

PC2045

PIERCE CITY, MO

COMPREHENSIVE PLAN

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ACKNOWLEDGMENTS

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**HOLD FOR MAYOR'S
LETTER OF SUPPORT**

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INTRODUCTION

In 2023, the city of Pierce City embarked on a collaborative effort with the Southwest Missouri Council of Governments to initiate a comprehensive planning process. This process involved creating an official guide that outlines the city's future growth, development, and projected land use. The comprehensive plan is a result of extensive research and valuable input gathered from the community, businesses, and local government.

It is important to note that the comprehensive plan is not a legally binding document but serves as a guiding framework for policymakers. This living document should be used to promote and encourage the development that aligns with the community's aspirations and improves the quality of life for the next 20.

This means that it can be continuously updated, modified, and revised as needed throughout its lifespan. By doing so, the city ensures that it remains adaptable and responsive to changing circumstances, rather than becoming stagnant and fixed in a particular era.

Overall, the comprehensive plan for Pierce City represents a collaborative effort to shape the city's future, with a focus on community-driven development and the well-being of its residents.

PLANNING PROCESS

Throughout an 18 month planning process, SMCOG worked with the comprehensive planning committee (CPC), city officials, and citizens of Pierce City to develop surveys, goals, objectives, and strategies. These helped formulate future land use recommendations related to types of developments and defining areas of interest. Public input is one of the most crucial elements of the comprehensive planning process.

TIMELINE.

- The first CPC meeting was held on June 26, 2023. This meeting's purpose was to introduce the comprehensive planning process, discuss demographic information, and determine potential future meeting dates.

- The 2nd CPC meeting was held on July 17, 2023. This meeting

helped to draft the community survey.

- The community survey was released to the public and received online and paper submissions from August 14 to September 17, 2023.

- On August 19, SMCOG staff, Pierce City Betterment, and Comprehensive committees, and Park board members participated in Howdy Neighbor days to encourage the public to participate in the community survey. SMCOG also visited the City prior to the event to conduct a windshield survey to log observations and take photographs of existing conditions.

- The 4th CPC meeting was held on October 2, 2023. In this meeting, the CPC was asked to work with staff to conduct a SWOT analysis of the community.

- On October 26, 2023, the Stakeholder meeting was facilitated to provide insight into the city's needs regarding

fire protection, law enforcement, City financial, operations, utilities, services, and infrastructure.

- The 5th CPC meeting was held virtually on January 22, 2023. This meeting was to finalize and review the draft goals and objectives, recommendations provided by SMCOG to address issues and challenges.

- SMCOG and CPC members conducted a community public engagement event on April 25, 2024 in tandem with the second survey to gauge the public's priorities for improvements.

- The final plan was open to the public for comment from April 5 to May 5 in 2024. During this time the Comprehensive planning committee and city were asked to review the plan. Questions and concerns were addressed during this period.

- The final plan was presented to the Planning and Zoning Board on (TENTATIVE ON MAY 30, 2024) for adoption.

- The adopted plan was also taken to the Board for a supportive adoption on (TENTATIVE ON JUNE 10, 2024)

the PLANNING PROCESS



COMMUNITY ENGAGEMENT

COMMUNITY SURVEY

Community surveys play a vital role in collecting insights, viewpoints, and preferences from residents within the planning area, enabling active engagement of the public in the process. These surveys offer essential insights that inform community leaders, developers, and regional organizations about local concerns, priorities, and requirements. Additionally, surveys empower the public to participate in the decision-making process and endorse the plan.

The city's community survey was designed to encompass a wide spectrum of the community, addressing various groups and demographics. It aimed not only to engage residents but also individuals residing outside the city limits who

depend on the city that may have previously lived in the city or reside in the immediate rural countryside. This survey helped frame CPC discussions and led to the development of the plan's goals and objectives.

SMCOG and the CPC took a collaborative approach to develop survey to gather feedback related to topics such as housing, development, Pierce City economy, services, infrastructure, and overall satisfaction with the city.

The survey was designed in two parts specially for students and non-students.

The student survey was administered by the school during school hours for the grades 6-12 and at the Pierce City School District's open house to gather further feedback from parents, teachers, and guardians as well.

The community survey was conducted from August 14, 2023, to September 17, 2023. The survey received a combined total of 463 online and paper survey responses.

The survey was advertised and made available on SMCOG's website, city's website, and social media. SMCOG staff, Pierce City Betterment Committees, CPC and Park board members were also available at a booth during the community's Howdy Neighbor Days festival to encourage survey participation and bring attention to the planning process.

Survey results are distributed throughout this Plan's respective chapter introductions and written responses can be found in the Appendix.

GOALS AND OBJECTIVES

The Goals and Objectives prioritization survey was available from April 1st to April 30th. The survey could be accessed through SMCOG's dedicated webpage provided to the community through public notices and flyers which include the survey links and QR codes. While paper versions were made available at City Hall.

The purpose of this survey was to prioritize the goals and objectives on a scale of low, medium, and high importance. Prioritization is important for community leaders when implementing policy and financial decisions. Pierce City should focus efforts to complete projects granted the highest-ranking goals and objectives.

Goals and objectives were ranked by using a weighted scoring system allowing residents to score each objective with 1 to 5 points, with 5 being of importance. The total weight determined each objectives rank, while goals were ranked against themselves in a similar scoring.

Please consult the Implementation Matrix and appendix for the prioritization sequence. The plan indicates priority rankings for each goal and objective on their respective pages. Goals are designated with numbers 1 through 10 (e.g., GR1, GR2, etc.), while objectives are marked with numbers 1 through 20 (e.g., OR1, OR2, etc.). Lower numbers signify higher priority rankings.

PUBLIC OPEN HOUSE

The Open House provided an opportunity for the community officials, CPC, city staff, and SMCOG project team to engage with the public. The open house was held at City Hall on April 25, 2024, at 6:00 PM. Easel panels were used to display the goals and objectives for comment and discussion as well as the future land use map.

Residents and community members were asked to sign in upon arrival and SMCOG staff addressed participant questions and comments. Input from the open house was considered while drafting the final plan.

PAST PLANS, STUDIES, AND DATA REFERENCES

PIERCE CITY ECONOMIC DEVELOPMENT STRATEGY

An assessment was conducted on the condition of Pierce City after the city was struck by an F-3 tornado on May 4, 2003, considering the efforts made for reconstruction. Based on this evaluation, recommendations were provided for future economic development. The plan suggested that Pierce City should capitalize on its distinctive historical downtown area as a niche advantage. To attract visitors and potential residents interested in a vintage, pedestrian-friendly lifestyle, the plan proposed

implementing mixed zoning techniques alongside the preservation of the town's unique charm.

Lawrence County Natural Hazards Mitigation Plan

This analyzed potential natural dangers that Lawrence County as a whole faces, what can be expected, and how preparations can be made to mitigate the risk to property and human lives.

With these plans being updated every five years, hazard mitigation planning is an important process for local governments, school districts, and special districts to participate in, as it ensures their eligibility for federal disaster and hazard mitigation funding.

Of particular risk to Pierce City are land subsidence, as there is an existing sinkhole currently below the approximate area of the

Pierce City School District, as well as flooding due to Pierce City's proximity to Clear Creek, with St. Mary's Private School located within the area's 100-year floodplain. Pierce City is a participant in the National Flood Insurance Program (NFIP). There are two main policy goals of this federal program:

Provide access to primary flood insurance, thereby allowing the transfer of some of the financial risk from property owners to the federal government, and

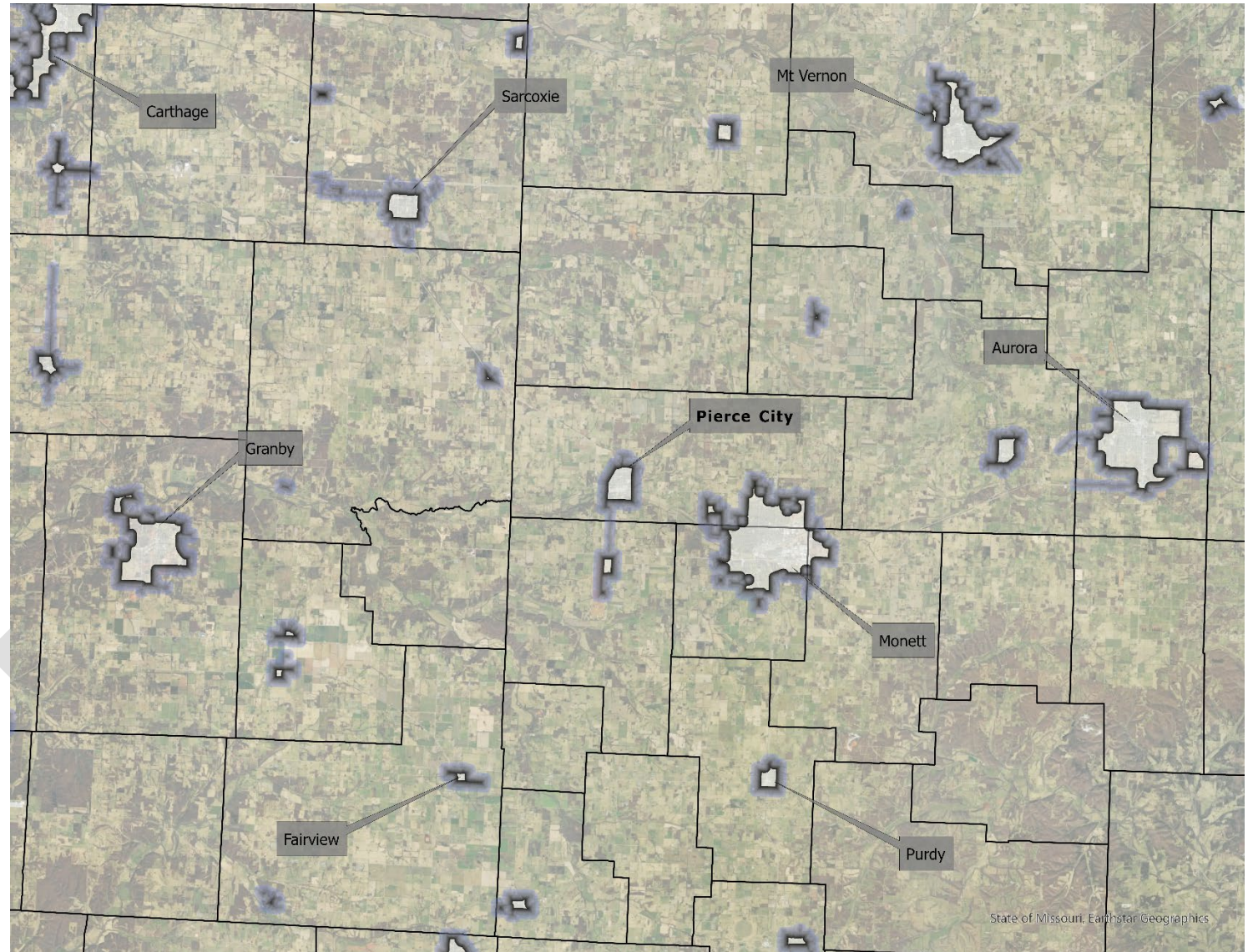
Mitigate and reduce the nation's comprehensive flood risk through the development and implementation of floodplain management standards. Additionally, the threat of damaging tornados is always present.

One magnitude F3 tornado in 2003 resulted in five deaths, 33 injuries, and over \$27,000,000 in property damage while, an EF2

tornado in 2011 resulted in \$300,000 in property damage. Pierce City currently does not enforce building codes, which can be linked to an increased vulnerability to tornadoes and severe storms.

COMMUNITY ASSESSMENT

REGIONAL SETTING



HISTORY

The Indigenous Osage, Delaware and other tribal peoples were the first residents in the region, otherwise known today as Lawrence County, Missouri. Settlers from the states of Tennessee, Kentucky, Ohio, and Virginia began to settle the land in 1831. Lawrence County was officially founded in 1845 from divided portions of Barry and Dade counties. Population of the county grew slowly at first, reaching 500 residents within the first decades, until Lawrence County experienced a decade-long boom during the 1840s and 1850s, increasing to a population of nearly 5,000. The area was sought after for its richness in mining and agriculture opportunities along with an abundance of waterways, including the 125 mile Spring Rivers spanning from the Kansas state border to the northern edge of Barry County, Missouri.



Commercial Street, Pierce City, Mo.

Historic Photo of Commercial Street in Pierce City. The prominent yellow building on the corner was one of the first banks in the city, and the building remains today. <https://i.pinimg.com/originals/f4/48/41/f44841f47695f2009c7c7e6a69cbce5b.jpg>

In the early 1830s, it is rumored two families traveling through the area stopped and camped near Clear Creek and then decided to permanently settle the area. The Clear Creek valley is

located near the southern portion of what is now Pierce City. The settlement's population, like the county, steadily grew with many Irish, German, and Swedish settlers calling the area home. This

was until the Civil War led to guerrilla warfare throughout the area, causing severe instability.

Positioned as a division point between the Atlantic &

Pacific and the St. Louis & San Francisco ("Frisco") Railroads, the settlement was a hub for railroad activity until the Frisco's decision to move the division point east, closer to the City of Monett. Before incorporating, the town was named after railroad executive Andrew Peirce. The spelling of the name confused residents and travelers, until the name was officially changed to Pierce in 1934. The railroad served the town by providing economic prosperity and acted as a prime location for industries including lime manufacturing and processing, a pottery factory, brewery, feed and flour mills, and as a crop shipping location. The city, home to Newman's Department store which opened in 1870, became well-known across southern Missouri.

Founded with railroad economic opportunities, the city would eventually grow to



Figure 1 Commercial Street in Pierce City following the tornado of May 4, 2003.
https://c1.staticflickr.com/9/8011/7436344954_860935d3b7_b.jpg

include several banks, 10 churches, 11 community organizations, three hotels, two newspaper companies, Union and Confederate veteran organizations, entertainment venues, as well as the Peirce City Baptist College. Constructed in last 1870s the college would eventually open in the fall of

the early 1880s, the college would offer four-year course studies to uniformed people until 1904. Tragically, in 1901 the city experienced drastic racial strife and violence directed towards its roughly 300 African American residents, and about which Mark Twain and The State Historical Society of Missouri

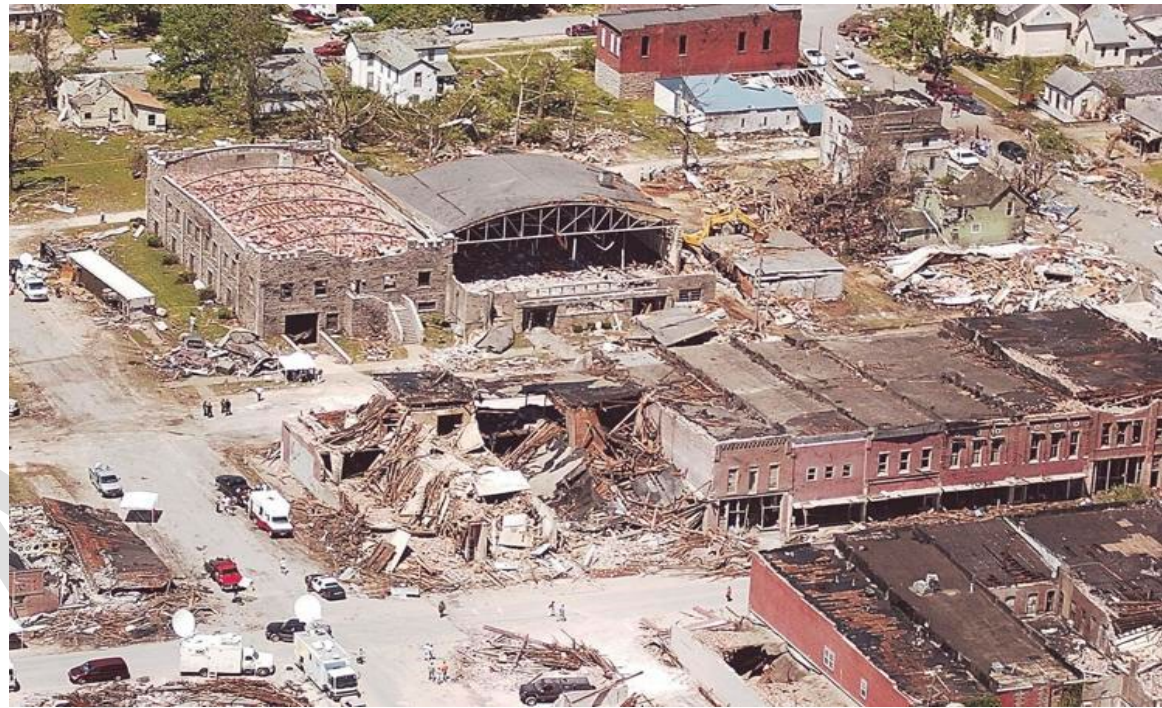
have written, thus leaving the city lacking in diversity to this day.

As the railroads expanded west, many of the city's businesses followed, and the city's economy refocused on the homesteads and residents who remained. Major industries included

craft manufacturing, such as canning, casket making, garment and clothing, as well as other services, such as boat motor and wood fabrication factories. The city's population reportedly peaked at over 3,000 residents in the mid-1890s, when over a third of the population followed Frisco's move of the division station. Despite this, Pierce City still has been home to many important figures, such as an adjutant general of the National Guard, state leaders, political representatives, and gifted artists, including Harold Bell Wright, who was the pastor of a church in Pierce City before becoming the author of *The Shepherd of the Hills*, a best-selling novel set in the Ozarks.

Throughout the 1900s, the city experienced a gradual progression and economic growth, particularly during the 1990s. However, a catastrophic natural disaster

struck the town on May 4, 2003, causing a significant setback. The city was devastated by an F-3 tornado that hit Pierce City, damaging many historic buildings along Commercial Street, including the devastation of 81 homes. It was anticipated that many of the historic buildings might be demolished, but residents fought to keep their historic past and preserve many of the city's buildings. With the aid of FEMA, community partnerships, and volunteers, Pierce City has since nearly recovered 20 years later. However, the city has suffered from further setbacks resulting from the 2008 Great Recession and the COVID-19 pandemic, yet despite these challenges the city remains resilient and continues to plan for the community's future.



National Guard Armory - Photo Courtesy of the Joplin Globe

DEMOGRAPHIC

OVERVIEW

The demographics of a community are a necessary component of plan, as they provide insight into Pierce City's history, as well as potential outcomes for its future. Demographic data has been collected through a combination of the U.S. Census Bureau's Decennial Censuses and American Community Surveys (ACS), as well as the Missouri Census Data Center, among others. This data will be used to make assessments regarding population, employment and income, educational status, and transportation.

POPULATION TRENDS

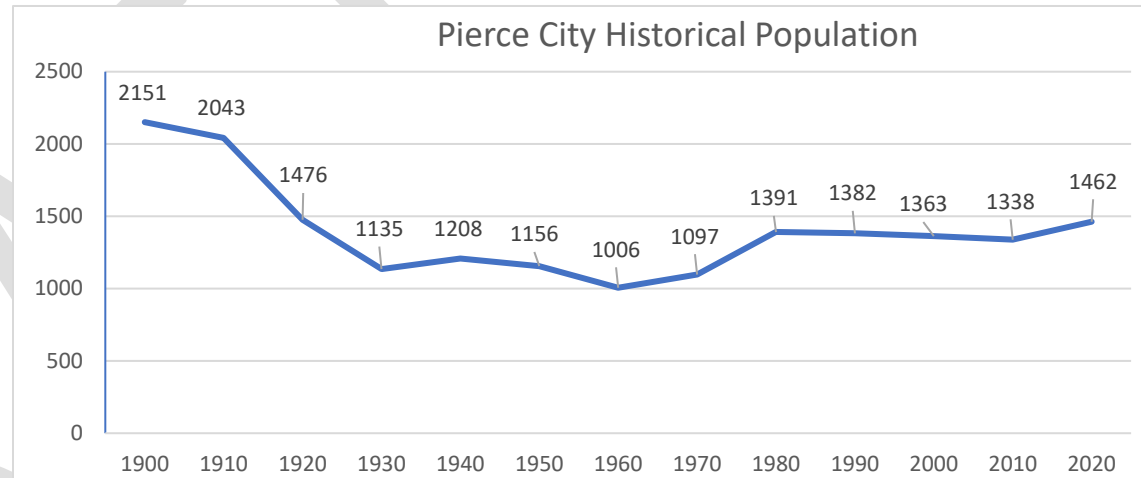
Pierce City has a current population of 1,189 residents, according to the 2021 American Community Survey (ACS). Pierce City has experienced a steady decline in population over the course of the 20th century, beginning in 1900 with 2,151 residents, and experiencing a 53% decrease to 1,006 citizens by 1960, after which the rate of population change has slowed, with the number of residents remaining between 1,000 to 1,500, fluctuating annually.

