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FOREWORD

Larry Riney

MAYOR



To the Perryville Community,

A wise man once told me, "If a person or community does not plan, then they have already planned to fail." In my opinion, this means there are two things which are constant in our community and in our lives. They are 'time' and 'change.' We, as a community, cannot control time. Time is a constant force of measurement. It cannot be reversed, stopped, or accelerated. Change, on the other hand, can be somewhat controlled. As a noun, it is "the act of making or becoming different." The future is coming. It is time to plan for a change. The success of a community will depend on how we manage these two very important actions – time and change. These two forces have shaped our city and county and its citizens into hard-working, dedicated, positive-thinking individuals. We have truly been blessed by God, for He allows us to prosper through excellent foresight and planning. As an individual, we can only plan so much. But as a group, we can help to ensure the success of our city and county with a great plan. We owe it to the generations that will follow us to have the best plan that we can for them to follow, change, or delete. Our future citizens may have new and updated information that may alter the plans of the past.

I am excited and very pleased with the Perryville 2024 Comprehensive Plan. The group has worked very hard and spent many hours developing this Plan. I congratulate them on their excellent work.

Mayor Larry Riney



FOREWORD

Brent Buerck

CITY ADMINISTRATOR



To the Perryville Community,

The only thing more exciting than thinking back on how far we have come is looking forward and determining where we want to go next. Those who developed this plan worked hard to understand our community as it currently sits and envision where we should go. This comprehensive plan was put together with input from our community over much of the past 16 months. It included open house events hosted at the park center, public hearings, and community surveys. It was thoughtfully guided by a steering committee composed of community leaders and included representatives from many different entities and organizations.

The collective efforts of these many individuals are captured in this single planning document. On its face, the comprehensive plan stops well short of dictating policy or establishing city ordinances but instead serves as a guiding document as the City grows and develops. Within this document are items such as suggested locations for future city streets, ideas for projects that make life better for our residents and visitors, and general guidelines for new developments and redevelopments.

The goal of the Perryville 2024 Comprehensive Plan is to envision what Perryville will want and need for the next two decades. This was no small task, but our committee provided a great place for us to start from. With a little luck and a lot of grace, Perryville will become all it can be, while still staying true to the things that made us special in the first place.

Brent Buerck

CITY ADMINISTRATOR



INTRODUCTION

COMPREHENSIVE PLAN PERRYVILLE, MISSOURI

A Comprehensive Plan offers long-term guidance for community growth, real estate development, and physical improvements within a municipality. It also outlines the vision of what a community desires to become as well as the process that will allow it to realize that vision. In addition to providing a well-defined framework for the community's development and investment goals, a comprehensive plan seeks to explore and promote new opportunities and changing community trends. This effort in the City of Perryville, MO has been termed Perryville 2045.

Typically a comprehensive plan is written to provide guidance for a community to work towards its vision over the next 10 to 20 years. Although the plan should be viewed as a long-term document, it should also be thought of as a plan to be used daily by the community to assist in land use and development decisions. Long range planning should be treated as a complement to the daily operations of municipal government, which seeks to identify and address demographics shifts and projected trends.

The Plan should include major policy issues and work to address them proactively, rather than respond in a reactionary manner or in a time of crisis. Proactive planning includes recognizing new changes the community would like to see and establishing long-term goals.



PHASE 1: Data Gathering & Analysis
Working Team, Steering Committee Kickoff
Launch Website, Community Analysis Report
DECEMBER - FEBRUARY



PHASE 2: Engagement
Public Workshop, Stakeholder Engagement, Steering Committee Meetings, Pop-Up Events, PLZ Presentation
FEBRUARY - APRIL



PHASE 3: Land Use Planning & Scenario Development
Initial Scheme Analysis, Steering Committee Meetings, Scenario Option & Development, Public Workshop, PLZ Presentation
APRIL - JUNE



PHASE 4: OKRs & Plan Development
Development of Objectives and Key Results, Public Workshop, Draft Plan Document, Steering Committee Meeting, PLZ Presentation
AUGUST - OCTOBER



PHASE 5: Adoption
Steering Committee Meeting, PLZ Presentation, Board of Aldermen Adoption
OCTOBER - DECEMBER



THE COMPREHENSIVE PLAN

In January 2023, the City of Perryville embarked on the exciting and important process of updating the City's Comprehensive Plan. This project was initiated with the following primary goals in mind:

- Understand how the community has changed over the last 20 years.
- Engage the Perryville community in a community-centered planning process.
- Establish long-range goals to guide future growth and development in Perryville.
- Inform policy and administrative decisions made by elected/appointed officials and City staff.
- Encourage the development community, local businesses, residents, civic groups, and other government/quasi-governmental organizations to support the City with the implementation of the plan's objectives and key results.

WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a long-range planning document that establishes a community's vision for the future and serves as a road map for achieving that vision over the next 10 to 20 years. The Comprehensive Plan acts as a policy guide providing a framework for the City's staff and appointed/elected officials to make zoning, development, and other policy and administrative decisions. Whether considering priorities for future development opportunities, placemaking in the downtown, a new street layout, or corridor improvements, a Comprehensive Plan allows for the goals and priorities of residents, businesses, property owners, developers, community groups, and other members of a community to be reflected in the plan.

A Comprehensive Plan is not a zoning ordinance, subdivision regulation, capital improvement program, or other regulatory document, but rather the basis for the City's creation and maintenance of such tools which help to implement a Comprehensive Plan.

WHAT DOES A COMPREHENSIVE PLAN CONTAIN?

While Comprehensive Plans are tailored to the unique needs and landscape of each community, the document typically contains the following sections:

- Existing Conditions Analysis
- Public Engagement
- Vision and Goals Development
- Implementation Strategies
- Future Land Use Plan

WHO PARTICIPATES IN THIS PLANNING PROCESS?

All members of a community are encouraged to participate in the planning process:

- Residents, businesses, property owners, and local employees
- Steering Committee (comprised of City officials and community leaders)
- City departments, Planning & Zoning Commission, and Board of Aldermen
- Community groups, institutions, and other government/quasi-governmental organizations



THE PLANNING PROCESS

The planning process for Perryville’s Comprehensive Plan included five key phases.



PHASE 1:
Data Gathering
and Analysis



PHASE 2:
Engagement



PHASE 3:
Land Use Planning &
Scenario Development



PHASE 4:
OKRs and
Plan Development



PHASE 5:
Adoption

PHASE 1: DATA GATHERING AND ANALYSIS

During this first phase, the Project Team held initial meetings with City staff, elected/appointed officials, and the Comprehensive Plan Steering Committee to learn about the Perryville community and identify broad goals and needs for the planning process through the lens of a SWOT (strengths, weaknesses, opportunities, and threats) Analysis. The Project Team also studied demographic and market trends to understand how Perryville has changed over the last two decades, and to begin to explore what changes may lay ahead.

PHASE 2: ENGAGEMENT

During the engagement phase, the Project Team utilized a mix of community outreach tools and public engagement opportunities to gather input from the community about Perryville’s future.

PHASE 3: LAND USE PLANNING & SCENARIO DEVELOPMENT

The land use planning and scenario development phase focused on exploring potential changes in land use, development character, and infrastructure in three key areas of Perryville.

PHASE 4: OKRS AND PLAN DEVELOPMENT

During this phase, the Project Team identified objectives and key results (OKRs) that would guide the City toward the achievement of the broad goals established by the community. Public input throughout the planning process helped the Project Team to build consensus around the goals, objectives, and strategies that serve as the framework for the Comprehensive Plan.

PHASE 5: ADOPTION

The final phase in the planning process included a Public Hearing before the Perryville Planning & Zoning Commission on April 24, 2024. During the April 24, 2024 meeting, the Planning & Zoning Commission passed a Resolution adopting the Comprehensive Plan. The City’s Board of Aldermen subsequently certified the adoption of the Comprehensive Plan via Ordinance No. 6720 on May 21, 2024.



HOW TO UTILIZE THE COMPREHENSIVE PLAN

HOW WILL THE CITY UTILIZE THE COMPREHENSIVE PLAN?

A guiding document for the City, the Comprehensive Plan identifies priorities related to housing, commercial and industrial development, parks and recreation, and other important topics impacting Perryville's future. Elected officials, City boards/commissions, and City staff will utilize the Comprehensive Plan on a daily basis to make informed decisions on policy, administration, development, budgets, and other important topics. Typically, a Comprehensive Plan provides guidance for a community for 10 to 20 years before being updated again. Following the adoption of a comprehensive plan, it is recommended that a community evaluate and make necessary updates to the zoning code in order to support the effective implementation of the plan's recommendations.

HOW SHOULD THE COMMUNITY UTILIZE THE COMPREHENSIVE PLAN?

Residents, property owners, businesses, community groups, institutions, government/quasi-governmental organizations, and other members of the Perryville community should refer to the goals, objectives, and key results of the Comprehensive Plan to understand how they can support the City in implementing this Plan over the next 10 to 20 years, and to inform individual or organizational development and investment decisions.



PREVIOUS PLANS AND STUDIES

PERRYVILLE

Perryville Higher
Education Center



Perryville
welcomes you



PLANNING IN PERRYVILLE

Over the past decade, the City of Perryville has completed several long-range planning initiatives to guide the City's decisions related land use, development, parks and recreation, and the overall health, well-being, and quality of life in Perryville. This section provides an overview of the primary goals of these plans.

2020 COMMUNITY SURVEY

In 2020, Perryville residents participated in the ETC Institute Community Survey, a national market research tool used by communities to assess citizen satisfaction with the delivery of major services, compare a city's performance with comparable communities, assess local trends, and help local governments establish priorities for their community. The survey resulted in the following key findings:

- **Residents have a very positive perception of the City.** 91% rated the City as an "excellent" or "good" place to live; only 2% rated it as "below average/poor". 89% rated the City as an "excellent" or "good" place to raise children.
- **Perryville is setting the standard for the delivery of City services.** Satisfaction with the Overall Quality of City Services in Perryville rated 37% above the U.S. Average and 43% above the Missouri/Kansas Average.
- **Overall resident satisfaction ratings increased in most areas since the 2015 survey.**
- **Overall priorities for improvement over the next 2 years were identified.** These included Maintenance of City Streets & Infrastructure, Management of Storm Water Runoff, and Enforcement of City Codes & Ordinances.

In the spring of 2021, the City of Perryville was awarded the "Leading the Way Award" by the ETC Institute based on the results of the community survey. The award recognized Perryville for its "outstanding achievement in the delivery of services to residents." Local governments were awarded points based on the performance measures assessed in the community survey and then ranked. The City of Perryville received a composite score of 229 out of 300, placing it in the top 10% of local governments in the United States and indicating significantly better resident satisfaction in Perryville than the nationwide average composite score of 154.

The City's overall ranking in the top 10% of participating cities was based on three core areas assessed in the survey:

- Satisfaction with the overall quality of services
- Satisfaction with customer service provided by employees
- Satisfaction with the value residents think they receive for local taxes and fees.

The City was also ranked in the top 10% of participating cities in the following areas:

- Management of traffic flow on City streets
- Walking/biking trails
- Overall quality of the community's "Downtown"
- How well the community is managing growth



2015 HOUSING STUDY

In 2015, the City commissioned a housing study to explore factors influencing local housing needs, housing choice, affordability, and development feasibility in order to better understand gaps and opportunities in Perryville's housing market. The study resulted in the following primary conclusions:

- **Growth Management:** The housing study challenges the City to identify a clear vision for future housing and growth, and to then utilize that vision to inform policy and economic development decisions.
- **Housing Types:** The study identified a need for a mix housing types to meet housing needs across the spectrums of income and stage of life. The study concluded that there was a high need for the following housing types: high quality senior housing developments; compact homes for seniors and young residents; "starter" and "step up" homes priced at \$150,000 or less; and apartments, townhouses, and condominiums.
- **Feasibility and Affordability:** The study explored housing affordability through the lens of housing development costs, concluding that public infrastructure costs were a key factor in development feasibility and ultimately housing affordability in the areas of highest need.
- **Public Space, Connectivity, and Density:** The study identified a strong desire by seniors and younger residents for increased walkability and connectivity between housing and vibrant, public spaces. The study also concluded that building density near public spaces such as Downtown or The Square supports housing needs and increased employment productivity.
- **Policy Interventions:** The study encouraged the City to consider policy interventions such potential changes related to street materials and frontage to help reduce up front development costs.
- **Development Finance Interventions:** The study encouraged the City to consider a mix of development finance tools to support development feasibility and affordability for residents, including: Tax Increment Financing, Community and Neighborhood Improvement Districts, and non-profit development.

2016 PARKS & RECREATION MASTER PLAN

In 2016, the City completed a Parks & Recreation Master Plan to guide the creation, improvement, and maintenance of local parks and open space in order to enhance overall quality of life and spur economic development.

- **Vision:** Support the physical and mental health of residents while supporting the social, cultural, economic, and environmental health of the community.
- **Goals:** The plan identifies six key goals.
 1. Ensure the environmental and financial sustainability and safety of individual facilities and the Parks & Recreation system as a whole.
 2. Provide a high quality, diversified Parks & Recreation system that provides opportunities for all ages, interests, and abilities.
 3. Provide a high quality, diversified set of programs and services that provide fun and educational opportunities to all ages, interests, and abilities.
 4. Preserve, enhance, and protect the natural and cultural environment in and around the City.
 5. Ensure convenient access to parks, facilities, programs, and services for all residents.
 6. Develop, staff, train, and support a professional Parks & Recreation Department that effectively serves the community.



2011 COMPREHENSIVE PLAN

The 2011 Comprehensive Plan provided a broad vision for future development in Perryville, and included a focus on public resources and services that support a healthy social, economic, and fiscal environment in the City.

- **Land Use:** The plan highlighted the importance of conserving sufficient land to satisfy the anticipated needs for all land uses. Additionally the City should strive to utilize land to its highest potential while encouraging compact, but not overcrowded, development in order to efficiently utilize community facilities.
- **Residential:** The Plan encouraged the development of residential areas that provide a variety of housing units in a good environment at prices that all citizens can afford.
- **Economic:** The Comprehensive Plan recommended striving for a well balanced economic base by utilizing the resources available for the attraction of new industries, commercial and business service developments; improving the local business climate; and increasing employment and investment opportunities.
- **Community Facilities:** The Plan suggested that through the maintenance of existing facilities and services and the extension of services to potential growth areas, the City can provide functional and efficient public utility systems that reduce or eliminate duplication of services.
- **Transportation:** The Plan highlighted that the City should provide a system of streets and highways designed to effectively channel vehicular traffic through and within the community for the safety, convenience, and economy of the residents
- **Recreation and Historic Preservation:** The Plan stated that the City should provide adequate recreational and open-space facilities for all citizens through the improvement of existing facilities, the acquisition of additional areas, and the preservation of open space and water resources for future needs.

OTHER PLANNING INITIATIVES

Other planning initiatives impacting the City include the following county-wide plans: the 2015 Visitor Profile Study, the 2017 Perry Area Regional Trail System Master Plan, and the 2020 Perry County Economic Resilience Plan.



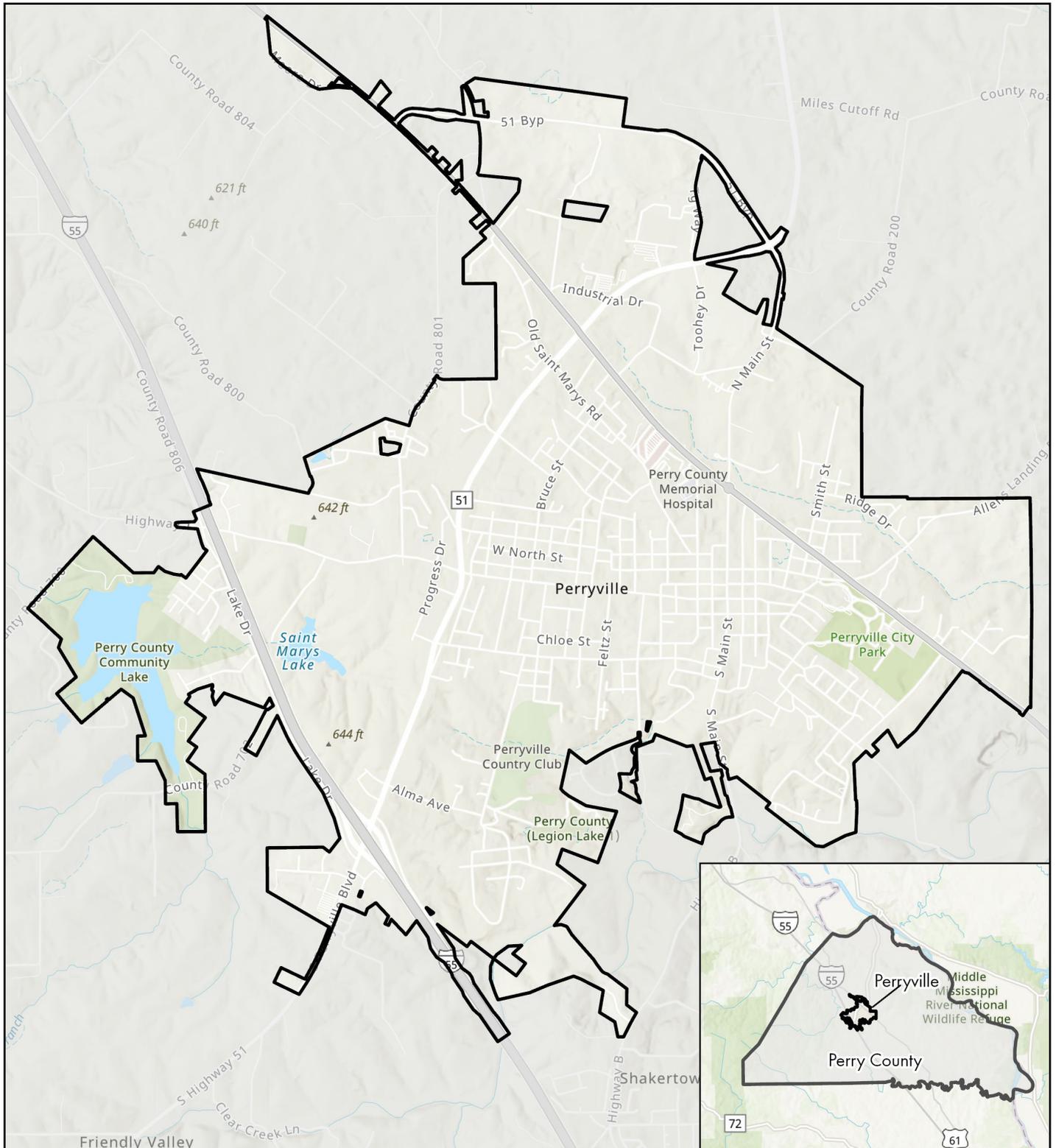
COMMUNITY ANALYSIS



AREA OVERVIEW

As the center for government, commerce, and employment, Perryville plays a valuable role in the Perry County economy. This chapter provides a summary of demographic trends, market trends, land use conditions, existing parks and recreation amenities, and transportation.

Perryville Area Location Map

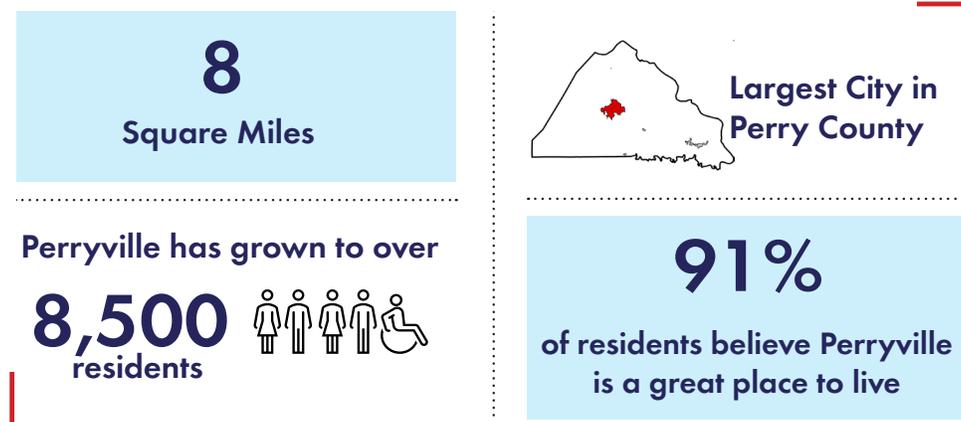


PERRYVILLE HISTORY

Perryville's origins can be traced back to that of the County's, as it was created as a place to build the County courthouse. On August 7, 1821, about two months after Perry County formed, and just three days before Missouri's official induction into the Union, Perry County was deeded 51 acres that would become the original town. The City of Perryville was originally incorporated in 1831; however, the City's incorporation lapsed and Perryville was reincorporated in 1856. In 1882, Perryville adopted an ordinance designating Perryville as a fourth class city. The first recorded census documented 177 residents in 1850. With growth spurts driven by early innovations and modernizations in commerce and manufacturing, as well as railroad expansions, Perryville has experienced continued growth in every decennial census except for the 1990 decennial census. The timelines on the right highlight key dates in Perryville's history from its founding through the late 1900s.

PERRYVILLE TODAY

Today, Perryville is now home to over 8,500 residents. Perryville has a stable local economy, anchored by industrial manufacturing and retail. The historic character of Downtown Perryville has been well preserved, and the charming courthouse built in 1904 stands today in the heart of the City. The Perryville community takes great pride in the City's German heritage, religious history, "small town" culture, and the strong work ethic of its residents and workers.

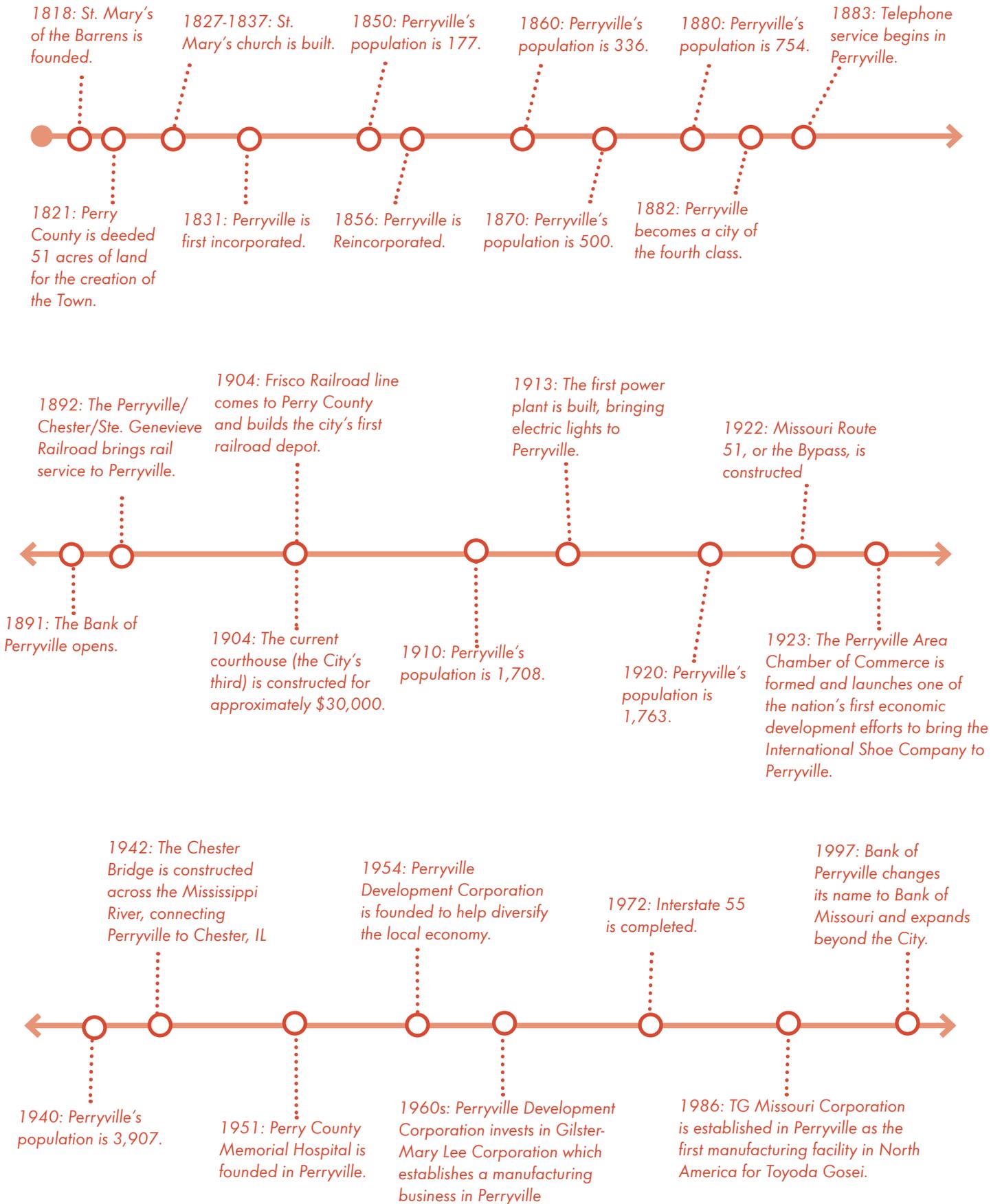


Perryville's position as the County seat and location along the Interstate 55 corridor in southeast Missouri have made the City a center commerce and employment for Perry County and surrounding areas. Two of the largest manufacturing employers in the southeast Missouri region are located in Perryville: TG-Missouri with 1,625 employees and Gilster-Mary Lee with 1,300 employees (B Magazine, 2023). With convenient interstate access, Perryville is a short drive (+/- 1 hour) south on Interstate 55 from the St. Louis Metropolitan Statistical Area (MSA) and a short drive north on Interstate 55 from the Cape Girardeau MSA.

According to a 2020 community survey, 91% of respondents ranked Perryville as an excellent or good place to live. The community's local charm, historic character, and convenient access to the nearby metro areas are key factors that make Perryville a community of choice for its residents. Perryville has been recognized numerous times in magazine articles and through awards and recognitions, including the ETC Institute Leading the Way Award in 2021, which was created to recognize local governments for outstanding achievement in the delivery of services to residents.



Perryville Timeline



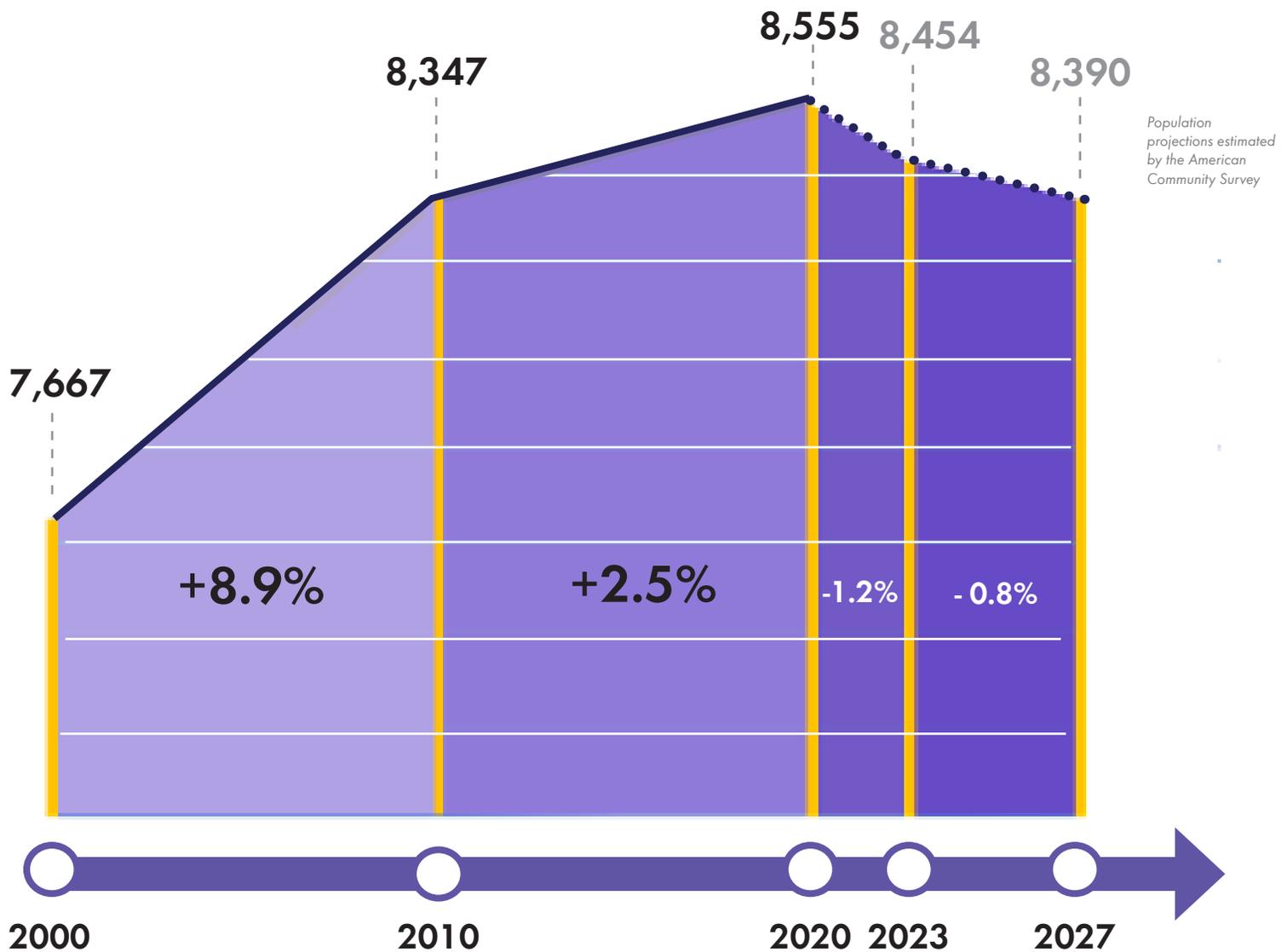
DEMOGRAPHICS



DEMOGRAPHIC TRENDS

Perryville has experienced consistent population growth in every census to date, with the exception of the recorded population in 1990 (5.6% decline). According to the 2010 census, Perryville had 8,347 residents. At the time of the 2020 census, the City recorded a 2.5% population increase with a total of 8,555 residents. While the growth trend has been fairly consistent over time, the 2022 U.S. Census American Community Survey (ACS) estimates that the City has experienced a slight population decline of 1%, recording 8,454 residents. The decline trend is estimated to continue over the next five years when the City is projected to have 8,390 residents. While historical trends show that Perryville’s population grew consistently during the twenty years spanning from 2000 to 2020 and more recent trends are beginning to indicate future population decline, Perry County has seen a steady reduction in population dating back to 2010 when the population was 18,971. The projected population for Perry County in 2027 is 18,795. The state of Missouri, however, is projected to see a rise in population from 5.99 million in 2010 to 6.22 million in 2027.

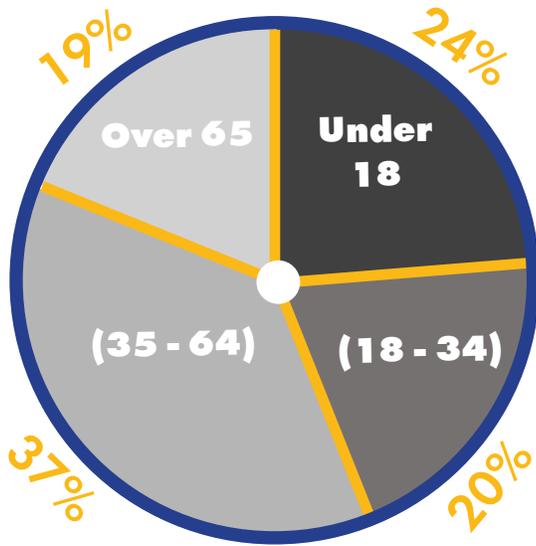
Although current trends predict population decline, it does not mean it will definitely happen. The comprehensive planning process is important for understanding the future vision for growth in Perryville. City leaders and community stakeholders consider the lack of available housing to be one of the most important limiting factors for future population growth. Current projects that may already be underway, such as the infrastructure reimbursement program for residential development, along with projects and initiatives driven by the implementation of the Comprehensive Plan may be useful in continuing to attract residents to Perryville and countering the projected population losses.



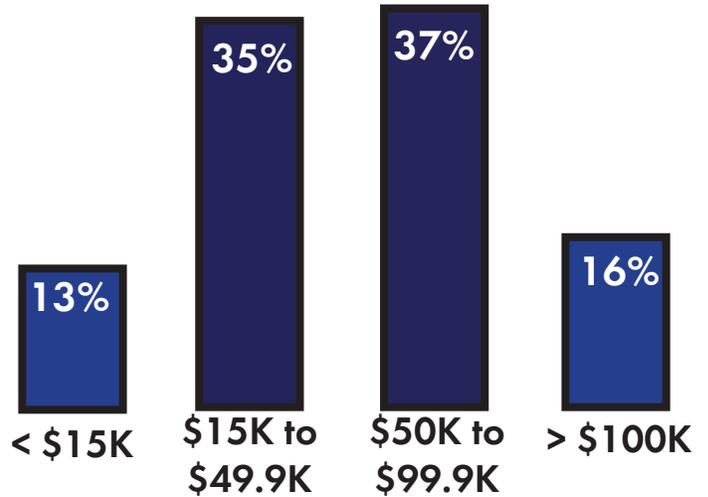
Source: US Census and American Community Survey



AGE



HOUSEHOLD INCOME



Source: American Community Survey



The median age of Perryville in 2022 was 39. Over half of the population (57%) in 2022 was between the ages of 18-64. Young professionals make up 20% of the population while the next age cohort, people age 35 to 64 was larger at 37%. There were 5% more people under the age of 18 than over the age of 65. Missouri and Perry County had similar breakdowns by age as the City of Perryville.



The median household income was \$51,619 in 2022. Over the next five-years, projections suggest an 11% increase to \$57,099. The median household income for Perry County was \$57,786, 12% higher than the City of Perryville. The state of Missouri's median income was also larger at \$61,811.



Perryville's median home value in 2022 was \$143,081. Five-year projections anticipate a 1% annual growth in value. Perry County also projected an annual 1% growth in value over the next five years; however, the County had a higher 2022 median home value at \$171,211. Missouri's median home value was \$202,562 and was projected to grow 3% annually over the next 5 years to reach a median home value of \$240,448 in 2027.



In 2022, approximately 12.8 % of Perryville's residents had a bachelor's degree and 6.5% had a graduate or professional degree. Another 17.1% of the population had some college education, but no degree. Two higher education institutions have locations in Perryville. Mineral Area College offers coursework through the Perryville Higher education Center and the Perryville Area Career and Technology Center. Additionally, Ranken Technical College began offering classes in Perryville in 2017, moving into a brand new, state of the art 25,000 square foot building located in the industrial park.



The largest industry sector employing Perryville residents 16 years of age or older in 2022 was services (44%), followed by manufacturing (22%), then retail (10%). Those three sectors made up just over 75% of the total industry employment. Perryville had a daytime population of 10,417 people, consisting of 5,939 workers and 4,478 residents. In 2023, B Magazine reported that Perryville was home to the two largest manufacturing employers in the southeast Missouri region, TG-Missouri (1,625 employees) and Gilster-Mary Lee (1,300 employees).

Source: Unless otherwise stated, data on this page is from the 2022 American Community Survey



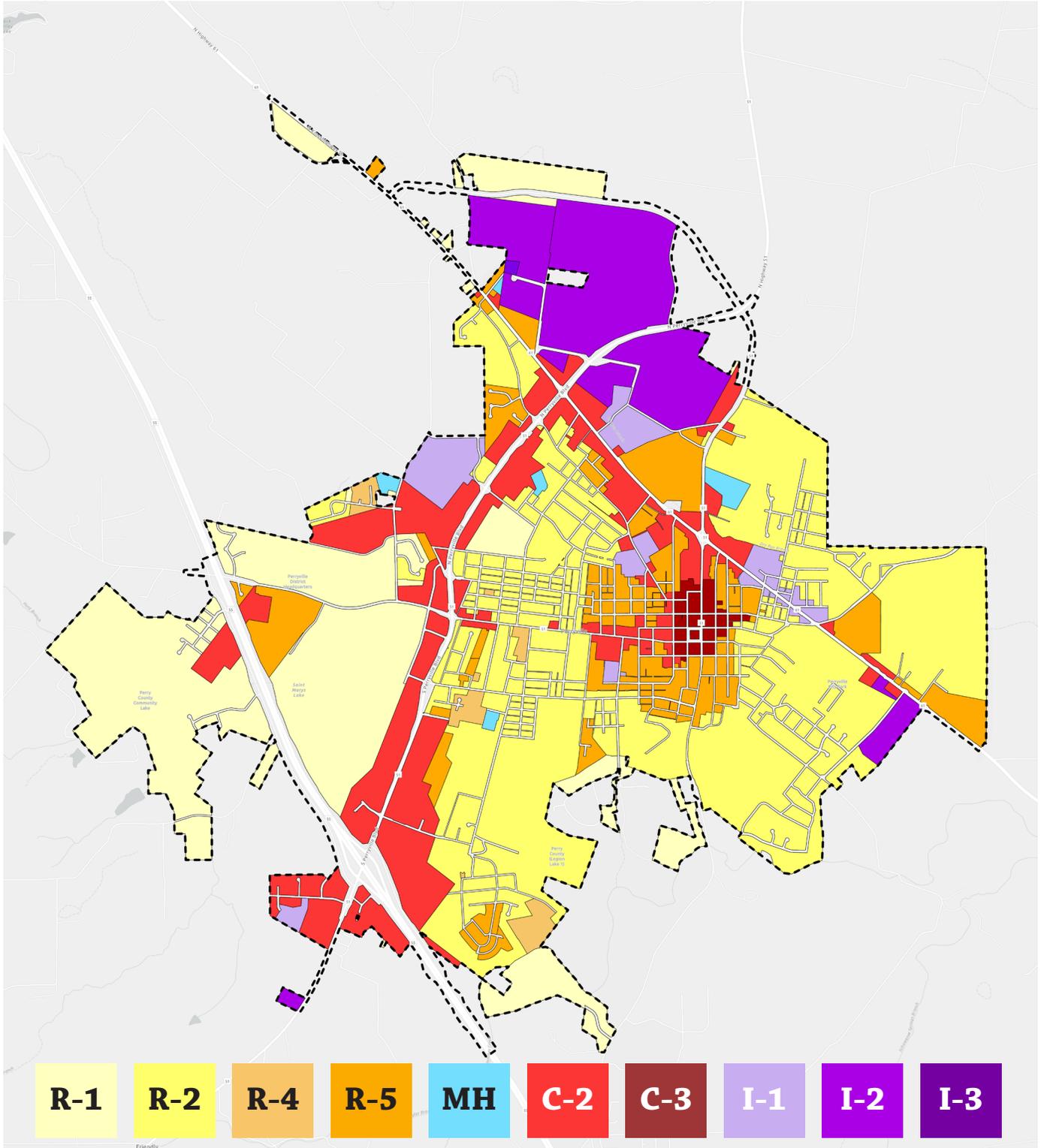
ZONING & LAND USE OVERVIEW



ZONING

Below is a map of the current zoning districts. Properties zoned commercial are often adjacent to arterial roadways or in and around the urban core. The heavy industrial and planned industrial zones are located primarily along US-61. Residentially zoned property is prevalent throughout the entire city.

Existing Zoning Map



EXISTING ZONING DISTRICTS

The City of Perryville is divided into thirteen zoning districts. The boundaries of the districts are depicted on Perryville’s official zoning district map, kept on file with the City Clerk. The purpose of the zoning map is to identify what uses are allowed in each district. The districts are divided among residential, commercial and industrial zones. In addition to outlining what land uses are permitted, the zoning districts also identify building form and regulations such as height, area and other site requirements.

Residential

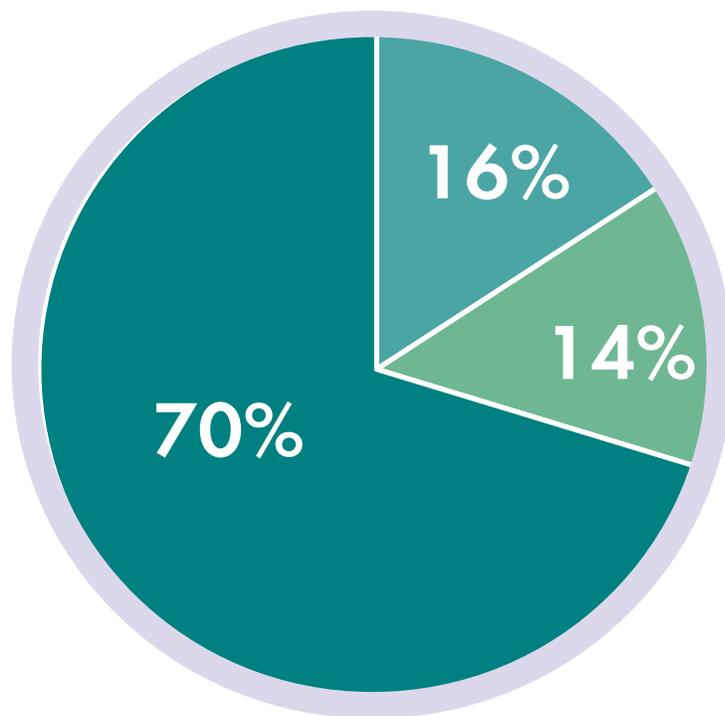
There are six residential zoning districts, which make up approximately 70% of total land in the City of Perryville. Although the property is zoned residential, there are multiple uses permitted within these districts and thus the existing land use may not be residential. The residential zoning districts permit residential dwellings and various other uses that are typically compatible within residential areas (school, church, day-care, cemetery, etc.). The R5 zoning district also permits some commercial uses with an additional permit reviewed by the Planning and Zoning Commission.

Commercial

There are four commercial zoning districts. Approximately 16% of land in Perryville is zoned commercial. The zoning districts are: local commercial, general commercial, central business district, and planned commercial district. Most of the commercial zoning districts also permit residential uses.

Industrial

There are three industrial zoning districts and approximately 14% of land in Perryville is zoned industrial. The zoning districts include light industrial, heavy industrial, and planned industrial. The light industrial district also permits most commercial uses with approval from the City’s Planning and Zoning Commission



 Commercial  Industrial  Residential



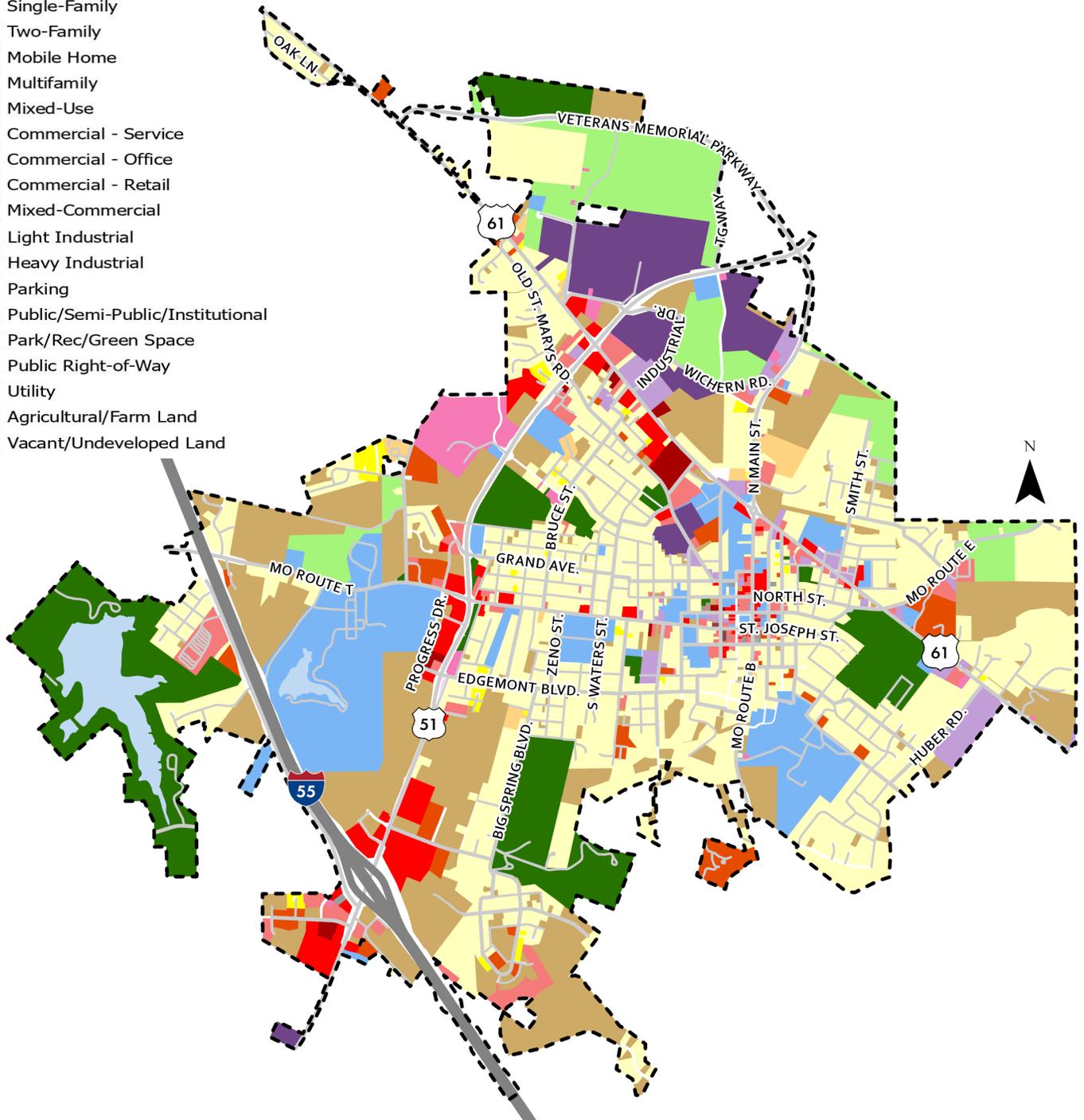
LAND USE

Existing land use conditions were determined through in-person field analysis and are shown in the map below. Existing land use conditions are an important first step in identifying opportunities for future growth, development and residential needs.

During the public engagement component of the planning process, Perryville residents provide input on desired uses for the community, and the existing land use can help in that discussion.

Existing Land Use Map

- Single-Family
- Two-Family
- Mobile Home
- Multifamily
- Mixed-Use
- Commercial - Service
- Commercial - Office
- Commercial - Retail
- Mixed-Commercial
- Light Industrial
- Heavy Industrial
- Parking
- Public/Semi-Public/Institutional
- Park/Rec/Green Space
- Public Right-of-Way
- Utility
- Agricultural/Farm Land
- Vacant/Undeveloped Land



EXISTING LAND USE

PGAV identified the existing land use for every parcel in the City of Perryville. Although each property has a distinguished character, uses were categorized by basic function to aid in the mapping process. Just over 80% of property within city limits has been developed or preserved for conservation in the form of green space or parks.

Residential

Residential properties make up most of the land in Perryville, accounting for 45% of developed land. Residential land use consists of multiple development patterns, including single-family homes, two-family homes, multifamily homes, and mobile homes.

Commercial

Commercial uses operate on approximately 8% of the land in Perryville. Some commercial properties sell goods, some offer services, and others operate as offices. In some cases, one commercial center will house multiple types of commercial uses sharing one parking area.

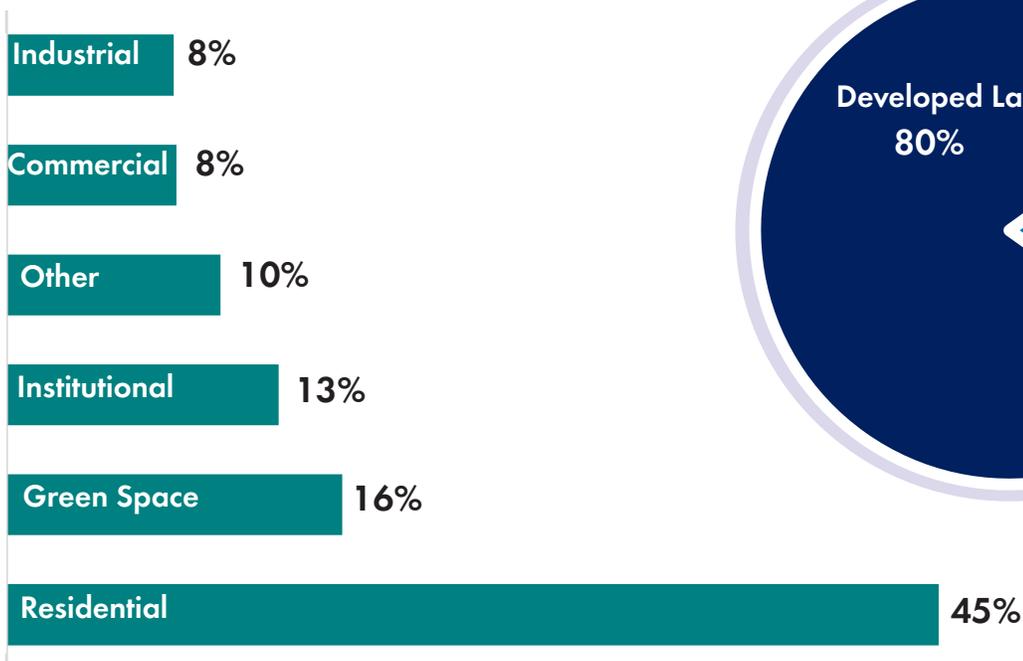
Industrial

Approximately 8% of the land in Perryville contains industrial uses. Similar to the zoning designations, Perryville's industrial land uses can be classified as either light industrial or heavy industrial, depending on the individual operation.

Institutional

Approximately 13% of land in Perryville is operating as an institutional use. Institutional uses include schools, churches, and government offices, as well as community organizations and nonprofit agencies.

Current Land Utilization of Developed Property



Developed / Undeveloped Land



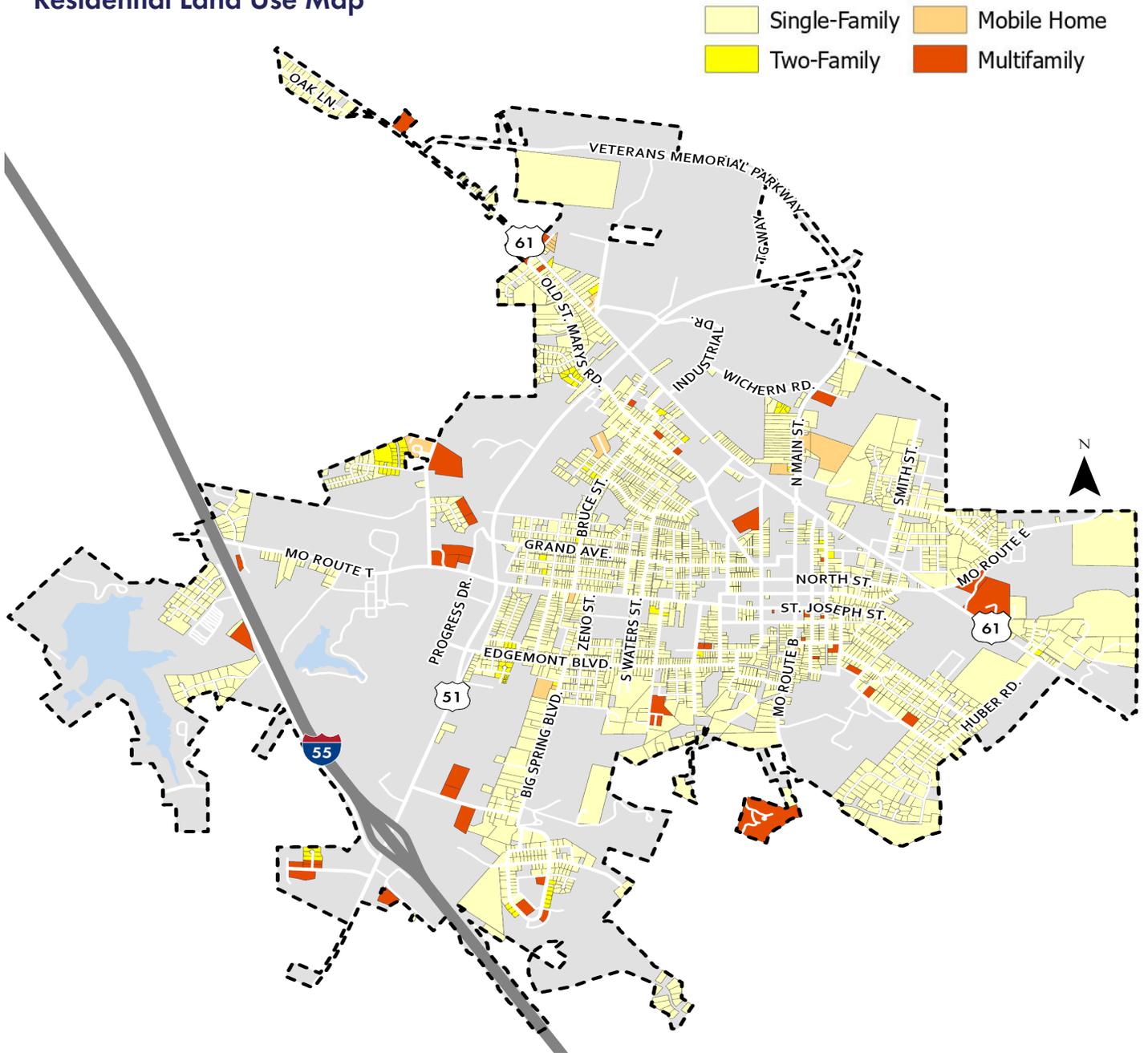
RESIDENTIAL LAND USE ANALYSIS



RESIDENTIAL LAND USES

Below is a map highlighting the current residential land in Perryville. As seen in this map, a large portion of the residential land is between US-61 and MO-51 in a traditional grid street network. Residential land uses account for 45% all land uses in the City. Single family makes up the majority of the existing residential land uses.

Residential Land Use Map



HOUSING CHARACTERISTICS

HOUSING STOCK BY AGE AND STRUCTURE TYPE

The 2016-2020 American Community Survey (ACS) reported that Perryville had a median housing age of 48 years with more than half of all housing having been constructed after 1970. Approximately 16% of housing units in Perryville were constructed in 2000 or later, which is consistent with home construction in Perry County during the same period (18%). Housing units in the City are comprised of roughly 78% attached and detached single-family structures, 4% two-family structures, 9% multifamily structures with 3 or more units, and 9% mobile homes.

HOUSING OCCUPANCY AND VALUES

As of 2022, Perryville's 3,723 housing units were comprised of 61% owner-occupied units, 32% rental units, and 7% vacant units. While there has been a slight drop of 1% in owner-occupied units over the last decade, housing occupancy levels have remained relatively stable. Home ownership in the City compares favorably to home ownership in Missouri, but trails Perry County which has an owner-occupancy rate of 68%, an increase from 62% in 2010. The Cape Girardeau metro area, has a slightly higher percent of owner-occupied housing units than Perryville at 63% in 2022, having increased 3% over the last decade. Median home values in Perryville are expected to grow at an annualized rate of 1% through 2027, which compares favorably to growth in the median home value in Perry County (1.4%) during the same period. In contrast, the Cape Girardeau metro is expected to see an increase in median home values of approximately 2.9% annually. Roughly three-quarters (74%) of homes in Perryville are valued at less than \$200,000. Home values ranging from \$200,000 to \$299,999 account for 16% of the City's existing housing stock. Only 10% of homes in Perryville are valued at \$300,000 or more, compared to Perry County where homes in this value range account for 22% of the existing housing stock. These home value characteristics indicate a gap in homes valued greater than \$200,000 and an opportunity for new housing across a diversified range of home values.

2022 Median Home Value in Perryville

 **\$143,081**

2022 Median Home Value in Perry County

 **\$171,211**

2022 Median Home Value in Missouri

 **\$202,562**

HOUSING MARKET TRENDS

SINGLE-FAMILY REAL ESTATE TRENDS

In January 2024, Redfin.com reported that over the past 12 months, 64 single-family homes were sold in Perryville, 15 of which were sold in the last three months. The average sale price for homes sold in the last year was \$179,450 or \$115 per square foot. The average home had three bedrooms and two bathrooms, and the average home size was 1,590 square feet. Homes varied in age and condition, with some being well-maintained and move-in ready homes, others having recently been updated, and some in need of significant rehabilitation or repairs.

There were 11 homes listed for sale and 1 listed as "coming soon" on Redfin.com in January 2024. These 11 homes had an average sale price of \$279,000 and \$123 per square foot. These homes ranged from a four-bedroom, one bathroom house with 1,190 square feet listed for \$135,000 to a four bedroom one and one-half bath house with 1,807 square feet listed for \$379,900.

New housing construction is limited in Perryville. In 2022, only eight new residential building permits were issued, while five residential demolition permits were issued. Between January 2019 and December 2022, only 29 new residential building permits were issued, while 13 residential demolition permits were issued. Two additional permits were issued in 2020 for new multifamily buildings. The number of building permits issued was relatively evenly distributed across those



Homes for Sale in Perryville (2023)

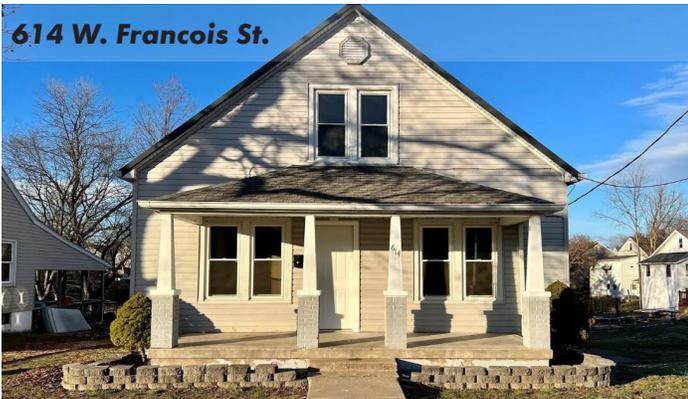
8 Country Lake Drive



712 Big Spring Blvd.



614 W. Francois St.



1016 Elliot Ct.



four years. However, that trend is significantly lower than the number of permits issued in 2018, which included 18 new residential building permits, two new multifamily building permits, and five residential demolition permits.

Overall, Perryville has a limited supply of housing available for purchase by new residents or current residents looking to move around. Over the past five years, Perryville has averaged 70 homes sales per year according to Redfin.com. Housing costs have also increased over time, from \$92 per square foot in 2019 to \$119 per square foot in 2023. Taking into consideration the variety of conditions homes are in when they are placed on the market, variations in the number of bedrooms and bathrooms, and sale price, individuals and families looking to buy a home in Perryville may have limited options that fit their basic requirements.

RESIDENTIAL RENTAL TRENDS

According to the 2016-2020 ACS estimates, the average contract rent in Perryville was \$508 per month, slightly lower than average contract rents in Perry County of \$518. In January 2022, Realtor.com also reported that there are seven rental units available, including one single-family home. The City's seven available apartment rental units are located in two apartment complexes located on Marcella Street behind Walmart Super Center and the other on Grand Avenue, east of Highway 51. The available units are 2 bedroom, 1 bathroom apartments within monthly rents ranging from \$650 to \$715.

HOUSING AFFORDABILITY

ESRI's Housing Affordability Index (HAI) is a tool used to analyze local real estate markets by measuring the financial ability of a typical household to purchase an existing home in an area. A HAI of 100 represents an area that, on average, has sufficient household income to qualify for a loan on a home valued at the median home price. An index greater than 100 indicates that homes are easily afforded by the average area resident. A HAI less than 100 indicates that homes are less affordable. Perryville has an HAI of 171 and on average, home owners spend roughly 15% of household income on mortgage expenses. This compares favorably to housing affordability in Perry County (HAI of 156), the Cape Girardeau Metropolitan Statistical Area (MSA) (HAI of 136), and Missouri (HAI of 138). This suggests that homes in Perryville are, on average, 71% more affordable than the average home in the U.S.



COMMERCIAL LAND USE ANALYSIS



COMMERCIAL LAND USES

Below is a map of existing commercial land uses in Perryville, which account for 8% of all land uses in the City. As seen below, commercial activity is predominately located along major roadways within the transportation network. This placement is important for the commercial operations to ensure adequate access to their goods and services. MO-51 and US-61 are key corridors for commercial land uses.

