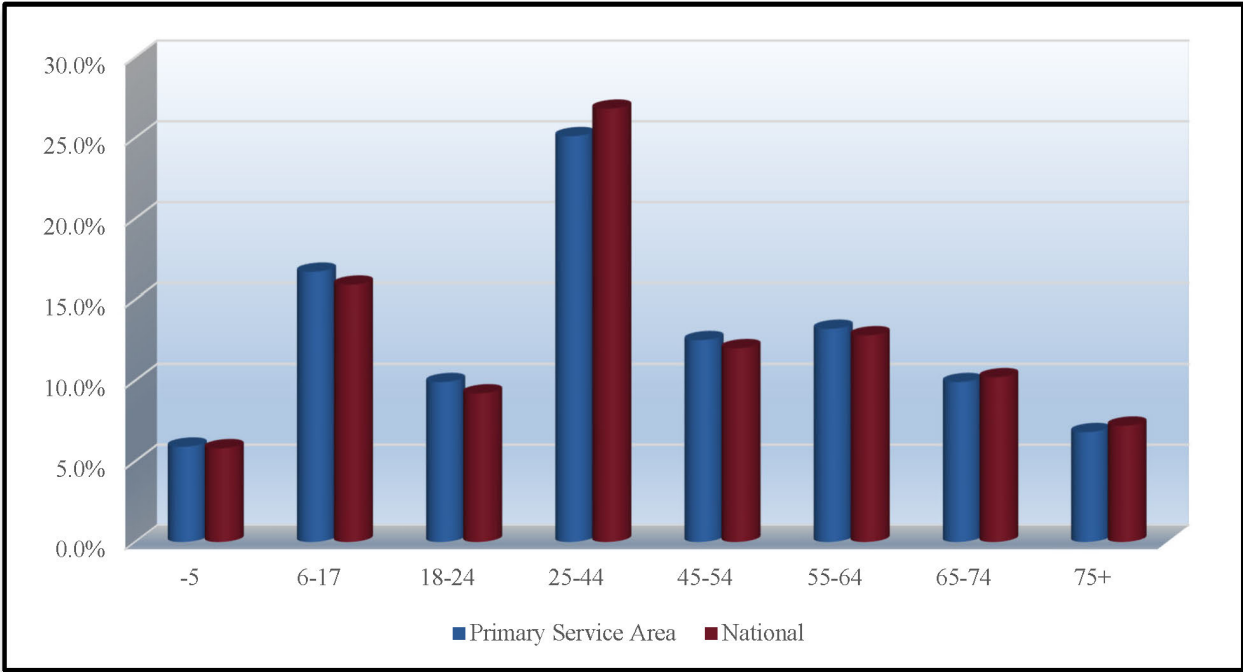
SPENDING POTENTIAL INDEX
AVERAGES SPENT IN EACH SERVICE AREA

DEMOGRAPHICS

AGE GROUP DISTRIBUTION AND POPULATION GROWTH

Utilizing census information for the City of Liberty, populations for each age group were examined and charted as compared to the national distribution of age groups in order to discover trends that may be similar or different than what is used for recreation planning - as well as to provide a sense of the community makeup.

In general, shown in the table below, the age distribution of Liberty does not vary from the national demographics. The largest segment of the population in Liberty are those residents aged 25-44, followed by the 5-17 age group. The smallest segment of the population are ages 0-5 and 75+. The greatest positive variance is in the 5-17 age group, while the greatest negative variance is in the 25-44 age group.



AGE DISTRIBUTION CHART - COMPARISON OF LIBERTY TO NATIONAL DISTRIBUTION

LIBERTY AGE DISTRIBUTION

Ages	Population	% of Total	Nat. Population	Difference
0-5	1,792	5.9%	5.8%	+0.0%
5-17	5,115	16.7%	15.9%	+0.8%
18-24	3,040	9.9%	9.2%	+0.7%
25-44	7,672	25.1%	26.8%	-1.7%
45-54	3,811	12.5%	12.0%	+0.5%
55-64	4,036	13.2%	12.8%	+0.4%
65-74	3,029	9.9%	10.2%	-0.3%
75+	2,068	6.8%	7.2%	-0.4%

Population: 2022 census estimates in the different age groups in the City of Liberty.
% of Total: Percentage of the City of Liberty population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between the City of Liberty population and the national population.

For the purposes of planning for the future of the parks and recreation system in Liberty, it is also useful to analyze potential population growth and, in what age brackets this may occur. The 2020 Census was used, as well as 2022 and 2027 projections.

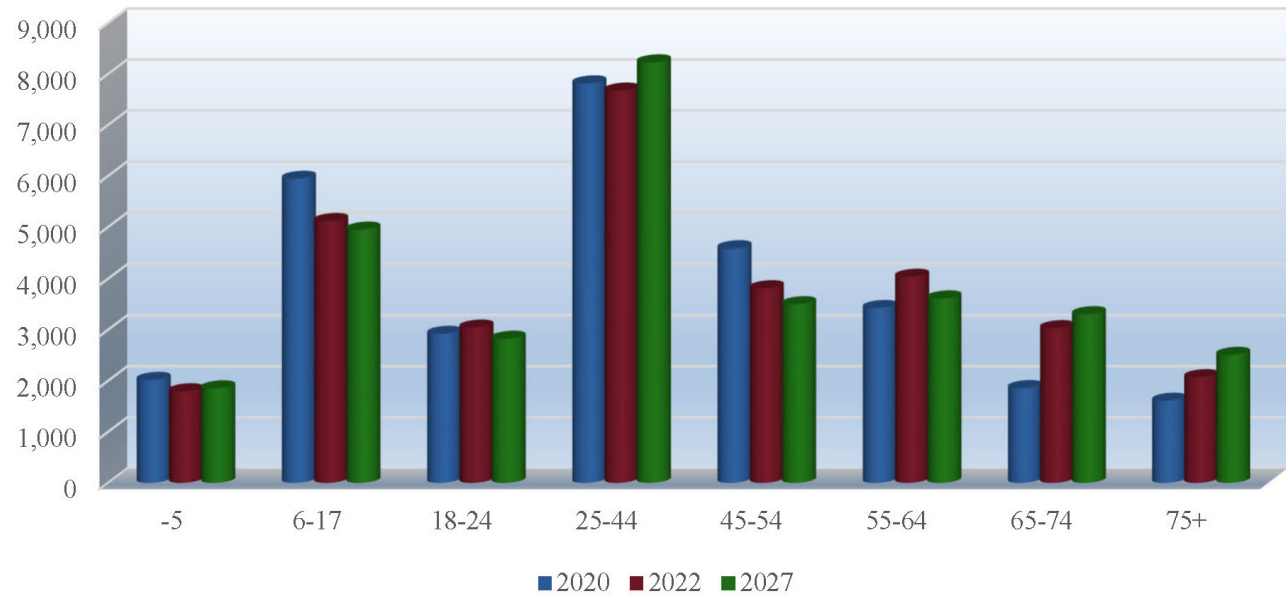
Table H – 2022 City of Liberty Population Estimates
(U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	2,015	1,792	1,850	-8.2%	-8.3%
5-17	5,943	5,115	4,946	-16.8%	-8.5%
18-24	2,918	3,040	2,822	-3.3%	-8.9%
25-44	7,813	7,672	8,225	+5.3%	+3.3%
45-54	4,582	3,811	3,498	-23.7%	-17.8%
55-64	3,424	4,036	3,612	+5.5%	+2.5%
65-74	1,855	3,029	3,303	+78.1%	+58.2%
75+	1,608	2,068	2,506	+55.8%	+46.3%

POPULATION ESTIMATES

THE TABLE ABOVE ILLUSTRATES THE PROJECTED GROWTH OR DECLINE FROM THE TIME THE LAST CENSUS WAS TAKEN, FOR 2022 AND FOR 2027. IT IS PROJECTED THAT AGE CATEGORIES 0-5, 5-17, 18-24, AND 45-54 WILL SEE A DECREASE IN POPULATION, WHILE THE REMAINING CATEGORIES WILL SEE AN INCREASE. THE POPULATION OF THE UNITED STATES IS AGING, AND IT IS NOT UNUSUAL TO FIND NEGATIVE GROWTH NUMBERS IN THE YOUNGER AGE GROUPS AND SIGNIFICANT NET GAINS IN THE 45 PLUS AGE GROUPINGS IN COMMUNITIES THAT ARE RELATIVELY STABLE IN THEIR POPULATION NUMBERS.

PROJECTED POPULATION GROWTH



DISCOVERY

IN JULY OF 2022, ALL OF THE PARKS AND RECREATION PROPERTIES, TRAILS, AND FACILITIES WERE VISITED AND ASSESSED BY LANDWORKS STUDIO STAFF AND THEIR DESIGN PARTNERS. THIS ENTAILED TAKING PHOTOS OF EACH PROPERTY, CREATING AN INVENTORY OF AMENITIES, AND EVALUATING EACH PROPERTY BASED ON THE ASSESSMENT LISTED ON THE FOLLOWING PAGE.

THE ASSESSMENT WAS BASED ON FIVE MAIN CATEGORIES: ACCESSIBILITY, CONNECTIVITY, COMFORT + CHARACTER, USABILITY, AND AMENITIES.

EVALUATION OF PARKS, OPEN SPACES, AND TRAILS

EACH MAIN CATEGORY HAD FOUR QUESTIONS ASSOCIATED WITH IT. AS STAFF FILLED OUT THE ASSESSMENT, THEY GAVE A SCORE OF 1 THROUGH 5 FOR EACH OF THE QUESTIONS.

Each category had a maximum score of 20, for a maximum score of 100 for each park property. Four rankings were developed for the parks to be classified under: Poor, Fair, Good, and Excellent. All of the park and facility scores were placed into a matrix, found at the end of this section, which shows how each of Liberty's properties scored.

The first category is **ACCESSIBILITY** and the list of items to be ranked included: Ease in Walking to Park or Facility, Clarity of Signage, ADA Compliance, and Lighting. The next section is **CONNECTIVITY** and the criteria included in that category are Visibility From a Distance, Multi-Modal Capacity, Relationship to Adjacent Land Uses, and Feeling

of Safety. Following that section is **COMFORT + CHARACTER**. The list of items ranked included Overall Attractiveness, Overall Maintenance, Pleasant Places to Sit, and Protection From the Weather. The next section is **USABILITY** and the criteria included in that category are: Mix of Things To Do, Level of Activity, Programming Flexibility, and Sense of Ownership. The last category is **AMENITIES** and the list of items to be ranked included: Amenities, Built Structures, Sidewalks, Streets, and Parking Lots, and lastly Energy and Sustainability. The following pages offer an in-depth look at each park and facility.

ACCESSIBILITY

EASE IN WALKING TO PARK OR FACILITY - 1 being poor access to the park or facility from adjacent streets or neighborhoods due to lack of sidewalks, shade trees, limited street crossings, or single-sided frontage, versus 5 being ADA accessible on wide shaded sidewalks with pedestrian street crossings, an interconnected park sidewalk system, and multiple street frontages.

CLARITY OF SIGNAGE - 1 being a park or facility which features nothing more than gateway and regulatory signage, versus 5 a park or facility having a hierarchy of signage (gateway, regulatory, location map, educational, directional, etc.) which is legible, attractive, and well-maintained.

ADA COMPLIANCE - 1 being a park or facility that is generally inaccessible due to lack of ramps, level paving, equitable distribution of facilities, and does not appear to be easily usable by someone with special needs, versus 5 being a park or facility where the majority of its spaces are accessible and allow equitable use by people with all needs and abilities.

LIGHTING - 1 being a park or facility that is not appropriately lit for its classification, versus 5 being a park or facility that is well lit by fixtures which are energy efficient and contribute to the overall aesthetic.

CONNECTIVITY

VISIBILITY FROM A DISTANCE - 1 being poor visibility to the interior of the park or entrance of facility from surrounding streets or neighborhoods due to man-made structures or natural features, versus 5 being able to see clearly into the park interior or facility entrance from surrounding streets and neighborhoods.

MULTI-MODAL CAPACITY - 1 being a poorly connected park or facility that relies solely on automobile access, versus 5 being a park or facility that facilitates multiple modes of transportation, the provision of bike racks or sidewalks that lead to transit stops, as well as interconnected access routes to and within the park.

RELATIONSHIP TO ADJACENT LAND USES - 1 being a park or facility which provides no acknowledgment to its surrounding neighbors whether through pedestrian connections, landscaped buffers, gateway features, walls, or fences, versus 5 being a park or facility that “talks to” or celebrates its connections to adjacent land uses through architectural features, landscaping, pedestrian connections, fences, walls, or berms.

FEELING OF SAFETY - 1 being a park or facility which induces the feel of danger due to poor visibility, limited access, high fences, unmaintained landscaping, decaying pavement, or the presence of litter, versus 5 being a park or facility that evokes feelings of safety through the promotion of “eyes on the park,” selectively-placed entry and exit points, low and transparent fencing, and well-maintained spaces.



COMFORT + CHARACTER

OVERALL ATTRACTIVENESS - 1 being a park or facility which is perceived to be uninviting, unsafe, abandoned, and dilapidated, versus 5 being a park or facility which is perceived to be inviting, safe, and impeccably well-maintained.

OVERALL MAINTENANCE - 1 being a park or facility distinguished by dirty or damaged structures, recreational facilities, pavements, and site furnishings; dying, damaged, and unmaintained landscaping; and the presence of litter, versus 5 being a park or facility which features impeccably maintained structures, recreational facilities, pavements, and furnishings; healthy, vibrant landscaping, and no litter.

PLEASANT PLACES TO SIT - 1 being a park or facility which offers no seating or that which is uninviting, dirty or damaged, versus 5 being a park or facility which provides inviting, tidy, and attractive seating options.

PROTECTION FROM WEATHER - 1 being a park which provides no structures or protection from the elements, versus 5 being a park which offers an easily accessible covered structure with complete coverage and protection from the elements.

USABILITY

MIX OF THINGS TO DO - 1 being a single-use park or facility that can only be used in specific weather conditions, versus 5 being a park or facility that offers activities for a variety of users throughout the year.

LEVEL OF ACTIVITY - 1 being a park or facility with only a few visitors during the average day, versus 5 being a park or facility that attracts a variety of people of different ages and abilities throughout the average day.

PROGRAMMING FLEXIBILITY - 1 being a park or facility which offers limited use due to topography, size, access, physical limitations, and seasonality, versus 5 being a park or facility with a large range of options due to flexible topography, open spaces, structures, and utilities.

SENSE OF OWNERSHIP - 1 being a park or facility showing misuse, lack of maintenance, litter, and vandalism, versus 5 being an actively-used park or facility showing evidence of maintenance, upkeep, volunteerism, and “patrolling” users.

AMENITIES

PLAYGROUND AND SPORTS EQUIPMENT - 1 being a park or facility with damaged, dirty, or dilapidated playground, exercise, or athletic equipment, versus 5 being a park with clean, attractive, and well-maintained equipment.

BUILT STRUCTURES - 1 being a park or facility with restrooms, shelters, etc. in obvious visual need of repair, versus 5 being a park or facility with buildings that appear well-maintained and in good operating order.

SIDEWALKS, STREETS, AND PARKING LOTS - 1 being a park or facility with damaged or decaying, as well as an inadequate or inappropriate amount of pavement versus 5 being a park or facility with well-maintained paved surfaces appropriately designed to serve the park and its users.

ENERGY AND SUSTAINABILITY - 1 being a park or facility which features outdated and poorly functioning lighting, irrigation, and other energy-dependent systems, versus 5 being a park or facility which appears to make use of sustainable materials and systems such as LED lighting fixtures, or rain-sensor controlled irrigation systems.

ARTHUR'S HILL PARK



ADDRESS:
243 S. JEWELL
STREET

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
2 ACRES

OBSERVATIONS

This neighborhood park, located on the east side of Liberty, serves residents of the single-family and multi-family homes nearby. The existing amenities in this park include a small soccer field, nature-themed play equipment, engineered wood fiber for safety surfacing, wood gaga pit, a small gravel parking lot, 2 picnic tables, a grill, drinking fountain, bench, trash receptacle, and a metal park sign. Overall the park is well-maintained and the existing large, mature trees add the ambiance of the nature-based elements.

ASSESSMENT

ACCESSIBILITY	6
CONNECTIVITY	13
COMFORT + CHARACTER	12
USABILITY	13
AMENITIES	12
TOTAL	56

STRENGTHS + WEAKNESSES

Arthur's Hill Park has several noticeable strengths including updated/modern net climbers and the custom treehouse, the ability to see clearly into the park, places to sit, overall attractiveness, and flexibility in programming. The main weakness of this park is related to accessibility: a lack of clear signage, generally inaccessible, lack of appropriate lighting, and no protection from weather.

RECOMMENDATIONS

- Paint or decorate porta restroom enclosure
- Provide new monument sign with landscaping on Jewell Street
- Install small picnic shelter



BENNETT PARK



ADDRESS:
1100 N.
CLAYVIEW DRIVE

CLASSIFICATION:
COMMUNITY
PARK

TOTAL AREA:
45 ACRES

OBSERVATIONS

Bennett Park is one of the larger parks within the Liberty park system. This suburban park is located near large single-family lots and a church to the north and is home to a variety of different uses and amenities. In addition to the six-court tennis facility with 10 bleachers, a concession stand, the park boasts 2 playgrounds, 2 drinking fountains, 2 shelters with 2 grills and 22 picnic tables, a baseball field, sand volleyball court, a skate park, 5 parking lots, 4 benches, 9 trash receptacles, a primitive walking trail, and multiple park signs. The tennis courts and rest room appear to be in newer condition and there has been areas where ADA access has been improved in recent years.

ASSESSMENT

ACCESSIBILITY	10
CONNECTIVITY	7
COMFORT + CHARACTER	9
USABILITY	12
AMENITIES	10
TOTAL	48

STRENGTHS + WEAKNESSES

This park has an appropriate number of uses and programming flexibility for its size. Though there isn't a hierarchy for signage, there are several signs located at all of the entrances to the park. While overall well-maintained and cared for, some of the amenities are older and larger areas of concrete or asphalt are in need of repair. There is also poor visibility into and through the park due to the topography and large, mature trees.

RECOMMENDATIONS

- Remove exotic vegetation
- Incorporate historic signage where possible
- Resurface parking areas
- Eventually execute the 2015 Bennett Park Rejuvenation Plan. This plan would cure much of the issues that exist in this park. However, the expense of that project combined with other departmental priorities will push these improvements beyond the 10-year horizon of this plan



CATES CREEK / JEFFERSON PARK



ADDRESS:
2030 SOUTH-
VIEW DRIVE

CLASSIFICATION:
NEIGHBORHOOD
PARK/TRAIL

TOTAL AREA:
17 ACRES

OBSERVATIONS

Cates Creek / Jefferson Park is a newly developed park space that includes the Cates Creek trail and a playground with engineered wood fiber safety surfacing and a wood gaga pit. This neighborhood park is mostly surrounded by single-family homes and some multi-family residential and retail land uses. The approximately 3-mile trail runs north to south and along a creek, with good tree canopy cover for shade.

ASSESSMENT

ACCESSIBILITY 14

CONNECTIVITY 16

COMFORT +
CHARACTER 13

USABILITY 10

AMENITIES 12

TOTAL 65

STRENGTHS + WEAKNESSES

This park has several strengths related to ease of walking to the park space and where most of its spaces are accessible by people with all needs. However, the newly installed playground and gaga pit lack an accessible route to those amenities. Cates Creek / Jefferson Park also has good visibility into the space from a distance, feeling of safety, and a good relationship to adjacent land uses. Areas of improvement include a lack of pleasant places to sit and the space doesn't have much flexibility for programming.

RECOMMENDATIONS

- Provide ADA connections to new play equipment
- Provide new benches along Jefferson Park trail
- Provide porta restroom and enclosure
- Remove exotic vegetation
- Provide new monument sign with landscaping at Route 291 entrance to Jefferson Park
- Pedestrian/bike crossing from Cates Creek Trail across Route 291 at Ruth Ewing Road
- Pedestrian/bike crossing from Cates Creek Trail across Route 291 at Claywoods Drive



CITY PARK



ADDRESS:
970 S. 290
HIGHWAY

CLASSIFICATION:
COMMUNITY
PARK

TOTAL AREA:
14.5 ACRES

OBSERVATIONS

This newly renovated community park is centrally located within Liberty and is surrounded by both single and multi-family residential and industrial land uses. Additional parking, 2 new shelters, a rest room, splashpad, and play equipment were several amenities included in the renovations and compliment the existing baseball and multi-use fields to the northeast. Other amenities include a concession stand at the baseball field, 3 bleachers, 4 dugouts, an existing shelter, drinking fountain, grill, 18 picnic tables, 10 benches, 11 trash receptacles, lighting, and a standard park sign with landscaping.

ASSESSMENT

ACCESSIBILITY	10
CONNECTIVITY	14
COMFORT + CHARACTER	20
USABILITY	19
AMENITIES	18
TOTAL	81

STRENGTHS + WEAKNESSES

The obvious strengths of City Park is the variety of modern and inclusive play equipment, built structures, and hard-scape surfaces. The overall attractiveness and maintenance of this park is very inviting and there is a mix of things to do, a high level of activity and strong sense of ownership and feeling of safety. This park can be difficult to walk to due to its close proximity to the highway and isn't conducive to multiple modes of transportation.

RECOMMENDATIONS

- Create new bike/ped crossing of Route 291 at Brown Street and sidewalk on the north side of 291 to connect to this park
- Create a new connection to downtown by installing new sidewalk on the west side of Terrace Avenue
- replace aging ballfield sports lighting with new LED fixtures
- install bike racks
- install park map kiosk
- install historical signage. This is the City's oldest park. Tell its story.



CLAY RIDGE PARK



ADDRESS:
1807 MOURNING
DOVE DRIVE

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
18 ACRES

OBSERVATIONS

Clay Ridge Park is located in the southeast part of Liberty and runs through a single-family residential development. The asphalt trail leads to a playground, swings, 2 benches, and a trash receptacle from both sides of the neighborhood and there is a low-water crossing on the west side. Overall the trail is not in good condition and there was graffiti in several locations on the play equipment and asphalt surface. The mature trees are great in providing shade but are overgrown in multiple areas along the trail.

ASSESSMENT

ACCESSIBILITY	10
CONNECTIVITY	9
COMFORT + CHARACTER	7
USABILITY	7
AMENITIES	11
TOTAL	44

STRENGTHS + WEAKNESSES

This park is very easy to walk to and is accessible by transportation other than a vehicle due to its location. The existing uses are compatible with the adjacent land use, but the overall attractiveness and maintenance contributes to the rundown look of the play equipment, site furnishings, and asphalt trail. There is a standard park sign but the amenities are not visible from a distance and the overgrown trees lessens the feeling of safety.

RECOMMENDATIONS

- Remove exotic vegetation and underbrush
- install bike racks at playground
- install park map kiosk
- Connect park to new bike/ped crossing at Ruth Ewing Road and Route 291
- Install monument sign and landscaping on Mourning Dove Drive
- Replace playground
- Install small picnic shelter
- Develop trail connection to Clay Woods/Meadows Park



CLAY WOODS / CLAY MEADOWS PARK



ADDRESS:
1010
CLAYWOODS
PARKWAY

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
5 ACRES

OBSERVATIONS

This linear neighborhood park runs through a single-family residential development to the east of Highway 291. Clay Woods / Clay Meadows Park includes a trail that crosses over a small stream and connects both sides of the neighborhood and leads to a playground, swings, 3 benches, a drinking fountain, trash receptacle, and a sand volleyball court. The swings, site furnishings, and asphalt trail is outdated and run down looking. The mature shade trees and underbrush could be cut back in several areas along the trail to open up the views as one gets further into the park.

ASSESSMENT

ACCESSIBILITY	11
CONNECTIVITY	11
COMFORT + CHARACTER	9
USABILITY	9
AMENITIES	11
TOTAL	51

STRENGTHS + WEAKNESSES

This park is very easy to walk to, has a standard park sign with well maintained landscaping, and is accessible by transportation other than a vehicle due to its location. The existing amenities are a great addition to the adjacent neighborhoods but isn't highly visible from the surrounding streets. The site furnishings and asphalt trail could be upgraded to provide better accessibility and pleasant places to sit.

RECOMMENDATIONS

- Remove exotic vegetation and underbrush
- install bike racks at playground
- install park map kiosk
- Connect park to new bike/ped crossing at Claywood Drive and Route 291
- Replace playground
- Install small picnic shelter
- Develop trail connections to Clay Ridge Park to the south and Stocksdale Park to the east



FLINTLOCK BIKE TRAIL



OBSERVATIONS

Flintlock Bike Trail runs alongside Flintock Road beginning just west of Interstate 35, crosses over the Interstate and heads southeast towards South Liberty Parkway. The asphalt trail is located in the southern part of Liberty, runs past South Valley Middle School and is adjacent to single-family residential neighborhoods.

ASSESSMENT

ACCESSIBILITY	11
CONNECTIVITY	17
COMFORT + CHARACTER	9
USABILITY	9
AMENITIES	12
TOTAL	58

STRENGTHS + WEAKNESSES

The trail is easy to access and is very visible from adjacent streets and neighborhoods but lacks appropriate trail or wayfinding signage of any kind. There are street trees between the trail and street, which will offer shade opportunities once they mature. Flintlock Bike Trail is overall well maintained but could benefit from adding several place to rest with seating.

RECOMMENDATIONS

- Install street trees
- Install map kiosk and benches at the intersection of Flintlock and Liberty Drive



NORTHWYCK PARK



ADDRESS:
1617 RIDGEWAY
DRIVE

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
17 ACRES

OBSERVATIONS

This neighborhood park is located in the northern part of Liberty in a single-family residential development. Northwyck Park is well used by the neighborhood and overall well maintained with signs of upkeep and volunteerism from users. There are several recent community-built projects throughout the park space. Amenities include a shelter, 0.5 mile bike/hike trail, wood pedestrian bridge, low water crossing, playground, drinking fountain, 2 picnic tables, 3 benches, a trash receptacle, and standard park sign.

ASSESSMENT

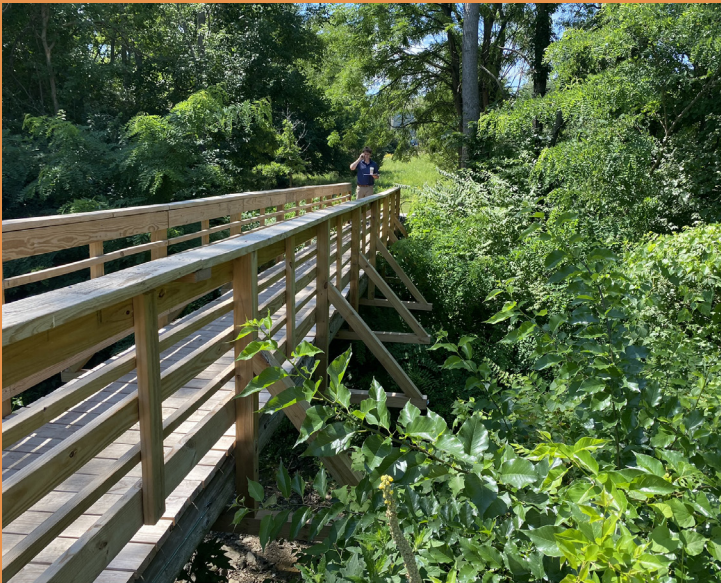
ACCESSIBILITY	12
CONNECTIVITY	17
COMFORT + CHARACTER	18
USABILITY	16
AMENITIES	16
TOTAL	79

STRENGTHS + WEAKNESSES

The park is very attractive and cared for with amenities that are newer and in very good condition. Northwyck Park is easy to walk to from the neighborhood, generally is ADA compliant and includes a crosswalk in Ridgeway Drive to connect the trail. Although there is good visibility to the interior of the park and entrances, there is only one park sign. There is plenty of seating options and the mature trees provide a good buffer between the park and adjacent homes.

