

FIVE-YEAR
PLAN

Comprehensive
Economic
Development
Strategy



Provide Technical Assistance
Cultivate Resilient Communities

Offer Financing
Create a Better Place

Invest in People
Grow Prosperity

Mo-Kan
An Economic & Community Development Organization

2020

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Prepared by

Mo-Kan Regional Council of Governments

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Acknowledgments

Mo-Kan CEDS Committee

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Introduction

What is the CEDS?

▶▶ The Comprehensive Economic Development Strategy (CEDS) is a five-year plan update to guide economic development activities for the Mo-Kan Regional Council of Governments (Mo-Kan). It is a locally-based, regionally-driven process to establish a strategic blueprint for regional collaboration leading to economic prosperity. It uses current economic and demographic data to steer the plan toward the future.

▶▶ A CEDS Committee was established from Mo-Kan Board members and regional stakeholders. Representatives from business, industry, education, health, the public and governmental bodies were invited to be part of the Committee. See the *Kick-off Documentation Section of Appendix A* for details.

▶▶ Evaluating the needs of the region is the first step in the process. Public meetings were held to provide a forum for stakeholders and residents to express their ideas about regional needs and priorities. The outcome from these meetings is the

completion of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. A Public Survey was posted on various Internet sites to give the public-at-large access to the process of identifying our priorities.

▶▶ After the SWOT Analysis, building on the 2014 CEDS as a foundation, a Vision with Goals, Objectives and Actions was prepared. The next step was to formulate the Action Plan delineating the Actions, Partners, and Metrics used to define success. An Evaluation Framework and discussion of Economic Resilience round out the sections of The Plan.

▶▶ The CEDS includes three documents: Part I, Executive Summary; Part II, The Plan; Part III, Appendices: A, B, & C. The Executive Summary is designed to be a shorter, stand-alone document extracted from The Plan describing the SWOT process and highlighting the Action Plan, which forms the heart of the strategy. The Appendices contain process, demographics and background.



Mo-Kan Regional Council of Governments
Board of Directors

MEMBERS APPOINTED BY COUNTY				
Andrew	Buchanan	Clinton	DeKalb	Doniphan
Robert Caldwell	Lee Sawyer	Gary McCrea	Tanya Zimmerman	Leah B. Johnson
Annette Weeks			David Farr	Joyce Simpson
MEMBERS APPOINTED BY CITY				
Amazonia	Cameron	Clarksdale	Easton	Fillmore
Brenda Goodwin	Quinten Lovejoy	Ward Good	Sally McDowell	Thomas Coats
	Tim Wymes			
Gower	Lathrop	Maysville	Morrill, KS	Plattsburg
Carroll Fisher	Robert Burns	Michele Allwood	Linda Hill	Greg Harris
Rosendale	St. Joseph	St. Joseph	Savannah	Trimble
Jason Dunbar	Brian Myers	Adam McGowan	Don Dillman	Michael Shryock
	Nicholas Hutchison	Gary Roach		
	Marty Novak	Chance Long	Stewartsville	Union Star
			Joe Stevenson	Stacy Benoit
MEMBERS APPOINTED BY VILLAGE				
Agency	Country Club	Lewis & Clark	Weatherby	DeKalb
Sandra Wood	Elmer Mayse	Jack Rodkey	Stephen Gallus	Skyler Glaub

CEDS COMMITTEE LIST

FIRST NAME	LAST NAME	ORGANIZATION	TYPE OF ORGANIZATION	COUNTY
Ron	Barbosa	Security Bank of Kansas City	Finance	Buchanan
Bob	Caldwell	Andrew County Commission	Government	Andrew
Ted	Hauser	St. Joseph Planning Commission	Government	Buchanan
Chad	Higdon	Second Harvest Community Food Bank	Not-for-Profit	Buchanan
Nicholas	Hutchison	City of St. Joseph	Government	Buchanan
Leah B.	Johnson	Doniphan County	Economic Development	Doniphan
Dale	Krueger	Missouri Western State University	Individual	Buchanan
Dean	Langner	City of Lathrop	Government	Clinton
Brad	Lau	St. Joseph Chamber of Commerce	Business	Buchanan
Rebecca	Lobina	Small Business Development Center	Economic Development	Buchanan
Roni	Mauer	Farmers State Bank	Finance	Buchanan
Adam	McGowan	Missouri Western State University	Education	Buchanan
Patrick	McKernan	Troy USD 429	Education	Doniphan
Keli	Morris	Northwest Missouri Enterprise Facilitation	Economic Development	Andrew
Marty	Novak	City of Saint Joseph	Government	Buchanan
Amy	Ryan	Commerce Bank	Finance	Buchanan
Joyce	Simpson	Chamber of Commerce	Business	Doniphan
Tama	Wagner	St. Joseph Community Alliance	Economic Development	Buchanan
Annette	Weeks	Craig School of Business	Economic Development	Buchanan
Stephanie	Williams	North Central Missouri Business Facilitation	Economic Development	Clinton
Tim	Wymes	City of Cameron	Government	DeKalb
Tanya	Zimmerman	DeKalb County	Government	DeKalb

Mo-Kan Regional Council

▶▶ The Mo-Kan Regional Council of Governments (Mo-Kan) is in its fifty-first year as a bi-state regional planning commission serving Andrew, Buchanan, Clinton and DeKalb Counties in Missouri, and Atchison and Doniphan Counties in Kansas. The Mo-Kan Economic Development District (EDD) serves the same counties. In 2017, Atchison County withdrew from the Council but continues to be part of the EDD, therefore, data for Atchison County will be presented in the charts and graphs of the plan.

▶▶ The Mo-Kan Board of Directors is made up of representatives from each county and cities are invited to join. The larger cities in the core service area are St. Joseph, Cameron and Savannah in Missouri, and Atchison, Wathena, and Elwood in Kansas. Mo-Kan is part of the St. Joseph Metropolitan Statistical Area (MSA) with the exception of Clinton County.

▶▶ Mo-Kan’s planning services are designed to benefit all citizens of the core service area and the communities within. Additional communities are served due to special programming and not included in the primary service area. Over the past five years Mo-Kan has actively assisted local communities with completing projects through various grant and revolving loan funds, stimulating economic growth and prosperity in the local economy. Table 1, *Economic Impact of Mo-Kan Grants*, shows the grant project totals from the grant programs that Mo-Kan has

ECONOMIC IMPACT OF MO-KAN GRANTS	
Community Development Block Grant (CDBG)	\$10,097,226.00
MoDOT	\$390,424.35
Hazard Mitigation	\$127,221.00
Watershed Project	\$33,214.19
Homeland	\$937,038.12
Brownfields	\$75,000.00
Total Grant Project Funds	\$11,660,123.66

participated in since the last CEDS plan.

▶▶ Table 2, *Loan Programs Economic Impact*, summarizes the impact of the Mo-Kan Revolving Loan Fund (RLF) and the SBA-504 Loan fund administered by Mo-Kan, along with other loan programs packaged in partnership with local banks as a Mo-Kan service. The economic impact of the loans total \$42,975,430 injected into the regional economy over the past five years. Sixty-one percent of the funded loans went to firms in Andrew, Buchanan, and Clinton Counties in Missouri and Atchison County in Kansas. This business activity generated a total of 497 new and retained jobs.

LOAN PROGRAMS ECONOMIC IMPACT	
Loans	\$19,592,675
Project Total	\$42,975,430
Injection	\$5,568,450
Jobs Created	308
Jobs Retained	189
Total Jobs	497

▶▶ Median income is \$49,724, with 13.17 percent living in poverty. Just under 90 percent of the area’s residents achieved a high school diploma, certifications and degrees. More than 12,300 businesses and their employees generate an annual payroll of over \$2.2 billion.

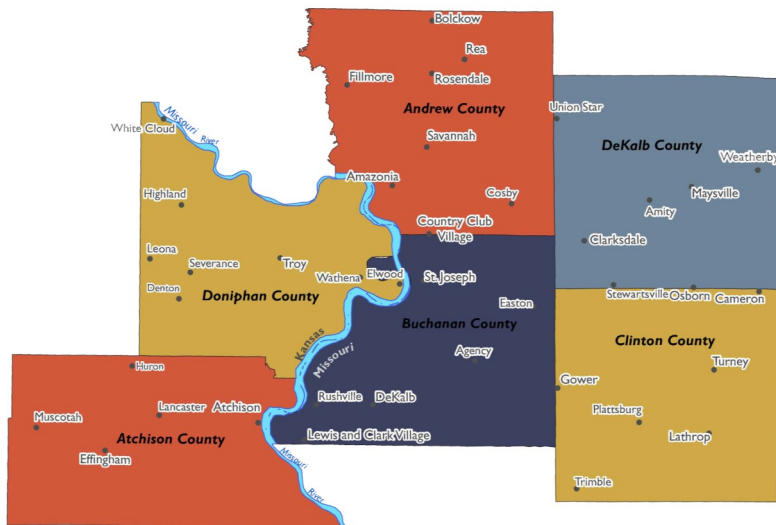
▶▶ According to national statistics, more than 89 percent of businesses employ 20 workers or less, while businesses employing fewer than 100 compose slightly over 98.2 percent of total businesses. Those employing more than 100 employees represent approximately 2 percent of total businesses. Mo-Kan’s largest potential for growth is small business. We have to develop a focus on business retention, increasing skill levels of the labor force, building public-private partnerships, and improving the entrepreneurial environment through local resources such as Mo-Kan’s internal revolving loan funds (RLF), US Department of Agriculture (USDA), and Small Business Administration loans ranging from \$2,500 to \$4 million.

Summary Background

What have we done?

Geographic Location

Mo-Kan Economic Development District



The Mo-Kan EDD is composed of six counties—four in Missouri and two in Kansas. Andrew, Buchanan, Clinton and DeKalb make up the Missouri counties, and Atchison and Doniphan are on the Kansas side, see Figure 1 *Mo-Kan Economic Development District Map (left)*.

The district is located in Northwest Missouri and Northeast Kansas. St. Joseph, Cameron and Savannah are the biggest cities on the Missouri side and Atchison in Kansas. From St. Joseph center, the district is approximately 50 miles north of Metropolitan Kansas City, 70 miles northeast of Topeka, Kansas, and 160 miles south of Omaha, Nebraska.

LAND AREA AND POPULATION DENSITY

County	Land Area (square miles)	Population (2010)	Population Density (person/sq. miles)
Andrew	436	17,291	39.7
Buchanan	409	89,201	218.1
Clinton	423	20,743	49.04
DeKalb	425	12,892	30.3
Atchison	431	16,924	39.3
Doniphan	388	7,945	20.5
Mo-Kan District	2,512	164,996	65.7
Missouri	68,945	5,988,927	87.1
Kansas	81,781	2,853,118	34.9

Source: US Census Bureau, 2013 State and County QuickFacts

Population Density

The land area of the District is 2,506 square miles with a 2010 population count of 164,996. The average population density is 66 persons per square mile. The largest county in terms of surface area is Andrew County, which encompasses 432 miles. Conversely, Doniphan County is the smallest county with 393 square miles.

The population density is the highest in Buchanan County with 219 persons per square mile. Table 3, *Land Area and Population Density*, shows the land area and population density of each county.

Population Characteristics

Table 4, *MO-KAN Region—2017 Social & Economic Summary* shows regional and national population data by age groups and by race and origin, using the most recent census data available. Mo-Kan statistics come close to the national percentages when shown by age groups, but the *Population by Race and Origin* shows a very different picture. The

Mo-Kan region has very little racial diversity. The *white alone* population in the Mo-Kan Region is 90.14 percent of the total population compared to 73 percent nationally. The rural nature of the area, lacking a major metropolitan area, affect the diversity numbers. See *Appendix B* for more demographic information and County Profiles.

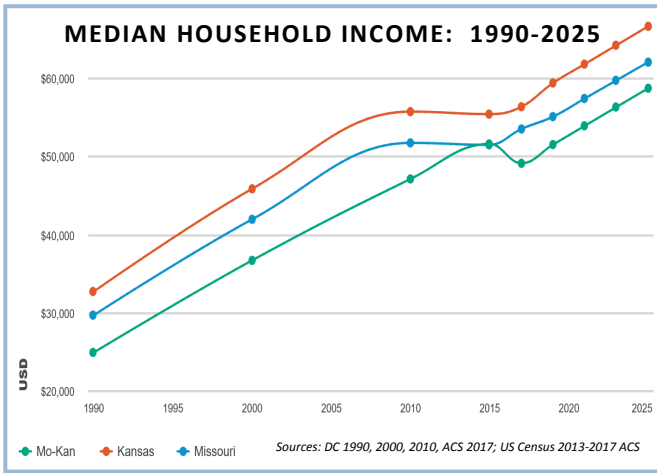
MO-KAN REGION—2017 SOCIAL & ECONOMIC SUMMARY

Includes: Atchison & Doniphan, KS Counties; and Andrew, Buchanan, Clinton & DeKalb, MO Counties

POPULATION	POPULATION	MO-KAN REGION	U.S.	PERCENT OF TOTAL: U.S.	PERCENT OF TOTAL: MO-KAN	
	Total	164,098	321,004,407	100%	100%	
Preschool (0-4)	9,700	19,853,515	6.2%	5.91%		
School Age (5 to 19)	31,804	62,377,283	19.5%	19.38%		
College Age (20 to 24)	11,463	22,501,965	7%	6.98%		
Young Adult (25 to 44)	41,469	84,700,592	26.4%	25.27%		
Adult (45-64)	43,550	83,838,663	26.1%	26.54%		
Older Adult (65 plus)	26,112	47,732,389	14.9%	15.91%		
Median Age*	39.4	37.8				
*Median Age is averaged for combined areas						
POPULATION BY RACE/ORIGIN	POPULATION BY RACE AND ORIGIN	MO-KAN REGION	U.S.	PERCENT OF TOTAL: U.S.	PERCENT OF TOTAL: MO-KAN	
	Total	164,098	321,004,407	100%	100%	
	American Ind. or Alaskan Native Alone	696	2,632,102	0.8%	0.42%	
	Asian Alone	1,085	17,186,320	5.4%	0.66%	
	Black Alone	7,714	40,610,815	12.7%	4.70%	
	Native Hawaiian & Other Pac. Isl. Alone	305	570,116	0.2%	0.19%	
	White Alone	147,916	234,370,202	73%	90.14%	
	Two or More Race Groups	5,119	10,081,044	3.1%	3.12%	
	Hispanic or Latino					
	Total Hispanic or Latino	7,488	56,510,571	17.6%	4.56%	
	Mexican	4,892	35,709,528	11.1%	2.98%	
	Cuban	835	2,158,962	0.7%	0.51%	
Puerto Rican	490	5,418,521	1.7%	0.30%		
Other	1,271	13,223,560	4.1%	0.77%		

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

Trends in Household Income: 1990 to 2025



One of the primary indicators of a successful economic environment is an increase in area median household income. Figure 2, *Median Household Income: 1990-2025*, shows data for median household income for 1990-2015 and projections out to 2025, showing an upward trend for both states in the Mo-Kan Region. The Mo-Kan Region is keeping pace with the growth patterns of both Kansas and Missouri. The region’s slightly lower median income can be attributed to its rural nature, and the dip in 2015 shows the slower recovery from the recession than at the statewide level.