Commercial Land Use Map



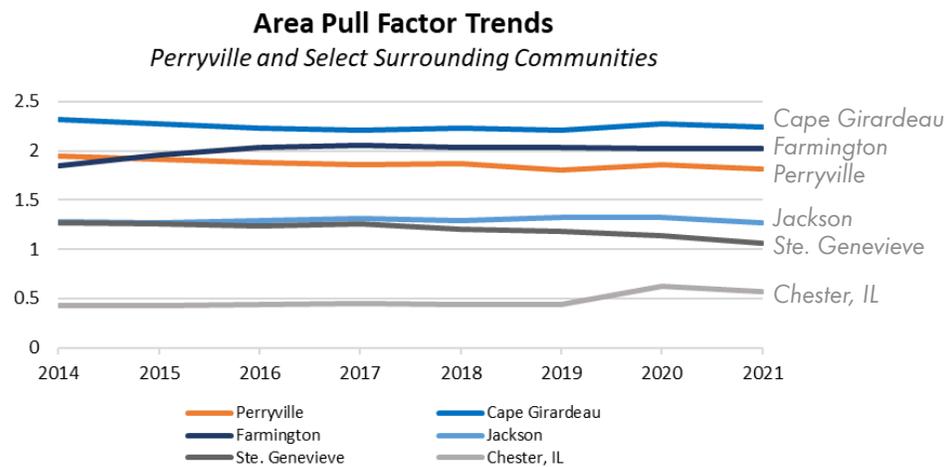
RETAIL MARKET TRENDS

Perryville is the center for regional retail trade in Perry County. Retail trade is the third largest industry in Perryville, employing approximately 10% of the local workforce. As the county seat of Perry County, retail and other commercial businesses have naturally clustered in Perryville. Retail trade in Perryville is primarily located in three areas: the Highway 51 corridor, the Highway 61 corridor, and Downtown. Perryville is located in close proximity to three urbanized areas: the Farmington, MO Microstatistical Area (MiSA), Cape Girardeau, MO Metropolitan Statistical Areas (MSA), and the Carbondale-Marion, IL MSA.

The City's location along Interstate 55 and proximity to surrounding metro areas provides Perryville residents with convenient access to meet retail needs which may not be found in Perryville. This section of the report examines area pull factor, trade area capture, and visitation analyses to understand the relative strength of retail demand in Perryville.

PULL FACTOR TRENDS AND TRADE AREA CAPTURE

The Perry County Economic Resilience Plan, a 2022 report by the Perry County Economic Development Authority (EDA) and the International Economic Development Council (IEDC) assessed economic conditions and established county-wide strategies for economic development and resilience. The report used area pull factor as a measure of the relative strength of Perryville's retail market. Pull factor is a measure of retail trade captured by a city relative to the state. Pull factor is computed by dividing the per capita sales tax of a city by the statewide per capita sales tax. Values greater than 1.00 indicate that local businesses are pulling in trade from beyond their home city border. Values less than 1.00 indicate more trade is being lost than pulled in, meaning that residents are shopping outside the city. The figure below shows the pull factor for Perryville and several surrounding communities from 2014 to 2021.



Source: Perryville Economic Resilience Plan (2022)

As shown in the figure above, Perryville has historically maintained a pull factor greater than 1.5, along with Cape Girardeau and Farmington. This is an indication that Cape Girardeau and Farmington may be competing centers of retail trade for Perryville residents and other consumers in Perry County who travel outside of their community to meet their retail needs. In 2021, the area pull factor for Perryville was 1.82 which was lower than the pull factor for both Cape Girardeau (2.24) and Farmington (2.02).

Trade Area Capture (TAC) is a measure of the customer base served by a city. It is a product of a city's population and its pull factor. In 2021, Perryville had a TAC ratio of 1.75 which means that retail trade in Perryville captures 75% more customers than the City's total population (8,555 in 2021). Comparatively, among the select cities studied in the 2022 Economic Resilience Plan, only Farmington (1.79) and Cape Girardeau (2.14) had a higher TAC ratio. This analysis is further indication of the City's position as a center for regional retail trade, and that planning for growth in the City may involve identifying opportunities to increase the strength of the retail market relative to competing markets.

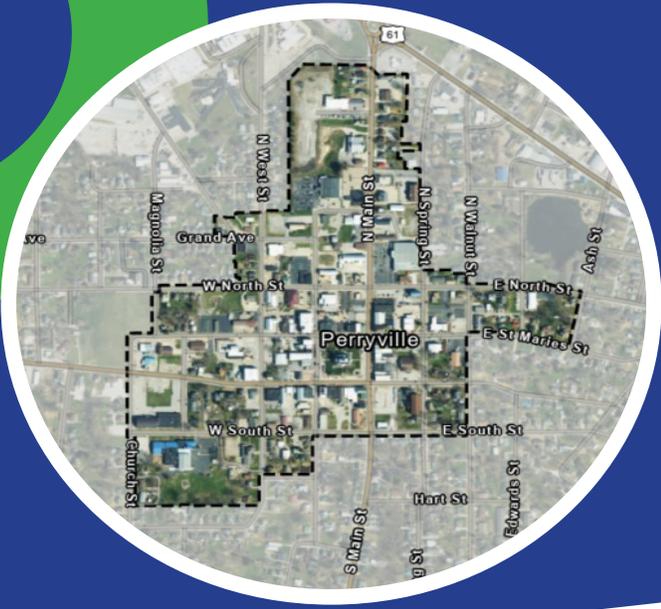


VISITATION ANALYSIS

Visitation trends can be utilized to better understand retail strength and trends over time. The following pages provide a summary of this visitation analysis for three key retail areas in Perryville: Downtown, Perry Plaza Shopping Center, and the MO-51 retail corridor. Data for these three areas was pulled from Placer.ai, a data platform which utilizes cell phone data to extrapolate the visit and visitor volume at sites throughout the county.

The analysis looks at the total number of visits to an area as well as the number of unique visitors. This allows for the ability to differentiate between areas that draw a lot of people for single visits, versus locations that see overall fewer people but those people return for multiple trips. Visit frequency is an approximation of the number of visits made per visitor and is calculated by dividing the total number of visits by the number of unique visitors. The analysis also looks at the trade area for each site. In the context of this analysis, the trade area represents the home locations of approximately 80% of visitors to a site. Trade areas were pulled for visits occurring between January 1, 2022 and February 13, 2023.





DOWNTOWN

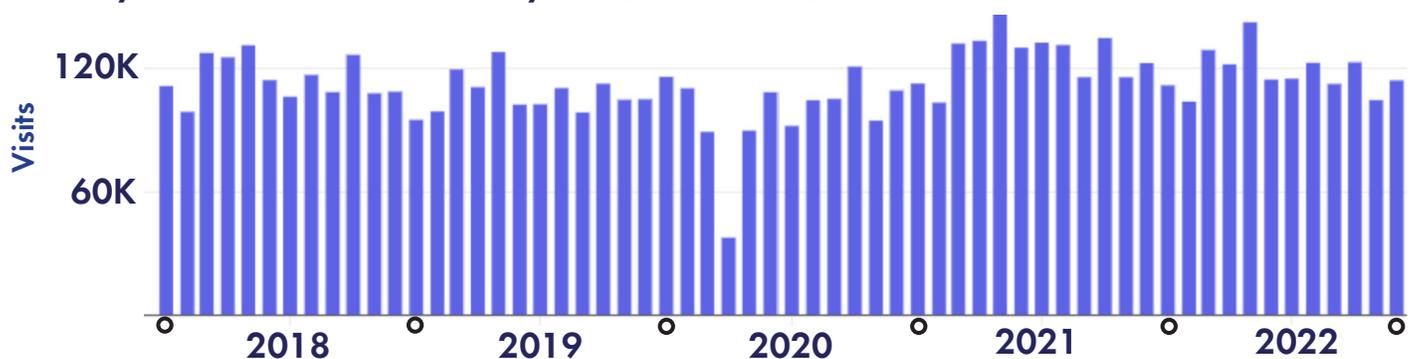
Downtown is centered around the Square which is anchored by the Perry County Courthouse. With the pattern of a traditional street grid network, a few corridors emerge as important streets for the Downtown area. Saint Joseph Street is an important connection to MO-51 and Missouri Route B (Main Street) and East St. Marie are key connectors to US-61. Downtown is very walkable in nature with enhanced streetscape elements such as decorative pavers, street trees and pedestrian-scale lighting.

Downtown Perryville is primarily mixed commercial uses where residents can get shopping needs taken care of, visit a coffee shop or have a bite to eat. Several local restaurants that are favorite places in Perryville are located in Downtown, such as Mary Jane Burgers and Brew or City Tavern.

VISITATION TRENDS

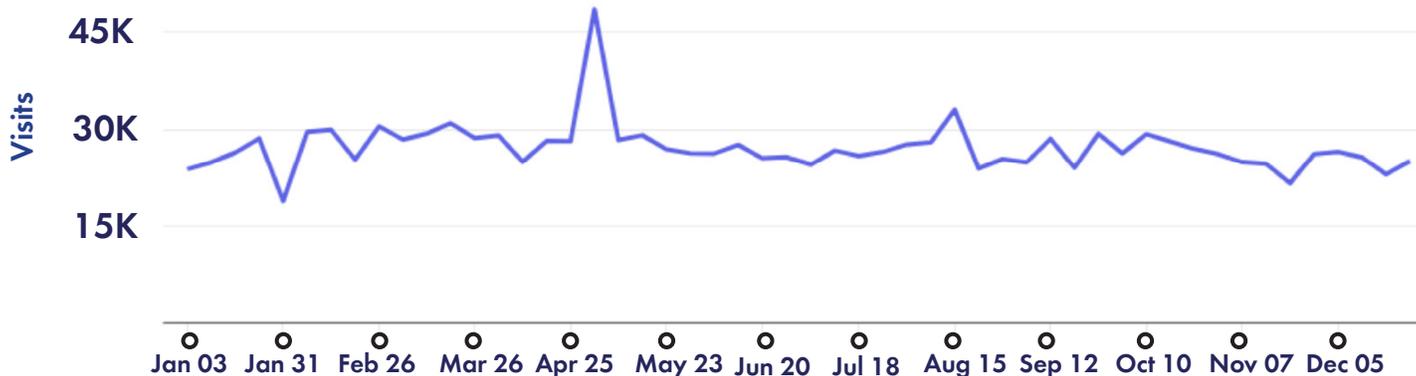
The COVID-19 pandemic had a dramatic impact on downtown business districts across the nation. When looking at the impact to Downtown Perryville, annual visits to the area have rebounded back to pre-pandemic levels. Between 2022 and 2023, Downtown had approximately 1.5 million visits from 178,700 unique visitors, generating a visitor frequency of 8 visits per visitor. This trend is similar to 2021 when Downtown experienced 1.5 million visits with 182,300 unique visitors, and a visit frequency of 8 visits per visitor. The figure below depicts visits to Downtown tracked monthly over the 5-year period from 2018 to 2023. The trend shows a decline in visits during the COVID-19 pandemic and how visits to Downtown Perryville not only rebounded, but also surpassed pre-pandemic levels.

Monthly Visits to Downtown Perryville (2018-2022)



Downtown Perryville is home to numerous annual events, the largest of which is Mayfest, held annually on Mother's Day weekend. Each year has a new theme and the two-day event includes a vendor/craft fair, live entertainment, food vendors, a parade, tractor show, car show, motorcycle bike show and a carnival. Every year thousands of people come to Downtown to attend this event and celebrate the beginning of summer. As seen in the graph below, this event is an excellent opportunity for the City as Downtown visits swell to almost 50,000 people during that week in May.

Weekly Visits to Downtown Perryville (2022)



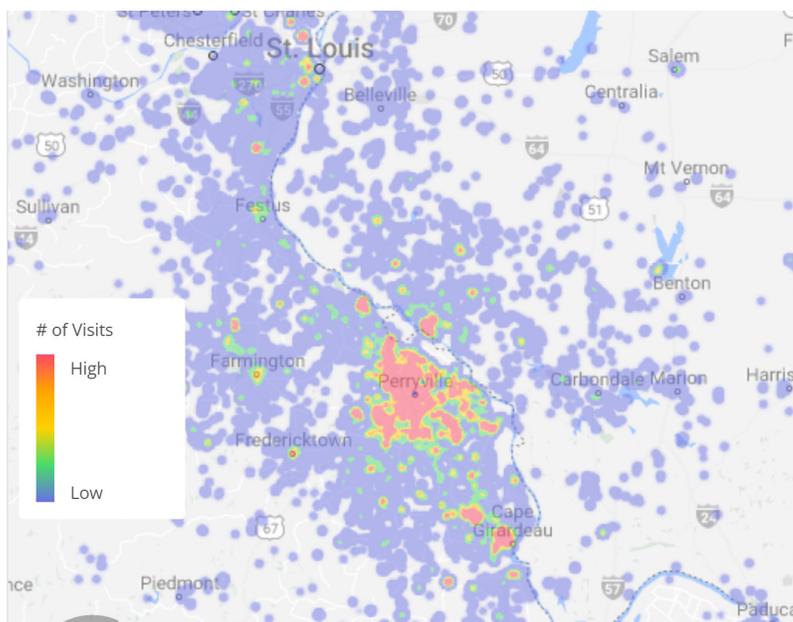
TRADE AREA OVERVIEW

The map below shows the trade area for Downtown Perryville. Over half of the visits to Downtown Perryville are from people that live within ten miles of Downtown. While Perryville does pull some visitors from larger metropolitan areas like St. Louis and Cape Girardeau, most of the visits to Downtown are from people that are more local, such as other areas within Perry County.

Over half (58%) of the visitors to Downtown originate from Perryville. This indicates that Downtown Perryville serves as the community center for many people that live there.

The top areas that people travel to Downtown Perryville from are Saint Mary, MO (3.3%), Chester, IL (2.8%), Jackson, MO (2.6%), Cape Girardeau, MO (2.2%), and Frohna, MO (2%). Looking at this data, we see that residents from smaller communities are traveling to Downtown Perryville. People do travel from as far out as St. Louis, but make up less than 1% of the total visits.

Downtown Perryville Trade Area



Source: Placer.ai





PERRY PLAZA SHOPPING CENTER

Perry Plaza Shopping Center is a traditional, mixed commercial shopping center located at 121 Perry Plaza along Highway 61, just west of Perry County Memorial Hospital. Tenants at the shopping center include AutoZone Auto Parts, Dollar Tree, Domino's Pizza, Freedom Guns & Ammo, Ochs Furniture Store, El Torero restaurant, El Jarochito grocery store and other local retail and service businesses.

The shopping center is completely encompassed by the Perry Plaza Community Improvement District (CID) which was established in 2020 in an effort to improve the plaza's condition and aesthetics. CIDs are local special taxing districts that are enabled by state statute to collect revenue which can be used to support new public or private facilities, improvements to existing facilities, or services within their designated boundaries. Although CIDs are approved by the local municipality, a CID is a separate political subdivision. CIDs have the power to govern themselves and impose and collect special assessments or additional property or sales taxes. CIDs are often established to support projects related to safety, beautification, business retention, capital improvements, and are intended to supplement, not replace, basic services provided by municipalities and the fundamental responsibilities of property owners. The CID levies a 1% special sales tax on eligible goods purchased within the shopping center.

VISITATION TRENDS

Visitation for the shopping center was tracked between 2018 and 2022. In 2022, Perry Plaza Shopping Center observed 280,795 visits from 48,029 unique visitors generating a visit frequency of roughly 6 visits per visitor. Visitation in the year 2018 was the strongest year on record for the shopping center, observing 294,263 visits. The shopping center experienced -8.8% year-over-year (y-o-y) decline in number of visits from 2018 to 2019, prior to the COVID-19 pandemic, which could be result of store closings within the center or store openings in the surrounding area that created increased competition with the shopping center. The weakest year on record for the shopping center over the last five years was in 2020 when the center experienced a -30.9% y-o-y decline in number of visits, observing 185,397 visits. The decline in visitation in 2020 is consistent with retail visitation trends experienced across the country due to the impacts of the COVID-19 pandemic which caused significant disruptions to business operations and revenues, and depressed visitation as consumers turned to e-commerce to meet their retail needs.

The graph on the following page shows that visitation to the shopping center began to exceed 2019 levels in April of 2022. In 2022, the shopping center recorded 6% more monthly visits, on average, than it did in 2019. The second graph on the following page compares visitation rates for Perry Plaza with two other local shopping centers. Crossroads Village shopping center is located at the intersection of W Saint Joseph Street and Highway 51, and includes a number



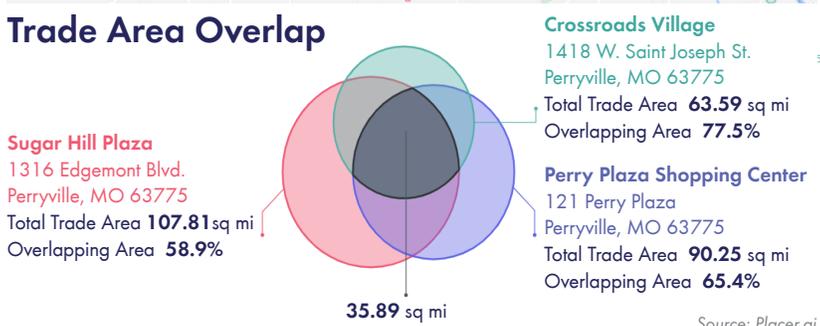
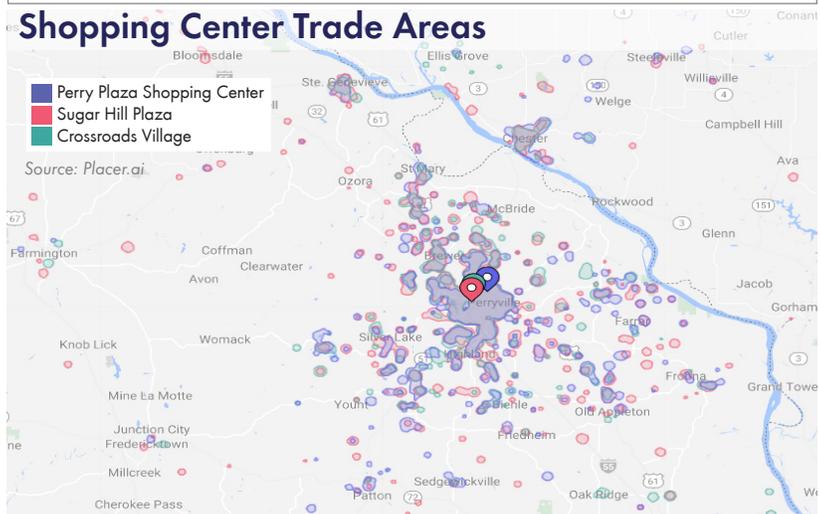
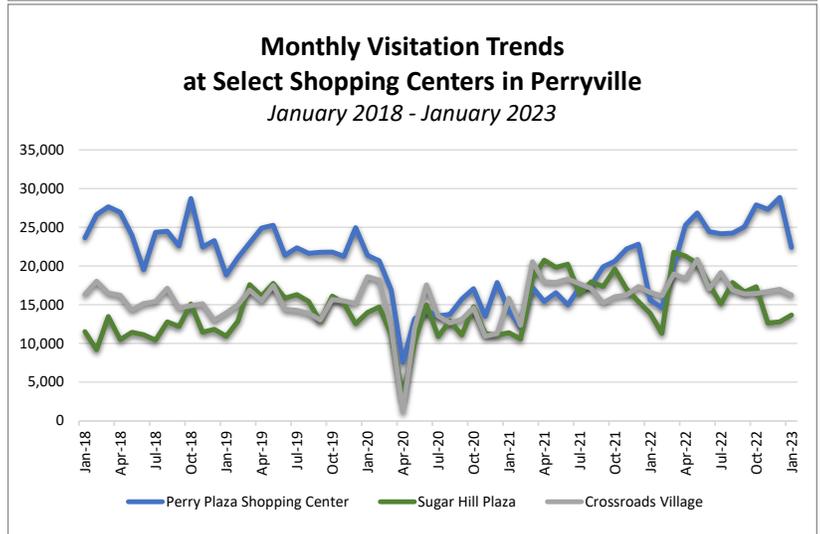
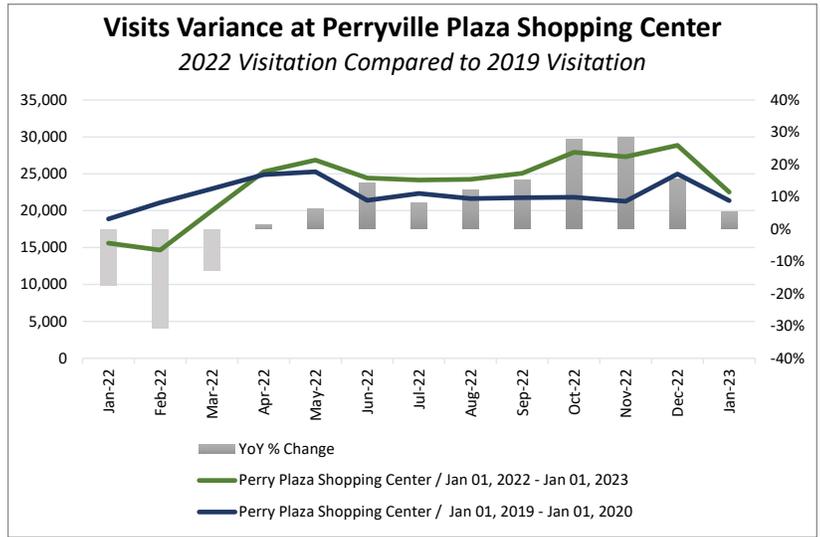
of tenants including Beef 'O' Brady's. Sugar Hill Plaza is located between Highway 51 and Progress Drive, near Edgemont Boulevard and contains Hoeckele's Bakery & Deli. Compared to Sugar Hill Plaza and Crossroads Village, Perry Plaza sees the most visits.

TRADE AREA OVERVIEW

The map to the right shows the trade area for Perry Plaza Shopping Center. On average, these visitors live within roughly 20 miles of the shopping center. Approximately 80% of visitors to the shopping center live in the following zip codes: 63775 (Perryville), 62233 (Chester, IL), 63673 (Saint Mary), 63781 (Sedgewickville), 63748 (Frohna), and 63670 (Ste. Genevieve). Interstate 55, Highway 51, and Highway 61 are the primary corridors used by visitors traveling to the shopping center. Visitors traveling from outside of Perryville typically travel south from Chester, IL, along Highway 51, south on I-55 from as far north as Festus, and north on I-55 from as far south as Jackson.

Perry Plaza Shopping Center, Sugar Hill Plaza, and Crossroads Village are occupied by similar types of retail tenants and generally serve the same market area. While Perry Plaza has a slightly smaller total trade area than Sugar Hill Plaza (108 miles) and larger total trade area than Crossroads Village (69 miles), it out performs them both in terms of visitation. These trends indicate that Crossroads serves a more local market area while Perry Plaza and Sugar Hill Plaza serve more regional market areas.

Roughly 65% of Perry Plaza's true trade area is overlapped by the trade areas for Sugar Hill Plaza or Crossroads Village, both located on Highway 51. When commercial areas or shopping centers of the same type serve the same market, some market saturation can be expected. In this case, the trade area overlap measures roughly 36 square miles and capture approximately 15,504 potential visitors. It is important to note that trade area and visitation trend alone do not directly indicate the health or performance of these shopping centers, but may identify opportunities for differentiation to prevent over-saturation in the market.





HIGHWAY 51

Missouri Highway 51 is a roadway that connects two key entrances into the City (Interstate 55 and US Highway 61). Although it is one roadway the commercial identity changes throughout the corridor. South of Interstate 55 is home to national retailers, including Wal-Mart, several hotels and several quick-service restaurants. An automotive dealership and garden center also provide commercial activity south of the interstate. North of Interstate 55 includes national retailers, but also has a mix of local stores. Some of these local stores have a regional draw including Stonie’s Sausage Shop, Hoeckele’s Bakery & Deli, and Buchheit. As people exit the Interstate and US-61 onto MO-51, it is important to understand how the travelers experience the City. Enhanced mobility and wayfinding can be key to attracting outside visitors into other important retail destinations in the City, including the Downtown.

VISITATION TRENDS

The visitation trends also are different north and south of Interstate 55. Differences are seen in the amount of visitors, the time in which they visit and their length of stay. In 2022, there were 1.7 million visits south of the Interstate and 1.1 million visits north of the interstate. The peak time that people visited the corridor is different both north and south of the interstate. South of the interstate has two strong peak periods, lunch and evening, though most visitors are there in the evening (4PM-6PM). The areas north of the interstate also have the same two peak periods, but have the highest amount of visitors in the afternoon (12PM-1PM). The peak periods of visitation are also more gradual throughout the day compared to the area south of the interstate. On average people visit the area to the south for more time, spending on average 44 minutes, compared 34 minutes to the north.

TRADE AREA OVERVIEW

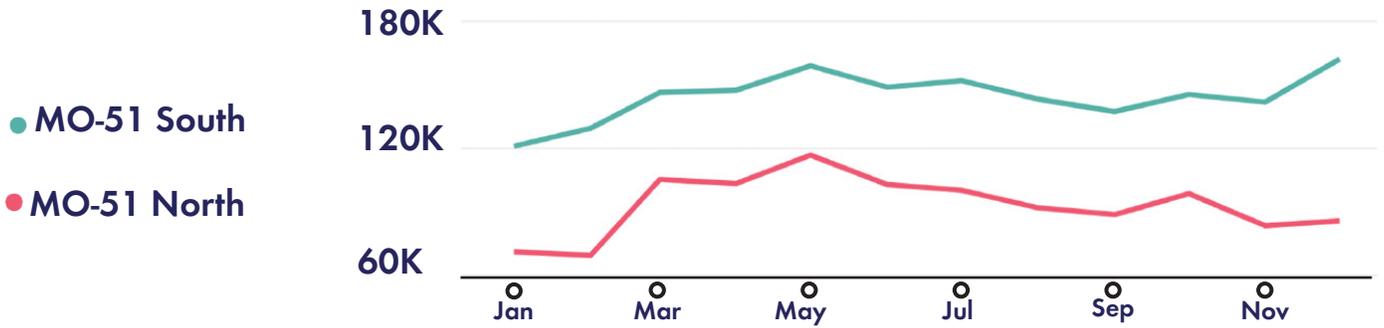
Similar to the visitation trends the trade area for MO Highway 51 can be differentiated between north and south of Interstate 55. Below are maps of the trade areas for both north and south of the interstate. Although the areas south of the interstate have more visitors, the trade area is much larger for the commercial activity to the north of the interstate. This may mean that people may be willing to drive longer distances to purchase select goods at unique, localized stores, such as Stonie’s, whereas purchases from the national chains may occur closer to home.

RECENT CHANGES TO THE AREA

Since this analysis was performed, ALDI was developed and opened along the northern portion of Highway 51, just south of Grand Avenue. Additionally, recent purchases of some vacant property along Highway 51 north of the interstate present opportunities for new development, including a Dairy Queen and a new Mexican restaurant that were recently announced.

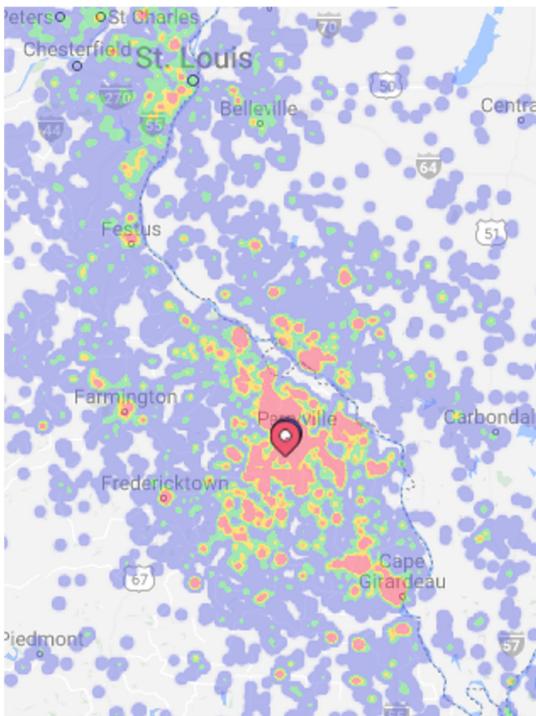


Monthly Visits to MO-51 North and South of I-55 (2022)

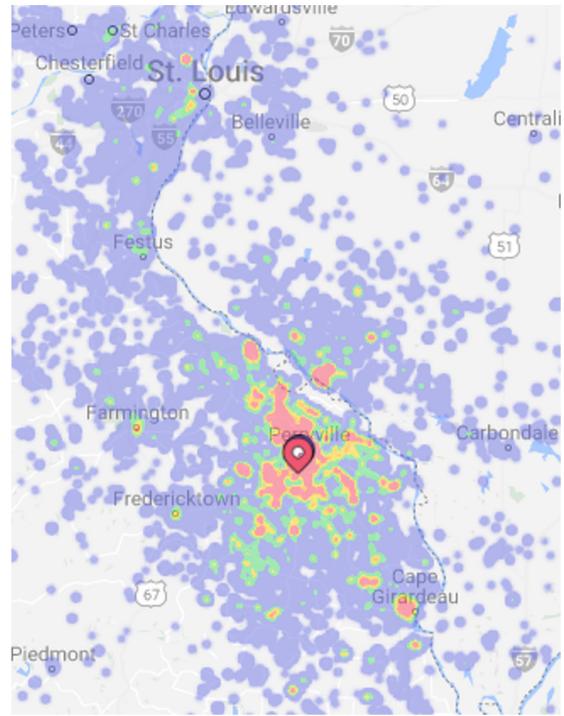


Trade Area for MO-51 North of I-55

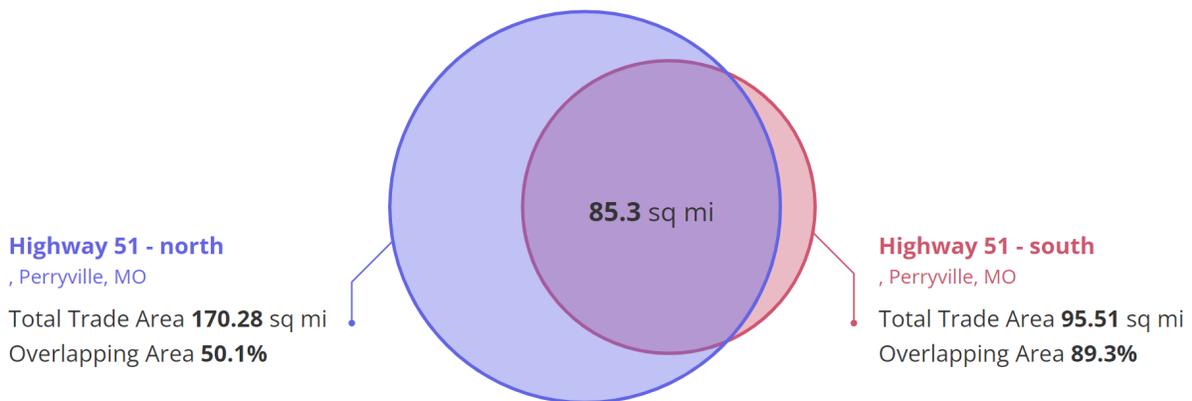
Trade Area for MO-51 South of I-55



of Visits



Trade Area Overlap



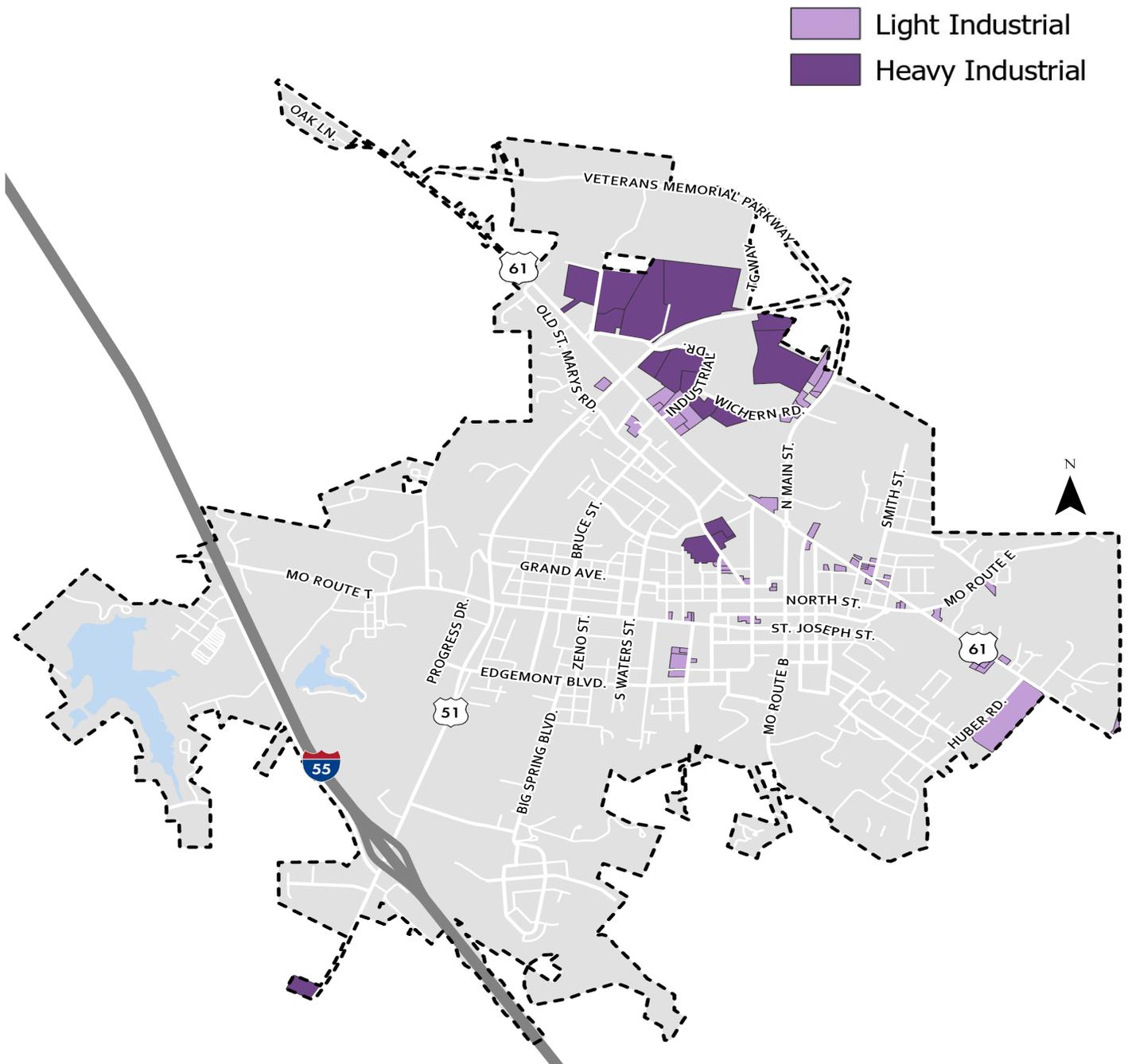
INDUSTRIAL LAND USE ANALYSIS



INDUSTRIAL LAND USES

Below is a map of existing industrial land uses in Perryville, which account for 8% of all land uses in the City. The City's heavy industrial land uses, which include industries like manufacturing, food processing/manufacturing and truck transportation, are primarily located in Perryville Industrial Park which continues to grow north and east of the US-61 and US-51 intersection. Some older heavy industrial land uses also exist along Old St. Mary's Road, northwest of Downtown Perryville and behind Perry County Memorial Hospital. Light industrial land uses, which include businesses such as contractors; equipment, parts, and material suppliers; and machine or automotive repair shops, are primarily located along US-61.

Industrial Land Use Map



WORKFORCE TRENDS & COMMUTE PATTERNS

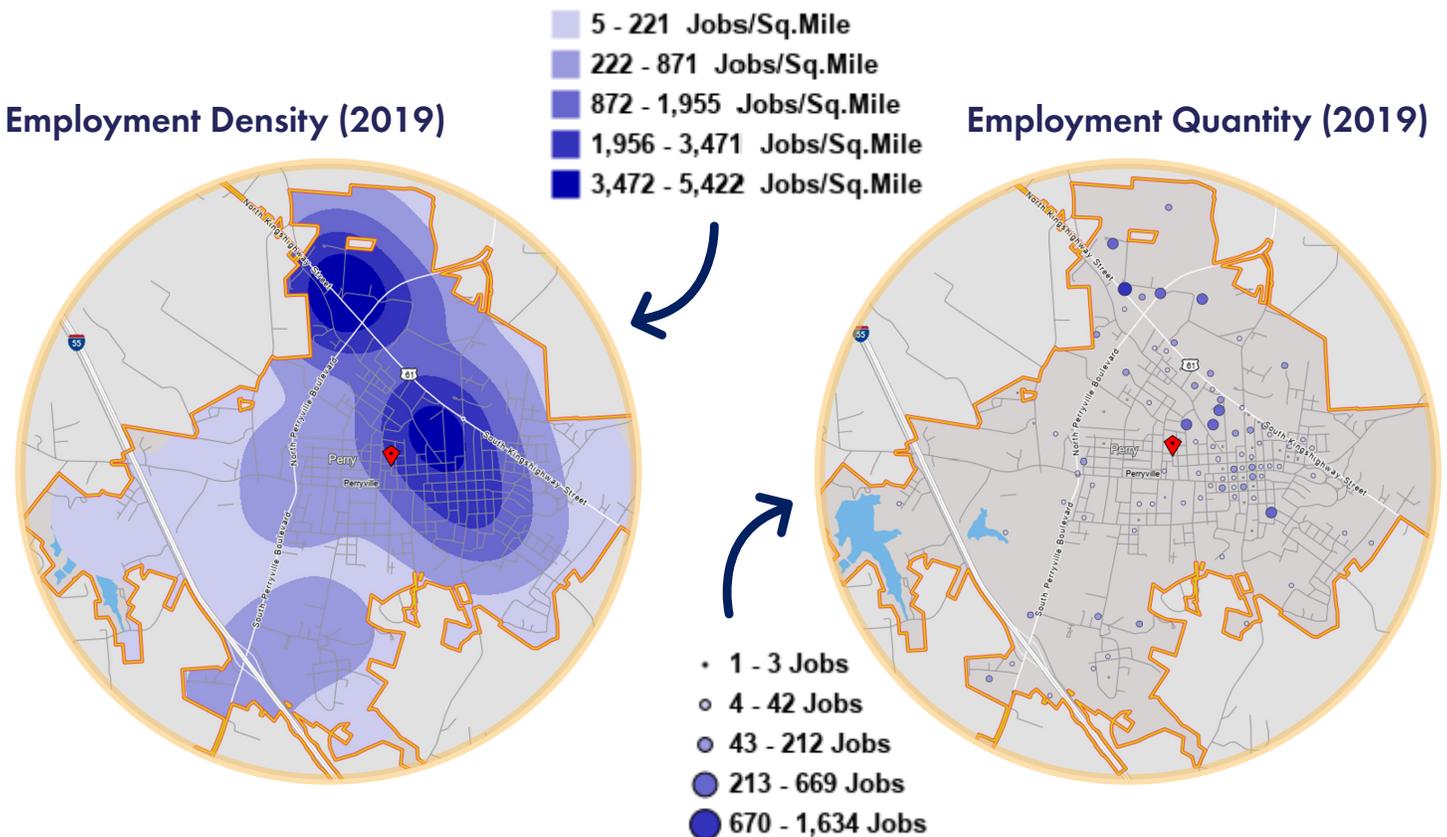


WORKFORCE TRENDS

One of the many dynamics important to understand in a community is workforce trends. It is important to understand where people are working, the current industries in which the work is completed and where people live in relation to their place of work.

EMPLOYER LOCATIONS

Understanding the location of major employment centers within the City of Perryville is important to ensure there is sufficient infrastructure to support the businesses, commuting patterns of employees, the transfer of necessary goods and supplies, and access to services the employers desire or require. Below are two images that show the concentration of employment within the City of Perryville and the quantity of jobs spatially within the city.



INDUSTRIES OF EMPLOYMENT

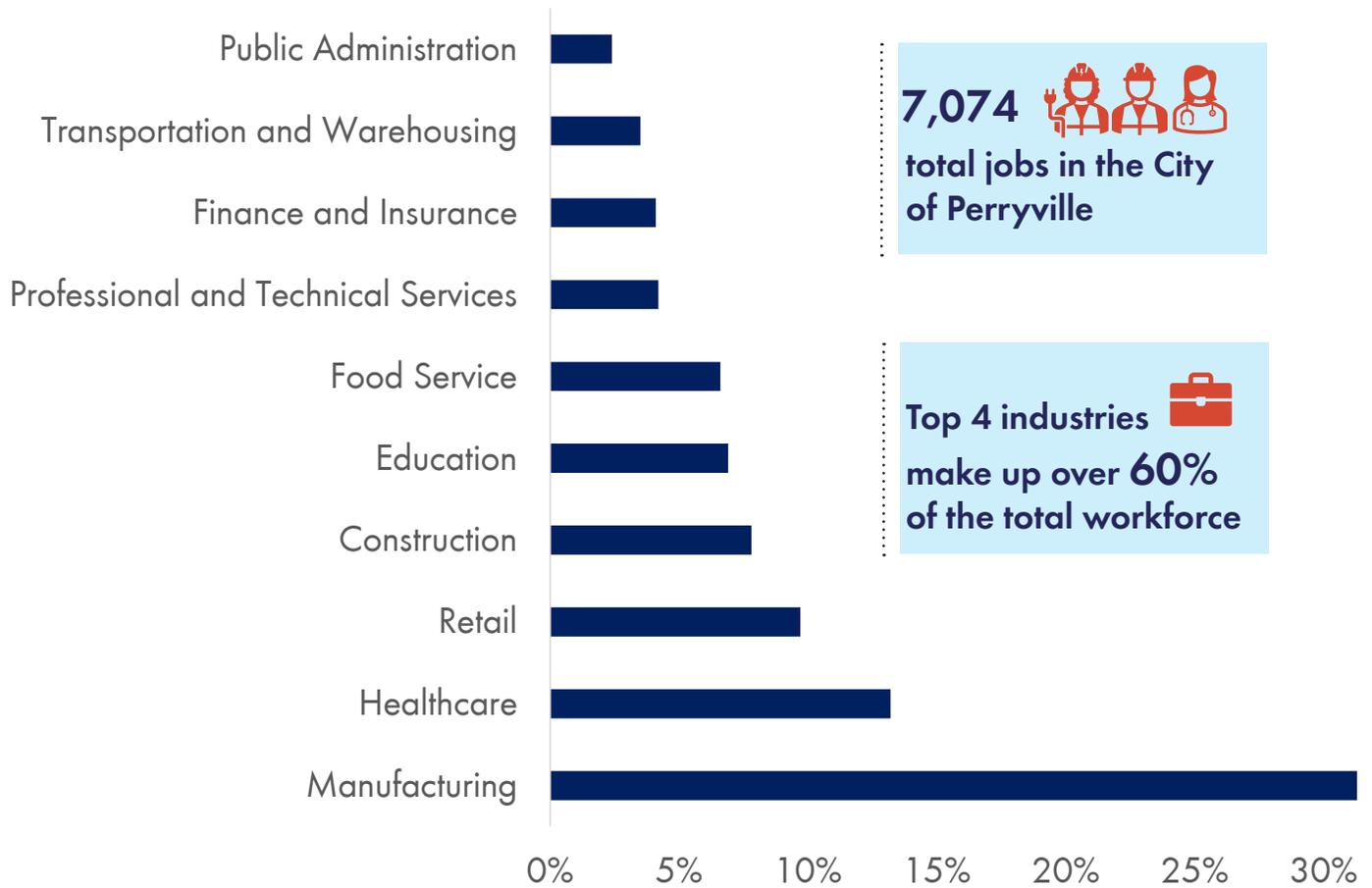
The North American Industry Classification System (NAICS) is the standard used by federal statistical agencies to classify business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. It was developed to allow for a high level of comparability in business statistics among the three North American countries. NAICS is based on a production-oriented concept, meaning that it groups establishments into industries according to similarity in the processes used to produce goods or services.

In 2019 the United States census documented 7,074 jobs in Perryville. Of those jobs, 31% were classified as manufacturing. The next industry sector with the highest share of jobs was health care and social assistance with 934 jobs and making up 13% of the City's total jobs. Perryville's major employers classified under these two industries include TG Missouri, Gilster-Mary Lee, Robinson Construction, and the Mercy Hospital Perry (formerly Perry County Memorial Hospital).



Below are the top ten classified industries and their associated percentage of the total jobs in Perryville.

Employment Industries (2019)



COMMUTE PATTERNS

INFLOW JOB CHARACTERISTICS

Of the 7,074 jobs in the City of Perryville, 5,126 (73%) are filled by individuals living outside of City limits.

OUTFLOW JOB CHARACTERISTICS

There are 2,252 people that live in the City of Perryville but have jobs outside of City limits.

INTERIOR JOB CHARACTERISTICS

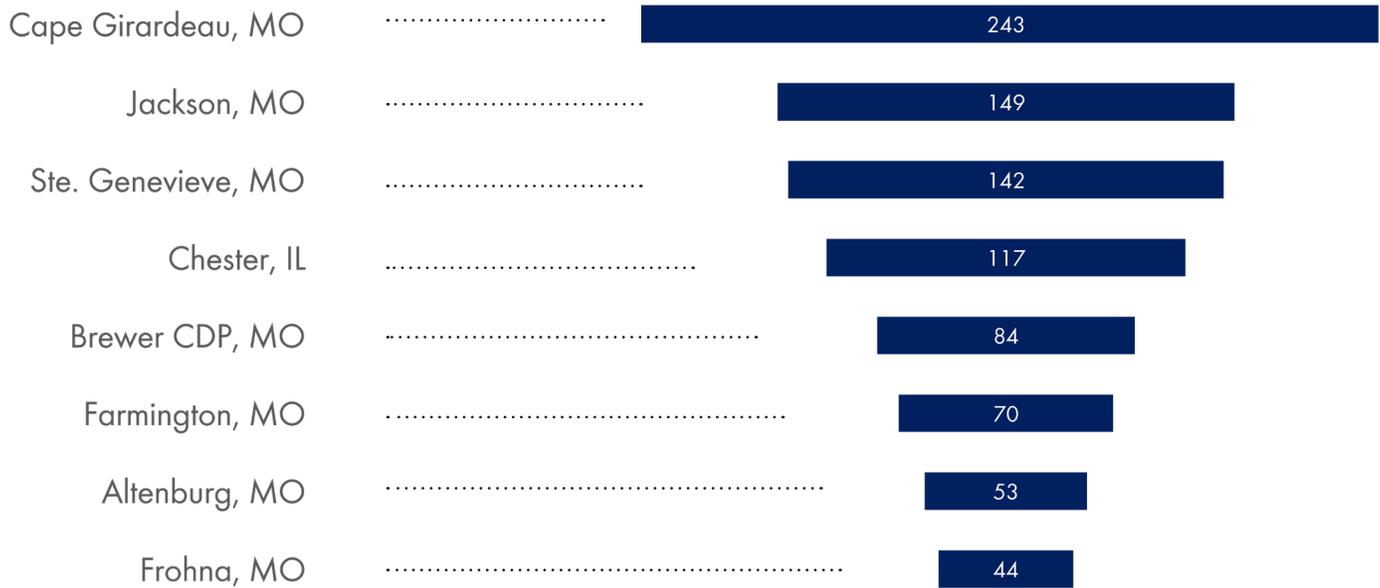
There are 1,948 people (27% of Perryville employees) that live and have a job in the City of Perryville.



WORKFORCE ORIGIN ANALYSIS

As previously stated, 27% of Perryville jobs are filled by City residents. It is important to understand where these employees are commuting from in order to evaluate why people are living in these other geographies rather than the City of Perryville. Below is a chart of the top cities that people employed in Perryville lived in 2019.

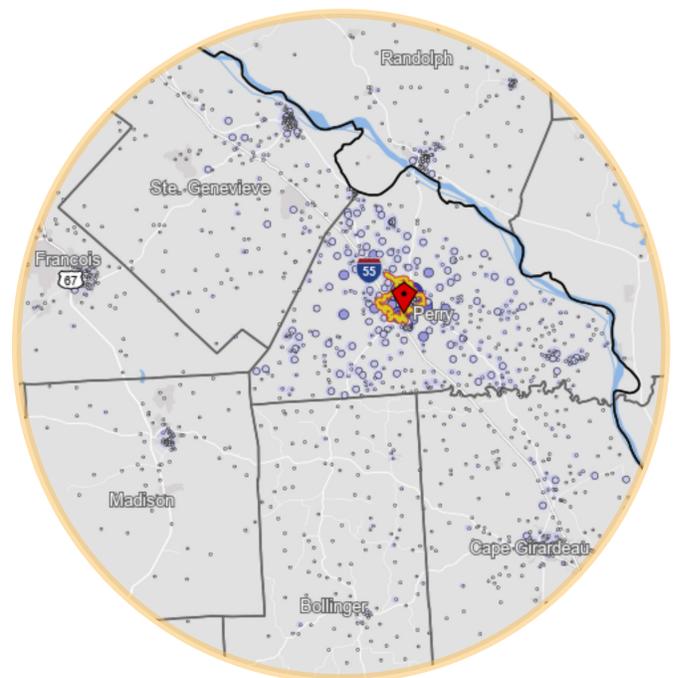
Origin of Perryville Workforce Outside City Limits by City (2019)



The census records the distance and direction that people travel between work and home. Of the more than 7,000 employees in Perryville, roughly 50% of them traveled less than 10 miles to work. Another 20% of the workforce traveled between 10 and 24 miles, and 17% traveled between 25 and 50 miles. There were almost 900 people that (13%) that travel greater than 50 miles to work in Perryville in 2019.

The map to the right provides a spatial representation of the distance and direction people traveled from work to home. It should be noted that while the chart above represents cities that people live in, the image to the right identifies a large number of employees also live in unincorporated Perry County.

Approximate Home Location of Perryville Employees (2019)



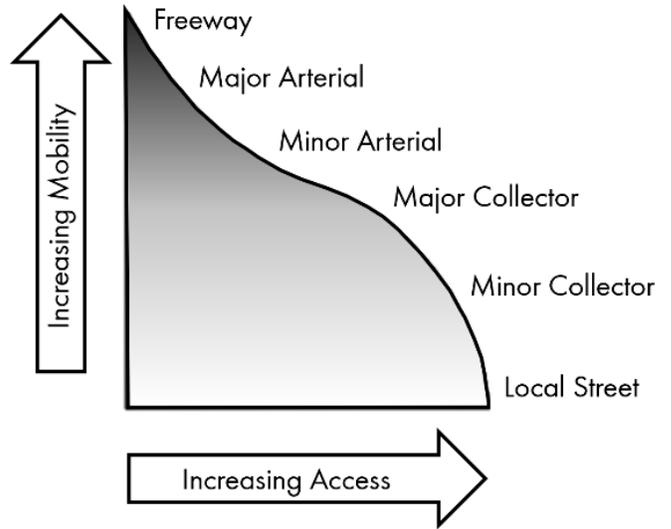
TRANSPORTATION NETWORK



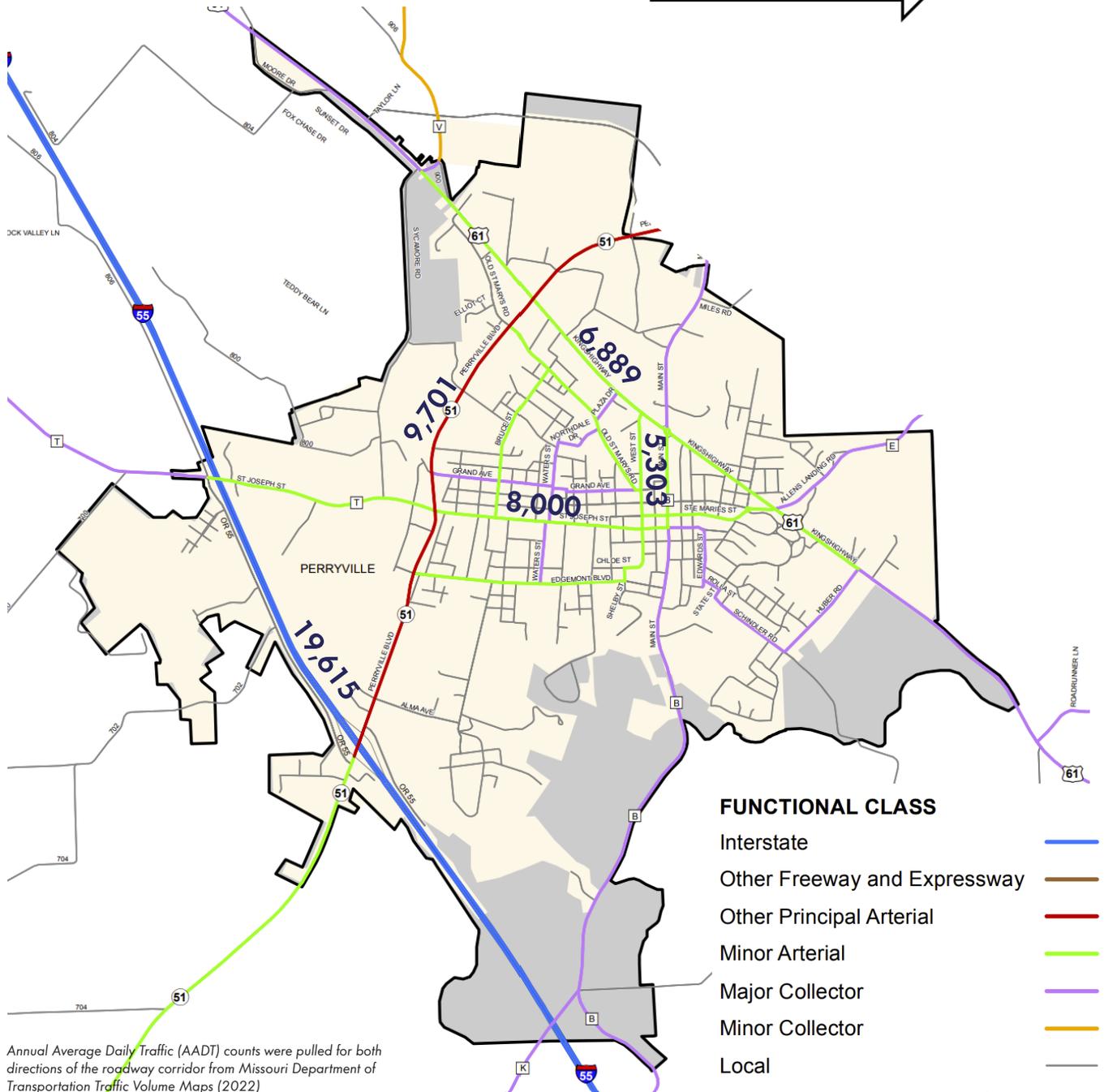
FUNCTIONAL CLASSIFICATION

To better understand the movement of vehicles through the roadway network, roads are classified according to function. Functional classification is a hierarchical system based on mobility and access, from freeways with more vehicular mobility and limited access to local roads with less vehicular mobility but greater access.

The figure to the right illustrates the relationship between mobility and access under functional classification. The map below shows the functional classification of Perryville's road network as well as the annual average daily traffic volume for key roadways.



Perryville Road Network



Annual Average Daily Traffic (AADT) counts were pulled for both directions of the roadway corridor from Missouri Department of Transportation Traffic Volume Maps (2022)



PARKS & RECREATION ASSESSMENT



PARKS & RECREATION OVERVIEW

This section provides an overview of Perryville’s parks and recreation system as it exists today. This section includes a review of the City’s previous plans relevant to parks and recreation, inventory information about existing parks and trails located in Perryville, identifies key constraints and opportunities, and reviews elements in Perryville’s natural environment including land cover, topography, and floodplains. The information contained within this section is provided for background and to assist with setting the foundation for recommended improvements to the parks, trails and natural features within the City.

2016-2036 PARKS & RECREATION MASTER PLAN

Reviewing previous planning efforts reveals past goals, objectives, projects and action items that can help inform this planning effort and recommendations pertaining to parks and recreation. The 2016-2036 Parks and Recreation Master Plan developed a roadmap for long-range parks and recreation development within the City. The plan and the resulting recommendations were developed utilizing extensive engagement with stakeholders and the community at large. Anticipating population growth to continue in the City, the purpose of the plan is to help the City plan and coordinate with future growth as well. The “action recommendations” sections of the report provided park-specific recommendations for adjustments that could be made or features that could be added. Below are the key action recommendations from the report along with notation on how these action recommendations compare with the feedback obtained during this comprehensive planning project.

Unique Character: “Each park should be given a strong and distinct sense of character and place.” This action item is still relevant and should be considered when developing park spaces. It was noted during the process that it is important to provide for a diversity of uses and cater to a wide range of users group. Creating parks with unique character and programming can help to provide this.

Neighborhood Parks: Several action recommendations were identified by the master plan for neighborhood scale parks. Several successful projects have been incorporated within the neighborhood parks. For example a bandstand / pavilion and plaza space has been added to the former Hoeckele’s site, Feltz Street park has been improved to include a renovated pavilion, playground, and sport court, French Lane Park has been developed with a splash pad and an inclusive playground. Improvements to School Street Park should still be considered to incorporate play features and a small pavilion or sun shades. The plan recommended considering the removal of Northdale Park, however functional use of this space has evolved overtime including the incorporation of a disc golf course. Other potential passive programming elements compatible with disc golf should be considered to further improve the park.

Community Parks: Several action recommendations were identified by the master plan for community scale parks. Several of the various recommendations have been completed and many are still relevant for completion when opportunity arises. Expansion of additional park space and new indoor recreation space , in particular for indoor sports and outdoor aquatics was identified during the comprehensive planning process and is consistent with recommendations identified in the master plan.

Natural Resources Areas: The master plan identifies the area directly south of Legion Lake as an opportunity area for expansion of activities such as hiking/biking/equestrian activities. During the completion of this comprehensive planning process construction of mountain biking trails along the south side of the Legion Lake property has been planned for and initiated. If opportunity allows further expansion towards the South would still be applicable.

Greenways: The addition of off-street trails and greenway connections was seen as a priority during engagement throughout the comprehensive planning process. In addition to the trails recommended in the parks master plan, connections should also be considered to Perry County Lake.



Maintenance: During stakeholder interviews maintenance was identified as key to the park systems success. In particular maintain appropriate levels of staffing for parks maintenance is critical, especially with the addition of capital improvement projects.

Community Involvement and Funding: Public / Private partnerships can provide great benefits to parks systems and should continue to be considered moving forward. Funding is an ongoing concern for the park system. It is important that maintenance funding allocations keep up with Parks capital improvements.

2020 CITY OF PERRYVILLE COMMUNITY SURVEY

This broad community survey was conducted to gather opinions and feedback on the City’s programs and services. The survey was completed by a total of 646 residents, exceeding the goal of 400 respondents. The survey contained questions with regard to City services and programs as a whole, but also included questions focused specifically on Parks and Recreation. Some of the key takeaways from the survey were as follows:

Satisfaction with Specific City Services

Perry Park Center: The highest levels of satisfaction with Perry Park Center, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were: the overall quality of the Park Center (76%), gyms for basketball and volleyball (72%), and the movie theater (66%).

City Parks: The highest levels of satisfaction with City parks, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were: the City Park (87%), Bank of Missouri Soccer Complex (85%), and the overall quality of city parks (79%).

Satisfaction with Other Parks and Recreation Items: The highest levels of satisfaction with other parks and recreation items, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were: walking and biking trails (85%), soccer fields (78%), baseball/softball fields (73%) and playground equipment at parks (73%).

