

Mo-Kan Regional Council



2024

Comprehensive Economic Development Strategy

Mo-Kan Regional Council

Mo-Kan Regional Council (MKRC) is a designated Regional Planning Commission (RPC) and Economic Development District (EDD) recognized by the states of Kansas and Missouri, and the federal government. Specifically serving the counties of Andrew, Buchanan, Clinton, and DeKalb in Missouri and Atchison and Doniphan counties in Kansas, MKRC has been operating for over 50 years providing services including long-term community planning, grant procurement and administration, business loans, hazard mitigation, geographic information systems (mapping), transportation planning, environmental planning, economic development, community development, homeland security support systems, and more. Adhering to its mission, MKRC is responsible for developing the Comprehensive Economic Development Strategy (CEDS) for the region every 5 years.

Mo-Kan Regional Council

224 North 7th Street

St Joseph, Missouri 64501

(816) 233-3144

Acknowledgements

Mo-Kan CEDS Committee

SWOT session participants

Trevor Tutt, MKRC Executive Director

Project Staff: Evan Banks, MKRC Community Development Planner

Mo-Kan Staff



TABLE OF CONTENTS

1

INTRODUCTION 4

CEDS Process 5

2

SUMMARY BACKGROUND 5

A Brief History of the Region 8

Demographics 9

Population 9

Socioeconomics 11

Resource Profiles 12

Environmental 12

Geographic 14

Climate 15

Cultural 16

Infrastructure Assets 17

Housing 17

Transportation Infrastructure Assets 18

Broadband and Telecommunications 21

Energy and Utility Infrastructure 22

Recreation and Tourism 24

Higher Education 26

Industry Clusters 27

Regional Relationships 29

Workforce Development 30

Climate Resiliency 32

Economic Resiliency 33

Equity 34

3

SWOT ANALYSES 36

State of the Economy and Clusters 37

TABLE OF CONTENTS

3

SWOT ANALYSES CONTINUED..... 38

External Trends and Forces 38

Education and Workforce Development 39

Environmental Sustainability and Climate 40

Energy, Broadband, and Infrastructure 41

Partners and Resources for Economic Development 42

SWOT Priorities and Conclusions 43

4

STRATEGIC DIRECTION AND ACTION PLAN .. 44

Where do we want to go? 44

 Vision Statement 44

How are we going to get there? 44

Goals and Objectives 45

Goal 1: Grow Population 45

Goal 2: Leverage Geography 52

Goal 3: Bolster Industry and Small Businesses 56

Goal 4: Be Good Stewards 60

Goal 4: Education and Workforce Development Support..... 65

5

EVALUATION FRAMEWORK

Evaluation Framework 69

6

CONCLUSION

Conclusion 70

7

APPENDICES 71

Introduction

This Comprehensive Economic Development Strategy (CEDS) document has been prepared by Mo-Kan Regional Council (MKRC) for the purpose of guiding future projects, strategic planning, grant prioritization, and economic diagnoses and prescriptions for the Missouri counties of Andrew, Buchanan, Clinton, and DeKalb and Kansas counties of Atchison and Doniphan. By closely following federal guidance outlined by the Economic Development Administration (updated April, 2023), and adhering to the spirit of the process, MKRC has used multiple outreach and engagement methods with area communities, leaders, and stakeholders to ensure that this process is equitable, accessible, representative, and accurate to all counties within our service area as well as incorporated best-practice research and replicable evaluation models to further assess this strategy's effectiveness in future iterations. This process provides a system by which MKRC, the CEDS committee, governments, stakeholders, and community members can collaborate and engage in discourse surrounding trends, economic goals, priorities, and current realities.

While MKRC follows strict guidance from oversight agencies and adopts best practices to be as holistic as possible, gaps will always exist. Certification, oversight, public comment, stakeholder input, and other control mechanisms are in place to ensure this data and its evaluation meets rigorous qualifications and is relevant. When sensitive topics are discussed, staff referenced the National Park Service for guidance on language-use as they have modeled best-practice when interpreting sensitive sites, issues, and histories. MKRC remains dedicated to improving accuracy and effectiveness by holding itself accountable to these processes and a continuous evaluation of the facts and phenomena as they develop.



CEDS Process

Research

Discuss

Verify

Plan

Evaluate

The CEDS is a strategy-driven plan for regional economic development and is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of a region.

Beginning in February of 2024, MKRC began evaluating past CEDS documents, changes in federal guidelines or directions, and best-practice models. After this evaluation, MKRC solicited area stakeholders and community members to participate in the CEDS Committee. The CEDS Committee met in April of 2024 and included representatives from every county in MKRC's service area. The first meeting was conducted to determine a "Summary Background" of the region detailing demographic changes, important histories, strengths, weaknesses, and other relevant data points. These points were evaluated to inform the subsequent Strength, Weakness, Opportunity, and Threats (SWOT) workshops in the respective counties, themselves. SWOT sessions were held throughout the month of May.

Using this Summary Background, Mo-Kan staff presented the committee's priorities to community members in their counties and collected further feedback. This feedback was then reorganized into an area survey to further capture any data and opinions from community members who could not be in attendance. Survey results were presented to the CEDS Committee for consideration and approval of a Strategic Direction and Action Plan. After which, models for the Evaluation Framework were selected and implemented. Once satisfied with the proposed draft of the CEDS, it was presented for a 30-day public review period between August and September, 2024.



In 2023, the EDA issued an update to its CEDS Content Guidelines to specifically recommend inclusion of four new topics: Climate Resilience, Equity, Workforce Development, and Broadband. Climate resilience is used to describe preparations and considerations made to mitigate the severity of climate, weather, and ecological disruptions associated with climate change. Resilient communities will incorporate these considerations to protect their investments and ensure that public grant awards and taxpayer dollars continue to provide the benefits intended despite climatic events. Equity, as it pertains to the CEDS, is defined by the EDA as providing support to traditionally underserved populations or underserved communities. Acknowledging and mitigating disproportionate effects that economic decisions have on disadvantaged communities encourages increased opportunities for community members to participate in, and take advantage of, a successful economy. Workforce Development provides that projects and plans should be included that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying quality jobs. The more effective, reflective, and relevant local training programs are, the more resilient an area's economy can be. Broadband access, as a critical infrastructure component to telecommunications, presents a challenge to many communities. Ensuring that access to broadband exists within communities currently underserved, and that the current infrastructure is well-maintained, affords new economic opportunities and would result in increasingly resilient systems.

CEDS documents are separated into sections: Summary Background, SWOT Analysis, Strategic Direction and Action Plan, and Evaluation Framework. They are organized in this document in that same order. Appendices contain support documents, marketing and presentation materials used throughout the process, and other tools.

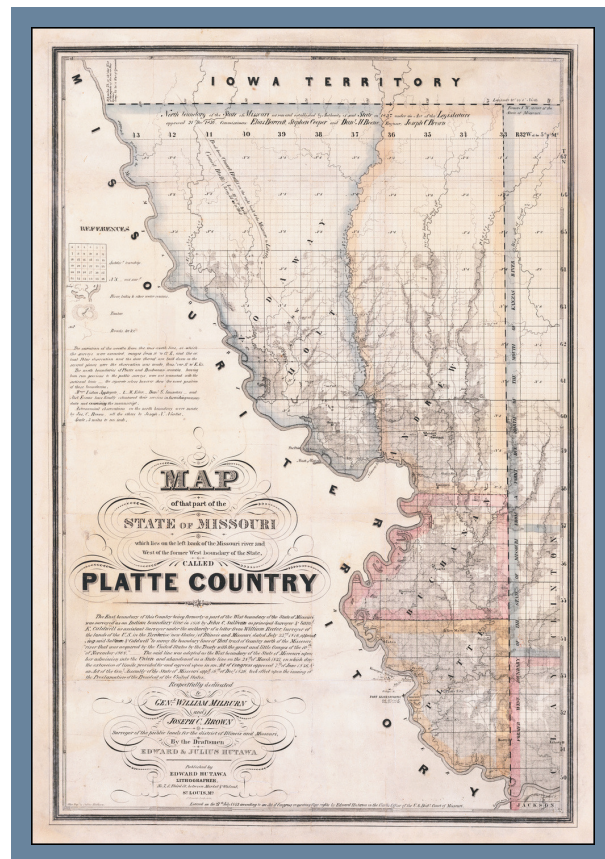


A Brief History of the Region

Having existed at an intersection of great distances and intricate ideas...

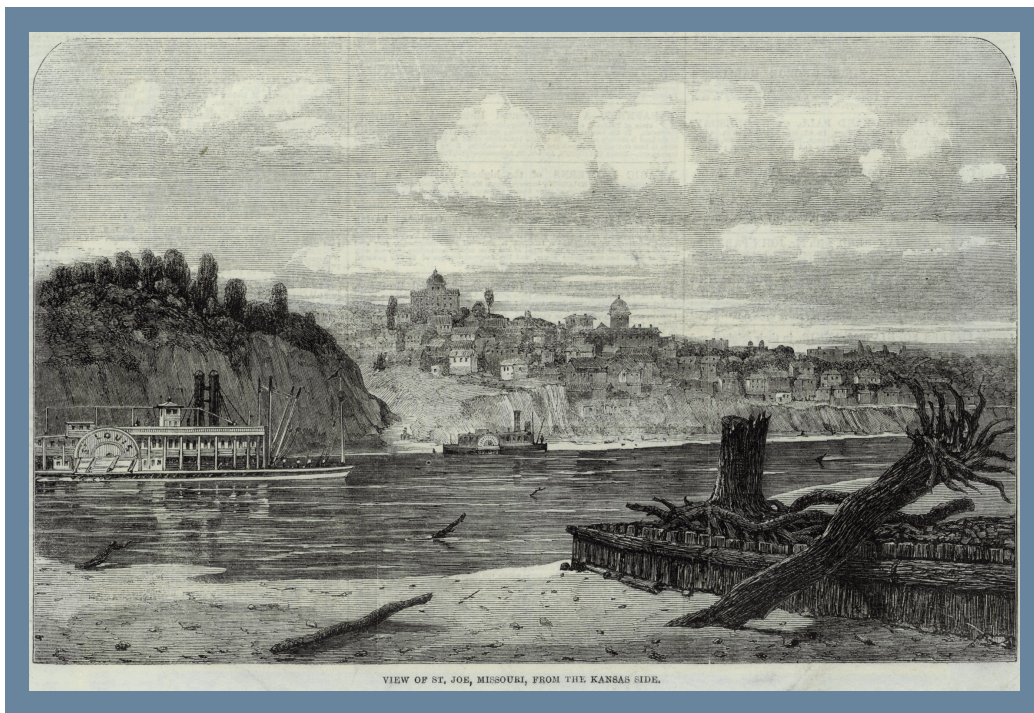
northwest Missouri and northeast Kansas have a complicated and complex history. Indigenous groups, notably the Ioway, Otoe, and Missouria, among others, inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. After the Louisiana Purchase and Missouri Compromise, Missouri's northwestern border began as a straight-line due North from the Kansas/Missouri River confluence in Kansas City to the Iowa border. For this brief period, territory West of this line remained under the stewardship of local Native American Tribes.

In 1836, however, the federal government purchased the area between the original border and the Missouri River for \$7,500 from local Tribes, eventually forming the six-county region of the Platte Purchase in Missouri's current northwest corner. Following the Platte Purchase, populations in the area shifted after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate



Phillips Maps p. 715; Graff Western Americana 2025; Ristow American Maps and Mapmakers, pp 451-52 & Fig 27-3; G.P. Williams & Co. 1885, History of Clay and Platte Counties Missouri, pp. 545-553.

of trade in the region as outfitters supplied those heading West seeking wealth, land, opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a volatile crisis surrounding race and the institution of slavery. Bleeding Kansas, the American Civil War, westward expansion, and concepts of Manifest Destiny fostered a complex, often violent, and persisting relationship between neighbors, migrant groups, formerly enslaved persons, and Native Americans. Even as tensions rose, economic progress persisted.



Wood engraving, “View of St. Joe, Missouri from the Kansas Side.” 1861.
Missouri History Museum

Northwest Missouri and northeast Kansas counties have been intrinsically connected throughout their histories via agricultural, social, civic, and entrepreneurial endeavors. Steamboats, trains, and wagons dotted the highways and waterways as people moved goods, services, themselves, and ideas across the Missouri river. By 1890 St Joseph was arguably the wealthiest city per capita in the US. Many in the region thrived. Continued economic and technological advancement was eventually met with increased hardship during The Dust Bowl, The Great Depression, World Wars, and struggles for Civil Rights. While Saint Joseph School District was the first in Missouri to desegregate its schools following *Brown v. Board*, the region is not free from past racial violence or de facto segregation practices such as “redlining.” Such phenomena have had lasting impacts on disadvantaged populations and dramatically affected population patterns.

As social landscapes can change, so too can physical ones. The flood of 1952 resulted in an oxbow lake around Rosecrans Memorial Airport and the Missouri River shifted East. This created a unique mapping feature where the border of the State of Missouri now exists beyond the West side of the river. With roots in an innovative Hog-cholera serum out of the Anchor Serum Company, the region has been a part of the “animal health corridor,” which specializes in advancing medical care for livestock and pets, for over 100 years. Even still, new innovations and new technologies continue to be developed. Whether feeding pets, livestock, or people, the region has been a vital component to nourishing the US and the world.

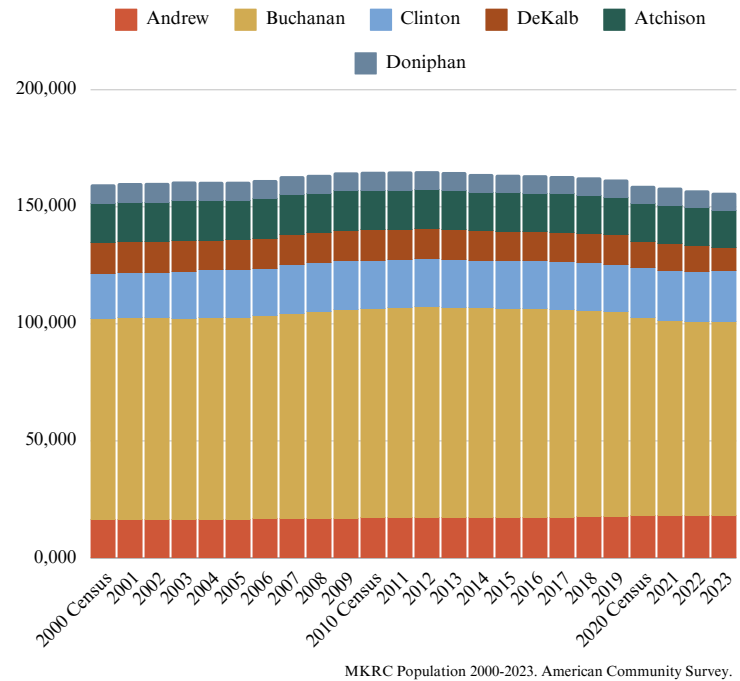
Demographics

Population:

Covering approximately 2,533 square miles, MKRC’s service area consists of 49 municipalities but is largely rural. While the largest portion of the area’s approximate 158,999-person population lives in Buchanan County and St Joseph, Missouri, much of the population live in small-towns and their surrounding farmlands. All counties have seen recent declines in population for various reasons. Principally, an aging population with fewer births coupled with “brain drain” (the phenomenon whereby freshly credentialed young professionals leave their hometowns for occupational and personal pursuits elsewhere) has had the most impact on these numbers.

This is a notable reality considering that the overall populations of both Kansas and Missouri have increased while these counties’ populations have all decreased. Special attention should be paid to recruitment and retention of professionals and their families as well as sound labor practices and workforce support that would stimulate this increase. Illustrating social acceptance, engagement and demonstration of sound diversity, equity and inclusion practices, and tolerance of various groups would also help slow the out-migration of many families and increase the in-migration of others.

2000-2023 MKRC POPULATION TRENDS



Per American Community Survey data, the population of white and black Americans increased by near 1% each with white populations increasing from 136,950 in 2010 to 147,916 in 2020 and black populations increasing from 6,516 to 7,714. Area Hispanic/Latinx populations have stayed relatively the same--having been recorded as changing from 7,507 persons to 7,488 persons. However, the population reporting two or more races nearly doubled, increasing from 5,119 to 10,282. MKRC recently passed the safe-harbor threshold for Spanish speakers, meaning that considerations must be given to Spanish speakers and critical documents available in the language. This is demonstrative of a sizeable Hispanic and Latinx community. All other race and origin categories saw significant population decreases.

While overall populations in the region are declining, this is nothing new to the region. Having had a steady and consistent population since 1890, the region has demonstrated resiliency and consistency in the US economy for over 130 years. While decreases in population do occur, they tend to match larger economic trends and eventually normalize. St Joseph, remaining the largest population center in the area, has seen little overall change in population size for over 100 years. The region is demonstrably able to maintain demographic equilibrium despite external pressures.