RECOMMENDATIONS

- Remove exotic vegetation and underbrush
- install bike racks at playground
- install park map kiosk
- Develop vacant portion of park acreage between Yancey Street and Glenn Hendren Drive with trail and bridges



PLACE LIBERTE PARK



ADDRESS:
1300 LYNETTE
LANE

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
2 ACRES

OBSERVATIONS

Place Liberté Park is located in the northern part of Liberty in the northeast corner of a single-family residential subdivision. This 2-acre neighborhood park is home to a variety of different uses and amenities including a soccer field, basketball court, a playground and swings with poured-in-place safety surfacing, a small asphalt parking lot, 2 picnic tables, 4 benches, a memorial, and standard park sign with attractive landscaping.

ASSESSMENT

ACCESSIBILITY	9
CONNECTIVITY	14
COMFORT + CHARACTER	10
USABILITY	12
AMENITIES	111
TOTAL	56

STRENGTHS + WEAKNESSES

The park is highly visible from the adjacent streets, is compatible with the adjacent land uses, and evokes a good sense of safety. For a small park, there is a variety of amenities and things to do, with the majority of equipment and amenities in good condition. The asphalt walking path is not in great condition but does provide ADA access to the play equipment. There is a natural attractiveness and a sense of ownership to this park.

RECOMMENDATIONS

- Replace parking lot
- Replace basketball court and goals
- Replace loop trail
- Install porta restroom and enclosure
- install bike racks
- install park map kiosk
- Develop vacant portion of park acreage between existing park and Church Road with trail



RUTH MOORE PARK



ADDRESS:
401 N. GROVER
STREET

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
3 ACRES

OBSERVATIONS

Ruth Moore Park packs a lot of amenities into this 3-acre park centrally located just northwest of downtown. This neighborhood park is adjacent to single-family and multi-family residential and the Liberty Central Fire Station. The park features a splashpad with a shade structure, a playground, zipline, a basketball court, picnic shelter, asphalt trail, a community garden and orchard, dog park, rest room, 2 horse-shoe pits, a grill, drinking fountain, 7 picnic tables, 7 benches, 6 trash receptacles, a parking lot, a standard park sign with landscaping, and historical signs for Ruth Powell Moore and the Juneteenth Legacy.

ASSESSMENT

ACCESSIBILITY	13
CONNECTIVITY	13
COMFORT + CHARACTER	13
USABILITY	15
AMENITIES	13
TOTAL	67

STRENGTHS + WEAKNESSES

The park is very well used and offers activities for a variety of users throughout the year. Ruth Moore Park has great visibility into the space from all directions, emotes a feeling of safety, and shows a strong sense of ownership. Overall the park is well maintained and is perceived to be inviting. Generally, there is ADA access to the amenities except for the play equipment and basketball court.

RECOMMENDATIONS

- Resurface parking lot
- Provide accessible paved connections to all playing equipment
- Provide bike parking
- Provide game tables at the large shelter



SOUTH LIBERTY PARKWAY BIKE TRAIL



OBSERVATIONS

South Liberty Parkway Bike Trail runs west to east along the South Liberty Parkway and connects to the Flintock Bike Trail on the western part of the trail. This trail is located in the southern part of Liberty and is adjacent to some industrial land use and undeveloped areas. There are two bridges over railroad tracks and the eastern terminus is Highway 291.

ASSESSMENT

ACCESSIBILITY	9
CONNECTIVITY	14
COMFORT + CHARACTER	9
USABILITY	7
AMENITIES	11
TOTAL	50

STRENGTHS + WEAKNESSES

The trail is easy to access and is very visible from adjacent streets but lacks appropriate trail or wayfinding signage of. There are a few street trees between the trail and street, which will offer shade opportunities once they mature. The trail is well maintained but lacking shade, places to sit and rest, and any relationship to adjacent land uses. Once the area is developed, this trail will benefit the adjacent users.

RECOMMENDATIONS

- Install street trees
- Install trail head in space provided in existing right-of-way immediately west of entrance to Ford Plant to include 1 map kiosk, 2 benches, a drinking fountain and bike repair station



STOCKSDALE PARK



ADDRESS:
901 S. LAFRENZ
ROAD

CLASSIFICATION:
REGIONAL PARK

TOTAL AREA:
112 ACRES

OBSERVATIONS

This large community park is located in the southeast part of Liberty and adjacent to large, rural single-family residential lots. More than half of this 112-acre park is undeveloped, with the exception of mountain biking/hiking trails and boasts a great tree canopy cover. The existing amenities in Stocksdale Park include 2 soccer fields, 2 softball/multi-purpose fields, a sand volleyball court, 2 fishing ponds, 2 shelters, picnic tables, benches, trash receptacles, mountain bike/hiking trail, multi-use trail, 12 horse-shoe pits, a conservation area, dog park with shelter, drinking fountain, playground with poured-in-place safety surfacing, public art, and Bad Rock Creek disc golf course.

ASSESSMENT

ACCESSIBILITY	8
CONNECTIVITY	13
COMFORT + CHARACTER	14
USABILITY	19
AMENITIES	14
TOTAL	68

STRENGTHS + WEAKNESSES

Stocksdale Park has a lot of different uses and amenities but no way of knowing about it all. Overall the park is well maintained and attractive, with a mix of things to do, a large range of options for programming, and a great sense of ownership due to a lot of invested user groups. It is not easy to get to by modes other than a vehicle due to its location on the edge of Liberty. The primary features are ADA accessible and in good condition.

RECOMMENDATIONS

- Conduct natural resource management plan and set long-term goals for the numerous competing users at this park (mountain bikers, disc golfers, dog lovers, horseshoe enthusiasts, cricketers, and nature lovers)
- Partner with MDC to remove exotic vegetation
- Provide bike parking
- Complete and/or formalize the pump track
- Provide game tables at the large shelter
- Develop trail connections to Clay Woods/Meadows Park



WESTBORO-CANTERBURY PARK



ADDRESS:
1400
CANTERBURY
LANE

CLASSIFICATION:
COMMUNITY
PARK

TOTAL AREA:
42 ACRES

OBSERVATIONS

Westboro-Canterbury Park is a large park in the south central part of Liberty, surrounded by single-family residential. Although a neighborhood park, this park boasts a variety of amenities and uses including two parking lots, a softball/multi-purpose field, soccer field, a shelter, a heavily used multi-purpose trail, playgrounds, 2 small parking lots, 2 rest rooms, a grill/firepit with seating, low water crossing, 2 drinking fountains, 4 picnic tables, 21 benches, 5 trash receptacles, and a standard park sign.

ASSESSMENT

ACCESSIBILITY 12

CONNECTIVITY 17

COMFORT +
CHARACTER 17

USABILITY 16

AMENITIES 15

TOTAL 77

STRENGTHS + WEAKNESSES

This park has many strengths such as being easy to walk to from the surrounding neighborhood, most features are accessible, great visibility from a distance and feeling of safety, appropriate relationship to adjacent land uses, a high level of activity, and programming flexibility. Westboro-Canterbury Park is overall very well maintained and attractive, with a minor amount of maintenance/repair to the existing amenities and hardscape.

RECOMMENDATIONS

- Remove exotic vegetation
- Provide bike parking
- Add trail map kiosk
- Add four more pickleball courts to existing complex
- Develop a trail connection to Liberty Community Center
- Develop a trail connection to close the gap between the northern and southern portions of this park



WILSHIRE PARK



ADDRESS:
615 WILSHIRE
BOULEVARD

CLASSIFICATION:
NEIGHBORHOOD
PARK

TOTAL AREA:
12 ACRES

OBSERVATIONS

Wilshire Park is a linear park space just east of Interstate 35. It is a neighborhood park surrounded mostly by single-family residential and the west-east asphalt trail leads to the Alexander Doniphan Elementary School to the east. The existing amenities in Wilshire Park include a picnic shelter, a multi-use trail, a stream with a wood pedestrian bridge, a horseshoe pit, playground with swings and poured-in-place safety surfacing, drinking fountain, 3 picnic tables, 2 benches, 2 trash receptacles, and 2 standard park signs with landscaping.

ASSESSMENT

ACCESSIBILITY	12
CONNECTIVITY	12
COMFORT + CHARACTER	12
USABILITY	8
AMENITIES	13
TOTAL	57

STRENGTHS + WEAKNESSES

The existing amenities and play equipment is mostly ADA accessible with poured-in-place surfacing and an accessible route except for one set of swings. The uses compliment the neighborhood and provides a safe connection to the nearby school. This park is easy to walk to and facilitates multiple modes of transportation. Wilshire Park is generally well maintained with equipment and amenities in fair condition.

RECOMMENDATIONS

- Remove exotic vegetation
- Provide bike parking
- Add trail map kiosk
- Develop a trail connection to Liberty High School to the north



LIBERTY COMMUNITY CENTER



ADDRESS:
1600 S. WITHERS
ROAD

CLASSIFICATION:
FACILITY

AGE:
30 YEARS OLD

TOTAL AREA:
60,000 SF

OBSERVATIONS

The Liberty Community Center is relatively central to the city limits. The facility was originally constructed and opened in 1992 in partnership with the Liberty School District and is connected to the Liberty Middle School. The overall size of the facility originally constructed was approximately 52,000 square feet. In 2003 the facility was expanded to 58,000 square feet and included a new meeting room and expanded fitness amenities. In 2018 voters approved a Use Tax that funded an additional small expansion of strength and weight training space and additional accessible rest rooms. The current overall size of the Liberty Community Center is approximately 60,000 square feet.

The facility is membership-based, that also offers the opportunity for daily admission, and participation in programs sans membership. The operating hours of the facility are: Monday-Thursday 5:00 am - 10:00 pm; Friday 5:00 am - 9:00 pm; Saturday 8:00 am - 8:00 pm; and Sunday 9:00 am - 6:00 pm. Primary amenities at the community center include the following which are described in more detail in the following pages.

- | | |
|-------------------------------------|--------------------|
| + • Administrative Offices | + • Child Watch |
| + • Indoor and Outdoor Aquatics | + • Gymnasium |
| + • Performing Arts Theatre | + • Meeting Rooms |
| + • Wellness Center and Weight Room | + • Support Spaces |



ADMINISTRATIVE OFFICES

The community center includes an administrative office area of approximately 1600 square feet located adjacent to the entrance to the facility. The suite includes the control/information desk, six private offices, open office workstations, and a conference room that serve both the facility and department staff.

INDOOR + OUTDOOR AQUATICS

Indoor aquatics amenities at the facility include an 8,300 SF natatorium with an elevated observation deck. Within the natatorium is an 8x25 yard competition lap swimming pool with a one-meter diving board, a small slide and climbing wall feature; a separate warm water therapy pool, and a raised spa/hot tub. The natatorium appears to be in fair to good condition overall condition with signs of normal routine maintenance needed and some areas of the pool deck that appear to be slippery. Pool mechanical equipment is located outside the natatorium envelope. The main pool equipment room is showing several signs of corrosion and deterioration which need to be addressed. The spa equipment room is located directly across the corridor and appears to have been retrofitted into an existing storage or utility room.

The outdoor aquatics amenities include a 6x25 meter competition lap swimming pool with a small zip line feature and a separate small toddler pool. The toddler pool is in a secure fenced area for safety purposes and the entirety of the outdoor pool area is within a secure six-foot aluminum fenced enclosure.

ASSESSMENT	
ACCESSIBILITY	17
CONNECTIVITY	18
COMFORT + CHARACTER	18
USABILITY	20
AMENITIES	16
TOTAL	89



CHILD WATCH

The child watch space offers two-hour max childcare to facility users within limited hours in the facility. Child watch is located off the main lobby in an approximately 800 square feet space.

PERFORMING ARTS THEATRE

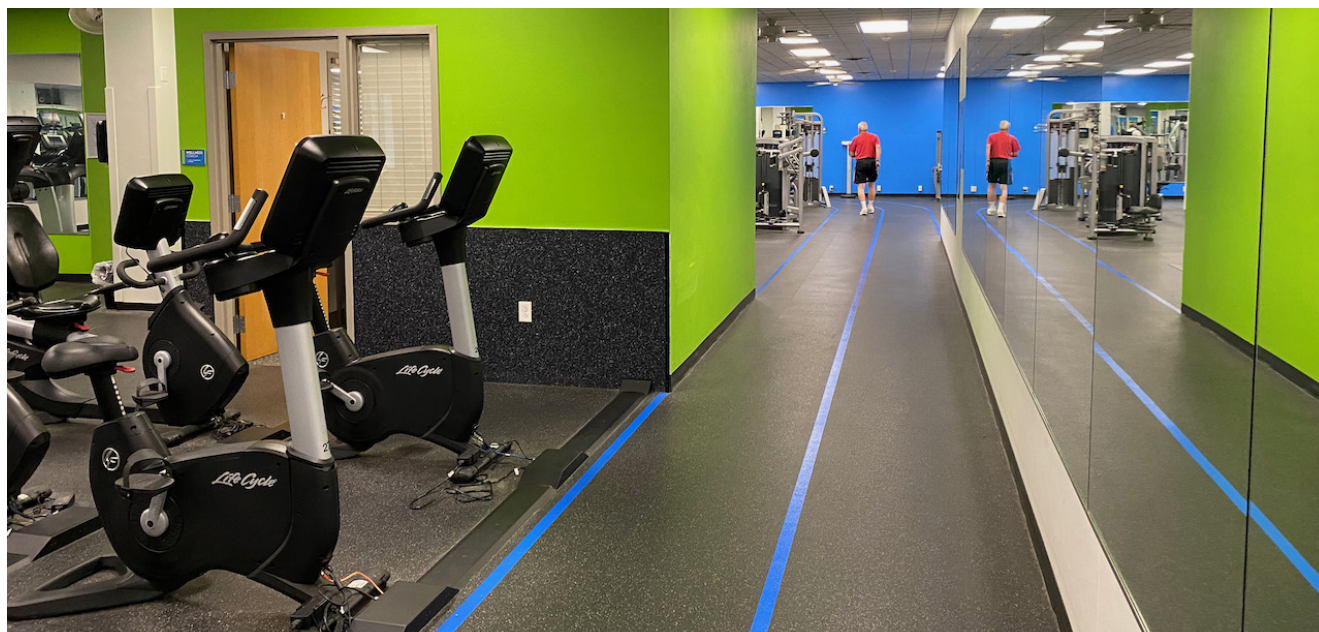
Connected to the middle school, the theatre is approximately 14,400 square feet but has spaces on multiple levels. It includes a concessions space, theatre office, large and small changing rooms, a tech room, storage and maintenance rooms, and supports a house of 700 seats viewing a proscenium-style thrust stage with sloped seating for ideal viewing angles. The stage is composed of a 21 foot high by 57 foot wide proscenium opening with line-sets in a fly space above the stage area. The theatre seating, stage, and support spaces appears to be in good condition and are utilized frequently by the school district and community groups.



WELLNESS CENTER + WEIGHT ROOM

The 6,500 square foot wellness center includes an approximately 1/19th mile indoor walking track surrounding a strength and cardio fitness space. Within the wellness center is a small staff office space. The area listed above does not include the shared lobby space on the lower level at the base of the stairs which includes additional strength training fitness equipment.

After voters approved a Use Tax in April 2018, a new weight room was completed west of the gymnasium along the connecting corridor to the middle school. In addition to the new indoor weight room, an adjacent outdoor training amenity was also completed. Combined the two spaces provide approximately 3,200 square feet of expanded and additional strength training opportunities.



GYMNASIUM

The gymnasium is approximately 3,300 square feet and includes a 50 foot by 64 foot basketball court and standard volleyball court game lines on wood flooring. There is no safety area outside the sidelines of the basketball game lines and the size of the basketball court is non-standard but allows for informal game play. Basketball equipment is overhead supported front-folding backstops and in-floor stanchions are provided for floor-supported volleyball nets.

The gymnasium appears to be in good condition. The wood flooring appears to be original to the facility and has been refinished in the past and shows several signs of wear but no signs of damage or excess expansion/contraction due to water or humidity issues.



MEETING ROOMS

Three meeting rooms are located on the main level and accessed directly off the lobby as well as through a secondary entry from the exterior entry plaza. Small storage rooms are provided within the rooms as well as a connection to a 250 square foot warming kitchen. The meeting rooms are frequently used and were found to be in good condition and have been maintained well. Rooms are designated as the Red, White, and Blue Rooms and have the following capacities (source: www.libertymissouri.gov):

Room Name	Table + Chairs	Chairs Only	Open Floor
Red Room	130	200	250
Blue Room	65	100	125
White Room	65	100	125
Red/White Rooms	195	300	375
White/Blue Rooms	100	200	250
Red/White/Blue Rooms	260	400	500



SUPPORT SPACES

General building storage and mechanical/utility rooms are distributed throughout the facility. As is common, storage and utility spaces were observed to be fully occupied with program equipment, custodial supplies, and furniture.

Restrooms facilities are distributed throughout the facility. On the main level gender-specific restrooms are located off the main lobby area. On the lower-level gender-specific restrooms are provided with lockers, showers and restrooms. Both gender-specific facilities on the main and lower level include ambulatory water closets but are not considered fully accessible. Two fully accessible companion care restrooms with showers were added in 2020 adjacent to the natatorium on the lower level which were funded by the Use Tax as well.



STRENGTHS + WEAKNESSES

The Liberty Community Center offers a wide variety of programs for people of all ages. While not designed with a high rate of cost recovery in mind, the building has been renovated and evolved in operating philosophy to attempt to achieve that goal. The site is highly accessible and well defined, despite being connected and shared with the school district. The space is used to its full potential and appears very valued and cared for.

The facility does have several weaknesses such as the site itself - the cohabitation with the school district creates challenges with parking and the associated traffic and any future expansion of the center would be difficult. The fitness area has been expanded multiple times and currently, there are no opportunities to further expand fitness, without cannibalizing another portion of the facility. The gymnasium space is small and there is not an indoor walk/jog track, which is a highly used amenity by a wide variety of age groups. Lastly, the main indoor pool is focused on meeting the needs of a relatively small population of swimmers and doesn't have a broad appeal to other users.



RECOMMENDATIONS

- Develop a trail connection between the LCC and Westboro-Canterbury Park
- Commission a feasibility study for the transformation of the LCC once a new fieldhouse at Montage is approved for development
- Consider any of the following options for long-term renovation: removing the outdoor leisure aquatic space, renovating and expanding the natatorium, converting the gym into flexible studio space

CAPITOL FEDERAL SPORTS COMPLEX



ADDRESS:
2200 OLD STATE
HIGHWAY 210

CLASSIFICATION:
REGIONAL
PARK

AGE:
20 YEARS OLD

TOTAL AREA:
146 ACRES

OBSERVATIONS

The Capitol Federal Sports Complex of Liberty (formerly known as the Fountain Bluff Sports Complex) is located on a 146-acre site in the southeast portion of the City of Liberty at 2200 Old State Highway 210. The complex includes two miles of trails, playgrounds, grass soccer fields, stocked fishing ponds, practice fields, a four-plex baseball/softball field cluster, and a five-plex synthetic turf baseball/softball cluster.



STAFF + MAINTENANCE BUILDINGS

At the western portion of the site a group of buildings surround a maintenance yard that includes staff offices, storage, and maintenance equipment for the complex. Two of the buildings were built as part of the original 2003 construction project while the third building was added within the first ten years of operation to provide additional storage space and refrigerated walk-in storage for concessions operations.



SOCCKER SUPPORT BUILDINGS

An open-air steel framed shelter exists at the entry to the grass soccer fields at the northern end of the east parking area. This shelter is in good condition and appears to be constructed in the past five years along with the adjacent playground.

Near the center of the soccer fields is a small open-air shelter and brick masonry rest room building. Both appear to have been built as part of the original sports complex construction in or about 2003. The shelter is in fair condition exhibiting signs of peeling paint and other routine maintenance issues. The restroom building was in fair to good condition as well and showed similar signs of routine maintenance needs on both the interior and exterior. Verifying compliance with current accessibility laws and regulations was beyond the scope of this report however no obvious non-compliant issues were observed.



ASSESSMENT

ACCESSIBILITY	14
CONNECTIVITY	15
COMFORT + CHARACTER	16
USABILITY	16
AMENITIES	17
TOTAL	79

BASEBALL/SOFTBALL SUPPORT BUILDINGS

At the center of the baseball/softball field clusters are support buildings that include restrooms, concessions, staff spaces, officials' space, storage, and utility rooms. These buildings were originally constructed with the overall sports complex but have been modified at some point to capture more interior space under the existing roof.

Both buildings appear to be in fair condition overall however both appear to be insufficiently sized to support the demand that occurs which impacts operational efficiency. From discussions with staff, there is not enough room at each building to store concessions goods which requires staff to continually shuttle food and beverages from the west storage building out to each concession building during to support the demand during tournaments. We were unsure at the time of this visit if the facilities provide adequate capacity for patron restroom needs, however there appeared to be portable toilets on site suggesting that supplemental facilities are needed.

Tensile fabric structures and covered dugouts are also provided at the center of the field clusters. The conditions of the shade fabric vary from good to poor condition with several that should be scheduled for replacement in the future.



STRENGTHS + WEAKNESSES

Capital Federal Sports Complex is overall well maintained and an attractive facility. Located in the outer edge of Liberty, it is only accessible by vehicle but once inside of the complex, it is highly walkable and is laid out in a thoughtful manner. The sports facility does offer several other amenities for non-sports users including the multi-use trail, fishing ponds, playground, and shelter.

The concession areas and rest rooms feels dated and could be upgraded. The concessions currently lack a larger storage space for dry goods and those requiring refrigeration/freezing. The complex does not have any batting cages, which would be a welcomed amenity and if located outside of the fenced area, the public would be able to access those. Due to being in the floodplain, the natural grass fields are weather dependent and the soccer fields are not in great condition. The floodplain also limits programming flexibility and future expansion.



RECOMMENDATIONS

- Partner with MDC to provide fishing programming at the existing ponds and develop accessible points of intentional access for anglers
- Partner with MDC to provide archery programming in the open space in the northwest corner of the property. Develop an archery range to suit this program's needs
- Partner with MC Power to expand the existing solar farm to provide more renewable energy for the department and City as a whole



PARK ASSESSMENT MATRIX

PARK/FACILITY	ACCESSIBILITY	CONNECTIVITY	COMFORT + CHARACTER
NORTHWYCK PARK	12	17	18
WESTBORO CANTERBURY PARK	12	17	17
CITY PARK	10	12	20
RUTH MOORE PARK	7	7	9
STOCKSDALE PARK	8	13	14
BENNETT PARK	10	7	9
CAPITOL FEDERAL SPORTS COMPLEX	14	15	16
CLAYWOODS - CLAY MEADOWS PARK	11	11	9
WILSHIRE PARK	12	12	12
CLAY RIDGE PARK	10	9	7
CATES CREEK-JEFFERSON PARK	14	16	13
PLACE LIBERTE PARK	9	14	10
ARTHUR'S HILL PARK	6	13	12
SOUTH LIBERTY BIKE TRAIL	6	13	9
FLINTLOCK BIKE TRAIL	9	15	9
LIBERTY COMMUNITY CENTER	17	18	18

USABILITY	AMENITIES	TOTAL SCORE
16	16	79/ GOOD
16	15	77 / GOOD
19	18	74/GOOD
12	7	63/FAIR
19	15	68/FAIR
12	10	48/POOR
16	17	79/GOOD
9	11	51/FAIR
8	13	57/FAIR
7	11	44/POOR
10	12	65/FAIR
12	11	56/FAIR
13	12	56/FAIR
7	5	40/POOR
9	6	48/POOR
20	16	89/EXCELLENT

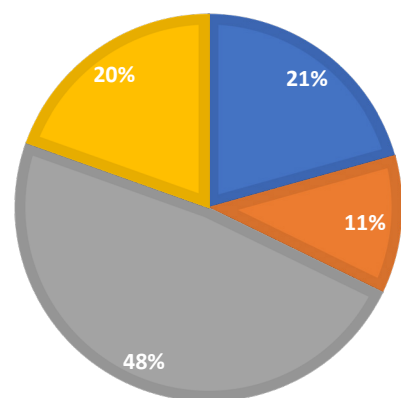
The matrix below shows all of Liberty's parks and facilities and their corresponding assessment scores. Each of the categories are broken out to show the total score for each park, which then shows where certain parks scored low or high and in what category. More information on the assessment criteria that was used can be found at the beginning of this section.

Overall, Liberty's park system is in good condition and offers a wide range of amenities, despite the individual park scores. The Liberty Community Center scored the highest and is the only property with an excellent ranking. It received high marks in all five categories and a perfect score for usability. Four properties were ranked as good including Northwyck Park, Westboro-Canterbury Park, City Park and the Capitol Federal Sports Complex. These parks and facility ranked higher in the comfort + character, usability, and amenities categories, with City Park having a perfect score for comfort + character. The two park properties ranked as poor typically had lower scores due to lack of connectivity and comfort + character. The two trails, South Liberty Parkway and Flintlock Bike Trails were generally in good condition and well maintained but were not easily accessible and lacking in amenities.

EVALUATION OF RECREATION/SPORTS PROGRAMS & SERVICES

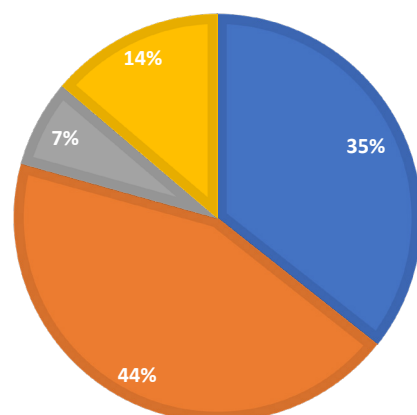
PROGRAMMING BY TYPE

■ Sports ■ Community ■ Health and Wellness ■ Aquatics



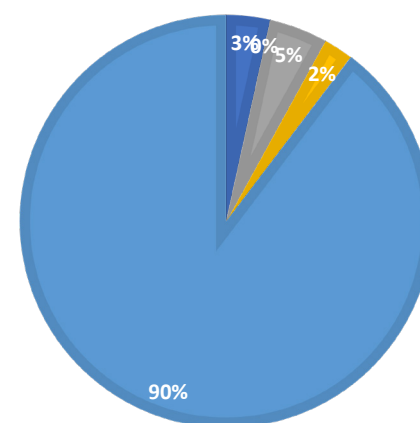
PROGRAMMING BY AGE GROUP

■ Youth ■ Adult ■ Seniors ■ All Ages



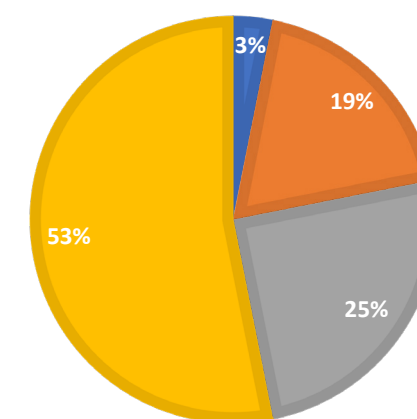
PROGRAMMING BY SEASON

■ Winter ■ Spring ■ Summer ■ Fall ■ Multi



FACILITIES BY TYPE

■ Theater ■ Meeting Rooms ■ Park Shelters ■ Sport Fields



LIBERTY

Liberty Parks and Rec currently offers 87 separate programs to its residents. These programs fall into four core service areas: sports, community, health and wellness, and aquatics. The above charts provide a quick glance at the diversity of programming across these core

RECREATION

service areas, as well as across age groups and season. A full list of all current programs by core service area is provided on the following pages. These offerings reflect the facilities that Liberty operates: a large indoor community center and competitive sports field complex. As seen

AT A GLANCE

in the pie charts above, Liberty's menu is dominated by health and wellness programming with sports, aquatics, and community programming sharing the other half of the pie. Do note, however, that these pie charts reflect the numbers of programs and NOT the numbers of actual

attendees. When seen through the lens of age, the programming is largely balanced between traditional youth (35%) and adult (44%) offerings, with 7% of the menu devoted to seniors and another 14% open to all ages. The vast majority of the Liberty program menu (90%) is available during more than one season. These programs include

nearly all of the offerings in the core service areas of aquatics, community, and health and wellness. By utilizing the Liberty Community Center to its fullest potential, Liberty Parks and Rec is able to conduct a great deal of programming at any time of the calendar year. Nonetheless, it must be reiterated that these charts compare numbers

of programs and not numbers of participants. The pie chart on the far right breaks down the types of facilities the department utilizes for recreation and is able to rent out to residents and community groups. These facilities include 17 sports fields, 8 park shelters, 6 meeting rooms, and the Liberty performing Arts Theater.