Additional Findings

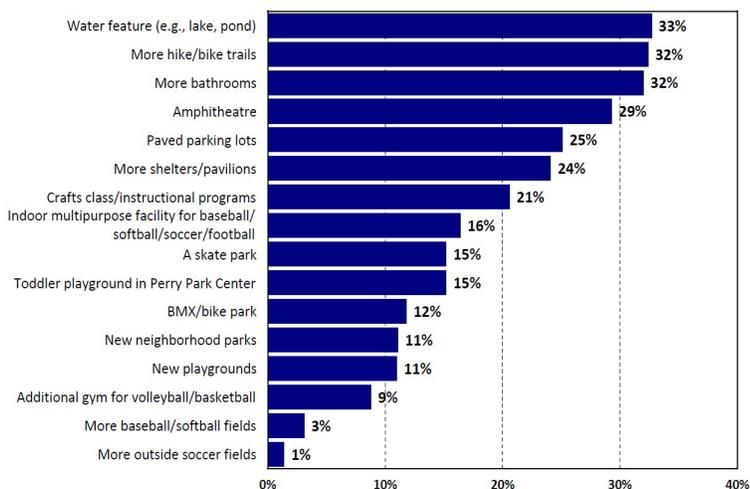
Fifty percent (50%) of respondents thought the usage fees at the City’s Park Center were “about right,” 22% thought the fees were “too high,” 1% thought they were “too low,” and 27% did not have an opinion.

Residents were asked what park system amenities they would most like the City to add in the future. The amenities that were requested most include: water feature (e.g. lake, pond) (33%), more hike/bike trails (32%), more bathrooms (32%), amphitheater (29%) and paved parking lots (25%).

More than half (53%) of residents indicated they preferred that the City continue to utilize the indoor pool as is; 39% preferred that the City build an outdoor pool and convert the indoor pool to a “multipurpose” sports facility, and 8% did not have an opinion.

Q8. Park System Amenities That Residents Would Most Like the City to Add in the future

by percentage of respondents (multiple responses allowed)



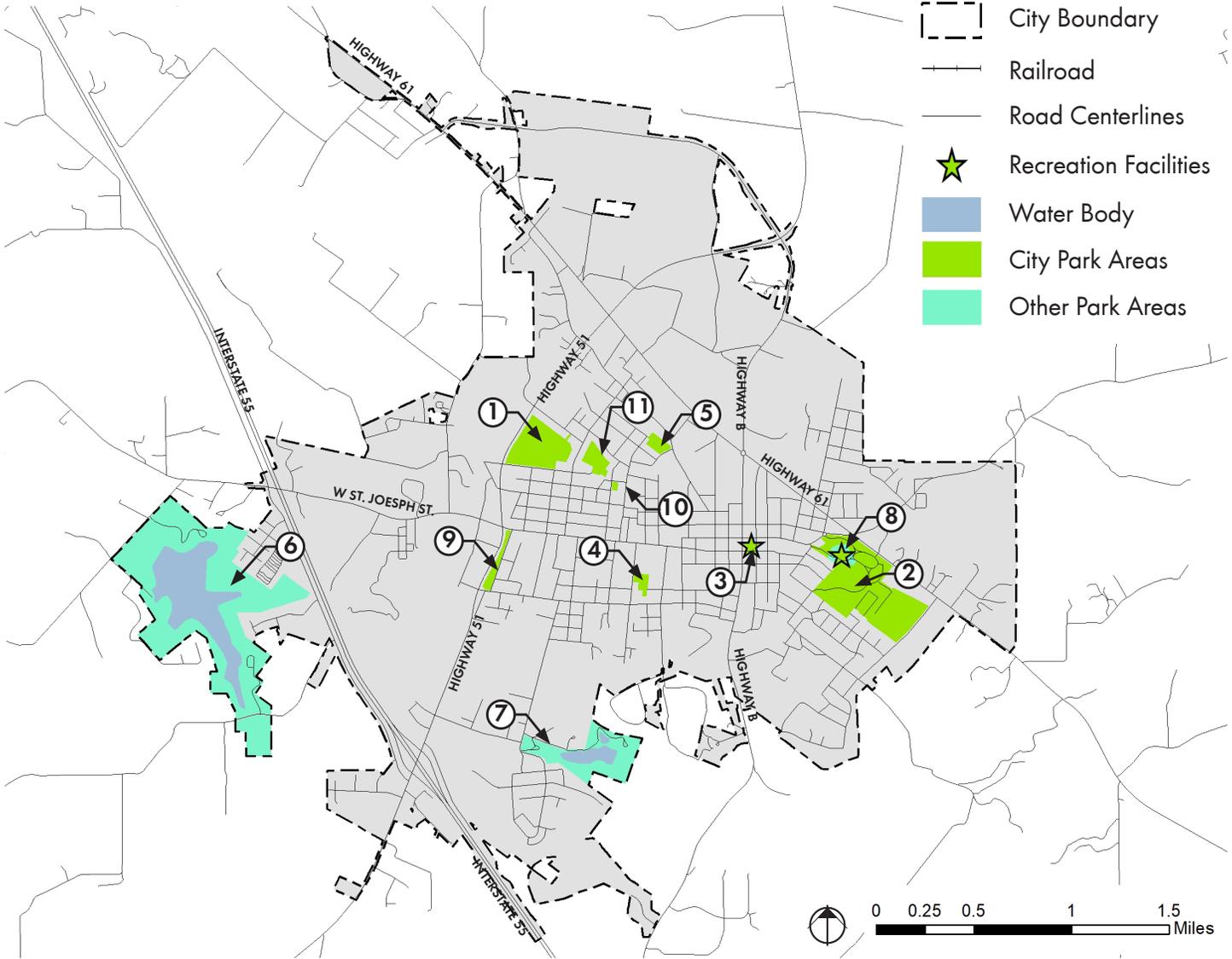
Source: ETC Institute DirectionFinder (2020 - Perryville, MO)



EXISTING PARKS AND RECREATION FACILITIES

There are a total of nine park areas and two recreation/community facilities that make up the parks and recreation system with the City of Perryville. The location of these park areas is show in the map below. Descriptions of these areas and a table with specific information with regards to size and amenities are on the following pages. Of the nine park areas and two recreation/community facilities, two park areas and one facility are owned by entities other than the City.

Existing Park and Recreation Areas in Perryville



- | | | |
|------------------------------------|---|----------------------------------|
| 1. Bank of Missouri Soccer Complex | 5. Northdale Park | 9. Robert J. Miget Memorial Park |
| 2. City Park | 6. Perry County Community Lake* | 10. School Street Park |
| 3. Community / Senior Center | 7. Perry County Veterans Memorial Park* | 11. Viola Blechle Park |
| 4. Feltz Street Park | 8. Perry Park Center* | |

*Asterisk denotes parks and recreation facilities that are not owned by the City of Perryville.



BANK OF MISSOURI SOCCER COMPLEX

This park is the fourth largest park located in the City by area. This park has a focus on active recreation, providing several natural turf soccer fields, a multi-purpose sport court and a loop trail with fitness/exercise station. This park also has several covered pavilions, a concession area, and restrooms. One field is lit for evening/nighttime usage.

CITY PARK

The second largest park by area, City Park also has the most diversity of features and amenities. Similar to the soccer complex, much of this park has a focus on active recreation with several softball/baseball fields. Many of the ballfields are lit to allow evening/nighttime use. The park contains several pavilions available for rental. Other amenities located within this park area include a community garden, disc golf course, the Perry County Museum, and the Perry Park Center.

FELTZ STREET PARK

This park serves as a smaller pocket park within the heart of the City's residential neighborhood. The core area of the park contains a multi-purpose sports court, covered pavilion, and playground area. The remainder of the park is left as open space with small loop trails/walkways. This park contains several large canopy trees.

ROBERT J. MIGET MEMORIAL PARK

Robert J. Miget Memorial Park is located along the frontage of Highway 51, one of the major thoroughfares within the City. This park contains a parking lot, splash pad, a covered pavilion and inclusive playground, most of which have been developed within the past 10 years.

NORTHDALE PARK

This park is located in a low-lying area on the northern portion of the City. Due to its low-lying topography, this park receives substantial stormwater from surrounding areas. In the past, this park has remained largely undeveloped and underutilized. In 2022 a nine hole disc golf course was constructed at the park.

SCHOOL STREET PARK

This park is the smallest park in the system, serving as a mini-park/pocket park for residential areas in the City's core. This park is largely undeveloped providing unprogrammed open space.

VIOLA BLECHLE PARK

Located within the core area of the City's residential neighborhood, this park provides open space in addition to several other amenities. Amenities include open fields for soccer and baseball, a basketball court, a playground, and a covered pavilion. The east portion of the park is low-lying area that collects substantial stormwater run off from surrounding areas.

COMMUNITY/SENIOR CENTER

This 9,000+ square foot building is located on the block east of the Downtown Square. This building is utilized as a senior center and community event space. The main building space is multi-purpose, utilized for events and as a gymnasium space with basketball hoops. The center also features a full kitchen.

PERRY PARK CENTER

This 75,000 square foot facility is owned by Perry County and maintained by the City of Perryville. This facility includes an indoor pool, gymnasium, indoor track, racquetball, theater, event rooms, fitness areas and a public library. In addition to the indoor amenities, two tennis courts and a playground are located immediately outside the facility.

PERRY COUNTY COMMUNITY LAKE

This natural resource area is owned and maintained by the Missouri Department of Conservation. This park area is located on the western portion of the City and is separated from the majority of the City by Interstate 55. This is the largest park area located in the City limits, featuring a large community lake, hiking trail, boat docks, picnic areas, and restrooms.

PERRY COUNTY VETERANS MEMORIAL PARK

The third largest park space in the system is largely unprogrammed park area located in the southern portion of the City. This property is owned and operated by Perry County. This park features a fishing lake with a boat ramp and a few pavilions. A mountain bike trail and pump track are currently under construction.



Parks and Recreation Facilities Matrix

| Park | Acreage | Use Classification | Service Area | Facilities & Amenities |
|--------------------------------------|---------|-------------------------|--------------|---|
| Bank of Missouri Soccer Complex | 34.3 | Community | 2 mile | 10 soccer fields, two playground areas, multi-purpose sport court, 4 covered pavilions, restrooms, presentation area, trail with fitness equipment areas |
| City Park | 90.5 | Community | 2 mile | 8 baseball/softball fields, 2 basketball/multi-purpose courts, football and soccer fields, batting cages, 2 sand volleyball courts, Veterans Memorial, 2 large covered pavilions, 4 small covered pavilions, community garden, several playground areas, trail with fitness equipment areas, disc golf course |
| Community/Senior Center | N/A | Community | 2 mile | Multi-purpose event space with indoor basketball court, full kitchen |
| Feltz Street Park | 3.7 | Neighborhood | 1/2 mile | Multi-purpose court (half basketball court, pickleball court), covered pavilion, playground area, walkway loop |
| Northdale Park | 5.8 | Neighborhood | 1/2 mile | Nine hole disc golf course |
| Perry County Community Lake* | 311.5 | Regional | 5 mile + | 100+ acre lake, two boat ramps, accessible fishing pier, restrooms, picnic areas, hiking trails |
| Perry County Veterans Memorial Park* | 56.8 | Community | 2 mile | 10+ acre lake, two pavilions, boat ramp, restrooms |
| Perry Park Center* | 6.3 | Regional | 5 mile + | Indoor swimming pool, library, theatre, meeting rooms, gymnasium, indoor track, indoor batting cages |
| Robert J. Miget Memorial Park | 5.1 | Neighborhood | 1/2 mile | Splash pad, covered pavilion, playground |
| School Street Park | .7 | Mini Park / Pocket Park | 1/4 mile | Open lawn area, play equipment |
| Viola Blechle Park | 8.2 | Neighborhood | 1/2 mile | Covered pavilion, basketball court, turf infield baseball field, soccer field, playground |
| Total Park Area | 522.9 | | | |

*Asterisk denotes parks and recreation facilities that are not owned by the City of Perryville.

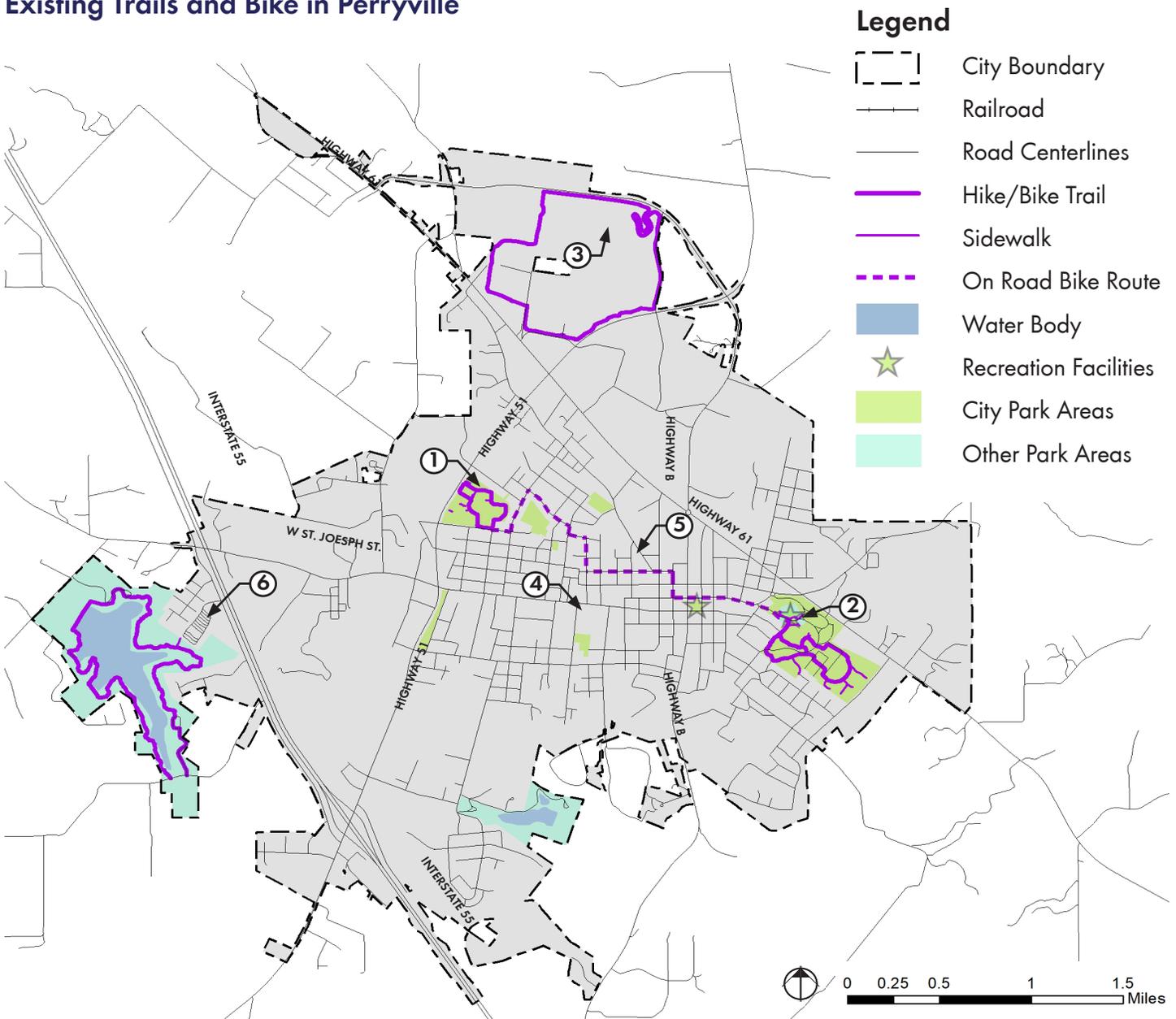


EXISTING TRAILS AND BIKE PATHS

There are approximately nine miles of total trail length and two miles of on-street bike path within the City of Perryville. The trails are mainly loop trails contained within park areas, with the exception of the TG 5k trail which is located along the perimeter of the TG campus on the north portion of the City. There is good variation between the trails with regard to length, surrounding context, type and location within the City. Several of the trails also feature added amenities such as fitness/exercise stations, drinking fountains, and restrooms. Below is a list of the existing trails along with additional information.

1. Bank of Missouri Soccer Complex Trail - 0.75 mile loop, concrete surface
2. City Park Trail - 1.33 mile loop, concrete surface
3. TG Trail - 3.1 mile (5K) loop, concrete surface
4. Feltz Street Park Trail - 0.33 mile loop, concrete surface
5. Bike PATH Connection Route - 2 mile on-street bike route
6. Perry County Community Lake Shoreline Trail - 3.5 mile loop, gravel surface

Existing Trails and Bike in Perryville

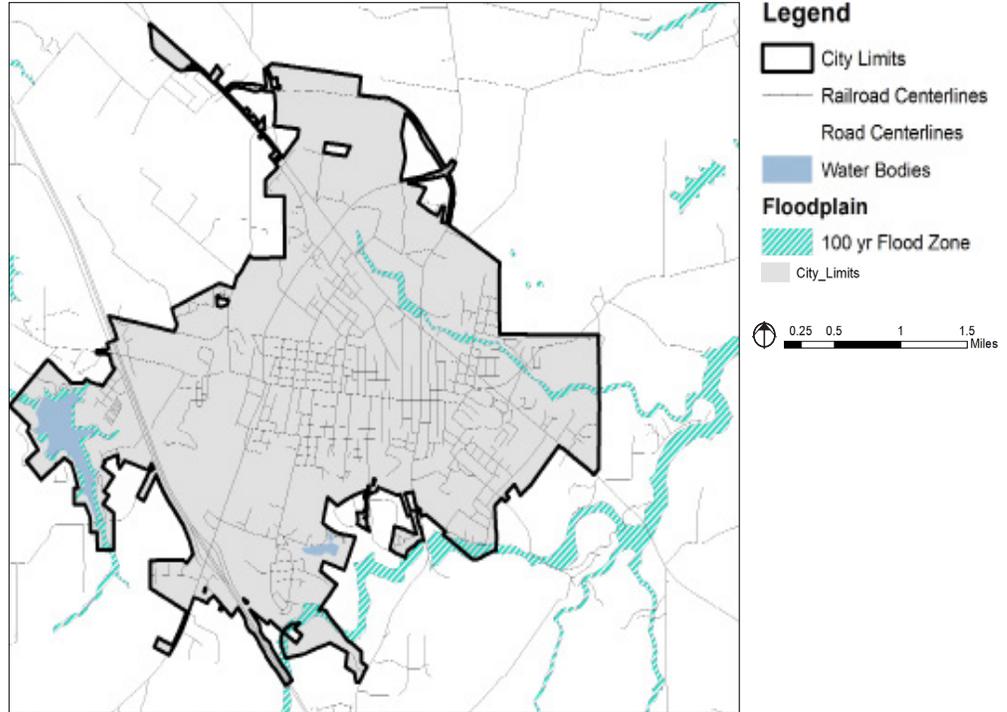


NATURAL ENVIRONMENT

FLOODPLAIN

A majority of floodplain located in the area is located outside of the City limits. There is floodplain located along the creek that runs parallel to Highway 61 on the north portion of the City. Floodplain is also present in a few areas on the southern portion of the City, especially at Perry County Community Lake.

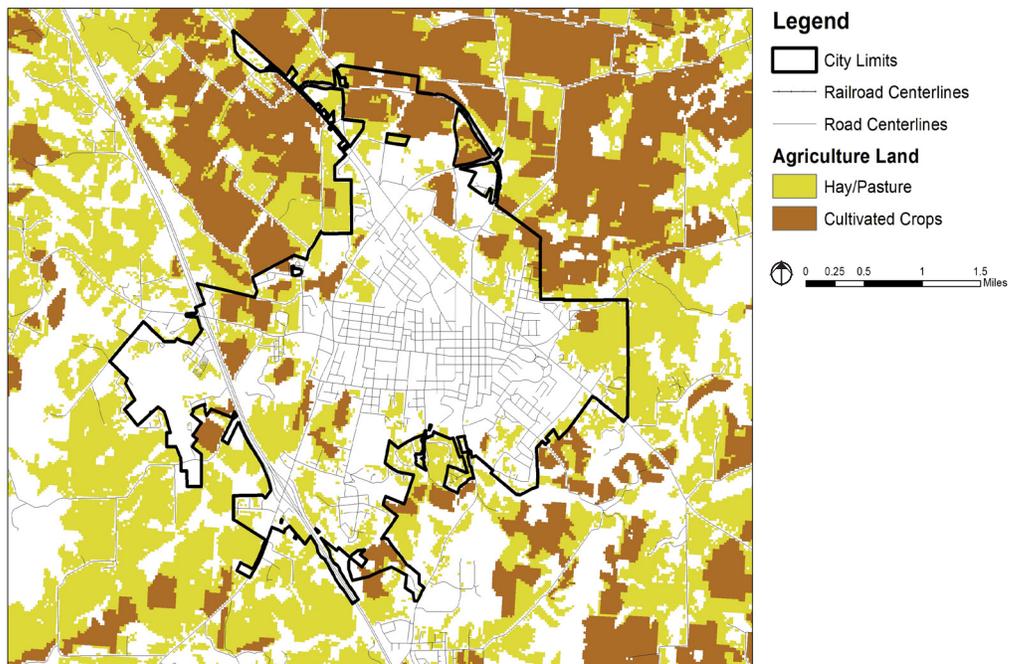
Floodplain Areas in Perryville



AGRICULTURAL LAND

The City is largely surrounded by agricultural land utilized for cultivated crops and for hay and pasture use. Several areas within the City limits also consist of agricultural land use.

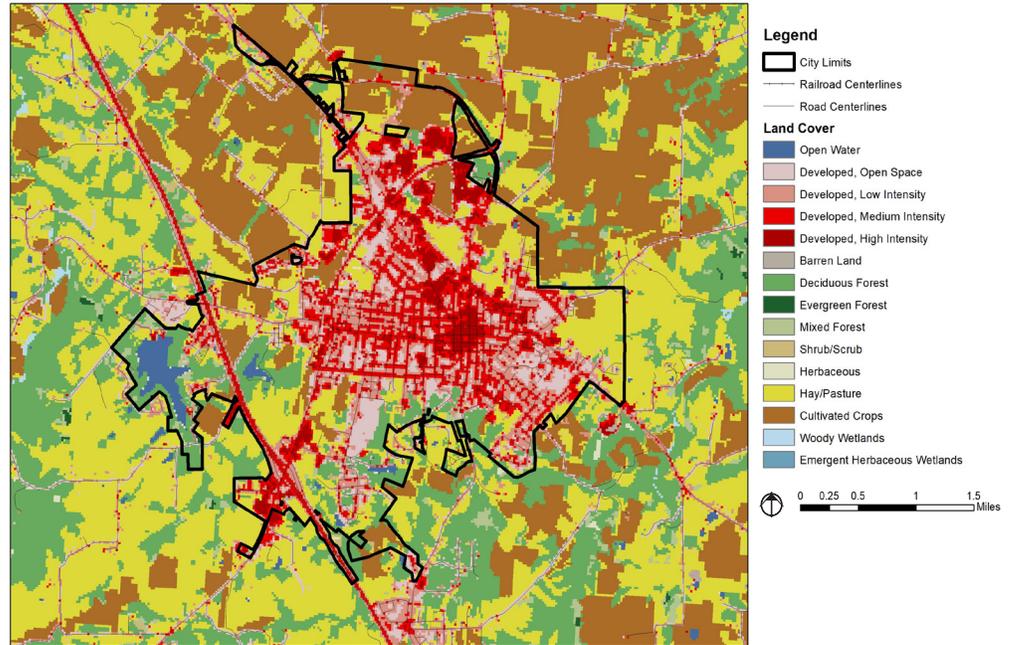
Agricultural Land in Perryville



LAND COVER

The areas within and surrounding the Downtown Square and the business park areas in the northern portion of the City provide the most intense impervious land cover within the City. Residential neighborhoods surrounding the downtown core are less intense in impervious coverage and incorporate green space.

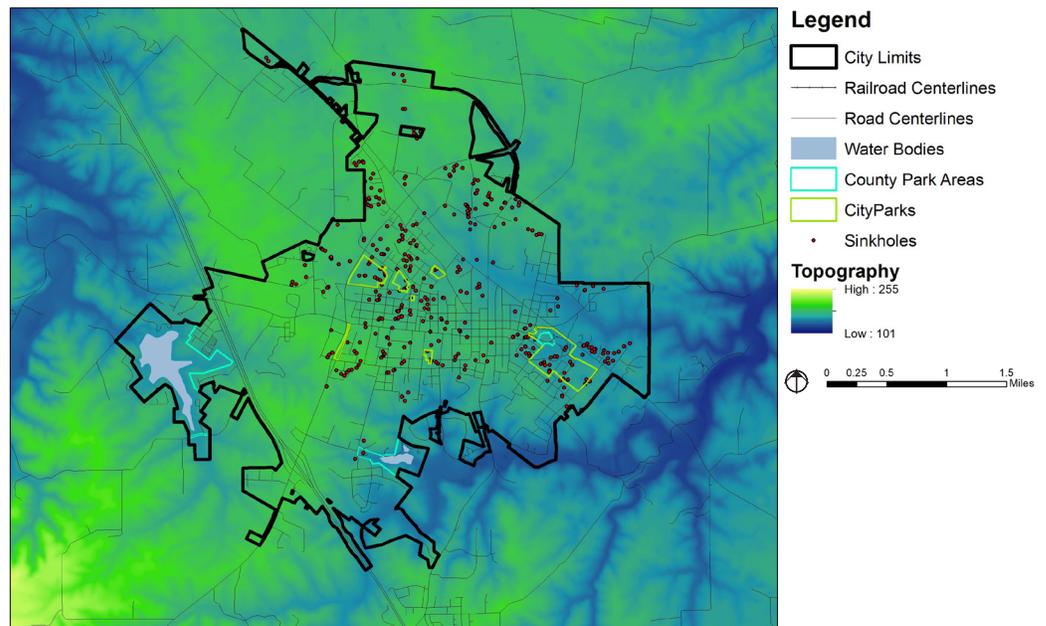
Land Cover in Perryville



TOPOGRAPHY

Topography within and surrounding the City is characterized by gentle rolling hills with large open pasture and agriculture areas framed with wooded draws. Karst topography is located in the area and contributes to the presence of caves and sinkholes in the area. Karst topography can be a great challenge and limitation of development. In areas that are heavily impacted by karst features such as sinkholes can be developed into passive use park space to improve functionality. The development of Soccer Park and Northdale Parks are to examples of areas impacted by karst topography but developed into functional park space.

Topography in Perryville



PARKS AND RECREATION CONSTRAINTS AND OPPORTUNITIES

The following constraints and opportunities for Perryville's parks and recreation system were developed based upon review of existing planning documents, inventory of existing park conditions, and discussions with project stakeholders.

KEY CONSTRAINTS

The following are identified as key constraints to Perryville's parks and recreation system:

- There are a few under-utilized park areas within the system, most notably School Street Park, Veterans Memorial Park/Legion Lake, and Northdale Park.
- Several of the existing parks are located in low-lying areas and may be subject to periodic flooding and stormwater challenges which may limit the development of these park spaces with various types of features.
- Maintenance and up-keep of existing parks can be a challenge. This can be a combination of routine maintenance and preventive/life cycle maintenance.
- There are limited features or elements in the park system that sets the City apart from other communities.
- There is a high demand for indoor gymnasium space, in particular for youth basketball and volleyball. Existing indoor court space available does not meet the demand.
- There is a lack of access to outdoor swimming.

OPPORTUNITIES

The following are identified as key opportunities and strengths:

- Based upon previous community input there is a strong existing satisfaction of existing parks and recreation services within the City.
- There is great access to outdoor facilities for youth sports in the City, and there is opportunity to improve access to indoor court facilities.
- There is an abundance of open green space and mature existing tree canopy within the City.
- Stormwater is managed well in the City, but there is an opportunity to incorporate stormwater best management practices within the City and park areas to improve management of storm runoff and water quality.
- Perry Park Center provides a great asset to the City and surrounding community.
- There is an opportunity to update the park system with amenities that build unique character among the parks and promote a strong sense of place.
- There is an opportunity to take advantage of underutilized park space to improve access to park amenities throughout the community.



ENGAGEMENT SUMMARY



THE COMMUNITY ENGAGEMENT PROCESS

A Comprehensive Plan is a long-range planning document that establishes a community's vision for the future and serves as a road map for achieving that vision over the next 10 to 20 years. As part of any public planning process, a series of steps are required to ensure there is community outreach and, ultimately, community understanding and buy-in for the process. This typically includes the following important steps:

- **Information:** Providing information, data, and updates to the community throughout the process ensures they are kept up to date and in the loop.
- **Consultation:** Providing opportunities to obtain feedback and listen to the community, while also identifying opportunities for continued feedback is an important component.
- **Involvement:** Working directly with members of the community to ensure they are involved throughout the process allows for understanding and, ultimately, implementation.
- **Collaboration:** Working in partnership with community members ensures that community advocates are created through the process that can then champion the effort moving forward.
- **Decision Making:** Ensuring implementation steps are informed by and, if possible, led by community members helps to ensure the decision making powers are in the hands of residents, stakeholders, and the City itself.

If these five steps are taken into account, a community engagement process can be truly community-centered and establish strong community advocates for long-term implementation of the Comprehensive Plan.

WHY IS THIS IMPORTANT TO PERRYVILLE?

Perryville's Comprehensive Plan was last updated in 2011. Since that time, the City has conducted varying levels of engagement related to other planning initiatives and studies, including a Housing Study in 2015, Parks and Recreation Master Plan in 2016, Trails Master Plan in 2017, and a community-wide survey on City programs and services in 2020. Community engagement efforts for these plans and studies were primarily topically related to the respective plan or study. Community engagement for the Comprehensive Plan brings together the many varied aspects of the community under one holistic vision.

Whether it is understanding housing needs, improving connectivity to existing parks, establishing priorities for future land use, or creating a more vibrant Downtown, this engagement process will help community members understand how these different aspects of the community work together to tell Perryville's story.

This community-centered planning process will result in a Comprehensive Plan that considers the City's changing needs and provides a road map for the future envisioned by the Perryville community.



COMMUNITY OUTREACH



Perryville Comprehensive Plan
Coffee & Connections
June 7, 2023

PCAV



Thank you

PLATINUM CORPORATE INVESTORS

Citizens ROBINSON

GOLD CORPORATE INVESTORS

BANK ZOLLNER

SILVER CORPORATE INVESTORS

HSB united

Est. 1823 PERRYVILLE

The community outreach strategy establishes a road map for planning community engagement efforts throughout the planning process. While there is a wide mix of outreach tools and methods that have shown to be successful for comprehensive planning processes, every community is different and the best engagement strategies are tailored to the local landscape. The community outreach tools and methods for Perryville were chosen with the assistance of the City to define the outreach strategy most relevant to local needs.

PROJECT WEBSITE

A project website was created in January to serve as the home base for community outreach and all information related to the planning process. Accessible via computer or mobile device, the website's eight pages provided the community with everything they needed to stay informed about and participate in the planning process.

HOME

As the landing page for the project website, this page welcomed the community to the Comprehensive Plan and encouraged participation planning process.

WHAT IS A COMPREHENSIVE PLAN?

This page helped the community understand the purpose, typical components, and key participants in this type of planning process.

COMP PLAN PROCESS

This page shared an overview of the timeline and phases of work for Perryville's Comprehensive Plan, so that the community would know what they could expect from this planning process.

SHARE YOUR INPUT

This is where the community would find information and links to participate in the community survey and future public engagement activities.

PAST ENGAGEMENT

On this page the community could see highlights from past public engagement events and activities and hear what others were sharing about the planning process.

EVENTS

This page listed upcoming public engagement events to inform the community of when, where, and how they could show up to participate and share their input throughout the planning process.

COMMUNITY ENGAGEMENT TOOLKIT

In an efforts to make participation in community outreach more accessible, the page encouraged community members, whether individuals or organizations, to be ambassadors for Perryville's Comprehensive Plan. The page provided branded graphics and flyers which could be downloaded to a computer or mobile device and printed, shared via email, or shared on a social media platform. The page also provided a few tips on how community members could help spread the word about the Comprehensive Plan.

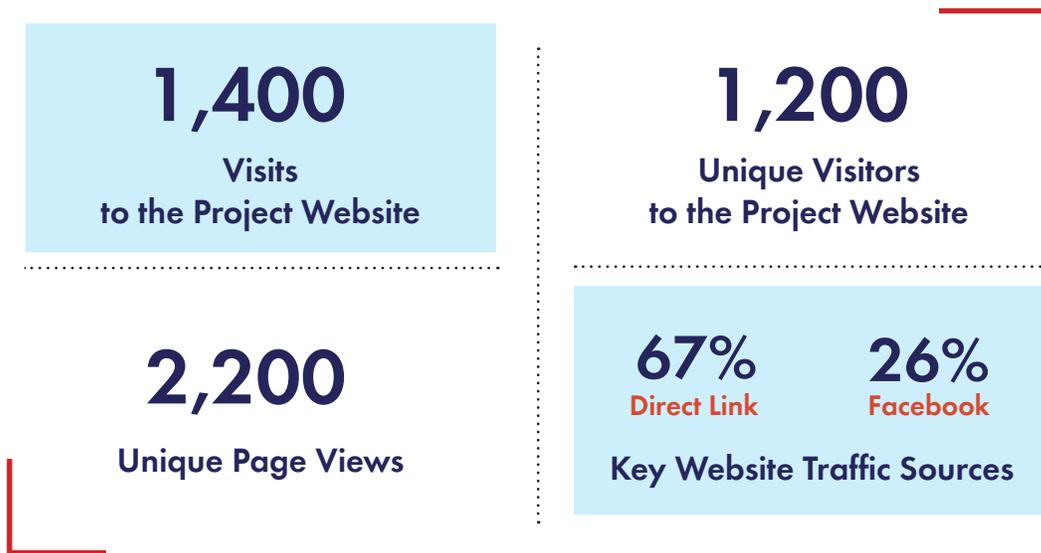


DOCUMENTS AND RESOURCES:

Phase 1 - Community Analysis and Phase 2 - Community Engagement marked two key milestones in the planning process. On this page, the community could find summary reports detailing the work completed and insights gained during these two phases. Links to some of Perryville's existing community plans were also provided. These documents and resources provide well-rounded context about where the City is today and where this community-centered planning process will lead the City in the future.

WEBSITE ANALYTICS

Since January 1, 2023, the website was visited 1,400 times by 1,200 unique visitors, resulting in 2,200 unique page views. Visitors to the website have spent 1.5 minutes, on average, reviewing available content.



LOCAL NEWS

REPUBLIC-MONITOR

The local newspaper, the Republic-Monitor followed along with the planning process. News articles about the Comprehensive Plan help create awareness, encourage public participation, inform the community about the purpose of this work, and share updates along the way.

RADIO INTERVIEWS

On May 10th, the Planning Team spoke with local radio host, Don Pritchard, at Classic Country 980 KSGM during a Focus Interview segment to discuss the planning process for Perryville's Comprehensive Plan, how this plan would guide the City into the future, and why it was important for the community to share their input. A second interview aired on August 7th, updating the community on the comprehensive planning process and encouraging community members to attend the second open house. The radio interviews could also be listened to by visiting the 'Home' page of the project website.



SOCIAL MEDIA

With 26% of visits to the project website being driven by Facebook, social media has proved to be an effective means of community outreach throughout the planning process. The City of Perryville and other government and community organizations, including Perryville Chamber of Commerce, the Downtown Perryville Revitalization Committee, and Perry County, leveraged their social media presence to help information about the planning process reach members of the Perryville community. Individual community members also created unique posts and re-shared posts made by others to help spread the word and encourage participation in the planning process.



CANVASSING THE COMMUNITY

To ensure that news about the planning process and how the community could be involved in shaping the City's future reached every household and business in Perryville, the City included flyers in utility bill mailings. The Planning Team also made pop-in visits to a number of local businesses to inform owners and employers about the planning process and encourage them to be Comprehensive Plan ambassadors by making information available to their employees and customers.



COMMUNITY ENGAGEMENT



STEERING COMMITTEE

The Steering Committee was comprised of twelve representatives from the Perryville community including elected and appointed officials, City staff, business owners, and other residents who hold leadership roles in the community. Formed at the outset of the planning process, the Steering Committee was tasked with meeting with the Project Team throughout the planning process to ask key questions and balance the planning expertise of the Project Team with local knowledge and insights. The Steering Committee included the following individuals:

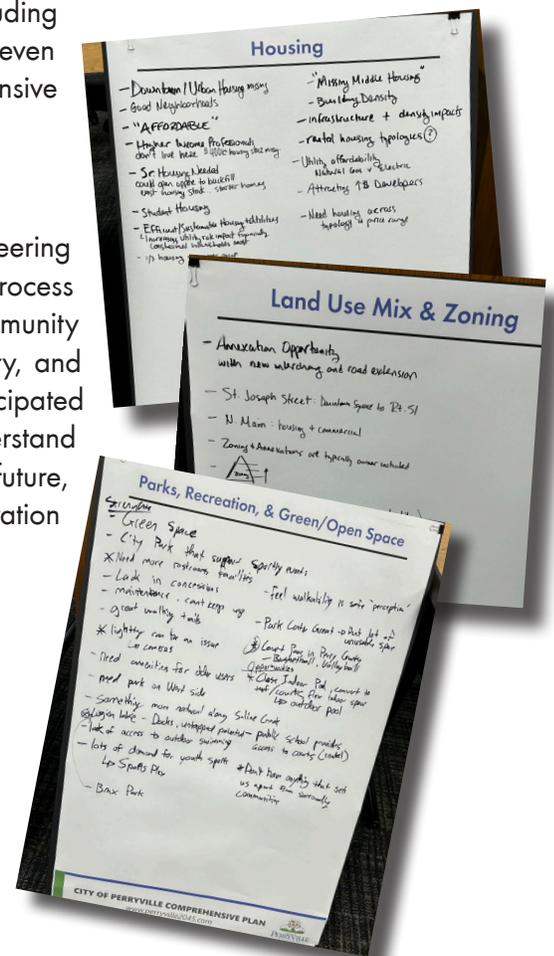
- Larry Riney - Mayor
- Brent Buerck - City Administrator
- Ray Jackson - Zoning Administrator/Building Inspector
- Tim Baer - City Engineer
- Chris Schemel - Planning & Zoning Commission; Park Advisory Board
- Kris Klaus - President, Perryville Development Corporation; Bank of Missouri
- Kiley Eiland - Executive Director, Perryville Chamber of Commerce
- Crystal Jones - Director, Perry County Economic Development Authority; Downtown Perryville Advancement
- Don Fulford - Citizens Electric Board of Directors; Perryville Development Corporation; Director, Association of the Miraculous Medal
- Frank Robinson - Robinson Construction; Perry County Economic Development Authority
- Carisa Stark - Local developer/business owner; Downtown Perryville Advancement
- Kelly Brown - Realtor

Regular Steering Committee meetings were held on the 4th Wednesday of the month at Perryville City Hall. The Steering Committee met eight times throughout the planning process. The meetings allowed for a series of check-ins and charette-style workshops where the Steering Committee provided key input on a range of topics throughout the planning process. Steering Committee members also engaged in other ways, including participating in the open houses, the community survey, pop-up events, and even creating community awareness by sharing information about the Comprehensive Plan across their respective networks.

STEERING COMMITTEE KICK-OFF MEETING

On February 22nd, the Project Team hosted a kick-off meeting with the Steering Committee at City Hall. This meeting marked the beginning of the planning process and allowed the Project Team to meet the City staff members and community leaders who would guide the Comprehensive Plan, hear Perryville’s story, and gather initial input on local planning priorities. The Steering Committee participated in a planning priorities SWOT analysis activity to help the Project Team understand the strengths, weaknesses, opportunities, and threats impacting Perryville’s future, and then determined which the Project Team should give special consideration to throughout the planning process. Topics included:

- Land Use Mix & Zoning
- Housing
- Livability
- Commercial and Industrial Development
- Transportation and Infrastructure
- Tourism and Destinations
- Parks, Recreation, and Open Space
- Community Assets
- Brand Identity
- Other Priorities



SCENARIO PLANNING WORKSHOP

The Project Team worked with the Steering Committee across several meetings to identify areas of the community which may be more susceptible to change in the future. Once identified, the Project Team and Steering Committee worked to narrow down these areas to five land use scenario planning areas and three key sites within them for 3D visualization. The Project Team developed several land use, development, and roadway concept alternatives for these areas based on feedback from the Steering Committee, stakeholders, and the responses from the community survey. The Project Team then led a workshop with the Steering Committee to explore these scenarios and the opportunities and challenges associated with each area.

PLANNING & ZONING COMMISSION

The Project Team also engaged the Planning & Zoning Commission in this planning process. As the primary government body tasked with implementing the Comprehensive Plan through land use, zoning, and development decisions, the Planning & Zoning Commission's input throughout the planning process was vitally important. The Project Team has attended several Planning & Zoning Commission meetings to provide updates at key points throughout the planning process and allow this group an opportunity to share their input.

OPEN HOUSE #1

The Project Team kicked off community engagement for the Comprehensive Plan with an Open House from 3pm to 7pm on March 6th at Perry Park Center. The goal of this engagement event was to introduce the community to the comprehensive plan project, gather initial community input on a variety of topics, create awareness about the planning process, and encourage participation in future public engagement opportunities. Roughly 75 community members participated in this event by sharing their input and ideas on a series of both open-response questions, visual preference surveys, and mapping exercises. Members of the Project Team and City staff were available to answer questions about the various open house activities and the comprehensive planning process. A summary of community input from Open House #1 is provided on the following pages.



WHY PERRYVILLE?

Community members were asked to mark their home location on a map depicting Perryville ward districts and surrounding Perry County areas. This exercise provided insights as to who was sharing input and how well public outreach initiatives had reached the community. Initial input showed us that participation was coming from an even mix of residents from all three wards as well as some residents from unincorporated Perry County. Participants who reside in Perryville were also asked why they choose to live in the City. While answers varied, one answer became clear: Perryville residents feel a strong sense of pride in local culture, character, and history. Other key factors impacting current residents choice to live Perryville included:

- Family / "hometown-roots"
- Strong sense of community
- Small town charm
- Great place to raise a family

- Safety
- Employment opportunities
- Public amenities



EMPLOYMENT & COMMUTING

When asked “Where do you work?” the majority of participants indicated that they work in Perryville. A few participants indicated that they travel to surrounding areas of unincorporated Perry County, Bollinger County, the Cape Girardeau area, and Chester, IL area for work. This input supports the City’s position as a regional employment hub. Perryville is also a net importer of jobs. This means that there are more workers working in Perryville who commute from other communities than there are Perryville residents who commute to other communities for work. One planning priority for this planning process is to better understand how the City may attract more of these commuting workers to become Perryville residents.

HOUSING DEVELOPMENT PREFERENCES

This prompt asked participants to consider what housing types are most needed in Perryville and where this type of development should occur. While Perryville’s population has experienced growth in recent decades and is seen as an affordable place to live with quality community amenities and many job opportunities, local housing market activity has been slow in recent years. Key factors impacting housing in Perryville and framing responses to this question include:

- A need for a mix of housing types to meet the demand of the various demographic cohorts (students, young adults, growing families, seniors, etc.) and lifestyle preferences (traditional single family, ownership vs. rental, dense/urban housing, etc.) of the growing population.
- A need for homes at range of price points to create affordable housing opportunities for a range of employment types and incomes.
- A need to grow the City’s housing stock to meet the overall demand for housing as existing homes listed for sale spend short periods of time on the market before they are sold.

Preferred Housing Types

The majority of participants indicated that single-family residential development is most needed in the City and support the development of new residential subdivisions. Residents also indicated a desire for a more diverse mix of housing types in the City. Residents recognize that population trends and market conditions in the City dictate that the development of single-family homes alone will not meet the needs of current and future residents, particularly students, young adults and professionals, young and growing families, and aging residents. Mixed-use development was the second most preferred housing type. Participants also indicated that covered parking should be encouraged for future mixed use developments. Two-family, townhomes, and mid-rise apartments received a similar level of preference. Small-scale condominiums received the least level of preference. Participants also noted that future residential development should incorporate best practices in sustainability (energy efficiency, reduced utility costs, etc.). Overall, the community desires residential development and neighborhoods that maintain Perryville’s local character and charm.

Preferred Locations for Future Residential Development

As shown in the map on the right, the community indicated a need for future residential development throughout the City. Single-family homes were primarily preferred in unincorporated areas north of Sycamore, east of Highway 61, and the neighborhoods surrounding Perryville Country Club and Legion Lake. Mixed-use development was primary preferred in and near Downtown and other key locations.



COMMERCIAL DEVELOPMENT PREFERENCES

Commercial development in Perryville is primarily concentrated along major corridors (Highway 61, Highway 51, Saint Joseph Street) and in Downtown. As the City continues to grow, new development and redevelopment opportunities are likely to occur in these areas and other areas of the City in the future. Thus, open house participants were asked to respond to a series of prompts to share their input related to commercial development preferences.

Preferred Commercial Development Types

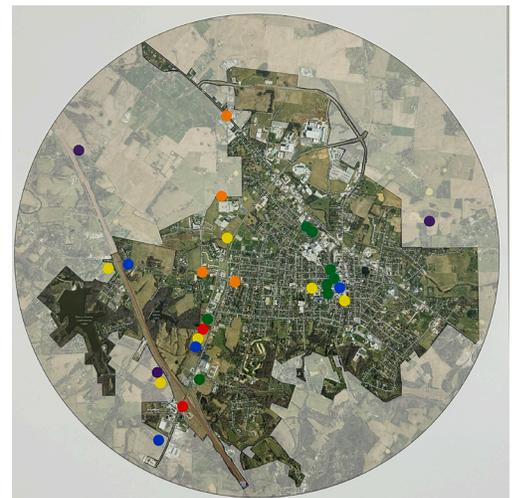
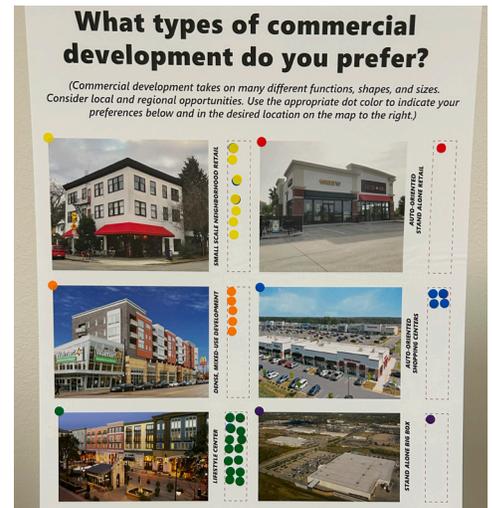
Lifestyle centers, large-scale shopping, dining, entertainment developments, were the most preferred commercial development type when considering future redevelopment opportunities in the City. Located just over an hour south of St. Louis, Perryville is relatively close to many “big city” amenities like major league sports, lifestyle developments, and tourism attractions. There is a strong desire to attract and create “big city” experience, with local charm to Perryville. Dense mixed-use and small-scale neighborhood retail were the next most preferred types of commercial development. The Square in Downtown Perryville features many well-maintained and renovated historic buildings. However, the second floor is often underutilized in many two-story buildings. Mixed-use development in Downtown presents an opportunity to meet the growing desire of the community for more residential, shopping, dining, and entertainment. Supporting density and promoting retail shops and destinations in this way also supports vibrant, walkable neighborhoods. Key factors impacting commercial development in Perryville and framing responses to this question included:

- Create a dense, urban, vibrant, and pedestrian-friendly environment offering a mix of commercial and residential uses.
- Attract a more diverse mix of commercial development along Highway 51.
- Encourage auto-oriented shopping centers along Highway 51, south of I-55.

Participants indicated that auto-oriented, standalone, and big box retail development are least preferred when considering future redevelopment opportunities in the City. Perryville’s proximity and access to Interstate 55 and the City’s position as a retail hub for Perry County and surrounding areas supports retail demand, allowing the City to attract customers from surrounding areas. However, when asked where they currently meet their shopping, dining, and entertainment needs, the vast majority of participants indicated they travel to the Jackson-Cape Girardeau area where a wider variety of auto-oriented retail developments are located, including chains like Target and Kohl’s. Participants indicated that basic retail needs can be met shopping locally at both chain and local retailers.

Preferred Locations for Future Commercial Development

As shown in the map on the right, the community indicated preferences for commercial development along major corridors and in Downtown Perryville. Building upon the historic charm of the Square, lifestyle center developments (green dots) are primarily preferred in Downtown. A mix of commercial development types are desired along Highway 51 with auto-oriented retail being preferred closer to the interstate. Neighborhood commercial and auto-oriented retail development were both desired near the future I-55 interchange (formerly at T Road). Participants’ comments indicated that Highway 61, particularly between Highway 51 and N. Main Street, currently has a wide mix of uses which created some challenges to imagining what development should go there in the future. Some comments leaned into the idea of small-scale light industrial uses to create a buffer from the Industrial Park to the north. Saint Joseph Street, a corridor in transition was seen as an opportunity for neighborhood-scale retail and mixed-use.



ACTIVE TRANSPORTATION: BICYCLE INFRASTRUCTURE

Without local or regional public transit options and in need of improvements to pedestrian and bicyclist accessibility and connectivity via the City’s existing sidewalk and trail networks, Perryville is an auto-centric community. However, many community members indicated that members of their household do currently bike. When asked about their preferences for bicycle infrastructure, most indicated that they prefer physically separated bike lanes throughout town over sharrows (sharing the road with cars) and standard bike lanes (pavement markings on the road or the shoulder). Physically separated bike lanes are facilities built for exclusive use by bicyclists, located within or directly adjacent to the street, and physically separated from motorist traffic by some type of vertical element (raised curb, safety posts, parking lanes, etc.).

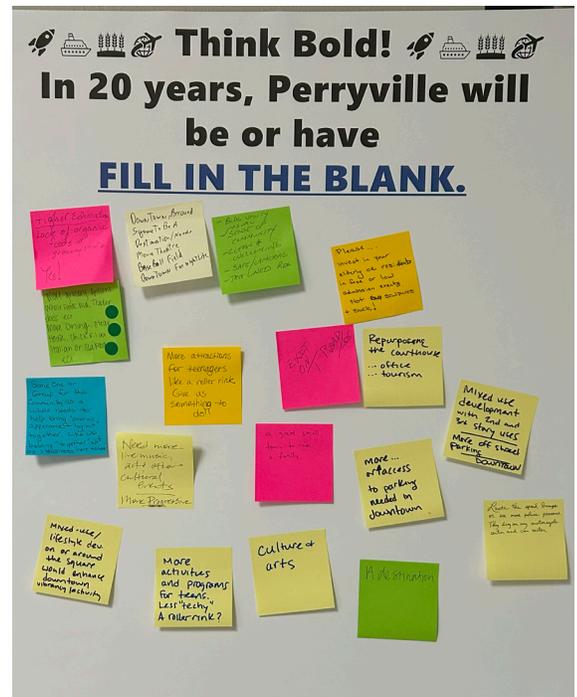
BUILT ENVIRONMENT DESIGN

Understanding that the design of built environments (buildings, sidewalks, gathering spaces, etc.) does not always take children into consideration, despite their use of these spaces alongside adults, community members were prompted to share their input about aspects the built environment that should be designed with children in mind. The prompt focused on four broad design ideas: playscapes, places to interact, places to take a break, and overall sense of place. Playscapes provide a way for pedestrians to interact with the built environment through activity and play, and could involve public art, street furnishings or the natural landscape. While the community expressed a desire for the built environment to be designed with children in mind with respect to each of these broad concepts, there was a strong preference for playscape experiences. Many community members commented that there are not enough things to do for the youth in Perryville. Playscape experiences incorporated into public gathering spaces, like Downtown, were viewed as creating a more family-friendly environment.

THINK BOLDLY! IN 20 YEARS, PERRYVILLE WILL BE OR HAVE _____.

After sharing their input on topics that emerged as planning priorities early on in the planning process, community members were encouraged to “Think boldly!” and given the opportunity to express their own visions and ideas for Perryville’s future. Thoughts and ideas were shared on a variety of topics and are summarized below.

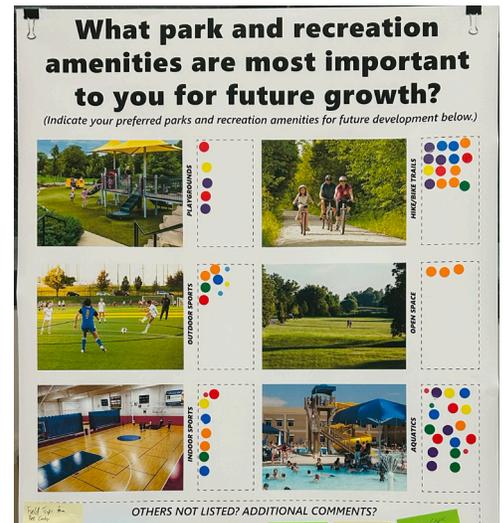
- A regional destination
- Expansion of Downtown around the Square
- Mix of uses in Downtown including residential above commercial
- Investment in the community for youth and aging population
- More grocery and restaurants
- Increased mixed-use and lifestyle centers Downtown
- Higher education
- More youth activities
- Additional cultural events
- Downtown enhancements including attractions and nightlife
- Tree lined streets
- Sense of visual continuity
- Security cameras
- Additional exit on I-55
- Reduced event admission fees for seniors
- Re-purposing of the courthouse
- Access and wayfinding to parking Downtown



PARKS & RECREATION

Based on national standards for parks and recreation, Perryville has an above average amount of park and green space acreage per resident. As the City's population grows, important things to consider will be identifying and closing any gaps in access and connectivity to parks, enhancing recreation amenities in existing parks, and planning for new recreation facilities that do not currently exist to meet the community's recreation demand. Aquatics, hiking/biking trails, and indoor sports facilities were identified as being the most important when considering the future growth of parks and recreation amenities and facilities in Perryville. Other comments related to the community's desires for enhancing existing and creating new parks and recreation amenities and facilities included:

- *Aquatics*: Creating an outdoor swimming facility.
- *Trails*: Longer off-road trails are preferred. Improving trail safety was also noted as a concern.
- *Amenities*: Ensure the parks and recreation facilities offer amenities geared towards all age groups.
- *Sports Complex*: The City's existing soccer complex and baseball fields were noted by many community members as being the "most loved" aspect about existing parks. However, the community also expressed a desire for more indoor sports facilities and fields.



COFFEE & CONNECTIONS WITH THE PERRYVILLE CHAMBER OF COMMERCE

On June 7th, the Project Team participated in the Perryville Chamber of Commerce's Coffee & Connections event. This regular convening of Chamber members is an opportunity for business and civic leaders to come together to share and learn about new and exciting happenings in Perryville, network for business development opportunities, shine a light on success stories, and gather support for initiatives impacting the community as a whole.

The Project Team presented an overview of the Comprehensive Plan planning process to Chamber members, promoted the community survey, and had the opportunity chat with some members one-on-one.



OPEN HOUSE #2

The Project Team held a second open house from 3pm to 7pm on August 9th at Perry Park Center. The goal of this engagement event was to gather community feedback on future land use and development concepts. These concepts focused on Downtown, Saint Joseph Street, the area around North Main Street and Highway AC, possible areas of expansion beyond the City limits, and parks and recreation facilities and amenities. Ideas for these areas and topics were visualized through maps, 3D renderings, and other imagery. Approximately 50 community members attended the open house and provided feedback, both on the boards and through conversations with members of the Project Team. The following sections describe the feedback received at the Open House, and the finalized concepts are presented in the Land Use & Development Scenario Planning section of this plan.

DOWNTOWN PERRYVILLE CONCEPTS

The goal of the Downtown scenarios was to explore the expansion of the Downtown area beyond the Square. The concepts considered incorporating more mixed-use developments along major corridors, increasing residential density Downtown, connecting Downtown with other areas of the City, and incorporating signage or gateway features. A summary of the feedback on the Downtown concepts are below.



- There is a desire for mixed-use development, more housing opportunities, and neighborhood scale commercial utilized by small businesses.
- Community members liked the idea of gateway signage and branding to create a greater sense of place in Downtown and wayfinding to help orient visitors.
- Public art also was also noted positively.
- Outdoor gathering spaces are important to members of the community, particularly family-friendly spaces.
- Understanding parking demand currently and as new developments occur will be important.

SAINT JOSEPH STREET CONCEPTS

Saint Joseph Street acts as one of the main thoroughfares into Downtown. Many visitors to Perryville will travel along Saint Joseph Street, presenting an opportunity to welcome visitors to Perryville and introduce placemaking and wayfinding features to help orient visitors. Additionally, Saint Joseph Street currently consists of a 50-foot right-of-way, with narrow sidewalks, wide driving lanes, and underutilized parking on both sides of the street. The lack of painted lines and the vacant parking areas fosters higher driving speeds than is desired, especially as vehicles approach Downtown. The Saint Joseph Street concepts explore roadway design alternatives for the roadway that could slow traffic down, increase walkability, and offer safer biking opportunities. The concepts also explore the mix of land uses desired along Saint Joseph street, such as more mixed-use development or maintaining a mix of low density residential and commercial development. Feedback received on these concepts included:

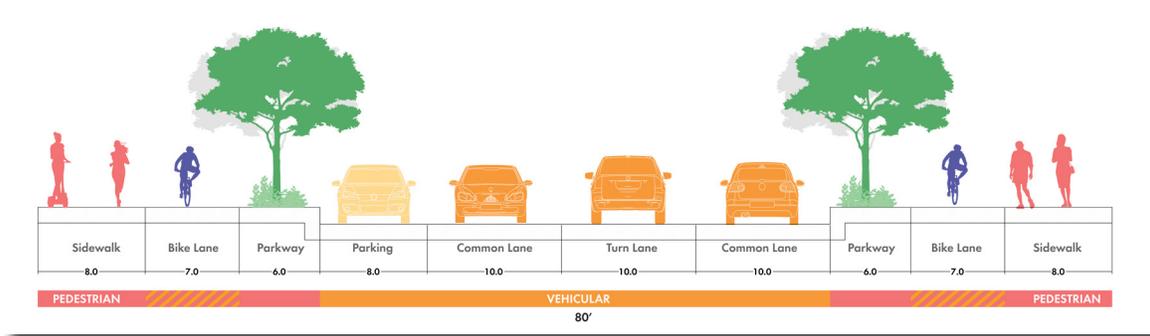
- Trees along the right of way were noted as desirable by many people.
- Redesigning the roadway to ensure greater safety for pedestrians and cyclists is important.
- The intersection of Saint Joseph Street and Highway 51 is a good location for a new gateway feature or welcome sign.
- There is a preference to preserve the residential properties along Saint Joseph Street rather than incorporate mixed use developments, as there is concern about losing residential units at the expense of commercial.
- There is little concern about the removal or reduction of parking along Saint Joseph Street, but there are some areas along the street that may need some street parking on one side of the street.



NORTH MAIN STREET AND AC HIGHWAY

The area along AC Highway and North Main Street is predominantly industrial, with large tracts of land utilized by TG Missouri, Robinson Construction, and Gilster-Mary Lee, among other smaller industrial uses. Large tracts of land are also vacant or utilized for farming, and some residential properties are located along North Main Street south of East Wichern Road. North Main Street also currently has an 80-foot right of way, though only 44 feet are currently utilized for the street, shoulder, curb and gutter, and there are no sidewalks. Additionally, a floodplain runs just north of Highway 61 in this area. These scenarios explore the utilization of the right of way as well as the future land use of this area. Given the amount of undeveloped land in the vicinity of several major employers, it presents an opportunity for residential development, while its proximity to Downtown also opens up commercial development opportunities. Leaving space for companies to expand or new employers to locate in this area is also an important consideration, as is protecting the reflective atmosphere of the Missouri National Veterans Memorial. Some of the feedback received on these scenarios included:

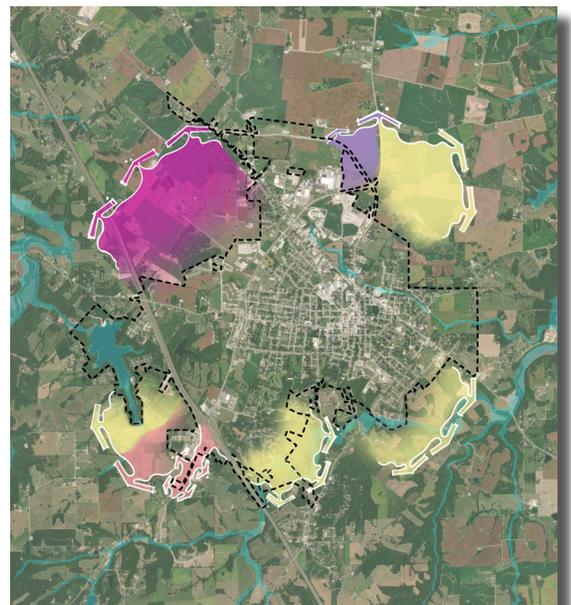
- Bike lanes along North Main Street are needed.
- There is a desire to increase walkability along North Main Street through the addition of sidewalks and crosswalks.
- Housing in this area was received positively, but it will be important to ensure it is affordable to families and employees.
- Orienting buildings to the street and incorporating parking behind the buildings is preferred.



