

Comprehensive Economic Development Strategy 2014

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Introduction

This document represents an update and revision of the Overall Economic Development Plan (Program) for the Northeast Missouri Region. The Original program consisted of Volume I, *The Economy of the Northeast Missouri Region: An Inventory and Evaluation of Economic Resources*, and Volume II, *The Economic Development Plan*. An Updates in 1985, 1992, and 2001 have preceded this document.

The Comprehensive Economic Develops Strategy (CEDS) will present an update of the data found in the original program and previous revisions. It will also include an assessment of past development efforts and current strategies for implementation of economic development strengths in the Northeast Missouri Region.

We have incorporated 2010 Census data in the CEDS with the most recent information from other sources.

The preparation of this document could not have been accomplished without the tremendous cooperation of the CEDS Committee. We gratefully acknowledge the hours of time they spent in discussing the needs, analyzing the opportunities and determining the strategy for the economic development of the Northeast Missouri Region.

This document is a living and breathing strategy that will be continually updated and changed as is necessary in order to ensure the overall economic development of the Region. Due to the dynamics of economic development, this plan must remain flexible and be reviewed on a regular basis. Constant evaluation of this plan and updating information is vital. Dissemination of the 2020 census, along with other information, will be a focus as we are committed to ongoing economic development planning in Northeast Missouri.

Purpose

The CEDS has a five-fold purpose:

1. To present region-wide problems and opportunities, state region-wide goals and objectives, and define specific needs in order to fully inform the people and local governments. The full understanding of these elements will increase the opportunity for the members of this region to stimulate regional economic development.
2. To present the policy framework within which the Northeast Missouri Regional Planning Commission (Commission), as a partnership, will fulfill its responsibility to cooperate with and coordinate the many federal and state programs operating within our six county area through the establishment of priorities for the growth and development of the region.
3. To highlight investment opportunities throughout the region for both private and public sectors.
4. To present the policies by which the Commission proposes to more effectively attract public and private funds for the investment in the economic future of the region. Specifically, it will serve as a guide in developing programs and selecting projects.
5. To present a strategy and initiate implementation for the obtainment of goals and objectives for the economic development in the region.

Philosophy and Process

Planning Philosophy

The Commission recognizes that planning is a process and that strategy is not the end product of its planning efforts. It is the evolving framework for decision making which is important, not the specific details of the document at this stage of its development. Through the planning process, goals (ends) are proposed or identified and effective objectives (means) are determined. The planning process is not restricted to governmental agencies, individuals, businesses, or other groups. The Commission determines goals by assessing its own resources and calculating local capabilities that are available to determine a course of action necessary to attain those goals. In all cases, planning helps to bring about improved behavior by providing a framework for avoiding irrational actions.

There are two specific types of economic program planning. They are accommodation planning and developmental planning. Accommodation planning can be thought of as scheduling to accommodate something that is anticipated to happen. It is also known as adaptive or reactive planning. Developmental planning is preparation to develop something that is desired to happen. It is an attempt to take advantage of change.

Developmental Philosophy

The NEMO Regional Planning Commission is attempting to apply developmental planning to the problems of economic growth and change in its six-county area. By economic development planning, the Commission means the process by which the governing bodies and private interests of the Region decide how to use their available resources and powers to increase the Region's future output of goods and services to enhance the individual, economic wellbeing.

The process of economic development is broadly defined to include more than just activities that are related directly to the market economy. Many investments can be made in improved public services, improved community amenities or in the areas of environmental protection and enhancement which ultimately have the effect of attracting business and

industry, of improving the productivity of the labor force or of otherwise enhancing the individual economic well being of the citizens of the Region. When the term economic development is used in this document, it is within the context of a broad view of economic development activities, all of which are undertaken for the eventual expansion of economic output and improvement of individual, economic wellbeing, by which many make their contribution only indirectly.

In pursuing its economic development planning and programming, the Commission recognized that there are limitations on the ability of any region to manage its economy with any degree of precision. Too many other factors such as state, national and international economic policies and the dynamics of the marketplace clearly limit the ability of regional economic development planning efforts to influence the region's economy.

The Economic Development Process

A basic assumption underlying the Commission's economic development program is that regional economic development is largely dependent upon the actions of private enterprise. It is also assumed that a proper Commission role in this process is to work with the private sector to determine what the barriers are to sound economic development within the region and then to work in concert with governmental agencies at the federal, state and local levels to remove those barriers. Continued development in the region also depends upon the ability of those governments, businesses and individuals within the region to modify their efforts so as to take advantage of growth opportunities and to influence the direction of change.

Within this context, the economic development process is viewed by the Commission to work in the following manner. Government and private funds are invested in:

1. The acquisition and dissemination of knowledge about the region's resources, and
2. The development of institutions, facilities, procedures and conditions by which the productivity of capital and labor are increased within the region.

As a result of this improved knowledge and productivity, private capital is invested in:

1. The expansion of existing business and industries (agricultural, retail/wholesale trade, manufacturing and public services), and
2. The location of new business and industries.

This new investment and improved productivity results in both increased employment and increased income for the region's population that is spent on improvements in the standard of living. It also results in both increased incomes for governments and increased demands on governments for public services, which in turn, also increases government employment. The opportunities for increased income, a better standard of living and improved government services reduce the desire of residents to migrate from the region and induces others to migrate into the region.

Administrative Organization

Northeast Missouri Regional Planning Commission

The Northeast Missouri Regional Planning Commission was created by the State of Missouri in March of 1969 under the authority of the State and Regional Planning and Community Development Act of 1969 (Chapter 251, RsMO). The Regional Planning Commission is the recognized substate-planning agency for the six-county Northeast Missouri Region and is charged with compilation of a comprehensive plan for the Region. The original Overall Economic Development Plan (OEDP) was prepared by the Regional Planning Commission during the 1975-76 fiscal year under the contract with the Ozarks Regional Commission as a part of the Commission's Comprehensive Planning Program.

Membership of the Northeast Missouri Regional Planning Commission consists of representatives from each community and county within the Region. There are thirty-three (33) incorporated communities and six (6) counties in the region and all are members of the Commission, constituting a thirty-nine (39) member board. Twelve (12) of the members comprise the Executive Committee of the Commission. The Commission employs a six (6) member staff, with offices in Memphis, Kirksville, Edina, Lancaster and Kahoka.

Northeast Missouri Economic Development District

Under authority granted by the Public Works and Economic Development Act of 1965, the Economic Development Administration (U.S. Department of Commerce) designated the Northeast Missouri Region as an Economic Development District in 1977. All of the counties and communities have been active participants in the economic development program and have elected to utilize the district CEDS.

An Economic Development Committee has been formed for the district with representation in accordance with EDA requirements. The following is a list of the committee members, their occupations, places of residence, areas of interest, public offices held and name of the local government they represent. The Committee consists of sixty (60) members, ten (10) from each county.

STRATEGY COMMITTEE ROSTER

1. PRIVATE SECTOR REPRESENTATIVES (At least 51%)

Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position
Paul Brotherton	Brotherton Enterprises	Owner
Charles Harris, Jr.	Harris Automotive	Owner
Miles Cameron	Farm Credit Services	Owner
Evan Glasgow	Just A Hair Better	Owner
Wayne Murphy	Murphy Farms	Owner
Jim Werner	Werner Farms	Owner
Stanley Pickens	Pickens Agriculture	Owner
Jim Foster	Animal Health Clinic	Owner

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS

(No more than 49%)

Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Interest	Position
Curt Platz	Local Government	City of Brashear
Wayne Blum	Local Government	Mayor of Kahoka
David Strickler, Jr.	Local Government	Mayor of Edina
Jim Foster	Local Government	Mayor of Lancaster
William Reckenberg	Local Government	Mayor of Memphis

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	<u>8</u>	<u>62%</u>
Representatives of Other Economic Interests (no more than 49%)	<u>5</u>	<u>38%</u>
Total Committee Membership	<u>13</u>	<u>100%</u>

Historical Assessment of Past Development

During the past years of operation under the Overall Economic Development Plan (OEDP), progress had been made toward realization of many of the objectives which have moved the Region toward attainment of the goals. The following is a summary of major accomplishments as a result of the OEDP.

Business and Industrial Development

In the area of business and industrial development, the following accomplishments had been achieved since the last update in 2001:

1. Industrial Development Authorities had been formed and remained very active in each of the 6 counties.
2. Successful connections were made with prospective businesses resulting in them locating within or remaining within the Region.
3. Businesses were assisted with modest interest, revolving fund loan money to retain or create additional local employment opportunities.
4. A region wide marketing program was completed which consisted of the advancement of a web site and the distribution of promotional brochures.
5. Area labor market surveys were conducted and used to document the practical extent and availability of local citizens interested in employment opportunities.

Promotion of Farming and Agribusiness

Locally conducted skilled training opportunities were extensively provided and utilized by farm operators willing to supplement their incomes. Business leaders achieved benefits provided by on the job training programs that supplemented payroll compensation for qualified individuals enrolled in the program funded by Gamm, RMI and the State of Missouri. However, significantly low commodity prices and high costs of crop production have continued to restrict the development of farming and agribusinesses. Alternative farming methods, aquaculture and value added products have been widely promoted throughout the Region.