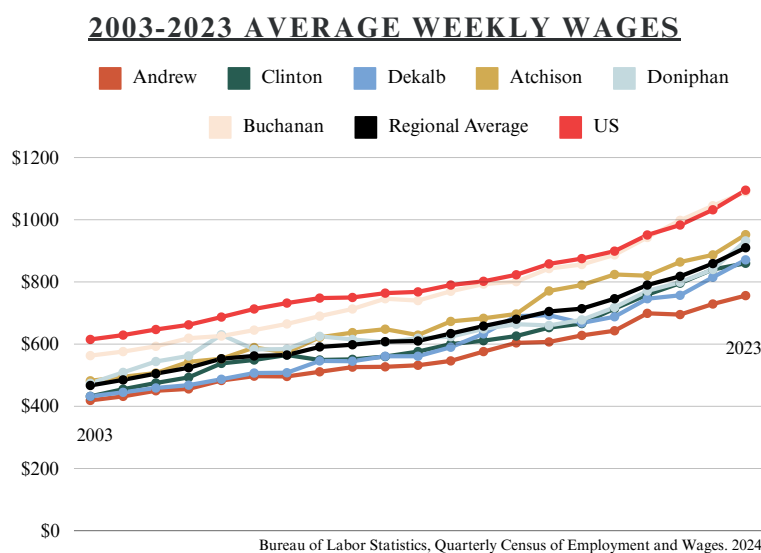
Socioeconomics

The MKRC service area is quite diverse along the spectrum of socioeconomic status. Counties in the area widely differ in terms of poverty levels. According to the National Economic Resilience Data Explorer (NERDE), the number of “persons in poverty” ranges from 7% in Andrew County, MO, to 16% in Buchanan County, MO, and the others fall somewhere in-between. Only Buchanan County, MO and Atchison County, KS--the counties with the largest cities in the service area--are above the national average of 12%. Another measure of a population’s economic status is their access to healthcare coverage. Except for DeKalb County at 90%, and Buchanan County at 87%, all others are either at-or-above the national average rate of individuals with health insurance (91%).

Since 2017, the region has been recorded as being at-or-below the national average

unemployment rate. This suggests that there is an active and strong workforce. However, when comparing this statistic among others with poverty rate, wages are on average not enough to elevate many out of poverty. Special attention should be made to increasing wage rates across the region with additional focus on lower-earning communities. Likewise, Buchanan County, while appearing to have average wages, has an above average poverty rate.

This implies wages are largely disparate. As many of the region’s counties host numerous “bedroom communities,” this wage disparity may also be reflected in the quantity of individuals who work outside the county in which they reside and earn wages commensurate to higher-earning areas elsewhere. Only in Buchanan and Atchison counties do more people work within the county than without due to them being the largest metropolitan areas within MKRC’s service area.



Resource Profiles

Environmental

Perhaps the most significant environmental factor for the region is the Missouri River—the longest river in the US. While the river works to bring nutrients and inputs that help fertilize some of the most arable and resilient farmland on Earth, it is also prone to flooding and experiences occasional shifts in trajectory. This can be disastrous for area farms and families depending on a given flood’s severity. At the very least, floods disrupt production.

However, the Missouri River represents far more than a hazardous threat. It also offers opportunities for recreation, shipping, and hydroelectricity. Aquatic recreation opportunities present themselves along the Missouri river, but also throughout the countryside, as well as the northern shore of Smithville Lake. Agritourism to area farms and ecotourism to area parks should be highlighted and bolstered to increase the economic vitality and visibility of the region. Recreation brings additional attention and education to these important spaces and often increases a community’s desire to protect them.



Northern Long-eared Bat *Myotis*. Dante Fenolio. Fineartamerica. 2019.

Protecting a delicate ecosystem is important. This is especially true in MKRC’s service area, as agricultural products constitute much of the region’s primary export commodities. These products rely principally on their ecosystem for success. Agricultural institutions have also been working to combat outbreaks of viral diseases plaguing livestock and wildlife. As a critical component to the “animal health corridor,” these ecological threats should be high priorities for conservation and regional health efforts. The Missouri Department of Conservation Regional Office, located in St. Joseph, works to support area greenspace efforts to restore, conserve, and regulate fisheries, forests, and wildlife populations including the threatened Northern Long-eared Bat and endangered Indiana Bat. Despite good work being done, environmental threats to wildlife persist.

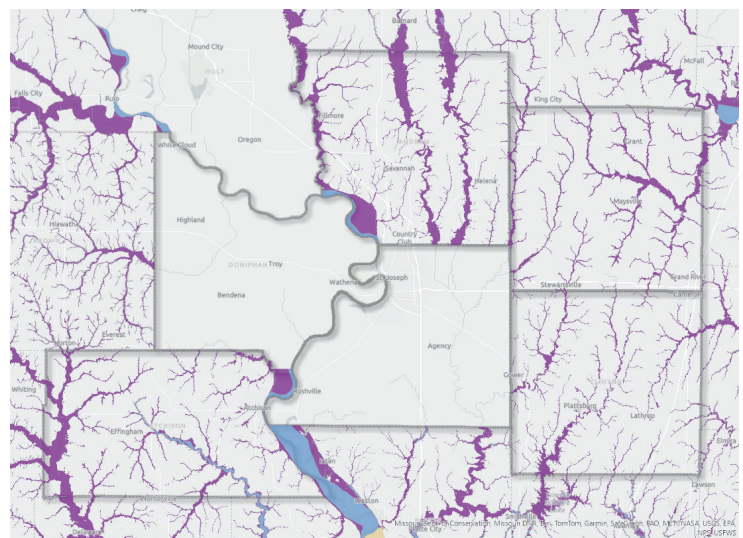
Environmental Continued...

MKRC, as of June 2024, received an exclusive Brownfield Assessment Grant which allows MKRC to diagnose “brownfields”—former industrial areas blighted by contamination. This charge will help communities reclaim green spaces and dispose of hazardous waste materials. Region D Recycling exists in many communities throughout the area though some communities do not have access to reasonable curbside recycling options at all—including St Joseph, the area’s largest population center, and as such, its largest contributor to waste. Considering the value in soil and farmland, proximity to the river, and need for clean communities, this should be a considerable priority. Excess waste damages ecosystems.

Water quality along this portion of the Missouri River has been classified as “impaired” by the EPA. Some communities in the area lack sufficient water testing and/or treatment facilities. Local and regional efforts should continue to be made to ensure that area communities are good stewards of their environment and each other’s health. Families often desire clean communities with access to recycling options, clean water, and sound environmental practices when choosing where to pursue their careers. Safety is also a high priority for families. Should these items be addressed, and hazards mitigated, area communities may see an increase in population as area livability increases.

No matter the hazard mitigation strategy or project in question, principles of Environmental Justice (EJ), defined by the EPA as the “just treatment and meaningful involvement of all people, regardless of income, race, color, national origin, Tribal affiliation, or disability, in agency decision-making and other federal activities that affect human health and the environment,” should be considered when planning projects to reduce area pollutants and encourage equitably livable communities. Adhering to EJ principles helps ensure that environmental benefits and drawbacks are equitably distributed across communities and do not disadvantage underserved populations. Ensuring that the environment in which an economy exists is resilient and well cared-for works to stimulate long-term economic and job growth.

FLOOD HAZARD AREAS 2024



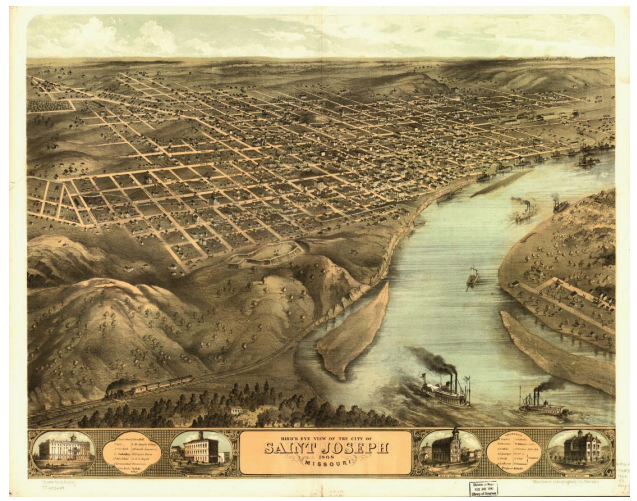
FIRM Flood Insurance Rate Map. MKRC, Missouri. 1984.

Resource Profiles

Geographic

Existing at the most extreme glacial advance of the Pleistocene Era, unique land and water formations provide distinct area topography. This geomorphologic event developed a diverse landscape with nutrient-rich soil and rare concentrated deposits of loess carried by wind-deposited silt. This distinct geography and topography sustained many cultures and societies for over a millennium and as such, provide numerous geological and anthropological research opportunities, but perhaps most importantly-- a large amount of suitable farmland.

Due to these outstanding characteristics, MKRC's service area sits at a crossroads within a network of aquatic, tracked, and paved byways and highways strategically positioned to move people, goods, ideas, and services throughout the US with minimal need for new construction. However, the lack of need for new construction suggests that added attention should be paid to maintenance.



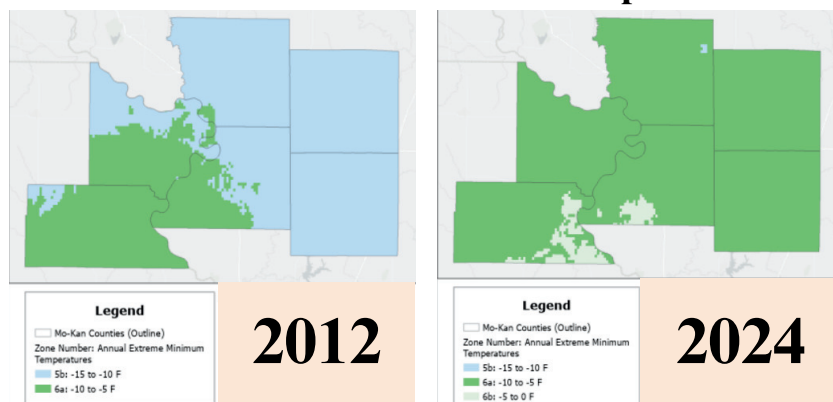
Bird's Eye View of the City of Saint Joseph, Missouri 1868. Ruger, A. Library of Congress.

Already having proved itself as a critically nuclear space when serving as a launching point for westward expansion, the same goods-and-services networking principles should be reinforced in a modern setting. A strong economic emphasis on human movement plays a critical role in the area's success. This advantage has bolstered regional economic resiliency for over a century. Recognizing this dynamic is inherent to the movement of ideas, as well. Additional energy and telecommunication infrastructure should be built and maintained to excel at this function.

This need is illustrated by essential higher education institutions, trade schools, vocational centers, and business incubators having collected in the area. Sharing these characteristics with substantial access to agricultural organizations, products, services, and the means to transport them, the area will remain resilient and thrive so long as appropriate attention is paid to maintaining the workforce systems, and infrastructure that supports these economic clusters.

Resource Profiles

Annual Extreme Minimum Temperatures



Plant Hardiness. OSU: USDA Plant Hardiness Zone Dataset 2024.

Climate

As climate-change factors contribute to fluctuations in seasons and severe weather patterns, considerations must be made to mitigate and/or combat these changes to ensure adequate production going forward. The region's annual extreme minimum temperature has climbed between five- and ten-degrees Fahrenheit. This may result in longer growing seasons. Longer growing seasons might afford increased yields, however, great care should be taken to ensure that added stressors upon the environment are minimized as increased, prolonged heat can result in unpredictable and uncommon severe weather events.

Considering the Missouri River is prone to flooding and/or shifting, and that this flooding is likely to increase as temperatures increase, added infrastructural improvements should be made to mitigate existing problems and proactively diagnose and prescribe potential threats. MKRC's service region also suffers from severe flooding when Gavins Point Dam in South Dakota is released. When this

release occurs, area infrastructure falls under pressure to communicate potential threats and mitigate damages. Added precautions and effective communication measures should be adopted to improve responses--bolstering local levees and stormwater systems. A levee near St. Joseph, Missouri is still in development. Upon completion, this levee will work to control overflows and protect area investments.

Beyond floods, tornadoes and severe thunderstorms are serious risks threats to the region's populations. Increasing temperatures do increase the frequency and unpredictability of these storms. MKRC's service area is home to many storm sirens and storm shelters. However, there are still many communities with no early warning systems and no shelters. Prioritizing increased safety measures as hazard likelihood increases is of the utmost importance. Underserved communities without any systems at all should take priority. Ensuring that the region is a safe place for workers increases labor-force recruitment and retention.

Resource Profiles

Cultural

Rich with thousands of years in history and with robust documentation, many historical societies work to preserve the past. The Ioway Tribe of Kansas and Missouri, located in White Cloud, KS works to preserve indigenous practices and histories and continue the legacy of Tribes native to the area. A wide variety of museums exist, characterizing and contextualizing historical phenomena from the history of mental health treatment to Amelia Earhart's adventures, and much more.

Added initiatives to engage in historic preservation of architecture should be encouraged to protect unique late nineteenth and early twentieth century structures. These historic resources provide distinct opportunities for diverse small business experiences and increases access to historic preservation and small business funding. Activating aging architecture assets works to improve overall tax-revenue and small business generation over longer periods of time and often represents better alternatives to demolition. Over 150 cultural resources in the area are listed on the National



Amelia Earhart, NASA history collection. NASA photo collection. c. 1937.

Register of Historic Places, most in Saint Joseph, City of Atchison, and Doniphan County. MKRC is responsible for 40 register entries.

Downtown revitalization efforts are working to support added businesses, arts, and entertainment. Main Street Saint Joseph, launched by a Community Empowerment Grant managed by MKRC, has recently been awarded affiliate status for their work. Downtown revitalization efforts continue across the region. Rural communities often host rodeos, fairs, and farmer's markets for engagement. While various cultural assets exist in the region, increased attention to these avenues would work to increase economic resiliency, retention, and recruitment by encouraging area residents to enjoy and be active in the spaces they inhabit. A strong regional cultural identity can be critical to ensure community cohesion and buy-in. That buy-in is essential to developing a strong sense of space and place in which families can thrive. Thriving families make resilient economies.

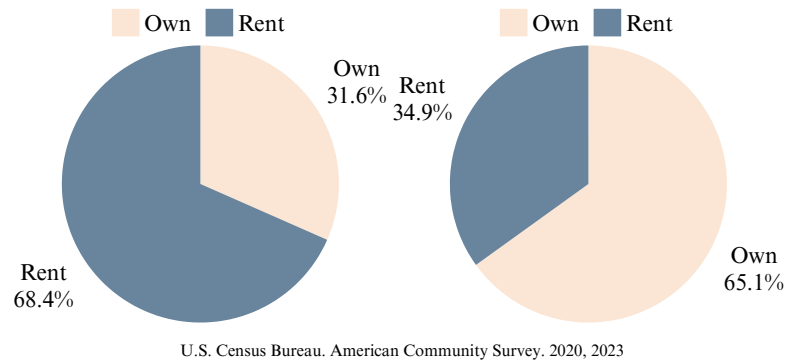
Infrastructure Assets

From family sports centers, local colleges, health clinics, water treatment plants, grain elevators, levees, storm shelters, and more, there are many infrastructure assets in MKRC’s service area that demand considerable attention. While it is not the charge of this strategy to list them all, below are some notable infrastructure assets. For more information and more comprehensive lists, MKRC recommends viewing the hazard mitigation plans (HMPs) for each county in the service area. These plans are developed and updated by Regional Planning Commissions like MKRC every 5 years.

Housing

Housing presents a challenge as over half the houses in the region are over fifty years old with only an 89.6% occupancy rate. There are only 69,185 total units available for 158,999 people. As the average family size is approximately 2.41 persons, if one-family-per-home is considered, there would be enough housing in the region to accommodate roughly 166,000 people. With at least 3000 units remaining empty, and a theoretical threshold affording even more room, this would suggest there are enough houses to meet needs.

However, conditions of units, affordability, livability of homes, actual size of individual families,



location, landlord motivations, individual choice, and even pet restrictions greatly affect one’s access to housing. To adequately house the region’s families, attention should be paid to both activating blighted homes and installing new ones. Affordable rental units, land-bank rehabilitation programs, refurbishment, and new housing should be strategically leveraged together to stimulate reasonable living situations for families across the socioeconomic spectrum. This should be done with strong consideration to the cost of infrastructure maintenance and legacy costs inherent to expanding city footprints and suburban sprawl.

Real estate also tends to suffer from absentee owners sitting on inactive property. Often, these ignored spaces can devolve into blight. Derelict owners should be compelled to occupy or activate those properties or sell. Additionally, research shows that young professionals are seeking housing in city downtowns. Activating these underused spaces could serve to satisfy that demand. Increased downtown revitalization to this end works to spur inner-city livability and occupation, and as such, regional commerce and job-growth.

Infrastructure Assets

Transportation

The region's strategic geography has helped shape its approaches to transportation. From cable-cars, and omnibuses, to steamboats, trains, and flight, the region is a strong example of what connecting people through thoughtful intersections of human movement can accomplish. As a crossroads of the country, infrastructure assets grew to meet demands. While this trend has slowed down as circumstances change, MKRC's service area still houses many transportation infrastructure assets including freight train lines, many highways, the Missouri river, and three airports. Even two of the regions largest cultural icons, Ameila Earhart and the Pony Express are cornerstones of American transportation ingenuity and demonstrates a climate of innovation. Transportation is an important aspect of the region's identity.