FUTURE GROWTH AREAS

Growth beyond Perryville's existing boundaries is an important long-term consideration. The high demand for housing, a desire to increase commercial offerings, and supporting the potential growth or addition of industry and major employers are all important factors that could merit future geographic expansion of the City. The growth scenarios proposed what directions the City could expand in and what uses might be most desirable in those areas. Feedback on growth areas included:

- Growth on the western edges of Perryville would merit further consideration of pedestrian and cyclist access across Interstate 55.
- The area to the northwest of the City along Interstate 55 would be a good location for auto-oriented outlet retail and additional parks and recreation facilities.
- Residential growth should incorporate single family and duplexes as those are most needed. Mid-rise apartments could also be incorporated in some places.



PARKS, RECREATION, AND TRAILS

Parks and recreation was also explored during Open House #2. Perryville’s parks and recreation amenities currently meet or exceed most benchmarking statistics based on the City’s population and in comparison to other communities of its size. However, some needs have been identified through benchmarking and community engagement, such as outdoor aquatics. Community members were given an opportunity to visualize existing park distribution and access, as well as future opportunities for additional parks, recreational facilities, and trails. Some of the feedback received on these topics included:

- It is important to prioritize the creation of stronger connections between existing parks, trails, and recreational assets. Stronger connections are needed to and from Perry County Lake and TG Trail.
- Expansion of future park space in the northwestern quadrant of Perryville is viewed favorably.
- The floodplain area that parallels Highway 61 is seen as a low priority for development of trails and park space, since expanded sidewalks along Highway 61 provide connectivity in that area.
- Protection of floodplains and riparian areas should remain a priority. Passive use of these sites that prioritize storm water management could be considered in the long-term.
- Other items mentioned for consideration included:
 - Skate park
 - Outdoor amphitheater
 - Indoor trampoline and rock climbing
 - Lake use for kayak and canoe rentals
 - Including fencing around playgrounds
 - Increasing access to bathrooms in parks
 - Additional shaded areas in parks

OPEN HOUSE #3

The final open house was held from 3pm to 7pm on October 9, 2023 at Perry Park Center. The goal of this engagement event was to gather community feedback on the goals, objectives, and key results borne out the planning process. This would serve as the framework for the Comprehensive Plan.

Engagement boards for the plan presented broad goals within the following categories:

- Community Character
- Housing
- Business, Industry, and Employment
- Parks, Recreation, and Connectivity
- Tourism
- Growth Areas
- Plan Implementation



Feedback gathered during the open house was used to refine the objectives and key results prior to writing the Comprehensive Plan.



STAKEHOLDER MEETINGS

In April, the Project Team began hosting a series of stakeholder meetings with members of the Perryville community. Over the course of the planning process, the Project Team met with more than twenty stakeholders in both one-on-one interviews and focus group discussions. These stakeholders were identified with assistance from the Steering Committee and have included business owners, major employers, public and private education institutions, faith leaders, tourism attractions, community organizations, as well as City and County government leaders.

These 30- to 60-minute meetings were conducted in-person and virtually. Stakeholder meetings serve as an opportunity for the Project Team to better understand the local landscape, community values, and the relationship between each stakeholder and the community. These meetings also offered a chance to explore ways in which the City could be a better partner, and how each stakeholder could support the City's growth moving forward.

STAKEHOLDERS ENGAGED

- American Tractor Museum
- Association of the Miraculous Medal
- Chamber of Commerce
- Citizens Electric
- City Departments: Parks & Recreation, Building & Zoning, and Public Works
- Gilster-Mary Lee
- Immanuel Lutheran
- Local businesses
- Local housing developers
- Local Realtors
- Missouri Department of Conservation
- Missouri's National Veterans Memorial
- Perry County Commissioners
- Perry County Community Foundation

- Perry County Economic Development Authority
- Perry County Heritage Tourism
- Mercy Hospital Perry (Formerly Perry County Memorial Hospital)
- Perry County School District
- Perryville Plaza Community Improvement District
- Perryville Senior Center
- Ranken Technical College
- Robinson Construction
- Southeast Missouri Regional Planning Commission
- St. Vincent De Paul School
- TG Missouri

CONCLUSIONS FROM STAKEHOLDER MEETINGS

The Project Team utilized a list of standard questions to gather information about each stakeholder's role in the community and their perspectives on any strengths, weaknesses, opportunities, threat, or bold ideas impacting Perryville's future. Other questions were tailored to the unique identity of each stakeholder and their role in the community. The results of those interviews are summarized below:

Housing

- There is an overall shortage of housing stock in Perryville which makes it difficult for new residents to find housing or for existing residents to downsize or grow with changes to their lifestyle or family size. Affordability of the existing housing stock and new developments is also becoming a concern.
- Senior housing is in high demand, and support and resources for the elderly living at home are stretched thin. Providing more senior housing could draw in new residents and allow aging residents to downsize comfortably, if desired, reintroducing additional housing stock to the market.
- Short-term housing and furnished housing options could benefit traveling nurses, students, and traveling professionals.



Industry and Employment

- Perryville’s major employers are invested in the Perryville community and its success, and they feel supported by the City.
- Employers are struggling to fill job openings, especially entry-level, unskilled positions. Workforce limitations are the biggest threat to future economic growth.
- The lack of housing has become a threat to workforce growth, as job candidates struggle to find places to live and turn down job offers as a result.
- There may be a negative perception of jobs in industry and manufacturing that will need to be overcome. Teaching youth about the types of jobs available in Perryville and the potential for career growth could help them consider these jobs or trade school as viable options after high school.
- Child care is limited and there are no options for evening or overnight shift workers.

Tourism

- Perryville has a number of tourism attractions that draw local and long-distance visitors.
- Most visitors come for day trips, but an opportunity exists to transition those visits to multi-day trips with a tourism strategy that connects the different attractions in a way that tells Perryville’s story. Adding another hotel or other lodging options would support visitors staying in town, and additional dining, retail, and entertainment options are also needed.
- Despite being a relatively new organization, Perry County Tourism has a broad scope of programming and marketing efforts.

Downtown

- Most people view “Downtown” as just the Square, but are open to expanding that footprint.
- Wayfinding and branding could help define Downtown and improve navigation between amenities.
- Additional outdoor dining and outdoor public seating is desired.
- The historic character of the Square is unique and should be preserved and highlighted, perhaps through architectural tours or plaques describing the buildings’ histories.

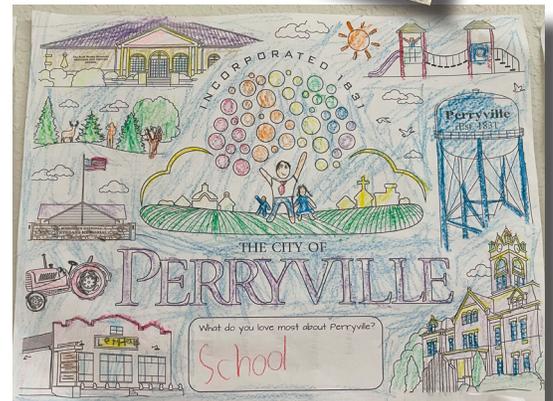
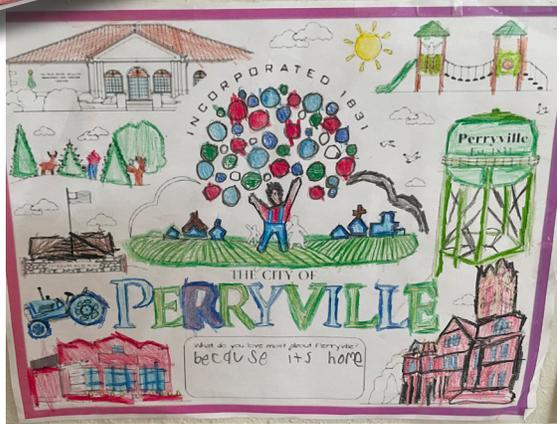
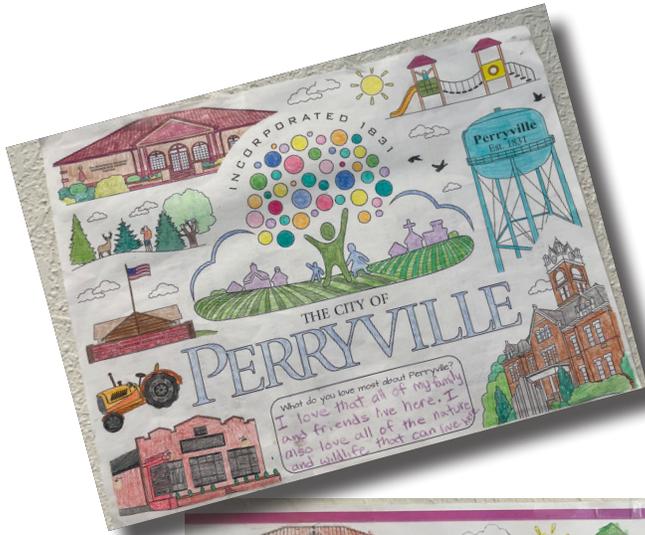
Parks and Recreation

- There is a desire for a new, larger park with an indoor sports complex.
- Staff capacity to maintain park amenities and facilities is tight, and would need to be expanded if additional facilities were added in Perryville.
- Youth recreational programming could be enhanced.
- The Parks and Recreation System Master Plan needs to be updated.
- There is a need for education on the importance of incorporating and maintaining native plantings, tree canopy, and green infrastructure.



YOUTH ENGAGEMENT

In order to involve children in some capacity in the planning process, coloring sheets with some of Perryville’s landmarks and buildings were created. The sheets also asked “What do you love most about Perryville?” These coloring sheets were provided to kids at the Perry Park Center as part of a coloring contest led by staff at the center. More than 30 children participated and left behind their coloring sheets to be displayed on a wall in the center. Coloring sheets were also available during the second and third open houses for kids to work on while their parents provided feedback.



COMMUNITY SURVEY

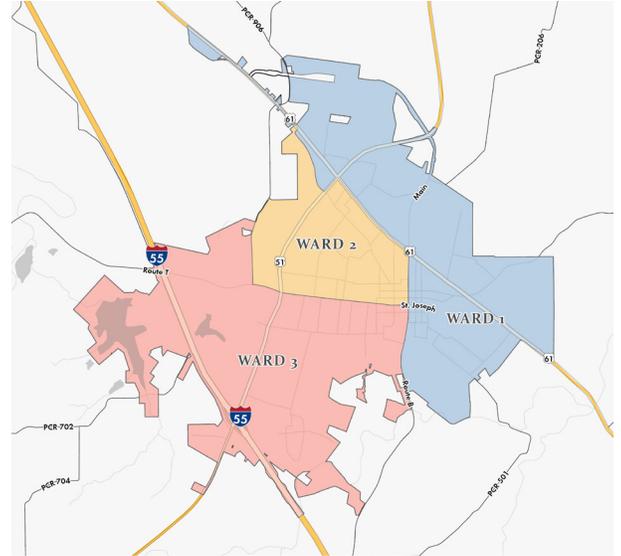
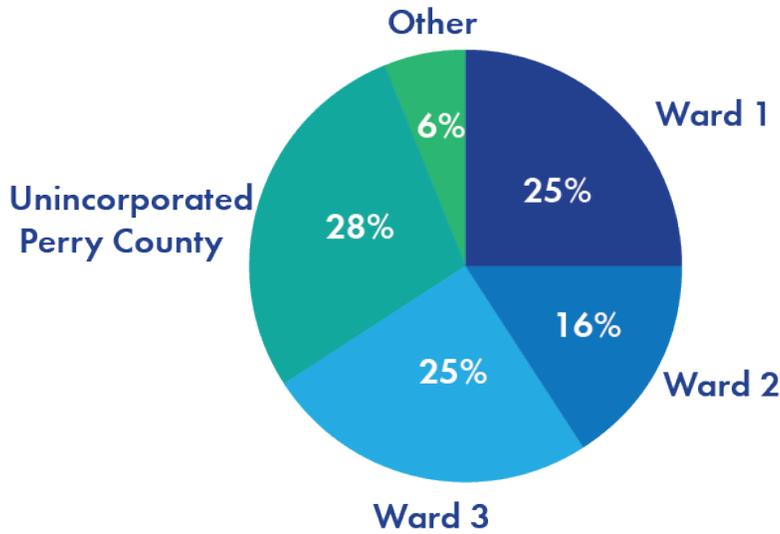
The community survey was open between April 19, 2023 and August 11, 2023. Information about the survey was distributed to residents and employers in a number of different ways, detailed earlier in the Community Outreach section. In total, 403 people took the survey online during that time. One additional survey was completed by hand. A detailed analysis of each survey question is available on the following pages.



ABOUT THE RESPONDENTS

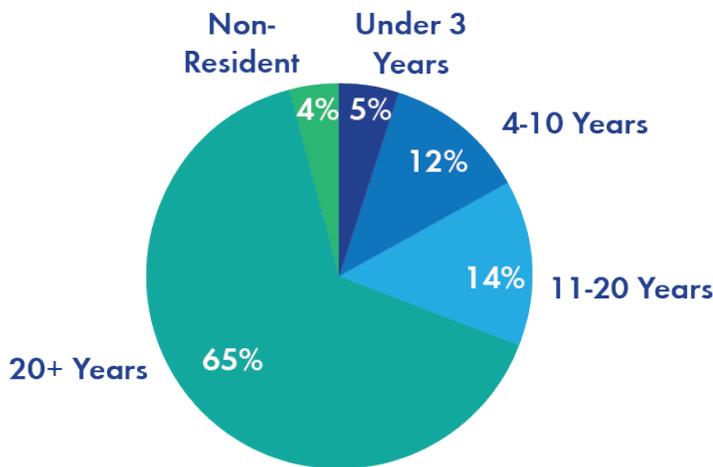
Q1 WHERE DO YOU LIVE IN (OR AROUND) PERRYVILLE?

Most respondents live in Unincorporated Perry County (28%), Ward 1 (25%), or Ward 3 (25%).



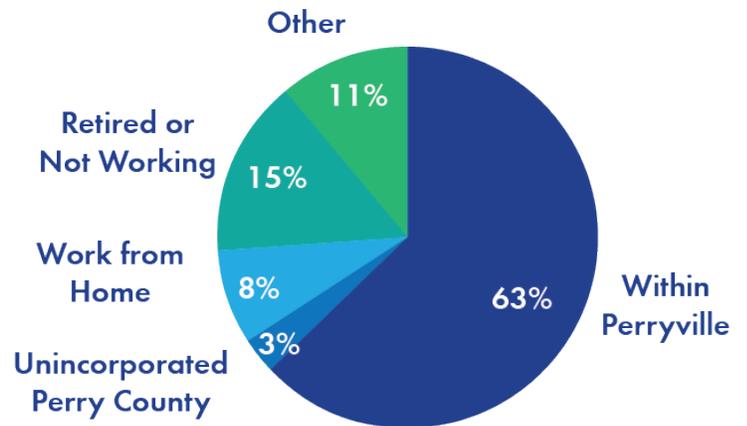
Q2 HOW LONG HAVE YOU LIVED IN PERRYVILLE?

Nearly two-thirds (65%) of respondents have lived in Perryville for more than 20 years.



Q4 WHERE DO YOU GO TO WORK?

Nearly two-thirds (63%) of respondents work in Perryville. 15% are retired or not currently working. Other respondents work from home, in Unincorporated Perry County, Cape Girardeau, Ste. Genevieve, or St. Louis.



LOOKING BACK

Q3 WHY HAVE YOU CHOSEN TO LIVE IN PERRYVILLE?

The following themes were repeated throughout the survey responses as reasons why they chose to live in Perryville:

Born and raised in Perryville
Work
Family ties
Sense of community
Great place to raise a family
Small town feel
Community values
Faith community
Safety
Affordability

Q5 IN YOUR OPINION, HOW HAS PERRYVILLE CHANGED OVER THE PAST FEW DECADES?

Most respondents recognized that the City has grown and expanded over the past few decades, though some pointed out that not much has changed. Primary themes regarding how Perryville has changed over the past few decades included:

- Increased tourism
- More industry and jobs
- Growth and expansion
- Housing has become less affordable and less available
- More businesses have opened
- Improvements to the downtown square
- Improvements to parks and recreation
- More activities for adults
- Updated infrastructure, including street improvements and a more connected sidewalk network

“

I love a small community and my family has been here for generations.

Originally I moved here for family. Found out it is a beautiful historic small town.

“Perryville is affordable, safe, and has lots of outdoor activities to participate in.

”

“

There seems to be an explosion of small businesses and events on the square.

I think we have grown from a very small town with limited opportunities to a small town with jobs, entertainment, and multiple activities.

It has grown in size but kept its small town feel.

The housing market is tough. Starter homes are being scooped up for rental homes and making it difficult to find affordable housing.

”

RESIDENTIAL PREFERENCES

Q6 AS THE CITY CONTEMPLATES FUTURE DEVELOPMENT, WHAT TYPES OF RESIDENTIAL DEVELOPMENT WOULD YOU LIKE TO SEE IN PERRYVILLE? (IMAGES PROVIDED ARE FOR REFERENCE ONLY, AND DO NOT DEPICT ANY PROPOSED OR PLANNED DEVELOPMENTS.)

78% of respondents would like to see single-family residential in Perryville. The next most popular responses were mixed-use with residential and commercial (35%) and two-family housing (33%). Condominiums (13%) and mid-rise apartments (16%) were the least preferred types of future residential development.



Two-Family
33%



Mid-Rise Apartment
16%



Mixed-Use
35%



Townhouse
25%

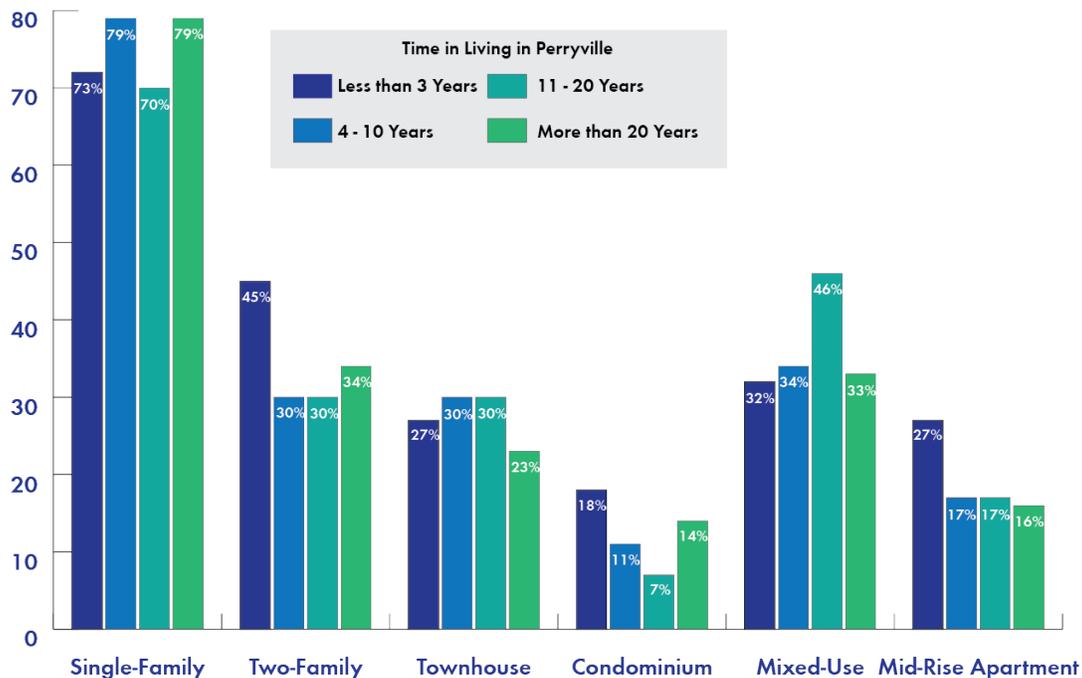


Condominium
13%



Single-Family
78%

The response rates were largely comparable across respondents regardless of the time they had lived in Perryville, except that new residents (less than three years) had higher preferences for two-family homes, condominiums, and mid-rise apartments. Residents living in Perryville for 11 to 20 years also had higher preferences for mixed-use.

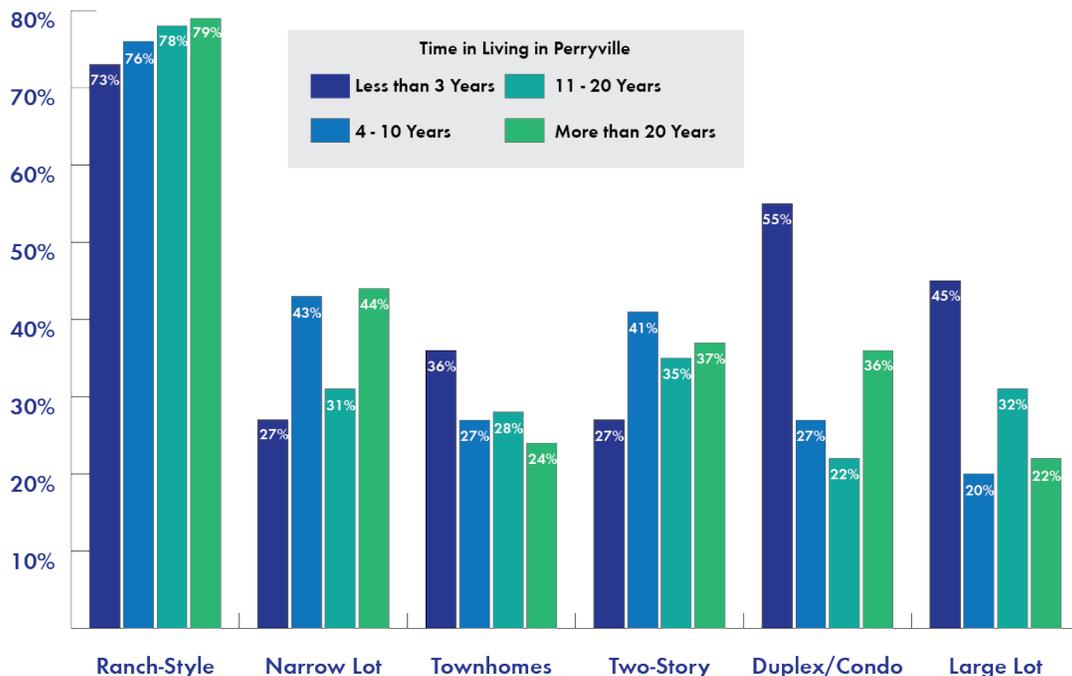


Q7 WHAT TYPES OF NEW SINGLE FAMILY HOME DEVELOPMENTS WOULD YOU PREFER TO BE CONSTRUCTED IN PERRYVILLE?

Of the types of new single-family housing, 78% of respondents preferred to see ranch-style homes. Compact/narrow lot homes were the second-most preferred option with 40% of respondents interested, closely followed by two-story homes (36%). Large lot estates (24%) and townhomes (25%) were the least preferred.



The response rates varied depending on the length of the time the respondent had lived in Perryville. Ranch-style homes were the most preferred across the board, but at higher rates the longer they lived in Perryville. Residents of less than three years had higher response rates for townhomes, duplexes or condominiums, and large lot estates. Residents of more than 20 years also showed a preference for condominiums and narrow lot homes, which could be an indication of a desire to downsize or for senior condominiums. Narrow lot homes and two-story homes saw higher responses from residents of 4-10 years.



Q8 WHERE IS NEW RESIDENTIAL DEVELOPMENT OR REINVESTMENT IN EXISTING RESIDENTIAL NEIGHBORHOODS MOST NEEDED?

When asked about where new residential development or reinvestment is most needed, the following locations were mentioned by multiple people:

In the discussion about residential development or reinvestment, other main topics that came up in responses included:

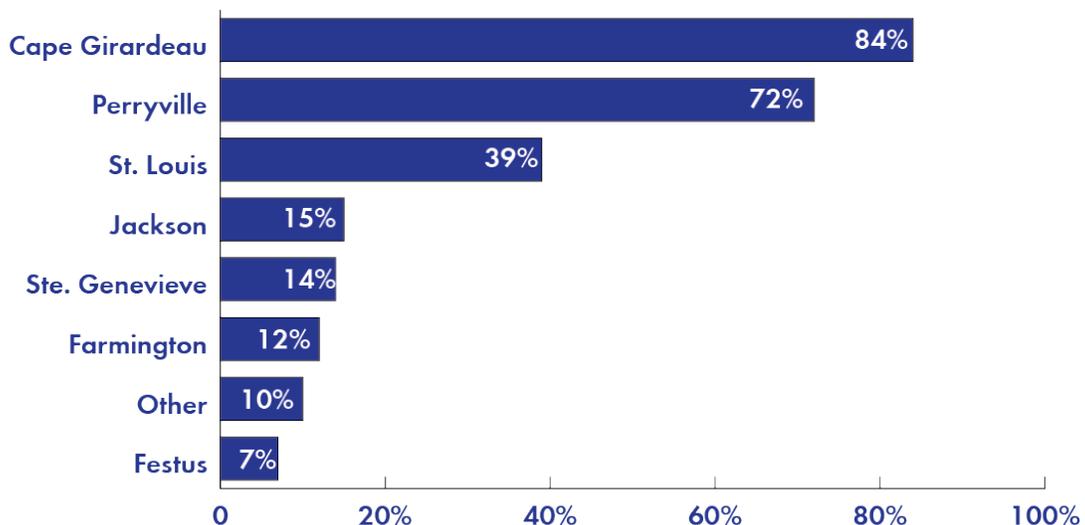
- Edgemont Blvd
- Downtown
- Near the industrial park
- Highway 51 past Walmart
- Main Street
- Along 61
- West side before Bypass
- Grand Ave
- South of town
- St. Joseph St
- Sycamore Rd
- Highway B
- Feltz Street

- Annexation
- Reinvestment in old homes
- The importance of affordability
- Need for more senior housing or for aging in place
- More sidewalks and generally better infrastructure
- Need for small starter homes or retirement homes
- Need for larger 3+ bedroom homes

COMMERCIAL PREFERENCES

Q9 WHERE DO YOU TYPICALLY GO TO MEET YOUR SHOPPING, DINING, OR ENTERTAINMENT NEEDS?

72% of respondents typically meet some or all of their shopping, dining, or entertainment needs within Perryville. Comparatively, more respondents (84%) go to Cape Girardeau. St. Louis was another popular spot for 39% of respondents. Jackson and Ste. Genevieve received similar response rates of 15% and 14% respectively.



Q10 IF YOU TRAVEL OUTSIDE OF PERRYVILLE TO MEET YOUR SHOPPING, DINING, AND/OR ENTERTAINMENT NEEDS, WHAT ARE SOME OF THOSE THINGS YOU WISH WERE IN PERRYVILLE?

Respondents provided a number of different ideas on missing shopping, dining, and entertainment in Perryville, including a need for:

- More sit-down restaurants with a greater variety of cuisines and hours of operation (late evening, weekends) and outdoor dining. Of all responses relating to dining, the need for a steak house stood out most prominently.
- More grocery options, most notably Aldi.
- Healthy food options, both through grocery and dining.
- Additional clothing retail options.
- Chain retailers and restaurants, such as Chick-fil-A, Dairy Queen, T.J. Maxx, Target, Lowes, Home Depot, and Sam’s Club.
- More trails and outdoor recreation.
- A mid-scale hotel, such as Drury, Hilton Garden Inn, or Hampton Inn.
- Entertainment options for kids, teens, and young adults. Some ideas mentioned included places like:

- | | |
|---------------|-----------------------------------|
| Laser tag | Swing-A-Round Fun Town in Fenton |
| Escape room | Dogwood Social House |
| Axe throwing | Family Fun Centre in Bonne Terre |
| Adult arcades | Dave & Busters |
| Skate park | Chuck E. Cheese |
| Movie theater | Scissortail Park in Oklahoma City |
| Indoor sports | |

Q11 WHAT SHOULD FUTURE COMMERCIAL DEVELOPMENT LOOK LIKE IN THE CITY?

When asked about what future commercial development should look like in Perryville, more than half of respondents were interested in lifestyle centers (53%) and small-scale neighborhood retail (53%). Standalone big box stores (22%), auto-oriented outlet retail (26%), and auto-oriented shopping centers (28%) were least preferred.



**Small-Scale
Neighborhood Retail**
53%



**Dense, Mixed-Use
Development**
28%



Lifestyle Center
53%



**Auto-Oriented Outlet
Retail**
26%



**Auto-Oriented
Shopping Center**
28%



**Standalone Big Box
Store**
22%



Q12 WHERE IS NEW COMMERCIAL DEVELOPMENT OR REINVESTMENT IN EXISTING COMMERCIAL AREAS MOST NEEDED?

When asked about where new commercial development or reinvestment is most needed, the following locations were mentioned by multiple people:

The Bypass or Highway 51 by the interstate exit
Reinvestment in Perry Plaza
Highway 61 by the park, Park Center, & Willow Pond
Highway 51 to Chester

Downtown and the Square
Near the industrial park
St. Joseph Street

Q13 WHAT CHARACTERISTICS ARE MOST IMPORTANT FOR FUTURE COMMERCIAL DEVELOPMENT?

- Long-term and good-paying jobs at a variety of skill levels.
- Affordability, both in terms of commercial leasing rates and the price of retail goods.
- Preservation of Perryville’s small town character.
- Matching the design or character of existing buildings.
- Sufficient parking, infrastructure, and flow of traffic.
- Variety of stores and products.
- Clean buildings and curb appeal.
- Outdoor seating (outdoor dining or public seating).
- Walkability.
- Family-oriented businesses or activities, and things for youth, teens, and young adults to do.
- Small or local businesses.
- National brands or chains.

DOWNTOWN

Q14 WHAT DO YOU ENJOY MOST ABOUT DOWNTOWN PERRYVILLE?

While a number of respondents indicated that they do not go Downtown, the majority of respondents spoke positively of Downtown and highlighted what they liked most:

Downtown’s atmosphere and small town feel
The historic architecture and its charm
Downtown is clean, well-kept, and well-maintained
Recent renovations show the City’s pride in its Downtown
Events and activities that are held Downtown
The Courthouse
The restaurants, shops, and businesses
Landscaping, murals, outdoor lights, and seasonal decorations
Walkability
The gazebo
Safety

“

The old town architecture that has been restored/refreshed to maintain the character of what perryville is. A smaller, clean community full of people that are proud of what they have and want to take care of it.

Everything is walkable.

The community feel. That you can run into family and friends while out and about.

The Square when it’s dressed up for an occasion.

The friendliness of the people who own the businesses and the care they take in making downtown a place to be proud of and reminiscent of past times.

”



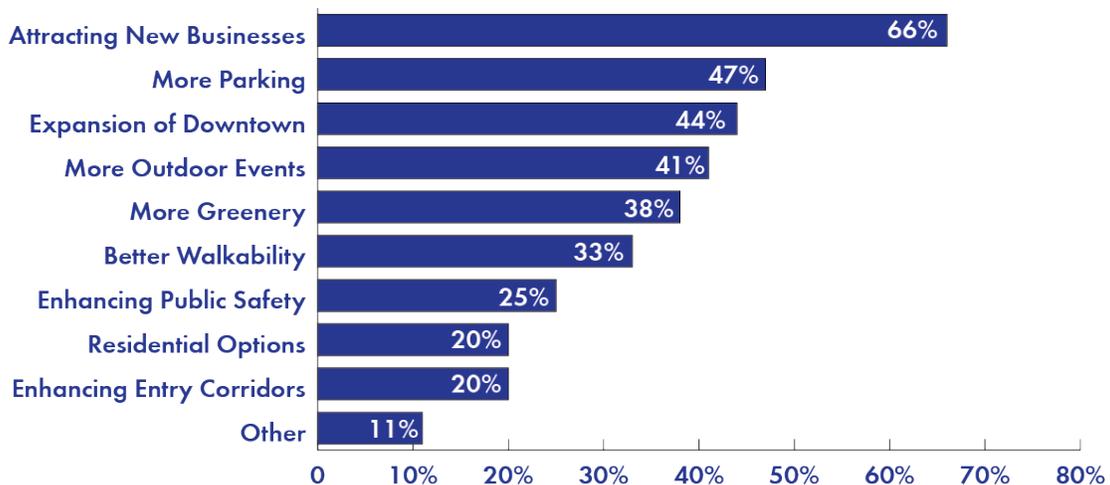
Q15 WHAT CHANGES WOULD YOU LIKE TO SEE IN DOWNTOWN PERRYVILLE?

Residents were asked what changes they would like to see in Downtown Perryville, which included:

- Continuing updates and renovations to buildings Downtown, particularly on and around the Square, and improving curb appeal.
- More retail and restaurants, particularly more outdoor dining options and less office or professional uses. Having businesses with varying hours, including night life, are desired.
- Public restrooms.
- Public seating, such as benches and picnic tables.
- More green space, landscaping, and trees.
- More parking and improvements to existing parking areas.
- More entertainment, music, and events of different types. A number of respondents expressed an interest in more events or activities not focused on alcohol or that are family friendly. Bringing in food trucks or having a farmer's market was mentioned by several people.
- Places for kids to play or things for kids to do.
- Respondents seemed divided on their preferences toward public art and murals, with some asking for more, while others requested their removal.
- Addition of a water feature.
- Residential options, including apartments and lofts.
- A number of respondents expressed concerns about traffic and noise related to events held on the Square.

Q16 WHEN FOCUSING ON DOWNTOWN REVITALIZATION, WHAT IS MOST IMPORTANT TO YOU?

The biggest priority respondents had for Downtown revitalization was the attraction of new businesses (66%). More parking (47%), expansion of the Downtown (44%), and more outdoor events (41%) were also important. Residential options integrated into development (20%), enhancing entry corridors (20%), and enhancing public safety (25%) were least important.



PARKS AND RECREATION

Q17 WHERE DO YOU GO MOST OFTEN TO ENJOY PARKS AND RECREATION FACILITIES IN THE AREA?

The responses received for this question in the survey indicate clearly that the Perry Park Center and the surrounding City Park space are highly valued and highly utilized by the community. The scale, diversity of activities, and amenities within City Park and the various amenities within the Perry Park Center likely contribute greatly to the high usage. The soccer complex was also a top destination for parks and recreation usage by the community, likely due to the scale of the facility and the programming of youth sports. The newer developments of the playground and splash pad at Robert J. Miget Park was indicated as an often used space in the parks and recreation system. To the right are the most consistently indicated parks and recreation facilities indicated in the responses.

- City Park
- Perry Park Center
- Soccer Park
- Robert J. Miget Memorial Park / Splash Pad
- Perry County Lake Seminary

Several parks and recreation facilities that were either not a part of the Perryville parks and recreation system or outside of the City altogether were indicated as well. These include the Seminary and parks and recreation facilities in other areas such as St. Louis, Cape Girardeau, Ste. Genevieve, and other surrounding communities.

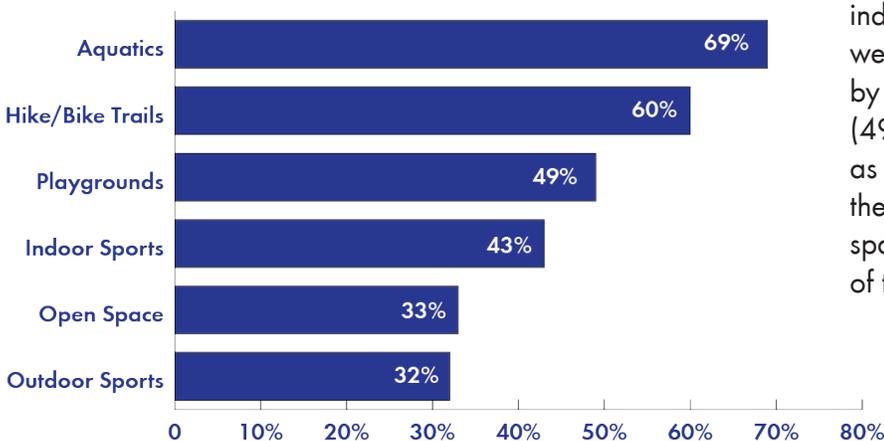
Q18 HOW CAN PARKS AND RECREATION OPPORTUNITIES BE IMPROVED FOR RESIDENTS?

Several parks and recreation amenities were indicated consistently for how the park system could be improved. These top indicated amenities included outdoor aquatics, improved and/or additional trails, and improved and/or additional playground spaces and equipment. Other spaces consistently indicated that provide support for other amenities within the park system included restroom and comfort station facilities, and improved parking. Another top indicated improvement for the parks and recreation system is incorporating amenities that cater to a diverse range of age groups. To the right are the most consistently indicated parks and recreation improvements indicated in the responses.

- Outdoor pool
- Improve or add trails
- More or improved playgrounds
- More or improved public restrooms
- Improved parking
- Inclusive and accessible amenities
- More sports or recreational leagues
- More indoor sports or recreational activities
- Skate park
- More community events
- More picnic areas
- Reduce or mitigate vandalism
- Lower costs
- Improved lake amenity
- Improved programming options

Q19 WHAT PARK AND RECREATION AMENITIES ARE MOST IMPORTANT TO YOU FOR FUTURE GROWTH?

The responses provide to this question were consistent with answers provided in the previous question in the survey. An outdoor aquatics facility was indicated as the most important amenity with about two thirds (69%) of the respondents indicating this amenity. Hiking and biking trails were also indicated as important to future growth by roughly 60% of the respondents. Playgrounds (49%) and indoor sports (43%) were indicated as important for future growth by just under half of the of the respondents. Outdoor sports and opens space were indicated as important by about 32% of the respondents.



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LOOKING AHEAD

Q20 IN YOUR OPINION, WHAT WOULD ATTRACT NEW RESIDENTS TO PERRYVILLE?

- Jobs, particularly diverse employment options and higher-wage jobs.
- Stronger public schools.
- More housing, particularly affordable housing, and better maintenance of existing homes.
- More retail and dining options.
- Parks and recreation amenities including indoor and outdoor sports facilities, strong sports leagues, hiking and biking trails, and an outdoor pool.
- Low crime rate.
- More activities and entertainment options that cater to all ages and abilities, such as family-oriented activities, night life, and activities for kids, non-drinkers, or individuals with special-needs.
- More quality child care, including options with extended or flexible hours.
- Preservation of the small town feel.

Q21 THINKING ABOUT THE CITY AS A WHOLE, WHAT ARE THE GREATEST STRENGTHS OF PERRYVILLE?

- The people
- Perryville's location, including its proximity to the interstate, St. Louis, and other neighboring communities
- Cleanliness and appearance
- Parks and recreation amenities
- Safety
- Employment and job opportunities
- History, tradition, and faith-based roots
- Small town feel and the sense of community
- City leadership and staff

Q22 WHAT CONCERNS DO YOU HAVE RELATED TO THE CITY'S FUTURE?

- Having an insufficient population to build the workforce and support employers.
- Insufficient housing, particularly the lack of starter homes, rising housing costs, and homes being converted to rentals.
- Rising crime rates, problems with drugs, and homelessness.
- Ensuring infrastructure (water, sewer, roads) are sufficient to support growth.
- Lack of upkeep of housing and other properties throughout the City.
- Lower rating school district with insufficient resources and facilities.

“

The collaborative efforts of the city, tourism and economic development for the betterment of the community. The great parks and recreation facilities.

We are small but mighty! We have great people and those great people continue to work so hard to make our community a safe, friendly, happy place to live. Perryville residents owe so much to those that invest back into the community. It all boils down to the people!

The people that live here. There are many hard working people that are trying to make this a better community.

For our city our parks are fantastic compared to anything from Cape to Farmington.

”



Q23 THINK BOLD! IN 20 YEARS, PERRYVILLE WILL BE OR HAVE...

- Extensive outdoor recreation opportunities, including biking trails, hiking trails, outdoor aquatics center, and more parks and playgrounds
- A more walkable city with an expansive sidewalk network
- Diversity of retail and dining options.
- More housing options, especially affordable and senior housing
- Top tier public schools
- Low crime rates
- Quality healthcare and hospital system
- More activities and entertainment options
- New indoor sports facility
- Shopping center, mall, or other large retail options
- New or bigger library
- More child care
- Water park
- Public golf course

Enough senior housing that the elderly can move out of their outdated family homes making housing more affordable for the new families leaving the city to build a new life in a welcoming small town. And more of our children can come back here after college and get a good job.

It will be the kind of city people will want to live in even if they don't work here.

Affordable diverse housing, restaurants, grocery and double its population.

“

More family friendly, fun, diverse, and inclusive! Small town vibes with big city activities.

A self sustaining thriving community that values small town life.

We will stop putting parking lots in spots that we could build businesses, we will have a top tier public school, we will have a very walkable downtown, we will create a digital, interactive map of downtown to allow people find eats, wifi, lodging, drinks, etc.

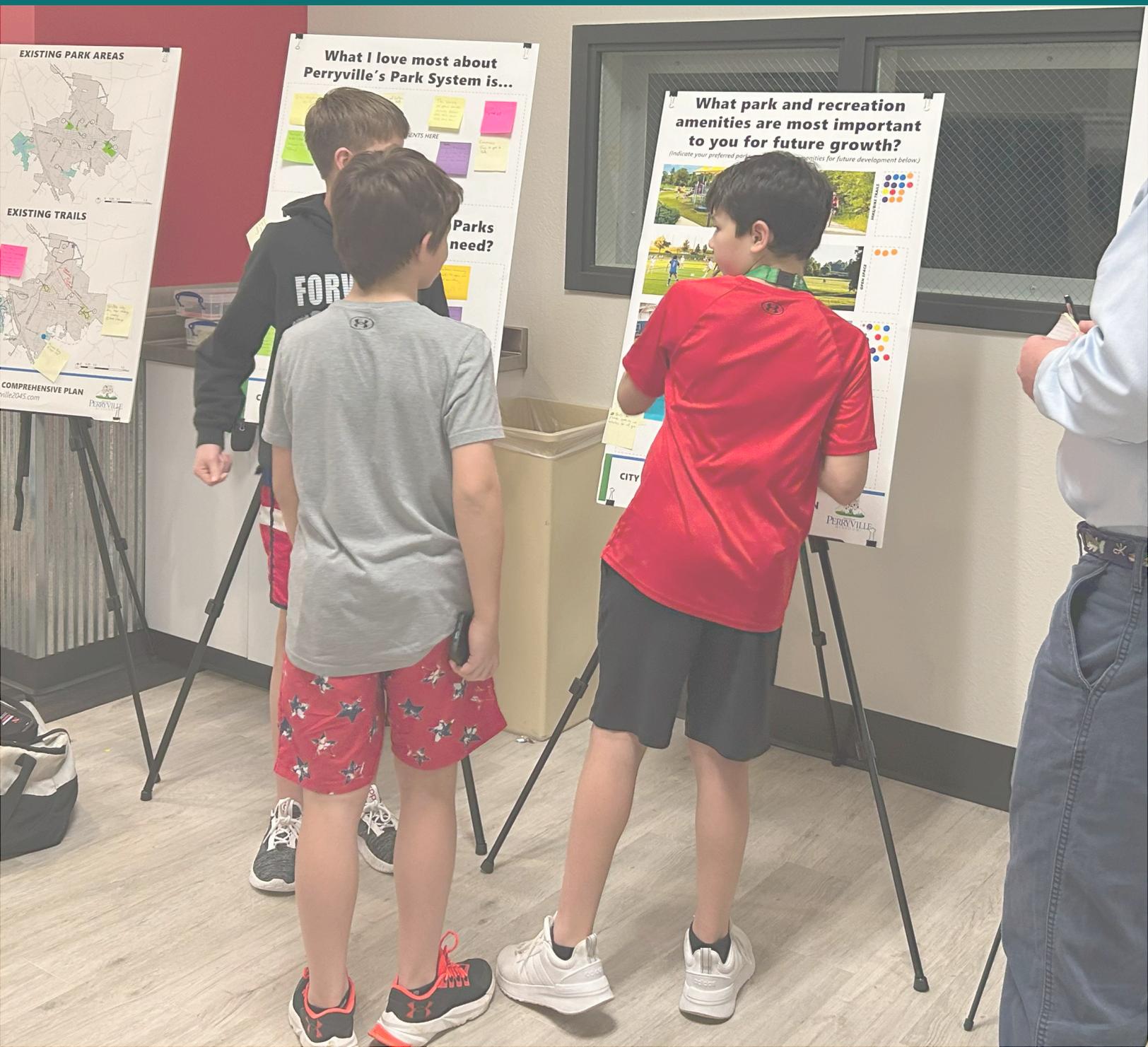
Expansive system of sidewalks throughout the town and all communities to encourage exercise and to provide a system for more people to get out and involved.

In 20 years Perryville will see 500,000 tourists a year who will come here to experience Route 66-style Americana in our tourist sites, classic restaurants, historic buildings, festivals and recreational activities.

”



SWOT ANALYSIS



STRENGTHS

- Community Character: “Small town” charm and the Historic Downtown Square
- Local Pride: Community members and leadership are committed to community betterment
- Tourism: The City’s tourism assets help to tell Perryville’s story and history
- Employment: Multiple major employers and job opportunities
- Parks and Recreational: Perryville’s amenities stand out for a community of its size
- City Staff: Provide quality services and trusted leadership

OPPORTUNITIES

- Industrial Career Pipeline: Growing partnerships between businesses and education institutions
- Tourism Potential: Developing a tourism strategy to make Perryville a place to visit

WEAKNESSES

- Housing: Lack of diverse housing options and a shortage of available housing
- Education: Public school district performance ranks lower than surrounding school districts
- Commercial Development: Lack of diverse shopping, dining, and entertainment options

THREATS

- Population Growth: Population stagnation or loss, particularly if strategies to address local housing needs are not identified and implemented.
- Development Character: Loss of community character if future development is not guided by development and design standards that preserve local character
- Employment: Impacts on industrial leaders or major employers if available jobs cannot be filled by skilled workers



SCENARIO PLANS



PURPOSE

Scenario planning is a way of exploring and visualizing the future use of targeted areas of a City to provide more specific recommendations during the comprehensive plan process. Scenarios are intended to explore sites in the City that are susceptible to change, face increased redevelopment pressure, or have significant City-owned, vacant, or underutilized properties. These areas were selected in cooperation with City staff and the Steering Committee. Each scenario plan is intended to provide a vision for the improvement, redevelopment, and revitalization of each area, and to establish recommendations for the City moving forward. The information included in the final scenario plans are reflected in the Future Land Use Strategy and the Implementation Matrix.

DOWNTOWN PERRYVILLE

Downtown Perryville is often and affectionately referred to as the Square, a nod to the 1904 County Courthouse at the heart of Downtown. Throughout the planning process, residents indicated a strong desire to grow Downtown physically beyond the Square and to enhance retail, dining, and entertainment options available. The scenario planning process resulted in a new Downtown boundary and preferred future land use and development concepts focused on enhancing walkability and supporting a variety of land uses.

SAINT JOSEPH STREET

West Saint Joseph Street between Highway 51 and Holly Street is a key gateway into Downtown for visitors coming into Perryville from Interstate 55 or from Highway 51. Many residential structures located near the intersection of W. Saint Joseph Street and Highway 51 have transitioned to commercial uses over the last ten years. These properties are seen as suitable opportunities for redevelopment as small-scale, neighborhood commercial uses. The scenario planning process concluded with this section of W. Saint Joseph Street serving as an extension of the Downtown District future land use, which promotes mixed use development and neighborhood commercial, with opportunities to introduce a variety medium density residential housing types. This approach intended to transform W. Saint Joseph Street into a vibrant, walkable corridor that provides a transition into Downtown where higher intensity mixed-use and higher density residential uses are supported.

NORTH MAIN STREET & HIGHWAY AC

Existing land uses along N. Main Street transition from primarily commercial uses in a walkable urban environment in Downtown to a primarily residential area with poor pedestrian access and connectivity between Highway 61 and W. Wichern Road. Continuing north, as the corridor crossing Highway 51, Highway AC (also referred to as Veterans Memorial Parkway) transitions into light and heavy industrial uses. The scenario planning process resulted in a vision for the corridor that considers the existing character, needs, and opportunities of both N. Main Street and Highway AC individually and collectively. N. Main Street is envisioned as a walkable, mixed-use corridor, an extension of Downtown Perryville. Highway AC, wrapping around the northern boundary of the Perryville Industrial Park which is anchored by many major employers and industrial users, is envisioned as an opportunity area for a mix of residential, commercial, and light industrial uses to support a range of community needs and compliment existing assets.



DOWNTOWN



EXISTING CONDITIONS

LAND USE CONDITIONS

Existing land uses in Downtown Perryville largely consist of a mix of commercial, residential, and institutional uses. Commercial uses include retail stores, restaurants, and professional offices occupying both mixed-use and small-scale commercial buildings. These uses are primarily concentrated along Main Street and the eight city blocks flanking the Courthouse Square. Downtown's institutional land uses primarily include City government buildings, County government buildings, fraternal organizations, and religious institutions. Residential uses are largely comprised of single family homes located on the outskirts of the Downtown area. A map of the existing land uses in Downtown is shown on the following page.

STREETScape AND TRANSPORTATION CONDITIONS

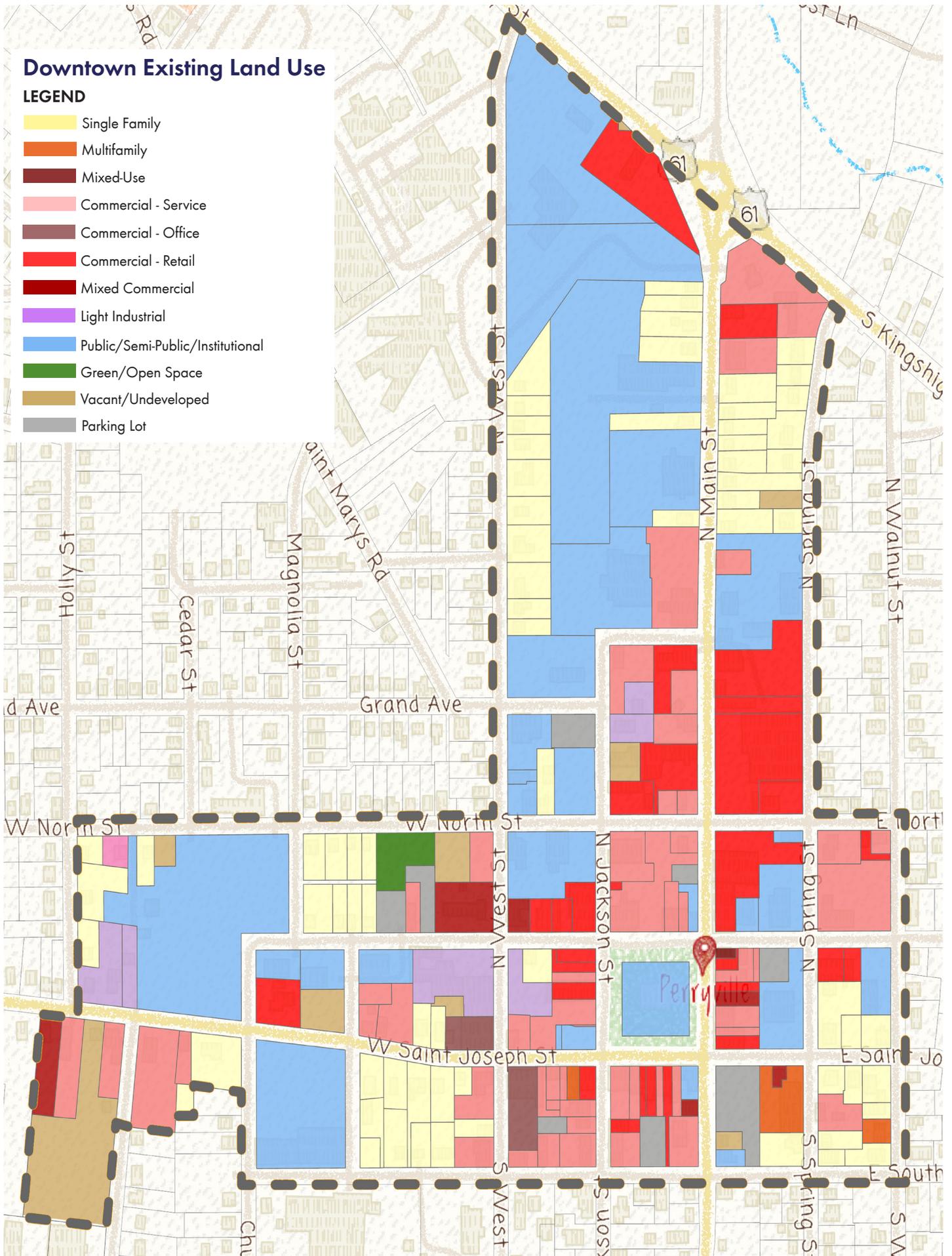
The Square features a traditional downtown streetscape, including street trees, pedestrian-scale lighting, street furnishings, public art, and outdoor gathering areas. Parking in Downtown includes both on-street and off-street public parking areas throughout the area. Downtown streets are also used to host major festivals and events.



Downtown Existing Land Use

LEGEND

- Single Family
- Multifamily
- Mixed-Use
- Commercial - Service
- Commercial - Office
- Commercial - Retail
- Mixed Commercial
- Light Industrial
- Public/Semi-Public/Institutional
- Green/Open Space
- Vacant/Undeveloped
- Parking Lot



FUTURE LAND USE SCENARIOS

DEFINING DOWNTOWN PERRYVILLE

“Downtown” is a term generally used to describe the commercial, cultural, historical, and/or geographic heart of a community. Downtowns are often characterized by the dense co-location of commercial, employment, and civic activity; historic buildings; and scenic streetscapes. Downtown Perryville is an asset to the City, with the Square highlighting Perryville’s historic charm and character. Most people in Perryville refer to Downtown and the Square synonymously. However, the existing land uses and landmarks that make up the Downtown’s character can be found beyond the Square.

To begin the scenario planning process for Downtown, it was important to define the geographic boundary for the area. The initial Downtown boundary was developed based on an evaluation of existing land uses, and the policies and regulations that support the area. This included the location of parcels zoned C-3 Central Business District, the Downtown Tax Increment Finance (TIF) District boundary, and the Festival District boundary. More broadly, the existing land uses that contribute to the historic charm and character and the areas where new development and redevelopment opportunities exist to enhance the Downtown environment were considered. This process resulted in the creation of a formal Downtown boundary area. The Downtown boundary was also present to the community during public engagement. This boundary can be seen on all maps of the Downtown scenarios.

DOWNTOWN SCENARIOS

Based on the existing land use conditions and community, scenario planning in Downtown considered a wide range of potential land mixes. Downtown Scenario 1 and Downtown Scenario 2, shown on the following pages are intended to show two examples of how land uses in Downtown could change as redevelopment occurs over the next 10 to 20 years.

Neighborhood-scale Commercial Opportunities

In both Downtown scenarios, properties along Main Street between W. North Street and Highway 61 were seen as ideal opportunities for neighborhood-scale commercial land uses. These uses might include a mix of retail shops, restaurants, services, or entertainment uses in compact standalone or multi-tenant buildings situated in a pedestrian-oriented environment.

Mixed-use Opportunities

The Downtown scenarios also prioritize mixed-use development and redevelopment opportunities throughout Downtown, particularly within the eight city blocks flanking the Courthouse Square. This land use approach preserves the existing development character of existing historic buildings and prioritizes new developments and redevelopments that enhance the area’s historic development character. This might include a mix of retail, dining, services, arts/culture/entertainment, hospitality, and residential uses in mixed-used buildings situated in a pedestrian-oriented environment. This approach supports community and stakeholder feedback regarding the desire to attract mixed-use developments to Downtown, co-locating commercial and residential uses to create a vibrant, walkable urban area.

Higher Density Residential Opportunities

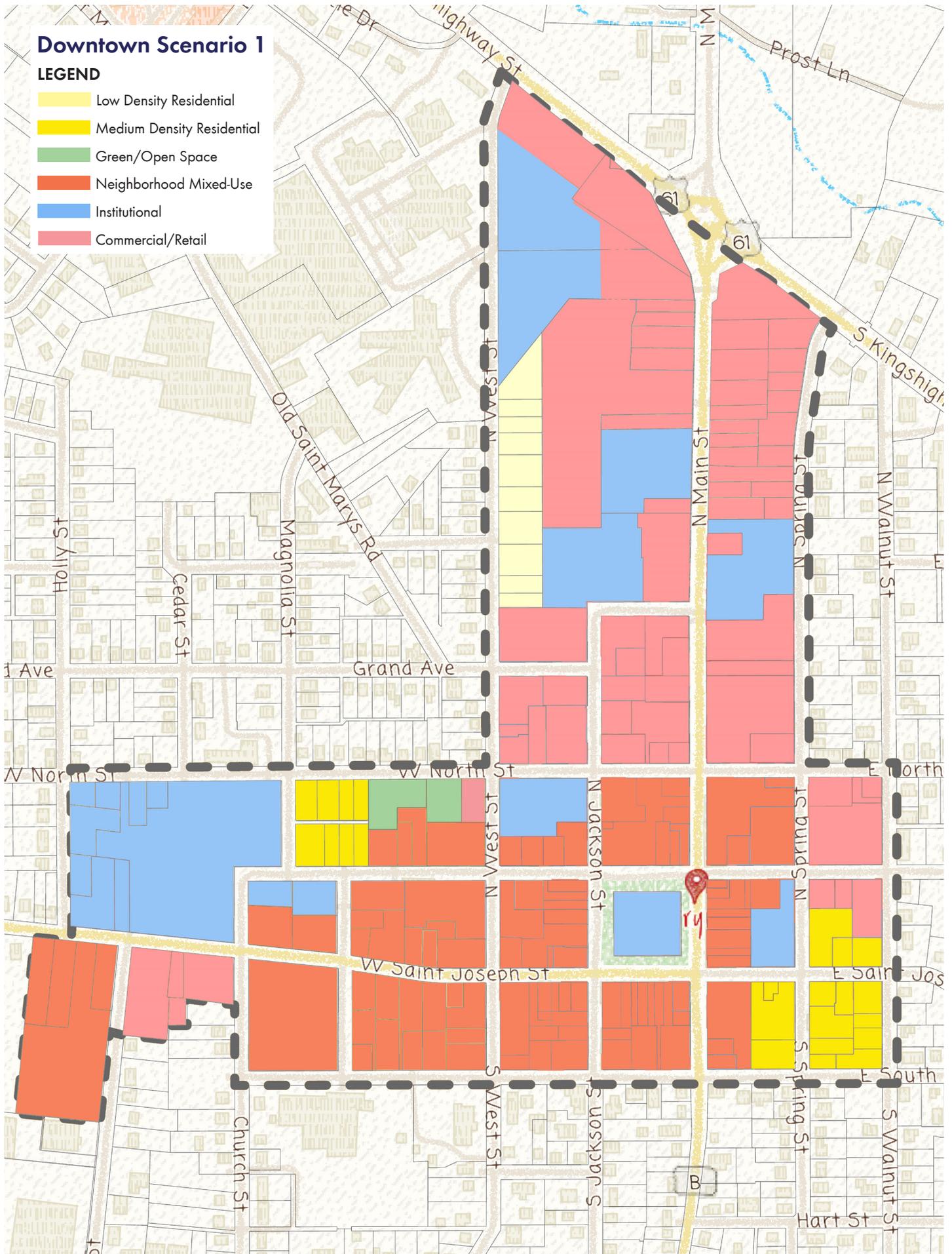
While existing housing in Downtown is primarily single family residential, the Future Land Use Plan prioritizes opportunities to introduce medium and high density residential development and redevelopment opportunities to the area. This residential land use approach might include both for-sale and rental units, including townhomes, mid-rise apartments, or condos. This approach also supports community and stakeholder feedback around the need to attract higher density housing to Downtown to support a more vibrant mixed-use environment. Feedback from real estate and development stakeholders as well as major employers indicated a need for housing types that might be more attractive to students, young professionals, and seniors. In *Downtown Scenario 1*, pockets of medium density residential development identify an opportunity to expand housing near the Perry County Senior Center and the existing senior apartment building. This scenario could be an opportunity to create a walkable, housing development in Downtown for Perryville’s aging population. In *Downtown Scenario 2*, high density residential development is identified as an opportunity within the area bounded by Church Street, W. St. Marie Street, West Street, and W. South Street.



