
Background

***Analysis of Economic
Development Problems***

CEDS Goals and Objectives

***Community and Private Sector
Involvement***

***Strategic Projects, Programs
and Activities***

CEDS Plan of Action

Performance Measures

Comprehensive Economic Development Strategy 2013

for the

Southeast Missouri
Regional Planning and
Economic Development District



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ABSTRACT:

This document contains the *Comprehensive Economic Development Strategy (CEDS)* for the Southeast Missouri Region prepared under EDA Investment No. 05-83-05324. The report contains the goals and objectives of the Southeast Missouri Economic Development District, as well as an overview of the District and an Action Plan for implementation of the *CEDS*.

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Comprehensive
Economic Development Strategy
2013

for the

Southeast Missouri Regional Planning
and Economic Development Commission

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A. BACKGROUND



This section of the CEDS summarizes current natural, demographic and economic conditions within the seven counties of the Southeast Missouri Economic Development District, provides a benchmark against which to measure future change, and attempts to identify trends and potential threats which could impact future growth. Contributing economic and other factors which have had an impact over time are briefly reviewed to provide a context for planning for the future, based on the District's strengths and weaknesses. Constraints to development, or challenges that local economies have to deal with, are also explored in order to better understand the forces affecting current economic growth.

Historical Setting

At the time the Southeast Missouri Regional Planning and Economic Development Commission was created, the economy of the District was largely dependent on basic industries and retail trade, and agriculture was a much stronger component of the economic mix. The mining of iron ore and lead provided jobs for many of the District's workers. The garment and shoe manufacturing industries were also major employers, providing local jobs in a number of communities. But the winds of change had already begun to blow.

New technologies and foreign competition were beginning to affect the profitability of these traditional industries, and most were no longer expanding. Growth had slowed and, in fact, the population of the District declined from 1940 to 1960. Young college graduates were migrating to areas with greater employment opportunities. The District found itself ill-prepared to recruit new industries. There were few dedicated industrial parks, most surface transportation corridors needed improvement, and many communities lacked the basic infrastructure necessary to support new economic growth.

The Southeast Missouri Economic Development District Program grew out of a series of relatively isolated attempts at planning which were undertaken during the 1960's. From those various studies and plans emerged a number of common goals and recognition that a staffed organization was needed to coordinate planning and economic development efforts within the District.

The Southeast Missouri Regional Planning and Economic Development Commission was created on March 12, 1968. In August, 1972, the Southeast Missouri Region was provisionally designated as an Economic Development District under the authority of the Public Works and Economic Development Act of 1965. Following this designation, the Planning Commission prepared an *Overall Economic Development Plan* (OEDP) with funds provided through a grant from the Ozarks Regional Commission and local membership dues. The plan was formally approved by the Economic Development Administration on February 6, 1975, at which time, the Region was officially designated an Economic Development District.

The general problems and needs which shaped the original OEDP included:

1. reversal of population out-migration, particularly among young adults;
2. increasing and broadening of local employment opportunities;
3. development of adequate community, county and areawide planning processes;
4. development of industrial sites and supporting facilities, and location of new industry to broaden the economic base;
5. development of the tourism and recreational industries;
6. development of adequate community facilities;
7. improvement of transportation facilities;
8. improvement of cooperative state, local and areawide development efforts; and,
9. identify and secure funding for economic development efforts for both public and private needs, including a revolving loan fund.

The Southeast Missouri Economic Development District Program is designed to facilitate coordinated, comprehensive planning for economic development in a multi-county area and to provide various forms of technical assistance to local units of government and development organizations. In the case of Southeast Missouri, the Economic Development District boundaries coincide with the area served by the Regional Planning Commission. In effect, the District and the Region are the same, and the Planning Commission's Board of Directors also functions as the District Board in administering the District Program.

Location, Climate and Natural Characteristics

The Southeast Missouri Economic Development District includes the seven counties of Bollinger, Cape Girardeau, Iron, Madison, Perry, St. Francois and Ste. Genevieve in Southeast Missouri (Exhibit No. 1-A). The District is bounded on the east

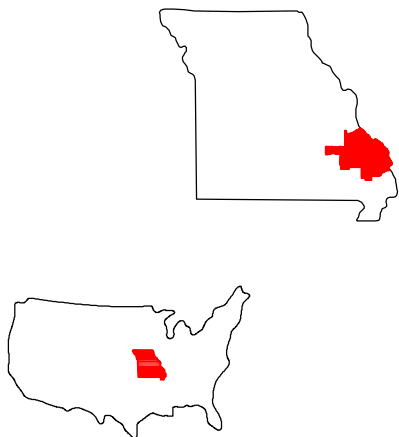
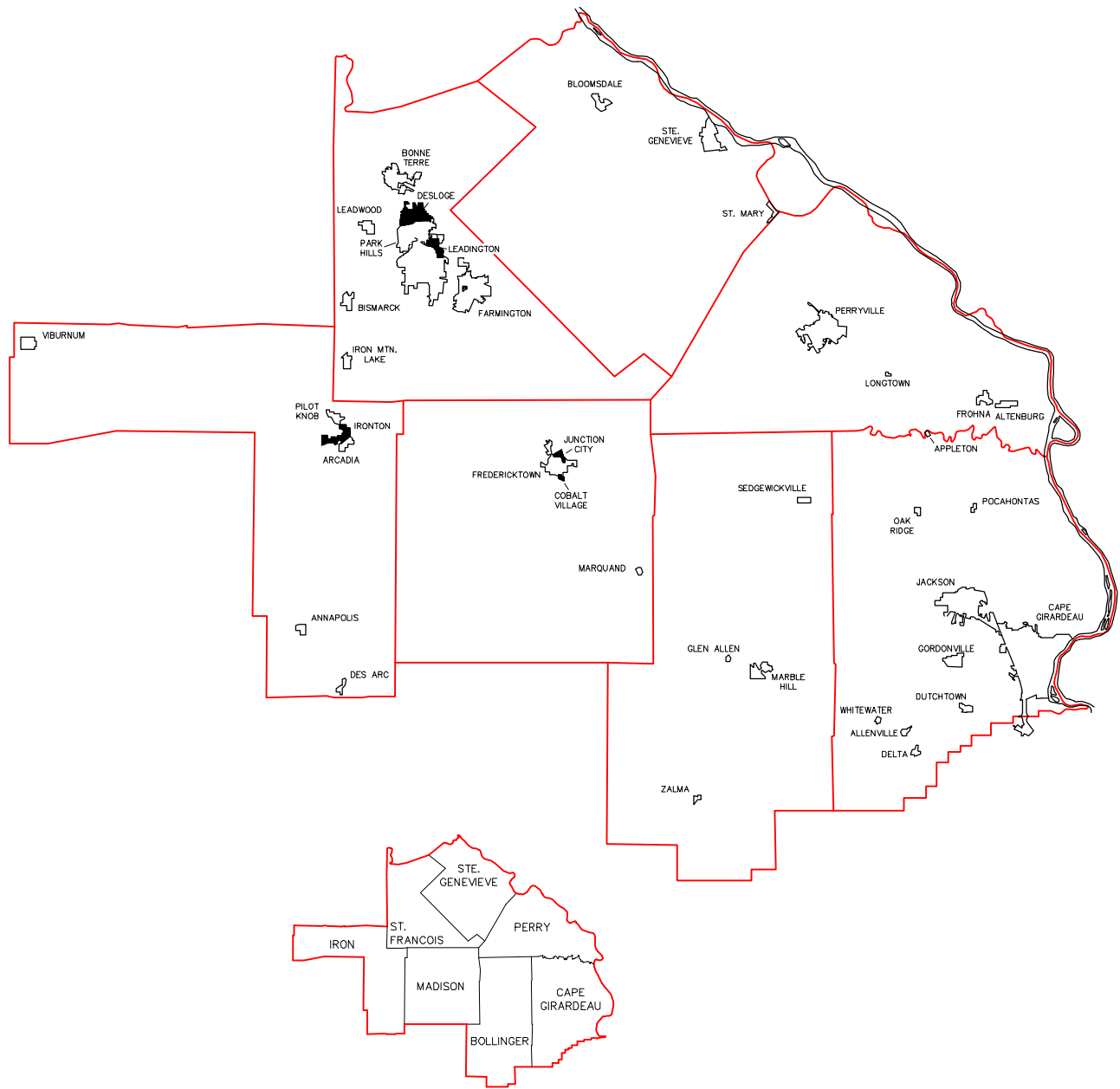