Sports	Community Programs	Health & Wellness	Aquatics
Rec Baseball	Dog Obedience	Aging Master Program	Aqua Tot
Rec Softball	ActivStars Mart. Arts	Active Living Every Day	Parent Tot
T-Ball	ActivStars Cheer	Healthy Eating Every Day	Novice
Comp Baseball	Fastkick Martial Arts	Enhance Fitness	Advanced Novice
Intro to Comp Softball	Tippie Toes Dance	Matter of Balance	Intermediate
Intro to Comp Baseball	Lego Camp	Walk with Ease	Developmental Stroke
Soccer	Chess Camp	Circle of Friends	Preseason Storm Cond
Volleyball	Splash Camp	Health Liv w/ Chronic Sol	ST Stroke Clinic
Tennis	4-H Camp	Diabetes Self-Mgt Prog	LS Swim Team
Flag Football	4-H Workshops	Bootcamp	Swim Team Comp Prep
Rec Basketball		Burn, Build and Tone	Swim Team Basics
Competitive Basketball		Cardio and More	Swim Team Essentials
Bitty T-Ball		Cardio HIIT Training	Starts and Turns
Bitty Soccer		Core & More	Private Swim Lessons
Bitt Flag Football		Flow Yoga	Semi-Prv Swim Less
Bitty Volleyball		Foundational Yoga	Semi-Comp Swim Les
Bitty Golf		Hatha Yoga	Lifeguard Certification
Bitty Basketball		Mommy & Me Bootcamp	
		Pilates Plus	
		Step & Strength	
		SE Strength End Training	
		Strengthen and Lengthen	
		Silver Sneakers Classic	
		Silver Sneakers Yoga	
		Strength& Power	
		Youth Fit	
		Total Body Circuit	
		Total Body Training	
		Transformation Station	
		Vinyasa Flow Yoga	
		Zumba	
		Zumba & Toning	
		Aquacise	
		Aqua Zumba	
		H2O	
		Water Aerobics	
		Personal Training 1 hour	
		Personal Training 4 hours	
		Personal Training 8 Hours	
		Personal Training 16 hours	
		Small Grp Train (4 for 6)	
		Comm Wellness Programs	

REVENUE GENERATION

The department has a significant focus on revenue generation in all areas of their core service program categories. The sidebar at right captures the 2022 budgeted revenues from the four programming core services plus facility rentals and memberships, which are also intimately tied to recreation half of this department. Combined, they account for \$3,246,505 which is just over 60% of the entire department budgeted revenues.

The sports revenues include both indoor and outdoor programs. Presently, the department has maximized its potential for indoor sports programming based on availability of space. Of the \$792,500 in sports programming revenue, nearly 30% of that comes from indoor court-related activities and almost 20% of it comes specifically from the youth basketball league, which by enrollment is the department's most popular program. To support these programs, Liberty Parks and Rec partners with Liberty Public Schools to use gym space. While this partnership is healthy, our team has seen a trend, both regionally and nationally, of school districts limiting access to school facilities or giving options of non-prime times. In order to protect this revenue stream, Liberty Parks and Rec must consider the development of additional indoor court space.

Programs in the Community category include birthday parties, youth camps, splash camp, and theater sales. These programs make up less than 1% of the total annual program revenues. While they are not generating large revenues, they are also largely dependent upon a community center facility that cannot be expanded to support more.

Health and Wellness programming include personal training services, numerous classes and fitness testing. The \$46,400 generated by this category does not capture the many class participation fees that are included with community center memberships.

Aquatics programming occurs entirely within the Liberty Community Center which houses both indoor and outdoor water facilities. the indoor programmable spaces are an 8-lane 25 yard lap pool and a small instructional pool with shallow warm water. These \$184,055 of revenue are split roughly 40-60% by aquatic classes and competitive swimming. If the department had a larger indoor instructional pool with 3-4 feet of depth and a water temperature of 86-88 degrees, they could anticipate increasing this revenue segment by at least 50%.

The rental revenue encompasses all facilities from park shelters, to the sports fields at Capitol Federal and City Park, to the pool, theatre, and meeting

2022 REVENUES

SPORTS	\$792,500
COMMUNITY	\$29,250
HEALTH + WELLNESS	\$46,400
AQUATICS	\$184,055
RENTALS	\$579,000
MEMBERSHIPS	\$1,615,300
TOTAL	\$3,246,505



rooms at the Community Center. The department made significant investment at Capitol Federal Sports Park in the last five years by converting five diamonds and infields of the other four to artificial turf. The City will pay nearly \$5-million in special obligation bonds over a 20-year span to finance this improvement. Nonetheless, the improvements allow these fields to be utilized four seasons out of the year and draw teams and leagues across the metro. Those 9 fields alone were budgeted to yield \$210,000 in revenue last year. Perhaps more impressive is the fact that the 3 meeting rooms in the Community Center were budgeted to yield \$180,000. These rental revenues are nearly always in direct proportion to other program revenues because the expansion of one, typically means the reduction of another. The only way to increase both is to expand facilities.

Lastly, are the revenues from memberships to the Community Center, which account for 50% of all program related revenues. Aside from taxes, they are the department's largest revenue stream. The roughly \$1.6 million in membership revenues are split 57% annual, 3 % seasonal, and 40% day passes. It is worth noting that the annual and seasonal (3-month) memberships are only available to City residents. There are no non-resident membership options for the Community Center. Given the current size of the Community Center, it is likely that if non-residents were allowed membership opportunities, they would displace residents. For this reason, this practice needs to remain in place of the LCC. However, if a new membership-based facility were developed, it should be sized appropriately so that there are resident and non-resident membership opportunities. Non-resident membership are typically 20-25% higher than resident rates and could potentially increase annual and 3-month numbers, assuming existing rate structure, 10-15%.

For memberships and daily admissions, the department should continue to benchmark

themselves against comparable facilities on annual or bi-annual basis. From that data collection recommendations can be made regarding fee increases. It is not uncommon for membership-based facilities to consider rate increase on a bi-annual basis.

REVENUE POLICY

This level of revenue generation is no happy accident but instead the outcome of a carefully crafted policy. The department's revenue policy classifies programs into 3 categories:

- Specialized Interest Programs:** significant individual benefit to the participant
- Merit Programs:** benefit to the participant and the public in general
- Service Programs:** equally available and beneficial to all citizens

Similarly, it classifies services into 3 categories:

- Admissions/Drop-Ins**
- Facility Rentals**
- Sales/Rentals**

Alternative revenue sources are defined as:

- Grants**
- Land Dedications/Park Impact Fees**
- Sponsorships**

The policy then defines cost recovery goals for each of the program and service categories: Programs and services are then given cost recovery goals:

- Special Interest Programs: 150%** Cost Recovery
- Merit Programs/Events: 100%** Cost Recovery
- Service Programs/Events: 40%** Cost Recovery
- Admissions/Drop-Ins: 85%** Cost Recovery
- Facility Rentals: 100%** Cost Recovery
- Sales/Rentals 150%** Cost Recovery



Service/Program	Service	Merit	Special Int	Admin/Drop	Facility Rentals
Cost Recovery Goal	40%	100%	150%	85%	100%
Leagues					
Youth			X		
Adult			X		
Pre-Season Clinics			X		
Pick-Up Leagues			X		
Fitness					
Ex/Fitness Classes (w/d)			X		
Dance			X		
Healthy Com. Challenge	X				
Instructional					
Craft			X		
Healthy Cooking		X			
Babysitting/CPR/First Aid		X			
Cheerleading			X		
Gymnastics/Karate			X		
Swim Lessons			X		
Dog Obedience			X		
Camps					
Sport Specialty			X		
Day – Active Kids, Splash			X		
Pre-School					
Fitness/exercise			X		
Sport Instruction (bitty)			X		
Special Events					
Egg Hunt	X				
Summer concert series	X				
National Trails Day	X				
Health Fair	X				
Other					
LCC memberships				X	
Rentals					
Shelters					X
Sports Fields – Tourneys			X (in-house)		X (external)
Sports Fields – prvt/prac					X
Birthday parties					X
Special Event Permitting					X

The policy goes on to outline:

- Resident/Non-Resident Fee**
- Tiered Rental Fees**
- Scholarship Policy**
- 100% Satisfaction Guarantee**
- Late Registration Fees**
- Refund Policy Rental Deposit Policy**
- Employee Discounts**
- Donation Policy**
- Special Interest Groups**
- Special Equipment/Service Permit**
- Commercial Use of Public Property**

The above table was provided by the City and slightly modified by the consultant team to illustrate how the revenue policy applies to the various areas and subsequent programs. The policy that the department uses for revenue generation should be applauded in its specificity and succinctness. Our team recommends continuing this practice and will likely recommend this method or a hybrid thereof to other groups.

FEE DEVELOPMENT

To maintain the present level of revenue generation the department has very specific policies in place for the development of fees. That language in that policy is specific to: **sports, classes, special events, and rentals.** For each of these four categories the policy calls for “consideration of current market value.” This is an important step, especially with rentals. As with memberships, program and rental rates should be compared to the market and adjusted with a similar frequency.

The department’s standard program fee development formula includes:

- 1. Calculate Direct Costs
- 2. Add 50% for Indirect Costs
- 3. Add 2.75% for Charge Card Fees
- 4. Round Up to the Nearest Dollar

Subsequent Steps:

- 5. Compare and Adjust for Market Value
- 6. Add a 20-25% Up-Charge for Non-Members

The table below was provided by the department and condensed slightly by the consultant team. It provides a very clear guide for programmers to use in the development of fees. Most programs, with the exception or rentals, will struggle to capture all indirect costs associated with programming. The fact that the department attempts to capture a portion of those with a 50% increase speaks to the focus on revenue generation and its importance to the financial health of the department.

The model that the department uses for the development of fees in these categories should be applauded for its specificity and succinctness. Our team strongly recommends continuing this practice and will likely recommend this method or a hybrid thereof to other groups.

Category	Direct Costs	Indirect Costs
Sports	*Officials and/or Scorekeepers *Uniforms *Rental Space if needed *Supervisors *Equipment *Trophies/medals/certificates *Printing/Ads/Marketing *Field Prep (drying, lining, bases) *Meeting/Training Expenses *Lights (watts)	*Administrative *Vehicle *Facility Costs *Mowing
Classes	*Instructors *Equipment *Trophies/medals/certificates *Printing/Ads/Marketing *Lifeguards (when required)	*Administrative *Vehicle (gas/oil/tires/etc.) *Facility Costs *Mowing
Special Events	*Refreshments *Decorations *Event staff *Costume Rental *Arts and Crafts *Entertainment *Printing *Prize Drawings	*Administrative *Vehicle (gas/oil/tires/etc.) *Facility Costs *Mowing
Rentals	*Set Up *Clean Up *After hours staff	*Operations Coordinator costs *Tables *Chairs *Facility Costs

EVALUATION OF DEPARTMENT BUDGET

Transparency and a desire for honest asset management has shaped the budget practices of Liberty Parks and Rec. Starting in 2013, the department made the decision to more accurately allocate expenses across their four primary funds: administration, park maintenance, the Capitol Federal sports complex, and the community center. Under the present model, expenses and revenues directly attributable to these core services of the



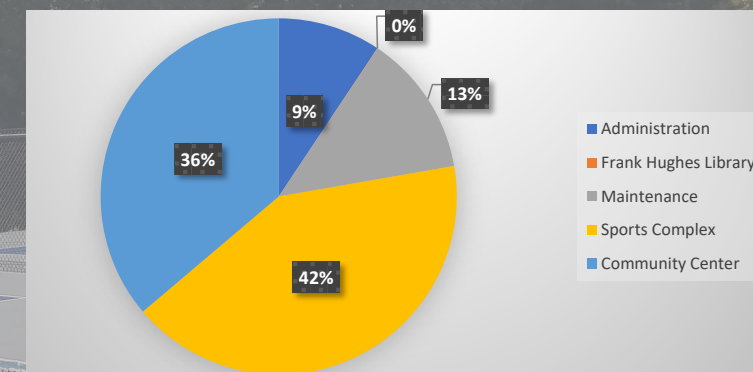
QUICK TAKE

This evaluation of the department budget takes a “high altitude” look at the revenues and expenses in the main categories over the last five years. This master plan takes a “deeper dive” into the various categories, cost recovery, and financial strengths and weaknesses in the budet analysis section found in the next chapter.

DEPARTMENT EXPENSES 2018-2022

Year	Administration	Frank Hughes Library	Park Maintenance	Cap Fed Sports Complex	Community Center	Total
2018	\$417,398	\$1,209	\$657,986	\$1,252,754	\$1,942,318	\$4,271,665
2019	\$539,417	\$1,716	\$656,015	\$5,214,457	\$1,882,840	\$8,294,445
2020	\$473,542	\$964	\$685,324	\$1,328,784	\$1,662,242	\$4,150,856
2021	\$524,595	\$2,010	\$700,168	\$1,572,136	\$2,040,877	\$4,839,786
2022	\$558,087	\$2,135	\$760,115	\$1,793,913	\$2,193,164	\$5,307,414
AVG	\$502,608	\$1,607	\$691,922	\$2,232,409	\$1,944,288	\$5,372,833
% of Total	9.35%	0.03%	12.88%	41.55%	36.19%	100.00%

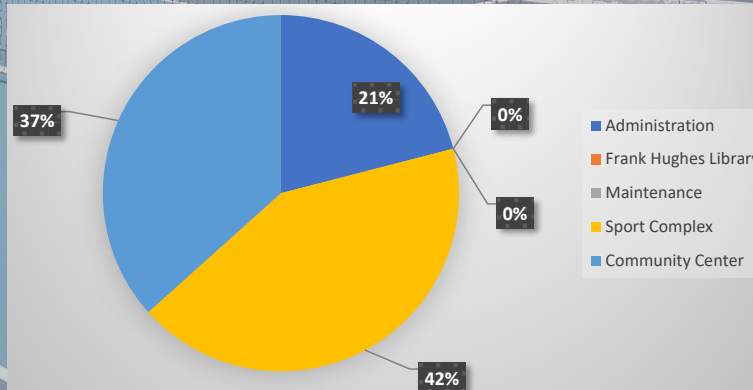
AVERAGE EXPENSES BY CATEGORY 2018-2022



DEPARTMENT REVENUES 2018-2022

Year	Administration	Frank Hughes Library	Park Maintenance	Cap Fed Sport Complex	Community Center	Total
2018	\$1,148,121	\$0	\$0	\$1,252,753	\$1,942,320	\$4,343,194
2019	\$1,211,100	\$0	\$0	\$5,318,122	\$1,863,161	\$8,392,383
2020	\$892,620	\$0	\$0	\$1,083,216	\$1,521,150	\$3,496,986
2021	\$961,531	\$0	\$0	\$1,713,382	\$2,116,978	\$4,791,891
2022	\$1,311,892	\$0	\$0	\$1,795,205	\$2,203,472	\$5,310,569
AVG	\$1,105,053	\$0	\$0	\$2,232,536	\$1,929,416	\$5,267,005
% of Total	20.98%	0.00%	0.00%	42.39%	36.63%	100.00%

AVERAGE REVENUES BY CATEGORY 2018-2022



department are appropriately tracked within that fund. For instance, the salaries of full and part time staff devoted to the sport complex are tracked as sports complex expenses. Tools, equipment, and supplies to maintain the pool at the community center are tracked as community center expenses. This method of budgeting provides for a true reflection of how money flows and out of the department's core functions, especially the community center and sports complex. As

you can see in the above charts on the left, these two funds are generally balanced between expenses and revenues. As can be seen from the pie charts on the upper right, these two funds each comprise a little over a third of the department's budget. The remaining 20% or so of the budget is shared by the administration and park maintenance funds. Both of these funds honestly track direct expenses. In the case of administration, most of these expenses are salaries, supplies,

and contractual services. In Park maintenance, they are also salaries, equipment, and materials. Neither of these funds directly generates significant revenue. However, the administration fund is the repository for most tax subsidies, including real estate and personal property taxes, and a portion of the 1/4 cent parks sales tax. Essentially, the revenues attributed to the administration fund are enough to cover the expenses of both it and park maintenance fund.

Cost recovery is not just a goal but an expectation for Liberty Park and Rec. As shown in the charts on the upper left, this department has balanced its budget within 1-2% each of the last 5 years. This master plan will examine the budget in greater detail in the next chapter. It is true that this budget would not balance without the injection of tax funds, particularly the 1/4 cent parks sales tax. It does balance, however, without the subsidy of Liberty general funds.

GROWTH HAS BEEN

A HALLMARK OF THE DEPARTMENT OVER THE LAST FIVE YEARS IN SPITE OF THE PANDEMIC

COST RECOVERY IS EXPECTED

TRANSPARENCY

Growth has been a hallmark of the department over the last five years, in spite of the COVID-19 pandemic. Liberty Parks and Rec has increased its budget by roughly 25% since 2018 and accomplished some significant projects such as the renovation of City Park, a new park maintenance building, and the artificial turf field improvements at Capitol Federal Park. It is impressive that this departmental growth occurred during a period of unprecedented stress and uncertainty. But it should be noted that this department is well versed in making the most of limited resources. They operate out of a 30 year old community center building and are largely funded by a sales tax that has remained stagnant for 20 years.

ANALYSIS

BASED ON DEMOGRAPHIC ANALYSIS PROVIDED EARLIER IN THE PLAN DOCUMENT, THIS SECTION OF THE REPORT EMPLOYS CONSUMER DATA TO PROJECT LOCAL PARTICIPATION RATES IN RELEVANT RECREATION AND SPORTS ACTIVITIES.

On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay the rate of participation onto the Primary Service Area to determine the market's potential. The information contained in this section of the report utilizes NSGA's most recent survey. That data was collected in 2021 and the report was issued in June 2022.

The Master Plan Team developed a unique participation percentage for the Primary Service Area. That percentage is then applied to the actual population of the community to determine the true market for services.

RECREATION AND LEISURE TREND ANALYSIS

PARTICIPATION LEVELS AND SPORTS TRENDS ANALYSIS

A recreation trend analysis was prepared as part of the Parks and Recreation Master Plan. The analysis includes data on national trends, as well as information specific to the Liberty community. It becomes part of the research that shapes the plan recommendations and objectives created for the Parks and Recreation Master Plan that result in a mix of one-time and on-going goals for Liberty's Parks and Recreation Department over the next decade.

The analysis covered nationwide trends in regards to types of participation and their popularity rating. The Liberty area expected rates of participation in specific types of activities, as well as projected participation growth up to 2027. Market potential (propensity for a given population to participate in given activities) was also measured. According to results from community input, public meetings and online engagement, some of the national trends differ from what was heard during the Liberty Master Planning process.



RECREATION AND LEISURE TREND ANALYSIS

Below are listed several sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2021). The table with the percent change highlighted in green indicates those activities that have increased participation rates,

RECREATION AND LEISURE TREND ANALYSIS: SPORTS PARTICIPATION TRENDS IN LIBERTY

Sport	Nat'l Rank ⁶	Nat'l Participation (in millions)
Exercise Walking	1	125.0
Exercising w/ Equipment	4	57.2
Hiking	5	48.8
Swimming	6	47.2
Running/Jogging	7	45.0
Bicycle Riding	8	42.8
Weightlifting	9	37.5
Yoga	10	30.7
Fishing (freshwater)	11	29.5
Workout @ Club	13	24.6
Basketball	14	22.5
Golf	16	19.0
Soccer	20	14.5
Tennis	22	13.8
Table Tennis/Ping Pong	25	11.4
Baseball	26	11.3
Volleyball	27	10.8
Softball	30	9.3
Ice/Figure Skating	31	8.3
Football (tackle)	35	6.7
Skateboarding	36	6.7
Mountain Biking (off road)	38	6.0
Pilates	39	5.8
Martial Arts/MMA	42	5.2
Gymnastics	44	5.1
Boxing	46	4.6
Pickleball	50	3.6
Hockey (ice)	51	3.2
Wrestling	52	3.1
Cheerleading	53	3.0
Lacrosse	56	2.6



	2012 Part.	2021 Part.	Percent Change
Yoga	22.9	30.7	+34.1%
Skateboarding	5.4	6.7	+24.1%
Exercise Walking	102.1	125	+22.4%
Weightlifting	31.1	37.5	+20.6%
Hiking	42.2	48.8	+15.6%
Running/Jogging	40	45	+12.5%
Wrestling	2.8	3.1	+10.7%
Mountain Biking (off-road)	5.5	6	+9.1%
Bicycle Riding	39.3	42.8	+8.9%
Soccer	13.7	14.5	+5.8%
Pilates	5.5	5.8	+5.5%
Volleyball	10.3	10.8	+4.9%
Tennis	13.6	13.8	+1.5%
Ice/Figure Skating	8.2	8.3	+1.2%

	2012 Part.	2021 Part.	Percent Change
Exercising w/ Equipment	57.7	57.2	-0.9%
Swimming	48.6	47.1	-3.1%
Lacrosse	2.7	2.6	-3.7%
Fishing (freshwater)	30.8	29.5	-4.2%
Table Tennis/Ping Pong	12.2	11.4	-6.6%
Baseball	12.1	11.3	-6.6%
Cheerleading	3.3	3.0	-9.1%
Golf	21.1	19	-10.0%
Gymnastics	5.7	5.1	-10.5%
Softball	10.5	9.3	-11.4%
Basketball	25.6	22.5	-12.1%
Football (tackle)	7.9	6.7	-15.2%
Martial Arts/MMA	6.4	5.2	-18.8%
Workout @ Club	35.2	24.6	-30.1%

NATIONWIDE SPORTS

The above table summarizes participation for indoor activities utilizing information from the 2021 National Sporting Goods Association (NSGA) survey. The National Rank number represents the popularity of

a sport based on the national survey. This rank is based on the 58 activities reported on by the NSGA. The National Participation number is the population that participates in this sport on the survey.

The highest ranking sport, with a national rank of 1, was exercise walking. Other high ranking sports were hiking, swimming, bicycle riding, and yoga. Lower ranked sports include boxing, pickleball, and lacrosse.

PARTICIPATION TRENDS

while the column highlighted in red shows that the participation rates have declined. Yoga has enjoyed a large increase in participation over the course of time with a 34% growth rate. Other activities have grown in popularity/participation

by more than 20%, including skateboarding, exercise walking and weightlifting. Soccer, hiking, volleyball and running/jogging all have increased participation rates nationally.

martial arts, tackle football, softball, and gymnastics. Swimming has also decreased participation rates at the national level.

The activities that have decreased in the rate of participation include gym workouts (a 30% decline),

LIBERTY PARTICIPATION DATA

On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The information contained

on these pages comes from the NSGA's 2019 and 2021 data. This information provides the data necessary to determine participation rates in the City of Liberty. The chart below lists typical indoor and outdoor recreation activities. For each activity, the chart provides the expected participation rate based upon the Liberty age distribution, the Liberty median

income, and the Kansas City region, and the nation. Our team, averages these four columns to create a unique participation percentage for Liberty. These data suggest that activities such as exercise walking, hiking, running/jogging, and bicycle riding are the most popular outdoor pursuits among Liberty citizens. Exercise with equipment, aerobic exercise,

swimming, weightlifting, and yoga appear to be the most popular indoor activities. pursuits. In all cases, these results line up with the national and regional averages. And as we will see later in this chapter, these results also correlate with survey responses from actual citizens.

PARTICIPATION GROWTH

Utilizing the average participation percentage from the tables on the left, along with the 2020 census data and 2022 and 2027 census estimates, we can look at the potential growth of these

various indoor and outdoor activities within the City of Liberty. The column on the far right side indicates the number of new participants each activity could see in 5 years time. Bear in mind that these data reflect only the population growth within the City of Liberty itself and do not reflect that of the adjacent region.

