



A COOPERATIVE OF GOVERNMENTS

# Comprehensive Economic Development Strategy

2012-2017

FINAL



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## ***Executive Summary***

This Comprehensive Economic Development Strategy (CEDS) serves as Kaysinger Basin Regional Planning Commission's strategic plan for the next five years, beginning July 1, 2012. It will serve as the basis for monitoring and evaluating the region's long term economic goals and strategies and coordinate the economic development activities in the region. The CEDS process and document should be used as a tool for developing goals and strategies that will guide the economic growth of the region.

The CEDS fulfills the requirements of the Economic Development Administration (EDA) as Kaysinger Basin Regional Planning Commission (KBRPC) is designated as an Economic Development District (EDD). A CEDS must be approved by the EDA for counties and Communities to be eligible for EDA funding programs. Local community leaders, economic developers, schools, private business, etc. served as the CEDS Committee and with input from community surveys updated the goals, tasks, performance measures, schedule, and evaluation indicators for the region. The CEDS will assist in creating new partnerships in the region and strengthen existing partnerships while promoting change and quality of life improvements for residents.

Kaysinger Basing Regional Planning Commission (KBRPC) is the organization responsible for preparing and reporting program progress. KBRPC serves a seven county area in central Missouri, including Bates, Benton, Cedar, Henry, Hickory, St. Clair and Vernon Counties. Located in Henry County, the agency is centrally located in relationship to the cities, counties and nonprofit organizations it serves. KBRPC provides community, economic development and general technical assistance for the area. It also provides Brownfields Assessment Program, transportation planning and land use decision planning.

The region is primarily rural with vast agricultural land use. The wages throughout the region are lower than the national and state averages. The rural nature of the region has led young residents to leave in large numbers to pursue careers elsewhere. Many high school graduates in the area leave the region for higher education and end up living and working in larger metropolitan areas.

The overall economic conditions have not changed significantly in the past five years. The region is still driven by the tourism, agriculture and manufacturing sectors. The population continues to age, however, all counties within the region are experiencing population growth. Some of the larger issues facing the region are lack of skilled workforce, lack of available jobs and lack of available housing. There are several positive factors to build on in the future. They include the strong agricultural community, recreational opportunities and hard working people. This document strives to provide a strategy to address the weaknesses and build on the region's strengths to improve the overall regional economy and quality of life. The document is dynamic in nature and may change in the coming years based on the economic climate and feedback from stakeholders. Additions or modifications will be added to the appendix of this document on an annual basis.

# Overview

## Planning Organization

Kaysinger Basin Regional Planning Commission (KBRPC) was created in 1968 by Missouri Governor, Warren E. Hearnes. KBRPC is one of 19 Regional Planning Commissions which were established under chapter 251 RSMo. Within the Region lie seven counties and 50 incorporated cities. The 2010 census indicates a population of 112,950 which continues to grow. KBRPC is led by a 21 member Board of Directors. The bylaws state that each of the seven counties shall have three board member representation seats. In each county, one board member shall be appointed by the County Commission, one is to be appointed by the consensus of the Cities and one private representation to be appointed by KBRPC.

KBRPC is a membership supported organization of local governmental bodies in Bates, Benton, Cedar, Henry, Hickory, St. Clair and Vernon Counties in West Central Missouri. Located within these counties are 50 cities, towns and villages. KBRPC provides management and technical assistance to local government staff and elected officials to find solutions to common problems. This provides greater resources to local governments than they would be able to afford on their own. The sharing of resources and discussion of common concerns vastly improves the quality and consistency of solutions to local and regional problems.

KBRPC has been designated as an Economic Development District by the Economic Development Administration for over forty years. The organization continues to meet the requirements set forth by EDA to maintain the EDD status. Over the past two years, KBRPC has worked to develop a strong and effective Comprehensive Economic Development Strategy (CEDS). Numerous meetings have been held to obtain input from the Strategy Committee, as well as multiple community groups. Organizations such as the region's Senior Centers, Health Departments, Schools and Local Governments were provided with surveys for input into the region's past, present and future economic conditions. This entire document is a result of the efforts that have been put forth by KBRPC, the Strategy Committee and Citizens of the Region.

## EDD BOARD MEMBERSHIP ROSTER

### 1. GOVERNMENT REPRESENTATIVES (51-65%)

*Elected officials and/or employees of a general purpose unit of state, local or Indian tribal government who have been appointed to represent the government.*

Name	Government	Position
Mark Arbuthnot	City of Butler	City Administrator
Lori Williams	City of Adrian	City Administrator
Randy Pogue	City of Warsaw	Economic Development Director
Byron Hamilton	Cedar County	Commissioner
J. C. Owsley	Hickory County	Commissioner
Jim Fitts	City of Hermitage	Mayor
Gerald Williams	St. Clair County	Commissioner
Lila Foster	City of Osceola	City Clerk
Bonnie McCord	Vernon County	Presiding Commissioner
John Neuenschwander	City of Lowry City	Mayor

### 2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

**A. Private Sector Representatives:** *Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise. (At least one required)*

Name	Company / Enterprise	Position
Brad True	True Photography	Owner
Jim Talley	Talley Plumbing	Owner
Randy Pike	Long Pike Rentals	Owner
Natalie Scrivner	S & S Seeds	Owner

**B. Stakeholder Organization Representatives:** *Executive directors of chambers of commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups. (At least one required)*

Name	Organization	Position
Irv Jensen	Benton County Economic Development Corporation	Director
Lance Hutton	Workforce Development	Board Representative

### 3. AT-LARGE REPRESENTATIVES (0-14%)

*Other individuals who represent the principal economic interests of the region. (No minimum required)*

Name	Area of Interest	Background
Dick Fleming	Transportation Advisory Com	Retired Health Clinic Administrator

## CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	10	59%
2. Non- Government Representatives (35-49%)	6	35%
A. Private Sector Representatives (at least 1)	4	
B. Stakeholder Organization Representatives (at least 1)	2	
3. At-Large Representatives (0-14%)	1	6%
<b>Total Board Membership</b>	<b>17</b>	<b>100%</b>

There are currently four vacancies on the board.

## APPLICABLE REGULATIONS

13 CFR Part 304.2(c):

*The District Organization must demonstrate that its governing body is broadly representative of the principal economic interest of the Region, and, unless otherwise prohibited by applicable State or local law, must include at least one (1) Private Sector Representative and one (1) or more of the following: Executive Directors of Chambers of Commerce, or representatives of institutions of post- secondary education, workforce development groups or labor groups, all of which must comprise in the aggregate a minimum of thirty-five (35) percent of the District Organization's governing body. The governing body shall also have at least a simple majority of its membership who are elected officials and/or employees of a general purpose unit of State, local or Indian tribal government who have been appointed to represent the government. Upon the District Organization's showing of its inability to locate a Private Sector Representative to serve on its governing body following extensive due diligence, the Assistant Secretary may waive the Private Sector Representative requirement. The Assistant Secretary shall not delegate the authority to grant a waiver under this paragraph.*

## 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
Jim Oder	State Farm Insurance	Owner
Sandra Braithwait	Braithwait Farms	Owner
Don Koenig	Bank of Urbana	Vice President
Marley McLarran	Vinyl Village	Owner
Natalie Scrivner	S & S Seed	Co-Owner
Tom Stephenson	International Blends Coffee Company	Owner
Lora Anstine	Anstine Realty	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
Randy Pike	Bates County	County Commissioner
Christa Atchison	Clinton Economic Development	Executive Director
Lance Hutton	Workforce Development	Board Member
John Nuenswander	Local Government	Mayor
Irv Jensen	Economic Development/Elderly	Director / Senior
Dara Bigler	Clinton Site Coordinator	State Fair Community College

## CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	7	54%
Representatives of Other Economic Interests (no more than 49%)	6	46%
<b>Total Committee Membership</b>	<b>13</b>	<b>100%</b>

## APPLICABLE REGULATIONS:

13 CFR Part 303.6(a):

*The Planning Organization must appoint a Strategy Committee. The Strategy Committee must represent the main economic interests of the Region and must include Private Sector Representatives [as defined above] as a majority of its membership. In addition, the Planning Organization should ensure that the Strategy Committee includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.*

## **Community Development**

Community Development activities include transportation planning, grant writing, grant administration, comprehensive planning, city planning, codification, building inspections, flood assistance, and the provision of census data and other information related to the operation of city/county government. KBRPC prepares grant and loan applications on behalf of local governments and businesses in support of community and economic development and provides administration for awarded grants and loans. KBRPC has successfully procured millions of dollars for projects ranging from infrastructure improvements for water and sewer facilities to assisting with downtown revitalizations.

## **Economic Development**

Kaysinger Basin Regional Planning Commission serves as the Economic Development District for the region, through the Comprehensive Economic Development Strategy (CEDS). This helps to coordinate the economic development activities in the region and makes cities/counties eligible to receive EDA grant or loan funds. Staff provides assistance to local governments, development corporations, chambers of commerce, businesses, and individuals in the implementation of the CEDS. This program also helps to support applications for Community Development Block Grants and in various other economic development projects. These grants support business expansion, sewer water, industrial parks, and for potential direct loans to businesses for the purchase of land, buildings, and equipment.

The Kaysinger Basin Economic Development Committees in Bates, Benton, Cedar, Henry, Hickory, St. Clair and Vernon Counties work cooperatively in an effort to effectively market the viable economic assets of the region. This effort is working to build a stronger local and regional economy, which in turn strengthens the state economy. The main goals of this effort are job creation and increased tourism that will generate wealth to enrich the livability of the region. Kaysinger Basin also partners with businesses currently working in the region, as well as those considering relocation and/or expansion in the area to make sure they can succeed in the region.

KBRPC has also been a part of the Missouri Strategic Initiative for Economic Growth. This plan, created in 2010, has set detailed, concrete strategies and tactics to transform Missouri's economy for the 21st Century.

The **Final Report of the Strategic Initiative for Economic Growth** includes eight strategic objectives designed to provide effective and efficient tools to make Missouri's economy more competitive. Kaysinger Basin will work to implement the strategies and tactics outlined in the Final Report of the Strategic Initiative for Economic Growth, Missouri will be better positioned to create jobs and spark investment in these targeted clusters – and across our economy.

## **Transportation Planning**

Kaysinger Basin Regional Planning Commission is the transportation planning organization for the region as designated by the Missouri Department of Transportation. As the Transportation Advisory Committee (TAC) has come to be recognized as an ideal vehicle for addressing transportation planning issues that require a regional perspective. The TAC is responsible for establishing local projects and transportation planning activities. The TAC is made up of two members from each county, as well as Missouri Department of Transportation representation. The members are appointed by their home counties.

## **Background**

The Kaysinger Basin Region is well positioned to facilitate the growth of its economy and the lifestyle of its residents. The area is situated amid fertile farm ground, which helps supply key industries engaged in diverse enterprises ranging from agriculture to manufacturing. The region is crisscrossed with a network of highways and railways providing efficient distribution. The labor force in the region's communities is exemplified by a "can do" work ethic that derives naturally from a place with agrarian roots. Quality of life is prized here and people enjoy a balanced life resulting from the low cost of living, quality schools, safe neighborhoods and abundant outdoor recreation. This section will discuss the economic development condition of the region through these and other essential criteria that play a key role in the region's potential for success.

## **Economy**

The manner in which the region responds to the various conditions affecting the local and global economy will determine how successful it will ultimately be. The region is fortunate to have strong existing relationships between KBRPC, county economic development committees, County Commissioners and City Councils which has permitted many projects to progress with much success. These partnerships will continue to be essential to future economic development initiatives.

There are several factors that influence economic performance throughout the region. Being a predominantly rural area with an aging population often results in a resistance to change. Public education of new projects and issues is essential to gain support and make projects run smoothly with little opposition. Several of the county planning sessions identified resistance to investment and/or change as a barrier to overcome. Many residents do not see the positive effects of investing in streetscape projects or building speculative homes or buildings. Work still needs to be done to educate the public on the benefits of these investments.

Agriculture, manufacturing and tourism form the base of the region's economy. The region has been expanding its uses for agricultural commodities from the traditional uses of corn and soybeans. In time, the region will undoubtedly see additional uses for agriculturally based commodities. The manufacturing industry has been stable in recent years, but has not seen growth within the last decade. Tourism has seen marginal growth with the addition of Lucas Oil Speedway in Hickory County. However, many areas of the region have yet to use tourism to its full potential.

A significant problem for the economy is the lack of an available skilled workforce to fulfill jobs. Recruitment of skilled employees needs to be a regional priority as this can be a barrier to recruiting businesses to the area as well as expansions of existing ones. This problem arises due to the lack of population in the region, as well as a general lack of educated workers. The region has identified a few significant development needs that it must focus on. The strategy calls for improving training programs, increasing affordable housing, and community amenities including parks/recreational areas and retail centers which make the community more attractive to prospective employees. Some of the skills that the workforce lacks include computer skills and specialized labor skills.