EXHIBIT NO. 1-A

GEOGRAPHIC LOCATION OF THE SOUTHEAST MISSOURI ECONOMIC DEVELOPMENT DISTRICT

by the Mississippi River, on the west by the Missouri Ozarks, on the north by the St. Louis metropolitan area, and on the south by the Missouri Bootheel. The District encompasses 3,675 square miles. The majority of the land is rural in character, with only 2.5% urbanized. Approximately half of the rural area of the District is forested.

The climate of the Southeast Missouri Region may be described as humid continental with long summers and variable weather conditions. There are periods of almost constantly changing weather and periods when the weather is settled and stable. Winters are fairly brisk, but seldom severe, and may feature short spells of extreme cold or unusual warmth. Average daily temperatures range from 34° Fahrenheit in January to 85° Fahrenheit in July. The average growing season in the Region varies from 168 days in the west to 188 days in the southeast. Rainfall in the Region averages from around 39 inches per year in the north to 45 inches per year in the southeast, most of which falls in spring and autumn. The average annual snowfall is 11.0 inches. The wettest month is normally May, with July being the driest month.

The U. S. Forest Services' Mark Twain National Forest covers over 158,326 acres of Iron, Madison, Ste. Genevieve and St. Francois Counties. Another 54,000 acres of the Region have been developed as state parks, state forests, natural areas and river access areas by the Missouri Departments of Conservation and Natural Resources.

Effective land use through comprehensive planning is a continuing goal of the Southeast Missouri Regional Planning and Economic Development Commission. A number of communities have recently updated their comprehensive plans. Exhibit No. 2-A indicates the cities in the District which have developed comprehensive plans. At the present time, none of the counties in the District have voter approval for comprehensive planning and zoning.

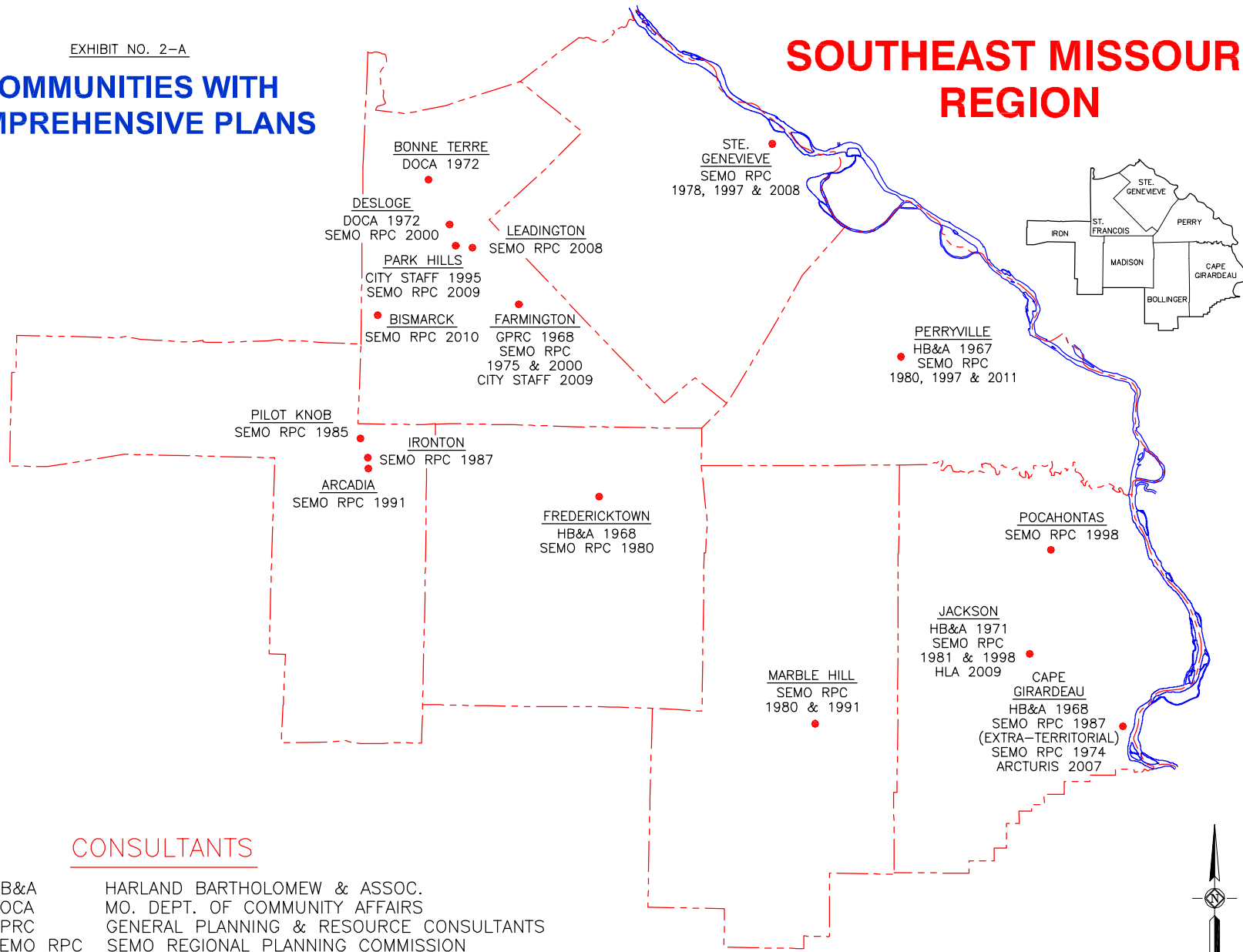
Natural and Historic Resources

The District's economy was once largely driven by agriculture, lead and iron mining, and the processing of forest products. Over the years, the economy of the District has broadened and become increasingly diverse, encompassing the manufacture of a wide and increasingly sophisticated variety of products, extensive retail and commercial development, tourism and recreation, and a rapidly growing health care industry. The shift away from basic industries, however, has in no way diminished the importance of the District's rich natural resources.