Community Service Improvements

There has been impressive progress in the improvement of public services, facilities and community development. Cities and public water supply districts have completed extensive expansions or upgrades to their distribution systems to the extent that all economically feasible areas requesting potable water have been served. Several communities which previously had produced their own potable water, now have due to more stringent water treatment standards and the resultant high cost to meet that standard, have prepared and evaluated engineering studies to or have discontinued their water plant operation and elected to buy wholesale from rural water districts servicing their area. Regional suppliers will be able to obtain potable water from the Clarence Cannon Wholesale Water Commission, the Rathbun Regional Water Association, the Public Water Supply District #1 of Clark County and the Cities of Canton, Kahoka, Kirksville and Memphis.

All of the Counties have completed or in the process of completing their small bridge replacement projects which construct "no post" load limit, concrete reinforced bridges in rural areas.

Out Migration

Based on the 2000 to 2010 population changes, the Region continues to experience a slight out migration. The Counties of Clark, Knox, Lewis and Scotland showed a slight loss of population during this period while the Counties of Adair and Schuyler experienced growth.

Environment

The environment of the Region has been greatly enhanced with the construction of municipal sanitary sewerage improvements, the recent establishment for smaller communities of sewer districts within the boundaries and operational authority of Adair, Clark, Knox, Lewis, Schuyler and Scotland County Public Water Supply Districts, community wide clean up days, region wide implementation of a solid waste management plan and the implementation of hazard mitigation plans in conjunction with the activities of local emergency planning committees. Additional sewerage system developments and solid waste projects are in the planning phases that will provide further protection to the environment.

Program Changes

The effectiveness of the program depends on the participation and cooperation of the citizens, communities, counties, state and federal agencies. There has been in the past, with great expectation into the future, of excellent cooperation among all entities involved in the economic development of Northeast Missouri. The direction and priorities will remain basically the same as in the past. More emphasis and effort will be necessary to attract business and industry to the region. The progress during the previous years' supports the conclusion that the program direction and priorities are valid.

Economic Characteristics of the Region

The following sections and exhibits present summary information outlining the current economic status of the Northeast Missouri Region.

Population

The Northeast Missouri region experienced a decline in population between 1920 and 1970. There had been an 8.7 % decrease in the region population between 1970 and 1990. During the period of 1990 and 2000, the region gained 0.9 % in population. During the period from 2000 to 2010, the region experienced a loss of population by 0.07%. The 2010 average population density is shown as 20.0 people per square mile. Between 2000 and 2010, population declines were experienced in the Counties of Clark 3.74 %, Scotland 2.81%, Lewis 2.7 % and Knox 5.27 %. Increases occurred in the Counties of Adair 2.52% and Schuyler 6.26% during this period. The out migration of individuals, is seen to be a barrier to sustained growth.

The 2010 Regional Demographics reveal nearly equal numbers of females 51.33 % and males 48.67%, 22.39 % of the population is younger than 18 years of age, 15.46 % are older the 65 and 21.7% of 2010 population is considered to be in poverty. The 2010 Regional Ethnic Demographics show that whites represent 95.64 % of the region's population with each minority representing less than 2.5%.

Northeast Region Population

<u>County</u>	<u>2010</u>	<u>2010</u> <u>Density</u>	<u>2000</u>	<u>2012</u> <u>Estimate</u>	<u>Change 2000-</u> <u>2010</u>	<u>Change 2010-</u> <u>2012</u>
Adair	25607	45.1	24977	25581	2.52%	-0.10%
Clark	7139	14.1	7416	6969	-3.74%	-2.40%
Knox	4131	8.2	4361	4082	-5.27%	-1.20%
Lewis	10211	20.2	10494	10174	-2.70%	-0.40%
Schuyler	4431	14.4	4170	4370	6.26%	-1.40%
Scotland	4843	11.1	4983	4877	-2.81%	0.70%
Region Total	56362	20	56401	56053	-0.07%	-0.55%

2010 Northeast Region Demographics

<u>County</u>	<u>Females</u>	<u>Males</u>	<u>Age: Under 18</u>	<u>Age: 18-64</u>	<u>Age: 65 and</u> <u>Older</u>	<u>Poverty</u> <u>Rate</u>
Adair	13403	12204	4972	17425	3210	25.30%
Clark	3571	3568	1717	4161	1261	14.10%
Knox	2099	2032	1032	2271	828	22.30%
Lewis	5093	5118	2395	6152	1664	17.40%
Schuyler	2276	2155	1140	2421	870	24.40%
Scotland	2488	2355	1362	2602	879	20.10%
Region Total	28930	27432	12618	35032	8712	21.70%
Percent	51.33%	48.67%	22.39%	62.16%	15.46%	
State						14.30%

2010 Northeast Region Demographics

<u>County</u>	<u>White</u>	<u>African American</u>	<u>Asian</u>	<u>Hispanic/Latino</u>	<u>Other</u>
Adair	24066	408	453	523	680
Clark	7011	19	23	42	86
Knox	4047	14	8	34	62
Lewis	9635	323	25	159	228
Schuyler	4369	1	10	29	51
Scotland	4776	3	11	33	53
Region Total	53904	768	530	820	1160
Percent	95.64%	1.36%	0.94%	1.45%	2.06%

2015-2025 Population Estimates

	<u>2015</u>	<u>2020</u>	<u>2025</u>
Missouri	5,948,143	6,076,924	6,185,539
Adair	22,888	22,495	22,044
Clark	7,548	7,550	7,534
Knox	4,108	4,052	4,003
Lewis	9,752	9,666	9,574
Schuyler	4,780	4,889	4,970
Scotland	4,755	4,756	4,747

Labor Force and Employment

The 2010 labor force constituted 51.74% of the region's total population. The following tables show 2010 labor force statistics and employment numbers by industry and size. Historically, the unemployment rate for the Northeast Missouri Region has been lower than unemployment figures for the State of Missouri. This is still true. Clark County is the only one of the 6 counties in the Northeast Missouri region to have higher unemployment than the State average.

The majority of the businesses in the region employ between 1 and 4 employees. This represents 58.83% of the total establishments.

2010 Northeast Region Employment Statistics

<u>County</u>	<u>Labor Force</u>	<u>Employment</u>	<u>Unemployment</u>	<u>Unemployment Rate</u>
Adair	13013	12083	930	7.10%
Clark	3533	3160	373	10.60%
Knox	2287	2137	150	6.60%
Lewis	5719	5263	456	8.00%
Schuyler	2176	1994	182	8.40%
Scotland	2434	2255	179	7.40%
Region Total	29162	26892	2270	7.80%
State	3052847	2767306	285541	9.40%

2010 Northeast Region Employment by Business Size (Employee)

<u>Employees</u>	<u>1-4</u>	<u>5-9</u>	<u>10-19</u>	<u>20-49</u>	<u>50-99</u>	<u>100-249</u>	<u>250-499</u>	<u>500-999</u>	<u>County Total</u>
Adair	359	120	88	59	16	3	5	1	651
Clark	85	28	22	10	1	0	0	0	146
Knox	69	20	12	2	1	1	0	0	105
Lewis	113	39	28	6	5	1	1	0	193
Schuyler	60	16	5	3	0	0	0	0	84
Scotland	80	24	15	3	0	1	0	0	123
Region Total	766	247	170	83	23	6	6	1	1302

Economic Activity Centers

Kirksville, Memphis, Edina, Lancaster, Kahoka and Canton are the principal foci for economic activity in their respective counties. The Per Capita Income levels in the Northeast Missouri region have grown at a higher percentage of change between 1998 and 2010. The State average is 46.3% while the Northeast Missouri region has grown by 59.8%. Between 2009 and 2010, however, the Northeast Missouri region has seen a decline of 1% while the State has seen a 1.9% growth average.