Despite this decline, Pierce City can expect to experience slight growth (5%) over the next 20 years, to reach a potential population of 1,536 individuals in 2040. However, there will be significant changes in the demographic makeup of the community, with major declines among several age cohorts.

Among those aged 20 to 24, as well as those 85+, population projections raise the possibility for individuals in those age groups to become completely absent in the community by 2040. On the other hand, those aged 5 to 14, along with those 35 to 44, are expected to become the largest age cohorts in Pierce City, experiencing between 14% to 34% growth over this twenty-year period. Most other age groups are expected to experience moderate levels of decline.

The population of Pierce City is predominantly White, with 78% of the residents identifying as White in the 2021 ACS. Many in Pierce City identify as more than one race, with 16.4% doing so in the 2021 ACS. Of specific note are those that are listed as a mix of White and Black or African American, which

comprise nearly 11% of Pierce City’s residents. Meanwhile those that identify as Asian or American Indian and Alaskan Native each make up about 2% of the population.



Pierce City Age Demographics - 2021 ACS 5-Year Estimates							
Demographic Age Cohort	2000	2010	2020	2021	2030	2040	% Change 2020-2040
Under 5 years	109	45	91	60	68	54	-41%
5 to 9 years	99	112	178	124	211	248	28%
10 to 14 years	92	104	235	214	291	358	34%
15 to 19 years	107	123	61	53	48	28	-54%
20 to 24 years	103	84	29	26	0	0	-100%
25 to 34 years	204	134	190	191	167	155	-18%
35 to 44 years	207	205	259	170	278	302	14%
45 to 54 years	152	184	114	82	108	93	-18%
55 to 59 years	80	95	137	135	162	189	28%
60 to 64 years	61	48	47	25	38	31	-34%
65 to 74 years	59	126	47	46	41	35	-26%
75 to 84 years	67	38	69	55	62	61	-12%
85 years and over	23	40	5	8	3	0	-100%

POPULATION PROJECTIONS

Population projections, also referred to as demographic forecasts, involve estimating future population sizes, compositions, and distributions based on current demographic trends and modeling techniques. These forecasts are essential for governments, policymakers, planners, businesses, and researchers to anticipate future infrastructure needs, services, resources, and policy decisions.

Several methods exist for projecting population trends. In this case, the exponential smoothing forecasting method was used.

This method places less emphasis on historical events and trends and instead prioritizes the most current and prevalent data and trends.

It's important to note that population projections do not guarantee accurate future predictions but offer insights into potential trends.

Projections are presented in four confidence levels: low, high, most likely, and the trend line.

The low confidence projection, depicted in **GREY**, serves as a reference point for ensuring economic stability and adequate community programs and services during budgeting discussions.

The high confidence projection, illustrated in **YELLOW**, represents significant growth and should be considered when evaluating infrastructure expansion, transportation improvements, and community facilities.

This projection is particularly relevant following the availability of new subdivision developments and housing.

For instance, a 50-unit housing development of two to three-bedroom single-family homes could potentially increase the population by 140 +/-.

The most likely confidence projection (2,056 by 2050), represented in **GREEN**, should guide decisions regarding updates to housing policies within the city. This may entail proactive measures such as encouraging infill development within existing neighborhoods, promoting closer built homes, and limiting infrastructure expansions.

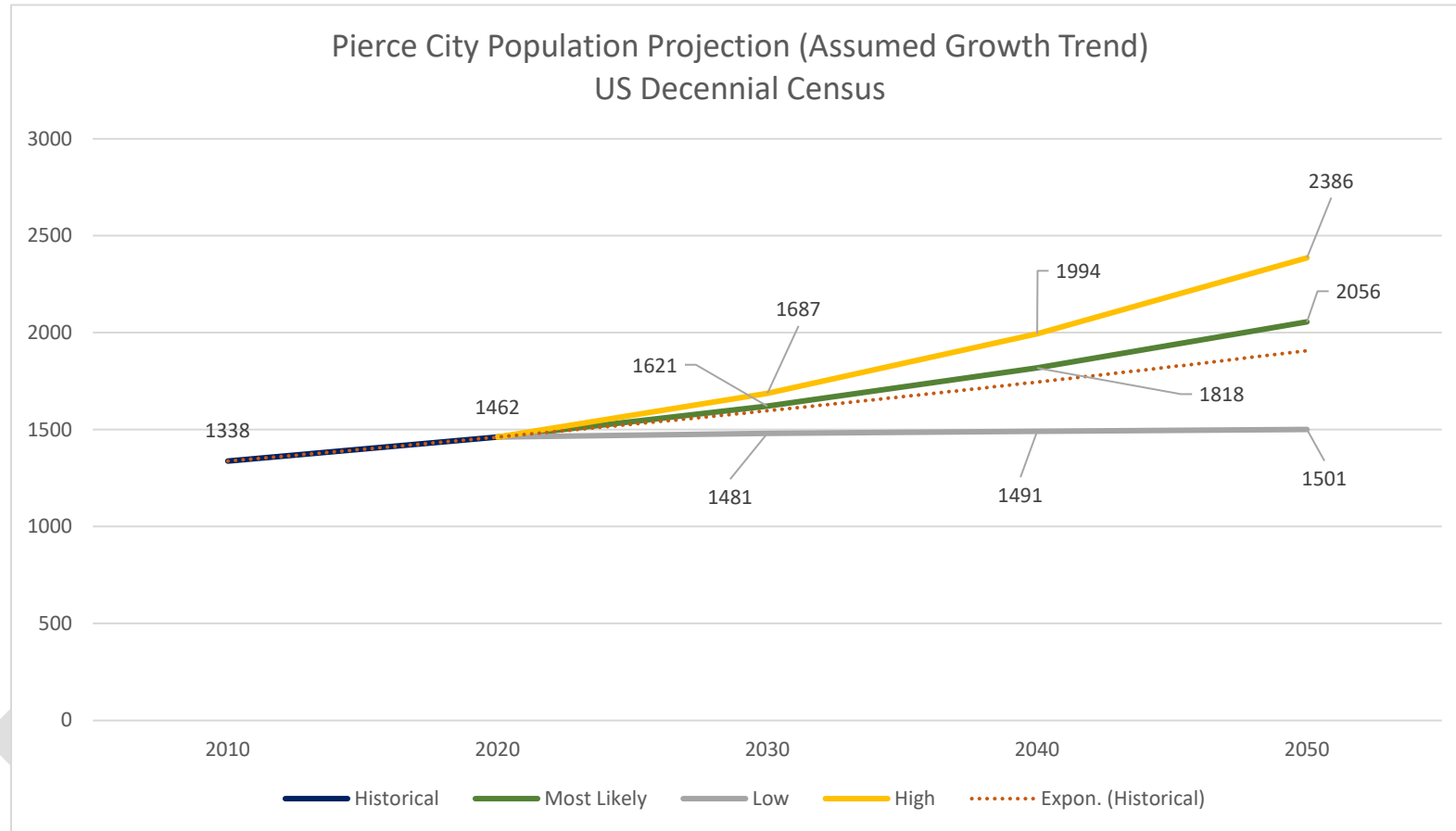
Achieving this growth would necessitate the addition of approximately 214 more or less new housing units. These figures represent the average household size but may be achieved by increasing lot sizes, and increasing variety of housing types, bedrooms, in any combination of multi-family and single-family developments.

This topic is expanded on in the future needs within the housing chapter.

EXPOTENTIAL SMOOTHING

The exponential smoothing method aims to analyze and predict time series data by assigning exponentially decreasing weights to older observations. This implies that older decennial census records have diminishing influence on the forecast, with more recent observations carrying greater weight and impact on the current forecast.

This assumption also considered yearly trends and predictions including five year increments after 2021.



INCOME & POVERTY

According to the 2021 ACS, the median household income was \$39,018, a 22.4% increase from 2011. This is significantly lower than both the Missouri and national median incomes of \$61,043 and \$69,021.

As such it is estimated that 29.7% of Pierce City's residents live below the poverty line, a value that is much higher than the state or national estimates at 12.8% and 12.6%.

According to the ACS 2021 Survey, Pierce City's unemployment rate was estimated at 5.5% in 2021, slightly higher than Missouri's rate of 4.5%, but equivalent with the national rate.

Of the estimated 1,251 population there was an estimated 778 individuals aged 16 years or older, and 495 those were employed in the total labor force of 524.

EDUCATION

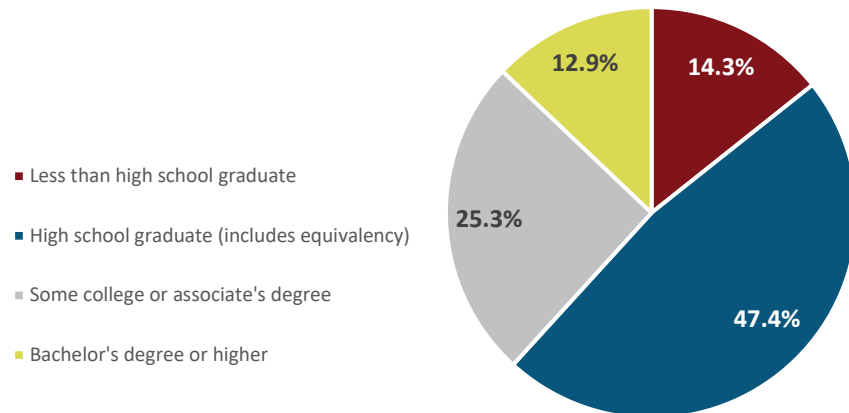
The level of educational attainment among a city's residents can be linked to various economic factors, such as median income, types of employment, and even household size, and as such, are useful when determining recommendations for continued growth and improvement for a community.

In the 2021 ACS Survey, about half (47.4%) of Pierce City residents reported having a high school graduate or some other equivalency, one-quarter (25.3%) reported attending some college or attaining an associate degree, and only 12.9% reported obtaining a bachelor's degree or some higher degree. 14.3% of residents reported having less than a high school education, a value higher than state (8.6%) and national averages (10.6%), but lower

than those for Lawrence County (22.5%).

Furthermore, only 38.2% of Pierce City residents reported having attended any college, a significantly lower proportion than in county (44%), state (62.1%), and national averages (62.5%).

Pierce City Educational Attainment
2021 ACS 5-Year Estimates



HOUSEHOLDS

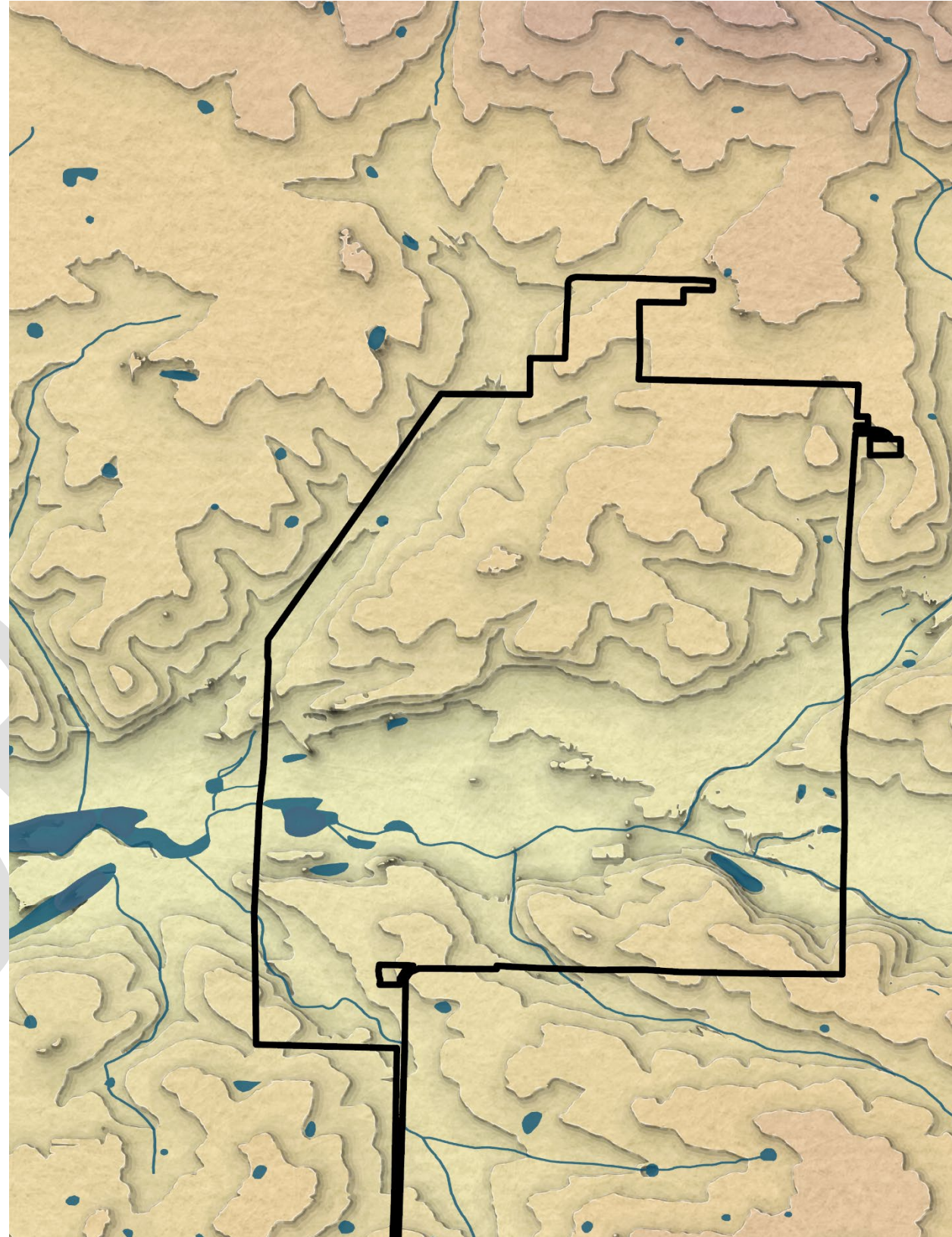
According to the 2021 ACS, there were an estimated 426 households in Pierce City, Missouri, which is a decline from the 631 total households that were occupied in 2011. The average household size, meanwhile, has increased over the last ten years, from 2.32 individuals per household in 2011, to 2.77 per household in 2021. Pierce City has a large renter population, at 39.9% of the population, with the remaining 60.1% owning homes in the community.

The demographics of these households can illustrate the economic and societal status of the community. In the 2021 ACS Survey, in Pierce City, 65% of households were classified as family households, with 49% of those being occupied by a married-couple family. Meanwhile, 33% were “other family” households, dominated by either a male or female householder, and 35% were nonfamily households.

LAND USE

OVERVIEW

As the long-term blueprint for development in a community, land use is one of the most important elements of a comprehensive, and its analysis is required by state statutes. By identifying existing land use, as well as anticipated future uses, a municipality can implement zoning codes and regulations that are consistent with the needs and desires of its residents and help guide decisions on future development. It is important to explain the difference between land use and zoning, as the two are easily conflated. Land use describes how property is currently being used in a community and can change over time. On the other hand, zoning is decided by regulations enacted by a municipality that determine how property can be used and requires further regulations to be altered.



GEOLOGY, TOPOGRAPHY, & ENVIROMENT

The natural environment is an important factor in the success of any community, as it determines whether it will continue to grow and attract new residents. As such, any future developments should consider their impact on Pierce City's environment and ensure that they proceed in a sustainable and eco-friendly manner. The chapter will highlight the major characteristics of Pierce City's natural environment.

Pierce City is located within the Ozark Plateau, a region of highlands in Southern Missouri which is characterized by rugged, forested terrain with rolling hills, deep valleys, and many rivers and streams. Pierce City benefits from having relatively gentle topography, as the elevation in the area

ranges between around 800-1,100 feet above sea level, only a 300 feet difference.

According to the USGS, Pierce City comprises roughly 1.29 square miles of land within its boundaries. Pierce City is also part of the wider Ozark Highlands, which covers a 47,000 square mile segment of Missouri, Kansas, Oklahoma, and Arkansas, and is well-known for its widespread cave network and many freshwater springs which supply hundreds of millions of gallons of water each day to residents.

The bedrock in the area is composed primarily of limestone, dolomite, and shale, with smaller amounts of sandstone and chert. Given the high water solubility of these materials, caves, sinkholes, and other karst features are widespread.

These formations have been instrumental in Pierce City's historical success, as they

house sizable deposits of lead and zinc minerals that have been mined in the region for over a century; most of these mines have since been closed or abandoned. However, according to the EPA, there is persistent contamination present throughout what was once the Tri-State Mining District, which existed from 1850 to 1970, and included large parts of Missouri, Kansas, and Oklahoma; this includes Pierce City and its lead and zinc mines. There have been continual cleanup efforts ever since, yet the potential for pollutants to enter the surrounding water and soil remains.

The region is crossed by several small streams and tributaries, with Clear Creek being the largest and most prominent, and which is a popular fishing and recreational destination. Clear Creek is a tributary of the Spring River, which it joins after flowing 29 miles through Lawrence County, meeting near Verona, 10 miles south of Pierce City.

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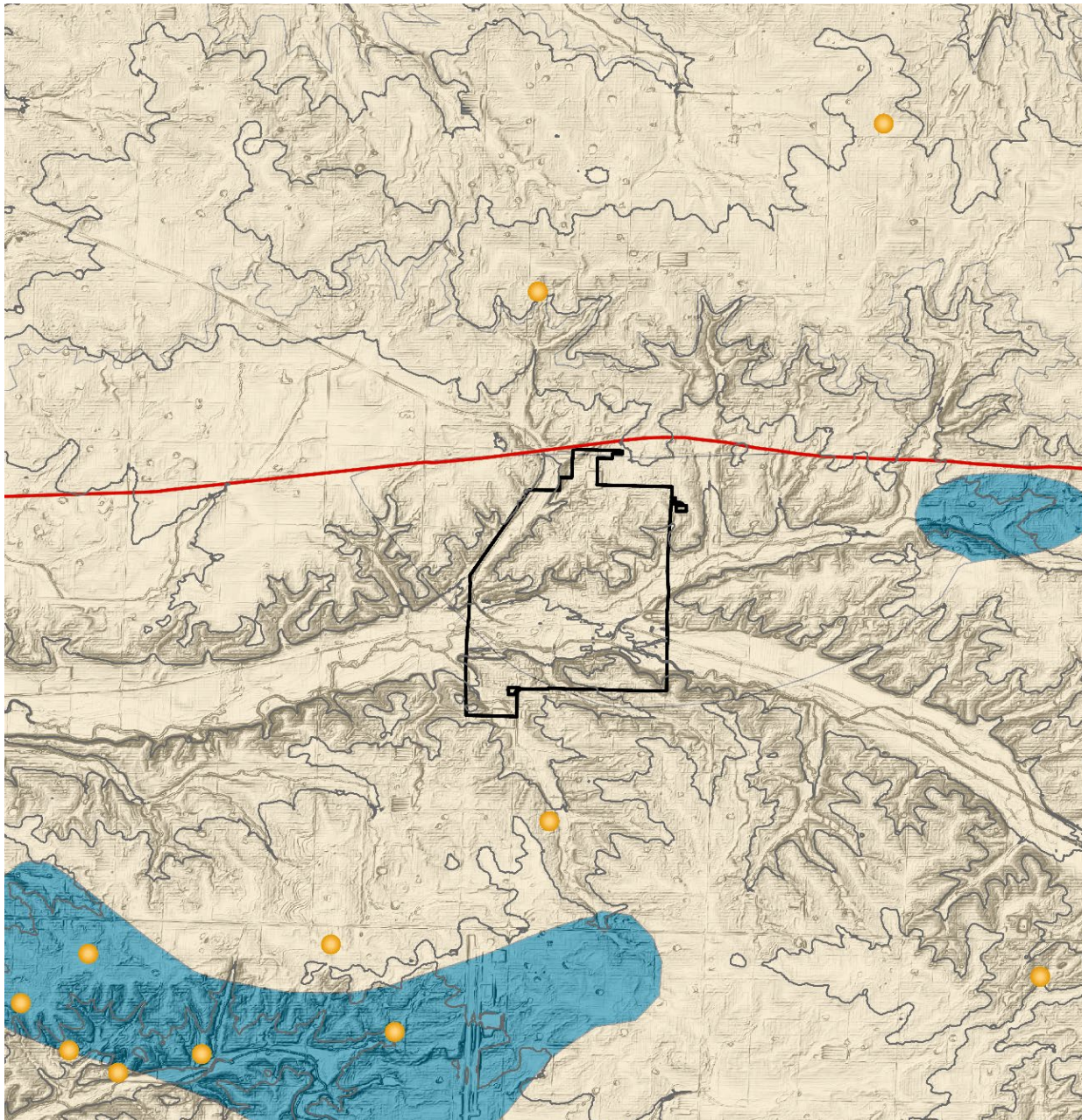
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tributaries, with Clear Creek being the largest and most prominent, and which is a popular fishing and recreational destination. Clear Creek is a tributary of the Spring River, which it joins after flowing 29 miles through Lawrence County, meeting near Verona, 10 miles south of Pierce City.