Poverty: 2018

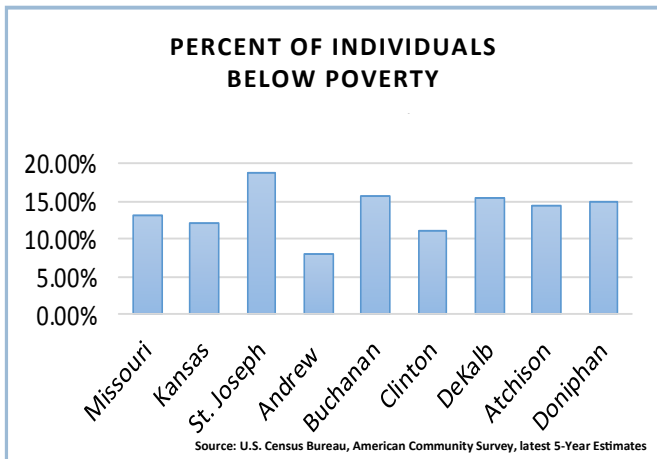


Figure 3, *Percent of Individuals Below Poverty*, shows the estimated poverty rankings in each county in the Mo-Kan Region for 2018. This compares to the United States rate of 11.9 percent; State of Missouri rate of 13.2 percent; and the State of Kansas rate of 12.0 percent. The city of St. Joseph has the highest poverty rate in the Mo-Kan Region at 18.0 percent. Only Andrew County falls beneath the national and state averages. A declining poverty rate is an indication of economic strength.

Educational Attainment

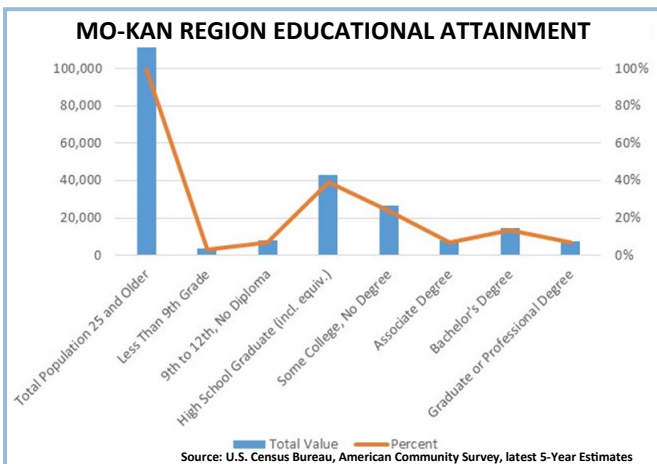


Figure 4, *Mo-Kan Region Educational Attainment*, shows educational levels of the workforce. Over 51 percent of adults 25 and older have some college or a degree. Of the remaining 49 percent of adults 25 and older, 6.61 percent hold a graduate or professional degree; 38.91 percent have a high school diploma or equivalent and 3.29 percent have less than a 9th grade education. This data indicates the majority of the workforce is amply educated, which businesses often consider when choosing new locations or expansions.

Create a Better Place

Infrastructure Overview

The Mo-Kan Region has excellent highway transportation access with I-29, I-229 and I-35 providing good north-south access. The Kansas counties in the region are not located on the Interstate system. However, Doniphan County is crossed by U.S. Highway 36 which offers opportunities for commercial development along the roadway.

Transportation, including rail and access to airports and other infrastructure in the region, is well-suited to the movement, processing, and storage of agricultural and derivative products. This remains a key economic advantage in the region along with the lower cost of living, another important consideration to new business development and expansion of existing facilities. See *Appendix C, Other Forms of Transportation*.

As commercial development grows in each county, planners should take care to preserve the local character of individual communities in the region and take steps to ensure continued vitality of locally-owned small businesses that characterize a city.

The ability to maintain school infrastructure is difficult for small communities. Continued out-migration, coupled with an aging population, may lead to more school districts consolidating. This trend could have other negative impacts on the local economies because rural schools are typically the largest employers in small towns. See *Appendix B, Education section*, for detailed information.

Public utilities and water systems appear to be adequate to meet the current and future needs of the region; however, there is a need for a reliable water source for eastern counties. The Great Northwest Wholesale Water Commission is in the planning and design stages to build a water pipeline

from the American Water facility in St. Joseph to serve the communities of Cameron, Maysville and Stewartsville in the near future.

Municipal sewers in several communities are adequate to meet current needs but will need to be upgraded to handle growth and to meet new EPA regulations. Many small rural communities do not have adequate, if any, sanitary sewage facilities. Mo-Kan assists rural communities in the region to procure grant and loan financing for their critical water, wastewater and other infrastructure needs. Mo-Kan also assists with grant writing and administration for the Community Development Block Grant program, which provides gap financing for low-and-medium income qualifying communities.

The replacement of the Amelia Earhart Bridge (U.S. 56) connecting Missouri and Kansas is a critical piece of regional infrastructure that has been achieved over the last five years. Communities in Kansas and Missouri must continue to work together on planning and development activities including infrastructure maintenance and development.

Most communities provide adequate municipal services. The one service needing regional cooperation is solid waste management. Operating a collection and landfill system is beyond the means of any one of the region's communities or counties. Tertiary services such as recycling remain even more out of reach for communities, due in part to the collapse of the Chinese market. China has refused to accept any recycling stock from the United States because of high levels of contamination. This is having a negative effect on recycling in general and has made rural recycling impossible. There are a few markets for some types of plastics, but even metals and glass are seeing weak recycling markets.

Amelia Earhart Bridge
Photo credit: www.ISCbridge.com

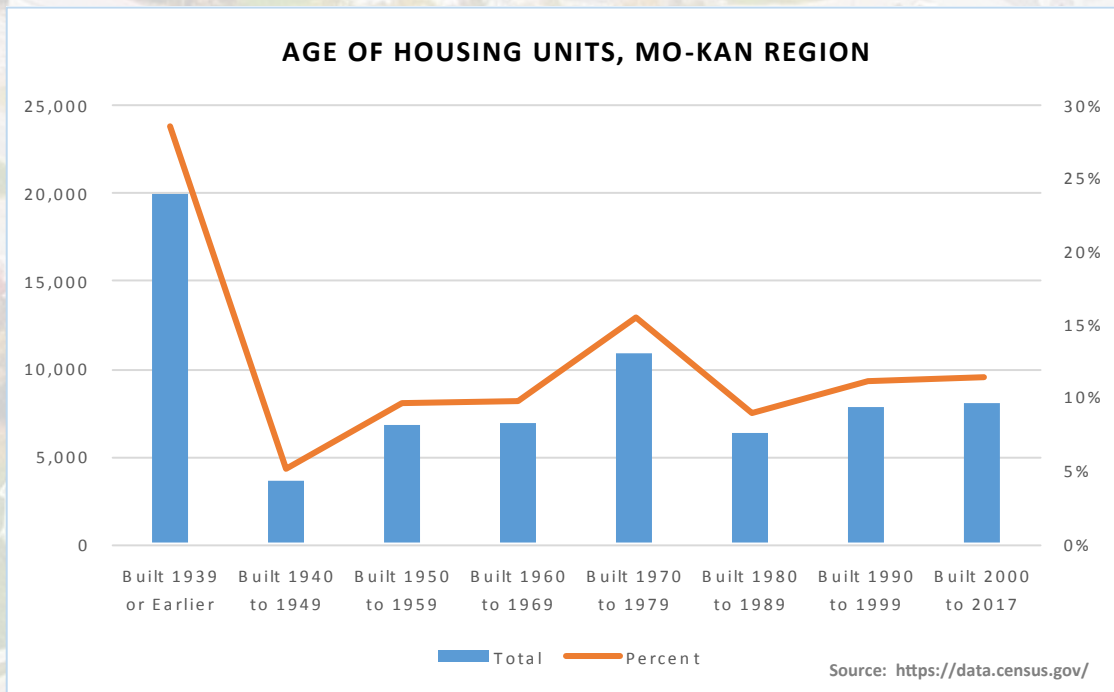
Housing

Affordable housing and housing availability is a topic of concern across the Mo-Kan Region. Each SWOT meeting included discussion about the need for affordable housing and housing development in general. Doniphan County participants expressed concern that the farming community would not consider subdivision of farmland for new residential housing. Many of the small communities and the City of St. Joseph are plagued by aging housing infrastructure and the deterioration of vacant buildings.

New construction is stagnant in the region and has been for the last two decades. Figure 5, *Age of Housing Units, Mo-Kan Region*, (below) shows the housing stock added for each decade. The last bar on the chart shows the residential housing built from 2000 to 2017. It has taken 17 years to equal the new building volumes in the '90's decade.

This data signals the aging population, downward population trends and youth retention issues. More homeowners are staying in their existing homes, remodeling or expanding and fewer new homes are being built.

The availability of land for subdivision has been another contributing issue. Farmland in the Mo-Kan Region is of such high value that there is little incentive for subdivision. The City of St. Joseph and Buchanan County continues to work together to keep urban sprawl in check with a focus on revitalizing existing neighborhoods, in-fill building and providing mixed-use community development. Mo-Kan is committed to helping communities address the problems of revitalization and development of affordable housing opportunities for its residents by assisting in obtaining grant funding and/or funding for technical assistance and planning.



Residential Area, Cameron
Photo credit: www.cameron-mo.com

The Natural Environment

The climate of the region is no major barrier to most development. Winters are cold and summers are warm without any real extreme conditions. Flooding does occur at times along the Missouri River and other streams, especially in periods of prolonged thunderstorm activities. This is a frequent event.

The soils characteristics are good for agricultural purposes and, with few exceptions, capable of handling most urban types of development. Those few exceptions are generally wetland areas, which should not have urban uses.

The geology of the region also shows no major inhibition to most growth and development. There is some potential for mineral development, especially petroleum, but the likelihood of any

substantive development is tempered by economics. It would be costly to tap into most of the area's oil deposits.

Water resources in the region appear to be ample for current and future growth. However, these resources are very vital to the area's growth making the preservation of water quality a top priority. Buildings of residential, commercial and industrial uses within the 100-year floodplain should be encouraged for elevation or relocation.

Finally, it is clear from this brief analysis that regional cooperation in growth and development must be undertaken to preserve the region's natural setting.

Missouri River Flooding, White Cloud, KS
Photo credit: AP/Orlin Wagner

The average size of farms in the Mo-Kan Region has changed very little with the exception of Clinton County where there was a 28 percent increase in the average size of farms between the 2012 and 2017 Farm Census figures. This increase is attributable to the 16 percent increase in the total acreage farmed in Clinton County. The largest agricultural decline was in Buchanan County where there was an 11 percent reduction in average farm size. Overall, the Mo-Kan Region has seen a seven percent decrease in acres farmed.

Regardless of this decrease, farming continues to be one of the foundations of the Mo-Kan economy. The data in Table 5, *Mo-Kan Farming Summary*, (right) shows that since 2012, there has been a 20 percent increase in the market value of products sold and a 21 percent increase in net cash farm income. Going forward into the next five years we expect to see farming continue to

Agriculture

remain important in the regional economy, but with an expectation to see growth in valued-added products such as biofuels and organic farming. The development of value-added products changes the point of view of the farmer from producer to resource manager, in turn, discovering new ways to use by-products of their primary farm production to increase revenues.

Typical farm in Mo-Kan Region

MO-KAN FARMING SUMMARY

Years Total	2012	2017
Number of farms	4,207	3,920
Land in farms (acres)	1,221,686	1,226,389
Total Dollars		
Market value of products sold	\$378,901,000	\$454,911,000
Net cash farm income	\$103,939,000	\$125,601,000

Agriculture (continued)

Census (2012). Net

Table 6, 2017 Farm Census

Summary by County, shows county data for the Mo-Kan Region including the percent change since the last Farm cash farm income showed double-digit growth except

2017 FARM CENSUS SUMMARY BY COUNTY						
	Atchison County		Doniphan County		Andrew County	
	2017	% Change Since 2012	2017	% Change Since 2012	2017	% Change Since 2012
<i>See Appendix C for Agriculture County Profiles which give more detail about farming in each Mo-Kan Region County with statistics for individual crops and farms by size.</i>						
Number of farms	595	-3	430	+2	706	-15
Land in farms (acres)	235,896	+7	177,485	-1	204,944	+3
Average size of farm (acres)	396	+10	413	-3	290	+21
Total	Dollars					
Market value of products sold	85,204,000	+51	81,227,000	+1	74,990,000	+30
Government payments	2,051,000	-32	4,128,000	+46	3,325,000	-7
Farm-related income	2,265,000	-82	4,633,000	-20	4,644,000	-40
Total farm production expenses	60,777,000	+10	65,088,000	+8	59,001,000	+13
Net cash farm income	28,743,000	+73	24,900,000	-15	23,958,000	+43
Per farm average	Dollars					
Market value of products sold	143,201	+55	188,901	-1	106,218	+52
Government payments (avg. per farm receiving)	5,860	-27	13,402	+41	8,505	+31
Farm-related income	7,353	-80	20,868	-27	13,987	-37
Total farm production expenses	102,146	+13	151,368	+6	83,570	+32
Net cash farm income	48,308	+77	57,906	-16	33,935	+67
	Buchanan County		Clinton County		DeKalb County	
	2017	% Change Since 2012	2017	% Change Since 2012	2017	% Change Since 2012
Number of farms	797	+10	684	-10	708	-18
Land in farms (acres)	184,062	-2	222,361	+16	201,641	-17
Average size of farm (acres)	231	-11	325	+29	285	+1
Total	Dollars					
Market value of products sold	66,887,000	-1	81,835	+45	64,768,000	+8
Government payments	2,939,000	-7	2,035,000	-21	3,612,000	-19
Farm-related income	4,357,000	+59	5,272,000	-34	3,653,000	-51
Total farm production expenses	48,867,000	+5	78,641,000	+27	59,849,000	-4
Net cash farm income	25,316,000	+6	10,501,000	+99	12,183,000	+32
Per farm average	Dollars					
Market value of products sold	83,923	-10	119,642	+61	91,480	+32
Government payments (avg. per farm receiving)	8,096	+29	8,924	+26	9,358	+21
Farm-related income	14,771	+40	19,031	-30	10,496	-47
Total farm production expenses	61,314	-4	114,972	+41	84,532	+16
Net cash farm income	31,764	-14	15,352	+121	17,208	+61

Invest in People

Labor Force

The labor market status is one of the most important indicators of economic growth. Table 7 *Labor Force Status by County*, (right) shows those who are employed or actively seeking employment compared with those who are not employed and not seeking employment. Figure 6, *Employment Status by County*, (below) compares the percentages of employed and unemployed. Each indicator helps measure the progress of local development efforts. The low percentage of unemployed in all counties illustrates why it is hard to find and keep good employees. The job market is very fluid; employees are able to change jobs for higher pay and better benefits because the number of jobs exceeds the number of job seekers. There needs to be incentives for those who have left the labor force during the last recession to reenter the job market to grow the labor force. All six counties in the Mo-Kan Region have unemployment numbers below the national average of 3.3 percent. DeKalb and Clinton have less than 2 percent unemployment. Atchison County in Kansas, has the highest at 3.14 percent.