Northeast Missouri Per Capita Income

	<u>1998</u>	<u>2009</u>	<u>2010</u>	<u>%Change 1998-2010</u>	<u>%Change 2009- 2010</u>
Adair	\$18,984.00	\$26,992.00	\$27,214.00	43.4%	0.8%
Clark	\$16,262.00	\$30,309.00	\$28,651.00	76.2%	-5.5%
Knox	\$17,879.00	\$30,938.00	\$30,665.00	71.5%	-0.9%
Lewis	\$16,980.00	\$27,329.00	\$27,252.00	60.5%	-0.3%
Schuyler	\$14,584.00	\$23,703.00	\$23,910.00	63.9%	-0.9%
Scotland	\$18,850.00	\$27,920.00	\$27,808.00	47.5%	-0.4%
Region Avg.	\$17,256.00	\$27,865.00	\$27,583.00	59.8%	-1.0%
State	\$25,150.00	\$36,108.00	\$36,799.00	46.3%	1.9%
Metro Area	NA	\$38,606.00	\$39,335.00	NA	1.9%
Non-Metro Area	NA	\$28,800.00	\$29,376.00	NA	2.0%

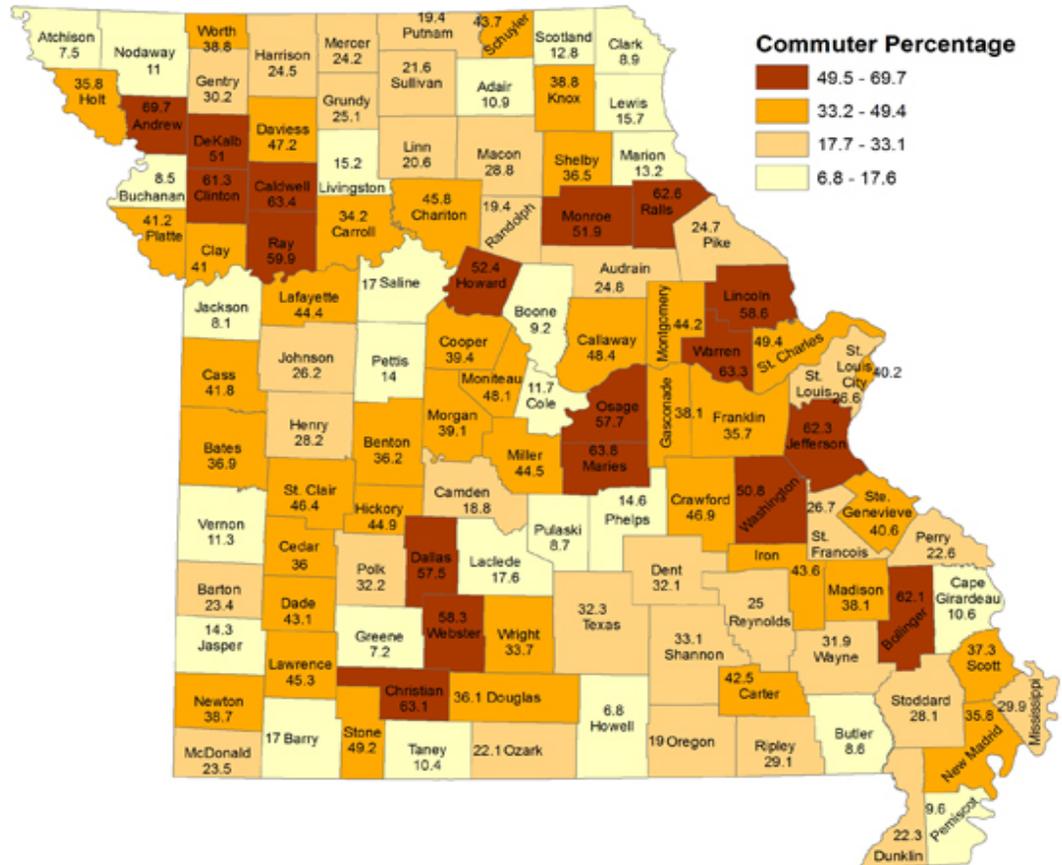
The mean travel times for employment opportunities was lowest, in 2010, in Adair County and highest in Schuyler County. The commuter % was below 50% in all counties and below 18% in Adair, Scotland, Clark, and Lewis.

Northeast Missouri Mean Travel Time

<u>County</u>	<u>Mean Travel Time (Minutes)</u>	<u>Rank, Low-High, of Travel Time for Missouri Counties (115)</u>
Adair	13.2	1 st
Clark	23.8	67 th
Knox	23.4	63 rd
Lewis	23.2	61 st
Schuyler	26.6	87 th
Scotland	22.0	47 th

Economic Characteristics of the Region

Commuter % Map



Employment by County and Industry

Adair County held 11,340 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (36.7%) were in the educational services, health care, and social assistance industry. The retail trade employed 11.4% of the population.

Adair County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	11,340	
Agriculture, forestry, fishing and hunting, and mining	260	2.3%
Construction	697	6.1%
Manufacturing	956	8.4%
Wholesale trade	161	1.4%
Retail trade	1,291	11.4%
Transportation and warehousing, and utilities	449	4.0%
Information	147	1.3%
Finance and insurance, and real estate and rental and leasing	488	4.3%
Professional, scientific, and management, and administrative and waste management services	604	5.3%
Educational services, and health care and social assistance	4,161	36.7%
Arts, entertainment, and recreation, and accommodation and food services	1,263	11.1%
Other services, except public administration	584	5.1%
Public administration	279	2.5%

Clark County held 3,125 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (22.6%) were in the manufacturing industry. The educational services, health care, and social assistance industry employed 18.6% of the population.

Clark County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	3,125	
Agriculture, forestry, fishing and hunting, and mining	211	6.8%
Construction	276	8.8%
Manufacturing	707	22.6%
Wholesale trade	65	2.1%
Retail trade	492	15.7%
Transportation and warehousing, and utilities	209	6.7%
Information	51	1.6%
Finance and insurance, and real estate and rental and leasing	67	2.1%
Professional, scientific, and management, and administrative and waste management services	122	3.9%
Educational services, and health care and social assistance	580	18.6%
Arts, entertainment, and recreation, and accommodation and food services	151	4.8%
Other services, except public administration	91	2.9%
Public administration	103	3.3%

Knox County held 1,954 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (21.0%) were in the educational services, health care, and social assistance industry. The agriculture, forestry, fishing and hunting, and mining industry employed 20.9% of the population.

Knox County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	1,954	
Agriculture, forestry, fishing and hunting, and mining	409	20.9%
Construction	116	5.9%
Manufacturing	176	9.0%
Wholesale trade	53	2.7%
Retail trade	228	11.7%
Transportation and warehousing, and utilities	140	7.2%
Information	30	1.5%
Finance and insurance, and real estate and rental and leasing	75	3.8%
Professional, scientific, and management, and administrative and waste management services	57	2.9%
Educational services, and health care and social assistance	410	21.0%
Arts, entertainment, and recreation, and accommodation and food services	94	4.8%
Other services, except public administration	79	4.0%
Public administration	87	4.5%

Lewis County held 4,790 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (26.6%) were in the educational services, health care, and social assistance industry. The manufacturing industry employed 17.1% of the population.

Lewis County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	4,790	
Agriculture, forestry, fishing and hunting, and mining	319	6.7%
Construction	297	6.2%
Manufacturing	819	17.1%
Wholesale trade	131	2.7%
Retail trade	468	9.8%
Transportation and warehousing, and utilities	328	6.8%
Information	52	1.1%
Finance and insurance, and real estate and rental and leasing	250	5.2%
Professional, scientific, and management, and administrative and waste management services	127	2.7%
Educational services, and health care and social assistance	1,276	26.6%
Arts, entertainment, and recreation, and accommodation and food services	412	8.6%
Other services, except public administration	186	3.9%
Public administration	125	2.6%

Schuyler County held 1,895 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (25.0%) were in the educational services, health care, and social assistance industry. The manufacturing industry employed 14.0% of the population

Schuyler County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	1,895	
Agriculture, forestry, fishing and hunting, and mining	183	9.7%
Construction	207	10.9%
Manufacturing	266	14.0%
Wholesale trade	20	1.1%
Retail trade	225	11.9%
Transportation and warehousing, and utilities	81	4.3%
Information	26	1.4%
Finance and insurance, and real estate and rental and leasing	51	2.7%
Professional, scientific, and management, and administrative and waste management services	78	4.1%
Educational services, and health care and social assistance	474	25.0%
Arts, entertainment, and recreation, and accommodation and food services	71	3.7%
Other services, except public administration	143	7.5%
Public administration	70	3.7%

Economic Characteristics of the Region

Scotland County held 2,313 citizens over the age of 16 employed as of 2010. The largest percentage of these workers (19.0%) were in the educational services, health care, and social assistance industry. The retail trade industry employed 17.6% of the population

Scotland County

INDUSTRY	Total Population	% of Population
Civilian employed population 16 years and over	2,313	
Agriculture, forestry, fishing and hunting, and mining	322	13.9%
Construction	96	4.2%
Manufacturing	313	13.5%
Wholesale trade	32	1.4%
Retail trade	408	17.6%
Transportation and warehousing, and utilities	145	6.3%
Information	23	1.0%
Finance and insurance, and real estate and rental and leasing	50	2.2%
Professional, scientific, and management, and administrative and waste management services	65	2.8%
Educational services, and health care and social assistance	440	19.0%
Arts, entertainment, and recreation, and accommodation and food services	140	6.1%
Other services, except public administration	127	5.5%
Public administration	152	6.6%

Northeast Region Farms

	2007	2002	% Change
Adair	944	915	3.17%
Clark	709	685	3.50%
Knox	696	643	8.24%
Lewis	750	838	-10.50%
Schuyler	544	480	13.33%
Scotland	716	654	9.48%
Region Total	4359	4215	3.42%

Community Facilities

Several of the Region's municipalities lack sanitary sewer systems and many communities have facilities in need of upgrading. Lack of public services or facilities, especially water and sewer, have caused human and environmental problems. In respect to economic development, adequate water and sewerage systems are essential before development can occur. Great progress has been made, but more progress continually needs to be accomplished.