Due to Pierce City's karst geology, groundwater is an important resource in the area, and is used for both municipal and agricultural purposes. The primary aquifer in the region is the Ozark aquifer, which is a shallow, unconfined aquifer that is recharged by rainfall and surface water infiltration. However, groundwater levels do fluctuate seasonally and can be heavily impacted by droughts and heavy rainfall events.



The climate in the Ozark Plateau region is classified as humid subtropical, and experiences hot summers and

cool, mild, and wet winters with relatively rare bouts of snowfall. The area experiences average levels of rainfall, receiving over 41 inches of rainfall in 2022, according to the Missouri Climate Center. According to data available from the National Oceanic and Atmospheric Administration, over the previous 20 years, Pierce City and Lawrence County have maintained an average yearly temperature of 56.9F.







Pierce City Geological Features

Surface Rock Type

-  Sedimentary, carbonate
-  Sedimentary, clastic

Structures

-  Fault
 -  Contour 50ft
 -  Sinkholes
-  0 0.5 1 Miles

TOPOGRAPHY

This is a topographical map that shows contours, water sources, and the slope grade of terrain features. Slope grades are most intense adjacent to Clear Creek. The high slope grades also correlate to the location of floodplains. Located near the middle of the basin are most of the businesses, schools, and transportation systems within Pierce City.

Slopes:

Less than 10%: Considered a mild slope. Construction is relatively straightforward, and expenses are within the expected range.

10-15%: Manageable but, may require some additional considerations such as terracing or retaining walls. Costs might start to increase slightly.

15-20%: Moderate slope. Construction becomes more complex, and costs are likely to rise. Retaining walls or other stabilization measures may be necessary.

20-30%: Significant slope. Construction becomes challenging, and costs increase substantially. Specialized engineering solutions, such as extensive retaining walls or foundation work, may be needed.

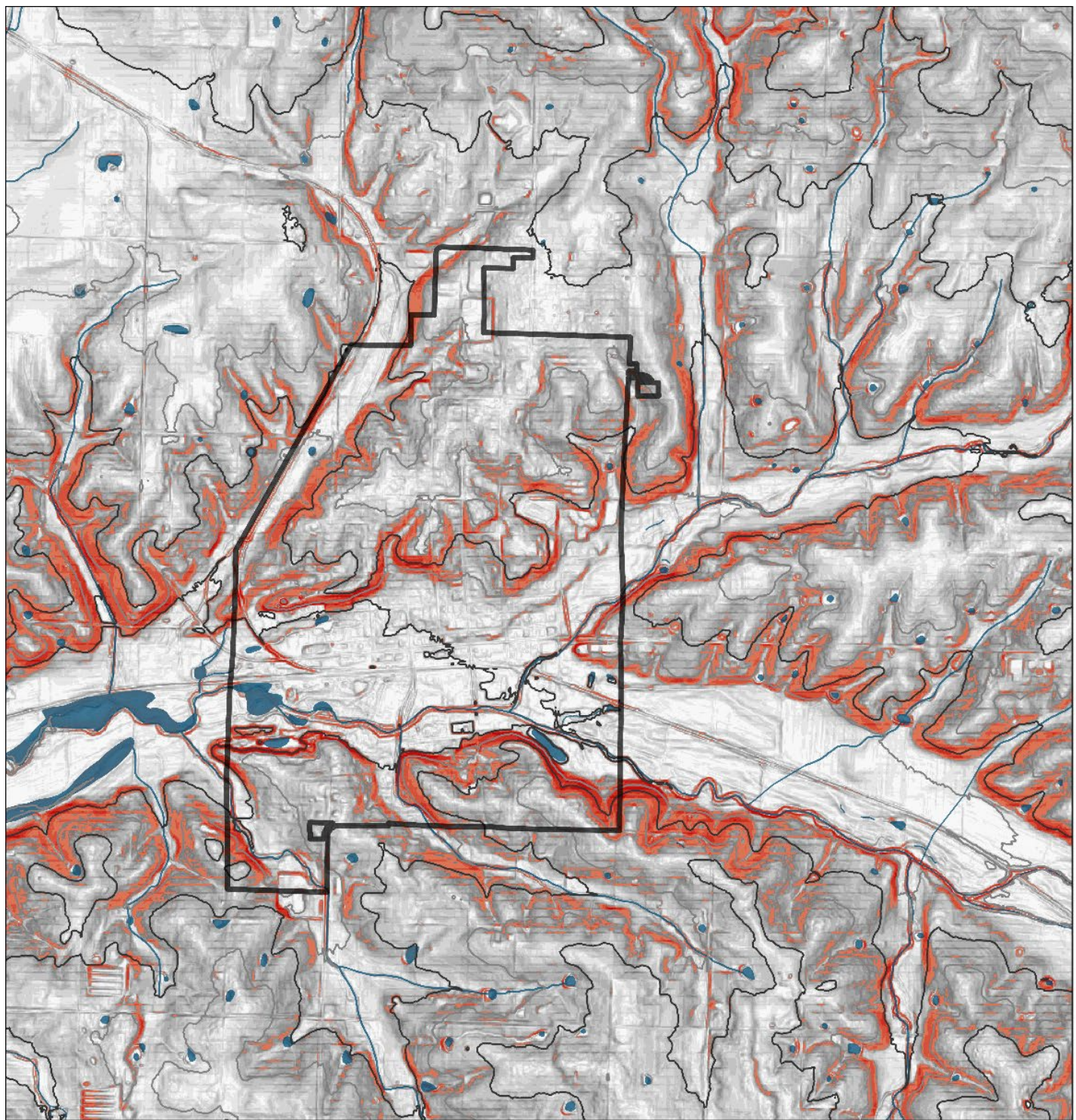
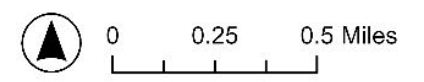
Pierce City Topographical Map

Slope Grade

- 15%-25%
- 25% - 35%
- 35% - 45%
- 45% - 80%

50 Foot Contours

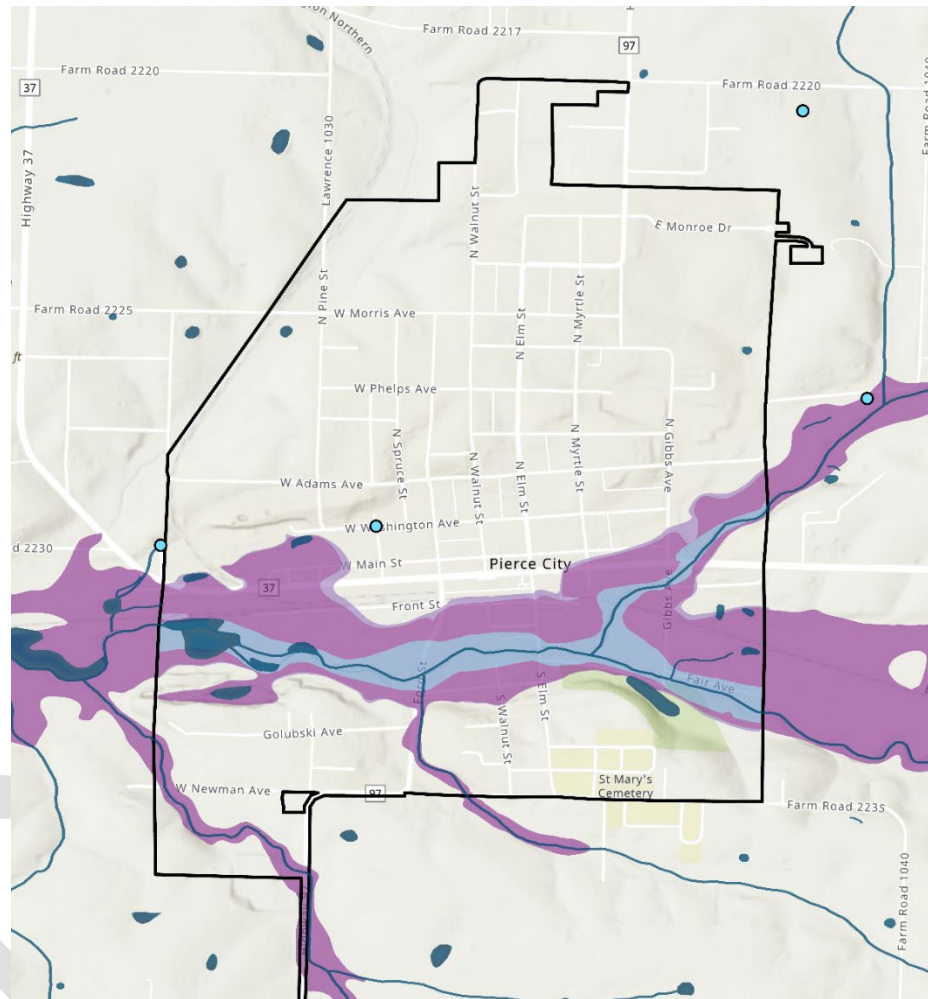
Wetlands



FLOOD HAZARDS

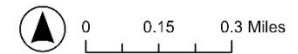
A vast majority of Pierce City's businesses are located within the flood plain. The 1% annual flood plain covers large portions of high traffic areas such as Highway 97, Highway 37, and North Locust Street.

The regulatory floodway is located near Clear Creek and passes through South Ford Street (MO-97). Regulatory floodways are planned pathways that channel overflow of a body of water in order to prevent flooding of nearby areas.



Pierce City Flood Hazard Areas

- Regulatory Floodway
- 100-Year Flood Plain (1% Annual Chance)
- 500-Year Flood Plain (0.2% Annual Chance)
- Wetlands
- Water Springs



*Regulatory floodways are reserved areas of land that disperse flood water so that it does not exceed a designated height.



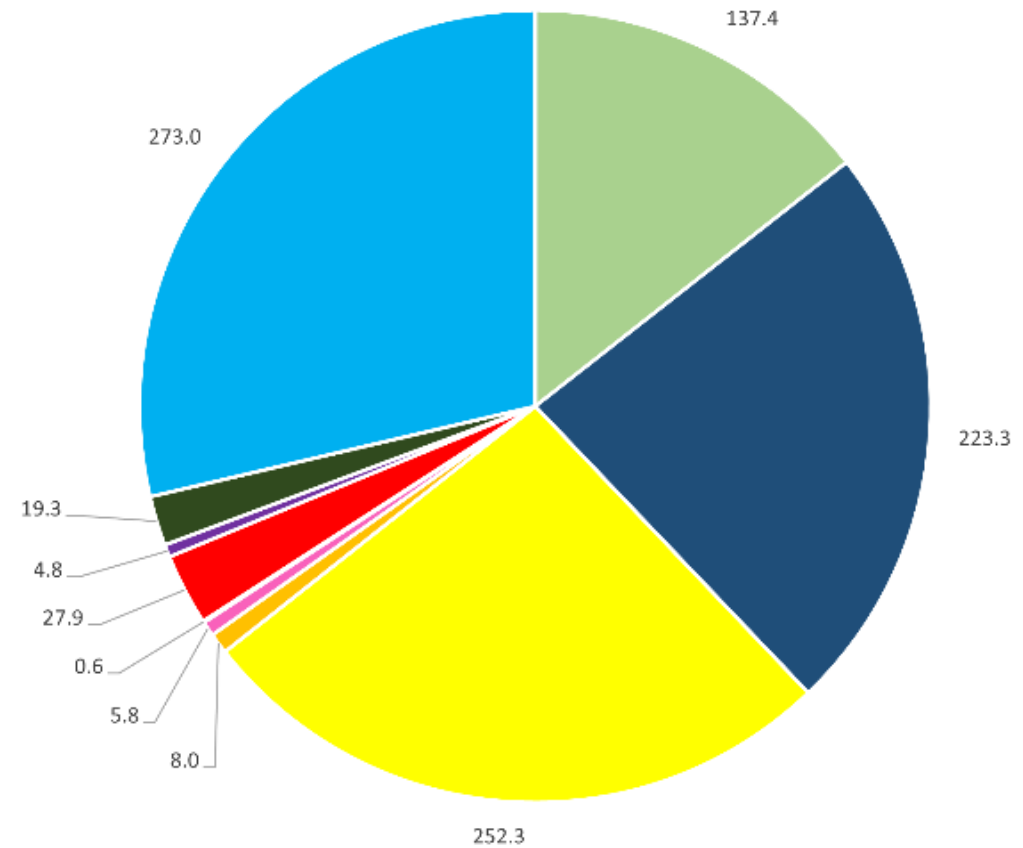
EXISTING LAND USE DESIGNATIONS

The designations below summarize the land uses found in Pierce City at the time of this Plan. The existing land use analysis was conducted to demonstrate and summarize this snapshot of the current uses of tracts, lots, and parcels of land which are being used to serve a specific purpose.

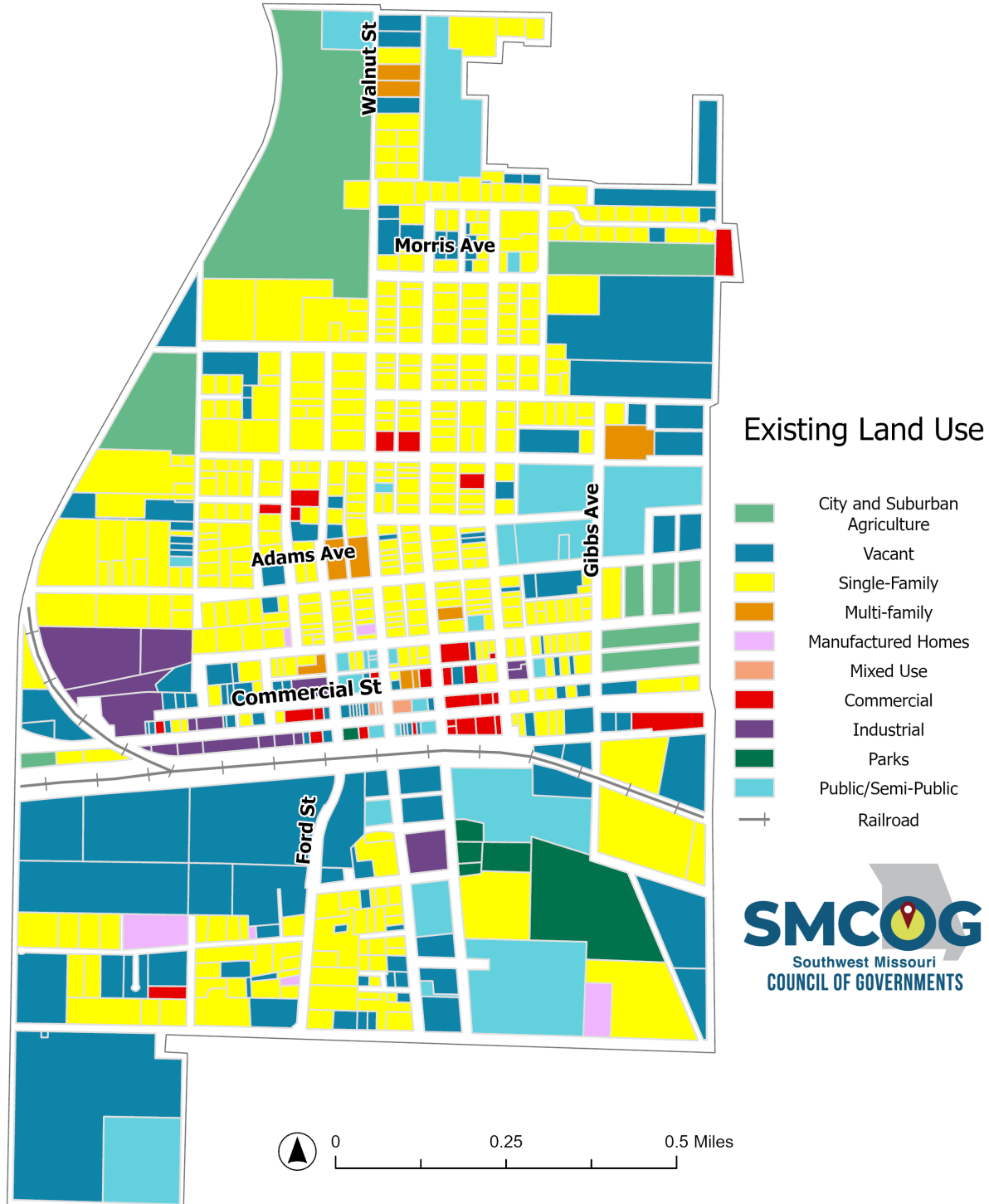
Many uses only use a small percentage of the land. While uses are generally associated with a building or structure where the main activity is conducted, the land is associated with that use due to ownership of that land and areas reserved for supportive uses.

- City and Suburban Agriculture
- Vacant
- Single-Family
- Multi-family
- Manufactured Home
- Mixed Use
- Commercial
- Industrial
- Parks
- Public/Semi-Public

Acreage by Land Use



Pierce City Existing Land Use



CITY & SUBURBAN AGRICULTURE

The Agricultural land use designation is comprised of land that was identified as being used for the production or having farming related activities such as livestock, grazing, row crops, hay cutting, forestry, and other related activities. Agricultural land is different from vacant land due to the active use for agricultural production. Pierce City has 137.4 acres of agriculture.

VACANT

Vacant land makes up 223.3 acres of land more or less. These areas include land that were identified as having no clear evidence of use or building structures which may be dilapidated. These parcels represent an opportunity for infill development on existing platted lots.

SINGLE-FAMILY

The Single-family land use designation is of comprised low intensity residential properties containing a single-family detached homes and duplexes or two-units. This designation makes up the largest land use in the city using 252.3 acres of parceled land.

MULTIFAMILY

This use is classified as any residential property with three or more housing units. This includes a fourplex, apartments buildings up to 12 units such as the Woods Apartments. Multifamily accounts for 8 acres of Pierce City.

MANUFACTURED HOMES

Manufactured homes and mobile homes are structures which are constructed off-site for transport in one or more sections. These developments account for 5.8 acres of land uses. The term manufactured is a manufacturer's certification in accordance with HUD standards built after 1976. Typical mobile homes can contain necessary utilities; however, these units typically are valued like vehicles.

MIXED-USE

Mixed use designation is one of the least utilized by Pierce City. These areas were identified that had apartments on the upper floors of historic buildings with variety of commercial retail services on the ground floor along Commercial Street. This area only accounts for less than 1 acre of land (0.6).

COMMERICAL

The Commercial designation includes automotive services, a gas station, restaurant, liquor store, tavern, hardware, and personal service and accounts for 27.9 acres.

INDUSTRIAL/ MANUFACTURING/ WAREHOUSING

The Industrial designation accounts for 4.8 acres of land. Uses include storage units for personal, commercial, industrial uses such as heavy equipment, gas, agriculture products, wood, and other materials.

PARKS

This designation comprises land set aside for city parks, dedicated open space, and water detention basins. Parks account for 19.3 acres of land and include the parcels which are more unlikely to be developed in the near future.

PUBLIC/SEMI-PUBLIC

These areas include land government or institutional land uses is that they do not pay taxes. This includes City Hall, Pierce City Schools, religious institutions, and areas utilized by utilities, treatment or storage of materials for city maintenance. These uses account for 273 acres within Pierce City.