Rail lines have existed in the region for over 175 years. The Hannibal-St Joseph line started development in 1847 and advantaged the region by functioning as the last Western railroad terminal. Later, Confederate guerilla activity during the American Civil War lost St Joseph the contract for the Eastern terminus of the Union line. This represents a reality where individual decisions,

out-of-sync with societal progression, can hobble future growth and generations to come.

Nevertheless, after the war, railroad construction boomed. Railroads represent a source of pride but also responsibility. According to the Missouri Department of Transportation (MoDOT), in 2040 Missouri will transport over 1 billion tons of freight. Ensuring that the area's share of that load is well cared-for demands effective maintenance and stewardship of those lines.

However, improvements and support of railroad transportation doesn't end with goods and materials. Once sharing the "Interurban" rail line with Savannah between 1910 and 1939, concepts of connecting neighboring cities of an area are not new and make for easier, safer commutes, and more unified regional identities. The idea of a passenger rail line connecting Kansas City, Saint Joseph, Savannah, and Atchison has gained much support in the region. MoDOT was awarded a grant from the Federal Railroad Administration Corridor ID program to research a possible future Amtrak line. This study is currently in progress. Considering transportation is a main stay of the region's cultural identity, this could go a long way to increasing safety, reliability, and speed of inter-



Interurban Railway.
Mildred Kitrell. Postcard.
c.1920

Research

Infrastructure Assets

Transportation continued

city connectivity, regional workforce resiliency, and tourism.

As with rail lines, MKRC's service area houses many interstates and highways including interstates 29 and 35, and state highways 169, 71, 59, 35, 13, 7, and 6, just to name a few. Each serves to connect important resources from one community to another. As such, each has its own maintenance and repair needs that require much attention and planning--some more than others. MKRC oversees a Transportation Advisory Council, commissioned by MoDOT to prioritize projects and strategize the best approach to support these critical systems. This support should be done with ample consideration to equity. While many sections of these systems need aid, reasonable efforts should be made to give adequate attention to low-income and underserved areas where transportation infrastructure improvements are rare. These benefits would advantage most members of the community who drive. Walkers have their own set of challenges.

Many small towns and rural areas suffer from deteriorating systems as other areas are frequently determined by powers to be higher priorities. Creative resourcing and specific grant awards can



Downtown Gower Missouri. Mo-Kan Regional Council. 2023

offset this disproportionate effect. This concept translates to sidewalks and walkability, as well. From the smallest town to St. Joseph, the area's largest city, most sidewalk conditions and walkability are very poor. According to Walk Score, St. Joseph is car-dependent and does not have many bike lanes. This is the case for most cities in the service area. Atchison, Kansas, however, is considered very walkable. Looking to Atchison for guidance would prove beneficial.

Accessibility for walkers, and those with mobility restrictions needing ADA accommodations, is also lacking in many areas. Improvements are being made to these systems, but more are needed. MKRC, received an Excellence in Regional Transportation award for the City of Gower Vision Zero Safety Action Plan, funded by the Federal Highway Administration's Safe Streets for All Planning Grant. This work can be emulated in all communities. It is essential for transportation infrastructure to be maintained for those individuals seeking alternative transportation modalities. Students and children, the most underrepresented demographic of people in modern societies, do not necessarily get a choice in whether

Infrastructure Assets

Transportation continued

they must walk or drive. Therefore, increased attention should be paid to those individuals trying to get to-and-from school safely.

The three area airports represent opportunities upon which the region could take advantage. Cameron Memorial Airport recently received funding to increase the size of their runway and allow for increased freight. Rosecrans successfully retained the 139th Airlift Wing of the Missouri Air National Guard and regularly lands C-130 aircraft. Rosecrans also affords an added ability to move commercial freight in addition to government materials. Amelia Earhart Airport facilitates private flights, flight training and crop dusting among other activities. Strategizing with these three airports to improve diversification and cohesion of their efforts would prove beneficial to transportation industry resiliency.

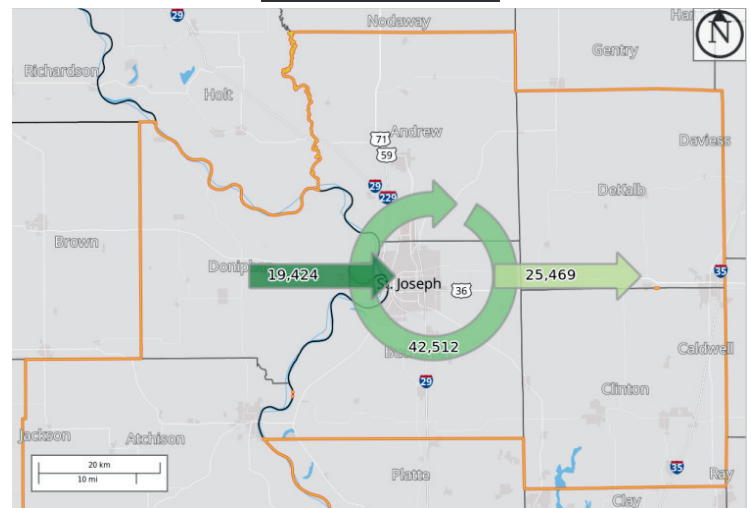
MKRC's service area provides ample opportunities for the movement of people, goods, services, and ideas. It is essential to the regional economy that the critical means by which the region facilitates these movements are well-maintained. Very much functioning as the hub in the spoke-and-wheel systems of the US, MKRC's service area



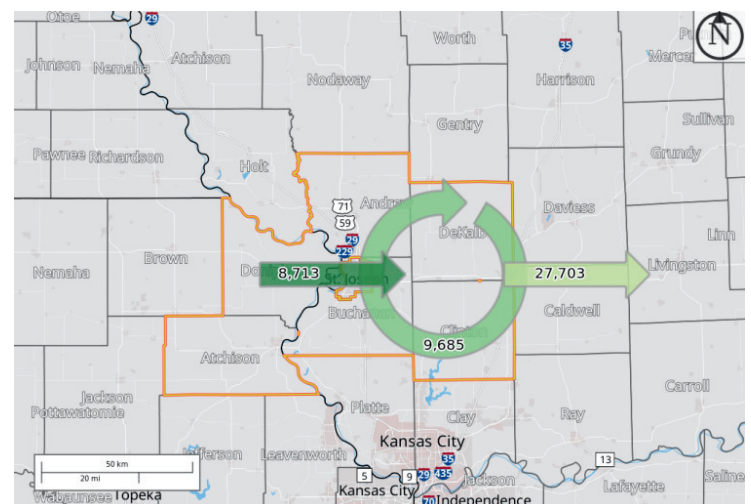
Sound of Speed Air Show. Rosecrans Memorial Airport. Air National Guard. P. Evenson. 2016

is a vital transportation infrastructure asset for the entire country. As transportation infrastructure improves and is well-maintained, safety of area workers getting to-and-from work, and those for whom work is transportation, would be increased.

COMMUTER INFLOW/OUTFLOW COUNTS WITHIN MKRC



COMMUTER INFLOW/OUTFLOW COUNTS TO/FROM MKRC



U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics 2002-2021

Infrastructure Assets

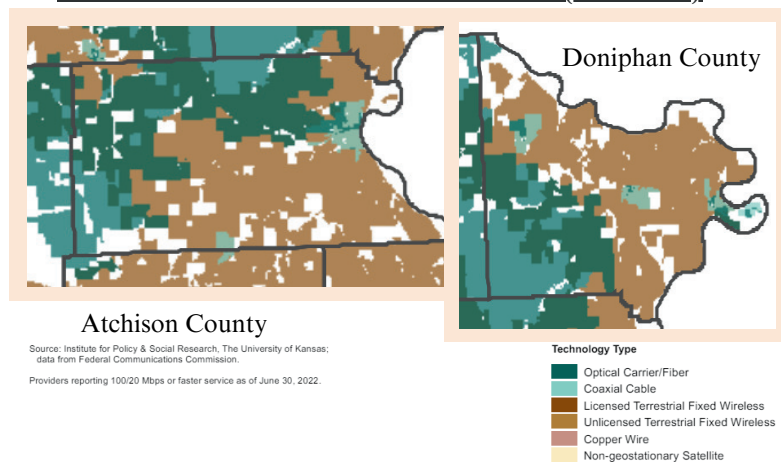
Broadband and Telecommunications

While infrastructure assets vary by area, much of MKRC's service area suffers from inadequate telecommunication systems. This is especially true for rural areas and even pockets of larger cities. Cellular tower coverage increases nearer to cities with the most being seven (7) in Buchanan County, and the fewest being two (2) in DeKalb. Successful communities have access to reliable and fast broadband and telecommunication connections. As broadband connections increase, so does access to equitable education. Access to information is essential to develop an effective workforce and a well-educated citizenry.

Telecommunication industries, families exploring remote-work options, commuters, and organizations with high-speed demands all look to communities with strong and reliable connections to make their homes. Area telecommunications providers are seeing an influx in competition and as such, the quality of services seems to be improving. However, those without connections at all experience no improvements whatsoever as many have yet to access broadband technologies altogether. These gaps should be filled, efforts made to expand broadband to underserved communities,

and steps taken to ensure that established lines remain reliable. The stronger the connection, the more jobs that can be created and maintained.

BROADBAND AVAILABILITY MAPS (KANSAS)

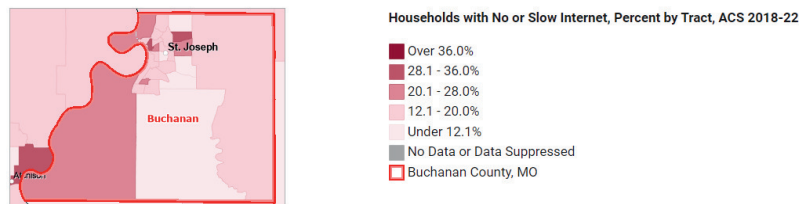


BROADBAND AVAILABILITY (MISSOURI)

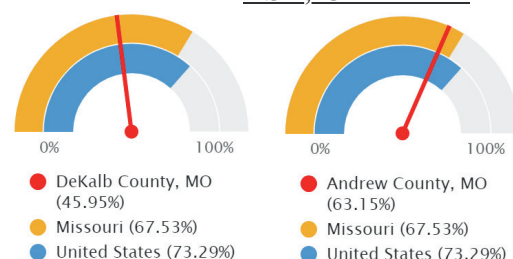
Report Area	Total Households	Households with Cable, DSL, or Fiber	Households with Cable, DSL, or Fiber, Percent	Households with No Cable, DSL, or Fiber, Percent
Clinton County, MO	8,047	4,161	51.71%	48.29%
Missouri	2,458,324	1,660,077	67.53%	32.47%
United States	125,736,353	92,158,210	73.29%	26.71%

Note: This indicator is compared to the state average.

Data Source: US Census Bureau, [American Community Survey, 2019-22](#). → [Show more details](#)



PERCENTAGES OF HOUSEHOLDS WITH CABLE, DSL, OR FIBER



Research

Infrastructure Assets

Energy and Utility Infrastructure

Utility providers vary by county and municipality, and as such, differ in terms of service quality and reliability. In addition to large utility organizations, smaller creative systems have demonstrated an ability to offset demands on energy infrastructure assets. The Doniphan Electric Cooperative Association in Troy, Kansas has seen success as a member-owned, rural electric cooperative leveraging renewable energy resources spread across multiple collection points. This incentivizes participation in energy generation, efficiency, and administration.

As stress on the region's power grid increases, means of renewable energy such as solar, wind, and hydroelectricity should be used to meet consumer demands to offset needs sourced by traditional means. Energy consumption at peak times has been disincentivized by providers by installing variable peak-hour rates. This practice has been poorly received by the public as it disproportionately affects lower-income families. Considering this, added measures to conserve energy, when possible, should be adopted and creative ways to avoid passing these increasing costs on to area families explored. Combinations of natural gas lines and propane are used throughout the service area to varying degrees



of success depending on what services are available in each area. Considering the volume of The Missouri River, efforts to make the most of this resource's hydroelectric potential should be strongly considered.

Neighboring counties can also look to DeKalb County, Missouri's 211 wind turbines. While the energy itself, and profits earned do not always remain in the communities producing it, it does go a long way to supply and stabilize the entire grid for the whole region and its economy. Additional energy generators should be pursued as demands on the system increase. Nuclear power options can also be explored as Missouri's regulations regarding financing nuclear power stations recently slackened. Added nuclear facilities would create more jobs and stabilize the power grid. However, strong considerations should be made regarding potential long-term effects, legacy costs, and hazard mitigations. The closest nuclear power plant is Cooper Nuclear, in Brownville, NE. While it is outside MKRC's service area, it is still only an hour away upriver. Other regions are working to tap into this resource.

Infrastructure Assets

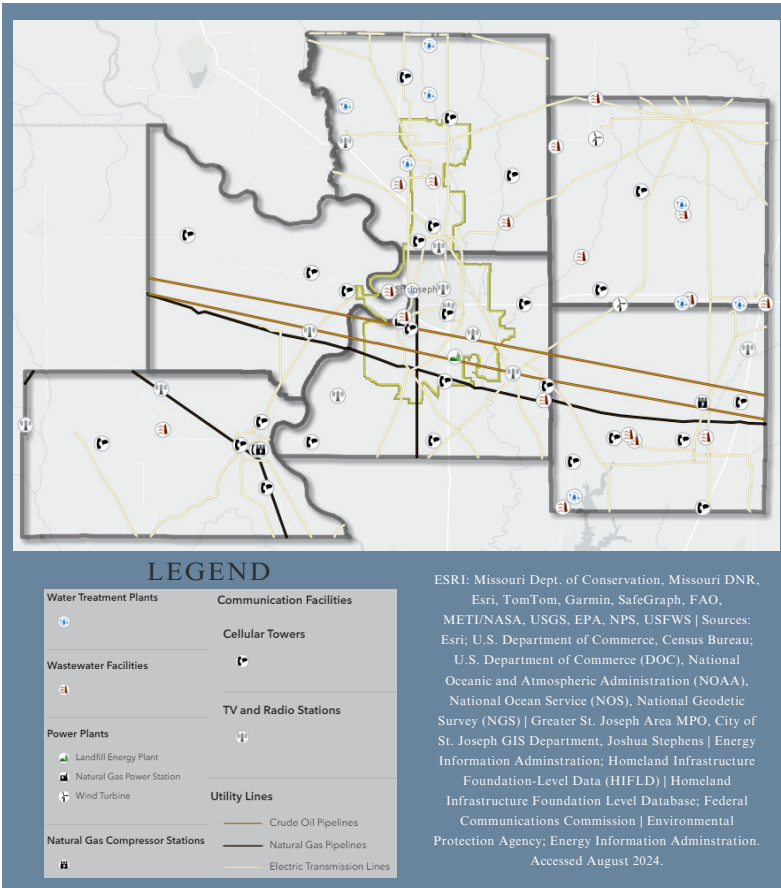
Energy and Utility Infrastructure continued

Water resources, like others, are handled differently in different places. Some communities struggle with increased costs due to ownership transferring between providers, third parties, cities and finally to families. During this transfer of ownership, added costs are incurred. Administrative costs related to safe stewardship are unavoidable, yet care should be exercised when passing costs onto low-income communities. Water treatment and testing facilities exist in the region but are largely spread out, and in the case of some areas, suffer from inadequate or unenforced testing procedures. Doniphan County is the most at-risk in this regard, however many areas are considered “impaired” by the standards of the Clean Water Act.

As often-linked entities, aging sewer systems, in conjunction with below-standard water systems overall, cost increases are expected. Ensuring that increased costs are met with commensurate infrastructure improvements should be of the utmost priority. In 2020 the city of Lathrop, located in Clinton County in Missouri performed extensive sewer updates to both their outdated sewer lines and added a sewer treatment facility.

These improvements were achieved through bonds, state revolving funds, and grants. The South side of Saint Joseph also made substantial water, wastewater, and sewer improvements. Similar multi-pronged approaches can be emulated in other similarly sized communities in the service area.

MO-KAN REGIONAL COUNCIL UTILITIES



Infrastructure Assets

Recreation and Tourism

Able to sustain a wide variety of recreational and tourism activities, the MKRC region is host to a range of museums, activities, programming, parks, campsites, conservation areas, and other more niche avenues for entertainment and pastime. Being the largest city in MKRC's service area, St. Joseph, Missouri affords the widest variety of recreation, tourism, and entertainment options in the area.

Among those offerings are a one-of-a-kind parkway system developed at the turn of the 20th century by architect George Burnap and others that showcases a masterclass in design, form, and function characteristic of the era's gilded design philosophies. Cycling and walking paths weave throughout the city, meandering from park-to-park.

Downtown St. Joseph, home to many historic architectural features, is experiencing revitalization thanks to local buy-in of small-business owners, a few large corporations, local non-profits, and community groups like Saint Joseph Main Street and the Downtown Association that have worked to stimulate growth in arts and entertainment offerings and facilitate the programming of many cultural events.