Northeast Missouri has a well situated network of roadways which provide adequate access to most areas of the Region. The most important routes carrying the greatest flow of traffic are: Highway 63, 6, 136, 15, 11 and 61. However, these roadways are not entirely adequate for heavy truck traffic and are considered to be a major deterrent to economic expansion in the Region.

The Cities of Kirksville, Memphis and Monticello have hard surfaced runways at their airports. The continued improvements to these facilities will provide exceptional opportunities for economic growth in the surrounding areas of the Region.

The remaining rail lines only serve a very few of the municipalities in the Region.

Economic Characteristics Summary

The median age within the Region is increasing as well as the average age of the farmer. A high percentage of farm operators continue to work off the farm in order to supplement their incomes.

With a decline in Regional economic opportunities, there is a corresponding reduction in the number of enhanced job opportunities, available affordable housing and loss of personal income.

The civilian Labor Force has not significantly increased in the past 10 years and is substantially below the growth experienced by the State of Missouri. Fortuitously, the Region's unemployment rate did not significantly increase.

There continues a noted shift in employment in the Region from agriculture to government employment, service industry and retail trade. Manufacturing has not increased its importance in relation to the Region's economy.

As the Region's population grows older, enduring attention to the amenities of the Region is essential in order to sustain or increase the level of economic development in Northeast Missouri.

Problems, Deficiencies, Growth Trends and Potential in Regard to Economic Development

Regional Problems and Deficiencies

The city and county problems and deficiencies outlined below have been determined through examination of available socio-economic data and through discussions with local elected officials, business people and other interested parties. Problems and deficiencies were considered regional in scope if two or more entities were affected or if a solution to the problems would substantially benefit the entire Region.

The major regional problems and deficiencies are as follows:

Incomplete or inadequate provision of basic community/public facilities and services in many communities in the Region;

Under-utilization of the area's manufacturing potential, industrial sites and supporting facilities, both in regard to the development of new or expanding industries and in the utilization of by-products;

Inadequate development and promotion of tourism/recreational attractions open to the public;

Generally low household incomes and educational levels, associated with seasonally high unemployment rates and underemployment;

Continuing out migration of young people in search of employment opportunities and job commutes outside of much of the Region;

Lack of broadening and diversifying of local employment opportunities and continued dependence upon single industries or few industries in several areas of the Region;

Lack of technology centers, vocational-technical schools and junior colleges for adequate training of job skills;

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Insufficient coordination of cooperative state, local and area wide development efforts and incentives for industrial development efforts at regional levels;

Incomplete development of highway transit systems and air transportation facilities, particularly with regard to the needs of the elderly and low income and to industrial potential;

Lack of development of regional markets for solid waste recyclables;

Incomplete funding for economic development efforts to attract new opportunities and support of the necessary infrastructure expansion for both public and private needs, including the development of a revolving loan program.

Lack of high speed telecommunication infrastructure within the Region.

Lack of opportunities for affordable housing to accommodate the Region's workforce.

This list is not exhaustive and the items are not necessarily listed in order of their importance.

Growth Trends and Potential

The economically related sectors discussed below have been determined as holding the most promise for future economic development.

Streets and Roads

Internal access, street, road and bridge maintenance are problems in many communities. Implementation of a planned program designed to provide long range maintenance and improvement is essential for continued economic growth.

Parking

Many of the communities continue to improve their parking facilities, particularly in the central business districts. Development of such facilities in conjunction with internal access improvements will improve the downtown business economics.

Outdoor Recreation

The Region does have a good inventory of recreational facilities, but many communities, taken apart from the regional inventory, will illustrate the need for continued

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expansion and improvement to their existing parks. This is especially true in regard to the young at heart. Our Region has a great potential for expanded recreation facilities.

Public Housing

Most of the larger communities presently have insufficient housing for the low-income and the elderly. The construction of alternative health care facilities, which would accommodate individuals with physical and emotional disabilities in a home environment, as significant potential in selected areas of the Region.

Rental Housing

Several areas have experienced a shortage of adequate rental housing units. The Scotland County public housing Agency provides rental assistance to income qualified residents in the counties of Adair, Clark, Knox, Schuyler and Scotland. Lewis County is served by the Community Action Agency.

Industrial Development and Small Business

Most of the larger communities presently have industrial sites, many which are underdeveloped, that are under the advisement of local industrial development groups. The construction of utilities and possible spec buildings would enhance their attractiveness to new or expanding industries. Progressive and active industrial groups are essential for the development of these sites as well as the necessary capital funding.

The principal emphasis on industrial development should be designed toward both new or expanding industry and improvement of business/community relationships. Major items which should be considered include: 1) increasing the labor force skills; 2) marketing of regional manufactured products; 3) continue to improve the industrial infrastructure and 4) marketing of suitable industrial sites.

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New industry is attracted to Northeast Missouri because of several regional advantages: 1) proximity to markets and transportation facilities; 2) the Region has a labor force that is adequate; 3) suitable sites for industry are available and 4) adequate industrial infrastructure potential.

Vocational-Technical and Junior College Education

The development of vocational-technical training facilities and junior colleges is one of the best methods for increasing the skill, educational and income levels of many of the area's residents. Many people presently lack adequate training for skilled job. The overall educational level of the Region would be enhanced by a more complete formal education.

The trend toward practical skills education has strongly developed over recent years. New or expanding training facilities would have little trouble training people for specific jobs in regional industries or occupations. Improvement in this sector should continue and may include the development of additional training facilities where they are needed.

Tourism

Northeast Missouri has an established inventory of cultural, natural and scenic attractions providing activities for area residents and out of region visitors. The tourist industry is an important segment of the area economy.

The Region has great potential for expanding the tourist industry through the development of special sites and the planned promotion of regional attractions.

Our Region has a varied history. There are several historical groups most willing to participate in the researching and promotion of historic sites and events.

Services and Retail Trade

There is excellent potential for expansion of services and retail trade in

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Northeast Missouri. They have one characteristic, which is very favorable in regard to economic growth. As the economy grows, these sectors provide services and goods at an increasing rate to serve industry and commerce.

The Cities of Canton, Edina, Kahoka, Kirksville, Lancaster, Memphis and Monticello serve as the major government, retail and service centers in most of Northeast Missouri. Their position in economic growth could be further strengthened through the implementation of many of the program areas outlined in the strategies proposed herein.

Transportation

Transportation is regarded as one of the key economic factors in support of economic development. There are many areas in the Region in need of improvement, development, maintenance and expansion of the transportation network.

Significant growth in the transportation field would result if our major federal U.S. Highways 61, 63 and 136 were upgraded to four lanes. Improvements and expansions of State Highways 6, 11 and 15 would also enhance adjacent areas in regards to the Region's position in relation to markets.

Additional development of air transportation facilities is also needed in connection to economic development and industrial expansion activities. Air access to all major points in the Region is essential for future growth.

There is extensive potential for expansion of port facilities on the Mississippi River at LaGrange, Gregory Landing and Canton. Alexandria has viable potential for the construction of a new port facility. It is at this point where large quantities of agricultural and petroleum products are shipped by barge to and from Northeast Missouri.

Agriculture

The Northeast Missouri Region is primarily an agricultural area. Agriculture will continue to be a contributor to the regional economy and agribusiness will continue to be a significant industry in the Region. Corn, hay, soybeans, wheat, milo, pork, sheep and cattle exhibit the greatest value of all farm products.

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Ethanol refining, fish production for stocking or food, garden product sales, egg and nut harvests, organically raised food products, candle making and craft merchandise sales all have great potential.

Livestock feeding, sale and processing centers could conceivably take full advantage of cattle, sheep and hogs locally raised on family farms and the large quantities of livestock feed produced in the Region. The livestock industry would be improved if more locally owned processing was conducted within the Region instead of being transported outside.

Forestry

Hardwood timber logging, barrel stave and pallet production contribute significantly to the economic growth potential in sections of the Region. Extensive areas had been cleared in the past for farming activities. The planting of seedlings to generate productive forests and wildlife habitat as well as developing operations utilizing sawmill by-products will result in much needed improvements to activities of the past.

Hazard mitigation

Hazard mitigation is any sustained action taken to reduce or eliminate the long – term risk to human life and property from hazards. Mitigation activities may be implemented prior to, during, or after an incident. However, it has been demonstrated that hazard mitigation is most effective when based on an inclusive, comprehensive, long – term plan that is developed before a disaster occurs.

Section 322 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Disaster Mitigation Act of 2000 provided for States, Tribes, and local governments to undertake a risk – based approach to reducing risks to natural hazards through mitigation planning. The National Flood Insurance Act of 1968, as amended, reinforced the need and requirement for mitigation plans, linking flood mitigation assistance programs to State, Tribal, and Local Mitigation Plans.

The Federal Emergency Management Agency (FEMA) has implemented the various hazard mitigation planning provisions through regulations.

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The completion of these plans allows for jurisdictions to apply for Mitigation Grant Programs. FEMA's Mitigation Grant Programs provide funding for eligible mitigation activities that reduce losses and protect life and property from future disaster damages. Currently, FEMA administers the Hazard Mitigation Grant Program, the Flood Mitigation Assistance Program, the Pre – Disaster Mitigation Program, the Repetitive Flood Claims Program, and the Severe Repetitive Loss Program.

