

Concordia Comprehensive Plan 2023

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Chapter 1

Planning Process

AUTHORITY FOR A PLANNING AND ZONING COMMISSION

RsMO. 89.010 to 89.140 empowers all cities, towns and villages, through their legislative bodies, to "regulate and restrict the height, number of stories and size of buildings and other structures, the percentage of lot that may be occupied, the size of yards, courts and other open spaces, the density of population, the preservation of features of historical significance, and the location and use of buildings, structures and land for trade, industry, residence or other purposes" to promote the health, safety, morals or the general welfare of the community.

To carry out this purpose, the legislative body may establish regulations, in accordance with a comprehensive plan, to restrict land use to certain uses within districts. These districts are called Zoning Districts.

RsMO. 89.070 extends the power to the legislative body to appoint a "Zoning Commission". This Commission is to be an advisory committee only, and shall recommend the boundaries of the various original districts and appropriate regulations to be enforced in the districts. They shall make a final report after holding public hearings, and the legislative body is not to hold a public hearing or take action until it has received a final report from the Commission.

RsMO. 89.300-89.360 details the powers of any municipality to develop a city plan. This power may be extended to a planning commission by the legislative body (RsMO. 89.310)

RsMO. 89.390 states "The (planning) commission shall have and perform all of the function of the zoning commission provided in section 89.010 to 89.250." The City of Concordia has chosen to extend the regulatory authority to administer the Zoning Regulations for the City to the Planning & Zoning Commission.

ROLE OF THE CITY BOARD OF ALDERMAN

- ◆ Adopt and amend the zoning ordinance and zoning district map after consideration of the Planning & Zoning Commission's recommendation.
- ◆ Adopt and amend the City's Subdivision Regulation after consideration of the Planning & Zoning Commission's recommendation. This responsibility also includes approving subdivision plats.
- ◆ Accept or reject dedications of easements, rights-of-ways and public lands on subdivision final plats after review of drawings by City Engineer.
- ◆ Approve engineering plans for construction of any public improvements with consultation of the City Engineer.
- ◆ Approve financial guarantees or financing mechanisms to ensure construction of all public improvements within subdivision plats after consultation and review of the improvement guarantee by the City Attorney.

ROLE OF THE PLANNING & ZONING COMMISSION

- Adopt a comprehensive plan for the physical development of the incorporated areas of Concordia, Missouri.
 - The Commission must hold a public hearing BEFORE adopting or amending the Comprehensive Plan.
 - The Commission must certify a copy of the adopted, proposed Comprehensive Plan to the Board of Aldermen and City Clerk, for action by the Board.
 - If the plan is adopted by the Board of Aldermen, the Commission shall make a copy of the Plan available in the Office of the County Recorder of Deeds for Lafayette, County.
- The Commission is an advisory body to the Board of Aldermen.
 - The Commission deliberates each rezoning application, special use permit application and proposed text amendment to the Zoning Code and Comprehensive Plan, through the public hearing process with the intent to obtain public opinion on each request.
 - The Commission utilizes the information obtained through the public hearing to adopt a resolution to the Board of Aldermen on each rezoning application, special use permit application or proposed text amendment.
- The Commission will recommend to the Board of Aldermen either approval or disapproval of preliminary plats.

ROLE OF THE BOARD OF ADJUSTMENT

- The Board of Adjustment is a quasi-judicial body rather than an advisory or legislative body.
- The Board of Adjustment has two tasks:
 - To hear and render a decision on appeals alleging an error in order, requirement, decision, determination or interpretation by the Council or Codes Official.
 - To grant variances for cases of hardship.
- The Board of Adjustment is not involved in administering the subdivision regulation.
- The Board of Adjustment may alter or change the Zoning Code or the Zoning Map by granting a variance of use in exceptional cases.

COMPREHENSIVE PLAN

The Comprehensive Plan for Concordia, by definition, is the complete plan, including all of its parts, used for the development of the City of Concordia, as prepared by the Planning and Zoning Commission and adopted by the Board of Aldermen in accordance with the authority conferred by Chapter 89, RSMO., 1954, as amended.

In practice, it is a plan, based on historical, statistical and current data that becomes the policy guide to decisions concerning the physical development of the community. It indicates in general how the citizens of Concordia want the City to develop over an extended future.

The purpose of a Comprehensive Plan is to provide a rational and comprehensive plan of growth for the community, in the quality of life and the commerce of the City, while encouraging compatible and high quality land use.

ZONING ORDINANCE

The Zoning Ordinance (Ordinance #649-Adopted March 4, 2002) has been adopted to implement the Comprehensive Plan by establishing boundaries for land use so as to regulate the following through an orderly development within the community's jurisdiction:

- Use (Pertaining to public infrastructure and facilities)
- Density of population;
- Lot coverage; and
- Concentration of structures

The purpose of the Zoning Ordinance is to:

- Encourage the appropriate uses of land;
- Safeguard health, property and public welfare
- Decrease traffic congestion and related hazards
- Maintain and stabilize the value of property
- Prevent undue concentration of population
- Create a complete and standard pattern of land uses to plan future developments in transportation, water supply, sewer, schools, parks, public utilities and other facilities.

SUBDIVISION REGULATIONS

Subdivision Ordinances establish rules, regulations and standards for the preparation, presentation and recording of plats or replats, for creating additional lots, and for the development of existing parcels lying within the City limits of Concordia, Missouri. The general purposes of subdivision regulations are to:

- Protect and promote the health, safety, and general welfare of all citizens of Concordia.
- Insure orderly growth and development
- Adequately provide for traffic circulation
- Adequately provide for the extension of utilities and desirable services to all citizen of Concordia.
- Provide for the conservation, protection, highest and best use of land within Concordia.

The Basis of Decision-Making

The practice of zoning and administrating subdivision regulations is a serious exercise in a community's sustainability. Many citizens see the administration of zoning and subdivision regulations as a type of "police power", circumventing their freedom to do with their property as they deem in their best interest.

Under state law, it is a power that has been awarded to a community to insure public health, safety and welfare. However, it must be realized that the exercise of this authority has certain legal limitations.

For this planning process, the primary limitation which must be understood is the requirement that zoning and subdivision regulations cannot be applied in an "arbitrary and capricious" manner.

The decision must be based on principles, circumstances and significance, not on the will of the individual members. It is the intent in accepting this iteration of the re-certified comprehensive plan that the citizens be assured of this mandate, through the public process.

Rezoning Requests

Nowhere is the decision-making process more focused for the Commission than the process for rezoning requests. Before making any recommendation or decision on a zoning request, the Planning and Zoning Commission must first hold a public hearing. This public hearing serves as an arena for proponents and opponents to voice their opinions on a rezoning request and to discuss all the relevant factors.

However, the Commission cannot base their decisions on the opinions of largest or most vocal group, usually the neighboring property owners, but rather, they must base their decision on evidence and the best interest of the entire community.

The Commission will also be asked to look at whether or not their decision will harmonize with the long-term comprehensive plan of the community, and at how outcomes stemming from their decisions will fit that plan.

The Commission must act on land use issues, not on issues affecting the individual. Remember that the issues the Commission deals with today can, and often do, have repercussions for decisions future Commissions will need to address, due to changes of ownership of property.

When reviewing the requests for rezoning, the Commission should answer the following questions:

- What effect will the request have on the Comprehensive Plan?
- Will the request adversely affect adjacent properties?
- Is the request compatible with the character and allowable uses of adjacent properties?
- Will the request adversely affect the public health, safety and welfare?
- Are the public facilities adequate to serve the requested use at the time such facilities are needed?
- Will the removal of restrictions due to change of zoning affect neighboring properties?
- How long has the property been vacant with the present zoning?
- Does the City Staff present evidence or express planning concerns about the requested zoning?

Text Revisions

A second assignment to the Planning and Zoning Commission is constant review of the City's zoning and subdivision regulations. This task is often overlooked, and is usually not as publicly scrutinized as requests for rezoning.

However, the Commission must decide on text revisions with the same integrity as zoning requests. First and foremost, it must be asked that the Commission base any recommendation or decision of amendments or revisions to the text of the zoning or subdivision regulations on the best interest of the entire community, factoring in the following questions for consideration:

- Is the amendment consistent with the intent and purpose of the entire zoning regulations, as well as the particular article, section or subsection we want to amend?
- What impact will this amendment have on the areas that will be most directly impacted by this amendment?
- Is this amendment being proposed because of a changing need in the district?
- Is the amendment consistent with the goals, objectives, policies and recommendations of the Comprehensive Plan?

Conditional Use Permits

The Zoning Regulations allow for a resident to obtain a conditional use permit for uses which would become harmonious or compatible with the neighboring uses through the application and maintenance of qualifying conditions, and would be located in specific locations within a zoning designation that do not allow that use within the limitations of that zone.

The Commission shall only make a recommendation to the Board of Aldermen following a public hearing, at which they shall hear from the proponents and opponents before granting or denying such conditional uses.

A conditional use permit shall only be granted when evidence is presented that establishes:

- Allowing the requested use will not be detrimental to the health, safety or general welfare of the surrounding area.
- The proposed use is necessary or desirable and contributes to the wellbeing of the surrounding area.
- That such use will comply with the regulations and conditions specified in the code for such use.
- The Commission itemizes, describes and justifies all conditions, and imposes a recommended expiration date.

The Commission shall make recommendations to the Board of Aldermen. The Board of Aldermen will accept or reject the recommendation, or accept the recommendation with further conditions. If it is accepted, the final approved conditions shall be recorded in the Lafayette County records.

Site Plan Review

The Zoning Regulations for Concordia require that plans for developments be reviewed before building permits may be issued. There are two stages of review. The Planning and Zoning Commission reviews the proposed preliminary plat, and makes recommendations to the Board of Aldermen for final approval/acceptance. The preliminary plat is a depiction of the entire scope of the project and its relationship to adjoining property. The Board of Aldermen may accept, deny or accept with conditions that are to be met throughout the project's development, any preliminary plats forwarded to them.

Once the preliminary plat has received the Board of Aldermen's approval, the developer may start the final plat. The final plat is much more detailed, complete with all final details (i.e. letters of commitment from utility company, improvement guarantees, etc.) and detailed infrastructure plans. The final plat shall be in substantial compliance with the preliminary plat, including all conditions set forth by the Board of Aldermen for the preliminary plat approval. Only the City Engineer and the Board of Aldermen review the final plat, the Planning & Zoning Commission has no part in this review, unless the final plat is not in substantial compliance with the approved preliminary plat.

The following review standards should be taken into account when considering either the preliminary or the final plat:

- Does it conform to the provisions of the City's Zoning Regulation?
- Is its use compatible with neighboring areas?
- Has the plat met all the requirements of the Concordia Subdivision Regulations?
- Does the development conform to the intent of the City's Comprehensive Plan?
- What effect will the development have on the City's traffic plan?
- What effects do the proposed buildings have on utilities and city services?

APPEALS & VARIANCES

The Zoning Regulations for Concordia assign the Board of Adjustment (Board) with the task of interpreting the Zoning Ordinance in those cases where it is alleged there is an error in any order, requirement, decision or determination made by an administrative official in the enforcement of the Zoning Code, or the specifics of a certain case are unusual enough to warrant a variance from strict interpretation of the code, or when an appeal is made. (RsMO. 89.090)

Because the Board is acting in this quasi-judicial manner, it is important that the decisions of the Board be carefully considered and documented. Also, it is required that a clear record of the Board's rationale be stated, so that the integrity and purpose of the Zoning Ordinance is preserved. The Board must understand that any ruling made by the Board will not only impact the specific case in question, but will set the foundation for future actions by this Board.

Before the Board can grant a variance, it must consider the standards set forth in Concordia's Zoning Ordinance. The applicant must show that there are existing practical difficulties or unnecessary hardships in the strict interpretation of the Zoning Code, and the Board must make sure that if any variance is granted it is consistent with the regulations and the general safety and welfare of the community and the rights of the adjacent property owners.

There are three grounds for a variance:

- 1) The physical limitations of the property, not created by the property owner,
- 2) The topographic limitations of the property,
- 3) The property does not have a reasonable use without a variance.

In considering each variance request, the Board shall not grant a variance unless it finds that facts conclusively support the following criteria:

- The use of the property may be limited due to physical, topographic and geologic features.
- The grant of the variance will not grant any special privilege to the property owner.
- The applicant can demonstrate that without a variance there can be no reasonable use of the property.
- The grant of the variance is not based solely on economic reasons.
- The necessity for the variance was not created by the property owner.
- The variance requested is the minimum variance necessary to allow reasonable use of the property.
- The grant of the variance will not be injurious to the public health, safety and welfare.

The property subject to the variance request possesses one or more unique characteristics, generally not applicable to similarly situated properties.

In consideration of all requests, the Board may, either grant, grant conditionally or deny the application for a variance.

Chapter 2

Data Collection Process

INFORMATION PROCESS

The City of Concordia's Planning and Zoning Commission decided to have an update performed to recertify the 2001 Concordia Comprehensive plane. The commission decided that an update to the 2001 plan would be sufficient and that a full re-write of the comprehensive plan was not needed. The existing 2001 plan was previously undertaken to revise the outdated City's Comprehensive plan, which Concordia had been operating under since 1967.

DATA COLLECTION SOURCES

WORK GROUPS

Officials of the City of Concordia, and Pioneer Trails Regional Planning Commission (PTRPC) staff have worked together to correlate information from numerous sources throughout the time it has taken to update the Comprehensive Plan. In 2021, the Planning and Zoning Commission decided to contract with PTRPC for the recertifying and updating of the zoning map and the Comprehensive Plan. Work groups comprised of Commission members and knowledgeable citizens were formed.

STATISTICAL INFORMATION

Throughout the report, statistical data, obtained from Federal and State agencies are quoted and reviewed for analysis. The most recognizable statistical source will be the 2020 Census and the American Census Survey estimations, as collected from the U.S. Census Bureau. Some data has been gathered from the US Bureau of Economic Analysis (BEA) and the US Department of Commerce Bureau of Labor Statistics (BLS).

More detailed analytical information for state and county comparisons were obtained from the MERIC and the OSEDA web pages and the Missouri Extension Center websites. Some of the Concordia-specific data has been obtained from the city through the records of the city clerk, the parks department, and the utility departments.

COMMUNITY SURVEY

The City of Concordia authorized PTRPC to conduct a citywide survey in the fall of 2021. The purpose of this survey was to provide a diagnostic overview of attitudes among citizens towards various aspects of life in the City of Concordia.

A three-page questionnaire, covering community services, recreational facilities, religious activities, business and retail activity, economic development, housing and education was made available electronically through the city's website, Facebook, and the PTRPC website. Hard copies were available to citizens at City Hall. A total of 138 questionnaires were completed and returned.

Data collected during the 2001 Comprehensive Plan recertification is also included to provide historical reference along with setting some baseline data to compare to updated data collected during the 2021 Community Survey.

During 2021, Concordia residents also completed a Community Needs Assessment, as a requirement for a CDBG downtown revitalization grant application. The results of the community need assessment were used during the updating process. These results are also included as an appendix to this plan.

DEPARTMENT HEADS & EMPLOYEES

Throughout the update process, Pioneer Trails staff has worked closely with the Planning & Zoning Commissioners, City Council, and numerous employees within the Concordia city government.

It is imperative that information be gathered with the city administration and personnel. These employees are the individuals that must implement the Plan and are most likely to discover the areas where updating is needed. These employees are the most knowledgeable in recent rule changes and strategies specific to their departments due to their experience, professional ties, and continuing education efforts.

In too many communities one aspect of the Comprehensive Plan process which is perceived by some to become disregarded, is the ongoing review and implementation of the plan. Over time, it becomes important to review the plan and continuously update those sections that may no longer remain adequate. The Planning and Zoning Commission, along with the city staff and the governing board inherits the reviewing and implementing tasks with any update and recertifying of the Comprehensive Plan for their jurisdiction.

Chapter 3

Identification of Issues

To better understand the issues that face Concordia and its residents these issues first need to be identified. To do this, input from citizens was collected through conversations had during various board meetings and publicly assessable surveys. The first survey to assess and identify issues for the community took place in 2001 with the initial Community Survey. In addition, a second community survey was conducted in 2021 to provide additional information about the issues most prudent to the citizens of Concordia.

The community issues identified by citizen responses to the Community Surveys can be categorized into four areas; public service, quality of place, economic development, and land use. Described below are each of these four issue areas:

1. **Public Service Issues:** This category involves issues focusing on basic public service, facilities, infrastructure, and transportation in the existing and potentially annexed areas of Concordia.
2. **Quality of Place Issues:** This category will discuss present and future issues dealing with those items that directly influence our community's ability to maintain and expand as a place to live and work.
3. **Economic Development Issues:** This category will explore present and future issues concentrating on the community's business, industrial and residential sectors.
4. **Land Use Issues:** This category will focus on issues relating to the location, type, quantity and accessibility of land uses in Concordia.

In the following chapters, each of these areas and the issues identified will be discussed in further detail.

Chapter 4

Public Service Issues

In the 2001 Community Survey the top 5 issues noted were:

- ◆ Maintenance of our Basic Public Service issues and Infrastructure (streets, sewer, water)
- ◆ Planned expansion of utilities through annexation of land.
- ◆ Code enforcement
- ◆ Maintenance and upgrade of utilities offered through providers (telephone, natural gas, electrical)
- ◆ Public safety issues.

The 2001 survey allowed space for written comments. The collection of comments mentioned:

- ◆ Long range planning
- ◆ Traffic management
- ◆ Downtown area
- ◆ Planning in street maintenance projects
- ◆ Utility companies excavating streets and right-of-way.
- ◆ Storm drainage
- ◆ Water quality
- ◆ Animal Control
- ◆ City's curb policy
- ◆ Blackwater bridge on South Missouri 23 Highway
- ◆ Work with other governmental bodies (MoDOT, Lafayette County etc.)
- ◆ Sidewalks

During 2020 the city conducted a Community Needs Assessment by convening a focus group concerned with downtown revitalization and implementing the plans begun in a 2020 engineering study by Crockett Engineering. The aggregated results of the Community Needs Assessment, which led to the successful Community Development Block Grant application for additional sidewalk installation on South Main Street, are included in the appendices of this comprehensive plan. The Community Needs Assessment measured resident perceptions of the quality of existing services in the city.

In 2021 Surveys were distributed to the community requesting review of current services, and to obtain comments of new services desired within the jurisdiction. Surveys were made accessible in public owned buildings, online and made available during Concordia Planning and Zoning meetings. Results from public comments indicate the quality of facilities, utilities and services currently provided are considered by those who responded to be in fair to good condition, except for sidewalks, which is discussed in detail in Chapter 9.

Meetings with city staff and the Planning and Zoning Commission revealed additional issues for inclusion in the plan. Those identified were regulation of home occupations, infill development, and peripheral growth with County zoning interface.

The top five remaining issues identified in the 2001 Community Survey were determined to be relevant upon review. Additional comments received, not listed in the 2001 written comments included:

- ◆ Park and recreational facility expansion and maintenance
- ◆ High speed internet availability
- ◆ Concordia Community Center repair and remodel, or replacement

Chapter 5

Identified Quality of Place Issues

QUALITY OF PLACE ISSUES

During the Planning and Zoning Commission meetings with city staff and planners, 2021 survey results were discussed and analyzed for inclusion in the Comprehensive Plan. Discussions revealed that most of the identified quality of life issues stemmed from resident concerns which could better be described as quality of place issues. Quality of place is defined as including quality of life issues, but adding other issues which may be important to new residents, as well as to longer-tenured residents.

The 2021 survey showed resident concerns over limited retail choices, dining choices, entertainment opportunities, recreational facilities, and cultural opportunities. The primary resident concerns about city and private utility services centered on street maintenance and high-speed internet connection, respectively. Animal control and recreation garnered some mixed ratings. Other city services and utilities were rated good or very good in the survey results.

Housing needs for building lots, luxury single-family housing, and multi-unit condominiums were identified by the survey of residents. Most respondents expressed that the city government should become more involved in managing growth in the jurisdiction. The most important factors for city growth were reported as quality of local schools, employment opportunities and availability of housing, in that order. Other quality of place and quality of life issues identified in the survey are reported in the following chapters and shown in the appendices.

QUALITY OF LIFE ISSUES

In the 2001 Community Survey the top 5 quality of life issues noted were:

- ◆ Health Care needs.
- ◆ Community Appearance and Code Enforcement
- ◆ Downtown Revitalization
- ◆ Restaurant/shopping attraction
- ◆ Youth Programs

The survey allowed space for written comments. The collection of comments mentioned:

- ◆ Bike trail/walking trail/open fields
- ◆ Daycare
- ◆ Additional pharmacies
- ◆ Animal Control concerns
- ◆ Increased efforts between existing community organizations

Chapter 6

ECONOMIC DEVELOPMENT ISSUES

Preface

The economic analysis of any place typically involves a strong reliance on trend analysis and peer comparison. These are needed to put planning issues into context and perspective. Such an analysis is important in the case of Concordia because the city lies within a rural setting but not quite outside of the official Metropolitan Statistical Area (MSA) of nearby Kansas City. Sometimes described as "Agurbs", cities like Concordia present opportunities for the lower costs of rural living with the influence of some metropolitan expectations, such as higher prevailing wage pay scales, relatively better access to healthcare and other standards indicative of contemporary metropolitan economic opportunities.

SWOC ANALYSIS

An analysis of perceived and measured strengths, weaknesses, opportunities, and challenges (SWOC) within the Concordia economic base follows. Asset identification and applications of those asset potentials becomes enumerated after the SWOC analysis immediately below. The following prescription suggests pathways toward continued growth and resilience in the local economy over the coming years.

Economic Strengths

Concordia enjoys and benefits from a prime geographic location, competitive educational institutions, relatively high labor force participation, comparatively lower self-employment, higher Median Household Incomes relative to average commute times, high median earnings, a low ratio of government workers to other employment types, a high ratio of manufacturing workers to other employment types and a relatively low rate of poverty.

Economic Weaknesses

Concordia employers offer lower median earnings for female workers, and a relatively higher than average ratio of Finance, Insurance, Real Estate, Management and Retail workers.

Economic Opportunities

Improvement of internet connectivity, remote work trends, continued improvements to downtown walking infrastructure, potential for small solar arrays serving city facility power requirements

Economic Challenges

The high rate of resident two-income households, a relatively high number of young uninsured workers, potential for corporate purchases of local housing stock, issues related to maintaining a city population above 2,500.

PRIMARY & SECONDARY INDUSTRY CLUSTERS

The 2019 American Community Survey shows a wide variety of industry types present in the city of Concordia. ACS indicators of industry show primary industries in agriculture, construction, and manufacturing, with secondary business clusters around retail trade, transportation, and warehousing, present in Concordia. Utilities and information are also represented in the city secondary economic base along with financing, insurance, real estate, professional, and management services. Educational services, healthcare, arts, entertainment, and recreation, along with other services and public administration are also represented within the local secondary clusters of the economy. The following table shows the extent to which each of these industries has grown in employment within the local economy since 2015

OCCUPATION	Number	Margin of Error	Percent	Percentage of Margin of Error
Management, business, science, and arts occupations	384	±86	28.90%	±6.1
Service occupations	230	±79	17.30%	±5.5
Sales and office occupations	333	±85	25.10%	±5.6
Natural resources, construction, and maintenance occupations	164	±67	12.40%	±4.5
Production, transportation, and material moving occupations	216	±79	16.30%	±4.9
INDUSTRY				
Agriculture, forestry, fishing and hunting, and mining	6	±11	0.50%	±0.8
Construction	98	±57	7.40%	±3.9
Manufacturing	244	±76	18.40%	±5.1
Wholesale trade	0	±11	0.00%	±2.2
Retail trade	227	±74	17.10%	±5.1
Transportation and warehousing, and utilities	52	±47	3.90%	±3.3
Information	15	±17	1.10%	±1.3
Finance and insurance, and real estate and rental and leasing	124	±57	9.30%	±4.2
Professional, scientific, and management, and administrative and waste management services	52	±30	3.90%	±2.3
Educational services, and health care and social assistance	383	±89	28.90%	±5.5
Arts, entertainment, and recreation, and accommodation and food services	44	±31	3.30%	±2.2
Other services, except public administration	44	±25	3.30%	±2.0
Public administration	38	±21	2.90%	±1.6

OTHER ECONOMIC INDICATORS

The authors of this plan found three Missouri peer cities similar enough in size and situation to make reasonable economic comparisons to Concordia through Census data. The authors selected the cities of Lathrop (pop. 1,674), Mountain View, (pop. 2,173) and Seneca, Missouri (pop. 1,903) by rural setting and equivalent direct connection to a moderately distant major or minor metropolitan statistical area via a major highway.

The 2018 Census data from the Longitudinal Employer-Household Dynamics (LEHD) maps (see appendices) demonstrate the strength of the local economy in attracting workers from outside the city of Concordia. Surrounding jurisdictions provide 849 workers commuting daily into Concordia from other places. At more than the same pace, 864 workers residing in Concordia, commute daily to other places for work. The average Concordia commuter travels a moderate 22 minutes per day each way. The remaining 156 workers comprise the relative few incumbents who both work and live in the city. Only 10.3% of the population were without health insurance coverage according to the 2019 ACS.

SELF EMPLOYMENT & WORK FROM HOME

A mere 2.7% of workers were self-employed in Concordia according to the 2019 ACS. Strikingly, there were more Concordia workers empowered to work from home than there were self-employed during 2019. While the 2.7% represented fewer self-employed than the numbers found in the peer cities, the gig economy is projected to grow in all US states and may likely increase in Concordia over the coming ten-year period along with the increased number of workers allowed to work from home.

Both these trends reveal a need for the Planning and Zoning Commission to examine allowable Home Occupations in the light of increasing occurrences. This examination will be restricted somewhat by the 2022 legislative changes to RSMo. 71.990. The state provisions enacted August 28, 2022, prohibit cities from requiring a home-based business license, or a rezoning of property for commercial use to operate a business so long as occupancy limits are not exceeded. The city may only impose regulations about conducting lawful business, paying applicable taxes and protections concerning health, safety, traffic control, waste, pollution, and noise control. The Planning and Zoning Commission may find a need to seek legal advice to continue imposing desired regulations for Home-Based Occupations.

HOUSING & WORK FORCE DEVELOPMENT

Measures enumerated in Section III. of Chapter 11 in this Comprehensive Plan update will become more important to city economic development as the emerging shortage of housing intensifies over time. The nationwide shortage of workers and current low unemployment rates in Missouri point to the ongoing prospective need to supply adequate housing in Concordia commensurate with the increasing workforce needs of local employers. The Housing Solutions Matchmaker tool from the National Association of Counties provided in the appendices spells out an array of steps helpful in maintaining and growing the local housing stock to meet the anticipated needs for housing. Previously codified housing developer incentives may need to become integrated with some of these suggested measures for best effect.

In the 2001 Community Survey the top 5 issues noted are:

- ◆ The need for additional employment opportunities with fair wages and benefits
- ◆ Business Retention
- ◆ Housing (Single family, Retirement and Rental)
- ◆ I-70 & Highway 23 Development
- ◆ Downtown Revitalization

The survey allowed space for written comments. The collection of other subjects brought up in the comments are:

- ◆ Repairs to Highway 23
- ◆ Varying types of retail businesses
- ◆ Tourism
- ◆ Traffic control
- ◆ Health Care
- ◆ Daycare
- ◆ Capacity issues with City Lake
- ◆ Marketing of Concordia
- ◆ Neighborhood Improvement in Residential Districts
- ◆ Tax Relief

Chapter 7

Identified Land Use Issues

The 2001 Community Survey yielded numerous issues identified by the community dealing with land use. The five most prevalent responses from that survey are as follows:

Infrastructure maintenance and Extension

- ◆ I-70 Corridor
- ◆ Codes Enforcement
- ◆ Traffic Management
- ◆ Coordination with County in proper zoning

Other land use issues were identified in the comments section of the survey. The following issues were identified:

- ◆ Industrial Development
- ◆ Development of Retail and Professional Services
- ◆ Highway23
- ◆ Single family housing
- ◆ City lake
- ◆ Neighborhood Redevelopment

The Community Survey for this plan update was distributed in 2021. Surveys were made accessible in public owned buildings, online and made available during Concordia Planning and Zoning meetings. The results of this survey were similar to those of the survey completed in 2001. Land use issues identified in both surveys included:

- ◆ Traffic Management
- ◆ City Lake
- ◆ MO-23 Highway
- ◆ Single Family Housing
- ◆ Coordination with County in proper zoning

Since 2001, Concordia has undertaken some projects to address some of these issues. The I-70 corridor has seen improvement with the addition of sidewalks connection the north and south side without using MO-23 Hwy. Southside Park is currently receiving needed attention to make the park a better place for the community to enjoy and to become more accessible. This could help spur some neighborhood redevelopment in the infill areas around the park. Other infill redevelopment could satisfy the expressed need for additional residential lots while keeping infrastructure costs from increasing indebtedness. Additionally, the Planning & Zoning Board has worked with Pioneer Trails RPC since 2021 to review & identify zoning conflicts within the city.

Discussion was also held about areas where future development could take place when the needs become determined. Discussions included the necessity of approaching the Lafayette County Planning and Zoning administrator about changes to the zoning in potential annexation areas to expedite and simplify acceptance of uses by the Concordia Planning and Zoning commission as the controlling jurisdiction changes with any property annexing into the city. The approach with the Lafayette County Planning and Zoning administrator may begin shortly after the Lafayette County Commission hires and appoints a person for that currently vacant position. The planning discourse also examined the necessity of coordination between the city and the Special Road District as property becomes annexed into the city at the periphery. Some form of intergovernmental agreement between the two parties may prove helpful if the city becomes interested in a larger annexation.

Chapter 8

Planning Principles

LAND PLANNING PRINCIPLES

Concordia has opportunity to develop a comprehensive plan that addresses the needs of the citizens, while considering the challenges that are placed on the community as it grows.

Land use externalities and distribution of public services are two principal planning aspects that must be addressed in the revised comprehensive plan. In addressing these two planning aspects, a city benefits from achieving a balance of Ex Ante (preventative) and Ex Post (remedial) approaches. Relying too much on prevention can drain a community of efforts at innovation and economic gain. Relying too much on remedy can destroy investment opportunity and defeat some economy of scale and planning. Considering an operative assumption in favor of the applicant, is a valid starting point, to become examined and scrutinized considering regulations and facts.

URBAN SERVICE GROWTH AREAS

To successfully plan for growth, the City of Concordia needs to use sound land use regulation. This regulation should be applied both to uses within the existing city limits, and to areas where development is projected during the time of this plan.

Development brings with it certain "growth pressures" which, if identified early in the process, can be dealt with in an efficient and orderly manner. The Comprehensive Plan began by attempting to identify Growth Areas and identifying factors pertinent to the development of those areas. As urban uses begin developing within the Growth Areas, the urban pattern should be carefully planned to accommodate land use changes appropriately.

For example, the City of Concordia will need to develop a plan with the Missouri Department of Transportation to allow I-70 accessibility, and to allow the major thoroughfares (Mo. Highway 23 and U.S. 40) to continue carrying traffic and to allow for development in a manner consistent with the densities and development patterns of Concordia.

Besides the major streets, the city needs to address all public services. The natural drainage of Concordia's northern areas drains to Davis Creek. However, the route for this drainage crosses Highway 40, I-70, N.W. 4th Street.

Furthermore, it is Concordia's goal to consider the agricultural community that has been established in the areas surrounding the city.

As growth in the commercial and industrial areas continues, more ground will be utilized as hard surfaced parking areas. Hard surface lots will contribute to an increase in run-off, straining the drainage issue even more.

This drainage must be dealt with as the lands within and surrounding the existing city are developed. The best uses of terracing, basins and storm drainage need to be identified so that soil erosion and other negative aspects of drainage do not interfere with the production of the surrounding agricultural areas.

Municipal utilities will need to be extended in a cost-effective manner. Attention in the designs of subdivisions to minimize conflicts with City improvement standards upon annexation will continue to be a priority. It is the intention of the Planning and Zoning Commission that, by implementing the recommendations of the City's Comprehensive Plan, Concordia can coordinate with Lafayette County in regulating development in our "fringe areas".

LAND USE EXTERNALITIES

As Concordia plans for meeting the needs of new urban development, it must be understood that the development of Concordia's "growth areas" will affect the largely agricultural area surrounding the City, and several planning issues will become relevant.

One of the factors affecting the use of a given parcel of land is the impact on land use from adjoining parcels. Economists refer to this impact as a "land use externality" because a property owner often overlooks it in their decision-making process.

As an example of land use externalities, a residential district that fronts an arterial road, and faces a commercial strip, has less value than a similar district integrated within a residential neighborhood. In essence, the land use incompatibility and the loss of value have created a cost to the residential owners by the commercial owners. The best way to minimize these external costs is to either:

- Interrelate the multiple land uses in a planned mixed-use development; or
- Separate incompatible land uses with effective urban design and buffer areas

Not all land use externalities are negative. For instance, a concentrated shopping district will attract customers from a wider market area than will commercial uses dispersed throughout an area. As Concordia's potential I-70 commercial trade capabilities are examined, areas that will allow clustering of retail and commercial uses can be identified. The clustering of these uses can be planned around arterial roads and primary roads, thus allowing Concordia to benefit from the commercial and retail benefits, while protecting residential districts from commercial establishments. These planning principals will help create effective transitions or buffers between commercial and residential areas.