Amelia Earhart Festival. Atchison, KS. Visitatchison.com. 2023

The Missouri Theater, Trail Theatre, Missouri Valley Trust Building, The Wyeth-Tootle Mansion, and other distinct examples of elite architecture showcase the cultural value of historic buildings. The newly formed Quad-Neighborhood Group is looking to coordinate historic preservation of St Joseph's historic neighborhoods and the unique architecture therein. It is in the best interest of the community to maintain these unique features as historic downtowns represent the character and lifeblood of a given city.

Recreation facilities including mini-golf, bowling, laser-tag, bumper boats, and other offerings work to meet family-friendly entertainment demands. The conversation regarding Lake Contrary—a former amusement park serving the area—has renewed and stakeholders are discussing the viability of revitalizing that area. The birthplace of The Pony Express, Saint Joseph collaborates with its neighbors and the National Park Service on the Pony Express National Historic Trail through Missouri, Kansas, Nebraska, Colorado, Wyoming, Utah, Nevada, and California.

Infrastructure Assets

Recreation and Tourism continued

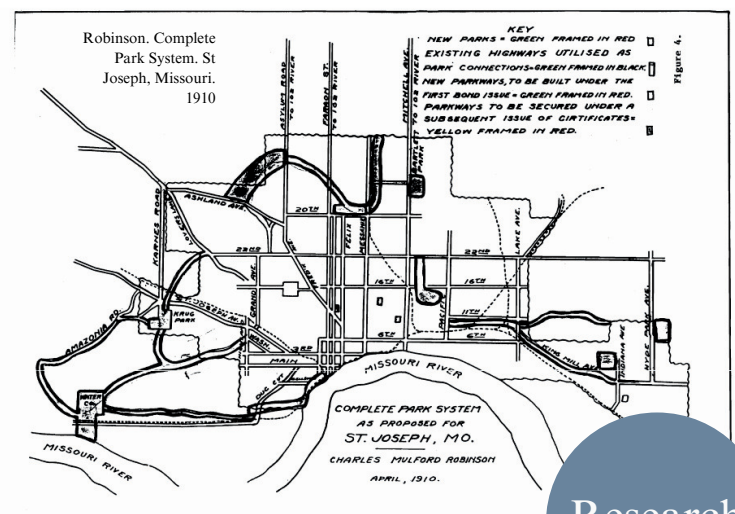
Many other unique recreational and tourist attractions exist, as well. There is something for everyone, but if there isn't, the surrounding areas should be able to satisfy most needs.

Atchison plays host to many rich cultural institutions and showcases the charm of small-town living. Located just South of town, the International Forest of Friendship--an arboretum--memorializes the men and women involved in aviation and space exploration. Suffering from cracking walking paths, MKRC has begun work on relocating name markers of memorialized individuals to ensure longevity of the paths and the markers themselves. Likewise, the Amelia Earhart Hangar and Birthplace Museums characterize and immortalize her pioneering spirit and contributions to aviation science. Home to the Amelia Earhart Airport, recreational fliers are treated to a curated lobby and fittings harkening back to the way it would have looked during her long-distance flights. Home to turn-of-the-century architecture and mansions, Atchison also presents ample opportunity for historic preservation and tourism.

Smaller communities in more rural counties have additional recreational and tourist attractions.

From 4-H centers hosting local farmers markets, to large county fairs and rodeos like that in DeKalb County, rural communities celebrate a culture of agriculture and animal husbandry. By hosting livestock shows, growing competitions, and showcasing award-winning farm-to-table foods, these keystone industries are on vibrant display. Increasing agritourism and ecotourism opportunities would allow for more visibility of one of the area's greatest strengths and increase revenues.

Both hunting and fishing are common practices in the region as there are many sites available. Clinton County contains some of the northern shoreline of Smithville Lake and can reasonably take advantage of that space as a recreational area. Similarly, no matter the size or prospective location, lake and waterway recreation stimulation ranked very high in every county's community feedback session. Efforts should be made to satisfy this demand and take advantage of the invaluable natural resources of the area.



Infrastructure Assets

Higher Education

Hosting four higher education institutions, the region is primed to accommodate education needs. Many options including vocational training, sciences, liberal arts, engineering, and other disciplines exist in the area to satisfy the learned needs of our communities.

Founded in 1857 to facilitate the assimilation of Native Americans not willing to forcibly migrate, Highland Community College, located in Highland, Kansas is arguably Kansas' oldest college having roots in a Presbyterian missionary school. Now serving the region to bring an affordable and quality higher education, HCC helps lift area residents up, offering dual credit courses, two-year degrees, a variety of certificates, and prepares students for more advanced degrees. Benedictine College, a private Benedictine liberal arts college in Atchison, has roots that go back as far as 1858. Originally intended to prepare students for priesthood, it eventually merged with its all-women's sister-school in 1971. Encouraging faith-based values, practices, scholarship, and dedicated to intellectual, spiritual, and personal growth, the college offers over 50 undergraduate majors and two master's degree programs.

Missouri Western State University, a public university founded in 1915 in St Joseph, Missouri as the St Joseph Junior College, offers a comparatively low-cost and high-quality college education options in over 55 bachelor's degrees and 6 master's degrees with varying focuses. Satisfying a great need in the area for affordable and publicly funded higher education options, MWSU remains a critical institution to maintaining an educated, qualified, and well-rounded citizenry in the area.

North Central Missouri College's Savannah campus is the newest addition to the group. This satellite of NCMC's main campus was established in 2022 to satisfy a demand for more technical education programs in the area. MKRC worked to facilitate administration of the grant used to fund its construction. This location offers two-year degrees and certificates in a variety of academic pursuits. A testimony to the areas needs for a learned community, these schools serve a crucial function for the area economy and should be reinforced through maintaining low costs, better recruitment and retention of skillful educators, student retention, and added academic facilities.



Missouri Western Clocktower. Creative Commons, 2007

Research

Industry Clusters

MKRC is home to four primary industry clusters: Biopharmaceuticals employing approximately 905 people, footwear employing approximately 974 people, Downstream Metal Products employing 1,670, and livestock processing employing 3,673 people. Seeing as three of these industries fall into a category having to do with animal husbandry at some point throughout their products' life cycles, encouraging biopharmaceutical industries, leather tanning and finishing companies, and livestock processing facilities to work together and share networks could reduce overhead costs for each organization. By sharing resources these institutions could establish many mutually beneficial arrangements.

These arrangements could free up capital and be used to ease pressure on smaller farms and farm families by providing added incentives to cultivate these primary resources. As that pressure decreases, rural purchasing power increases. This would also allow for more environmentally sustainable practices to be widely adopted across locally-owned institutions.

Farmers and livestock workers are not always seeing proportionate profits from their labor even

though these families contribute much to rural economies and governments. Many of the input and output costs required to maintain and distribute their products are rising, making it harder for these families to make such contributions. Put simply, prices at market are rising, but those that supply, process, transport, and prepare food products are not seeing proportionate benefits from the profits their products create for the companies that sell them.

Likewise, added infrastructure to facilitate value-added processing on a smaller scale should be considered. With over 5 million acres of cropland and 17 million acres of pastureland, a local co-op meatpacking facility, and added grain silos would go a long way to satisfy some of this need. Strategic plans should be developed between these industries to ensure that farm families can process their livestock in an efficient way, and in a way that ensures their own economic resiliency. At the front of these efforts should be the large national meatpacking and biopharmaceutical industries profiting most from selling their goods to US consumers.

It is essential that much of the profits made from the resources of the region be invested back into that the same region. Likewise, increased smaller operations afford small business job-growth and stable employment opportunities in an industry with clear demand.

Industry Clusters

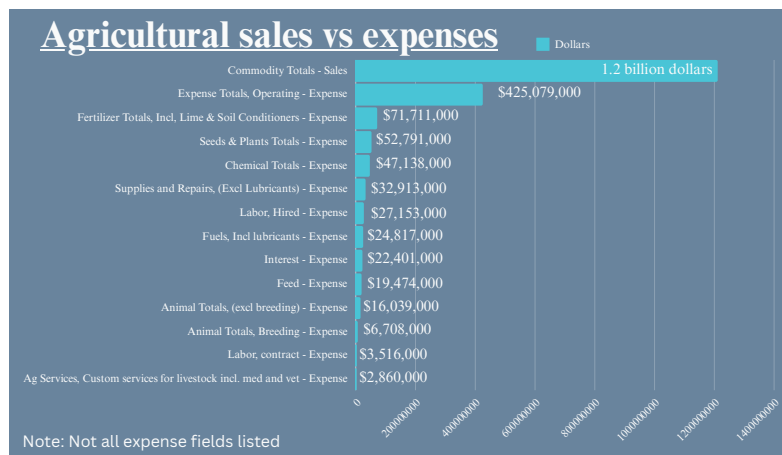
Continued...

Existing somewhat outside the “animal health corridor,” but still tangentially linked, are the over 95 manufacturing entities within the service area. These critical institutions employ over 13,000 people in the region manufacturing bucket trucks, batteries, electronics, kitty litter, and more. The average salary in this cluster, according to JobsEQ data, is approximately \$70,755. Area manufacturing industries work to advance and innovate technologies and processes for increased production and quality.

Distributing many of these goods globally, MKRCs service area provides a diversified economy in which many Missouri and Kansas families make their livelihoods. Revenues and economic impact help determine what primary industry clusters are, but they do not always coincide with which industries are the largest employers. Manufacturing jobs, healthcare and social assistance, retail trade, accommodation and food service, educational services, construction, public administration, transportation and warehousing, other services, and wholesale trade employ the most people in the area.

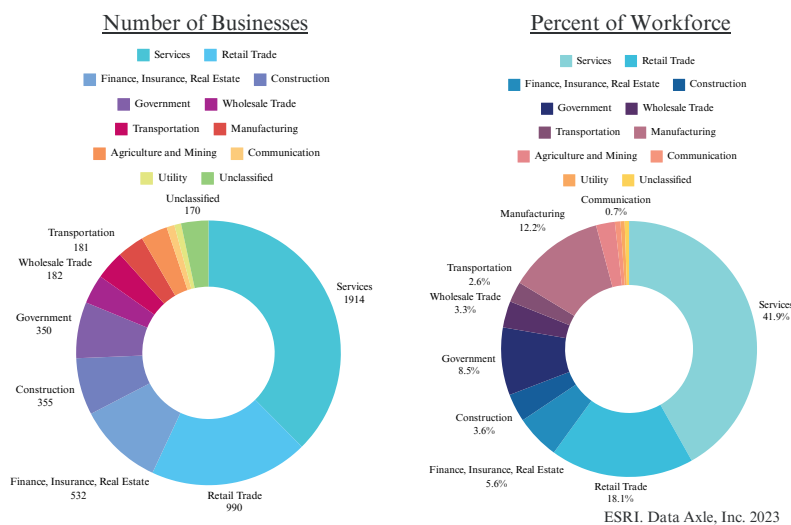
According to ACS data, healthcare employs

15,706, retail trade employs 13,396 people, Education employs 6,431, and public administration employs. These critical sectors also occupy the ranks of top employers and should be strongly considered in any regional economic strategy. While they do not generate great revenues as industries themselves, they do represent the ability by which large swaths of the population derive their purchasing power and satisfy cultural and ancillary benefits necessary to facilitate the effectiveness of primary industry clusters.



USDA Agriculture Census 2022, County Level

MKRC Industry Makeup



Research

Regional Relationships

Arguably the most critical aspect of MKRC's service area is its strategic geography and its surrounding networks. As an area defined by relationships and connections between groups of people and the services they need, the ability to leverage this space as a dynamic crossroads directly affects its resiliency. Occupying a space within approximately 3 hours driving distance of Kansas City, Omaha, Lincoln, Des Moines, and Wichita, and situated amidst numerous interstates, these near distances afford the area ample opportunity to engage with a wide variety of commercial interests across four states. Friendly relationships with other communities, within the service area and without, has long been a cornerstone of St Joseph, Missouri's identity. This relationship is represented by many individuals within MKRC's service area commuting to work in different counties than those within which they reside. 13% of commuters spend more than 7 hours per week traveling to-and-from work.

There are differing opinions among area "bedroom communities" as to their benefits and drawbacks. Some consider recruiting more families with long-commuting earners as they bring consistent new money to the area. Others criticize

that while this may be the case, not all that new money is being spent in the area, but instead the communities in which they work. This may contribute to a rise in average earnings that is not representative of non-commuters. Nor are the companies they work for contributing directly to local tax-bases.

While these perspectives may seem at-odds with each other, they can be reconciled through creative strategies that reinforce the positive outcomes and mitigate the negative. It stands to reason that smaller communities have a lot to benefit from being in such proximity to Kansas City and the larger salaries afforded by the area. It also stands to reason that area businesses and industries must be cognizant of the increased burdens on their host's local natives. As remote-workers and commuters command higher salaries that can result in more stable family economies, this may free up other family members to start small businesses and pursue passion projects that enrich the communities in which they live. By encouraging this, communities could stimulate resilience in labor-pools, bolster their cultural identities, and welcome an injection of small business efforts and job growth.

Workforce Development

Between higher education institutions, area vocational training centers, and on-the-job training, there are many opportunities for area residents to develop necessary skills. While there are many issues surrounding job-creation, livable wages, retention, and recruitment, opportunities for growth are many. However, with an aging workforce, without increasing population and retaining professionals, area industries will struggle to find laborers.

The percentage of working individuals over the age of 16 are typically fewer than 50% in most MKRC counties. The national participation rate is approximately 60%. This is a sizeable difference. Furthermore, the overall labor force participation rate has been trending downward nationally. If this trend continues these issues will compound. While the national average unemployment rate is roughly 4.4%, the average unemployment rate of the region is 3.9%--considerably less. However, that still represents over 6,000 individuals without work who would otherwise be participating in the labor pool. For context, this is equivalent to the number of laborers in each of at least 4 of the top ten area industry clusters. By activating untapped labor pools and increasing retention, these trends may slow.

Educational institutions, one of the largest area employers, struggles greatly with worker retention from elementary schools to colleges. Disparate funding mechanisms, poor pay, unwelcoming political climates, administrative turnover, and sometimes even volatile, unpredictable boards can stymie much of the good work being done. Many area educators wrestle with responsibilities to students, pressure from administrations, the public, competing standards, and even job security.

As education is a precursor to workforce development, it is critical that a stable public education system be encouraged and that area educators are compensated justly. Every county in every SWOT session cited teacher pay and retention as a foundational weakness of their local economy. These weaknesses translate to educational attainment rates, which vary greatly by county and achievement level. While high school graduation has well-above-average completion rates, two-year degrees, bachelor's degrees, and graduate or professional degrees suffer from severely low completion rates.

The largest discrepancy between national census statistics and local numbers are in "some college, but no degree." Meaning, many students begin college but do not finish. This leaves young people, intent on entering the labor-pool with certifications and qualifications, straddled with debt and no degrees to show for it. Additional attention to providing support systems to higher

Workforce Development

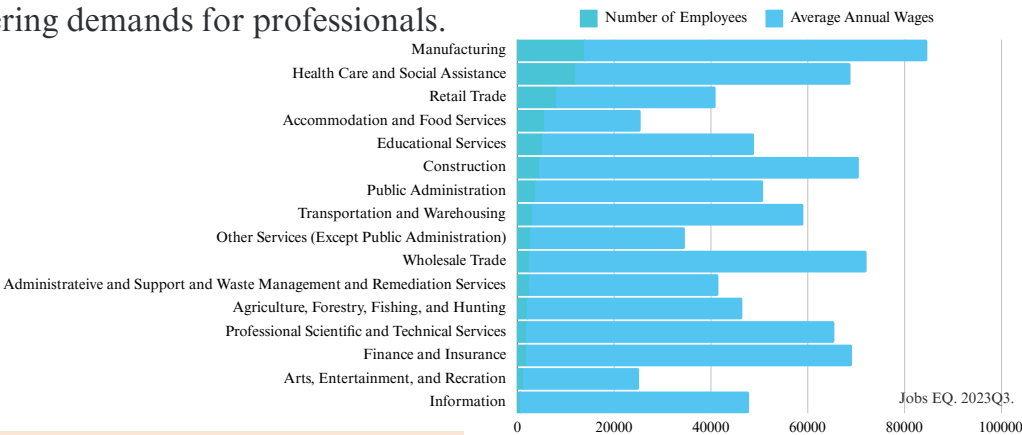
Continued...

education institutions is critical to achieving an effective workforce. Added efforts to encourage internship and apprenticeship programs should be considered as higher education is not always the solution for every problem, nor should education be conflated with job-training.

Additionally, MKRC hosts a sizeable Spanish-speaking population. MKRC recently passed the safe harbor threshold for limited English proficiency residents. Meaning, there is a sizable portion of the population untapped for many professions due to the required certifications for such work being only offered in English. Many well-qualified Spanish-speakers struggle to find work in their field due to this language barrier. Should area businesses open themselves to certifications and training in Spanish, they may see a sizeable increase in their qualified workforce. Leaving this labor pool untapped is irresponsible considering demands for professionals.