Hazard Mitigation Grant Program funds are available following a Presidential disaster declaration. Eligible applicants include States, local governments, Indian Tribal governments, and some private non – profit organizations. Communities may also apply on behalf of affected individuals and businesses but all funds must be used to reduce or eliminate losses from future disasters.

Grant applications must be submitted to the state and then the applications are sent to the federal level for FEMA to conduct the final eligibility review to ensure that all projects are compliant with their regulations.

Economic Growth Centers

The future economic growth of the Northeast Missouri Region will likely be based upon four integral levels of community development. These levels include: 1) primary activity centers; 2) secondary activity centers; 3) tertiary activity centers and 4) support activity centers.

Development in the Region on this basis creates a general catalog of individual communities within the overall economic development pattern. The present distribution, composition and relative size of the communities exhibit this pattern currently.

Economic activity centers are the focal points for economic development and the creation of employment opportunities. They must be large enough to attract job generation activities and be geographically and economically related to the Region so that their economic growth will contribute significantly to the regional alleviation of distress.

Primary activity centers should 1) be located in an area accessible to the highway network and within commuting distance of the distressed development areas, 2) have medical facilities (hospital), 3) financial establishments (lending and saving), 4) be in close proximity to a hard surface runway airport, 5) contain educational facilities (university, college or vo-tech) and 6) include service facilities (governmental and retail trade).

The Region presently has three activity centers which exhibit five of the selected attributes for primary activity center designation. They are the Cities of Canton, Kirksville and Memphis.

The City of Canton is home to Culver-Stockton College, several financial institutions and numerous service facilities. The Lewis County Regional Airport located 10 miles West of Canton will provide unique air accessibility in all directions.

The City of Kirksville is home to Truman State University, Kirksville College of Osteopathic Medicine, Northeast Regional Medical Center, Kirksville vocational technical school, several financial institutions and numerous service facilities. The recently expanded Kirksville Regional Airport located 5 miles South of Kirksville offers exceptional air accessibility, including commuter service to St. Louis, for the Region.

The City of Memphis is home to Scotland County Memorial Hospital, several financial institutions and numerous service facilities. The expanded Memphis Memorial Airport located 3 miles West of Memphis offer extraordinary air accessibility.

While these activity centers serve as the primary activity centers for the Region, they also function as the focus for economic activity within their respective Counties of Lewis, Adair and Scotland as well as the adjoining counties of Clark, Knox and Schuyler.

Secondary activity centers not only serve as important regional centers but also as impressive service centers within their respective counties. The Cities of Edina, Kahoka, LaBelle, LaGrange, Lancaster, Monticello and Queen City serve a significant and substantial role in the support of primary activity centers.

Tertiary activity centers are communities with populations between 700 and 300. The Cities of Novinger, Ewing, Lewistown, Greentop, Wayland, Downing, Wyaconda, Alexandria and Brashear assume major roles in the future development of Northeast Missouri.

Support Activity centers includes all communities below 300 populations. Their contribution to the regional economy is essential and noteworthy for the solution of regional problems and deficiencies.

Future regional development based on these centers of activity will create a stronger economic region and better enable the area to provide those services and facilities necessary to support its population.

Economic Activity Centers

<u>County</u>	<u>Economic Center</u>	<u>Type</u>	<u>2010 Population</u>
Adair	Kirksville	Primary	17505
Lewis	Canton	Primary	2377
Scotland	Memphis	Primary	1822
Clark	Kahoka	Secondary	2078
Knox	Edina	Secondary	1176
Lewis	La Grange	Secondary	931
Schuyler	Lancaster	Secondary	728
Lewis	La Belle	Secondary	660
Schuyler	Queen City	Secondary	598
Adair	Novinger	Tertiary	456
Lewis	Ewing	Tertiary	456
Lewis	Lewistown	Tertiary	534
Schuyler	Greentop	Tertiary	442
Clark	Wayland	Tertiary	533
Schuyler	Downing	Tertiary	335
Clark	Wyaconda	Tertiary	227
Clark	Alexandria	Tertiary	159
Adair	Brashear	Tertiary	273
Knox	Knox City	Support	216
Knox	Hurdland	Support	163
Schuyler	Glenwood	Support	196
Knox	Baring	Support	132
Knox	Novelty	Support	139
Clark	Revere	Support	79
Scotland	Gorin	Support	91
Scotland	Rutledge	Support	109
Lewis	Monticello	Support	98
Adair	Gibbs	Support	107
Knox	Newark	Support	94
Adair	Millard	Support	89
Clark	Luray	Support	99
Scotland	Granger	Support	34
Scotland	Arbela	Support	41

Goals and Objectives

As part of the process of developing a new economic development strategy appropriate to the Region, the Commission has chosen to review the overall goals upon which its earlier plan was based and to assess possible alternative goals. The goals, as stated in the 1992 Overall Economic Development Program, were:

- I. Reduce unemployment by developing more jobs through economic development.
- II. Reduce out migration through creating a more diversified manufacturing base. This diversification would also provide employment for members of farming families during slow agricultural period.
- III. Expand farming and agribusiness by more effectively using natural resources.
- IV. Improve community services as a base for a quality living environment and for attracting business and industry regarding:
 - a. Standard Quality Housing
 - b. Health Care Services and Facilities
 - c. Sanitary Sewer and Water
 - d. Quality Transportation System
 - e. Improve and Increase Recreation Facilities
- V. Prepare conservation (best use) ideas and action for the regional natural resources and scenic areas
- VI. Continuing research, initiating of studies, identifying assistance programs and coordinating improvements is a major part of the development program.

As a part of its planning progress, the Commission discussed with representatives of both the private and public sectors the revision of its plan, to take better advantage of change in order to advance the economic wellbeing of the Region's people. During these discussions, great emphasis was placed on the formulation of appropriate goals and objectives upon which to base the Commission's policy and programs during the next few years. During these discussions the following distinctions between the term goal and objective as used in public planning were observed:

Goal

A public goal is a general need or desire which is commonly accepted by the people of a community or region and agreed upon by some plurality of official majority. A public goal is broad, immeasurable and often intangible. A goal may have meaning for an indefinite period of time. A goal is a need or desire toward which one or more objectives lead and toward which one or more specific programs or actions are directed.

Objective

A public objective is a specific need or desire agreed upon by some official majority, in this case, a majority of the members of the CEDS Committee and Regional Planning commission. An objective is measurable, achievable and has meaning only for some specified period of time. Efforts to achieve an objective are ultimately directed toward the fulfillment of one or more goals.

Commission Goals

The ultimate and broadest goal of development is to improve the quality of life. Improving the quality of life is too broad a concept to distinguish from involvement by forms of government and private activity. More specific statements of goals are required so that the people of the Region can focus on what they hope to accomplish through the process of economic development.

Discussion of a more specific goal statement with various groups from throughout the Region has shown that there is actually widespread concern for a number of aspects of regional development. The Commission has adopted the following seven distinct but interrelated goals.

1. To raise the income of the people in the Region
2. To provide job opportunities for the unemployed and the underemployed in the Region
3. To enhance the skill level of the labor force within the Region
4. To provide adequate community services and facilities to maintain and strengthen the viability of the Region's economy
5. To increase regional efficiencies in the use of our natural resources and energy as well as to promote new, expanded and alternative uses

6. To protect the environment from unreasonable and irresponsible damage and to improve the environment where there has been such damage in the past
7. To stop out migration from the Region
8. To establish a revolving loan fund

During the development of these goals, many opinions were expressed concerning each one. These are briefly summarized as follows:

Income Improvement

In regard to income, most people felt that it was important to keep the Commission's activities focused on raising the per capita personal income in the Region.

Job Opportunities

There was considerable agreement with the proposition that although jobs are related to income, the need to provide job opportunities for the unemployed and underemployed was important enough to merit specific mention as a regional goal. It was recognized that not all parts of the Region might be able to provide sufficient job opportunities for reasons having to do with particular local constraints. It was also recognized that it is necessary to provide opportunities for farm families to supplement their income.

Human Resource Development

Although it can be argued that skills training is simply a method by which the Region can improve its income and job potential, the prevailing opinion is that good skills training is necessary since it increases the individual's ability to be self-reliant and productive.

Community Development

Just as skills training enhance the strength of the Region's labor force, so does the provision of good community facilities and services under gird the Region's economy. Like skills training, good community facilities and services are important goals in themselves, because they improve the quality of life for people who live in the communities.

Natural Resources and Energy

There was widespread agreement that the Commission should be concerned with energy, solid waste and natural resources in general. It was generally agreed that emphasis

should be placed on efficient use of all natural resources, reduction of solid waste and the provision of energy through the development of alternative sources.

Environmental Protection

The people of the Region, which is noted for its beautiful stands of timber, open grass lands, waters and clean air, recognize the interrelationship between development and environment. They realize that protection and improvement of the environment must go hand-in-hand with development. In all Commission supported projects, concern for protection of the environment should be a factor.