Typical Indoor	Age	Income	Region	Nation	Average
Aerobic Exercise	15.5%	20.0%	20.6%	15.8%	18.0%
Basketball	7.5%	9.2%	6.6%	7.5%	7.7%
Boot Camp	0.3%	2.7%	1.5%	1.9%	1.6%
Boxing	1.5%	1.9%	1.3%	1.5%	1.6%
Cheerleading	1.0%	1.4%	0.7%	1.0%	1.0%
Exercise w/ Equipment	18.8%	22.3%	22.4%	18.9%	20.6%
Gymnastics	1.7%	2.9%	1.3%	1.7%	1.9%
Hockey (ice)	1.1%	1.9%	2.6%	1.1%	1.7%
Ice/Figure Skating	3.8%	5.6%	4.1%	2.7%	4.0%
Martial Arts/MMA	1.7%	2.0%	2.2%	1.7%	1.9%
Pickleball	1.2%	2.1%	2.3%	1.2%	1.7%
Pilates	1.9%	1.9%	2.2%	1.9%	2.0%
Spin/Indoor Cycling	0.6%	4.9%	2.7%	3.6%	2.9%
Swimming	15.6%	19.5%	20.6%	15.6%	17.8%
Table Tennis/Ping Pong	3.8%	5.7%	4.1%	3.8%	4.3%
Volleyball	3.6%	5.0%	5.7%	3.6%	4.5%
Weightlifting	12.3%	15.1%	15.9%	12.4%	13.9%
Workout @ Club	8.0%	11.3%	9.0%	8.1%	9.1%
Wrestling	1.0%	1.4%	1.8%	1.0%	1.3%
Yoga	10.0%	12.5%	10.5%	10.2%	10.8%

Typical Indoor	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobic Exercise	18.0%	4,904	5,043	5,071	166
Basketball	7.7%	2,100	2,160	2,171	71
Boot Camp	1.6%	434	446	449	15
Boxing	1.6%	425	437	439	14
Cheerleading	1.0%	281	289	290	10
Exercise w/ Equipment	20.6%	5,615	5,774	5,806	190
Gymnastics	1.9%	519	534	537	18
Hockey (ice)	1.7%	455	468	470	15
Ice/Figure Skating	4.0%	1,103	1,134	1,140	37
Martial Arts/MMA	1.9%	519	533	536	18
Pickleball	1.7%	462	475	477	16
Pilates	2.0%	537	552	555	18
Spin/Indoor Cycling	2.9%	802	824	829	27
Swimming	17.8%	4,860	4,998	5,025	165
Table Tennis/Ping Pong	4.3%	1,183	1,217	1,223	40
Volleyball	4.5%	1,220	1,254	1,261	41
Weightlifting	13.9%	3,797	3,905	3,926	129
Workout @ Club	9.1%	2,483	2,554	2,568	84
Wrestling	1.3%	357	367	369	12
Yoga	10.8%	2,944	3,028	3,044	100

Typical Outdoor	Age	Income	Region	Nation	Average
Baseball	12.3%	15.1%	15.9%	12.4%	13.9%
Bicycle Riding	14.1%	16.9%	17.6%	14.2%	15.7%
Exercise Walking	40.8%	50.5%	42.7%	41.4%	43.9%
Fishing (freshwater)	9.7%	8.6%	17.0%	9.8%	11.3%
Golf	6.2%	10.4%	7.7%	6.3%	7.7%
Hiking	15.9%	21.4%	19.0%	16.2%	18.1%
Lacrosse	0.9%	1.1%	0.7%	0.9%	0.9%
Mountain Biking	2.1%	2.2%	1.4%	2.0%	1.9%
Running/Jogging	14.8%	18.4%	14.7%	14.9%	15.7%
Skateboarding	2.3%	2.3%	3.1%	2.2%	2.5%
Soccer	4.8%	6.4%	6.1%	4.7%	5.5%
Softball	3.1%	4.9%	3.1%	3.1%	3.5%
Tennis	4.6%	7.6%	7.2%	4.6%	6.0%

Typical Outdoor	Average	2020 Population	2022 Population	2027 Population	Difference
Baseball	13.9%	965	993	998	33
Bicycle Riding	15.7%	4,279	4,400	4,424	145
Exercise Walking	43.9%	11,962	12,301	12,368	406
Fishing (freshwater)	11.3%	3,075	3,162	3,179	104
Golf	7.7%	2,088	2,147	2,159	71
Hiking	18.1%	4,944	5,085	5,112	168
Lacrosse	0.9%	244	251	253	8
Mountain Biking	1.9%	523	538	541	18
Running/Jogging	15.7%	4,278	4,400	4,423	145
Skateboarding	2.5%	672	691	695	23
Soccer	5.5%	1,503	1,545	1,554	51
Softball	3.5%	966	994	999	33
Tennis	6.0%	1,633	1,679	1,688	55

MARKET POTENTIAL

In addition to examining the participation numbers for various indoor and outdoor activities, our team also examined information about Sports & Leisure Market Potential. Like the NSGA data, these numbers are also derived from consumer purchases both regionally and nationally. The below chart illustrates participation rates for adults in various recreational activities. The columns labelled “MPI” (for Market Potential Index) indicate the propensity for that population of adults to participate in the given activities at a rate greater or lower than the national average of 100. In most cases, it appears that in Liberty, and especially in the Liberty Public Schools district are participating in activities at a rate greater than the national average.

Lastly, trends in the key components of the City of Liberty recreation program are examined.

YOUTH SPORTS

This program can be described as a modern-day arms race. Youth sports, in particular the competitive/travel aspect has exploded in the last decade. With that explosion in popularity has come focus on programming and focus on facilities.

Outdoor Field Complexes. These complexes can have diamonds, rectangles, or both. Within these complexes there is typically 1, if not 2 concession opportunities. Another common theme in these facilities is the inclusion of other things to do like a playground or spray

ground. These activities are not for the competitors, but siblings that are at the facility. The other big distinguishing factor for many of these facilities is the incorporation of synthetic turf. This increases the availability of spaces earlier and later in the season and hinders greatly the impact that weather can have on cancellation of tournaments.

Indoor Sports Complexes. These facilities often take the form of providing court space for basketball, volleyball, pickleball and ping pong / table tennis. They typically have a minimum of four basketball courts to address local tournaments, but for those looking to attract regional tournaments and beyond many have at least eight basketball courts. Other amenities that are often included are locker rooms, team rooms, official rooms, administrative areas, concessions, etc.

Programs. Most departments find themselves in at least one of three situations regarding the offering of youth sports programs. Those can be described as program runner, facility renter, or a hybrid model.

Program Runner. In these situations that department runs youth sports programs. The focus can be described as a grass roots effort with maximizing the number of participants. Teaching the basic skills is important, with the level of competition being much less. These programs are typically run until 5th grade at which time participation decreases significantly. At that time the department’s competitive programs are introduced. These programs continue through junior high and in some cases high school. Although B*K is seeing less and less high school focused programming and those needs are typically addressed by the school district.

Facility Renter. In this situation the department has made the decision that they do not want to be involved with the administration of youth sports. At the same time the department has made an investment in both indoor and outdoor spaces. The solution is that the department becomes the renter of space. They maintain the facilities, schedule the facilities, bill for the use of facilities, but all registration and administration of programs and leagues is at the discretion of youth sports groups.

Hy-Brid. This is one of the more common models. In this instance the department offers the grass roots programming through ages consistent with 4th or 5th grade. At that time the department typically stops offering youth sports programming and defers to

youth sports groups. At the same time as youth sports groups begin to offer programs and competitive opportunities, the department begins to become a renter and maintainer of spaces.

Economic Impact. Beyond offering service to the community and its residents a driving factor in youth sports is economic impact. B*K acknowledges that this economic impact is real and can the City of Liberty can quantify that figure for their own facility. The challenges with the economic impact focus are multiple, with two main ones. The first challenge is that there is a finite number of tournaments offered. New facilities being constructed does not equate to more tournaments being developed. The second challenge is that new facilities are still being developed, and if you have an aging facility, it can be a challenge to continue to compete. If your facilities does not keep up with newer models, it can mean less tournaments and less economic impact.

the ceiling into the pool. The reality of the competitive pool is that it can very utilitarian in use and programs and creates a partnership opportunity with local school districts and competitive swim groups.

Leisure Pool. This is still a very popular concept in the parks and recreation field. These facilities can include a variety of amenities. Common amenities include zero-depth entry, small current channel, integrated lap lanes, play structures, current vortex, spray features, and water slides. These facilities typically have a warmer water temperature in comparison to competitive pools. Also, given the components included the facility has more of a “wow” factor that appeals to a larger percentage of the swimming public that are looking for an experience. These pools, beyond being designed for fun and play, can also be extremely functional in terms of programming.

INDOOR FACILITIES

The definition of an indoor facility can vary widely and include everything from community center, recreation center, fieldhouse, senior center, aquatic center, etc. The reality is that these indoor facilities continue to be a core service of many parks and recreation agencies. Community, recreation, multi-generational facilities, and sports-oriented fieldhouses are trending upward while senior centers and standalone aquatic centers are experiencing a downward trend.

AQUATICS

Competitive Pool. This facility type is one that is still common in municipal recreation facilities. They can vary from 6 to 8, 25Y lanes, or even a 50M body of water with 16+, 25Y lanes. They can vary in depth and water temperature. Typical uses for this body of water are competitive swim, lap swim, diving (depending on water depth), water polo, group exercise, swim lessons, etc. To increase the appeal of these bodies of water there are several steps that operators can take. First they can slightly increase the water temperature, second some agencies put inflatable obstacle courses and play structures at low use times, and third a new amenity is a ninja cross system has been developed that can lower from

Adults participated in:	Expected Number of Adults	Percent of Population	MPI City	MPI District	MPI County
Aerobic Exercise	2,133	9.0%	108	112	102
Baseball	720	3.0%	104	108	100
Basketball	1,699	7.2%	106	114	106
Bicycle (mountain)	989	4.2%	111	121	104
Bicycle (road)	2,766	11.7%	103	108	100
Fishing	2,877	12.2%	114	107	111
Football	802	3.4%	110	116	108
Frisbee	987	4.2%	115	119	109
Golf	2,231	9.4%	119	121	109
Hiking	4,046	17.1%	107	111	101
Ice Skating	556	2.4%	101	108	101
Jogging/Running	2,850	12.0%	108	118	106
Pilates	737	3.1%	99	103	100
Soccer	942	4.0%	102	110	102
Softball	424	1.8%	94	92	94
Swimming	4,209	17.8%	114	117	108
Tennis	983	4.2%	110	120	103
Volleyball	671	2.8%	108	119	110
Walking for Exercise	8,065	34.1%	109	108	103
Weightlifting	3,226	13.6%	108	116	106
Yoga	2,654	11.2%	108	111	104
Zumba	841	3.6%	109	122	109

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service Area.
Percent of Population: Percent of the service area that participates in the activity.
MPI: Market potential index as compared to the national number of 100.

PARK AND OPEN SPACE LEVEL OF SERVICE ANALYSIS

PARK AND FACILITY INVENTORY AND PROJECTED FUTURE NEEDS

Liberty's Parks system was studied at length to determine the current Level of Service (LOS) to the community. The amount and quality of park and recreation facilities that are needed to serve the community at a desired (and measurable) standard. The existing levels are shown, along with the future needs to meet this standard. The LOS is based on what communities of the same size generally offer in terms of parks programming.

The chart at right contains an inventory of parks and current (as well as recommended) service levels, current facility standards, and projected standards both 8 and 18 years out. The inventory includes Liberty, the school district, and "other" inventory. The total number of acres of parkland in Liberty is 554.84, total park trail miles adds up to 19,85, and the number of outdoor amenities such as shelters, fields, courts, splashpads and pools

According to this Level of Service Analysis, the Liberty Parks and Recreation system, combined with school and "other" inventory meets national standards for the population. There is a current existing need for 8.15 acres of neighborhood parks, and 2.33 acres of community parks. Within the next 8 years, according to population projections, 18.42 acres are needed, and 29.09 acres will be needed within the next 18 years. The only other current need is for basketball courts: currently, 1 more court

2022 Inventory - Developed Facilities											Current Facility Standards			Eight Year Projected Facility Standards			18-year Projected Facility Standards		
Amenities	Liberty Inventory	School Inventory	Other Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARK TYPE:																			
Mini/Pocket Parks		-		-	-	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks	75.15	27.98		83.54	2.73	acres per	1,000	3.00	acres per	1,000	Need Exists	8.15	Acre(s)	Need Exists	18.42	Acre(s)	Need Exists	29.09	Acre(s)
Community Parks	123.32	90.57		150.49	4.92	acres per	1,000	5.00	acres per	1,000	Need Exists	2.33	Acre(s)	Need Exists	19.45	Acre(s)	Need Exists	37.23	Acre(s)
Special Use Parks	254.32		159.65	413.97	13.54	acres per	1,000	7.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
School Parks	-	-		-	-	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Developed Park Acres	452.79	118.55	159.65	648.01	21.20	acres per	1,000	15.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Undeveloped (Open Spaces)	102.05			102.05	3.34	acres per	1,000	2.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	554.84	118.55	159.65	750.06	24.54	acres per	1,000	17.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
TRAILS:																			
Paved Park Trails	14.57	1.34	0.63	15.60	0.51	miles per	1,000	0.30	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
Natural Park Trails	5.28	1.75	4.84	10.65	0.35	miles per	1,000	0.10	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
Total Park Trail Miles	19.85	3.09	5.47	26.25	0.86	miles per	1,000	0.40	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
On Street Bicycle Trail Miles				-	0.00	miles per	1,000	0.00	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
OUTDOOR AMENITIES:																			
Small Shelters	11.00			11.00	1.00	site per	2,779	1.00	site per	5,000	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
Large Shelters	5.00			5.00	1.00	site per	6,113	1.00	site per	7,000	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)	Need Exists	0	Sites(s)
Youth Baseball Fields	3.00	3.00		3.90	1.00	field per	7,837	1.00	field per	10,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Adult Baseball Fields	9.00	2.00		9.60	1.00	field per	3,184	1.00	field per	10,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Softball Fields	5.00	9.00		7.70	1.00	field per	3,969	1.00	field per	9,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Rectangular Multi-Purpose Fields	9.00	15.00		13.50	1.00	field per	2,264	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Basketball Courts	2.00	10.00		5.00	1.00	court per	6,113	1.00	court per	5,000	Need Exists	1	Court(s)	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Tennis / Pickleball Courts	10.00	11.00		13.30	1.00	court per	2,298	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Playgrounds	17.00	12.00		20.60	1.00	site per	1,484	1.00	site per	3,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Sand Volleyball Courts	3.00			3.00	1.00	court per	10,188	1.00	court per	15,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Dog Parks	2.00	-		2.00	1.00	site per	15,283	1.00	site per	25,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Skateparks	1.00	-		1.00	1.00	site per	30,565	1.00	site per	35,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Need Exists	0	Site(s)
Splashpads	2.00	-		2.00	1.00	site per	15,283	1.00	site per	25,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Outdoor Pools	1.00	-		1.00	1.00	site per	30,565	1.00	site per	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
INDOOR AMENITIES:																			
Indoor Recreation Space (Square Feet)	37,300.00			37,300.00	1.22	SF per person		1.00	SF per person		Meets Standard	-	Square Feet	Meets Standard	-	Square Feet	Need Exists	245	Square Feet
Indoor Special Use Space (Square Feet)	14,400.00		5,100.00	19,500.00	0.64	SF per person		0.35	SF per person		Meets Standard	-	Square Feet	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet
Indoor Aquatic Space (Square Feet)	8,300.00			8,300.00	0.27	SF per person		0.20	SF per person		Meets Standard	-	Square Feet	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet

Current Estimated Population	30,565
8-Year Projected Population	33,989
18-Year Project Population	37,545

should be provided, 2 courts in 8 years and 3 courts total are needed in the next 18 years.

Only 3 other categories show an expressed need within 18 years, but can wait until far longer out than the above needs. These include both large shelters, skate parks and indoor recreation space.

Combined with the school's inventory, the community's inventory of Special Use Parks is almost double what is recommended - there are 13.54 acres of Special Parks, and the recommended number of acres needed for this purpose is 7 acres per 1,000 in population. The total number of trail miles is 0.86 acres per 1,000 population, and the recommended amount is less than half of this -- 0.4 miles per 1,000 in population.

The amount of natural park trails in Liberty are also far above the recommended amount, with 0.35 miles being provided, while the standard is 0.10 per 1,000 in population. Only 7 small shelters are needed to serve the community, and there are 11 provided; there is no need for small shelters in the next 18 years. Playgrounds have also been provided in abundance - only 11 are needed, and 20 are currently provided. Thus, there

is no projected need for more playgrounds now or in the next 20 years.

Overall, the inventory shows that the Parks and Recreation Department, along with the school and other providers covers the vast majority of the community's needs. There is a relatively small list of current needs, and the focus should likely be the maintenance of existing

facilities.

One area which is lacking is some park ground. There is a great amount of undeveloped parkland acreage -- these undeveloped areas could be used to connect parks to other parks and to schools. Connectivity is also a great desire of the community, as discovered during the Master Planning Process.

PARK AND OPEN SPACE LEVEL OF SERVICE ANALYSIS

The map on the following page depicts the Level of Service in a graphical manner. It denotes the locations of numerous parks and facilities within the community, and the service radii of these various amenities. The light green circles represent the quarter-mile service radius, and the larger green/blue circles are the half-mile radius.

There are 3 types of parks identified within Liberty: neighborhood park, community park, and regional park. There are also facilities such as the Liberty Community Center.

A neighborhood park is typically anywhere from 5-20 acres and serve a population living within a half mile of the park. Conceptually, neighborhood parks concentrate intense recreation activities and facilities into a limited amount of space. Typically, one neighborhood park should serve between 1,000 to 2,000 residents, or one to two acres per 1,000 people.

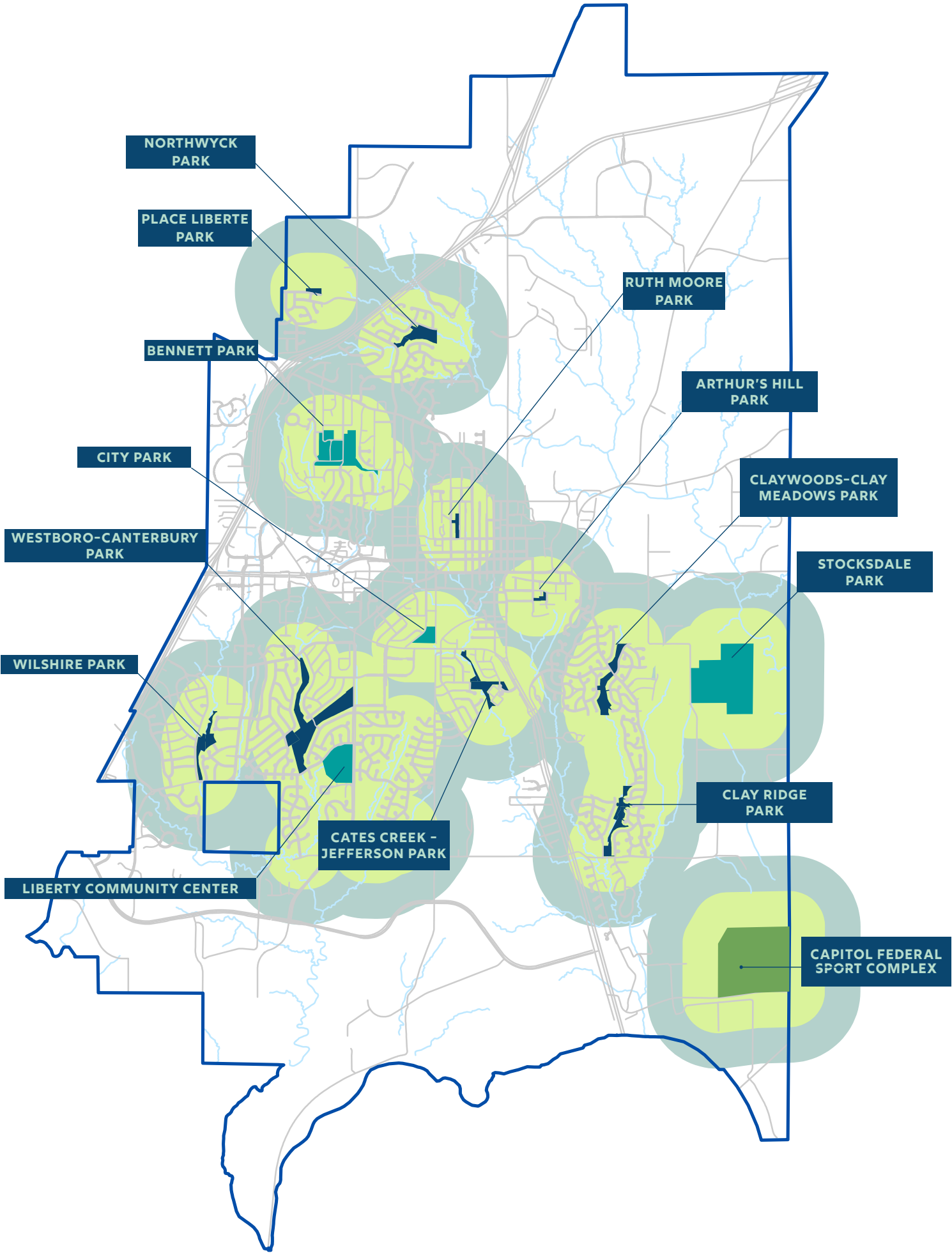
Community parks are needed within a system to ensure that all users' recreational needs and interests are addressed and included. This type of park expands beyond a local neighborhood and may sometimes include several neighborhoods. The concept behind community parks is to provide an all-inclusive facility for recreation users. A park of this size and scope commonly



consists of 20 to 75 acres; 60 acres is considered a good size for such expansive activities.

Regional parks are typically the largest parks found within a system. The size of a regional park varies from around 50 to 250 acres depending on the type of activities and the amount of use. The service radius for this type of facility is based upon drive time and is typically within an hour's drive of most residents.

The map shows the service areas of each park, and the coverage appears to be sufficient for the neighborhoods they serve. There are a few gaps, but these are in areas that currently do not show a significant need for parks, and some industrial areas. Upcoming development also may cover these areas but are not currently developed.



PARTNERSHIP ANALYSIS

The Liberty Parks and Recreation Department is not alone in its efforts. The City and the Department have a variety of partnerships currently in place with other entities in Liberty. For a Parks and Recreation Department the size of Liberty, having formalized partnerships in place is key to sustainable long term delivery of programs and facilities. The following are a list of partnerships that the Department should consider keeping or formalizing as the Plan and the programming goes forward for the future of Liberty.

PUBLIC PARTNERS

The Liberty Public School District has successfully partnered with the City of Liberty Parks and Recreation Department. The School District utilizes public facilities for their recreational activities and this has been a successful partnership thus far.

Missouri Department of Conservation offers many programs and educational opportunities that the Liberty Parks and Recreation Department takes advantage of.

Liberty Community Health Action Team (LCHAT) also partners with the City's Parks and Recreation Department. Founded in part with the Parks and Recreation Department, the LCHAT promotes healthy habits such as increasing physical activity and advancing social inclusion.



PRIVATE PARTNERS

Kansas City Sports, LLC is the tournament partner for Cap Fed Sports Complex and brings in 20 events annually that have an annual economic impact of \$4.5 to 5 million.

Supporting Field and Athletics, LLC works with the City and hosts events at the Capital Federal Sports Complex.

Urban Trail Co. helps build and maintain single track biking, hiking and running trails in the Kansas City area. UTC is a non-profit volunteer-based organization.

Kansas City Disc Golf Inc. is another partner - this organization assists municipalities in installation and upkeep of disc golf courses, encouraging

participation and promoting public service and volunteerism.

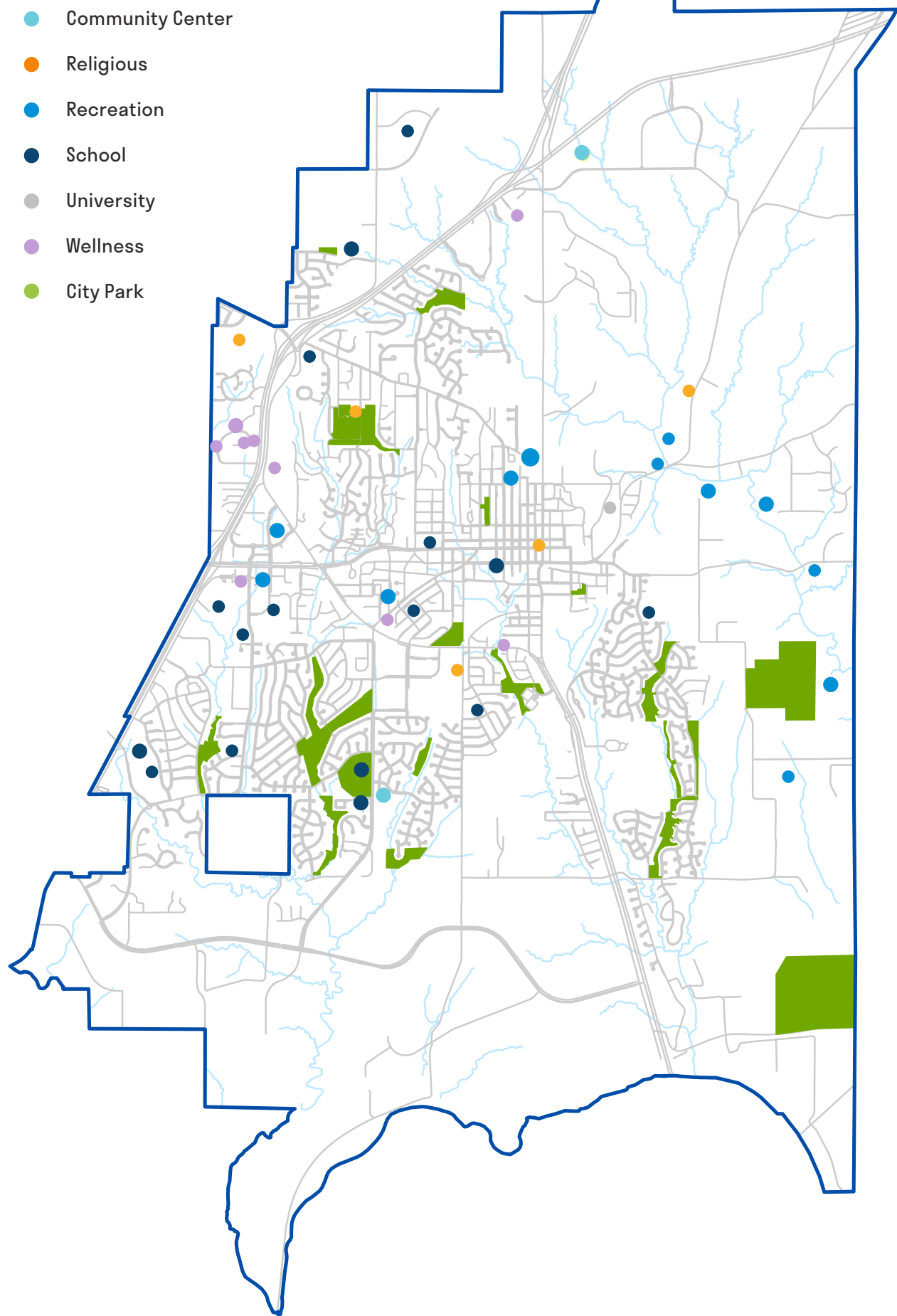
Midwest Cricket League is another partner, with a national presence established in Chicago.

ALTERNATIVE PROVIDERS

Locally there are numerous private providers of fitness and general indoor recreation.

These providers include University facilities, wellness facilities such as gyms, and religious amenities such as indoor gyms, and various other amenities.

PARTNER & ALTERNATIVE PROVIDER MAP



TRAIL CONNECTIVITY ANALYSIS

The City of Liberty has a well established trail system, consisting of 24 miles of trails - both on-street and off-street. This trail system is spread out throughout the community, and is an excellent start to creation of a fully connected system.