Some regions have adopted cultural integration plans that help generate opportunities along these lines. This may prove to be a creative solution to some of the area’s workforce problems. While the area workforce faces a unique set of challenges, a robust strategy and resilient industries can make a great difference.

Workforce development can also be closely tied to small business development--something from which every community in the service area would benefit. Between 1995 and 2021, small businesses created over half of all new jobs. By offering services to help aspiring entrepreneurs achieve ownership and navigate increasingly complex processes, Small Business Development Centers and revolving loan funds help diversify regional economies. Small businesses, as the lifeblood of the American economy, remain crucial to opportunity and growth within any given community. Efforts to support and grow the number of small businesses should be a distinct priority of area chambers of commerce. MKRC helps provide access to SBA funding and also provides a revolving loan fund to directly assist with industry growth, job growth, and economic development.



Climate Resiliency

As explored in the climate resource profile and other previous sections, the MKRC service area demonstrates considerable resiliency considering climate realities. Principle examples of this include large floods that not only changed area topography but threatened local resources. These near-catastrophic events presented challenges to local communities that were met with perseverance and ingenuity.

While the overall warming of climates has increasingly negative effects, MKRC's region may see temporary benefits from longer growing seasons. While this cannot be guaranteed, it will serve area families, governments, and industries to participate in developing plans and strategies for maintaining their effectiveness with respect to climate change.

Having robust natural resources, the region should remain suitable for the primary industry clusters that rely on the environment. However, much of this robustness is predicated on effective hazard mitigation systems and redundancies. Increasing frequency of tornadoes, severe storms, and flooding are serious problems that should occupy the forefront of any economic considerations.



MKRC Residents Mitigate Impact of 1993 Flood. Newspressnow. 19936

Economic Resiliency

While growth is a large part of economic goal-setting, stability of local economies is equally, if not more, important. Business and industry growth ebbs and flows, but reliability and stability ensure that area economies remain viable despite tumult. By bolstering centuries-old industries still vital to the US economy, and by fostering an influx of new business to the region, MKRC's service area can continue to support and nurture families in their desire for prosperous, economically secure, and safe communities.

There is much room for economic growth and a need for economic stimulation in all the area's communities and none are without unique hardships. However, as has been the case for much of the region's history, the infrastructure and tools necessary for the region to thrive exist and will continue to exist. Ensuring that these assets remain viable and in good working order is essential to maintaining the local economy and necessary to facilitate added growth. If the area cannot make stable the lines connecting communities, industries, and people, (institutional, infrastructural, etc.) it cannot provide reasonable means by which new industries may achieve their full potential.

Preserving past investments in infrastructure, large industries, historic assets, leveraging new best-practice methods, and reinforcing the area's strong regional relationships would help increase its ability to support small businesses, remote workers, commuters, and burgeoning sectors of the global economy. Should this be accomplished, opportunities to increase diversification of the area's already resilient business components will increase.



Anchor Serum Company Ad. Creative Commons. Accessed 2024



Boehringer Ingelheim product. Creative Commons. Accessed 2024

Equity

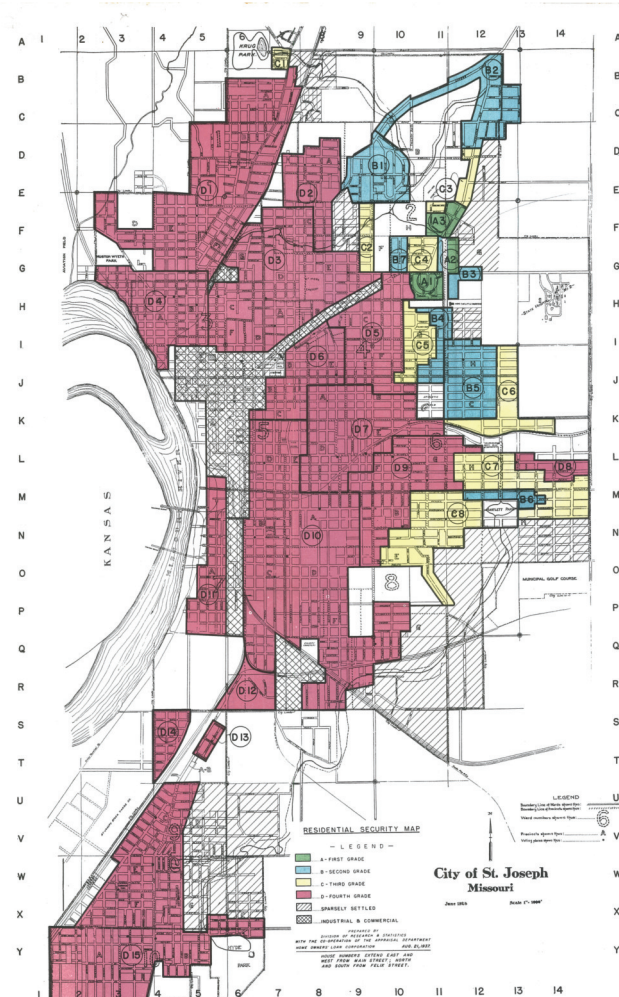
Equity, as it pertains to the CEDS, is defined by the EDA as providing support to traditionally underserved populations or underserved communities. Federal policy requires the incorporation of equity principles to ensure that economic decision-making holistically benefits all community members. Since settlers first occupied the region, inequity has always existed in some form or another. Even Joseph Roubidoux, the founder of St Joseph, Missouri was an enslaver. David Rice Atchison, the namesake for Atchison, Kansas actively waged violent campaigns against abolitionists.

Many great strides have been made to repair damage done to disadvantaged populations by these inequities and injustices.

However, many economic hardships are direct results of poor past policies that gave way to poor present ones. Struggles over equality and personhood has long been a point of contention in the region and the greater US. Often, violent conflicts erupted over such questions involving what rights certain groups have, and whether they have rights over others.

This region especially, having been a central political battleground during the Kansas-Nebraska Act, Missouri Compromise, Civil War guerilla fighting, and occupation has fostered many social inequities. St Joseph, Missouri, according to Mapping Inequality, a project out of the University of Richmond, had one of the worst cases per capita of “redlining”—the process whereby credit access is denied to creditworthy applicants based on discriminatory banking policies.

St Joseph, Missouri Redlining Map



Nelson, Robert K., LaDale Winling, et al. "Mapping Inequality: Redlining in New Deal America." Edited by Robert K. Nelson and Edward L. Ayers. American Panorama: An Atlas of United States History, 2023. <https://dsl.richmond.edu/panorama/redlining>.

Research

Equity

Continued...

While these practices have taken on less-overt characteristics, many echoes of these inequities still exist.

Women, Native Americans, Black Americans, immigrants, migrant laborers, LGBTQIA+ members, and many other groups have experienced disproportionate effects of inequitable policies over many years. It is irresponsible to assume that those policies have not had a lasting impact on the area and families’ lives. As such, efforts must be made to ensure that these communities, all of whom contribute to the local economy, are afforded an equal opportunity to participate and likewise, that their diverse experience be appreciated as an added value to the area’s cultural economy.

MKRC recently updated its Title VI Policy to better provide guidance and procedures to reflect more inclusive philosophies. According to this policy, having recently passed the safe harbor threshold for Spanish-speaking community members, critical documents will be available in Spanish as well as English. While this will not solve all equity issues, it does provide guidance for achieving equitable policies.

Ensuring that underserved and underrepresented groups have adequate representation on area boards and governments helps protect area communities from subversive policymaking and discrimination. Efforts should be made to increase representative access. MKRC, in development of the CEDS, met communities where they are to garner adequate representation in this strategy by offering online participation, by physically visiting these communities for extended periods of time, and by monitoring the social makeup of the CEDS committee.

MKRC Social Vulnerability Index

Population with 3+ Components of Social Vulnerability
Community Resilience Estimates 2022

19.8%

Household Characteristics
ACS 2018-2022 5-Year Estimates

Below Poverty:	1+ Disability
9K	18.2K
or 14.8%	or 30.1%
Without Vehicle	With Broadband
4.3K	49.8K
or 7.0%	or 82.3%

US Census. Equity Tool. American Community Survey, Community Resilience Estimates, County Business Patterns, Nonemployer Statistics. 2024



SWOT Sessions



During May 2024, Mo-Kan Staff conducted a 3-part SWOT analysis of the region. Part 1 consisted of a smaller, CEDS-Committee-led session outlining regional assets to advance the Summary Background portion of the CEDS. Summary Background data was contextualized and categorized following guidance from the EDA. Categories included, “State of the Economy and Clusters, External Trends and Forces, Education and Workforce Development, Environmental Sustainability and Climate, Energy and Broadband Infrastructure, and Partners and Resources for Economic Development.” This data was displayed, presented, and served to frame discourse during the county-specific SWOT sessions, which were marketed through digital, print, word-of-mouth, and held in public spaces. A SWOT analysis of each category was conducted in these sessions.

Nearly 700 points of feedback were generated from this process. Notable responses are included below. These points were then refined into an area survey that solicited comments and feedback, prioritizing aspects put forth by the communities during the SWOT sessions. In this process, over 100 reasonably distributed community voices were heard. While there are varying opinions on many points, special care has been given to fact-check, verify, and evaluate these opinions to present a true picture of the region that reflects the spirit of the community members as presented during these sessions. Illustrating the entirety of the SWOT responses would be too cumbersome for this plan. Efforts have been made to thematically condense the concerns and aspirations of community members. Following the breakdown of each category are the top priorities of community members who responded to the follow-up survey.

State of the Economy and Clusters

This section asked the question, “what industries/businesses are important to the area? What would help?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories

STRENGTHS

- Diverse scale of agribusiness
- Biopharmaceuticals
- Historic assets
- Meat processing

WEAKNESSES

- Not enough veterinarians
- Small business support systems
- Few healthcare options
- Low/substandard housing supply

OPPORTUNITIES

- Increase visibility and use of Small Business Development Centers
- Riverfront development for transportation, shipping, and recreation
- Increase downtown revitalizations efforts
- Support new and renovated housing initiatives
- Encourage value-added processing centers for agricultural businesses

THREATS

- Urban sprawl
- Poor attitudes toward growth and change
- Complex business start-up processes
- Large organizations not putting money earned from communities back in those same communities

External Trends and Forces

This section asked the question, “What do others bring? What do we offer others? How do we interact with our neighbors? The state? The country? The world?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories.

STRENGTHS

- Close proximity to large hubs
- Stable Missouri and Kansas Economies
- University recruitment of diverse populations
- Many commuter-work opportunities in surrounding area

WEAKNESSES

- Few places for smaller livestock farmers to take advantage of value-added services
- Disparate socio-economic geographies disqualify some areas from access to funding options with few alternatives
- Relatively low wages
- Population retention

OPPORTUNITIES

- Increase port access and new shipping technology
- Identify and take advantage of a regional cultural identity
- Increase diversity, equity, and inclusion efforts
- Better integrate regional governments

THREATS

- Making policy based on constituents leaders want instead of constituents they have.
- High grocery costs
- Inflexible politics
- Lack of cultural acceptance

Education and Workforce Development

This section asked the question, “How are we preparing folks for success? What tools do we have? What tools would help?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories.

STRENGTHS

- Education and training resources
- Low-cost higher education options
- Many higher education and professional schools
- Dual-credit options offered through area colleges

WEAKNESSES

- Educator retention and pay scale
- Recruiting qualified agriculture instructors for smaller training programs
- School funding sources
- Bilingual education and certification opportunities

OPPORTUNITIES

- Expanding internship, apprenticeship, and other vocational training offerings
- Increasing broadband
- Spanish-English vocational training
- Increase diversity in education opportunities

THREATS

- Brain Drain
- High maintenance and legacy costs
- Few support mechanisms for at-risk students
- Distrust of education professionals

Environmental Sustainability and Climate

This section asked the question, “what sustainability practices exist in your community? Could we be better caretakers?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories.

STRENGTHS

- Good agricultural stewardship
- Extremely fertile soil
- World-class park and trail systems
- Stable access to water sources

WEAKNESSES

- Toxic byproduct management
- Solid-waste management and recycling
- Tree maintenance
- Weather and climate effects on transportation infrastructure

OPPORTUNITIES

- Nurture and protect waterways
- Increase the number of alternative energy sources
- Add more storm shelters
- Improve parks, fairgrounds, trails, and greenspaces

THREATS

- Ecosystem-threatening viruses and diseases
- Water contamination
- Tornadoes and climate disasters
- Agricultural monopolies

Energy, Broadband, and Infrastructure

This section asked the question, “Are you connected? Are others? Is it stable/reliable? Why? Why not?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories.

STRENGTHS

- Heavily trafficked shipping corridor
- Relatively strong urban broadband connectivity
- Airport access
- Proactive energy providers

WEAKNESSES

- Walkability and ADA accessibility
- No emergency veterinarian services
- Aging utilities and roadways
- Lack of healthcare competition

OPPORTUNITIES

- Increase broadband opportunities to small towns and rural areas
- Connect municipalities by rail
- Prioritize bridge and roadway improvements
- Leverage broadband connectivity to recruit at-home laborers

THREATS

- Strain on power grid not keeping pace with energy production
- Urban sprawl
- Outdated sewer systems and high sewer costs
- Alternative energy politics

Partners and Resources for Economic Development

This section asked the question, “What do we have? Who do we know? What do we need? Who do we need to meet?” Mo-Kan staff led discussion surrounding this topic and placed comments in their respective categories.

STRENGTHS

- Area chambers of commerce
- Animal Health Corridor contributors
- Involved and invested area manufacturers
- Small Business Development Centers

WEAKNESSES

- Inadequate representation and diversity on area boards and committees
- Inter-agency communication/cooperation
- Uninvested absentee building/farm owners
- Disproportionate benefits from large ag industries

OPPORTUNITIES

- Increase the number of veterinarians
- Support downtown revitalization groups and efforts
- Build a cultural integration plan
- Recruit more participation in public processes

THREATS

- Food deserts
- Disjointed governmental administrative priorities
- Increase in acreage costs
- Close-mindedness and lack of community confidence

SWOT Priorities and Conclusions



Survey Results: A robust survey was conducted asking community members to prioritize and value whether “MKRC’s time would be well spent” addressing issues raised in the SWOT sessions. The top 10 priorities for the respondents and the bottom 5 priorities are listed below:

Top 10 Priorities of Respondents

1. Increasing awareness of grant opportunities and processes
2. Supporting livable teacher/instructor wages and improve recruitment
3. Recruiting and retaining small businesses
4. Encouraging political administrators and legislators to accurately and responsibly represent area interests over lobbyist interests
5. Supporting neighborhood revitalization programs by providing incentives for refurbishing properties and building new ones
6. Increasing awareness of housing initiatives and housing grant opportunities
7. Working to mitigate “brain drain” and retain young people in area communities
8. Increasing dual-credit programs offered in area high schools
9. Supporting early childhood education programs
10. Assisting in providing resources to achieve high educational quality.

Bottom 5 Priorities of Respondents

1. Supporting area private schools
2. Expanding EV charging station locations
3. Finishing/tying-in equestrian trails
4. Strategizing around diverse population between varying communities
5. Increasing quantity of gas stations/truck stops/rest stops along interstates

Note: While not all these priorities necessarily reflect work within MKRC or the needs of any individual county, they do reflect the economic priorities of SWOT session attendees, and that of those in the service area that responded to the survey, and should be considered when making economic decisions. There were 38 respondents from the following counties:

- | | |
|----------------|----------------|
| ·Andrew – 3 | ·Clinton – 4 |
| ·Atchison – 3 | ·DeKalb – 2 |
| ·Buchanan – 14 | ·Doniphan – 12 |

By comparing the circumstances illustrated in the Summary Background, the opinions presented during the SWOT sessions, and feedback on those SWOT sessions from community members themselves, trends begin to identify themselves and a narrative takes shape. From this, five key priorities can be identified:

Communicating how projects are funded and what they do for the community, supporting affordable housing options, supporting public education and head-start programs, retaining/recruiting young professionals and entrepreneurs, and encouraging representative governments. While not a strict science, it can also be inferred that by way of disproportionate survey participation, residents of Doniphan County are eager and willing to participate in improvement efforts. This energy presents an opportunity to make great strides in that area.

Strategic Direction and Action Plan

Where do we want to go? CEDS Vision Statement:

“By leveraging partnerships and listening to area residents, governments, and stakeholders, MKRC will prioritize, develop, and maintain infrastructure, source funds, and facilitate improvements that encourage a strong sense of space and place so achieved by a community caring for their neighbors and demonstrating the regional strengths of local cultures, families, histories, identities, and industries.”

How are we going to get there?

Adopting S.M.A.R.T. Goals implies that the desired effects of economic development work are “specific, measurable, achievable, relevant, and time-based.” By adopting this strategy, economic development organizations, businesses, and governments can ensure that their work is trackable, replicable, and pertinent to the areas where the work is occurring.