EXHIBIT NO. 2-A

COMMUNITIES WITH COMPREHENSIVE PLANS

SOUTHEAST MISSOURI REGION



The rolling mountains, once viewed as potential sources of raw ore, now create the background for a variety of recreational activities with the potential to attract additional visitors to the District. An abundance of clean streams and lakes lure fishermen, and a growing network of trails offers a variety of hiking, biking, equestrian and ATV experiences. Major streams in the District include Big River, St. Francis River, Castor River, Whitewater River, Apple Creek, Saline Creek, the Diversion Channel, and the Mississippi River. Major streams and drainage basins in the District are shown in Exhibit No. 3-A.

Population Characteristics

Cities in the Southeast Missouri District are small, with most communities having populations of less than 1,000. Only nine cities have populations of 2,500 or more. Growth in the population of the seven Economic Development District counties from 1960 to 2010 is documented in Exhibit No. 4-A. During the 50-year period, the population of the District increased 61.8%, growing from 131,868 in 1960 to 213,368 in 2010. The greatest growth occurred in Cape Girardeau and St. Francois Counties, the two most densely populated and urbanized counties in the District.

The population of the District grew 9.5% during the decade from 2000 to 2010, with all but one of the seven counties in the District experiencing an increase in population (Exhibit No. 5-A). The population of Iron County decreased slightly by 0.6% during the decade. Cape Girardeau and St. Francois Counties each grew in population over 10%.

The greatest growth in the EDD is occurring in St. Francois County, which experienced a 17.5% increase in population during the decade. Population increases in Bollinger, Cape Girardeau, Madison, Perry and Ste. Genevieve Counties ranged from 1.7% to 10.2% during the 10-year period.

During the period from 1980 to 2010, the District experienced a significant increase in the number of people in the highly productive 25-54 age group (41.7%). While the increase in the 25-54 age group suggests that out-migration from the District has slowed, it also suggests that some in-migration has probably occurred because of the economic growth experienced in much of the District during the past 30 years. The most dramatic change is the number of persons in the 45-54 year range in 2010 which is nearly

EXHIBIT NO. 3-A

MAJOR STREAMS AND DRAINAGE BASINS

SOUTHEAST MISSOURI REGION

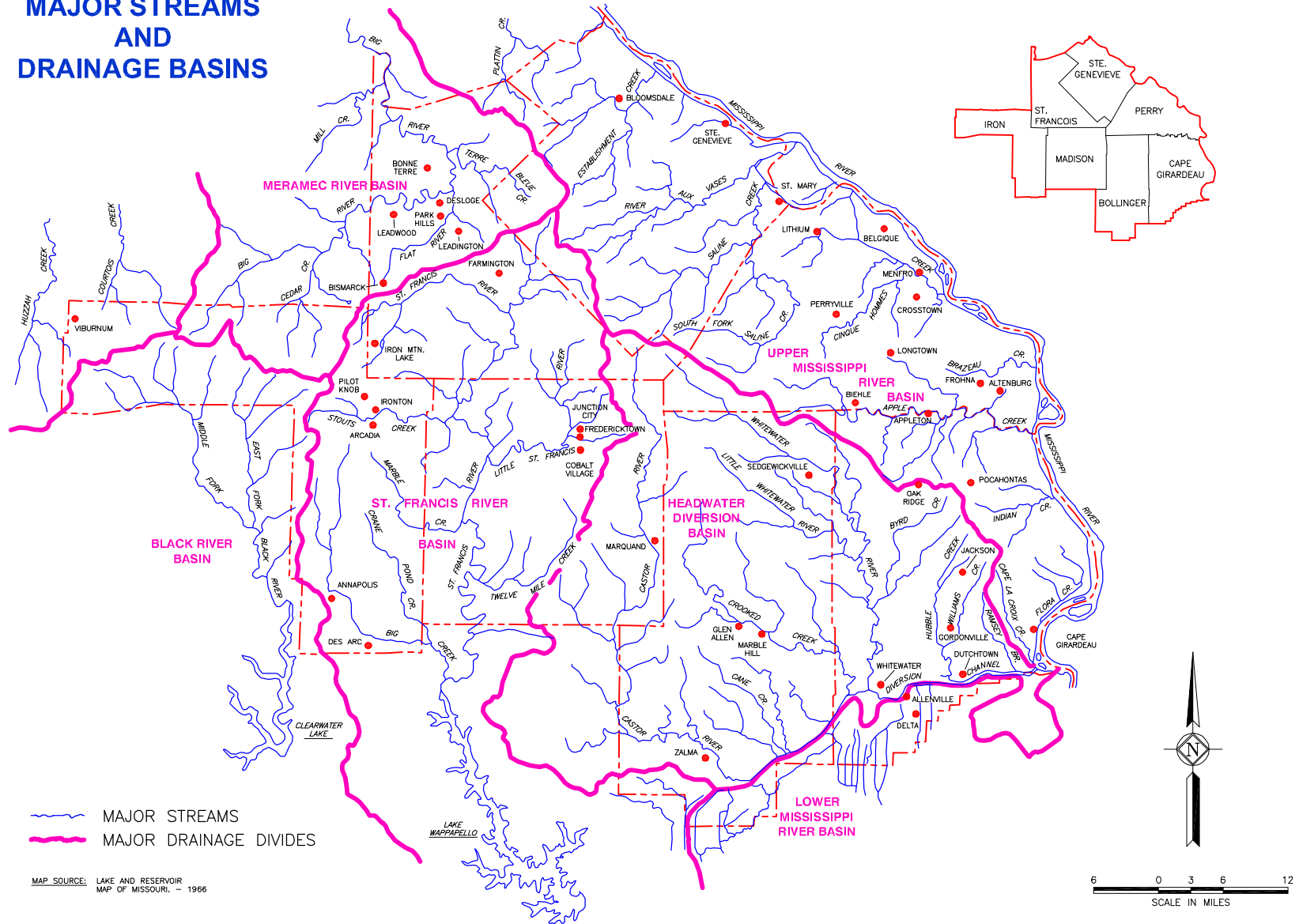
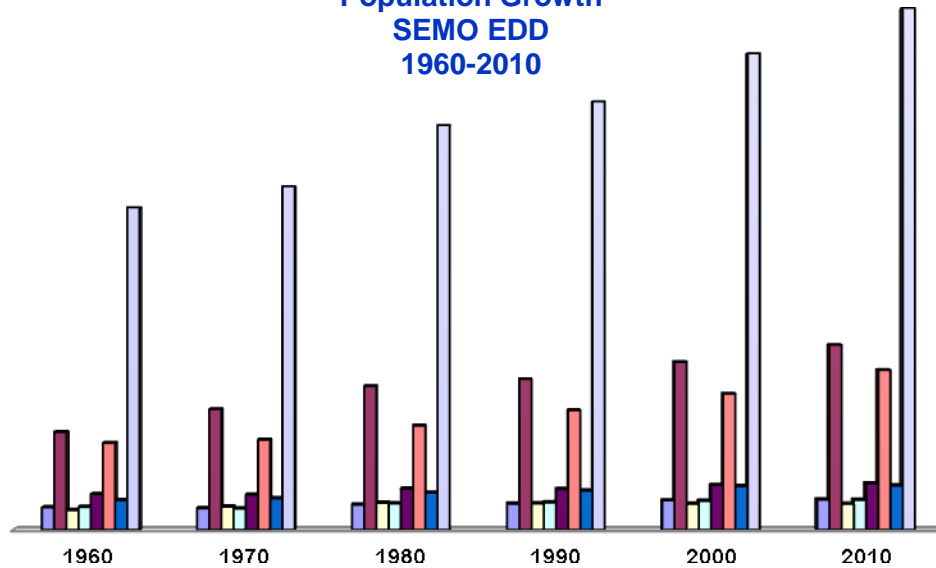