Population

Many people throughout the Region recognize that uneven distributions of population and out migration throughout the Region is detrimental to healthy regional development. Some parts of the Region suffer from sparse population and an inability to sustain needed community services.

Revolving Loan Fund

The availability of funds to loan for small business expansions or development is limited. The existing Northeast Missouri Revolving Loan Fund would benefit significantly more businesses and create additional job opportunities if the present funding level was increased by the injection of additional money provided by public agencies or private donations.

Commission Objectives

To aid in formulating a program to achieve its eight general goals, the Commission has adopted the following specific regional objectives:

1. Income Improvement
 - A. To increase personal income so that the per capita personal income of the total six county region is raised to 90% of the state per capita income.
2. Employment Development
 - A. To help create additional new jobs above and beyond those that will be created with projected regional growth.
 - B. To achieve a distribution of new job opportunities so that the unemployment rate is no more than the state rate in any of our counties.

3. Human Resource Development
 - A. Educational objectives to be developed are an additional Vo-tech school and junior college.
 - B. Health objectives are to preserve our clinics and hospitals, to disperse health providers throughout the Region and promote alternative health care.

4. Community Development
 - A. To reassess the adequacy of community services and facilities throughout the Region.
 - B. To identify sources of funding and attain funds for the provision of community services and facilities within the Region.

5. Environment
 - A. To consider the environmental impact of all projects in the Region and to protect and enhance the environment.
 - B. To update and implement a Solid Waste Management Plan.
 - C. Update Hazard Mitigation Plans every 5 years.

6. Natural Resources and Energy
 - A. To develop, in each county, energy resources and consumption data by activity and geographic location.
 - B. To assess alternative sources of energy in the Region for use in electrical generation, industrial production, agricultural production, home heating and transportation.
 - C. To establish, in cooperation with private firms and public agencies, significant demonstration projects of alternative sources of energy at widespread locations throughout the Region.

7. Population
 - A. To assess the impact of current and projected migration on the regional economy.
 - B. To ascertain desirable regional population settlement patterns in light of individual community goals, resources and growth areas statistics.

8. Revolving Loan Fund
 - A. To consider the acquisition of additional funds necessary to expand existing program.

While there was general agreement on broad goals, there was considerable discussion as to specific measurable objectives, which the Commission should adopt. Only those for which there was broad consensus are included in this strategy.

The goals and objectives described in this section provide the basis on which the Commission has developed its strategy.

Strategy

The Commission's approach to a general strategy for the development of the Region stems directly from its goals and objectives. Where the objectives are specific, the commission's strategy can also be specific. Where objectives are more difficult to quantify at this time, the Commission's strategy is to concentrate on information gathering, planning, technical assistance and demonstration projects.

In working to accomplish its goals and objectives, the Commission will work with a variety of organizations throughout the Region. It will work closely with the cities, counties and special districts to propose, analyze and develop public works projects and technical assistance programs. It will also consult with and cooperate with numerous other groups such as state and local economic development organizations, rotary clubs and chambers of commerce. The Commission will also cooperate with various federal departments and agencies to insure coordination of developmental activities within the region. We will also work closely with the private sector to attract and retain jobs.

Types of Investments

The Commission will be interested in assisting localities in creating all types of jobs, including industrial, commercial service and home based. In as much as possible, it will continue to emphasize the creation of jobs in nonpolluting manufacturing industries and services, strategically located throughout the region.

Accordingly, the Commission's major strategic thrust for economic development will be directed toward measures which will lead to the establishment or retainage of additional manufacturing jobs. There are four aspects to this strategic thrust:

1. Encouragement of existing industries to stay in the Region and expand.
2. Encouragement of industries not now in the Region to locate new expansion of plants in the Region.
3. Development of new industrial activities based upon the Region's mineral, timber, agricultural and human resources.
4. Fully support and promote a revolving loan fund, which can be utilized by small businesses.

As a second priority, the Commission will continue to support projects for the development of non-manufacturing, resource based businesses, such as agriculture, aquaculture, tourism and forestry.

In carrying out these priorities, the Commission will advocate and support the following types of investments:

1. **Transportation** - As a producer of agricultural, aquaculture and timber commodities, as an increasingly important producer of manufactured goods and as a growing destination point for tourists, the Region is dependent upon its water, rail, highway and air transportation network. Many important parts of the Region lack good highway access and rail service has recently declined. If the Commission is to achieve its goals, it must advocate and seek to develop new highway routes to serve the Region that presently lacks adequate highway access. It must take steps to prevent further decline of railroad freight service, particularly to the smaller activity centers. It must provide for port development on the Mississippi River, and it must have a good air transportation system to serve its primary activity centers.
2. **Energy** - The Region must become more energy efficient. Replacements must be found for liquid petroleum, gasoline, diesel fuel and natural gas as major fuels. Replacements must also be found for natural gas in farm, home and industrial use. The Region must take advantage of new methods for using old energy sources such as solar energy and wind energy. Alternative, renewable energy sources such as ethanol and soybean oil will become increasingly available. While the Region has some reserves of coal, the cost of production and high sulfur contents detract from widespread use of it. Ways to utilize this resource need to be researched. While the Commission cannot replace national agencies dealing with energy research and development, it will use its resources to help locate demonstration and feasibility projects in the Region and to encourage governments, businesses, farmers and other individuals to learn more about conserving existing energy and utilizing alternative energy sources.
3. **Human Resources** -An educated labor force that has both managerial and technical skills is required for economic development. The Commission's strategy calls for continuing investments in good general education, junior colleges and vocational technical educational facilities. Since a healthy population is also important to economic development, the Commission will also provide assistance to local communities in the preservation of hospitals and health clinics and for the monitoring of the health status of the people.
4. **Industrial Sites** -Experience has shown that industry will locate where there is access to markets, and available labor force and practical industrial sites. The Commission will give high priority to helping local communities develop good industrial sites as an attraction for industry.
5. **Resource Utilization** - The Region has abundant resources in its agricultural land, its forest and its water areas. Wise use of these resources will require knowledge as well as investments in their development. The Commission will continue to support and promote projects concerned with more effective and efficient use of

the Region's natural resources. Particular emphasis will be given to further development of the agricultural capabilities of the Region.

6. Community Services - Good community services are necessary and an integral part of the Commission's objectives. Such services are also essential to economic development. Continuing investments in improved community services are an important aspect of the Commission's strategy. Such community services will include water and sewer services, access roads to sites and facilities, and recreational facilities.
7. Environment - Since preservation and restoration of the environment is one of the regional goals, the Commission will give its support of studies that will enable local governments to understand better how to protect the environment without blocking needed development and promote solid waste management.
8. Effective Government - Effective and efficient governments at all levels - local, county, state and federal are essential to sound economic growth. The Commission's strategy includes helping local governments pull together to become effective contributors to regional economic development.
9. Cultural Strengthening - The Region's culture is important to economic development. An important aspect of the Commission's strategy is to continuously examine them, to evaluate their influence on regional developmental programs and to act to encourage utilization of them where needed and appropriate.

The above are areas in which investments need to be made in order to achieve the Commission's objectives, not all of the necessary investments can be made by the Commission. Most will of necessity be made by government, principally by the State and Federal governments.

Therefore, the Commission's strategy breaks down into three types of Commission actions that will be utilized to accomplish its objectives.

These are:

1. Providing Information and Knowledge - The Commission will undertake technical assistance, planning and demonstration projects to provide information and knowledge about resources, energy, environmental problems, investment opportunities, project feasibility, investment needs and governmental services. The Commission will also promote greater exchange of information and research findings among its member governments.
2. Advocacy - The Commission will serve as an advocate on behalf of the Region to call attention to investment needs and opportunities. It will also help to focus attention on problems that are impeding the Region's progress. It will also promote the Region as a location for business and industry.
3. Obtaining Funds - The Commission will assist in obtaining funds for public facilities, for industrial sites and community services. Investments in education will come under other auspices for the most part, although the Commission will continue to give priority to vocational-technical education facilities, as an important part of its economic development strategy. The Commission's technical assistance will be provided to support information gathering, feasibility studies, planning, studies related to more effective resource and energy utilization and projects

aimed at fostering more effective public/private contributions to economic development and environmental protection.

Location of Investments

It is clear that there are not enough resources to do all of these things everywhere throughout the Region. Thus, the Commission also needs a strategy for determining where it will advocate and support the investments of scarce financial resources.

After evaluating alternative strategies for the location of its investments, the Commission has rejected some outright and selected aspects of others to form its own strategy.

Since there are limited funds available, the Commission must choose a strategy that makes the most effective use of those funds to accomplish Commission objectives. A first-come, first-served strategy might easily *lead* to a dissipation of limited funds without an appreciable influence on the attainment of Commission objectives. Therefore, this alternative has been rejected.

The Commission has also had to face the fact that it must concentrate investments on relatively small segments of the Commission's area and population. Otherwise, its effects would be greatly dissipated. Accordingly, the Commission has rejected a strategy of trying to equalize the allocation of its funds.