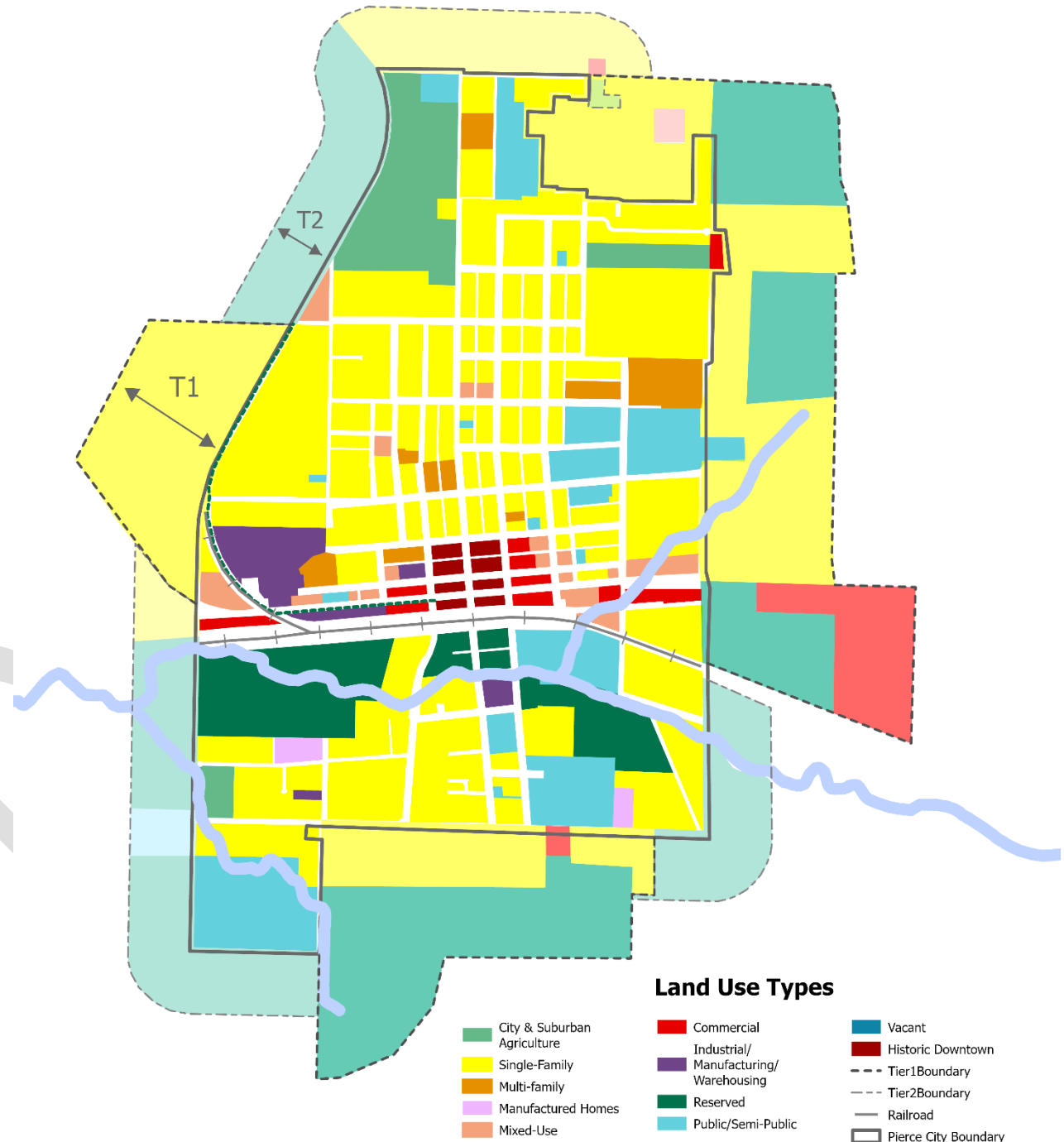
DRAFT

Pierce City Future Land Use

FUTURE LAND USE

DESIGNATIONS

The designations below are built upon the existing land uses as described above. The future land use plan is the crucial element of this Plan as it is the recommendation for the city manage the physical development and use of land. The land use plan is a guide for future land use and development with opportunities to develop vacant properties and recommending areas for growth if the City were to grow outward. The intent of future land use guides is to provide direction for decision making yet remain flexible as unique and unpredictable circumstances arise. It should be emphasized the Land use Plan is built on the chapters in this plan considering housing, transportation, economic development, and the public realm.



CITY & SUBURBAN AGRICULTURE

The Agricultural land use designation is intended to support existing uses of farming and production. This may also include micro farming, small scale, and high-yield sustainable farming. Example activities may include community gardens, small plot and gardens on residential lots, the use of green houses, high tunnels, and residential scale low impact livestock such as chickens to produce fresh food.

SINGLE-FAMILY

The Single-Family land use designation includes areas for both detached and attached single-family homes. These areas could support a variety of lots to support diversifying housing. Circumstances could provide opportunity to allow smaller individual lots with tiny homes with permanent

foundations. While larger lots may support accessory dwelling units (ADUs), commonly known as mother-in-law suites.

MULTIFAMILY

Multi-family housing land use areas should accommodate a variety of higher density lots and parcels to provide more housing units per acre. These should include senior housing, condominiums, and apartments such as triplexes, triplexes, or more. This designations could support permanent foundation tiny home community on a single parcel.

MANUFACTURED HOMES

The Manufactured and mobile home designation is intended to continue to support these existing areas. The City's Policy should accommodate a variety of housing types but could distinguish the manufactured

from mobile home based on build request either on a permanent or semi-permanent foundations while considering manufactured if built offsite to traditional single-family housing.

This designation could support tiny homes, including those on a steel chassis and designed to be mobile.

MIXED-USE

The Mixed-Use land use designation is intended to serve as a transitional area between intensive Commercial and Historic Downtown from residential areas. Mixed-Use areas should act as a buffer mitigation impacts on residents.

These areas provide opportunities to support housing and limited commercial uses such as retail and office space. Mixed-use developments should include lots with two uses. It

should be emphasized these areas are intended to create opportunity and flexibility.

HISTORIC DOWNTOWN

Downtown Pierce City, known by most as the center of Commercial Street is clearly at the focal point of passerby as designated by the gazebo at the intersection of North Walnut Street and East Commercial Street. This area is the core of the community. Historically, the city had a vibrant downtown until the destruction of the historic buildings.

The historic downtown should flourish as an activity center through redevelopment and preservation of historic structures bringing a mixture of residential and commercial uses in the same building.

Appropriate uses within the historic downtown district should prioritize ground level

and street facing commercial services, retail, cafes, entertainment uses with office and residential above.

The designated historic district should limit uses that have limited hours of operation such as religious institutions, personal storage, or cluttered store fronts.

COMMERICAL

The Commercial designation are areas intended to serve local businesses and services that support residents and everyday needs. These commercial areas may give opportunity to a small shopping center, automotive centers, restaurants, and hotels. Commercial areas should prioritize uses that support the day-to-day needs of the community through retail, service, and office. Like operations may include health care, grocery, and home goods.

INDUSTRIAL/ MANUFACTURING/ WAREHOUSING

The Industrial designation should continue to support and remain an important asset to the city. The industrial areas are focused to the western portion of the City and could be expanded upon as land becomes available in the vicinity.

Warehousing, including self-storage should be considered be available near these areas, limiting further expansion near downtown and within neighborhoods as it requires little infrastructure on ideal land for housing and mixed uses.

However, it may be optimal to develop standards to permit these uses within structures that are complimentary of the area and built form and minimize building materials such as metal siding, barbed fences,

or similar materials more commonly seen in industrial settings.

RESERVED

The Reserved designation includes parks, existing and potential future trails, and some waterways. Development in these areas should be discouraged or have limited impacts and intended to support the land use.

Specifically, areas near the edge creeks, land in the flood plain most susceptible to flooding and reducing stream banks. Due to Pierce City's increased flooding events, preserving these areas will help mitigate future impacts while providing opportunity for multi-use paths and trail development.

PUBLIC/SEMI-PUBLIC

The Public/Semi-Public land use designation will have little change as these uses include facilities for government

services and other services providers. This designation includes the existing uses of the City, Public Schools, railroad, utilities including lift stations, water treatment, and storage, electric facilities, state property, and land with planned for future improvements by these entities.

TIER 1 (T1) & TIER 2 (T2) GROWTH BOUNDARIES

The suggested growth areas for future land annexation into the city are crucial considerations as urban development expands into rural territories. It's essential to carefully evaluate all potential future land uses. T1 areas are prioritized for city growth over T2 areas due to their existing access to city infrastructure.

GOAL: Foster sustainable growth and development while safeguarding Pierce City's small town charm.

OBJECTIVE: Establish community-driven development guidelines.

Engage the community in the planning process to define guidelines for new developments. Encourage public input to shape architectural styles, landscaping, and infrastructure design that aligns with the town's unique identity, fostering a sense of ownership, pride, and contribution among residents.

STRATEGY: Develop and implement zoning regulations

that balance between accommodating new development and preserving the existing small-town atmosphere. This includes designating specific areas for growth while maintaining the character of residential and commercial zones.

STRATEGY: Create a digital inventory of all potential development sites within the community, containing the availability of infrastructure and utilities onsite.

STRATEGY: Guide potential development proposals to vacant properties within city limits.

Encouraging infill development involves filling vacant or underutilized lots within existing neighborhoods. Cities may provide incentives for developers to build new homes or community spaces in these areas, promoting density and community connectivity. Incentives may

include fee reductions or waivers, grants, tax abatements, density bonuses – trading exemptions to zoning regulations for green space or additional affordable housing, and infrastructure upgrades and investments paid by the city.

STRATEGY: Adopt an Adequate Public Facilities Ordinance.

OBJECTIVE: Place an emphasis on the perseveration of historical sites.

Identify and protect key historic sites and structures within the town. Implement measures to ensure that any new development respects and complements the historical context, contributing to the preservation of the town's heritage while accommodating modern needs.

STRATEGY: Establish and define the historic downtown area and preservation district.

STRATEGY: Work with SMCOG and CDBG and explore opportunity to utilize the Downtown Revitalization Grant. Funding can be used for downtown improvement projects to revitalize Piece City's cultural heritage. Specifically, the grant can address slum and blight conditions on the front and side facades of approved commercial structures.

STRATEGY: Require commercial and residential developers to be licensed contractors, by registering with the city for accountability and residential safety.

STRATEGY: Adopt a design policy for downtown development and renovation.

STRATEGY: Ensure the comprehensive plan, and all other studies and inventories conducted are readily available to send to developers and interested investors. Plans, studies, and inventories should be readily accessed through the City's website, referenced in the local chamber's social media, and copies available at City Hall.

GOAL: Align zoning and development with the community's vision.

OBJECTIVE: Review, amend, adopt an inclusive community zoning code framework which aligns with this Comprehensive Plan.

Establish a zoning framework that reflects the diverse needs and preferences of the community. Ensure that zoning regulations are flexible enough to accommodate the evolving demands of residents while adhering to sustainable and responsible development practices.

STRATEGY: Open discussions with planning consultants and Southwest Missouri Council of Governments (SMCOG) for a comprehensive update to

the zoning code. Ensuring active involvement with key stakeholders, developers, residents, students, and community organizations to gather diverse perspectives. It is recommended zoning code and development terms align as closely with International Council Codes (ICC) including terms regarding that are relative to the development of residential structures, commercial, and property maintenance.

STRATEGY: Hold public workshops and meetings to determine the needs and desires of the community which should be addressed in the updated unified development code. Do this by utilizing online platforms, social media, and in-person workshops outside of City Hall to encourage participation by offering accessibility.

STRATEGY: Conduct regular assessments to identify changing community needs

and preferences. Use the findings to adapt zoning and development plans, accordingly, fostering a dynamic and responsive approach that reflects the evolving character of the town. A public feedback channel will need to be established for ongoing communication, notification for surveys and focus group meetings to ensure a continuous understanding of the community.

STRATEGY: Establish a downtown zoning district, utilizing the area that has been identified as Pierce City's historic downtown area. The district should clearly define the boundaries and characteristics of the district, incorporating guidelines for primarily commercial uses supported by and residential uses located in the rear or on second floors of downtown structures.

The downtown district is recommended to serve as a mixed use district with a higher ratio of commercial to residential uses promoting economic growth by preserving areas for business and commercial activities. Pierce City's has opportunity to reinvigorate the city's historical charm along Commercial Street as it was designed to accommodate higher volumes of vehicle and pedestrian traffic supported by the significant availability of on-street parking and sidewalks.

STRATEGY: Establish a mixed-use (mu) zoning district, focusing specifically on the areas adjacent to the established downtown area. The district should clearly define the boundaries and characteristics of the MU district, incorporating guidelines for commercial and residential uses. This district can allow for a more modern structures that incorporate

different ratios of residential, commercial, and small scaled handcraft manufacturing. This district helps create flexibility and a more diverse area where residents can live, work, and engage in nearby activities remaining flexible for developments.

STRATEGY: Consider establishing a multi-family housing zoning district. This higher density district should focus on residential units that utilize less land per structure for development without commercial activities. Promote development to prioritize locations suitable for higher-density housing, near the commercial, downtown, and mixed use districts as well near the school and major roads.

OBJECTIVE: Conduct periodic assessments of the comprehensive plan.

STRATEGY: Establish a procedure to track the fulfillment of the goals and objectives laid out within the comprehensive plan. To do this, specify key performance indicators (KPIs) and metrics to measure goal achievement, ensuring a transparent and accountable tracking system.

STRATEGY: Foster collaboration with neighboring municipalities, environmental agencies, and regional planning organizations. This collaborative approach can provide a broader perspective on regional trends and enhance the effectiveness of the comprehensive plan by activity participating in regional plans such as transportation needs and the area's Comprehensive

Economic Development Strategy (CEDS).

STRATEGY: Set a timeline to review, update, and replace the comprehensive plan in the future. Alternatively introduce a rolling review process, where specific sections of the comprehensive plan are updated on a staggered schedule, ensuring continuous relevance without the need for a complete overhaul. This approach can enhance adaptability and reduce upfront costs on the city.

HOUSING

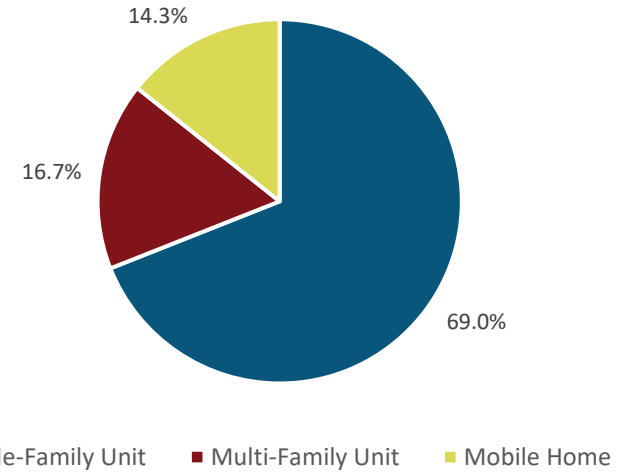
EXISTING CONDITIONS

Housing is a primary concern for any community, especially for those that are rural, such as Pierce City, where housing units comprise most of the structures in the city.

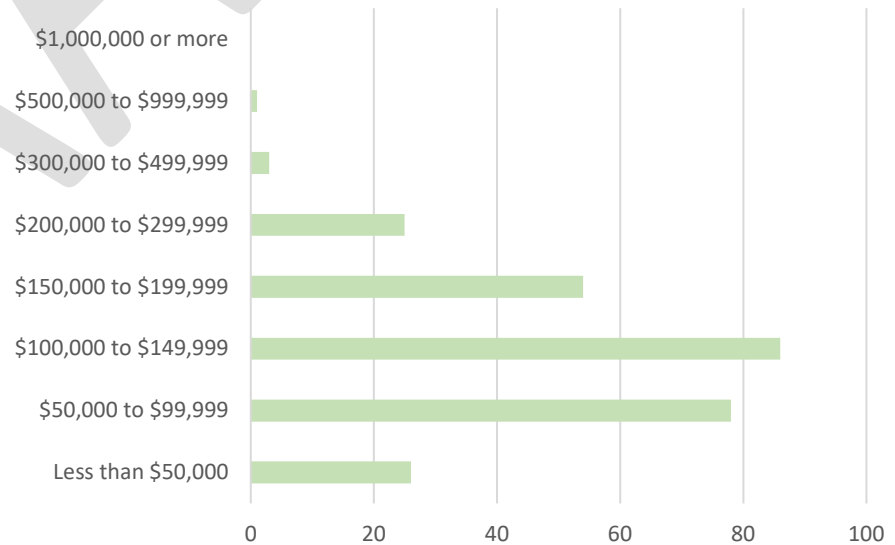
According to 2022 American Community Survey 5-year estimates, Pierce City has an estimated 426 occupied housing units and 10% of Pierce City's housing stock remains vacant. These households have a median household income of \$39,018 \$45,341 This is below the median household incomes of both Lawrence County (\$46,923) and the State of Missouri (\$61,043). The average household size is 2.77 persons, a larger household size than in Lawrence County and Missouri as a whole, at 2.60 and 2.46 persons, respectively.

Pierce City is comprised primarily of single unit

residential structures with 60% being owner occupied housing units, and the remaining 40% renter occupied. Pierce City also benefits from a relatively low vacancy rate among its housing units, with 90% being occupied as of the 2020 Census. This is comparable to rates in most other Lawrence County communities and is higher than the state average (89%).



Owner Occupied Home Value



AFFORDABILITY

The amount of income that households must commit to housing directly affects the economic health of a community, as less disposable income leads to less revenue for businesses, and less tax revenue available to local governments. According to the 2021 American Community Survey, the median monthly housing cost for residents of Pierce City was \$670, lower than the corresponding costs for Lawrence County (\$719) and Missouri (\$927). For those in search of a home, Pierce City is an affordable option, as the median cost for a home in Pierce City in 2021 was \$98,800, significantly lower than the averages for Lawrence County (\$120,900) and the State of Missouri (\$183,900).

The Zillow Home Values Index (ZHVI) is a metric created by Zillow that measures the

median estimated home value in a particular geographic area over a given period of time. According to the ZHVI which compares relative affordability of different housing markets, the actual median value for Pierce City is dramatically different than that reported by the U.S. Census Bureau, by a difference of over \$20,000. The median home value of the ZHVI of \$120,773, which is four times greater than the median household income.

One in 5, estimated to be cost burdened, spending 30% of income for housing.

In 2021, 22% of individuals, or roughly one in five, reported paying more than 30% of their household incomes on basic housing costs (rents, mortgages, taxes, insurance, and utilities), putting them within cost-burdened status. This is slightly lower than the county and state values of 24% and 25%, respectively, further demonstrating the

relative affordability of housing in Pierce City.