EXHIBIT NO. 4-A

Population Growth SEMO EDD 1960-2010



COUNTY	1960	1970	1980	1990	2000	2010
Bollinger	9,167	8,820	10,301	10,619	12,029	12,363
Cape	40,020	49,350	58,837	61,633	68,693	75,674
Iron	8,041	9,529	11,084	10,726	10,697	10,630
Madison	9,366	8,641	10,725	11,127	11,800	12,226
Perry	14,642	14,393	16,784	16,647	18,312	18,971
St. Francois	35,516	36,875	42,600	48,904	55,641	65,359
Ste. Genevieve	12,116	12,867	15,180	16,037	17,842	18,145
REGION	131,868	140,475	165,511	175,192	194,834	213,368

EXHIBIT 5-A

Population Change in the SEMO EDD 2000-2010

COUNTY	2000	2010	NET CHANGE	% CHANGE
Bollinger	12,029	12,363	334	2.8
Cape Girardeau	68,693	75,674	6,981	10.2
Iron	10,697	10,630	-67	-0.6
Madison	11,800	12,226	426	3.6
Perry	18,132	18,971	839	4.6
St. Francois	55,641	65,359	9,718	17.5
Ste. Genevieve	17,842	18,145	303	1.7
SEMO EDD	194,834	213,368	18,534	9.5

Source: U. S. Bureau of the Census, Census of Population, 2000 and 2010

double the number in that age range in 1980. The population of the Region is broken out by age cohorts in Exhibit No 6-A for the 30-year period from 1980 to 2010.

EXHIBIT NO. 6-A

Population Comparison by Age Category SEMO EDD 1980-2010

YEAR	0-9	10-19	20-24	25-34	35-44	45-54	55-64	64-74	75 & OLDER
1980	24,285	28,685	15,416	23,277	17,317	15,573	16,682	14,602	9,674
1990	24,559	26,121	13,167	26,913	23,973	17,416	16,158	14,868	12,518
2000	24,880	29,074	13,630	24,463	30,009	25,616	18,220	14,831	14,111
2010	26,578	28,410	15,620	26,782	21,197	31,635	25,980	17,146	15,038

Source: U. S., Bureau of the Census, Census of Population 1980 - 2010.

The racial composition of the Region is gradually changing as indicated in Exhibit No. 7-A. During the 10-year period between the 2000 and 2010 census, there was growth in all categories, with the greatest population increase recorded among the Hispanic population, which grew from 1,492 in 2000 to 3,196 in 2010, a 114.2% increase. The Census Bureau defines Hispanic as an ethnicity. Persons of Hispanic origin may be of any race. By far, the largest non-white ethnic group in the District is comprised of African-Americans who make up 4.1% of the total population.

EXHIBIT NO. 7-A

Change in Population and Racial Composition SEMO EDD 2000-2010

RACE	2000	2010	CHANGE	% CHANGE	% OF TOTAL 2010
Total	194,834	205,665	10,831	5.6	100.0
White	185,793	198,703	12,910	6.9	96.6
African American	5,118	8,502	3,384	66.1	4.1
Hispanic	1,492	3,196	1,704	114.2	1.6
Asian	906	1,355	449	49.6	0.6
American Indian	692	718	26	0.4	0.3

Source: Missouri Census Data Center, 2010

Exhibit No. 8-A provides information about households in the Southeast Missouri Economic Development District broken out by total households, family households, non-family households, and married couple families. A household consists of all the people who occupy a housing unit. Family households make up 67.1% of all households in the EDD service area, while non-family households represent 32.9 % of all households. A non-family household consists of a householder living alone or where the householder shares the home with people to whom he/she is not related.

EXHIBIT NO. 8-A

Change in Household Composition SEMO EDD, 2000 - 2010

COUNTY	TOTAL HOUSEHOLDS		FAMILY HOUSEHOLDS		NON-FAMILY HOUSEHOLDS		MARRIED COUPLE FAMILIES	
	2000	2010	2000	2010	2000	2010	2000	2010
Bollinger	4,589	4,847	3,491	3,509	1,098	1,338	2,991	2,846
Cape Girardeau	27,031	29,848	18,069	19,369	8,962	10,479	14,780	14,874
Iron	4,209	4,378	2,978	2,854	1,231	1,524	2,451	2,187
Madison	4,711	4,898	3,300	3,351	1,411	1,547	2,722	2,618
Perry	6,929	7,357	4,953	5,162	1,976	2,195	4,199	4,130
St. Francois	20,788	23,981	14,822	15,944	5,966	8,037	11,635	11,692
Ste. Genevieve	6,602	7,040	4,949	5,045	1,653	1,995	4,192	4,157
SEMO EDD	74,859	82,349	52,562	55,234	22,297	27,115	42,970	42,504

Source: Missouri Census Data Center, 2000 SF3 Profile Report, 2010 SF1 Profile Report

While the number of family households in the District increased 5.1% from 2000 to 2010, the number of non-family households grew by 21.6%. The number of married couple families decreased slightly during the decade.

Exhibit No. 9-A provides projected changes in the number of households in the SEMO EDD based on 2011 estimates and 2016 projections provided by Ameren, which provides electric service to several counties in the District. Overall, Ameren projects the number of households in the SEMO EDD will increase by 8.7% during the five-year period from 2011 to 2016. The number of households in all counties is projected to increase, with the greatest growth occurring in St. Francois and Ste. Genevieve Counties. While these projections may be optimistic, they are an indicator of continued growth of household units in the EDD.