The Commission has adopted a locational strategy that combines elements of the worst first, growth center and service area approaches.

The Commission recognized its obligation to channel assistance to those areas that most need help. It is also aware of the importance of making investments in areas where those investments will have the greatest effect. It will seek to give priority to projects that will have the greatest impact on communities that have the greatest need and it will seek to channel its investments into areas having the greatest potential for growth.

Economic activity centers have been designated according to criteria established by the State and the Economic Development Administration. The following criteria has been considered in determining whether a community has been designated as an activity center:

1. The existence of strong leadership and initiative for undertaking economic development.

2. The ability of the center to serve the employment, training and service needs of its population and that of the surrounding area.
3. The accessibility of the center to the surrounding area and to other regional centers and markets.
4. The extent of development of medical, financial, higher educational and service facilities.

The Commission's strategy seeks to concentrate public investments in economic activity centers for public facilities, industrial sites, access roads, vocational-technical schools, airports and housing. It will also assist people living in the surrounding service areas who need help in securing housing, water, sewer and other community services.

In summary, the Commission has adopted a locational strategy which gives priority to projects which have the greatest need for economic development assistance. Regional areas selected for investment priority will be developed according to criteria established by the funding agency.

Implementation

To effectively transform its strategy into action, the Commission has determined to channel its efforts in specified program areas. It has assigned priorities to these program areas and determined the necessary level of financial commitment necessary to achieve its goals and objectives. It is also committing itself to an ongoing planning process in order to adjust its programming priorities to changing needs within the Region. The nine program areas may be described as follow:

Program Areas

Employment Development

This program category includes direct job generating projects for industrial and commercial enterprises. It includes Commission activities embracing Northeast Missouri Regional Marketing Program, the Northeast Missouri Micro Enterprise Loan Program, grants for the development of industrial sites or the establishment and improvement of community facilities needed for employment generating activities. It also includes technical assistance for feasibility studies, promotion and other activities related to the development of new jobs for the Region. Related demonstration programs will also be sponsored by the Commission.

Human Resources Development

This program category includes Commission support and promotion for vocational-technical facilities, junior colleges and for health facilities. It also includes technical assistance for the planning studies necessary to develop better facilities and programs. Demonstration programs to develop new and better ways of delivering work force development and vocational education programs, particularly to unskilled worker, handicapped or to those entering the labor market for the first time, will be undertaken with Commission support. Demonstrations will be made of improved methods of delivering health care services and promoting public health.

Transportation Development

This program category includes Commission support for improved roads, airport expansions, rail sidings and river port facilities. The Commission and transportation Advisory Committee, will work closely with state transportation agencies in planning for developmental transportation facilities and will seek to serve as an advocate for the consideration of the developmental aspects of transportation networks when transportation planning is undertaken by the agencies which carry on traditional transportation programs.

Natural Resources, Environmental Enhancement, and Energy Development

This program category involves technical assistance and perhaps demonstration projects, in conjunction with the Northeast Missouri Solid Waste Management District, to permit studies of natural resources availability or improved methods of utilization for regional development. Forest, solid waste, land, water and mineral resources are included in this category. Commission activities to protect and enhance the Region's natural environment are also included in the program area. Much of this effort is envisioned to concentrate upon technical assistance to permit the localities to learn more about the Region's energy resources, its energy needs, the relationship of energy utilization to conservation regarding regional employment problems, alternative energy sources, better utilization of existing energy in the Region and subsequent demonstration projects.

Community Development

This program category includes attainment of funding for necessary community facilities and services, particularly water and sewer systems. The need for such facilities is significant in many parts of the Region and their lack is an important barrier to regional development.

Cultural Development and Government Services

This program category includes planning and technical assistance to help strengthen and develop the culture in the Region which is important to regional development. Assistance is provided to local governments, local planning and development groups, as appropriate, in accordance with funding capabilities of the Commission.

Agricultural Development

This program category includes technical assistance and demonstration projects that may enable some of the Region's many farmers, particularly smaller farmers, learn more about alternative crops, improved distribution systems and other opportunities for improving farm income.

Recreation and Tourism Development

This program category includes development of publicly owned recreation and tourism facilities and technical assistance for studies of tourism opportunities. It also provides support for regional travel promotion and for experimental projects designed to increase the Region's share of the national travel market.

Regional Analysis and Planning

This program area includes the continuing planning for regional investments, the revision of the Comprehensive Economic Development Strategy, monitoring of resources, the performance of the regional economy and broad based technical

assistance projects of regional scope or application. It also includes the Commission support of its member governments development planning which is an important part of the regional development planning process.

Priorities

The Commission has established an initial priority rating for proposed projects, but it recognized that this priority rating may change as developments unfold.

Two Year Development Strategy and Implementation Plan

In order to implement our two year work program we rated specific projects on the basis of the impact they would have on economic development in the community and the Region and established a two year priority list for those projects. All project that were deemed necessary for the development of the Region were rated and assigned points according to the following criteria:

Would create new or save existing permanent jobs	0 to 25 Points
Would enhance the capability for attracting jobs	0 to 20 Points
Funding becomes available for carrying out projects	
within one year	20 Points
within two years	15 Points
Number of people directly benefiting from project	0 to 10 Points
Would help in the diversification of the economy	0 to 10 Points
Impact on the tax base (assessed value) in the Region	0 to 5 Points
Impact on the environment of the Region	0 to 5 points
Impact on community facilities and services	0 to 5 Points

Job and income generating projects will have first priority for the Commission and are allocated the largest number of priority points.

Potential projects with funds available for the first year implementation plan received additional priority points and those that could be funded within two years were selected for the second year of our implementation program. Priorities could change with the availability of funds.

The impacts to the environment and on community facilities have been taken into consideration whether they will represent a positive or portray a negative impact. The number of people benefiting and the influence to the personal and real estate assessed valuation of the Region were also considered.

Projects: First Year Implementation Plan

<u>Project Infrastructure:</u>	<u>Cost Estimate</u>	<u>Funding Source</u>	<u>Estimated Date</u>
Novinger Demolition	153,140	Local, DED	2014
Downing Demolition	105,960	Local, DED	2014

Projects: Second Year Implementation Plan

<u>Project Infrastructure:</u>	<u>Cost Estimate</u>	<u>Funding Source</u>	<u>Estimated Date</u>
Memphis Demolition	83,425	Local, DED	2015
Kahoka Demolition	133,250	Local, DED	2015
Wyaconda Demolition	152,500	Local, DED	2015
Clark County Bridges	TBD	Local, DED	2015
Lewis County Bridges	TBD	Local, DED	2015
Schuyler County Bridges	TBD	Local, DED	2015

The Planning Process

The Commission recognizes that planning is a process which must be established on a continuing basis if it is going to be effective. Accordingly, the preparation of this document is really only one distinct aspect of the regional planning process.

This plan may be considered as an important step in the planning process, because it becomes a guide for continuous planning and a benchmark against which progress can be measured. It is important, for all concerned with regional economic development, to recognize that regional planning must take into account changes which are likely to occur in the future, as well as, changes that may require adjustments in the plan to compensate for the unforeseen.

In order to make sure this is a continuing process, the Commission is taking the following steps:

Establishment of Committees

The Commission has already established committees on energy, infrastructure, transportation, tourism, agriculture, human resources, natural resources, financial resources and business/industry. These are made up of representatives of government, business/industry and citizens who have special knowledge to contribute to the Commission's understanding of these subjects. Through meetings of these groups, the

Commission is advised of changes in their fields of expertise, as well as, of opportunities for the Commission to make investments or establish programs which will further the development of the Region.

Liaison with the Private Sector

One of the important aspects of the process by which this plan was prepared was the liaison which was established with representatives of the private sector. Despite the importance of government, the private sector has perhaps the most important role to play in regional development. It is the intention of the Northeast Missouri Regional Planning Commission to establish continuing communication with representatives of the private sector, who will be asked not only to serve on the various committees, but who will also be given opportunities to comment on and make contributions to various Commission programs and planning projects.

The working relationship in a planning process should continue. As stated above, the planning process does not end with the publication of this document. Goals, objectives, strategies and priorities need to be examined and reexamined. The committees will make important contributions to the reexamination process.

Subject Area Planning

The preparation of a comprehensive plan or strategy for the Northeast Missouri Regional Planning Commission does not complete the planning which ought to be done as a part of the continuing planning process. There are other specific subject area plans which require attention. Other program categories that may require regional plans in the years ahead include infrastructure development, energy development, tourism development, transportation development and solid waste development.

It should also be noted that certain of the objectives in this plan require information gathering and analysis as a prelude to the establishment of specific program objectives. For example, in infrastructure development it is necessary to gather data on standards and the adequacy of existing community facilities. Similar studies are necessary to refine and make more specific objectives for each of the individual plan elements.

Program Evaluation

One of the most important aspects of the continuing planning process is program evaluation. Decision makers must be provided with a continuing flow of information on the extent to which the projects promoted by the Commission are actually contributing to the Commission's objectives. To that end, the Commission will examine projects to make clear and specific statements on how they can be expected to contribute to the accomplishment of the Commission's objectives. With this information in hand, Commission staff can evaluate the various projects and determine whether or not they are accomplishing the objectives of the Commission.