MONTHLY HOUSING COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME IN THE PAST 12 MONTHS

2021 ACS 5-Year Estimates

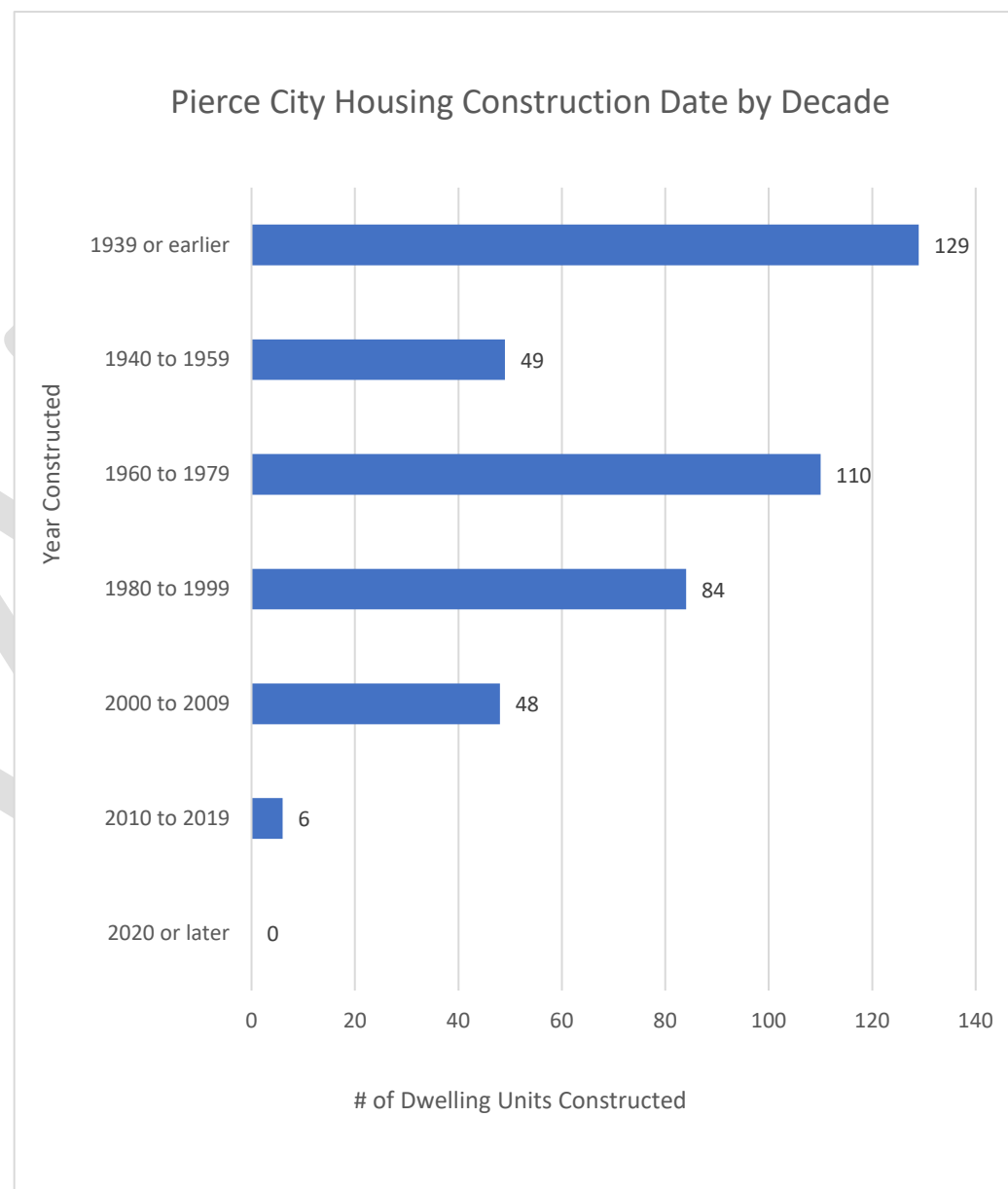
	Pierce City	Lawrence County	Missouri
Less than \$20,000	56	2,231	302,846
Less than 20 percent	0	137	16,647
20 to 29 percent	23	323	36,731
30 percent or more	33	1,771	249,468
\$20,000 to \$34,999	107	2,386	333,019
Less than 20 percent	32	612	70,134
20 to 29 percent	34	638	75,793
30 percent or more	41	1,136	187,092
\$35,000 to \$49,999	132	2,757	309,725
Less than 20 percent	81	1,280	113,854
20 to 29 percent	33	930	104,425
30 percent or more	18	547	91,446
\$50,000 to \$74,999	69	2,408	436,801
Less than 20 percent	62	1,881	243,840
20 to 29 percent	7	469	139,262
30 percent or more	0	58	53,699
\$75,000 or more	50	4,161	977,961
Less than 20 percent	48	3,821	820,827
20 to 29 percent	0	338	130,744
30 percent or more	2	2	26,390
Zero or negative income	0	135	26,852
No cash rent	12	394	46,615

HOUSING CONDITIONS

Nearly one-third of housing was built before 1940, and over two-thirds being at least 40 years old. Only 12% of the City's housing stock was constructed after 2000. The rapid aging of Pierce City's houses, although it may allow for greater affordability, limits the types of housing available in terms of architectural styles, construction materials, safety, and efficiency. This indicates that new home development is not occurring in the city and the aging housing stock is likely to strain existing infrastructure and the occupier's utility cost. Yet this presents opportunity for developers and homeowners to renovate existing properties and to construct a new housing.

Pierce City's built form is primarily detached single-family housing (69% of all housing units). The remaining 31% is divided between multi-

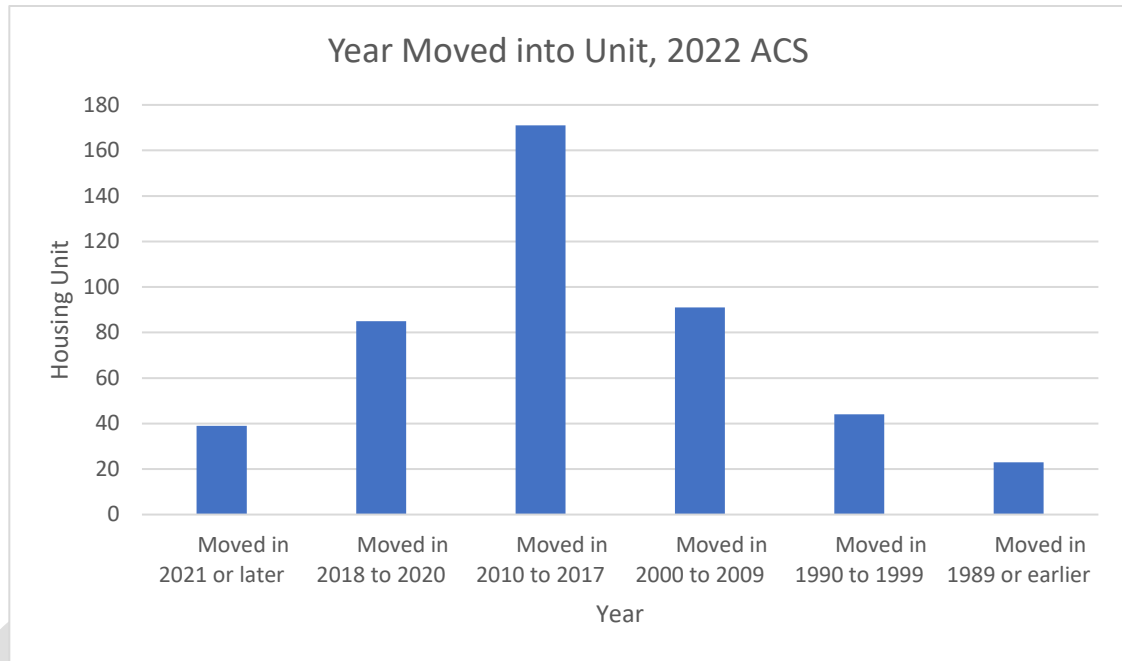
family housing (16.7%) and mobile homes (14.3%). Although traditional single-family structures make up the majority of homes in Pierce City, the percentage of multi-family homes (16.7%) in the city is almost double that of the overall rates in Lawrence County (9.2%), yet still noticeably lower than that of the overall state of Missouri (22.9%).



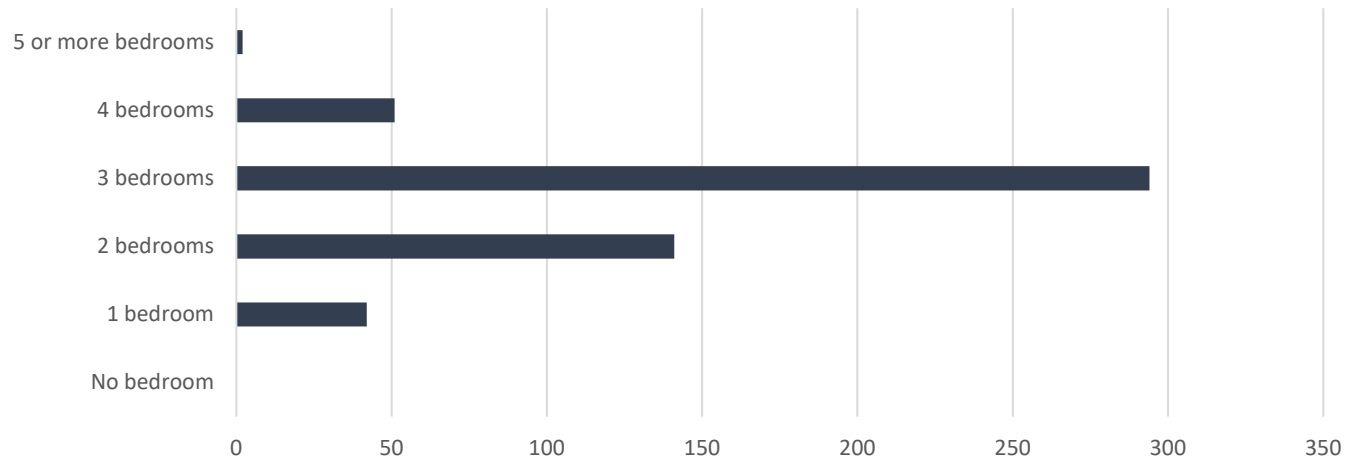
HOUSING DEMAND

According to Lightcast, over the next 10 years, the Pierce City zip code area is projected to experience a 3% increase in employment openings. Pierce City should encourage a variety of housing developments to diversify the housing market. The city is currently dominated by homes valued less than \$150,000 with 2-3 bedrooms.

This suggests the lack in high-value units and diversity in units with less or more bedrooms.



Housing Unit Bedrooms



FUTURE NEEDS

Combined survey findings reveal that overall, 64% of respondents prefer some level of growth, while 23% would like to remain the same or are undecided about Pierce City future and 13% would like to decrease in population becoming a smaller community.

Specifically, 33% would prefer to grow slightly and 26% suggested moderately. In terms of population projections, these figures are compared to the historical trend assumes slight growth to 1,900 more or less while the most likely projection accounts for moderate growth of approximately 2,056 population by 2050.

Overwhelming the community would prefer the city prioritize infill development of vacant land,

the rehabilitation of existing properties, unoccupied housing.

Opinions regarding housing needs vary within the community, with the top two preferred housing types commonly being single-family detached housing.

Additionally, non-students typically prefer 2-unit or duplexes, while students express a preference for multi-family housing options such as triplexes, quadplexes, and apartment-style housing, followed by duplexes.

It's worth highlighting that both survey groups show interest in tiny homes and senior living facilities, presenting an opportunity for development supported by the community.

Addressing Pierce City's housing issues must take into account current population,

future population projections, and trends. Assuming some growth as land becomes available and the water system is updated, the city's anticipated population may range from 1,950 to 2,056 by 2050.

The following are representations of growth if the current household size for renters and owner-occupied properties remains unchanged:

To accommodate a *slight to moderate growth* to 2,056 by 2050, assuming the city maintains the current vacancy rate, Pierce City should consider the following:

Additional household needed by:

- 2030 - 83 units
- 2040 – 155 unit
- 2050 – 241 units

It's important to note that with a diverse range of permitted housing types, structures, sizes, and smaller lot sizes, the city may be able to accommodate future housing needs with less acreage.

GOAL: Improve and maintain the quality of existing homes and neighborhoods.

OBJECTIVE: Strengthen the upkeep and improvement of existing housing stock and neighborhoods.

Efforts to improve property maintenance aims to emphasize the importance of not only maintaining the current quality of homes and neighborhoods but also actively working towards improvement. As well as providing initiatives that go beyond maintenance, by encouraging upgrades, renovations, and community development projects.

The intent is to create a positive transformation, making the housing stock more modern, energy-efficient, and aligned with contemporary living standards. This ensures that properties are well-maintained to meet established standards, promoting safety, cleanliness, and overall livability.

STRATEGY: Create a multi-faceted housing revitalization

program using various initiatives to enhance housing quality. The city can begin collaborative discussions housing agencies, authorities, and experts in the field of housing to explore funding and program opportunities best suited for the Pierce City community. There may be opportunities to offer community support, see **POTENTIAL FUNDING SOURCES**, for additional guidance.

STRATEGY: Review local property maintenance codes and regulations. Review and analyze the existing local property maintenance codes and regulations. Identify areas where updates or improvements may be needed, considering the unique characteristics of the community.

STRATEGY: Adopt minimum property and construction standards. The city should open discussions with the International Code Council (ICC) to learn how to adopt best practices from the International

Residential Code (IRC), International Property Maintenance (IPMC), and International Building Code (IBC). These codes establish the minimum standards for maintenance and construction.

Property maintenance codes apply to existing structures; therefore, the city can improve the overall appearance by including vacant lot maintenance requirements to reduce the collection of trash, debris, and overgrown yards.

Building codes apply to all building types other than residential structures which are addressed in the International Residential Code (IRC).

A few instances these codes can impact the community include insurance companies, to estimate risk and underwriting, certification of those involved with construction, volunteer compliance programs to mitigate environmental impacts and energy savings.

STRATEGY: Designate a code enforcement officer. Currently the city has a volunteer building inspector which has its limitations. A code enforcement officer may be combined with local authority such as a police or fire. The city can reduce cost by combining duties. Other opportunity may lie with collaborating with adjacent communities and the regional planning commission to establish a dedicated individual to conduct code enforcement regionally.

STRATEGY: Establish regular procedures and schedules to review and update property maintenance codes.

STRATEGY: Adopt a rental home inspection program. To ensure safe and healthy living conditions for occupants. Rental inspection programs should hold the landlord and tenants accountable, ensuring accountability in accordance with Missouri's Landlord Tenant Law. To learn more about these programs the city can reach out to nearby communities within the SMOG region that have adopted similar practices.

OBJECTIVE: Promote the renovation and reuse of existing structures.

This demonstrates the commitment to revitalizing the community by encouraging the refurbishment and repurposing of existing buildings.

STRATEGY: Look for an opportunity to develop a city-funded program to help residents improve housing such as efficiency, appliances, weatherization, etc. Grants and funding may also be suggested to residents to State and regional resources.

STRATEGY: Adopt special rehabilitation codes to make the renovation of older homes easier and more economically feasible. Special rehabilitation codes provide reduced requirements to developers or homeowners to bring their properties to a standard acceptable by the city's building codes. Typically, it would be difficult for a developer to make

the changes necessary in a manner that is financially viable or worthwhile. Generally, the smaller the changes proposed by the developer, the less the requirements are from the city. Overall, this encourages and makes it simpler and cheaper for older structures to be reused.

STRATEGY: Investigate the possibility of establishing a city land bank that can acquire, maintain, and prepare vacant and abandoned properties for sale and development by collaborating with and seeking approval from the state of Missouri.

GOAL: Promote inclusive housing developments for all income levels.

OBJECTIVE: Drive initiatives that result in a mix of housing developments, ensuring accessibility and affordability for residents with varying income levels, contributing to a socially and economically vibrant community.

This emphasizes the need for diverse types of housing that are both accessible and affordable, including single-family homes, townhouses, duplexes, apartments, and potentially mixed-use developments. The goal is to create a varied housing stock that meets the needs and preferences of a broad range of

residents improving on Pierce City's social vibrancy.

STRATEGY: Identify suitable locations for a tiny home development near to east or west side of Pierce City near by the most readily available water and sewer. Collaborate with tiny manufactures, housing authorities, and realtors, and developers such as Eden Village and the Elevate Branson Community to help identify demand and potential.

STRATEGY: Explore opportunities through Teacher Next Door and other programs to aid teachers and other public servants in acquiring housing. This program can provide help teachers purchase a home by providing step-by-step help through the home buying process including grants and closing cost assistance. The program also aids healthcare professionals, law enforcement, firefighters, EMT's, military and government employees.

STRATEGY: Conduct a review and update local zoning codes to explicitly permit and promote the development of accessory dwelling units (ADUs). ADUs encompass small housing units, such as in-law suites, garage conversions, and attic apartments, either attached to or on the same grounds as a single-family home. ADUs are small housing units that are attached to or on the same grounds being the same legal property as the primary residential dwelling.

OBJECTIVE: Encourage housing revitalization and innovation to stand apart from nearby communities.

STRATEGY: Prioritize the rehabilitation of vacant and unoccupied housing. The city can work with property owners to determine which houses can be rehabilitated over demolition. Once areas of the have been identified for improvement verse demolition then the city can work towards improving those areas while applying to CDBG for demolish grants to remove dilapidated buildings and open new areas for new housing units.

STRATEGY: Collaborate with developers, organizations, and property owners to identify and meet housing needs and studies. The city can collaborate with consultants and the County to conduct a market demand and housing study.

STRATEGY: Investigate the possibility of partnerships with local organizations and religious institutions for an affordable housing development.

TRANSPORTATION

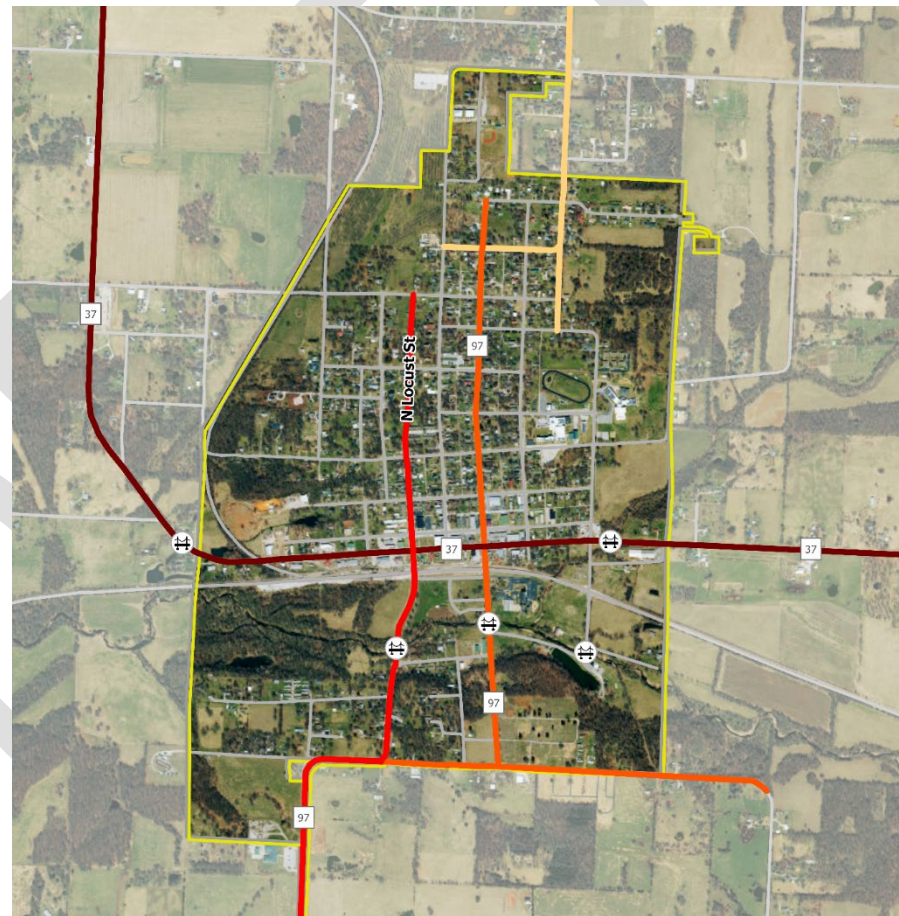
EXISTING NETWORK

Pierce City has four major gateways leading to two primary residential corridors and one commercial and industrial areas. These areas support residential and commuting traffic to adjacent communities. These corridors providing economic access and separation of residential area, specifically situated at the intersection of MO 37 and MO 97.

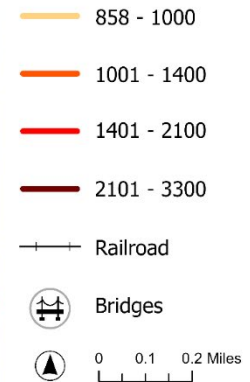
Commercial Street (MO 37), and east-west minor arterial that is a primary route for residents traveling to Monett, for work, seeking entertainment and necessary day-to-day goods. MO 37 was identified as an alternative route to US 60 providing access to the Springfield Metro.