S.M.A.R.T. GOALS

1. Increase population by developing a strong cultural identity and places to live
2. Leverage strategic geography and existing transportation infrastructure
3. Bolster the region’s top-performing industries while stimulating small business growth
4. Be good stewards of the land and natural resources
5. Increasing access to education opportunities and support workforce development efforts



Strategic Direction and Action Plan: Goal 1

Increase population by developing a strong cultural identity and places to live

Adopt representative policies and strategies that will stimulate the area populations to meet/match the rate of increase experienced by the states themselves. Stimulate in-migration by demonstrating the viability of area economies, supporting affordable housing, and by highlighting the area's unique space and rich local culture. Slow out-migration by encouraging competitive wages, business opportunities, strong education and workforce development practices, nurturing inclusive communities, and equitable representation on area boards and governments. Both out-migration and in-migration would benefit from a stronger cultural identity surrounding shared industries. Strong cultural identities go far in terms of retaining a stable and fulfilled workforce. For this goal to be achieved, adequate housing options are required for increasing populations, and supporting unhoused and impoverished populations currently living in the area. This requires refurbishment and bringing to code area units that already exist, building new units with respect to the maintenance costs inherent in expanding city footprints, and stimulating downtown housing options through revitalization.

Activities

1. Demonstrate viability of area economies and highlight area's cultural capital
2. Stimulate the affordable housing market by increasing the quantity of affordable housing units (refurbished, new, and downtown neighborhoods)
3. Encourage competitive wages by increasing the area median household income (\$56,982) to meet the Missouri median household income (\$64,811) by 2030
4. Increase business opportunities
5. Encourage strong education and workforce development practices

Goal 1: Activity 1

Plan

Demonstrate viability of area economies and highlight area's cultural capital

Outline of Steps:

Take stock of cultural capital
Identify gaps, needs, demands
Highlight strengths and examples of historic resiliency
Lend expertise, guidance, and planning services to advance cultural asset visibility
Create products, plans, and programming that align with cultural characteristics
Market products, plans, and programming
Track consumption, usage, and attendance

Key Individuals and Institutions:

Regional/local museums
Missouri Arts Council
Area arts organizations
Area historical societies
Local Tribes
Primary industry cluster leaders
Love, Kansas
Kansas Commerce

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- Owner buy-in
- Revolving loans
- Missouri Humanities Council
- Art and culture grants
- EDA/DED/SBA funding
- Private investment

Timeframe

Ongoing

Goal 1: Activity 2

Plan

Stimulate the affordable housing market by increasing the quantity of affordable housing units (refurbished, new, and downtown rentals).

Outline of Steps:

Survey current housing stock
Assess feasibility and prioritize areas
Acquire buy-in from building and landowners
Secure funding sources for projects
Refurbishment/construction
Source occupants

Key Individuals and Institutions:

Area chambers of commerce
Land development contractors
Downtown building owners
Refurbishment contractors
Kansas Housing Resource Center

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- HUD
- CDBG
- Tax levies
- In-kind donations
- Tax credits
- Revolving loan funds

Timeframe

Ongoing

Goal 1: Activity 3

Plan

Encourage competitive wages by increasing the area median household income (\$56,982) to meet the Missouri median household income (\$64,811) (approx. \$8000 difference) by 2030.

Outline of Steps:

Conduct in-depth assessment of current earning-rates
Source grant assistance and business financing to offset employer overhead costs and stimulate economic sector and small business growth
Market grant opportunities to employers willing to use offset costs to increase wages

Key Individuals and Institutions:

Primary industry clusters
Small Business Development Centers
Chambers of commerce
City planners and governments

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

• SBA Funding

• EDA

• DED

Timeframe

5 years

Goal 1: Activity 4

Plan

Increase business opportunities

Outline of Steps:

- Prioritize gaps in business offerings
- Identify low-cost business real estate
- Provide incentives for large businesses retention and relocation
- Provide adequate small business development offerings
- Free up family capital for small business start-up
- Support existing small businesses with improvements and incentives

Key Individuals and Institutions:

- Chambers of Commerce
- Small Business Development Centers
- Local governments

Reasonable estimate of costs:

Varies by business size

Integrated Funding Sources

- SBA Funding
- HUD
- EDA
- Chambers of commerce
- DED
- Private investment

Timeframe

5 years

Goal 1: Activity 5

Plan

Encourage strong education and workforce development practices

Outline of Steps:

Survey current state-of-affairs in education and workforce development
Identify gaps and needs within education systems and industry workforce needs
Increase teacher pay
Recruit and retain educator workforce
Support workforce development initiatives
Pair individuals with necessary employment opportunities
Pair employers with qualified employees

Key Individuals and Institutions:

School districts
Higher education institutions
Job-training centers
Worker placement programs
Internship coordinators
Chambers of Commerce

Reasonable estimate of costs:

Varies by industry

Integrated Funding Sources

- US Department of Education
- EDA
- DED
- City and county governments
- Tax levies
- Private investment

Timeframe

Ongoing

Goal 1: Activity 6

Plan

Nurturing inclusive communities and encouraging adequate diversity on area boards and committees

Outline of Steps:

Audit cultural/demographical makeup of area boards and committees
Encourage diverse populations to offer service to boards and committees
Discourage discrimination and prejudice on area board and committee appointments
Continuously monitor board and committee makeup to ensure it matches area demographic distribution

Key Individuals and Institutions:

Local city and county governments
Local nonprofit organizations
Local demographic minorities
Minority-owned business owners
Minority-led nonprofit organizations

Reasonable estimate of costs:

Unknown

Integrated Funding Sources

- Local governments
- Nonprofit organizations
- Philanthropic foundations
- DOJ
- Private investment
- In-kind donations

Timeframe

Ongoing

Strategic Direction and Action Plan: Goal 2

Plan

Leverage strategic geography and existing transportation infrastructure.

Work with and encourage area governments, industries, and service providers to seek creative ways to stabilize area infrastructure networks, maintain area assets, and build necessary infrastructure improvements to secure the means to effectively transport goods, services, and ideas locally, nationally, and internationally. The region must prioritize serving its longstanding primary regional function in the USA—moving goods, services, and ideas from one part of the country to the other. While there are spiritually and historically other significant aspects of the region, regarding its place in the union, Kansas, and Missouri, and the globe, this is the most important.

Activities

1. Stabilize infrastructure networks
2. Maintain area assets
3. Build necessary infrastructure improvements

Goal 2: Activity 1

Plan

Stabilize infrastructure networks

Outline of Steps:

Collaborate and coordinate with infrastructure providers and planners
Coordinate plans to isolate problems and brainstorm solutions
Prioritize alternative energy improvements
Localize and target improvements and maintenance strategically
Ensure that improvements are equitable, proportionate, and representative
Source funding then contractors
Execute plans
Evaluate effectiveness
Repeat

Key Individuals and Institutions:

MoDOT, KDOT
Transportation Advisory Council
Utility providers, and prospective utility competitors
BNSF Railway
SJATSO
MARC
Federal Highway Administration, Federal Railway Administration, Federal Aviation Administration

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- Tax levies
- Tax credits
- DOT
- CDBG
- EDA
- Private investment
- In-kind donations

Timeframe

Ongoing

Goal 2: Activity 2

Plan

Maintain area assets

Outline of Steps:

Identify, catalogue, and prioritize area infrastructure assets
Improve reporting of outages, gaps in service, and deteriorating assets
Strategically plan infrastructure improvements so that projects are
complimentary
Source project funding
Execute projects
Evaluate project and improvement effectiveness
Ensure that projects persist through political administration turnovers

Key Individuals and Institutions:

MoDOT, KDOT
Transportation Advisory Council
Utility providers, and prospective utility competitors
BNSF Railway
SJATSO
MARC
Federal Highway Administration, Federal Railway Administration, Federal Aviation Administration

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- Tax levies
- Tax credits
- DOT
- CDBG
- EDA
- Private investment
- In-kind donations

Timeframe

Ongoing

Goal 2: Activity 3

Plan

Build necessary infrastructure improvements

Outline of Steps:

Collaborate and coordinate with infrastructure providers and planners
Identify, catalogue, and prioritize area infrastructure needs
Strategically plan infrastructure improvements so that projects are
complimentary
Source project funding
Execute projects
Evaluate project and improvement effectiveness
Ensure that projects last through political administration turnovers

Key Individuals and Institutions:

MoDOT, KDOT

Transportation Advisory Council

Utility providers, and prospective utility competitors

BNSF Railway

SJATSO

MARC

Federal Highway Administration, Federal Railway Administration, Federal Aviation Administration

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- Tax levies
- Tax credits
- DOT
- CDBG
- EDA
- Private investment
- In-kind donations

Timeframe

Ongoing

Strategic Direction and Action Plan: Goal 3

Plan

Bolster the region's top-performing industries while stimulating small business growth.

Advance the interests of the “animal health corridor” and steer initiatives toward embracing a regional economic identity surrounding animal science, husbandry, and the food-chain. Similarly, promote an increase in area small-business growth to develop social and cultural institutions that enrich area communities for the betterment of all industries and the networks they maintain. A strong regional identity that leverages its strategic geography and most resilient industries coupled with an enriched cultural atmosphere that fosters an entrepreneurial spirit will work to retain area families across demographics.

Activities

1. Embrace regional identity surrounding “animal health corridor”
2. Bolster regional identity as food producers and focus on sourcing value-added services
3. Improve small business growth

Goal 3: Activity 1

Plan

Embrace regional identity surrounding the “animal health corridor”

Outline of Steps:

- Develop industry-specific plan
- Catalogue all businesses related to the industry
- Outreach to business owners and employees
- Build relationships with businesses inside the corridor but outside service area.
- Identify regional gaps and needs of these businesses
- Recruit and retain businesses that complement the industry
- Establish vertical and horizontal lines throughout the industry and encourage sharing resources
- Monitor progress
- Evaluate

Key Individuals and Institutions:

- Animal Health Corridor businesses/ Love, KC
- Veterinarians
- City Planners and governments
- Chambers of Commerce
- SBDCs
- KCADC

Reasonable estimate of costs:

To be determined

Integrated Funding Sources

- USDA
- In-kind donations
- Revolving loan funds
- FDA
- Private investments
- Chambers of commerce

Timeframe

1-3 years

Goal 3: Activity 2

Plan

Bolster regional identity as food producers and focus on sourcing value-added services

Outline of Steps:

Develop industry-specific plan
Catalogue businesses related to the industry
Outreach to business owners and employees
Identify regional gaps and needs of these businesses
Increase the quantity of value-added services
Recruit and retain businesses that complement the industry
Embrace a competitive industry environment
Establish vertical and horizontal lines throughout the industry and encourage sharing resources
Monitor progress
Evaluate

Key Individuals and Institutions:

Food-production industries/workers/business owners
Grower's Associations
Chambers of commerce
City planners and governments
Small Business Development Centers
Restaurants
Processing plants and Co-ops

Reasonable estimate of costs:

To be determined

Integrated Funding Sources

- USDA
- In-kind donations
- Revolving loan funds
- FDA
- Private investments
- Chambers of commerce

Timeframe

5 years

Goal 3: Activity 3

Plan

Improve small business growth

Outline of Steps:

Continue review of industry clusters and compare to small business numbers
Identify gaps
Identify strong small businesses industries
Identify struggling small business industries
Market strategies for retention of small businesses
Market strategies for recruitment of small businesses
Provide specific support for minority and women-owned businesses
Provide funding and strategies for small businesses
Monitor small business progress and performance
Evaluate

Key Individuals and Institutions:

Small Business Development Centers
Chambers of commerce
Main Street and other downtown revitalization organizations
Current small business owners
NE Kansas Enterprise Association
NEKEF
NWMO Enterprise

Reasonable estimate of costs:

To be determined

Integrated Funding Sources

- USDA
- In-kind donations
- Revolving loan funds
- FDA
- Private investments
- Chambers of commerce

Timeframe

1-3 years/ongoing

Strategic Direction and Action Plan: Goal 4

Be good stewards of the land and natural resources

Encourage the promulgation of supportive policies and practices geared towards protecting, nurturing, and taking advantage of area agricultural strengths. Using sustainable practices, and considering the challenges of climate change, ensuring that precious natural resources are respected, preserved, and available for future generations is of great importance. Resilient economies must look far into the future and prioritize their investments in responsible ways that facilitate and encourage long-term growth. Agricultural practices that drain soils of nutrients, overtax animal populations, and/or damage ecosystems should be minimized. Likewise, reducing runoff and toxic waste in area brownfields, and offering accessible recycling options, would help reverse damage previously done.

Activities

1. Protect, nurture and take advantage of agricultural strengths
2. Preserve natural resources
3. Reduce runoff and toxic waste
4. Increase quantity and access to recycling options

Goal 4: Activity 1

Plan

Protect, nurture, and take advantage of agricultural strengths

Outline of Steps:

Develop agricultural sustainability plan
Catalogue agricultural assets, threats, and stakeholders
Outreach to business owners, employees, and community
Identify and prioritize regional gaps in sustainability
Leverage relationships with organizations to use sustainable inputs
Leverage relationships with organizations to distribute outputs with sustainability in mind
Incentivize small operations using sustainable practices
Market conservation efforts
Seek alternative energy sources
Monitor progress
Evaluate

Key Individuals and Institutions:

Local farmers, growers, and stockers
Chambers of commerce
City planners and governments
Seasonal and migrant workers
Large agribusiness corporations
Utility providers

Reasonable estimate of costs:

Unknown

Integrated Funding Sources

- USDA
- EPA
- Revolving loan funds
- FDA
- SBA
- Private investment

Timeframe

Ongoing

Goal 4: Activity 2

Plan

Preserve natural resources

Outline of Steps:

Develop preservation plan
Catalogue environmental assets, threats, and stakeholders
Outreach to organizations, nonprofits, and large polluters
Identify and prioritize regional gaps in best-practice
Leverage relationships with organizations to use sustainable inputs
Mitigate pollutants going into the Missouri River
Invest in water treatment and testing facilities
Market conservation efforts
Seek alternative energy sources
Monitor progress
Evaluate

Key Individuals and Institutions:

Missouri State Parks Department
Local parks and recreation departments
City planners and governments
Missouri department of conservation
Fish and Wildlife Foundation
EPA
NFWF
Local enthusiasts

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- CDBG
- EPA
- In-kind donations
- NFWF
- Brownfield grants
- Private investment

Timeframe

Ongoing

Goal 4: Activity 3

Plan

Reduce runoff and toxic waste

Outline of Steps:

Prioritize and catalogue pollution metrics
Develop plan to reduce pollution amounts
Develop incentive program for area corporations
Improve water treatment/testing facilities
Diagnose and prescribe waterway pollution
Mitigate erosion on coastlines
Monitor
Evaluate

Key Individuals and Institutions:

EPA
Utility providers
Sewer service providers
City planners and governments

Reasonable estimate of costs:

Varies by project

Integrated Funding Sources

- Utility providers
- Sewer service providers
- EPA
- Brownfield grants
- City planners and governments
- In-kind donations
- Private investment

Timeframe

Ongoing

Goal 4: Activity 4

Plan

Increase quantity and access to recycling options

Outline of Steps:

Diagnose and prescribe gaps in services
Source possible solutions
Research comparable community solutions
Option current waste-removal providers
Encourage competition between providers
Encourage unified trash services in larger metro areas
Add more drop-off locations
Add curbside pickup
Monitor
Evaluate

Key Individuals and Institutions:

Waste-removal service providers
City planners and governments
Region D Recycling
Small businesses and large corporations
Education systems

Reasonable estimate of costs:

Varies by community

Integrated Funding Sources

- Missouri Department of Natural Resources
- EPA
- In-kind donations
- City planners and governments
- Brownfield grants
- Private investment
- Kansas Department of Wildlife and Parks

Timeframe

1 year

Strategic Direction and Action Plan: Goal 5

Plan

Increase access to education opportunities and support workforce development efforts

Connect public education priorities, workforce development programs, higher education, job-training, and other efforts to the needs and demands of area communities, governments, and businesses. These institutions would benefit from a cohesive vision regarding steps forward. Additionally, supporting area public education and head-start programs would better prepare students to succeed as they progress from school to the workplace. Special consideration should be given to recruiting and retaining qualified area educators by ensuring that they are adequately compensated for their work. Education systems, no matter the size or nature, succeed when they can offer stable and resilient staff and faculty. This stability comes principally by ensuring that those doing the work are well-compensated and valued.