It is important that these planning principals be utilized as the city projects into its growth areas so that careful planning may be made for the primary roads (Highway 40 and Missouri 23) to continue carrying traffic, while simultaneously developing residential areas in an attractive manner.

New subdivisions must be designed to minimize conflicts, while protecting the quality of life that residents seek. Non-residential uses, which are not designed as part of a mixed- use development, should be made compatible through screening and other mitigating factors.

DISTRIBUTION OF PUBLIC SERVICES

As Concordia plans for growth within the community's "Growth Areas", it must be understood that certain patterns are more efficient and less costly. The Plan should keep compact growth within the City's "growth area" to avoid a "leap frog" effect of development-developing areas further out, rather than developing land contiguous to existing areas.

By adopting this practice, the City will ensure that growth will focus on the areas where infrastructure, such as emergency notification infrastructure, sanitary sewer and water connections, and roads are most cost effective.

Chapter 9

PUBLIC SERVICES

This chapter is an overview describing the existing public service programs, facilities, water & sewer systems, utility systems and transportation issues in Concordia, Missouri. The sections will describe the existing conditions of these issues, will give a general layout when possible, and attempt to briefly identify future improvements in these areas that will be required for the successful growth of Concordia.

I. MAJOR STREET PLAN

INTRODUCTION

The purpose of this section is to identify local travel and mobility needs and address orderly development of the City's thoroughfare system. It includes an overview of existing transportation and travel characteristics, and future transportation planning guidance.

The relationship between land use and transportation is complex and ever changing. Any number of projects can come under the heading of transportation: local transit services available to elderly or disabled residents, traffic impacts of a new housing development, pedestrian paths, bike trails, and so on. Consideration to the Concordia Special Road District must be given, and every transportation decision has implications for land use (and vice-versa). Effective planning determines, as nearly as possible, how altering one side of the equation may affect the other.

The growth of Concordia will be directly influenced by decisions that may be made by the Missouri Department of Transportation. Interstate 70 currently bisects the City of Concordia and acts as an imposed boundary between the older parts of the city and newer development.

This development is commercial, industrial and residential, in nature, and can readily be expanded further to the North, East and West. I-70 allows the access to this area for people and goods coming from the east coast or from the west coast.

KEY ISSUES

A preliminary part of the plan development was the public survey which allowed citizens to identify transportation issues that were important to them. In the development of the Comprehensive Plan, work by the Steering Committee, survey participants and City staff identified the following key transportation issues:

Roads in need of repair, replacement and maintenance

- Traffic safety at intersections
- More Sidewalks and Trails
- Traffic law enforcement

It should be noted that while not each of these issues is addressed individually within this chapter, all are addressed and discussed throughout the entire report.

ROLE OF CITY GOVERNMENT

The City is responsible for the safe operation and maintenance of streets, traffic control, and speed limits through the administration of the City of Concordia's Code of Ordinances. Design and construction of new streets are controlled through the requirements of the Public Works Department. The City works with State and Federal entities such as the Missouri Department of Transportation (MoDOT) and the Pioneer Trails Regional Planning Commission (PTRPC) on regional transportation issues. The city also coordinates with MoDOT concerning state maintained local roadways and intersections.

CITY STREETS

Roadway Classification:

The existing roads and highway network, as specified by city Subdivision Regulations, are classified by function-not by volume. The various roads are divided into groups according to the services they provide. The factors that identify Concordia's roadway classifications are:

- The level of through-traffic movement; and
- Access to adjacent land or individual properties

The functional classification for streets uses a hierarchy to identify the operation of all streets within the transportation system. The hierarchy of street types, beginning with the lowest level is: residential street, marginal access, collector, arterial, and expressway/freeway. Lower levels, like the residential roads, provide a more direct access to property than the higher-level roads, like the expressway/freeway

The roadway classification also dictates the design and construction standards for Concordia's roadways, in accordance with the City's Subdivision Regulations. These standards vary according to what is necessary to support the daily traffic activity. General roadway standards have been developed and accepted by the City of Concordia in its Subdivision Regulations. The standards for residential, collector, and arterial roads are summarized below:

Residential Streets are those designed primarily to provide access to abutting property. The ideal traffic volume is less than 600 AADT but variation is inevitable over time and from street to street. The minimum right-of-way for residential streets is 50 feet, with the width of the street being a minimum of 32 feet (back of curb to back of curb)

The street surface shall be either Portland Cement Concrete or flexible asphaltic pavement, as approved by the City Engineer and as advised by the Board of Alderman. Resurfacing may be accomplished by using chip and seal as recommended by ASHTO Pavement Preservation Standards and Practices.

Collector Streets are streets planned to facilitate the collection of traffic from neighborhood residential streets and to provide circulation within neighborhood areas and convenient ways for traffic to reach arterial streets. They are designed to accommodate higher traffic volumes and may require parking restrictions.

The minimum turning radius for a collector street is 230 feet, compared to the required 100 feet for a residential street. The width of collector streets are determined by the preliminary plat.

The design characteristics calls for a minimum design thickness of 1" or more concrete, or .5" or more Flexible Asphaltic Pavement, placed on 3-1/2" or more of course base.

Major Collector Streets are designated collector streets that also facilitate specialized traffic such as, but not limited to, agricultural, and commercial traffic.

Arterial Roads are those streets designated for large volumes of traffic. By city Subdivision Regulations, they have a design thickness of 8" of Portland cement concrete, placed on 6" of stone base, rolled in place, as per the Missouri Department of Transportation's specification.

The minimum turning radius for a primary arterial street is 750 feet.

Expressway/Freeways, as defined by the American Association of State Highway Transportation Officials, are primary arterial roadways that have full or partial access control. These routes are typically the highest traveled corridors, serve major activity centers and carry the major portion of trips entering or leaving the city.

1-70 and Mo. Highway 23 Corridor Roadway Classifications

The roadway classifications described above are applicable to the major roadways in the planning area. The roadways are classified based on the function that corresponds with the description of the roadway classification.

Table 1 identifies the functional classification of collector roads, arterial roads and expressway/freeways within the planning area. Roads that are not listed on this table shall be classified as a residential street. As development occurs within the city Growth Area, roadways may need to be reclassified as collector or arterial roads.

Table 1 - Roadway Classification

Name of Roadway	Roadway Classification
Interstate 70	Expressway/Freeway
Old Highway 0	Arterial
Highway 23	Arterial
NW 4th (East of N. Bismark)	Arterial
NW 8th (East of N. Bismark)	Arterial
NW 4th (West of N. Bismark)	Collector
NW 8th (West of N. Bismark)	Collector
N. Bismark	Collector
NW 2nd Street	Collector
S. Sunset Hills Drive	Collector
SW 7th / SE 6th Street	Collector
SE 14th Street	Collector
South St. Louis Street (S. of 6th St.)	Major Collector
SE 10th Street Terrace	Collector
Bonn Road	Collector
Hope Hill Road	Collector
Stuenkel Road	Collector

SYSTEM CONDITIONS

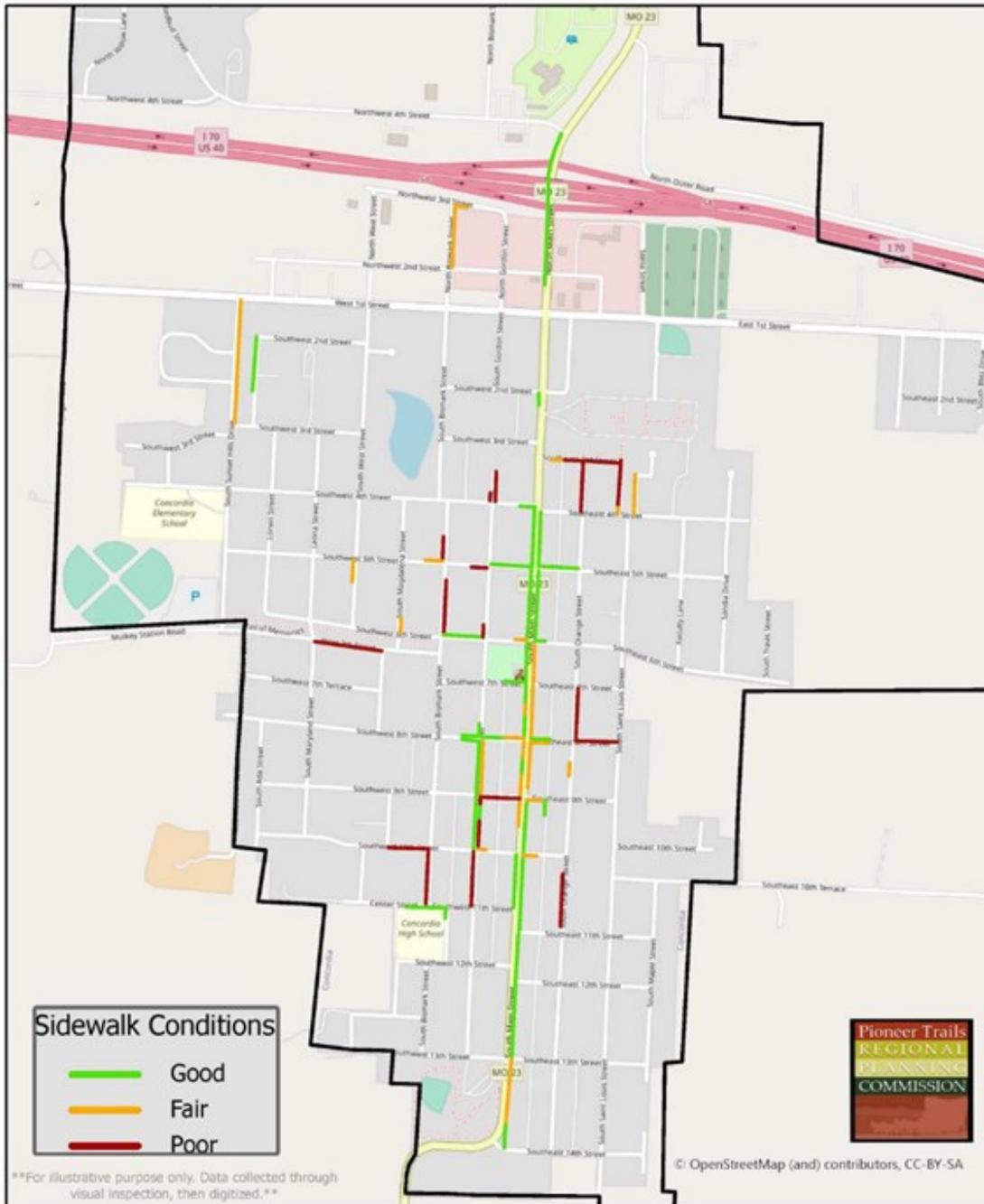
Sidewalks

Concordia contains an estimated 19,801 linear feet of existing sidewalk with 47.3% of existing sidewalks being in good condition.

Condition:	% of Total
Good	47.3%
Fair	26.6%
Poor	26.1%
Totals:	100.00

The Concordia school district bus route starts approximately 1 mile away from the schools excluding the children on the east side of Main Street/23 highway because of the dangers associated with walking across the most heavily travelled road in Concordia. Although the majority of Concordia's sidewalks are in good condition, they do not direct foot traffic towards the schools. Main Street is lined with the best sidewalks in the city, with the rest of sidewalks providing less utility to pedestrians (with the exception of S. Gordon Street).

Concordia Sidewalk Conditions 2021



Streets

The Missouri Department of Transportation's I-70 First Tier Environmental Draft shows that the daily volume of I-70 at the Mo. 23 intersection is 26,800 ADT's in 1997. The same study projects 56,500 ADT's by year 2030.

The I-70 First Tier Environmental Impact Study also cited an "Interchange Operational Analysis" that validated that the current diamond-configured intersection that serves Concordia, will yield unacceptable ramp operations by year 2030. However, with the addition of signal improvements or intersection improvements, an acceptable level of service for the intersection can be reached.

All of these findings show more congestion on I-70. In fact, unless improvements are made to I-70, by the year 2030 **all roadway segments, and all but one intersection will have unacceptable conditions** by MoDOT's standards.

Overall, many of the streets and roadways in the City of Concordia require ongoing maintenance and/or replacement, especially those streets within the older, original sections of town. Gutters, storm drains, and sidewalks, where constructed, need to be cleaned and repaired. Gutters and/or sidewalks need to be constructed in many areas where there are none. This is especially true in the residential areas where the sidewalks could become more useful to schoolchildren and other residents.

In the summer of 2021, Pioneer Trails Regional Planning Commission conducted traffic studies on frequently used streets within the City Limits. Information obtained from the studies was used to evaluate the interaction between pedestrians, local driving behaviors, and provide an accurate estimation of Annual Average Daily Traffic (AADT) volumes. Detailed data was provided to the Concordia Police Department, Concordia Planning and Zoning Commission, and the City Administrator.

	AADT	Posted Speed Limit	Peak AM	Peak PM
S Saint Louis St				
Section 1 (South of SE 10 th St.)	737	25 mph	5 to 6:00	2 to 3:00
Section 2 (North of SE 10 th St.)	506	25 mph	10 to 11:00	2 to 3:00
SE 4th St	367	15 mph	7 to 8:00	4 to 5:00
Sunset Hills Dr	565	15 mph	10 to 11:00	5 to 6:00
SW 7th St.	275	25 mph	10 to 11:00	3 to 4:00
Old Hwy 40	1,200	35 mph	11 to 12:00	4 to 5:00
NW 8th St.	373	25 mph	7 to 8:00	5 to 6:00
NW 2nd St.	542	25 mph	9 to 10:00	2 to 3:00
S Orange St.	161	15 mph	10 to 11:00	4 to 5:00
S Gordon St.	100	25 mph	7 to 8:00	3 to 4:00
SW 12th St	159	15 mph	7 to 8:00	3 to 4:00
SW 3rd St.	172	25 mph	11 to 12:00	12 to 1:00
SW 4th St.	370	25 mph	7 to 8:00	3 to 4:00
Hwy 23	1,643	25 mph	8 to 9:00	4 to 5:00
Source: Pioneer Trails Regional Planning Commission, Data Collected 2021; MoDOT Datazone, 2020 Data collection				

High Priority Route Accessibility

Routes identified and frequently used by Emergency Medical Services (EMS), and the city's Emergency Manager should be prioritized for the clearing of debris and snow for public safety. Identified routes include:

- ◆ NW 2nd Street
- ◆ West 1st Street
- ◆ SW 4th Street
- ◆ SW 9th Street
- ◆ SW 10th Street
- ◆ SE 14th Street
- ◆ Main Street/Hwy 23
- ◆ NW 5th Street
- ◆ SE 7th Street
- ◆ S Saint Louis Street

Heavy Use EMS Routes



GOALS, OBJECTIVES, & ACTIONS

Goals, objectives, and actions form the basis of the Comprehensive Plan and will serve in guiding future development decisions in Concordia. The following goals were created based upon input from citizens and Steering Committee members.

- ◆ Sight line enforcement (parking) and evaluation of current designated parking and non-parking areas
- ◆ ROW ordinance enforcement. (Example: removal of trees and shrubs reducing line of sight and traffic signage)
- ◆ Handicap Parking Locations in relation to amenities
- ◆ Prioritized Route Accessibility (Snow/Storm Debris)
- ◆ Implementation on traffic calming measures appropriate to surrounding area when feasible
- ◆ Provide safe facilities for pedestrians

TRAFFIC CALMING

Traffic calming is the use of physical road design and/or other measures to slow vehicles as they move through mixed use, commercial, and residential neighborhoods. Calming measures will be considered and utilized when appropriate in the City of Concordia's planning processes.

- ◆ **Curb extensions** – an angled narrowing of the roadway and a widening of the sidewalk either visually or physically creating safer and shorter crossings for pedestrians.
- ◆ **Signage** – both as recommended by the Manual of Uniform Traffic Control Devices (MUTCD) as presented by an engineer and other authority. The city should replace and increase use whenever possible to adhere to MoDOT and AASHTO standards for traffic sign retroreflectiveness.
- ◆ **Road Diet** - also called a lane reduction or road rechannelization, is a technique in transportation planning whereby the number of travel lanes and/or effective width of the road is reduced in order to achieve systemic improvements.
- ◆ **Chicanes** - are a type of "horizontal deflection" used in traffic calming schemes to reduce the speed of traffic. Drivers are expected to reduce speed to negotiate the lateral displacement in the vehicle path. There are several variations of traffic-calming chicanes, but they generally fall into one of two broad categories:
 - ◆ Single-lane working chicanes, which consist of staggered build-outs, narrowing the road so that traffic in one direction has to give way to opposing traffic
 - ◆ Two-way working chicanes, which use build-outs to provide deflection, but with lanes separated by road markings or a central island.

- ◆ **Cushions** - Speed cushions are either speed humps or speed tables that include wheel cutouts to allow large vehicles to pass unaffected, while reducing passenger car speeds. They can be offset to allow unimpeded passage by emergency vehicles and are typically used on key emergency response routes.
- ◆ **Surface Treatment**—(Rumble Strips)
- ◆ **Pavement Color** – Physical measure of using patterns and color painted or built into roadways to encourage safer driving behavior by focusing attention on roadway. Changes in roadway material such as red brick can be utilized to achieve color and texture contrast.

POLICIES & PRINCIPLES

Complete Streets

This policy defines Complete Streets by this outcome: All current and projected users of the public rights of way should be able to safely and conveniently reach their destinations along and across a street or road, regardless of their chosen mode of transportation, in order for that street or road to be considered “complete.” “All users” include: pedestrians, cyclists, transit and school bus riders, people with disabilities, motorists, freight haulers, service personnel and emergency responders. “All users” includes a wide range of ages from infants being pushed in a stroller by an adult to elderly people.

While some streets and roads may require changes to the rights of way to better accommodate non-motorized users, many low volume streets and roads will require only minor changes such as signage or re-striping, or no changes at all, especially if streets are designed for an appropriate speed.

The purpose of this policy is to encourage improvements to the transportation network so that more and more streets and roads in the City of Concordia meet this definition, to encourage future designs which accommodate all users and to create an increasingly safe and accessible transportation network for all modes and users.

There is no one design standard that achieves the Complete Streets outcome. Designs for particular projects will be context sensitive, considering adjacent land uses and local needs and incorporating the most up-to-date, widely-accepted design standards for the particular setting, traffic volume, traffic speed and current and projected demand. Each project must be considered both separately and as part of a connected network to determine the level and type of treatment necessary for the street to be complete.

It is important to note that many low-speed, low-volume residential streets can be considered complete with no additional treatment because pedestrians, people of all abilities, cars and cyclists can already interact safely. Likewise, many low-volume roads with limited current or projected demand from cyclists, transit riders, pedestrians and people with disabilities may require no additional treatment to be considered complete.

Additional ordinance clarification of Right of Way (ROW) owner responsibilities of easements and sidewalks, along with reminders to residents.

FUNDING SOURCES

Potential funding sources include the following:

Federal – The replacement for the Fixing America’s Surface Transportation Act (FAST Act), which has yet to be named and adopted, may include new funding mechanisms for infrastructure improvements.

State – The following Missouri Department of Transportation funding should be considered for planning and non-motorized transportation improvements:

- ◆ Transportation Engineering Assistance Program (TEAP)
- ◆ Transportation Alternatives Program (TAP)

County – The following funding may be available in conjunction with Lafayette County:

- ◆ Community Development Block Grant Funds (CDBG)
- ◆ County Road Bonds

City – The City may consider funding roadway improvements in the following ways

- ◆ Capital Improvements Program Budget
- ◆ Community Development Block Grant Funds (CDBG)
- ◆ General Obligation Bonds
- ◆ Roadway improvement taxes
- ◆ Missouri Transportation Finance Corporation
- ◆ Transportation Development Districts
- ◆ Tax Increment Finance

II. WATER

INTRODUCTION

This section is an overview describing the existing infrastructure for the water system for the City of Concordia, Missouri. This section will describe the existing system condition, the improvements already in progress-having received approval from the Board of Aldermen, a general layout of the system and a brief identification of future improvements needed for growth and development within the targeted "Growth Area".

WATER SUPPLY

The City of Concordia's raw water source is the Edwin A. Pape dam and reservoir, approximately three miles south of the city. The lake has a surface area of approximately 245 acres, a drainage area of 5,340 acres, and an estimated storage volume of 3,469 acre- feet. The maximum depth of the lake is less than 40 feet.

The city hired The Larkin Group in 2015 to perform a drinking water system engineering report. The engineering report stated that the city may continue with the Edwin A. Pape Reservoir as is currently done. Following 2020, the city may have to limit its outside water sales. The water is good in quality, but additional treatment for turbidity to remove suspended solids before the water enters the distribution system is required. In 2020 the Larkin Group provided a report to determine the capacity of Concordia to provide additional water to the Public Water Supply District No. 2. In May, 2021 the city changed the water treatment from chlorination to adding chloramines to avoid water storage issues. Findings and other details can be requested by contacting City Hall.

A raw water pump station is located at the reservoir. The raw water pump station draws water from the reservoir and transfers it to the treatment plant facility, approximately 2 miles toward the city. The pump station has three vertical turbine type pumps. Two pumps are rated at 1,400 gpm each and the third is rated at 500 gpm and only serves as an emergency backup. Both of the larger capacity pumps were rebuilt in 2020.

The raw water pumps discharge into a 12-inch ductile iron pipe (DIP) supply line at the raw water pump station. The 12" pipe is then reduced into two 8" pipes, which convey the raw water to the plant.

The existing water treatment facility is located south of the City on Mo. Highway 23. The facility has a plant capacity of 1,400 gallon per minute or 2 million gallons per day (based on a 24-hour day). In 2018 the facility was converted from using ferric chloride to coagulants for pretreatment, and utilizes a membrane system for primary filtration, and carbon treatment post filtration.

WATER STORAGE

Concordia currently has a 400,000-gallon elevated tank, located north of I-70 and a 500,000-gallon standpipe at the west side of town. The standpipe was fitted with a booster station to provide an availability of 400,000 gallons. The total capacity is 900,000 gallons for functional purposes.

The same report also addressed the rest of the water storage. "There are two 120,000-gallon ground storage tanks at the pump station south of town but due to their operational function as a wet well they can only be assumed to be 50% effective as storage capacity.

Also, there is no back up pumping capacity which further calls into question their effectiveness to be considered as a storage resource." Continuing or increasing commercial and residential growth in the area could suggest a need for a larger, parallel water main connecting the treatment plant to the existing storage or an expanded water storage facility.

III. SANITARY SEWER

The sanitary sewer system for Concordia is a two-lagoon system. One lagoon is located outside the southern corporate limits of the city. This lagoon is a three-cell lagoon. The primary cell of this lagoon covers 18.2 acres, the secondary cell is 5.6 acres and the tertiary cell covers 1.7 acres.

SOUTH LAGOON

The south lagoon has a rated design flow of 374,000 gallons per day. The actual flow of the lagoon is approximately 106,000 gallons per day and is made of three cells. This lagoon is fed with a 15" main, and currently serves mainly the area of the city south of Fifth Street.

In 2010 four aerators were installed in cell one. Cell two is equipped with two aerators, and cell three is equipped with one, which were installed in 2019.

NORTH LAGOON

The second sewage treatment lagoon consists of a 35-acre oxidation pond located outside the northern city limits. The rated design flow of this lagoon is 705,600 gallons per day, and the actual flow is approximately 57,000 gallons per day.

This lagoon services primarily that area of the city located north of Fifth Street. The lagoon is not aerated. This lagoon is fed by a 15" main. No aeration is necessary as natural flow rates provide satisfactory sludge reduction.

IV. PUBLIC FACILITIES

Schools, public buildings, utility services, the police and fire department, and public recreational facilities are provided for residents and funded through taxes. The quality and extent of these services largely determine the degree to which a satisfactory community life and atmosphere can exist. Churches, lodges, clubs and privately maintained recreation facilities also make an important contribution to community living; these are not maintained by the general tax levies and often are not available to all residents. Therefore, these will not be discussed in detail in this section. Coordination with private services does occur when possible.

The public facilities in Concordia will be discussed, particularly with respect to the adequacy or inadequacy of the structures utilized in providing these services.

PARKS & RECREATION

The recreation facilities available in the community help fill leisure time and satisfy the biophilia needs of its citizens. A closely correlated relationship exists between the health and welfare of the people, and the recreation facilities available to them. Recent trends toward higher income and increased vacation hours earned by employees, remote working, along with greater expenditures on recreation, have led to a growing realization that adequate recreation facilities are expected by a community's residents. City constituents increasingly recognize that recreation does not only mean "play", but "education" as well. Recreation programs combined with successful school programs teach youth the fundamentals of civic life.

EXISTING RECREATION FACILITIES

There are currently two developed parks within the city limits of Concordia.

Central Park, located at Seventh Street and Gordon Street, occupies approximately one city block. In the central business district, adjacent to City Hall, Central Park is the site of Concordia's annual Fall Festival. A bandstand and two shelter houses are located on the grounds. This Park includes the clock tower and informational boards, which aid tourists through the City's history.

Concordia Park, also known as South Side Park, is Concordia's second park and is located at Main & 13th street.

This park has a lighted ballpark, with bleachers, and concession stand. This park also includes a bandstand, three picnic shelters, basketball equipment, sand volleyball courts and a croquet area. A lighted walking trail encircles the entire park area. Both parks are equipped with handicapped accessible restrooms.

There are two undeveloped parks within the city limits. East Park follows an abandoned Missouri Pacific rail bed, becoming affirmed as the property of the city through title work. The undeveloped park is used mostly as a linear trail for dog walking and hiking. North Park lies in the most recently annexed area of the city as green space, as of yet unequipped for recreational uses.

The Concordia Family Aquatic Center

The Concordia Family Aquatic Center was dedicated on June 16, 2001. The facility features a 3-meter and a 1-meter diving board, a 123-foot open flume waterslide, a 91-foot enclosed tube slide, a four-lane 25-yard swimming area, a zero-depth entry, water drop and spray columns in a shallow play area, a therapeutic jet seat, five sunshades and a concession area with tables under a sunshade, bathhouse and a concession stand.

The Aquatic Center is located adjacent to the Concordia Sports Complex, and shares a large parking lot.

Edwin A Pape Lake

Edwin Pape Lake Area, located about three miles to the south of Concordia, serves as the City's water supply, but also offers much in the way of recreation. The lake has a permanent pool of 1,120,000,000 gallons, covering approximately 245 acres with a six-slot jetty for boating.

Boating, fishing, seasonal waterfowl hunting, a horse arena and picnicking are offered in two shelters at the lake. The Missouri Department of Conservation manages monitoring and stocking of fish in the lake.

Ballpark Facilities

The city operates six baseball fields. The ballpark at Concordia Park, is frequently used by the youth league and visitors to the park. A second ballpark is located on the north side of the St. Paul High School campus. This Little League regulation size field also includes bleachers, a concession stand and restroom facilities.

The Concordia Sports Complex, consisting of four fields dedicated on June 19, 1999. This complex is located in the Sunset Hills Subdivision, adjacent to the Concordia Public Elementary School. The complex contains four lighted fields with a central concession stand, and adequate parking facilities.

Surrounding Facilities

Two rest areas, one on the west bound and one on the east bound traffic lanes, are located one-half mile west of the city on Interstate 70. Travelers can rest or picnic in these areas.

Ralph and Martha Perry Memorial Conservation area lies approximately five miles south of city limits where camping, hiking, fishing, shooting, and public hunting are available to the public.

Knob Noster State Park is located approximately 18 miles south of Concordia. Hiking, camping, fishing, kayaking, and riding are all available at the park site, as well as the use of a 50-acre lake. Confederate State Park offers walking and birdwatching about 16 miles north of Concordia.

There are six existing golf courses located within one hour's drive from Concordia. Two of these courses are nine-hole courses with grass greens. Both courses, located at Emma (4 miles East) and Higginsville (19 miles Northwest), are open to the public. Two courses at Warrensburg (Pertyl Springs on the South end and Warrensburg Golf Course on the west side) and the eighteen-hole courses at Knob Noster and at Marshall are open to the public.

Future Parks and Recreation Improvements

In August of 2021, voters approved to increase its general fund levy by 35 cents per \$100 of assessed value to be used for general municipal purposes. The funding will be used for the repayment of a 20-year indebtedness entered for acquisition of, and improvements to Concordia Park, walking trails, new bathrooms, playground equipment and other park improvements. This created a dedicated source of funding to the Parks and recreation department that has previously not existed. Future plans for improvement will be considered and funded as ADA accessibility and other needs arise.

Community identified Facilities and Services

Between November and December 2021, the public was asked to identify facilities and services not currently offered by the city, but would like to have available. Comments received include, but listed in no particular order;

- Dedicated soccer fields & programs
- Improved basketball courts
- City wide recycling program
- Community center allowing for year round sports availability
- New tennis courts
- Improved access for disabled to city services
- Indoor walking facilities
- Expansion of city youth sports programs
- Inclusive splash pad
- Dog park
- Increased outdoor grilling and picnic areas
- Walking trail development around Edwin Pape Lake
- Dog waste receptacles in city parks
- Camping options at Edwin Pape Lake

PUBLIC FACILITIES

The public buildings domiciling services provided in Concordia include the City Hall, the municipal water-works, the sewer department, the post office, and the Community Center.

The city also aids in the maintenance of an Emergency Preparedness System, and provides for Law Enforcement. The Concordia Fire Protection District offers fire protection and ambulance services.

City Hall

Concordia's City Hall is located at 618 S. Main Street. The building contains one main floor, used for city offices and meetings. The Concordia Police Department is located on the Northwest end of the building. This part of the building contains a small office area.

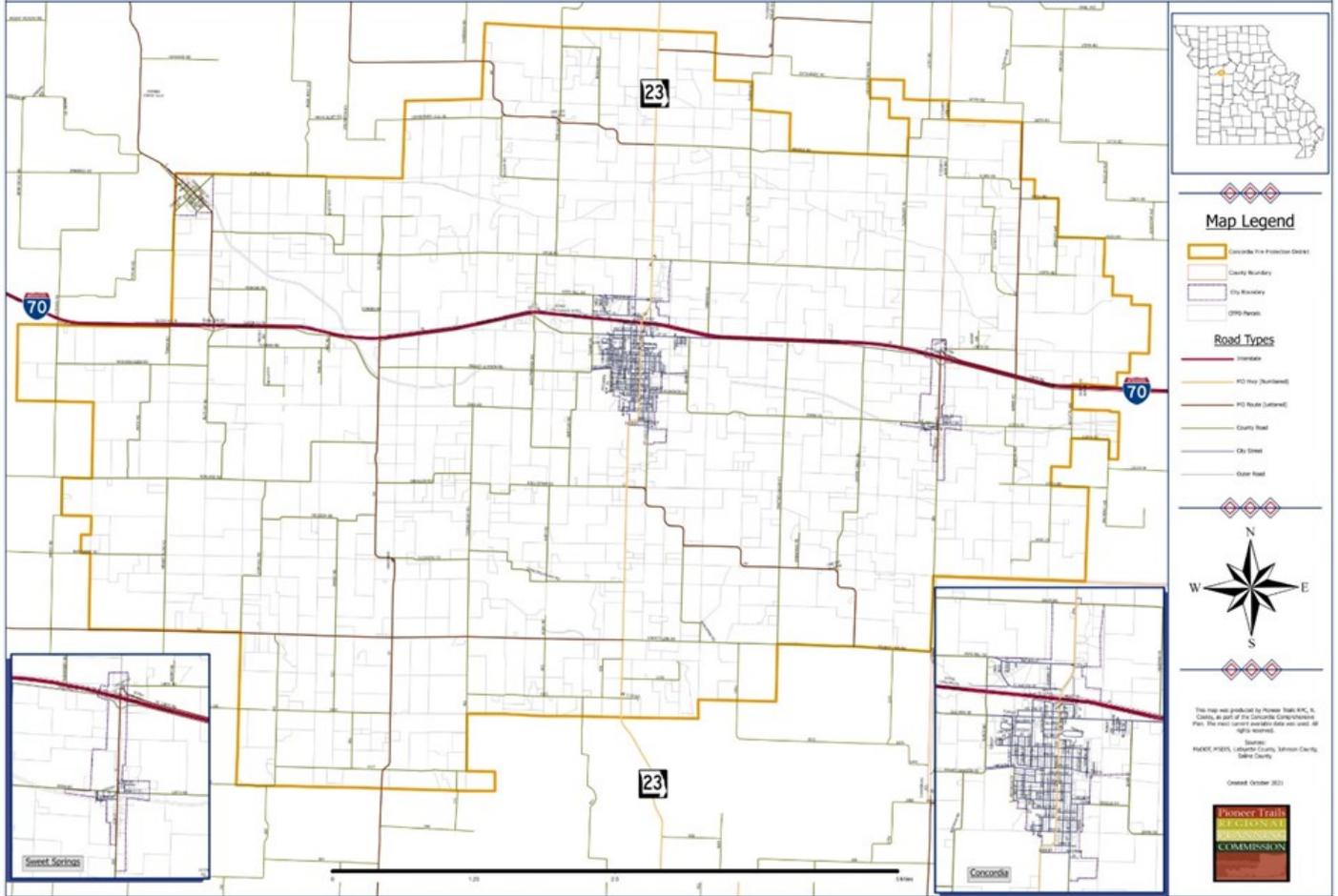
Fire Protection

The Concordia Fire Protection District was formed in 1969 and is governed by a three-person board. The present fire station, located at 710 South Orange Street was built in 2002. The brick and metal building is owned by the Concordia Fire Protection District. The district is a 38-person volunteer organization, which provides fire protection for a ten-mile radius around Concordia, which includes the Emma area and portions of Saline and Johnson counties. Of the 38 volunteers, 10 firefighters are First Responder qualified and 8 are EMT certified. Also, the majority of the firefighters are trained Weather Spotters. The district firefighting inventory consists of two 1000-gallon pumpers, one 1,000-gallon pumper/tanker, one 400-gallon 4x4 brush truck, one 250-gallon 4x4 brush truck, one F450 4x4 Ambulance, and one F350 Ambulance. The district also has a station in the city of Emma, Mo., which was built in 1982.