Where projects are particularly successful, such information will be valuable to the Commission and to others throughout the Region. It will be equally important for the commission to know when projects are unsuccessful and what can be done to minimize such occurrences in the future.

It should be stressed, however, that project evaluation is more than just a device for checking up on unsuccessful projects or on gathering data for the Commission to use in justifying its requests for funds. Project evaluation should also provide the raw data for Commission reexamination of its goals, objectives and priorities, and then amending this strategy in the light of such reassessment.

Project Development

The Commission will continue to rely on local initiative for the organization of projects requiring supplemental or basic grants. Technical assistance will be provided, as appropriate, to assist local communities in bringing potential projects to the point where enough information is available to determine whether or not the projects are feasible.

In implementing this plan, the Commission will endeavor to place the highest priority of projects and programs which have the characteristics set forth in the goals and objectives of this plan.

Coordination with Other Agencies

The Commission will continue its close coordination with other agencies, not only those which have grant-in-aid programs, but also those which have loan funds which can be invested in the Region. Thus, there will be close and continuing cooperation at all levels with the Department of Labor, Economic Development Administration, Small Business Administration, USDA- Rural Development, Environmental Protection Agency, Department Housing and Urban Development, Department of Health and Human Services and all state agencies.

Future Development Program

This program is aimed at resolving economic deficiencies on a ten to twenty year schedule. Due to its flexibility and to unforeseen economic developments, actions may be taken apart from the activities and priorities listed herein.

Just as was the case with the Two Year Program, the Future Development Projects are listed by priority. Many of the ideas presented will most certainly be multiyear concerns and not necessarily completed in the year they were initiated.

Industrial and Commercial Development

- I. Increase family incomes by creating more job opportunities.
 - i. Aid the expansion of existing manufacturing firms by working closely with local Industrial Development Groups, the Missouri Department of Economic Development and the Economic Development Administration.
 - ii. Attract new manufactures or small home based businesses to the Region.
 - iii. Support employment training in the services sector of the economy.
- II. Continue to improve business locations and industrial parcels.
 - i. Continue industrial site evaluations.
 - ii. Lend staff expertise in the financing of facilities through both state and local financial sources.
 - iii. Research and advise on the creation of regional industrial parks by offering specialized assistance to businesses locating within the Region.
 - iv. Improve water and sewer facilities, electric and gas utilities and access roads on industrial parcels.
- III. Advise and redevelop strategies for economic development as trends change direction.
 - i. Continue to assist industries by contacting interested firms, learning of their needs and planning for the future.
 - ii. Continue development and implementation of a revolving loan fund.
- IV. Assist communities, as an ongoing project, on their developmental needs.
 - i. Assistance will be given to all participating local governments on development programs and opportunities for attracting and retaining businesses and industries.
 - ii. Continue to encourage all communities to participate in the "Community Betterment" and "All Missouri Certified Cities" programs.

Agribusiness

- I. Continue to expand farming and related businesses because agriculture will probably continue to be the economic base of the Region.
 - i. Assist communities in developing agri-oriented facilities and services.
 - ii. Continue to contact research firms, encourage new aquaculture and agricultural products and seek associated producers.
 - iii. Continue to protect and conserve valuable agricultural and timber lands from encroachment. A major key in farming expansion is not only geared toward increased yields but additional productive land.
 - iv. Examine the potential for agri-energy production facilities and use of ag produced fuel for all purposes.

Infrastructure

- I. Continue substantial efforts toward providing good housing to the Region's residents.
 - i. Aid the elderly and low income in their efforts to obtain safe and healthy housing by rehabilitating existing substandard housing and providing newly constructed units.
 - ii. Coordinate a housing program designed to improve local housing conditions by the demolition of abandoned and dilapidated structures and subsequent construction of new units in their location.
- II. Improve health care and medical system throughout the Region.
 - i. Strive for a more equitable distribution of health services and a more effective delivery system by making facilities readily available to commercial, industrial and residential sectors.
 - ii. Search out funding agencies to support public works construction.
- III. Continue to improve the district transportation system in a multimode fashion.
 - i. Highways which are the most frequently used need to continue maintenance of surface, shoulder, bridges and safety features.
 - ii. Air travel and transport will become a larger part of the transportation network. Reassess the need for airport improvements (landing surfaces, hangars, tie downs, safety features and lighting) and facilities, especially freight transport.
 - iii. Assess the role of rail in an economic sense. Try to keep remaining rail service in the Region. With increased productivity, better freight service may be needed.
 - iv. Contact shuttle bus companies and taxis to urge them to maintain their services and possible expansions.
 - v. Develop method to reduce injury and death on all modes of transportation.
- IV. Continue to inventory and plan development of needed recreation and tourist programs within the Region.
 - i. Work with participating communities in developing new recreational facilities.
 - ii. Continue to aid private landowner and farmers in converting their lands into recreation areas.

- iii. Enhance the Regional Tourist Program and develop the tourist circuit to promote its attractiveness.
- iv. Promote the Region as a tourist vacation and convention site.

Natural Resources and Environment

- I. Protect and conserve the Region's natural resources and scenic areas.
 - i. High value farming land and timber should be used wisely. Develop plans aimed at these ends and determine agricultural needs.
 - ii. Create awareness among the Region's population in reducing pollution and continued implementation a solid waste management plan.
 - iii. Attempt to resolve environmental complexities, special land use problems and water supply deficiencies.

Management and Research

- I. Continue comprehensive planning efforts for all local governments.
 - i. Continue developing strategies for improving planning measures by providing updates and evaluation services.
 - ii. All development projects and programs must be made known to planning staff through the project review system.
 - iii. Continue to provide for evaluation and updating of the Region's economic development efforts through the preparation of the annual report.
 - iv. Support and aid other planning and coordinating agencies for economically developing Northeast Missouri.

Energy

- I. Continue research into alternative energy sources that can be derived within the Region.
- II. Promote energy conservation and recycling of waste products.

Summary Statement and Conclusion

The Comprehensive Economic Development Strategy (CEDS) has been prepared and presented in as much detail as possible with the resources at hand.

It has been shown that Northeast Missouri exhibits the potential for stability with a continuing regional population. Several sectors of the economy do lag behind other segments and some have seen their demise. This may have made way for the realization of some long existing economic problems and the establishment of much needed programs.

Northeast Missouri continues to experience progressive attitudes and cooperative efforts. We anticipate economic progress in the next five to ten years will outweigh that which has occurred in the last ten. Progress and cooperation has been exemplified in the organization of the Northeast Missouri Regional Planning Commission and in the work involved by residents toward the economic development programs and strategies.

Of necessity, the CEDS must be flexible to meet unanticipated needs that may arise. This strategy represents the proposed programs for economic development to meet the needs of the Region as seen at this time.

A special thanks goes out to the members of the Economic Development Committee for their time and effort in providing input and the reviewing of this document.

In conclusion, we thank the Economic Development Administration for its funding and continued assistance in the development of the northeast Missouri economy. Without their continued assistance, these strategies would have been difficult to prepare.

Population for Northeast Missouri Region – Counties and Municipalities

<u>County</u>	<u>2010 Population</u>	<u>2000 Population</u>	<u>Total Change</u>	<u>Change 2000- 2010</u>
Adair	25607	24977	630	2.52%
Clark	7139	7416	-277	-3.74%
Knox	4131	4361	-230	-5.27%
Lewis	10211	10494	-283	-2.70%
Schuyler	4431	4170	261	6.26%
Scotland	4843	4983	-140	-2.81%
Region Total	56362	56401	-39	-0.07%
Luray	99	102	-3	-2.94%
Lewistown	534	595	-61	-10.25%
Newark	94	100	-6	-6%
Monticello	98	126	-28	-22.22%
Hurdland	163	239	-76	-31.80%
Gibbs	107	100	7	7%
Downing	335	396	-61	-15.40%
South Gorin	91	143	-52	-36.36%
Millard	89	75	14	18.67%
Glenwood	196	203	-7	-3.45%
Kahoka	2078	2241	-163	-7.27%
Wayland	533	425	108	25.41%
Greentop	442	427	15	3.51%
Ewing	456	464	-8	-1.72%
Arbela	41	40	1	2.50%
Kirksville	17505	16988	517	3.04%
Novinger	456	534	-78	-14.61%
Memphis	1822	2061	-239	-11.60%
Canton	2377	2557	-180	-7.04%
Rutledge	109	103	6	5.83%
Edina	1176	1233	-57	-4.62%
Lancaster	728	737	-9	-1.22%
Revere	79	121	-42	-34.71%

La Grange	931	1000	-69	-6.90%
Queen City	598	638	-40	-6.27%
La Belle	660	669	-9	-1.35%
Wyaconda	227	310	-83	-26.77%
Brashear	273	280	-7	-2.50%
Baring	132	159	-27	16.98%
Knox City	216	223	-7	-3.14%
Novelty	139	119	20	16.81%
Granger	34	44	-10	-27.73%
Alexandria	159	166	-7	-4.22%

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