EXHIBIT NO. 9-A

Projected Change in Number of Households SEMO EDD 2011-2016

COUNTY	2010 HOUSEHOLDS	2011 HOUSEHOLDS	2016 HOUSEHOLDS	% CHANGE 2011-2016
Bollinger	4,847	4,917	5,195	5.7
Cape Girardeau	29,848	30,421	32,708	7.5
Iron	4,378	4,470	4,837	8.2
Madison	4,898	4,917	5,002	1.7
Perry	7,357	7,503	8,082	7.7
St. Francois	23,981	24,600	27,556	12.0
Ste. Genevieve	7,040	7,350	8,106	10.3
SEMO EDD	82,349	84,178	91,486	8.7

Source: Missouri Census Data Center, 2010 SF1 Profile Report, Ameren Economic Development, 2011, 2016 Projections

Income



Income levels are an important measure of the economic health and viability of the SEMO EDD. Exhibit No. 10-A provides detailed information about median household income and per capita income in each of the counties in the District. Median household income is lower than the state median household income level in every county in the District except Ste. Genevieve County. Median household income in Ste. Genevieve County was \$908.00 above the state level in 2011.

In stark contrast, median household income in Iron County, the lowest in the EDD, was \$15,173 below the median state household income level of \$47,202. Median household income in Madison County is also far below the state household income level. Average median household income in the Southeast Missouri Economic Development District was \$39,887 in 2011.

Per capita income is also lower in every county in the service area than per capita income statewide. Average per capita income in the District is \$20,254 contrasted with \$25,371 statewide. Per capita income is lowest in Madison, Iron and Bollinger Counties. In general, income in the Southeast Missouri Economic Development District is highest in the counties through which the Interstate 55 corridor passes.

EXHIBIT NO. 10-A
Income Levels by County
SEMO EDD

COUNTY	MEDIAN HOUSEHOLD INCOME, 2011	PER CAPITA INCOME, 2011
Missouri	47,202	25,371
Bollinger	36,119	18,709
Cape Girardeau	45,795	23,445
Iron	32,029	18,153
Madison	35,141	17,491
Perry	44,383	21,693
St. Francois	37,630	18,844
Ste. Genevieve	48,110	23,442
SEMO EDD Area	Average: 39,887	Average: 20,254

Source: U. S. Census Bureau, County QuickFacts,
2013

Exhibit No. 11-A provides median household, per capita and average household income projections for 2012 and 2017 for each of the counties in the SEMO EDD. The projections were provided by Ameren Economic Development. In Missouri, the state minimum wage is indexed to inflation and increases or decreases each January. Effective January, 2013, the minimum wage in Missouri was increased to \$7.35 per hour.

EXHIBIT NO. 11-A
Projected Income Change
SEMO EDD
2012-2017

COUNTY	MEDIAN HOUSEHOLD INCOME		PER CAPITA INCOME		AVERAGE HOUSEHOLD INCOME	
	2012	2017	2012	2017	2012	2017
Bollinger	34,860	38,609	19,076	22,083	46,934	50,969
Cape Girardeau	44,878	49,592	23,256	25,106	57,503	62,850
Iron	30,193	33,286	17,705	20,237	41,460	45,467
Madison	33,462	36,531	18,030	20,833	42,998	46,460
Perry	46,361	51,045	21,003	20,573	56,197	61,363
St. Francois	39,440	43,141	19,059	19,525	50,049	54,250
Ste. Genevieve	48,934	53,913	20,754	19,532	56,445	61,526
Average – SEMO EDD	39,733	43,731	19,840	21,127	50,227	54,698

Source: Ameren Economic Development Demographic Comparison, 2012, 2017

Projections by Ameren Economic Development suggest that average household income will continue to rise through 2017 for five of the seven EDD counties.. Average household income in the Southeast Missouri Region is projected to increase by 8.9% by 2017.

Labor Force and Employment

The civilian labor force in the Southeast Missouri District grew steadily during 10-year period from 2002 to 2012, increasing 8.0% from 94,999 in 2002 to 102,559 in 2012 (Exhibit No. 12-A). As the recession of the late 2000's gripped the nation, unemployment rates rose dramatically in the District. The recession which, according to the National Bureau of Economic Research, began in December, 2007 and ended in June, 2009, continues to impact the EDD. Although unemployment rates have begun to decline, only in Madison County did the unemployment rate decrease from its 2002 level.



EXHIBIT NO. 12-A

Civilian Labor Force and Unemployment Rate SEMO EDD 2002-2012

COUNTY	AVERAGE			
	CIVILIAN LABOR FORCE	2002	CIVILIAN LABOR FORCE	2012
		UNEMPLOY- MENT RATE		UNEMPLOY- MENT RATE
Bollinger	5,407	7.0	5,487	7.1
Cape Girardeau	36,841	3.8	38,089	6.1
Iron	5,136	8.2	4,795	9.2
Madison	4,505	8.8	5,961	7.4
Perry	10,552	3.4	10,452	4.9
St. Francois	23,975	7.4	28,328	8.7
Ste. Genevieve	8,583	5.4	9,447	7.0
Region	94,999	5.5	102,559	7.1

Source: Missouri Economic Research and Information Center, 2002 and 2012

Exhibit 13-A provides a comparison of unemployment rates in the District during the 10-year period from 2002 to 2012 with those of the United States and the State of Missouri. From 2002 to 2007, unemployment remained relatively low in the District, with Perry and Cape Girardeau Counties enjoying extremely low unemployment rates. Beginning in 2008, rates began to climb, peaking with an annual average unemployment rate of 8.9% for the District in 2010. By 2010, Iron, Madison and St. Francois Counties all had unemployment rates in excess of 10%. By the end of 2012, economic activity had begun to accelerate, and county unemployment rates fell significantly throughout the District. Annual average unemployment in the EDD stood at 7.1% at the end of 2012.

EXHIBIT NO. 13-A

Average Annual Unemployment Rates SEMO EDD Service Area 2002-2012

COUNTY	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Bollinger	7.0	6.2	5.8	6.1	5.5	5.3	6.1	9.2	9.5	9.0	7.1
Cape Girardeau	3.8	3.7	3.9	4.5	4.1	4.2	4.7	6.6	7.4	7.2	6.1
Iron	8.2	8.2	8.9	7.6	5.9	5.9	5.2	8.6	10.3	10.6	9.2
Madison	8.8	7.4	7.0	6.5	5.4	5.8	6.2	9.7	10.3	9.2	7.4
Perry	3.4	3.2	3.1	4.2	3.6	4.0	4.6	7.0	6.5	6.1	4.9
St. Francois	7.4	7.1	6.7	6.6	5.8	6.1	7.1	10.5	10.9	10.2	8.7
Ste. Genevieve	5.4	5.3	5.3	5.7	5.1	4.9	6.0	9.1	9.3	8.7	7.0
SEMO EDD	5.5	5.2	5.2	5.5	4.9	5.0	5.7	8.4	8.9	8.4	7.1
United States	5.8	6.0	5.5	5.1	4.6	5.1	5.7	9.3	9.6	8.9	8.1
Missouri	5.2	5.6	5.8	4.8	4.8	4.8	6.1	9.0	9.4	8.7	7.1

Source: Missouri Economic Research and Information Center (MERIC)

Economic conditions and employment opportunities vary widely throughout the EDD. Cape Girardeau and Perry Counties generally experience lower unemployment. Both counties are served by Interstate 55 and have experienced significant manufacturing and commercial growth during the last two decades. Unemployment in Ste. Genevieve County, which is also served by I-55, tends to remain relatively low because of the greater number of residents who commute to worksites in the St. Louis area.