LABOR FORCE STATUS BY COUNTY			
County	Total Employed	People In the Labor Force	People Not in Labor Force
Andrew	8,504	8,897	5,068
Buchanan	42,011	4,654	26,334
Clinton	9,661	10,072	6,215
DeKalb	4,325	4,481	6,337
Atchison	7,669	8,188	4,737
Doniphan	3,737	3,937	2,473

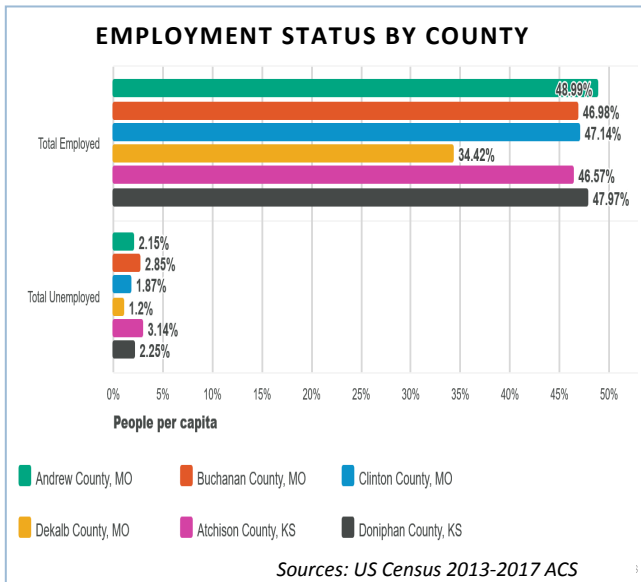
Sources: US Census 2013-2017 ACS

Workforce Development

Mo-Kan contracts with the State of Missouri to operate the Missouri Job Center in St. Joseph, offering services tailored to meet the needs of business and industry to maintain a productive workforce; an essential component of economic prosperity.

The primary mission of the job center is to connect skilled and qualified people with quality jobs. In 2017, the job center served over 9,614 job seekers, with well over 75 percent (or 7,211) receiving training, job search assistance and eventually jobs. In 2018, the Job Center served over 7,950 job seekers. Of this number, more than 79 percent (or 6,267) received training, job search assistance, and eventually jobs.

One new job center program was the result of a partnership with Missouri Western State University. MWSU refurbished the STEM (Science, Technology Engineering and Math) education bus, funded by a USDA grant, for use as a mobile outreach program. The bus has been outfitted for use as a Mobile Job Center to bring much-needed workforce development services to rural communities in order to alleviate barriers for job seekers.



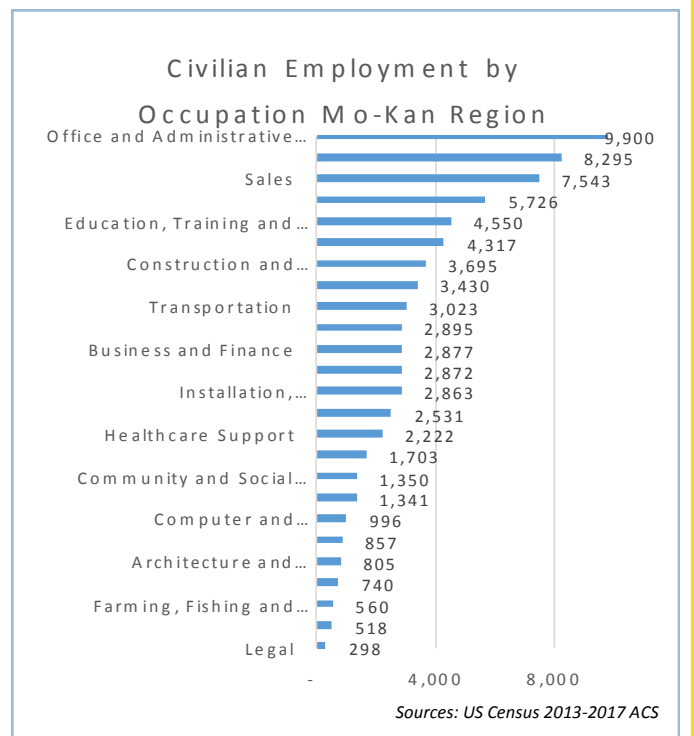
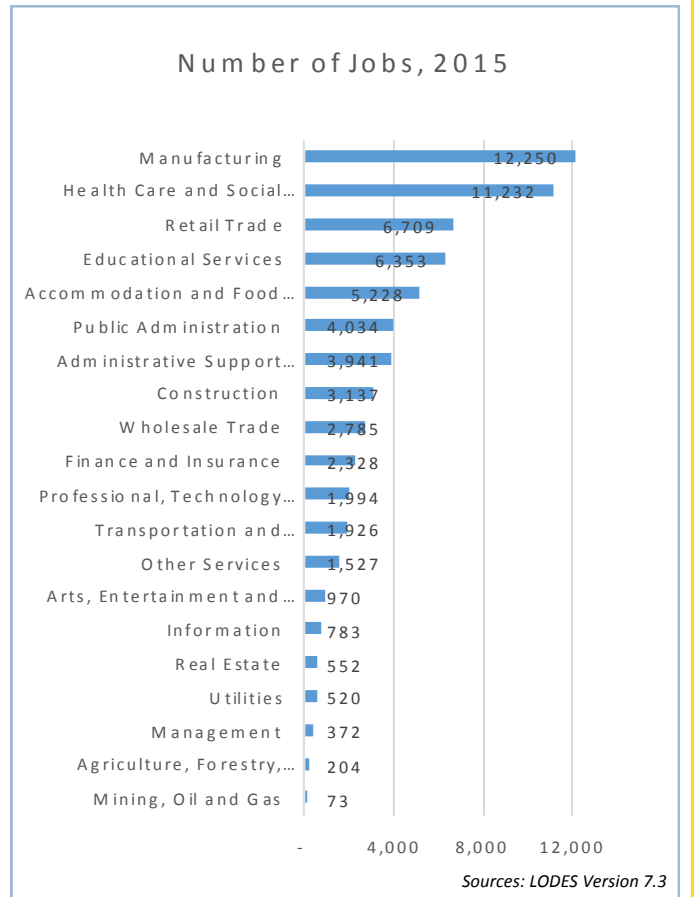
Top Jobs & Occupations

One tactic for increasing median income for local households is targeting the growth and retention of specific jobs (occupations) and industries.

Figure 7, *Number of Jobs 2015*, (upper right) shows the available jobs in the Mo-Kan Region. This data represents the industrial diversity of the region. Manufacturers are the largest employers in the Mo-Kan Region are the manufacturers. Healthcare and social assistance come in a close second. Retail is the third largest employment sector followed by a diverse mix of education, administrative, financial, scientific and other service industries. This 2015 snapshot shows there are more jobs available than employees to fill them, which is an indication of the potential for economic growth.

Figure 8, *Civilian Employment by Occupation Mo-Kan Region*, (lower right) shows the most common occupations in the region. Topping the list is Office and Administrative Support followed by Production. Sales, listed in third place, shows the importance of the retail and wholesale markets to the economy.

Strong demand for employees in the Manufacturing, Health and Personal Care, and Education shows growth potential for those dominant industries. One of the challenges is to prepare the upcoming generation of the workforce to be qualified to meet the specific needs of these industry and business sectors. Youth retention and innovative job training programs are in the forefront of workforce development efforts. Currently, jobs available outpace the number of workers to fill them, both an asset and challenge for the stability of the economic environment.



Economic Strength Ranking

Both states represented in the Mo-Kan Region show slow, steady growth. The Bureau of Economic Analysis (BEA) shows that the National Gross Domestic Product (GDP) in 2013 was 1.9 percent increasing to 2.9 percent by 2018. According to the most recent data, Missouri's GDP was \$263,933,000,000 in 2016 representing 1.61 percent of US GDP which made it the 22nd largest state economy in the nation. Kansas GDP was \$136,591,000,000 in 2016, representing 0.84 percent of US GDP, which made it the 31st largest economy in the nation according to BEA data.

Further support for the economic well-being of the region is shown the 2019 Economic Strength Ranking of the St. Joseph Metropolitan Statistical Area (MSA). Economic strength is defined as "the long-term tendency for an area to consistently grow in both size and quality."

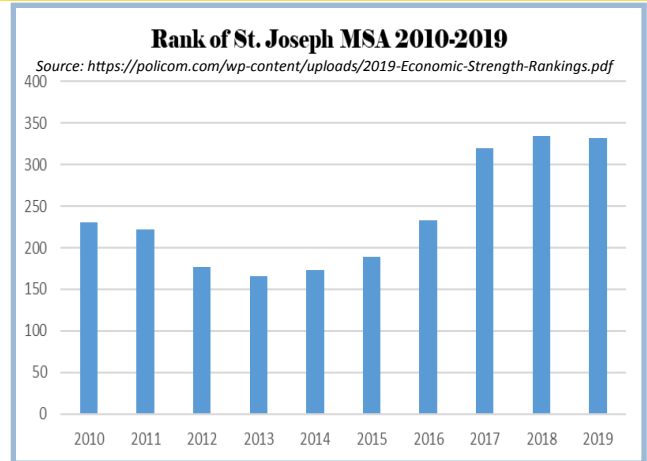


Figure 9, *Rank of St. Joseph MSA 2010-2019*, (above) shows the ranking changes over the last 19 years. Since the low point in 2013, the ranking has continually increased. The two-point drop in the estimate for 2019 reflects a partial year and a change in the formulation of the statistic using a shorter length of time to calculate the averages.

Top 10 Employers	Product / Service	Employees
Mosaic Life Care	Health Care	4,072
Triumph Foods	Food Processing	2,900
St. Joseph Schools	Education	1,853
139th Airlift Wing, MO Air National Guard	Government	1,521
Boehringer Ingelheim	Animal Pharma.	1,070
American Family Ins.	Insurance	793
MWSU	Education	757
Wal-Mart	Retail	740
City of St. Joseph	Government	698
Tyson Foods	Food Processing	670

Top 10 Employers: St. Joseph

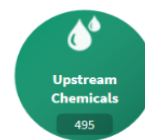
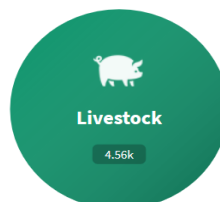
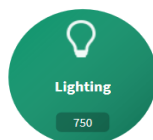
Table 8, *Top Ten Employers*, (left) shows the number of employees in St. Joseph for the largest businesses. These figures represent the leading employers in each product or service sector.

St. Joseph is the center of economic activity in the Mo-Kan Region by virtue of its status as an Metropolitan Statistical Area (MSA).

Cluster Portfolio, 2016

Figure 10, *Traded Clusters*, (below) show the most important industry clusters and the related support business activities. These five traded clusters makeup the industries producing the most jobs in the Mo-Kan region. With the economic growth in the first quarter of 2019 at 2.3 percent in Missouri and 3.1 percent in Kansas, one would expect to see job growth in each of these clusters. The Biopharma Cluster is an important economic region stretching from Kansas City to Omaha. See *Appendix C, Cluster Data* section, for detailed cluster maps showing the business activities supporting each industry.

5
Traded
Clusters



Source: <http://www.clustermapping.us/content/clusters-101>

Innovation Index

Evaluating the entrepreneurial environment for the region is the first step in reviewing the business climate for knowledge-based industry. This data is derived from a partnership with the U.S. Department of Commerce, the Purdue Center for Regional Development and the Indiana Business Research Center and referred to as the Innovation Index. The Innovation Index is a measurement designed to highlight factors that indicate a region is more or less ready to participate in the “information” economy.

The Innovation Index goes from 1-200. It is comprised of four components; Human Capital, Economic Dynamics, Productivity and Employment and Economic Well-Being. The first two are identified as system inputs and building capacity, while the latter are outputs. Each element includes sub-categories specific to their aspect. For example, Economic Dynamics includes measurable such as “Broadband connections per 1,000 households” and “Average large establishments”. These data points are combined to create the total score or measurement for Economic Dynamics. The four primary grades are weighted and then tallied by grades of high, medium and low. As identified in the figure below, the 2014 Mo-Kan region’s score is 85.9. This compares to the national index score of 100, Kansas’ score of 86.6 and Missouri’s 84.9 rating. The 2019 scores varied just a little with Mo-Kan declining to 85.7; Kansas increasing to 91.4; and MO increasing to 89.1.