The lack of an available skilled workforce can be tied to another issue facing the region, the importance of retaining and education of youth. This issue has been identified since the 2001 CEDS, but continues to be a difficult issue to address. It seemed to be the consensus of the groups that residents aged 18-25 are going to leave no matter what because of college or the desire to experience an urban lifestyle. Strategies in this update focus more on bridging the gap in education in creating healthier livable vibrant communities, in an effort to bring in younger families and retain the region's youth. The region offers a high quality of life with low crime rates, quality schools and close distance to metropolitan areas. Some of the strategies listed focus on improving skills training in coordination with local high schools and community colleges.

Housing availability was considered to be an issue in most of the county planning sessions as well as the regional meeting. Further improvement of the housing stock through programs to assist home rehabilitation and new development remain an important emphasis for the foreseeable future.

The Kaysinger Basin Region, in West-Central Missouri, presents limited access to four lane transportation. There are currently two coalitions working to improve this. The Highway 13 Coalition, and the Highway 65 Coalition, have both set out to increase the access to four lane highways. They are both in hopes of obtaining a four lane highway. This new development will provide many more opportunities for the regional economy moving forward. The Highway 13 Coalition continues to meet regularly and recently held a groundbreaking ceremony for the next phase of the project. If this initiative is successful, the region's transportation access would increase dramatically, providing the area with a wealth of new economic possibilities.

Currently, Highway 71 runs through Bates and Vernon County, on the west side of the region. By the end of 2013 Highway 71 will become Interstate 49. With the completion of the interstate, development opportunities will be increased within the region.

Telecommunications is increasingly important for the region due to the lack of service providers willing to invest in the rural areas. The access to high speed telecommunications is a huge asset to local companies and citizens. KBRPC is a part of the Missouri Broadband Initiative to increase service within the area. The intent of the initiative is to connect 95% of Missourians to broadband service by 2017.

Another concern or threat currently facing some areas of the region is the quality of infrastructure. The Department of Natural Resources has cracked down on water treatment and wastewater facilities in recent years, leading many local small towns to require significant infrastructure improvements that they cannot afford on their own. In some areas regional water companies and private businesses have moved in to help fill some of the void, but that option leads to higher rates for the consumer as funding these projects is difficult with the limited number of households within the communities to spread the costs. Fortunately the CDBG and USDA Rural Development programs, at the state and federal levels, have provided several communities with some financial relief.

The location of the region can be both a positive and negative. While some consider the distance to metropolitan areas a strength because of the "small town" atmosphere and rural setting, others view it as a major weakness for business opportunities. Depending on the location within the region, the larger urban centers such as Springfield and Kansas City are anywhere between 40 and 100 miles away. The region's location outside of the Springfield and Kansas City area gives some residents a feeling that their issues are not a priority at the state level since the area is not heavily populated and is predominantly rural. Despite those issues, the relatively short drive to each of those cities gives residents a chance to enjoy cultural and entertainment events not offered directly in the region. It also provides an opportunity to pull residents from

those areas in to enjoy the outdoor and other small town recreational opportunities they may miss in metropolitan areas.

The following paragraphs will provide a discussion of what factors affect economic performance in each of the seven counties and where the future of their economies is likely headed.

### **Transportation Access**

The Kaysinger Basin Region, in West-Central Missouri, presents limited access to four lane transportation. There are currently two coalitions working to improve this. The Highway 13 Coalition, and the Highway 65 Coalition, have both set out to increase the access to four lane highways. They are both in hopes of obtaining a four lane highway. This new development will provide many more opportunities for the regional economy moving forward. The Highway 13 Coalition continues to meet regularly and recently held a groundbreaking ceremony for the next phase of the project. If this initiative is successful, the region's transportation access would increase dramatically, providing the area with a wealth of new economic possibilities.

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### **Population**

2010		%change from 2000
Bates	17,049	2.4
Benton	19,056	10.9
Cedar	13,982	1.8
Henry	22,272	1.3
Hickory	9,627	7.7
St. Clair	9,805	1.6
Vernon	21,159	3.4

### **Geography**

The Kaysinger Basin region consists of seven counties in west central Missouri. This region is primarily rural with the largest town population reaching just over 9,000 people. This area is mostly agricultural with corn, soybeans, and wheat being the main crops grown followed closely by the cattle industry. Kaysinger's region is also an outdoor recreational 'hotspot' for ecotourism.

Kaysinger's successful ecotourism originates from the four major watersheds known throughout the region by fisherman and weekend getaway families alike. The primary watersheds that feed the vacationers include Harry S. Truman Reservoir, the Osage River, Pomme De Terre Lake/River, and Stockton Lake.

## **Pomme De Terre River/Lake**

This area includes lands associated with the Sac, Pomme de Terre, and Niangua Rivers, all of them major tributaries of the Osage, and also the Lake of the Ozarks, Pomme De Terre Lake, and Pomme de Terre Lake. Its proximity to prairie-dominated ecoregions to the west and north and the presence of extensive areas of shallow to moderately deep and droughty soils make the influence of prairie and open woodlands stronger here than in hill subsections in the Ozarks to the east. This lake is operated by the U.S. Army Corps of Engineers (USACE) but is biologically managed by the Missouri Department of Conservation.

It lies along the Osage River and its tributaries and comprises major portions of St. Clair, Hickory, Morgan, Camden, and Miller Counties, and portions of Cole, Osage, Maries, Laclede, Dallas, Hickory, Polk, Henry, and Cedar Counties. Pomme de Terre Lake is located in the rugged, tree covered hills of the west central Missouri Ozarks on the Pomme de Terre River. The Pomme de Terre Project was authorized by Congress in 1938 as part of a comprehensive flood control plan for the Missouri River Basin. Project Planning was initiated in 1947 and actual construction began in 1957. The lake was completed in 1961 at a cost of \$14,946,784. At multipurpose pool Pomme de Terre Lake covers 7,820 acres and can expand to as much as 16,100 acres during periods of heavy rain as excess runoff is impounded to prevent downstream flooding. Pomme de Terre Lake works in conjunction with several other Corps of Engineers operated lakes to provide flood protection for the Osage River Basin and the lower Missouri and Mississippi Rivers. Other benefits of the lake include recreation, fish and wildlife management and water quality improvement.

According to legend, the French explorer La Salle gave the Pomme de Terre River its name when he crossed the Ozarks in 1682. It is unlikely, however, that La Salle explored this far from the Mississippi River. The phrase "pomme de terre" is French for "apple of the earth" or potato. The river probably was named by early French trappers and fur traders for plants resembling potatoes that grew on its banks. This plant was probably a *Apios americana* or potato bean, and was used as food by the Indians.

Substantial settlement began in Polk and Hickory Counties in the 1830's. The Pomme de Terre River was the dividing line between the Indians and settlers until 1835. Agriculture, lead and zinc mining, and lumbering played important parts in the economy during the early years of settlement.



<http://www.nwk.usace.army.mil/pt/gif/TheDam.jpg>

Source: USACE Pomme De Terre website

## Harry S. Truman Reservoir

Truman Lake is also operated by the U.S. Army Corps of Engineers. The reservoir is located in portions of four Missouri counties: Benton, Henry, St. Clair, and Hickory. Truman Dam, located on the Osage River 1 ½ miles northwest of Warsaw, Mo, consists of an earth/rock embankment, concrete spillway, and hydroelectric power plant. There are six turbine-generator units located within Truman Dam. Water is released through these units to produce hydroelectric power. This electrical power, which is marketed by Southwest Power Administration, is used to meet peak electrical demands when conventional power plants cannot fulfill the public's demand for electrical energy. The generating capacity of the Truman Power Plant is rated at 160,000 kilowatts. Four large tainter gates, which are located within the spillway, can be used during flood release operations to supplement discharges made through the power plant. The U.S. Army Corps of Engineers has the responsibility for managing 259 square miles of land and water at Truman Lake. Truman Reservoir is the largest flood control lake in Missouri, with a storage capacity of more than 5 million acre-feet. At normal pool elevation (706 mean sea level) the reservoir has a surface area of about 56,000 acres, additionally 110,000 acres of public land surrounds the reservoir. At the top of the flood control pool (739.6) the reservoir grows to over 200,000 acres.

The Kaysinger Bluff Dam and Reservoir was authorized in 1954 as one unit in a comprehensive flood control plan for the Missouri River basin. In 1970, the project was renamed by Congress as the Harry S. Truman Dam and Reservoir, in honor of the former president from Missouri. Project construction began in August 1964 and the spillway gates were closed in October 1979.



<http://www.nwk.usace.army.mil/ht/gif/HSTAerial.jpg>

Source: USACE Harry S. Truman website

### **Osage River/Lake of the Ozarks**

On the other side of Truman Reservoir lies the Osage River. This river is a major watershed for much of the smaller streams and rivers within Benton County. The Osage River drains into Lake of the Ozarks which is a highly desirable location for tourists. Much of the landscape is similar to Truman Lake with the high bluffs and glade areas. Much of the area is forested and is decorated with limestone and karst caves. Lake of the Ozarks is managed and operated by Ameren.

### **Stockton Lake**

The U.S. Army Corps of Engineers has the responsibility for managing approximately 61,000 acres of land and water at Stockton Lake. The Missouri Department of Conservation (MDC) assists the Corps by managing 16,572 acres under a lease agreement. Land management practices used by the Corps of Engineers and MDC are engineered to preserve their natural value. Stockton Lake provides flood protection for downstream areas and is part of a network of Corps of Engineer Lakes that help control flooding in the Missouri and Mississippi River basins. Stockton Dam provides hydroelectric power that is marketed through the United States Department of Energy, Southwestern Power Administration. A portion of the lake storage is used to provide water to City Utilities of Springfield, MO, which, in turn supplies water to the community.



Source: USACE Stockton Dam website

Stockton Lake, with 296 miles of shoreline, 12 parks and 24,900 acres of water surface, attracts thousands of outdoor enthusiasts each year. Stockton Lake is for campers, picnickers, fisherman, hunters, water skiers, swimmers, power boaters, sailors, scuba divers, canoeists, photographers, bird watchers, nature lovers, and others.

## Wildlife

With a large percentage of Kaysinger's region labeled as farmland and timbered areas, there is a lot of opportunity for wildlife to inhabit the territory. Some of the abundant wildlife in Kaysinger's region is part of Missouri's ecotourism appeal. The Missouri Department of Conservation offers several hunting seasons for state and non-state residents. Hunting, fishing, and trapping permits are a large part of the Department's and the State's income. Some of the hunted wildlife includes beavers, rabbits, raccoons, dove, quail, geese, ducks, squirrels, otters, deer, turkey, foxes, coyotes, bass, crappie, catfish, walleye, bluegill, and *eventually* elk. Just within Kaysinger's region, the Missouri Department of Conservation has at least 70 public conservation areas available for everyone's use.

## Soils/Geology

Pictured below is the Missouri Department of Conservation's Map of Ecoregions. Kaysinger's counties lie in the Ozark Highlands and the Osage Plains regions. The **Ozark Highlands** or Ozarks ecoregion had its start over two billion years ago when volcanoes formed the St. Francois Mountains. This ancient mountain range was once much taller but millions of years of erosion has worn it down. Today the highest point in Missouri, Taum Sauk Mountain, lies at the heart of the "Ozark Dome." Around 500 million years ago shallow seas invaded the state and a succession of alternating periods of submersion and exposure followed. At the bottom of these ancient seas sediments accumulated and formed familiar rocks: sandstone, dolomite, limestone, and shale. For the past 300 million years these sedimentary rocks have been uplifted and eroded creating the familiar Ozark topography of hills, plateaus and deep intervening valleys. Most of Missouri's 5,700 caves are found in the Ozarks in areas underlain by limestone or dolomite rock. Outside of the narrow floodplains, Ozark soils are typically rocky, droughty, and not very fertile.