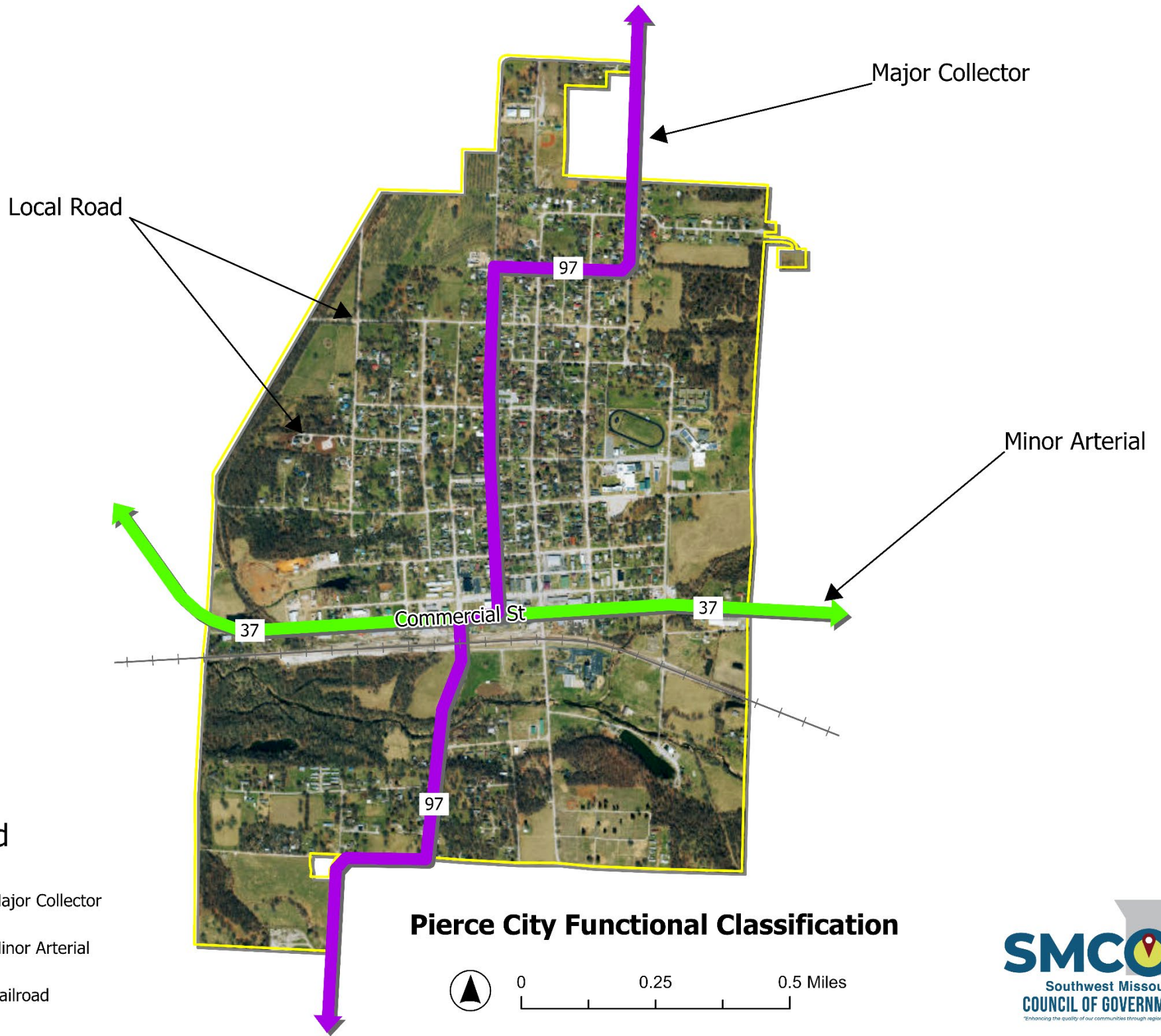
MO 97 is a major collector, north-south through the downtown area, provide access to I-44, roughly 10 miles to the north of the city; and access to US 60 is located just over two miles to the south of Pierce City limits.

Pierce City is very auto-dependent, as 90% of residents commute primarily by car, according to the 2021 ACS. 97% of all households in Pierce City have at least one vehicle, and over half have two or three available.






**Pierce City's
Average Annual
Daily Traffic (AADT)**





Legend

-  Major Collector
-  Minor Arterial
-  Railroad

Pierce City Functional Classification



0 0.25 0.5 Miles

FUNCTIONAL CLASSIFICATION

Roadways within the City are given classification by the Missouri Department of Transportation (MoDOT) according to the service they are meant to provide dependent on various factors including traffic volumes and connectivity.

Pierce City functional description:

There are three roadway classifications that apply to Pierce City including:

- **Minor Arterial.** A road whose primary purpose is to provide access between collectors and roadways of higher functional classification provide local mobility. Minor arterials typically have limited and partially controlled access to adjacent properties.

- **Major Collector.** A road whose primary purpose is to move traffic from local roads to principal or minor arterials. Collectors are intended for short-

length trips while also providing access to adjacent properties.

- **Local Road.** A road whose primary purpose is to provide access between neighborhoods, parks, schools, and roads of higher functional classification. Local roads are intended for low speed, low volume traffic movement.

WALKABILITY

Walkability is the ease with which an area can be traversed by foot and is measured by government agencies like the EPA by using the National Walkability Index. Walkability scores are determined by characteristics of the built environment which increase the likelihood of walking.

On a scale of 1-20, with 20 having the highest likelihood of people walking in an area, Pierce City scored below average, with a walkability rating ranging between 5 and 10. This can be attributed to a lack of quality, well-maintained sidewalks and

easily visible crosswalks in many parts of the community.

Currently, 51.5% of respondents reported being dissatisfied with current roadway infrastructure, and 58% reported dissatisfaction with the city's sidewalks. In addition, respondents identified the improvement of pedestrian access and mobility as the second most important transportation issue to address, and improved bicycle access was ranked as fourth most important.

PEDESTRIAN SHEDS

Pedestrian sheds were analyzed through various network analysis considering community activities centers as a destination for those mostly like to walk to.

Four areas were identified as potential locations to include the ball fields to the north, Pierce City Public Schools, the downtown area, and the City South Park.

These areas are represented by the following graphics illustrating the average person's walking

speed to reach these destinations within a 5 to 10 minutes walks. This assumes individuals would be using sidewalks and roads, as necessary.

5 minutes or less walk - Interior area

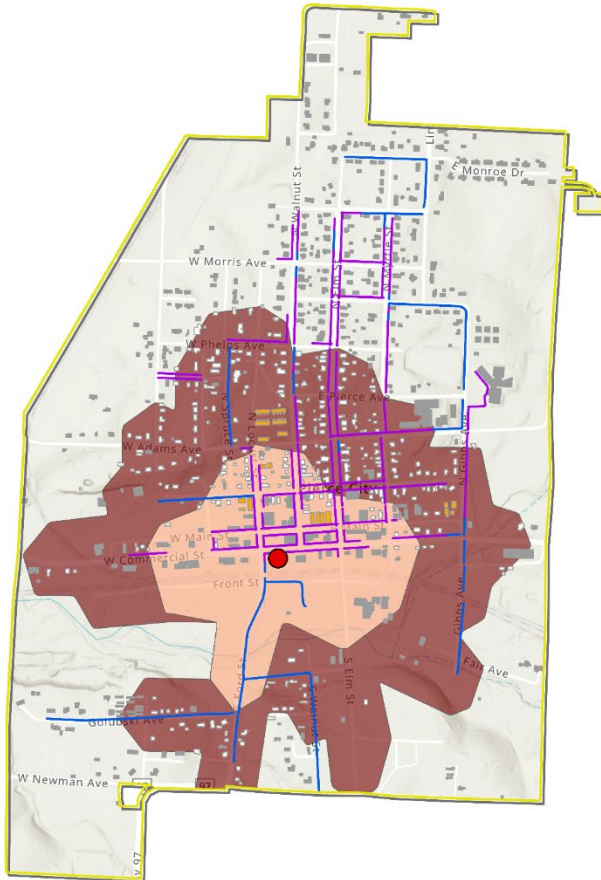
Up to 10 minutes or more – Outer most area

It should be emphasized this does consider the conditions, user-friendly, access, or ADA compliance of these areas.

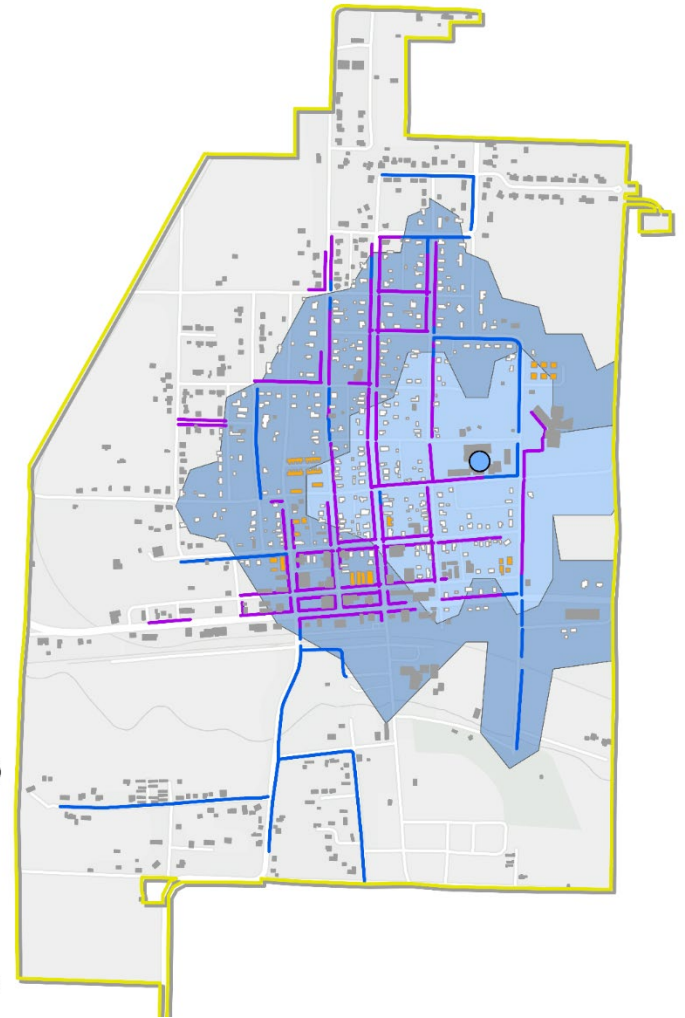
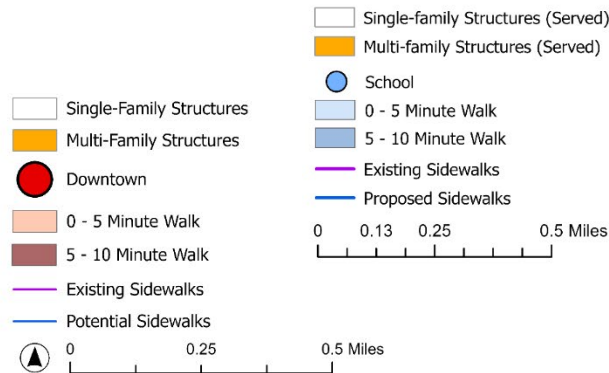
Apon further look, the schools and downtown were the mostly like have the highest amount of foot traffic. The following maps depict the residential areas that were classified as served or being within the 10-minute walking distance.

EXISTING SIDEWALKS were identified from an aerial analysis using the latest imagery and windshield survey. It should be noted sidewalk conditions were not included; however, the City should inventory all sidewalks and the conditions during the recommended transportation planning process.

PROPOSED SIDEWALKS were identified to increase pedestrian connectivity and minimize dependency of roads. Improving access from the school to the South Park and pool. Future improvement should carefully consider crosswalks, signage, and reduced speed limits intersecting major roadways.



Pierce City Pedestrian Accessibility to Downtown



GOAL: Enhance transportation accessibility and safety

The intent of this goal is to create an integrated safe transportation network to improve accessibility, connectivity, and overall safety.

OBJECTIVE: Develop and adopt a city-wide master transportation plan.

To efficiently address the community’s concerns identified during public engagement, the city should conduct and adopt a master transportation plan. The master plan will evaluate existing conditions and identify problematic areas for improvement, as well as provide an outline for the planning of future streets, sidewalks, and other transportation infrastructure with supportive inventories.

This would also provide greater transparency regarding the City’s

decision-making process and make it easier for the City to plan and budget for large-scale projects. Identified in comprehensive and transportation plans are also more likely to receive grants and funding awards.

STRATEGY: Implement measures to improve safety conditions and accessibility across the community's transportation system as identified in the master plan.

STRATEGY: Identify areas in need of improved street lighting and identify potential routes for complete streets.

A complete streets policy, which would outline how the community will plan, design, and maintain streets so that they are safe and accessible for all individuals. The policy should focus on providing equal access for both pedestrians and vehicles.

There are many funding opportunities available, both government-funded and privately

funded, that the City should explore and apply for. These include the Transportation Alternative Program (TAP), which provides funding for the creation and improvement of pedestrian and cyclist facilities, and the Off-System Bridge Replacement and Rehabilitation (BRO) program, which provides funding for improvements to bridges that are not located on federal highways.

STRATEGY: Work with MoDOT to evaluate the need for intersection improvements along MO 37 and 97.

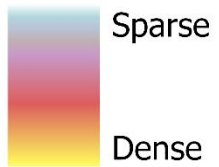
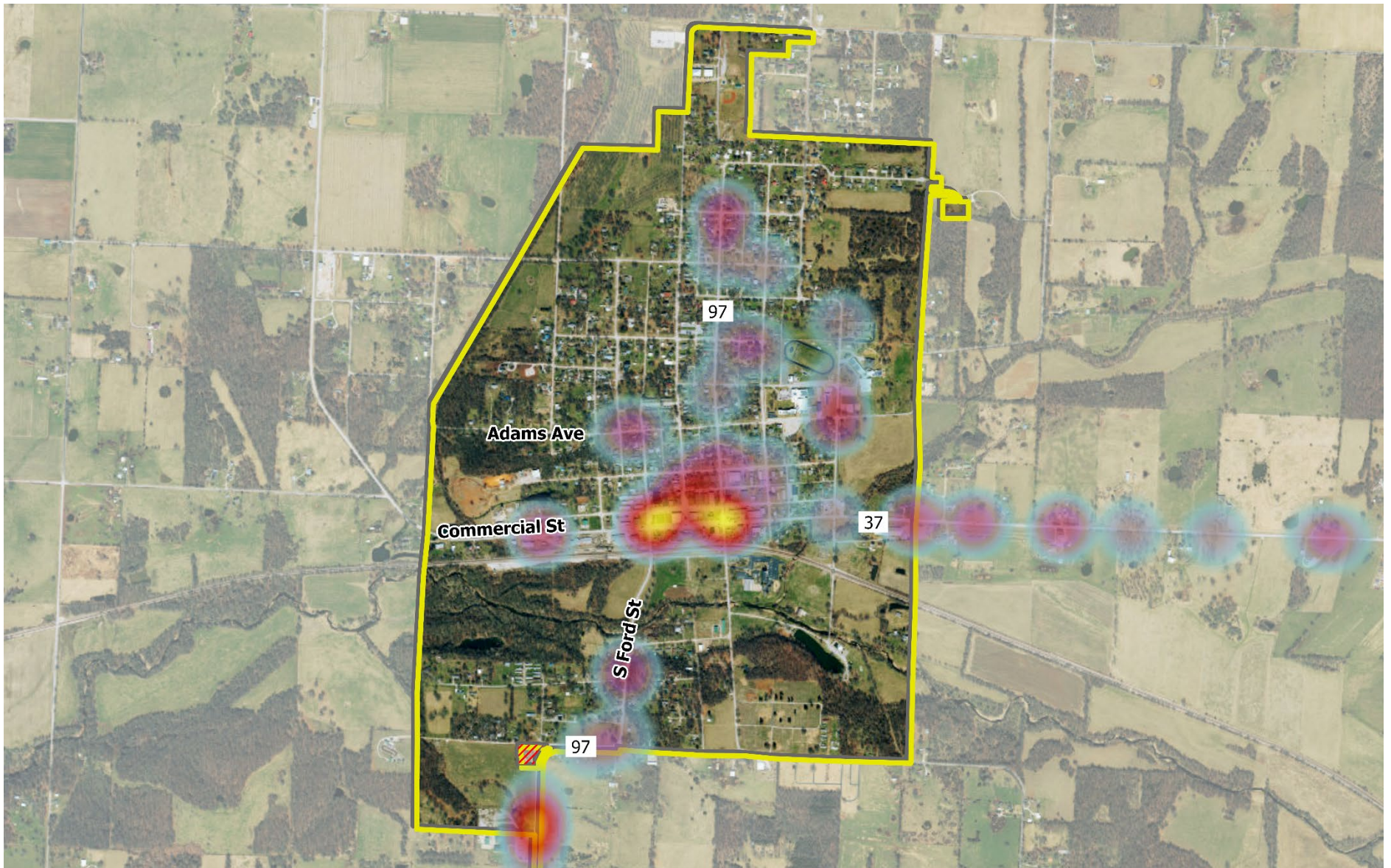
STRATEGY: Add new signage and roadway markings to clearly identify crosswalks and pedestrian crossings.

STRATEGY: Replace and relocate the outdated bridge over Clear Creek near the city park and pool. This has the potential to be converted into a walking bridge as part of a community trail network.

OBJECTIVE: Establish a consistent schedule and monitoring system for maintaining transportation infrastructure.

STRATEGY: Plan and budget accordingly for improvements, including having matching funds available for grants and funding opportunities.

STRATEGY: Set up a system for community members to report maintenance and repair issues on the city’s website.



Pierce City Crash Map



GOAL: Collaborate with other planning partner agencies on transportation-related issues.

The following recommendations are aimed to strive towards a collaborative approach to address transportation challenges and improvements.

OBJECTIVE: Develop a street network that is safe and easy to access for all users, including vehicles, pedestrians, and cyclists.

Prioritize The intent of this objective aims to create a balance and opportunity for various methods of travel through well-designed and planned streets.

STRATEGY: Prioritize needs during SMCOG’s annual transportation prioritization process with Lawrence County.

SMCOG annually sends out a transportation needs reporting form. By participating, Pierce City can share the community’s challenges with the County and MoDOT. In addition, a representative of the city should be attending the Lawrence County prioritization commission meeting for the opportunity to get the city’s needs higher on the County’s priority list.

STRATEGY: Conduct a sidewalk inventory to identify sections in particular need of improvements

STRATEGY: Apply for grants such as Transportation Alternatives Program (TAP) to fund sidewalk improvement and extension projects.

STRATEGY: Explore the possibility of implementing a Rails-to-Trails system. Collaborate with local trail organizations such as Ozark Greenways to determine feasibility and potential to develop a trail using the old spur railway line.

The unused spur railroad line in the western side of Pierce City

could be extended to connect neighborhoods to community facilities, including the City Park and Pool. When linked to improvements to sidewalks and crosswalks, this would provide access to the school district and many other neighborhoods.

OBJECTIVE: Plan and implement road expansions to seamlessly connect with newly annexed areas, ensuring strategic transportation infrastructure development for future city expansion.

The city should strategically plan expansions when annexation occurs, emphasizing the importance of well-integrated transportation infrastructure to support the anticipated growth in this Land Use Plan.

STRATEGY: Open discussions with Lawrence County to acquire county roads and right-of-way for future annexations.

STRATEGY: Work with developers to provide support when determining public or private roads.

STRATEGY: Amend the city’s budget and maintenance schedule as developments occur to ensure coverage.

PUBLIC REALM

COMMUNITY FACILITIES AND INFRASTRUCTURE

Pierce City provides its residents with water and sewer services, as well as police and fire protection, and multiple municipal parks. Electricity, natural gas, internet, trash disposal, and health and emergency response services are all provided by private businesses and organizations.

CITY HALL

The City Hall is located at the intersection of Highway 97 and Highway 37, inside a historic railway station. City council meetings are held every second Monday night of the month.

SCHOOLS

The Pierce City School District is comprised of the Pierce City High School and Middle School, as well as Central Elementary School. The school district is one of the largest organizations in the community, covering over 1,400 residents, with 736 students and 79 staff members as of 2023, and

is a major employer and source of municipal identity for residents. The first school in Pierce City was constructed in 1872 on the site of the current campus. According to data from the Missouri Department of Elementary and Secondary Education (DESE), the average ACT score in the school district in 2022 was 20.4, nearly equivalent to state averages, while the graduation rate was 82%, lower than state averages.

Pierce City also includes the St. Mary's Catholic School, a private religious school established in 1885. The school has approximately 70 students and 5-6 teachers

POSTAL SERVICES

Pierce City has a USPS post office, as well as a FedEx Onsite drop off location.

PARKS

There are three health-related service businesses in Pierce City. These include Hometown Medical, a private practice clinic, the Clark Community Mental Health Center, a private, non-profit corporation that provides mental health and substance abuse aid, and the Old Town Pharmacy. Ambulance and emergency response services are provided by the Barry-Lawrence County Ambulance District, which is based nearby, in Monett. Disaster response organizations include the Lawrence County Community Emergency Response Team (CERT) under the Sheriff's Auxiliary, as well as the American Red Cross-Southern Missouri Chapter, based out of Springfield.

LIBRARY & MUSEUMS

The Barry-Lawrence Regional Library-Pierce City Branch is the sole library in the community. Pierce City also has a single museum, the Harold Bell Wright Museum.

RELIGIOUS INSTITUTIONS

There are currently four churches in Pierce City: First Baptist Church, the First Congregational United Church of Christ, and St. Mary's Catholic Church.

CEMETERY

Pierce City has three cemeteries. These include: the Pierce City Cemetery, St. Patrick's Cemetery, and St. Mary's Cemetery.