The Concordia Fire Protection District holds membership in the Fire Fighters Association of Missouri and the Lafayette County Fire Fighters Association. Emergency management facilities include six storm sirens, with two more envisioned for residential growth at the north and east boundaries of the city.



Concordia Fire Protection District



Police Department

The Concordia police department is comprised of six full-time officers and three reserve officers.

The officers are trained in the latest public safety and welfare techniques and principles. Through outreach from the officers, bicycle safety and various topics are presented to elementary school children. Programs such as “Chill with a Cop”, and “Shop with a Cop” provide friendly interactions within the community to create positive interactions with the police officers. The Police Department is located in Concordia City Hall with a separate entry on the north side of the building.

The Department operates four patrol vehicles, a 2014 Ford Interceptor, 2017 Police Interceptor, 2018 Ford Taurus Sedan, and a 2020 Ford Responder.

Post Office

The Concordia Post Office is located at SE Seventh and S. Orange Street and occupies about 0.3 acre. The building was constructed in 1960, and is adequate for the city’s current population and size.

The Concordia Community Center

The Concordia Community Center is located at 802 S. Gordon Street was converted from the old public elementary school in 2002. The building itself consists of three levels.

The ground level of the building, which includes two meeting rooms, kitchen, handicapped accessible restrooms and gymnasium, is currently available for public use. The building is used for community theater productions, community projects (blood drives, training seminars etc.), as the sole polling station for the city and as a walking area for citizens during inclement weather. The gymnasium and meeting spaces are available for rental by organizations and individuals.

The first floor of the Concordia Community Center houses the City's Park & Recreation Department and the Concordia Area Chamber of Commerce in a joint office area.

The remainder of the first floor is the home for the Concordia Area Heritage Society's Concordia Museum and rented offices. The museum offers visitors a chance to see genuine artifacts of daily life during previous eras in Concordia.

The Second floor has been renovated to offer groups of all sizes access to meeting rooms and operates as the Concordia Alderman's Chambers.

Garage and Maintenance Facility

Garage and Maintenance buildings are located on SW 3rd Street and S. Gordon streets, which houses trucks and small equipment and serves the city as the mechanical shop for the city equipment.

The city also owns a building in the NE Seventh Street area, which is utilized for storage of larger pieces of equipment.

Medical Facilities

Concordia does not have a hospital; the nearest available to residents is Western Missouri Medical Care, in Warrensburg, Mo., and Lafayette Regional Health Center, located in Lexington associated with Live Well in Concordia through Lafayette County Health Consortium. Western Missouri Medical operates a clinic at 905 S Main St.

Residents benefit from the association of these facilities with larger hospitals in the Kansas City metropolitan area, such as research hospitals such as St. Luke's Hospital and Truman Medical Center in Kansas City. Many residents use St. Mary's Hospital in Blue Springs, and Fitzgibbon Hospital in Marshall.

The Concordia Fire Protection District provides ambulance service to the district. The ambulance department consists of 13 members who are certified licensed EMT's. The department has two ambulances in service; both equipped with semi-automatic defibrillators.

Library Facility

Trails Regional Library, Concordia Branch is located at 813 South Main Street and provides book and media lending as well as reference materials for the community. The Trails Regional Library system is headquartered in nearby Warrensburg, Missouri and allows for interlibrary loans for access to a wide range of materials. The board of the Trails Regional Library includes representatives from each of the counties and communities served by the system and is supported by the state organization of regional libraries in Missouri.

Assisted Living Facilities

The Lutheran Nursing Home, Lutheran Good Shepherd Home, and the Good Shepard Village I and II are located on a 20-acre site in the western part of Concordia on SW Third Street and on S Sunset Hills Drive. The Lutheran Good Shepherd Home is licensed for 46 Residential I beds, 24 Residential II, or domiciliary beds, and 36 Intermediate (practical) care beds. The Lutheran Nursing Home is a 120-bed home which provides long-term care and rehabilitation under the supervision of a medical director, and 24-hour nursing care. To the west of the Good Shepherd Home, are the Good Shepherd Villages I and II. The villages have 80 apartment units, with either one or two bedrooms.

The Essex is located at 402 Redbud Rd. in the northwestern portion of the city. Essex is a licensed residential care facility with 12 residential rooms, 6 common areas including a kitchen. The facility provides 24-hour care from certified level 1 medication aids. They do not operate as a skilled care facility.

PUBLIC UTILITIES

The utilities operated by Concordia's municipal government or offered through franchised agreements with providing companies, are discussed in this section.

Solid Waste Disposal

The city provides weekly residential trash collection through a private company. The company provides commercial trash collection. Pickups of commercial trash are negotiated independently. Recycling has become an unserved need in the city of Concordia since it was removed due to irregular service and increase costs.

Yard waste can be disposed of at the city operated yard waste dump located on the south end of town on S. Saint Louis Street.

Water

The City of Concordia treats and supplies its own water. The source of the water is the Edwin A. Pape Lake, located South of Concordia by approximately three miles. The lake which covers 245 acres and has a capacity of 1.12 billion gallons and drains a watershed of 5,340 acres.

It provides an average of 563,000 gallons of processed water per day. Chloramines became substituted for chlorination in the Concordia treatment process during 2020 to meet the needs of a wholesale water customer. Missouri Department of Natural Resources staff has indicated interest in requiring the city to add a secondary water source in the future. The lake has not been dredged since impoundment in 1968. Dredging may be considered as an option in portions of the lake in time.

Electricity

Two area companies supply the City of Concordia's electrical service. The entire city, south of Interstate 70, and the area to the North of I-70, extending to the Industrial Development area, is served by West Central Electric Co-Op. West Central currently has one sub-station plant located adjacent to the City of Concordia. Distribution of power is overhead power lines.

Evergny, formerly known as KCP&L, serves the industrial development area located in the northeastern part of the city and residential homes within city limits. Their means of distribution is also overhead lines. They currently have two substations within the City of Concordia.

Natural Gas Service

The city's natural gas supplier is Spire Energy. The natural gas is fed from the east, and Spire provides new hookups with consultation from Spire Energy engineers. Gas lines were replaced in 2017 and 2018 and digital meters were installed for residents.

Telephone Service

Centurylink provides telephone service for Concordia. The Central Office is located at 210 E Market St., Warrensburg, Mo. Customer questions or request for services can call Centurylink Service Centers, listed in the telephone directory. They remain as the sole provider of land lines in Concordia.

The services are the latest in digital technology. They offer a variety of easy-to-use products and services. The company is inter-connected with fiber optics for its long-distance service. Digital data and high-capacity networks are also available.

Cellular service is available in the area. Some providers are T-Mobile, AT&T, Verizon 5G, and U.S. Cellular.

Internet Services

Green Hills Communication bought the local Internet Service Provider infrastructure from Citizen's Telephone of Higginsville, Missouri and continues to operate the service under new management. Centurylink continues to provide some internet service in the city.

Chapter 10

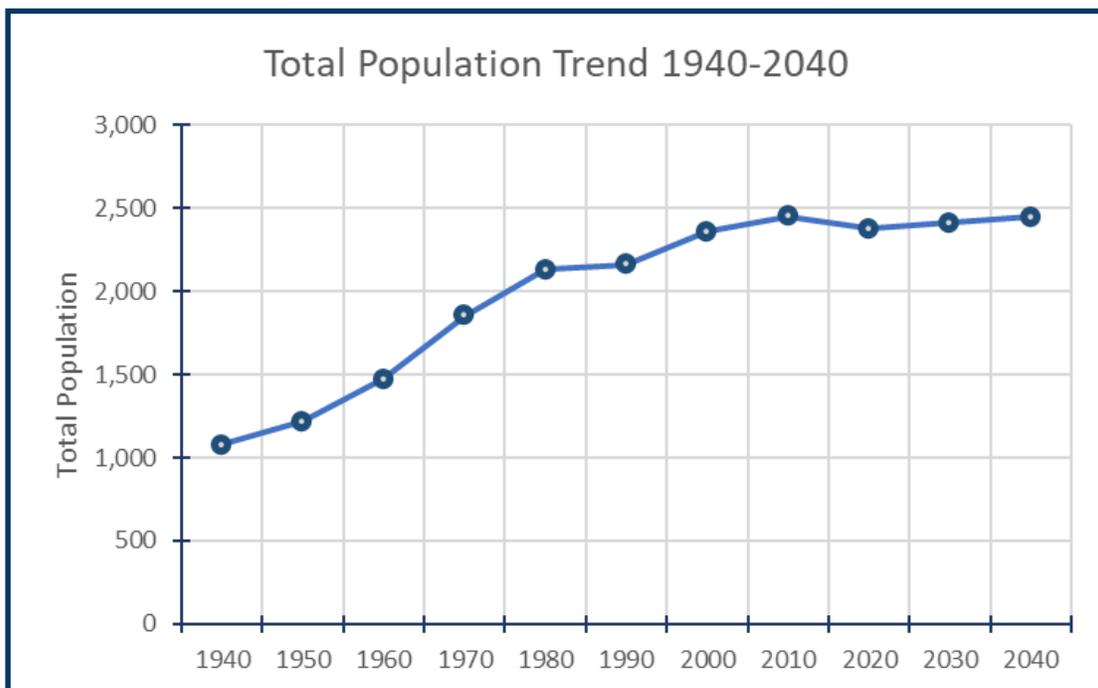
Population & Social Characteristics

Planning is concerned primarily with people. People use land, occupy buildings and use the community facilities and services; they move, marry, rear children, age and retire. A community's goals and opportunities are directly related to the desires and activities of its people. It is important, therefore, that trends in the number and characteristics of the people for which we are planning be established, in order to insure proper planning for their future needs.

I. POPULATION TREND

Population Trend 1940-2040

Year	Population
1940	1,077
1950	1,218
1960	1,471
1970	1,854
1980	2,129
1990	2,160
2000	2,360
2010	2,450
2020	2,376
2030	2,412
2040	2,448



Communities result when human beings congregate in a particular place to take advantage of specific opportunities. Ordinarily, people migrate to areas of greater opportunity. They are attracted to communities by better opportunities for employment, higher standards of living and more desirable living conditions; they are forced to leave places where jobs and wholesome living conditions are not as readily available. The past and present population trends of Concordia, therefore, are the factors of consideration for the future of this area.

In order to project estimated future population limits, the 80-year history of Concordia's population numbers will be examined. A very simple logic will be formulated using the most meager population growth in this time frame (1.5%) to project minimum population growth over the next 20 years.

The highest percentage of population in this time span will be used to estimate the maximum growth in population. Finally, the growth over this 80-year period will be averaged to produce an average or modest population growth.

Calculations of the data in this manner give the following results:

Population Increase: "Meager"

- ◆ "Meager" increase of 1.5% as 1980-1990 numbers indicate:
 - ◆ 2030: The minimum amount of estimated growth is 36 additional residents for a total of 2,412 residents.
 - ◆ 2040: The minimum amount of estimated growth is 36 additional residents for a total of 2,448 residents

Population Increase: "Strong"

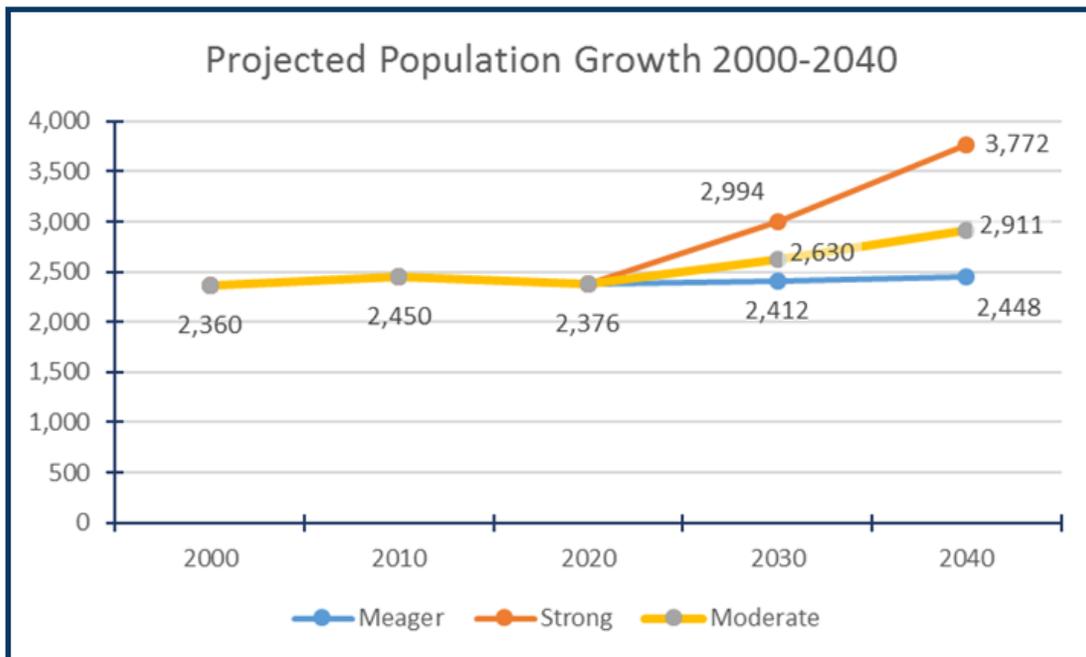
- ◆ "Strong" growth will be determined by applying the largest increase (26% in 1960-70) to the 2020 numbers, giving us maximum-expected growth for 2030 and 2040.
 - ◆ 2030: The maximum amount of estimated growth is 618 residents for a total of 2,994 residents.
 - ◆ 2040: The maximum amount of estimated growth is 778 residents for a total of 3,772 residents.

It is the Commission's determination not to plan for the minimum growth of the community. However, it is also very apparent that should a plan be built based on the maximum growth that this community has experienced in population, city funds could very quickly be overextended for growth that will occur in the distant future.

Therefore, for the purpose of this plan, a "modest" growth rate will be determined. This growth rate will be the average growth rate over the past 8 decades of 10.7%.

Population Increase: “Modest”

- ◆ When applying the “Modest” rate of 10.7% increase to the 2020 census, moderate growth can be expressed for 2030 and 2040 as:
 - ◆ 2030: The modest amount of estimated growth is 254 residents for a total of 2,630 residents.
 - ◆ 2040: The modest amount of estimated growth is 281 residents for a total of 2,911 residents.

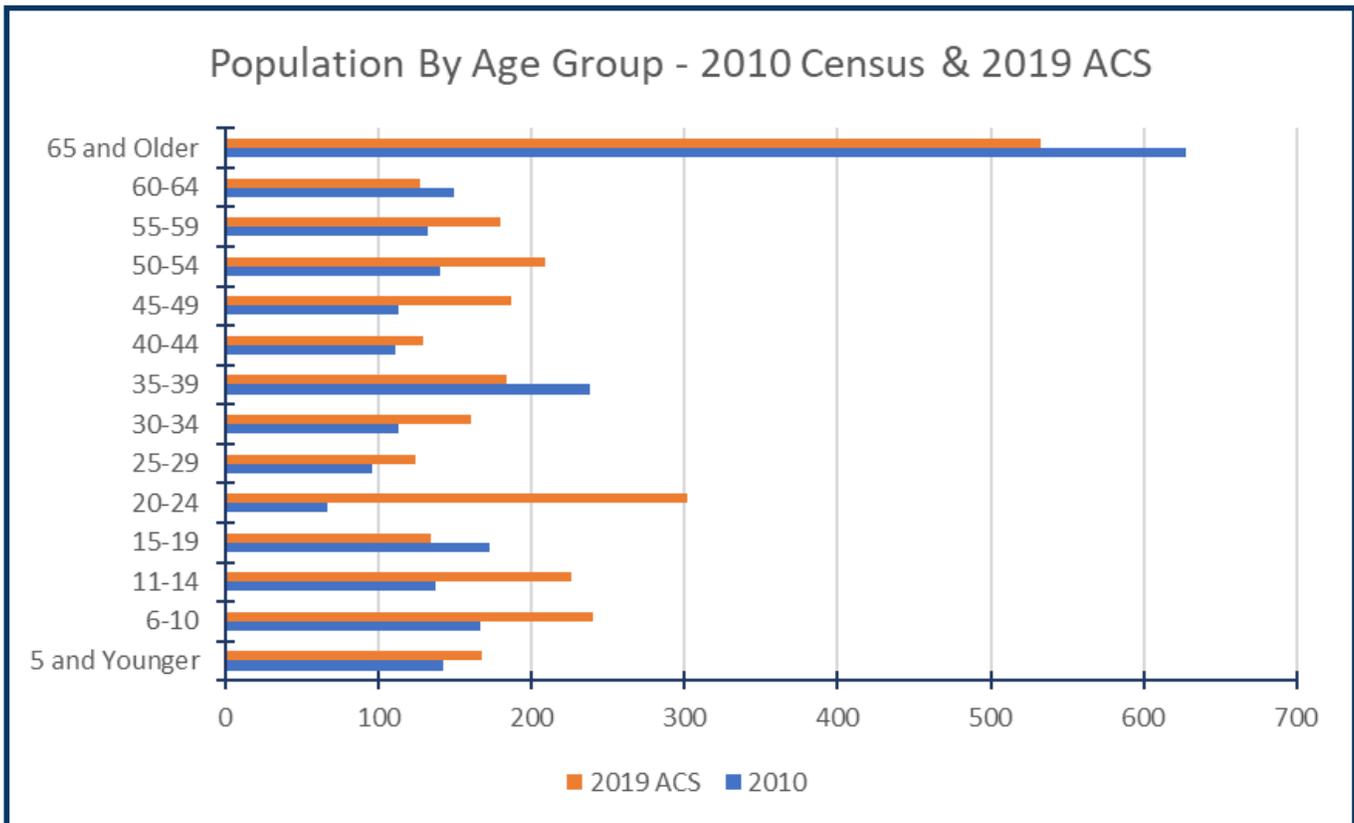


AGE DISTRIBUTION

The composition of the population by age distribution has important implications for planning. School needs, recreational needs, and housing needs must be considered in relation to these population trends and characteristics.

Age Distribution 2010 to 2019

Age Group	2010 Population	% Of Total 2010	2019 ACS Population Estimates	% Of Total 2019 Estimate
5 and Younger	142	5.9	167	5.8
5-9	166	6.9	240	8.3
10-14	137	5.7	226	7.8
15-19	173	7.2	134	4.6
20-24	67	2.8	302	10.4
25-29	96	4.0	124	4.3
30-34	113	4.7	160	5.5
35-39	238	9.9	184	6.3
40-44	111	4.6	129	4.4
45-49	113	4.7	187	6.4
50-54	140	5.8	209	7.2
55-59	132	5.5	180	6.2
60-64	149	6.2	127	4.4
65 and Older	628	26.1	533	18.4
All Ages	2,405		2,902	



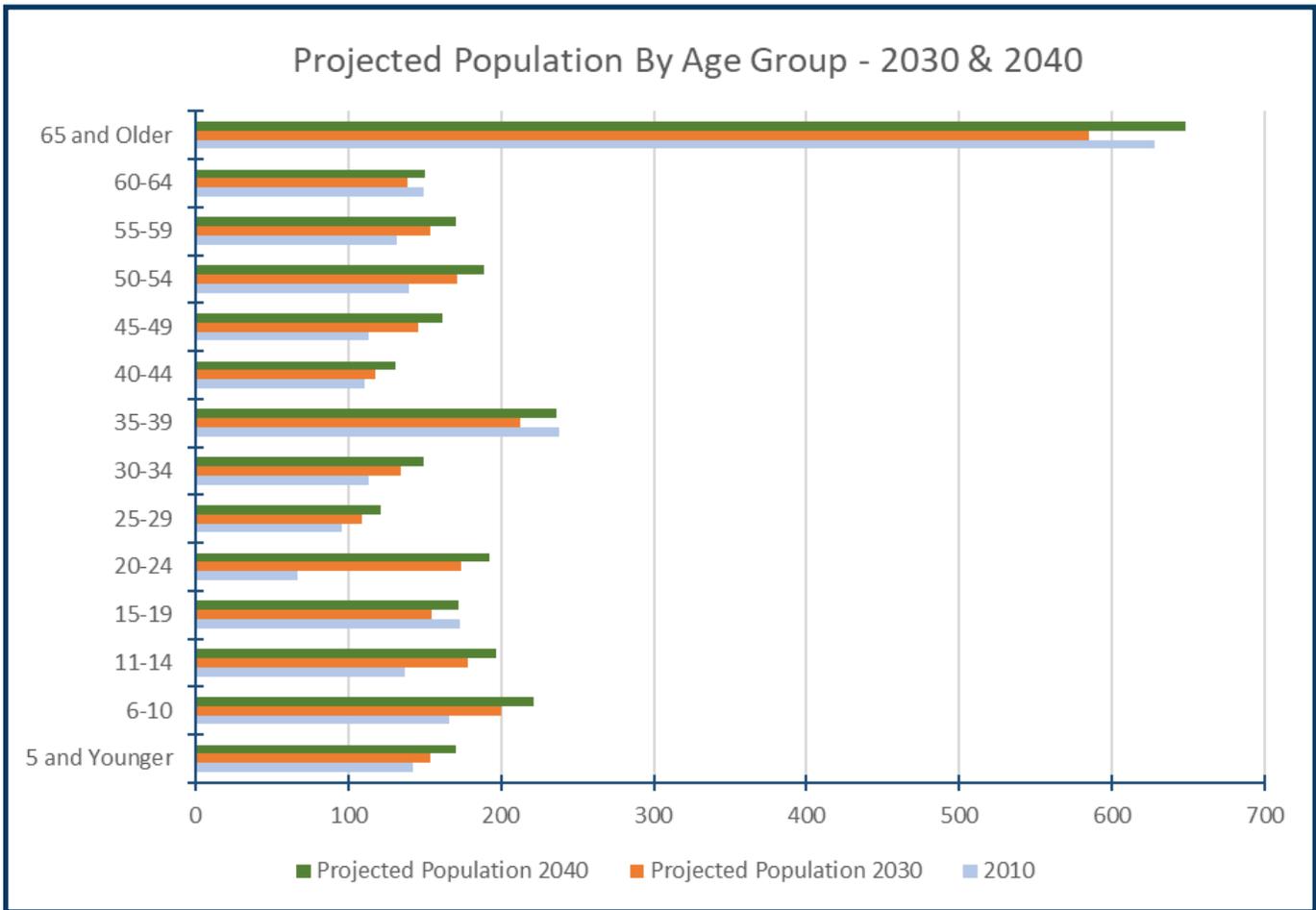
To project the age distribution over the 2010 and 2019 ACS Population Estimates, the average percentages will be used and applied to the project population trends, which will determine the age distribution of the projections.

Projected Age Distribution for 2030 Population: 2,630

Age Group	Projected %	Projected Population
5 and Younger	5.85	154
5-9	7.6	200
10-14	6.75	178
15-19	5.9	155
20-24	6.6	174
25-29	4.15	109
30-34	5.1	134
35-39	8.1	213
40-44	4.5	118
45-49	5.55	146
50-54	6.5	171
55-59	5.85	154
60-64	5.3	139
65 and Older	22.25	585

Projected Age Distribution for 2040 Population: 2,911

Age Group	Projected%	Projected Population
5 and Younger	5.85	170
5-9	7.6	221
10-14	6.75	197
15-19	5.9	172
20-24	6.6	192
25-29	4.15	121
30-34	5.1	149
35-39	8.1	236
40-44	4.5	131
45-49	5.55	162
50-54	6.5	189
55-59	5.85	170
60-64	5.3	150
65 and Older	22.25	648



ANALYSIS OF PROJECTED FIGURES

Throughout the next 20 years, Concordia should expect to see a spike in the population of the age 30-99 residents. As the 2019 ACS 5-Year estimate figures are examined, this analysis is supported by the fact that a large number of Concordia's residents (426) are currently between ages 20-29 and will be in this age group by 2040.

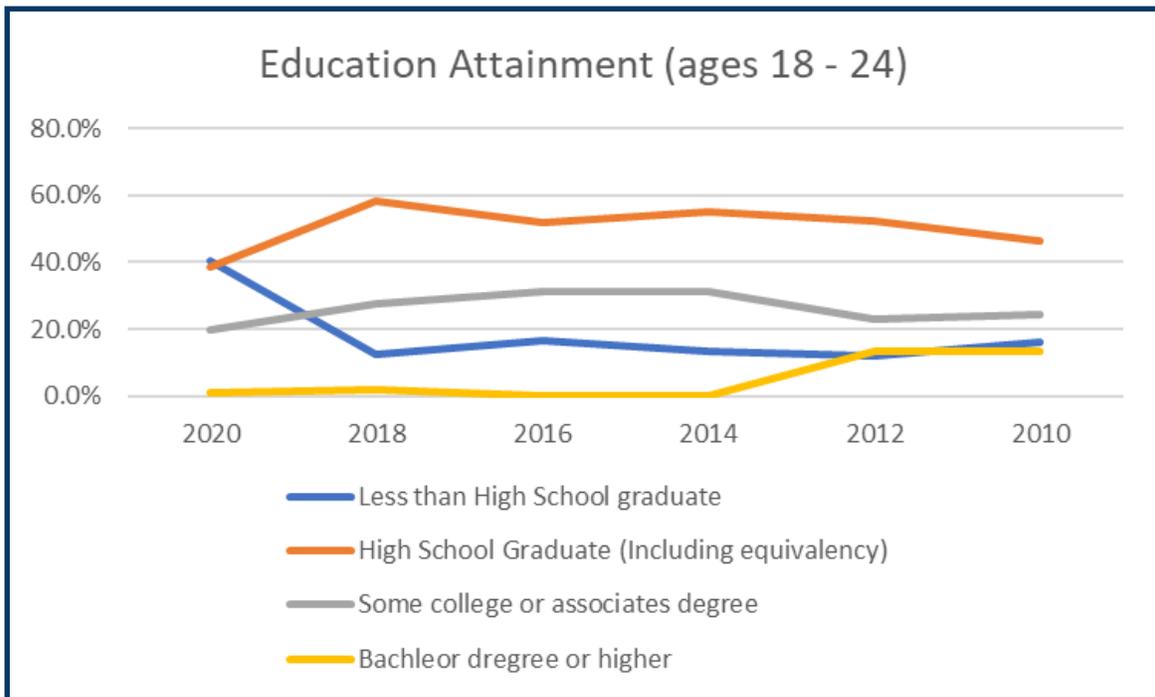
An analysis of the figures shows a leveling of age distribution. In 2019, Concordia became a younger community, closing the gap that existed in 2010 between the people over age 55 compared to other groups (909 in 2010) to a more level number (840). Residents under 5 years of age can also be expected to rise as a large majority of residents enter into child bearing age.

The sheer number of residents under 5 years of age would give sustenance to the establishment of daycare facilities in this time span. Furthermore, the City's recreation program will need to continue to promote activities and programs geared for the large spike of residents between ages 5-44 over the next 20 years.

POPULATION EDUCATIONAL ATTAINMENT TRENDS

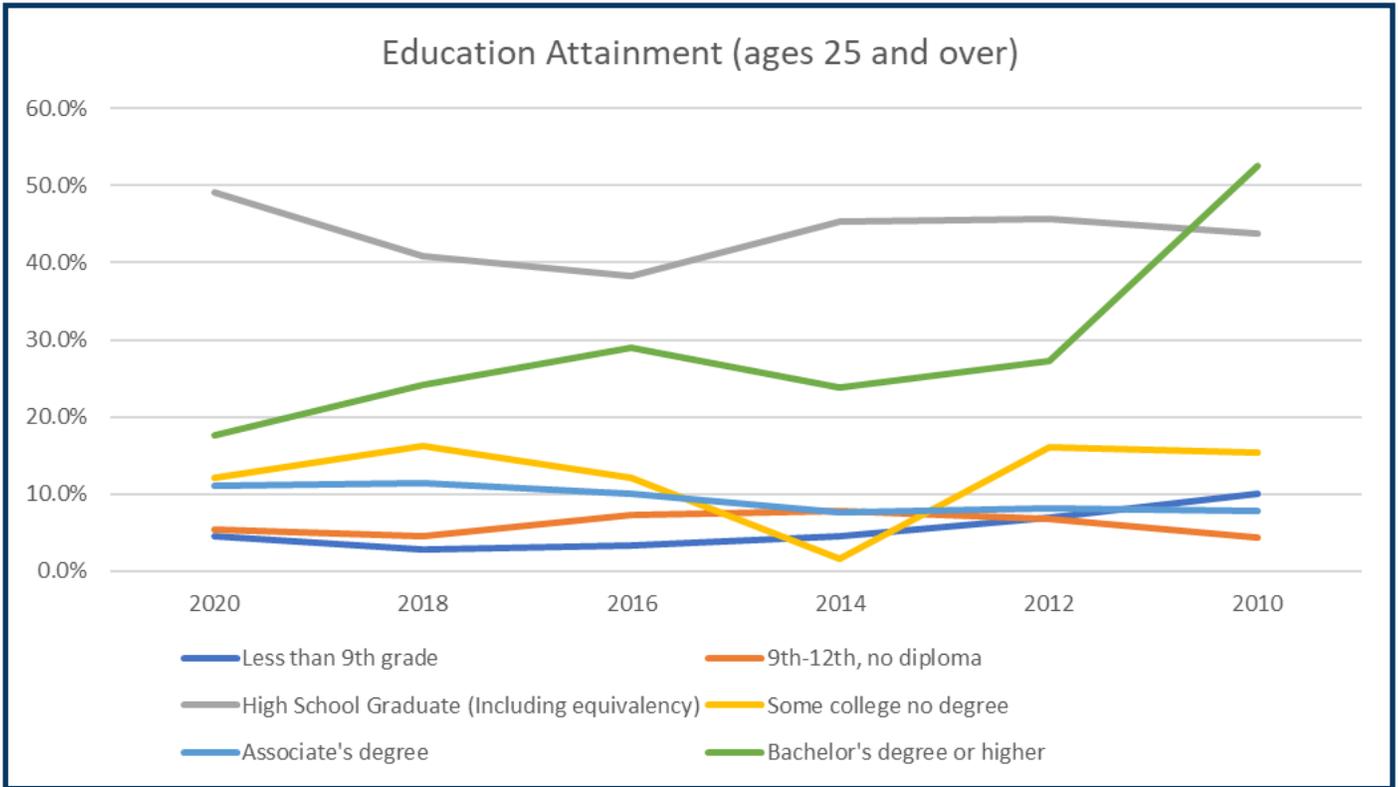
Education Trends: Ages 18-24

	2020	2018	2016	2014	2012	2010
Less than High School graduate	40.3%	12.6%	16.6%	13.5%	11.8%	16.0%
High School Graduate (Including equivalency)	38.7%	58.3%	52.1%	55.2%	52.2%	46.2%
Some college or associates degree	20.0%	27.5%	31.3%	31.3%	22.8%	24.5%
Bachelor degree or higher	1.0%	1.7%	0.0%	0.0%	13.2%	13.2%



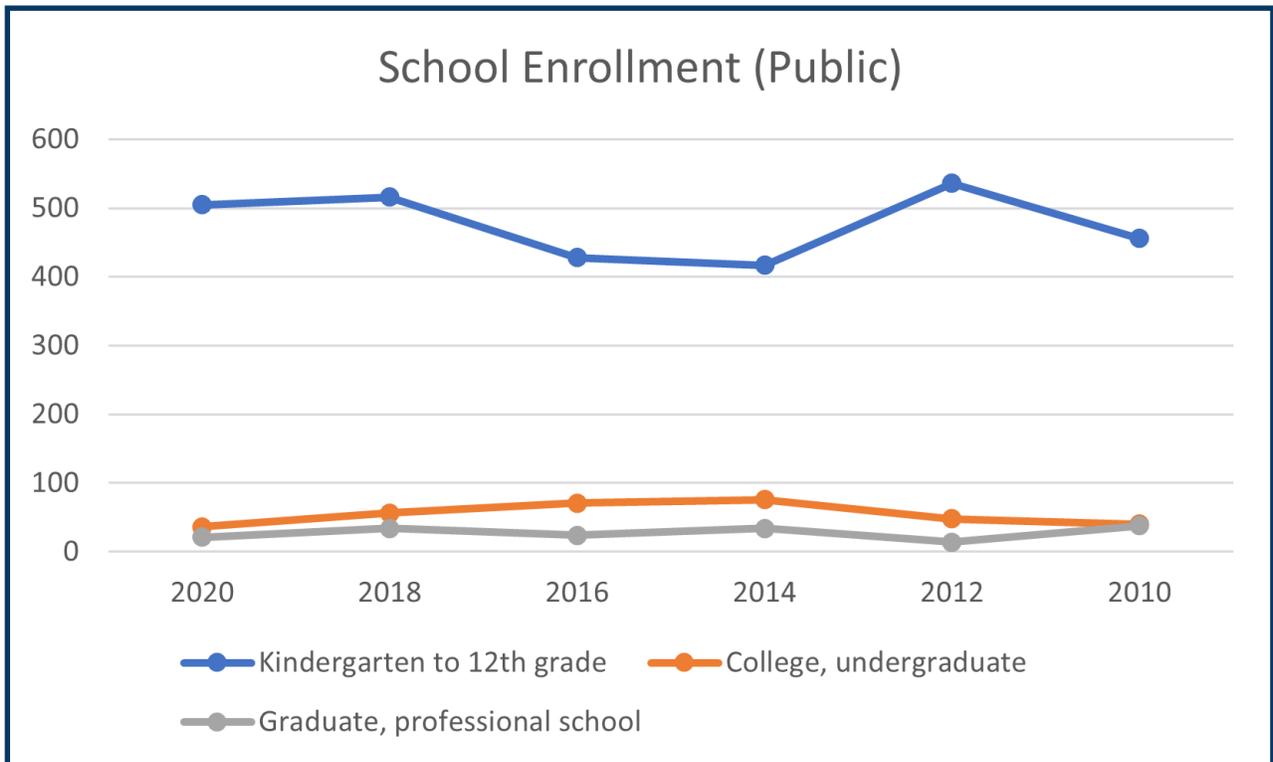
Education Trends: Ages 25 & Older

	2020	2018	2016	2014	2012	2010
Less than 9th grade	4.6%	2.8%	3.4%	4.6%	6.9%	10.1%
9th-12th, no diploma	5.4%	4.5%	7.3%	7.8%	6.7%	4.4%
High School Graduate (Including equivalency)	49.2%	40.9%	38.2%	45.4%	45.6%	43.8%
Some college no degree	12.1%	16.2%	12.1%	1.7%	16.1%	15.4%
Associate's degree	11.1%	11.5%	10.1%	7.6%	8.2%	7.8%
Bachelor's degree or higher	17.7%	24.1%	28.9%	23.9%	27.3%	25.6%