Despite the disparity indicated on the aforementioned Index, the Mo-Kan region is fairly competitive in relation to three of the four components. The exception is Human Capital. This is a very important indicator and helps identify the labor force’s ability to participate in innovative initiatives. Those regions with high levels of Human Capital are those with high educational attainment, growth in younger age brackets and higher percentages of innovation related occupations in the overall labor force. The

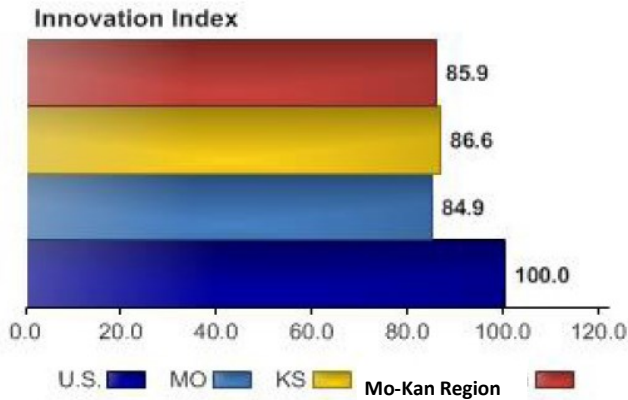
Mo-Kan region is considerably lower than national and state figures. This is a reflection of youth outmigration and the lower percentage of the adult population with a bachelor degree or higher. This was recognized at all the SWOT meetings, identifying youth retention and a workforce shortage as weaknesses. We have potential for growth in all of the components of the index. This will be a good measurement to look at in the future.

Beyond the shortage in Human Capital, there are other aspects of innovation are strongly supported within the region. Missouri Western University is the site of the *Kit Bond Incubator* that is managed by the Innovation Stockyard. Their byline is “Driving Ideas to Market”. The incubator offers fully equipped laboratories, office space, classrooms and business development services. Technical support and mentoring for entrepreneurs focused primarily on the animal sciences is available. This opportunity for economic development supports the region’s manufacturing of animal pharmaceuticals and other animal support commodities.

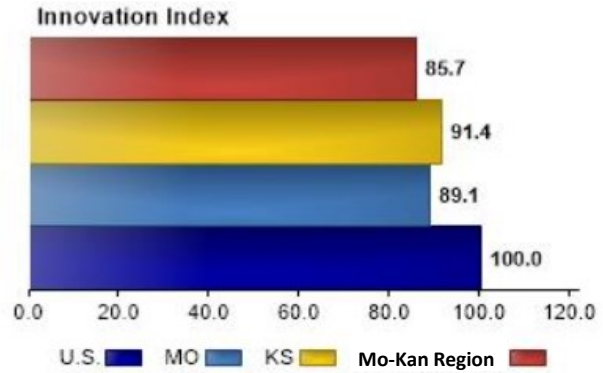
One of the more innovative uses of the incubator has been by a biotechnology company, located in California, called *Microrite*. They use the incubator space to offer centrally located classes in microbiology to students throughout the United States, Canada and the Caribbean. An example of one of their classes is Fungal Identification. The Innovation Stockyard has the class rooms and microscopes to facilitate scientific learning. Holding the classes in a geographically central location allows students to attend the classes without the expense of travelling to California. The training contributes to building the workforce of laboratory technicians which are in great demand.

Another Innovation opportunity is offered through Northwest Missouri State University, Continuing Professional Education and Small Business Development Center. This program offers many services to small businesses including Economic Gardening consulting. This concept teaches small business owners how to grow their business from within.

2014 Calculation



2019 Calculation



About the Index

The Innovation Index consists of five components.

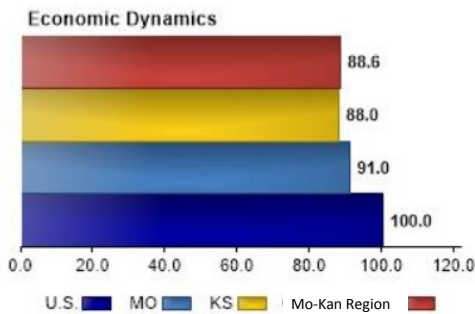
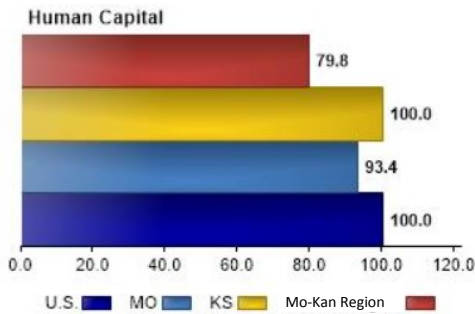
- 1.Human Capital: 30%
- 2.Economic Dynamics: 30%
- 3.Productivity and Employment: 30%
- 4.Economic Well-Being: 10%

The index incorporates a mix of input measures that characterize the place and its people (accounting for 60 percent of the overall index score) and output measures that characterize its economic success (40 percent of the overall score).

Measuring Innovation

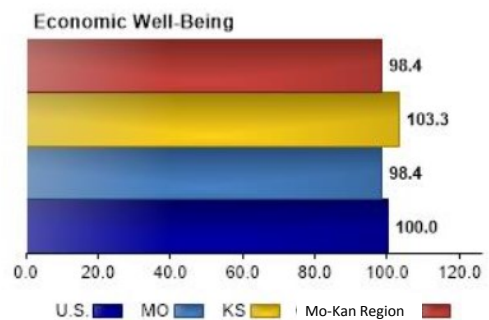
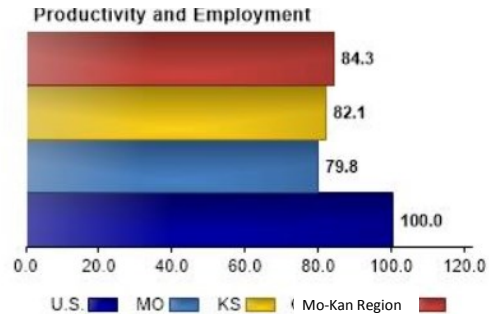
Inputs and Capacity

The ability of the population and labor force to innovate is captured in 2 component indexes that include inputs into local economies (2019 information).



Outputs

Direct outcomes and economic improvements of innovative activities are displayed in the output indexes (2019 Information).



Grow Prosperity

Local Economic Climate

The local economy has fluctuated over the last five years as the region continues to grow out of the last recession. The St. Joseph downtown revitalization process offers opportunities for small businesses to thrive. Downtown has become a dynamic area with boutiques, restaurants, antique shops and specialty item markets. Other smaller communities such as Savannah, Cameron and Plattsburg are not achieving the same rate of growth. The smaller and more rural communities have much smaller tax bases making it very difficult to attract new businesses to their cities.

Just as the states have been affected by the national economic climate, so too have the businesses in the region. There has been a realignment in how consumers are shopping, with online shopping impacting the success of brick and mortar stores. Several chain stores and restaurants have closed over the past five years in St. Joseph (the economic hub of the Mo-Kan Region) including Sears, Charming Charlie's, The Hallmark Store, Family Christian, two K-Marts, the Children's Place, Vanity, MC Sports, two Payless Shoes storefronts, The Men's Warehouse, Pier 1 Imports, Big Bob's New Furniture Store, Statements, Bob Evans Restaurant, and Bredeaux Pizza, Inc. This does not reflect a complete list but an example of the changing retail landscape.

Apple Market, a local chain of supermarkets, closed three St. Joseph locations, citing the inability to compete with the new Price Chopper market in close proximity to one of their stores. People's Furniture and In Style Furniture also closed. Many other small businesses have come and gone.

The lack of population growth in the St. Joseph Metropolitan Statistical Area (MSA), which includes the city of St. Joseph, Andrew, Buchanan, DeKalb, and Doniphan Counties, makes retail competition intense. Every new business is cutting into the same size pie.

The news is not all doom and gloom. The regional economy is moving forward with some large manufacturers expanding as retail businesses grow and change format. Two of St. Joseph's largest employers, Boehringer Ingelheim and Lifeline Foods recently announced expansion plans. Small businesses are growing throughout the region with support from the region's economic developers and entrepreneurial coaching.

A partial list of some of the new small businesses that have opened in downtown St. Joseph over the last five years are: Nesting Goods, The Belle Epoque Café, Il Lazzarone, Pony Espresso, Manic Snail, Marco Polo, Liberty Cap Brewing Company, River Bluff Brewing, Felix Street Gourmet, Friedrich's Market, The Crossing Nutrition Center, and Hunterland Antique Mall. Other new businesses in other parts of town include a second Aldi's grocery store, Plato's Closet, and North End Family Pharmacy.



Small Business Saturday is sponsored by Downtown First, a group of local business owners and volunteers, dedicated to growing downtown businesses, through the active promotion of arts, music, and cultural events (<https://www.downtownfirst.org/>).

Economic Climate Conclusions

SUPPORTING NEW/LOCAL BUSINESSES

The key economic indicators of a healthy economy are availability of jobs, growing income, and a dynamic business culture. Mo-Kan and the network of economic development organizations partner to make sure new businesses have the support they need to be successful. New and existing businesses and industry must be able to connect with qualified employees for sustainability and growth. Economic development depends upon a stable, well-educated workforce.

The communities that comprise the Mo-Kan Region have various fiscal conditions that cannot be adequately summarized at the regional level. A continued area of focus is fostering growth of local businesses. Exercising local purchasing power is the primary means of accomplishing this, and the result is a more efficient, self-reliant, economically resilient community.

ENTERPRISE ZONES PROS/CONS

Missouri and Kansas counties are benefitting from the use of Enterprise Zones, which allow for state and local tax incentives in impoverished areas to stimulate economic development and create jobs. The long-term effects of tax cuts in both states appear to be spurring growth, but counter intuitive to that is the resulting reductions in state and local budgets which may slow projects, negatively impacting infrastructure investment and other crucial economic development functions.

Through planning and careful allocation of federal, state and local resources, Mo-Kan aims to keep the upward trends going. The EDA annual review process tracks Mo-Kan's changing priorities, issues, and projects.

The Evaluation Framework presented in this plan offers a foundation of metrics to compare federal and state statistics with Mo-Kan's progress.

EDUCATION & JOB TRAINING

Programs providing education and training through the Missouri Job Center are more important than ever. Working with the business community, the center focuses on providing training for the occupations in need of employees to fill the employment gaps. Some manufacturers are investing in their own training or apprenticeships to recruit qualified workers. The recent launch of the Mobile Job Center bus makes an important contribution to these efforts reaching the rural communities.

ECONOMIC DEVELOPMENT PARTNERSHIPS

Area leaders and officials desire a positive environment for regional economic development opportunities. There is a need for stronger communication as well as a coordinated effort to build capacity and sustainability in the Mo-Kan Region which is addressed in the goals and objectives of the CEDS.

Programs and projects such as the Downtown Revitalization project and all infrastructure improvements enhance the area's ongoing economic growth potential and highlight the region's priority activities as they continue from the 2014 CEDS. Mo-Kan can accomplish the goals and objectives previously set by working together with businesses and local governments. Each community and group has a role in the development process, namely by expressing their opinions at the SWOT meetings that occur through updating the CEDS.

Lifeline Foods, St. Joseph
Photo credit: www.choosesaintjoseph.com

On the Horizon

The next five years promise to be packed with new economic endeavors in an environment that supports building momentum for entrepreneurs and continuing businesses and capital ventures to develop and grow. The Mo-Kan Region contributes to the robust economies of Missouri and Kansas. St. Joseph is the third largest exporter in the state of Missouri which indicates that we are growing manufacturing businesses producing goods for the world market; the future looks bright.

Buchanan County has established a Land Bank to address the problems of aging neighborhoods and deterioration of homes. The Land Bank has already established two subcommittees to begin their work.

The 139th Airlift Wing, Missouri Air National Guard, shares airport services with the City of St Joseph at Rosecrans Memorial Airport. Long rang planning has begun for the area that in includes plans for the Air Guard to move their headquarters north, and the development of commercial and industrial business sites.

The Ag Expo project has completed a new exit with connections to Pickett



Road to the south and Mitchell Woods Business Park to the north. A capital campaign is underway to finance \$1.9 million for the grading of the site. Once the grading is completed, the commercial lots will

be available for sale. When the project is finished, the region will have a new venue for agricultural and other events with hotel, restaurants and retail establishments on the site.

Clinton County has passed zoning restrictions for wind turbines. Pressure to build wind

farms will continue in the region. Buchanan Planning and Zoning is currently working on a set of regulations and public meetings have been held to discuss the topic.

Missouri recently passed legislation, approved by the voters, to make medical marijuana legal. The amendment received 1,572,592 votes statewide (65.54 percent) and made marijuana use legal for treatment of several medical conditions per doctor approval. This is a budding business venture that has become big business across many states despite it still being against federal law to possess marijuana.

Implementation of Missouri's medical marijuana program may appear slow, but it is proceeding at a pace outlined by the initiative that created the program. The Missouri Department of Health and Senior Services recently issued licenses for 10 testing facilities (eight more than required), 21 transportation facilities and 60 cultivation facilities. Missouri's medical marijuana amendment gives cultivation facilities another year to start producing crops. A company in Plattsburg has received a license to be a medical marijuana grower.

The production of industrial hemp has been approved in both Missouri and Kansas. CBD production has been recently approved by the Kansas Legislature. Medical marijuana is not legal in Kansas. Application for licenses to grow hemp are being accepted as of Jan. 2, 2020. Kansas is in the process of writing the program rules and expects to have them in place by January 23, 2020. Both state have a history of hemp production until it was made illegal by federal law in 1937. Hemp production is expected to contribute to expansion of agricultural production in both states.