UTILITIES

Water and waste services are provided by Pierce City. The City was granted financial assistance by the Missouri Department of Natural Resources in 2016 to upgrade the City's wastewater treatment facility and sewer collection infrastructure. This is expected to improve the water quality for Clear Creek and reduce the number of sewage overflows. There were further improvements to the sewer system in 2019, in the form of a \$950,000 project, as well as a large project to improve the water network in 2021, with the end total being around \$5.2 million.

Electricity for Pierce City residents is supplied by the Empire District Electric Company, while natural gas is provided by Spire Inc. The City does not provide municipal trash collection, and instead has contracts with third parties to provide such service. The primary provider is Stanphill Sanitation LLC.

INTERNET & COMMUNICATIONS

According to the 2021 5-Year ACS, 97% of Pierce City's residents have access to telephone services.

There are several available mobile broadband services in Pierce City. These include the traditional national and international providers, as well as local alternatives, such as Ozark Fiber, which is based out of Monett.

According to the Federal Communications Commission's (FCC) National Broadband Map, 95% of Pierce City households have access to at least (25 Mbps) download and (3 Mbps) upload, while only 87% of businesses have similar access. This meets the current minimum benchmark established by the FCC, but is not future proof, as the FCC has introduced proposals to increase this minimum benchmark to at least (100 Mbps) download and (20 Mbps) upload speeds.

In 2020 the US Department of Agriculture awarded Total Highspeed LLC, a local internet provider, \$50 million to construct a fiber network in areas of Christian, Greene, Lawrence, Stone, and Webster counties. The company aims to provide more than 26,000 residents and over 400 businesses with high-speed broadband internet. In addition, the Connect America Fund (CAF) granted \$220 million in Phase II funds to Wisper ISP, Inc., a rural internet service provider, to expand and improve broadband services to underserved areas. This includes southwestern Lawrence County and around Pierce City.

Post Office

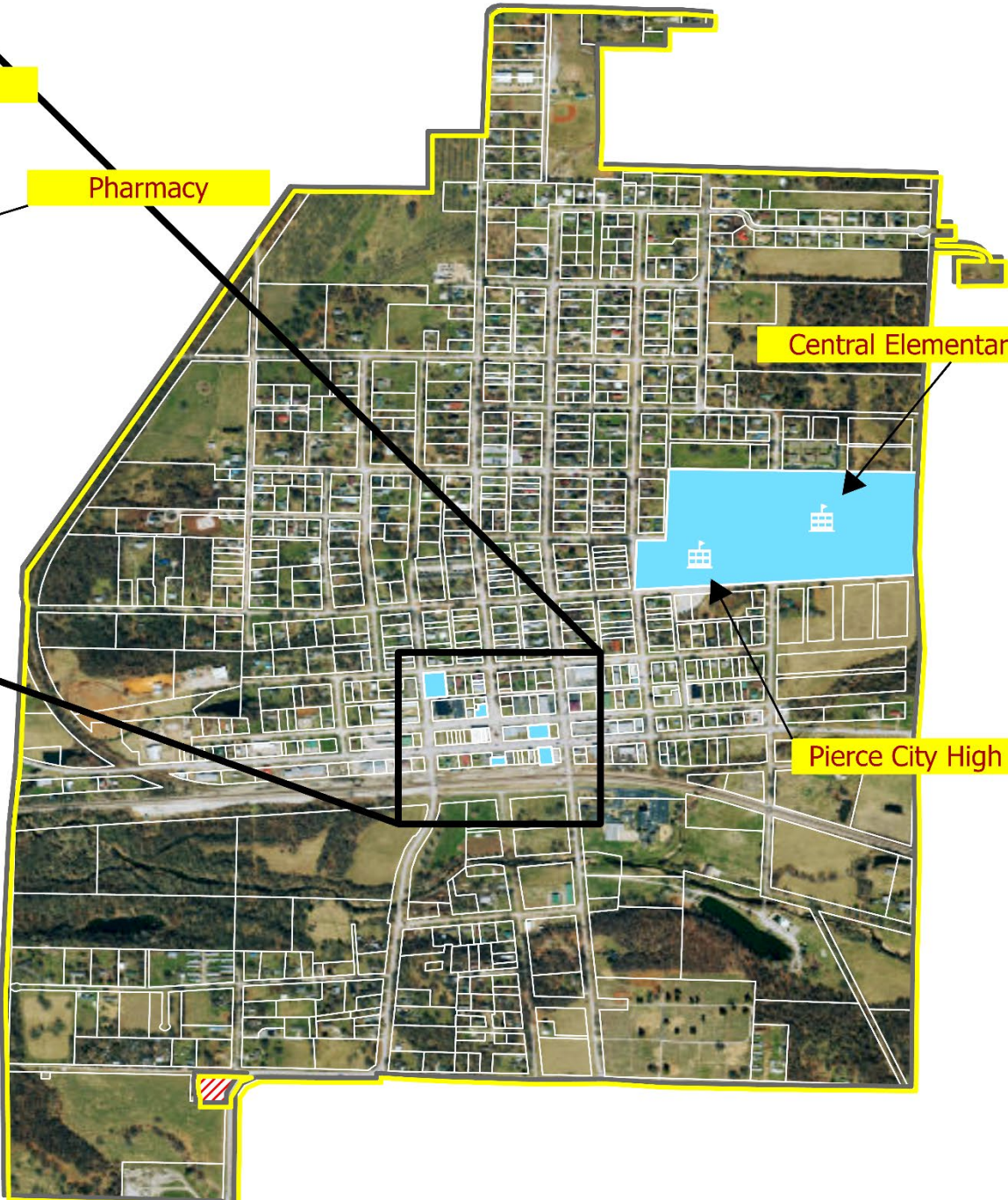


Library

Pharmacy

City Hall

Post Office



Central Elementary School

Pierce City High School



GOAL: Ensure community safety, health, and well-being.

OBJECTIVE: Explore opportunities to ensure that emergency services have the necessary equipment, staffing, and facilities.

This objective is intended to emphasize the need for services while improving the community's uneasiness. The city should be initiative-taking in ensuring staff, equipment is well equipped and to carry out these critically importance services.

STRATEGY: Investigate pursuing a law enforcement sales tax to increase available funding.

STRATEGY: Establish a technical course program with the Pierce City School District to introduce and prepare students for careers in emergency services.

STRATEGY: Apply for state and federal grants that would allow emergency services to purchase new and updated equipment and vehicles, as well as expand staff to necessary levels.

Potential funding:

- Assistance to Firefighters Grant (AFG)
- Staffing for Adequate Fire and Emergency Response (SAFER)
- Missouri Officer Safety Equipment and Technology Grant (OSET)

STRATEGY: Identify a suitable area for a dedicated ambulance station near Pierce City to improve the community's preparedness for natural disasters and hazards.

OBJECTIVE: Plan for infrastructure improvements to accommodate current and future growth.

This objective aims to accommodate existing and future needs followed by growth and development. Its intent is to ensure the infrastructure is updated and meets the demands of expansion.

STRATEGY: Encourage meetings between city staff, the Pierce City Fire District, and other local emergency services to develop and coordinate emergency response plans.

Coordination and updating will be essential with the development of residential and commercial uses to ensure adequate services and capabilities.

STRATEGY: Explore options to ensure emergency vehicles have access to all parts of the community. A risk assessment

may help identify key areas where access is limited to personnel and emergency vehicles. This should also be considered during the review of new builds which can consider separations, fire hydrant locations, and fire lanes during development.

STRATEGY: Explore improvements to low water crossings near the city park and pool to prevent flooding.

GOAL: Maintain and expand public facilities and infrastructure.

OBJECTIVE: Explore improvements to community recreational facilities.

This objective focuses on exploring improvements to existing community recreational facilities within the land use plan, aiming to improve the overall quality of life, while looking for ways to expand trails.

STRATEGY: Identify a suitable location for a community center near to the downtown.

STRATEGY: Restore the lake at the city park and investigate improvements to the city pool such as dredging, cleaner water, pavilion, trails, boat marina to rent out non-motorized boats and to sell food and drinks. The city can also work with MDC and DNR for native tree plantings and recommendations to create a wildlife area.

STRATEGY: Look for opportunities to move the pool out of the floodway and closer to the school.

OBJECTIVE: Implement new funding procedures to allow for a more proactive approach to city maintenance and improvement.

This objective seeks to implement new funding procedures to enable the city maintenance and improvement, emphasizing financial strategies that ensure sustained investment.

STRATEGY: Create a Capital Improvement Plan that identifies future capital projects and large-scale purchases and provides a schedule to implement improvements.

STRATEGY: Investigate increasing or imposing new construction review and business permit fees.

ECONOMIC DEVELOPMENT

BUSINESS EMPLOYMENT AND DATA

As of 2022 there were 44 businesses and organizations within the city that employed a combined total of approximately 515 employees. These estimates were collected through a variety of sources including economic organizations and the business license records from the city.

The industries that support the most workforce include those involved with food and beverage, institutional, government, healthcare, and schools; combined these employ 288 (56%).

Pierce City also has a substantial commercial sector, which employs (33%) of the community. The remaining (11%) are employed in professional service & white-collar roles (4%), industrial and manufacturing roles (3%), or for non-profit or religious services (4%).

The largest employers in Pierce City include (estimated):

- Clark Community Mental Health, 135 employees
- Pierce City School District, 95 employees
- Town & Country Supermarket, 30 employees
- Barry-Lawrence Regional Library - Pierce City Branch, 29 employees
- Grande Tire Co, 19 employees
- First State Bank of Purdy, 19 employees
- Pierce City Senior Citizens Inc, 14 employees
- Ferns Tavern, 14 employees
- Friendly Supply Co, 13 employees
- Casey's General Store, 13 employees

Between 2017 and 2022, the Pierce City zip code region (which includes areas outside the city limits) experienced a (-3.8%) decrease in jobs, loss of 25 jobs from 665.

AVAILABLE JOBS

Furthermore, as of 2022, there were 1,592 working residents in Pierce City, yet only 640 jobs. This suggests 952 residents, or roughly 60%, commute outside of the Pierce City zip code, likely travelling to Monett, which support 6,276 jobs but only 5,602 workers, leaving nearly 800 roles open for commuters to fill.

Net Commuters are the difference between residents which occupy jobs within the city and occupational employment opportunities within the region.

According to job growth predictions between 2023-2033, Pierce City can expect a (6%) increase in jobs, from 648 to 686. This is unlikely to be enough to minimize the deficit of the (60%) Complimentary to the increase in

jobs, the city is projected to experience a (5%) increase in population between 2020-2040.

Therefore, Pierce City will likely continue to experience revenue challenges as residents work and shop outside of the community unless there is a proactive approach to increase the number of businesses and services that can support the day-to-day needs and employment opportunities.

The majority of businesses in Pierce City may be categorized as microbusinesses as determined by the EDA. This suggests the existing businesses have less than 10 employees. (65.1%) of businesses in Pierce City have only 1-4 employees, according to Lightcast.

PROJECTED FASTEST GROWING JOBS, LIGHTCAST 2020-2030

- Wholesale Trade (38 new jobs)
- Manufacturing (13 new jobs)
- Agriculture, Forestry, Fishing, and Hunting (12 new jobs)
- Management of Companies and Enterprises (11 new jobs)
- Retail Trade (10 new jobs)

TOP OCCUPATIONS, LIGHTCAST 2022

- Farmers, Ranchers, and other Agricultural Managers
- Fast Food Cooks
- Home Health and Personal Care Aides
- Secondary School Teachers, Except Special and Career/Technical Education
- General and Operations Managers
- Retail Salespersons
- Fast Food and Counter Workers
- Laborers and Freight, Stock, and Material Movers
- Elementary School Teachers, Except Special Education
- Office Clerks

TRAINING

Nearly over half of these occupations require at least a Highschool Diploma, equivalent and prefer a traditional four-year degree. While the other half require no formal educational credential to reach.

Most of these do require some short-term on-the-job training, however, or up to five years of work experience.

In the next 10 years, these are the anticipated fastest growing occupations in Pierce City, which can help identify future workforce and industry demand:

- Wholesale and Manufacturing Sales Representatives
- Heavy and Tractor-Trailer Truck Drivers
- Laborers and Freight, Stock, and Material Movers
- General and Operations Managers
- Fast Food and Counter Works
- Farmers, Ranchers, and Other Agricultural Managers
- Light Truck Drivers
- Retail Salespersons

GOAL: Support existing and promote new business opportunities in the community.

OBJECTIVE: Encourage local entrepreneurship

STRATEGY: Establish incubators for small businesses. Assist small businesses and entrepreneurs with economic development programs and in securing grant funding.

STRATEGY: Work with property owners to allow for “pop-up” and temporary businesses on vacant properties during certain periods.

STRATEGY: Identify and create suitable areas for vendors, food trucks, and farmer’s markets.

STRATEGY: Provide financial and/or procedural incentives to potential incoming businesses that align with the community vision. This could Create a

revolving loan fund program for small businesses.

OBJECTIVE: Work with local businesses and organizations to develop and promote new community events.

STRATEGY: Create at least four new events to engage the public and provide activities year-round revenue potential. The intent is to create several city-held community events that can be held repeatedly or annually to attract visitors, boost revenue, and create a sense of identity for Pierce City. The city should also include regional businesses and economic development groups.

STRATEGY: Hire or designate a city events and public relations coordinator. The intent is to provide relief of duties from existing staff for someone to spend time with the community and business owners to coordinate and improve economic activity. The designee may serve as a volunteer or part-

time staff and could become a full time position as funding and resources become available from economic growth.

STRATEGY: Develop a city-wide branding identity and marketing strategy that local businesses may participate in. This should be a collaborative effort to establish a sense of place and identity. A simple task can include creating a city flag and updating the City’s logo.

STRATEGY: Partner with the school district to create public art displays downtown. Many rural communities have been successful in beautifying and improving an area through local donations (monetary and time) to create public art, landscaping, and drives to keep the streets clean.

STRATEGY: Work with local organizations or the school district to implement placemaking concepts in the downtown area.

STRATEGY: Expand the city’s social media footprint to better

communicate with a wider range of community members, as well as potential visitors or commercial investors.

GOAL: Preserve and enhance the community's historic downtown as a center of commercial and community activity.

OBJECTIVE: Promote the renovation and maintenance of historic buildings.

STRATEGY: Evaluate the feasibility of implementing a Community Improvement District (CID) of the downtown district as determine in the future land use recommendations.

STRATEGY: Provide incentives to developers and business owners who occupy and/or renovate a historic downtown buildings.

STRATEGY: Work with community members to create a non-profit and/or volunteer downtown organization. This organization can work together to clean up downtown, increase landscaping, and help during events. These groups help unite the community by being actively engaged to improve an area.

OBJECTIVE: Maintain Pierce City's historic integrity through proactive property management.

These strategies are designed to ensure the long-term vitality of the downtown area by proactively managing properties, preventing deterioration, and mitigating potential safety hazards which have proven successful in similar communities throughout the Midwest.

The goal of these ordinance is to migrate dilapidation leading to unsafe, unattractive, and costly repairs.

STRATEGY: Adopt and implement minimum maintenance and vacant building ordinances for structures within the downtown.

A minimum maintenance ordinance goal is to preserve the structural integrity of buildings, and assures a clean, safe, and attractive downtown.

STRATEGY: Adopt a *vacant building ordinance* addresses the existing and future of dilapidated buildings. Examples of this process can include the property owners filing a vacancy application and if the building is remains vacant for a lengthy period as 6 months to a year, the property will be inspected by the city at a fee received by the applicant which can be reimbursed if the applicant can reasonably provide evidence for the vacancy.

**PLAN
IMPLEMENTATION
& FUNDING**

HOW TO USE PC2045

Once the city has adopted and implemented an official application processes for development, the proposed request will be directed through the proper procedures. When a proposed development is a permitted use in the existing zoning district, the application may be accepted and proceed to be reviewed administratively by city staff after meeting all required documentation has been received such as site plans, building permit and zoning review. When a proposed development is not a permitted use within the existing zoning or a request for either an annexation or zoning change, the property owner needs to seek an amendment to the current zoning.

Applications which require public hearing from the Zoning Commission or City Council, must have a resolution of recommendation from the Zoning Commission and Council

before the request is approved and city records are amended.

All requests should refer to this Comprehensive Plan and presented to the governing bodies through reports and identify the area, land, and uses.

Recommendations provided by the Zoning Commission should be interpreted for the specific zoning request.

Recommendations are not approvals yet are recommendations to the Council or Board. For example, a zoning change request may receive a recommendation to remain, change to the zoning as requested by the applicant or the next appropriate zoning district determined by the Commission.

Amendments and recommendations should be clearly recorded and identified in the minutes of the required public meetings. If the adopted amendments are deemed to be inconsistent with this Comprehensive Plan, then the future land use map should be

amended to reflect these changes.

This Comprehensive plan does not contradict or change the existing city processes for handling building requests, zoning changes, variances, or annexations. The Plan does provide the foundation through the recommendations outlined though the plan to serve as the basis to whether a request is consistent with this Plan. Consistency with the Plan Comprehensive plan is essential to ensure the Plan is implemented fairly and is a significant determination during regulation and development review process.

The concepts and recommendations outlined in this Comprehensive plan, should be considered, and emphasized that this Plan is a living document to be used in all aspects of land use management and development. As such, all maps and recommendations included are advisory for the City Council, Zoning Commission, City staff,

appointed officials, developers, residents to ask the question is this proposal consistent with the community's plan.

Responsible Entities

Planning and Zoning Commission is the sole authority of this Comprehensive Plan, as stated by Missouri Statues. The commission oversees requests regarding land use and zoning changes. The commission serves the city by providing recommendations for changes to the Board of Alderman.

Board of Alderman the legislative policy-making body for local governments. It has the power to pass, amend, and create local law, including zoning regulations, following consideration of recommendations from the Planning and Zoning Commission.

City Staff is responsible for the day-to-day operation of the city, which includes, but is not limited to, creating, and implementing a budget, making operations and personnel decisions, and planning for maintenance and

improvements to community services and infrastructure.

Partner Agencies are the partnerships with other levels of government including other municipal, county, and state governments. For example, SMOG and MoDOT, who can offer technical expertise and funding opportunities.

EXISTING FUNDING

While the City has maintained positive balances yet funding projects and increasing qualified staff remains a challenge. To be able to fund new infrastructure and development projects and continue maintenance, the city will need to secure additional funding, either through increased revenue in the form of taxes, or through outside funding, such as grants and financial programs on the local, state, and federal levels.

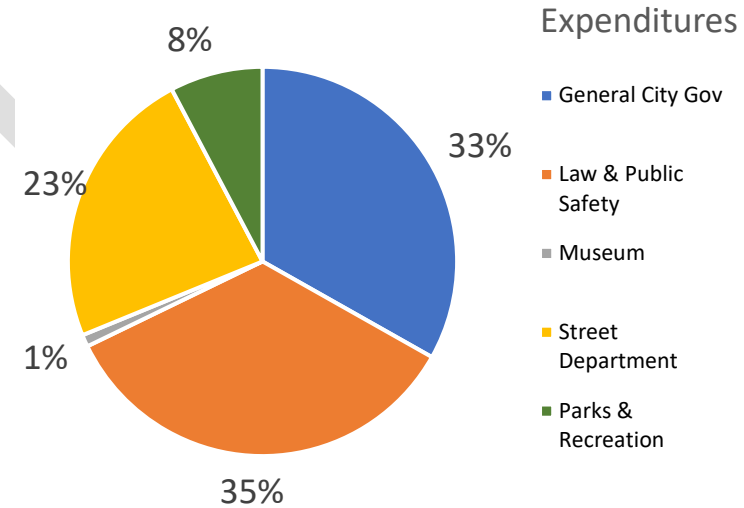
Pierce City’s revenue and expenditures can be divided into two different types of municipal funds: governmental and

proprietary. Governmental funds are those used for the general, daily operations of the city, while proprietary funds have separate, dedicated revenue streams and expenditures, typically directly related to their function, and are often used for services and utilities, such as water and sewer.

The General Fund. Pierce City’s largest and most flexible governmental fund, receiving sales and property tax revenues dedicated to city operations. The graph illustrates the methods in which the General Funds finances are allocated. It is worth noting that the combined portions dedicated to the Street Department and “Law and Public Safety” constitute 56% of the entire General Fund, and a further third is set aside for “General City Government”, leaving only 9% to be split for Parks, Recreation, and Museums.

Revenue. Pierce City levies a property tax of 0.5712 per \$100 of assessed property value. This provided \$53,000 in revenue to Pierce City, with 79.4% being allocated to the General Fund and the remaining 20.6% to the Park Fund for the fiscal year 2022.

Pierce City residents pay property taxes to numerous taxing entities, which are shown in the table below, along with a breakdown of the rates allocated to each tax district.