Education Trends: School Enrolment (Public)

	2020	2018	2016	2014	2012	2010
Kindergarten to 12th grade	505	516	428	417	536	456
College, undergraduate	36	56	71	76	48	40
Graduate, professional school	21	34	24	34	14	38



II. EXSITING LAND USE & HOUSING

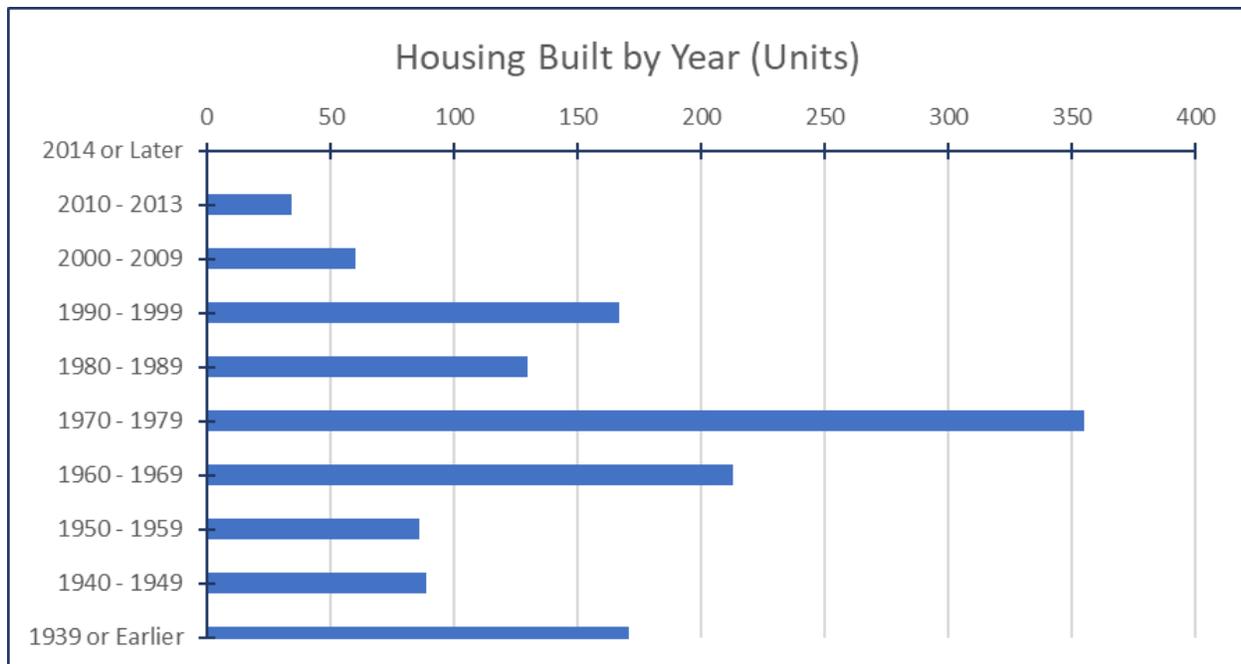
HOUSING

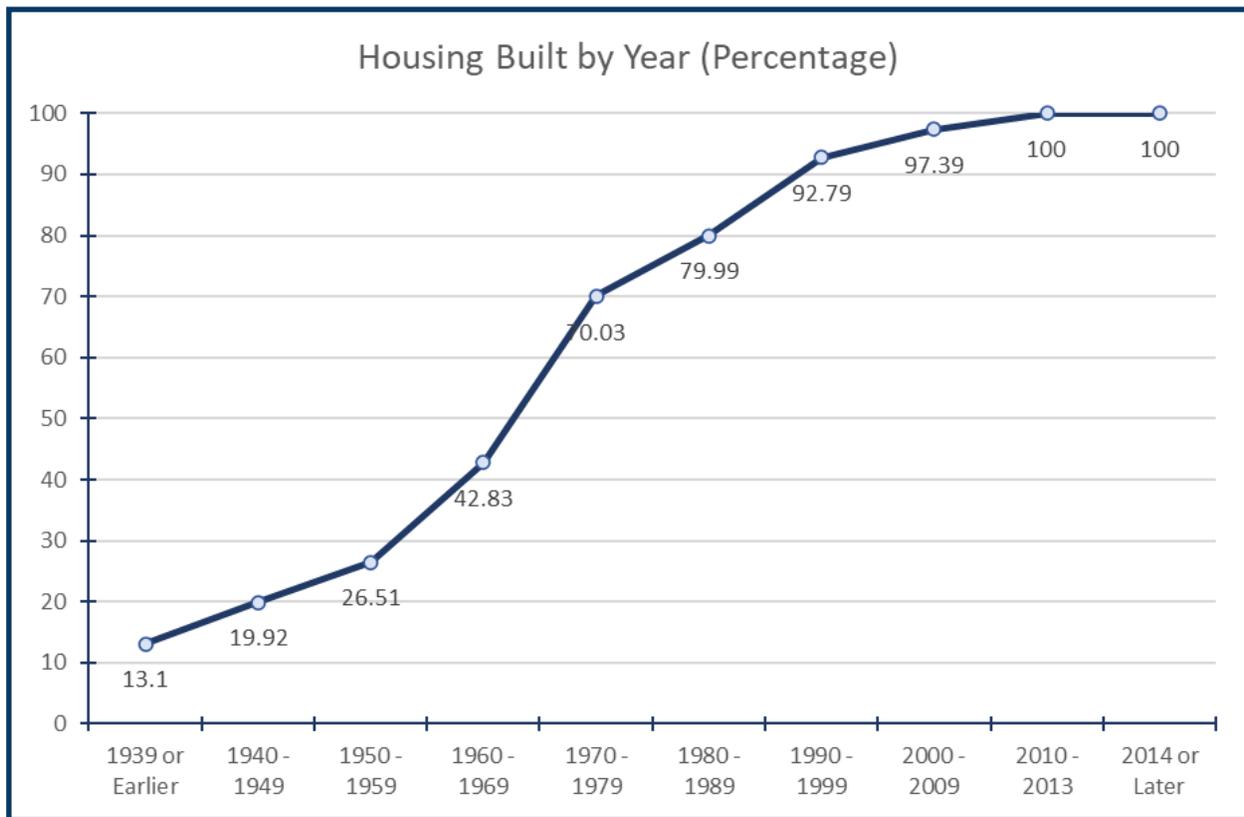
In Concordia, as in most American communities, one of the major land uses is residential. Knowledge of existing conditions in a community is essential to community planning, for an analysis of these conditions yields important information on the present and future tax base of the city and on its ability to retain and attract residents.

Major rental projects like Concordia Estates, Willow Point for families and the Good Shepherd Home's Villages for seniors, and The Essex, also provide quality living environments.

Highlights of the 2019 ACS 5-Year Estimates in Housing

Year Built	Housing Units	Year Built	Housing Units
2014 or Later	0	1970 – 1979	355
2010 - 2013	34	1960 – 1969	213
2000 - 2009	60	1950 – 1959	86
1990 - 1999	167	1940 – 1949	89
1980 - 1989	130	1939 or Earlier	171





The construction of housing units fell dramatically in the 2000 – 2013 time span. Only 94 new housing units have been constructed between 2000 and present. This constitutes a meager 7.2% of the housing units of the city. The Mean price of a housing unit in Concordia was \$124,379 in 2019. Median Gross rent was \$620 per month.

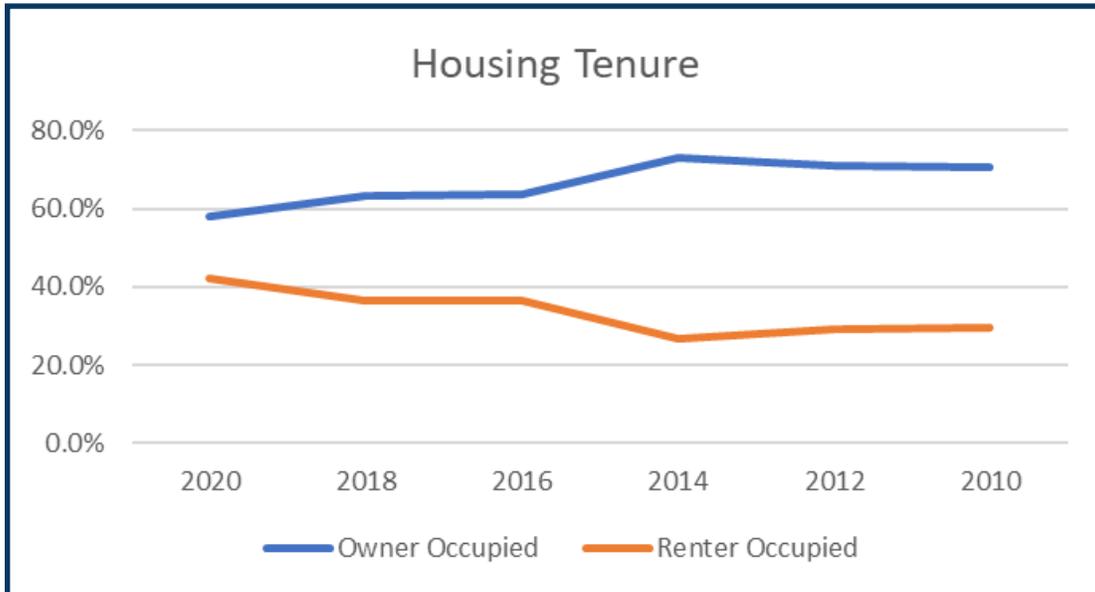
From the local government's aspect, tax revenues must be a consideration. The majority (70%) of homes are 40 years and older in the year 2020. Depreciation will occur, even with the properties that have been improved, thus creating a declining base. The result will be less tax revenue for the city.

Equally important, is the necessity to provide the expected additional population with homes. Again, when the 2019 ACS Age Distribution 5-year estimate is examined, a rationalization can be established that the 21.9% of residents from ages 0-14 will be ages 20-34 in the year 2040-the prime age for buying homes. The lack of houses 30 years old or less will hurt the market at this time.

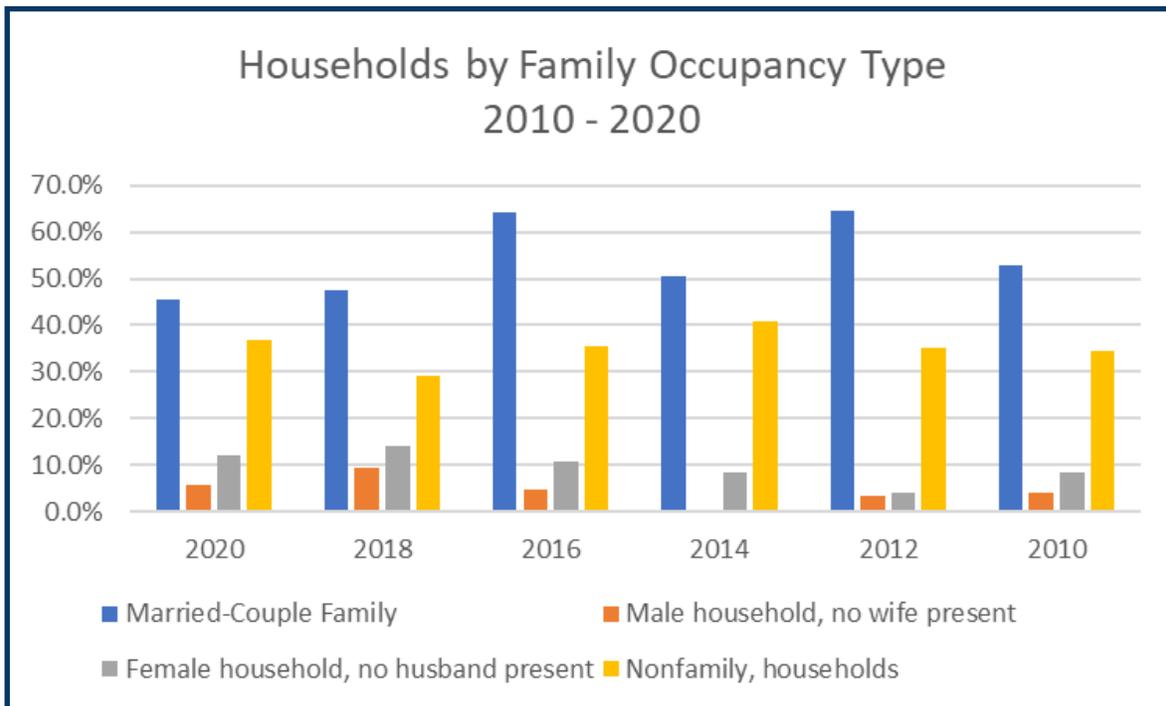
Finally, a determination can be made from the age distribution data that the people, age 55+ is leveling out (from 36.2% in 2019 to a projected 33.4% in 2040). Many senior citizens relocate to small residences, group homes or even congregate care homes. Their houses are then available for resale. Fewer senior citizens will equate to fewer homes available on the market for resale.

HOUSING & POPULATION CHARACTERISTICS

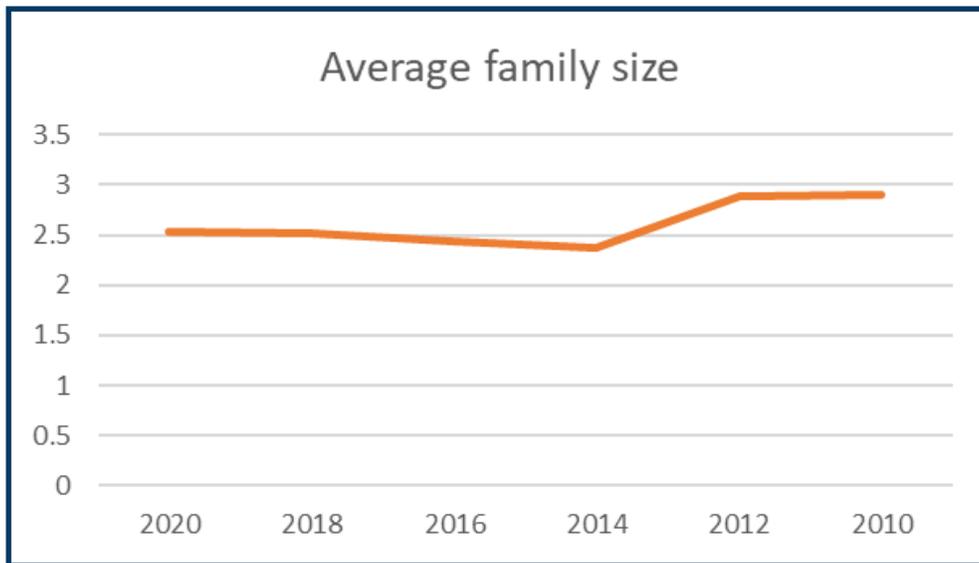
Between 2010 and 2020 the estimated owner-occupied tenure has reduced by 12.7%, increasing the renter occupied units. Of the approximately 1,129 available housing units, any given year will see an average of 100 units vacant.



The total number of families since 2010 has increased by 64.6% to an estimated 1,024. Of those families it is approximated that 26.5% households have children under the age of eighteen and 38.4% have one or more persons residing that is 60 years of age or over.

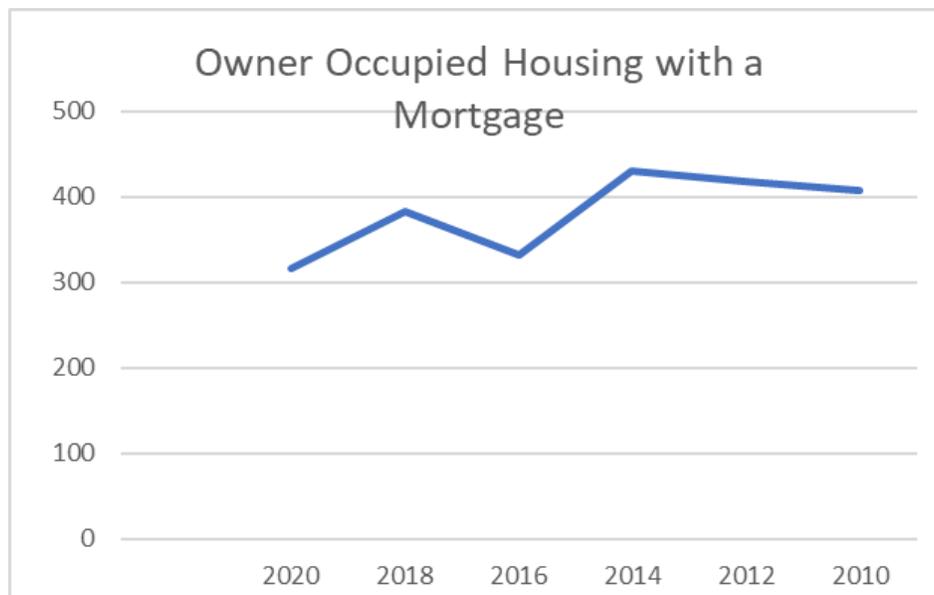


The average family size over the last ten years has relatively remained unchanged from being 2.91 in 2010 and 2.54 in 2020 according to the American Community Survey five-year estimates.

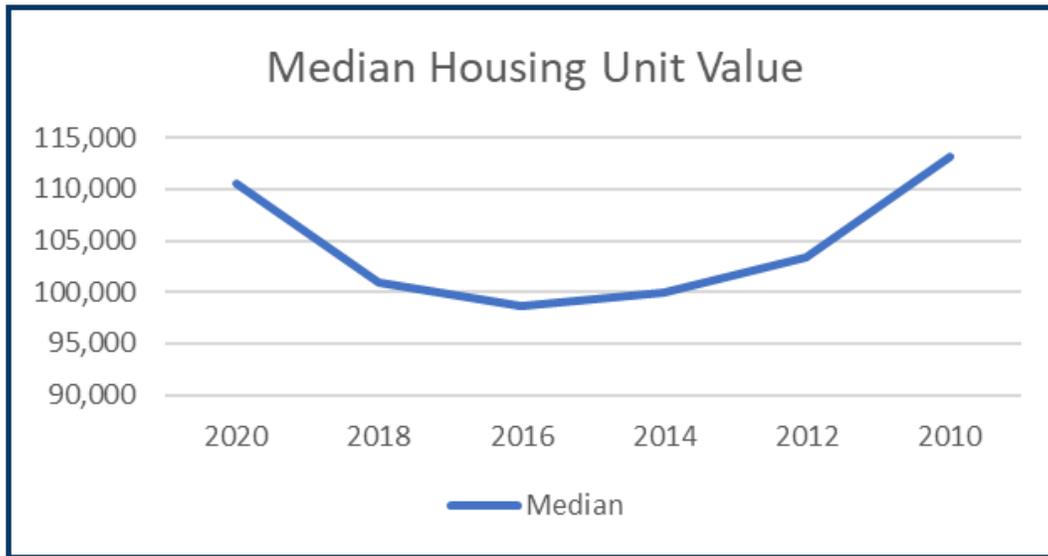


HOUSING MARKET CHARACTERISTICS

Over the past ten years the number of active mortgages has seen a decline of an average of 22.5% from 408 to 316.



The median value of housing units has to some extent, remained stable of the last few years. It reasonable to believe the current median value at \$110,600 will increase in coming years due to demand from the lack of new construction over the last twenty years.



EXISTING LAND USE

Residential:

Most of the land in residential use is devoted to single-family residences. Residential development in the older section of the community, especially near the Central Business District is fairly dense. Ninth Street, Fifth Street, Orange Street and Gordon Street generally border the Central Business District.

Concordia's street pattern in the older section of the community is basically a grid system, with lots of fairly uniform size, regularly spaced along the rights-of-way. In the newer residential areas, the lots are generally larger and are less uniform in size and shape, although the grid pattern of the streets is relatively unchanged. The newest areas of development however, have begun to utilize cul-de-sac turnarounds.

Commercial:

The Central Business District continues to house a number of stores, but growth on the Highway 23 & Highway 40 intersection has brought commercial areas from that intersection as far south as SW 3rd Street.

Furthermore, the entire area between U.S. Highway 40, north to Interstate 70 on both the east and west sides of Highway 23 are commercial areas. The areas both north and south of NW 4th Street, and the area directly west of N. Bismark Street are zoned commercially.

Industrial:

Concordia has two large industrial tracts. The first industrial area is located on the southeastern most part of the city and the second is located in northeastern most section of the city.

Individual industrial sites are located in the Central Business District and in the areas east and west of the Central Business District.

Chapter 11

Future Land Use

I. CITY/COUNTY COOPERATION

The guidance of development in unincorporated areas surrounding the City of Concordia requires a cooperative approach with Lafayette County. Lafayette County currently has an established zoning code and adopted subdivision regulations, and has an appointed zoning administrator. However, the current zoning plan for Lafayette County does not include established "Growth Areas" around cities.

In the absence of such established "Growth Areas" it is imperative that the City of Concordia and Lafayette County communicate periodically on how best to deal with urban or industrial development in these potential "Growth Areas".

COMMON APPROACH WITH LAFAYETTE COUNTY

The recommended approach for the city to work in unison with Lafayette County is to mutually base all actions in a "Growth Area" on two factors:

- ◆ Market Demand
- ◆ Concordia's plans for extension of municipal services.

Leadership for the City of Concordia realizes that it is essential that public investment remain in sync with private initiative. However, Lafayette County is as much a benefactor when the City of Concordia utilizes good land use principals, as is the city.

Concordia should only commit to extend municipal service for the area best suited to be served in a cost-effective manner. All extensions of services and infrastructure should be subjected to a cost/benefit analysis. Any such utility extensions should trigger consideration of voluntary annexations in those areas to which services become extended.

Concordia can minimize this burden by entering into agreements with Lafayette County that require public improvements within these "Growth Areas" surrounding the City to be constructed to the same standards as public improvements within the City of Concordia.

II. FUTURE LAND USE

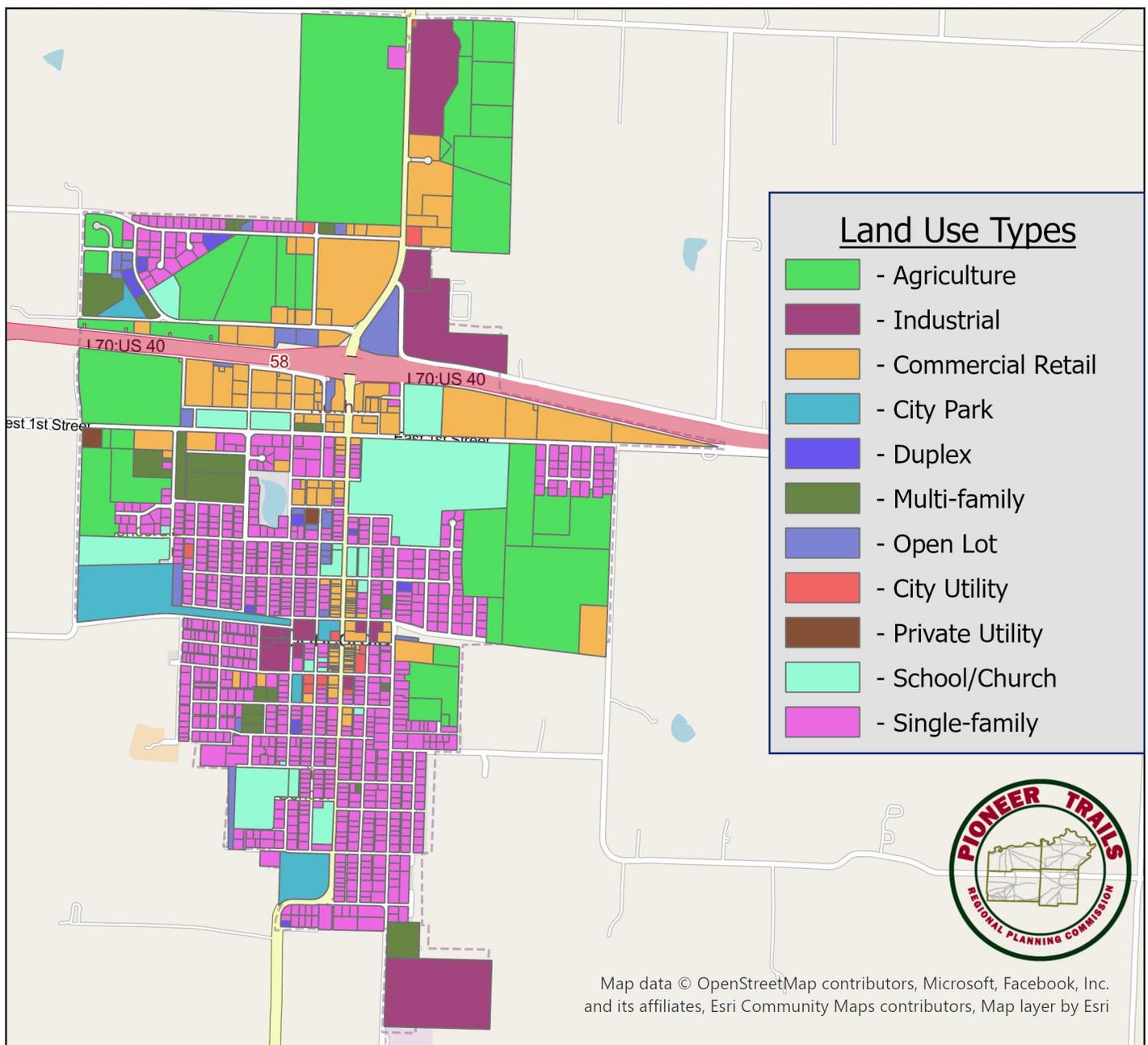
The City of Concordia Growth Areas are presented on the Future Land Use Plan map. Future land uses within the areas are projected too commercial, industrial, and residential. Based on land use planning principles and development patterns in these Growth Areas, future land use is projected to follow the patterns identified on the Future Land Use Plan map. Most of the land is currently used for agricultural uses.

Properties abutting both the northern and southern industrial areas will most likely see initial growth. As these areas fill in, the residential needs will spur growth in the areas to the west, northwest, east and southwest regions of the area.

Commercial uses will continue in the Highway 40 area, and in the western part of the Metro East region. Furthermore, the lands directly to the west of Highway 23 will offer further commercial possibilities.

The cumulative effect of all urban development is an increase in the need for a well-planned roadway system and a sound access control policy.

Concordia Existing Land Use 2022



The Future Land Use Plan is developed based on the following land use classifications:

Future Land Use Classifications & Descriptions

Land Use Classification	Description
Residential	<p>Low Density, single-family consists of 1.0 to 4.0 dwelling units per acre and higher-density residential uses (duplexes), where serviceable by a central sanitary sewer. Areas not serviceable by a central sanitary sewer in the long- term are beyond the Growth Areas.</p> <p>Multi-family density residential consists of housing denser than duplexes. It includes multifamily and other types of clusters housing at 5.0 units per acre or greater density.</p>
Public/Semi-Public	Consists of institutional uses for government and education purposes.
Concordia Central	The central business district.
Retail/Commercial	Consists of retail businesses including shopping centers and isolated retail establishments.
Planned Retail/Commercial	Consists of office and retail commercial uses in planned districts. Consists of low intensity office and institutional uses mixed with retail establishments.
Light Industrial	Consists of light manufacturing and low-moderate impact industrial uses.
Planned Light Industrial	Consists of light industrial assembly, manufacturing and warehouse/distribution uses in a planned district. Heavy industrial uses will require a conditional use permit.
Heavy Industrial	Consists of those industries that most directly impact the environment, ozone or are highly dependent upon City services as part of their production process.
Planned Heavy Industrial	Consist of those industries that most directly impact the environment, ozone or are highly dependent upon City services
Future Parks	The City of Concordia currently has two green areas that are in the city's possession for future parks. However, thought should be given as to the designation of "green areas" for future parks as the city expands into its Growth Areas.
Long-Term Development	Low-density residential development in the urban fringe portions of the City's Urban Service Area where on-site septic systems and other interim uses may be allowed until land is annexed and/or served with municipal utilities.

PARKS

One of the most visible measures of the quality of life in a community is that community's park system. Parks and recreational facilities provide opportunities for exercise and relaxation. Equally important, parks provide for a visual and psychic break from routine life. The City of Concordia currently maintains a park system that is readily expandable. The Parks and Recreation Department oversees the park system expenditures and plans, with input from the Concordia Park Board, an advisory commission to the Board of Aldermen.

The steps in analyzing the adequacy of our park system are to review the type, size and location of our existing parks, compare them to the National Recreation and Park Association's recommendations, then make recommendations as to future improvements- marking potential future land use.

NRPA RECOMMENDATIONS

A playlot is intended as an active recreational area for children up to early elementary grades. This classification is most suited for apartments, townhouses and trailer parks. The intent is to serve a community's toddlers in an appropriate open-air setting. The suggestion from NRPA is to have 1/3 acre of playlots for every 100 children served. Ideally, playlots will provide playground equipment, swings, sandboxes and benches, all in an area that is easily monitored by parent/adult supervision.

Based on 2020 census data, Concordia currently has 407 residents ages 0-9. This would mean we should have 1.3 acres of playlots available to our community at the present time. Concordia currently has .26 acres of playlots in their system, but use of the Concordia Elementary Schools playlot system serves a large portion of residents in the western portion of the City.

We are projecting 430 residents of this age by year 2040. At this time, our playlot space required will have to increase to nearly 1.4 acres to meet the minimum recommendations.

NEIGHBORHOOD PLAYGROUND

A neighborhood playground provides both active and passive recreation and passive short-term activities, targeted to ages 5-14, but with informal recreation for all ages. This classification is usually located adjacent to public schools. Ideally, a neighborhood playground should provide a wide range of recreational opportunities, including a distinct play area for pre-school and school age children, shelter structures and multi-surfaced, pavements for court games (basketball, tennis, etc.) and areas for field game. The entire park does not need to be fully developed. A part may be left as a natural area where users are free to use their imaginations and creativity in pursuit of recreational activities. There should be some off-street parking available, and lighting.

The NRPA recommends a minimum of one neighborhood playground area for every 5,000 residents. They recommend setting back 5-10 acres of land to develop as neighborhood playgrounds for cities with 1,000 to 25,000 residents.

The 2020 census shows that Concordia has a population of approximately 2,360. To meet the NRPA's recommendation, Concordia should currently assign a minimum of five acres of its park system to neighborhood playground.

The projections for year 2040 show that Concordia will have a population of some 2,911 residents. Thus, five acres of park system designated as neighborhood playground will still be adequate to meet NRPA's minimum recommendation.

Neighborhood Parks:

A neighborhood park provides a natural, landscaped park setting for passive recreation needs for all ages. These parks should provide a scenic and aesthetic setting for individual or small group recreational activities. Ideally, these parks should be located in the center of a multiple-family dwelling neighborhood or nearby site. These parks would feature such contents as open lawn spaces, picnic area, drinking fountains, miniature scenic paths or walking trails, etc.

The NRPA recommends 2 neighborhood parks for cities of 1,000 to 25,000 residents. The total recommended acreage of the development should be between 6 and 8 acres as neighborhood parks.

The 2020 census shows that Concordia has a population of 2,360 people. To meet the NRPA's recommendation, Concordia should currently designate 2 areas of 3-4 acres each as neighborhood parks.

The projections for year 2040 is that Concordia will have a population of 2,911 residents. Two 3 to 4 acre parks, designated as neighborhood parks will still be adequate to meet NRPA's minimum recommendation.

Community Play fields:

A Community playfield is primarily an athletic complex that serves the recreational needs of the community. It is an athletic complex-lighted court and field games areas, community center, swimming pool, lawn areas. This area may also include a picnic area and a play area for children. There must be adequate parking. This park has a high potential for recreation programming.

The NRPA recommends that this park be located within biking distance to the whole community. The minimum recommendation is 1 acre of community playfield per every 1,000 residents.