Despite the economic expansion which has occurred in St. Francois County in recent years, the County continues to experience a higher unemployment rate. By the mid-2000's, unemployment had decreased significantly in Bollinger, Iron and Madison Counties. With the onset of the recession, however, unemployment in all three counties climbed significantly.

Transportation plays a significant role in the district's economic picture. Exhibit No. 14-A provides information about work commutes in the Southeast Missouri Economic Development District. Commuting patterns differ significantly from county to county. In Cape Girardeau County, which has continued to experience manufacturing, service and commercial growth, 64.8% of all workers commute to jobs within the County. In Bollinger County, only 22.8 % of workers are employed in their county of residence, while 29.3% commute to jobs in neighboring Cape Girardeau County.

EXHIBIT NO. 14-A

2010 Commuter Travel Patterns SEMO EDD

COUNTY OF RESIDENCE→	TOTAL PRIMARY JOBS OF RESIDENTS	COUNTY OF EMPLOYMENT	NUMBER OF PRIMARY JOBS	%OF TOTAL PRIMARY JOBS
Bollinger	4,560	Cape Girardeau	1,337	29.3
		Bollinger	1,038	22.8
		Perry	311	6.8
		St. Louis County	301	6.6
		Stoddard	211	4.6
		Scott	160	3.5
		St. Louis City	136	3.0
		Madison	118	2.6
		St. Francois	115	2.5
		Butler	88	1.9
		Other	745	16.3
Cape Girardeau	34,235	Cape Girardeau	20,969	64.8
		St. Louis County	2,135	6.6
		Scott	1,514	4.7
		St. Louis City	1,175	3.6
		Perry	869	2.7
		St. Francois	400	1.2
		Jefferson	383	1.2
		Stoddard	358	1.1
		St. Charles	341	1.1
		Butler	336	1.0
		Other	3,879	12.0
Iron	3,837	Iron	1,311	34.2
		St. Francois	693	18.1
		St. Louis County	350	9.1
		St. Louis City	158	4.1
		Madison	147	3.8
		Washington	131	3.4
		Jefferson	103	2.7
		Wayne	78	2.0
		Reynolds	69	1.8
		Cape Girardeau	65	1.7
		Other	732	19.1

COUNTY OF RESIDENCE→	TOTAL PRIMARY JOBS OF RESIDENTS	COUNTY OF EMPLOYMENT	NUMBER OF PRIMARY JOBS	% OF TOTAL PRIMARY JOBS
Madison	4322	Madison	1,811	41.9
		St. Francois	762	17.6
		St. Louis County	316	7.3
		Perry	150	3.5
		Cape Girardeau	125	2.9
		St. Louis City	124	2.9
		Jefferson	99	2.3
		Iron	74	1.7
		Bollinger	70	1.5
		St. Charles	67	1.6
		Other	724	16.8
Perry	8,727	Perry	4,967	56.9
		Cape Girardeau	992	11.4
		St. Louis County	479	5.5
		Ste. Genevieve	360	4.1
		Jefferson	206	2.4
		St. Louis City	187	2.1
		St. Francois	168	1.9
		Randolph (Illinois)	131	1.5
		Scott	106	1.2
		St. Charles	97	1.1
		Other	1,034	11.6
St. Francois	22,884	St. Francois	12,710	55.5
		St. Louis County	2,065	9.0
		Jefferson	1,405	6.1
		St. Louis City	974	4.3
		Washington	632	2.8
		Cape Girardeau	473	2.1
		Ste. Genevieve	424	1.9
		Madison	416	1.8
		Iron	347	1.5
		Perry	321	1.4
		Other	3,117	13.6
Ste. Genevieve	8,162	Ste. Genevieve	3,347	41.0
		St. Francois	923	11.3
		St. Louis County	753	9.2
		Jefferson	730	8.9
		Perry	563	6.9
		St. Louis City	396	4.0
		Cape Girardeau	293	3.6
		St. Clair (Illinois)	116	1.4
		St. Charles	90	1.1
		Madison	63	0.8
		Other	888	10.9

Source: U. S. Bureau of the Census, 2010 Longitudinal Employer-Household Dynamics (LED)

Conversely, a high percentage of all workers in Perry and St. Francois Counties, 56.9% and 55.5% respectively, work in their county of residence. Significant numbers of workers in all counties in the EDD commute long distances to job sites in St. Louis and St. Louis and St. Charles Counties.

Recognizing that many of the district's workers travel significant distances to job sites in neighboring counties, the EDD, through its Transportation Advisory Committee (TAC), has made the upgrading of major transportation corridors to improve safety and efficiency a high priority. Within the last decade, U. S. Highway 67 from Fredericktown to Poplar Bluff, U. S. Highway 61 from Jackson to Bloomsdale, Missouri Highway 72 from Cape Girardeau to Fredericktown, and State Routes V & W (now Missouri Highway 221) from Farmington to Ironton have undergone major upgrades, including the construction of shoulders and, in some cases, bridge replacements and roadway realignment. Currently, Missouri Highway 34 from Jackson to Marble Hill, and on to Piedmont, is in the process of being upgraded.

The availability of licensed child care has become increasingly important to families in which both parents work and to single-parent families. As the demand for quality child care in the District has grown, the number of licensed providers has also increased to meet the demand. Exhibit No. 15-A provides information about the child care capacity of licensed child care providers in each county and the number of children receiving subsidized child care.

The capacity of licensed child care providers increased significantly during the period from 2001 to 2005, growing from 4,980 in 2001 to 5,079 in 2005, an increase of 2.0%. The number of children receiving subsidized child care through the Division of Family Services of the Missouri Department of Social Services declined during the same period, dropping from 1,679 in 2001 to 1,555 in 2005.

EXHIBIT NO. 15-A

Licensed Child Care Capacity and Children Receiving Subsidized Child Care 2006 and 2011 SEMO EDD

	LICENSED CHILD CARE CAPACITY		CHILDREN RECEIVING SUBSIDIZED CHILD CARE	
	2006	2011	2006	2011
Bollinger	148	160	53	56
Cape Girardeau	1,677	1,976	558	462
Iron	176	118	36	18
Madison	370	426	99	97
Perry	533	685	68	142
St. Francois	1,729	1,960	484	577
Ste. Genevieve	446	402	86	80
SEMO EDD	5,079	5,727	1,384	1,432

Source: Missouri KIDS COUNT, 2011

Education



The quality of local educational facilities is a significant consideration for companies seeking new locations, both from the standpoint of providing quality educational opportunities for company employees and their families, and the ability of the local educational system to provide a workforce capable of meeting increasingly technical demands.

The quality of public education throughout the Southeast Missouri Region is at a level of attainment conducive to companies requiring a skilled work force. All of the 23 school districts in the District are accredited (highest ranking possible) by the Missouri Department of Elementary and Secondary Education. The various school districts, enrollments, ratings, student/teacher ratio and graduation rates are included in Exhibit No. 16-A.