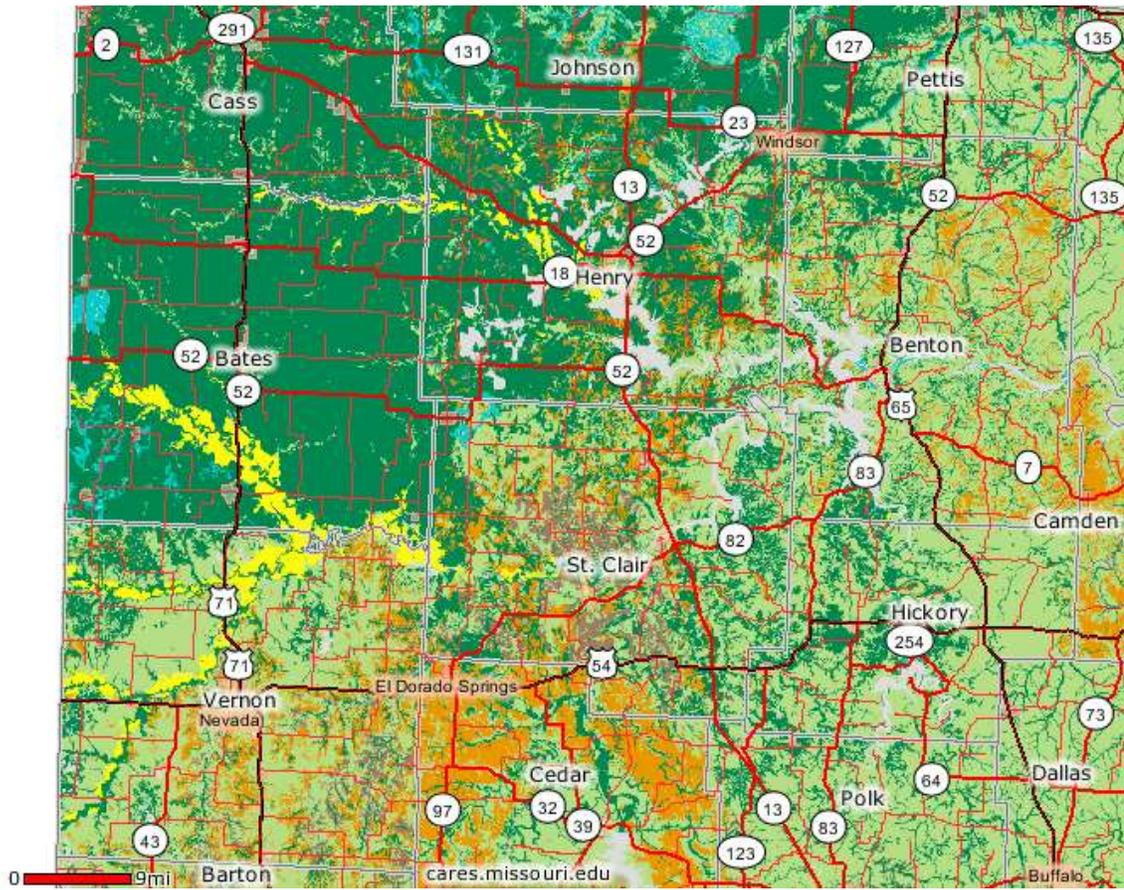
Historically the Ozarks was a mix of prairies and savannas on the broad plains around Springfield, Lebanon, West Plains and Salem. The rugged river hills associated with the major rivers (e.g. the Gasconade or the Current) contained a mix of forest, woodland, and glade communities. Caves, springs, fens, and sinkhole pond communities provide unique habitats. The Ozarks crosses five states but are primarily in Missouri (67%) and Arkansas (24%). There are at least 150 species endemic to the Ozarks. The greatest areas of remaining wild lands in Missouri are found here.

The **Osage Plains** ecoregion of west-central Missouri is an unglaciated plain that extends west into Kansas. This flat to gently rolling landscape was originally formed 300 million years ago when great swamp forests prevailed that later gave rise to coal deposits. Sedimentary rocks of sandstone, shale and limestone are the raw materials from which the soils of the Osage Plains have developed. In general these soils are productive for agriculture when derived from shale or limestone bedrock. Historically this ecoregion was dominated by tallgrass prairie but also contained extensive savannas and wetlands. The ecoregion is named for the Osage people, a Native American tribe whose homeland was in this area for several centuries until 1808. Today the Osage people's tribal headquarters is in Pawhuska, Oklahoma. The largest remaining tallgrass prairie remnants in Missouri and the Midwest east of the Kansas Flint Hills are located here but most of the landscape has been converted to agriculture.



**Soils**

In order to avoid the confusion of several types of varieties of soil within the seven counties of Kaysinger Basin, taxonomic soil types have been listed below along with a CARES map of the regional soils. Most of the soil types are mollisols and alfisols. Much of these types of soils make for excellent prairie-like habitats which is generally sought after for farming and wildlife management.



**MoDOT Roads and Highways, 2007**

- Interstate
- U.S. Highway
- State Numbered Highway
- State Lettered Highway
- County Boundaries, 2007
- Incorporated Areas, 2007
- City
- Town
- (cont)

- Village
- Census Designated Place
- Other
- Soil Taxonomy Order**
- Alfisols
- Entisols
- Inceptisols
- Mollisols
- Ultisols
- Vertisols
- Not Rated

### *Alfisols*

Alfisols exhibit a greater degree of soil development than Inceptisols and Entisols as noted by evidence that silicate clay has moved from the surface downward into subsoil horizons through a process called illuviation. Subsoil horizons in Alfisols show some evidence of clay illuviation in the form of clay skins (coatings of clay on the face of soil structural units) or increases in percent clay content relative to soil horizons located immediately above the soil horizon where clay has accumulated. Alfisols are generally slightly acidic in nature but contain a higher proportion of exchangeable base cations (calcium - Ca, potassium - K, magnesium - Mg, and sodium - Na) than Ultisols. Alfisols are typically developed under deciduous forests, although the current vegetation may not be deciduous trees (e.g., the trees may have been cleared for row crop agriculture or pasture). Due to the high base status of these soils, Alfisols are fertile soils that can support good crop or tree growth although some liming may be required to increase soil pH to more optimal levels.

### *Entisols*

Entisols are soils that are young or recently formed. They exhibit little soil development as evidenced by the lack of soil horizons found within the soil profile. Entisols are typically found in floodplains where alluvium is deposited during flooding events. They may also be found forming in areas where bedrock has more recently been exposed. Entisols found in floodplains can be highly productive for agriculture and close proximity to large rivers reduces costs associated with food and fiber transport.

### *Inceptisols*

Inceptisols are more weathered than Entisols and exhibit greater development of soil horizons as noted by formation of a B horizon. Thus, they are often considered to be slightly older than Entisols and may form from Entisols with time and weathering. This soil order ranges from low to high in natural fertility. Inceptisols may be planted with crops, used as rangelands, or managed for timber.

### *Mollisols*

Mollisols are formed under native prairie vegetation and in some poorly drained areas in forests where organic matter may accumulate. These soils are high in organic matter content and base cations, particularly Ca, which is attributed to the dense root structure produced by native grassland plants. Structural units of soil (called soil peds) are soft and easily crushed between the forefinger and thumb even when dry. Due to the high productivity of Mollisols, most of the native grasslands in the United States have been converted to agriculture. The use of Mollisols for agronomic purposes is so great that few native grasslands still exist in the U.S. Tucker Prairie east of Columbia, MO on I-70 is an example of untouched native grassland. Efforts are underway in Missouri and elsewhere to reestablish native grasslands, and the Missouri Department of Conservation's Prairie Fork Conservation Area is a fine example of prairie restoration efforts ongoing in Missouri.

### *Ultisols*

Ultisols are more highly weathered and older soils than Alfisols. They are also more acidic than Alfisols, more red or orange in color due to a higher concentration of iron (Fe) and aluminum (Al) oxide minerals, and they have a lower proportion of base cations (<35% of the soil exchange capacity is saturated with Ca, K, Mg, and Na) due to leaching of these elements out of the soil with time. Evidence of clay illuviation into subsoil horizons may be expressed more greatly in Ultisols than Alfisols. Forests are generally considered to be the primary vegetation growing on Ultisols during development. Large areas of Ultisols can be found in the Southeastern United States. Ultisols may be used to support forested ecosystems. These soils may also be used for row-crop agriculture or pasture. However, use of these soils for agronomic purposes requires liming and fertilizer addition due to the acidic nature of these soils and their low nutrient status.

### *Vertisols*

Vertisols are clayey soils with exhibiting high shrink swell potential. Vertisols develop from calcium and magnesium rich parent materials such as limestone or basalt (Brady and Weil, 1999). Soils of this order are found in subhumid and semiarid climates where dry periods last several months. During dry periods, clays within the soil shrink resulting in the formation of deep, wide cracks. Water enters the cracks during precipitation events causing the clays to swell and the cracks to seal shut. Due to high shrink-well properties of Vertisols, construction of roads and buildings is extremely difficult and high maintenance may be needed to ensure the safety associated with these structures. Vertisols are rather fertile and the major land uses associated with this soil order are wetlands, crops and rangeland.

Source: The Cooperative Soil Survey [www.soilsurvey.org](http://www.soilsurvey.org).

### **Climate**

Mean annual precipitation for Kaysinger's region 40.9 inches. The wettest months are June-August; 63 percent of the annual precipitation occurs during the six warmer months of the year. Annual snowfall averages 18 inches. Mean January minimum daily temperature is 20°. Mean July maximum daily temperature is 90°.

Kaysinger's counties lie in a humid temperate climate and are vulnerable to northern pressure systems in the winter and strong pressure and storm systems from the Gulf of Mexico and the Great Plains region of the central United States.

### **Bates County**

Size: 849 Square Miles

Acres of farmland: 473,781

Total acres of land: 544,896

Average winter temperature: 29.9 Degrees

Average summer temperature : 78.6 Degrees

Average snowfall: 14"

Average rainfall: 41.85"

Highest elevation: 1,000 Ft.

Lowest elevation: 728 Ft.

Enhanced enterprise zone: No

### **Benton County**

Size: 752.48 Square Miles

Acres of farmland: 222,303

Total Acres of land: 481,408

Average winter temperature: 30.8 Degrees

Average summer temperature : 79 Degrees

Average snowfall: 18.76"

Average rainfall: 43.14"

Highest elevation: 1,042 Ft.

Lowest elevation: 711 Ft.

Enhanced enterprise zone: Yes (See EEZ Map)

### **Cedar County**

Size: 498.51 Square Miles

Acres of farmland: 190,528

Total acres of land: 319,168

Average winter temperature: 34 Degrees

Average summer temperature : 78 Degrees

Average snowfall: 9.8"

Average rainfall: 42.91

Highest elevation: 1,040 Ft.

Lowest elevation: 768 Ft.

Enhanced enterprise zone: Yes (See EEZ Map)

### **Henry County**

Size: 732.55 Square Miles

Acres of farmland: 345,019

Total acres of land: 468,672

Average winter temperature: 32.5 Degrees

Average summer temperature : 76.9 Degrees

Average snowfall: 14.7"

Average rainfall: 41.52"

Highest elevation: 932 ft.

Lowest elevation: 709 ft.

Enhanced enterprise zone: Yes (See EEZ Map)

### **Hickory County**

Size: 411.74

Total Acres of farmland: 146,764

Total acres of land: 263,488

Average winter temperature: 34 Degrees

Average summer temperature : 77 Degrees

Average snowfall: 7.1"

Average rainfall: 40.2"

Highest elevation: 1,078 Ft.

Lowest elevation: 797 Ft.

Enhanced enterprise zone: No

### **St. Clair County**

Size: 524 Square Miles  
Total acres of farmland: 265,009  
Total acres of land: 449,344  
Average winter temperature: 33 Degrees  
Average summer temperature : 76 Degrees  
Average snowfall: 13.9"  
Average rainfall: 36.9"  
Highest elevation: 980 Ft.  
Lowest elevation: 746 Ft.  
Enhanced enterprise zone: No

### **Vernon County**

Size: 837.04 Square Miles  
Total acres of farmland: 455,844  
Total acres of land: 535,552  
Average winter temperature: 35 Degrees  
Average summer temperature: 78 Degrees  
Average snowfall: 12.7"  
Average rainfall: 41.8"  
Highest elevation: 968 Ft.  
Lowest elevation: 735 Ft.  
Enhanced enterprise zone: Yes (See EEZ Map)

### **Economic Performance Factors-Workforce Development**

This section will discuss some of the key underlying elements of the regional economy. Many of these issues are interrelated, so it is essential to improve upon areas of weakness to ensure that a problem in one area does not lead to a decline in others. For instance, a low level of professional level jobs will lead to young educated people looking elsewhere for work to suit their skills. Conversely, professional level employers are unlikely to locate in an area that does not have a skilled labor force to draw from.

An area's economy relies heavily on household income levels. Higher incomes mean households have more spending power to purchase various goods and services. The table below shows the trend of median household income levels from 2009-2010 for the seven counties. As it is, the data shows the region has a weak income level on the aggregate in comparison to the state and is also lower than the national average of \$39,937.

Median Household Income		
Area	2009	2010
<u>Missouri</u>	<u>\$45,229</u>	<u>\$44,301</u>
Bates	\$39,071	\$38,882
Benton	\$34,038	\$33,305
Cedar	\$33,503	\$32,800
Henry	\$35,334	\$35,088
Hickory	\$28,685	\$28,097
St. Clair	\$33,041	\$32,217

Vernon	\$32,888	\$33,908
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Between the years 2008 to 2009, unemployment rates skyrocketed within the region. For two years after, unemployment rates held steady at higher than state average levels. Currently, in 2012, unemployment rates remain higher than the state average, but do show signs of progress. Some of the region's counties unemployment levels have improved over the past two months of 2012, others continue to see unemployment continue to rise.