Activities

1. Connect public education priorities, workforce development programs, and higher education institutions
2. Support head start programs
3. Recruit and retain valuable educator workforce

Goal 5: Activity 1

Plan

Connect public education priorities, workforce development programs, and higher education institutions

Outline of Steps:

Develop education and workforce development improvement plan
Catalogue education and workforce development assets, threats, and stakeholders
Outreach to school districts, communities, and governments
Identify and prioritize gaps in performance, accessibility, and quality
Leverage relationships with organizations to incorporate solutions
Incentivize cooperation between school districts, communities, and workforce development programs
Market improvement efforts
Seek further improvement and development
Monitor progress
Evaluate

Key Individuals and Institutions:

School districts	Superintendents and principals
Workforce development offices	Parent-teacher associations
Labor organizations	School boards
Chambers of commerce	Higher education institutions
Industry cluster stakeholders	Departments of education
	Latinx Education Collaboration

Reasonable estimate of costs:

Varies by district

Integrated Funding Sources

- Tax levies
- Departments of education
- In-kind donations
- DED
- Private investment

Timeframe

Ongoing

Goal 5: Activity 2

Plan

Support Head Start programs

Outline of Steps:

Develop head start improvement plan
Catalogue early childhood education programs and opportunities
Outreach to school districts, communities, and governments
Identify and prioritize gaps regional offerings
Leverage relationships with organizations to incorporate solutions
Incentivize cooperation between school districts, communities, and day-care centers
Market improvement efforts
Seek further improvement and development
Monitor progress
Evaluate

Key Individuals and Institutions:

School Districts
Parent-teacher associations
School boards
Superintendents and principals
Departments of education
Latinx Education Collaboration

Reasonable estimate of costs:

Varies by district

Integrated Funding Sources

- Tax levies
- Departments of education
- In-kind donations
- DED
- Private investment

Timeframe

1-3 years

Goal 5: Activity 3

Plan

Recruit and retain valuable educator workforce

Outline of Steps:

Develop educator recruitment and retention improvement plan
Catalogue educator barriers to employment security
Outreach to school districts, communities, and governments
Identify and prioritize gaps in funding and find alternatives to alleviate pressure
Leverage relationships with school districts to incorporate solutions
Incentivize cooperation between school districts, school boards, governments, and communities
Market improvement efforts
Seek further improvement and development
Monitor progress
Evaluate

Key Individuals and Institutions:

Teachers
School boards
Superintendents and principals
Parent-teacher associations
City planners and governments
Missouri and Kansas Departments of Education
Latinx Education Collaboration

Reasonable estimate of costs:

Varies by district

Integrated Funding Sources

- USDOE
- Tax levies
- Departments of education
- Private investment
- In-kind donations

Timeframe

2-3 years

Evaluation Framework

This section serves as a tool by which MKRC and area stakeholders can evaluate and measure adherence and implementation of the CEDS. Essentially, the evaluation framework is intended to answer the questions, “How are we doing?” and “What can we do better?” By adhering to strict guidance from the Economic Development Administration (EDA) and the National Association of Development Organizations (NADO) via the ViTAL Economy suggested performance metrics, MKRC can monitor the region’s progress on the Action Plan. Recalculating Summary Background figures with new information, tracking high priority project progress, continuous evaluation of key individuals and institutions necessary to the work, and updating timelines will go a long way to ensuring replicability of the CEDS and consistent reevaluation of priorities.

At a minimum, MKRC will evaluate the CEDS annually, including mapping progress towards specific goals outlined in the Goals and Objectives section and determining progress on high priority activities. As all statistics used in the CEDS are subject to change, the data presented throughout narratives and figures will also be regularly reevaluated. Each project undertaken by MKRC will be catalogued in terms of relevance to the overall strategy. While this strategy will not bar any specific project from being completed, it will help guide and prioritize projects originating from MKRC. Upon these reevaluations and updates, MKRC will remain flexible and able to monitor and adjust to changing circumstances within the area economy.

Conclusion

An intersection of great ideas and intricate histories also brings along with it an intersection of challenging problems and intricate relationships between economic variables. As such, special care has been given to examine holistically the nature and circumstances surrounding the economy of Mo-Kan Regional Council's (MKRC) service area. The Comprehensive Economic Development Strategy (CEDS), while being essential to securing assistance from the Economic Development Administration (EDA) and other organizations, has additional value in its ability to characterize a region and inform area stakeholders and residents as to the challenges faced by an area and planning agencies, businesses, and government's efforts to combat those challenges. Though, the strategy does not necessarily need to exist only as a repository of data, figures, and asset information. It is best used as a means by which area communities can work together toward a common goal of economic resiliency. The success of this strategy is greatly contingent on synergy of action and cohesion of vision regarding addressing area challenges and securing a commitment from area stakeholders regarding the measures and objectives outlined in the Action Plan. While MKRC has little enforcement ability regarding this strategy, it is the desire of MKRC staff to use this work as a means by which conversations may be started and good work be done. To facilitate added cooperation, strong lines of communication established during the CEDS process will need to be maintained, and solicitation of increased participation by new invested parties will need to occur. MKRC shares this responsibility with area governments, industries, utility providers, small businesses, community members, and other stakeholders.



Mo-Kan Regional Council



2024

Appendix

Appendix A

Summary Background

Posters

Presented during the county
SWOT sessions

MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

HISTORY

Having existed at an intersection of great distances and intricate ideas, northwest Missouri has a complicated history. Indigenous groups, notably the Ioway, Otoe, and Missouria inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in this portion of the Missouri Territory, eventually living in the Plate Purchase, began to shift after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate of trade in the region as outlanders supplied those heading West seeking opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legacy of slavery.

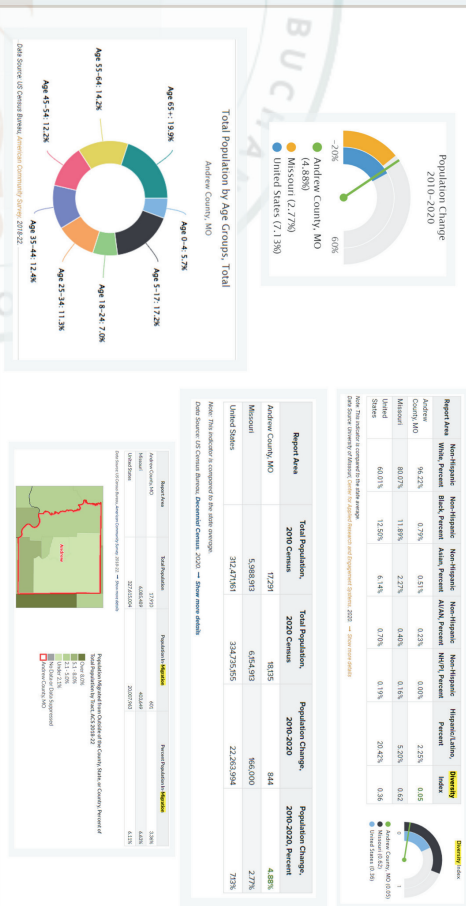
Andrew County residents would fight on opposite sides of a brewing conflict. Bleeding Kansas, the American Civil War, westward expansion, and concepts of Manifest Destiny fostered a complex, often violent, and persisting relationship between neighbors, migrant groups, formerly enslaved persons, and Native Americans. This complicated relationship persisted as advances in technology and transportation, including an eventual railway between Savannah and St. Joseph, demonstrated interconnectivity with the region. Continued economic and technological advancement was met with hardship during The Great Depression and two World Wars. Intrinsically connected throughout their histories, Andrew and Buchanan County businesses were bound through agricultural, civic, and entrepreneurial leaders. As the stockyards of South St. Joseph grew into an economic powerhouse, Andrew County livestock required easier access to sell their product. Thus, the interstate system was designed to reflect the connectivity of Andrew and Buchanan Counties. Food production is still a prevalent industry to the area, but aging infrastructure has raised questions of funding, repairs, and prioritization of economic needs.

INDUSTRY AND ECONOMY



Source: All Things Missouri. MU Extension. Web. Accessed 5/2/24

DEMOGRAPHICS



INFRASTRUCTURE AND WORKFORCE



MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

What have we done?

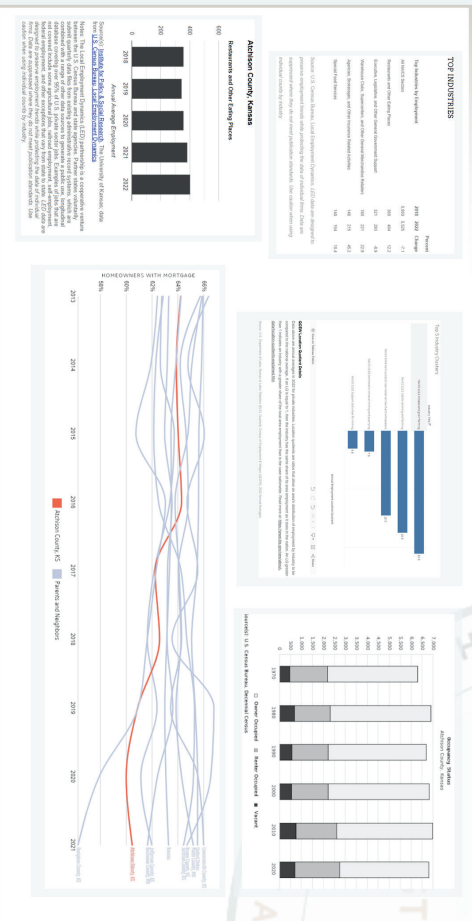
HISTORY

Having existed at an intersection of great distances and intricate ideas, Kansas has a complicated history. Indigenous groups inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in the Kansas Territory, living in the Louisiana Purchase, began to shift after treaties, trade, and forced migrations. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legality of slavery.

Bleeding Kansas, the American Civil War, westward expansion, and concepts of Manifest Destiny fostered a complex, often violent, and persisting relationship between neighbors, migrant groups, formerly enslaved persons, and Native Americans. This, along with advances in transportation technology, communication, and other phenomena solidified Kansas as a middle-ground crucial to many interests. Continued economic and technological advancement was met with hardship during The Dust Bowl, The Great Depression, and two World Wars. The flood of 1952 created an oxbow lake around Rosecrans Memorial Airport as the Missouri River moved to the east, cutting off its original path and creating a unique mapping feature where the border of the State of Missouri exists opposite the river into the State of Kansas. Civil Rights and the Cold War also had a lasting impact on the area.

Brown v. Board of Education, the landmark Supreme Court case, signaled an end to legalized segregation. The Highway Act established I-70 as the first open interstate, which helped connect the coasts, reinforcing Kansas' importance at such an intersection. Defense contracts established numerous ICBM missile silos in the state. Growers, farmers, and other industries continued to serve as the backbone of the American agriculture industry, with Kansas currently ranked 33rd in the US economy and still functioning as an essential crossroads of peoples, goods, area, and ideas.

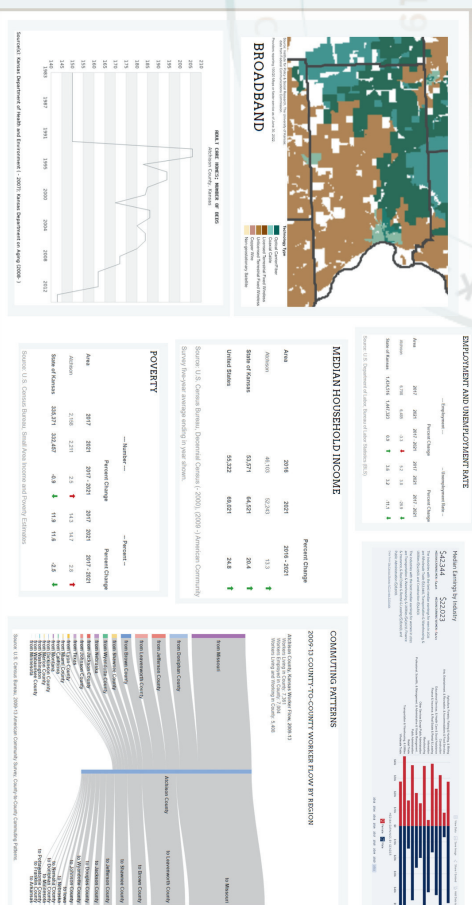
INDUSTRY AND ECONOMY



DEMOGRAPHICS



INFRASTRUCTURE AND WORKFORCE



MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

What have we done?

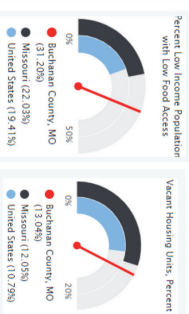
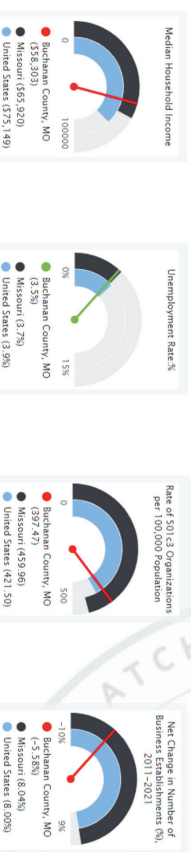
HISTORY

Having existed at an intersection of great distances and intricate ideas, northwest Missouri has a complicated history. Indigenous groups, notably the Ioway, Otoe, and Missouria inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in this portion of the Missouri Territory, eventually living in the Platte Purchase, began to shift after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate of trade in the region as outfitters supplied those heading West seeking opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legality of slavery.

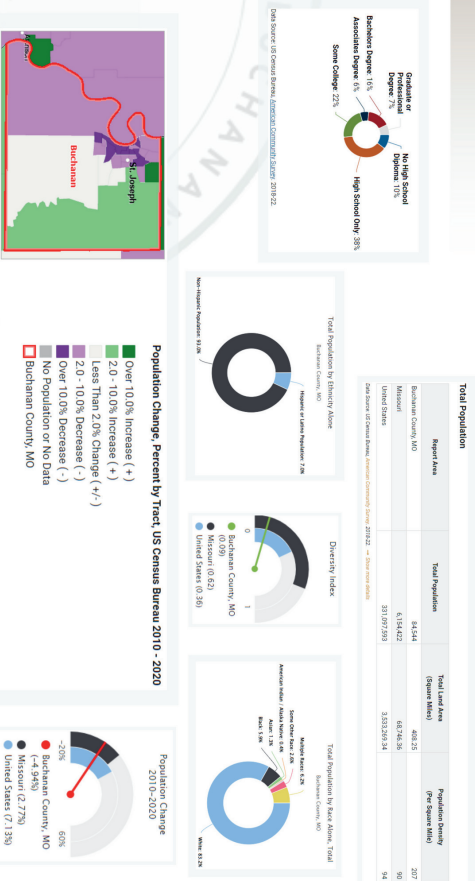
The area west of what was then the state border of Missouri and east of the Missouri River was granted to the Native American tribes in residence by the Prairie-du-Chien treaty with the French government prior to the Louisiana Purchase. By June 1836, the federal government paid the resident tribes \$7,500 for the six counties of the Platte Purchase. In 1837, President Van Buren declared the Platte Region an extension of the State of Missouri and open for settlement.

Settlers from Virginia and Kentucky moved into the area as the frontier grew westward. Businesses sprang up in St. Joseph supplying the pioneers that traveled westward and serving the growing communities down the Missouri River. Joseph Robidoux, a local fur trader serving a once lone-standing trading post, founded the city of St. Joseph in 1843. Agency, so named for the Indian Agency headquartered there, was laid out in 1865. De Kalb was originally known as Bloomington. It was renamed in 1851 for Baron De Kalb, a major general in the American War of Independence. Easton was platted in 1854. The name is directional, literally east of St. Joseph, while Rushville, named from the dense growth of rushes in the region, was platted in 1847.

INDUSTRY AND ECONOMY



DEMOGRAPHICS



MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

What have we done?

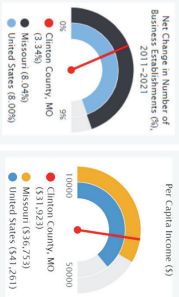
HISTORY

Having existed at an intersection of great distances and intricate ideas, northwest Missouri has a complicated history. Indigenous groups, notably the Ioway, Otoe, and Missouria inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in this portion of the Missouri Territory, eventually living in the Platte Purchase, began to shift after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate of trade in the region as outfitters supplied those heading West seeking opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legality of slavery.

The first known settler of European descent in what is now Clinton County was John Livingston, who settled in the area in 1830. Clinton County was originally a part of Clay County until the Platte Purchase when it was named after the seventh Governor of New York, Dewitt Clinton—known for helping secure the construction of the Erie Canal among other burgeoning infrastructure projects. Plattsburg was established as the county seat. Clinton County was primarily made up of Southern settlers, but had representation of both sides during the Civil War. This situation caused the county to be divided, and casualties were common throughout the county.

After trending downward for the first half of the twentieth century, Clinton County has enjoyed a population upswing since 1960. Clinton County is one of a few northwest Missouri counties demonstrating consistent growth, albeit not major. The growth is due to a number of factors, but the most obvious reason is one of geography. The Kansas City metropolitan area, located adjacent to Clinton County to the southwest, is witnessing suburban sprawl. Crossed by Interstate 35, Clinton County is a natural site for increased suburbanization, as citizens of the Kansas City area leave the city for more rural setting.