The NRPA's recommendation of size range acres for cities of 1,000 to 25,000 persons is 15 to 25 acres.

Currently, the City of Concordia has 2,360 residents. requiring about 2-3 community playfields and between 15 and 25 acres set aside for this type of playground. The Concordia Sports Complex and the Concordia Family Aquatic Center, with shared parking is listed as 18.8 acres.

Furthermore, the City has Concordia Lions Field, the Concordia Community Center and the ball field located at Concordia Park. These tracts of land are estimate conservatively at an additional 2.5 acres.

Our projected population for 2040 is 2,911. To meet the recommendations of the NRPA, the city will need 3-1/3 community playfields.

Future Parks in Concordia:

The City of Concordia's present park inventory is adequate, but additional parkland is needed in the Urban Service Area to provide recreation area and open space for future generations of Concordia residents.

From a land use standpoint, the City of Concordia must plan for long-term park system needs as developed proposals are received. It is highly recommended that the City of Concordia utilize standards set by the National Recreation and Parks Association in enforcing Section 410.050 "Preliminary Considerations" when determining the requirements for any future subdivision of land.

The City of Concordia currently is almost at the recommended amount of space utilized as park area. However, by year 2040, our projected population will call for the following additions to the parks system:

- ◆ The City of Concordia should look at locating a playlot area, fairly equivalent in content to Concordia Park's playlot area, on the eastern end of the City. This space would serve the Eastview Height and Harmony Height areas.
- ◆ The City of Concordia must plan the location of another playfield north of Interstate 70. This play/of will service the Metro East community.
- ◆ The addition of a neighborhood park, located north of Interstate 70. The potential site for this park is the 2.6 acre tract deeded to the city as part of the Willow Point project. Although rather small by recommendations, this area can utilize the surrounding area landscape to offer a suitable neighborhood park.
- ◆ Within the next 20 years, Concordia should plan for the placement of a community playfield located north of Interstate 70. This playfield may incorporate not only field games, but also hard-surfaced courts.

Edwin A. Pape Lake will be developed as a neighborhood playground area, with the understanding that this development is an extension of the park system, as it does not meet the recommendations of service area. However, it does serve as an area that attracts many non-residents, and the community pride that has been incorporated into its development should not be wasted.

III. RESIDENTIAL DEVELOPMENT

As a community begins to plan for the future, existing infrastructure, residences and businesses are often forgotten. This oversight all too often traps cities in a "money pit". As new growth of the community is desired, city officials often have to back up and rehabilitate the existing infrastructure just to be able to make improvements.

This plan will begin by making recommendations concerning what Concordia can do to promote a truly planned growth in residential development.

STABLIZE EXISTING NEIGHBORHOODS

- ◆ Pursue financing through "Community Redevelopment Act" programs and other targeted "Neighborhood Improvement" programs
- ◆ Consider defining pre-approved house plans and an accompanying streamlined permit process for developers choosing to build using those plans.
- ◆ Implement GIS Mapping of all built infrastructure in existing jurisdictional areas
- ◆ Target capital improvements to maintain infrastructure in established neighborhoods, such as sidewalk and curbing in-fill development
- ◆ Work with the private sector to formulate a rehabilitation program for older houses. Remember, 92% of the houses in Concordia are already 10 or more years old. Rehabilitation of housing will become a major concern for the City of Concordia in the very near future.

RESIDENTIAL DEVELOPMENT

Encourage opportunities for expansion of residential development in the Growth Areas and the "Future Urban Service Area" of Concordia where indicated on the Future Land Use Map.

- ◆ Promote higher density development in the single-family areas to reduce the per-unit cost of infrastructures. This approach should particularly be followed during a preliminary plat development meeting.
- ◆ Develop an "Infrastructure Bank" approach to infrastructure financing. The city finances the infrastructure as a "participatory" deferred loan. The loan is paid back upon sale of the house. The repayment represents the same percentage of the sale proceeds that the initial infrastructure loan made up of the original price.
- ◆ Adopt zoning and design standards for Planned Unit Developments, especially in the areas that are located in the Growth Area. Townhouse and condominium style units appear to be more "community acceptable" and potentially will, quite possibly, open up many of the existing single-family housing units as residents leave their homes to live in these units.
- ◆ Consideration by the Planning and Zoning Commission to define pre-approved single-family or duplex house plans for certain zones could accompany a streamlined permit process for developers choosing to build from those pre-approved plans.
- ◆ Stress the importance of screening and landscape standards to ensure compatibility between residential and non-residential districts.
- ◆ Utilize participatory funding through MHDC for subdivision development.
- ◆ Implement detailed GIS mapping of all infrastructure as it is installed.

IV. REGIONAL PLANNING AND LAND USE

The word "annexation" is often synonymous for the phrase "future land use". Communities tend to look outside of the existing city limits to bring in new housing, businesses and industries.

This section will look at the lands in the City of Concordia's Growth Area that are prime for annexation and will attempt to lay a general plan to annex these lands into the city in an orderly manner.

To begin, it must be understood that, for a city to annex abutting property by involuntary annexation, the city must be in a position to extend all city service to that area. When utilizing voluntary annexation, the extent of immediate city services may be negotiated with the property owner.

This means the city must be in a position to offer police protection, trash removal and other "mobile" services. But the city also must offer sewer, water, streets, etc. These improvements carry a very expensive price tag and can quickly put the City in financial disarray.

Careful and cooperative planning with mutual providers and Lafayette County can help the City of Concordia provide many of these service prior to annexation, thus stabilizing the impact annexation will play on the City's budget.

ROAD IMPROVEMENT COORDINATION WITH LAFAYETTE COUNTY

- ◆ Coordinate the improvements to Mulkey Station Road, Bonn Road extension (as properties develop), Droege Road, NE Davis Road, NW Davis Road and Hope Hill Road with Lafayette County. These roads are currently gravel roads that, at the time of annexation will have to be brought up to city standards. A schedule should be prepared with Lafayette County for these roads to be improved to city specifications.
- ◆ Assign the highest priority for annexation to those areas that efficiently utilize existing infrastructure with further annexations undertaken only with the aid of private investment.

STRATEGICALLY PLANNED ANNEXATIONS IN THE NEAR-TERM

- ◆ Annexation should be planned as part of a 5-year capital improvement plan within the Future Growth Areas east of the city.
- ◆ Annexation should be planned where short-term development in the Growth Areas will affect long-term growth plans. This is particularly the case west of the city, north of Metro East, and east of Harmony Heights and Eastview Heights. A collector street from Harmony Heights to Old Highway 40 may become desirable.
- ◆ Annexation should be targeted where annexation would add an area with short-term development potential that can be easily serviced by existing infrastructure.

Unless all three of these factors are present, annexation should not be immediately undertaken. This recommendation should be coordinated with the Lafayette County. Cooperation on growth issues is needed in those areas where development outside of the current boundaries could limit the City's growth capabilities.

COMMERCIAL DEVELOPMENT

The development of Commercial properties in the City of Concordia will be divided into two distinct categories-retail and industrial. While potential sites for both categories are readily available within city limits, this plan should provide an opportunity to look at the role commercial development should play in Concordia's future development.

Included in this section are recommendation and reasons to begin development of commercial properties:

- ◆ Development of the property on the east side of Highway 23, north of Rhineland Acres as a low-impact planned retail/commercial district. This tract of land is approximately 7 acres. While there is existing sewer, an extension would be necessary for development. It would also be necessary for a developer to identify access requirements with the Missouri Department of Transportation.
- ◆ Development of the property on the west side of Highway 23. Existing sewer and water service is available. Developer must coordinate with MoDOT on access onto Highway 40 as necessary
- ◆ Development of existing area between NW 4th and NW8th Street. Immediately west of N. Bismark has sewer and water in place, with a collector street (N. Bismark) fronting the properties.
- ◆ Remainder of Metro East business area. Sewer and water will have to be installed. The entrance for a potential road is located on NW. 8th Street, adjacent to residential districts. Special attention will have to be paid to screening and traffic-flow in this area.
- ◆ Area immediately west of Highway 23. This land falls into the City of Concordia's Growth Area. Development of this land for future annexation would include extension of a collector street (N. Bismark) from NW 8th Street to NW Davis Road. The sewer and water must be designed, as there is no existing sewer or water in this area. Furthermore, electricity and gas would need to be designed. An extension of NW 7th Street to Industrial Drive and construction of Droege Road to the South Industrial Park may become desirable.

Adopt "Downtown Design Guidelines" for the Concordia Central Business District

- I. Begin a downtown redevelopment process by incorporating the Missouri Community Betterment's MoCAP process, collecting input from all business owners in the Central Business District.
- II. Incorporate Missouri Department of Transportation's help in formulation of a Bicycle and Pedestrian Safety Design for Central Business District.
- III. Proceed with a formal design plan for the downtown. Once adopted by the City, this series of guidelines must be utilized in all rehabilitations and improvements.

FUTURE INDUSTRIAL LAND USE

The future industrial land use is perhaps the most difficult to determine because Concordia has two distinctive industrial regions. The most established industrial area sets in the southeastern portion of the City. It is currently accessed only from Highway 23.

The second tract is located in the far-northeastern corner of the City. While sewer is available, this area is also only accessed from Highway 23.

For the City to continue its industrial growth, the demand on Highway 23 must be lessened. The following recommendations are made with this concept in mind:

- ◆ Annex the land to the north of the city limits located north of 1-70 by voluntary annexation only. These properties are serviced by NE Davis Road. However, improvements have been made only to roughly the western 1/3 of this road so the eastern 2/3 of this road will still require improvements. Sewer can be serviced to the eastern 2/3 with little difficulty however, the western 1/3 will need additional design and improvements. Water, gas and electricity will need to be designed and improved.
- ◆ Initiate a plan for the land south of the city limits immediately east of 23 Highway. An arterial road must be constructed. Sewer, water, gas and electricity must be designed and constructed. This area should provide potential residential, commercial and industrial districts and will perhaps have a major impact on Concordia's future transportation plan.

V. ROADS

FUTURE SYSTEM IMPROVEMENTS

The I-70 corridor functions as an expressway/freeway, providing both regional and local arterial access to existing and future developments, through the use of Highway 23. This intersection will remain a point of concern for the Missouri Department of Transportation.

Development along Highway 23 must be more carefully planned. The City of Concordia must realize that the Access Management Principles, adopted by MoDOT, will regulate intersections.

Develop a collector street running north/south from the Harmony Heights subdivision to Mo. Highway 40. This road shall not only act as a collector road for the Harmony Heights and Eastview Heights subdivisions, but will also allow free access for emergency and fire protection service vehicles to this region of the City of Concordia.

Concordia must better plan the distribution of marginal access and collector roads, so as to better minimize traffic conflicts and maximize traffic access to new development.

- ◆ Extend NE 7th Street to bring it to a point of intersection with Industrial Drive.
- ◆ Begin the design of Bonn Road. First, determine if the design of Bonn Road as an arterial road, providing access to southernmost boundary of the city is in the best interest of the city, or if an arterial road to the East of Bonn is more economic and of better use for Concordia.
- ◆ Design and construct Industrial Drive as an arterial road providing access to the industrial area north of interstate 70.
- ◆ Negotiate, design and construct a road from Droege Road to the South Industrial Park.

VI. WATER SUPPLY, STORAGE, & DISTRIBUTION

Future System Improvements:

The short-term, intermediate and long-term improvements that should be planned for in the Water System for the City of Concordia, Missouri are listed in the reports given in October of 2020 to the Board of Aldermen by the engineering firm, Lamp Rynearson of Kansas City, Mo.

Sanitary Sewer:

The short-term, intermediate and long-term improvements that should be planned for the Concordia sanitary system are listed in the reports given in 2022 to the Board of Aldermen by the engineering firm, Lamp Rynearson of Kansas City, Mo.

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Appendix J: Housing Solutions Matchmaker Tool

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Appendix A: LOIS & ESRI Demographics



Concordia
 County: Lafayette
 City of Concordia
 660-463-2228 | concordiaadmin@galaxycable.net



Source: ESRI®, 2022

Population

Population Overview

Population 2022:	2,467
Population 2025:	2,447
Female Population 2022:	1,324
Male Population 2022:	1,146
Diversity Index:	11.8

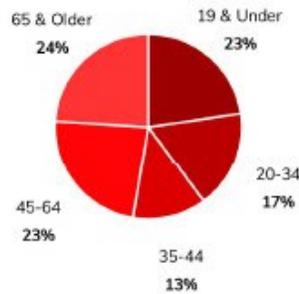
Population By Race

White:	97%
Hispanic or Latino:	3%
Two or More Races:	1%
Some Other Race:	1%
Black or African American:	Below 1%
American Indian:	Below 1%
Asian:	Below 1%
Native Hawaiian or Pacific Islander:	Below 1%

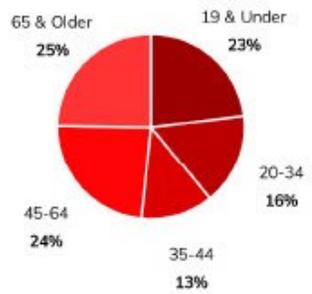
Workforce

Total Workforce:	1,371
Employed:	95%
Unemployed:	5%

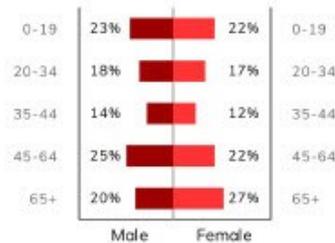
Population By Age 2022



Population By Age 2025



Age & Gender 2022



Median Age 2022



Households



Total Families



Average Daily Commute



Net Migration



Housing Overview

2022 Median Home Value:	\$146,341
2025 Median Home Value:	\$164,365
2022 Total Housing Units:	1,150
2022 Owner Occupied Units:	635
2022 Renter Occupied Units:	377
2022 Vacant Units:	138
2025 Total Housing Units:	1,162
2025 Owner Occupied Units:	635
2025 Renter Occupied Units:	377
2025 Vacant Units:	158

Employment by Industry

Health Care/Social Assistance:	300
Manufacturing:	191
Finance/Insurance:	148
Retail Trade:	140
Educational Services:	138
Construction:	86
Transportation/Warehousing:	68
Professional/Scientific/Tech Services:	41
Accommodation/Food Services:	35
Other Services:	32
Public Administration:	32
Utilities:	25
Information:	20
Admin/Support/Waste Management Services:	13
Agriculture/Forestry/Fishing/Hunting:	13
Real Estate/Rental/Leasing:	9
Wholesale Trade:	6
Arts/Entertainment/Recreation:	2
Management of Companies/Enterprises:	0
Mining/Quarrying/Oil & Gas Extraction:	0

Income

Median Household Income



Average Household Income



Per Capita Income



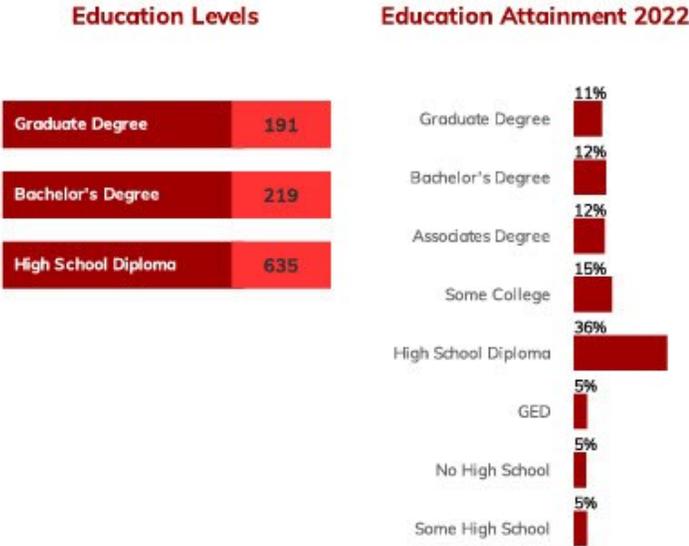
Income Growth

Per Capita Income Annual Growth Rate	2.59%
Median Household Income Annual Growth Rate	2%

Household Income Distribution



Education



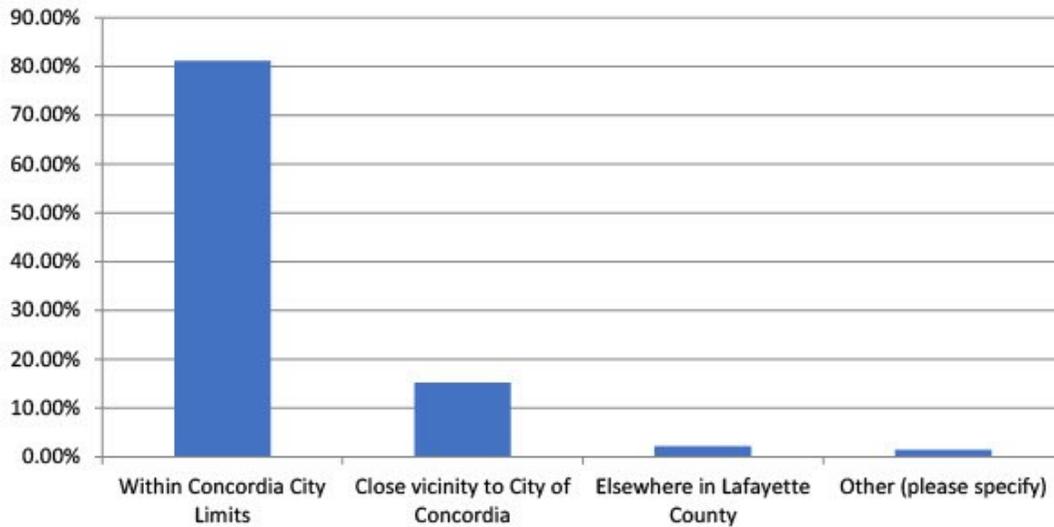
Source: ESRI®, 2022

Norman Lucas | Executive Director | Pioneer Trails Regional Planning Commission
PO Box 123 | Concorida, MO 64020 | (660) 463-7934 | norm@trailsrc.org

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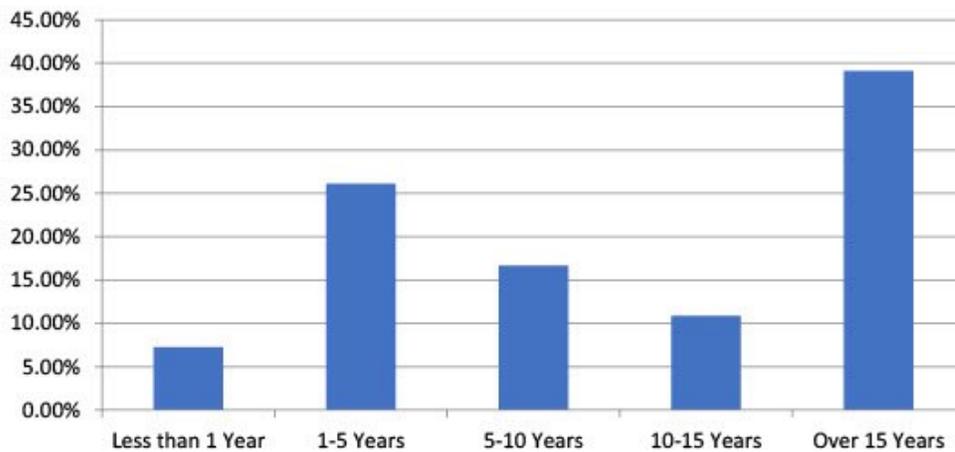
Appendix B: Concordia Comprehensive Survey Results

Where do you currently live?



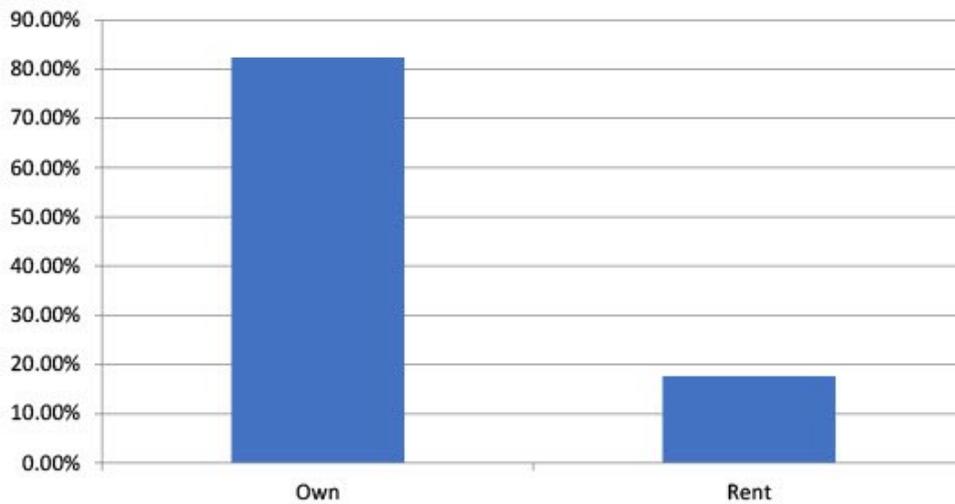
138 Responses

How long have you lived at your current residence?



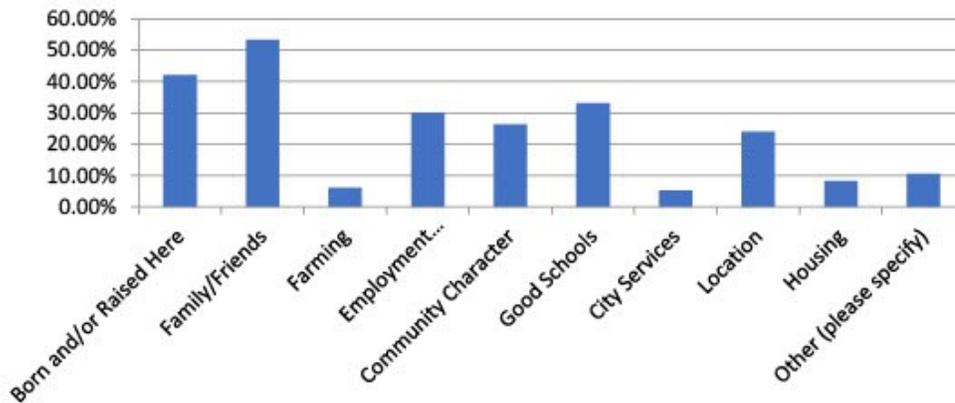
138 Responses

Do you own or rent your residence?



136 Responses

If you are a Concordia resident, why do you live in Concordia? (Please check all that apply)

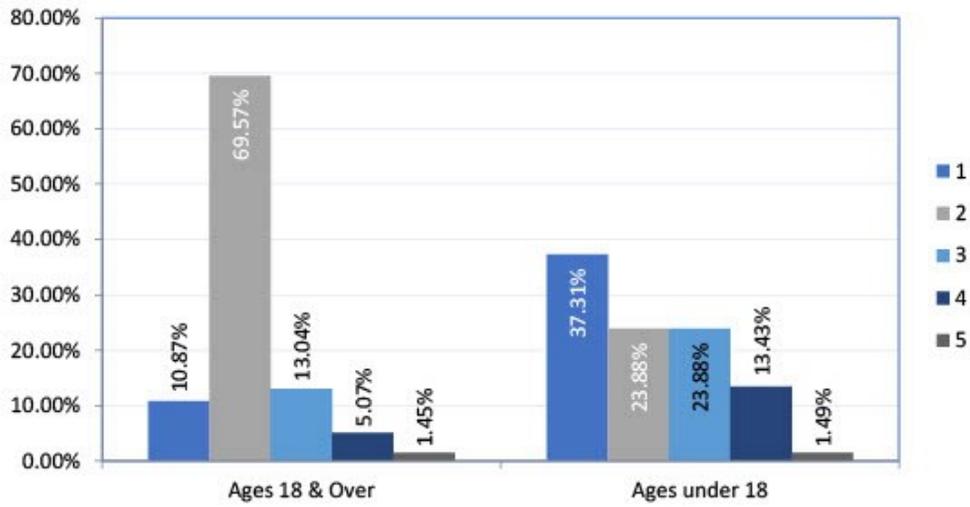


133 Responses

Other:

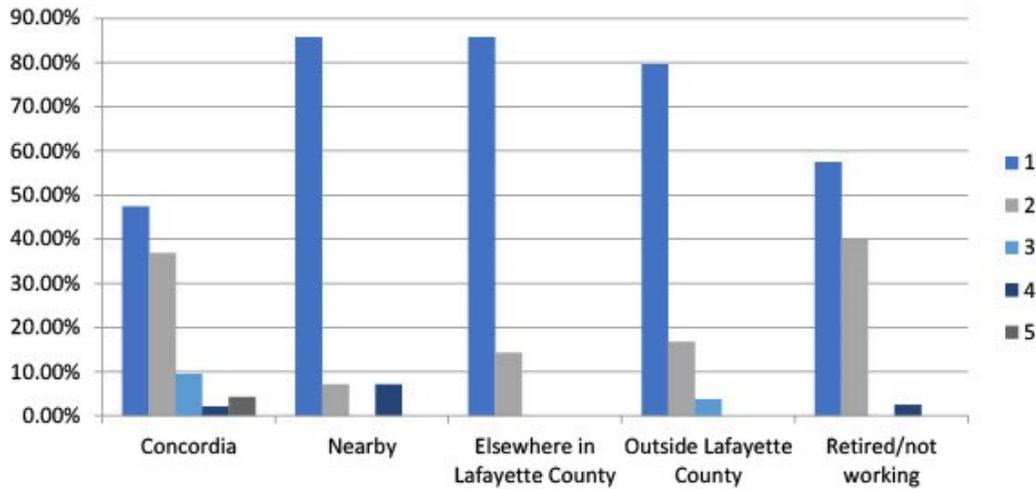
- Retirement
- Churches

How many people are in your household?



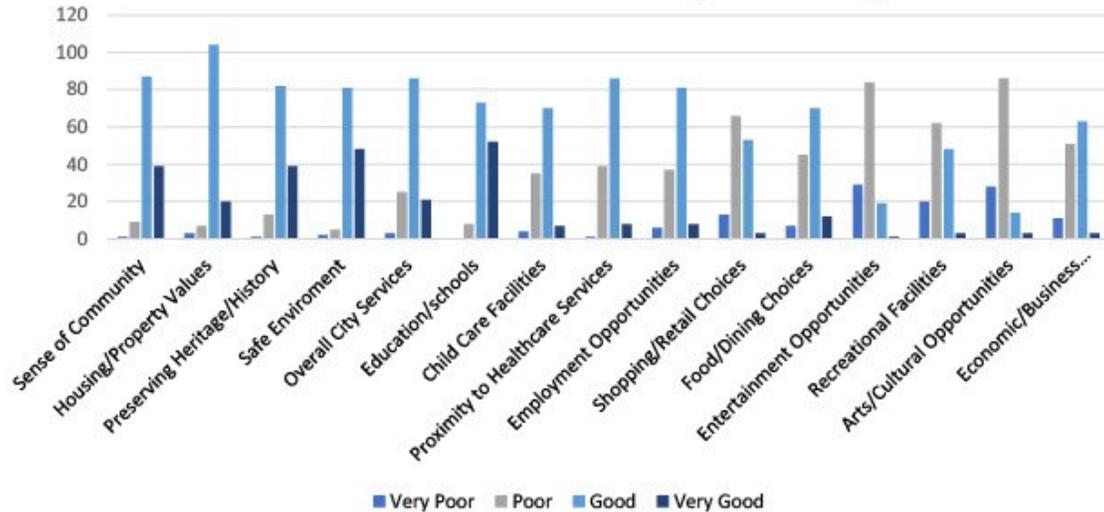
138 Responses

Please mark number of people based on location of employment in your household?



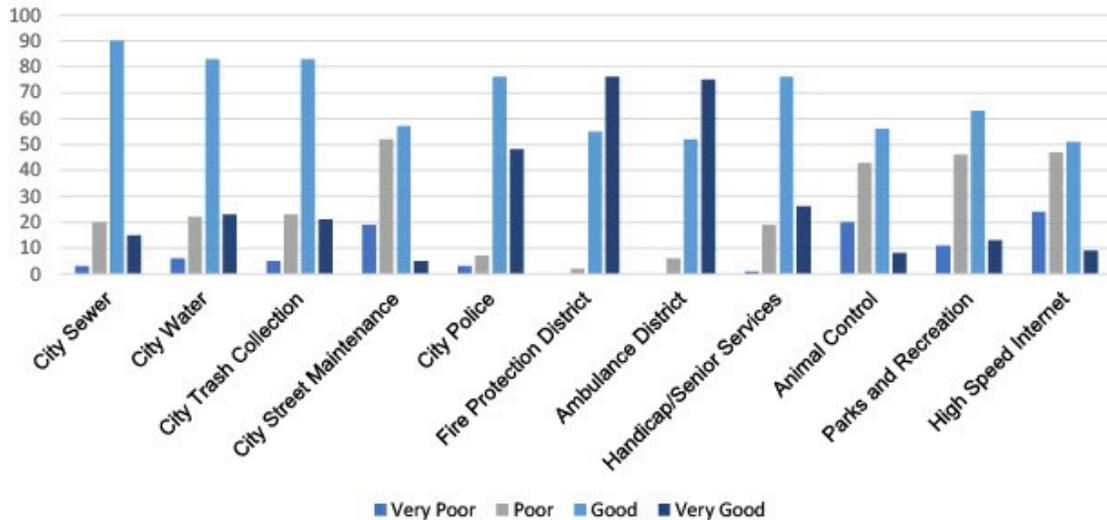
138 Responses

Please rate the following community characteristics in the City & vicinity:



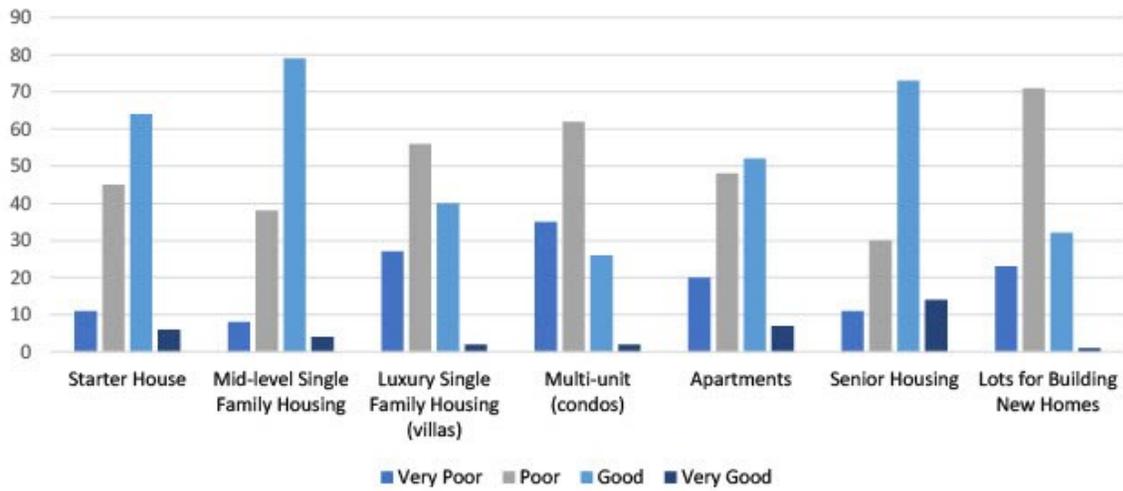
136 Responses

Please rate the following services:



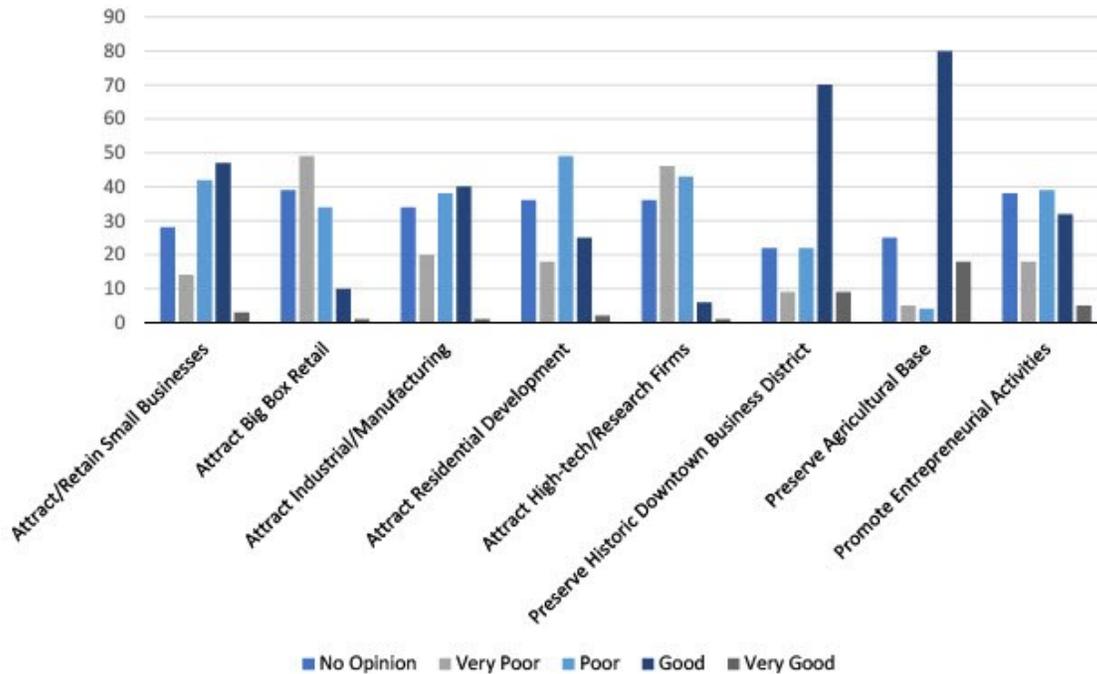
135 Responses

Please rate the availability for:



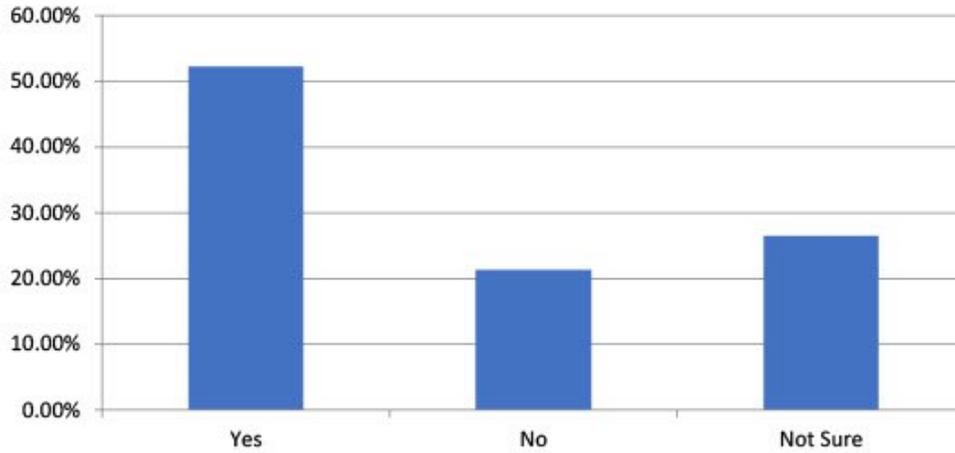
132 Responses

Please rate the following areas for economic development:



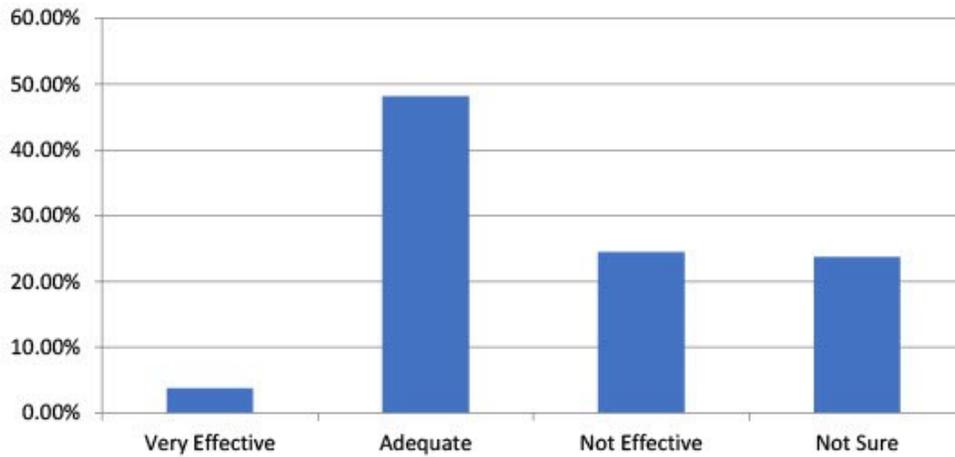
135 Responses

In the last 5 years, growth in Concordia has generally been positive:



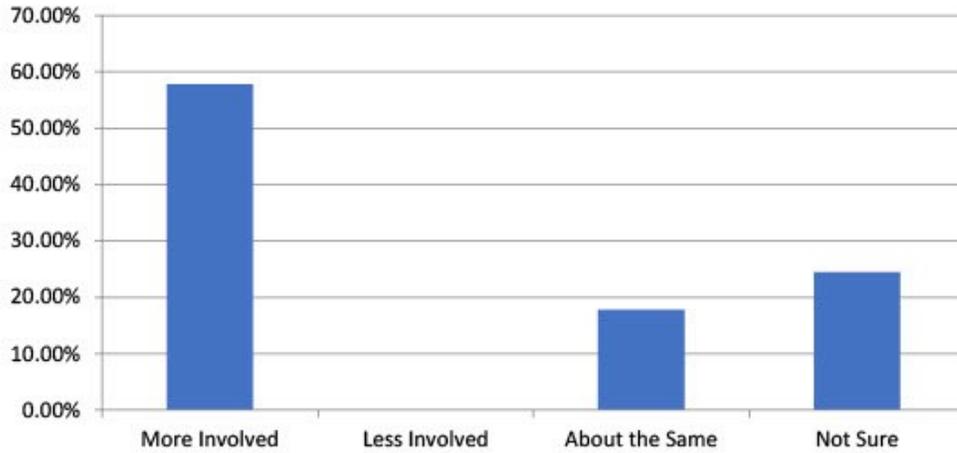
136 Responses

How effective has the City been in managing growth?