Unemployment Rate by County					
	2008	2009	2010	2011	2012
Missouri	5.3	8.6	9.5	9.0	7.5
Bates	7.1	10.7	11.7	10.4	10.7
Benton	6.8	9.9	10.6	10.1	9.7
Cedar	6.5	9.1	8.6	8.1	6.9
Henry	6.6	9.5	10.1	9.4	8.5
Hickory	9.6	13.4	12.5	12.4	12.4
St. Clair	7	9.8	10.9	10.3	8.9
Vernon	5.6	7.8	7.9	7.2	5.9

An area's labor force plays a key role in expanding or creating new businesses or industries. When looking to locate in an area, industries want to know what kind and how many workers are in the area. The number of workers, as well as the unemployment rates, are important characteristics for employers to consider. If the unemployment rate is low, the number of available workers is also low. If the size of the labor force is fairly small and is also aging, a company may not want to locate there. Generally, older workers demand higher wages than younger workers since they cannot afford to raise a family on starting wages. Younger employees are generally single and have lower living expenses and can therefore live off of starting wages. With this in mind, business and industry tend to migrate to areas with cheap abundant labor. The following table breaks down the labor force characteristics for the Kaysinger Basin Region.

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Labor Force: 2010-2012			
	<b>2010</b>	<b>2011</b>	<b>2012</b>
Bates	7,504	7,971	7,995
Benton	8,076	7,954	7,707
Cedar	6,585	6,477	6,566
Henry	10,624	10,449	10,310
Hickory	3,508	3,433	3,433
St. Clair	4,041	4,005	3,934
Vernon	9,575	9,670	9,524

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Average Employment by Industry 2011							
	<b>Bates</b>	<b>Benton</b>	<b>Cedar</b>	<b>Henry</b>	<b>Hickory</b>	<b>St. Clair</b>	<b>Vernon</b>
Farming	37	N/A	10	21	N/A	N/A	39
Agricultural Support & Related	N/A	14	N/A	N/A	N/A	N/A	N/A
Utilities	N/A	N/A	N/A	396	N/A	N/A	68
Mining	N/A	N/A	N/A	N/A	N/A	N/A	40
Construction	111	109	150	271	8	N/A	167
Manufacturing	375	348	344	1849	7	73	1092
Wholesale Trade	99	61	56	222	22	18	446
Retail Trade	895	299	815	542	327	507	383
Transportation/Warehousing	166	89	91	315	30	132	375
Information	19	N/A	34	67	N/A	33	70
Finance & Insurance	163	310	95	237	80	146	764
Real Estate, Rental, Leasing	14	16	26	19	N/A	3	32
Professional & Technical Services	206	106	78	244	36	40	320
Administrative & Waste Services	16	9	15	57	N/A	N/A	118
Health Care & Social Assistance	791	732	318	533	108	267	548
Arts, Entertainment, & Recreation	16	36	28	88	18	N/A	N/A
Accommodation & Food Service	545	582	492	1234	176	51	848
Other Services	259	393	677	784	33	187	671
Government	1274	1063	1186	1725	362	652	1550
Private Households	57	77	74	66	32	46	118

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## Educational Attainment

Besides the size of the workforce, employers also look for well-educated and well-trained individuals to fill their positions. The following table gives the educational attainment for persons aged 25 and older in the seven counties. Overall, the region's counties have a larger percentage of people with high school diplomas, which is higher than the state average. They also have a lower percentage of people with at least one year of college education. This is most likely due to the fact that post-secondary opportunities have been located at distances farther than students in the region were willing to commute. Because of the low household income, many students are unable to afford to relocate to attend college. In the past, those wanting to expand their knowledge would need to attend a four year institution or a two year junior college. With advances in communication, students should be able to further their education through online classes.

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	Educational Attainment of Persons Age 25+ : 2010 %						
	<b>Bates</b>	<b>Benton</b>	<b>Cedar</b>	<b>Henry</b>	<b>Hickory</b>	<b>St.Clair</b>	<b>Vernon</b>
Less than H.S. grad	29.6	28.2	37.4	27.9	12.3	29.1	19.7
H.S. grad	47.7	42.3	22.9	44.0	44.1	46.2	46.1
Some college, no degree	17.9	17.5	18.3	21.2	21.8	16.1	18.7
Associate's degree	5.8	5.3	6.8	4.8	4.2	4.9	5.4
Bachelor's degree	8.0	7.8	8.1	10.1	6.2	8.7	8.9
Graduate or professional degree	3.7	4.7	3.8	5.0	2.0	5.4	5.5

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## Core Themes

Several themes have emerged during this project that provide direction and justification for regional strategies. These themes are apparent throughout this strategy, interlaced throughout all recommendations.

- KBRPC is in the middle of an economic transition. It is more important than ever to invest in strengthening the core of livable communities, including leadership, education, and revitalization and marketing.
- External marketing and business recruitment will be made easier long-term if internal investment is concentrated on today. Investments in local schools, businesses, downtown, and quality of life need to take place now to lay the foundation for future economic growth.
- The ability to attract and retain quality workers is of equal importance as the ability to recruit new companies.
- Entrepreneurship and small business growth will drive economic growth in the future.
- Local leaders must strongly commit to economic development, both in policy making and resource allocation, to reach long-term goals.
- Reducing disparity throughout region will ultimately lead to more interest in the region from business prospects.

## Vision

The Kaysinger Basin Region is a beautiful region comprised of diverse communities who collaborate to create a region of thriving downtowns, superior technology, a talented workforce, diverse corporations and small business, and infrastructure to support business and tourism growth.

## Goals

The economic development strategy contains recommendations that will increase Kaysinger Basin Regional Planning Commission's opportunities for attracting new investment from its target industries and other high impact businesses. Five goals have been identified for regional economic development efforts. Each goal relates to each section of this plan. These goals are the same for each county in the seven county area.

They are:

- Goal One: **Workforce development** and education programs are focused on preparing a workforce for the Kaysinger Basin region's target industries.
- Goal Two: Strengthen **entrepreneurship** and small business growth within the Kaysinger Basin region.
- Goal Three: The Kaysinger Basin region is an **appealing place to live** for individuals employed by target industry companies.
- Goal Four: Ensure that the Kaysinger Basin region's **sites and infrastructure** meet the needs of target industries and a growing population.
- Goal Five: The Kaysinger Basin region is engaged in a proactive, targeted **marketing** campaign which sends a clear message that the region is dedicated to achieving these goals and demonstrates the importance of these strategies in improving the regional economy.

## ***Implementation***

Kaysinger Basin Regional Planning Commission will lead the CEDS effort, and other regional organizations will have a significant role in implementing this strategy. KBRPC will be responsible for convening meetings, disseminating information, assisting local governments with grant writing and other facilitative and technical initiatives to support the regional economic development efforts.

The CEDS committee should continue to operate through KBRPC for a minimum of five years to realize the impact of the strategies that are contained within this plan. Ongoing communication about the implementation process and idea sharing should occur through a collaboration Web site.

Upon approval of the final CEDS, the CEDS Committee should convene a meeting to discuss the implementation of this plan. A facilitator should be used for this meeting, and the outcome of the meeting should be to gain consensus on the organizational strategy and resource allocation for implementation.

## ***Regional Priorities***

Five priority projects have been identified that are critical to jump starting economic development in the Kaysinger Basin region. These projects, as well as others recommended throughout this report, may require resources that the region does not currently have. For these projects, we have suggested possible outside funding sources. We have recommended the formation of a regional marketing committee to drive this force.

Other projects recommended in this report will require internal investment, as well as community support to assume a role in economic development. Throughout this strategic planning process, our community leaders have proven that they are committed to economic development. Improving the economic health of the region will require work from all sectors of the community. This plan contains ideas for enhancing and creating new volunteer initiatives that have the potential for making enormous change in the region.

This plan is a roadmap for the region to use that will lead to a sustained, healthy economy. However, when resources are scarce within the region or at the state and federal level, the following prioritized project list will assist the region in directing resources to the most critical needs and to areas that will have the biggest impact in the region (details for each regional priority projects follow this bulleted list):

- **Complete construction of US 71 to Interstate 49**
- **Launch strong regional internal and external marketing efforts**
- **Design and construct KBRPC business incubator**
- **Continue to create and educate county Economic Development committees**
- **Assist counties and cities within the region to adopt Enhanced Enterprise Zones and use Location One**

### 1. Complete construction of US 71 to Interstate 49

With construction well underway the completion of I-49 is scheduled for 2013. KBRPC should work with the effected counties, Bates and Vernon, to provide planning and development assistance along this corridor.

**Cost estimate:** *Construction is underway. Missouri Department of Transportation is funding the project. No additional funding is needed for the project. However, outer roads and access to the interstate may need to be improved on a county by county basis.*

**Potential funding sources:** *Cost share agreement between MODOT, EDA & CDBG based on development.*

**Timing:** *Immediate. Outer road development should progress over the next five years.*

**Private Funds:** **24 Million Dollars**

**Jobs Created:** **140**

### 2. Launch strong regional internal and external marketing efforts

This priority will be developed and executed by the regional marketing committee, with the oversight of KBRPC. Currently there are no marketing efforts to promote the region, and much opportunity is being missed.

**Cost estimate:** *Budget to be determined by regional marketing committee.*

**Potential funding source:** *Counties, cities, financial institution & private business*

**Timing:** *This priority will begin immediately with forming the regional marketing committee. Their efforts will be ongoing. The regional marketing plan will be developed once all members are in place.*

**Private Funds:** \$100,000

**Jobs Created:** 3

### 3. Design and construct KBRPC business incubator

The KBRPC business incubator will be a valuable entrepreneurial birthplace. Based on the completed feasibility study, this incubator could have a large impact on the regional economic climate. In order for the incubator to be successful, multiple entities will need to be involved and provide expertise and resources in the operations.

**Cost estimate:** \$2,000,000

**Potential funding source:** *EDA, USDA Rural Development, CDBG, member counties & private foundations.*

**Timing:** *Development and design should begin immediately. Construction to begin fall 2013.*

**Private Funds:** \$1,000,000

**Jobs Created:** 50

#### 4. Continue to create and educate county Economic Development committees

To date, KBRPC has been successful in creating economic development committees in four of the seven counties. These committees are made up of private business persons, community leaders & city officials. The existing committees have been successful in developing ideas and have become active in economic development initiatives within their county. KBRPC should continue to develop ED committees in the remaining three counties.

The Economic Development Committees throughout the region will be an essential force in working with both local and state agencies to secure new and expanding businesses, which will create jobs.

**Cost estimate:** *Minimal administrative expenses*

**Potential funding source:** *KBRPC*

**Timing:** *Immediate and ongoing*

**Private Funds:** *\$50,000,000*

**Jobs Created:** *450*

#### 5. Assist counties and cities within the region to adopt Enhanced Enterprise Zones and use Location One

Within the Kaysinger region, there are only four localized Enhanced Enterprise Zones (EEZ). The EEZ designation is a state and county incentive package that allows new and expanding businesses the opportunity to enjoy tax credits and property tax abatement. This designation is a simple and inexpensive process to maintain, once established. All counties should have, at a minimum, an EEZ as an incentive for new and expanding business.

Location One is an online database of commercial and industrial properties for sale and lease. Many of the KBRPC communities are not actively participating in Location One. The site is free of charge. There are only labor costs associated with entering the information. Site selectors utilize Location One when relocating or starting a business. It is imperative that the entire Kaysinger region is actively participating by entering and updating information on Location One. The Kaysinger organization is the ideal vehicle to enter and update information on Location One, for all communities.

**Cost estimate:** *To Be Determined by KBRPC based on size of town and estimated labor costs*

**Potential funding source:** *Member cities and counties*

**Timing:** *Ongoing*

**Private Funds:** *\$3,000 (development of EEZ) \$ 75,000,000 (new and expanding infrastructure within EEZ)*

**Jobs Created:** *300*

## **WORKFORCE DEVELOPMENT STRATEGIES**

**GOAL: Workforce development and education programs are focused on preparing a workforce for the region's target industries.**

All counties in West-Central Missouri are in economic transition, with many workers unemployed and home to aging workers who have inappropriate skills for future high wage, high impact employers. This problem presents the region with a tremendous opportunity: to start fresh and re-tune all workforce development and educational programs on preparing a workforce that meets the needs of its target industries. To meet this goal, it is imperative that investment in education and workforce development becomes a top priority for all counties.

For much of the 20<sup>th</sup> Century, attitudes in the region about workforce development and education reflected a limited vision of business development – relying on low-skill, low-wage, and low-value-added industries. Some of these traditional manufacturing industries are no longer providing jobs in the region, thus underlining the importance of changing the regional perspective on education and workforce. Education and workforce training must be the top priority for the region.