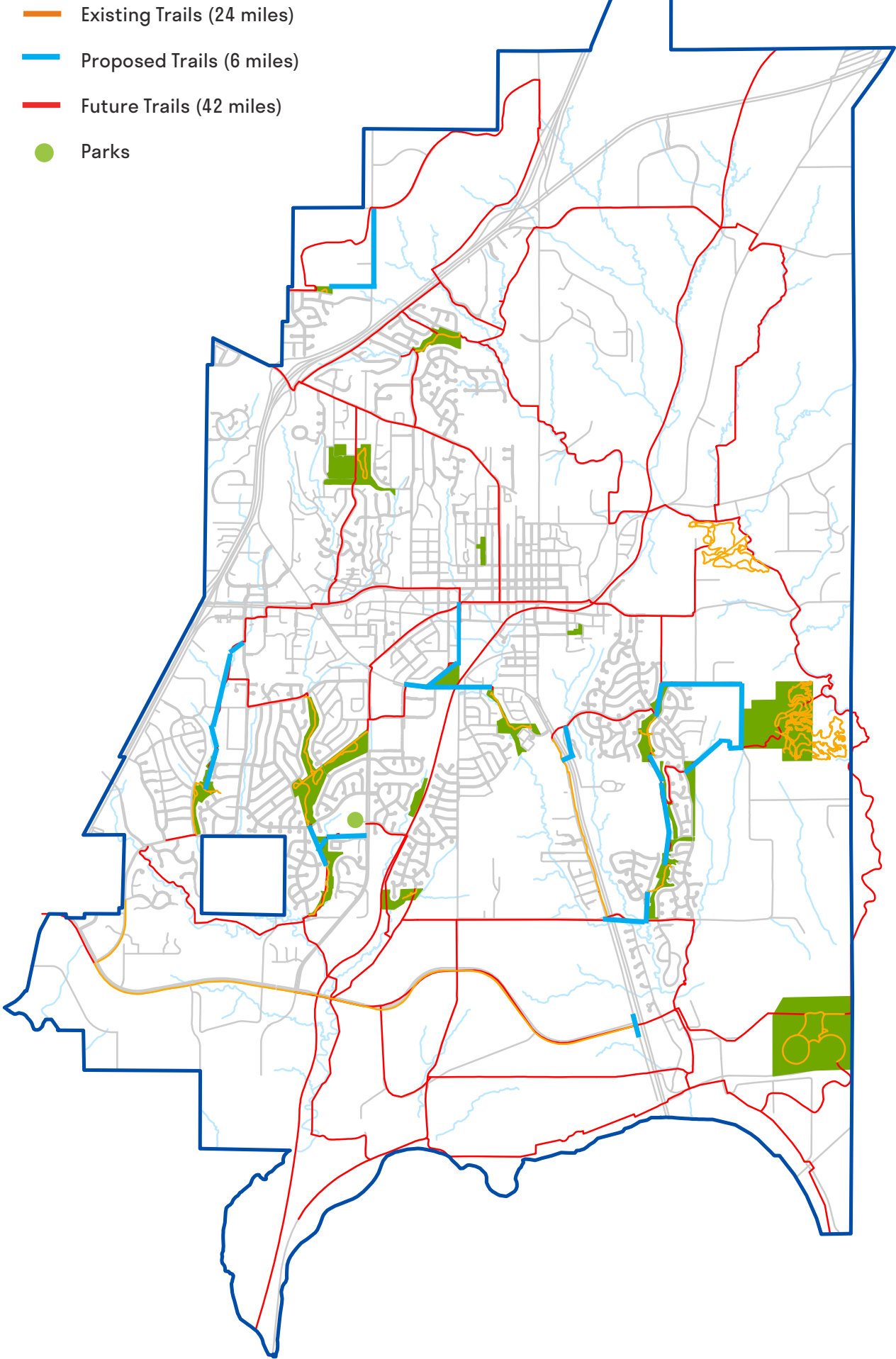
The proposed system addition in this plan consists of approximately 6 miles. This should be a very attainable goal to implement within the time frame of this Parks and Recreation Master Plan. The future trail system shown on the map at right shows a future trail system expansion of 42 miles.



EXISTING TRAILS

For a community the size of Liberty, a trail system of 24 miles is impressive. The existing system serves the community well and provides important connections among neighborhoods. For the future and, in terms of the length of this planning period, it will be very important to add connections to further these trails where they are needed most. As shown on the trail connectivity map, the proposed new trails (shown in blue) allow for connections between existing trails. These trails, once built, will set the stage for the longer range planned future trails system.

TRAIL MAP



FINANCIAL ANALYSIS

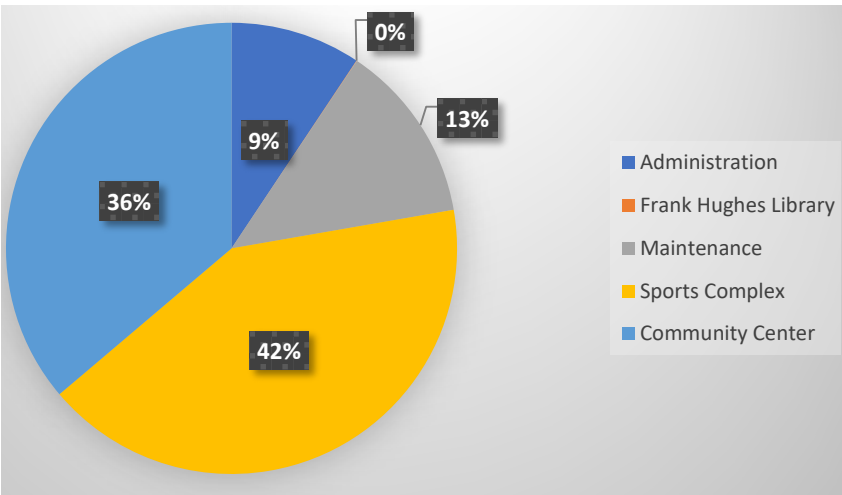
During initial review of documents for the Parks and Recreation Master Plan, both revenues and expenses for the City of Liberty's Parks and Recreation Department were explored. Reviewed were the previous 5 budget cycles, in order to gain a broad view of changes over the years and to take an in-depth look at the types of revenue generated by category, as well as the revenue sources and the flow of those over the years.

There are 5 different funds that make up where expenses and revenues come from in Liberty. Average expenses by fund over the last 5 years were concentrated mostly for the sports complex (42%) and the community center (36%). Maintenance makes up 13% of the total, and administration, 9 percent. The Frank Hughes Library shows up as 0%, but the total, which is not enough to show on the chart, is 0.03 percent of total expenses.

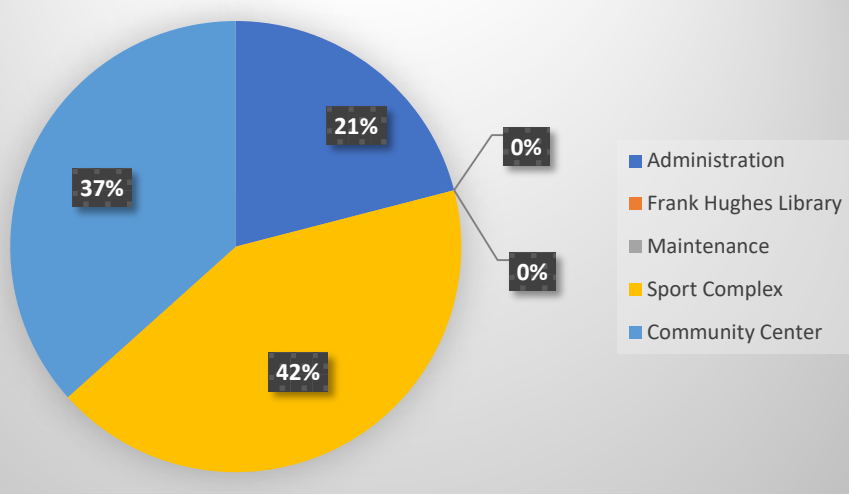
COST RECOVERY

Average revenues by fund were examined for the past 5 years as well. The charts for both expenses and revenues look remarkably similar for the sports complex and community center fund; almost identical, in fact. Administration makes up 21% of total revenues, outpacing the expenses for this fund, while there are no revenues from the maintenance fund.

AVERAGE EXPENSES BY FUND 2018-2022



AVERAGE REVENUES BY FUND 2018-2022



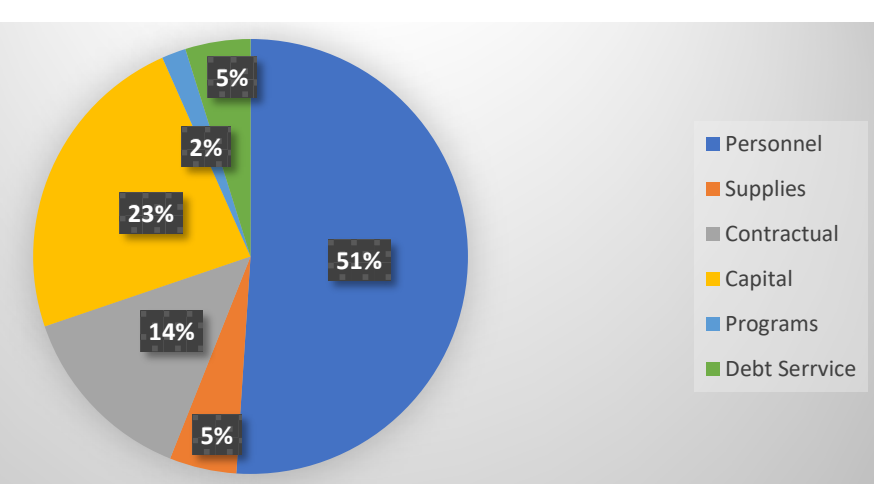
TAX REVENUES

While revenues for the Parks and Recreation Department come from many different sources: user fees, rentals, sponsorships, bonds, and "other", taxes are a very important tool to ensure the continued stability and growth of the system in Liberty. Over the last 5 budget years, expenses and revenues were examined, and personnel takes up just

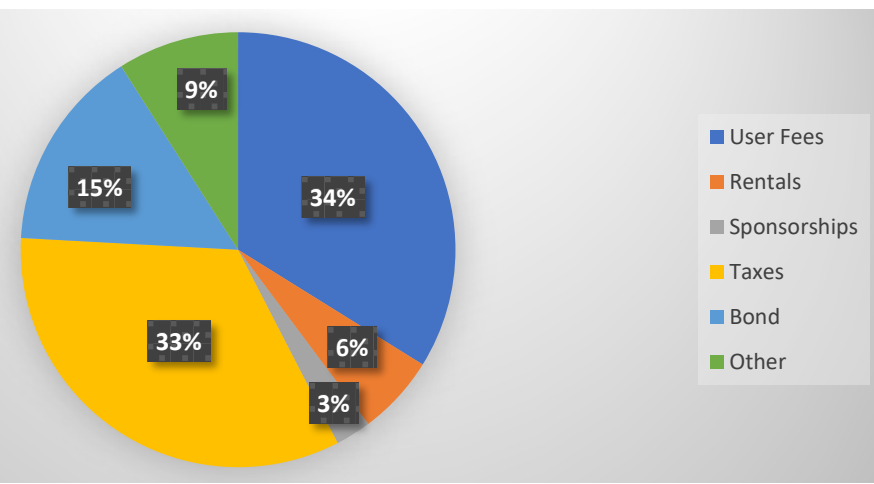
over 50% of the expenditures of the department, while capital expenditures is second at nearly 24 percent. Supplies, contractual services, programming and debt service makes up the rest of the expenses.

EXPENSES, REVENUES AND CAPITAL EXPENDITURES

AVERAGE EXPENSES BY CATEGORY 2018-2022



AVERAGE REVENUES BY CATEGORY 2018-2022



Revenues by category over the last five years come almost evenly from user fees (33.85%) and taxes (33.44%), while rentals, sponsorships, bonds and "other" make up the remainder. Bond revenue came only in 2019 due to the sports complex improvements, which makes up just over 15% of the total revenues. There were no other revenues from bonds during the budget years reviewed.

CAPITAL EXPENDITURES

Capital expenditures are funds used to acquire, upgrade, and maintain physical assets such as property, plants, buildings, technology or equipment.

INCREASING ABILITY FOR CAPITAL EXPENDITURES IN LIBERTY

Currently, the average capital expenditures for the entire department is \$1,263,000 per year. This suggests that there is not a lot of capacity for significant improvements or large facilities. Revenues need to be increased via tax/user fee increases, or building a new facility that would generate new revenue. The initial outlay may be significant but, perhaps over time, the revenue would overcome the cost.

BENCHMARKING COMPARISON

As part of the master planning process for the City of Liberty, B*K was tasked with conducting a benchmarking assessment. This type of assessment allows the client to compare themselves to other agencies. Again, the focus is a comparison opportunity.

The City is unique in that they have such a wide variety of amenities that they offer their residents. As such, finding comparable communities is challenging. For this exercise 8 different communities were identified, and each community has a different way in which they can be compared to the

City of Liberty.

The benchmarking assessment focuses on the following areas:

- Demographic Comparison
- Indoor Spaces
- Budget

	2022 POPULATION	2027 POPULATION	MEDIAN HH INCOME	HOUSING SPI ¹	ENTERTAIN- MENT & REC SPI ²
Liberty, MO	30,565	30,762	\$81,576	81	93
Gladstone, MO	26,980	27,057	\$59,265	76	76
Grandview, MO	26,252	26,264	\$53,734	89	86
Lee's Summit, MO	103,771	106,040	\$100,273	117	119
Blue Springs, MO	58,893	58,557	\$83,543	97	96
Des Peres, MO	9,264	9,303	\$159,244	210	210
Harrisonville, MO	10,231	10,270	\$53,865	88	72
Kirkwood, MO	29,327	28,962	\$104,252	136	136
Maryland Heights, MO	28,573	28,467	\$73,857	94	91

The figures highlighted in "orange" are those less than the City of Liberty, the figures highlighted in "green" are those greater than the City of Liberty.
If the primary measurement to determine communities to benchmark against were population, the cities of Gladstone, Grandview, Kirkwood, and Maryland Heights would be most aligned.

¹ Housing Spending Potential Index. This index is based on the number 100 being the National figure. In the case of Liberty this would read that the spending potential for Housing is 9% less than the national figure.
² Entertainment & Recreation Spending Potential Index. This index is based on the number 100 being the National figure. In the case of Liberty this would read that the spending potential index for Entertainment & Recreation is 7% less than the national figure.

CITY	FACILITY NAME	SIZE (SF)	PRIMARY COMPONENTS	UNIQUE COMPONENTS	OPERATIONS
Liberty, MO	Liberty Community Center	xx	xx	xx	Houses parks & rec administration; Membership-based; Offers pay-to-play
Gladstone, MO	Gladstone Community Center	80,000	Basketball courts (2); Indoor aquatics; Locker rooms; Large fitness component; Child watch area; Meeting room(s); Warming kitchen; Indoor walking track (elevated)	Large banquet area	Houses parks & rec administration; Membership-based; Offers pay-to-play
Grandview, MO	The View	76,500	Basketball courts (2); Indoor aquatics; Locker rooms; Medium fitness component; Child watch area; Large meeting room(s); Warming kitchen; Indoor walking track (elevated)	Outdoor splash pad (summer); Rock wall	Houses parks & rec administration; Membership-based; Offers pay-to-play
Lee's Summit, MO	J. Thomas Lovell Community Center	58,000	Basketball courts (2); Indoor aquatics; Locker rooms; Medium fitness component; Child watch area; Meeting room(s); Warming kitchen; Racquetball court	Located in large city park	Membership-based; Offers pay-to-play
Blue Springs, MO	Blue Springs Fieldhouse	76,000	Basketball courts (4); Indoor turf (large); Locker rooms; Large fitness component; Indoor walking track (floor level)	Indoor turf	Houses parks & rec administration; Membership-based; Offers pay-to-play
Des Peres, MO	The Lodge	74,000	Basketball courts (2); Indoor & outdoor aquatics; Locker rooms; Large fitness component; Child watch area; Large meeting room(s); Warming kitchen	Boxing program; Concessions at outdoor pool	Houses parks & rec administration; Membership-based; Offers pay-to-play
Harrisonville, MO	Harrisonville Community Center	68,000	Basketball courts (2); Indoor Aquatics; Locker rooms; Medium fitness components; child watch area	Senior Center; Party Pit (birth-day parties)	Membership-based; Offers pay-to-play
Kirkwood, MO	Kirkwood Community Center	xx	Basketball courts (2); Meeting rooms; Medium-sized fitness component	xx	xx
Maryland Heights, MO	Maryland Heights Community Center	xx	Basketball courts (2); Indoor aquatics; Locker rooms; Medium-large fitness component; Child watch area; Large meeting room area; Warming kitchen	Dedicated Senior lounge; adjacent Outdoor Aquatic Center	Houses parks & rec administration; Membership-based; Offers pay-to-play

KEY TAKEAWAYS FOR INDOOR SPACES:

An area of focus for the City of Liberty is the Community Center and its ability to meet current and future needs. Each of the benchmark communities offer some type of indoor facility, in some cases, multiple facilities.

Many of the facilities identified in this section of the report are, or focus on, achieving 100% cost recovery. While an important goal, it is also important to point out that most are newer than Liberty's and were designed to capture 100% of their operating costs.

Liberty's facility was never designed to capture 100% of their operating costs, but that expectation has increased over time. The building was built with expansion space available and that has been consumed by fitness, which increases membership. Additionally, the City added a free weight, functional training area with both indoor and outdoor space to further enhance their fitness offerings.

Most of the facilities have aquatics. Those with a higher cost recovery goal typically have leisure water, or pools with significant leisure focus. Almost all with outdoor aquatics have more of a leisure or small

waterpark feel. In Des Peres, Kirkwood, and Maryland Heights, their municipal water parks are adjacent to, or share property/ parking with their indoor facilities.

None of the other facilities are co-located with a school property. The facilities that have competitively focused on water typically have a school district partnership, but do not reside on school property.

The theater is a unique amenity to the Liberty Community Center. While a shared facility with the school district, the department has adapted their programs to this unique amenity.

BENCHMARKING COMPARISON

None of the other facilities are co-located with a school property. The facilities that have competitively focused water, typically have a school district partnership, but do reside on school property.

The theater is a unique amenity to the Liberty Community Center. While a shared facility with the school district, the department has adapted their programs to this unique amenity.

its contemporaries in terms of revenue v. expense.

Almost half of the agencies make a distinction between parks and recreation regarding funding. It is not uncommon for agencies to fund most, if not all, of parks through the general fund, while recreation is typically funded through revenue generation and/or a mechanism like the ½ cent sales tax.

KEY TAKEAWAYS FOR BUDGET

The average operating expenditures for all agencies, including Liberty, is \$5.44 million. The high end of the spectrum is Lee’s Summit with \$10.1 million with the low-end being Grandview at \$2.5 million. Liberty’s expenditures (FY22) are approximately \$5.3 million.

All the agencies take advantage of the ½ cent sales tax that the State of Missouri allows. Some of the agencies use those dollars for capital improvement and projects, others use them for operational support.

All the agencies operate a community center and/or recreation center. Of the agencies, Liberty’s facility is the oldest. While being the oldest, it is still outperforming some of

CITY	2022 POPULATION	STAFF SIZE (FTE)	GROSS REVENUE	GROSS EXPENDITURES
Liberty, MO	30,377	35.2	5,310,569	5,372,833
Gladstone, MO	27,017	xx	7,440,690	4,409,870
Grandview, MO	25,844	18.5	5,818,000	2,550,337
Lee's Summit, MO	104,030	123.62	10,114,883	11,877,132
Blue Springs, MO	59,430	54.36	7,985,870	7,473,541
Des Peres, MO	9,158	xx	6,436,886	5,414,025
Harrisonville, MO	10,042	25.57	4,287,321	4,287,321
Kirkwood, MO	29,371	13	2,717,764	3,235,433
Maryland Heights, MO	28,284	xx	6,663,000	6,362,922

PUBLIC INVOLVEMENT RESULTS

POP-UP EVENTS AND OPEN HOUSES

The Liberty Parks and Recreation Master Plan had an extensive public input element that involved 4 separate “pop-up” events. “Popsicles in the Park”, “Popcorn in the Park”, at the Americorps Ice Cream Social, and at the Fall Festival. These events were intended to “come to where the people are” and catch them out and about enjoying the events of the community while gathering input on the system.

Different boards were taken to each event that asked respondents their program preferences, things they enjoy about Liberty’s system and things they like and don’t like. Another question asked was the type of amenities they would either like to see more of, as well as facilities or programs they would like to see less of.

Answers gathered during these events showed a general agreement with what was found throughout the planning process. Both outdoor and recreation facilities/amenities were desired, and the mention of an expanded Community Center or an additional center were often mentioned, as was the need for more aquatics facilities and indoor meeting spaces. The younger segment of the population was fond of the idea of an adventure park and more camping, and, of course, more pickleball.



POP-UP EVENTS

- DESIRES/NEEDS
- BIKE TRAILS
 - YOGA
 - INDOOR SPACES
 - WALKWAYS
 - BETTER CONNECTIVITY
 - AQUATICS
 - PICKLEBALL
 - OBSTACLE COURSE

OPEN HOUSE EVENTS

Two open houses were held as well throughout the process. These events were held during the last piece of the public information campaign and offered meeting-goers the opportunity to hear what had been discovered, as well as to gain more public input on the needs and desires of the community. Attendees were also offered \$100 in “Park Bucks” to allocate where parks investments should go. The other exercises offered were the same as during the pop-up events, wherein likes/dislikes of the current system and preferences for future

facilities and amenities were examined. Many comments, again, aligned with what had been heard previously, such as the need for more trails and better connectivity as well as pickleball. There were mentions made regarding maintenance of sidewalks, signage and security, and that better communication methods were needed.

Most of the responses regarding where park investments should be spent went to Westboro/Canterbury Park, Stocksdale Park, and Bennett Park.

- DESIRES/NEEDS
- PICKLEBALL
 - BIKING/WALKING TRAILS
 - BETTER SIGNAGE
 - BETTER SECURITY
 - BETTER COMMUNICATION METHODS
 - INDOOR SPACES
 - AQUATICS

PUBLIC INVOLVEMENT RESULTS

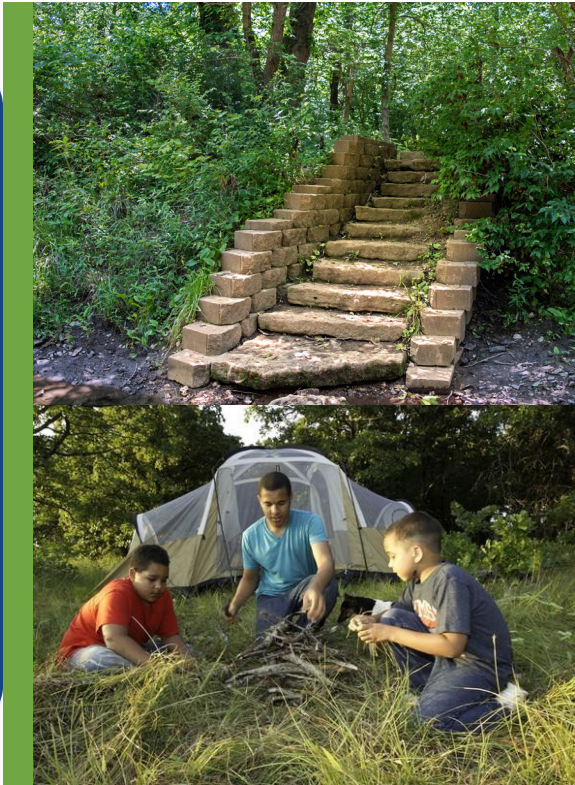
STAKEHOLDER LISTENING SESSIONS

Three separate stakeholder listening sessions were held in October of 2022, with 9 community members contributing to the discussions of Liberty's future regarding parks and recreation.

The stakeholders included representatives from: Martha Lafite Thompson Nature Sanctuary, the Missouri Department of Conservation, the Liberty Parks & Rec Foundation Board, a City Council member, Liberty Economic Development, Liberty Area Chamber of Commerce, a business owner/member of the Historic District Review Committee (also serving on the Parks & Rec Master Plan Steering Commission), Clay County Public Health and Liberty Public Schools.

A series of questions was posed to each panel, with many different answers being given from the array of perspectives that were sought out to round out the plan.

The first question was "What do you value most about Liberty Parks and Recreation? While many items were mentioned, items heard that were most valued recreational programs, kid's sports, and being able to "get back to nature" even in the middle of the metropolitan area. Good partnerships with Capitol Federal and the variety of parks and amenities/facilities offered.



The participants were also asked what could be improved about the Parks and Recreation Department. One of the most common answers was that partnerships among the different entities could be improved, and that working in partnership would benefit all system users, as well as help to not create a duplication of services. Creating connections was a large part of the conversation, with more and



LIKES, DISLIKES, AND SUGGESTIONS

the future.

There was also a lengthy conversation during the sessions regarding future development and dedication of parkland. Several participants noted a desire to have developers do trails rather than fee in lieu for parks, and that there are still places in Liberty left for great trails.

Overall, the stakeholder listening sessions yielded a great amount of input, data, and understanding of the possible partnerships that could either be created or enhanced between the City and the other entities in the area. This exercise was an essential and useful endeavor and provided a more focused, narrow look at the specifics of the Liberty Parks and Recreation Department.

Lastly, the feedback regarding the staff was outstanding, and echoed by all the session's participants. Just some of the things heard was that the "answer is never no", and that staff was always willing to "think outside the box" and try new things. Other comments are at right.



"THE STAFF AND THE PEOPLE IN LIBERTY ARE INCREDIBLE."

"IT ALL COMES BACK TO THE PEOPLE."

"THE NUMBER OF ACTIVITIES OFFERED ARE FANTASTIC."

"MY WIFE AND I CHOSE TO MOVE TO LIBERTY - IT'S A FORWARD-THINKING, PROGRESSIVE COMMUNITY."

"THE PROGRAMMING IMPACTS A LOT OF STUDENTS."

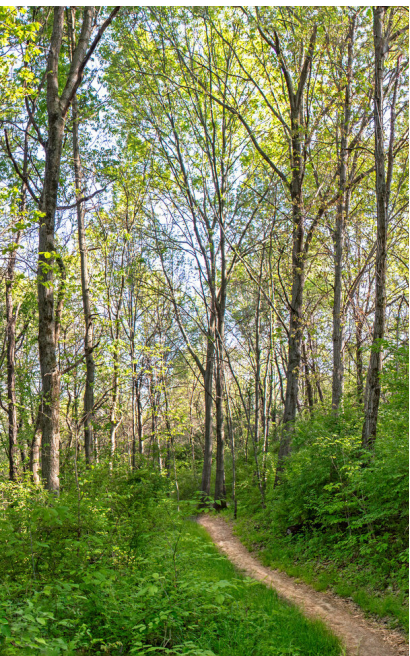
STAKEHOLDER LISTENING SESSIONS

DESIRES/NEEDS

- CAMPING
- TRAIL CONNECTIVITY
- CONNECTING HEALTH TO PARKS
- MORE PARTNERSHIPS
- BRING IN MORE \$
- ACCESS POINTS
- MORE YOUTH PROGRAMMING

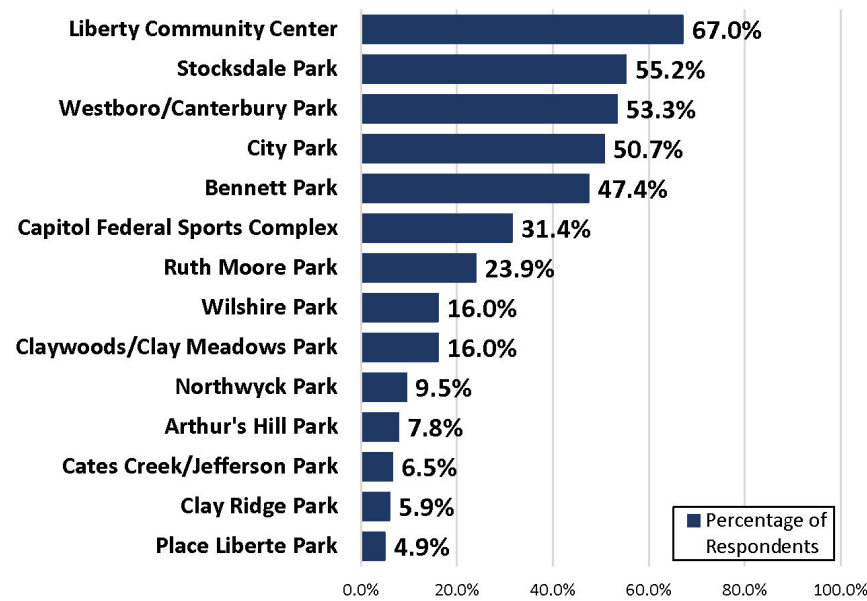
better access points for people to get across difficult and heavily traveled roadways, such as 291. A public art program and "pop-up" parks was mentioned, with others in the groups agreeing with this sentiment. There was a desire for the seats at the Performing Arts Theatre to redo seats and partner with other entities without relying only on the foundation and the tax base.