EXHIBIT NO. 16-A

Public Elementary and Secondary 2012 School District Enrollments and Ratings SEMO EDD

SCHOOL DISTRICT	ENROLLMENT	RATING	STUDENT/ TEACHER RATIO	GRADUATION RATE
BOLLINGER COUNTY				
Leopold R-III	187	Accredited	12/1	100.00
Meadow Heights R-II	529	Accredited	18/1	94.1
Woodland R-IV	921	Accredited	19/1	88.5
Zalma R-V	239	Accredited	16/1	100.0
Total Enrollment	1,876			
CAPE GIRARDEAU COUNTY				
Cape Girardeau 63	4,030	Accredited	17/1	81.3
Delta R-V	284	Accredited	15/1	100.0
Jackson R-II	4,620	Accredited	20/1	92.0
*Nell Holcomb R-IV	292	Accredited	12/1	N/A
Oak Ridge R-VI	330	Accredited	16/1	92.3
Total Enrollment	9,556			
IRON COUNTY				
Arcadia Valley R-II	987	Accredited	20/1	84.3
*Bellevue R-III	123	Accredited	15/1	N/A
Iron County C-4	422	Accredited	14/1	90.3
South Iron County R-I	343	Accredited	12/1	96.9
Total Enrollment	1,875			
MADISON COUNTY				
Fredericktown R-I	1,857	Accredited	20/1	98.5
Marquand R-VI	157	Accredited	19/1	66.7
Total Enrollment	2,014			
PERRY COUNTY				
*Altenburg 48	166	Accredited	19/1	N/A
Perry County 32	2,306	Accredited	21/1	88.8
Total Enrollment	2,472			
ST. FRANCOIS COUNTY				
Bismarck R-V	556	Accredited	17/1	91.5
Central R-III	1,936	Accredited	19/1	99.4
Farmington R-VIII	3,806	Accredited	20/1	87.7
North St. Francois County R-I	3,126	Accredited	20/1	94.7
West St. Francois County R-IV	1,015	Accredited	22/1	96.5
Total Enrollment	10,439			
STE. GENEVIEVE				
Ste. Genevieve County R-II	1,890	Accredited	18/1	82.2
Total Enrollment	1,890			
SEMO EDD Enrollment	30,122			

Source: Missouri Department of Elementary and Secondary Education, District Report Card 2013

*District offers K-8 only

In 2012, there were 30,122 students enrolled in public schools in the Southeast Missouri Economic Development District. Student/teacher ratios range from 12 students per teacher, to a high of 22 students per teacher. Graduation rates range from 100.0% to 66.7%.

Despite the availability of quality public educational facilities throughout the District, many students continue to drop out before finishing high school or choose not to take advantage of available higher education (Exhibit No. 17-A).

EXHIBIT NO. 17-A

Dropout Rate, 2006-2012 SEMO EDD

SCHOOL DISTRICT	DROPOUT RATE 2006	DROPOUT RATE 2012
Bollinger County		
Leopold R-III	2.6	0.0
Meadow Heights R-II	1.6	1.1
Woodland R-IV	2.6	0.7
Zalma R-V	2.8	3.1
Cape Girardeau County		
Cape Girardeau 63	2.5	5.0
Delta R-V	1.0	0.0
Jackson R-II	1.9	2.1
*Nell Holcomb R-IV	N/A	N/A
Oak Ridge R-VI	0.9	2.6
Iron County		
Arcadia Valley R-II	1.3	2.5
*Bellevue R-III	N/A	N/A
Iron County C-4	2.6	0.8
South Iron County R-I	1.2	0.0
Madison County		
Fredericktown R-I	3.1	1.1
Marquand R-VI	1.7	4.3
Perry County		
*Altenburg 48	N/A	N/A
Perry County 32	5.0	2.0
St. Francois County		
Bismarck R-V	3.4	2.7
Central R-III	0.8	0.4
Farmington R-VIII	1.7	3.9
North St. Francois County R-I	6.9	1.2
West St. Francois County R-IV	1.9	2.0

SCHOOL DISTRICT	DROPOUT RATE 2006	DROPOUT RATE 2012
Ste. Genevieve		
Ste. Genevieve County R-II	3.4	2.6

Source: Missouri Department of Elementary and Secondary Education, District Report Card, 2006 and 2012

*District offers K-8 only

Vocational-technical education is also an integral part of the Region's comprehensive educational program. Four career and technology centers are available to students in surrounding school districts throughout the Region. These centers have cooperatively developed curricula that are responsive to the needs of local businesses and manufacturers. A list of career and technology centers in the Southeast Missouri Region and the school districts they serve are included in Exhibit No. 18-A.

EXHIBIT NO. 18-A

Career & Technology Centers Southeast Missouri Region

NAME & LOCATION	SCHOOL DISTRICTS SERVED
Arcadia Valley Career and Technology Center 650 Park Drive Ironton, Missouri 63650	Arcadia Valley R-II, Iron County C-4, South Iron County R-I, Marquand-Zion R-VI, Bunker R-II, Lesterville R-IV, Valley R-VI, Clearwater R-I
Cape Girardeau Career and Technology Center 1080 South Silver Springs Road Cape Girardeau, Missouri 63703	Leopold R-III, Woodland R-IV, Cape Girardeau 63, Delta R-V, Jackson R-II, Oak Ridge R-VI, Chaffee R-II, Scott City R-I, Scott County R-IV, Advance R-IV
Perryville Area Career and Technology Center 326 College Street Perryville, Missouri 63775	Meadow Heights R-II, Perry County 32, Ste. Genevieve County R-II
UniTec Career Center 7163 Raider Road Bonne Terre, Missouri 63628	Fredericktown R-I, Bismarck R-V, Central R-III, Farmington R-VII, North St. Francois County R-I, West St. Francois County R-IV, Potosi R-III

Source: Missouri Department of Elementary and Secondary Education, Missouri Career Education Program Directory, 2012-2013

In addition to public school systems, religious denominations in the Southeast Missouri Region offer alternative educational opportunities. Long distance learning, through a number of accredited on-line schools, is also an option.

Residents in the Region have easy access to the educational resources of Southeast Missouri State University located in Cape Girardeau, which offers both baccalaureate and masters programs. Mineral Area College, a community college located in Park Hills, offers an associate degree program, and a baccalaureate program is available on campus through Central Methodist University, Webster University and the University of Missouri-St. Louis. Mineral Area College and Southeast Missouri State University also offer courses at education centers located in Perryville and Fredericktown. With the development of distance learning programs, accredited degree programs are also offered by dozens of universities on-line. In addition, a number of public and private universities located in the St. Louis area also serve the Region.

The Work Ready Communities program, created by ACT, has been introduced to the District and is being considered by several counties as another opportunity for matching education with jobs. Missouri is one of four states chosen to participate in this program. This initiative promotes economic competitiveness and provides more opportunities for employment in Missouri and the EDD. Job seekers leave the program with a National Career Readiness Certificate.