During this 12-month planning process, KBRPC conducted interviews, formed committees, and received survey responses from nearly 500 people in West-Central Missouri. This input revealed several concerns shared by many residents across the region. First, in every county, increasing “job availability” and “job wages” ranked on the top of the list of issues in which the region needs improvement. Second, employers closely noted quality of job applicants and skilled job applicants as the top issues of the region's workforce. Committee participants strongly urged us to include ideas for improving access to workforce development and education for those individuals suffering the worst economic hardship.

Reinvigorating West-Central Missouri's workforce will require patience. In many parts of the region, educational attainment is nearly 1/3 of the national average for higher education. The re-education and shifting skill sets away from traditional manufacturing could take a decade or longer. To begin this long-term process, West-Central Missouri must put into place the tools that will help the adult workforce update their skills and provide local K-12 students with the best, most innovative schools. To encourage displaced workers to use workforce services, they must be convenient and set in a comfortable environment. Knowledge about workforce services should be disseminated through internal awareness campaign.

West-Central Missouri's leaders must commit to a long-term, continuous improvement in workforce skills. This commitment should center on five strategies:

**Workforce Strategy 1: Work with Workforce Investment Board (WIB) to ensure K-12 education is as strong as possible.**

Basic education should be considered the foundation of successful economic development. Those regions across the U.S. who have invested in basic education are also the most successful in growing high tech, high wage employers. The two go hand-in-hand.

West Central Missouri has suffered significant job lay offs and economic decline in the past decade. Before an aggressive external economic development campaign is launched, it is essential that all KBRPC counties invest in the core of their communities: K-12 education, the revitalization of their downtowns, and infrastructure that supports new economy businesses. This investment will have much greater pay off long term by helping each county retain its current employers and high skilled workers, as well as renew a positive spirit across the community. Businesses in the target industries demand that the best possible K-12 education system and workforce training programs are in place that are preparing the workforce to succeed in targeted industry businesses. This ensures that they will be able to recruit and retain young professionals who demand that their children receive excellent education. It also shows them that the community is willing to invest in itself, its future, and therefore will support them into the future.

**Action 1: Inform students, teachers, and parents of post-graduation options other than college. These programs will help keep graduates in the county, fill workforce needs and keep students from dropping out of high school. - Ongoing**

- Early in high school, identify students who may be interested in a different track other than college. A good example would be to establish a program that tests students' abilities and qualities to determine a possible career field, based on their strengths. This program would help 12-18 year old students from low-income families define career and educational goals. Students set long-term career and educational goals in the beginning of the program, and then work with educators to monitor their progress.
- Coordinate this model with Career and Technical education throughout the region.
- Track these students into apprenticeship programs for occupations that are growing but currently not being pursued (construction trades such as plumbing and electrical installation, for example).
- Over time, develop a Web site and printed information package containing resources for non-university bound youth. The Web site and package should contain information about non-college options, links with training organizations, apprenticeship programs, and the community college. The Web site could also contain job postings. Promote the Web site on junior high school and high school campuses.
- Ensure all West-Central Missouri high schools currently have or plan to establish General Prep and Vocational Prep courses of study.
- Promote the resources of the Community Colleges in all high schools.
- Funding : to be determined
- Timing: Work should begin in 2012. New school program will take 4-5 years to initiate

**Action 2: Invest in technological infrastructure within schools. Ongoing**

- All Kaysinger Basin Regional Planning Commission counties should invite student teams to help school officials brainstorm about the type of technological infrastructure they would like to see in their schools. Students can, for example, help school officials and teachers envision what an ideal computer laboratory would look like. This will help school officials plan facilities that are tuned into student needs while empowering students.
- Adopt a take home computer program. In this program, the region's schools would lend computers to parents for 4-6 weeks at a time. To be eligible for the program, parents should be required to take an orientation workshop that teaches them the basics of operating a computer, common software packages, and using the Internet.
- Over time, create WI-FI networks on all Community College and high school campuses in West-Central Missouri.
- Funding: To be determined (sources from private sector, Community Colleges, Counties, Cities, Foundations)
- Timing: Work should begin in 2013. Initiatives may take 3-5 years to complete.

**Action 3: Develop Adopt-A-School Programs in every school in the region – 2013/Ongoing**

- Adopt-a-School programs match local companies or “partners” with a school or school district program of their choice. The partner adopts the school by providing volunteer services, in-kind contributions, and cash donations. Adopt-a-School programs are typically organized by a local chamber of commerce and school district.
- Develop a model program for every school district in KBRPC region to support and utilize. An example would be an adopt-a-classroom program in which a business or individual can donate \$500 to adopt a classroom of their choice.
- A good example of a successful Adopt-a-School program provided more than \$52 million in donations of time and financial resources to Austin schools. In 1998-99, the program generated about \$7 million in contributed resources, a \$90-per-student return on investment versus a cost of \$5 per student.

*Funding: Funding for the program requires volunteer time and donations from local companies.*

*Timing: Establish adopt-a-school programs in all Kaysinger Basin Regional Planning Commission counties by 2014.*

**Workforce Strategy 2: Promote programs that improve adult education for workers in transition that have not received a high school diploma or who need to update their skills to prepare for new job opportunities.**

Workforce training programs need to be holistic, encompassing not just formal education and skill development but also healthcare, affordable housing, transportation, daycare, and a monthly stipend. To effectively transition displaced workers into target industries, coordinating workforce development programs with these other types of services will yield the most positive results.

**Action 1: Examine initiatives of other communities for ideas on innovative new programs for the region. - Ongoing**

**Action 2: Identify the best program(s) for KBRPC. Seek funding for program development - Ongoing**

- Although there are some federal and state funds to support some of this, philanthropic funds would be more flexible to use. The most successful programs are community-based approaches.

**Action 3: Inform the community that these programs are available - Ongoing**

- Encourage people in need to participate, and ensure that all leadership and economic development professionals fully understand the new workforce program delivery at all levels so that they can talk intelligently about these programs in their business development and expansion efforts.
- Include a brief discussion of how a community-wide informational program is needed to funnel these, often hesitant, older workers into new vocational programs. The reason they have not worked in the past is because these workers were forced back into a traditional educational environment in which they did not feel comfortable.
- Include details about where and how to distribute information throughout the community (e.g. libraries, churches, chambers, employers, local media).

*Funding: To be determined Timing: Ongoing starting in 2012*

**Workforce Strategy 3: Assist WIB to enhance programs at all Community Colleges and workforce service providers that help workers transition into target industry occupations.**

**Action 1: The West-Central Workforce Development Board should work with each KBRPC community college to adopt and enhance curricula that prepare residents for target industries. - Ongoing**

- The West Central Workforce Development Board should become knowledgeable about the specific skill requirements of the target industries recommended for their respective counties.
- Workforce development board should meet one on one with the community college officials and discuss with them the schools current degree certification and continuing education programs so they may become knowledgeable about the specific skill requirements of the target industries recommended for their respective counties.
- Hold quarterly workshops with community college leaders to discuss progress on program enhancement and adoption.
- Programs that should be considered by all KBRPC in region include the following:

Train workers for the value added agriculture industry. The KBRPC region is developing a strong value added agriculture industry. Agriculture is a very strong industry throughout the region. Farmers will benefit from the expansion of the value added industry. In the future, this industry will likely expand beyond the KBRPC region.

Train workers for the hospitality industry. The region has numerous tourist attractions, natural resources, annual festivals, and historic downtowns. The number of tourists coming to the region is expected to climb as the region begins to better package and promote its tourism assets as the region brand becomes more widely recognized. Many counties in the region, however, lack infrastructure to support tourists. In examining the Community Colleges and other workforce programs in the county, it is apparent that potential hospitality workers have few places to turn for training. The hospitality industry offers a good short- to medium-term solution for displaced workers, because training takes a short amount of time and jobs will quickly emerge in the region.

Train workers to be entrepreneurs. Business Management skills will be an imperative portion. The challenge will be motivating the students to apply the theory. It will be necessary to encourage the Workforce Development Board to begin to partner with KBRPC, SBDC and other local organizations to offer entrepreneurial classes.

Train workers for the health and social services industry. While the region continues to grow in population, the existing population continues to age. This creates a great need for expansion in the health and social services sector. This expansion will require additional trained employees, nurses, doctors, care assistants to assist this large sector of the population.

Funding: Targeting workforce development programs is already a function of workforce development boards, therefore the cost is in staff time.

Timing: Starting in 2012, the workforce development board should review the workforce development sections of the regional CEDS and county-specific reports. Meetings with community schools should begin as soon as possible.

## **Workforce Strategy 4: Identify and promote workforce programs that are geared towards Hispanic population.**

The US Census Bureau reported that the Hispanic population rose by 15.2 million between 2000 and 2010. Every region across the country is going to see an increase in the Hispanic population. It is therefore essential to consider this group in any future plans for economic and workforce development.

KBRPC has seen an increase in Hispanic population during the past decade. Although, minority populations in the majority of the region total less than 10% of residents today, it represents a significant increase since 2000. The Hispanic population in the region will continue to rise. Migrant workers are typically undercounted by the Census, which may mean that the Hispanic population in the region is actually much larger.

It is important that all KBRPC communities have programs in place that assist Hispanics in learning English, obtaining job training, job placement, and saving money in local banking institutions. Along with this, it is important that the community learn about Hispanic culture so that incoming residents feel welcome and accepted in the community.

**Action 1: Support English as a Second Language (ESL) programs.** *By 2014, an awareness campaign should have been launched in each county.*

- Every KBRPC county should offer English as a Second Language (ESL) programs to help non-English speaking residents. The Workforce Development Center, local public school facilities, and churches provide accessible locations at little cost to the community.
- Ensure ESL programs are placed in locations that are in close proximity to Hispanic and non-English speaking areas of each county, including churches or on-site at employer facilities.
- Ensure ESL programs are offered at times that fit with working schedules. Offer them after working hours in the evenings, for example. Also, ESL programs should be increased during times of the year experiencing higher seasonal worker in migration.

**Action 2: Widely promote the availability and value of ESL and other assistance programs.** *By 2014, an awareness campaign should have been launched in each county.*

- A recent study shows that Hispanic residents tend to respond best to radio advertisements and word-of-mouth communication.
- Launch a region wide program to educate Hispanic residents about the options available to them, including ESL, other educational opportunities, and banking services. The program will involve a mix of public service announcements (PSAs), billboards, and flyers distributed at churches, restaurants, and employers. Promotional materials should be in Spanish.

*Funding: Depending on the detail of the awareness campaign, the cost of the campaign could range from \$100 for copying and placing informational flyers to \$2,500 for billboards or local media placement. The initiative should be lead by workforce development boards, community colleges, and local social service organizations.*

*Timing: By 2014, an awareness campaign should have been launched in each county.*

**Action 3: Develop cultural awareness programs for all residents and businesses.** *By 2014, an awareness campaign should have been launched in each county.*

- Make learning about the Hispanic culture fun. Host a regional Mexican-American Culture event at which cuisine, traditions, and artwork are showcased. Invite leaders from the Hispanic community and Hispanic businesses to help organize and promote the event.

**Workforce Strategy Five: Incorporate workforce investment programs into business incubator development**

**Action 1: Continue to develop the business incubator plan and utilize workforce development in its design.**

*Funding: Funding depends on the size of the event. Funding should come from sponsorships from local businesses and media organizations. A Hispanic business leaders group, Chambers of Commerce.*

*Timing: The first event should be held in 2015.*

# ***ENTREPRENEURSHIP STRATEGIES***

## **GOAL THREE: Strengthen entrepreneurship and small business growth within the region.**

A critical aspect of building sustainable economic competitiveness is linking economic performance with social cohesion. The Kaysinger Basin region is very diverse in terms of education, workforce skills, and economic performance yet the region must strive to reduce disparities among the counties. The stimulation of entrepreneurship through the formation and development of new commercial businesses and social enterprises can play a key role in employing underutilized resources in the distressed areas of the region.

The entrepreneur in the community is a primary contributor and mobilizer of resources to develop the economy, a provider of employment for others, and a stabilizing factor in the society. The following are some of the major benefits of entrepreneurship:

- Provide a productive outlet for energies of enterprising and energetic people
- Contributing to increased participation of all communities in the economic activities of the region
- Creation of jobs at relatively low capital cost, especially in the fast growing service sector
- Serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances a set of values increasingly needed in these days of large impersonal firms
- Development of a pool of skilled and semi skilled workers who are based for industrial expansion
- Small businesses are a source of innovation in products, services and techniques
- No entities currently provide services for entrepreneurs within the KBRPC region.

Entrepreneurship should be viewed as a career path that all KBRPC residents can pursue. Like any discipline, with proper education and resources, individuals can learn to be successful entrepreneurs.