Connecting quality of life to the parks and recreation piece of Liberty's population was also a large part of the discussion on what could be done better in



CITIZEN SURVEY RESULTS

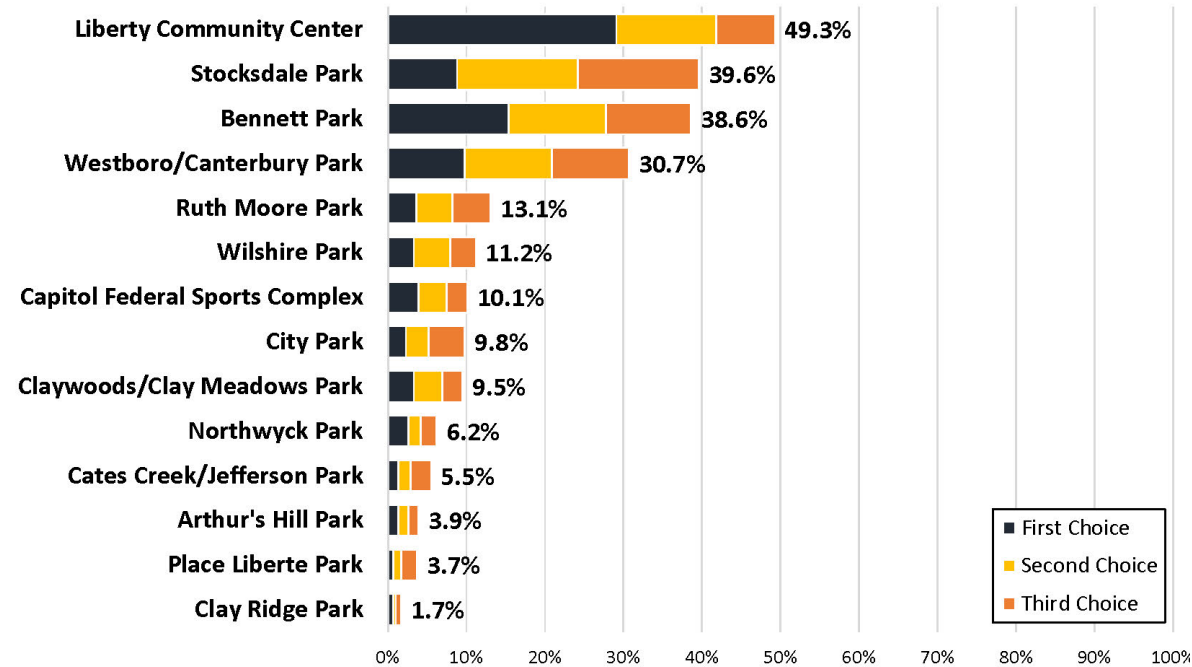
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD USE THE FOLLOWING CITY OF LIBERTY PARKS AND FACILITIES



The analysis phase of the Parks and Recreation Master Plan included a Citizen Survey which compiled information regarding how and what facilities Liberty residents utilized, satisfaction levels, and parks prioritization needs. Perceived barriers to facilities and programs use, preferences on how to spend parks dollars were also examined during this survey. While there are many results and tables to illustrate the outcomes of the survey, this section serves to highlight some of the key results that were found.

The majority of Liberty utilized the Liberty Community Center (67%), Stocksdale Park (nearly 56%), Westboro/Canterbury Park (53% and City Park (51%). Less than a quarter of the population is visiting Ruth Moore Park (although nearly 24% do utilize the space), and Place Liberte Park comes in last, with less than 5% utilizing this park.

WHICH 3 OF THESE PARKS OR FACILITIES SHOULD THE CITY OF LIBERTY PRIORITIZE OVER THE NEXT 2 YEARS?

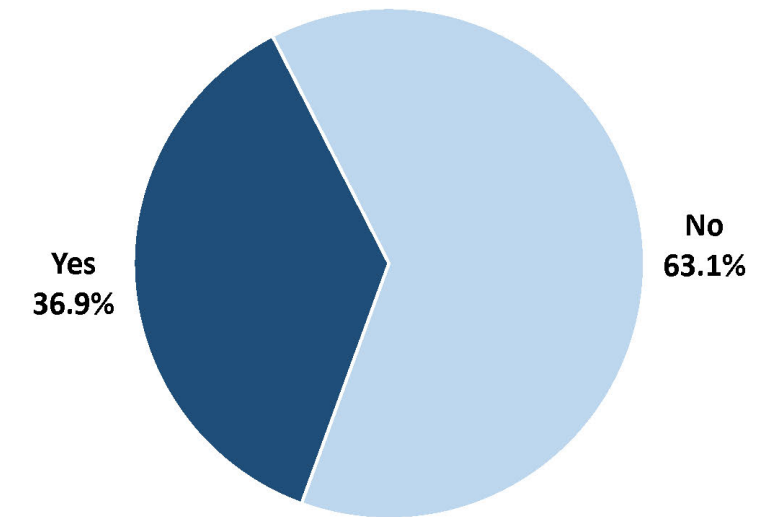


CITIZEN SURVEY RESULTS

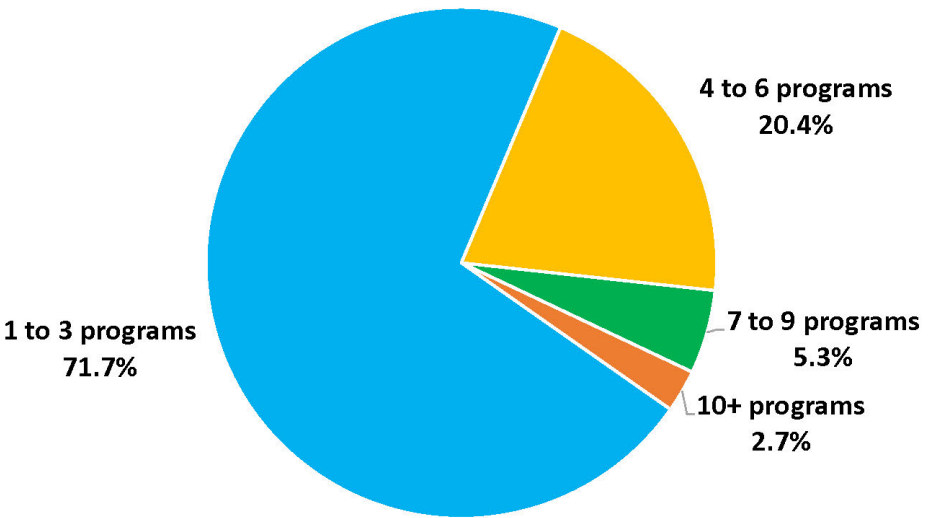
Not surprisingly, citizens believed that the Community Center should be a high priority for the Parks and Recreation Department over the next 2 years. The second highest priority was Bennett Park, and Stocksdale Park and Westboro/Canterbury Park came in at nearly a tie as areas for prioritization. Clay Ridge Park was the lowest priority for the citizens, as were Place Liberte and Arthur's Hill Park.

On the other side of the spectrum, a large amount of survey respondents (63.1%) said they had not participated in recreation programs offered by the City over the last 2 years. Of those who had participated, the largest segment (nearly 72%) utilized anywhere from 1-3 programs, while 20.4% participated in 4-6. A little over 5% of respondents said they engaged in 7-9 programs, and 2.7% partook in 10 or more.

HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN RECREATION PROGRAMS OFFERED BY THE CITY OF LIBERTY OVER THE LAST 2 YEARS?

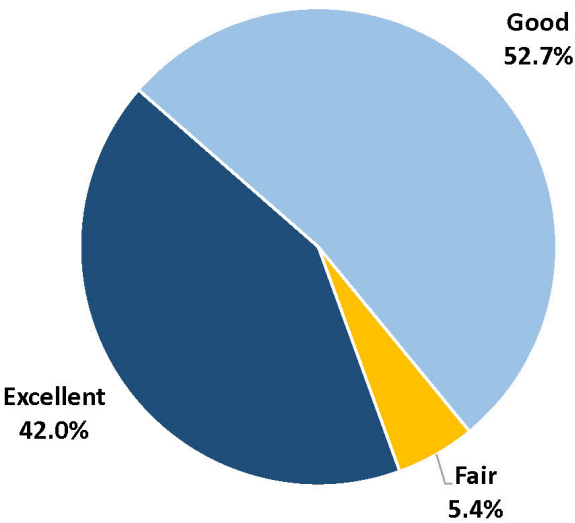


APPROXIMATELY HOW MANY DIFFERENT RECREATION PROGRAMS OFFERED BY THE CITY OF LIBERTY HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN OVER THE LAST 2 YEARS?



CITIZEN SURVEY RESULTS

OVERALL, HOW WOULD YOU RATE THE QUALITY OF PROGRAMS IN WHICH YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED?

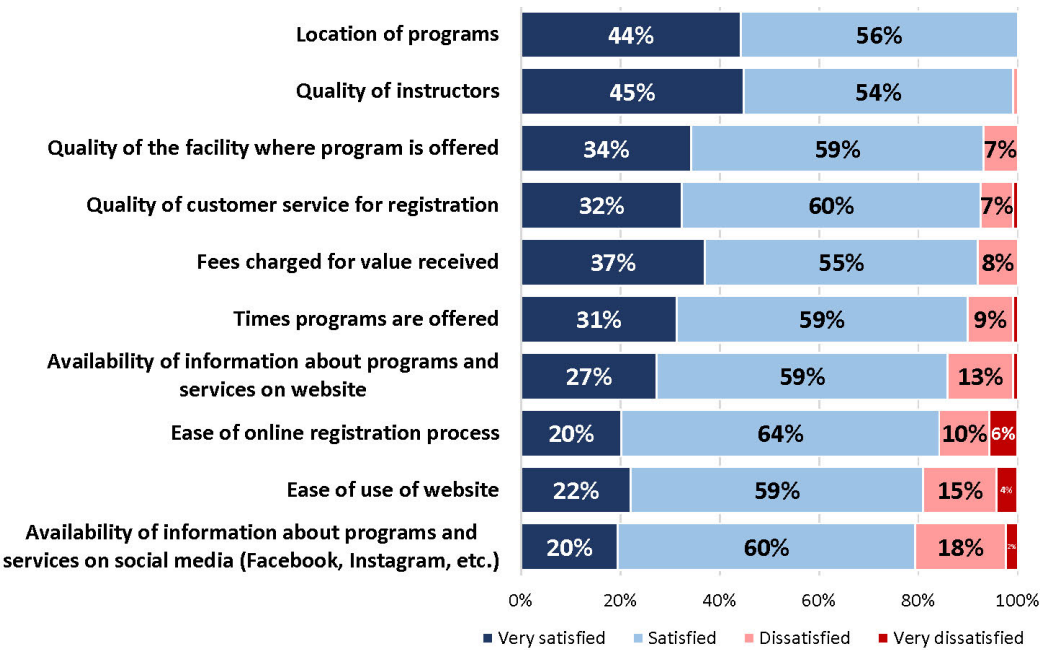


By percentage of respondents who have participated in recreation programs during the past two years, about 53% responded with a “good” rating, and 42% said the quality of the programs offered by Liberty Parks and Recreation was “excellent”. A very small amount (5.4%) of respondents answered that the quality was “fair”, and there were none that answered “poor”.

Regarding the recreation programs themselves, citizens were questioned about their level of satisfaction with these services. Residents were most satisfied with the location of programs (100%) and the quality of instructors (99%). The top four sources of information that residents currently use to learn about City recreation programs and activities are the monthly City newsletter mailed with the utility bill (62%), City website (41%), social media (38%), and friends/neighbors (35%).

Residents would most prefer the City to use City newsletters, social media, City website, email/text blasts to communicate.

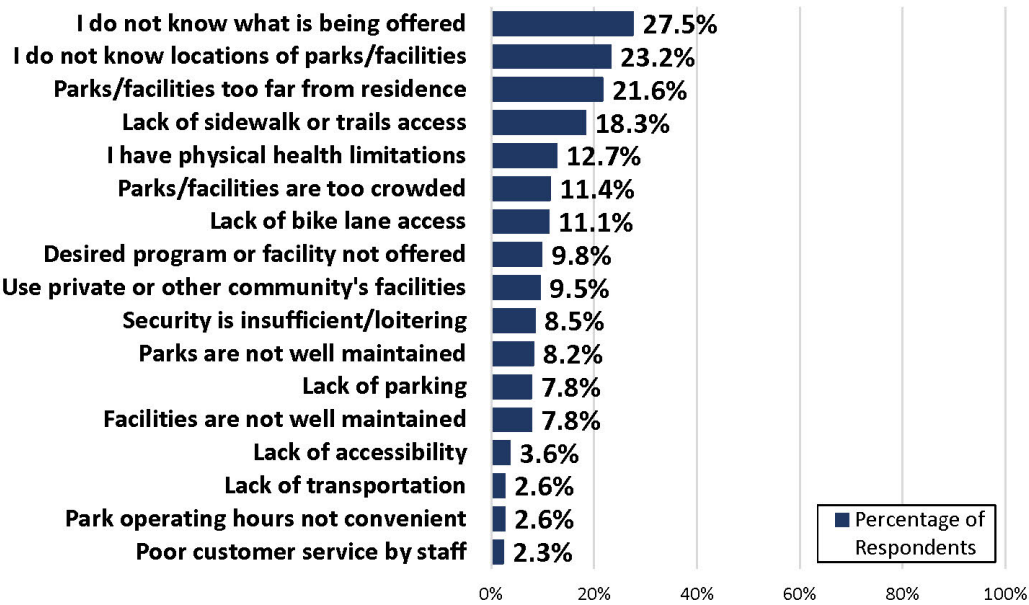
PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING RECREATION PROGRAM SERVICES PROVIDED BY THE CITY OF LIBERTY.



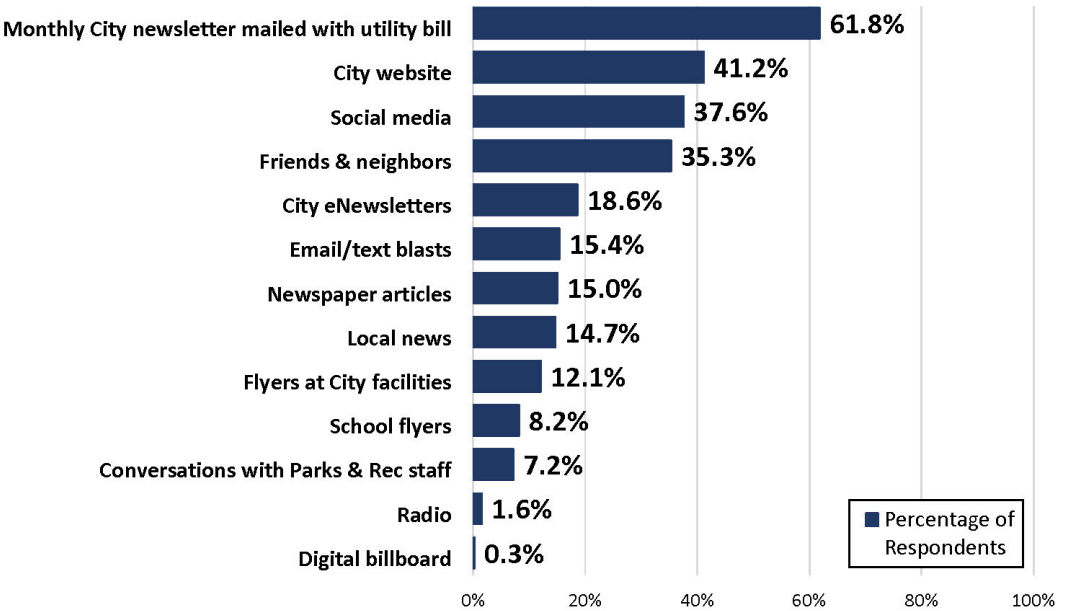
CITIZEN SURVEY RESULTS

Given that a relatively large percentage of the respondents do not utilize Liberty’s Parks and Recreation system, another dataset is useful in understanding the context of why. Although one particular category doesn’t seem alarming, it does show that some citizens simply do not know what programs are being offered (nearly 28%). Not knowing the location (23%) is the second highest reason for not utilizing the system, along with the thought that parks or facilities they may use are too far from their residence to travel to. This seems to be a bit in conflict with the chart below, wherein residents report that they learn about programs through a newsletter that is mailed with their utility bill each month. The City website is the second highest, then social media. Radio and flyers do not seem to be an effective method of learning about what is being offered. A nice outcome is that about 35% of people learn about programs through neighbors and friends and shows how close-knit the community is.

PLEASE CHECK ALL THE REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, TRAILS, RECREATION FACILITIES, OR PROGRAMS IN THE CITY OF LIBERTY MORE OFTEN

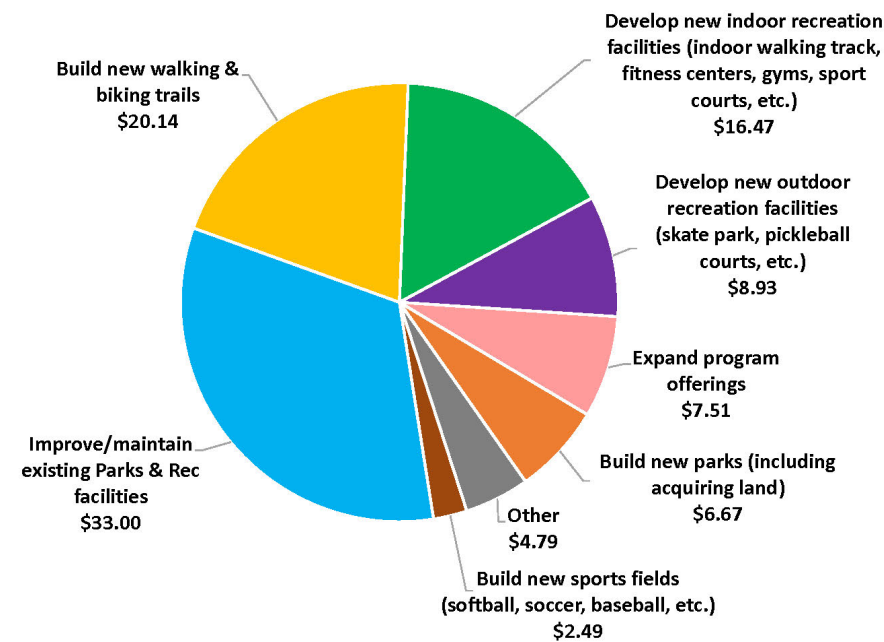


PLEASE CHECK ALL THE WAYS YOU CURRENTLY LEARN ABOUT CITY OF LIBERTY RECREATION PROGRAMS AND ACTIVITIES



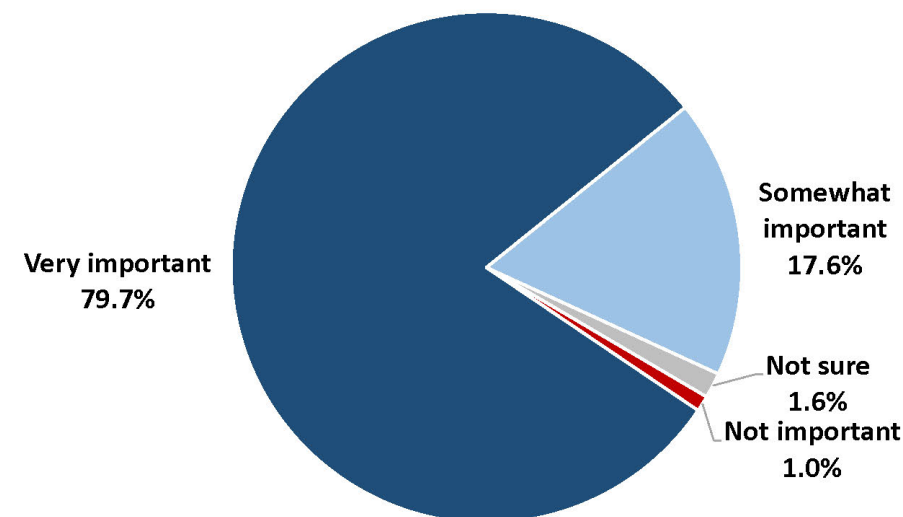
CITIZEN SURVEY RESULTS

HYPOTHETICALLY SPEAKING, IF YOU HAD A BUDGET OF \$100, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE PARKS & REC CATEGORIES LISTED BELOW?



A hypothetical budget of \$100 was given to survey respondents to spend on different parks and recreation categories within Liberty - the same exercise that was undertaken during public meetings. The three largest allocations were: (1) to improve and maintain existing facilities, (2) to build new walking and biking trails, and (3) to develop new indoor recreation facilities. These answers are highly consistent with what was heard throughout the entire public engagement process and help to solidify the direction of the Parks and Recreation Master Plan. The lowest priorities on spending were building new softball/soccer/baseball fields and building new parks - this is also consistent with other input received throughout the process.

HOW IMPORTANT DO YOU FEEL IT IS FOR THE CITY OF LIBERTY TO PROVIDE HIGH QUALITY PARKS & REC PROGRAMS AND FACILITIES?

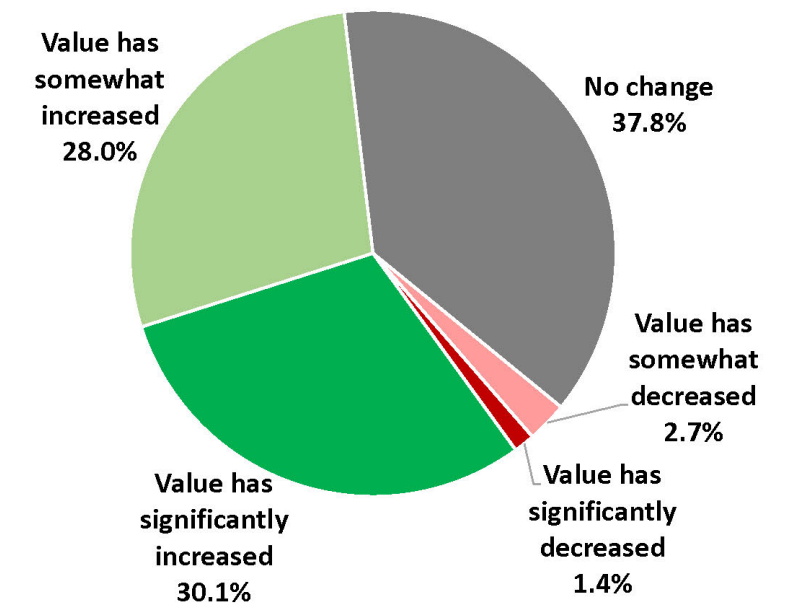


Those surveyed also placed a large amount of importance upon the provision of high quality parks and recreation programs and facilities in Liberty. Nearly 80% said that it was "very important", and only 1% of those who answered believed it to not be important at all. This answer, again, illustrates the high level of interest those who use the system have on not just the facilities/programs, but that, when provided, they are highly important.

CITIZEN SURVEY RESULTS

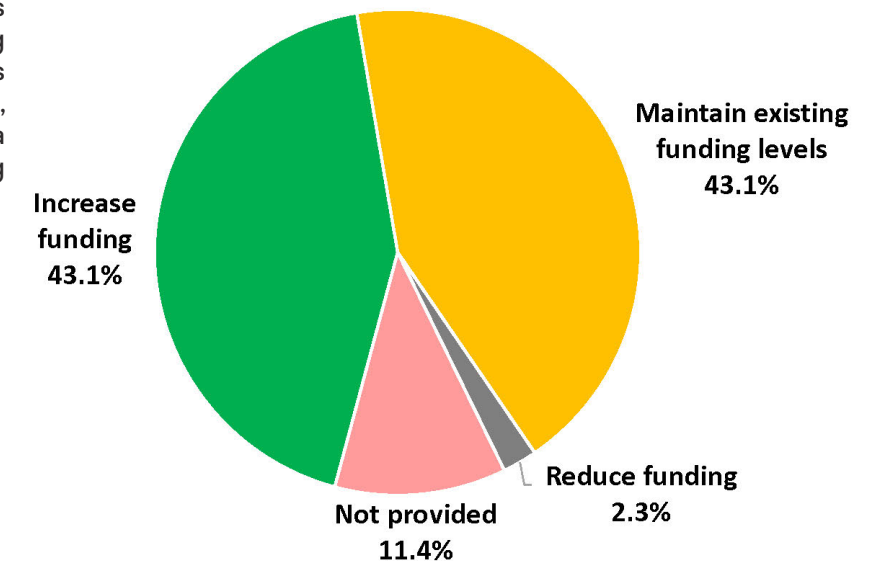
There is no doubt that COVID impacted communities, the people that use the parks system and their ability to enjoy these activities that are offered by the Liberty Parks and Recreation Department. Given this recent factor, survey takers were asked how their perception of value in this system has changed. 58% of residents indicated that their household's perception of value of parks, trails, open spaces, and recreation has significantly or somewhat increased.

GIVEN THE RECENT COVID-19/CORONAVIRUS PANDEMIC, HOW HAS YOUR AND YOUR HOUSEHOLD'S PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES, AND RECREATION CHANGED?



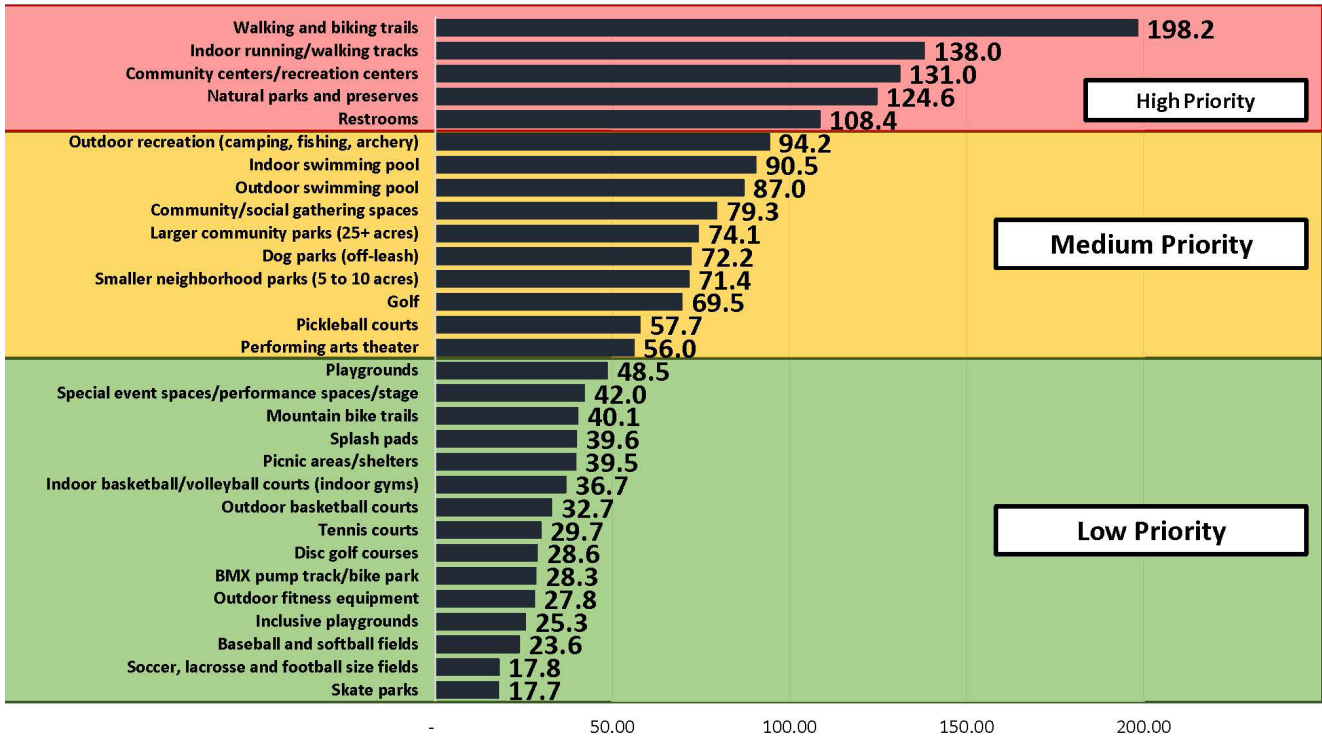
Based on their perception of value, 43% of residents believe that the City should increase funding and 43% of residents think they should maintain funding levels. However, only 2.3% of residents who answered this question thought that the funding for these programs and facilities should be decreased; this, again, shows that the community as a whole does value the existing system.