Downtown Scenario 1

LEGEND

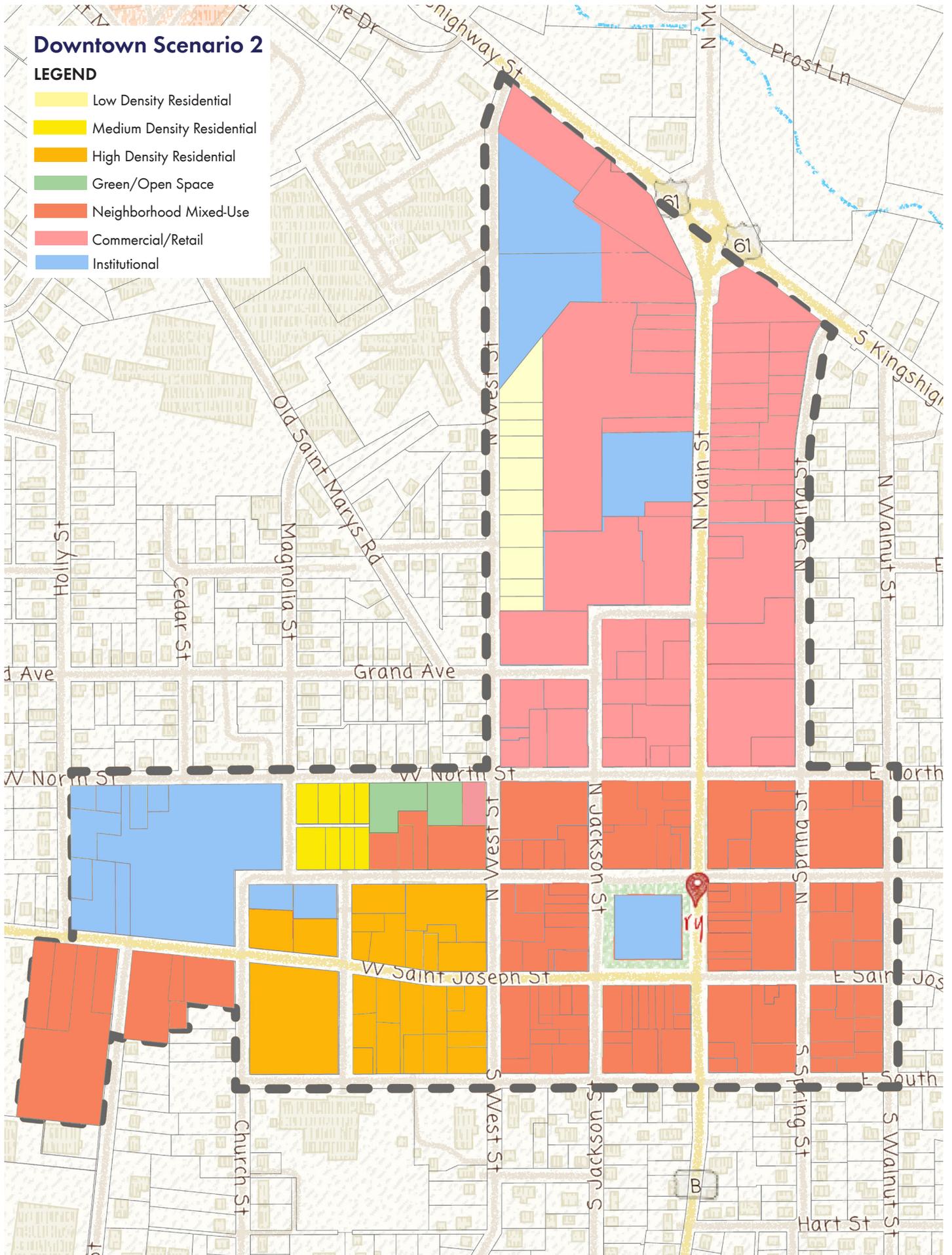
- Low Density Residential
- Medium Density Residential
- Green/Open Space
- Neighborhood Mixed-Use
- Institutional
- Commercial/Retail



Downtown Scenario 2

LEGEND

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Green/Open Space
- Neighborhood Mixed-Use
- Commercial/Retail
- Institutional



VISION

Based on community feedback throughout the planning process, the following vision was established for Downtown Perryville:

- A formal Downtown boundary area extends beyond the Square.
- Downtown's land uses are characterized by mixed-use development, higher density residential, and neighborhood-scale commercial.
- Downtown's development character reflects traditional architectural elements and character to preserve and enhance the area's historic charm.
- Downtown features a pedestrian-oriented streetscape to enhance the area's overall aesthetic character, walkability, and bikeability.
- Branded gateway and wayfinding signage celebrate local culture, create a sense of place, and guide visitors to area destinations and amenities.

AREA-WIDE CONCEPTS

To facilitate the future land use environment in Downtown, a number of area-wide planning concepts are recommended to preserve and enhance the area's development character, and streetscape enhancements are encouraged to promote walkability, bikeability, and wayfinding. The diagram on the following page depicts where and how some of these concepts might show up in Downtown.

ENHANCED STREETScape

The existing pedestrian-oriented streetscape design along the streets adjacent to the Courthouse Square are enhanced and implemented throughout Downtown, including wide sidewalks, designated bike routes, marked crossings, marked on-street parking areas, and streetscape planting buffers in order to create an aesthetically pleasing, comfortable, and safe walking and biking environment. Gateway features and wayfinding signage create a sense of arrival and guide visitors to destinations along the corridor and to Downtown.

DOWNTOWN OPPORTUNITY SITES

The completion of the Joint Justice Center will consolidate City and County public safety offices, including Perryville Police Department, leaving the City's existing Police Department building vacant and available for a new use. Some existing County government offices currently located at the historic Courthouse will also relocate to the Joint Justice Center, creating an opportunity to consider how these available spaces can best serve and enhance the Downtown environment. The County's Courthouse Lawn Master Plan is slated to create new active and passive outdoor gathering spaces on the Courthouse lawn for Downtown visitors.

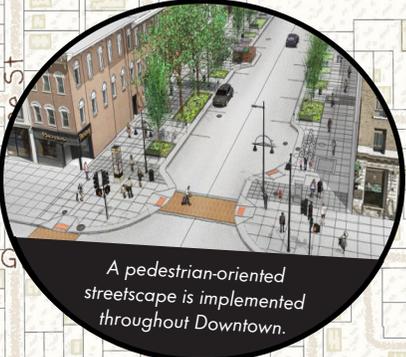
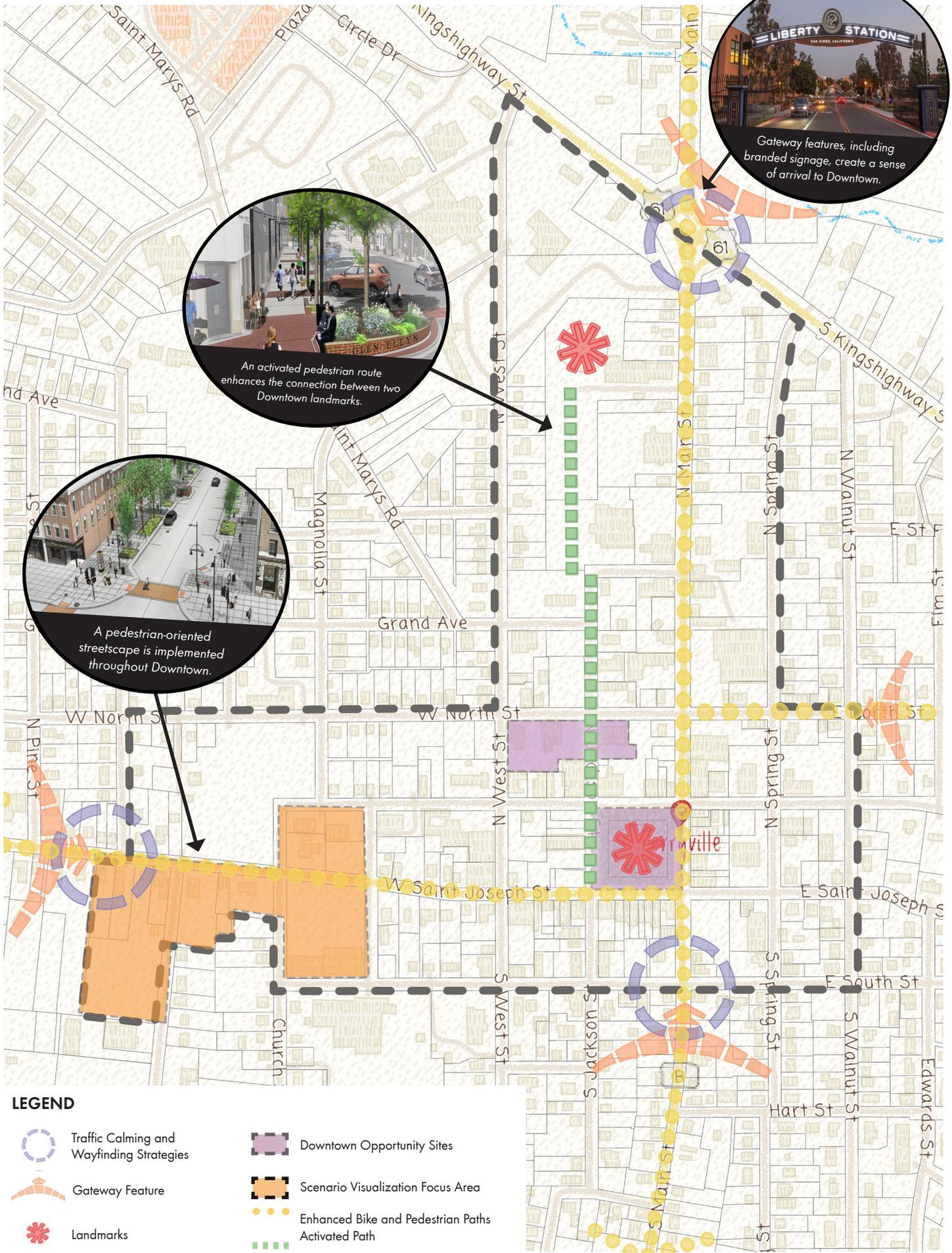
CONNECTING DOWNTOWN LANDMARKS

An activated path along Jackson Street could provide a connection between the American Tractor Museum, a reimagined Perryville Police Station site, and the updated Courthouse lawn gathering area. Lighting, wayfinding signage, street trees and plantings, seating areas, public art, and other features guide visitors to and from Downtown destinations.

SCENARIO VISUALIZATION FOCUS AREA

With the Joint Justice Center at the intersection of W. Saint Joseph Street and S. Church Street well under construction and anticipated to change the face of the primary western entrance to Downtown, it was important to help the community visualize what potential land use and development changes in the surrounding area could look like. 3D scenario visualization was utilized to imagine what the scale and character of mixed-use, neighborhood-scale commercial, and higher density residential developments could look like in Downtown. These visualizations are shown at the end of this section.





LEGEND

-  Traffic Calming and Wayfinding Strategies
-  Gateway Feature
-  Landmarks
-  Downtown Opportunity Sites
-  Scenario Visualization Focus Area
-  Enhanced Bike and Pedestrian Paths
-  Activated Path



FUTURE LAND USE PLAN

Based on public input, guidance from the Steering Committee, and best practices in land use planning, a mixed use approach was identified as the preferred Future Land Use Plan for Downtown.

FUTURE LAND USE PRIORITIES

The *Downtown District* future land use designation within the new Downtown boundary area is intended to guide land use and development with the following characteristics:

Land Use:

- A mix of retail and residential uses are appropriate along the Corridor.
- Mixed-use buildings and small-scale commercial building are appropriate.
- Vertical mixed-use buildings include commercial uses anchoring the ground floor and residential uses on upper floors.
- Medium- to high-density residential developments are encouraged to complement neighborhood-scale commercial and mixed uses in Downtown.

Development Design:

- Mixed-use, neighborhood-scale commercial, and residential buildings preserve and enhance the area's historic character using a mix of traditional and modern architectural elements.
- Buildings are placed close to the sidewalk following a build-to line rather than traditional building setbacks.
- Off-street parking areas located at the rear of buildings, with minimal visibility from the street. Shared parking arrangements are encouraged.
- Outdoor dining (patios, rooftops, parklets, etc.), seating, and public gathering areas are encouraged.

Streetscape Design:

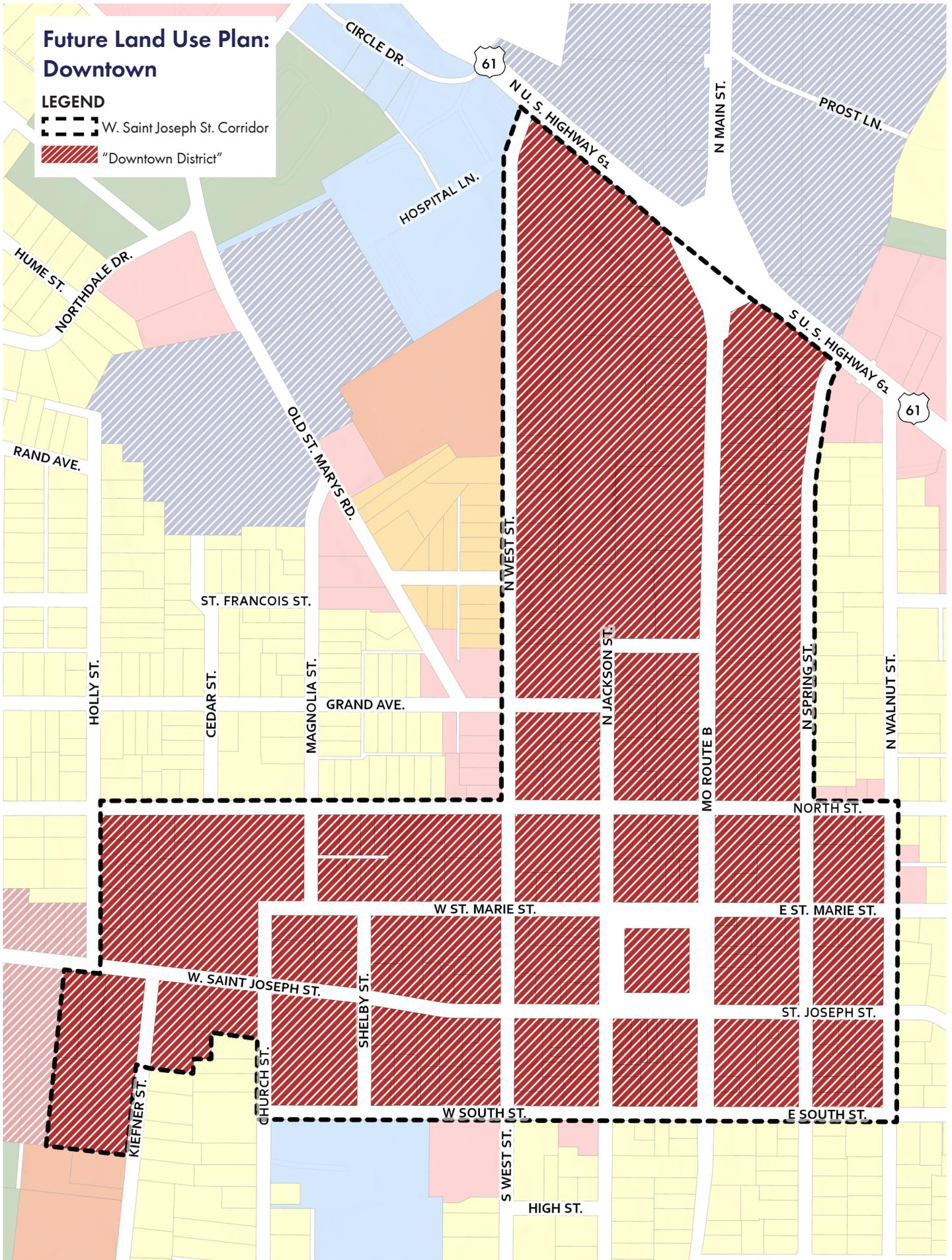
- Vibrant, pedestrian-oriented streets feature pedestrian-scale public realm amenities to create a strong sense of place.
- Wide sidewalks create a safe and comfortable space for pedestrians.
- Designated bike routes are located on Saint Joseph Street, Main Street, and North Street as primary routes to, from, and through Downtown.
- Enhanced crosswalks at key intersections utilize appropriate safety features to create a safe environment for pedestrians, cyclists, and motorists traversing the area.

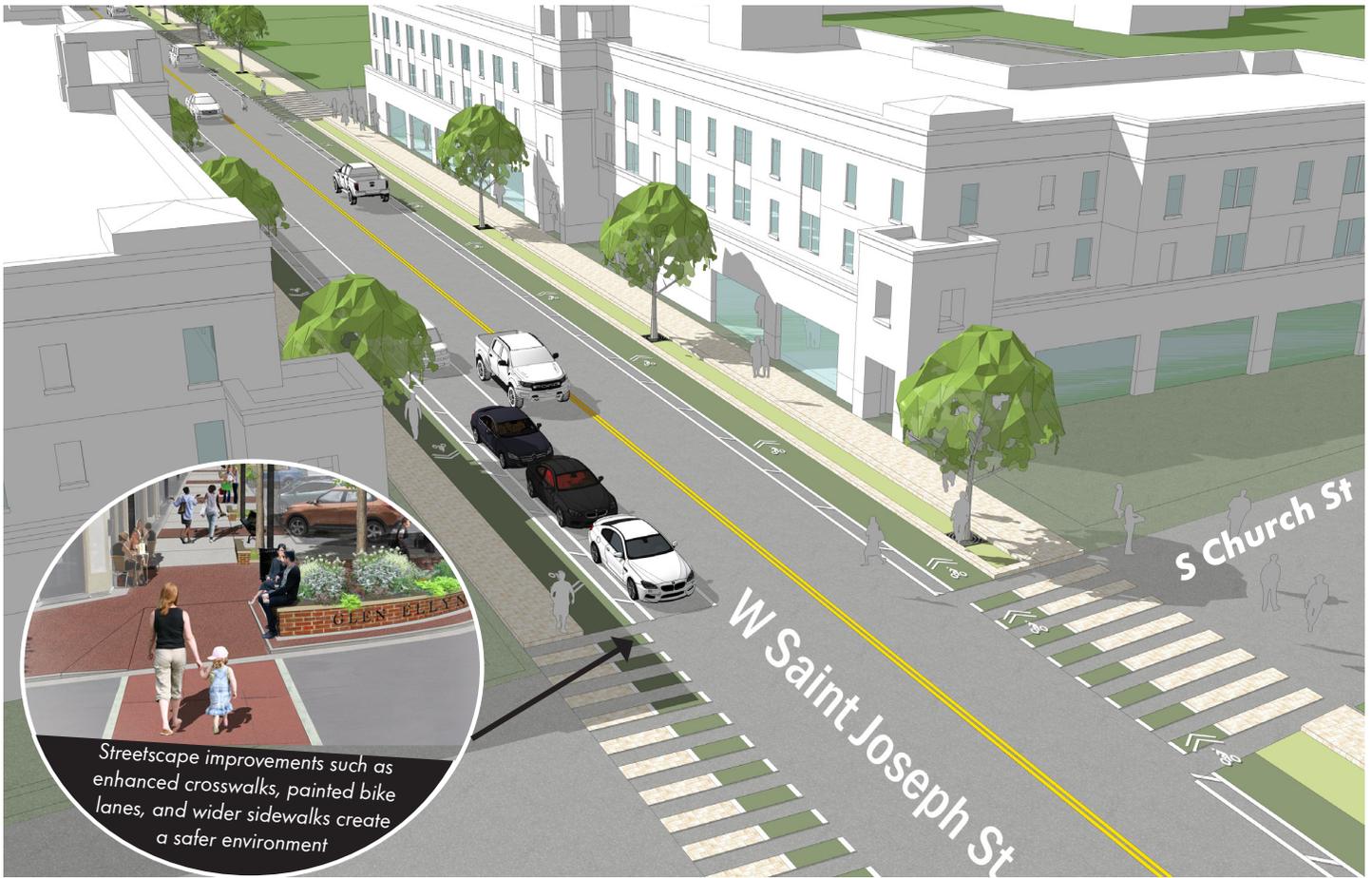


Future Land Use Plan: Downtown

LEGEND

-  W. Saint Joseph St. Corridor
-  "Downtown District"







Encourage the incorporation of outdoor gathering spaces in new developments to activate areas of Downtown



Neighborhood-scale restaurant buildings incorporate patio dining areas.



SAINT JOSEPH STREET



EXISTING CONDITIONS

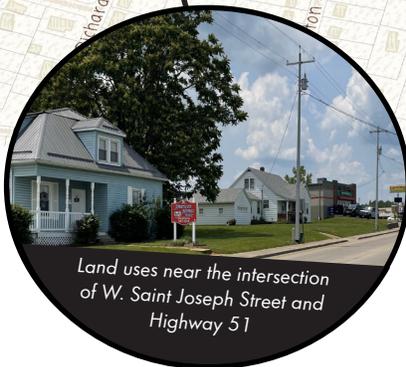
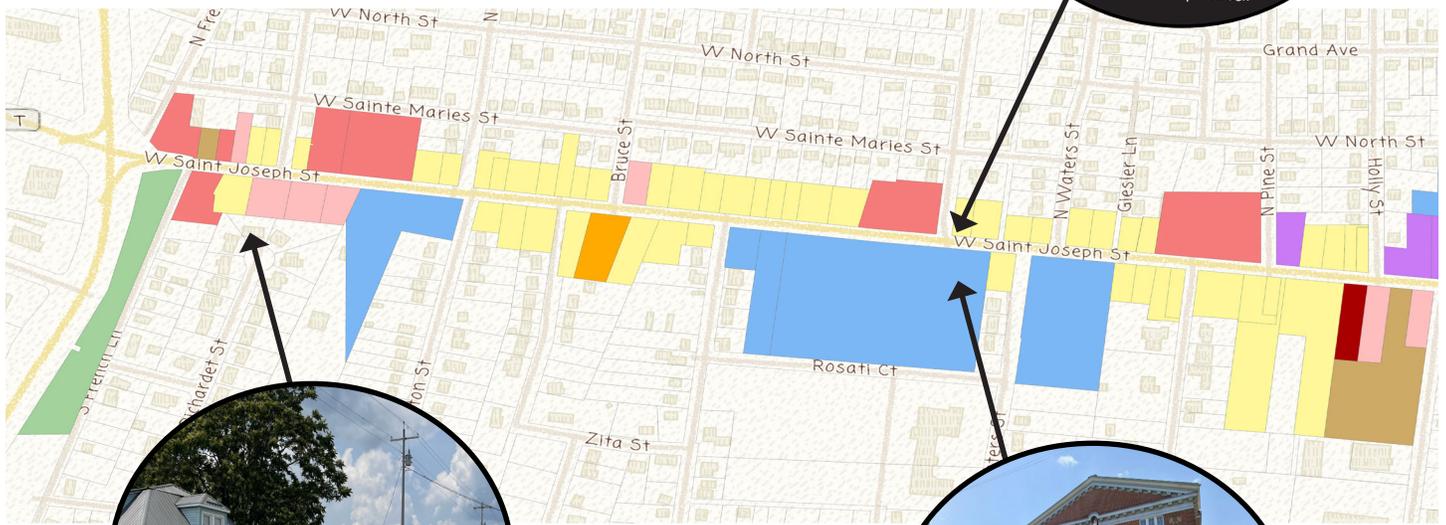
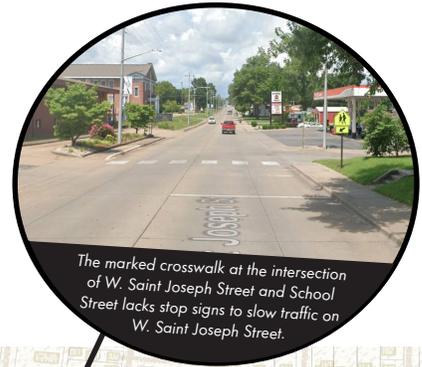
LAND USE CONDITIONS

Existing land uses along W. Saint Joseph Street primarily consist of single family residential homes. Commercial uses along the corridor include small-scale retail and office uses. Retail uses include a tire shop, barbecue restaurant, two gas station/convenience stores, and a lumber store. Commercial office and service uses include real estate offices, a daycare, and a hair salon. The land use character near the intersection of W. Saint Joseph Street and Highway 51 has transitioned in recent years as office and service businesses have occupied formerly residential structures. The corridor is also home three large institutional land uses: Amvets Post 94, St. Vincent de Paul Church and School, and Heartland Baptist Church.

Existing Land Uses: Saint Joseph Street

LEGEND

- | | |
|---|--|
|  Single Family |  Mixed Commercial |
|  Mobile Home |  Light Industrial |
|  Commercial - Service |  Public/Semi-Public/Institutional |
|  Commercial - Office |  Green/Open Space |
|  Commercial - Retail |  Vacant/Undeveloped |



TRANSPORTATION CONDITIONS

W. Saint Joseph Street is a two-lane, minor arterial road providing a key route between Highway 51 and Downtown, especially for visitors arriving to town from I-55 or communities further west along Highway T. On average, the corridor sees 8,000 vehicle trips each day. Saint Joseph Street’s 50-foot wide right-of-way is characterized by wide driving lanes, narrow sidewalks, and underutilized parking lanes along either side of the street. The lack of both pavement markings delineating driving lanes from parking lanes and stop-sign-controlled intersections foster driving speeds on the road that exceed the posted speed limit, especially as motorists approach Downtown. These conditions are particularly concerning given recent land use transitions introducing more small-scale, walkable, commercial uses to the corridor, and St. Vincent de Paul School’s location on the corridor. There is currently a marked crosswalk at the intersection of W. Saint Joseph Street and School Street to facilitate a safe crossing environment for students. However, this is not a stop-sign-controlled intersection, nor are there any traffic calming measures in place to slow vehicles or better identify pedestrian crossings.



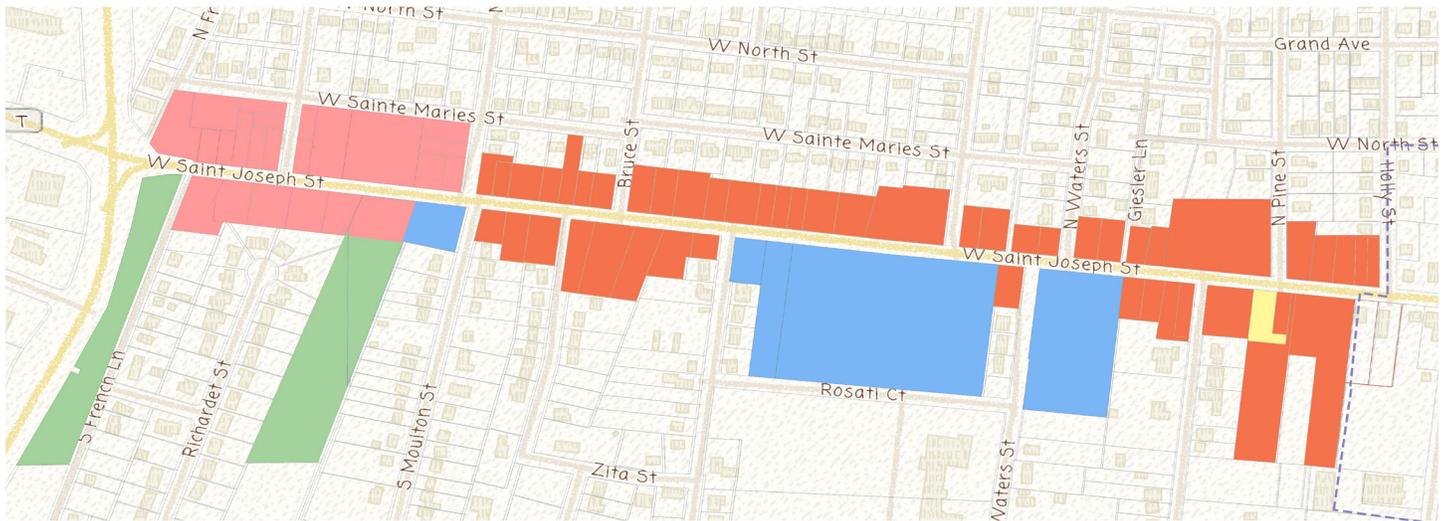
FUTURE LAND USE SCENARIOS

Based on the existing land use conditions and community feedback, two future land use scenarios were considered. *Saint Joseph Street Scenario 1* prioritized mixed-use redevelopment opportunities throughout the corridor while emphasizing the neighborhood commercial node between Highway 51 and S. Moulton Street, an area where land uses are naturally making this transition. *Saint Joseph Street Scenario 2* reinforced the existing residential character at the core of W. Saint Joseph Street while facilitating the growth of neighborhood commercial nodes between Highway 51 and S. Moulton Street to the west and between N. Water Street and Kiefner Street to the east. Both alternatives promoted the use of a vacant tract of land located behind the Amvet Post 94 building as a future greenspace opportunity area. These future land use alternatives are shown in the diagrams below.

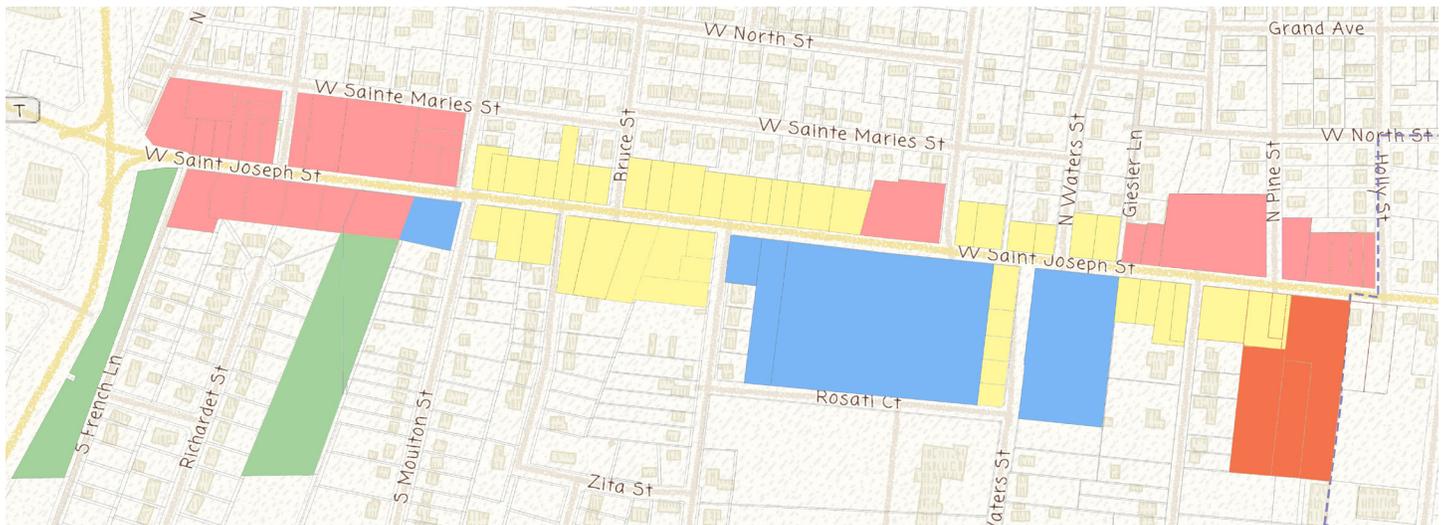
LEGEND

- Low Density Residential
- Green/Open Space
- Neighborhood Mixed-Use
- Institutional
- Commercial/Retail

Future Land Use Scenario 1



Future Land Use Scenario 2



VISION: W. SAINT JOSEPH STREET

Based on community feedback throughout the planning process, the following vision was established for the W. Saint Joseph Street corridor:

- The W. Saint Joseph Street corridor serves as a transition area between higher intensity commercial and residential uses in Downtown and surrounding low density residential neighborhoods.
- The corridor’s land use and development is characterized by a mix of neighborhood-scale commercial uses, mixed-use buildings, and medium density residential developments.
- A redesigned roadway utilizes traffic calming measures to deter speeding and improve safety for pedestrians and bicyclists traversing the corridor. Improvements include wider sidewalks, marked crossings, separated bike lanes, delineated on-street parking areas, and streetscape buffers.
- Gateway features and wayfinding signage create a sense of arrival and guides visitors to destinations along the corridor and to Downtown.

CORRIDOR-WIDE CONCEPTS

To support the future land use environment, a number corridor-wide planning concepts are recommended, including traffic calming strategies, wayfinding, and enhanced bike and pedestrian paths. The diagram below depicts where and how these concepts might show up along the W. Saint Joseph Street corridor. An incremental approach to implementing future roadway redesign strategies is discussed on the following page.

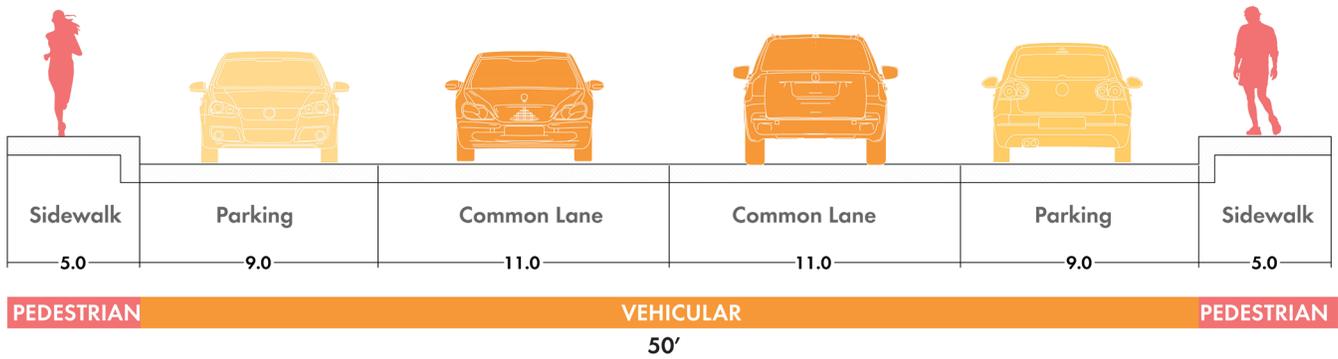
Corridor-wide Planning Concepts

LEGEND

- Traffic Calming and Wayfinding Strategies
- Neighborhood Commercial Node Area
- Primary Gateway Feature
- Greenspace or Residential Opportunity
- Shelby-Nicholson-Schindler House Historic Landmark
- Enhanced Bike and Pedestrian Paths

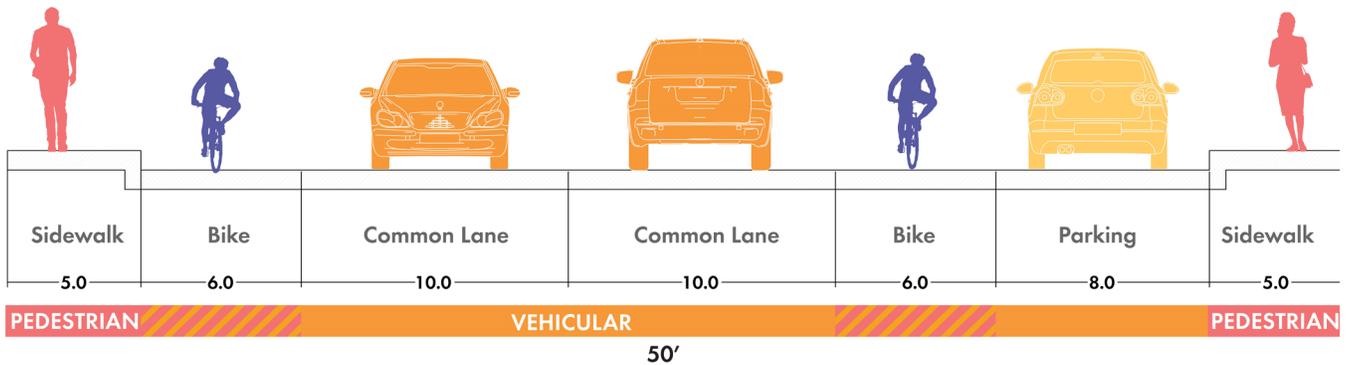


EXISTING RIGHT-OF-WAY



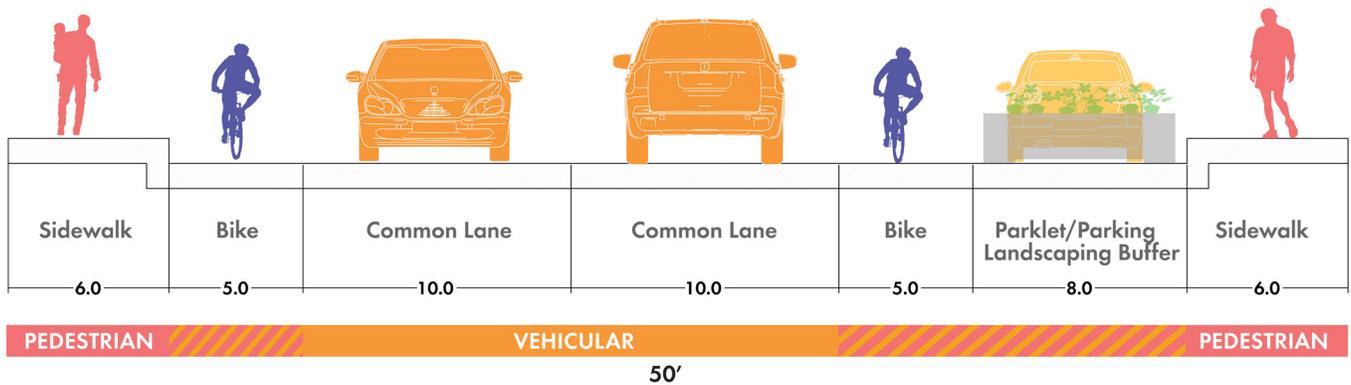
The existing right-of-way (ROW) on Saint Joseph Street consists of narrow sidewalks, wide driving lanes, and parking on both sides of the street that is rarely utilized. This presents an opportunity to convert underutilized parking areas for pedestrian and cyclist uses.

SHORT-TERM RIGHT-OF-WAY MODIFICATIONS



Short-term modifications to the ROW take into consideration the recent investment made by the City to pave Saint Joseph Street in concrete. Rather than modifying any roadway features that would result in repaving, the short-term modifications focus on feasible, low-cost modifications to the ROW that can improve the pedestrian and cyclist experience. These modifications include the reduction of on-street parking to one side of the street and the striping out of driving lanes, bike lanes, and parking lanes.

LONG-TERM RIGHT-OF-WAY MODIFICATIONS



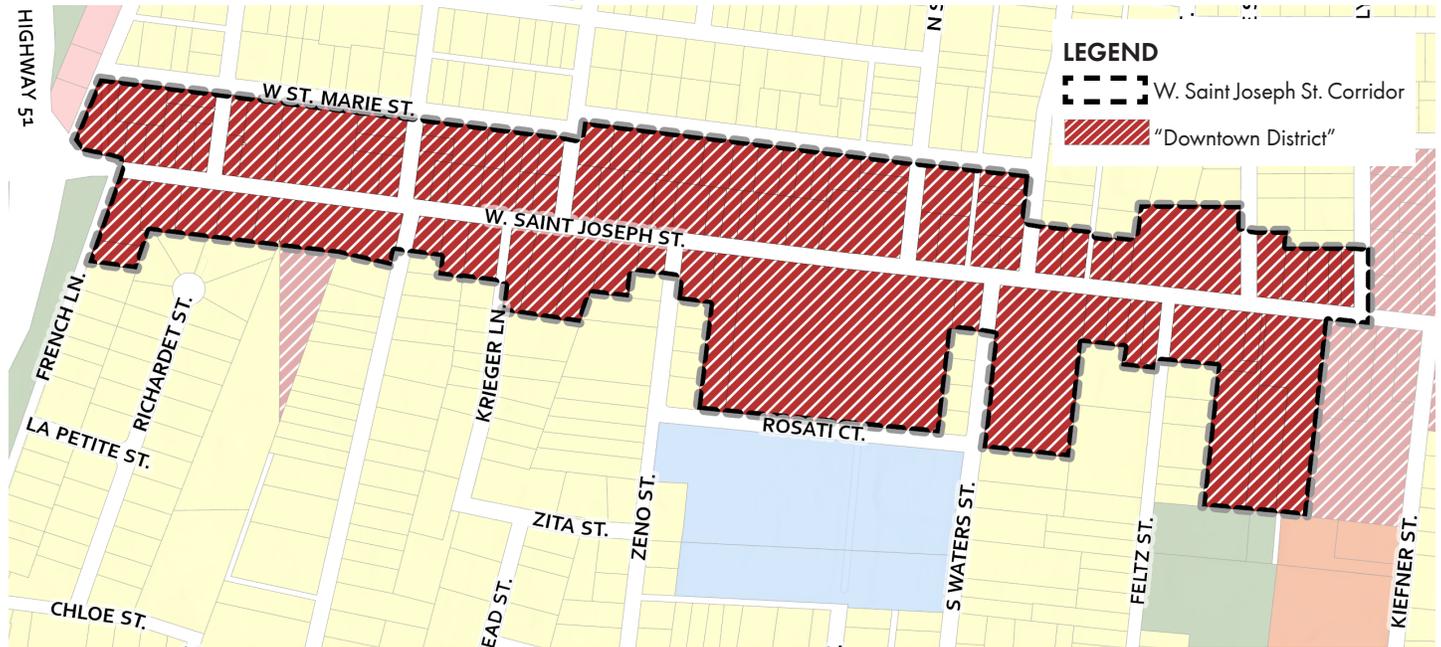
Long-term ROW modifications would occur as Saint Joseph Street approaches the need for repaving. The sidewalks would be widened, and the parking lane would be adapted to accommodate multi-use spaces. As a result, parking would remain in areas of Saint Joseph street in need of parking, while other areas of Saint Joseph Street could convert the parking lane into a landscaping buffer providing shade to the sidewalk and bike lane, or a parklet to expand businesses outward, offering outdoor seating or other uses of the space.



FUTURE LAND USE PLAN

Based on public input, guidance from the Steering Committee, and best practices in land use planning, a mixed use approach to future land uses along the W. Saint Joseph Street corridor was identified as the preferred Future Land Use Plan. As a result, the corridor is shown as an extension of the “Downtown District” future land use.

Future Land Use Plan: W. Saint Joseph Street



FUTURE LAND USE PRIORITIES

The *Downtown District* future land use designation along the W. Saint Joseph Street corridor is intended to guide land use and development with the following characteristics:

Land Use:

- A mix of retail and residential uses are appropriate along the corridor.
- Mixed-use buildings and small-scale commercial buildings are appropriate.
- Vertical mixed-use buildings include commercial uses anchoring the ground floor and residential uses on upper floors.
- Medium density residential developments are prioritized. A pocket neighborhood or cluster of low- to medium density homes is an ideal alternative to greenspace for the tract land behind the Amvet Post 94 building.

Development Design:

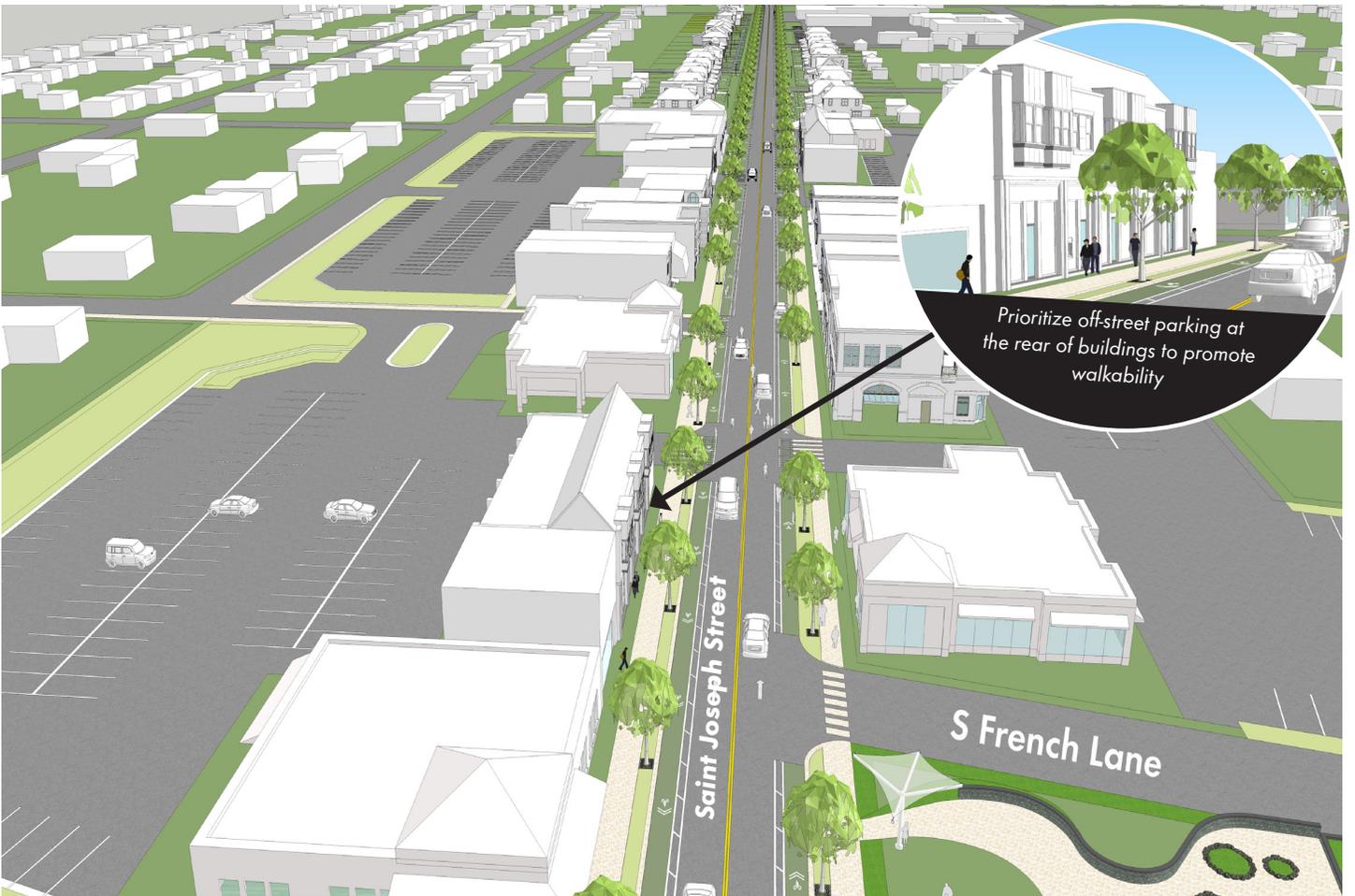
- Developments have primary entrances facing W. Saint Joseph Street.
- Buildings are placed close to the sidewalk following a build-to line rather than traditional building setbacks.
- Off-street parking areas are located at the rear of buildings with minimal visibility from the corridor. Shared parking arrangements are encouraged due to the limited availability off-street parking and short typical lot lengths.
- Outdoor dining, seating, and public gathering areas are encouraged.

Streetscape Design:

- The corridor is vibrant and walkable, featuring pedestrian-scale public realm amenities to create a strong sense of place.
- Wide sidewalks create a safe and comfortable space for pedestrians.
- Enhanced crosswalks utilizing appropriate safety features create a safe environment for pedestrians, cyclists, and motorists traversing the corridor.

The 3D visualizations shown on the following pages depict corridor-wide concepts and future land use priorities.







NORTH MAIN STREET AND AC HIGHWAY



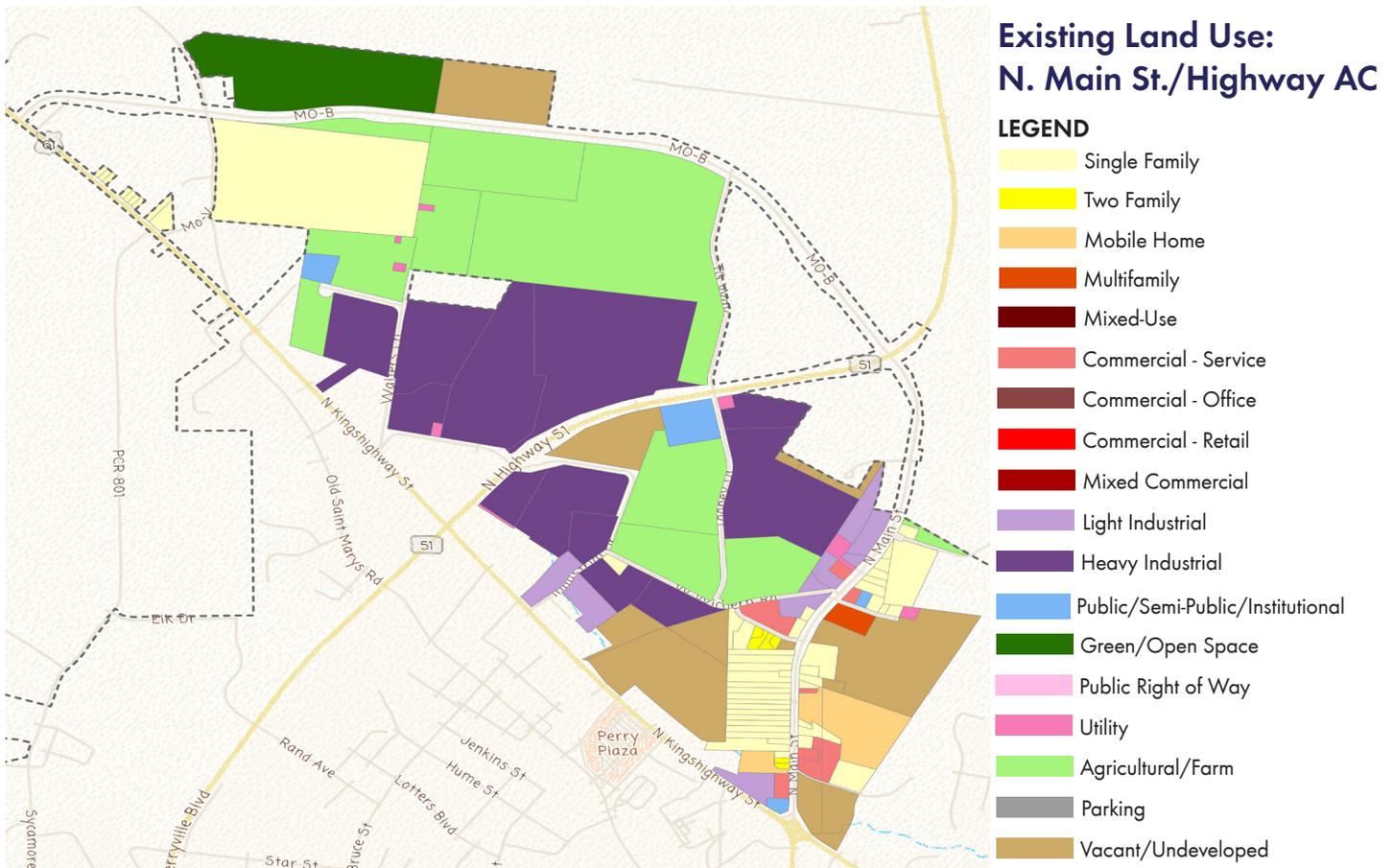
EXISTING LAND USE

LAND USE CONDITIONS

North Main Street and Highway AC create the northern boundary of Perryville Industrial Park. Land uses within the industrial park include both heavy and light industrial uses, with large tracts of land being occupied by some of the City's major employers: TG Missouri, Robinson Construction, and Gilster-Mary Lee. Light industrial uses in the area include wholesale trade, equipment sales and rental, and auto/truck repair service. Large tracts of land are also vacant or utilized for farming. The properties located along N. Main Street between Highway 61 to the south and Wichern Road to the north are primarily single family residential homes. Additionally, a floodplain runs just north of Highway 61 in this area.

TRANSPORTATION CONDITIONS

N. Main Street and Highway AC are both 2-lane roads without adjacent sidewalks or bike lanes. The N. Main Street segment between the intersection Highway 61 and W. Wichern Road was the primary focus area for the scenario planning process. This section is residential in nature but lacks adequate infrastructure to support a walkable and bikeable environment. The intersection of N. Main Street of Highway 61 is a roundabout with marked traffic lanes, marked crosswalks, and about 200 feet of sidewalk extending north along either side of N. Main Street.



FUTURE LAND USE SCENARIOS

Based on the existing land use conditions and community feedback, two future land use scenarios were considered for the N. Main Street / Highway AC area. These scenarios, shown on the following page, are intended to show two examples of how land uses along this corridor could change over the next 10 to 20 years.

N. MAIN / HIGHWAY AC SCENARIOS

Industrial Opportunities

Both N. Main Street / Highway AC scenarios prioritize continued investment in industrial development at Perryville Industrial Park through the expansion of existing industrial businesses and the attraction of new industrial businesses. These uses will include a mix of heavy industrial and light industrial uses.

Commercial Opportunities

Both scenarios also prioritize the use of the land north of Highway AC and adjacent to Missouri's National Veterans Memorial for commercial development. Such commercial development might include retail, service, or hospitality uses that complement the adjacent tourism destination and the employment center that is the industrial park. In *N. Main / Highway AC Scenario 2*, a similar land use approach is envisioned for the property fronting the south side of Highway AC, creating a buffer between adjacent industrial uses and the Veterans Memorial.

Residential Opportunities

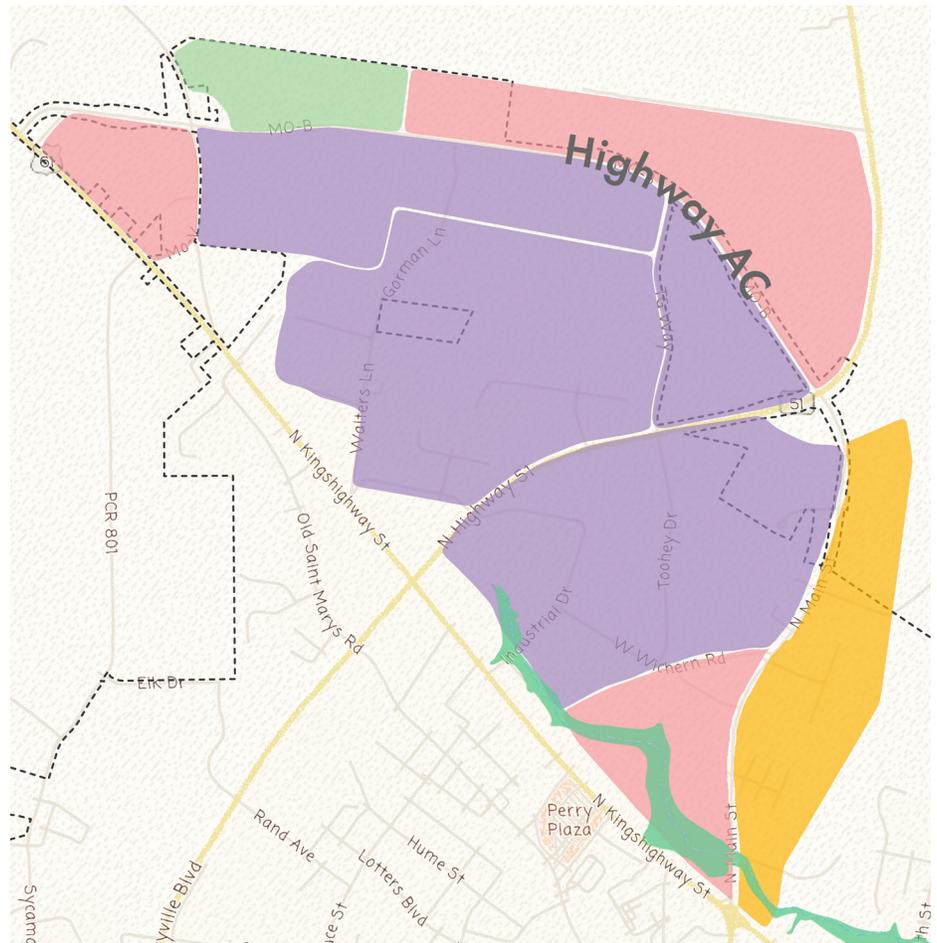
N. Main / Highway AC Scenario 2 encourages medium and high density residential development and redevelopment opportunities along N. Main Street between Highway 61 and Wichern Road. This residential land use approach might include both for-sale and rental units including townhomes, mid-rise apartments, condos, and villas. This approach supports community and stakeholder feedback around opportunities for workforce housing, senior or active adult housing near Mercy Hospital Perry, and housing to attract college students to live in Perryville rather than commute from other communities.



N. Main St./Highway AC Scenario 1

LEGEND

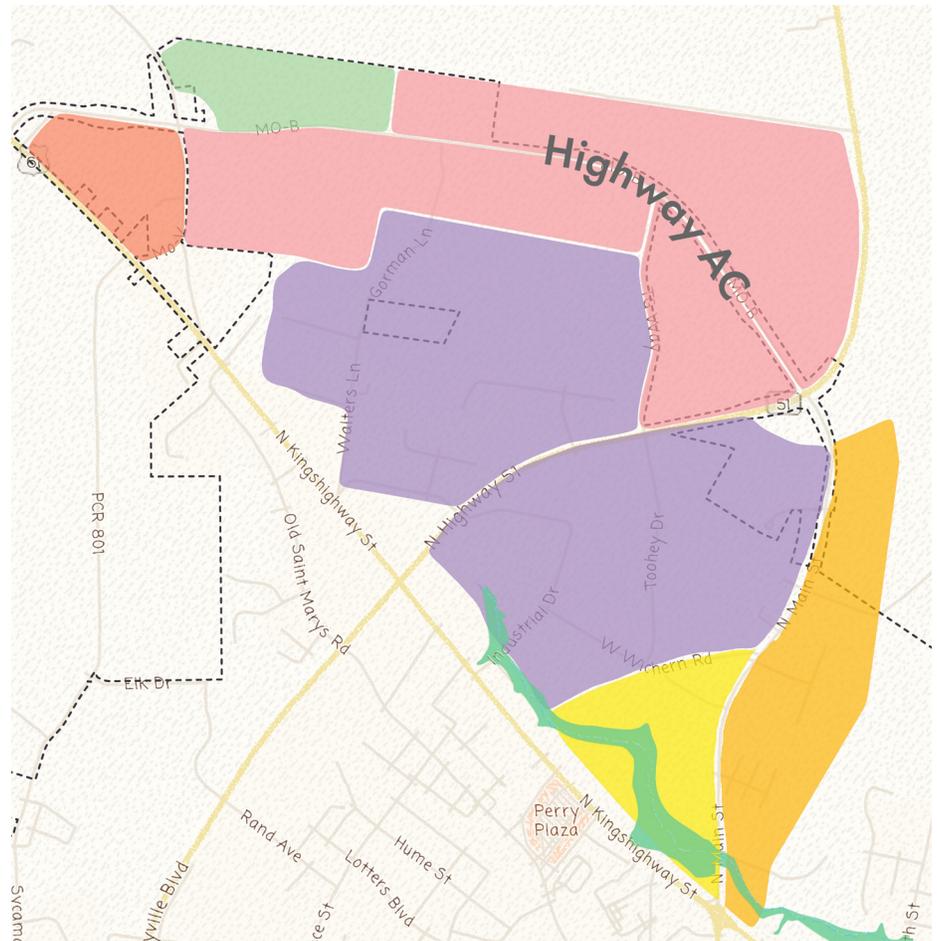
-  Perryville Corporate Boundary
-  High Density Residential
-  Green / Open Space
-  Commercial / Flex Industrial
-  Industrial
-  Floodway



N. Main St./Highway AC Scenario 2

LEGEND

-  Perryville Corporate Boundary
-  Medium Density Residential
-  High Density Residential
-  Green / Open Space
-  Neighborhood Mixed-Use
-  Commercial / Flex Industrial
-  Industrial
-  Floodway



VISION

Based on community feedback throughout the planning process, the following vision was established for the N. Main Street / Highway AC area:

- Land uses within Perryville Industrial Park include a mix of new and expanded industrial developments along with complementary and compatible uses, promoting a diverse land use environment.
- Planned mixed-use developments are encouraged along the N. Main Street and Highway AC Corridor, particularly those incorporating medium and high density residential uses geared toward meeting workforce and student demand.
- N. Main Street’s 80-foot wide right-of-way serves as an extension of Downtown and is redesigned to a pedestrian-oriented streetscape, enhancing the area’s overall aesthetic character, walkability, and bikeability.
- The floodway is redesigned as a multipurpose stormwater management feature with a secondary function as a passive recreation area and key east-west trail connection.
- Designated on-street parking areas contribute the corridor’s urban character. Off-street parking is prioritized at the rear of buildings with minimal visibility from the primary roadway.