The education process should begin by instructing the workforce that starting a business can happen in any field. Often, entrepreneurship is thought of as an activity only engaged in by people in the high tech industry. This is not the case. Starting a small business can occur in any field. All of the region's target industries – from biotechnology to design to tourism and hospitality offer opportunities for local residents to start a company.

Innovation and creativity must be reinvigorated. Provided the proper tools, the region's residents can begin rebuilding its employment base one company at a time.

The following are the five major entrepreneurship strategies that are recommended for KBRPC:

- **Provide West-Central Missouri residents with innovative educational resources to help them learn about entrepreneurship and start new businesses.**
- **Continue to develop business incubator plan based on EDA funded feasibility study.**
- **Establish a regional banking subcommittee to explore ways to improve access to capital and aid startup businesses.**
- **Assist regions chamber of commerce organizations to create or improve business assistance and networking opportunities to existing businesses.**
- **Create one entrepreneurship and small growth success story in each KBRPC county and use to generate increased entrepreneurial development in the region.**

**Entrepreneurship Strategy One: Provide KBRPC residents with innovative educational resources to help them learn about entrepreneurship and start new businesses.**

In the future, entrepreneurship will be responsible for more than 70 percent of economic development in the U.S. As manufacturing jobs continue to be lost to overseas to competition, the U.S. economy will be driven even more by the success of small businesses. It is critical, therefore, to be preparing today's workforce for a future where they create their own jobs, rather than expect a job with a large employer to be waiting for them when they graduate or transition into a new career.

**Action 1: Think entrepreneurially in all K-12 school programming and investment.**

Begin by 2013

Many high school students dream of starting their own business. Young people no longer believe that Corporate America will take care of them. Today's high school students watched their parents invest years of hard work and loyalty in companies that promised career growth and security in return. These same youngsters are observing in dismay as corporation after corporation downsizes its workforce and drastically abandons the assumptions that used to constitute the unwritten contract between the long-term employee and the corporate employer.

- **Start a school mentor program or Junior Achievement program in every junior high and high school in the region.** This program will invite local business owners to talk to students about why they started their own business, what they enjoy about it, and how they did it.
- **Support an annual business plan competition for all high school students in the region.** Invite local business leaders to conduct business plan instruction each fall semester. In the spring, launch a competition in which students conceive of a business idea and submit an executive summary of a business plan. Winners should receive college scholarships or seed capital. Invite previous year's winners to become mentors and judges in the competition. TEI should lead this initiative. Regional Marketing Committee will lead this initiative.
- **Start a summer entrepreneurship training program for teachers.** Ask Community Colleges and private business owners to lead a 1 day seminar for teachers to provide them with tools they can use in their own classrooms to train students on entrepreneurship.

**Action 2: Collaborate with existing business resources state and nationwide to create an entrepreneur packet.** Begin by 2013

- **KBRPC to create a uniform packet of information on how to start a business in Missouri and provide to Community Colleges, Career Centers, High Schools and Chamber of Commerce.**  
*Funding: To be determined. Mentoring, Junior Achievement, and internship programs rely on volunteer time. The business plan competition should rely on local donations. The amount of scholarship awards or start-up capital could range from \$500 per student to thousands of dollars.*  
*Timing: All initiatives that are not currently underway should start by 2013.*

### **Entrepreneurship Strategy Two: Continue to develop business incubator plan based on EDA funded feasibility study.**

In 2007, Western Missouri State University conducted a feasibility study for a business incubator to be located in the KBRPC region. The study was funded by the U.S. Department of Commerce Economic Development Administration. Its purpose was to determine the feasibility of constructing and operating a business incubator and the types of businesses it should cater to. It is recommended that KBRPC continue to pursue and develop the incubator as a means of increasing entrepreneurship within the region.

**Action 1: Develop partnerships to support incubator plan.** Begin to market the incubator when nearing completion, 2012-ongoing

Form partnerships with Community Association of Regional Enterprises, Greater Clinton Area Chamber of Commerce, SBDC, State Fair Community College, Central Methodist University and University of Central Missouri to gain support and assistance for the overall incubator plan.

**Action 2: Seek funding opportunities for the construction and development of the incubator.** 2012-ongoing

In order to construct the incubator, large amounts of revenue will need to be generated. The EDA and potentially the Community Development Block Grant (through the Department of Economic Development) may be potential funding sources. USDA is another potential funding source.

**Action 3: Market the incubator model within the region** TBD/ongoing

Using the Regional Marketing Committee, develop a strategic marketing plan. The committee will continue to gain support for the business incubator, while implementing the marketing plan. The marketing plan will include detail of how to target prospective industries.

*Funding: To Be Determined*

*Timing: Begin to market the incubator when nearing completion.*

### **Entrepreneurship Strategy Three: Establish a regional banking subcommittee to explore ways to improve access to capital and aid startup businesses.**

**Action 1: Locate and identify potential members and form the subcommittee.** 2012/1013

- Seek out members with banking experience and background that are willing to serve on the banking committee.  
Recruit seven people to make up the board.

**Action 2: Identify and market existing regional loan programs that are available through local banks.** 2012/1013

**Action 3: Provide local banks with resources that educate them on the best way to support small and startup companies.** 2012/1013

**Action 4: Locate and identify any venture capital and angel investor networks in the region.** 2012/1013

*Funding: In-kind assistance can be solicited from area business organizations to better market existing loan programs to entrepreneurs and banks.*

*Timing: 2012/2013*

**Entrepreneurship Strategy Four: Assist region's chamber of commerce organizations to create or improve business assistance and networking opportunities to existing businesses.**

**Action 1: Incorporate region's chambers as part of the county Economic Development committee meetings.** Ongoing

- Encourage Chamber Directors and Chamber President's to attend County ED meetings to provide input and be educated on local events.

**Action 2: Provide information on KBRPC services and developments to the region's Chamber of Commerce.** Ongoing

- Encourage Chamber of Commerce to become members of KBRPC, and educate them on the services and programs the KBRPC offers
- Invite Chamber of Commerce Director/President to attend KBRPC Board Meetings on a bi-monthly basis.
- Include Chamber of Commerce in any KBRPC media/newspaper distribution.

**Action 3: Seek sponsorship with region's Chamber of Commerce for special events.** Ongoing

**Action 4: Encourage local Chamber of Commerce to establish a "business after hours" networking event for members.** Ongoing

- Example may include the Greater Clinton Area Chamber of Commerce, Business After Hours, model. This networking session is held the first Monday of every month at 5pm. A sponsoring member hosts the event each month. The event typically lasts for two hours, and refreshments are provided by the sponsoring business. The sponsoring business showcases their products or services at the event. This is an excellent source of local networking.
- Reinforces the regional brand and product recognition
- Increases awareness of the region

*Funding: Administrative Costs will be minimal (postage, printing, etc.)*

*Timing: Although some of these activities have begun, this will be an ongoing process.*

**Entrepreneurship Strategy Five: Create one entrepreneurship and small growth success story in each KBRPC county and use to generate increased entrepreneurial development in the region.**

**Action 1: Host a one-day entrepreneurial education workshop in conjunction with the SBDC and community colleges, annually.** Develop in 2012-yearly

- Workshop should occur every six months.
- Present topics such as "How to Write a Business Plan", "Small Business Financing", "Marketing" and "Previous Entrepreneurial Success Stories".

**Action 2: Document one entrepreneurial or small business growth success story and create materials to distribute. 2012-yearly**

- This material will be included in the “Business Start Up” packet, which is provided by the local Chamber of Commerce.

Funding: *Administrative cost of printing will be minimal*

Timing: *Complete in 2012. Execute yearly*

## **LIVABILITY STRATEGIES**

### **GOAL FOUR: The region is an appealing place to live for individuals employed by target industry companies.**

The most successful economic development regions in the U.S. also contain strong quality of life amenities. In addition to quality education, a quality environment plays a large part in the choice of young, skilled professionals in where they move. It also plays a significant role in retaining good citizens.

A high quality of life is also directly connected to the region's ability to attract tourists. Through the choice of investments in quality of life amenities, the region will be able to target the specific type of tourist that visits. Tourists should be considered an economic development audience. Oftentimes, tourists are the very decision makers around which economic development campaigns are targeted. To get the highest return, economic development and tourism promotions should be closely connected. The audience of both should overlap.

One of the easiest ways for the Kaysinger Region to become top of mind for its target industries is for executives from those industries to visit the region for vacation. Therefore, tourist activities should portray a certain image of the counties, one that is appealing to those executives and other decision makers. Make sure all tourist attractions showcase the county's creativity, natural beauty, and unique lifestyle.

The recommendations offered within this section are aimed at improving the quality of life for two audiences: young professionals and target industry companies. As addressed in the Workforce Development recommendations, both audiences look for cities with high performing primary and secondary schools. Both groups are also attracted to locations with good healthcare, quality housing, safety, ample parks and green space, artistic and cultural amenities, vibrant downtowns (any size), and environmental cleanliness.

The following are the quality of life strategies that we recommend for the region:

- **Inventory And compile a unifying database of existing parks and recreation offerings in the region**
- **Utilize ED committees to identify livability gaps and needed improvements personalized to their area**
- **Develop programs and education concerning the importance of our natural environment as a critical marketing and development tool**
- **Assist communities to develop bicycle and pedestrian friendly amenities**
- **Encourage and assist cities with condemnation process to redevelop blighted residential properties for more affordable housing opportunities**

Specific activities to support each of the above strategies are provided in the following sections.

Although the region contains ample amenities that should be attractive to a young, creative population, its population continues to age. So why, with all of its amenities, does the region lose young people? The problem lies partially in the region's external image that does not convey a message that entices a younger population. Future marketing efforts, for example, could be aimed at attracting younger tourists to the region by promoting the region's lakes and rivers or by promoting the county and region's tremendous outdoor recreation opportunities, and accessibility to larger metropolitan areas.

Retaining young professionals is as important as recruiting them. In this section, we recommend improvements to existing quality of life features and the creation of new amenities that will show the region's young families that the Kaysinger Basin region is progressive and paying attention to their needs. The projects we recommend are designed to generate a new energy in the county that appeals to a younger population.

### **Livability Strategy One: Inventory and compile a unifying database of existing parks and recreation offerings in the region**

**Action 1: Conduct community surveys to create a regional database of existing parks and recreational offerings. 2013**

**Action 2: Build and promote on the uniqueness of each park/recreational area. 2014**

- Utilize database to characterize unique characteristics of each park/recreational area.
- Develop a plan to maximize the strengths and possible expansion of each park/recreational area.
- Include local park/recreational areas as part of a larger regional marketing package.

Funding: TBD (funding sources could include user taxes as well as foundation funding)

Timing: Database complete and usable by the end of 2013. Execute promotion by 2014

### **Livability Strategy Two: Utilize ED committees to identify livability gaps and needed improvements personalized to their area**

**Action 1: Identify and prioritize each counties livability gaps. 2012**

### **Livability Strategy Three: Develop programs and education concerning the importance of our natural environment as a critical marketing and development tool.**

The Kaysinger Basin region is rich in natural resources. Each county in the region has a role to play in ensuring the preservation of their natural resources, which will require continuous education and promotion. This is, in part, a function of marketing. It is also a function of rallying the community around a few, specific projects that will unite the county and region's natural resources.

The activities recommended here will improve the quality of life for all residents by preserving natural resources. At the same time, these activities will result in attracting higher tourist counts - executives and their families who will come to the region as tourists, recognize the value and beauty of the region as a business location, and place the region on their list of future site locations.

**Action 1: Work with the U.S. Environmental Protection Agency, Missouri Department of Natural Resources, Conservation Department, and any other environmental resource group to develop and promote the resources and natural environment of the region to K-12 schools. 2012**

- KBRPC will work to collaborate and create a consistent and unified message to educate and promote the natural resources of the region.

Funding: No cost. Activities are organized by volunteers.

Timing: Immediately

**Action 2: Incorporate natural resources into the regional marketing campaign. 2012**

- KBRPC will work with other community organizations to organize a series of workshops designed to teach the region's students about the local natural resources. These events should cover topics about the history of the natural resources in the region, introduce the resources, and show students examples.
- Defined under the marketing strategy of the region.

**Action 3: Encourage developers to minimize the negative effect on the natural environment on an individual basis. Ongoing**

- KBRPC, local government, and Chamber of Commerce to ask developers to consider "green" building options and also to preserve and plant trees during and after development of land.

**Action 4: Promote the use of the KBRPC/EPA funded Brownfields program. 2012/Ongoing**

**Livability Strategy Four: Work with communities to develop bicycle and pedestrian friendly amenities**

One of the greatest strengths that the Kaysinger Basin hosts is the abundance of natural amenities and landscape. With proper a proper trail system the region has the potential to draw in tens of thousands of tourists to the region each year. The name will become well known, providing the region a powerful brand for marketing and for naming other tourist activities in the region.