Photo courtesy: St. Louis Public Radio

Provide Technical Assistance

COMMUNITY PLANNING & SERVICES

- ⇒ **Comprehensive Planning:** Prepare comprehensive plans for local governments.
- ⇒ **Community Assistance:** Through planning, grant research and writing, program coordination, economic development, regional advocacy and technical assistance, Mo-Kan staff strives to make the region and its communities a better place to live and work.
- ⇒ **Transportation Planning:** Provide advisory services and transportation planning to local governments, area transportation boards and coalitions, and provide coordination with the Missouri Department of Transportation.
- ⇒ **Workforce Development:** Conduct or host seminars and workshops at the Missouri Job Center. The job center focuses on career counseling and guidance, offering job search skills, resumes and interview skills as well as employability training.
- ⇒ **Hazard Mitigation Plans:** Provide planning for local municipalities and county governments to prepare for environmental and man-made disasters.
- ⇒ **Brownfield Assessments:** Work to facilitate the cleanup of contaminated properties through facilitation of Phase I and Phase II applications and a Revolving Loan Fund Grant awarded from the U.S. Environmental Protection Agency (EPA).
- ⇒ **Mobile Safety and Innovation Lab:** This is a trailer stocked with materials to create temporary traffic installations that allow jurisdictions to test out the design and collect data on its efficiency before installing a permanent traffic design

TECHNOLOGY

- ⇒ **GIS and Mapping Services:** Provide high-quality computerized mapping services utilizing ESRI ArcGIS 10 and Trimble GPS unit.

- ⇒ **Data Portal:** Share comprehensive regional and county data through the Mo-Kan website. This powerful program provides Mo-Kan member counties and communities the most recent relevant economic development and demographic information.

GRANT WRITING & ADMINISTRATION

- ⇒ **Economic Development Administration (EDA):** Assist writing and administering grants for disaster recovery and economic development.
- ⇒ **Homeland Security:** Provide grant opportunities and information about a wide variety of regional assets for public safety.
- ⇒ **Missouri Water and Wastewater Review Committee Applications (MWWRC):** Assist with this initial step toward funding of water and wastewater projects.
- ⇒ **Community Development Block Grants (CDBG):** Provide assistance to write applications for CDBG grants for any category. Administer grants, working closely with United States Department of Agriculture-Rural Development (USDA-RD) and Missouri Department of Natural Resources (MDNR).
- ⇒ **Federal Emergency Management Agency (FEMA) and State Emergency Management Agency (SEMA):** Assist with grant writing for disaster mitigation grants, and contract to write county hazard mitigation plans.
- ⇒ **Other Grant Programs:** Consult with communities to find other grant opportunities for specific proposed projects.

OFFER FINANCING

- ⇒ **Business Financing:** Provide commercial loans, gap financing, and technical assistance to area businesses in an effort to strengthen our region's economy and stimulate job growth.
- ⇒ **Loan Programs:** Offer Small Business Administration (SBA) 504, SBA 7(a), Mo-Kan Revolving Loan Fund (RLF) and Downtown Business Loans. Loan programs provide gap financing to businesses located anywhere in Missouri or Kansas.

Cultivate Resilient Communities

TRANSPORTATION NEEDS

Sufficient and reliable transportation is essential to a successful community and overall region. Residents and businesses depend on accessibility within the modes of transportation to adequately move traffic and transport goods. The counties within Mo-Kan's region have access to multiple modes of transportation providing economic lineage to local residents, businesses and surrounding communities.

Annually, Mo-Kan and the two neighboring regional planning commissions within MoDOT's Northwest District meet to discuss short-term and long-term transportation goals and objectives. The activities are compiled in the Transportation Work Plan and passed through three different groups for approval. First, the Mo-Kan Transportation Advisory Committee (TAC) reviews the plans, then passes it on to Mo-Kan's Board of Directors for evaluation, and finally, MoDOT approves the projects on a state level. This information is compiled into a five-year planning document, the Statewide Transportation Improvement Plan (STIP). The overall goal of this process is to ensure the safety and efficiency of the region's transportation system for all drivers and passengers.

The process of determining transportation needs in Kansas is slightly different than in Missouri. Priorities and project ideas are gathered during regional information workshops and hearings. That information is then sent to Topeka, Kan., where large public hearings are held and transportation decisions are finalized.

Keeping the transportation system in good condition is essential for resiliency, economic sustainability and quality of life in the region. Mo-Kan assists communities in identifying transportation needs and securing adequate funding, primarily from federal sources.

Highway Y, Clinton County

ROADWAYS

Federal interstates, federal highways, state highways, county roads and local streets make up an intricate combination of roadways serving Mo-Kan's region. Interstate 29 and 35 provide north and south transportation access while Interstate 229, the only other interstate in the region, primarily serves the urban St. Joseph area. U.S. Highway 36 serves as the main route for east-west transportation and the option for an upgrade to interstate status has been discussed. U.S. Highway 59 provides an alternative route to the western side of the Kansas City area. U.S. Highways 71, 73, 159 and 169 are other highways providing north-south access throughout the region.

Only one major highway, U.S. Highway 36, runs through Doniphan County, passing through the cities of Troy, Elwood and Wathena. Other highways in the county include K-7, K-20, K-120, K-136, K-137 and K-238. Atchison County operates with three major highways including two north to south routes, U.S. Route 59 and U.S. Route 73. The other major highway is U.S. Route 159, a secondary route of U.S. Route 59, which is a major agricultural corridor for Atchison County. Other minor highways in Atchison County include K-7, K-9 and K-116.

Mo-Kan helps communities to improve the roadways by assisting with grant funding opportunities through state and federal agencies. Low to moderate income communities can frequently address transportation needs through CDBG infrastructure grants and loans provided by USDA -RD and DNR.

Other forms of transportation are described in *Appendix C* including motor freight, railroads, airports, public transportation, waterways and ports, which are all important to the region's growth and sustainability.

Community Connectivity

Development and expansion of broadband internet access is a goal for both urban and rural areas in the region. Rural areas of relatively dispersed population are especially in need of quality infrastructure and competitive options from Internet Service Providers (ISPs). State and local resources have been used to encourage private investment in rural areas, as well as the development of creative technological solutions to implement broadband. Access to broadband is a key component of business retention and recruitment. Mo-Kan has worked with the BROADBANDNOW programs in both Missouri and Kansas. Table 9, *Broadband Access, (below right)* shows speeds by county. Coverage is good throughout the region, but speeds vary greatly. See *Appendix C* for details about Broadband coverage.



Plattsburg, Mo, in Clinton County took a digital leap forward in August 2019 when they partnered with United Fiber for access to faster internet service options. (Facebook: Plattsburg City Hall)

BROADBAND ACCESS			
County	25 mbps	100 mbps	1 G
Andrew	88.30%	88.30%	88%
Buchanan	94.60%	94.50%	95%
Clinton	71.70%	64.10%	61%
DeKalb	72.30%	70.40%	64%
Atchison	77.90%	77.50%	.01%
Doniphan	84.40%	17.30%	0%

Hazard Mitigation & Recovery

Floods are the most common and costly disaster in the Mo-Kan Region. They are usually very easy to predict and typically occur within the 100-year floodplain. However, much development has taken place in this area and is at risk of flooding from the Missouri River. Each Mo-Kan Missouri county has a Hazard Mitigation Plan (HMP) in place. Doniphan County, KS, has an Emergency Management Department but no formal HMP. Atchison County, KS, adopted a Multi-jurisdictional Hazard Mitigation Plan in November 2014.

It is essential that critical facilities, hospitals, police and fire protection facilities, nursing homes and any other facilities necessary to continue public services and government administration in a disaster be located out of the 500-year floodplain. Existing infrastructure should be elevated above the base flood level and new infrastructure should be considered for areas outside the floodplain, so as to prevent repetitive loss. The HMP inventories

tornado siren locations and advises communities if coverage is inadequate.

Mo-Kan helps communities during disasters to secure state and federal grant funds for recovery. Upgrades to vulnerable structures and bridges such as raising structures above the 100-year flood plain, and changing water flows by adding rip-rap or other mitigation structures at water crossings, can be accomplished in the recovery process to prevent a recurring loss in the next flood event. (Links to all Hazard Mitigation Plans can be found at [www.mo-kan/community/hazard mitigation/](http://www.mo-kan/community/hazard_mitigation/))

Wide-spread flooding and road closures began in March 2019 and continued into November of 2019 and beyond. Mo-Kan roadways including US Route 59 Highway, Interstate 29, and US Route 36 experienced multiple periods of flooding. Extensive levee damage has slowed the recovery.

SWOT Analysis:

Where are we now?

Public Input Process and Results



SWOT Process

The purpose of the SWOT is to gather public perspectives to answer the question “Where are we now?” During the first step of the SWOT process, public meetings were held to determine regional Strengths, Weaknesses, Opportunities and Threats regarding economic development and strategic planning. Although discussion is mainly about economic development, participants see the answers to the questions through their own lens of personal experience. Stakeholders across all disciplines were invited to contribute their perspectives: business, industry, education, health, individuals & government. Three public meetings were held across the Mo-Kan Region in the Cities of Troy, Cameron, and St. Joseph, the population center of the region.

Once the Strengths, Weaknesses, Opportunities and Threats were addressed, participants ranked the top three items under each section of the SWOT on a worksheet provided. From these worksheets, Mo-Kan combined the results to prioritize the listed items from the three SWOT meetings based on the number of votes each received. Once the consolidated list of priorities was complete, it was sent to the CEDS Committee for review along with the SWOT Summary Chart.

The Committee met to review the SWOT results and determine the Vision, Goals, Objectives and Actions. A new Vision statement was created and the Goals and Objectives from the 2014 plan were reviewed and updated. Mo-Kan staff drafted the Actions attributed to each Objective into the new Strategic Direction and the Action Plan, which then went to the CEDS Committee for comment.

SWOT Results

SWOT data from the meeting was combined in the *SWOT Summary Chart*. It is evident that subjects important to the residents of the Mo-Kan Region have not changed much in the last five years. Making up the list of **STRENGTHS** were agriculture, education, emergency services, transportation, lower cost of living, appreciation for the natural environment and renewal resources. See *Appendix A, SWOT Meetings Documentation* for details.

Perceived **WEAKNESSES** have not changed much either. The need to develop employment opportunities and retain a qualified workforce tops the list followed by problems with money being drained out of local communities by commuters, youth retention, the drug epidemic, talent attraction in professional fields, and lack of child care and preschools. These needs are addressed in the CEDS Action Plan.

Commercial growth and the ability to develop training programs for much needed workers in the trades top the list of **OPPORTUNITIES**. Improving the quality of life with more parks and event venues, revitalization of downtown city centers and neighborhoods, improving infrastructure to support business development, expanding educational opportunities and promoting value-added agricultural products were identified as important opportunities to pursue to achieve economic prosperity.

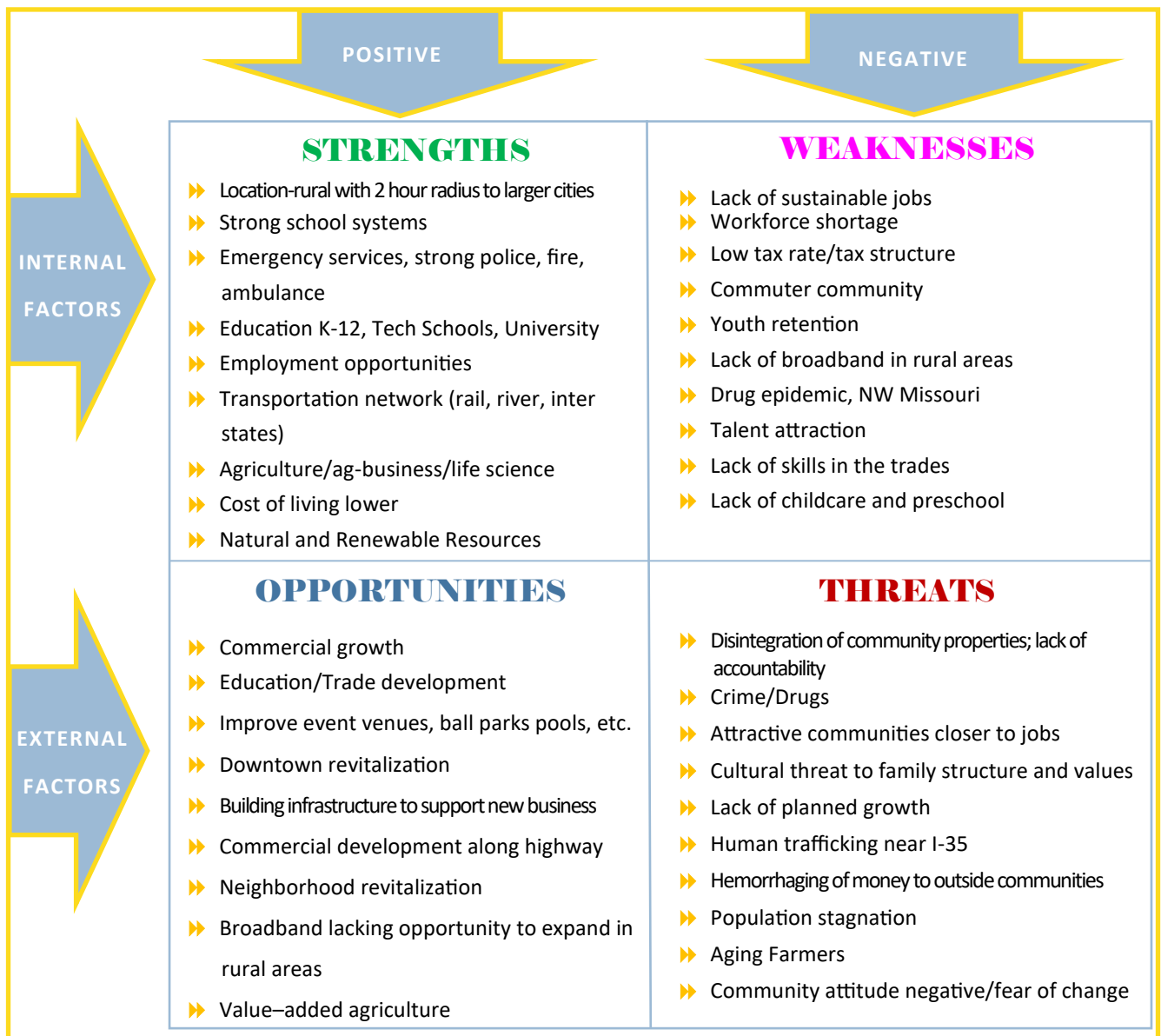
THREATS were also recognized. Disintegration of community properties, lack of accountability, crime/drugs/human trafficking, competition from attractive communities closer to Kansas City, money draining out of communities that lack amenities and function as bedroom communities for larger cities nearby.