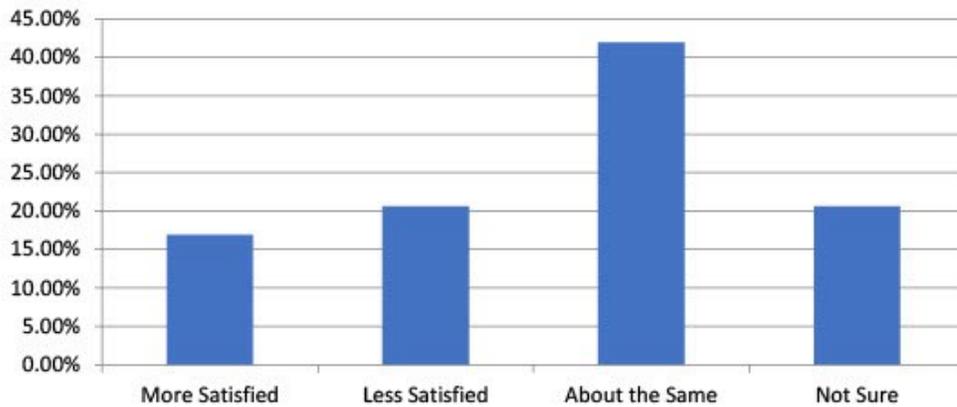
135 Responses

In terms of managing growth, the City should be:



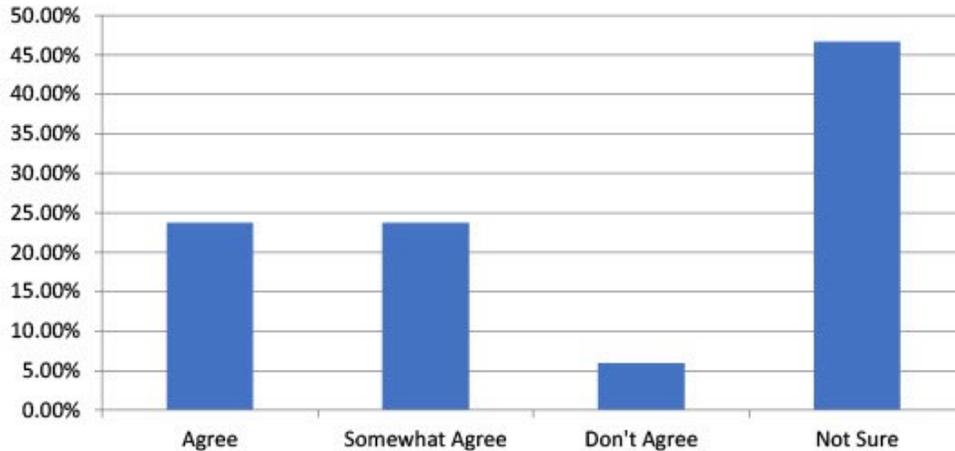
135 Responses

If population growth in Concordia becomes significant, how satisfied would you be with the quality of place here?



136 Responses

Do you agree with city's current zoning regulations?



135 Responses

Please describe the direction you would like to see Concordia develop. Examples include, (but are not limited to): bedroom community for commuters; agricultural community; industrial center, mixed use, 'full service' community; "just the way it is"; etc.:

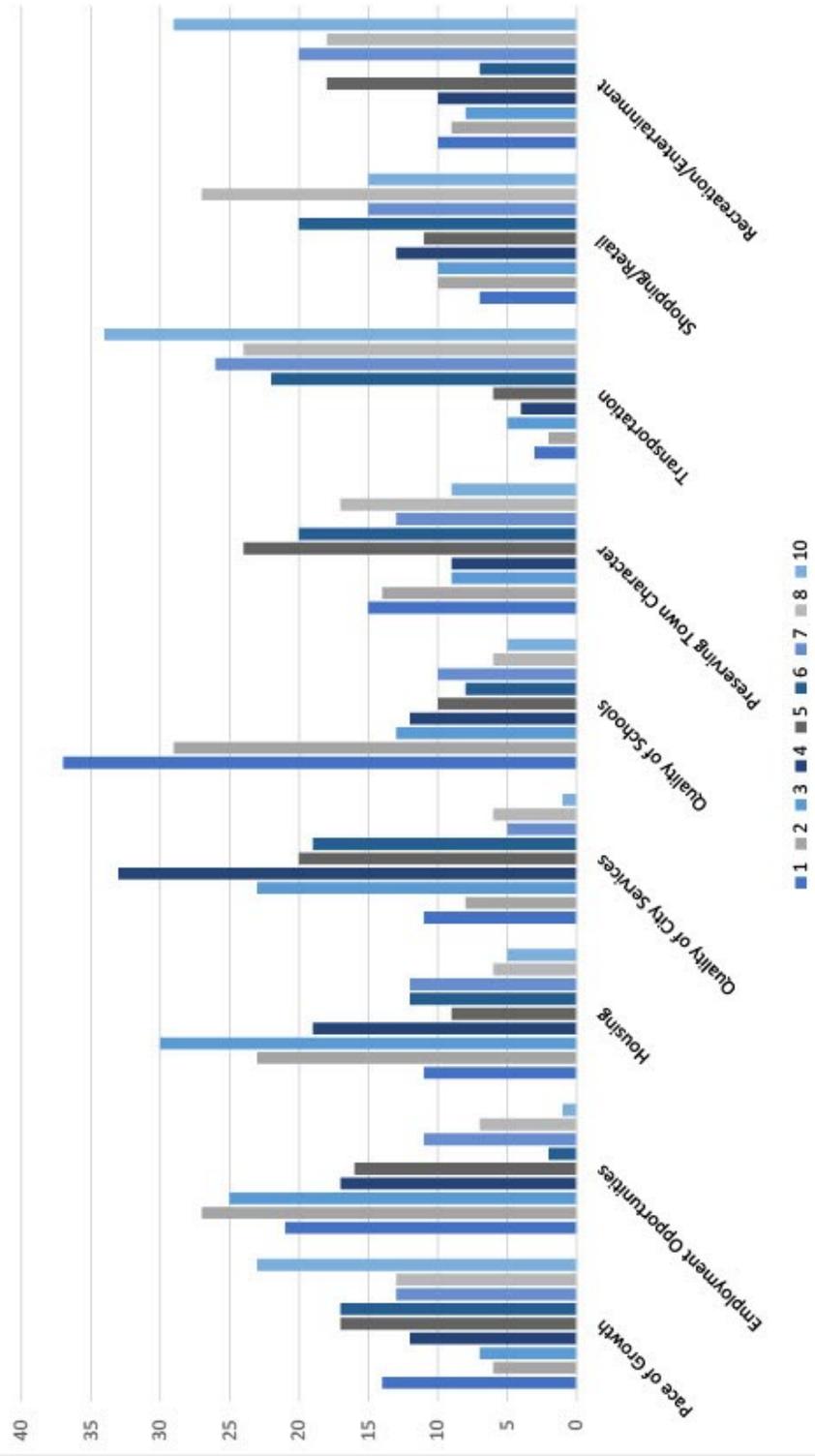
- Full service and safe bedroom community
- High speed Internet has to be a MUST and top priority in order to grow Concordia.
- Bedroom community and just the way it is.
- x21 • just the way it is.
- Extend city limits to add more building sites
- Retain small town atmosphere
- x12 • Full service
- The way it is with room to grow businesses and housing. It needs to keep its agricultural roots.
- Hotel/motel addition or service industry/restaurant chain addition
- x6 • Mixed Use
- x4 • Agricultural community
- Develop more recreational opportunities for families. How about a walking/bike path around the lake?
- In desperate need of affordable food and shopping
- Bedroom for computers. Work from home community.
- Agriculture, Agri-tourism, unique small businesses with interests in arts, wholesome entertainment, and original dining options.
- More tax incentives for new industrial businesses and more improvements on streets and trails.
- We need better water treatment facilities, cleaner water and more options for internet services with high-speed availability.
- Day trip destination with visitor center at I70 intersection.
- Arts council

- I'd like to see us continue to pursue recycle (with glass pick would be great) , accessible parks, year round community events such as outdoor movie nights, dances or classes, youth centered offerings. We also badly need family support pieces such as laundry mats, a community garden, a food pantry and clothes closet.
- More things for children to do or fun outside of school
- better parks/free splashpad/ADA inclusive, more restaurants, animal control, more seating/benches, bag/poop/trash depos for people walking their animals through the parks, a community garden close to the schools and senior housing
- Parks and recreation to offer more youth sports opportunities. Better high-speed internet options
- A splash pad in the summer months would be a huge asset in bringing people into the community. Adult leagues could help build community, but that would require attention to sand volleyball courts at Southside Park and ball diamonds.

A number of communities I visit have highly useable trails which I think could be done at City Lake, along with natural landscapes (prairie grass/flowers) instead of grass that needs to be mown all the time.

- Indoor walking track like Warrensburg
- Gym used for sports all year round
- better basketball courts and conservation and climbing playground equipment
- a form of transportation for the elderly and people without vehicles. More places for entertainment for teenagers and adults.
- playgrounds for children. More community wide events.
- building code and ordinance enforcement (trash, broken down cars, dilapidated buildings)

Rank these items from 1-10 with 1 being the most important and 10 being the least. A ranking number can be used for one item only. If you ranked Pace of Growth as Number 3, you cannot rank any other item as a "3".



133 Responses

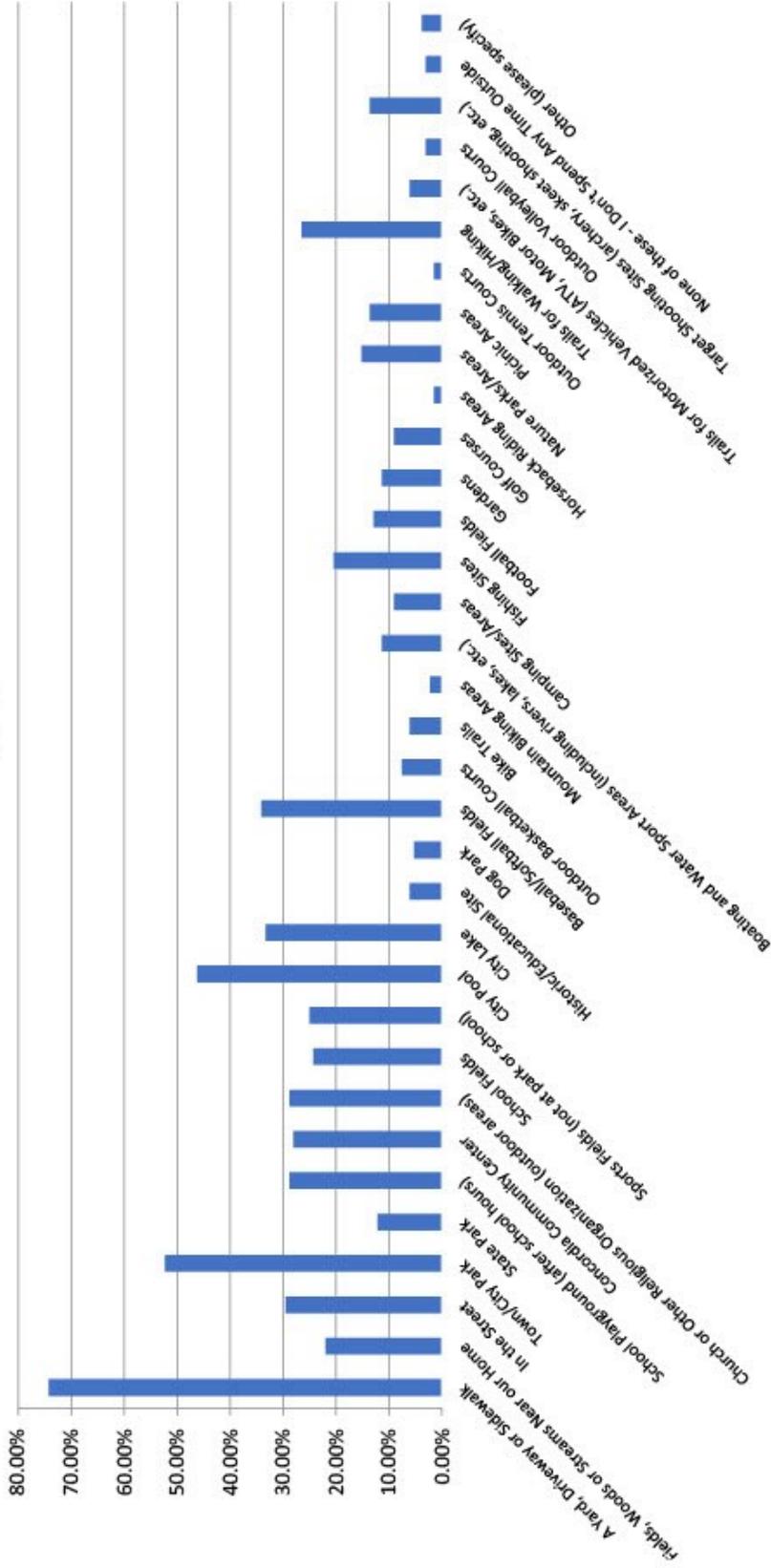
What facilities/services have you seen in other communities that you would like to see in Concordia?

- x11
 - clothing and shoe store, more retail selection and variety
 - Fair grounds
- x22
 - wider variety of restaurants, fast food and sit down
 - A parks and rec department like Warrensburg or Columbia (yes bigger cities) but they have programs that run year-round - follow their Facebook pages. Get soccer back. Include ALL people/businesses in events - not just paying members.
 - access to park/playground for disabled citizens, more use out of the community center, better maintenance on public places such as pool, ball parks and walking trails.
- x15
 - Updated community center
- x10
 - Recycling. Leaf collection.
- x10
 - Better streets (asphalt and repair correctly) and outside lighting, updated and readable street signs
- x2
 - Hotel/motel for travelers
 - More parks and rec activities (youth basketball, youth soccer, esports, men's softball tournaments, etc.). Look at other parks and rec and see what they all offer; Concordia's does not even compare to other towns.
 - Large grain elevator
 - A walking/bike path around the lake. Or around the public-school campuses or somewhere else. Something like this would be family friendly and away from vehicle traffic. Around the lake would be so peaceful.
 - Soccer development club and fields.
 - An established animal control officer to help regulate roaming dogs and improve animal welfare. Spay and neuter program catch / release spay and neuter for stray and feral cats.
- x8
 - Walmart
 - Entertainment venues, example; movie theater
- x2
 - Laundromat
 - High speed internet thru cable
 - A nature walking/biking trail/prairie path situation. Develop city lake to have a walking path/facilities, perhaps connected to a walking/biking trail? Tennis courts!
 - gym facility with indoor lap pool, large grocery/retail establishment, leaf collection
 - Community garden
 - Basketball court
 - Flower club
 - Bike trail
 - Theatre group
- x2
 - Strong parks and recreation department
 - Better water
- x3
 - something more for kids/ teenagers to do.
 - A true community center with workout equipment and walking trail indoors. Better facilities at ball fields. Embarrassing
 - The complex and parks are underutilized. Ball tournaments could bring a lot of people to town and boost retail/restaurant business. Also walking trails or multiuser trails at city lake.
- x2
 - Entertainment
- x2
 - Auto repair services
 - A decent playground/walking area that is maintained is really huge.
 - Park like the one in Marshall by the public pool!

x3

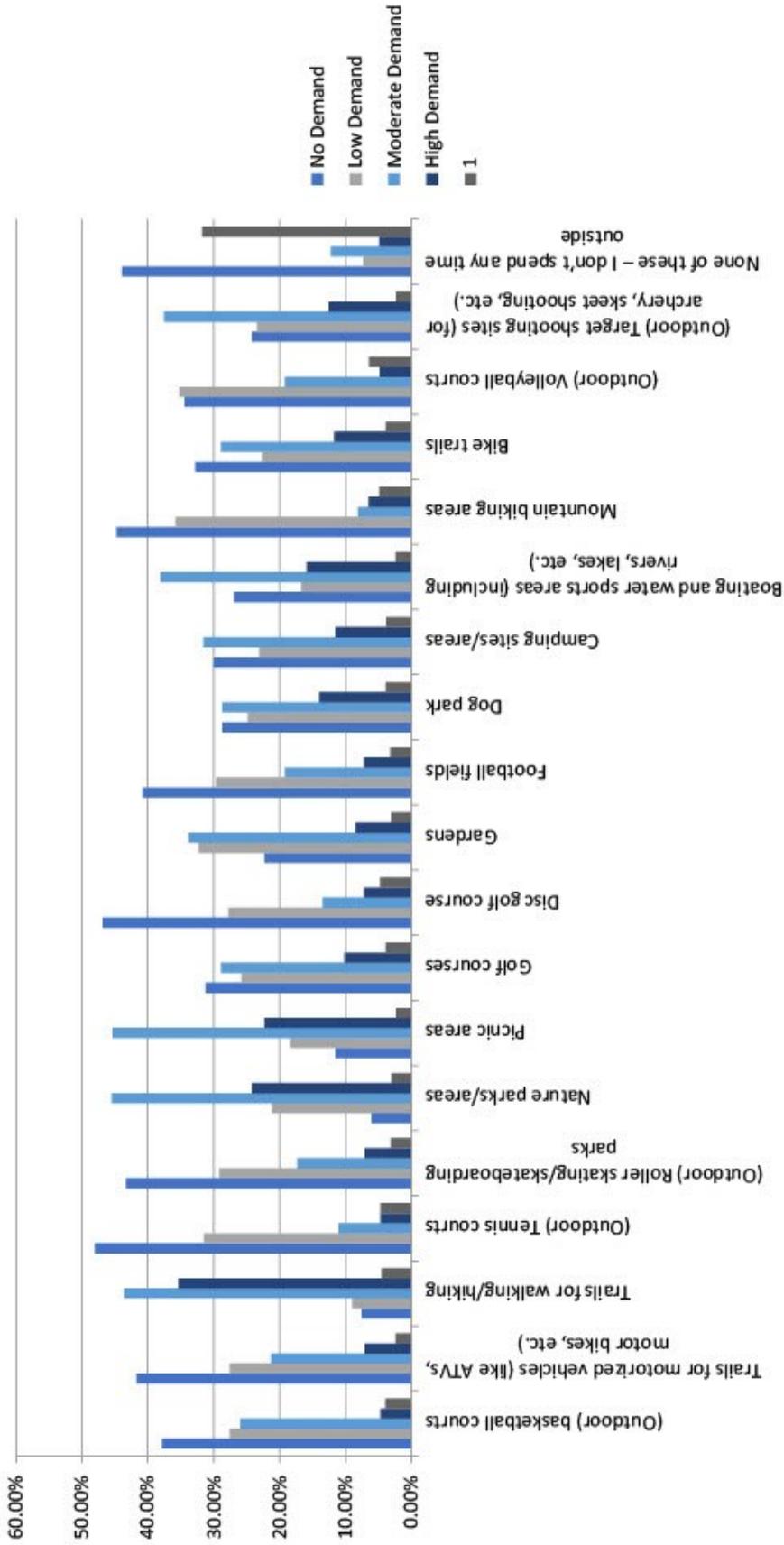
- More arts and cultural activities, more activities for young people to do than school sports
- Affordable rental houses
- A better park with more play areas for the kids. The streets could use attention, like actual pavement on the side streets.
- Increase Mixed use and industrial. promote business and residential growth.
- More services are needed for competition, productivity, growth, improvement, etc.
- Industrial center- increase in population would require an increase in services
- More economic development & Housing
- bedroom town
- Mixed use
- Growth in any area would be good.
- More places for new housing construction and emphasis on drawing in higher-paying jobs.
- Agricultural community
- I'd like to see a focus on attracting new businesses (retail and industrial) and a focus on adding residences such as apartments/condos that are not income based.
- Better management of city funds. Streets need maintenance. Too many city guys riding around in trucks together when they cd be doing other jobs
- I would like to see more substantial facilities like a hospital or better gym
- Entertainment services
- Develop more living opportunities for families. It's difficult to find nice housing for purchase for families in town.
- Mixed use and industrial center

Thinking of all activities you or your child do outdoors in or around Concordia, where do these activities typically take place? (Select all that apply)



- Other:
- Permanent BBQ Grills

Which of these places would you like to use or visit, if you could?



Other:

- X2 • pickleball court, bocce ball court
- Soccer fields with synthetic turf
- Indoor lap pool
- mini golf/go carts

Please provide any other comments or suggestions regarding this survey?

- We love Concordia but the parks and rec department and what they offer the town needs to step up. It's a disappointment that smaller towns than Concordia have nicer facilities than we do.
- It's important to maintain heritage, but Concordia needs new growth, new subdivisions, less vacant buildings, and city council members need to be proactive in recruiting new business, etc. Also, figure out how to keep 23 Hwy from flooding to make our home market more appealing to Whiteman Air Force Base members.
- We really need more entertainment/ food and shopping
- For growth of a city new businesses are needed, housing rental or ownership and welcoming atmosphere is a must.
- x2 • The city really should have recycling
- Our Main Street and community should look more inviting. Stress heritage. Turn into a day trip location with more businesses geared to lure people to shop and visit here.
- Anything that can be done to improve community pride in Concordia will be much appreciated. On HGTV, the small-town makeovers were wonderful to watch. The transformations were wonderful.
- The Parks and Rec department needs to be taking care of the grounds better for weed control and mowing. It is a disgrace that the city does not have a decent park with equipment
- Better management of funds. We are paying enough taxes to have good facilities
- I truly appreciate the desire to get better as a community. I would love to hear ways that the community can help Concordia get better through volunteer opportunities to help create some of the spaces requested throughout the survey. I think our community has the manpower to create and maintain a number of areas through our Scouts, 4H, FFA, School and Church Organizations, and individuals who want to see Concordia thrive, but many do not know what to do or how to help. Help us help you!
- Road work
- I would like to see our community offer more sporting opportunities for our younger students for example a winter basketball program, soccer, we have a community building that could be put to better use.
- We need better roads and better places to eat
- It is important to get high speed internet in the community for future growth of high-tech businesses.
- Support your local businesses. Get better internet. Get our parks in shape, fix the disaster of ball complex (the junk yard out back), try to entice more business to move here

Appendix C: Community Needs Assessment

COMMUNITY NEEDS ASSESSMENT (PAGE 1 OF 2)

1. APPLICANT NAME: City of Concordia				
2. PERCENT OF LOW & MODERATE INCOME (LMI) PERSONS IN THE APPLICANT'S JURISDICTION (CITY/COUNTY): 39%				
Please complete all sections of this document except D, E, and part of H (which may be completed using census data) at the time of pre-application required public hearing and any subsequent meetings the community feels necessary to compile a representative response for the community. The responses should best reflect the consensus of the hearing participants as a whole. There are no right or wrong responses. The assessment should honestly reflect the public's opinion and perception. If the elected officials disagree with any majority answer, an explanation should be offered.				
	QUALITY OF FACILITIES AFFECTING ENTIRE JURISDICTION (Check one)			
A. PUBLIC WORKS INFRASTRUCTURE	DOESN'T EXIST	GOOD	FAIR	POOR
1. Water System		■		
2. Sanitary Sewer System		■		
3. Storm Sewer/Drainage		■		
4. Streets			■	
5. Bridges	■			
6. Sidewalks				■
B. PUBLIC SERVICES				
1. Fire Protection		■		
2. Police Services		■		
3. Code Enforcement			■	
4. Health Care		■		
5. Emergency Services		■		
6. Parking			■	
C. COMMUNITY FACILITIES				
1. Community Center			■	
2. Senior Citizen Center		■		
3. Sheltered Workshop	■			
4. Hospital(S)	■			
5. Infant/Day Care		■		
6. Mental Health Counseling Services	■			
7. Teen/Youth Center	■			
8. Drug Abuse Prevention/Rehabilitation	■			
9. Crime Prevention Program	■			
D. HOUSING				
1. Residential Rehabilitation			■	
2. Housing for Disabled	■			
3. Single Family Housing			■	
4. Affordable Rental Housing		■		
5. Lead-Based Paint Test/Abatement	■			
6. Energy Efficiency Improvements			■	
7. Homeownership Assistance	■			
8. Senior Housing		■		

COMMUNITY NEEDS ASSESSMENT (PAGE 2 OF 2)

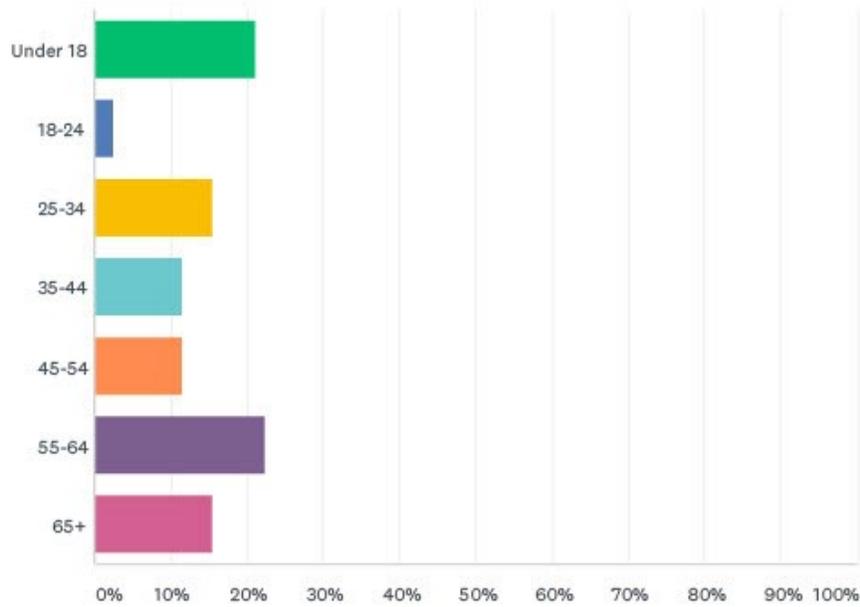
E. EDUCATION PROFILES	DOESN'T EXIST	GOOD	FAIR	POOR
1. Preschools		■		
2. Public Schools		■		
3. Vocational Schools	■			
4. Community Colleges	■			
5. Universities	■			
6. Continuing Education	■			
7. Employer-Based Skills Training	■			
8. Cooperative School-Business Partnerships	■			
9. Entrepreneurship Training	■			
F. ECONOMIC DEVELOPMENT				
1. Job Creation			■	
2. Start Up Business Assistance			■	
3. Employment Training			■	
4. Other Economic Development Needs			■	
G. IDENTIFY THE COMMUNITY'S TOP FIVE PRIORITY NEEDS IN THIS ASSESSMENT – LIST IN ORDER OF IMPORTANCE AND INTENTION TO ADDRESS				
1. Street Improvement				
2. Sidewalk Improvement				
3. Updated Community Center				
4. Wastewater System Improvement				
5. Economic Development				
H. DESCRIBE THE PROPOSED PROJECT AS IT RELATES TO THE TOP FIVE PRIORITIES:				
<p>The proposed project will marked cross walk ADA compliant sidewalks along MO Highway 23 from 2nd Street to 4th Street in Concordia MO.</p>				
I. IF THE PROPOSED PROJECT DOES NOT APPEAR IN THE TOP FIVE COMMUNITY PRIORITIES, PROVIDE AN EXPLANATION:				

Appendix D: Concordia Transportation Survey Results

Concordia Transportation Survey

Q1 Which of the following categories describes your age?