**Action 1: Assist communities to plan for bicycle and pedestrian facilities where needed. 2012-2013**

- Conduct surveys and an inventory of existing bicycle and pedestrian facilities.
- Identify strengths and weaknesses and develop a plan for building on the strengths and improving the weaknesses of each communities bicycle pedestrian facilities.

**Action 2: Expand and promote bicycle and pedestrian facilities where existing. 2014-ongoing**

- Assist in researching and securing funding to expand and promote bicycle and pedestrian facilities.
- Incorporate bicycle pedestrian facility strengths into regional marketing campaign.

**Action 3: Partner with county health departments to educate and promote healthy communities. 2012-ongoing**

**Action 4: Encourage K-12 schools to participate in Missouri Department of Transportation's Safe Routes to Schools programs, when available. TBD-ongoing**

From time to time, MODOT will offer a Safe Route's to School grant funding program, which allows schools and local governments to apply for bicycle/pedestrian infrastructure, in heavily traveled school zones.

**Action 5: Create additional partnerships with regional groups to assist with updating the Regional Transportation Plan. 2012. Ongoing execution of plan.**

- Update the Kaysinger Basin Regional Transportation Plan.
- County health departments, senior centers, hospitals, businesses, trucking companies and other organizations can provide resourceful and vital information when updating the Kaysinger Basin Regional Transportation Plan.

*Funding: To Be Determined*

*Timing: Planning to begin by the end of 2012. Ongoing execution of plan.*

## **Livability Strategy Five: Encourage and assist cities with condemnation process to redevelop blighted residential properties for more affordable housing opportunities**

### **Action 1: Market the availability of KBRPC building inspection services to promote condemnation. 2012-Ongoing**

- Many communities in the region have had inactive building ordinances which have allowed numerous properties to become dilapidated and blighted. It is a common theme in all seven counties. One problem has been the lack of the available and affordable building inspector in the region. KBRPC recognized this need, and has added the service of a qualified building inspector, for the region.

### **Action 2: Encourage local developers to construct affordable single-family housing options. 2013-Ongoing**

- Promote the need of affordable housing throughout the region.
- Work with cities that own vacant land and seek a builder who is willing to construct affordable housing at the location.

### **Action 3: Work with cities to seek funding to demolish dilapidated structures and rebuild affordable housing. 2012-2015**

## **SITES AND INFRASTRUCTURE STRATEGIES**

### **GOAL FIVE: Ensure that our region's sites and infrastructure meet the needs of target industries and a growing population.**

When firms are queried as to which factors are musts when selecting a state or region while making location decisions, labor and education considerations are often the most important, followed by proximity to markets, operating cost environment, and residential amenities for managers and engineers. The only infrastructure that is often mentioned in a regional context is transportation.

When choosing a specific development location within a state or region, however, the availability of infrastructure grows in importance. As infrastructure is available in almost every city, business prospects will compare the availability and pricing of sites that come fully equipped with utility infrastructure and roadways. The availability of a shovel ready site allows a company to move quickly into the community, saving time and energy. It also indicates that the community is business friendly and forward thinking.

The reason for the apparent contradiction in the importance of regional infrastructure versus specific sites is that larger areas such as regions or states possess sufficient infrastructure somewhere, so it is not a major corporate consideration until after the general location is picked. Therefore, although not the top priority to get a company to choose a region, once they have chosen the Kaysinger Basin region, it is imperative that adequate infrastructure - water, sewers, bridges, streets and mass transit – be available to support business growth and development – and that this infrastructure fair competitively with that of another region.

All seven counties have limited sites available. This is another area where there is a significant disparity among the KBRPC counties – and potential opportunities for collaboration. Additionally, several projects can foster a regional economic impact. These include transportation projects as well as multi-jurisdictional projects. All infrastructure projects should follow the policies of cities and counties which may be developed in comprehensive plans for these counties. Therefore, infrastructure should be planned and developed so that development is directed to growth areas identified in local land use plans.

We are offering the following major strategies for improving the region's infrastructure:

- **Conduct an audit of existing business development sites and existing infrastructure in the region.**
- **Maintain a database of existing business sites and infrastructure information and post on Location One (LOIS)**
- **Assist counties to establish and/or expand Enhanced Enterprise Zones (EEZ)**
- **Utilize the resources of KBRPC to provide water/wastewater infrastructure assistance**
- **Continue to assist and develop communities along I-49 corridor**
- **Utilize county ED committees to improve and expand telecommunications capacity**
- **Continue to develop and update the Regional Transportation Plan**

Detailed activities to support these strategies are provided in the following section.

#### **Sites and Infrastructure Strategy One: Conduct an audit of existing business development sites and existing infrastructure in the region.**

**Action One: Obtain information from region's realtors, bankers and chambers of available buildings, sites and existing infrastructure. 2012-2013**

**Action Two: Work with cities to conduct survey of infrastructure available within the region. 2012-2013**

- Create a survey that will identify the availability of infrastructure within industrial parks capacity, business developments sites and any gaps which may be present.
- Assist cities to close the gaps which are found through the survey. Examples may include the extension of a water line to an industrial park located at the edge of the city.

**Action Three: Create countywide strategy plans for future development. 2014**

- Analyze the current business development climate, in order to provide an achievable goal for each county in the region to expand or enhance business development opportunities.

**Sites and Infrastructure Strategy Two: Maintain a database of existing business sites and infrastructure information and post on Location One (LOIS)**

Location One is an online database where communities support staff enter information in about available commercial structures for sale or lease within their community. The service is highly utilized by site selectors that are assisting businesses relocating or expanding. Location One is becoming more commonly used, nationwide, and has become a valuable tool for attracting new business to communities. Much of the KBRPC region is not currently entered into location one.

**Action 1: Kaysinger Basin RPC to seek funding from counties and cities to create local profiles and enter available buildings and sites. 2013**

**Sites and Infrastructure Strategy Three: Assist counties to establish and/or expand Enhanced Enterprise Zones (EEZ)**

An EEZ is a collaborative effort through the Missouri Department of Economic Development and a county to provide an incentive for new and expanding businesses. By having an established EEZ, eligible businesses are able to enjoy abated property tax for a set timeframe, as well as state tax credits based on wages of employees. *Currently there are only four localized EEZ's within the region. Costs associated with establishing an EEZ are minimal, yet the benefits can be very large. Each County should strive to have an Enhanced Enterprise Zone that encompasses most of the county.*

Timing: Complete by 2014

**Sites and Infrastructure Strategy Four: Utilize the resources of KBRPC to provide water/wastewater infrastructure assistance**

**Action 1: Meet with communities to determine development interests. 2013**

**Action 2: Seek and apply for funding assistance for specific infrastructure improvements. 2014**

## **Sites and Infrastructure Strategy Five: Continue to assist and develop communities along I-49 corridor**

For the past year, US 71 has been in transition to become Interstate 49. This highway system links Interstate 44 in Joplin to the Kansas City metropolitan area. The completion of I-49 is expected to occur in 2013 and will be the regions first and only interstate system.

### **Action 1: Work with communities to create smart development along outer roads. 2013-Ongoing**

- Many communities along US 71/I-49 corridor are seeing the creation of outer roads, which serve as prime ground for future development. The property adjacent to outer roads should have a plan created to maximize the development potential and encourage growth which will ensure resources are adequate to serve the area.

### **Action 2: Assist communities with future planning needs. 2013-Ongoing**

## **Sites and Infrastructure Strategy Six: Utilize county ED committees to improve and expand telecommunications capacity.**

Cellular phone reception is poor and spotty throughout the region yet is critical to both tourists and business development. Additionally, improvements in rural telecommunications will help counties in the region, in business development, and expansion, particularly in the areas of entrepreneur development.

### **Action 1: Improve cellular phone capacity. 2012-Ongoing**

- Develop model ordinances for municipalities to adopt that would allow for the location of cellular towers and additional providers.
- Provide an annual conference on model cellular phone reception programs for the region. Bring in specialists to address how this can be improved upon throughout the region.

### **Action 2: Develop wireless networks. 2012-Ongoing**

- Hold regional workshops with broadband providers to showcase their services and discuss how regional gaps may be addressed.

## **Sites and Infrastructure Strategy Seven: Continue to develop and update the Regional Transportation Plan.**

## ORGANIZATION AND MARKETING STRATEGIES

**GOAL:** The Kaysinger Basin Region is engaged in a proactive, targeted marketing campaign which sends a clear message that the region is dedicated to achieving these goals and demonstrates the importance of these strategies in improving the regional economy.

Regions benefit from engaging in marketing campaigns that promote the entire area and educate/engage the local public about the importance of regional and county economic development initiatives. It is most effective to have a marketing strategy that is managed by a well-integrated team of economic development leaders representing the region. The overarching goal is to balance both local county marketing strategies, while at the same time implement combined regional marketing strategies.

This section of the regional recommendations is laid out similar to each county's individual marketing recommendations. It describes how to form a regional economic development marketing team, necessary funding, and internal and external campaigns.

The remaining section provides a description and Actions necessary for KBRPC to engage in a regional targeted marketing plan. **There are ten recommended strategies, including:**

1. **Continue to develop and work with county ED committees.**
2. **Form a regional marketing committee made up of persons with the county ED committees to lead marketing for the seven counties.**
3. **Work to seek funding from each county to fund the new regional marketing committee.**
4. **Launch regional internal marketing campaigns to increase awareness**
5. **Develop and implement external marketing campaigns to recruit new businesses and tourism to region**
6. **Utilize ED committee to develop a strategic plan for overall promotion of region**
7. **Create a brand for the region**
8. **Utilize local college or K-12 students to design a logo**
9. **Promote the regional strategic plan to the Missouri Partnership, Missouri Department of Economic Development, and other business influencers and decision makers.**
10. **Measure and readjust the plan.**

### **Regional Marketing Strategy One: Continue to develop and work with county ED committees.**

- Currently, KBRPC has been working to establish ED committees in each of the seven counties. These groups are intended to be made up of community leaders, business persons, and persons with positive influences in their community. These persons will be the direct link between KBRPC and each community by providing direct local assistance and support for each program and initiative.
- KBRPC must continue to create, develop, and educate county ED members. This will be an ongoing process.
- Each county ED committee will be in charge of their own county marketing plan.

**Action 1: Continue to meet with ED committees on a monthly basis to discuss current events and future developments.** Ongoing

## **Regional Marketing Strategy Two: Form a regional marketing committee made up of persons with the county ED committees to lead marketing for the seven counties.**

Just as each county needs a lead organization to implement marketing, the region needs a team to implement the regional plan. The counties have similar recommendations that need to be marketed. By jointly implementing these marketing activities, pulled resources lead to efficient and effective campaigns. Form the RMC by having two individuals from each county's committee, which is led by KBRPC, to manage regional marketing activities.

**Action 1: Seek two persons from each county ED committee to serve on a regional marketing committee – 4<sup>th</sup> quarter 2012**

**Action 2: KBRPC to oversee committee and meet quarterly – 2013 - Ongoing**

**Action 3: KBRPC, regional marketing committee, and the banking subcommittee to oversee the region's external marketing efforts – 2013 - Ongoing**

## **Regional Marketing Strategy Three: KBRPC, ED committee and regional marketing committee to develop a strategic plan for overall promotion of region**

Just as local internal marketing activities build buy-in and awareness on particular issues, the regional internal marketing campaign builds awareness on key issues that all counties face, such as the importance of education and entrepreneurship. Having the right mix of publicity, promotion, and distribution of collateral is the recommended strategy for regional internal marketing.

It is important for the regional marketing committee to promote each county's primary economic development Web site, the lead ED organization, and link each site. Web sites are a preferred collateral for the majority of NWNK targeted audiences. Next, commit to **press relations (PR)** to cost effectively reach internal audiences and generate a buzz. The RMC may consider hiring a public relations (PR) firm to assist with writing and distributing press announcements. Focus on **promotional opportunities**, includes spreading information by word-of-mouth, attending regional industry events with local businesses, speaking at business networking events with key influencers, and jointly calling prospects to provide information on *why do business in KBRPC*.

**Action One: Launch regional internal marketing campaigns to increase awareness. 2013- Ongoing**

The regional marketing campaign will target citizens within the Kaysinger Basin region. It will be intended to educate the citizens as to what is available within the region.

- KBRPC and regional marketing committee should review and agree on regional internal marketing campaigns
- Regional marketing committee should plan to develop collateral, obtain advertising space, and implement campaigns.
- Implement a joint **publicity campaign** on three topics: 1) education & workforce development, 2) entrepreneurship, and 3) ED vision & marketing.
- KBRPC and the regional marketing committee will supply information for each website to be developed.
- Support the regional awareness campaign by advertising on billboards, newspapers and radio stations within the region.
- Regional marketing committee members should volunteer to speak about the strengths of the region at regional business events.

**Action Two: Develop and implement external marketing campaigns to recruit new businesses and tourism to region. 2013-Ongoing**

Web sites, publicity, and targeted direct marketing are the most cost effective for communities to “get their message out.” The regional marketing committee should balance these activities, be consistent in the message it conveys, and focus on campaigns that will directly reach prospects.