SWOT Results (continued)

stagnation, an aging farm population, and negative community attitudes/fear of change round out the threats list.

Figure 11, *SWOT Summary Chart* (below), depicts the items of utmost importance gathered from the three SWOT meetings. Each meeting may have had the priorities a little different, but this chart represents the overall consensus of the ideas presented. It is important to note that **STRENGTHS** and **OPPORTUNITIES** are positive, internal factors and **WEAKNESSES** and **THREATS** are negative,

external factors considered in the SWOT Analysis. Figure 12, *Mo-Kan SWOT-Word Clouds* on the following page show another way of looking at the results. These word pictures represent the top 30 SWOT ideas in each category from all three meetings. The more a word was repeated, the larger the text in the Word Cloud. The complete SWOT data sets from the meetings and the Public Survey can be found in *Appendix A*. The subjects deemed important by the SWOT have been addressed in the Goals and Objectives as part of the Strategic Direction and Action Plans.



SWOT Word Clouds

Figure 12, Mo-Kan SWOT Word Clouds, (below) were made from the top 30 SWOT ideas in each category from all three meetings. The size of the text reflects the repetitive use of the words. The purpose of using a Word Cloud is to see very clearly what words are most important in the text.



Mo-Kan Regional Council SWOT Public Survey

The purpose of SWOT Survey is to gather public perspectives to answer the question “Where are we now?” The data gathered will be part of the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats (SWOT) analysis for the Mo-Kan Comprehensive Economic Development Strategy (CEDS). The CEDS is the economic development blueprint for Mo-Kan’s region for the next five years covering Andrew, Buchanan, Clinton, and DeKalb Counties in Missouri and Atchison and Doniphan Counties in Kansas. Your answers are an important part of the CEDS development process. Thank you for your participation.

SWOT analysis elements are commonly understood in the following terms:

Strengths: factors that give support the economic vitality of the region

Weaknesses: factors that can be detrimental to economic growth

Opportunities: favorable situations which can stimulate economic development

Threats: unfavorable situations which can negatively affect the regional economy

The items you are asked to rank come from the public brainstorming meetings held in Cameron, Troy and St. Joseph during the month of May, 2019.

QUESTIONS:

Where do you live? Please circle

Andrew County

Buchanan County

Clinton County

DeKalb County

Doniphan County

Other _____

What is your age group? Please check one:

17 or younger _____ 18-29 _____ 30-49 _____ 50-69 _____ 70 or older _____

If you work, how long is your commute?

_____ minutes

What do you like best about where you live?

Ten regional strengths are listed below. Please rank from 1-10 with 1 being the most important.

_____ Agriculture

_____ Location-Near Interstate Highways

_____ Emergency Services, Strong Police, Fire, Ambulance

_____ Cost of Living Lower

_____ Transportation Network (Rail, River, Interstates)

_____ Education K-12, Tech Schools, University

_____ Employment Opportunities

_____ Entrepreneurial Community-Large Number of Small Businesses

_____ Strong Industrial Base

_____ Regional Healthcare and Veterans’ Care

Mo-Kan 2020 Comprehensive Economic Development Strategy

Ten regional Weaknesses are listed below. Please rank from 1-10 with 1 being the most important.

- _____ Workforce Shortage
- _____ Lack of Skills in the Trades
- _____ Lack of Child Care and Preschool
- _____ Lack of Housing - Starter Homes
- _____ Lack of Sustainable Jobs
- _____ Lack of Broadband in Rural Areas
- _____ Youth Retention
- _____ Lack of assisted living
- _____ Talent Attraction
- _____ Drug epidemic, NW Missouri

Ten regional Opportunities are listed below. Please rank from 1-10 with 1 being the most important.

- _____ Develop Riverfront
- _____ Value-Added Agriculture
- _____ Downtown Revitalization
- _____ Opportunities to Improve Quality of Life, Event Venues, Ball Parks Pools, Etc.
- _____ Building Infrastructure to Support New Business
- _____ Broadband - Opportunity to Expand in Rural Areas
- _____ Commercial Development Along Highway-Hotels/Restaurants/Bed and Breakfasts
- _____ Need More Education Opportunities, Skilled Trade Training
- _____ Stronger Partnership Between County, State, Local Governments
- _____ Neighborhood Revitalization

Ten regional Threats are listed below. Please rank from 1-10 with 1 being the most threatening.

- _____ Community Attitude Negative/Fear of Change
- _____ Attractive Communities Closer to Jobs
- _____ Current Society Is a Threat to Family Structure and Culture
- _____ Hemorrhaging of Money to Areas Outside County
- _____ Human Trafficking Near I-35
- _____ Disintegration of Community Property/Lack of Accountability
- _____ Youth Retention
- _____ Crime/Drugs
- _____ Aging Farmers
- _____ Lack of Planned Growth

What do you see as the most important goal for regional economic development to focus on over the next 5 years?

What do you see as the most compelling challenge to sustaining quality of life in NW Missouri?

Public Survey Results Summary

Table 10, *Public Survey: Strengths, Weaknesses, Opportunities and Threats*, (below) shows how the public ranked the issues developed from the SWOT meetings. They show a different perspective from the rankings of the SWOT meeting participants. The Public Survey had countywide responses from a more diverse cross section of people, whereas the three SWOT Public Meetings were

comprised primarily of government and business leaders. The choices offered in the Public Survey do not exactly match the SWOT Summary; however, the Public Survey responses affirm the results of the SWOT meetings as to what is most important to the citizens of the Mo-Kan region. The entire results of the Public Survey can be found in *Appendix A*.

STRENGTHS			WEAKNESSES		
SWOT Rank	SWOT Text	Total Ranked in Top 3	SWOT Rank	SWOT Text	Total Ranked in Top 3
1	Cost of Living Lower	48	1	Workforce Shortage	51
2	Emergency Services, Strong Police, Fire, Ambulance	46	2	Drug epidemic, NW Missouri	45
3	Education K-12, Tech Schools, University	43	3	Lack of Sustainable Jobs	35
4	Employment Opportunities	39	4	Youth Retention	33
5	Agriculture	29	5	Lack of Skills in the Trade	32
6	Location- Near Interstate, Highway	28	6	Talent Attraction	25
7	Strong Industrial Base	14	7	Lack of Child Care and Preschool	19
8	Entrepreneurial Community-Large Number of Small Businesses	13	8	Lack of Broadband in Rural Areas	18
9	Regional Healthcare and Veterans' Care	12	9	Lack of Housing- Starter Homes	17
10	Transportation Network (Rail, River, Interstate)	7	10	Lack of Assisted Living	3
OPPORTUNITIES			THREATS		
SWOT Rank	SWOT Text	Total Ranked in Top 3	SWOT Rank	SWOT Text	Total Ranked in Top 3
1	Need More Education Opportunities, Skilled Trade Training	45	1	Community Attitude Negative/ Fear of Change	52
2	Opportunities to Improve Quality of Life, Event Venues, Ball Parks, Pools, etc	42	2	Crime/Drugs	51
3	Neighborhood Revitalization	40	3	Current Society is a threat to family structure and culture	35
4	Building Infrastructure to Support New Business	37	4	Lack of Planned Growth	32
5	Downtown Revitalization	26	5	Disintegration of Community Property/Lack of Accountability	27
6	Value-Added Agriculture	23	6	Youth Retention	21
7	Stronger Partnership between County, State, Local Governments	19	7	Human Trafficking Near I-35	19
8	Broadband- Opportunity to Expand in Rural Areas	17	8	Attractive Communities Closer to jobs	18
9	Develop Riverfront	16	9	Aging Farmers	14
10	Commercial Development Along Highway -Hotel/Restaurant/Bed and Breakfast	13	10	Hemorrhaging of money to areas outside county	7

Strategic Direction: Goals, Objectives and Actions *Where do we want to go?*



The 2020 Mo-Kan Comprehensive Economic Development Strategy offers the organization a chance to take a new look at how we conduct business. Writing the five-year update in a new format stimulates creativity in how we see the future. We will continue to provide the services that are vital for economic development in the region and work to strengthen community and government collaboration.

The City of St. Joseph recently published a visionary plan titled *Imagine St. Joseph 2040*. Mo-Kan is sharing the concepts expressed in the plan as a springboard for establishing the foundation concepts for the 2020 CEDS. *Grow Prosperity, Create a Better Place and Invest in People* are concepts that we share with St. Joseph's vision. To these concepts we are adding *Provide Technical Assistance, Offer Financing and Cultivate Resilient Communities* to round-out the basic concepts that describe what we plan to accomplish over the next five years to achieve economic prosperity and support regional sustainability.

Our goals, objectives and actions are prioritized by these concepts. As we move forward with Goals I through IV, we will aim to integrate our planning with the individual needs of our member counties and their communities. We are a regional planning commission charged with the task of bringing our communities together to achieve success through direct communication and collaboration.

The CEDS Committee is a diverse group representing several aspects of economic activity and interests in the region. They have taken the existing Mo-Kan Objectives and added new ideas generated from the three SWOT (strengths, weaknesses, opportunities and threats) meetings. It is the purpose of the CEDS to create a pathway to economic success by diligently applying the methods and resources that are available for successful implementation.



Figure 13, *Vision Word Cloud* (left) was generated from a collection of suggested vision statements that were distilled into the final, accepted Vision statement.

Vision:

Create an economic environment for growth and prosperity embracing local government and community collaboration, connecting neighborhoods with business services to forge resilient and sustainable communities for the future.



Strategic Direction: Goals, Objectives and Actions

Grow prosperity focusing on infrastructure, communication, government and community collaboration to develop sustainable community services.

GOAL I

OBJECTIVE: A. Participate in regional economic development meetings.

ACTIONS

I. A. 1) Assist local economic development groups to attract business prospects or retain existing businesses.

OBJECTIVE: B. Market planning services to cities, counties, chambers of commerce,

ACTIONS

I. B. 1) Attend council, commission, chambers and economic development organization meetings to market services.

I. B. 2) Partner with area jurisdictions to support and sustain the 9-1-1 expansion initiative.

OBJECTIVE: C. Maintain and update GIS capabilities to ensure services are readily available.

ACTIONS

I. C. 1) Create GIS products for Mo-Kan's communities and outside customers.

OBJECTIVE: D. Maintain a database containing relevant data that pertains to economic and community development activities.

ACTIONS

I. D. 1) Maintain relevant demographic data to support regional economic development efforts by providing a portal on the Mo-Kan website.

OBJECTIVE: E. Assist communities with infrastructure projects.

ACTIONS

I. E. 1) Provide assistance with aging infrastructure needs, including planning, grant preparation and administration.

I. E. 2) Assist local governments in affordable housing revitalization and redevelopment efforts particularly in older neighborhoods and rural communities.

GOAL I

Grow prosperity focusing on infrastructure, communication, government and community collaboration to develop sustainable community services.



OBJECTIVE: F. Assist communities in securing funding for infrastructure projects through grant and loan programs for downtown, historic, and targeted revitalization efforts.

ACTIONS

I. F. 1) Provide technical assistance to communities to assess infrastructure and revitalization projects.

OBJECTIVE: G. Assist with opportunities for access to broadband for rural communities.

ACTIONS

I. G. 1) Research means to expand access to affordable and quality internet connectivity and broadband options.

OBJECTIVE: H. Communicate Mo-Kan services to outlying communities through focused literature about different programs.

ACTIONS

I. H. 1) Prepare and distribute pertinent information pertaining to transportation, economic and community development, workforce development and other program information in the form of newsletters, flyers, emails and social media posts.

OBJECTIVE: I. Participate in state association, community meetings, workshops and forums.

ACTIONS

- I. I. 1) Participate in state association groups to help build capacity.
- I. I. 2) Continue to build regional resources that tie the area together by participating in diversified community activities.

OBJECTIVE: J. Generate jurisdiction and regional data reports as required.

ACTIONS

I. J. 1) Update Comprehensive Economic Development Strategy (CEDS) annually as required.



Create a better place by connecting neighborhoods with business services and amenities, cultivating entrepreneurship and providing financial services for small business development.

GOAL II

OBJECTIVE: A. Provide opportunities for financial assistance to small entrepreneurs, both start-ups and continuing businesses.

ACTIONS

II. A. 1) Offer assistance with the various loan programs such as EDA Revolving Loan Fund (RLF), Small Business Administration (SBA), and other available lending programs.

OBJECTIVE: B. Engage area communities and businesses to promote preservation or rehabilitation of vacant residential, commercial and industrial buildings.

ACTIONS

II. B. 1) Research and recommend financing options for preservation or rehabilitation of vacant properties to help communities improve neighborhoods and business districts.

OBJECTIVE: C. Provide technical assistance to small businesses by facilitating training to improve necessary business administrative skills.

ACTIONS

II. C. 1) Facilitate administrative business training for entrepreneurs for basic subjects such as marketing, bookkeeping and human resources.

II. C. 2) Explore and incorporate innovative technology platforms that advance economic development data.

OBJECTIVE: D. Support policies that encourage the development of innovative and developing industries, including advanced manufacturing, life sciences and value-added

ACTIONS

II. D. 1) Promote development of best practices for business growth and development such as economic gardening and asset mapping to support growing business sectors.

OBJECTIVE: E. Partner with Mo-Kan Development, Inc. (MKDI) to provide support for small business and other entrepreneurial efforts.

ACTIONS

II. E. 1) Attend and participate in local organization and events such as Cup of Joe, chamber events, the Mini Maker Faire and other endeavors supporting entrepreneurs.

OBJECTIVE: F. Foster commercial growth as part of downtown revitalization projects in the rural communities.

ACTIONS

II. F. 1) Assist communities with planning to attract commercial business to downtown districts as part of revitalization efforts such as Main Street America.

GOAL III

Provide technical assistance for community and economic planning to improve quality of life through better transportation, recreation and environmental safeguards.



OBJECTIVE: A. Facilitate transportation planning and related activities increasing efforts to boost transportation funding.

ACTIONS

- III. A. 1) Continue planning toward the implementation of a cohesive, coordinated regional bi-state transportation system.
- III. A. 2) Work to improve collaborative transportation infrastructure activities and grant programs.
- III. A. 3) Participate in MoDOT safety and other grant writing opportunities for transportation improvements.