Answered: 156 Skipped: 0

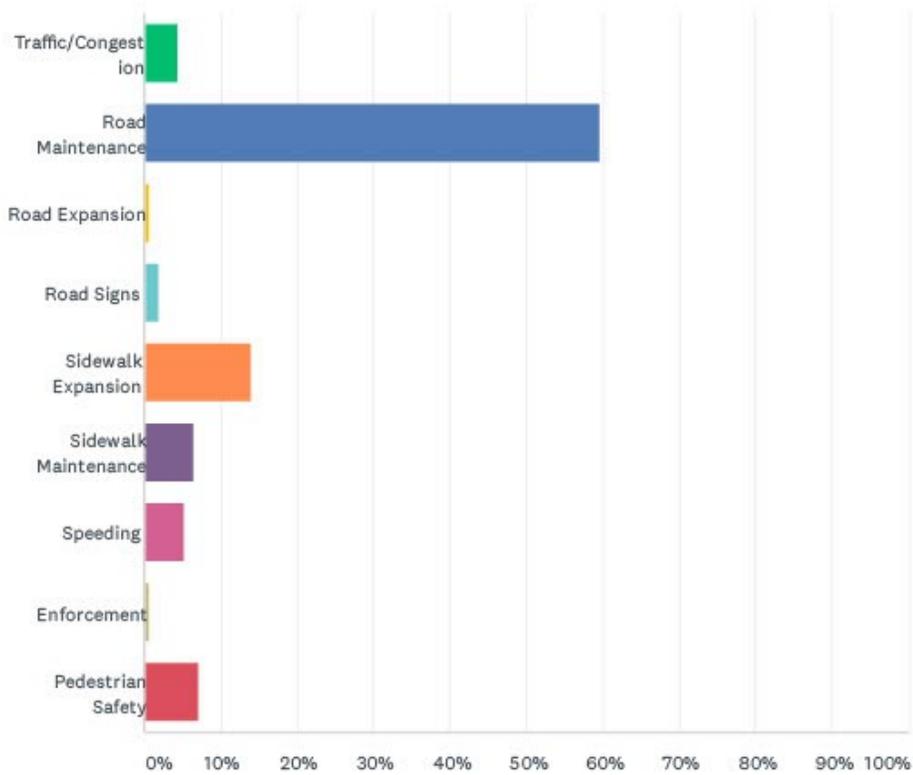


ANSWER CHOICES	RESPONSES	
Under 18	21.15%	33
18-24	2.56%	4
25-34	15.38%	24
35-44	11.54%	18
45-54	11.54%	18
55-64	22.44%	35
65+	15.38%	24
TOTAL		156

Concordia Transportation Survey

Q2 Thinking about all modes of transportation in Concordia, what would you say is the most important issue facing the city?

Answered: 156 Skipped: 0

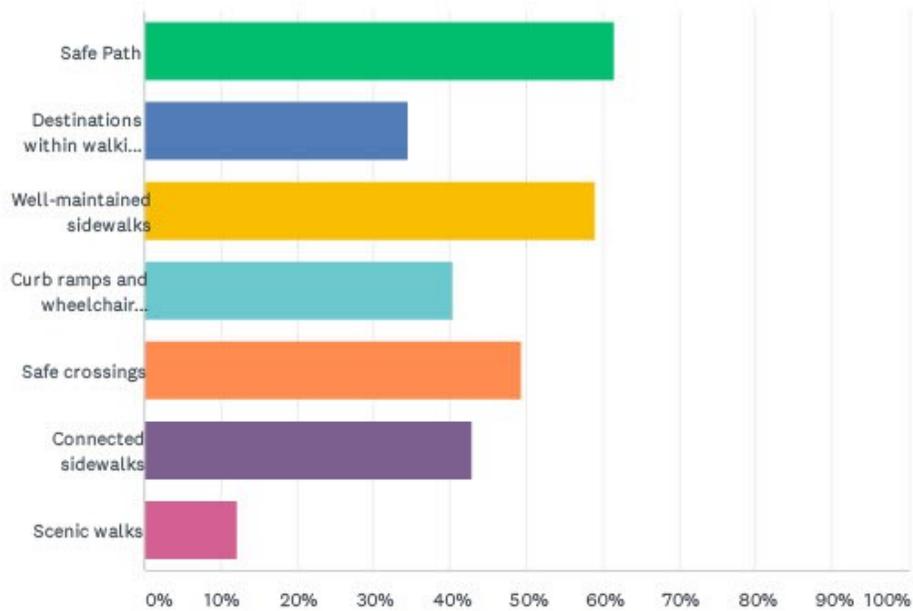


ANSWER CHOICES	RESPONSES	
Traffic/Congestion	4.49%	7
Road Maintenance	59.62%	93
Road Expansion	0.64%	1
Road Signs	1.92%	3
Sidewalk Expansion	14.10%	22
Sidewalk Maintenance	6.41%	10
Speeding	5.13%	8
Enforcement	0.64%	1
Pedestrian Safety	7.05%	11
TOTAL		156

Concordia Transportation Survey

Q3 Which of the following phrases best define walkability? (Please select top 3)

Answered: 156 Skipped: 0

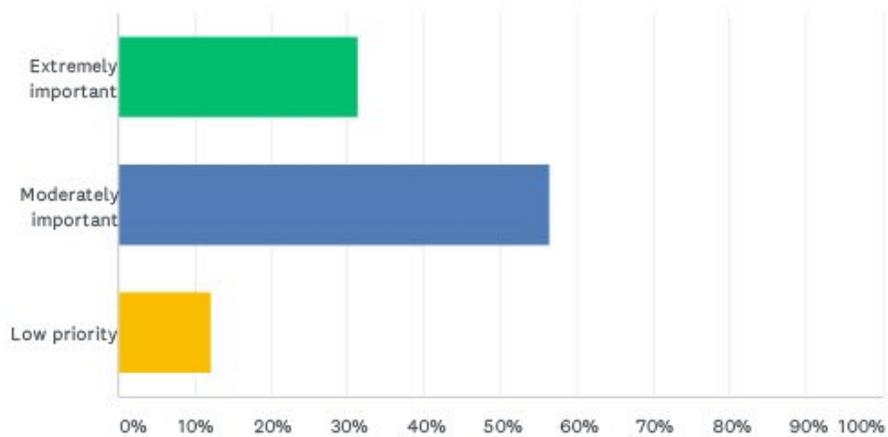


ANSWER CHOICES	RESPONSES	
Safe Path	61.54%	96
Destinations within walking distance	34.62%	54
Well-maintained sidewalks	58.97%	92
Curb ramps and wheelchair accessibility	40.38%	63
Safe crossings	49.36%	77
Connected sidewalks	42.95%	67
Scenic walks	12.18%	19
Total Respondents: 156		

Concordia Transportation Survey

Q4 How important is improving the walkability and cycling in Concordia? (check one)

Answered: 156 Skipped: 0

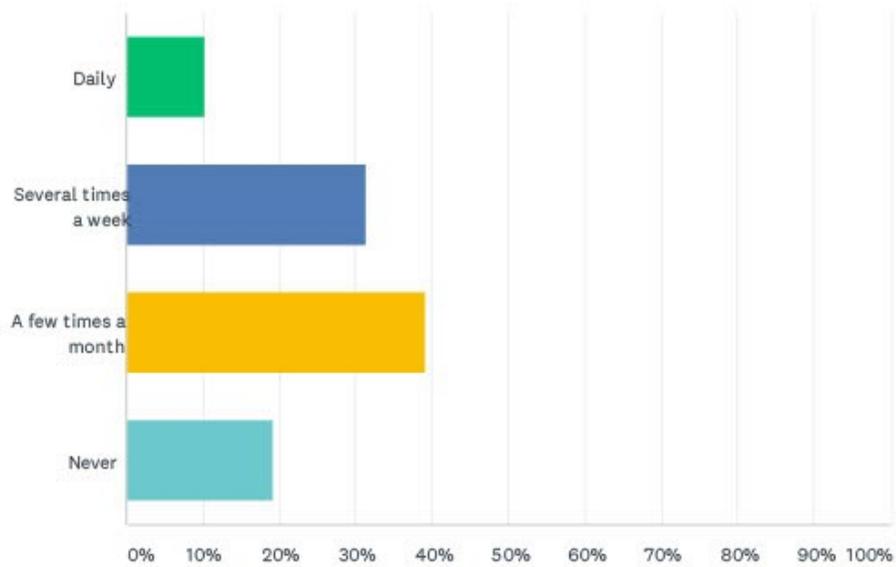


ANSWER CHOICES	RESPONSES
Extremely important	31.41% 49
Moderately important	56.41% 88
Low priority	12.18% 19
Total Respondents: 156	

Concordia Transportation Survey

Q5 How often do you walk in Concordia for recreational purpose or to exercise? (check one)

Answered: 156 Skipped: 0

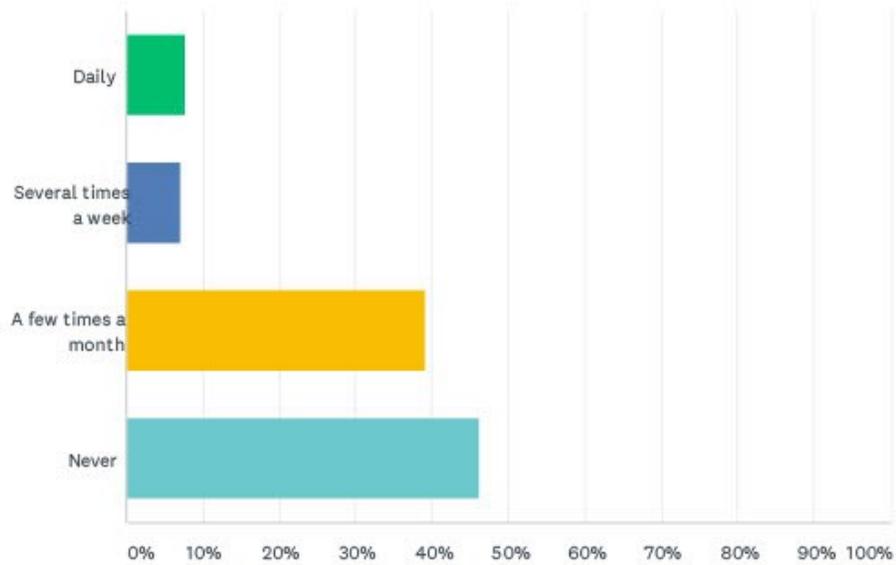


ANSWER CHOICES	RESPONSES	
Daily	10.26%	16
Several times a week	31.41%	49
A few times a month	39.10%	61
Never	19.23%	30
Total Respondents: 156		

Concordia Transportation Survey

Q6 How often do you walk in Concordia as a form of transportation (Not recreational purposes)? (Check one)

Answered: 156 Skipped: 0

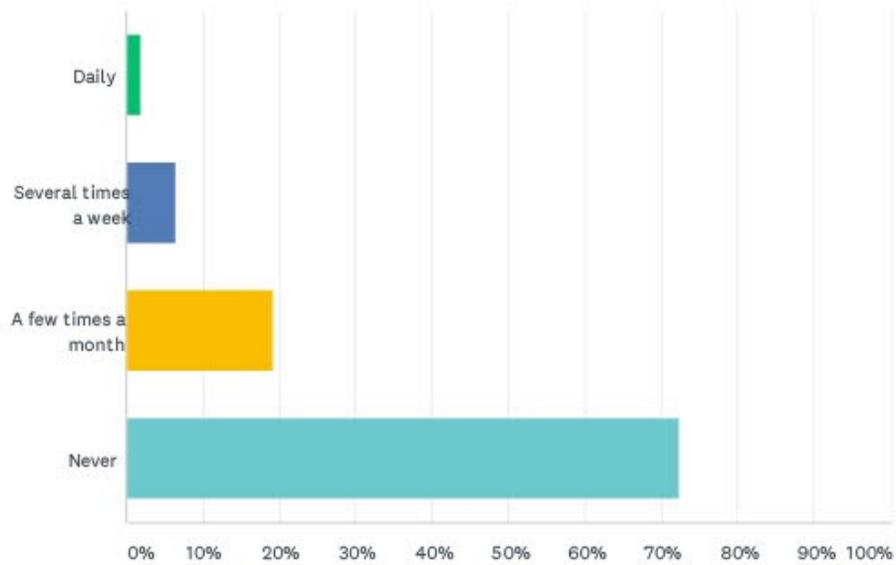


ANSWER CHOICES	RESPONSES	
Daily	7.69%	12
Several times a week	7.05%	11
A few times a month	39.10%	61
Never	46.15%	72
Total Respondents: 156		

Concordia Transportation Survey

Q7 How often do you ride a bicycle in Concordia for recreational purpose or to exercise? (check one)

Answered: 156 Skipped: 0

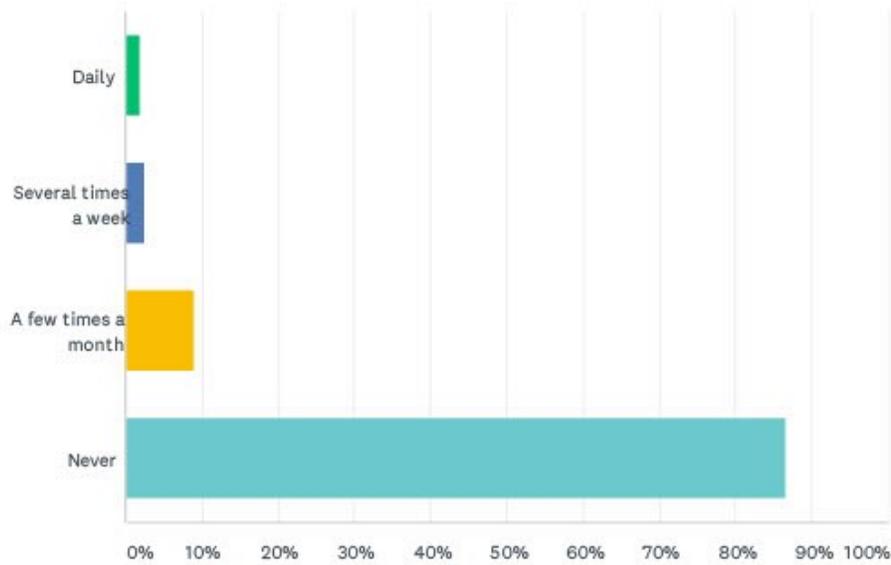


ANSWER CHOICES	RESPONSES	
Daily	1.92%	3
Several times a week	6.41%	10
A few times a month	19.23%	30
Never	72.44%	113
Total Respondents: 156		

Concordia Transportation Survey

Q8 How often do you ride a bicycle in Concordia as a form of transportation (Not recreational purposes)? (check one)

Answered: 156 Skipped: 0

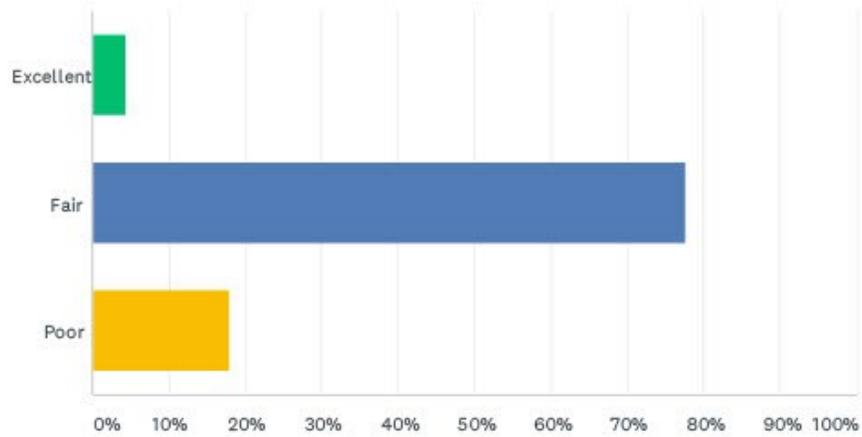


ANSWER CHOICES	RESPONSES
Daily	1.92% 3
Several times a week	2.56% 4
A few times a month	8.97% 14
Never	86.54% 135
Total Respondents: 156	

Concordia Transportation Survey

Q9 How would you rate existing pedestrian conditions in Concordia?
(check one)

Answered: 156 Skipped: 0

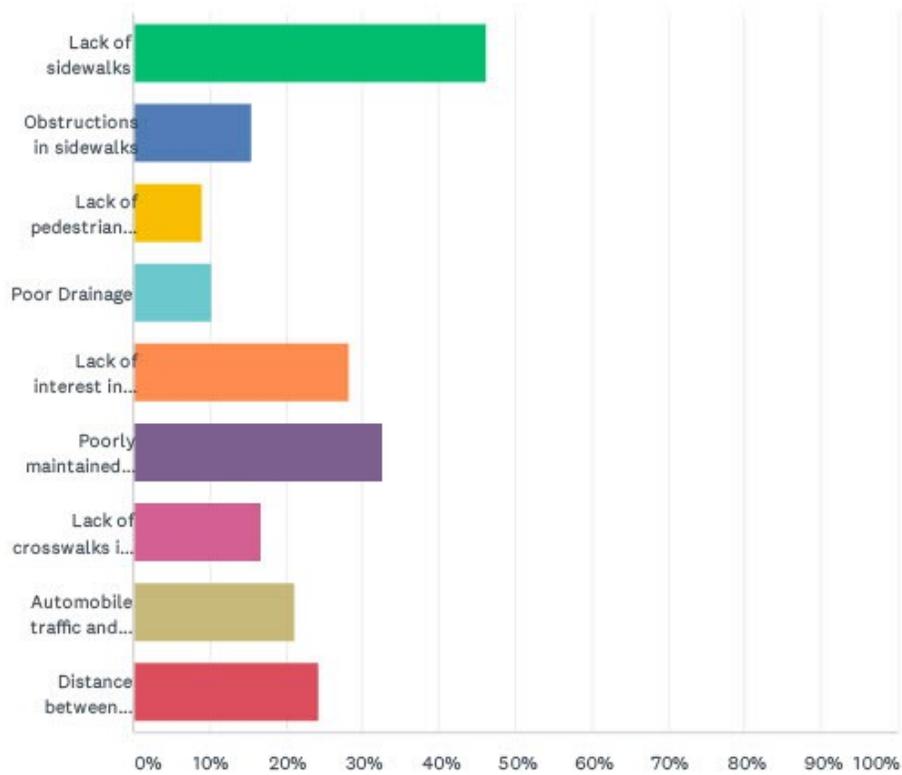


ANSWER CHOICES	RESPONSES
Excellent	4.49% 7
Fair	77.56% 121
Poor	17.95% 28
Total Respondents: 156	

Concordia Transportation Survey

Q10 Which of the following discourages you from walking? (check all that apply)

Answered: 156 Skipped: 0

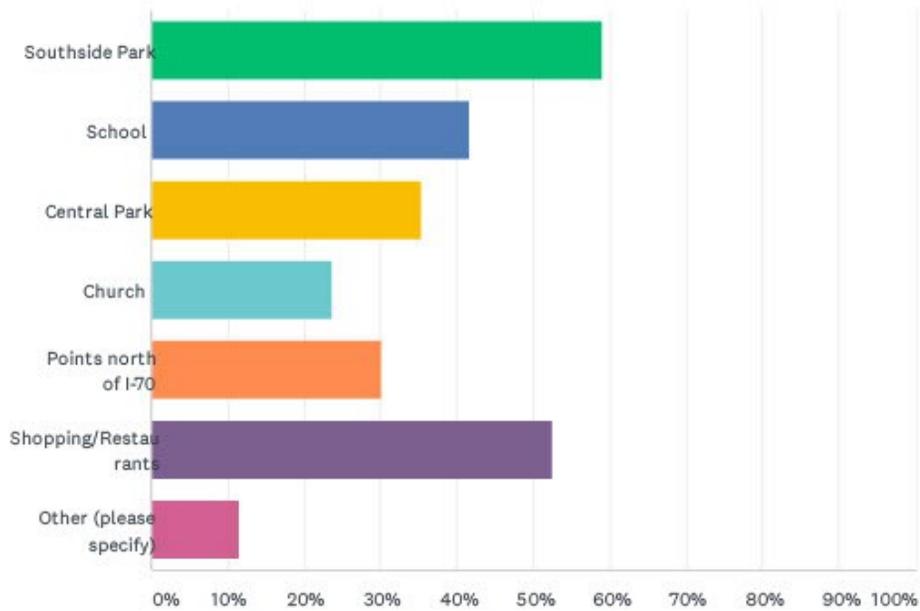


ANSWER CHOICES	RESPONSES	
Lack of sidewalks	46.15%	72
Obstructions in sidewalks	15.38%	24
Lack of pedestrian signals at intersections	8.97%	14
Poor Drainage	10.26%	16
Lack of interest in walking	28.21%	44
Poorly maintained sidewalks	32.69%	51
Lack of crosswalks in intersections	16.67%	26
Automobile traffic and speed	21.15%	33
Distance between destinations	24.36%	38
Total Respondents: 156		

Concordia Transportation Survey

Q11 What destinations would you most like to get to in Concordia? (check all that apply)

Answered: 156 Skipped: 0

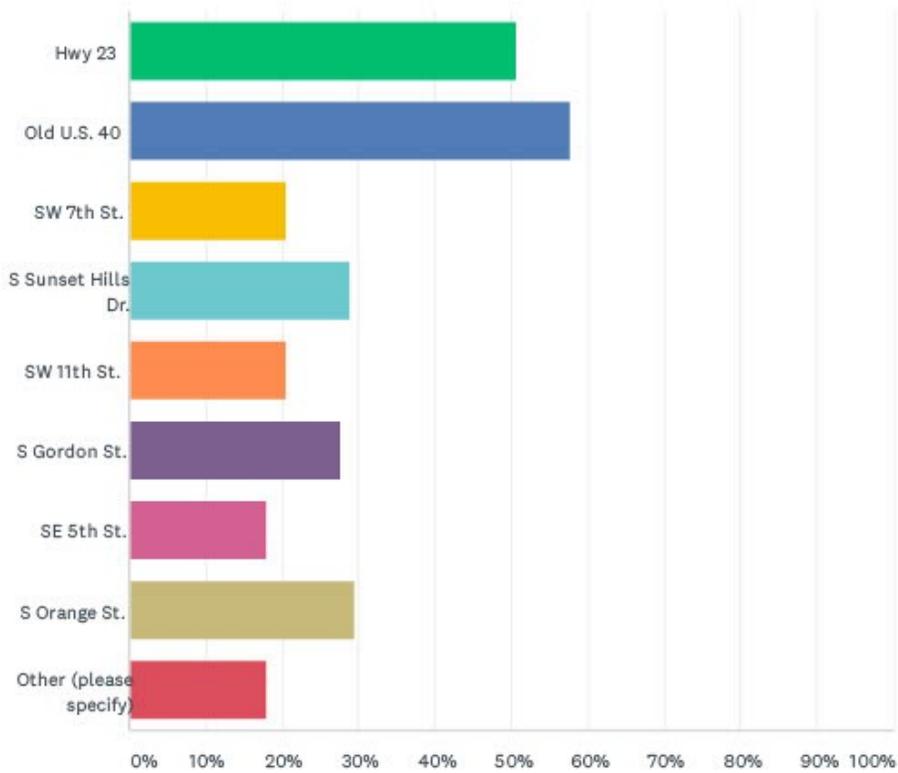


ANSWER CHOICES	RESPONSES
Southside Park	58.97% 92
School	41.67% 65
Central Park	35.26% 55
Church	23.72% 37
Points north of I-70	30.13% 47
Shopping/Restaurants	52.56% 82
Other (please specify)	11.54% 18
Total Respondents: 156	

Concordia Transportation Survey

Q12 Do the following corridors need pedestrian improvement? (check all that apply)

Answered: 156 Skipped: 0



ANSWER CHOICES	RESPONSES	
Hwy 23	50.64%	79
Old U.S. 40	57.69%	90
SW 7th St.	20.51%	32
S Sunset Hills Dr.	28.85%	45
SW 11th St.	20.51%	32
S Gordon St.	27.56%	43
SE 5th St.	17.95%	28
S Orange St.	29.49%	46
Other (please specify)	17.95%	28
Total Respondents: 156		

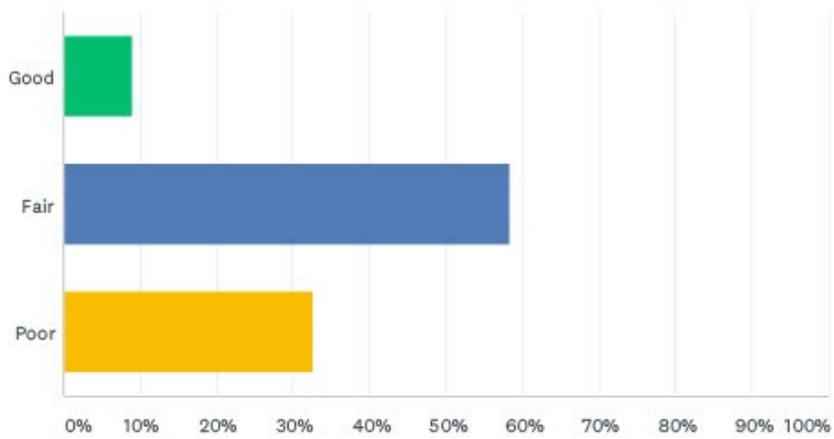
Q13 Are you aware of any worn paths that pedestrians use due to the lack of sidewalks?

- Alley behind the houses on Main St.
- Through SPLHS from end of Str. Louis St/Orange to Campus

Concordia Transportation Survey

Q14 How would you rate the current conditions of the streets in Concordia?

Answered: 156 Skipped: 0



ANSWER CHOICES	RESPONSES	
Good	8.97%	14
Fair	58.33%	91
Poor	32.69%	51
Total Respondents: 156		

Q15 What streets do you feel are in the most need of repair or replacement?



Q16 Do you feel the posted speeds are appropriate? If no, please be specific as to the street in which you feel it needs to be adjusted, and if it should be increased or decreased.



Q17 Are there any intersections in which you have concerns about? Please identify which intersections if yes.



Appendix E: Concordia Traffic Data

		Sam- ple Lengt h	Vehi- cle Count	AD T	Post- ed Speed Limit	Avg. Speed	Top Speed	% Over Spee d Limit	Avg. Speed- er Speed
	S Saint Louis St								
1	Section 1 (Milbank)	10 days	7,961	632	25 mph	32.0 mph	62 mph @ 2:12 PM (Monday)	58.1%	29.9
2	Section 2 (SE 10th St.)				25 mph				
3	SE 4th St	7 days	2,541	340	15 mph	18.9 mph	43 mph @ 5:48 AM (Tuesday)	73.0%	20.0 mph
4	Sunset Hills Dr	3 days	1,766	441	15 mph	22 mph	43 mph @ 7:46 PM (Wednesday)	91.4%	22.6 mph
5	SW 7th St.	5 days	1,401	233	25 mph	22.1 mph	38 mph @ 4:33 PM (Sunday)	19.1%	28.2 mph
6	Old Hwy 40	6 days	7,349	1,049	35 mph	38.0 mph	55 mph @ 5:51 AM (Wednesday)	20.1%	39.3 mph
7	NW 8th St.				25 mph				
8	NW 2nd St.	6 days	3,276	468	25 mph	22.3 mph	48 mph @ 6:43 PM (Wednesday)	21.8%	28.9 mph
9	S Orange St.	5 days	201	136	15 mph	19.2 mph	34 mph @ 5:55 PM (Monday)	76.3%	20.3 mph
10	S Gordon St.				25 mph				
11	SW 12th St								

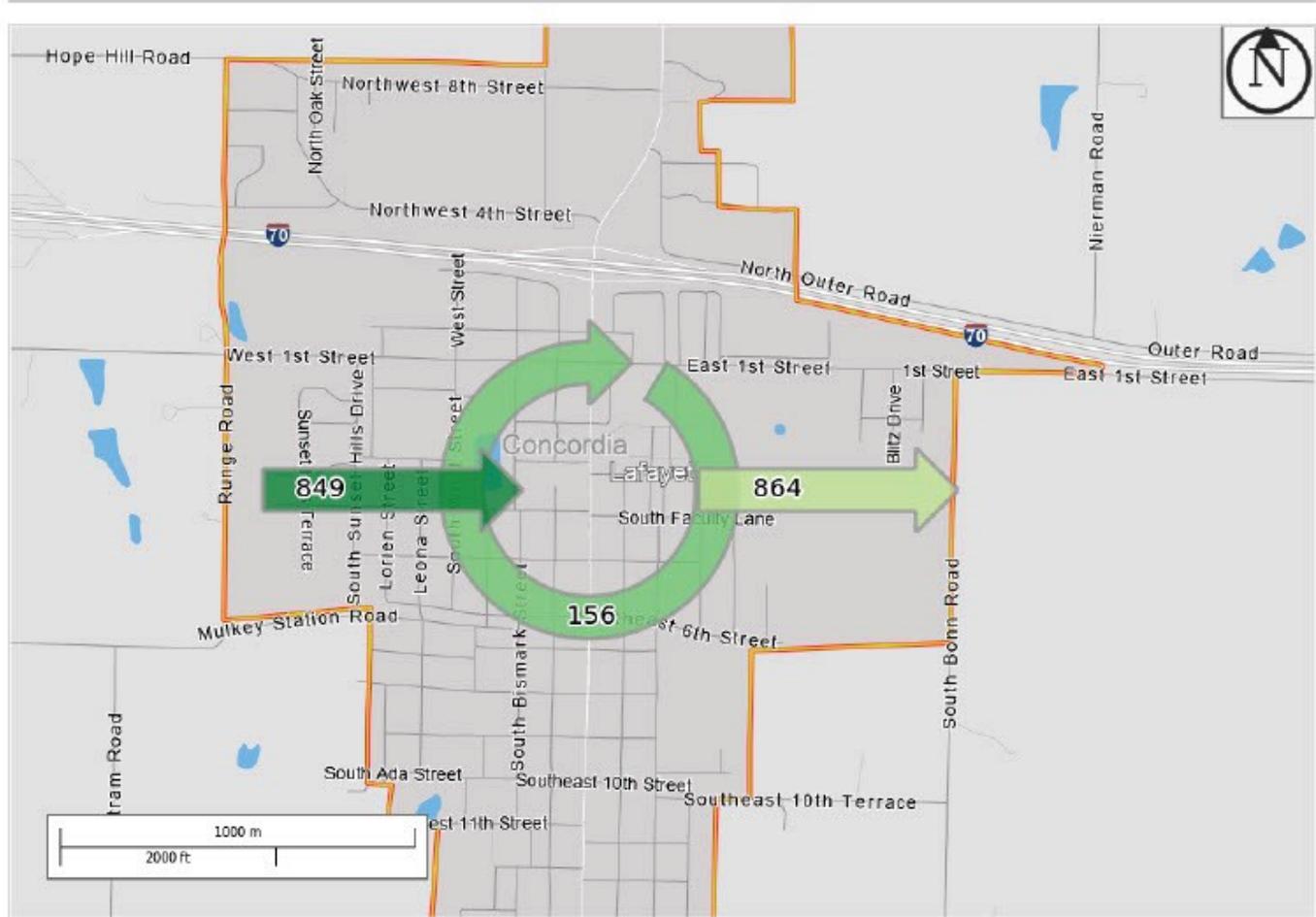
Appendix F: Inflow/Outflow Count for All Jobs



Inflow/Outflow Report All Jobs for All Workers in 2018

Created by the U.S. Census Bureau's OnTheMap <https://onthemap.ces.census.gov> on 05/05/2021

Inflow/Outflow Counts of All Jobs for Selection Area in 2018 All Workers



Map Legend

Selection Areas

Analysis Selection

Inflow/Outflow

- ◆ Employed and Live in Selection Area
 - ◆ Employed in Selection Area, Live Outside
 - ◆ Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