AREA-WIDE CONCEPTS

To facilitate the future land use environment in the N. Main Street/Highway AC area, a number planning concepts are recommended to promote the desired development character, walkability, and bikeability. The diagram below depicts where and how these concepts might show up along the N. Main Street/Highway AC corridor and surrounding area.



EXISTING RIGHT-OF-WAY

The existing right-of-way on N. Main Street is 80 feet wide and consists of wide driving lanes with several feet of unpaved shoulder on each side. The right-of-way extends beyond the shoulder an additional 18 feet on each side. There are currently no sidewalks or designated bike lanes. The unpaved area also serves as informal on-street parking areas in sections of the corridor where residential land uses front N. Main Street. These existing conditions present an opportunity to convert the underutilized, unpaved portion of the right-of-way for pedestrian and cyclist uses along N. Main Street.

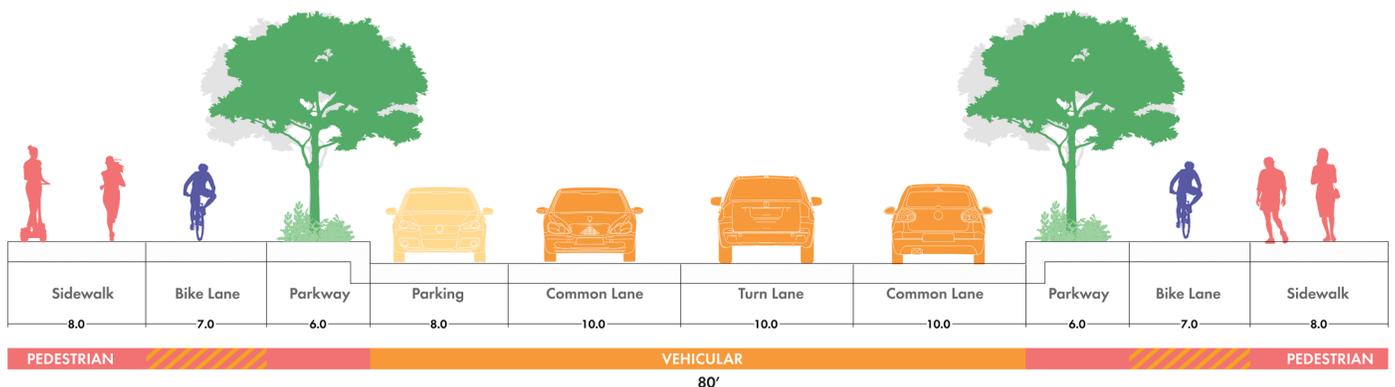
Existing Cross Section: N. Main Street



Long-Term Right-of-Way Modifications

The proposed right-of-way modifications along N. Main Street utilize the complete 80-foot right-of-way for vehicular, pedestrian, and cyclist uses. Two driving lanes and a central turning lane support continued use of N. Main Street for vehicular traffic. A parking lane is also incorporated on one side of the street to support existing and future uses of the adjacent parcels. Wide sidewalks and bike lanes are included on both sides of the street and separated from vehicular traffic by landscaping buffers that could support shade trees, bushes, or other greenery.

Future Cross Section: N. Main Street



FUTURE LAND USE PLAN

Based on public input, guidance from the Steering Committee, and best practices in land use planning, a planned mixed-use approach to future land uses along the N. Main Street/Highway AC corridor and expansion of the Perryville Industrial Park were identified as the preferred future land uses. The Future Land Use Plan for N. Main Street / Highway AC is shown on the following page.

FUTURE LAND USE PRIORITIES

The Future Land Use Plan for N. Main Street / Highway AC is intended to guide land use and development with the following characteristics:

Land Use:

- Development along N. Main Street and Highway AC should include a mix of medium- to high-density residential, neighborhood-scale commercial, and light Industrial uses.
- Mixed-use buildings and small-scale commercial building are appropriate along N. Main Street. Vertical mixed-use buildings include commercial uses anchoring the ground floor and residential uses on upper floors.
- Master-planned, mixed-use developments are prioritized throughout the area. This type of horizontal mixed use environment encourages a compatible arrangement of land uses and buildings to meet the community's residential, commercial, and industrial related land use and development needs.
- In addition to heavy industrial, light industrial and office park land uses are encouraged within Perryville Industrial Park.
- Medium- and high-density residential developments are prioritized (with the exception of an existing platted single family residential subdivision south of E. Wichern Road).
- Missouri's National Veterans Memorial is preserved as a historical and cultural asset. Land uses adjacent to the Memorial should be mindful of this proximity.

Development Design:

- Parcel consolidation is necessary to promote development at an intensity and scale that is compatible with the Future Land Use Plan for the area.
- Buildings along N. Main Street and Highway AC are oriented towards the street.
- Off-street parking areas located at the rear of buildings, with minimal visibility from the street. Shared parking arrangements should be utilized whenever possible to maximize parking utilization.
- Outdoor dining, seating, and public gathering areas are encouraged.
- Multipurpose stormwater management infrastructure is encouraged to be designed with passive recreation opportunities in mind.

Streetscape Design:

- A redesigned roadway creates a safe, walkable, and bikeable corridor.
- Pedestrian-scale streetscape improvements create a create a strong sense of place.
- Connections and access to the City's bike and trail networks are prioritized.





61

215

ZETA

Incorporate mixed-use buildings with commercial on the ground floor and apartments or condos above

Henrietta Ln

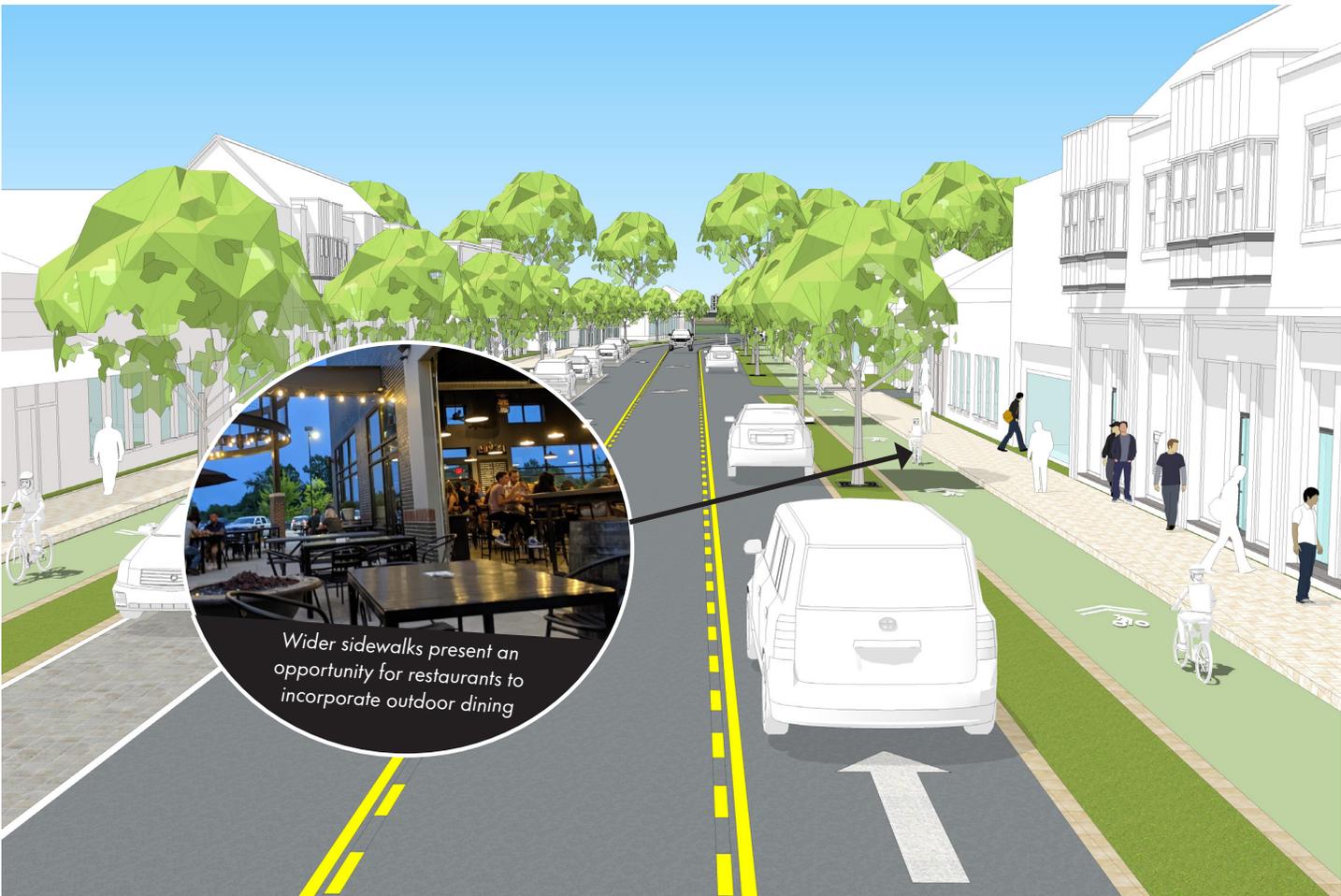


The site could be a master-planned development and include a mix of commercial uses

N Main St

Henrietta Ln





COMPREHENSIVE PLAN FRAMEWORK



Perryville2045 Compresensive Plan - OKR FRAMEWORK

INSTRUCTIONS

1. Review the DRAFT Objectives & Key Results (OKR's) Implementation Strategy.
2. Share your thoughts or questions about the proposed OKR's, or suggest ways that they might be improved.
3. Share your ideas for new OKR's!

The OKR IMPLEMENTATION STRATEGY

The framework of the Comprehensive Plan is organized into sets of Objectives & Key Results (OKR's). Informed by local data and community input gathered throughout the planning process, OKR's are a set of action-oriented planning goals and strategies that will inform and guide decisions that further plan implementation.

Objectives are "the what" to be achieved by the community in order to achieve the broader vision for the future. Objectives for Richmond Heights address 4 key themes: Housing, Commercial Corridors, Connectivity, and Neighborhood Character.

Key Results are "the how" to achieve the Objectives. Key Results can be qualitative or quantitative measures or actions that further plan implementation.

COMMUNITY CHARACTER

Perryville's community character are important to preserve throughout any growth or changes that could occur in the future. It will be important to consider the contributors to the community's character, such as the culture, heritage, physical character of buildings, community amenities, City services, and the City's "brand identity".

HOUSING

Housing is a key concern for the City of Perryville. The shortage of housing and the lack of diversity in the housing stock limits the City's potential for future growth. Strategies to increase the housing stock would consider infill development, senior housing, affordability, and City codes and regulations.

BUSINESS, INDUSTRY, AND EMPLOYMENT

Business, industry, and employment are important strengths of Perryville, with a number of long-term employers committed to the Perryville community. However, the limitations of a tight labor market will challenge the capacity and expansion opportunities of local businesses and industry. Strategies to support industry and employment in Perryville will consider its connection to quality of life, education, and housing.

TOURISM

Perryville has a number of existing tourism destinations that celebrate local history, heritage, and culture. Continuing to advance tourism by supporting these community assets will require strategies that consider how Perryville tells its story to visitors, exploring the needs of visitors that may not be currently met, and leverage opportunities and partnerships to grow local tourism.

PARKS, RECREATION, AND CONNECTIVITY

The parks and recreation facilities and amenities in Perryville are extensive and meet most of the needs of the community. However, in order to ensure the parks and recreation system will meet the needs of the community and align with future plans and growth, it will be important to update the Parks and Recreation Systems Master Plan. Strategies to support parks, recreation, and connectivity will consider existing gaps in amenities and who they serve, accessibility, the geographic location of existing or proposed parks and facilities, and staffing capacity.

FUTURE GROWTH AREAS

As Perryville plans for its future as a more vibrant community with a growing population and a bustling employment hub where a mix housing types and commercial uses are desired, future growth will seek to maximize the development of existing land areas and strategically consider growth via annexation. Strategies relating to future growth will consider both internal and external growth strategies.

PLAN IMPLEMENTATION

These objectives and key results provide City Staff and Elected/Appointed Officials with a roadmap for successful execution of the strategies outlined in the Comprehensive Plan.



OBJECTIVES AND KEY RESULTS

The Comprehensive Plan uses the Objective and Key Results (OKR) framework to support implementation of the overarching themes of the Comprehensive Plan. Objectives represent “the what,” or the goals for achieving the desired future vision. Key Results represent “the how,” action items for achieving the objectives. This framework also provides a comprehensive view of implementation roles, responsibilities, and timing to support a collaborative and efficient approach to Plan implementation. An overview of the Plan’s overarching themes are described below. The following sections of this chapter detail the objectives and key results associated with each theme.

COMMUNITY CHARACTER

Perryville’s character and identity are important to preserve throughout any growth or changes that could occur in the future. It will be important to consider the contributors to the community’s character, such as the physical character of buildings, community amenities, City services, and the City’s perception or “brand”.

HOUSING

Housing is a key concern for the City of Perryville. The shortage of housing and the lack of diversity in the housing stock limits the City’s potential for future growth. Strategies to increase the housing stock would consider infill development, senior housing, affordability, and City codes and regulations.

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Industry and employment are strengths of Perryville, with a number of long-term employers committed to the Perryville community. However, the limitations of a tight labor market will challenge the capacity and expansion opportunities of local businesses and industry. Strategies to support industry and employment in Perryville will consider its connection to quality of life, education, and housing.

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The parks and recreation facilities and amenities in Perryville are extensive and meet most of the needs of the community. However, in order to ensure the parks and recreation system will meet the needs of the community and align with future plans and growth, it will be important to update the Parks and Recreation Systems Master Plan. Strategies to support parks and recreation will consider existing gaps in amenities and who they serve, accessibility, the geographic location of existing or proposed parks and facilities, and staffing capacity.

TOURISM

Perryville has a number of existing tourism sites that help tell pieces of the City and country’s history. Continuing to support these assets and support tourism will require strategies that consider what story Perryville wants to tell visitors and how, as well as exploring the needs of visitors that may not be currently met.

FUTURE GROWTH AREAS

As Perryville plans for its future as a more vibrant community with a growing population and a bustling employment hub where a mix of housing types and commercial uses are desired, future growth will seek to maximize the development of existing land areas and strategically consider growth via annexation. Strategies relating to future growth will consider both internal and external growth strategies.

PLAN IMPLEMENTATION

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COMMUNITY CHARACTER



PERRYVILLE’S CHARACTER AND IDENTITY ARE IMPORTANT TO PRESERVE THROUGHOUT ANY GROWTH OR CHANGES THAT COULD OCCUR IN THE FUTURE. IT WILL BE IMPORTANT TO CONSIDER THE CONTRIBUTORS TO THE COMMUNITY’S CHARACTER, SUCH AS THE PHYSICAL CHARACTER OF BUILDINGS, COMMUNITY AMENITIES, CITY SERVICES, AND THE CITY’S PERCEPTION OR “BRAND”.

OBJECTIVE 1 *Enhance Perryville’s Branding and Identity through Signage and Wayfinding*

OBJECTIVE 2 *Establish Development Design Guidelines*

OBJECTIVE 3 *Enhance the Quality, Safety, and Accessibility of Parking Areas*

OBJECTIVE 4 *Establish Downtown as a Vibrant, Mixed-Use District*

The character and identity of Perryville was most consistently discussed throughout the community engagement process. Perryville prides itself on its small town feel, historic roots, and community members committed to helping the City thrive. The importance of Perryville’s agricultural, religious, and industrial roots help shape Perryville today and remain important components of Perryville’s economy. A number of successful major employers operate in Perryville and support economic growth for the City, the American Tractor Museum helps visitors reconnect with the City’s agricultural roots, the Association of the Miraculous Medal and the National Shrine preserve the City’s faith-based heritage, the Square’s historic architecture exemplifies small town charm, and the Missouri National Veteran’s Memorial honors the nation’s military history.

As the City looks toward its future and pursues its desired growth and change, it is important that this is done in a way that allows the community to maintain its own identity. While Perryville residents ask for more amenities or new shopping or dining experiences, they want to also ensure that this change still reflects the community’s character, rather than transforming it. Understanding and better defining what makes Perryville what it is, will allow the City to ensure that future growth aligns with, and continues to tell, its story.



Objective 1:

Enhance Perryville's Branding and Identity through Signage and Wayfinding

KEY RESULT 1.1

Install a gateway feature or sign near the intersection of St. Joseph Street and Church Street to mark the entrance to Downtown.

KEY RESULT 1.2

Incorporate branding elements and gateway features into expanded playscape and seating area improvement to establish a sense arrival to the St. Joseph Street corridor.

KEY RESULT 1.3

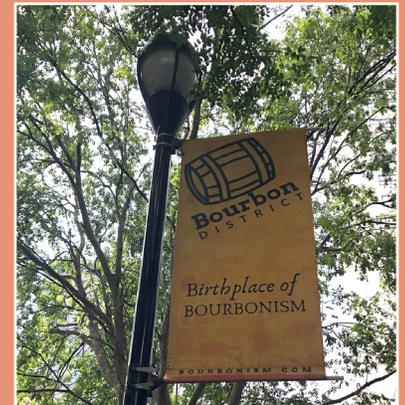
Incorporate the features and symbolism expressed in the City logo into the design of wayfinding features.

A cohesive branding effort City-wide can strengthen the City of Perryville's brand and highlight key elements of the City's identity and character. Branding can be used to create a more vibrant and interactive sense of place, support visitation and encourage more social interaction. In Perryville, this would mean finding creative ways to incorporate the City's logo into wayfinding signage, placemaking features, public art, and other outdoor amenities. In many communities, this includes things like seating, bike racks, landscaping, street lights, and banners. Branded wayfinding and placemaking features can serve both functional and aesthetic purposes, while highlighting local character. Features that can do these three things well often become destinations in and of themselves and encourage residents and visitors to explore the community. Parks, gathering spaces, larger geographies like Downtown, and key corridors like St. Joseph Street and Main Street/Route B can benefit from appropriately scaled and purposed signage.

Gateway features and welcome signage can enhance the City's brand recognition for travelers passing through. Gateway signage/features can be placed at key intersections, such as the entrance to Downtown, to enhance the sense of place and arrival for visitors, inviting them to explore all that the area has to offer. While the scale and look of wayfinding and placemaking features may vary by location, there should be a cohesive design throughout the City. Incorporating elements of the City's thoughtfully designed logo could be one way to connect signage throughout the City, as well as help residents recognize and acknowledge the City's involvement in important projects.

Wayfinding and Placemaking Examples

Banners on light posts can help define a district and orient visitors.



Wayfinding signage can direct visitors to and from destinations.



In this example, the Perryville logo is incorporated into a conceptual outdoor seating area and playscape.



An archway is one example of gateway signage.



District branding can be added to outdoor amenities such as bike racks.



Objective 2: Establish Development Design Guidelines

KEY RESULT 2.1

Develop landscape design guidelines to provide recommendations for land alteration relating to development, the preservation and protection of trees, and the installation and maintenance of landscaping.

KEY RESULT 2.2

Develop commercial design guidelines to encourage new development to reflect desired design characteristics.

The look and feel of the City of Perryville contributes to the overall character of the community. Establishing design guidelines can help ensure that the character and charm that is loved by the community is preserved with time and growth. Many communities develop guidelines for commercial or industrial development, landscaping, and other improvements to protect and enhance the local development character. Design guidelines would complement existing regulations and development review processes to provide additional guidance specific to the context of individual neighborhoods, commercial corridors, and other geographic areas with distinct characteristics. The process to establish design guidelines should include community feedback on design elements to encourage or discourage, in order to ensure that the final design guidelines accurately reflect local character.

Landscape design guidelines can include considerations on the types of plants and trees, the incorporation of sustainable design elements, tree preservation, and ongoing maintenance and upkeep of landscaping, among many others. Commercial design guidelines can speak to architectural design elements of commercial buildings, the building's relationship with the street, the location of parking, outdoor dining and patio areas, and other design features desired along key commercial corridors.

Design guidelines would be adopted to serve as recommendations and inspiration for the quality and character of new developments, but would not be mandatory obligations for developments. As opposed to design standards, design guidelines would allow for more flexibility in development design and added discretion in development review. Over time, the City could consider modifying the design guidelines to design standards that would serve a regulatory purpose as part of development review to enforce a minimum set of design expectations on all new developments.

In any case, clear and informative design guidelines can help future developments to align with the community's character while still allowing for creative interpretation and flexibility, ultimately avoiding any undue burden on developers that might discourage or stifle growth.

Design Guidelines in O'Fallon, IL

The City of O'Fallon, IL has a number of design guidelines to encourage the incorporation of particular design elements into new developments that aligned with the community's existing character and appearance. Though they do not require particular design features, adherence to the design guidelines may reduce delays in development review processes, as well be taken into consideration during the review of grant applications.

The Downtown O'Fallon Design Guidelines describes its purpose by stating, "This document is designed to help individual property owners formulate plans for the preservation, rehabilitation, and continued use of buildings in the downtown area."



Excerpt from the O'Fallon, IL Downtown Design Guidelines. The guidelines are written to provide both "encouraged" and "discouraged" features for each design element.



Objective 3: Enhance the Quality, Safety, and Accessibility of Parking Areas

KEY RESULT 3.1

Improve the functionality, safety, and aesthetics of public parking areas through site improvements, such as repaving, lighting, landscaping, or public art installations.

KEY RESULT 3.2

Implement wayfinding signage to guide visitors to public parking areas and from parking areas to surrounding destinations.

KEY RESULT 3.3

Stripe on-street parking within the new Downtown boundary.

KEY RESULT 3.4

Update parking regulations to encourage shared parking and curb access management between adjacent uses.

Throughout the public engagement process, the availability, convenience, and accessibility of parking was brought up as a concern, particularly in Downtown Perryville. Angled street parking is available along the Square and parallel parking is permitted along nearly all surrounding streets. Several larger parking lots are also available on the blocks around the Courthouse.

Despite the fact that parking appears to be widely available Downtown, many residents perceive it as insufficient and hard to find. Since the location of parking relative to a driver's end destination is an important factor in the perception of the parking supply, it will be important to ensure key parking areas are well maintained, safe, and easy to get to and from. Parking can also feel difficult to find or far away if visitors have trouble locating it or the walk between parking and their target destination is unpleasant or difficult. On-street parking should be clearly painted and identifiable. Signage and way finding can help visitors easily locate off-street public parking and then find their way to their destination. Landscaping, street trees that provide shade, well-maintained sidewalks, pedestrian-scale lighting, and other design considerations can all help improve the experience and reduce the perceived distance between parking areas and key destinations. Partnering with local artists to incorporate public art in parking areas can also improve the perception of parking for residents and visitors.

Parking Signage

Signage to direct visitors to parking areas can be standalone signs, attached to light posts or street signs, or incorporated into public art such as murals.



Investing in improvements to parking areas can help alter the perception of parking availability and offer an opportunity to identify parking areas that may no longer be needed that could instead be converted to other uses. There is a direct conflict between residents' desire for more convenient and accessible parking and their desire for more outdoor dining opportunities along the square. If on-street parking were reduced or eliminated in key areas, sidewalks could be widened and outdoor dining, landscaping, or other improvements to the pedestrian experience could be incorporated on the Square and elsewhere in the City. Encouraging shared parking in mixed-use developments or between adjacent uses with differing hours could be another strategy to meet parking demands and improve walkability.



Objective 4:

Establish Downtown as a Vibrant, Mixed-Use District

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- KEY RESULT 4.1** *Encourage mixed-used developments with ground floor commercial and residential or office uses on upper floors.*
 - KEY RESULT 4.2** *Encourage new developments to incorporate outdoor gathering spaces.*
 - KEY RESULT 4.3** *Activate Jackson Street between W. St. Marie Street and Grand Avenue.*
 - KEY RESULT 4.4** *Support the implementation of the Courthouse Lawn Master Plan.*
-

Downtown Perryville is an asset to the City. The historic architecture, landscaping, and design of the Square highlights the City's charm and character. Community members feel that Downtown is clean, safe, and walkable and the events and activities held on the Square draw residents and visitors. However, most people in Perryville view "Downtown" as just the Square. Given the limited space on the Square, it will be important to expand Downtown beyond the Square. This can include the extension of the historic charm and architectural design of buildings on the Square to the surrounding blocks and encouraging a pedestrian-oriented, mixed-use development character throughout Downtown.

Community members have expressed a desire for more places to eat and shop, as well as more variety in activities for people of all ages and abilities. While these could be added throughout the City, the existing success of the Square could be built upon to create a vibrant, mixed-use district Downtown. Residents expressed an interest in reducing the number of low foot traffic businesses on the ground floor buildings on the Square, such as office space, and instead utilizing that space for dining and retail that would maximize foot traffic and support more activity Downtown. Multi-story buildings Downtown could utilize their upper floors for residential and office uses.

Residents would like to see more outdoor dining and active storefronts Downtown, but this is currently limited by the narrow sidewalks along the storefronts. Street parking areas along the storefronts could be repurposed for outdoor dining or parklets in the short-term. Recent efforts by the restaurants Mary Jane Burgers and Brew and JStreet Eats to convert parking spaces to outdoor seating has generally been received positively. Encouraging and facilitating this conversion by other businesses could promote growth and activity Downtown. In the long-term, sidewalks could be widened along key commercial corridors, such as the Square, to accommodate outdoor extensions of the businesses, as well as provide the space for additional landscaping and casual public seating such as picnic tables or benches.

Outdoor Dining in Downtown Perryville

Downtown Perryville has a growing mix of outdoor dining areas for visitors to enjoy, including The Warehouse Entertainment District (207 N. Jackson St.) where visitors can enjoy public seating, live music, and food, and drinks.



Utilization of street parking areas for alternative uses will need to be balanced with the need for parking Downtown. The current plans to relocate many of the functions of the Courthouse to the Joint Justice Center upon opening will likely result in many of the restricted parking spaces on the Courthouse side of the Square becoming available for public parking. Preserving parking on the Courthouse side of the Square and investments in other nearby parking areas may be sufficient to meet demand.

With the development of the Joint Justice Center underway, Perry County has begun evaluating the future of the Courthouse. The Perry County Courthouse Lawn Master Plan is in progress and expected to be completed by the end of 2023. The plan focuses on improvements to the Courthouse lawn that will support community gatherings and make the Courthouse and the Square more accessible and functional. The City will play a role in supporting the County in implementing the plan. While the future uses within the Courthouse are still undetermined, it will be important to encourage dialogue among the County, City, and the public on how to reuse that space in a way that aligns with the Comprehensive Plan.

In order to create a walkable, mixed-use district throughout the entirety of the Downtown, it will also be important to invest in key pedestrian corridors. Currently, the Perry County Heritage Tourism office and visitor center is located along Missouri Route B alongside the American Tractor Museum. While only located less than a half-mile or ten-minute walk from the Square, most visitors will drive between the two locations. There are current efforts to try to better connect Perry County Heritage Tourism and the American Tractor Museum to the Square along Jackson Street. North Jackson Street has already seen growth and investment in 2023 alone with the opening of JStreet Eats, Petunia & Lilly's Flower Shop, and Hadley's Candy Shoppe. Perryville Police Department will soon be relocated to the Joint Justice Center, presenting an opportunity for reuse of the building or redevelopment of that site. Investments in the right of way to improve walkability, such as lighting, landscaping, and wayfinding signage could help activate the street.

Parklets in Downtown Perryville

Parklets are an extension of a sidewalk into street-parking areas that provide additional space for outdoor dining, seating, and other amenities. In Perryville, a new parklet at J Street Eats! at 101 N. Jackson Street creates much needed outdoor dining space for visitors. The existing sidewalk on this block is very narrow, creating potential conflict points between cars and pedestrians.



Perry County Joint Justice Center

The estimated \$26.5 million building will be roughly 60,000 square feet and will be located in the 400 block of W. St. Joseph Street on a 6-acre plot of land, (Perry County). The building is designed by Dille Pollard architecture firm.

Image courtesy of Dille Pollard.



Overall, focusing on improvements to the pedestrian realm, encouraging mixed-use development, and investing in key areas and sites will help establish a vibrant, walkable, and mixed-use Downtown.



Perryville Speaks: Community Character

Excerpts from community comments during the public engagement process.

"We love the small town feel and cleanliness of the town, along with its Christian moral roots."

"Perryville is affordable, safe, and has lots of outdoor activities to participate in."

"It has grown in size but kept its small town feel."

"Born and raised in Perryville and its a great community to raise a family. Growth yet home town feel."

"The town appearance is so well kept. I like that buildings on the eastern side of the square have been renovated!"

"The old town architecture that has been restored/refreshed to maintain the character of what perryville is. A smaller, clean community full of people that are proud of what they have and want to take care of it."

"We love the small town feel and cleanliness of the town, along with its Christian moral roots."

"[I love] the friendliness of the people who own the businesses and the care they take in making downtown a place to be proud of and reminiscent of past times."

"[I love] the ability to park and walk to most activities"

"Originally I moved here for family. found out it is a beautiful historic small town."

HOUSING



HOUSING IS A KEY CONCERN FOR THE CITY OF PERRYVILLE. THE SHORTAGE OF HOUSING AND THE LACK OF DIVERSITY IN THE HOUSING STOCK LIMITS THE CITY'S POTENTIAL FOR FUTURE GROWTH. STRATEGIES TO INCREASE THE HOUSING STOCK WOULD CONSIDER INFILL DEVELOPMENT, SENIOR HOUSING, AFFORDABILITY, AND CITY CODES AND REGULATIONS.

- OBJECTIVE 1** *Encourage Higher Density Residential Development*
 - OBJECTIVE 2** *Diversify the City's Housing Stock to Support a Variety of Household Types and Lifestyles*
 - OBJECTIVE 3** *Maintain a High Quality of Housing Through Continued Regulatory Review*
 - OBJECTIVE 4** *Explore Successful Models for Housing Incentives, Policies, Programs, and Partnerships*
 - OBJECTIVE 5** *Regularly Collect and Review Data to Track Progress Toward Housing Goals*
-

There is an overall shortage of housing stock in Perryville. The insufficient supply of homes and rentals on the market can neither support the movement of existing residents to downsize or grow their families, nor support additional population growth. While there is an overall need for more housing of all types, starter homes that are affordable to young adults and small families are most needed. Based on discussions with stakeholders and local Realtors, the ideal price range for starter homes is in the \$100,000 to \$150,000 price range. Second homes for growing families up to \$250,000 are also desirable as there is a limited number of homes that can accommodate large families at prices affordable to residents and employees.

Senior housing, primarily apartment-style independent living, is in high demand. Current senior housing options in Perryville have long waiting lists, and there are regular inquiries about senior housing from both Perryville residents and residents throughout Perry County. Aging residents in Perryville who would like to downsize struggle to find alternative housing options that fit their needs. Providing sufficient senior housing stock would not only support seniors who wish to downsize by relieving them of the burdens of property maintenance and property taxes, but also reintroduce housing stock into the market.

Short-term, furnished housing was also identified as a possible gap in the housing market. This housing could serve traveling nurses for the nursing home or hospital, other temporary employee relocations, or students at Ranken Technical College or other nearby schools.

While the shortage of housing has been a challenge for the community for years, the recent increases in construction costs and interest rates have further hindered housing construction in Perryville. It is difficult for the current market conditions to support housing development as the lower home prices and rental rates in Perryville as compared to other communities in southeast Missouri make it significantly more difficult to break even or earn a profit through housing construction. The City of Perryville and community stakeholders will need to explore ways to reduce costs for developers in order to spur development. The City's infrastructure rebate program that was instituted last year has helped, but only to a limited degree. Creating housing grant programs, acquiring land for housing development, and extending public infrastructure to suitable subdivision development sites are some of many possible strategies to consider.



Objective 1: Encourage Higher Density Residential Development

- KEY RESULT 1.1** Update Title 16 - Subdivisions and Title 17 - Zoning of the City's Code of Ordinances to support higher density residential development.
- KEY RESULT 1.2** Work with property owners and developers to facilitate the implementation of the preferred concept for North Main Street.
- KEY RESULT 1.3** Encourage higher density residential development in Downtown.

One of the ways in which housing demand in Perryville can be met is through higher density residential development in key areas of the community. However, it is important that housing density is scaled to the geographical context, as higher density residential in Perryville will not be the same as higher density development in a more urban area like St. Louis. In Perryville, higher density housing might look like:

- A historic rehab on the Square that results in a two-story, mixed-use building with commercial on the ground floor and four residential units on the second floor; or
- 4 to 12 unit buildings, such as attached townhomes, fourplexes, or other multi-unit buildings; or
- A 20-unit apartment complex marketed toward college students, young professionals, empty nesters, or seniors; or
- Many single family homes located on smaller lots closer together.

Higher density housing should be prioritized along major corridors, capitalizing on location and serving as a transition from large commercial developments to single-family neighborhoods. Downtown and in the vicinity of the industrial park are two key areas identified through the planning process for higher density housing. The intention to grow Downtown as a walkable, mixed-use district and its proximity to amenities would support higher numbers of residents, while the area along North Main Street is located near multiple job centers as well as Ranken Technical College's Southeast location where higher density housing might appeal to employees and students.

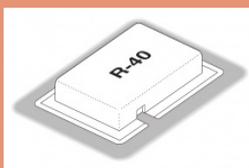
Higher density housing can help introduce additional housing units more rapidly and is often more cost-effective to develop. Perryville should identify key areas for medium and high density housing, such as Downtown, and adjust the Zoning Code accordingly. Additionally, the Code of Ordinances should be updated to ensure a variety of housing types and densities are permitted throughout the City. Reducing the minimum lot size in Perryville is one way to keep single-family housing types while increasing density.

Form Based Codes

Form-based codes provide an alternative to traditional zoning methods and focus more on the physical form of buildings in relation to the sidewalk and street and in relation one another. This would allow for higher density housing to be incorporated more naturally within existing fabric of the City and protect the community's character and charm.

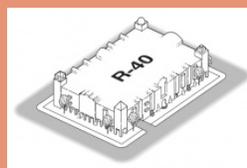
Conventional Zoning

Density use, FAR (floor area ratio), setbacks, parking requirements, and maximum building heights are specified



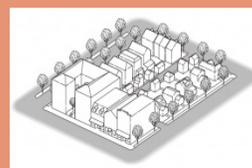
Zoning Design Guidelines

Conventional zoning requirements, plus frequency of openings and surface articulation are specified



Form-Based Codes

Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage are specified.



Source: Formbasedcodes.com



Objective 2:

Diversify the City's Housing Stock to Support a Variety of Household Types and Lifestyles

- KEY RESULT 2.1** *Update the 2015 housing study to quantify the present-day demand for housing by typology and price point.*
- KEY RESULT 2.2** *Complete a development factors analysis to understand the impact of land values, infrastructure improvements, and other development costs on the feasibility and attractiveness of developing in Perryville.*
- KEY RESULT 2.3** *Identify ideal locations for specialized housing types, such as senior housing, short-term furnished housing, student housing, and workforce housing.*
- KEY RESULT 2.4** *Promote the findings of the housing study among the development community to encourage new development.*
- KEY RESULT 2.5** *Encourage a mix of medium density residential typologies on W. Saint Joseph Street.*
- KEY RESULT 2.6** *Increase the stock of "starter homes" priced in the range of \$150,000 to \$175,000.*

The City's housing stock is primarily made up of single-family homes and in particular ranch-style homes. While this housing type appears to be the most in-demand typology, there is also an interest in diversifying the housing stock to include more apartments, condominiums, and townhomes, as well as housing of differing sizes in terms of square footage and number of bedrooms. Senior housing for existing and new residents is in high demand, and short-term furnished housing might appeal to traveling nurses, students, and employees visiting from out of state. Affordability has also become a crucial component of the housing need in Perryville, as first-time homebuyers and young adults just starting their careers struggle to find housing that meets both their needs and their budgets.

The overall shortage of housing paired with the limited housing types in Perryville limits the ability of residents to adjust their housing to their lifestyle changes, for example if they start a family or retire as empty nesters. Additionally, it provides a challenge for anyone looking to live in Perryville as there are few options. Diversifying the housing stock not only supports additional residents, but also enables existing residents to have more flexibility in their housing situation.

While it is evident that there is a demand for more housing and for differing typologies and price points, the precise quantity is still unknown. The City should update the 2015 housing study to help quantify the discrepancy between current housing supply and demand. Additionally, an analysis of the cost to develop housing in Perryville considering factors such as land value, infrastructure costs, zoning, and building codes, would help the City to better understand the feasibility and attractiveness of developing in Perryville compared to other communities. A third component of the study update should consider ideal locations in the City for specialized housing types that have been identified as in-demand, such as senior housing, short-term furnished housing, student housing, and workforce housing.

Ultimately, the results of this study should be public and intentionally distributed to members of the development community to encourage new development that could help to fill the identified gaps. An update to the 2015 Housing Study's understanding of development constraints and development economics of Perryville's housing market paint a more clear picture factors influencing development feasibility and the further inform the City's decision about the use of development finance tools and other strategies to attract new housing development.



Objective 3:

Maintain a High Quality of Housing Through Continued Regulatory Review

KEY RESULT 3.1

Update the City's Building Code and Nuisance Code to incorporate best practices from the International Property Maintenance Code.

KEY RESULT 3.2

Evaluate the City's code enforcement process and procedures to ensure that adequate levels of service and resources are allocated to property maintenance code compliance.

Perryville's existing housing stock is an important contributor to the character of the community. However, through the community engagement process, residents noted that some homes throughout the City are not well maintained. It will be important for the City to focus on the regulatory tools at their disposal to maintain Perryville's high quality of housing. Property maintenance regulations are designed to protect the overall public health, safety, and welfare of individuals, structures (accessory, residential, and non-residential), site improvements, and other elements of a property. The regulations provide protections for public life safety, safety from fire and other hazards, and safe and sanitary maintenance. The maintenance of property is the responsibility of the owners, operators, and/or occupants of the property. Regular property maintenance prevents deferred maintenance, dilapidation, and obsolescence which can contribute to blight, decreased property values, and a decline in community's overall quality of life.

Property maintenance in Perryville is currently regulated by the Nuisance Code. While the City of Perryville has adopted international best practices to regulate things like buildings (International Building Code) and plumbing (International Plumbing Code) the City has not adopted similar best practices to regulate property maintenance. The City should update its Building Code by adopting the International Property Maintenance Code (IPMC). This code update should also be followed by an evaluation of the City's Nuisance Code and code enforcement process and procedures to ensure that there is adequate staffing capacity and that code enforcement staff are trained in and familiar with the adopted version of the IPMC. The updated code enforcement program informed by the IPMC should provide for administration, enforcement, and penalties for violations. This will allow the City to ensure that homes and other property in the City are sufficiently maintained to preserve the character of the community and the much-needed housing stock. The City of Perryville should look to peer communities in southeastern Missouri for examples creating and administering a successful property maintenance code and code enforcement program.

Property Maintenance Code

The International Property Maintenance Code provides minimum standards for the maintenance of buildings and property. While some communities continue to adopt the latest versions of the International Codes, others consider how changes in these codes from year to year may impact other sections of the City's Code of Ordinances, the built environment, administrative procedures, residents and property owners, and overall community health, safety, and welfare. Perryville should consider these factors and adopt the version of the International Property Maintenance Code that is right for Perryville.

In Cape Girardeau, MO, the City has adopted the 2015 version of the International Property Maintenance Code. In Ste. Genevieve, MO, the City has adopted the 2018 version of the International Property Maintenance Code. The City of Perryville should look to these two peer cities for examples to enhance property maintenance in Perryville.

During the planning process, concerns were expressed related to the potential of IPMC code enforcement being burdensome for some residents and increasing property values. While cost burdens may become true on a case-by-case basis, these impacts should be weighed against the potential long-term impacts of uncurbed deferred maintenance of the quality of the City's aging housing stock, property values City-wide, and overall quality of life in the community. To help reduce undue burdens by property maintenance repair expectations or costs, the City should seek to provide resources home improvement grants to aid lower income households home repairs and connect residents and property owners to external resources for assistance. Further, discussion on how such a program might be established and funded is provided in the following section addressing potential housing related incentives, policies, programs, and partnerships.



Objective 4:

Explore Successful Models for Housing Incentives, Policies, Programs, and Partnerships

- KEY RESULT 4.1** *Explore ways to reduce utility and infrastructure costs for new residential development.*
 - KEY RESULT 4.2** *Explore partnership opportunities with major employers and higher education institutions to meet workforce and student housing needs.*
 - KEY RESULT 4.3** *Create policies and incentives to encourage the development of and access to more affordably priced housing options.*
 - KEY RESULT 4.4** *Create a residential rehabilitation incentive program to encourage reinvestment in and preservation of the existing housing stock.*
 - KEY RESULT 4.5** *Create a residential infill development program to encourage the development of housing types that address gaps in housing supply*
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Perryville’s shortage of housing has been affecting the community’s sustainability and hindering its growth. The housing shortage has most notably prevented major employers from filling job openings as prospective employees turn down job offers when they cannot find somewhere to live. Additionally, it has limited the City’s ability to support and expand its retail and restaurant offerings. The shortage of housing may also challenge any attempts by academic institutions to attract students from greater distances.

This is not a new problem for Perryville, as it has been acknowledged in the past by City staff, major employers, and the real estate community; however, it has not been sufficiently addressed. While City efforts such as the creation of the Residential Development Reimbursement Program are steps in the right direction, this initiative alone has not been enough to drive the sufficient development of housing units at the right price point and typology necessary to meet demand.

It will be important for the City to explore models that have been successful in other communities at meeting housing needs to design their own policies and incentive programs that promote housing development. These programs do not need to operate indefinitely, but rather can be utilized to spur development and meet the currently acute needs, and then be phased out over time as market conditions shift to better support residential development or the supply and demand gap is narrowed enough that slower paced housing development is found to be sufficient. The City should explore opportunities to work with major employers, higher education institutions, Citizens Electric, among others, as partnerships will be important to the success of any housing programs the City initiates.

Utility Reimbursement Program in Perryville

Perryville currently offers a utility reimbursement to developers of residential subdivisions and builders or homeowners constructing residential units. The program reimburses a portion of the installation costs of public infrastructure (water, sewer, gas) to the homeowner, builder, or developer.

The program provides a set amount of reimbursement per housing unit based on development type (single family, duplex, multifamily, Downtown conversions) as well as minimum standards, such as square footage, number of bedrooms, and number of bathrooms.

Since the program was implemented in 2023, it has been provided funding assistance for the development 52 residential units: 20 duplexes (40 units) and 3 fourplexes (12 units).



Currently, affordable, “starter homes” and “step-up” housing priced in the range of \$100,000 to \$150,000, continue to be in high demand based on discussions with local real estate and development stakeholders. Traditional housing types at this price point could be met with new construction, if heavily subsidized, or through the older, existing housing stock in Perryville, which might be freed up as new housing is developed, and current residents are able to move more freely to housing types that meet their needs. Given that 51% of Perryville’s existing housing stock has a median value of \$100,000 to \$199,999, backfilling existing housing in this price range as households transition to new construction or higher end home should be prioritized as a way to offer affordable housing options.

Many factors can contribute to a growing stock of homes in need of repairs or remodeling. Aside from neglect, these factors can include a sustained lack of sufficient supply of new construction; an aging housing stock that is primarily comprised of lower value homes; aging households; and lack of sufficient growth in household incomes to afford necessary home repairs and maintenance. Home repair and maintenance is important, especially for an older housing stock. In Perryville, the median age of homes is 50 years. More two-thirds (70%) of the existing housing stock was constructed prior to 1990 and just 6% of the housing stock has been constructed since 2010. If not well-maintained, deferred maintenance can have negative impacts on health and overall quality of life, contribute energy inefficiency and increased utility costs, and create conditions of blight. Regular home maintenance and repairs can increase the supply of affordable housing, preserve the existing housing stock by preventing vacancy and blight, and help aging households to age in place.

The City of Perryville should consider creating a residential rehabilitation incentive program to encourage reinvestment in and preservation of Perryville’s existing housing stock, and increase the stock of affordable housing options. The City form a local coalition of government and non-profit organizations to administer and fund a residential rehabilitation incentive program and other grant programs to support the housing maintenance, preservation, and affordability. One way that the Perryville can create and fund its own residential rehabilitation program is by partnering with Perry

Homeowner Emergency Loan Program (HELP) in Springfield, MO

The City of Blue Springs, MO, has established the HELP program to assist income-qualified homeowners with affordable, interest-free loans to fund home repairs. This grant was created in aligned the City Councils’ goal of prioritizing “quality of place” for the City of Springfield. The City has formed a network of organizations providing home repair assistance to bring in additional resources, including grants, to support the administration and funding of HELP. The City of Springfield’s partners include Ozarks Area Community Action Corp. (OACAC), Habitat for Humanity, and Catholic Charities of Southern Missouri.

Perryville Home Repair Coalition

Potential partners for creating a home repair coalition or network of providers of home repair services, grants, and other assistance in Perryville include:

- City of Perryville
- Perry County
- Perry County Community Foundation
- East Missouri Action Agency, Inc.
- Missouri Housing Development Commission
- Habitat for Humanity - Cape Area

Minor Home Repair Program in Blue Springs, MO

In 2008, the City of Blue Springs, Missouri, created a Property Maintenance Code to establish minimum standards for maintaining residential and non-residential property in the city. Recognizing the potential cost burdens that some residents and property owners in the community could face, the City also created a home repair grant program to assist low-moderate income homeowners with minor repairs that help alleviate code enforcement violations, promote the preservation of existing housing and neighborhoods, and to help homeowners stay in their current homes. Blue Springs’ Minor Home Repair (MHP) Grant Program is funded through a Community Development Block Grant (CDBG). The City makes an annual appropriation of its CDBG funds to the grant program. Low-moderate income homeowners can be awarded up to \$5,000/year, with a maximum of \$25,000 over a period of five years, for eligible repair costs.

It should be noted that Blue Springs is an entitlement community, which means that the City is entitled to receiving CDBG from the U.S. Department of Housing and Urban Development (HUD). The City of Perryville is a Non-Entitlement Community and Perry County is a Non-Entitlement County. In order to fund a similar home repair and rehabilitation program, the City and/or County would need to apply directly to State or federal like the Missouri Department of Economic Development, Missouri Rural Development Office, or HUD for CDBG and other grant opportunities.



County to apply for grant funds from the Perry County Senior Services Tax Commission (PCSSTC). The PCSSTC oversees the disbursement of approximately \$300,000 grant budget funded by a one-cent county-wide sales tax established in 2008. These funds are to support programs, projects and services designed to improve the overall health, welfare, quality of life of Perry County residents who are fifty-five years of age or older. Thus, a residential rehabilitation incentive would be geared towards assisting Perryville homeowners who are fifty-years of age or older.

Implementing best practices in property maintenance regulation and enforcement coupled with residential rehabilitation incentive programs to relieve cost burdened homeowners, can bolster Perryville stock of affordable, well-maintain homes and providing needed housing options for aging, lower income, or early life-cycle individuals and households. To address housing market needs via redevelopment or new construction, other approaches will be necessary.

One way in which Perryville could facilitate housing development is through the creation of a residential infill development program. This program would not only promote the healthy development pattern of infill development, but also help more rapidly address gaps in housing supply. This program could develop several sets of pre-reviewed architectural drawings for in demand housing types that could be built on most standard infill lots. These plans would be available to the public and would lower the time and cost required to build a home in Perryville.

Partnerships with local lending institutions could also facilitate a more efficient lending process for construction and home ownership. Overall, this program would create an expedited and more affordable process for small-scale infill housing development in Perryville. Once the program is created, a marketing campaign will be crucial to ensuring the public is aware of the available resources and utilizing them. Both infill and large-scale redevelopment of existing structures have the potential to impact neighboring properties and the character of a street overall. In order to preserve and support the character of existing neighborhoods in the City, emphasis should be placed on ensuring all new developments are compatible with existing structures and contribute positively to the area's built environment.

Perryville Residential Rehabilitation Program (55+ Homeowners)

Some important steps in the process to obtain adequate funding and create this program may include:

- Engage and inform Perry County and the PCSSTC of the existing housing market conditions and home repair/maintenance needs to develop support for an PCSSTC annual grant allocation to the City.
- Define the grant purpose, eligibility criteria, and uses of grant funds including income parameters, funding caps, and types of rehab/repair costs to fund.
- Study average home repair costs to support the funding request from the PCSSTC grant and establish maximum annual or periodic grant awards for Perryville's program.
- Enter into an intergovernmental agreement with Perry County to receive an annual grant allocation from the PCSSTC grant program to support the sustainability of the program.

Residential Infill Development Program Model: How Could This Work?

- KEY 1** Establish formal program eligibility criteria, procedures, and applications forms.
- KEY 2** Identify infill and acquire vacant and underutilized parcels within existing neighborhoods where necessary public infrastructure exists.
- KEY 3** Partner with an architect and residential builders to develop pre-reviewed architectural plans for mix of housing types that are designed to suitable for the typical infill lot, comply with the City's Zoning and Building Codes, have pre-estimated building permit fees.
- KEY 4** Partner with local lending institutions and other organization supporting housing development to create a home buying literacy program, identify grant opportunities, and secure other private finance tools to support to prospective home buyers.
- KEY 5** Create an exciting marketing campaign educating the community about the program.
- GOAL** With key components above in place, prospective homeowners have access to lower-than-market priced land; pre-estimated architectural design, construction, and permits costs; and affordable financing. The City and its partners have then spurred new housing development.



The 2015 Study of Housing in Perryville studied to important questions: “Is there sufficient housing stock in appropriate price ranges to support growth?” and “What drives the “why Perryville” or “why not Perryville” decision?” The study concluded that there were in fact gaps in the housing market around housing types attractive to specific demographics, lifestyles, and household types. Some identified areas of need included high-end senior housing, starter homes, smaller home options, and urban housing options in Downtown. The study also concluded that market intervention would be necessary for the City to attract desired housing development at price points that households can afford. These conclusions continue to hold true as housing market conditions, particularly growth in housing development to meet areas of need, have not significantly changed since 2015.

Finally, the study identified a number development finance tools that the City should consider as market interventions to promote housing development, including incentive, policy, and partnership approaches. The City’s use of Tax Increment Finance (TIF) and the Utility Reimbursement Program are examples of implementing strategies recommended by the 2015 Housing Study. Two development finance strategies discussed in the study, but not yet implemented to promote desired housing development are development by non-profit entities and Community Improvement District (CID).

There are many advantages to non-profit housing development. Their access to grant opportunities provides access to financing that is not always available to the private market. Depending on the type of non-profit, their tax-exempt status also brings the benefit of directly reducing development costs such as exemptions from taxes on building materials, real property, and personal property. The bottom line for non-profit housing developers is to build affordable housing that address market needs for individuals and households who may be under-served by the private market. The City of Perryville should engage local non-profit organizations with interests in promoting housing development identify housing focus areas and develop plans to help those organizations build capacity to produce housing at an impactful scale. The City should also engage Perryville’s major employers who have and continue to experience employment constraints due to the shortage in local housing supply. Major employers could form a non-profit foundation geared towards housing development and other community services to meet workforce needs.

Pella Corporation’s Investment in Pella, Iowa

Pella, Iowa is a town with just over 10,000 residents that is also home to the corporate headquarters of Pella Corporation, a window and door manufacturer. The City was suffering from a housing shortage that was preventing Pella Corporation from recruiting and hiring new employees and limiting the company’s potential for expansion. In 2022, the company employed 2,550 people at their Pella location, but only one-quarter of them lived in town. After numerous attempts to increase employment, such as increased pay and increased recruitment from local high schools and colleges, Pella Corporation’s shareholder family purchased 160 acres of farmland in 2019 and collaborated with local developers to develop housing on-site, committing close to \$30M. More than 100 single family detached housing as well as single family attached townhomes and condominiums are planned as part of the development which is currently under construction. In addition to investing in local housing development, Pella Corporation worked with New Horizon Academy, a national daycare operator, to open a daycare facility in a local building they purchased and remodeled. The company has also committed \$6M toward the City’s development of a new recreation center, and is supporting new businesses by covering startup and construction costs. Overall, these investments by Pella Corporation in housing, child care, and community amenities are already making an impact on employee recruitment and retention, while also benefiting the City and its residents.

While CIDs are not traditionally used to promote housing development, this tool is worthy of consideration in Downtown and along the W. Saint Joseph Street corridor where mixed use development is prioritized in the Future Land Use Plan. Depending on the CIDs form of governance, the District could impose an additional sales tax, property tax, or special assessment on properties within the district’s boundary. These funds could be used to construct public improvements (Ex: streetscape, street, sidewalk, parking, and childcare facilities) and offer public services (Ex: provision of childcare, transportation, tourism, and business development and retention services) necessary to advance the Comprehensive Plan’s vision for these areas. Additionally, within a blighted area like the Downtown TIF District, CID funds can be used to pay demolition, renovation, and rehabilitation costs for existing structures. The use of these in Downtown together can fund infrastructure, services, and necessary development costs to attract higher density housing and mixed-use developments in Downtown.



Objective 5:

Regularly Collect and Review Data to Track Progress Toward Housing Goals

- KEY RESULT 5.1** *Track the performance and fiscal impact of housing incentive programs.*
- KEY RESULT 5.2** *Track key housing market metrics, such as net change in housing units, number of home sales, etc.*
- KEY RESULT 5.3** *Identify opportunities to utilize existing City application forms to collect housing data.*
- KEY RESULT 5.4** *Publish an annual “State of the Housing Market” report highlighting key housing metrics and progress towards housing goals.*

Regular collection and review of data on the performance of the housing market in Perryville and the City’s efforts to meet housing needs will be important to ensuring that the City’s efforts are efficient and effective. Data collection methods will vary based on what the City is looking at, but it will be important to ensure that any City-led programs or incentives are created with data tracking in mind. Applications for funds can be designed to collect any data metrics that the City is hoping to track, and internally, the fiscal impact of the programs in total and per housing unit created can be recorded quarterly or annually. Data provided on existing City application forms, such as rezoning or building permit applications, can be recorded and tracked as well. These applications could also be modified to request additional information for data collection purposes if needed. Utility billing by the City can also be used to identify residents moving to, from, and throughout Perryville.

While data should be collected regularly, the City should review the data annually and create a report summarizing key housing metrics and the City’s progress toward housing goals. This report should be released publicly and presented to the Board of Aldermen and Planning and Zoning Commission. Individuals and businesses interested in or affiliated with the housing market and development industry should also receive copies of the report. This report will aid the City in determining new or persistent gaps in the housing market and identify next steps. It can also keep the City on track in its efforts to meet the housing needs of its residents and employers.

Data points to collect on the housing market and track over time:

- Number of residents
- Number of households
- Number of for-sale units
- Number of long-term rental units
- Number of short-term rental units
- Number of home sales (new homes and ownership transfer)
- Number of housing units lost (demolition, conversion to other use, etc)

Data points to collect on each City housing program or incentive:

- Number of applicants
- Number of recipients
- Number of units built with program
- Direct cost to City
- City revenue generated by development



Perryville Speaks: Housing

Excerpts from community comments during the public engagement process.

"For our community to continue to grow we need space for people to live so they stay here."

"Housing in the city and county seems to be in short supply, it's hard to attract new residents or retain young residents in the city/county without housing."

"Retirement communities with attractive outdoor areas, garden pool, walking path, community building, etc."

"Would like to see some of the smaller, older homes to get some upgrades."

"The people already want to be here, they just can't find places to live."

"Our county is in desperate need of housing. We continue to attract people here but we do not have the housing for them which is so unfortunate. This has got to be a priority over any other growth."

"Not everyone wants the burden of large lawns and upkeep, but would still like some space. I think the city would benefit from some new developments that match the style of some of the original neighborhoods in town. Smaller homes on smaller lots could help fit the gap in price point for new homeowners and workforce housing."

"[Housing development should occur] close to the industrial parks. Many people working at T&MO would like to live closer to work, but the options are limited and few."

BUSINESS, INDUSTRY, AND EMPLOYMENT



INDUSTRY AND EMPLOYMENT ARE STRENGTHS OF PERRYVILLE, WITH A NUMBER OF LONG-TERM EMPLOYERS COMMITTED TO THE PERRYVILLE COMMUNITY. HOWEVER, THE LIMITATIONS OF A TIGHT LABOR MARKET WILL CHALLENGE THE CAPACITY AND EXPANSION OPPORTUNITIES OF LOCAL BUSINESSES AND INDUSTRY. STRATEGIES TO SUPPORT INDUSTRY AND EMPLOYMENT IN PERRYVILLE WILL CONSIDER ITS CONNECTION TO QUALITY OF LIFE, EDUCATION, AND HOUSING.

- OBJECTIVE 1** *Grow Perryville’s Workforce to Fill Existing Employment Gaps and Sustain Future Growth*
 - OBJECTIVE 2** *Increase Access to Affordable, Quality Child Care*
 - OBJECTIVE 3** *Reposition the City’s Economic Development Strategy to Support Long-Term Growth and Development*
-

Perryville’s employment opportunities have grown and expanded over the past several decades with the expansion of local industry and the opening of new businesses. Residents and stakeholders acknowledge this growth and the benefit it has brought to the community. Diversification of the employment landscape is of interest to stakeholders to ensure the economic vitality of the City and its stability through market changes. In the community survey, some respondents expressed concern over the wages offered by the large employers, indicating that while they are competitive locally, they may pose a challenge in attracting non-local talent.

One of the largest concerns regarding local employment and industry is building and maintaining a sufficient workforce to support existing business operations and future growth. Perryville’s employers struggle to staff all of their existing positions, most significantly entry-level, unskilled, or low-skilled positions. While this is an issue faced around the country, it is something Perryville and the major employers will need to address to continue to grow. Efforts to support the quality of life of residents and employees may make it easier to attract and retain staff in Perryville.

Industry employers expressed concern that the reputation of jobs in industry and manufacturing is perceived as undesirable by students. Overcoming this perception will be important to ensuring students in Perryville are considering industry jobs as a viable option after school. Strengthening the relationship between Perryville’s employers and the local primary and secondary schools, both public and private, can help introduce students to the types of jobs offered by these companies and the potential for career growth over time. This relationship can also ensure that students are able to access the education, training, and experience they might need to pursue these jobs in the future. Partnerships with Ranken Technical College, Mineral Area College, and other post-secondary institutions can also allow for the creation of education programs that will meet the needs of the major employers.

Child care also emerged as a challenge that could be inhibiting employment opportunities. TG Missouri, Gilster-Mary Lee, the hospital, and other Perryville employers operate 24-hours a day. Employees with children not only need reliable and quality child care options during the day, but many also need child care options in the evenings, overnight, or other hours beyond 9am to 5pm.



Objective 1:

Grow Perryville's Workforce to Fill Existing Employment Gaps and Sustain Future Growth

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- KEY RESULT 1.1** *Formalize the relationships between major industrial employers and local primary and secondary schools.*
 - KEY RESULT 1.2** *Increase opportunities for students and adults to learn skills in demand by Perryville employers.*
 - KEY RESULT 1.3** *Collaborate with SMTS and local employers to create transit hubs, routes, and schedules for commuting employees.*
 - KEY RESULT 1.4** *Coordinate a marketing strategy for industry career opportunities.*
-

Perryville's workforce is currently strong with low rates of unemployment; however, a number of employers report difficulty filling some of their positions, most notably entry-level manufacturing jobs. This is not entirely a local problem, as labor shortages have been experienced by many industries nationwide, though their causes vary by geography and industry. The manufacturing industry, for instance, is expected to have 2.1 million unfilled jobs nationwide by 2030, according to a 2021 report issued by The Manufacturing Institute and Deloitte. This shortage is anticipated to occur as a result of high rates of retirement of existing employees, lack of interest in the industry by students or parents, and limitations within education systems and job training programs to effectively build up necessary skillsets. These industry-wide labor shortages are further exacerbated in Perryville by the local housing shortage as prospective employees are unable to accept jobs without a place to live unless they are willing and able to endure a long commute.