OBJECTIVE: B. Improve awareness for rural transit providers, identifying and assessing alternative transportation modes, bicycle and pedestrian plans, and/or ADA transition plans.

ACTIONS

- III. B. 1) Assist communities with grant opportunities to improve non-motorized transportation.
- III. B. 2) Provide technical assistance to secure funding for rural public transport.
- III. B. 3) Assist communities creation of ADA transitions plans.

OBJECTIVE: C. Support transportation planning activities for freight.

ACTIONS

- III. C. 1) Engage in freight planning through activities such as the Freight Summit (co-hosted with St. Joseph MPO).

OBJECTIVE: D. Collaborate with local, regional and national partners to promote tourism programs that benefit communities and residents in the region.

ACTIONS

- III. D. 1) Identify and expand on recreational and tourism opportunities to increase the number of visitors coming to the region.
- III. D. 2) Grow agritourism by supporting entrepreneurial efforts to increase farm to table experiences and marketing of value-added agricultural products at Farmers Markets, Farm Stands and other commercial establishments.
- III. D. 3) Support community participation in local tourism programs and the state-wide tourism programs for Kansas and Missouri.



Provide technical assistance for community and economic planning to improve quality of life through better transportation, recreation and environmental safeguards.

GOAL III

OBJECTIVE: E. Promote resilient communities by providing Hazard Mitigation planning and Homeland Security services for the wider region.

ACTIONS

- III. E. 1) Contract with FEMA for county hazard mitigation planning and provide technical assistance in the writing of FEMA grants.
- III. E. 2) Coordinate with emergency managers, disaster recovery and emergency services through the Homeland Security program and assist with Homeland Security grant program.
- III. E. 3) Contract to administer Homeland Security Region H for Northwest Missouri.

OBJECTIVE: F. Administer EPA grant /loan RLF Programs to safeguard the environment by assessing and cleaning up brownfields.

ACTIONS

- III. E. 1) Facilitate applications to MDNR, KDHE or EPA for Phase I and Phase II Brownfield Assessments.
- III. E. 2) Contract with EPA for administration of RFL grant/loan fund for Brownfield remediation.

OBJECTIVE: G. Improve rural community amenities such as event venues, ball parks pools, and city parks in order to make the community more attractive to families.

ACTIONS

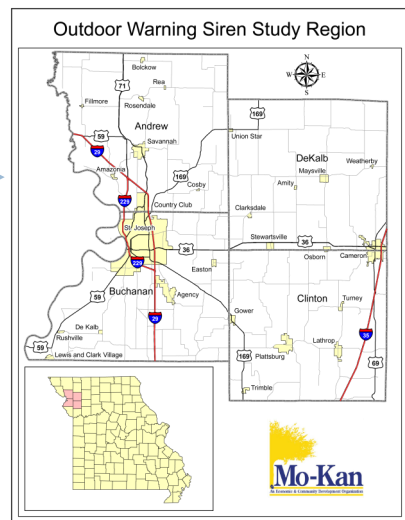
- III. G. 1) Assist communities to secure grant resources for recreational improvements to offer more family-friendly activities in the rural communities.



Agency, MO Brownfield Project, 2019

Outdoor Warning Siren Study, 2017

Savannah, MO Early Learning Center, 2018



GOAL IV

Invest in people through workforce development and education to align employment opportunities with qualified employees to achieve synchronized business growth.



OBJECTIVE: A. Provide workforce development and employment related programs, products, and services for businesses and job seekers.

ACTIONS

- IV. A. 1) Continue to pursue contract for Job Center with State of Missouri WDB to provide workforce development services to businesses and job seekers.
- IV. A. 2) Use social media and other media and events to facilitate connections between employers and

OBJECTIVE: B. Develop resources to support new and/or existing programs working with businesses to prepare people for available jobs.

ACTIONS

- IV. B. 1) Expand MO Job Center contacts to rural areas through Mobile Job Center; a partnership with MWSU.
- IV. B. 2) Participate in new programs provided through other agencies and local business internship and apprenticeship opportunities.

OBJECTIVE: C. Engage with the Northwest Workforce Development Board (WDB).

ACTIONS

- IV. C. 1) Take part in WBD decisions and advocate for continuing services in our region through the Missouri Job Center contract.
- IV. C. 2) Research and pursue workforce development funding for the region to support new and/or existing

OBJECTIVE: D. Reduce the barriers our rural communities face when seeking employment or employees by supporting the Mobile Job Center project.

ACTIONS

- IV. D. 1) Work with regional Chambers of Commerce to connect businesses with qualified workforce by arranging mini business fairs in outlying communities using the Mobile Job Center bus.



Workforce Development & Job Training Program
Mobile Job Center





Invest in people through workforce development and education to align employment opportunities with qualified employees to achieve synchronized business growth.

GOAL IV

OBJECTIVE: E. Conduct or facilitate training events for elected officials, community leaders, neighborhood groups or businesses focusing on topics relevant to economic development and administrative needs.

ACTIONS

IV. E. 1) Facilitate training for CDBG grant applications by hosting annual training sessions by Missouri state trainers.

IV. E. 2) Participate in regional leadership training programs.

OBJECTIVE: F. Foster collaboration between workforce development opportunities and local school districts to improve youth retention.

ACTIONS

IV. F. 1) Facilitate local job fairs and work with local businesses to establish internships and apprenticeships to bridge school to job transition for high school graduates.

OBJECTIVE: G. Promote Mo-Kan staff training for professional growth.

ACTIONS

IV. G. 1) Send each staff member to relevant training sessions for professional growth and competence to administer specific programs.

IV. G. 2) Support staff participation in webinars offered by various national, state and local entities.



Community Development Block Grant Training

Index of Acronyms

This Index of Acronyms is provided to help the reader become familiar with the acronyms used for the agencies and partners that appear throughout the plan.

ADA	Americans with Disabilities Act
CDBG	Community Development Block Grant
CEDS	Comprehensive Economic Development Strategy
COC	Chambers of Commerce
DED	Department of Economic Development
DOL	Department of Labor
EDA	Economic Development Administration
EDD	Economic Development District
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
GNWWC	Great Northwest Wholesale Water Commission
HMP	Hazard Mitigation Plan
HUD	Housing and Urban Development
KACDC	Kansas Association of Certified Development Companies
KARDO	Kansas Association of Rural Development Organizations
KDHE	Kansas Department of Health & Environment
KDC	Kansas Department of Commerce
KDOT	Kansas Department of Transportation
KDWPT	Kansas Department of Wildlife, Parks and Tourism
KLM	Kansas League of Municipalities
LEPC	Local Emergency Planning Committee
MACOG	Missouri Association of Councils of Governments
MDC	Missouri Department of Conservation
MDNR	Missouri Department of Natural Resources
MKDI	Mo-Kan Development, Inc.
Mo-Kan	Mo-Kan Regional Council of Governments
MML	Missouri Municipal League
Mo-DOT	Missouri Department of Transportation
MOJC	Missouri Job Center
Mo-Kan	Mo-Kan Regional Council
MWSU	Missouri Western State University

Index of Acronyms (continued)

NCMBF	North Central Missouri Business Facilitation
NEKEF	Northeast Kansas Enterprise Facilitation
NWMEF	Northwest Missouri Enterprise Facilitation
RLF	Revolving Loan Fund
RHSOC	Regional Homeland Security Oversight Committee (Missouri)
SBA	Small Business Administration
SBTDC	NWMSU, Small Business and Technical Development Center
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
TAC	Transportation Advisory Committee
USDA-RD	United States Department of Agriculture
USDA-RD	United States Department of Agriculture-Rural Development
WDB	Northwest Missouri Workforce Development Board

Regional Plans

The distance between Mo-Kan communities makes it very difficult to plan and implement regional infrastructure plans. Water and sewer plans have remained independent under the jurisdiction of each community or district except the Great Northwest Wholesale Water Commission (GNWWC) project.

The GNWWC has been planning a new water pipeline for four years. The project is a regional plan to bring water from American Water Company in St. Joseph to serve the communities of Cameron, Stewartsville and Maysville. Mo-Kan participated in the planning process to keep the GNWWC apprised of the possibility of CDBG gap funding to be used for the interconnections from the cities to the new pipeline.

At the writing of this report, the necessary easements are being obtained. The project is 90 percent designed and will proceed to the construction phase soon after the easements are secured. The regional project is being financed by the USDA-Rural Development revolving loan fund. CDBG will be considered if there is a need for gap financing to complete the interconnections.

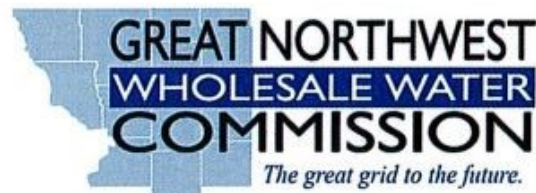


Table 11.

Relevant Plans by County

COUNTY	ANDREW	BUCHANAN	CLINTON
Comprehensive Plan	Yes	Yes	No
County Emergency Plan	Yes	Yes	Yes
County Hazard Mitigation Plan	Yes	Yes	Yes
Critical Facilities Plan	No	Yes	Yes
Economic Development Plan	Regional	Regional	Regional
Firewise/Other fire Mitigation Plan	No	No	No
Flood Mitigation Assistance Plan	Yes	No	No
Land-use Plan	No	No	Yes
Local Emergency Plan	Yes	Yes	No
Local Mitigation Plan	Yes	Yes	Yes
Transportation Plan	Regional	Regional	Regional
Other Plan			

COUNTY	DEKALB	DONIPHAN, KS	ATCHISON, KS
Comprehensive Plan	Yes	Yes	No
County Emergency Plan	Yes	Yes	Yes
County Hazard Mitigation Plan	Yes	Regional	Yes
Critical Facilities Plan	No	Yes	
Economic Development Plan	Regional	Yes	Yes
Firewise/Other fire Mitigation Plan	Yes	* Yes	No
Flood Mitigation Assistance Plan	No	*Yes	No
Land-use Plan	Yes	Zoning	No
Local Emergency Plan	No	*Combined	No
Local Mitigation Plan	Yes	Yes	Yes
Transportation Plan	Regional	No	Yes
Other Plan		Levy Dist.	

MO-KAN

Action Plan Implementation:
Actions, Partners and Metrics
How do we get there?



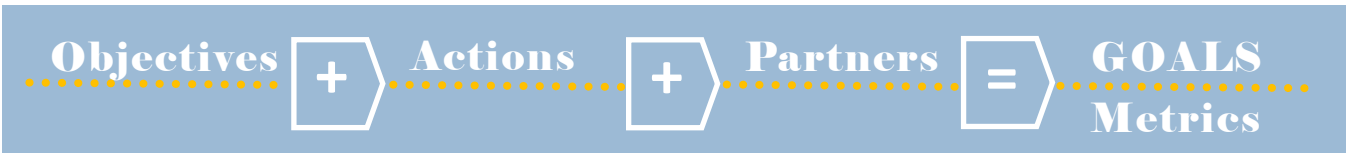
We get *there* by following the themes on which our Goals are based. Each theme is clearly tied to listed Actions that can be implemented over the next five years engaging our economic partners, member communities and state and federal agencies. Close collaboration will enable prosperity to spread throughout the Mo-Kan Region. This section shows a summary of how to implement the Actions and sets benchmarks to measure our success in fulfilling the plan.

The coordinated Goals and Themes are:

- ◆ Goal I.....Grow Prosperity
- ◆ Goal II.....Create a Better Place
- ◆ Goal II.....Offer Financing
- ◆ Goal III.....Provide Technical Assistance
- ◆ Goal IV.....Invest in People
- ◆ Goals I-IV.....Cultivate Resilient Communities

The tables on the following pages summarize the Objectives and Actions under each Goal showing the collaborating partners, and metrics to track benchmarks and overall achievement of the Actions listed. Since all the objectives and actions are directly related to a particular goal, the summary table will give a clear picture of what kind of implementation process will be successful. To list this information under each objective would be redundant, because the Objective and Actions create a systematic approach to achieving the Goals.

The metrics are a matter of setting goals within the Actions to measure progress and success. Most of the Objectives and Actions are ongoing because Mo-Kan’s mission is ongoing. There will be projects started and completed, but they are not the subject of the CEDS planning process, they are the outcomes of the process. As we pass through the next five years, we will be able to document our progress in each Annual Report to EDA. If there are new Objectives because of a changing economic climate, they can be added. In the same respect, any Objectives completed or found to be outdated can be deleted from the plan during the annual review. This is not a plan to sit on the shelf. It is designed to be a blueprint for Mo-Kan to follow to have the most positive impact on growth and prosperity in the region.



GOAL I

Grow prosperity focusing on infrastructure, communication, government and community collaboration to develop sustainable community services.



ACTIONS SUMMARY

▶▶ Maintaining and improving infrastructure is accomplished by facilitating access to state and federal programs for our communities such as Community Development Block Grants (CDBG), which provide the most impact for rural community projects by providing critical gap grant and loan funding for infrastructure projects. Mo-Kan assists with grant writing and administration. By providing technical assistance for both Missouri and Kansas communities to find appropriate resources, we help to develop the kind of thriving communities where people want to live.

▶▶ Communicating through various newsletters, we keep community leaders up-to-date about opportunities to participate in new programs and also inform them about current economic development opportunities.

▶▶ GIS and access to relevant database information for the region is another service offered.

▶▶ Mo-Kan staff participates in state and local organizations to be on the forefront as a professional resource to assist our member communities with all aspects of community and economic development.

PARTNERS	METRICS
<p>Cities, Counties, Chambers, Federal, State and local agencies</p>	<ul style="list-style-type: none"> • Market infrastructure projects to 6 communities per year. • Attend relevant organization meetings, track participation annually. • Communicate monthly with counties and member communities by putting flyers or special notices in our Board meeting packets. • Market GIS and database access to all communities through the Mo-Kan website and social media; update weekly. • Attend MACOG and local economic development organization meetings monthly.
FUNDING SOURCES	TIME FRAME
<p>EDA, MDNR, KDHE, DED, MoDOT, USDA, Local</p>	<p>Ongoing, most infrastructure projects have a lifespan of less than 2 years. Communication and education are ongoing.</p>



Create a better place by connecting neighborhoods with business services and amenities, cultivating entrepreneurship and providing financial services for small business development.