BASED ON YOUR PERCEPTION OF VALUE IN THE ABOVE QUESTION, HOW WOULD YOU WANT THE CITY OF LIBERTY TO FUND FUTURE PARKS, RECREATION, TRAILS, AND OPEN SPACE NEEDS



CITIZEN SURVEY RESULTS

PRIORITY INVESTMENT RATINGS: RECREATION FACILITIES AND AMENITIES



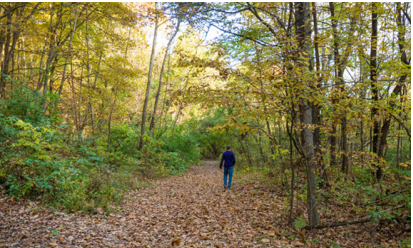
The Priority Investment Rating (PIR) is a tool for evaluating the priority that should be placed on parks and recreation investments. The primary purpose of the Priority Investment Rating is to identify the facilities, amenities, and programs households think should receive the highest priority for investment. The Priority Investment Rating has two components: (1) the importance households place on items; and (2) households' unmet needs.

Since decisions related to future investments should consider both the level of unmet need and the importance of facilities, amenities, and programs, the Priority Investment Rating weighs each of these components equally.

Recreation facilities and amenities were rated, and given either a "high" priority, "medium" priority, or "low" priority classification.

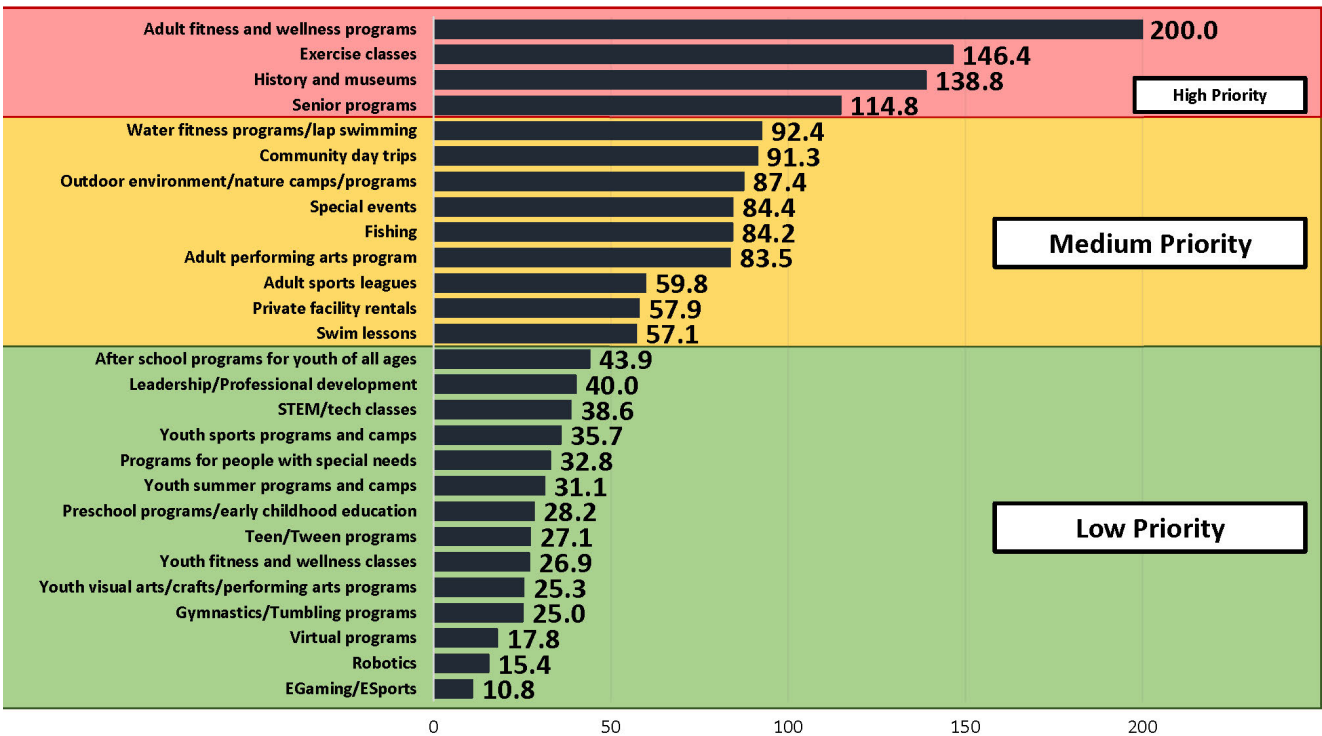
Shown in the above chart and consistent with the rest of the findings throughout the planning process, the high priority items for investment are: walking and biking trails, indoor tracks, community centers, natural parks and preserves, and restrooms. Medium priority items include outdoor recreation (such as camping, fishing and archery), a swimming pool (either indoor or outdoor), community parks, and pickleball. Low priority items included playgrounds, special event spaces, skate parks, disc golf and baseball and softball fields. Walking and biking trails far outweighed anything else.

The opinions on what investments should be made, once again, closely match the pop-up events, open houses, Social Pinpoint, and stakeholder listening session input. This further solidifies the path for the future of the Liberty Parks and Recreation Department.



CITIZEN SURVEY RESULTS

PRIORITY INVESTMENT RATINGS: RECREATION PROGRAMS



One other question that was addressed throughout the citizen survey is how investments should be made in the future for the parks and recreation system in Liberty. Respondents were asked to rank their preferences in regard to the facilities or amenities they believed to be most valuable. The highest priority was adult fitness and wellness programs, followed by exercise classes, history and museums, then senior programs. A rating of 100 or above generally indicates that there is a relatively high level of unmet need and households generally believe it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

Medium priority items were water fitness/lap swimming, community day trips, nature camps and programs. This rating means there is a medium to high level of unmet need or that a significant percentage of households believe it is important to fund improvements in these areas.

Low priority items include after school programs, STEM classes, youth sports programs, robotics, virtual programs and EGaming/ESports. A low priority item indicates that there is a relatively low level of unmet need and households do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.



VISIONING

THIS SECTION OF THE PLAN BEGINS TO DISTILL A UNIFIED VISION AND FOUNDATIONAL GOALS FOR THE DEPARTMENT

After spending several months conducting the discovery and analysis phases of the planning process, the team gets to the point where it is time to make sense of all the data and public input. Eventually a coherent policy document with measurable and implementable actions must emerge.

This phase of work includes and analysis of accreditation standards held by the Commission on Accreditation of Parks and Recreation Agency (CAPRA). The department has a long range goal of achieving accreditation. It also includes updates on two current and evolving developments that will have heavy influence on the future of the department: the Montage real estate development in northern Liberty and Leading Liberty Forward, the update to the comprehensive plan. Lastly, the team conducted a strategic planning retreat during this phase which ultimately led to the formulation of five foundational goals.

NATIONAL ACCREDITATION STANDARDS

HOW LIBERTY PARKS AND REC STACKS UP TO PEERS

The City of Liberty Parks & Recreation Department is considering going through the accreditation process. As such the following pages are designed to provide guidance to the Department on areas where they meet and fall short of the standard. Accreditation from the NRPA is based on 154 standards. For an agency to achieve accreditation they must comply with all 36 of the fundamental standards and 106 of the 118 non-fundamental standards upon initial accreditation and 112 of 118 non-fundamental standards upon reaccreditation.

Accreditation is a 5-year cycle that includes three phases:

1. Development of the agency self-assessment report
2. On-site visitation
3. Commission's review and decision

The NRPA has developed very specific, and detailed, guidelines for the agency self-assessment process. The department will need to dedicate a significant amount of personnel time to complete the self-assessment process. Prior to endeavoring into the self-assessment, our team recommends any department identify a point person for the process.

The following pages outline the accreditation standards as established by the Commission for Accreditation of Park and Recreation Agencies. The consultant team has broken them into sections and provided an overview of each section. The evaluative comments are those of B*K and their knowledge and understanding of the City of Liberty and their Parks & Recreation Department. Additionally, the comments are offered at the time of the parks and recreation master planning process. It is quite possible that through the implementation of the master plan, the department may meet more standards. It is also possible that through a change in leadership the department could cease to meet some of the standards.



NATIONAL ACCREDITATION STANDARDS

HOW DOES LIBERTY STACK UP AND WHAT DO WE NEED?

FUNDAMENTAL STANDARDS

- 1.1 Source of Authority
- 1.4 Mission
 - 1.4.1 Agency Goals and Objectives
- 1.5 Vision
- 1.6.1 Administrative Policies and Procedures
- 1.7 Agency Relationships
- 2.2 Involvement in Local Planning
- 2.4 Park and Recreation System Master Plan
- 2.5 Strategic Plan
- 2.9 Community Involvement
- 3.1 Organizational Structure
- 3.3 Internal Communication
- 3.4 Public Information Policy and Procedure
 - 3.5.1 Management Information Systems
- 4.1 Personnel Policies and Procedures Manual
 - 4.1.1 Code of Ethics
 - 4.1.3 Equal Opportunity Employment and Workforce Diversity
 - 4.1.5 Background Investigation
- 4.2 Staff Qualifications
- 4.3 Job Analyses for Job Descriptions
- 5.1 Fiscal Policy
 - 5.1.1 Comprehensive Revenue Policy
- 5.2 Fiscal Management Procedures
 - 5.2.2 Purchasing Procedures
- 5.3 Accounting System
- 5.3.4 Independent Audit
- 5.4 Annual or Biennial Budget
- 6.1 Recreation Programming Plan

Compliance with all 36 standards is required
Red text = non-compliance

- 6.2 Program Objectives
 - 6.3.1 Outreach to Diverse Underserved Populations
- 7.5 Maintenance and Operations Management Standards
- 8.1 Codes, laws, and Ordinance
- 8.2 Authority to Enforce Laws by Law Enforcement Officers
- 8.5 General Security Plan
 - 9.1.1 Risk Management Plan and Procedures
 - 10.1 Systematic Evaluation Process

DOCUMENTING WHAT YOU ARE ALREADY DOING

The Liberty Parks and Recreation Department complies with 27 of the required 36 total fundamental standards for NPRA accreditation. Agency Relationships, Strategic Plan, Code of Ethics, Recreation Programming Plan, Program Objectives, Outreach to Diverse Underserved Populations, General Security Plan, Risk Management Plan and Procedures and Systematic Evaluation Process are the specif areas where the Department will need to either create documentation or find documentation that likely has been written already. It may be useful to create a departmental liaison to work cooperatively

with other departments and agencies, which would meet standard 1.7. In order to meet standard 2.5 Strategic Plan, the Department should undertake the process of creating its own plan separate from the City's overall strategic plan. For the Code of Ethics, it is possible that Human Resources currently has this available and the Department could take that language out of that document and specify it to be applicable to the Parks and Recreation Department.

Standard 6.1 Recreation Programming Plan is also required. The Department should create this documentation in order to comply with NPRA standards. This Plan shall cover 2-3 years that is updated periodically and address all leisure and recreation programs and services. Contents of this Plan shall include the agency's program planning model, services management matrix, orientation to those served, including activity development and selection, type and scope of programs and outreach initiatives as well as an organizational chart. Outreach to Diverse Underserved Populations (standard 6.3.1) would be documentation that identifies underserved populations, describes specific barriers to service that limit participation, as well as a statement speaking to how the Department will offer

inclusionary support services to ensure access to programs and services for people of all abilities and all socioeconomic status. Standard 8.5 General Security Plan - this standard may be met by providing the agency's general security plan or compilation of security plans from each major area, building or facility with the most recent review or update. Similar to the security plan, the Department may provide the risk management policy including indication of approval by the proper authority to meet standard 9.1. Finally, standard 10.1 Systematic Evaluation Process may be met by describing what is evaluated and the methods and frequency of evaluation of programs, facilities, and services. It is highly likely that the Department has most of these steps done in some format but simply need to document those in order to meet all of the fundamental standards for CAPRA accreditation.



DEPARTMENTAL OPPORTUNITIES NOT YET REALIZED

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) Standards for National Accreditation provide an authoritative assessment tool for park and recreation agencies. Through compliance with these national standards of excellence, CAPRA accreditation assures policy makers, department staff, the general



DOCUMENTING AND INNOVATING TO MEET STANDARDS

public and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.

Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons and community.

Through the Master Planning process, it is clear that the Department is dedicated to a common mission and vision for the future of Liberty's Parks and Recreation system, and is highly organized. There are, however, opportunities for improvement. Agency relationships, both among different departments and with outside agencies, is an

important element to achieving the next level of success. Having a liaison and an implementable plan to keep these agency relationships going will only serve the community, the Department, and the City as a whole. Plans and action items for outreach to diverse and underserved populations will be another great way to ensure this stays on the Department's radar, and by simply submitting these materials for CAPRA accreditation will serve the entire department and its employees by knowing that this documentation exists and should be used.



THE NATIONAL ACCREDITATION STANDARDS

- Sixth Edition -
2019



NON-FUNDAMENTAL
STANDARDS

- 1.1.1 Approving Authority/Policy Body
- 1.1.2 Citizen Advisory Boards/ Committees
- 1.2.1 Document Approval Authority
- 1.3 Jurisdiction
- 1.4.2 Personnel Involvement
- 1.6 Policies, Rules, regulations, and Operational Procedures
- 1.7.1 Operational Coordination and Cooperation Agreements
- 2.1 Overall Planning Function within Agency
- 2.3 Planning with Regional, State, and Federal Agencies
- 2.3.1 Community Comprehensive Plan with Park and Recreation Component
- 2.6 Feasibility Studies
- 2.7 Site Plans
- 2.8 Historical and Cultural Resource Management Plan
- 2.10 ADA Transition Plan
- 3.2 Administrative Offices
- 3.2.1 Support Services
- 3.4.1 Public Information and Community Relations Responsibility
- 3.4.2 Community Relations Plan
- 3.4.3 Marketing Plan
- 3.4.3.1 Marketing Responsibility
- 3.4.3.2 Social Media Policy
- 3.5 Utilization of Technology
- 3.6 Records management Policy and Procedures
- 3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures
- 4.1.1.1 Staff Acceptance of Gifts and Gratuities
- 4.1.2 Recruitment Process
- 4.1.4 Selective Process
- 4.1.6 Employee benefits
- 4.1.7 Supervision
- 4.1.8 Compensation Plan
- 4.1.9 Performance Evaluation
- 4.1.10 Promotion
- 4.1.11 Disciplinary System
- 4.1.12 Grievance Procedures
- 4.1.13 Termination and End of Employment
- 4.1.14 Social media Policies Regarding Staff Use
- 4.4 Chief Administrator
- 4.4.1 Leadership Succession Procedures
- 4.5 Workforce Health and Wellness Program
- 4.6 Orientation program
- 4.6.1 Employee Training and Development Program
- 4.6.2 Professional Certification and Organizational Membership
- 4.7 Volunteer Management
- 4.7.1 Use of Volunteers
- 4.7.2 Volunteer recruitment, Selection, Orientation, Training, and Retention
- 4.7.3 Supervisions and Evaluation of Volunteers
- 4.7.4 Recognition of Volunteers
- 4.7.5 Liability Coverage for Volunteers
- 4.8 Consultant and Contract Employees
- 5.1.2 Agency Acceptance of Gifts and Donations
- 5.1.3 Grants Procedures
- 5.1.4 Private, Corporate, and Non-Profit Support Procedures
- 5.2.1 Authority an responsibility for Fiscal Management
- 5.2.2.1 Emergency Purchasing Procedures
- 5.3.1 Financial Status Report
- 5.3.2 Position Authorization Procedures
- 5.3.3 Fiscal Control & Monitoring Procedures
- 5.4.1 Budget Development Guidelines
- 5.4.2 Budget Recommendations
- 5.5 Budget Control Procedures
- 5.5.1 Supplemental/Emergency Appropriations Procedures
- 5.5.2 Inventory & Fixed Assets Controls
- 6.1.1 Program and Service Determinants
- 6.1.2 Participant Involvement
- 6.1.3 Self-Directed Programs and Services
- 6.1.4 Leader-Directed Programs and Services
- 6.1.5 Facilitated Programs an Services
- 6.1.6 Cooperative Programming Opportunities
- 6.3 Scope of Program
- 6.4 Community Education for Leisure Proccss
- 6.4.1 Community Health and Wellness Education and

Compliance with 106 of 118 standards is required
Red text = non-compliance

- Promotion
- 6.5 Code of Conduct
- 6.5.1 Concussion Protocol
- 7.1 Parkland Acquisition Procedures
- 7.2 Area and Facilities Development Policies and Procedures
- 7.2.1 ADA Existing Facility and Site Access Audit
- 7.3 Defense Against Encroachment Procedures
- 7.4 Disposal of Lands Procedures
- 7.5.1 Facility Legal requirements
- 7.5.2 Preventative Maintenance Plan
- 7.6 Fleet Management Plan
- 7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures
- 7.7.1 Building Plans and Specifications
- 7.7.2 Land and Lease Records
- 7.8 Environmental Sustainability Policy and Programs
- 7.9 Natural Resource Management Plan and Procedures
- 7.9.1 Recycling and/or Zero Waste Plan
- 7.10 Maintenance Personnel Assignment Procedures
- 7.11 Capital Asset Depreciation and replacement Schedule
- 8.1.1 Staff Liaison to law Enforcement Officers
- 8.3 Law Enforcement Officer Training
- 8.4 Public Information on Laws, Ordinances, Rules, regulations, and Policies
- 8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement
- 8.4.2 Handling of Disruptive Behavior Procedures
- 8.4.3 Traffic Control, Parking Plans, and Crowd Control
- 8.4.4 Handling of Evidentiary Items Procedures
- 8.6 Emergency Management Planning
- 8.6.1 In-Service Training for Staff on General Security and Emergency Management

NON-FUNDAMENTAL
STANDARDS

- 8.6.2 Emergency Risk Communications Plan
- 8.6.3 Care and Shelter Procedures
- 9.1 Risk Management Policy
- 9.1.2 Accident and Incident Report Procedures
- 9.1.3 Personnel Involvement and Training
- 9.2 Risk Manager
- 9.3 ADA Compliance and Face-to-Face Resolution
- 10.1.1 Responsibility for Evaluation
- 10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities
- 10.2 Outcomes Assessment
- 10.3 Performance Measurement
- 10.3.1 Level of Service Standards
- 10.4 Needs Assessment
- 10.5 Program and Services Statistics
- 10.5.1 Recreation and Leisure Trend Analysis
- 10.5.2 Community Inventory
- 10.5.3 NRPA Park Metrics
- 10.6 Research Investigation
- 10.6.1 Quality Assurance



NON-FUNDAMENTAL
STANDARDS

There are 118 "non-fundamental" standards, of which at least 106 need to be met in order to gain CAPRA accreditation. Liberty's Parks and Recreation Department is lacking in 33 of the 118 total. For instance, standard 2.3 Planning with Regional, State, and Federal Agencies would be an important non-fundamental standard to meet -- this was something that was heard during stakeholder meetings and from many different individuals. The Department could show this with a written document defining the role of agency personnel and document their involvement (minutes, agendas, cooperative agreements) in regional, state and federal agencies planning.

Historical and Cultural Resource Management Plan (standard 2.8) would also be a very good standard

to meet. In order to meet this standard, the Department could provide the historical and cultural plan(s) of the City that include an inventory of historical, cultural resources and strategies for how they will be managed. A Volunteer Management Plan (standard 4.7) would be handled with a simple volunteer management manual that includes functions, policies and procedures. Departmental standards for parks, facility development and maintenance is another standard that is highly important, as well as a public safety/security plan and internal evaluation and compliance procedures.



PROGRESS REPORT ON LEADING LIBERTY COMPRE- HENSIVE PLAN

WHAT DOES THE PLANNING PROCESS LOOK LIKE?

The planning process will take approximately nine months and consist of five primary phases: from **Discover**, where a baseline understanding of Liberty is developed, to **Engage** where the community shares their voice, to **Plan** and **Refine** when the actual road map for the future of topics like development, connectivity, and housing are recorded, to **Implement** when the new comprehensive plan is put to work.



PROGRESS REPORT ON LEADING LIBERTY COMPREHENSIVE PLAN

“Leading Liberty” is the community’s comprehensive plan update, set to be adopted in 2023, around the same time as the Parks and Recreation Master Plan. The timing of these plans being adopted around the same time is helpful to the City and the Parks and Recreation Department, and cooperation between these entities will only serve as helpful to the entire system. A comprehensive plan looks to the future development, land use, development procedures and policy changes that may need to be made to advance the community. Working with the efforts made under the entire comprehensive plan, the Parks and Recreation Master Plan can only further enhance Liberty as a whole.

Although Parks and Recreation is only one piece of the comprehensive plan, working cooperatively with the path being taken for the Comprehensive Plan update ensures that all entities can be assured of the consistency of the goals.

“A CITY’S COMPREHENSIVE PLAN IS A DOCUMENT WHICH ESTABLISHES POLICY FOR MAKING LAND USE DECISIONS AND A VISION FOR COMMUNITY GROWTH, DEVELOPMENT AND FUTURE INVESTMENT. PART OF CREATING A NEW AND UPDATED COMPREHENSIVE PLAN, THROUGH THIS ‘LEADING LIBERTY FORWARD’ PROCESS, IS COLLECTING INPUT TO IDENTIFY WHAT TYPES OF PROJECTS AND DEVELOPMENTS THE LIBERTY COMMUNITY WANTS TO SEE IN THE FUTURE. LOOKING FORWARD 10 TO 25 YEARS, WE ARE EXCITED TO SEE WHAT THE FUTURE HAS IN STORE FOR LIBERTY!”

- KATHERINE SHARP, DIRECTOR OF PLANNING AND DEVELOPMENT



LEADING LIBERTY FORWARD

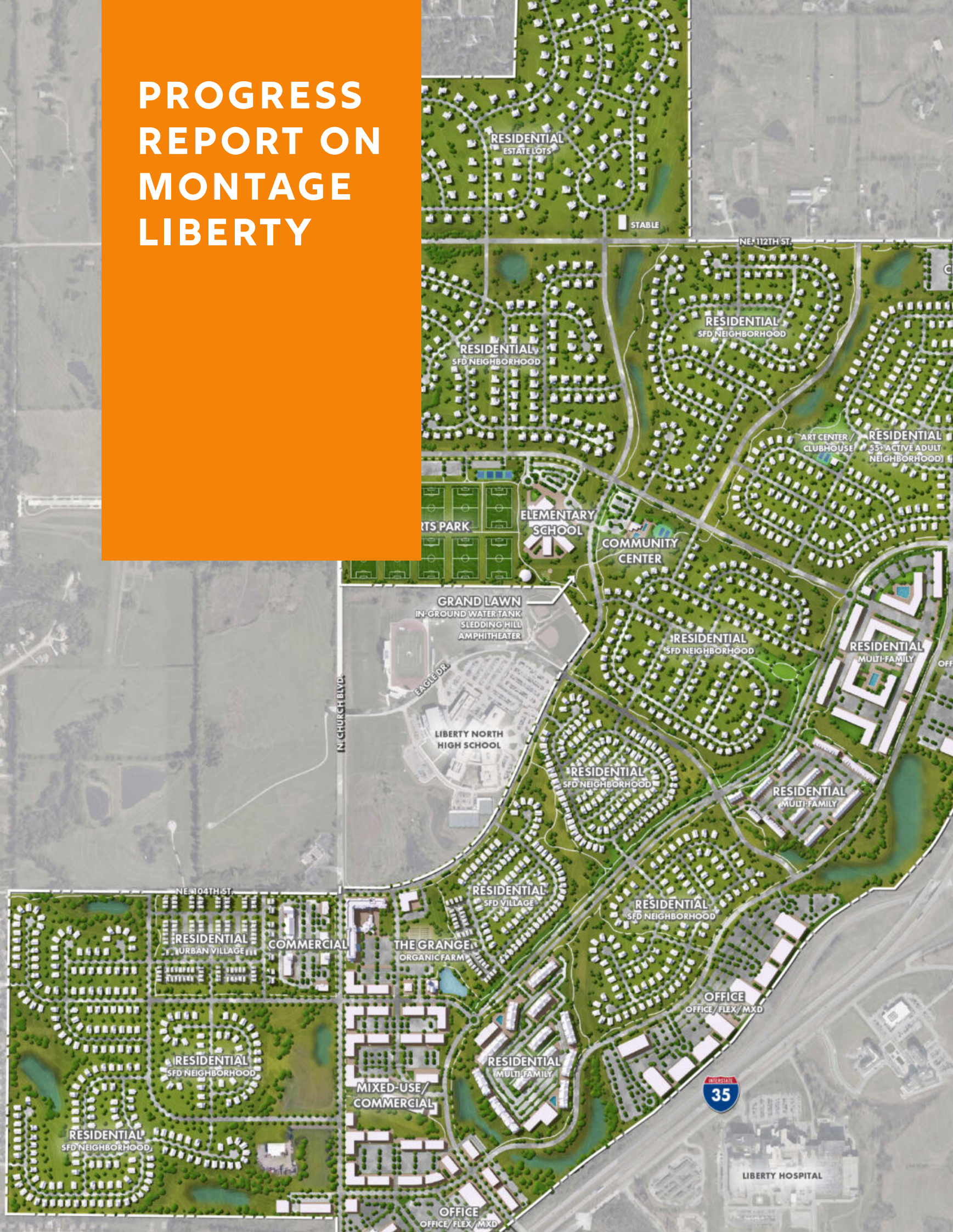
OUR COMPREHENSIVE PLAN

Sign up for project email updates

PROGRESS REPORT ON MONTAGE LIBERTY

PROGRESS REPORT ON MONTAGE LIBERTY

“Montage Liberty”, a 1,075 acre site located in the northeast part of the City of Liberty (on the west side of Interstate 35, north of Highway 69 and to the south of 112th Street), is intended to be a large scale, mixed-use development on 1,075 acres. The project includes annexation of 385 acres at the northern City boundary. The planned development is certainly a high mix of uses, including: estate homes, single family residences, a tech campus, office, apartment homes, active adult single family, mixed-use residential and garden homes. There is a planned sports park and elementary school, a community center, neighborhood retail, mixed-use commercial, and even hotels. The Plan shows a fire station and plenty of conservation and open space. Streets have been planned out and include a series of roundabouts. There is another unique element within the plan - the “Equestrian Village” that will allow for nearly 250 estate homes and a neighborhood stable planned on 130 acres. This project includes an extensive trail network that will be built and maintained by the Montage Community Association, with the exception of Montage Trail, which is to be deeded to and maintained by Liberty Parks and Recreation after construction by the developer. All of the trails may be utilized by the general public. The total length of trails within Montage Liberty is nearly 37,000 linear feet.