Appendix G: Concordia Peer Cities MO—Econ Data

Table: ACSDP5Y2019.DP03

City	Concordia city, Missouri				Lathrop city, Missouri				Mountain View city, Missouri				Seneca city, Missouri			
	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error
EMPLOYMENT STATUS																
Population 16 years and over	2,231	±232	2,231	(X)	1,674	±239	1,674	(X)	2,173	±106	2,173	(X)	1,903	±297	1,903	(X)
In labor force	1,365	±194	61.2%	±5.7	1,095	±164	65.4%	±5.4	1,118	±151	51.4%	±6.9	1,114	±205	58.5%	±7.4
Civilian labor force	1,365	±194	61.2%	±5.7	1,095	±164	65.4%	±5.4	1,118	±151	51.4%	±6.9	1,114	±205	58.5%	±7.4
Employed	1,327	±188	59.5%	±5.7	1,035	±154	61.8%	±5.2	1,043	±161	48.0%	±7.3	1,079	±205	56.7%	±7.5
Unemployed	38	±30	1.7%	±1.3	60	±40	3.6%	±2.3	75	±48	3.6%	±2.2	35	±26	1.8%	±1.4
Not in labor force	866	±150	38.8%	±5.7	579	±135	34.6%	±5.4	1,055	±166	48.6%	±6.9	789	±201	41.5%	±7.4
Unemployment rate	(X)	(X)	2.8%	±2.1	(X)	(X)	5.3%	±3.4	(X)	(X)	6.7%	±4.5	(X)	(X)	3.1%	±2.3
Females 16 years and over	1,241	±148	1,241	(X)	918	±142	918	(X)	1,196	±89	1,196	(X)	1,037	±162	1,037	(X)
In labor force	669	±124	53.9%	±8.4	541	±100	58.9%	±7.8	547	±86	45.7%	±7.2	577	±126	55.6%	±9.1
Civilian labor force	669	±124	53.9%	±8.4	541	±100	58.9%	±7.8	547	±86	45.7%	±7.2	577	±126	55.6%	±9.1
Employed	664	±125	53.5%	±8.5	504	±96	54.9%	±8.2	527	±85	44.1%	±7.2	552	±127	53.2%	±9.4
Own children of the household under 6 years	180	±74	180	(X)	138	±74	138	(X)	212	±68	212	(X)	212	±81	212	(X)
All parents in family in labor force	188	±71	93.3%	±6.7	105	±76	76.1%	±22.8	134	±63	65.2%	±19.3	134	±70	65.2%	±17.6
Own children of the household 6 to 17 years	467	±144	467	(X)	448	±155	448	(X)	276	±78	276	(X)	472	±164	472	(X)
All parents in family in labor force	392	±141	83.9%	±15.6	330	±137	73.7%	±14.3	483	±76	66.3%	±15.9	312	±124	66.1%	±22.0
COMMUTING TO WORK																
Workers 16 years and over	1,288	±186	1,288	(X)	1,003	±150	1,003	(X)	1,032	±161	1,032	(X)	1,079	±205	1,079	(X)
Car, truck, or van -- drove alone	1,020	±162	79.2%	±5.3	819	±131	81.7%	±6.5	823	±157	79.7%	±6.6	933	±185	86.5%	±6.2
Car, truck, or van -- carpooled	136	±63	10.6%	±4.6	137	±67	13.7%	±6.0	125	±55	12.1%	±5.3	84	±50	7.8%	±4.2
Public transportation (excluding taxicab)	0	±11	0.0%	±2.3	7	±11	0.7%	±1.1	18	±26	1.7%	±2.5	0	±11	0.0%	±2.7
Walked	85	±42	6.6%	±3.2	27	±23	2.7%	±2.2	40	±35	3.9%	±3.4	13	±15	1.2%	±1.4
Other means	9	±11	0.7%	±0.8	0	±11	0.0%	±2.9	11	±13	1.1%	±1.3	14	±21	1.3%	±1.9
Worked from home	38	±46	3.0%	±3.5	13	±15	1.3%	±1.5	15	±13	1.5%	±1.4	35	±29	3.2%	±2.7
Mean travel time to work (minutes)	22.3	±4.1	(X)	(X)	34.8	±5.9	(X)	(X)	15.4	±1.8	(X)	(X)	20.4	±2.4	(X)	(X)
OCCUPATION																
Management, business, science, and arts occupations	384	±86	28.9%	±6.1	277	±72	26.8%	±6.2	274	±79	26.3%	±7.9	289	±87	26.8%	±6.4
Service occupations	230	±79	17.3%	±5.5	244	±79	23.6%	±6.4	182	±61	17.4%	±5.9	323	±93	29.9%	±5.8
Sales and office occupations	333	±85	25.1%	±5.6	164	±56	15.8%	±5.3	232	±82	22.2%	±6.7	191	±57	17.7%	±5.5
Natural resources, construction, and maintenance occupations	164	±67	12.4%	±4.5	147	±52	14.2%	±4.6	109	±71	10.5%	±6.4	93	±47	8.6%	±4.1
Production, transportation, and material moving occupations	216	±79	16.3%	±4.9	203	±76	19.6%	±6.2	246	±107	23.6%	±9.1	183	±81	17.0%	±6.1
INDUSTRY																
Agriculture, forestry, fishing and hunting, and mining	6	±11	0.5%	±0.8	10	±14	1.0%	±1.4	76	±67	7.3%	±6.0	23	±24	2.1%	±2.2
Construction	98	±57	7.4%	±3.9	109	±51	10.5%	±4.7	21	±16	2.0%	±1.6	43	±38	4.0%	±3.5
Manufacturing	244	±76	18.4%	±5.1	152	±67	14.7%	±5.8	205	±105	19.7%	±9.2	159	±65	14.7%	±5.4
Wholesale trade	0	±11	0.0%	±2.2	28	±21	2.7%	±2.0	27	±29	2.6%	±2.8	11	±16	1.0%	±1.5
Retail trade	227	±74	17.1%	±5.1	95	±57	9.2%	±5.3	167	±84	16.0%	±7.3	162	±66	15.0%	±5.6
Transportation and warehousing, and utilities	52	±47	3.9%	±3.3	72	±47	7.0%	±4.2	52	±30	5.0%	±3.0	49	±38	4.5%	±3.4
Information	15	±17	1.1%	±1.3	20	±23	1.9%	±2.2	29	±27	2.8%	±2.6	8	±10	0.7%	±1.0
Finance and insurance, and real estate and rental and leasing	124	±57	9.3%	±4.2	52	±37	5.0%	±3.5	32	±33	3.1%	±3.0	59	±31	5.9%	±3.0
Professional, scientific, and management, and administrative and waste management services	52	±30	3.9%	±2.3	55	±35	5.3%	±3.4	28	±22	2.7%	±2.3	123	±56	11.4%	±4.9

Table: ACSDP5Y2019.DP03

City Label	Concordia city, Missouri			Lathrop city, Missouri			Mountain View city, Missouri			Seneca city, Missouri		
	Estimate	Margin of Error	Percent	Estimate	Margin of Error	Percent	Estimate	Margin of Error	Percent	Estimate	Margin of Error	Percent
Educational services, and health care and social assistance	383	±89	28.9%	276	±84	26.7%	222	±83	21.3%	203	±75	18.8%
Arts, entertainment, and recreation, and accommodation and food services												
Other services, except public administration	44	±31	3.3%	59	±30	5.7%	87	±35	8.3%	166	±79	15.4%
Public administration	44	±25	3.3%	67	±38	6.5%	62	±38	5.9%	42	±24	3.9%
CLASS OF WORKER	38	±21	2.9%	40	±29	3.9%	35	±27	3.4%	31	±23	2.9%
Private wage and salary workers	1,205	±173	90.8%	793	±145	76.6%	777	±150	74.5%	910	±183	84.3%
Government workers	80	±33	6.0%	185	±70	17.9%	181	±78	17.4%	109	±52	10.1%
Self-employed in own not incorporated business workers	36	±33	2.7%	57	±34	5.5%	85	±69	8.1%	54	±36	5.0%
Unpaid family workers	6	±10	0.5%	0	±11	0.0%	0	±11	0.0%	6	±10	0.6%
INCOME AND BENEFITS (IN 2019 INFLATION-ADJUSTED DOLLARS)												
Total households	1,089	±121	1,089	835	±127	835	1,066	±89	1,066	881	±106	881
Less than \$10,000	76	±40	7.0%	30	±22	3.6%	154	±56	14.4%	64	±41	7.3%
\$10,000 to \$14,999	71	±39	6.5%	20	±15	2.4%	106	±54	9.9%	68	±49	7.7%
\$15,000 to \$24,999	96	±41	8.8%	79	±50	9.5%	153	±59	14.4%	73	±39	8.3%
\$25,000 to \$34,999	76	±34	7.0%	63	±36	7.5%	144	±57	13.5%	172	±60	19.5%
\$35,000 to \$49,999	163	±62	15.0%	102	±43	12.2%	141	±55	13.2%	171	±78	19.4%
\$50,000 to \$74,999	236	±76	21.7%	157	±57	18.8%	118	±53	11.1%	168	±61	19.1%
\$75,000 to \$99,999	142	±57	13.0%	218	±75	26.1%	108	±50	10.1%	132	±58	15.0%
\$100,000 to \$149,999	127	±43	11.7%	119	±40	14.3%	79	±46	7.4%	18	±17	2.0%
\$150,000 to \$199,999	83	±45	7.6%	41	±29	4.9%	58	±68	5.4%	4	±6	0.5%
\$200,000 or more	19	±24	1.7%	6	±9	0.7%	5	±9	0.5%	11	±12	1.2%
Median household income (dollars)	53,852	±2,669	(X)	67,679	±12,557	(X)	32,321	±8,865	(X)	37,117	±4,577	(X)
Mean household income (dollars)	67,712	±8,091	(X)	70,618	±6,272	(X)	48,892	±9,945	(X)	47,123	±5,814	(X)
With earnings	791	±114	72.6%	662	±108	79.3%	675	±86	63.3%	660	±112	74.9%
Mean earnings (dollars)	67,263	±7,850	(X)	72,694	±6,961	(X)	58,029	±13,597	(X)	44,079	±6,954	(X)
With Social Security	370	±76	34.0%	294	±71	35.2%	430	±109	40.3%	385	±83	43.7%
Mean Social Security income (dollars)	18,304	±2,628	(X)	18,695	±2,364	(X)	15,425	±1,730	(X)	18,685	±2,330	(X)
With retirement income	219	±62	20.1%	201	±57	24.1%	115	±40	10.8%	205	±63	23.3%
Mean retirement income (dollars)	24,489	±7,698	(X)	18,658	±6,655	(X)	22,166	±13,840	(X)	15,158	±5,765	(X)
With Supplemental Security Income	62	±42	5.7%	10	±13	1.2%	90	±50	8.4%	55	±34	6.2%
Mean Supplemental Security Income (dollars)	10,415	±2,776	(X)	N	N	(X)	10,626	±3,188	(X)	10,418	±1,815	(X)
With cash public assistance	24	±19	2.2%	16	±16	1.9%	16	±11	1.5%	19	±16	2.2%
Mean cash public assistance income (dollars)	3,438	±2,350	(X)	3,475	±3,594	(X)	1,700	±1,650	(X)	3,053	±4,054	(X)
With Food Stamp/SNAP benefits in the past 12 months	134	±60	12.3%	71	±39	8.5%	260	±57	24.4%	157	±68	17.8%
Families	811	±118	81.1%	654	±115	65.4%	651	±73	65.1%	600	±93	60.0%
Less than \$10,000	33	±33	4.1%	10	±12	1.3%	67	±37	10.3%	28	±25	4.7%
\$10,000 to \$14,999	30	±31	3.7%	45	±53	6.9%	18	±16	2.8%	33	±38	5.5%
\$15,000 to \$24,999	65	±43	8.0%	32	±40	4.9%	59	±38	9.1%	45	±37	7.5%
\$25,000 to \$34,999	69	±47	8.5%	50	±36	7.6%	126	±50	19.4%	107	±50	17.8%
\$35,000 to \$49,999	112	±67	13.8%	62	±31	9.5%	114	±50	17.5%	101	±54	16.8%
\$50,000 to \$74,999	150	±58	18.5%	152	±54	23.2%	64	±42	9.8%	121	±52	20.2%

Table: ACSDP5Y2019.DP03

City	Concordia city, Missouri				Lathrop city, Missouri				Mountain View city, Missouri				Seneca city, Missouri			
	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error	Estimate	Margin of Error	Percent	Margin of Error
\$75,000 to \$99,999	142	±57	17.5%	±6.6	147	±53	22.5%	±8.2	96	±51	14.7%	±7.5	132	±58	22.0%	±8.5
\$100,000 to \$149,999	152	±49	18.7%	±5.7	109	±42	16.7%	±6.2	63	±39	9.7%	±6.2	18	±17	3.0%	±2.9
\$150,000 to \$199,999	39	±25	4.8%	±3.1	41	±29	6.3%	±4.7	44	±64	6.8%	±9.6	9	±10	1.5%	±1.7
\$200,000 or more	19	±24	2.3%	±3.0	6	±9	0.9%	±1.4	0	±11	0.0%	±4.5	6	±9	1.0%	±1.6
Per capita income (dollars)	26,602	±2,870	(X)	(X)	25,786	±2,580	(X)	(X)	20,774	±4,014	(X)	(X)	17,525	±2,121	(X)	(X)
Nonfamily households	278	±49	27.8	(X)	181	±57	181	(X)	415	±97	415	(X)	281	±68	281	(X)
Median nonfamily income (dollars)	24,167	±5,650	(X)	(X)	30,885	±11,848	(X)	(X)	15,508	±3,750	(X)	(X)	31,378	±4,806	(X)	(X)
Mean nonfamily income (dollars)	27,025	±4,263	(X)	(X)	37,429	±8,800	(X)	(X)	27,775	±7,427	(X)	(X)	30,808	±6,430	(X)	(X)
Median earnings for workers (dollars)	30,615	±2,199	(X)	(X)	32,050	±3,283	(X)	(X)	25,640	±3,073	(X)	(X)	21,535	±1,990	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	41,000	±7,615	(X)	(X)	58,500	±8,577	(X)	(X)	29,811	±6,703	(X)	(X)	32,194	±4,141	(X)	(X)
Median earnings for female full-time, year-round workers (dollars)	28,692	±3,386	(X)	(X)	32,228	±4,596	(X)	(X)	32,179	±4,708	(X)	(X)	26,375	±10,137	(X)	(X)
HEALTH INSURANCE COVERAGE																
Civilian noninstitutionalized population	2,813	±304	2.813	(X)	2,184	±350	2,184	(X)	2,527	±77	2,527	(X)	2,432	±372	2,432	(X)
With health insurance coverage	2,523	±274	89.7%	±3.9	2,063	±341	94.5%	±2.4	2,137	±144	84.6%	±5.0	2,294	±365	94.3%	±2.6
With private health insurance	2,029	±259	72.1%	±6.8	1,849	±314	84.7%	±5.6	1,121	±157	44.4%	±6.2	1,548	±292	68.7%	±9.5
With public coverage	899	±200	32.0%	±6.1	572	±162	26.2%	±6.3	1,305	±186	59.6%	±7.0	1,101	±298	45.3%	±9.6
No health insurance coverage	290	±121	10.3%	±3.9	121	±53	5.5%	±2.4	390	±127	15.4%	±5.0	138	±64	5.7%	±2.6
Civilian noninstitutionalized population under 19 years	763	±148	763	(X)	634	±182	634	(X)	607	±98	607	(X)	733	±184	733	(X)
No health insurance coverage	61	±57	8.0%	±7.3	9	±16	1.4%	±2.4	34	±28	5.6%	±4.7	31	±27	4.2%	±4.0
Civilian noninstitutionalized population 19 to 64 years	1,596	±198	1,596	(X)	1,202	±181	1,202	(X)	1,444	±133	1,444	(X)	1,288	±243	1,288	(X)
In labor force:	1,239	±182	1,239	(X)	1,009	±155	1,009	(X)	1,017	±142	1,017	(X)	890	±176	890	(X)
Employed:	1,201	±178	1,201	(X)	975	±150	975	(X)	958	±150	958	(X)	855	±176	855	(X)
With health insurance coverage	1,029	±172	85.7%	±6.5	908	±149	93.1%	±3.6	704	±112	73.5%	±11.6	788	±170	92.2%	±4.6
With private health insurance	959	±156	79.9%	±7.2	898	±150	92.1%	±4.0	595	±112	62.1%	±12.1	755	±168	88.3%	±5.7
With public coverage	97	±57	8.1%	±4.3	36	±26	3.7%	±2.7	141	±55	14.7%	±5.8	64	±36	7.5%	±4.3
No health insurance coverage	172	±83	14.3%	±6.5	67	±36	6.9%	±3.6	254	±133	26.5%	±11.6	67	±40	7.8%	±4.6
Unemployed:	38	±30	38	(X)	34	±27	34	(X)	59	±48	59	(X)	35	±26	35	(X)
With health insurance coverage	22	±18	57.9%	±44.8	13	±15	38.2%	±41.6	33	±36	55.9%	±43.9	27	±24	77.1%	±28.0
With private health insurance	22	±18	57.9%	±44.8	13	±15	38.2%	±41.6	0	±11	0.0%	±37.0	7	±10	20.0%	±28.9
With public coverage	0	±11	0.0%	±46.2	0	±11	0.0%	±48.9	33	±36	55.9%	±43.9	20	±23	57.1%	±37.5
No health insurance coverage	16	±23	42.1%	±44.8	21	±24	61.8%	±41.6	26	±31	44.1%	±43.9	8	±9	22.9%	±28.0
Not in labor force:	357	±95	357	(X)	193	±61	193	(X)	427	±128	427	(X)	378	±168	378	(X)
With health insurance coverage	316	±95	88.5%	±7.2	169	±65	87.6%	±15.3	351	±130	82.2%	±11.3	346	±173	91.5%	±7.8
With private health insurance	185	±67	51.8%	±11.9	133	±55	68.9%	±17.0	140	±64	32.8%	±11.2	122	±43	32.3%	±15.3
With public coverage	147	±62	41.2%	±12.9	63	±33	32.6%	±14.6	250	±105	58.5%	±13.1	241	±162	63.8%	±18.0
No health insurance coverage	41	±24	11.5%	±7.2	24	±30	12.4%	±15.3	76	±44	17.8%	±11.3	32	±23	8.5%	±7.8
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL																
All families	(X)	(X)	14.1%	±6.9	(X)	(X)	9.8%	±8.0	(X)	(X)	19.0%	±7.8	(X)	(X)	13.7%	±8.1

Table: ACSDP5Y2019.DP03

City	Concordia city, Missouri				Lathrop city, Missouri				Mountain View city, Missouri				Seneca city, Missouri			
	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error	Estimate	Margin of Error	Percent	Percent Margin of Error
With related children of the householder under 18 years	(X)	(X)	24.6%	±12.2	(X)	(X)	16.1%	±15.2	(X)	(X)	34.3%	±13.4	(X)	(X)	19.9%	±12.9
With related children of the householder under 5 years only	(X)	(X)	11.5%	±16.3	(X)	(X)	54.7%	±50.8	(X)	(X)	45.3%	±27.7	(X)	(X)	19.6%	±26.2
Married couple families	(X)	(X)	4.5%	±3.6	(X)	(X)	4.1%	±3.9	(X)	(X)	11.6%	±8.3	(X)	(X)	7.1%	±6.9
With related children of the householder under 18 years	(X)	(X)	6.3%	±7.1	(X)	(X)	4.5%	±7.2	(X)	(X)	18.0%	±12.3	(X)	(X)	11.4%	±12.4
With related children of the householder under 5 years only	(X)	(X)	0.0%	±52.9	(X)	(X)	0.0%	±52.9	(X)	(X)	24.4%	±34.8	(X)	(X)	0.0%	±45.6
Families with female householder, no spouse present	(X)	(X)	48.6%	±24.1	(X)	(X)	36.9%	±32.7	(X)	(X)	44.8%	±17.5	(X)	(X)	35.7%	±24.3
With related children of the householder under 18 years	(X)	(X)	74.2%	±24.5	(X)	(X)	70.3%	±36.7	(X)	(X)	68.2%	±21.7	(X)	(X)	36.7%	±29.0
With related children of the householder under 5 years only	(X)	(X)	62.5%	±45.8	(X)	(X)	100.0%	±48.2	(X)	(X)	70.6%	±38.6	(X)	(X)	64.7%	±56.9
All people	(X)	(X)	15.4%	±6.0	(X)	(X)	12.1%	±6.2	(X)	(X)	25.2%	±7.3	(X)	(X)	19.2%	±10.2
Under 18 years	(X)	(X)	21.9%	±13.0	(X)	(X)	19.1%	±13.2	(X)	(X)	46.1%	±15.1	(X)	(X)	25.6%	±17.9
Related children of the householder under 18 years	(X)	(X)	21.3%	±13.0	(X)	(X)	16.0%	±13.3	(X)	(X)	43.6%	±15.4	(X)	(X)	25.6%	±17.9
Related children of the householder under 5 years	(X)	(X)	12.6%	±11.1	(X)	(X)	44.3%	±37.7	(X)	(X)	55.6%	±21.7	(X)	(X)	30.1%	±24.1
Related children of the householder 5 to 17 years	(X)	(X)	23.7%	±14.8	(X)	(X)	8.6%	±8.6	(X)	(X)	36.5%	±15.8	(X)	(X)	24.1%	±19.8
18 to 64 years and over	(X)	(X)	13.1%	±4.3	(X)	(X)	9.4%	±4.3	(X)	(X)	20.6%	±6.1	(X)	(X)	16.7%	±8.0
65 years and over	(X)	(X)	13.7%	±5.3	(X)	(X)	10.9%	±5.6	(X)	(X)	20.1%	±7.2	(X)	(X)	18.5%	±10.0
People in families	(X)	(X)	11.0%	±6.4	(X)	(X)	4.3%	±4.0	(X)	(X)	22.3%	±10.7	(X)	(X)	11.1%	±8.9
Unrelated individuals 15 years and over	(X)	(X)	13.2%	±6.9	(X)	(X)	9.3%	±7.1	(X)	(X)	22.2%	±8.8	(X)	(X)	17.5%	±12.0
	(X)	(X)	27.1%	±9.1	(X)	(X)	30.0%	±14.4	(X)	(X)	38.3%	±10.4	(X)	(X)	29.2%	±11.8

Appendix H: Housing Assessment—Adopted Building Codes (Surrounding Cities)

Whiteman AFB & Surrounding Areas
Housing Assessment and Market Analysis: Phase 2

Warrensburg, Missouri

Table 15 - Adopted Building Codes

Local Government	Local Building Code	IBC	IRC	IPMC	Available Online
Alma			NO DATA		
Aultville village			NO DATA		
Bates City			NO DATA		
Blackburn			NO DATA		
Blairstown			NO DATA		
Calhoun			NO DATA		
Centerview			NO DATA		
Chilhowee town			NO DATA		
Clinton	Y	2012	2012	2012	Y
Cole Camp	Y	N	N	N	Y
Concordia	Y	2000	2000	2000	Y
Corder			NO DATA		
Emma			NO DATA		
Green Ridge			NO DATA		
Higginsville	Y	2015	2015	2015	Y
Holden	Y	Y	Y	Y	N
Houstonia			NO DATA		
Hughesville village			NO DATA		
Ionian town			NO DATA		
Kingsville			NO DATA		
Knob Noster	Y	2003	N	N	Y
La Monte			NO DATA		
Lake Lafayette			NO DATA		
Leeton	N	N	N	N	N
Lexington	Y	2018	2018	2018	Y
Lincoln	Y	N	N	N	Y
Marshall	Y	2015	2015	2015	Y
Mayview			NO DATA		
Mount Leonard town			NO DATA		
Oak Grove	Y	2012	2012	2012	Y
Odessa	Y	2012	2012	2012	Y
Otterville	Y	N	N	N	Y
Sedalia	Y	2015	2015	2015	N
Slater			N/A		
Smithton			NO DATA		
Sweet Springs			NO DATA		
Tightwad village			NO DATA		
Urish			NO DATA		
Warrensburg	Y	2018	2018	Local PM Code	Y
Windsor	Y	2012	2012	N	N

Note:

1. "Y" indicates that the city offers the respective housing delivery system element. "N" indicates that the city does not offer the respective housing delivery system element. Where a year is indicated refers to the year of I-Codes the city has adopted.

2. Cities in bold provided local data by participating in the study's community engagement survey.

3. No Data indicates that information about housing resources was not available on the city's website or the city does not have a city website to source information.

Sources: Community Survey responses, Community municipal websites when available.

Appendix I: Housing Assessment—Building Permitting (Surrounding Cities)

Whiteman AFB & Surrounding Areas
Housing Assessment and Market Analysis: Phase 2

Warrensburg, Missouri

improving local processes and applications. Table 16 identifies communities who have development review, building permitting, and inspection processes.

Table 16 – Adopted Building Permitting and Inspection Processes

Local Government	Building Permitting				Building Inspections		
	Permit Applications	Available Online	Permit Fees	Available Online	Residential Rehab	New Residential Construction	Code Enforcement
Alma				NO DATA			
Aulville village				NO DATA			
Bates City				NO DATA			
Blackburn				NO DATA			
Blairtown				NO DATA			
Calhoun				NO DATA			
Centerview				NO DATA			
Chilhowee town				NO DATA			
Clinton	Y	N	-	N	Y	Y	Y
Cole Camp	Y	N	\$0.05/SF of base floor area of new construction \$50 Minimum Fee	Y			
Concordia	Y	N		N	Y	Y	Y
Corder				NO DATA			
Emma				NO DATA			
Green Ridge				NO DATA			
Higginsville	Y	Y	ICC Formula	Y	Y	Y	Y
Holden	Y	N	\$25 - \$450	N	Y	Y	Y
Houstonia				NO DATA			
Hughesville village				NO DATA			
Ionia town				NO DATA			
Kingville				NO DATA			
Knob Noster	Y	Y	Scaled Fee Structure	Y	Y	Y	Y
La Monte				NO DATA			
Lake Lafayette				NO DATA			
Leeton	Y	N	\$5 Flat Fee	N	N	N	N
Lexington	Y	Y	Scaled Fee Structure	Y	Y	Y	Y
Lincoln	Y	N		N	Y	Y	Y
Marshall	Y	Y	ICC Formula	Y	Y	Y	Y
Mayview				NO DATA			
Mount Leonard town				NO DATA			
Oak Grove							
Odesa	Y	Y	Scaled Fee Structure	Y	Y	Y	Y
Oterville	Y	N	\$25	Y	Y	Y	Y
Sedalia	Y	Y	\$25/first \$1,000 of construction value plus \$6.00/ea addnl \$1,000 dollars or fraction thereof of construction value	Y	Y	Y	Y
Slater							
Smithton				NO DATA			
Sweet Springs				NO DATA			
Tightwad village				NO DATA			
Urish	Y	N	-	N			Y
Warrensburg	Y	Y	ICC Formula	Y	Y	Y	Y
Windsor	Y	N	\$45 Flat Fee	N	Y**for additions only	Y	Y

Note:
 1. "Y" indicates that the city offers the respective housing delivery system element. "N" indicates that the city does not offer the respective housing delivery system element.
 2. Cities in bold provided local data by participating in the study's community engagement survey.
 3. No Data indicates that information about housing resources was not available on the city's website or the city does not have a city website to source information.
 Sources: Community Survey responses, Community municipal websites when available.

Appendix J: Housing Solutions Matchmaker Tool

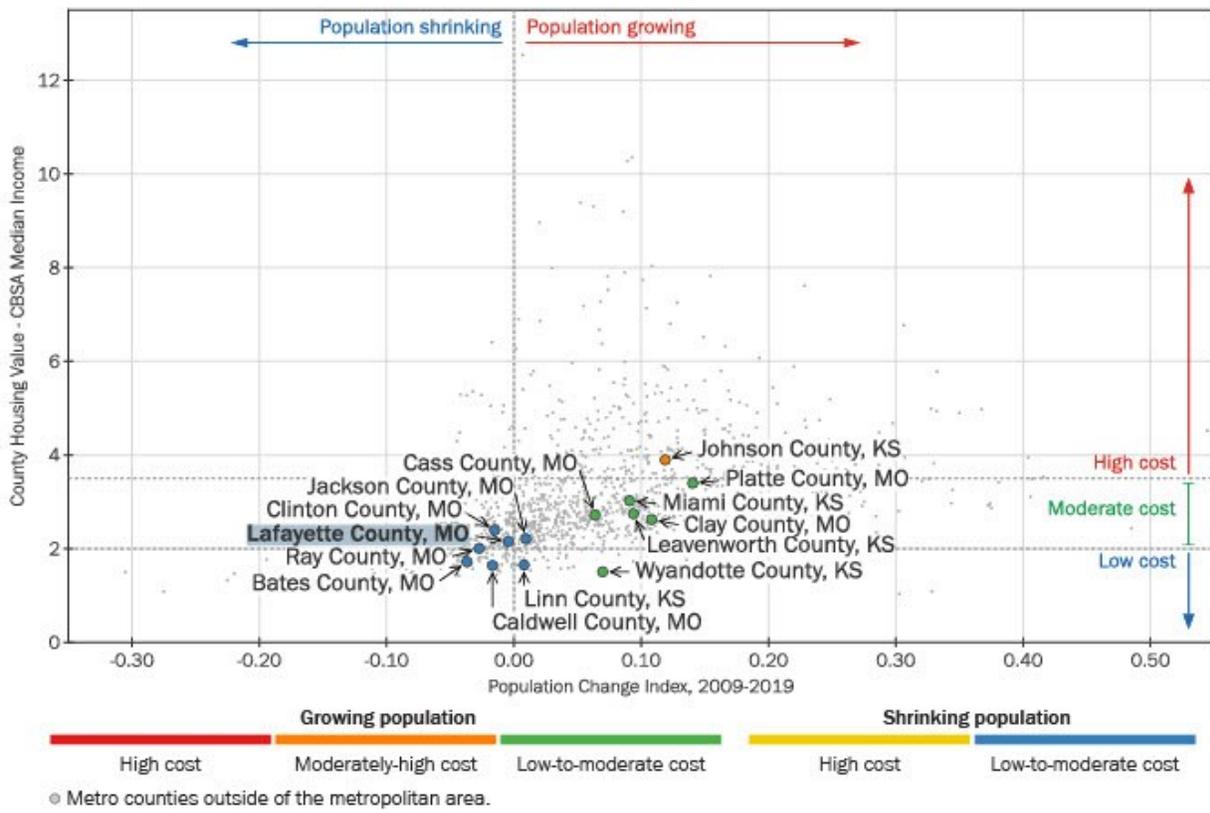


LAFAYETTE COUNTY, MO

KANSAS CITY, MO-KS

Lafayette County, Missouri, is a low-cost county with a shrinking population located in a moderate-cost metropolitan area with a growing population. Five of the 14 metropolitan counties in the metro area experienced population decline from 2009 to 2019. Additionally, eight of the 14 metropolitan counties fall into the lowest cost category (housing value-to-income ratios below 2.5).

Figure 1: HOUSING COST AND POPULATION GROWTH



Note: Graph includes both counties and county-equivalents.

To develop a more complete picture of housing market conditions in Lafayette County, we draw on a broader set of metrics (Table 1) that capture demand, affordability of both owner-occupied and rental housing, and housing quality.

Table 1: **COUNTY TO METRO AREA COMPARISON**

	Lafayette County, MO	Kansas City, MO-KS	U.S. metro counties
Population size & growth			
Population change, 2009 - 2019	-0.00	0.07	0.09
Population, 2019	32,597	447,886	1,345,466
Housing affordability			
County median home value/CBSA median income	2.15	2.8	4.14
Median income	\$58,766	\$68,634	\$68,376
Median home value	\$143,500	\$185,036	\$293,457
Income needed to pay median rent	\$27,440	\$38,773	\$46,218
Severely cost-burdened renters	16.1%	17.3%	23.10%
Housing quality			
Vacancy rate	11.9%	8.6%	9.9%
Seasonal Vacancy	0.3%	0.5%	2.5%
Percent homes built pre-1940	16.1%	11.4%	11.8%
Percent homes built post-1990	28.3%	33.5%	33.5%

Source: [NHGIS](#), University of Minnesota (ACS 2005-2009 and 2015-2019). Columns for metro area and U.S. counties are averages, weighted by 2019 population. More details on variable definitions can be found in the [methodology appendix](#).

KEY FINDINGS FROM THIS COMPARISON ARE:

- The typical household in the Kansas City, MO-KS metro area would have to pay 2.15 times their annual income to purchase the median home in Lafayette County. Home value-to-income ratios between 2.5-3.5 are considered healthy.
- Households earning less than \$27,440 (or 40 percent of the metro area median income) would have difficulty paying rent for the median rental home in Lafayette County, while spending no more than 30% of their income on rent. While middle-income households in the metro area can afford median rent in Lafayette County, low- and moderate-income households in the region will fall below this threshold.
- 16.1 percent of renters in Lafayette County are severely cost-burdened, meaning they spend more than half their income on rent.
- The vacancy rate (adjusted for seasonal vacancies), 11.6 percent, is high. Vacancy rates of six to ten percent are considered healthy. High vacancy rates are an indication of declining demand, often reflecting population losses.
- The housing stock is old relative to the region and country: 16.1% of homes were built prior to 1940, while 28.3% were built after 1990. Older housing tends to be lower quality than newer homes and having higher ongoing maintenance costs, although purchase prices and rents are typically lower.

RECOMMENDED POLICY SOLUTIONS:

Housing market conditions in declining, low-cost counties are a symptom of larger economic issues, rather than the cause. Housing policies alone cannot fix underlying problems in the county or metro area, such as a lack of well-paying jobs. While housing policies can mitigate specific concerns, changing the larger economic trajectory will require these counties to also invest in require robust [economic development](#) policies, which are not the focus of this tool.

Overall Recommendation	Types and Examples of Policy Change
<p>Local governments will need state and federal financial assistance. Most of the policy tools that can assist declining population, low-cost counties require some amount of direct subsidy. Yet those counties typically have limited resources and cannot easily raise revenues on a shrinking tax base. Meaningful investments in housing quality and household financial stability will require support from state or federal governments.</p>	<ul style="list-style-type: none"> • Use flexible funds from the federal government or state governments, such as American Rescue Plan Act funds, to address housing challenges such as preserving or investing in low-income housing • Engage with the National Association of Counties' Community, Economic & Workforce Development Steering Committee to promote and develop its housing advocacy priorities to meet your county's needs
<p>Expand vouchers or income supports for low-income renters. Even in communities where enough housing is built to accommodate increased demand, market-rate housing remains unaffordable to many low-income households. The poorest 20% of households everywhere in the U.S. spend more than half their income on housing, well above the threshold HUD defines as affordable. Only one in four eligible households receives federal rental assistance, including vouchers and public housing.</p>	<ul style="list-style-type: none"> • If your county has sufficient resources, supplement federal voucher programs through locally funded rental vouchers or direct income supports. • Provide land or financial support for acquisition or construction of affordable housing. • Establish an affordable housing trust fund, which are a flexible financing vehicle to support affordable housing development.
<p>Provide subsidies for improving housing quality. Older homes are prone to health hazards such as unabated lead paint and asbestos, require more energy to heat and cool, and have higher maintenance costs for their owners. The federal government and some state governments offer low-interest loans or grants for weatherization and related energy-efficient upgrades that can improve housing quality and reduce operating costs.</p>	<ul style="list-style-type: none"> • Provide easy to understand guidance or direct assistance for low-income homeowners and landlords of low-cost rental properties to federal and state weatherization, energy-efficiency, and other housing quality improvement programs • Create tax incentives for maintenance and rehabilitation of affordable rental properties
<p>Adopt strategies to reduce vacant housing. Vacant housing can be a source of blight for the surrounding community, creating health and safety hazards for neighbors and leading to higher crime rates.</p>	<ul style="list-style-type: none"> • Land banks are an effective strategy to acquire and demolish vacant homes, then hold the land until it can be transferred to a permanent owner for redevelopment or alternative uses. Land banks can also be used to boost the supply of permanently affordable housing. • Create and maintain a vacant property inventory to understand the extent of and manage vacant housing in your county. • When appropriate, demolish neglected properties or initiate foreclosure of tax-delinquent properties

Concordia Zoning 2022