INDUSTRY AND ECONOMY



Gross Domestic Product (GDP)

Report Area	2021 GDP (national)	\$/cap Per Capita Change in GDP
Clinton County, MO	\$48,427	38.60%
Missouri	\$168,979M	32.05%
United States	\$21,391.0M	42.44%

Report Area

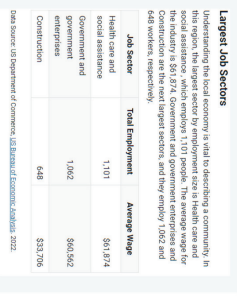
Report Area	Total Population	Total Employment	Non-farm Population	Percent Non-farm Population	Average Non-farm Population Income
Clinton County, MO	27,287	7,688	2,298	20.9%	\$24,620
Missouri	6,048,897	3,727,596	795,280	20.9%	\$24,620
United States	333,814,245	207,042,600	42,552,400	22.9%	\$25,297

Land Use Agricultural Products

Report Area	Total Land Area (square miles)	Total Agricultural Products (square miles)	Percentage of Total Land Area
Clinton County, MO	1,100	1,100	100%
Missouri	69,400	69,400	100%
United States	3,796,000	3,796,000	100%

Net Farm Income

Report Area	Total Farm Income (\$)	Average Farm Income (\$)
Clinton County, MO	\$1,100,000	\$1,100
Missouri	\$1,100,000	\$1,100
United States	\$1,100,000	\$1,100



DEMOGRAPHICS

Total Population

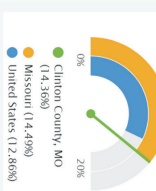
Report Area	Total Population	Total Land Area (square miles)	Population Density (per square mile)
Clinton County, MO	27,155	1,100	24.68
Missouri	6,159,422	68,846.36	89.46
United States	331,107,393	3,633,939.34	91.14

Report Area

Report Area	Total Population Age 65+	Total Veterans	Veterans Percent of Total Population
Clinton County, MO	16,381	1,562	9.60%
Missouri	4,750,026	3,85,097	7.99%
United States	258,466,957	17,028,897	6.54%

The ability to access healthy and affordable food can be a challenge in Missouri's rural and urban communities alike. With negative impacts on physical health and mental health, food insecurity is a public health concern. Missouri's overall food insecurity rate is 11.8% - and 12.8% for children under age 18. More than one in ten children in Missouri live in a household with food insecurity. Food insecurity can impact the overall public health landscape in the state. Addressing the root causes of food insecurity can impact the overall public health landscape in the state. Addressing the root causes of food insecurity can impact the overall public health landscape in the state.

24.98%

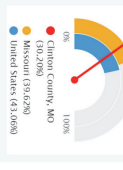


INFRASTRUCTURE AND WORKFORCE

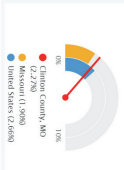
Report Area

Report Area	Total Households	Households with Cable, DSL, or Fiber	Households with No Cable, DSL, or Fiber
Clinton County, MO	8,847	4,491	4,356
Missouri	2,408,324	1,660,077	748,247
United States	123,706,303	92,898,240	30,808,063

Percentage of Workers Commuting More than 60 Minutes

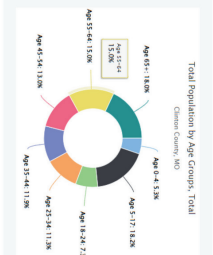


Percent Households with Public Assistance Income



Head Start Program, Rate (Per 10,000 Children Under Age 5)

Report Area	Head Start Program, Rate
Clinton	7.66
Missouri	11.76



MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

What have we done?

HISTORY

Having existed at an intersection of great distances and intricate ideas, northwest Missouri has a complicated history. Indigenous groups, notably the Ioway, Otoe, and Missouria inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in this portion of the Missouri Territory, eventually living in the Platte Purchase, began to shift after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate of trade in the region as outfitters supplied those heading West seeking opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legality of slavery.

The county's present boundaries were drawn on February 25, 1845. General Johann de Kalb, the county's namesake, served as a spy for French allies and later as a general in the War of American Independence. The City of Osborn was also founded that same year. Stewartsville was platted in 1854 under the name of Tetherow, followed by Cameron in 1855. The Union Star post office has been open since 1863. The Village of Amity was platted in 1870. Clarksdale and Weatherly were both platted in 1885.

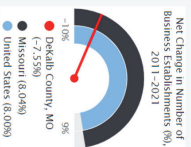
Agriculture and two railroad lines played an important role in the county's growth in the late 1800s, with the Hannibal-St. Joseph Railroad crossing the north of the state. The City of Somerville was not positioned to take advantage of the new rail route, so the city moved to align with it and was renamed Cameron. Hwy 36 replaced the Hannibal-St. Joseph Railroad, maintaining the connectivity of the cities across northern Missouri while others that were deemed too far off the straight path of the highway were left behind. The Dekalb County Historical Society was formed in 1969 to preserve the county's history and continues to maintain a museum and research center on the square in Maysville.

INDUSTRY AND ECONOMY

Median Household Income



Net Change in Number of Businesses, 2011-2021



Agricultural Economy



Largest Job Sectors

Understanding the local economy is vital to describing a community. In this report, the largest sector by employment size is Government and government enterprises, which employ 763 people. The average wage for the industry is \$60,418. Retail trade and finance and insurance are the next largest sectors, and they employ 673 and 362 workers, respectively.

Job Sector	Total Employment	Average Wage
Government and government enterprises	763	\$60,418
Retail trade	673	\$30,478
Finance and insurance	362	\$45,560

Report Area

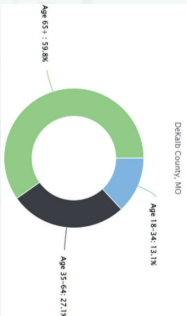
Total Housing Units	Vacant Housing Units	Vacant Housing Units, Percent
4,255	540	12.69%
2,795,030	336,706	12.05%
140,943,613	13,207,260	10.79%

Note: This indicator is compared to the state average.

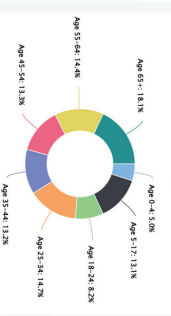
Data Source: US Census Bureau, American Community Survey, 2019-22. — Show more details

DEMOGRAPHICS

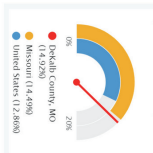
Living Alone by Age Group, Total



Total Population by Age Group, Total



Population with a Disability, Percent

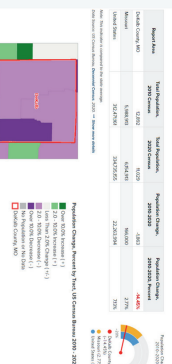


Population Geographic Mobility

This indicator reports information about population migration by measuring changes in residence within a one-year period. Of the total persons residing in the county, 1,034 moved to Dekalb County, MO from another county in Missouri. This indicates that Dekalb County, MO is a net gain for migration. Persons who moved to a new household from a different household within their current county of residence are not included.

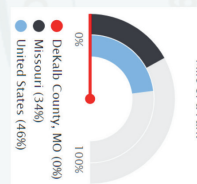
Report Area	Total Population	Population in Migration	Percent Population in Migration
Dekalb County, MO	10,341	1,034	10.0%
Missouri	6,085,689	402,648	6.6%
United States	323,850,041	20,029,643	6.2%

Change in Total Population, 2000-2020

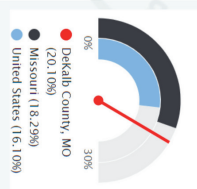


INFRASTRUCTURE AND WORKFORCE

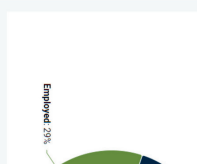
Percent Population Within 1/2 Mile of a Park



Percentage of Adults Age 18+ with Poor or Fair General Health



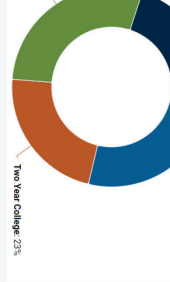
Military, Non-College, or Unknown, 20%



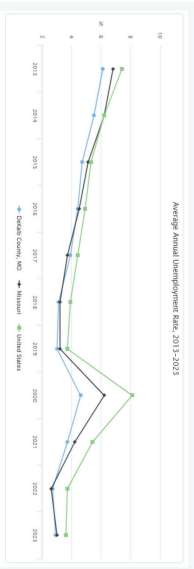
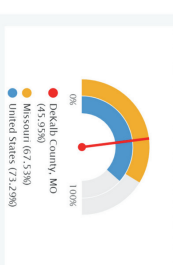
Employed, 29%



Four Year College, 29%



Percentage of Households with Cable, DSL, or Fiber



MO-KAN REGIONAL COUNCIL CEDS SUMMARY BACKGROUND

What have we done?

HISTORY

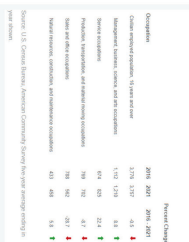
Having existed at an intersection of great distances and intricate ideas, northwest Missouri has a complicated history. Indigenous groups, notably the Ioway, Otoe, and Missouria inhabited the area freely for 500-1000 years or more until contact with European explorers and colonists. Populations in this portion of the Missouri Territory, eventually living in the Platte Purchase, began to shift after treaties, trade, and forced migrations. This period of heavy migration encouraged an increased rate of trade in the region as outfitters supplied those heading West seeking opportunity, attempting to affect policy in the new Kansas Territory, and those emigrating under duress. The Missouri Compromise, subsequent Kansas-Nebraska Act, and many other factors contributed to a complex crisis surrounding race and the legacy of slavery.

Doniphan County played a pivotal role in the border conflict known as Bleeding Kansas, skirmishing with border ruffians from neighboring Buchanan County while providing a safe haven for Unionists and escaped enslaved individuals. The American Civil War, westward expansion, and concepts of Manifest Destiny fostered a complex, often violent, and persisting relationship between neighbors, migrant groups, formerly enslaved persons, and Native Americans. Continued economic and technological advancement was met with hardship during The Dust Bowl, The Great Depression and two World Wars.

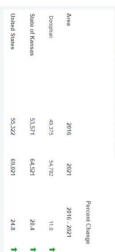
Intrinsically connected throughout their histories, Doniphan and Buchanan County businesses were bound through agricultural, civic, and entrepreneurial leaders. Traders from St. Joseph set up posts throughout Doniphan County which blossomed into towns and strong banking families built these towns up and brought their prosperity back to St. Joseph in a symbiotic economic balance. This connection continued with rail connections which evolved into the highway system with Hwy 36 serving as the arterial through the center of the county, connecting St. Joseph to Highland.

INDUSTRY AND ECONOMY

OCCUPATION



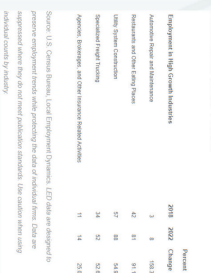
MEDIAN HOUSEHOLD INCOME



HEALTHCARE PROFESSIONALS



HIGH GROWTH INDUSTRIES



PERCENT OF HOUSEHOLDS WITH OWNERS COSTS OF 30% OR MORE OF INCOME

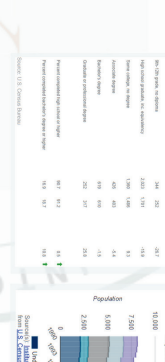


DEMOGRAPHICS

POPULATION BY RACE AND ETHNICITY



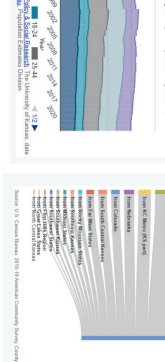
EDUCATIONAL ATTAINMENT



POPULATION BY AGE GROUP



POPULATION BY AGE GROUP



MIGRATION

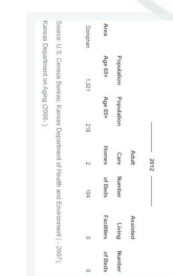


INFRASTRUCTURE AND WORKFORCE

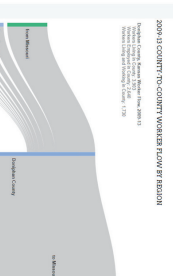
BROADBAND



ADULT CARE



COMMITTING ATTENDS



Appendix B Outreach Methods and Committee/SWOT Attendees

**Presented during the county
SWOT sessions**

Summary Background Outreach

The following email was sent to over 150 leaders and stakeholders in the region and advertised on social media

Greetings,

Mo-Kan Regional Council is updating its Comprehensive Economic Development Strategy [CEDS] for NW Missouri and NE Kansas. Mo-Kan, a regional planning organization that works in Andrew, Atchison, Buchanan, Clinton, Dekalb, and Doniphan counties, strives to include as many community stakeholders in this process as possible. The more voices, the better our work can represent the area's needs. This strategy will determine what programs, grants, and/or projects our organization pursues for the next 5 years. We would love to have you be a part of this important work. You are receiving this email either because you have served on our CEDs committee before, or someone on our team thought that your or your organization's voice would be critical to our work in the region. Thank you for your time and energy. The process consists of a few phases.

- **Summary Background** - fact finding and evaluating the economic conditions of the region
- **SWOT Analysis** - Determining project focuses via community feedback sessions
- **Strategic Direction/Action Plan** - Consolidating information and executing work plans based on SWOT analysis
- **Evaluation Framework** - Monitoring and evaluating the execution of the plan

In an effort to bring our timing in line with other parties throughout the states' systems, we are looking to begin the Summary Background and SWOT Analysis phases. We hope to host feedback sessions in each community after the second week of April to ensure the work reflects the needs of each community and includes feedback from a broad diversity of stakeholders. In order to do this effectively, we need local leaders with whom to communicate and coordinate--that's you! If you are interested in helping us serve your communities to the best of our ability, please reply to this email by March 22nd and we will work closely to ensure that your needs are integrated into our work. We look forward to helping our communities develop and grow with you by our sides.

If you would like more information on CEDS or Mo-Kan, please check out the following links.

<https://www.cedscentral.com/>

<https://www.mo-kan.org/>

Regards

Evan

SWOT Session Outreach

Press releases were sent to all major area newspapers and over 150 leaders were sent a version of the following. Each county had specific press releases with similar language. The information was also shared on social media platforms

Mo-Kan Regional Council, a planning organization that represents counties in NW Missouri and NE Kansas, is working to draw direct lines of communication from the folks that live in Buchanan County to their governments, grant opportunities, and development projects. In an effort to ensure that projects are prioritized properly and representative of the real needs folks have, feedback sessions will be hosted at Remington Nature Center on May 15 to revise Mo-Kan's Comprehensive Economic Development Strategy (CEDS). It is the goal of the CEDS to incorporate as many perspectives as possible so that all stakeholders, from individuals to organizations, are amply represented in area decision-making and further represented when combined with larger state and federal strategies. For these programs to be truly representative of communities' needs, they require direct public participation.

These feedback sessions will be low-stress, professionally-led workshops designed to elevate community voices to affect real, lasting, positive changes. Seeing as the considerations required to incorporate as many sectors as possible are many, Mo-Kan must rely on those that know the most about the area—you. No one knows better what communities need than the communities themselves. The straighter the lines of communication, the better we can develop in a way that reflects your needs. From Education, to Animal Health, everything that contributes to Buchanan County's economy should be considered. Through this tested process, Mo-Kan will organize your needs into possible grant opportunities and community projects like improving walkability, roadway safety, broadband accessibility, infrastructure improvements, and much more. Help us ensure we don't miss anything.

SWOT Attendees and Committee Members

The following individuals participated in the process

CEDS Committee

Alan Kelley	Iowa
Adrienne Neibling	Doniphan
Andrew Trout	Buchanan
Bill Brinton	Buchanan
Bruce Lundy	Andrew
Bridget Supple	Buchanan
Chase Waggoner	Clinton
Dan Hegeman	Buchanan
Edie Miller	Buchanan
Andrew Gaddis	Atchison
Gary Miller	Buchanan
Helen Bishop-Randle	Buchanan
Bob Burns	Clinton
Lance Foster	Iowa
Rebecca Lobina	Nodaway
Michele Allwood	Dekalb
Marty Novak	Buchanan
Max Schieber	Buchanan
Nichi Seckinger	Buchanan
Pat Dillon	Buchanan
Tanya Zimmerman	Dekalb
Tara Curtis	Buchanan
justin Pregont	Atchison
Sarah Elder	Buchanan

SWOT Attendees

Kathy Tharman	Doniphan
Theresa Rohrer	Doniphan
Adrienne Neibling	Doniphan
Katharine Sharp	Doniphan
Teresa McAnerny	Doniphan
Becky Gilmore	Doniphan
Ashley Tilton	Doniphan
Peggy Franmin	Doniphan
Carrie Poe	Doniphan
Norman Meng	Doniphan
Amber Hutfles	Doniphan
Joyce Simpson	Doniphan
Janet Tyler	Doniphan
Christian Longbrake	Atchison
Jerry Baker	Andrew
Clarence Green	Andrew
Brooke Bell	Andrew
Seth Duvall	Andrew
Pam Albert	Andrew
Madelyn Walker	Andrew
Ken Pike	Clinton
Bob Burns	Clinton
Peggy Harwood	DeKalb
Amy Justus	DeKalb
Tanya Zimmerman	DeKalb
Caitlin Silver	DeKalb
Ward Good	DeKalb
Michele Allwood	DeKalb
Bill Lamar	Buchanan
Jamey McVicker	Buchanan
Maria Ramirez	Buchanan
Dan Bumblauskas	Buchanan
Jenna Saunders	Buchanan
Angela Haas	Buchanan
Dana Eckstrum	Buchanan