In order to help grow Perryville's workforce, the City must facilitate partnerships across major employers, the education system, and other key entities to help fill existing employment gaps and sustain future growth. One of the most important relationships will be between local employers and Perry County School District. While all employment sectors could benefit from these relationships, it will be most important for the manufacturing industry as a way to overcome the possible negative perceptions of the industry as dirty, unsafe, or without career growth potential. Instead, it can introduce youth and their families to the career and income potential offered by the industry, as well as the technological advances in the industry. Employers could offer site visits or give presentations that help students to learn about the equipment and processes utilized day to day. After school programs or clubs, such as the Perryville High School Robotics Team, could serve as connectors between industry and students, as local employers could sponsor a club, volunteer time or supplies, or mentor the students involved. Internship and apprenticeship opportunities could also be offered to older students or upcoming graduates.

Perryville Area Creating Entrepreneurial Opportunities (CEO) Program

In the fall of 2024, Perry County School District 32 will launch their CEO program in partnership with Perryville Area Career & Technology Center. The program will high school students to learn business and entrepreneurial skills through mentorship, presentations by guest speakers, and visits to area businesses. Students will also be given an opportunity to identify gaps in the market, develop a business plan, and launch their own business. The program hopes to inspire students to invest in their community and to grow the workforce of the future.

The CEO program was first developed in 2007 in Effingham County, IL to offer an innovative approach to education that focused on real-life accomplishments and empowering young people with the skills they need to thrive in life after school. The CEO program has since grown beyond Effingham County, and the Midland Institute of Entrepreneurship was created to oversee the CEO program nationally. The CEO program now operates more than 70 programs in 10 states. This program will be just the second CEO program offered in the state of Missouri.

The Perryville Area CEO Program's inaugural class will consist of up to 25 juniors and seniors attending Perryville, Saxony Lutheran, and St. Vincent High Schools.



Other businesses and industries could also develop stronger relationships with the school district through the creation of a program that connect students with local businesses to gain exposure and experience in their fields of interest.

In addition to working with the school district and Perryville's future workforce, it will also be crucial to develop and strengthen technical training programs that provide students and adults with skills that are most in-demand by Perryville's employers. These programs should be designed to adapt to changing employment demand and technological advances and should incorporate hands-on experience with local employers. Evening programs should be made available to support the upskilling of existing employees, as well as offer opportunities to those who may not be able to afford to take the time off work to learn the skills needed to change jobs or receive a promotion.

Given the existing housing shortage in Perryville, providing transportation to and from work for commuting employees will be an important consideration for employers, particularly in the near-term. Providing transportation or subsidizing transportation costs could allow local employers to attract additional employees beyond the City, as well as increase retention by improving employee quality of life. Local employers should work together to identify any neighboring communities in which large numbers of employees are commuting from, or could commute from. Employee transportation could then be provided or subsidized to and from key hubs at times compatible with company work schedules. Southeast Missouri Transportation Service (SMTS) could be a key partner in providing this service. Over time, as housing becomes more available to support the growth of the local labor force, the number of employees commuting long distances may drop and allow for the modification or scaling back of this program.

In order to ensure residents of all ages are aware of the employment opportunities in Perryville, a marketing strategy will be important. The primary focus of the strategy should be to ensure that residents are able to make informed decisions about their future career paths and skill development, rather than try to steer individuals into any particular industry. Marketing efforts should highlight the career trajectory for both skilled and entry-level positions for the various industries and employers and provide resources for anyone interested in learning more.

Federation for Advanced Manufacturing Education (FAME)

FAME is a workforce development program focused on advanced manufacturing that provides education, training, and certifications that are essential for building up the manufacturing workforce. The program was first founded in 2010 by Toyota and since 2019 has been led by the Manufacturing Institute to broaden the program nationally. Today, the program operates across 14 states and collaborates with more than 400 employers. There have been more than 1,500 graduates of the program, which boasts a 90% employment placement rate.

The program model allows students to learn technical manufacturing skills and professional behaviors through both academic learning and hands-on training. Students attend classes at a local community college while also working for a local, sponsoring employer. Graduates of the program, which takes approximately two years, will have an associates degree with a least 60 credit hours and 1,800 hours of paid work experience.

FAME leverages a collaborative partnership between employers and educational institutions to educate, train, and recruit students to build up a regional manufacturing workforce.



Objective 2:

Increase Access to Affordable, Quality Child Care

KEY RESULT 2.1

Increase the number of child care facilities with expanded hours of operation to support shift workers.

KEY RESULT 2.2

Partner with local employers to create employer-based child care programs or child care subsidy programs for employees.

Lack of access to quality, affordable child care is key factor affecting the available workforce for employers around the country. Child care availability and cost can result in caregivers remaining at home with children rather than working, and unreliable or inflexible child care can result in working caregivers needing to leave work early, arrive late, or take days off to fill in child care gaps. In Perryville, the challenge is no different. Major employers in Perryville, as well as employees and residents, cited concerns over child care as a concern for the future. In particular, shift workers scheduled outside of the traditional nine-to-five work day struggle to find childcare with extended hours, despite the high number of shift-work jobs in Perryville.

In order to preserve the workforce and support future growth, child care will need to become a bigger priority for local employers and the City. In the short-term, it will be important to work with existing child care facilities to expand their hours of operation to better support shift work. This will create additional burden on child care facilities which would need to attract, hire, and retain additional caregiving staff, as well as increase the facility's ongoing maintenance and operational costs. In the long-term, local employers could partner to develop an employer-based child care program, offering child care services on site or at another location, particularly for those who cannot utilize existing local child care facilities due to cost or insufficient hours of operation. Alternatively, employers could financially support child care for employees through a child care subsidy program, but this would require existing child care facilities to have sufficient capacity and hours of operation.

Employer-Sponsored Child Care Solutions

Companies nationwide have implemented these strategies in different ways. In 2022, Wisconsin Aluminum Foundry (WAFCO) began providing employees with a \$400 monthly stipend for child care, as well as purchasing spots at a local child care center and subsidized the cost for employee children. WAFCO currently has plans to create its own child care center in collaboration with KinderCare Learning Centers, funded by company capital and grants.

In July 2023, Tyson Foods, in collaboration with KinderCare, opened an employer-sponsored child care facility in Humboldt, TN that would provide child care to 100 children age 5 or younger. In addition to the nearly \$5M investment in the facility, Tyson plans to subsidize the tuition costs for children of employees attending the facility. In addition to this new child care facility near their Humboldt facility, Tyson Foods provided funding to the Wesley Community Center and the Maverick Boys & Girls Club of Amarillo to establish a child care program to support child care for afternoon and evening shift workers. Each facility can support 40 children and cost of attendance is fully paid for by Tyson Foods.

Child Care in Perry County

Perry County currently has 15 licensed child care programs, eight of which accept subsidies from the Missouri Department of Elementary and Secondary Education. These 15 facilities include child care centers, group homes, and family child care programs, amounting to a total licensed capacity of 524 children.

Missouri Child Care Aware estimates that there are approximately 1,247 children under the age of six with working parents in Perry County. Those children are likely in need of child care in some form, whether it is through a child care facility, a nanny, family help, or a reduction in working hours by a parent. The current licensed capacity of all Perry County child care facilities is less than half of the estimated demand. In addition to limited capacity, cost and hours of operation could make these facilities less accessible for Perry County families.

Source: Missouri Child Care Aware



Objective 3:

Reposition the City's Economic Development Strategy to Support Long-Term Growth and Development

- KEY RESULT 3.1** Diversify local employment opportunities.
- KEY RESULT 3.2** Support the creation of a retail incubator to encourage entrepreneurship and the development of small-scale, local businesses.
- KEY RESULT 3.3** Implement development finance tools to encourage desired development, redevelopment, and business attraction.

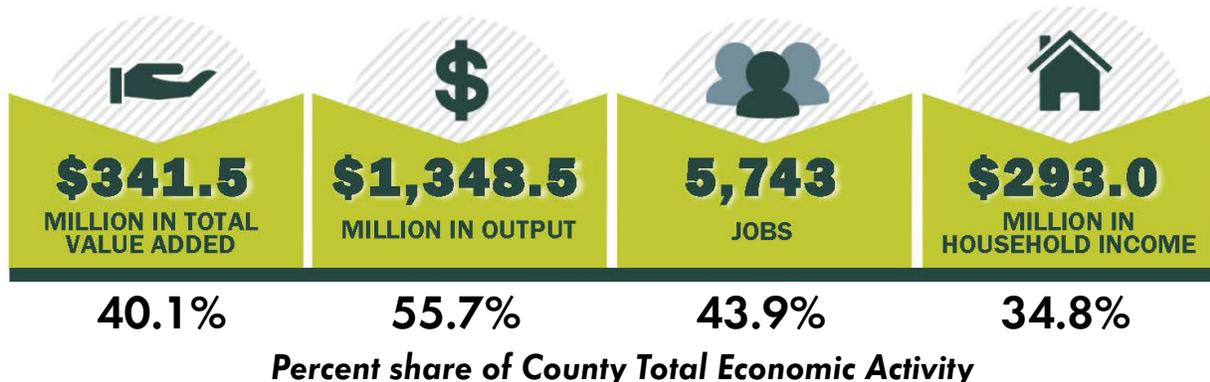
The City's current economic development strategy focuses on business retention and employee recruitment rather than new business attraction. This is the result of the need to fill existing job openings and support existing business growth that is challenged by the shortage of labor. In the long-term, diversifying local employment opportunities by expanding the industries of employment in Perryville and increasing the number of high-wage jobs should be a priority. As the City begins to implement solutions to other business and employment objectives, particularly spurring residential development to house workers, the economic development focus to shift toward business attraction and diversifying employment opportunities.

More than one-third (36.4%) of Perryville's population 16 years of age or older is employed in the Agriculture/Mining, Construction, Manufacturing, and Transportation/Utilities industries. In Perry County, these industries account for nearly half (40.8%) of the employed population 16 years of age and older. As the home to the two largest employers in southeast Missouri in TG Missouri and Gilster-Mary Lee, Perryville has established its position as an employment center for the region. The bolter this economic position and building economic resilience, Perryville's business attraction efforts should include a focus on middle supply chain operations in industries where the City has some competitive advantage, including Agriculture, Manufacturing, and Transportation/Warehousing.

A 2021 study of the economic contribution of Missouri agriculture and forestry by the Missouri Department Agriculture details the importance of agriculture in Missouri and its counties. This study reported that in 2021, Agriculture, Forestry, and related industries contributed 40% of the County's gross domestic output ("GDP") (value added), 56% of .the total value of industry production, 44% of all jobs, and 35% of household income in Perry County.

Estimated Economic Contribution to Missouri Agriculture and Forestry

Source: Missouri Agricultural and Small Business Development Authority



In recent years, Missouri has launched major grant programs geared toward agricultural and industrial growth, expansion, and resiliency. The grants have focused on agricultural and industrial section where the State has competitive advantages that have potential to generate significant economic growth. The City of Perryville should engage State organizations like Missouri Department of Economic Development and Missouri Department of Agriculture regularly to stay aware grant programs and other funding sources available to invest in infrastructure to necessary to support industry and job growth, grow local businesses, and reinvest in areas like Downtown. The City should also work with Perry County to engage major agricultural/forestry and industrial employers around strategies to attract middle supply chain businesses to the area.

Industry and Employment Grant Opportunities

In March 2023, Missouri Department of Economic Development awarded \$14.85 million to Jordan Valley Innovation Center (JVIC) at Missouri State University and the API Innovation Center (APIIC) at Cortex Innovation Community to invest in the manufacturing of semiconductors and pharmaceuticals, respectively. In January 2024, Missouri Department of Agriculture launched the \$6.9 million, federally-funded, Resilient Food Systems Infrastructure Program. The purpose of this program is to build resilience in the middle of the supply chain and strengthen local food systems by funding equipment and infrastructure projects that expand capacity for the aggregation, processing, manufacturing, storing, transportation, wholesaling, and distribution of locally and regionally produced food products.

Both MDED and MDA offer a variety of grants for non-entitlement cities and counties, as well as for businesses.

Small and locally owned businesses are another important component of the City's economic development and a large contributor to the character and identity of the community. Traditionally, many economic development programs and policies are targeted toward large-scale developments. The City should audit their available programs and ensure they are effective for both large commercial opportunities and the small businesses residents desire to see in the City. To help support small businesses, the City should explore ways to encourage entrepreneurship and provide business development services and educational programs.

The forthcoming Perry Area Creating Entrepreneurial Opportunities (CEO) Program at Perryville High School will be a hands-on, entrepreneurship education program designed to prepare junior and senior high school students for entrepreneurship. Each student in the program will have the opportunity to be mentored by individuals and organizations from the local business community, and start their own business while in high school. Funded by local business investors, the CEO program is an awesome initiative that brings businesses and schools together to develop the community's future workforce and build new businesses that will contribute to local economic development.

To take the next step in encouraging entrepreneurship and small businesses, the City and the business community should partner to create a retail incubator. This type of investment in Perryville's future can help CEO students and other enterprising residents plant and grow their business in Perryville. This could look like redevelopment of an existing building or a seasonal, pop-up market. In either case, the incubator should provide small-scale commercial spaces along with amenities and support services for small business owners and entrepreneurs.

Berwyn Shops Retail Incubator

In Berwyn, IL, a partnership between the Berwyn Development Corporation, City of Berwyn, the Women's Business Development Center, and other community partners led to the creation of a retail incubator in the city. Berwyn Shops consists of 12 mini standalone shops, just 12 feet by 15 feet, that serve as storefronts for new businesses. These storefronts allow local artists, makers, and entrepreneurs to establish themselves and experiment with their business ideas before committing to a full brick-and-mortar storefront. In addition to establishing a storefront, Berwyn Shops vendors will attend business training sessions on business ownership, management, marketing, and other important topics.

Vendors are selected by a jury of community volunteers, and the initial funding for the program and to construct the storefronts was primarily provided by the City of Berwyn. Berwyn Shops first opened in 2022 and has successfully "graduated" two cohorts of retail businesses.



Source: Berwyn Shops



The State of Missouri provides a myriad of development finance tools for municipalities and counties to utilize to induce development and redevelopment. These tools can be used individually or layered together to achieve strategic results. An overview of three development finance tools that the City should consider support the implementation of the Comprehensive Plan are discussed below. Discussion of these tools are relevant to specific opportunities identified within the Comprehensive Plan, but should not be interpreted to exclude the strategic use of other development finance tools.

Tax Increment Finance (TIF)

TIF is a development finance tool by which municipalities and counties can establish a redevelopment plan for “blighted areas” or “conservation areas” and utilize growth in incremental property tax and economic activity tax (EATs) revenues to encourage redevelopment. There are three existing TIF Districts in Perryville:

I-55 TIF 1 (Perryville): promotes development along the interstate and Highway 51 corridors through investments in public infrastructure.

Downtown TIF 2 (Perryville): promotes reinvestment in Downtown properties through Facade and Structure Improvement Grants.

Industrial Park TIF 3 (Perry County): facilitates development, investment, and employment growth within Perryville Industrial Park through investments in public infrastructure.

PROJECT-BASED TIF

Perryville’s existing TIF districts encompass the city’s primary development and redevelopment focus areas. The City may consider creating project-based TIFs to support the development or redevelopment of individual project sites that are anticipated to have significant community and economic impacts, and projected incremental revenues sufficient to support the project and administrative costs the City. Project-based TIFs may be warranted of development, redevelopment, or rehabilitation costs associated with projects in Downtown that are outside of the existing Downtown TIF boundary.

Community Improvement District (CID)

A CID is created by a city or county following a petition by the property owners within the proposed CID boundary. Depending on the form of government established at creation, CIDs can impose a sales tax, a special assessment, or a real property tax on properties within the CID.

DOWNTOWN DISTRICT CID

The City should consider creating a CID fund improvements identified by the Comprehensive Plan with Downtown and the W. St. Joseph Street Corridor. This CID should be created in partnership with Downtown Perryville Advancement, Inc., and nonprofit organization invested in the revitalization of Downtown Perryville.

What are some eligible uses of CID funds?

Notable improvements and public services, relevant to Perryville and “Downtown District” future land area include: pedestrian plazas; landscape; streets; sidewalks; parking lots and garages; childcare facilities; property maintenance; promoting tourism; business development activities; and certain professional services. Where a CID boundary overlaps a “blighted area” (i.e., the Downtown TIF), CID funds can be used finance demolition, renovation, and rehab costs associated with existing structures.

How do CIDs fund improvements?

Funding mechanisms for CIDs include special assessments; real property taxes; sales tax; bonds; fees, rents, and other charges of CID-owned property or services; as well as grants, gifts, and donations. It should be noted that CIDs formed as nonprofit corporations cannot impose real property tax or sale tax.

Chapter 100 - Property Tax Abatement

Chapter of Missouri’s Constitution authorizes municipalities and counties to issue revenue bonds and abate property taxes to finance private development projects.

INDUSTRIAL DEVELOPMENT BONDS AND TAX ABATEMENT

The City can utilize Chapter 100 tools to support the continued growth and development of Perryville Industrial Park. This tool can be used to attract new businesses and industries, and encourage expansion and major upgrades to existing industrial developments. These investments can result in economic diversification, job growth and retention, and synergistic growth and development in and around the industrial park.

What types of industrial development projects can be supported?

Chapter 100 allows cities and counties to issue bonds to fund land, buildings, fixtures, and machinery associated with certain industrial projects including:

- Warehouses;
- Distribution facilities;
- Research and development facilities;
- Office industries;
- Service industries engaged in interstate commerce;
- Industrial plants; and
- Certain types of commercial development, except for retail and service industries in intrastate commerce.

How might the City utilize tools provided by Chapter 100?

- **Revenue Bonds:** The City can issue revenue bonds to finance the development of a project. These bonds are then repaid from revenues generated by the project.
- **Sales Tax Exemption:** A developer may obtain a sales tax exemption certificate so that materials used in the construction of a project are exempt from sales taxes, directly reducing construction costs.
- **Property Tax Exemption:** The City may enter in an agreement with developer for the development of City-owned property within Perryville Industrial Park. In this case, the City would retain ownership of the property and lease the project to the developer allowing the project to benefit from tax abatement.
- **Payments in lieu of taxes (PILOTs):** Based on the community and economic impacts and overall feasibility of a project, the City may determine that only partial tax abatement is necessary to support a project. In this case, the City may enter into an agreement whereby the developer agrees to pay tax entities “payments in lieu of taxes”. The amount of PILOTs can be negotiated between the City and the developer.



Perryville Speaks: Business, Industry, and Employment

Excerpts from community comments during the public engagement process.

"On the lower end of the pay scale, transportation is an issue for many of our factory workers."

"The collaborative efforts of the city, tourism and economic development for the betterment of the community [are a strength]."

"We have lost adequate daycare options for parents."

"We need transportation for workers and elderly."

"There a lot of current job opportunities in the town with no people to fill the roles. This is requiring businesses to go out of town to locate employees."

TOURISM



PERRYVILLE HAS A NUMBER OF EXISTING TOURISM SITES THAT HELP TELL PIECES OF THE CITY AND COUNTRY'S HISTORY. CONTINUING TO SUPPORT THESE ASSETS AND SUPPORT TOURISM WILL REQUIRE STRATEGIES THAT CONSIDER WHAT STORY PERRYVILLE WANTS TO TELL VISITORS AND HOW, AS WELL AS EXPLORING THE NEEDS OF VISITORS THAT MAY NOT BE CURRENTLY MET.

OBJECTIVE 1 *Define the Vision For Perryville as a Tourism Destination*

OBJECTIVE 2 *Regularly Collect and Review Visitation Data*

OBJECTIVE 3 *Celebrate Local Culture and Heritage*

OBJECTIVE 4 *Support and Grow Hospitality Options in Perryville*

OBJECTIVE 5 *Enhance Tourism Marketing Strategies*

Closely connected to the City's identity, is the tourism industry in Perryville. Perryville benefits from having a number of unique and popular tourism destinations that attract visitors from all over the United States and the world. The American Tractor Museum, Missouri's National Veterans Memorial, the National Shrine of Our Lady of the Miraculous Medal, and Perry County Courthouse each tell a bit of Perryville's story to visitors. Perry County Heritage Tourism also supports public art through murals and sculptures in Perryville and the Barn Quilt Trail merges art with the county's agricultural roots. Recreation is also an important component of Perryville and Perry County's tourism industry as a result of caves, athletic facilities, and the mountain biking and multi-use trails under being built around Legion Lake. Finding a way to connect these existing assets in a way that tells Perryville's full story to visitors could better preserve Perryville's identity and help encourage people to visit the community as a whole, rather than any single tourism destination. In doing so, Perryville could become a place people visit for several days, or a weekend, rather than just a day trip.

In order to support tourism and encourage visitors to explore more of Perryville when they visit, Perryville's visitors will need places to stay, eat, and explore while they are in town. The hours of operation of the Visitor Center and the various tourism sites will need to be catered toward the most common visiting hours such as the weekend and evenings. While staffing capacity currently limits more broad operating hours, this will be crucial for sustaining and growing local tourism. Lodging opportunities in Perryville are limited to economy or midscale hotels and motels or AirBnBs, presenting a possible opportunity for a strategically located upscale hotel. Dining, retail, and entertainment options are also somewhat limited, and offer room for growth as demand increases. In addition to serving visitors, dining, retail, and entertainment venues would also benefit existing residents looking for more variety.



Objective 1: Define the Vision for Perryville as a Tourism Destination

KEY RESULT 1.1

Partner with Perry County Heritage Tourism to create a Regional Tourism Master Plan.

KEY RESULT 1.2

Define and develop branding around the core pillars of Perryville's tourism sector.

The City of Perryville and Perry County are home to a number of tourism assets that operate almost entirely independent of one another. While these sites do attract a number of visitors, visitation across the different sites is much more limited. Additionally, while these assets represent important parts of the City's history and its future growth, there is often a disconnect between these sites and the City. Visitors passing through may only be aware of one of the sites but miss out on an opportunity to truly experience all of what makes Perryville unique.

A Regional Tourism Master Plan could help the City and County work together to help identify the core pillars of Perryville's tourism sector and create specific strategies and goals moving forward to support tourism in the region. Core pillars of Perryville's tourism economy might center around the City's agricultural and religious roots, military history, and outdoor recreational activities, among others. Clearly identifying and defining these pillars and establishing a branding campaign that is able to both distinguish between these different pillars and connect them back to the overall story of Perryville and Perry County will be crucial. In doing so, Perryville and Perry County Heritage Tourism will have a more clear direction forward in promoting tourism and visitation in the region while remaining true to local character and identity.

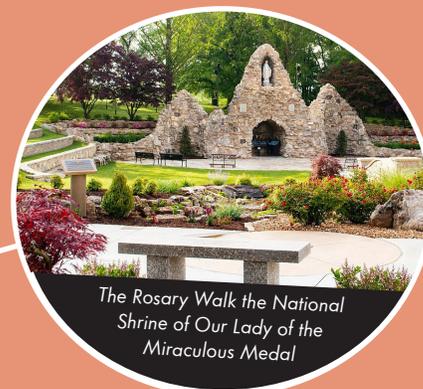
"For God and Country" Tour

A great community engagement process is marked by community members who are enthusiastic, engaged, open minded, and keen to share their ideas. During one public open house, a Perryville resident shared an intriguing ideas related to enhancing Perryville's potential as a tourism destination. Given the number tourism assets founded in heritage and religion, the theme "For God and Country" was shared as a potential brand to help tell Perry's tourism story.

Heritage tourism is travel directed towards exploring and experiencing the history, culture, customs, or traditions of a place, including buildings, neighborhoods, cities, and regions. Likewise, religious and military tourism involves people traveling to a place for religious purposes including pilgrimages, sightseeing, or conferences.

Connecting and telling these stories can help to preserve and share local history and culture while also generating economic activity from visitor spending on hotels, retail, dining, etc. at local businesses and create jobs.

Potential links for a "For God and Country"-themed tour and tourism asset branding:



Objective 2: **Regularly Collect and Review Visitation Data**

KEY RESULT 2.1

Partner with local tourism destinations to track visitation metrics and visitor sentiments.

KEY RESULT 2.2

Create a Visitor Experience Survey that is available online and in print at all tourism destinations.

KEY RESULT 2.3

Encourage tourism destinations, special event managers, and retailers to promote the Visitor Experience Survey.

KEY RESULT 2.4

Review data annually to track trends and changes in visitation to understand the tourism market in Perryville and continue enhancing tourism opportunities and the visitor experience.

KEY RESULT 2.5

Publish an annual report on the tourism industry to allow tourism destinations, businesses, and other stakeholders to evaluate or adjust their operations and work on meeting the needs of visitors.

At this time, the various tourism destinations in Perryville independently record visitation data based on what they are interested in tracking over time. For some sites, this is the number of visitors or the number of tickets sold, while others ask where visitors are coming from, and some sites choose not to keep track of visitation at all. Tracking visitation data over time can be important for the tourism sites, the City, and Perry County Heritage Tourism to better understand the existing tourism economy in Perryville and inform efforts to make changes or improvements.

Consistent collection and review of data on visitation can demand time and staffing capacity for the tourism sites. However, if the data collection process was standardized across all the different sites and led by Perry County Heritage Tourism, it might prevent staff at these sites from experiencing significant additional burden. In addition to tracking visitor data, a Visitor Experience Survey could record some of the more qualitative components of the tourism industry by asking questions about a visitor's overall experience visiting Perryville or Perry County. Ultimately the goal of the survey is to determine if the needs of visitors are being met, identify strengths and weaknesses, and explore ways to improve the overall experiences of Perryville's visitors.



Success of this process would hinge on sufficient leadership and staffing capacity at Perry County Heritage Tourism, as well as collaborative partnerships with tourism assets. Community members and local businesses can support this effort as well by promoting the Visitor Experience Survey and striving to integrate any applicable feedback. An annual report summarizing the data and discussing the status of the tourism industry can also provide recommendations on how businesses, stakeholders, and community members can help to meet the needs of visitors.

Data points to collect at the tourism sites and track over time:

- Number of visits
- Number of repeat visitors (in the same year and any other time)
- Where visitors are from
- How they heard about the site
- How long they are in town

Potential topics or questions to include in the Visitor Experience Survey are:

- How long is your visit to Perryville (day trip, overnight, weekend, multiple nights, etc)?
- Who did you travel with? (friends, partner, kids, coworkers, alone, etc)
- What was the primary motivator of your trip to Perryville?
- Where else did you visit, or do you plan to visit, on your trip?
- Where did you stay during your visit?
- If applicable, rank the following components of your experience in Perryville on a scale of 1 to 5:
 - Dining
 - Activities
 - Lodging
- How could your experience in Perryville have been improved?
- Would you recommend visiting Perryville to friends or family?
- Would you return to visit Perryville?



Objective 3: **Celebrate Local Culture and Heritage**

- KEY RESULT 3.1** *Develop self-guided walking tours on different key topics that visitors can follow to explore Perryville based on their interests.*
- KEY RESULT 3.2** *Continue investing in public art.*
- KEY RESULT 3.3** *Program public spaces with events, festivals, and activities that have broad community appeal.*
-

Heritage tourism is focused on exploring and experiencing the history, culture, customs, or traditions of a place and its people. Perryville has a lot of history and culture that it can celebrate amongst its residents and share with visitors. Guided or self-guided tours focused on the core pillars of Perryville’s tourism industry could allow visitors to explore Perryville based on their interests. For example, a tour could focus on the history and architecture of buildings on and around the Square, while another could take visitors on a tour to explore the agricultural history of the City.

Paired with this effort to celebrate Perryville’s history and culture could be a public art program connecting some of the points of interests along these tour routes. This could both encourage tourism and provide a stronger connection to the history of the area for local residents. Locally inspired public art could come in many forms, such as murals, historical monuments, or sculptures, and help to transform public spaces into engaging representations of the community and its history. These art pieces could incorporate written and oral histories, serving as a way to preserve and honor the history of Perryville and its residents.

During the community engagement process, public art received mixed reception from community members, but overall there seemed to be an interest in adding more art and murals Downtown. Ensuring that public art is reflective of the community’s identity will allow public art to be received more positively and openly. Additionally, the City should ensure that all new art installations are sufficiently advertised to community members, highlighting the reason for its installation, and standardized identifying signage should provide information about each art piece’s purpose and its artist.

Events, festivals, and other programming can be another way to celebrate the history and culture of Perryville and its residents. The City already has a robust events schedule that is spoken highly of by residents; however, community members have expressed an interest in more family-friendly events that are not centered around alcohol consumption. The City should evaluate if the events occurring throughout the year are, as a whole, representative of, and accessible to, all residents.



Objective 4: **Support and Grow Hospitality Options in Perryville**

KEY RESULT 4.1

Attract an upscale hotel or an additional upper midscale hotel development in Perryville to supplement existing hospitality options.

KEY RESULT 4.2

Continue supporting the creation of short-term rentals in underutilized spaces that will not take away from for-sale or long-term rental housing stock.

The existing tourism market in Perryville draws visitors from long distances, some of which stay in Perryville or surrounding communities, while many others make their visit a daytrip. In order to increase the number of overnight visitors to Perryville, it will be important to ensure that the hospitality options are sufficient to meet the needs of visitors. The City of Perryville currently has four hotels and motels that are located near the I-55 interchange: Days Inn, Holiday Inn Express & Suites, Quality Inn, and Super 8. Based on STR's Chain Scale for hotels, Super 8 and Days Inn are considered economy hotels, while Quality Inn is a midscale hotel. All three serve a similar segment of the hospitality market and have similar room rates. Holiday Inn Express is considered upper-midscale, charging slightly higher room rates and offering additional amenities, such as an indoor pool, fitness center, and electric vehicle charging stations. The closest upscale hotels are located in Cape Girardeau. The lack of upscale hotel options or additional upper-midscale hotels limits the overnight visitor market that the City can capture. The City should consider attracting an additional upper-midscale hotel or an upscale hotel to Perryville, which, given the existing tourism market and business travel in Perryville and the City's convenient location off of the interstate, would likely succeed. Locating a new hotel in the vicinity of the I-55 interchange would be the most likely option, and a number of vacant parcels in that area already appear to be owned by hotel companies.

Another component of Perryville's hospitality market is the short-term rental market. Furnished short-term rentals in Perryville have not only served the tourism sector, but also provided higher quality places to stay for travelers associated with other parts of Perryville's economy, such as business travelers or traveling nurses. While short-term rentals have proven successful and important for filling the gap in the hospitality market, it will be important for the City to ensure that short-term rentals do not take over or replace large portions of Perryville's limited for-sale and long-term rental housing stock, but rather activates currently underutilized spaces. The Urban Lofts AirBnBs are a successful example of utilizing the formerly vacant upper levels of Downtown buildings just off of the Square, resulting in both physical improvements to the buildings and increased activity Downtown.



Objective 5: **Enhance Tourism Marketing Strategies**

- KEY RESULT 5.1** *Collect and creatively tell Perryville’s stories to promote authentic and engaging travel experiences.*
 - KEY RESULT 5.2** *Improve visibility of the Visitor Center through signage and wayfinding.*
 - KEY RESULT 5.3** *Explore ways to creatively utilize technology for tourism marketing and to reduce staffing demand.*
-

Communities across the country use tools like marketing videos, public art campaigns, and collateral materials to tout their community’s strengths, assets, opportunities, and success stories. For Perryville, tourism marketing strategies should focus on telling the City’s story. Involving the community and asking residents, businesses, and organizations to share their experience in Perryville and their knowledge of the City’s history can result in engaging and authentic narratives about the community that draw in visitors. These narratives can then be creatively incorporated into promotional materials, walking tours, activities, and events. Promotional materials can not only be distributed through traditional means, such as the Perry County Heritage Tourism website or at the Visitor Center, but also made available at local tourism destinations, hotels, and other key locations such as businesses along the Square, to inform visitors about other things they can do while they are in town or when they return for their next visit.

Another important component of local tourism is the Visitor Center, which is located next to the American Tractor Museum along Missouri Route B. There is a need for improved signage to better identify the Visitor Center as well as wayfinding signage to direct visitors there from the interstate. Additionally, it will be important to evaluate the current location of the Visitor Center to determine if another location may better serve the goals of regional tourism long term. While staffing capacity for Perry County Heritage Tourism and the Visitor Center is limited, it will be crucial to also ensure that the Visitor Center has consistent and realistic operating hours that cater to the times of day and days of the week when tourists are most likely to visit. If visitors are not able to find the Visitor Center or it is closed when they arrive, they lose the opportunity to learn more about what they can do in town.

Technology can be a key component of tourism marketing and a way to extend the reach of a limited tourism agency. A mobile-friendly platform could be utilized to facilitate self-guided tours and provide historical and contextual information about sites, historic buildings, and local events. QR codes could be incorporated into signage to take visitors to specific pages on the website where they could learn more about where they are or what they are looking at, as well as suggest other places they could go to in Perryville that are similar.

In order to sustain and grow local support for Tourism, providing a more detailed explanation of the programs and projects that are led, funded, or in some way supported by Perry County Heritage Tourism could help to grow additional community support for the agency. Interpretive signage for projects funded or supported by Perry County Tourism could also be used to improve education about the positive impacts of tourism.



Perryville Speaks: Tourism

Excerpts from community comments during the public engagement process.

"A For God and Country tour [would be a great theme to link Perryville's historical and cultural tourism assets]."

"There are a lot of amazing people in this community and several beautiful attractions including the seminary church and rosary walk. Faith is important to a lot of people here as well."

"The festivals on the square are a draw and tourism is expanding."

"[Consider] an off street walking/biking path that winds through the city and past historical homes with information about Perryville. For example, Mercer Theater, museum, St. Boniface and old highschool.."

PARKS AND RECREATION



THE PARKS AND RECREATION FACILITIES AND AMENITIES IN PERRYVILLE ARE EXTENSIVE AND MEET MOST OF THE NEEDS OF THE COMMUNITY. HOWEVER, IN ORDER TO ENSURE THE PARKS AND RECREATION SYSTEM WILL MEET THE NEEDS OF THE COMMUNITY AND ALIGN WITH FUTURE PLANS AND GROWTH, IT WILL BE IMPORTANT TO UPDATE THE PARKS AND RECREATION SYSTEMS MASTER PLAN. STRATEGIES TO SUPPORT PARKS AND RECREATION WILL CONSIDER EXISTING GAPS IN AMENITIES AND WHO THEY SERVE, ACCESSIBILITY, THE GEOGRAPHIC LOCATION OF EXISTING OR PROPOSED PARKS AND FACILITIES, AND STAFFING CAPACITY.

- OBJECTIVE 1** *Enhance Walkability and Bikeability City-wide*
 - OBJECTIVE 2** *Encourage Active Transportation*
 - OBJECTIVE 3** *Update the Parks and Recreation Master Plan*
 - OBJECTIVE 4** *Evaluate the Feasibility and Location of New Parks and Recreation Amenities*
 - OBJECTIVE 5** *Protect the Existing Tree Canopy and Natural Features within the City*
-

Throughout engagement with the community at the public open houses, the community survey, and stakeholder interviews, several common themes have emerged. Overall, the community is well-served by the park system in Perryville. However, it has been indicated that future growth is anticipated in the northwest portion of Perryville with the potential of a new interchange, and Highway 51 will be a major barrier to access to existing parks in Perryville. As the City expands in this area and other possible locations, additional park space should be incorporated, along with amenities that cater to a diversity of age groups. As parks and recreation improvements and growth occurs, existing age gaps in amenities, for example under age 4 and teen age, should be identified and explored. Additionally, since current maintenance capabilities are limited, additional park amenities would require expanded maintenance staff to sustain the system.

A desire for the addition of an outdoor aquatics amenity, especially an outdoor swimming facility, has consistently been heard throughout the engagement process. While the indoor swimming pool facility provides a great amenity, especially during the winter months, an outdoor swimming pool provided within an existing park space or as part of a new park space is highly desired.

Another common theme emerging is the incorporation of an indoor sports complex. Currently, there is limited indoor sports space, and City residents frequently travel to surrounding areas such as Cape Girardeau and Ste. Genevieve for indoor sport space. In addition to indoor courts, the indoor facility could also house other amenities such as rock climbing or trampoline parks to increase the diversity of amenity and use.

The addition of hiking and biking trails has been another emerging trend of highly desired parks and recreation amenities. Residents indicated a desire for trails that are off-street to improve safety and improved access to trails that create connections to other existing trails.



Objective 1: Enhance Walkability and Bikeability City-Wide

- KEY RESULT 1.1** *Update development standards and policies to implement best practices for enhancing walkability and bikeability throughout the City.*
- KEY RESULT 1.2** *Increase the number of multi-use paths and create safe cycling and walking routes to Downtown, employment centers, and commercial corridors.*
- KEY RESULT 1.3** *Expand greenway connections between existing parks and pursue opportunities to connect greenway trails to future parks and development areas.*
- KEY RESULT 1.4** *Incorporate lighting and other cyclist amenities along bicyclists paths (trails, bike lanes, etc.).*
- KEY RESULT 1.5** *Adapt the 80-foot right of way on North Main Street between Highway 61 and Highway 51 to include wide sidewalks, designated bike lanes, and landscaping buffers.*
- KEY RESULT 1.6** *Adapt the 50-foot right of way on St. Joseph Street to incorporate on-street bike lanes, one-sided street parking, wider sidewalks, and other traffic calming measures.*
-

Sidewalks, bikeways, multi-use paths, trails, greenways, other routes dedicated to pedestrian and bicyclist use are an essential component to the urban environment and transportation network. They promote walkability and bikeability, and provide important physical and social benefits to a community.

Benefits of Sidewalks and Bikeways:

- Sidewalks keep pedestrians safe and separated from motor vehicle traffic.
- Sidewalks and bikeways enhancing transportation access and mobility for people of all ages and abilities.
- Sidewalk and bikeway networks enhance connectivity within communities by providing safe and accessible routes for pedestrians and cyclists to travel between destinations (i.e. residential neighborhoods, commercial districts, employment centers, parks and other community amenities). This can also improve access for the non-car households.
- Bikeways help reduce conflicts between cyclists and motorized traffic, which can result in reduced risk of accidents and injuries for both cyclists and motorists.
- Sidewalks and bikeways can stimulate the local economy by attracting visitors to commercial areas and tourism or recreational destinations. Tourist and recreational bicyclists walk and bike to explore a area’s tourism, natural, cultural , and historic attractions. Well-designed routes that offer picturesque views and direct pedestrians and bicyclists to key destinations can boost local visitation and revenues.
- Encouraging walking or cycling by providing safe, accessible, and connected sidewalk and bikeway networks can contribute to reducing carbon emissions and improving air quality since walking and non-motorized bicycles are zero-emission modes of travel.
- Promoting walking and biking can lead to increased physical health, wellness, and social activity. Access to sidewalks, bikeways, and similar paths enhance overall quality of life by making active transportation a transportation mode of choice.

To maximize the functionality and use of pedestrian and bicycle paths like sidewalks and bikeways, these networks should be designed to with safety, comfort, accessibility, and compliance with the American Disabilities Act (ADA) in mind. The City’s Subdivision Code and other relevant sections of the Code of Ordinances should be amended to provide for best practices as it relates to the design and construction of new sidewalks, trails, and existing pedestrian



infrastructure upgrades should be constructed. The City's Subdivision Code (Sec. 16.20.040 - Sidewalks) currently states that *the construction of sidewalks is not normally required in subdivisions, but may be required if the subdivision includes, or is within three hundred (300) feet of existing or proposed schools, playgrounds, or other features which would attract children.* Further, the City's Street and Sidewalk Policy (2021) states that *the City desires to have a safe, walkable community for all of its citizens and visiting pedestrians, and as such, has established a goal for every City street to eventually include a sidewalk on at least one side and parallel to the street.* These policies and standards indicate the importance walkability in the City, albeit loosely, and bikeability goals are not undefined. The following best practices related to sidewalks, bikeways, and crossings offer additional recommendations for the City to implement to enhance walkability and bikeability.

Sidewalks and Multi-use Paths: The City should amend these codes and policies to require all new subdivisions to include sidewalks. In urban areas it is best practice to require sidewalks along both sides of the street. However, it is not uncommon for more rural or suburban roads that connect to more urbanized areas of a community to utilize a shared-use path along one side the roadway as a substitute for having sidewalks on both sides of a roadway. The City's planned investments in sidewalk construction and reconstruction should continue to focus on closing gaps in the sidewalk network as development and redevelopment of land occurs. The City should also annually track progress towards walkability priorities as related to the streets and sidewalk goals established in the City's Street and Sidewalk Policy.

Bikeways: The City should include standards for the design and development of on- and off-road bikeways. While the development off-road bikeways or trails was prioritized by the community throughout the engagement process, standards for on-street bikeways are also important as some a. The should it is recommended to prioritize off-road trail networks, trail additions that connect to larger existing networks, and trail additions that connect to areas that have limited or no existing trail connections. The City should partner with Perry County continue to reference the Perry Area Regional Trail System Plan for guidance on the development of the trail system in Perryville. As the trail system develops and new challenges and opportunities present itself, City and Perry County may revisit the Regional Trail System Plan as needed to ensure the regional trail system facilitates connections to and between parks and other community destinations. The table below lists Primary Phase Trail Alignments identified in the Perry Area Regional Trail System Master Plan, and feedback obtained during the comprehensive planning process around implementation coordination.

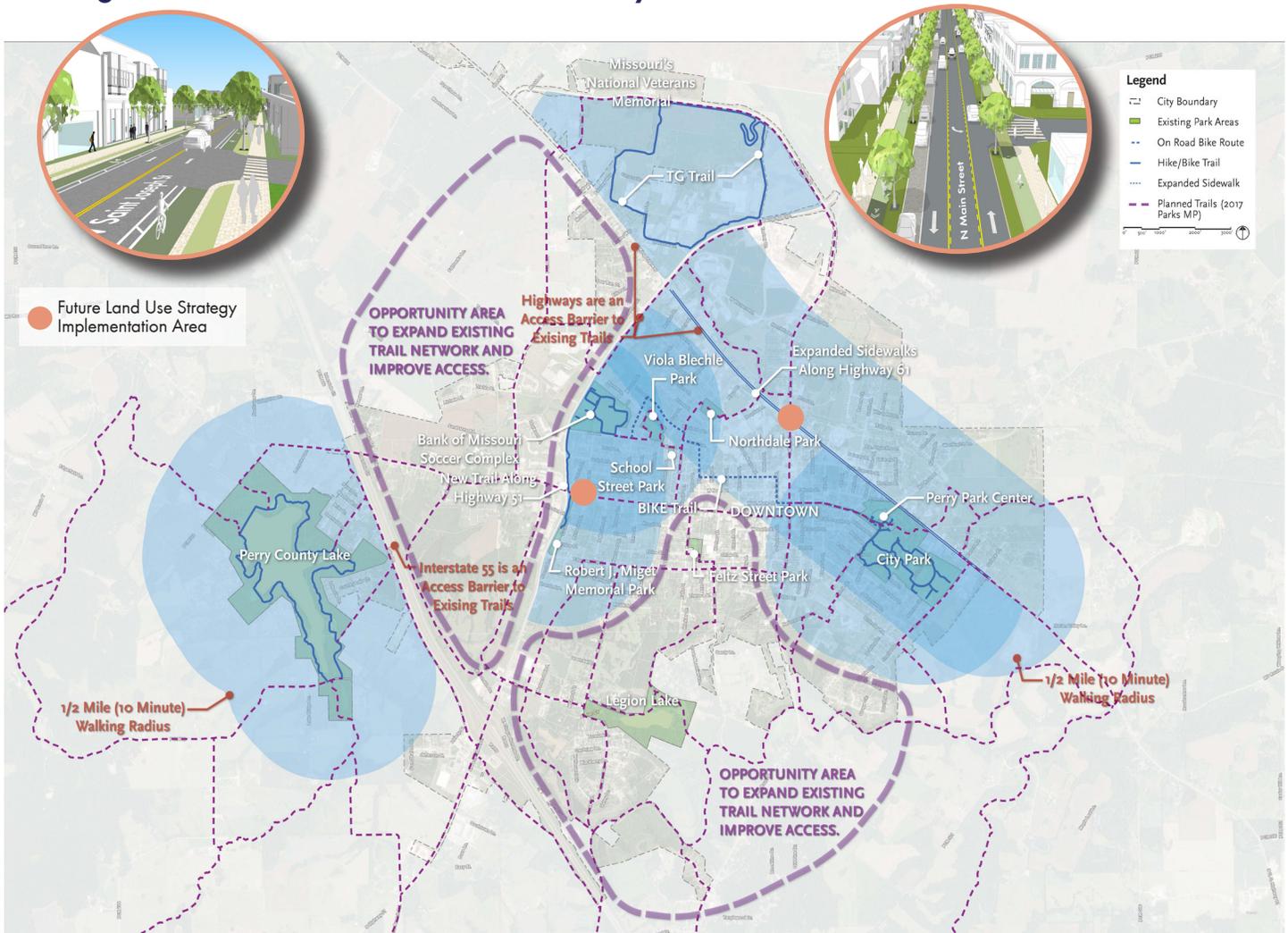
| Alignment Name | Alignment Description | Engagement Feedback on Implementation Coordination |
|----------------------------------|---|--|
| Dry Run Branch North and Central | This alignment runs along the existing creek corridor of Dry Run Branch north of Highway 61 from Highway 51 east toward City Park | This alignment was presented during the comprehensive planning and received mixed feedback. It was noted that with the addition of 10' sidewalks along both sides of Highway 61, this alignment seemed redundant. |
| Cinque Hommes Creek West | This alignment connects from Legion Lake east along Cinque Hommes Creek | This alignment seems to be a desirable alignment in particular with the added trail developments at Legion Lake. |
| Legion Lake Trail | This trail alignment connects from Legion Lake south and west along Cinque Hommes Creek toward Highway 51 | Several mountain bike trails are under construction at the Legion Lake property. With the expansion of trail developments at Legion Lake this alignment is an ideal continued expansion. This project is anticipated to be completed in July 2024. |
| Highway 51 North & South | This alignment runs parallel to Highway 51 from I-55 north toward the TG Trail north of Highway 61. | This trail alignment is currently being built out. |
| TG Trail | 5k loop trail that surrounds the TG Missouri property. | Trail is already completed. |
| Route T | This trail alignment connects Highway 51 trails to existing trails at Perry County Lake running along Route T. | The connection of trails to Perry County Lake was noted as important during the engagement with the community during the comprehensive planning process. |



Crosswalks and Crossings: Marked crossings or crosswalks define and delineate paths to and between signaled intersections and other intersections where traffic stops. However, the presence of marked crossings alone does not inherently make a street safer. In conjunction with other measures like traffic signals, 'Stop' and 'Yield' signs, and adequate lighting, marked crossings can help to alert motorists to the presence of pedestrians or bicyclists are likely to be traversing the roadway. The determination of where crosswalks should be installed should be on several factors including the surrounding land use and development context, roadway width, posted speed, current and future traffic demand, crash history, etc. Based on the consideration of these factors, additional traffic calming measures like high-visibility crosswalk patterns, flashing beacon crosswalk signals, or pedestrian-scale lighting. The City should add crosswalks to its Street and Sidewalk Policy to outline appropriate installation and design standards, including a standard crosswalk design for public streets and high traffic areas. Federal Highway Administration (FHWA) best practices call for crosswalks to installed at all signaled intersections and at non-signalized intersections, with discretion. Ultimately, the City should way the factors discussed above when determining when and where crosswalks are required. The City should look for opportunities to install crosswalks whenever other capital or maintenance projects are being completed, including intersection changes or upgrades, roadway resurfacing, and sidewalk construction or upgrades.

Opportunity Areas: The map below identifies existing trails, planned trail alignments, gaps in existing trails access, and areas where projects and improvements to enhance walkability and bikeability throughout Perryville should be prioritized. This study shows that the area west of Highway 51 between Highway 61 and I-55, and the general area south of Saint Joseph Street to the City's southern corporate boundary should be prioritized for expanding trail access. The Saint Joseph Street and N. Main Street future land use strategies also present opportunities to enhance walkability and bikeability along two key corridors.

Existing Trails Distribution and Access in Perryville



Objective 2: Encourage Active Transportation

KEY RESULT 2.1

Encourage new developments to include bike and pedestrian amenities such as accessible green space, inviting landscaping, and wide sidewalks.

KEY RESULT 2.2

Create a Safe Routes to School program to make it safer for students to walk and bike to school.

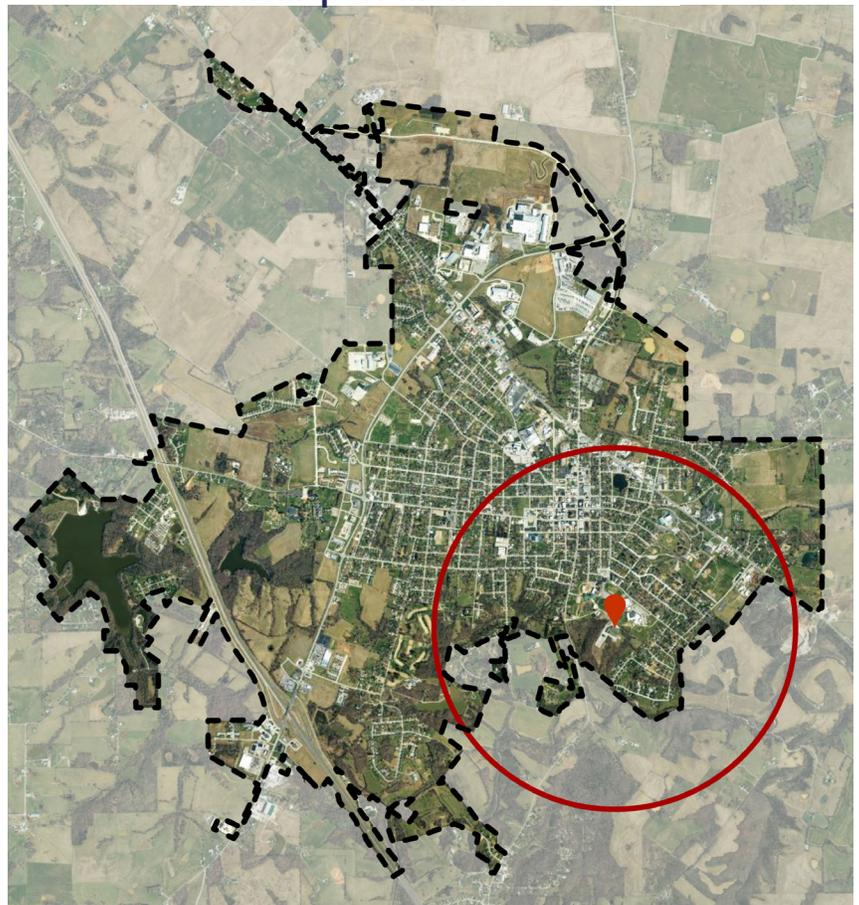
KEY RESULT 2.3

Educate the community about the availability of active transportation options, safety, and applicable traffic laws.

Encouraging new developments to incorporate and increase connectivity of active transportation options will be critical for building out the connectivity of bike and pedestrian networks across the Perryville community. One method to encourage this could be to alter existing zoning and development regulations to require easements for future trail connections in areas that have been identified for planned future trails. This method could be effective as a requirement for planned unit developments, provided as a trade-off for the additional flexibility provided by the planned unit development. Incentives to encourage new developments to incorporate bike and pedestrian amenities could be considered as well. Additional study and community/stakeholder input should be performed to determine the extent and feasibility of different methods used to provide incentive/encouragement.

Active transportation is an important consideration for school-age children. Perry County School District only provides bus transportation for students who live more than one mile from school. The map to the right shows the approximate area of Perryville that does not receive bus service to school. This area includes more than 1,000 residential parcels, many of which likely contain households with children attending the local schools. As a result, many Perryville students are either being dropped off by parents or walking or biking. Currently, the path to walk or bike to school is not always safe due to gaps in sidewalk networks or lack of designated bike lanes or trails. In bad weather, such as snow, these pathways become more precarious as they are not prioritized for clearance. Since dropping a child off at school may not be convenient or feasible for a caregiver, nor does it have the added health benefits of exercising and being outdoors, improving the safety and feasibility of students walking and biking to school should be a priority.

Area Ineligible for Bus Transportation to School



Creating a Safe Routes to School Program (SRTS) will help the City to prioritize pedestrian improvements to improve safety. Additional research, evaluation, planning, and design will be required to develop plans for and implement a Safe Routes to School Programs across the community. Several resources are available to assist with the planning and implementation of the program, including the National Center for Safe Routes to School and Public Health Association. Additionally, federal grants are available to help assist communities with the implementation of SRTS programs.

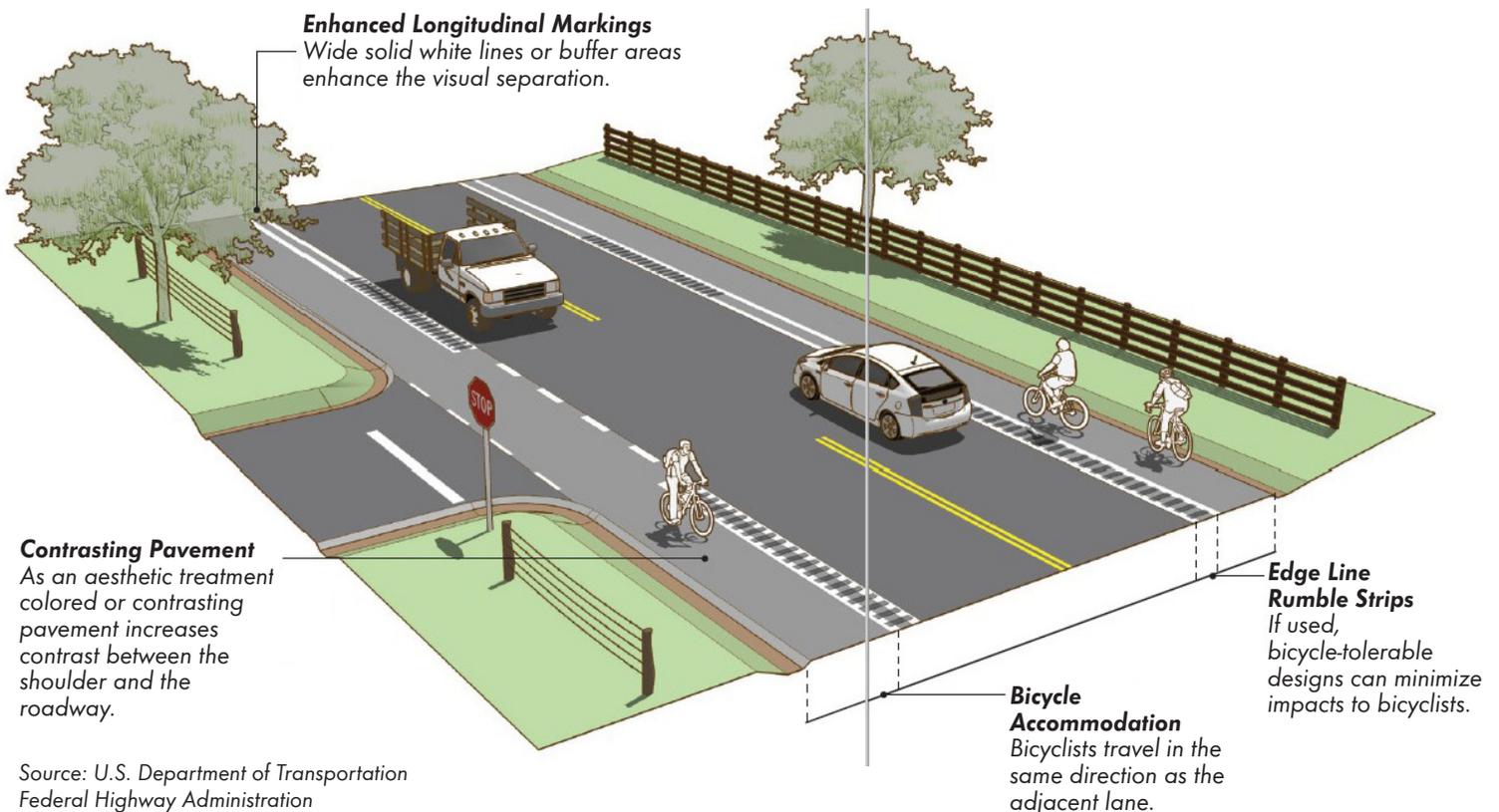
Edwardsville, IL Bike Bus

On four Fridays in the fall, Edwardsville, IL students can join classmates in biking to and from school. The Edwardsville Bicycle and Pedestrian Advisory Committee created designated Bike Bus routes to and from local schools with stops in residential neighborhoods along the way. The Bike Buses are supervised, with one adult leading the bus and another following behind. The Bicycle and Pedestrian Advisory Committee views the Bike Bus as an opportunity to further their mission to encourage and promote pedestrian and cyclist activities. The bike bus offers students a fun, safe, and supervised opportunity to use an alternative mode of transportation to get to and from school.



Source: City of Edwardsville

Another great resource to communities similar to Perryville for planning and implementing active transportation is the Small Town and Rural Multimodal Networks document published by U.S. Department of Transportation Federal Highway Administration. This document provided guidance for implementation bike and pedestrian facilities in settings similar to what is encountered in Perryville and surrounding areas. Below is a sample image of recommendations provided in that document.



Source: U.S. Department of Transportation Federal Highway Administration



Objective 3: **Update the Parks & Recreation Master Plan**

- KEY RESULT 3.1** *Augment existing goals and objectives to align with the Comprehensive Plan.*
 - KEY RESULT 3.2** *Evaluate existing parks and recreation facilities to identify needs and priorities for improvements.*
 - KEY RESULT 3.3** *Identify and pursue potential funding resources to implement parks and recreation improvements.*
 - KEY RESULT 3.4** *Evaluate existing parks and recreation staffing capacities and budgets.*
 - KEY RESULT 3.5** *Budget for the conversion of existing gravels lots in City parks to an all-weather, dust-free, improved surface.*
 - KEY RESULT 3.6** *Explore opportunities for the incorporation of passive-use park and recreation space within or near stormwater management areas.*
-

The City's 2016 Parks & Recreation Master Plan has been a great guide for the City for the past several years. The City has made great progress toward the goals set out in the plan, however an update to the plan would be beneficial to coordinate with improvements that have been made to the system over time, changes happening throughout the community, and to align with this Comprehensive Plan. Ten years is a common planned timeframe for a parks system master plan. Beyond that timeframe, it is generally good to update the plan to account progress made towards plan recommendations, changes in the community's vision for parks and recreation, new opportunities, and redefined priorities and anticipated costs for planned projects and improvements.

While this Comprehensive Plan identifies broad objectives for the park system and community as a whole, an update to the Parks and Recreation Master Plan should provide more specific focus to individual park and recreation spaces, more in depth evaluations of the specific needs for individual parks and recreation facilities, and identification of priorities and phasing of specific park improvements. Additionally, the master plan update should focus on identifying potential funding sources, public and private partnerships, and the development of an updated capital improvements plan for future parks and recreation projects.

Maintenance of Perryville's parks system is as critical to the success of the park system as the park infrastructure itself and new capital improvements. Evaluating existing maintenance capabilities and planning for future maintenance needs should be a key focus of the parks system master plan. As future projects are developed and growth of the park system is planned, it is critical to ensure maintenance budgets and staffing capacity grows accordingly. It will be important to continue to educate community leaders and the community as a whole on the importance of park maintenance to ensure appropriate budgeting and funding is available for system wide maintenance activities.

An update to the Parks & Recreation Master Plan should also explore in more detail what opportunities are present to create dual-purpose park spaces. Specifically, it should explore where parks spaces can function for stormwater management, passive-use and open space, preservation and restoration of natural features, and educational zones.