- KBRPC and regional marketing committee should review and agree on regional external marketing campaigns during the mid-part of 2013, including approving the budget
- Regional marketing committee working closely KBRPC should plan to implement external campaigns
- Recruit prospects from markets with high concentration of targeted businesses.
- Publicity campaign towards target national publications
- Regionally sponsor industry conference events.
- Pursue media attention to the region to showcase the assets, events and/or culture.
- Host a two-day conference for 10 national site selectors and provide accommodations and a tour of regional assets
- Have a photo contest showcasing the region. Ask the business community leaders to fund contest. Utilize winning photos as a portion of the regional marketing campaign.

**Action Three: Work to seek funding from each county to fund the new regional marketing committee.**

2012-Ongoing

- Create a strategic plan for marketing and budget to show the amount of allocation from each county needed and where money will be used.
- The regional marketing committee will discuss the marketing budget with each county.
- The regional marketing committee will meet, review and modify the budget needed for upcoming years.

**Action Four: Create a brand for the region. 2013**

It is highly effective for a region to market a single brand to build awareness. A component of this project is to identify one umbrella theme for the seven county-region. The regional marketing committee is primarily marketing to make consumers aware of the region. Consumers reside within the state, throughout the U.S., and internationally. Building awareness is accomplished by implementing campaigns to clarify a position. Each county will market an individual brand within its county and the state of Missouri. However, when the seven-county region markets to consumers outside of the state, it will communicate a single, umbrella brand. This will present a clear message to external audiences and make it easier for them to associate “*who*” and “*what*” the region stands for when it comes to economic development and also assist each county by improving their local image.

**Action Five: Utilize local college or K-12 students to design a logo. 2013**

The proposed theme is meant for the regional marketing committee to use when developing a logo and messaging to use in communication. Each county may consider using student’s work from K-12 schools, community colleges or universities within the region to create county logos. The region should have a style guide that denotes who, how, and when to use the logo. The style guide (logo rules) should be distributed to county ED committees and businesses throughout the region that will incorporate the message into their corporate marketing message. When asking students to design a logo, encourage them to consider the most marketable attributes of the region. This may include landscape, culture and the people of the region.

**Action Six: Promote the regional strategic plan to the Missouri Partnership, Missouri Department of Economic Development and other business influencers and decision makers.**  
2014

**Action Seven: Measure and readjust the plan.** Ongoing from conception.

In the long term, a successful marketing initiative will result in an increase in the number and quality of companies expanding and starting operations in NWNC. The RMC should establish metrics to monitor the success of its marketing activities. These numbers should be calculated at least twice a year to assess whether NWNC's identity is better recognized at a national level. Please review the metrics section found within this report.

## Appendix One

An important component of the implementation of the strategic plan is a monitoring system to track regional performance in the future. KBRPC has identified several data sets that have been used during the strategic planning process that we believe will be good measures of economic performance. These data are easily found at state and national sources, are available at the county level, and should be considered good indicators of the overall economic health of the community and its citizens.

Many state and local economic development organizations already use performance metrics to validate the effectiveness of the strategic plan. These data are also known as “benchmarks,” as local data is usually placed side-by-side state or national data for comparison. The performance metrics proposed in this plan provides KBRPC leadership an excellent opportunity to demonstrate positive results of their efforts and policies and build confidence among the general public that the economy is heading in the right direction.

### Workforce Development

- Job growth in top industries

<b>Quarterly Census of Employment and Wages</b> <b>Top High Growth Industries</b> <b>(2-digit sector)</b> <b>4th Quarter 2011</b>					
Industry	Number of Firms	Average Employment	Total Wages	Average Weekly Wage	Percentage Growth from Prior Year
62 - Health care and social assistance	539	9,789	\$65,601,601	\$516	0.6%
81 - Other services, except public administrative	1,123	2,710	\$12,396,802	\$352	0.4%
54 - Professional and technical services	372	1,606	\$19,076,848	\$914	2%
56 - Administrative and waste services	212	1,547	\$8,571,161	\$426	17%
61 - Educational services	25	744	\$6,250,683	\$646	10.9%
53 - Real estate and rental and leasing	161	596	\$3,504,812	\$452	1.2%
22 - Utilities	30	549	\$9,856,230	\$1,381	2.6%

- Average wage growth

Median Household Income		
Area	2009	2010
Missouri	\$45,229	\$44,301
Bates	\$39,071	\$38,882
Benton	\$34,038	\$33,305
Cedar	\$33,503	\$32,800
Henry	\$35,334	\$35,088
Hickory	\$28,685	\$28,097
St. Clair	\$33,041	\$32,217
Vernon	\$32,888	\$33,908

- Unemployment rate

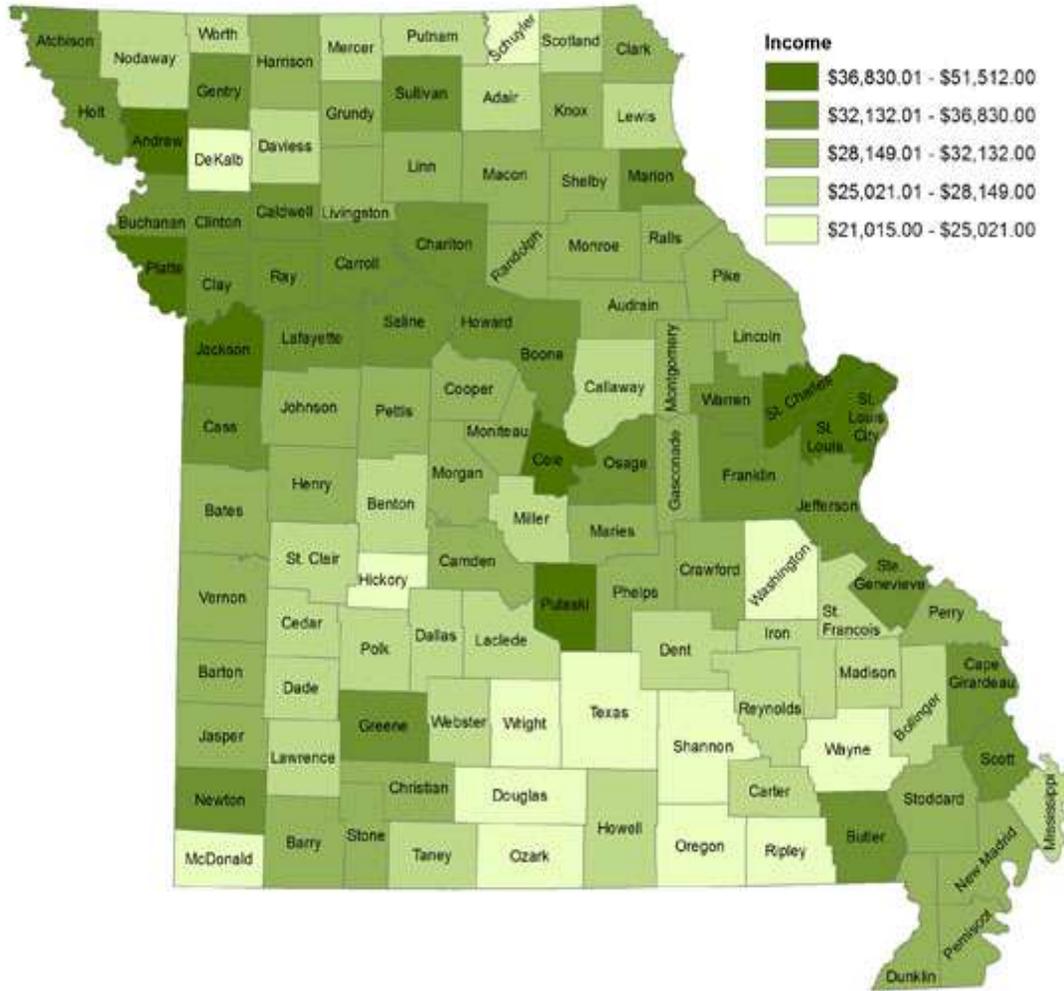
Unemployment Rate by County					
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Missouri	5.3	8.6	9.5	9.0	7.5
Bates	7.1	10.7	11.7	10.4	10.7
Benton	6.8	9.9	10.6	10.1	9.7
Cedar	6.5	9.1	8.6	8.1	6.9
Henry	6.6	9.5	10.1	9.4	8.5
Hickory	9.6	13.4	12.5	12.4	12.4
St. Clair	7	9.8	10.9	10.3	8.9
Vernon	5.6	7.8	7.9	7.2	5.9

- Educational attainment

Educational Attainment of Persons Age 25+ : 2010 %							
	<b>Bates</b>	<b>Benton</b>	<b>Cedar</b>	<b>Henry</b>	<b>Hickory</b>	<b>St.Clair</b>	<b>Vernon</b>
Less than H.S. grad	29.6	28.2	37.4	27.9	12.3	29.1	19.7
H.S. grad	47.7	42.3	22.9	44.0	44.1	46.2	46.1
Some college, no degree	17.9	17.5	18.3	21.2	21.8	16.1	18.7
Associate's degree	5.8	5.3	6.8	4.8	4.2	4.9	5.4
Bachelor's degree	8.0	7.8	8.1	10.1	6.2	8.7	8.9
Graduate or professional degree	3.7	4.7	3.8	5.0	2.0	5.4	5.5

- Per capita income .....

### 2010 Per Capita Income



County	2010 Per Capita Income
Bates	\$31,856
Benton	\$28,149
Cedar	\$26,638
Henry	\$32,132
Hickory	\$22,204
St. Clair	\$26,412
Vernon	\$29,610

## Entrepreneurship

- Net firm creation - track and monitor number of new businesses in region
- Venture capital inflows – track and monitor number of new investments in region
- Membership in entrepreneurs/Chamber of Commerce associations - track and monitor number of memberships in region

## Infrastructure & Sites

- Existence of business parks and sites – track and monitor number of new industrial parks in region
- Available developable acreage (with utility service) - track and monitor available sites with cities and Location One
- Office and industrial vacancy rates – track and monitor using cities and chamber of commerce organizations
- Number of communities utilizing Location One - track and monitor
- Increase in Enhanced Enterprise Zones – track and monitor

## Livability

- Percent of population increase
- 

County	2010 Population	% Of Change From 2000
Bates	17,049	2.4%
Benton	19,056	10.9%
Cedar	13,982	1.8%
Henry	22,272	1.3%
Hickory	9,627	7.7%
St. Clair	9,805	1.6%
Vernon	21,159	3.4%

- Parkland acreage per capita – Track and monitor
- Increase in park/recreational utilization – track and monitor with local parks & rec departments
- Increase in condemned properties – track and monitor with cities who have condemnation process

## Marketing

- Positive media mentions relating to the region – track and monitor
- Prospect activity (info requests or visits) – track and monitor
- Tourism revenues – track and monitor each county's tourism revenue and any new tourism taxes created

Each county may choose some or all of these metrics, and may have additional metrics that fit well with the county's goals. Kaysinger Basin RPC recommends that performance be measured on a county-by-county basis and that each metric is benchmarked against the U.S. where possible (or to Missouri if not). Metrics are best used when they are calculated as a share of the U.S. average. Performance metrics work best when they are easily updated on an annual basis, are easy to understand by the general public, and are measures of results not activity (such as measuring marketing calls or conference visits).

Most of this data can be easily found online at the Missouri Economic Research & Information Center website: <http://missourieconomy.org/> This site is extremely comprehensive and monitors hundreds of social, economic, and political progress measures. Most data, but not all, is available on an annual basis.

## **In Conclusion-The Future of the Region**

The Kaysinger Basin Region has tremendous qualities that – if built upon and promoted at the regional level – can strongly compete for high impact businesses and continued tourism growth. The region contains rich cultural, recreational, economic, and educational assets. This plan strongly points out that entrepreneurship and small business growth will drive economic development in the future. The region has a history of successful entrepreneurs. Missouri is home to many self-made success stories. Many of the region's large employers were founded by Missouri families two or three generations ago. Every business started with an idea and a dream, and with the right resources, KBRPC can help to make the dream a reality.

Imagine a future in West-Central Missouri that is filled with new opportunities, one in which the region's indigenous skills open the doors to new, diverse fields of engineering, life sciences, industrial design, software development, electronics design, teaching and training. Imagine the entrepreneurial strength that lies at the core of these industry applications.

It is time to look optimistically to the future and be willing to be bold. Business and government leaders must be active supporters of economic development as the region's primary tool for revitalizing the economy. Many good efforts are already in place. This plan calls for a closer coordination of existing efforts across the region and identifies new initiatives that will further fuel West-Central Missouri's economic recovery.

## **Public Comment**

The required 30 day public comment period was open from May 30-June 28, 2012.