GOAL II

ACTIONS

▶ Offer financing to entrepreneurs and to small businesses for expansion. Consider new solutions for decaying buildings and financing opportunities to improve neighborhoods. By promoting preservation or revitalization of existing sites for economic development, cities can improve the overall appeal of their community. Collaborate with communities and businesses to improve downtown revitalization efforts.

▶ Facilitate training and technical assistance to small businesses to improve administrative skills increases their chance of success. Provide information to new businesses about best practices and the value of collaboration within the business community to build resiliency.

▶ Support development of businesses that directly contribute to established supply chains for the region’s strongest business clusters. Engage the business community by participating in entrepreneurial events and outreach.

PARTNERS	METRICS
Cities, Counties, Chambers, Economic Developers , Small Business Development Center (NWMSU)	<ul style="list-style-type: none"> • Offer SBA Program information to communities through 4 entrepreneurial events and outreach. • Assist 3 communities in attracting new business to support existing industries. • Facilitate 2 small business administrative training sessions. • Provide technical assistance for 1 revitalization project in each county.
FUNDING SOURCES	TIMEFRAME
EDA, SBA, USDA, MDNR, KDHE, Local	Ongoing activities.

FUNDING SOURCES



MISSOURI
DEPARTMENT OF
NATURAL RESOURCES



U.S. Small Business
Administration



GOAL III

Provide technical assistance for community and economic planning to improve quality of life through better transportation, recreation and environmental safeguards.



ACTIONS

- ▶▶ Assist communities with transportation planning and pursue appropriate funding streams to improve community streets and transportation networks. Cultivate the inclusion of multimodal transportation features into plans. Participate in Mo-DOT programs focusing on highway safety and safe driving education.
- ▶▶ Collaborate with local, regional and national partners to grow tourism and agritourism. Support Missouri and Kansas efforts to increase state-wide tourism by encouraging local communities to participate in state-wide tourism programs.
- ▶▶ Continue to contract to provide hazard mitigation planning for our Missouri counties and coordinate with emergency managers to implement Homeland Security preparations and disaster management.
- ▶▶ Facilitate access to the Brownfield Assessment programs and grant/loan RLF program for remediation funding. Assist communities to find funding sources to increase local recreational amenities.

PARTNERS	METRICS
<p>Cities, Counties, Chambers</p>	<ul style="list-style-type: none"> • Facilitate quarterly TAC meetings to establish regional transportation priorities. • Participate in the NW Coalition for Roadway Safety and other MoDOT programs. • Educate communities about the benefits of tourism and agritourism as additional economic development revenue streams through newsletters and social media campaigns. • Continue to update Hazard Mitigation Plans for Andrew, Buchanan, Clinton and DeKalb counties on a rotating basis every 5 years. • Continue to contract for Homeland Security Region H administration. • Provide technical assistance to 2 communities for Brownfield Assessments annually.
FUNDING SOURCES	TIMEFRAME
<p>EDA, EPA, KDHE, MoDOT, MDNR, MDC, USDA-RD, Local</p>	<p>Ongoing</p>



Invest in people through workforce development and education to align employment opportunities with qualified employees to achieve synchronized business growth.

GOAL IV

ACTIONS

- ▶▶ Continue to pursue contract for the Missouri Job Center to provide workforce development services to businesses and job seekers. Use social media to connect employers and employees. Expand outreach through support of the Mobile Job Center. Partner with other agencies and organizations to establish local business internship and apprenticeship opportunities. Research and pursue other funding for workforce development programs or projects.
- ▶▶ Work with regional chambers of commerce to connect businesses with potential employees in outlying communities through mini job fairs and the Mobile Job Center bus. Support participation in regional leadership training. Focus on local job fairs and school-to-job transition events for high school graduates.
- ▶▶ Support training opportunities for Mo-Kan staff for professional development. Host CDBG trainers for annual Missouri CDBG grant training.

PARTNERS	METRICS
Businesses, Chambers, WDB, MDNR, KDC, MML, KLM	<ul style="list-style-type: none"> • Fill 60% of jobs offered monthly. • Complete 5 outreach events by the Mobile Job Center in partnership with Chambers or other local organizations. • Plan and execute 1 regional Job Fair annually. • Provide 1 professional development training opportunity for each Mo-Kan staff member annually. • Mo-Kan staff members participate in 4 training webinars annually. • Mo-Kan staff members participate annually in CDBG training for Missouri and Kansas programs.
FUNDING SOURCES	TIMEFRAME
EDA, HUD, DOL, WDB, MDNR, Local	Ongoing, benchmarks measured monthly or annually.

Economic Resilience:

How can we prevent, withstand and recover from economic or environmental shocks?



Planning for a potential economic disruption, whether it be natural or manmade, is a crucial step to ensure the resiliency of a community if or when a disaster strikes. While the list of potential shocks to the economy of a region can be extensive, a community’s initiatives for preparing for and recovering from any disruption should be both succinct and viable. Since the economy of Mo-Kan’s service area is largely dependent on commercial businesses, both large and small, the biggest vulnerability would be a disruption to infrastructure of which includes transportation, food, water, sewage, telecommunications, and electrical systems. Shocks to the region’s infrastructure could create a ripple effect throughout the workforce and the economy, so safeguards must be in place.

Responding to Economic Shocks

There are already initiatives in place to help absorb the shock of a manmade disruption to the workforce with the Missouri Job Center in St. Joseph. Serving the region through job training, financial assistance and other programs to help job seekers overcome barriers to employment. In 2017, the job center served over 9,614 job seekers, with more than 75 percent receiving training and job search assistance that eventually led to jobs. There have not been recent mass layoffs or large business closures directly in the region with the upturn of the economy, but the approximately 800 Harley-Davidson employees affected by the Kansas City plant closure in 2018-19 did increase the influx of job seekers in the area.

While some economic shocks, like business closures, are foreseen, other possible manmade disruptions like terrorist attacks on critical sectors such as education, medical and/or agriculture, are less predictable. Potential disruptions could impact food production, healthcare and education, considering these are some of the key services many of the area’s larger employers provide. Vital to planning for shocks to these services are redundancy measures including secondary energy, communication and data storage/retrieval sources, alternative funding sources, and a cache of supplies.

Figure 14, *Larger Employers in Mo-Kan Region by County* (below) lists the critical employers.

<u>Larger Employers in Mo-Kan Region by County</u>	
<u>Employer</u>	<u>County</u>
Savannah R-III School District	Andrew
North Andrew R-VI School District.....	Andrew
Benedictine College.....	Atchison
Mosaic Life Care.....	Buchanan
Triumph Foods	Buchanan
St. Joseph School District	Buchanan
Cameron Regional Medical Center.....	Clinton
Crossroads Correctional Center.....	DeKalb
Highland Community College.....	Doniphan

Responding to Environmental Shocks

The Mo-Kan Region is also susceptible to natural shocks in the form of extreme weather-related events such as flooding, drought, tornado, earthquakes, thunderstorms and ice storms, which can severely impact transportation, utilities and communication services. For example, spring 2019 flooding closed several roadways, disrupting travel and damaging roads in Atchison and Doniphan Counties in Kansas, and Andrew and Buchanan Counties in Missouri, where part of Interstate 29 was temporarily closed. Some of the region’s residents were personally impacted by the flooding, so Federal Emergency Management Agency (FEMA) Disaster Recovery Centers were set up in Andrew and Buchanan Counties in July 2019 to provide assistance to those residents and businesses affected by flooding.

Being a member of local emergency management planning committees, Mo-Kan will continue to take part in pre-disaster planning endeavors in the region and serve as a link to recovery resources and efforts in a post-disaster situation. With its various partnerships, Mo-Kan is able to assist communities and businesses by helping them secure information, funding and provisions necessary in the recovery process.

Due in part to Mo-Kan’s programs and partnerships, the communities it serves are more equipped to overcome manmade or natural economic shocks. Table 12, *Resiliency Initiatives*, (below) demonstrates Mo-Kan’s commitment to helping cultivate resilient communities.

Resiliency Initiatives

STEADY-STATE	BENEFITS
Goal III. Coordination of Emergency Managers through Regional Homeland Security Oversight Committee, Region H	1. Allows for the deployment of regional resources and emergency management communication
Goal III. Up-to-date County Hazard Mitigation Plans	2. Document past hazards and identifies vulnerabilities
Goal I. Accessible regional data via mySidewalk	3. Provides data-driven insights for planning and decision-making
Goal I. Facilitation of transportation meetings and plans	4. Establishes regional rapport with common goals of citizen safety and education
Goal IV. Development of workforce through job training and outreach	5. Provides opportunities for citizens to adapt to an evolving job market
Goal I. Facilitation of federal and state monies for community improvement projects	6. Assists in the development and rejuvenation of communities
Goal II. Availability of financial and educational assistance	7. Supports business growth and preparedness
RESPONSIVE	BENEFITS
Goal I. Ongoing communication between community leaders and stakeholders through meetings, publications and social media	8. Provides various platforms for dialogue on community needs and challenges and availability of services
Goal IV. Assistance for dislocated workers and job seekers through Missouri Job Center partnership	9. Supports region’s workforce development mission to connect job seekers with quality employment opportunities

Evaluation Framework:

How are we doing, and how can we do better?

Regional Prosperity	Community Planning
<p style="text-align: center;"><u>MEDIAN INCOME:</u></p> <p><u>Mo-Kan</u>– 2017– \$49,175.61..... ↑ 4.2% from 2010 <u>Kansas</u>– 2017– \$56,422..... ↑ 1.1% from 2010 <u>Missouri</u>–2017– \$53,578..... ↑ 3.4% from 2010 <u>U.S.</u>– 2017– \$60,336..... ↑ 5.1% from 2010</p> <p style="text-align: center;"><u>CHANGE IN EMPLOYMENT:</u></p> <p><u>Mo-Kan</u>– 2017– 77,163.4 employed...↑ 8.6% from 2010 <u>Kansas</u>– 2017– 1,436,801 employed.↑ 3.1% from 2010 <u>Missouri</u>–2017– 2,920,301 employed...↑ 4.7% from 2010 <u>U.S.</u>– 2017– 155,058,331 employed..... ↑ 8.6% from 2010</p> <p style="text-align: center;"><u>POVERTY:</u></p> <p>U.S. 12.3%; KS- 11.9%; MO- 13.4%; Mo-Kan region 13.2%, with Buchanan highest (15.6%) & Andrew lowest (8%); 2017 data</p> <p style="text-align: center;"><u>EDUCATION:</u></p> <p>Less Than High School Diploma: In the 25 + age group, 18,355 people or 11.2% of the region’s population, have less than a high school diploma; MO- 10.8%; KS-9.5 % , U.S.- 12.7% Bachelor’s Degree or Higher: U.S. 30.9%, MO-28.2%, KS– 32.3% Mo-Kan region– 19.8%</p> <p style="text-align: center;"><u>BUSINESS:</u></p> <p>There were 3,698 businesses in the region as of 2016, up 13 (.35%) from 2013 numbers, with Buchanan County’s 2,284 businesses comprising 62% of the total number. Missouri – ↑ 7%, Kansas – ↑ 1%, United States – ↑ 4%</p> <p style="text-align: center;"><u>TECHNOLOGY:</u></p> <p>Access to wired broadband service of at least 25 mbps: Mo-Kan 81.5%; Kansas 86.7%; Missouri 85.4% with lowest being Clinton at 71.7% and highest being Buchanan at 94.6%; March 2019 data</p> <p style="text-align: center;"><u>AFFORDABLE HOUSING:</u></p> <p>Of the 114,235 housing units, there is a 12.3% vacancy rate, and an average cost of \$549 cost for rent and \$722 for mortgage in the region. MO-vacancy 13.6%, \$657 rent & \$867 mortgage; KS-vacancy 10.9%, \$685 rent & \$883 mortgage</p> <p style="text-align: center;"><u>LOAN ASSISTANCE:</u></p> <p>Since 2015 Mo-Kan has helped 9 businesses with a total of \$593,969 in RLFs, creating 49 jobs and saving 30 jobs. Mo-Kan assisted another 18 businesses with a total of almost \$8.6 million in 504 loans, creating and/or retaining 332 jobs.</p>	<p style="text-align: center;"><u>TRANSPORTATION:</u></p> <p>Developed Regional Transportation Plan (2016-19)</p> <p style="text-align: center;"><u>HAZARD MITIGATION:</u></p> <p>Administered county plans for Andrew (‘21), Buchanan (‘17), Clinton & DeKalb (‘18)</p> <p style="text-align: center;"><u>GRANT ADMINISTRATION:</u></p> <p>12 CDBG grants (2013-2019) worth \$5.1 million in area improvements; Homeland Security grants worth \$831,000 (2014-2019); \$1.2 million for Brownfield Revolving Fund Plan</p> <p style="text-align: center;"><u>DATA COLLECTION & DISTRIBUTION:</u></p> <p>Regional data report creation with mySidewalk platform; contracted GIS services</p> <p style="text-align: center;"><u>COMMUNITY CONNECTIVITY:</u></p> <p>Facilitated Missouri Job Center Job Fairs; Facebook page & website; Transportation Freight Summit</p> <p style="text-align: center;"><u>COMMITTEE INVOLVEMENT:</u></p> <p>Facilitated TAC, RHSOC, MKRC, CEDS, & MKDI meetings; attended county LEPC, area chamber, Lion’s Club, Cup of Joe & Mini Maker Faire meetings</p>
	<div style="border: 2px solid #ffcc00; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center;">Community Planning Progress</p> <p>For 50 years, Mo-Kan has helped the region with economic planning and development. It continues to administer MO-DOT, Homeland Security and CDBG grant funds for local entities while being actively involved in supporting local committees, workforce development and disaster planning. In the coming years, Mo-Kan needs to be more aggressive in securing grant monies for projects that will boost the region’s economy and spur growth.</p> </div> <div style="border: 2px solid #ffcc00; padding: 10px;"> <p style="text-align: center;">Regional Prosperity Progress</p> <p>Considering the rural nature of most of the Mo-Kan region, it is no surprise that we fall short compared to state-level indicators of prosperity. The region is moving forward however slow its pace. There are indications of progress, as the region is in stride with the national employment rate and on par with the state in terms of poverty percentages. A greater focus on education, along with workforce and small business development, could help our region make more substantial gains in the future.</p> </div>