Objective 4:

Evaluate the Feasibility and Location of New Parks and Recreation Amenities

KEY RESULT 4.1

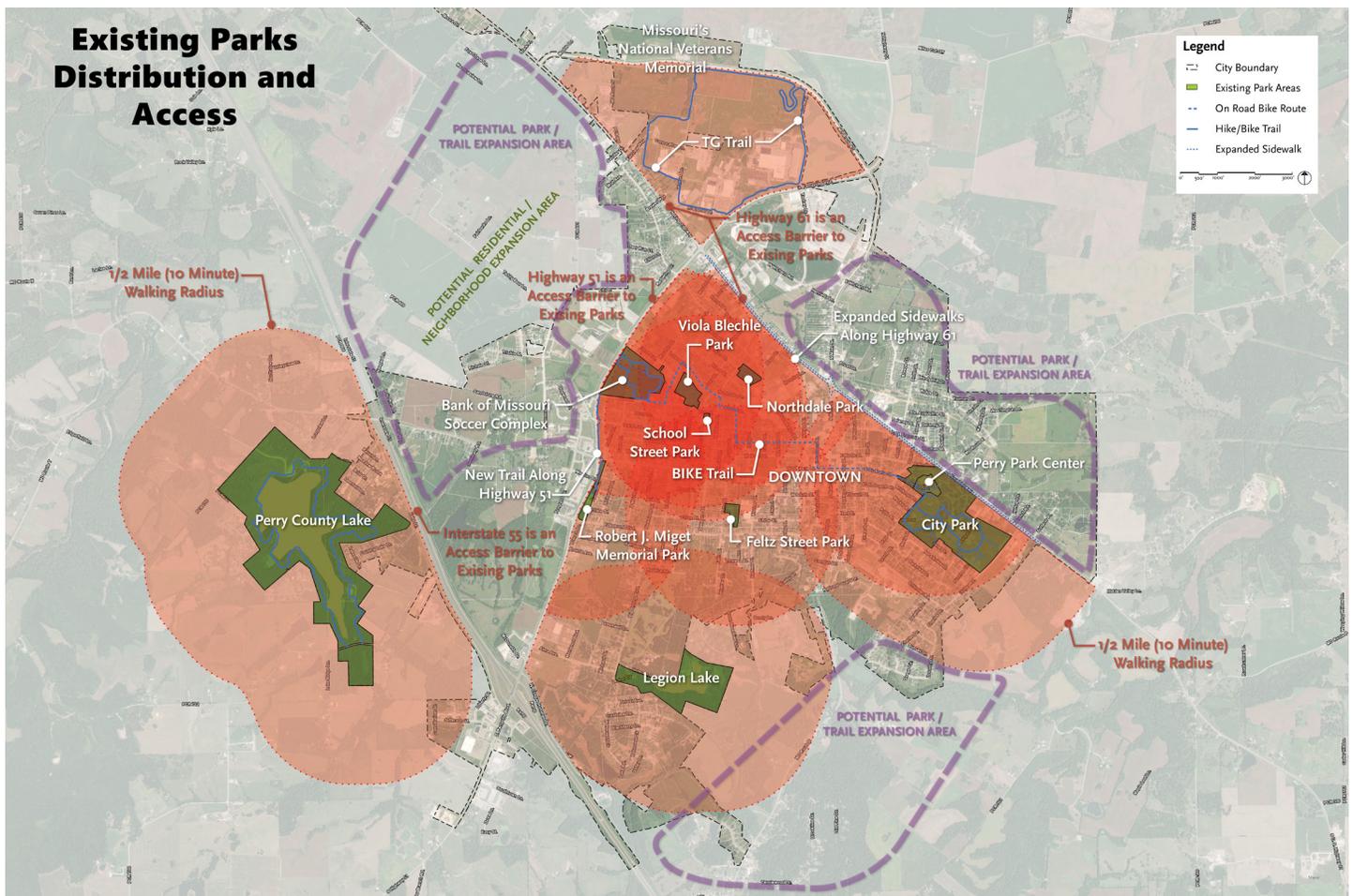
Identify possible locations for new parks and recreational amenities, considering ease of accessibility by City staff and current gaps in parks and recreation access.

KEY RESULT 4.2

Conduct a feasibility study for the incorporation of additional outdoor aquatic facilities and indoor recreation space within the community.

The map diagram below highlights the service areas provided by existing parks and also highlights gaps in access to these existing amenities. Notably, the portions of Perryville located west and north of Highway 51 have limited access to existing park spaces. This area also has high potential for future residential and commercial growth. As development occurs in this area, the addition of new park space should be considered.

During community feedback the addition of an outdoor aquatic facility and indoor sports space was heard as highly desirable by the community. While these types of facilities can provide tremendous benefit to the community and surrounding areas, the costs associated with implementation and long term maintenance and operations are substantial and need to be carefully planned. A feasibility study paired with robust community engagement should be conducted to determine optimal location and configurations, analyze economic costs and benefits, identify potential funding mechanisms, and understand long-term operations, maintenance, and life-cycle costs associated with the facilities.



Objective 5: **Protect Existing Tree Canopy and Natural Features within the City**

KEY RESULT 5.1

Consider updating zoning and subdivision regulations to stipulate stronger requirements for tree protection and preservation.

KEY RESULT 5.2

Coordinate with Natural Resource Partners to develop plans for management and successional planting of City tree canopy.

Through stakeholder and community engagement, the tree canopy in and around Perryville was identified as one of the key existing assets of the community that provides many benefits to the community. Existing zoning and subdivision regulations language related to the preservation of trees is limited and non-specific. In an effort to provide better protections on current mature tree canopy and related natural features such as wooded areas and riparian corridors, the City should consider making alterations to the existing code language to provide stronger requirements for the preservation of trees, in particular as it relates to new development, redevelopments, and construction activities. More specific language could be added with regards to which trees are protected, standards for tree replacements, and standards for protection of trees throughout construction processes.

Over time, tree canopy will naturally age, decline, and regrow. In urban and developed areas it is important to plan for the successional regrowth of tree canopy, as the developed area prevents the natural regrowth of urban tree canopy. There is a wide variety in the types and specific policies provided in tree preservation ordinances utilized by cities. For example, one community may require removal of any tree over 8" in trunk caliper size to apply for permit to remove the tree and may be subject to replacement requirements. Other examples may include using points systems to calculate either the trunk caliper or canopy size of trees removed and use a formula to calculate a required tree replacement or payment to a municipal tree fund that is used for the City's arboricultural use. While these types of preservation policies may be overly restrictive to enforce, some level of tree protection is recommended to be included. This may include providing protections and replacement requirements on larger more mature trees caliper size 18" or 24" and above. It is also highly recommended to include requirements for tree protection (i.e. Fencing off driplines of trees) during construction, as this often is the time when most impacts to existing mature trees occur.

Planning for tree protection requires balancing the desire for preservation of tree canopy without being overly restrictive on future growth, and acknowledging the capacity of the City for enforcement and administration of tree protection policies. Engaging community members, the business community, and prospective developers will be important to include as part of the planning process. It is recommended that additional community engagement such as focus groups are conducted with a wide range of stakeholders to determine best approach that fits the community. This should include residents, developers, business owners, public works, parks and recreation, and other natural resource partners like the Missouri Department of Natural Resources (MoDNR) and Missouri Department of Conservation (MDC). Engagement with MoDNR and MDC should focus on planning for and implementation of successional tree growth throughout Perryville. The plan should identify species of trees that should be planted, standards for plantings in the various conditions that may be encountered, and standards for grow-in of new plantings and long-term maintenance of tree canopy as growth occurs.

Feedback from natural resource partners and other stakeholders will help the City to hone in on priorities and to create a balanced approach.



Perryville Speaks: Parks and Recreation

Excerpts from community comments during the public engagement process.

"The Perry Park Center is an asset to the town. The outdoor water feature and park is very nice for the children."

"The new playgrounds being installed the last few years in the local park and mini park areas has been fantastic."

"Any expansions/additions/upgrades to already existing parks is always greatly appreciated by us families with children. Kids get bored of the same old stuff all the time. More swings in all of the parks would be great"

"The addition of the disc golf course on Northdale has been a big improvement too. If there is an opportunity to add more of these around town, that should be taken advantage of. I think you all would be shocked about how many people come from out of town to play there."

"I would love to see more open-ended and natural playscapes for families and children. Another splash pad on this side of town would be great! I'd like to see collaboration between the schools and parks as well."

"Expansive system of sidewalks throughout the town and all communities to encourage exercise and to provide a system for more people to get out and involved."

FUTURE GROWTH AREAS



AS PERRYVILLE PLANS FOR ITS FUTURE AS A MORE VIBRANT COMMUNITY WITH A GROWING POPULATION AND A BUSTLING EMPLOYMENT HUB WHERE A MIX OF HOUSING TYPES AND COMMERCIAL USES ARE DESIRED, FUTURE GROWTH WILL SEEK TO MAXIMIZE THE DEVELOPMENT OF EXISTING LAND AREAS AND STRATEGICALLY CONSIDER GROWTH VIA ANNEXATION. STRATEGIES RELATING TO FUTURE GROWTH WILL CONSIDER BOTH INTERNAL AND EXTERNAL GROWTH STRATEGIES.

OBJECTIVE 1 *Evaluate the Fiscal and Capital Improvement Impacts of Growth Area Annexation*

OBJECTIVE 2 *Support the Growth and Expansion of Residential Areas*

OBJECTIVE 3 *Support the Growth and Expansion of Commercial and Industrial Development*

While there is no “one-size-fits-all” approach to creating a comprehensive future growth strategy for a community, strategies to maximizing the use of undeveloped or underutilized land (internal growth strategies) and managed growth via annexation (external growth strategies) should both be considered. Throughout the planning process a key question related to the use of available land to meet community needs emerged: Where should future housing, commercial development, industrial development, and parks and recreation space be located? Potential answers to this question were explored by the Steering Committee.

Roughly 20% of land in Perryville is undeveloped, much of which is concentrated near the major corridors of I-55, Highway 51, Route T west of Sycamore, and north of Highway 61. These areas present opportunities for internal growth. The development or redevelopment of existing undeveloped or underutilized land within the City can provide future-ready solutions to the growth and development needs of the community.

Areas surrounding the City existing corporate boundary are largely rural with development following major corridors. As shown on the map on the following page external growth opportunities were explored in four areas. These four areas were viewed as having potential to address certain future growth and development needs of the community.

Area 1: As plans for the extension of AC Road and the construction of a new I-55 interchange become clearer, Perryville will need to consider how this new corridor will impact future growth and development in the City.

Area 2: To the north, the City’s corporate limit ends with Perryville Industrial Park. Areas along Highway 51 moving north towards Chester are seen as opportunities to facilitate industrial growth. Land east of Highway 51 in this area is seen as an opportunity for residential development.

Area 3: With close proximity to Perry County Schools and green space at Legion Lake, this area between the City’s southeastern corporate limit and I-55 was seen as an opportunity for residential development.

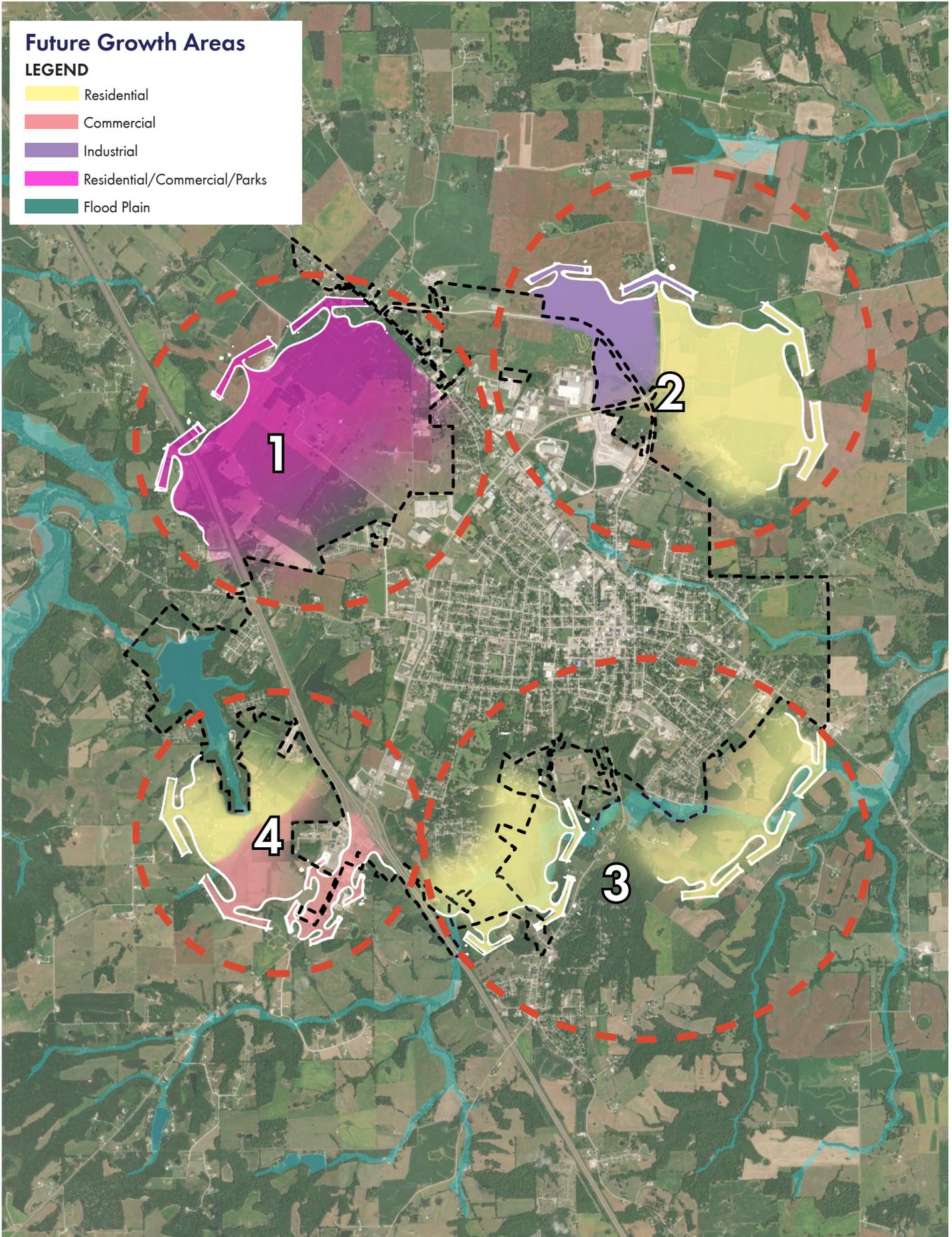
Area 4: Highway 51 is the City’s primary commercial corridor. Corporate limits in this southeastern edge of the city primarily encompasses the commercial and residential uses along Highway 51 just south of I-55. There are a number of light industrial uses and areas of undeveloped land along this segment of Highway 51. This area was viewed as an opportunity to attract auto-oriented commercial developments (i.e. shopping centers) to meet the community’s need for a more diverse mix of shopping, dining, and entertainment options.



Future Growth Areas

LEGEND

- Residential
- Commercial
- Industrial
- Residential/Commercial/Parks
- Flood Plain



Objective 1: **Evaluate the Fiscal and Capital Improvement Impacts of Growth Area Annexation**

- KEY RESULT 1.1** *Identify the infrastructure improvements that would be necessary to support the development of potential annexation areas.*

 - KEY RESULT 1.2** *Understand the net impact, by land use, of the expenses and revenue associated with annexation.*

 - KEY RESULT 1.3** *Develop a fiscal impact analysis model to evaluate the net impacts of future developments considered for annexation.*
-

While the City of Perryville currently has no specific plans for annexation, it may become more of a consideration in the future. It will be important that there is transparency to the public regarding any annexation plans, and that the fiscal impacts are considered prior to annexation. For any potential annexation areas, the City should identify what infrastructure improvements would be necessary to support future development in these areas. Additionally, any potential revenue and expenses associated with annexation relative to the land use of the area should be determined, along with the overall fiscal impact for the City. The costs related to annexation are high and often include new infrastructure and its ongoing maintenance, additional police services, additional City staffing capacity, and other costs associated with a larger municipal boundary. Ensuring that a detailed analysis evaluates the strengths and weaknesses of any annexation proposal can help the City ultimately understand the net impact of annexation and whether or not it makes financial sense.



Objective 2: **Support the Expansion and Growth of Residential Areas**

- KEY RESULT 2.1** *Encourage housing development in areas where public infrastructure and utilities already exist or can be easily expanded upon.*
 - KEY RESULT 2.2** *Prioritize annexation of parcels entirely or mostly bound by City parcels.*
 - KEY RESULT 2.3** *Prioritize residential development in areas to the northwest and southeast of the City.*
 - KEY RESULT 2.4** *Invest in infrastructure expansion in key areas to open up sites for residential development.*
-

Future growth for the City of Perryville will be highly dependent on the development and expansion of residential areas to support additional housing units. Due to the high cost of providing the additional services and infrastructure that would be necessary to support expansion beyond the City limits, the City should prioritize infill residential development where infrastructure and services already exist or could easily be expanded upon. Parcels mostly or entirely bound by City parcels should also be prioritized for annexation for the same reason. Once the City is prepared to consider expanding more distantly beyond its limits, residential expansion would be most compatible with existing land uses to the northwest and southeast of the City.

While investing in infrastructure expansion is a heavy burden for the City, the acute need for housing in Perryville may merit considering strategic infrastructure improvements and expansions in key areas to encourage residential development. This could lower the upfront cost of housing development and encourage growth at a faster rate than might naturally occur otherwise.



Objective 3: **Support the Growth and Expansion of Commercial and Industrial Development**

KEY RESULT 3.1 *Promote the growth and expansion of existing commercial and industrial areas.*

KEY RESULT 3.2 *Encourage future industrial development northeast of the Industrial Park along Highway 51.*

KEY RESULT 3.3 *Prioritize large-scale, auto-oriented, commercial development along Highway 51, south of the I-55 interchange.*

Commercial and industrial growth will also be important for the City's long-term sustainability. Existing commercial and industrial areas will serve as the starting point for future growth and expansion. Industrial development will more naturally expand northeast of the industrial park along Highway 51, building off of the existing businesses and employment centers, and aligning along strategic transportation corridors. Commercial development, particularly large-scale, auto-oriented development, will grow along Highway 51, south of the I-55 interchange. Prioritizing growth in these key areas will ensure future development aligns with existing land uses as well as limit any necessary City resource or infrastructure expansions to a few key focus areas.



FUTURE LAND USE STRATEGY



FUTURE LAND USE STRATEGY

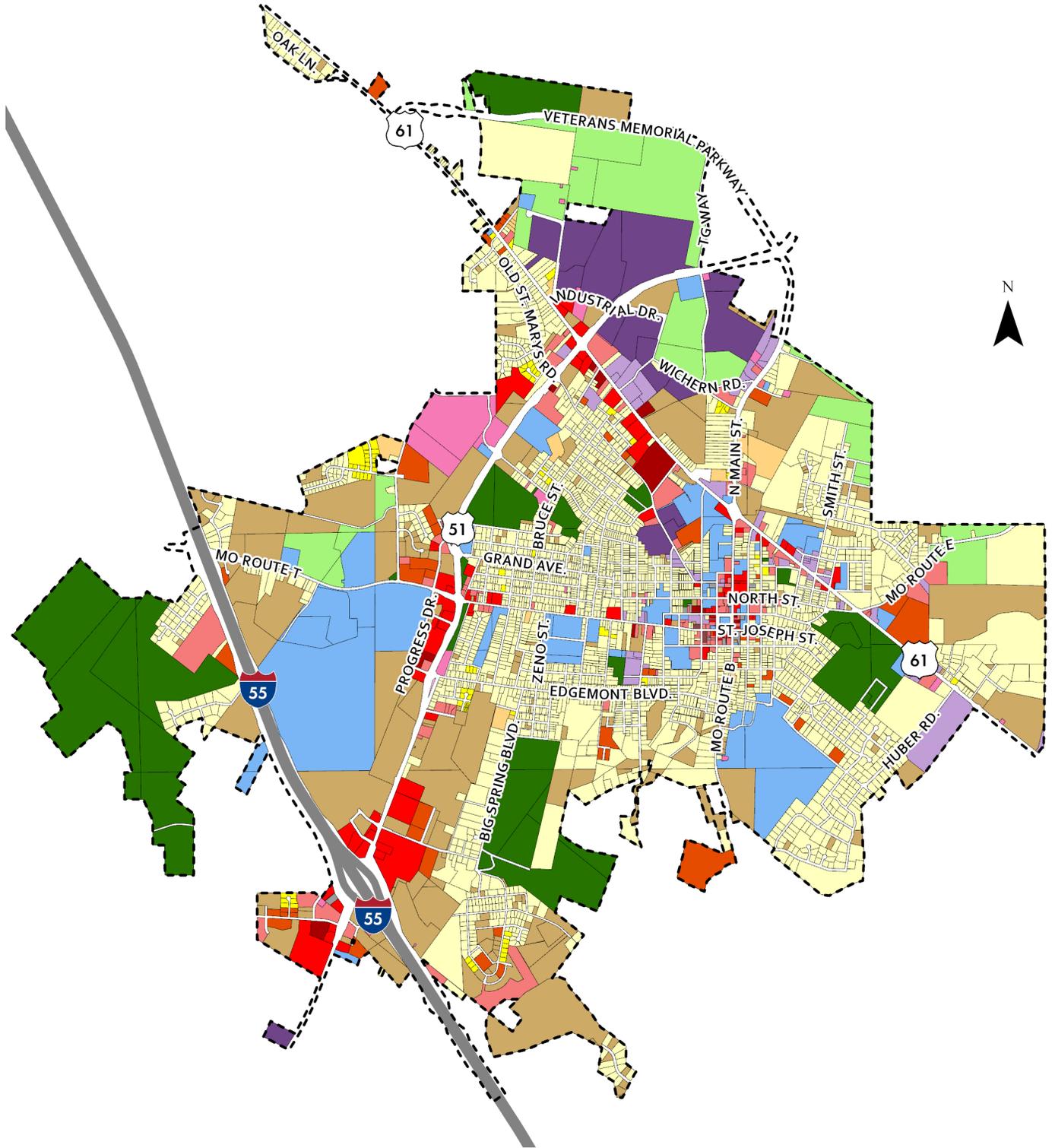
The Future Land Use Strategy is a key deliverable of any comprehensive plan. This strategy is a culmination of land use analysis and community feedback gathered throughout the planning process. The Future Land Use Map (FLUM) depicts the community's collective land use vision for properties in the City as development and investment occurs over time. The FLUM serves as an important guide to City staff, the Planning & Zoning Commission, and Board of Aldermen as they consider zoning requests and development applications. The Future Land Use Strategy includes eleven land use categories which support the creation of a more vibrant community and strategic approach to growth within the City's existing corporate boundary.

Maps depicting the City's existing land use and the Future Land Use Strategy are shown on the following pages. A look at these two maps side by side helps to provide a clearer understanding of how existing land is being utilized and how the City will encourage future changes in land use and development.

Following these two maps and narrative summaries and precedent imagery to describe each future land use category depicted on the Future Land Use Map.



EXISTING LAND USE MAP

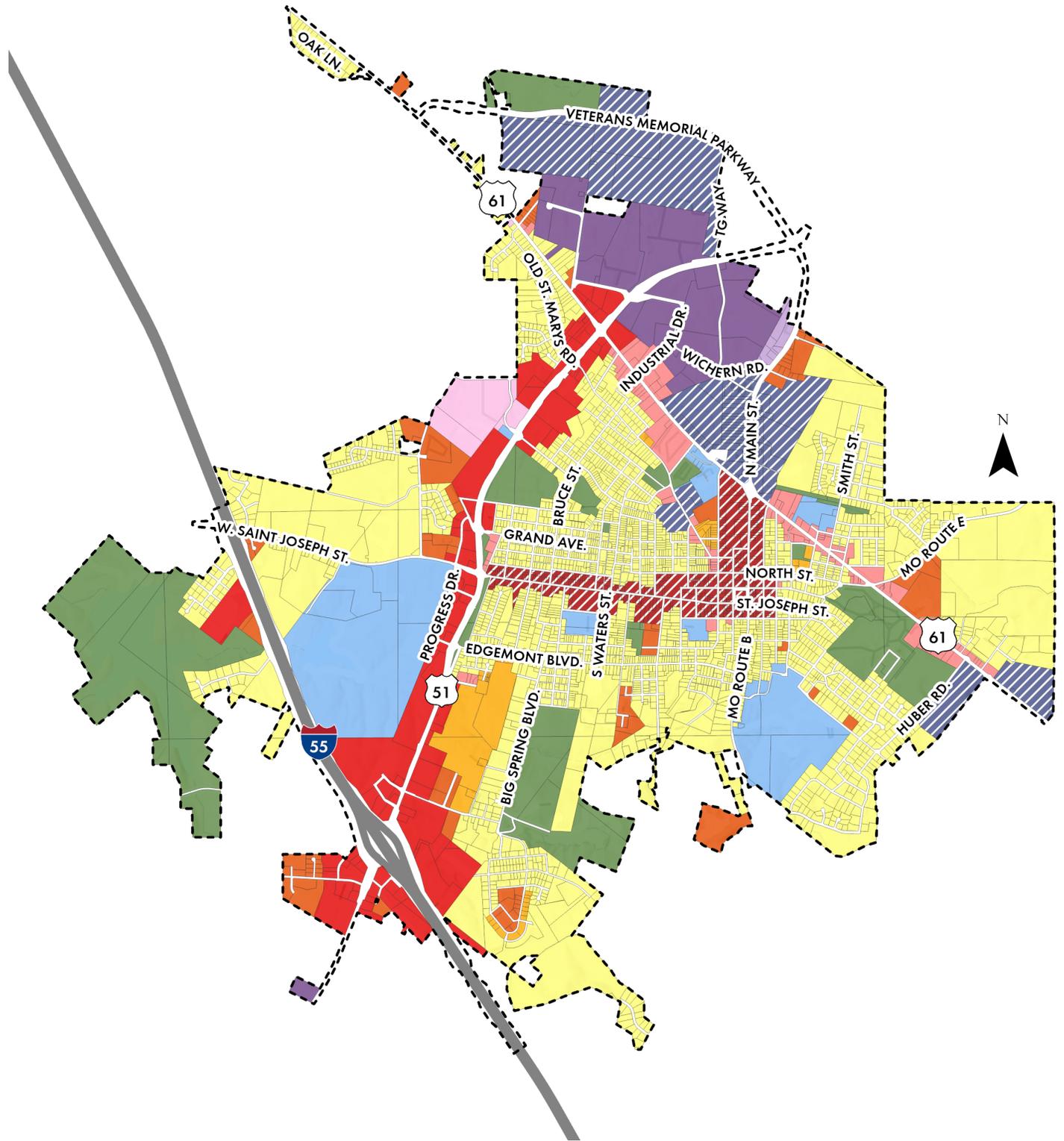


LEGEND

| | | |
|---|--|---|
|  Single Family |  Commercial - Office |  Green/Open Space |
|  Two Family |  Commercial - Retail |  Public Right of Way |
|  Mobile Home |  Mixed Commercial |  Utility |
|  Multifamily |  Light Industrial |  Agricultural/Farm |
|  Mixed-Use |  Heavy Industrial |  Parking |
|  Commercial - Service |  Public/Semi-Public/Institutional |  Vacant/Undeveloped |



FUTURE LAND USE MAP



LEGEND

- | | |
|---|---|
|  Low Density Residential |  Planned Mixed Use |
|  Medium Density Residential |  Light Industrial |
|  High Density Residential |  Heavy Industrial |
|  Neighborhood Commercial |  Institutional |
|  General Commercial |  Parks, Recreation, Greenspace |
|  Downtown District |  Right-of-way or Utility |



RESIDENTIAL LAND USES

The Future Land Use Map identifies three categories of residential land uses, low density, medium density, and high density, to address housing needs and opportunities across the housing spectrum. This Residential Land Use Strategy utilizes a nationally recognized approach, *Missing Middle Housing*, to address local housing market needs, introduce gentle density through new housing types, create more walkable neighborhoods, enhance housing affordability, and promote housing resiliency. Existing residential land uses in Perryville are primarily single family. Building density over the next 10 to 20 years will be a new journey for the community.

What is Missing Middle Housing?

The term and strategy known as Missing Middle Housing was developed in 2010 by Dan Parolek of Opticos Design, to describe the range of housing types that fit between single-family detached homes and mid- to high rise apartment buildings. Examples representing the variety of housing types and sizes in the “middle” on the housing spectrum include single family attached homes, duplexes, townhomes, triplexes, fourplexes, pocket neighborhoods, multiplexes, live/work units, and more. Because the cost of housing varies based on factors such as size, location, and market forces, missing middle housing types do not correlate with a specific income bracket, but rather offer housing options ranging in size and density. A common characteristic of missing middle housing is a scale comparable to a single-family house, but Missing Middle Housing always includes more than one housing unit.



The Future Land Use Strategy utilizes the following definitions for low density, medium density, and high density residential, which were developed based on the framework of Missing Middle Housing and appropriately scaled to the context of Perryville based on discussions with the Steering Committee and best practices. All three housing categories could include both for-sale and rental housing. Examples listed as a part of these definitions may overlap, for example an owner-occupied townhouse could also be considered a single-family attached home, and are often dependent on the preference of the developer or owner for how the homes are marketed. As a result, it is important to focus on the density, both in number of units per building and units per acre or lot, when considering the future land use of a property. Examples of these housing types are shown on the following pages.

LOW DENSITY RESIDENTIAL

Low density residential land use encourages residential developments with 1 to 3 housing units. This includes:

- Single family, detached homes;
- Single family, attached homes;
- Townhomes;
- Duplexes (either side-by-side duplexes or stacked duplexes);
- Triplexes; and
- Accessory dwelling units (ADU) including attached, detached, and interior ADUs.

MEDIUM DENSITY RESIDENTIAL

Medium density residential land use encourages residential developments with 4 to 8 housing units. This may include:

- Fourplexes;
- Townhomes;
- Small-scale apartment or condominium buildings; and
- Pocket neighborhoods.

HIGH DENSITY RESIDENTIAL

High density residential land use encourages multifamily residential developments with 9 units or more in a planned setting. This might include:

- Townhomes;
- Medium- to large-scale apartment or condominium buildings;
- Pocket neighborhoods; and
- Planned, mixed residential developments consisting of a variety of housing types and densities.



Low Density Residential Examples:

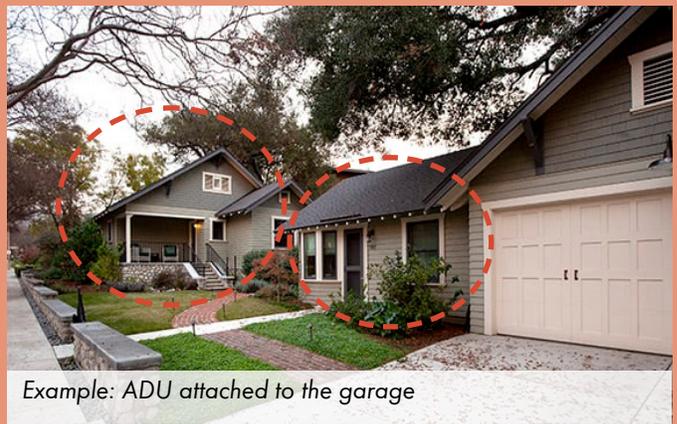


ACCESSORY DWELLING UNITS

ADUs are one of many diverse and inclusive housing options that provides solutions to issues such as housing shortages, affordability, and aging in place, while maintaining the aesthetic of existing neighborhoods. There are many type of ADUs, offering versatile solutions to individual owner and community housing needs.



Source: American Planning Association



Medium Density Residential Examples:



POCKET NEIGHBORHOODS

A pocket neighborhood is a type of planned community comprised of clustered groups of homes developed around a shared open space, such as a courtyard or garden. Homes may all be one specific housing type or include a mix of housing types.



High Density Residential Examples:



HIGHER DENSITY POCKET NEIGHBORHOODS

Higher density pocket neighborhoods can foster a strong sense of community by introducing mixed residential housing types that meet a diverse range of housing needs and preferences. Homes in this setting are located on small lots, leaving plenty of room for common open space. Pocket neighborhoods can promote infill development and gently build density while enhancing neighborhood character.



COMMERCIAL LAND USES

The Future Land Use Map identifies two categories of commercial land uses: neighborhood commercial and general commercial. Definitions of these land uses and their development characteristics are shown below, and example images are shown on the following pages.

NEIGHBORHOOD COMMERCIAL

Neighborhood commercial encourages compact, neighborhood-scale, pedestrian-oriented, commercial development. This might include:

- Retail;
- Restaurants;
- Entertainment;
- Limited hospitality;
- Services; and
- Offices.

This type of commercial development can be characterized by a mix of retail and service uses primarily serving a local market; safe, convenient access and connectivity to surrounding residential neighborhoods; pedestrian- and bicyclist-friendly amenities; and outdoor spaces. Neighborhood commercial developments may consist of standalone and small-scale, multi-tenant commercial buildings. Neighborhood commercial land uses are primarily targeted for minor arterial and collector commercial areas.

GENERAL COMMERCIAL

General commercial encourages larger-scale, auto-oriented commercial development, which might include:

- Large retail “big box” stores;
- Power shopping centers;
- Drive thrus associated with commercial uses (i.e. restaurants, car washes, banks, pharmacies, etc.)
- Hospitality
- Other large-scale commercial developments (retail, service, office, and other uses);

General commercial developments typically include uses which serve a regional market area or which require access to the regional transportation system, including major thoroughfares like the interstate or state highway. General commercial land uses typically include developments requiring substantial parking areas. General commercial land uses are primarily targeted for highway-oriented and principal arterial commercial areas.



Neighborhood Commercial Examples:



General Commercial Examples:



SPECIAL CHARACTER AREAS

Special Character Areas are sub areas of the community that may possess special characteristics or certain development challenges, and as a result have the potential to evolve into a unique area. The Future Land Use Map identifies two Special Character Areas: Downtown District and Planned Mixed Use District. Definitions of these Special Character Areas and example images are included below and on the following pages.

As new development and redevelopment occurs throughout Perryville, and new areas are annexed into the City, additional Special Character Areas may be identified and so designated to achieve the City's long-range vision.

DOWNTOWN DISTRICT

Downtown District land uses are primarily targeted for Downtown Perryville and St. Joseph Street between Highway 51 and Holly Street. The primary goal of the Downtown District, it to promote the development and redevelopment of buildings and land located within the Downtown and along the W. Saint Joseph Street corridor in a manner that is consistent with the City's Comprehensive Plan. The Downtown District is intended to facilitate compact development in a traditional, pedestrian-oriented setting in the core area of the City.

The following development characteristics should be encouraged within the Downtown District:

- Commercial developments fronting along St. Joseph Street should consist of neighborhood commercial and vertical mixed-use.
- Residential development fronting along St. Joseph Street should consist of medium density residential.
- Parking (excluding on-street parking areas) for developments which front along Saint Joseph Street should be contained within the principal structure or located at the rear of the principal structure such that parking is not visible from Saint Joseph Street.
- Commercial development in Downtown should consist of neighborhood commercial and vertical mixed-use. Development flanking the Courthouse Square should consist vertical mixed-use developments to preserve the area's historic character.
- Residential development in Downtown should consist of medium- to high-density residential.
- Development in Downtown is encouraged to utilize available on-street parking spaces and public parking located throughout the area to increase walkability and vibrancy.
- When new off-street parking areas are necessary to support developments in Downtown, these parking areas should be contained within the principal structure or located at the rear of the principal structure.
- Commercial and residential development within the Downtown District are encourage to include common areas or open space amenities (i.e. outdoor dining; and patios, rooftop decks, and other gathering areas).

DEFINING MIXED USE

Vertical Mixed Use

Vertical mixed use refers to the development that consists of multiple uses within a single building. Most commonly, vertical mixed-use buildings are characterized by having commercial uses (i.e., retail shops, restaurants, offices) located on the ground floor, and residential units (condominiums or apartments) located on upper levels. In some cases, office uses are included on the upper levels instead of residential.

Horizontal Mixed Use

Horizontal mixed use refers to developments that include multiple uses located next to one another, rather than all in one building. Most commonly, this occurs through master-planned developments (i.e. lifestyle centers and recreation/entertainment districts) where unified site design results in the strategic placement of land use next to one another, such as an apartment building that is adjacent to offices, restaurants, or retail shops.



PLANNED MIXED USE DISTRICT

The Planned Mixed Use District supports the development of subdivisions characterized by unified site design, clustered residential and/or commercial uses, and areas of common space (i.e. pedestrian and bicyclists paths, public gathering spaces, and natural areas). This may primarily occur through horizontal mixed-use developments but could also include the development of vertical mixed-use buildings. Planned Mixed Use land uses are primarily targeted for the area generally located along North Main Street between Highway 61 and Wichern Road.

The primary goal of the Planned Mixed Use District, given its mixed-use nature, is to provide for a compatible arrangement of land uses and buildings that is consistent with the City's Comprehensive Plan. To this extent, the following development characteristics should be encouraged within the Planned Mixed Use District:

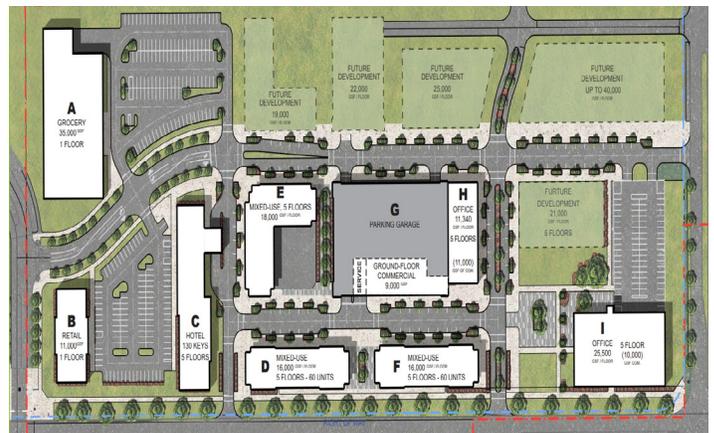
- Commercial developments fronting along N. Main Street should consist of neighborhood commercial and vertical mixed-use.
- Residential development fronting along N. Main Street should consist of medium- to high-density residential.
- Development along Highway AC between Highways 51 and 61 should consist of neighborhood commercial, medium- to high-density residential, and light industrial.
- Parking (excluding on-street parking areas) for developments which front along N. Main Street should be contained within the principal structure or located at the rear of the principal structure such that parking is not visible from N. Main Street.
- Subdivisions within the Planned Mixed Use District should include necessary public roadways and private drives to support the proposed uses and provide adequate circulation and access.



Downtown District Examples:



Planned Mixed Use Examples:



INDUSTRIAL LAND USES

The Future Land Use Map identifies two categories of industrial land uses: light industrial and heavy industrial. Areas designated for industrial land uses should be supported by adequate transportation facilities with accessibility for employees and truck transportation, efficient land assembly to support buffering and compatibility with adjacent non-industrial uses, and adequate provisions of public utilities required by industry. Definitions of light and heavy industrial are provide below, and example images of these land uses and their development characteristics are shown on the following page.

LIGHT INDUSTRIAL

Light industrial land uses support low intensity industrial sub-sectors, including:

- Storage;
- Repair;
- Small-scale manufacturing and assemblage;
- Contractors; and
- Equipment sales and rental.

HEAVY INDUSTRIAL

Heavy industrial land uses support high intensity industrial sub-sectors, including:

- Goods manufacturing or production;
- Warehousing; and
- Transportation and logistics.

INSTITUTIONAL

Institutional land uses include government buildings, schools, religious institutions, and fraternal halls. This land use category includes places like City Hall, the Courthouse Square, the Perry County Joint Justice Center, and St. Mary's of the Barrens. Generally, institutional land uses provide important community services and resources.

PARKS, RECREATION, AND OPEN SPACE

Parks, recreation, and open space uses include parks, recreation facilities, and other leisure destinations. These land uses provide indoor and outdoor recreation and include places like City-owned parks, the Perry Park Center, the Bank of Missouri Soccer Complex, and Missouri's National Veterans Memorial.

UTILITY

Land uses categorized as utilities include both public and private infrastructure and facilities. City-owned water towers, public utility sub stations, and Citizens Electric are among the uses included in this category.



Light Industrial Examples:



Heavy Industrial Examples:



IMPLEMENTATION MATRIX



COMPREHENSIVE PLAN IMPLEMENTATION

Now that the planning process is complete, the City of Perryville will begin the important process of implementing the Comprehensive Plan over the next 10 to 20 years.

THE OBJECTIVES AND KEY RESULTS (OKR) IMPLEMENTATION MATRIX

The following pages summarize the Comprehensive Plan’s framework including each broad and associated implementation strategies discussed in this plan. The City and identified implementation partners should utilize these recommendations to implement this Comprehensive Plan. The implementation matrix uses an Objectives and Key Results framework to inform decision-making by the City and the community at-large to help ensure that those decisions allow Perryville develop, grow, and change in ways that are consistent with the Comprehensive Plan.

Objectives

Objectives are the “what” to be achieved by the community. Objectives address the Comprehensive Plan’s broad themes: Community Character; Housing; Business, Industry, and Employment; Park, Recreation, and Connectivity; Tourism; and Future Growth Areas. The implementation matrix also includes objectives associated with Plan Implementation to guide the City and identified implementation in the successful execution of the strategies identified in the Comprehensive, the completion of associated next steps, and tracking progress over the next 10 to 20 years.

Key Results

Key Results are the “how” to achieve the Objectives. Key Results include strategies and actions that the City and identified implementation partners should complete to achieve the related objective and further the broad theme or goal.

Time Frame

For each Key Result, a time frame in which it is expected be accomplished is identified. In this case, short-term tasks can be accomplished in 1-5 years, mid-term tasks 6-10 years, and long-term tasks in 11-20 years. The time frame help the City to thinking about how Objectives and Key Results should be prioritized, capacity for implementation, and how OKRs might align with other City plans, initiatives, and projects.

Responsible Party

This identifies the individual, department, or board/commission at the City that will be primarily responsible for the implementation each Key Result. Achieving some OKRs will require collaboration among individual leaders, departments, and boards/commissions.

Potential Partners

The implementation matrix also identifies partners who will be integral to achieving some OKRs. These implementation partners may include a secondarily responsible party from the City, community organizations, other government/quasi-government entities, the real estate and development community, etc.



PLAN IMPLEMENTATION

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|--|---|---------------------------------|-----------------------|
| Objective 1: Monitor Progress Toward Objectives and Key Results Annually to Ensure Timely Implementation | | | |
| KR1.1: Create a system for each Responsible Party to track the progress of the OKRs they are primarily responsible to lead. | Short | City Administrator | All Departments |
| KR1.2: Report annually to the City Administrator on the status of OKRs. | Short | All Departments | City Administrator |
| KR1.3: Report annually to the Board of Aldermen on the status of OKRs. | Short | City Administrator | Board of Aldermen |
| Objective 2: Regularly Evaluate Objectives and Key Results to Ensure Strategic Implementation of the Comprehensive Plan | | | |
| KR2.1: Hold annual work session among Responsible Parties to evaluate progress, discuss changing conditions, and decide on necessary modifications to the OKRs to reflect new challenges or opportunities. | Short | City Administrator | All Departments |
| Objective 3: Promote Government and Fiscal Transparency Related to Objective and Key Result Implementation | | | |
| KR3.1: Incorporate and highlight relevant OKRs in the municipal budget. | Short | City Treasurer | All Departments |
| KR3.2: Enhance customer service technology and make more services, forms, and resources available online/electronically. | Medium | Administration/ Operations | All Other Departments |
| KR3.3: Incorporate and highlight OKRs in the Capital Improvement Plan. | Short | City Treasurer | All Departments |
| KR3.4: Highlight the initiation, progress, and completion of OKRs through the City's website, social media, and other communication tools. | Short | Administration/ Operations | |
| Objective 4: Seek State and Federal Grant Funding for Recommended Studies, Initiatives, Programs, and Improvements | | | |
| KR4.1: Evaluate annually the current or recurring grant opportunities to identify grants for which current projects may be eligible. | Short | City Administrator | All Departments |



PLAN IMPLEMENTATION

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|--|---|---|------------------------------|
| Objective 5: Update City Codes to Align with the Comprehensive Plan | | | |
| KR5.1: Update Title 17 - Zoning to align with the Comprehensive Plan and address development trends. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR5.2: Evaluate ways to streamline the number of existing zoning districts. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR5.3: Evaluate and modify the existing cumulative/pyramid zoning district model to align with the Comprehensive Plan. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR5.4: Utilize a land use table within the zoning regulations to provide a tabular summary of the land use types allowed within each base zoning district. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR5.5: Identify and evaluate any sections of the Code of Ordinances for which an update could further the implementation of the Comprehensive Plan. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |



COMMUNITY CHARACTER

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|---|------------------------------|
| Objective 1: Enhance Perryville’s Branding and Identity through Signage and Wayfinding | | | |
| KR1.1: Install a gateway feature or signage near Saint Joseph Street and S. Church Street to mark the entrance to Downtown. | Medium | Public Works | |
| KR1.2: Incorporate branding elements and gateway features into expanded playscape an seating area improvement to establish a sense arrival to the St. Joseph Street corridor. | Long | Parks & Recreation | |
| KR1.3: Incorporate the features and symbolism expressed in the City logo into the design of wayfinding features. | Medium | Public Works | |
| Objective 2: Establish Development Design Guidelines | | | |
| KR2.1: Develop landscape design guidelines to provide recommendations for land alteration relating to development, the preservation and protection of trees, and the installation and maintenance of landscaping. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR2.2: Develop commercial design guidelines to encourage new development to reflect desired design characteristics. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| Objective 3: Enhance the Quality, Safety, and Accessibility of Parking Areas | | | |
| KR3.1: Improve the functionality, safety, and aesthetics of public parking areas through site improvements, such as repaving, lighting, landscaping, or public art installations. | Medium | Public Works | |
| KR3.2: Implement wayfinding signage to guide visitors to public parking areas and from parking areas to surrounding destinations. | Medium | Public Works | |
| KR3.3: Stripe on-street parking within the new Downtown boundary. | Short | Public Works | |
| KR3.4: Update parking regulations to encourage shared parking and curb access management between adjacent uses. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |



COMMUNITY CHARACTER

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|--|---|
| Objective 4: Establish Downtown as a Vibrant, Mixed-Use District | | | |
| KR4.1: Encourage mixed-used developments with ground floor commercial and residential or office uses on upper floors. | Short | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR4.2: Encourage new developments to incorporate outdoor gathering spaces. | Short | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR4.3: Activate Jackson Street between W. St. Marie Street and Grand Avenue. | Short | Building Inspector/ Zoning Administrator | American Tractor Museum, Real Estate and Development Community, Property Owners |
| KR4.4: Support the implementation of the Courthouse Lawn Master Plan. | Short | City Administrator | Perry County |



HOUSING

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|--|--|
| Objective 1: Encourage Higher Density Residential Development | | | |
| KR2.1: Update Title 16 - Subdivisions and Title 17 - Zoning of the City's Code of Ordinances to support higher density residential development. | Short | Building Inspector/ Zoning Administrator | Planning & Zoning Commission |
| KR2.2: Work with property owners and developers to facilitate the implementation of the preferred concept for North Main Street. | Medium | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR2.3: Encourage medium to high density residential development in Downtown. | Short | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| Objective 2: Diversify the City's Housing Stock to Support a Variety of Household Types and Lifestyles | | | |
| KR2.1: Update the 2015 housing study to quantify the present-day demand for housing by typology and price point. | Short | City Administrator | Building Inspector/ Zoning Administrator |
| KR2.2: Complete a development factors analysis to understand the impact of land values, infrastructure improvements, and other development costs on the feasibility and attractiveness of developing in Perryville. | Short | City Administrator | Building Inspector/ Zoning Administrator |
| KR2.3: Identify ideal locations for specialized housing types, such as senior housing, short-term furnished housing, student housing, and workforce housing. | Short | City Administrator | Building Inspector/ Zoning Administrator |
| KR2.4: Promote the findings of the housing study among the development community to encourage new development. | Short | City Administrator and Building Inspector/Zoning Administrator | Real Estate and Development Community, Property Owners |
| KR2.5: Encourage a mix of medium density residential typologies on W. Saint Joseph Street. | Short | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR2.6: Increase the stock of "starter homes" priced in the range of \$150,000 to \$175,000. | Medium | Building Inspector/ Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |



HOUSING

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|---|--|
| Objective 3: Maintain a High Quality of Housing Through Continued Regulatory Review | | | |
| KR3.1: Update the City's Building Code and Nuisance Code to incorporate best practices from the International Property Maintenance Code. | Short | Building Inspector/ Zoning Administrator | Code Enforcement |
| KR3.2: Evaluate the City's code enforcement process and procedures to ensure that adequate levels of service and resources are allocated to property maintenance code compliance. | Short | Code Enforcement | Building Inspector/ Zoning Administrator |
| Objective 4: Explore Successful Models for Housing Incentives, Policies, Programs, and Partnerships | | | |
| KR5.1: Explore ways to reduce utility and infrastructure costs for new residential development. | Short | City Administrator | Citizens Electric |
| KR5.2: Explore partnership opportunities with major employers and higher education institutions to meet workforce and student housing needs. | Short | City Administrator | Perry County Economic Development Authority, Major Employers, Higher Education Advisory Committee |
| KR5.3: Create policies and incentives to encourage the development of and access to more affordably priced housing options. | Short | City Administrator | Perry County Economic Development Authority |
| KR5.4: Create a residential rehabilitation incentive program to encourage reinvestment in and preservation of the existing housing stock. | Short | City Administrator | Perry County, Perry County Community Foundation, East Missouri Action Agency, Inc., Missouri Housing Development Corporation, Habitat for Humanity - Cape Area |
| KR5.5: Create a residential infill development program to encourage the development of housing types that address gaps in housing supply. | Short | City Administrator | Real Estate and Development Community |
| Objective 5: Regularly Collect and Review Data to Track Progress Toward Housing Goals | | | |
| KR6.1: Track the performance and fiscal impact of housing incentive programs. | Long | City Administrator | |
| KR6.2: Track key housing market metrics, such as net change in housing units, number of home sales, etc. | Long | City Administrator | |
| KR6.3: Identify opportunities to utilize existing City application forms to collect housing data. | Short | City Administrator | |
| KR6.4: Publish an annual "State of the Housing Market" report highlighting key housing metrics and progress towards housing goals. | Short | City Administrator | |



BUSINESS, INDUSTRY, AND EMPLOYMENT

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|---------------------------------|--|
| Objective 1: Grow Perryville's Workforce to Fill Existing Employment Gaps and Sustain Future Growth | | | |
| KR1.1: Formalize the relationships between major industrial employers and local primary and secondary schools. | Short | City Administrator | Perry County School District, Perry County Economic Development Authority |
| KR1.2: Increase opportunities for students and adults to learn skills in demand by Perryville employers. | Short | City Administrator | Perry County School District, Higher Education Advisory Committee |
| KR1.3: Collaborate with SMTS and local employers to create transit hubs, routes, and schedules for commuting employees. | Medium | City Administrator | Perry County School District, Perry County Economic Development Authority |
| KR1.4: Coordinate a marketing strategy for industry career opportunities. | Short | City Administrator | Perry County School District, Perry County Economic Development Authority, Chamber of Commerce |
| Objective 2: Increase Access to Affordable, Quality Child Care | | | |
| KR2.1: Increase the number of child care facilities with expanded hours of operation to support shift workers. | Medium | City Administrator | Perry County School District, Perry County Economic Development Authority |
| KR2.2: Partner with local employers to create employer-based child care programs or child care subsidy programs for employees. | Short | City Administrator | Perry County School District, Perry County Economic Development Authority |
| Objective 3: Reposition the City's Economic Development Strategy to Support Long-Term Growth and Development | | | |
| KR3.1: Diversify local employment opportunities. | Long | City Administrator | Perry County Economic Development Authority, Major Employers |
| KR3.2: Support the creation of a retail incubator to encourage entrepreneurship and the development of small-scale, local businesses. | Medium | City Administrator | Perry County Economic Development Authority, Chamber of Commerce, Perry Area CEO Program |
| KR3.3: Implement development finance tools to encourage desired development, redevelopment, and business attraction. | Long | City Administrator | Perry County Economic Development Authority, Downtown Perryville Advancement, Inc. |



TOURISM

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|---------------------------------|---|
| Objective 1: Define the Vision for Perryville as a Tourism Destination | | | |
| KR1.1: Partner with Perry County Heritage Tourism to create a Regional Tourism Master Plan. | Medium | City Administrator | Perry County Heritage Tourism |
| KR1.2: Define and develop branding around the core pillars of Perryville’s tourism sector. | Short | City Administrator | Perry County Heritage Tourism, Tourism Destinations |
| Objective 2: Regularly Collect and Review Visitation Data | | | |
| KR2.1: Partner with local tourism destinations to track visitation metrics and visitor sentiments. | Short | City Administrator | Perry County Heritage Tourism, Tourism Destinations |
| KR2.2: Create a Visitor Experience Survey that is available online and in print at all tourism destinations. | Short | City Administrator | Perry County Heritage Tourism, Tourism Destinations |
| KR2.3: Encourage tourism destinations, special event managers, and retailers to promote the Visitor Experience Survey. | Short | City Administrator | Perry County Heritage Tourism, Tourism Destinations |
| KR2.4: Review data annually to track trends and changes in visitation to understand the tourism market in Perryville and continue enhancing tourism opportunities and the visitor experience. | Short | City Administrator | Perry County Heritage Tourism |
| KR2.5: Publish an annual report on the tourism industry to allow tourism destinations, businesses, and other stakeholders to evaluate or adjust their operations and work on meeting the needs of visitors. | Short | City Administrator | Perry County Heritage Tourism |
| Objective 3: Celebrate Local Culture and Heritage | | | |
| KR3.1: Develop self-guided walking tours on different key topics that visitors can follow to explore Perryville based on their interests. | Short | Parks & Recreation | Perry County Heritage Tourism, Local Businesses, Tourism Destinations |
| KR3.2: Continue investing in public art. | Short | Parks & Recreation | Perry County Heritage Tourism, Local Businesses, Tourism Destinations |
| KR3.3: Program public spaces with events, festivals, and activities that have broad community appeal. | Short | Parks & Recreation | Perry County Heritage Tourism, Local Businesses, Tourism Destinations |



TOURISM

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|--|---|---|--|
| Objective 4: Support and Grow Hospitality Options in Perryville | | | |
| KR4.1: Attract an upscale hotel or an additional upper midscale hotel development in Perryville to supplement existing hospitality options. | Medium | City Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR4.2: Continue supporting the creation of short-term rentals in underutilized spaces that will not take away from for-sale or long-term rental housing stock. | Short | City Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| Objective 5: Enhance Tourism Marketing Strategies | | | |
| KR5.1: Collect and creatively tell Perryville’s stories to promote authentic and engaging travel experiences. | Short | City Administrator | Perry County Heritage Tourism |
| KR5.3: Improve visibility of the Visitor Center through signage and wayfinding. | Short | City Administrator | Perry County Heritage Tourism |
| KR5.4: Explore ways to creatively utilize technology for tourism marketing and to reduce staffing demand. | Short | City Administrator | Perry County Heritage Tourism |



PARKS, RECREATION, AND CONNECTIVITY

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|--|---|--|--|
| Objective 1: Enhance Walkability and Bikeability City-Wide | | | |
| KR1.1: Update development standards and policies to implement best practices for enhancing walkability and bikeability throughout the City. | Short | Public Works and Building Inspector/Zoning Administrator | Planning & Zoning Commission |
| KR1.2: Increase the number of multi-use paths and create safe cycling and walking routes to Downtown, employment centers, and commercial corridors. | Long | Public Works | |
| KR1.3: Expand greenway connections between existing parks and pursue opportunities to connect greenway trails to future parks and development areas. | Long | Public Works and Parks & Recreation | Parks & Recreation Board, Perry County |
| KR1.4: Incorporate lighting and other cyclist amenities along bike paths. | Short | Public Works and Parks & Recreation | |
| KR1.5: Adopt the 80-foot right of way on North Main Street between Highway 61 and Highway 51 to include wide sidewalks, designated bike lanes, and landscaping buffers. | Long | Public Works and Building Inspector/Zoning Administrator | Real Estate and Development Community, Property Owners |
| KR1.6: Adapt the 50-foot right of way on Saint Joseph Street to incorporate on-street bike lanes, one-sided street parking, wider sidewalks, and other traffic calming measures. | Long | Public Works and Building Inspector/Zoning Administrator | Real Estate and Development Community, Property Owners |
| Objective 2: Encourage Active Transportation | | | |
| KR2.1: Encourage new developments to include bike and pedestrian amenities, such as accessible green space, inviting landscaping, and wide sidewalks. | Short | Building Inspector/Zoning Administrator | Real Estate and Development Community, Property Owners |
| KR2.2: Create a Safe Routes to School program to make it safer for students to walk and bike to school. | Short | Building Inspector/Zoning Administrator | Perry County School District |
| KR2.3: Educate the community about the availability of active transportation options, safety, and applicable traffic laws. | Short | Public Works and Police Department | Perry County School District |



PARKS, RECREATION, AND CONNECTIVITY

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|--|---|--|---|
| Objective 3: Update the Parks and Recreation Master Plan | | | |
| KR3.1: Augment existing goals and objectives of the Parks & Recreation Master Plan to align with the Comprehensive Plan. | Short | Parks & Recreation | Parks & Recreation Board |
| KR3.2: Evaluate existing parks and recreation facilities to identify needs and priorities for improvements. | Short | Parks & Recreation | Parks & Recreation Board |
| KR3.3: Identify and pursue potential funding resources to implement parks and recreation improvements. | Long | Parks & Recreation | Parks & Recreation Board |
| KR3.4: Evaluate existing parks and recreation staffing capacities and budgets. | Short | Parks & Recreation | Parks & Recreation Board |
| KR3.5: Budget for the conversion of existing gravel parking lots in City parks to an all-weather, dust-free, improved surface. | Medium | Parks & Recreation | Parks & Recreation Board |
| KR3.6: Explore opportunities for the incorporation of passive-use park and recreation space within or near stormwater management areas. | Medium | Parks & Recreation and Building Inspector/Zoning Administrator | Parks & Recreation Board and Planning & Zoning Commission |
| Objective 4: Evaluate the Feasibility and Location of New Parks and Recreation Amenities | | | |
| KR4.1: Identify possible locations for new parks and recreational amenities, considering ease of accessibility by City staff and current gaps in resident parks and recreation access. | Medium | Parks & Recreation | Parks & Recreation Board |
| KR4.2: Conduct a feasibility study for the incorporation of additional outdoor aquatic facilities and indoor recreation space within the community. | Medium | Parks & Recreation | Parks & Recreation Board |
| Objective 5: Protect the Existing Tree Canopy and Natural Features within the City | | | |
| KR5.1: Consider updating zoning and subdivision regulations to stipulate stronger requirements for tree protection and preservation. | Short | Building Inspector/Zoning Administrator | Planning & Zoning Commission |
| KR5.2: Coordinate with Natural Resource Partners to develop plans for management and successional planting of City tree canopy. | Long | Public Works | Planning & Zoning Commission |



FUTURE GROWTH AREAS

| OBJECTIVE / KEY RESULTS | TIME FRAME Short (1-5 years) Medium (6-10 years), Long (11-20 years) | RESPONSIBLE PARTY OR DEPARTMENT | POTENTIAL PARTNERS |
|---|---|---|--|
| Objective 1: Evaluate the Fiscal and Capital Improvement Impacts of Growth Area Annexation | | | |
| KR1.1: Identify the infrastructure improvements that would be necessary to support the development of potential annexation areas. | Medium | Public Works, City Administrator, and Building Inspector/Zoning Administrator | |
| KR1.2: Understand the net impact of the expenses and revenue, by land use, associated with annexation. | Medium | City Administrator and City Treasurer | |
| KR1.3: Develop a fiscal impact analysis model to evaluate the net impacts of future developments which are considered for annexation. | Medium | City Administrator and City Treasurer | |
| Objective 2: Support the Expansion and Growth of Residential Areas | | | |
| KR2.1: Encourage housing development in areas where public infrastructure and utilities already exist or can be easily expanded upon. | Short | Building Inspector/Zoning Administrator and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR2.2: Prioritize annexation of parcels entirely or mostly bound by City parcels. | Long | Building Inspector/Zoning Administrator | Real Estate and Development Community, Property Owners |
| KR2.3: Prioritize residential development in areas to the northwest and southeast of the City. | Long | City Administrator, Building Inspector/Zoning Administrator, and Planning & Zoning Commission | Real Estate and Development Community, Property Owners |
| KR2.4: Invest in infrastructure expansion in key areas to open up sites for residential development. | Long | Public Works | |