Taxing Districts	2022 Tax Rates	Percentage
State of Missouri	0.03	0.6%
County General Revenue	0.0953	1.8%
Pierce City R6 School District	3.5801	67.5%
Pierce City Fire Protection District	0.2777	5.2%
City of Pierce City	0.5712	10.8%
Barry-Lawrence County Library	0.2179	4.1%
County Disability Board	0.086	1.6%
Senior Services	0.0473	0.9%
County Nursing Home District	0.1054	2.0%
County Roads & Bridges	0.0992	1.9%
Pierce Benefit Special Road District	0.19	3.6%
Total	5.3001	100.0%

SALES & USE TAX. Pierce Sales taxes are the most significant source of revenue for Pierce City, making up 41.8% of the City's total revenue in 2022, for a total of \$222,000. It is important to note, however, that this includes the City's capital improvement and transportation sales taxes, which are limited in use to specific projects or municipal operations.

Pierce City Sales Tax Rates:

- General Fund: 1.125%
- Transportation: 0.5%
- Capital Improvement: 0.5%
- Park: 0.25%
- Subtotal Pierce City: 2.375%
- Lawrence County: 3.25%
- 0.5% goes to the Barry/Lawrence County Ambulance District
- State: 4.225%
- **Total: 9.850%**

FRANCHISE FEES. Pierce charges a franchise fee of 3-5% from a variety of businesses and service providers in the area.

These include Liberty Utilities and Spire Gas, the latter of which is the primary provider of natural gas in Pierce City.

EXPENDITURES. Pierce City has a variety of utilities, services, infrastructure, and programs that it funds, and to which it must balance its expenditures with its revenue streams. As is the case with most municipalities, Pierce City allocates a significant proportion of its budget to its Law and Public Safety fund, and its Street Department, with the two combined comprising over half of yearly expenditures.

POTENTIAL FUNDING SOURCES

To accomplish several of the objectives and strategies identified in this Plan, Pierce City may be required to explore other funding options including additional or expanded property and sales taxes, state and federal grants and loans, or through revenue from fees and licenses, as well as various local incentive programs or taxes as determined by the state, including the following:

Sales Tax	
State statute allows municipalities to collect several types of sales taxes.	
General Revenue Sales Tax	A general revenue sales tax may be imposed at a rate of 0.50 of a cent, .875 cent or 1 cent.
Utility Tax	A utility tax of 1% upon all sales within the City limits of metered water services, electricity, electrical current and natural, artificial or propane gas, wood, coal or home heating oil for domestic use, .06725% for commercial use and .025% on manufacturing use.
Capital Improvements Sales Tax	This tax may be imposed at a rate of .125, .25, .375 or .50 of 1 cent. Funds generated can be used for the operation or maintenance of a capital improvement and/or the repayment of bonds that financed a capital improvement project
Economic Development Sale Tax	A sales tax of up .50 cent can be used for the purpose acquiring land, installing and improving infrastructure and public facilities that relate to a long-term economic development project.
Transportation Sales Tax RSMo 94.700-94.755	This tax may not exceed .50 cent and is to be used solely for transportation purposes.
Storm Water/Parks Sales Tax	The tax may be used for storm water control, parks, or both. The tax may not exceed .50 of a cent.
Local Use Tax	A local use tax is applied in lieu of the local sales tax on transactions that individuals and businesses conduct with out-of-state vendors, including internet, catalog, and direct market sales. The rate of the use tax is applied at the same rate as the local sales tax.
Parks and Recreation Property Tax RSMo 90.010 and 90.500-90.570	Allowable uses for this tax include park acquisition and maintenance with maximum allowed up to two million and requires voter approval and revenue funds be separated out into another fund. A park or pleasure grounds referred to Rs MO 90.010 can be levied as an amount of cent per \$100 and approved by voters.
Foundation funding	Varies by program
Crowdfunding	Varies by program
Government Funds	Varies by program and department

Potential Funding & Revenues

Business Licensee	Municipalities may charge a fee based on a percentage of gross receipts, number of employees, square footage of a business or a flat rate depending on the type of business.
Liquor License	Municipalities may charge up to one and one-half times the rate charged by the state to license liquor providers.
Municipalities Utility Gross Receipts Taxes	Missouri municipalities may levy a utility tax based on gross receipts, but a few levy the tax by a flat fee arrangement. Five-percent is the most common rate, but many municipalities levy a higher tax. In addition, city-owned utilities often contribute either a percentage of gross receipts or a transfer from the utility fund to the general fund in lieu of taxes.
Special Assessments	Many types of special assessments are levied by boards, districts, and municipalities. Some special assessments are levied for construction or improvement projects administered by the boards, districts, or municipality and these assessments may be for a certain number of years.
Special Business District (SBD)	A separate political subdivision of the state that may impose additional property taxes and business license taxes to fund certain public improvements and services within the district.
Community Improvement District (CID)	A local special taxing district that collects revenue within designated boundaries to pay for special public facilities, improvements, or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries. A CID is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property, and sales taxes.
Neighborhood Improvement District	A special taxing district that collects revenue within designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep.
Impact Fees	Are payments required of new development for the purpose of providing new or expanded public capital facilities required to serve that development. The fees typically require cash payments in advance of the completion of development, are based on a methodology and calculation derived from the cost of the facility and the nature and size of the development, and are used to finance improvements offsite of, but to the benefit of the development.
Franchise Fees	A municipality can impose a fee on utility companies that use the public rights-of-way to deliver service. The village can determine the amount, structure, and use of collected franchise fees. Generally, they are structured in two ways: a flat rate per utility account or a percentage of consumption used by each utility account.
Transportation Development Districts	Missouri statutes authorize a city to create transportation development districts (TDDs) encompassing all or a portion of a city. The purpose of TDD is to promote, design, construct, improve, or maintain one or more transportation projects. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments.

Grants, Loans, & Bonds

American Rescue Plan Act (ARPA)	ARPA funds are used to support a community's health, expenditures, and public sector revenues. This funding is aimed at recovery efforts caused by the COVID-19 pandemic. This also includes the First Responder Capital Improvement Grant (FRCIG).
Community Development Block Grant (CDBG) – Missouri Department of Economic Development	Addresses concerns and issues related to health, safety, and the overall wellbeing of a community. This program also addresses improving local facilities, road networks, senior centers, and community centers.
Section 604(b) Water Quality Management Planning Grant	The Water Quality Management Planning Grant is administered by Missouri Department of Natural Resources (DNR) and is available for Missouri Regional Planning Commissions and Councils of Governments such as SMCOG. This grant aims as sub-awards to assisting RPC and COG's with helping local governments in planning efforts for issues of identifying water pollution, developing/implementing a Source Water Protection Plan, Stormwater Compliance, and the implementation of management programs.
Missouri's Drinking Water Revolving Fund (loans and grants)	Rs MO 640.107. refers to funding opportunities for local governments with a populations less than ten thousand people and when funds are available for public water systems, with 20% available to systems serving less than 3,300 people and 15% for systems serving 3,031-9,999.
The Clean Water State Revolving Fund (CWSRF)	A federal-state partnership that provides communities a permanent, independent source of low-cost financing for a wide range of water quality infrastructure projects.
Clean Water Engineering Reports Grant - PUB2485	A program to assist small communities serving a population of 10,000 or less with engineering costs.
Community Facilities Direct Loan and Grant Program, US Department of Agriculture	Direct loans and grant opportunities provided through the USDA target the development and maintenance of essential public facilities in rural areas of Missouri.
Municipal Bonds	<p>Municipal Bonds are debt obligations issued by states, cities, counties, and other government entities to fund day-to-day obligations and to fund capital projects such as building schools, highways, or sewer systems. Two types:</p> <ul style="list-style-type: none"> • General Obligation bonds are used to raise immediate capital to cover expenses, Supported by the taxing power of the issuer. • Revenue Bonds are used to finance infrastructure projects and supported by income generated by the projects.

Grants, Loans, & Bonds

State and Local Fiscal Recovery Funds The Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program	This program can be used to replace lost public sector revenue, public health, invest in water, sewer, and broadband as well as pay for essential workers.
Assistance to Firefighters Grant Program	The objectives of the AFG Program are to provide critically needed resources that equip and train emergency personnel to recognized standards, enhance operational efficiencies, foster interoperability, and support community resilience. <i>Eligible applicants:</i> Fire departments, nonaffiliated emergency medical service (EMS) organizations, and State Fire Training Academies (SFTAs)
Law Enforcement Terrorism Prevention Activities (LETPA)	A program which focuses on the prevention of terrorist attacks and provides funds for essential public safety personnel for intelligence.
Homeland Security	The Department of Homeland Security offers a variety of program options including the Counter Terrorism Officer Equipment program, SHSP Protection of Soft Targets/Crowded Places, SHSP Regionalization Grant,
Federal Emergency Management Agency	FEMA offers a wide range of funding through a few of the following: Nonprofit Security Grant Program, Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), Hazard Mitigation Grant Program (HMGP), and FEMA Preparedness Grants.
State of Missouri Department of Economic Development & Missouri Development Finance Board	The Missouri Downtown Economic Stimulus Act (MODESA) Program can be used for to redevelop areas focused on downtown and to create jobs through essential public infrastructure.
USDA Rural Development	The USDA offers a variety of programs to support businesses and housing to name a few: Rural Business Development Grant, Single-family or multi-family direct and guaranteed loans, as well as other business programs related to agriculture, biobased products, energy, food, livestock and more.

Grants, Loans, & Bonds

<p>Historic Preservation <i>All municipalities and non-profits with a historic preservation mission can apply for Historic Preservation Fund grants; however, only Missouri's Certified Local Governments (CLGs) qualify to compete for 10% of mandated pass-through funding.</i></p>	<p>Local and State level:</p> <ol style="list-style-type: none"> 1. CDBG Special Purpose grants and Planning grants 2. MO State Parks offers grant applications and funding from federal government including the National Register and Survey Grant, Planning and Outreach Grant, Predevelopment (Preconstruction) Grant and Missouri Historic Tax Credits <p>Federal Level:</p> <ol style="list-style-type: none"> 1. National Register of Historic Places – up 20% tax credits for rehabilitation costs <p>Historic Preservation Easements – A voluntary legal agreement, typically in the form of a deed, which permanently protects a significant historic property. Perpetual (forever) easements assured the property owner the historic character will be preserved. Donations may allow the owner to be eligible for one or more forms of tax benefits.</p>
<p>Missouri Main Street Connection (MMSC)</p>	<p>This organization offers matching grant programs, educational trainings, and other services. Main Street is releasing a study involving the impacts of Main Streets and historic preservation in Missouri over the past 10 years. Potential Grant opportunities: the Community Empowerment Grant, People Energizing Places (PEP) Grant, Strategic Teams Engaging Places (STEP) Grant.</p>
<p>Placemaking Grant</p>	<p>A program used to transform underused or unused public spaces into vibrant gathering places accessible to everyone in a community.</p>
<p>America Walks Community Change Grants</p>	<p>Organizations can seek funding opportunities through this private sector to encourage walkability.</p>
<p>PeopleForBikes Grant</p>	<p><i>PeopleForBikes</i> aims to make bicycling better for everyone and accepts Letters of Interest for its Community Grant Program. Through the annual program, grants of up to \$10,000 will be awarded to important and influential projects that leverage federal funding to build momentum for bicycling in communities across the United States.</p>
<p>Recreational Trails Program (RTP) – Missouri State Parks</p>	<p>Open to local and state governments, school districts and nonprofit organizations for the purposes of restoration of recreational trails, development of trails, facilities, construction of new trails, acquisitions of easements and properties, and assessing a trails conditions concerning accessibility and maintaining trails.</p>
<p>Transportation Alternative Program (TAP)</p>	<p>The transportation alternatives program provides funding for a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities and trails. This program is administered through the Missouri Department of Transportation.</p>
<p>Smart Growth Action Grant</p>	<p>The National Association of Realtors offers a Smart Growth Action Grant that supports a range of land-use and transportation-related activities.</p>

TERM <i>(On-going, Short Medium, Long)</i>	OBJECTIVE	RANK	RECOMMENDATIONS	Completed Status (MM/YYYY) / ORD #
FUTURE LAND USE				
Goal: Foster sustainable growth and development while safeguarding Pierce City's small-town charm.				-
<i>Medium-term 2-5 years</i>	OBJECTIVE: Establish community-driven development guidelines.	#	Develop and implement zoning regulations that balance between accommodating new development and preserving the existing small-town atmosphere.	
			Create a digital inventory of all potential development sites.	
			Guide potential development proposals to vacant properties within city limits.	
			Adopt an Adequate Public Facilities Ordinance.	
<i>Medium-term 2-5 years</i>	OBJECTIVE: Place an emphasis on the perseveration of historical sites.	#	Establish and define the historic downtown area and preservation district.	
			Collaborate with SMCOG and CDBG regarding Downtown Revitalization Grant opportunities.	
			Require commercial and residential developers to be licensed contractors.	
			Adopt a downtown design policy.	
			Ensure the comprehensive plan, and all other studies and inventories conducted are readily available.	
Goal: Align zoning and development with the community's vision.				
<i>Medium-term 2-5 years</i>	OBJECTIVE: Review, amend, adopt an inclusive community zoning code framework which aligns with this Comprehensive Plan.	#	Open discussions with planning consultants and Southwest Missouri Council of Governments (SMCOG) for a comprehensive update to the zoning code.	
			Hold public workshops and meetings to determine the needs and desires of the community when developing the unified development code.	
			Conduct regular assessments to identify changing community needs and preferences.	
			Establish a downtown zoning district.	
			Consider establishing a multi-family housing zoning district.	
<i>On-going</i>	OBJECTIVE: Conduct periodic assessments of the comprehensive plan.	#	Foster collaboration with neighboring municipalities, environmental agencies, and regional planning organizations.	
			Set a timeline to review, update, and replace this Comprehensive plan.	

HOUSING

Goal: Improve and maintain the quality of existing homes and neighborhoods.

<i>Long-term 5-10+ years</i>	OBJECTIVE: Strengthen the upkeep and improvement of existing housing stock and neighborhoods.	#	Create a multi-faceted housing revitalization program using various initiatives.	-
			Review local property maintenance codes and regulations.	
			Adopt minimum property and construction standards.	
			Designate a code enforcement officer.	
			Establish regular procedures and schedules to review and update property maintenance codes.	
			Adopt a rental home inspection program.	
<i>On-going</i>	OBJECTIVE: Promote the renovation and reuse of existing structures.	#	Look for an opportunity to develop a city-funded program to help residents improve housing such as efficiency, appliances, weatherization, etc.	
			Adopt special rehabilitation codes to make the renovation of older homes easier and more economically feasible.	
			Investigate the possibility of establishing a city land bank.	
Goal: Promote housing development to that appeal to all income levels.				
<i>Long-term 5-10+ years</i>	OBJECTIVE: Drive initiatives that result in a mix of housing developments, ensuring accessibility and affordability for residents with varying income levels, contributing to a socially and economically vibrant community.	#	Identify suitable locations for a tiny home development.	
			Explore opportunities through Teacher Next Door and other programs to aid teachers and other public servants in acquiring housing.	
			Conduct a review and update local zoning codes to explicitly permit and promote the development of accessory dwelling units (ADUs).	
<i>Medium-term 2-5 years</i>	OBJECTIVE: Encourage housing revitalization and innovation to stand apart from nearby communities.	#	Prioritize the rehabilitation of vacant and unoccupied housing.	
			Collaborate with developers, organizations, and property owners to identify and meet housing needs and studies.	
			Investigate the possibility of partnerships with local organizations and religious institutions for an affordable housing development.	

TRANSPORTATION NETWORK

Goal: Enhance transportation accessibility and safety

<i>Long-term 5-10+ years</i>	OBJECTIVE: Develop and adopt a city-wide master transportation plan.	#	Implement the Master transportation plan addressing issues as identified to improve safety and accessibility.	
			Identify areas in need of improved street lighting and identify potential routes for complete streets.	
			Work with MoDOT to evaluate the need for intersection improvements along MO 37 and 97.	
			Add new signage and roadway markings to clearly identify crosswalks and pedestrian crossings.	
			Replace and relocate the outdated bridge over Clear Creek near the city park and pool.	
<i>On-going</i>	OBJECTIVE: Establish a consistent schedule and monitoring system for maintaining transportation infrastructure.	#	Plan and budget accordingly for improvements, including having matching funds available for grants and funding opportunities.	
			Set up a system for community members to report maintenance and repair issues on the city's website.	

Goal: Collaborate with other planning partner agencies on transportation-related issues.

<i>Medium-term 2-5 years</i>	OBJECTIVE: Develop a street network that is safe and easy to access for all users, including vehicles, pedestrians, and cyclists.	#	Prioritize needs during SMCOG's annual transportation prioritization process with Lawrence County.	
			Conduct a sidewalk inventory.	
			Apply for grants such as Transportation Alternatives Program (TAP).	
			Explore the possibility of implementing a Rails-to-Trails system.	
<i>On-going</i>	OBJECTIVE: Plan and implement road expansions to seamlessly connect with newly annexed areas, ensuring strategic transportation infrastructure development for future city expansion.	#	Open discussions with Lawrence County to acquire county roads and right-of-way for future annexations.	
			Work with developers to provide support when determining public or private roads.	
			Amend the city's budget and maintenance schedule as developments occur to ensure coverage.	

PUBLIC REALM

Goal: Ensure community safety, health, and well-being.				-
<i>Medium-term 2-5 years</i>	OBJECTIVE: Explore opportunities to ensure that emergency services have the necessary equipment, staffing, and facilities.	#	Investigate pursuing a law enforcement sales tax.	
			Establish a technical course program with the Pierce City School District.	
			Apply for state and federal grants that would allow emergency services to purchase new and updated equipment and vehicles, as well as expand staff to necessary levels.	
			Identify a suitable area for a dedicated ambulance station near Pierce City.	
<i>On-going</i>	OBJECTIVE: Plan for infrastructure improvements to accommodate current and future growth.	#	Collaborate and encourage regular discussions with emergency services to coordinate response plans and develop a city emergency plan.	
			Conduct a risk assessment of vulnerable areas that are not easily accessible by emergency vehicles and plan accordingly.	
			Explore improvements to low water crossings.	
Goal: Maintain and expand public facilities and infrastructure.				
<i>Short-term in 2 years</i>	OBJECTIVE: Explore improvements to community recreational facilities.	#	Identify a suitable location for a community center near to the downtown.	
			Restore the lake at the city park and investigate improvements to the city pool.	
			Look for opportunities to move the pool out of the floodway.	
<i>Short-term in 2 years</i>	OBJECTIVE: Implement new funding procedures to allow for a more initiative-taking approach to city maintenance and improvement.	#	Create a Capital Improvement Plan that identifies future capital projects and large-scale purchases and provides a schedule to implement improvements.	
			Investigate the feasibility of increasing or imposing new construction review and business permit fees.	

ECONOMIC DEVELOPMENT

Goal: Support existing and promote new business opportunities in the community.

<i>Short-term in 2 years</i>	OBJECTIVE: Encourage local entrepreneurship.	#	Establish incubators for small businesses.	-
			Work with property owners to allow for “pop-up” and temporary businesses.	
			Identify and create suitable areas for vendors, food trucks, and farmer’s markets.	
			Provide financial and/or procedural incentives to potential incoming businesses.	
<i>Short-term in 2 years</i>	OBJECTIVE: Work with local businesses and organizations to develop and promote new community events.	#	Create at least four new city events to engage the public and provide activities year-round revenue potential.	
			Hire or designate a city events and public relations coordinator.	
			Develop a city-wide branding identity and marketing strategy.	
			Partner with the school district to create public art displays downtown.	
			Work with local organizations or the school district to implement placemaking concepts in the downtown area.	
Expand the city’s social media footprint to better communicate with a wider range of community members, as well as potential visitors or commercial investors.				

Goal: Preserve and enhance the community’s historic downtown as a center of commercial and community activity.

<i>Medium-term 2-5 years</i>	OBJECTIVE: Promote the renovation and maintenance of historic buildings.	#	Evaluate the feasibility of implementing a Community Improvement District (CID).	
			Provide incentives to developers and business owners who occupy and/or renovate a historic downtown buildings.	
			Work with community members to create a non-profit and/or volunteer downtown organization.	
<i>Medium-term 2-5 years</i>	OBJECTIVE: Maintain Pierce City’s historic integrity through proactive property management.	#	Adopt and implement minimum maintenance.	
			Adopt a vacant building ordinance.	

**** END OF PLAN****

DRAFT