STRATEGIC PLANNING RETREAT

A Strategic Planning Retreat was held at the City of Liberty City Hall at the beginning of November 2022, wherein information gathered throughout the process was presented, and a number of discussion questions were posed to the participants. The retreat involved the consultant team, members of the Parks and Recreation Department, Park Board Director, Planning Director and other members of City staff.

This day-long retreat allowed more information gathering regarding the needs of the community and a more narrowed focus for the Plan moving forward. There were presentations made on the recreation analysis, the benchmarking process, public engagement, and key takeaways. Each presentation culminated in discussion questions that allowed an even greater understanding of the community.



STRATEGIC PLANNING RETREAT NOVEMBER 2, 2022

The first discussion question was “which 3 park amenity types are most needed across the system”? to which pickleball, aquatics center, accessibility to City Park, trails and indoor space were the most heard responses. Also discussed was “where should Liberty look to develop its next park property and when?” - answers to this question varied. Some thought it should occur near South Liberty Parkway due to the potential for residential development, while there was another suggestion for the northeast segment of the community.

Proposed trails were shown, totaling about 6.25 miles ranging from street-side, streamside/greenways, upland greenways and even roadway trails. The trails proposed would connect one park to another park or another park to a school.

WHERE DO WE PUT A NEW PARK?

Examination of where building permits for the last 5 years may be a good starting place, to see where growth is trending. Consideration of demographics in neighborhoods is important for this as well.

OUTDOOR AND INDOOR FACILITIES & RECREATION ANALYSIS

“What does the future of indoor recreation look like for Liberty”? was the first question posed during this examination portion of the retreat. “What indoor recreational needs are fulfilled very well by the existing community center”? “What unique and unfulfilled indoor recreation needs exist in the greater Northland Region?” was the final discussion question.

What was heard was that the Community Center serves the entire community very well, with programming for all ages, but that upgrades are needed to keep the facility modern. More/better aquatics was mentioned as a need, as well as basketball courts. One of the challenges that was brought up during discussion is working with other municipalities, who is using Liberty’s facilities that may not be citizens of Liberty proper, and the tax base.

The recreation analysis pointed out that positive attributes for Liberty are the lower median age, higher median income, and the spending potential index less than the national average.

KEY TAKEAWAYS

Indoor spaces are needed

Health and wellness go hand-in-hand and need to have a place in the Plan

Improving existing facilities and “holding pace” is of highest priority



Walking and biking trails are needed

Natural parks and preserves are desired

Skate parks, disc golf, baseball and softball fields are not a high priority; neither are soccer, lacrosse or football fields

BENCH-MARKING

Although the full “Benchmarking Analysis” is addressed within this Plan, the document was reviewed with retreat participants. Demographics, indoor spaces, tournament complexes and budget were the topics of this analysis.

Although there is no “perfect answer” or “perfect match”, it was decided important to have realistic expectations for the system’s capacity. Staffing, budget, revenue and funding mechanisms are all factors to consider when developing a reasonable, implementable Parks and Recreation Master Plan.

SUMMARY

The Strategic Planning Retreat resulted in a great amount of feedback, and a general agreement on what had been found during the planning process. The participants were not particularly surprised by what had been found and, by the end of the day, there was a general consensus on how to move forward.

Strategic Planning Retreats such as this event are extremely useful in formation of a final Plan for a community, and this retreat proved the effectiveness of such an exercise.

MASTER PLAN FOUNDATIONAL GOALS

After all of the engaging, the analyzing, & visioning, these are the five goals that the consultant team has derived as the foundation of this master plan. Based on the data collected and input received, these are the broad outcomes that the department needs to achieve over the next ten years. Here is a brief snapshot of each one.

CREATE CONNECTIONS

Walking/biking trails, along with the park and recreation facility are most desired by the residents of Liberty. The City already provides a significant amount of trails within its system. Creating key connections between trails, parks, and schools is where the focus now needs to be.

HOME COURT ADVANTAGE

Indoor recreational programming is extremely important to the residents of Liberty and the health of the park and recreation department. For this department to continue to serve its residents and maintain healthy revenue, it must look to expand its indoor capacity.

REJUVENATE NEIGHBORHOODS

Neighborhood parks are the backbone of this system. They are utilized by residents on a daily basis for their most basic outdoor needs. The department must continue to make investments in these park spaces so that they remain cornerstones of the Liberty community.

RETURN TO NATURE

Input received during this process was clear. Liberty residents want more passive park spaces with a connection to nature. The department has many opportunities to satisfy this need, as well as opportunities to improve the sustainability of their own operations.

GROW WITH PURPOSE

If the department is going to continue to serve the needs of this growing city, it too, must grow. Over the next decade, the department must take a strategic approach to growing its inventory of land, staff of talented professionals, and stream of tax revenue, in order to remain strong.

IMPLEMENTATION

THIS FINAL SECTION OF THE PLAN PROVIDES A PRIORITIZED LIST OF ACTION ITEMS DESIGNED TO HELP THE DEPARTMENT IMPLEMENT ITS VISION OVER THE NEXT 10-15 YEARS.

Liberty Parks & Rec is a strong organization with its own established vision, mission, and set of values. This master plan has not set out to change those core tenants of the department. The primary goals of this master plan have been to investigate the resources of the department, collect input from the citizens it serves, and set a direction for the department over the coming decade.

This chapter of the master plan provides that direction. It takes the five foundational goals in the previous chapter and translates them into measurable objectives and actions. This chapter provides the department and its staff a step-by-step list of actions they can take over the next 10 years to continue to follow their mission of **creating community connections** and achieve the vision of making Liberty **a destination**.

PRIORITIZED ACTION PLAN

PUTTING THE PIECES OF THE DOCUMENT TO WORK

Master plans are nothing more than a paper-filled door stop unless they can be successfully implemented. The consultant team was charged with investigating the existing resources and assets of the department, collecting the input of its constituents, documenting the needs of the system, and distilling that into a set of recommendations. Those recommendations are contained the following pages of the prioritized action plan.

This master plan does not set out to redefine the existing vision, mission, or values of Liberty Parks & Rec. These statements are a sound representation of the department, and the current vision and mission will continue to serve the department and its constituents well over the coming decade. The master plan does establish its own foundational goals as a planning tool for further deriving measurable objectives and actionable items. However, these foundational goals should not be construed as a departure

from the current vision and mission of the department.

The prioritized action ultimately includes 92 actionable items. Each item its own project and, in almost all cases, has an estimated cost, duration, location, and funding source. And each has, of course, a priority level. These priorities are broken out into 3 levels that each equate to approximate 5-year periods. That means that this plan is looking as far out as 15 years. The majority of the actions fit into priority levels 1 or 2; in other words, the next 10 years. Ultimately, it was still felt that some recommendations needed to be listed even if, due to their cost or duration, could not be included in the plan's 10-year horizon.

The priority levels derive from the data collected during the process, especially the financial analysis, park level of service analysis, and public engagement. However, the needs of a community are constantly changing. It is possible that Liberty may find it necessary to adjust the priority levels of projects as time progresses. This master plan is intended to be a living policy tool - a document that can evolve as trends in recreation or external community pressures change. As with everything in this industry, flexibility is critical.

PRIORITIZED ACTION PLAN

THE DECADE-LONG LAUNDRY LIST FOR THE DEPARTMENT

The prioritized action plan breaks down the nuts and bolts of this master plan. It is the comprehensive list of goals, objectives, and action items that will guide the direction of the Parks and Recreation Department over the next 10 years and beyond. Before diving in, let's consider the various pieces of this chart.

The five foundational goals have been discussed on the previous pages. They are long-term broad outcomes that this plan aims to achieve in the next decade. This chart further breaks those 5 goals down into 21 objectives. Objectives are more specific and measurable actions designed to help the department achieve the foundational goals. Each goal has 3 to 5 objectives which essentially tackle the biggest needs or issues associated with that goal. These 21 objectives are then further subdivided into 92 individual action items. These action items are the most granular component to the recommendations of this master plan. They are treated like separate projects for the department and the community.

Each action item is briefly described and then given a priority level, cost, duration, location, and funding source. The priority levels are listed as either 1, 2, or 3. These loosely equate to 5-year periods: 2023-2028, 2029-2033, and 2034-2038. Keep in mind that the planning horizon



for this document is only 10 years. However, it became clear during the planning process that certain recommendations needed to be memorialized in this plan, even if due to time or cost, they could not be accomplished in the next 10 years. Think of priority levels 1 and 2 as more immediate and priority level 3 as more long term. The costs listed are estimated for budgetary purposes and will be subject to some escalation over time, especially for actions in priority levels 2 and 3. The funding sources listed generally equate to the appropriate fund within the departmental budget. However, in many cases where external funding is necessary or appropriate that is listed as well.

GOAL 1: CREATE CONNECTIONS

Develop new walking and biking trail opportunities and promote non-motorized transportation alternatives to improve the health and well being of Liberty residents.

OBJECTIVE 1.1: BRIDGE THE BIG DIVIDES

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Facilitate the construction of the Glenn Hendren Flyover as part of the Montage development.	1	\$5,000,000	2 years	Montage	Montage
Develop a bike/ped crossing of Route 291 at the intersection with Ruth Ewing Road.	2	\$1,400,000	1 year	Cates Creek Trail	MoDOT TAP
Develop a bike/ped crossing of Route 291 at the intersection with Southview Drive and Claywoods Drive.	2	\$1,300,000	1 year	Cates Creek Trail	MoDOT TAP
Develop a bike/ped crossing of Route 291 at the intersection with Brown Street and trail to City Park	2	\$1,200,000	1 year	City Park	MoDOT TAP
Develop a Southview Trail flyover across S. Liberty Parkway	3	\$760,000	1 year	Southview Trail	MoDOT TAP

OBJECTIVE 1.2: STRIVE TO CONNECT PARKS WITH OTHER PARKS, SCHOOLS, AND COMMUNITY DESTINATIONS

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Develop a trail connection between Place Liberte Park and Church Street.	1	\$330,000	1 year	Place Liberte Park	Park Maint.
Develop a trail connection between Northwyk Park and Glenn Hendren Drive	1	\$740,000	1 year	Northwyk Park	Park Maint.
Develop a trail connection between City Park and Downtown	1	\$630,000	1 year	City Park	Public Works
Develop a trail connection between the LCC and Westboro-Canterbury Park	2	\$1,080,000	1 year	Westboro Canterbury Park	Park Maint.
Develop a trail connection between Clay Woods/Clay Meadows Park and Stocksdales Park	2	\$1,180,000	1 year	Clay Woods/Clay Meadows Park	Park Maint.
Facilitate the construction of the 8,400-LF Montage Trail	2	\$4,200,000	2 years	Montage	Montage
Develop a trail connection between Clay Ridge Park and Clay Woods/Clay Meadows Park	3	\$1,080,000	1 year	Clay Woods/Clay Meadows Park	Park Maint.
Develop a trail connection between Wilshire Park and Liberty High School	3	\$2,550,000	2 years	Wilshire Park	Park Maint.

GOAL 1: CREATE CONNECTIONS

OBJECTIVE 1.3: IMPROVE TRAILS IN EXISTING PARKS

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Replace paved loop trail in Place Liberte Park	1	\$40,000	1 year	Place Liberte Park	Park Maint.
Partner with Urban Trail Co. to complete and formalize the pump track in Stocksdale Park	1	\$20,000	1 year	Stocksdale Park	Park Maint.

OBJECTIVE 1.4: PROMOTE NON-MOTORIZED TRANSPORTATION ALTERNATIVES ACROSS LIBERTY

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with LCHAT, LPS, and the BSA to conduct an annual bike rodeo for youth to learn general bicycle safety and maintenance	1	\$0	On Going	Liberty Community Center	Donations
Install bicycle racks in all parks	1	\$65,000	1 year	Parks	Park Maint.
Install trail map kiosks in all parks with more than 1/2-mile of walking or biking trail	1	\$50,000	1 year	Parks	Park Maint.
Develop a trailhead for the South Liberty Parkway trail to include 1 map kiosk, 2 benches, a drinking fountain and bike repair station	2	\$120,000	1 year	S. Liberty Parkway Trail	Park Maint.

GOAL 2: GAIN HOME COURT ADVANTAGE

Develop a new indoor and outdoor sports and recreation spaces to serve the needs of residents and promote Liberty as a destination for recreation across the Northland

OBJECTIVE 2.1: PROVIDE MORE SPACE FOR INDOOR RECREATION

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Review and monitor existing cooperative use agreement with Liberty Public Schools	1	\$0	On Going	Liberty Community Center	Parks Admin.
Commission a feasibility study for a new fieldhouse to be located within the Sports Village at Montage	1	\$35,000	1 years	Montage	Parks Admin.
Pending the outcome of the feasibility study, develop a new fieldhouse within the Sports Village at Montage	2	\$18,000,000	3 years	Montage	Special Obligation Bonds

GOAL 2: GAIN HOME COURT ADVANTAGE

OBJECTIVE 2.2: PROVIDE MORE SPACE FOR OUTDOOR RECREATION

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Add 4 additional pickleball courts at Westboro/Canterbury Park	1	\$175,000	1 year	Westboro Canterbury Park	Park Maint.
Facilitate the construction of the Liberty Regional Sports Park including 6 artificial turf soccer and lacrosse fields within the Sports Village at Montage	2	\$5,400,000	2 years	Montage	Montage

OBJECTIVE 2.3: INCREASE USER FEE AND RENTAL FEE REVENUE

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Continue to monitor the market rates associated with all user fees for recreational programming	1	\$0	On Going	Liberty Community Center	Community Center
Partner with KCDG to create a Liberty disc golf tournament at Bad Rock Creek Disc Golf Course	1	\$0	On Going	Stocksdale Park	Park Admin.
Partner with Urban Trail Co. to create an annual Liberty mountain bike tournament at Stockdale Park	1	\$0	On Going	Stocksdale Park	Park Admin.
Review and monitor existing agreement with Sporting Fields + Athletics	1	\$0	On Going	Cap Fed Sports Complex	Sports Complex
Review and monitor existing agreement with Kansas City Sports	1	\$0	On Going	Cap Fed Sports Complex	Sports Complex
Develop user and rental fee structure for new fieldhouse at Montage	2	\$0	On Going	Montage	Community Center

OBJECTIVE 2.4: INCREASE SPONSORSHIP REVENUE

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Review and monitor existing agreement with Joel Reinhold Marketing	1	\$0	On Going	Liberty Community Center	Parks Admin.
Expand sponsorship opportunities at the new facilities at Montage	2	\$0	On Going	Montage	Parks Admin.

GOAL 2: GAIN HOME COURT ADVANTAGE

OBJECTIVE 2.5: PLAN FOR THE EVOLUTION OF THE LIBERTY COMMUNITY CENTER

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Commission a feasibility study for the transformation of the LCC once a new fieldhouse is developed at Montage	1	\$35,000	1 years	Liberty Community Center	Community Center
Consider any of the following options: removing the outdoor aquatic space, renovating and expanding the natatorium, converting the gym into flexible studio space	3	\$9,000,000	3 years	Liberty Community Center	Special Obligation Bonds

GOAL 3: REJUVENATE NEIGHBORHOODS

Provide outstanding and unique outdoor amenities at all neighborhood parks to ensure that they remain cornerstones of the community.

OBJECTIVE 3.1: BEAUTIFY PARK SPACES

ACTION ITEM	PRIORI- TY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Install a monument sign and landscaping at Arthur's Hill Park on Jewell Street	1	\$7,000	1 Year	Arthur's Hill Park	Parks Maint.
Install a monument sign and landscaping at Clay Ridge Park on Mourning Dove Drive	1	\$7,000	1 Year	Clay Ridge Park	Parks Maint.
Install a monument sign and landscaping at Jefferson Park at the Route 291 entrance	1	\$7,000	1 Year	Jefferson Park	Parks Maint.

OBJECTIVE 3.2: REDUCE DEFERRED MAINTENANCE

ACTION ITEM	PRIORI- TY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Replace the parking lot at Place Liberte Park	1	\$40,000	1 Year	Place Liberte Park	Parks Maint.
Replace the basketball hoops and court at Place Liberte Park	1	\$35,000	1 Year	Place Liberte Park	Parks Maint.
Replace the benches on the trail at Jefferson Park	1	\$5,000	1 Year	Jefferson Park	Parks Maint.
Execute the 2015 Bennett Park Rejuvenation Plan	3	\$7,500,000	3 Years	Bennett Park	Special Obligation Bonds

GOAL 3: REJUVENATE NEIGHBORHOODS

OBJECTIVE 3.3: PROVIDE MORE OPPORTUNITIES FOR MULTI-GENERATIONAL PLAY

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Complete 9-hole disc golf course at Bennett Park	1	\$10,000	1 year	Bennett Park	Park Maint.
Provide game tables at Ruth Moore Park shelter	1	\$10,000	1 year	Ruth Moore Park	Park Maint.
Provide game tables at Stocksdale Park shelter #2	1	\$10,000	1 year	Stockdale Park	Park Maint.

OBJECTIVE 3.4: MAKE ALL PARKS INCLUSIVE AND ACCESSIBLE

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Install a small picnic shelter at Arthur's Hill Park	1	\$35,000	1 Year	Arthur's Hill Park	Parks Maint.
Install a small picnic shelter at Place Liberte Park	1	\$35,000	1 Year	Place Liberte Park	Parks Maint.
Install a porta restroom and enclosure at Place Liberte Park	1	\$5,000	1 Year	Place Liberte Park	Parks Maint.
Install a porta restroom and enclosure at Northwyck Park	1	\$5,000	1 Year	Northwyck Park	Parks Maint.
Install a porta restroom and enclosure at Jefferson Park	1	\$5,000	1 Year	Jefferson Park	Parks Maint.
Install a small picnic shelter at Clay Ridge Park	2	\$20,000	1 Year	Clay Ridge Park	Parks Maint.
Replace the playground at Clay Ridge Park	2	\$60,000	1 Year	Clay Ridge Park	Parks Maint.
Install a small picnic shelter at Clay Woods Meadows Park	2	\$20,000	1 Year	Clay Woods/ Meadows Park	Parks Maint.
Replace the playground at Clay Woods Meadows Park	2	\$60,000	1 Year	Clay Woods/ Meadows Park	Parks Maint.

OBJECTIVE 3.5: NURTURE PARTNERSHIPS THAT CONNECT THE COMMUNITY TO PARKS

ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with the Liberty Arts Commission to continue the practice of purchasing and placing a piece of sculpture from the annual rotating sculpture program in a park property	1	\$0	On Going	Parks	Transient Guest Tax

GOAL 3: REJUVENATE NEIGHBORHOODS					
OBJECTIVE 3.5: NURTURE PARTNERSHIPS THAT CONNECT THE COMMUNITY TO PARKS					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with LPS or neighborhood associations to paint or decorate porta restroom enclosures in all neighborhood parks	1	\$5,000	2-Years	Parks	Parks Admin.
Partner with local Scouts BSA units to continue the practice of incorporating Eagle Scout projects into neighborhood parks	1	\$0	On Going	Parks	Parks Admin.
Partner with the Clay County Museum and Historical Society to develop and incorporate more historic signage into all parks	1	\$25,000	3-Years	Parks	Parks Admin.
GOAL 4: RETURN TO NATURE					
Provide Liberty residents with more opportunities for passive recreation and the connection to nature that they crave.					
OBJECTIVE 4.1: SUSTAINABLY DEVELOP VACANT PARKLAND					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Rebuild natural surface loop trail in Deer Valley Park and to provide 10.7 acres for passive recreation	1	\$40,000	1 year	Deer Valley Park	Park Maint.
Develop the vacant property between Place Liberty Park and Church Road and provide 8.7 acres for passive recreation	1	\$20,000	1 Year	Place Liberte Park	Parks Maint.
Develop the vacant property between Northwyck Park and Glenn Hendren Drive and provide 4.7 acres for passive recreation	1	\$20,000	1 Year	Northwyck Park	Parks Maint.
Develop the vacant property between Brian Court and the Martha Lafite Thompson Nature Sanctuary and provide 9.3 acres for passive recreation	2	\$400,000	1 Year	Martha Lafite Thompson Nature Sanctuary	MDC Grants
OBJECTIVE 4.2: EXPAND PARTNERSHIPS WITH OUTDOOR ORIENTED AGENCIES					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with MDC to offer fishing programing at the ponds at Cap Fed Sports Complex	1	\$5,000	1 Year	Cap Fed Sports Complex	MDC / Sports Complex

GOAL 4: RETURN TO NATURE					
OBJECTIVE 4.2: EXPAND PARTNERSHIPS WITH OUTDOOR ORIENTED AGENCIES					
ACTION ITEM	PRIORI- TY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with the Martha Lafite Thompson Nature Sanctuary to offer ecology programing	2	\$5,000	1 Year	Martha Lafite Thompson Nature Sanctuary	MDC / Sports Complex
Partner with MDC to offer archery programing at Cap Fed Sports Complex	2	\$5,000	1 Year	Cap Fed Sports Complex	MDC / Sports Complex
OBJECTIVE 4.3: PROVIDE MORE OPPORTUNITIES FOR OUTDOOR RECREATION					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Improve access to fishing ponds at Cap Fed Sports Complex	1	\$10,000	1 Year	Cap Fed Sports Complex	Sports Complex
Develop archery range at Cap Fed Sports Complex	2	\$10,000	1 Year	Cap Fed Sports Complex	Sports Complex
OBJECTIVE 4.4: IMPROVE THE SUSTAINABILITY OF PARK INFRASTRUCTURE AND PRACTICES					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Develop natural resource management plan for Stocksdale Park	1	\$15,000	1 Year	Stocksdale Park	Parks Admin.
Partner with MDC to remove exotic vegetation at Stocksdale Park	1	\$15,000	1 Year	Stocksdale Park	MDC Grants
Remove exotic vegetation in Bennett Park	1	\$5,000	1 Year	Bennett Park	Parks Maint.
Remove exotic vegetation in Jefferson Park	1	\$5,000	1 Year	Jefferson Park	Parks Maint.
Remove exotic vegetation in Westboro/Canterbury Park	1	\$10,000	1 Year	Westboro/ Canterbury Park	Parks Maint.
Remove exotic vegetation in Clay Woods/Meadows Park	1	\$5,000	1 Year	Clay Woods/ Meadows Park	Parks Maint.
Remove exotic vegetation in Clay Ridge Park	1	\$5,000	1 Year	Clay Ridge Park	Parks Maint.
Remove exotic vegetation in Wilshire Park	1	\$5,000	1 Year	Wilshire Park	Parks Maint.

GOAL 4: RETURN TO NATURE					
OBJECTIVE 4.4: IMPROVE THE SUSTAINABILITY OF PARK INFRASTRUCTURE AND PRACTICES					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Partner with MC Power Companies to expand solar farm at Cap Fed Sports Complex	2	\$50,000	2 Years	Cap Fed Sports Complex	Parks Maint.
Replace light fixtures at City Park ball fields with LEDs	2	\$60,000	1 Year	City Park	Parks Maint.
GOAL 5: GROW WITH PURPOSE					
Provide Liberty residents with more opportunities for passive recreation and the connection to nature that they crave.					
OBJECTIVE 5.1: PLAN FOR THE ACQUISITION OF FUTURE PARKLAND					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Amend the parkland dedication ordinance to apply to all development not just residential	2	\$0	1 year	TBD	Park Admin.
Increase trail corridor dedication minimum width from 30 to 50 feet	2	\$0	1 year	TBD	Park Admin.
Increase the fee-in-lieu of parkland dedication from \$12,000 to \$30,000 per acre	2	\$0	1 Year	TBD	Park Admin.
Consider developing an outdoor leisure aquatic center in the southeast quadrant of the city	3	\$7,500,000	3 Years	TBD	Special Obligation Bonds
Plan for future neighborhood parkland and trail acquisition in the undeveloped northeast and south sectors of the city via the parkland dedication ordinance	3	\$0	On Going	TBD	Parkland Dedication Ordinance
OBJECTIVE 5.2: CREATE MODELS FOR SUSTAINABLE GROWTH OF THE DEPARTMENT					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Appoint a staff member to serve as a departmental liaison for local and regional planning efforts	1	\$0	On Going	N/A	Park Admin.
Create a diversified marketing plan for the department	1	\$0	On Going	N/A	Park Admin.
Appoint a staff member to serve as a volunteer coordinator and create a volunteer management plan	1	\$0	On Going	N/A	Park Admin.

GOAL 5: GROW WITH PURPOSE					
OBJECTIVE 5.2: CREATE MODELS FOR SUSTAINABLE GROWTH OF THE DEPARTMENT					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Develop departmental standards for park and facility design, development, and maintenance	2	\$0	On Going	N/A	Park Admin.
Appoint a staff member to serve as a public safety coordinator and create a public safety and security plan	2	\$0	On Going	N/A	Park Admin.
Appoint a staff member to serve as an accreditation coordinator and develop an internal evaluation and compliance process	2	\$0	On Going	N/A	Park Admin.
Apply for NRPA accreditation through CAPRA	3	\$0	On Going	N/A	Park Admin.
OBJECTIVE 5.3: PROVIDE THE NECESSARY FUNDING FOR GROWTH					
ACTION ITEM	PRIORITY LEVEL	COST	DURATION	LOCATION	FUNDING SOURCE
Consider increasing the parks sales tax from 1/4- to 1/2-cent	2	\$0	On Going	Parks	Sales Tax
Consider transferring transient guest tax monies to the department to fund operations at the Cap Fed Sports Complex and a future Fieldhouse at the Montage Sports Village	3	\$0	On Going	Cap Fed Sports Complex/ Montage Fieldhouse	Transient Guest Tax

APPENDIX

THE RAW DATA BEHIND ALL THE ANALYSIS AND VISIONING

This section of the document provides much of the raw data behind some of the larger tasks in the master plan Discovery Phase. We include the park and facility assessments our staff recorded at all 16 existing parks, trails, and facilities. We also include all comments collected over the life of the project from Social Pinpoint, the online public engagement platform nested in the project's website. Lastly, we provide the citizen's survey findings report. This report prepared by ETC Institute includes detailed results from the statistically valid survey that was administered during the summer of 2022. Enjoy!

PARK AND FACILITY ASSESSMENTS

The following pages provide digital reproductions of the assessment forms the consultant team took to each of the department's existing parks, trails, and facilities. These forms were used to inventory and assess each property. Those properties specifically included:

- Arthur's Hill Park
- Bennett Park
- Cates Creek/Jefferson Park
- City Park
- Clay Ridge Park
- Clay Woods/Meadows Park
- Northwyck Park
- Place Liberte Park
- Ruth Moore Park
- Stocksdale Park
- Westboro/Canterbury Park
- Wilshire Park
- Flintlock Bike Trail
- South Liberty Parkway Bike Trail
- Capitol Federal Sports Complex
- Liberty Community Center