Health Care

The Southeast Missouri District is served by a well-developed and growing network of healthcare facilities and providers. There are 10 licensed hospital facilities in the District, with at least one hospital located in all but Bollinger County. Five of the 10 hospitals are located in Cape Girardeau and St. Francois Counties, the two most heavily populated counties in the District. Because of the continued expansion of hospital infrastructure in these counties, the number of physicians, specialists and ancillary medical facilities continue to increase, and the health care industry contributes significantly to local economies.

At the same time, it remains difficult to sustain hospitals in rural areas with smaller populations. There has never been a licensed hospital in Bollinger County, although a well-staffed clinic in Marble Hill provides emergency medical services, and



County residents have the benefit of two excellent hospitals in neighboring Cape Girardeau County.

There is also concern that implementation of the Affordable Care Act, designed to increase the number of Americans who have access to health insurance, may result in an influx of newly insured patients creating a shortage of primary care physicians in some areas of the District. The Missouri General Assembly recently passed legislation which may help alleviate a possible shortage of accessible health care. The legislation will allow nurse practitioners to treat patients under a doctor's supervision using electronic forms of communication such as phone, email or video, a practice commonly referred to as tele-health. Before passage of the bill, nurse practitioners were restricted from traveling more than 50 miles from their collaborating physician to provide health care.

Exhibit No. 19-A provides information about the general and surgical hospitals currently available to residents of the District.

EXHIBIT NO. 19-A

Hospitals in the SEMO EDD

HOSPITAL NAME/LOCATION	TOTAL BEDS	ADMISSIONS	OUTPATIENT VISITS	BIRTHS	PERSONNEL
Iron County Hospital (Pilot Knob)	15	341	16,618	N/A	62
Madison Medical Center (Fredericktown)	97	530	54,707	N/A	243
Mineral Area Regional Medical Center (Farmington)	98	3,519	78,083	344	380
Parkland Health Center (Bonne Terre)	6	332	17,736	N/A	54
Parkland Health Center (Farmington)	98	3,935	81,288	531	470
Perry County Memorial Hospital (Perryville)	25	881	47,111	142	292
Saint Francis Medical Center (Cape Girardeau)	261	11,122	270,536	920	1,922
SoutheastHEALTH (Cape Girardeau)	227	10,344	280,960	841	1,816
Ste. Genevieve County Memorial Hospital (Ste. Genevieve)	25	1,159	81,884	108	266
Region	852	32,163	928,923	2,886	5,505

Source: American Hospital Association, Annual Survey of Hospitals, 2012.

In addition to the District's six general hospitals, the Southeast Mental Health Center in Farmington offers a wide range of mental health and other services. Operated by the Missouri Department of Mental Health, the Center provides inpatient mental health services to 31 counties in southeast Missouri. The Center works hand-in-hand with its six administrative agent centers which administer follow-up services for discharged clients in the local community. The Center offers services related to drug and alcohol abuse, mental illness, and developmental disabilities. Southeast Missouri Mental Health Center has a current staff of 1,100, which brings the total number of health-care workers directly employed by hospitals in the District to 6,605.

Tax-supported county health departments located in each of the seven counties provide a wide variety of free or low-cost medical and counseling services which are available and accessible to any county resident. Although services may vary slightly, county health departments generally offer the following services: home health nursing services; free immunization services; well baby clinics; hypertension and diabetic screening; hearing testing; sexually transmitted disease care; tuberculosis control; AIDS screening and counseling; home health aids; physical therapy; Women's, Infants and Children's Program (WIC); health inspections of public buildings; environmental health services; and health inspections of private food, drink and lodging facilities.

County health departments in the District also work cooperatively with the Missouri Department of Health in developing emergency preparedness plans to deal with potential disease outbreaks and with the Homeland Security division of the Missouri Department of Public Safety in developing plans to cope with natural or other disasters.

Residents of the District have access to a variety of private physicians and dentists and a wide range of health care specialists. In recent years, a number of hospitals in the District have supplemented their staffs by adding specialists from the staffs of larger hospitals from outside the District who treat patients one or two days a week at the local hospital.

To meet the special needs of seniors or the disabled who require long-term residential care, there are 90 state-licensed skilled nursing, intermediate care and residential care facilities available in the Southeast Missouri District, with good facilities available in every county. This care ranges from minimal care facilities for healthy, active older residents to comprehensive care for those who require it.

In addition to being a vital amenity for residents and businesses in the Southeast Missouri District, health care is an important economic segment. In addition to the 6,605 jobs directly provided by the District's hospitals, the hospitals have also become magnets for other health-related services such as specialized practices, clinics, and pharmacies which provide thousands of additional jobs.

Agriculture

Agriculture continues to be an important segment of the District's economy. Dr. Michael Aide, chairman of the Department of Agriculture at Southeast Missouri State University, suggests "the unique richness of its farmlands combined with emerging technological advances will make Southeast Missouri the most profitable, productive agricultural region in the world." (*Southeast Missourian*, April 4, 2013).

Detailed agricultural information, by county, is included in Exhibits No. 20-A and 21-A. During the five-year period from 2002 to 2007 (most recent Census of Agriculture), the land in farms in the District increased from 1,217,161 acres in 2002 to 1,229,176 acres in 2007. The number of farms in the District grew 3.7% during the five-year period, increasing from 5,347 in 2002 to 5,205 in 2007.

EXHIBIT NO. 20-A Agricultural Characteristics, 2002 - 2007

	NUMBER OF FARMS		ACRES IN FARMLAND		FARMING PRIMARY OCCUPATION		OTHER PRIMARY OCCUPATION	
	2002	2007	2002	2007	2002	2007	2002	2007
Bollinger	913	853	228,067	207,881	518	382	395	471
Cape Girardeau	1,204	1,449	260,980	302,631	693	614	511	835
Iron	299	299	70,520	69,801	177	130	122	169
Madison	463	376	122,726	98,229	257	147	206	229
Perry	914	983	221,854	238,893	498	389	416	594
St. Francois	735	719	128,536	112,551	368	255	367	464
Ste. Genevieve	677	717	184,478	188,794	365	258	312	459
SEMO EDD	5,205	5,396	1,217,161	1,229,176	2,876	2,175	2,329	3,221

Source: 2007 Census of Agriculture

EXHIBIT NO. 21-A

Market Value of Agricultural Products Sold, Average Farm Size and Government Payments, 2002-2007

	VALUE OF AGRICULTURAL PRODUCTS SOLD (DOLLARS)		AVERAGE FARM SIZE (ACRES)		AG-RELATED GOVERNMENT PAYMENTS (DOLLARS)	
	2002	2007	2002	2007	2002	2007
Bollinger	19,585,000	24,651,000	250	244	886,000	1,124,000
Cape Girardeau	44,318,000	79,604,000	217	209	2,505,000	3,835,000
Iron	3,640,000	6,856,000	236	233	69,000	35,000
Madison	8,968,000	10,455,000	265	261	231,000	129,000
Perry	30,686,000	46,961,000	243	243	1,871,000	1,951,000
St. Francois	15,282,000	12,077,000	175	157	259,000	218,000
Ste. Genevieve	17,813,000	25,693,000	272	263	882,000	1,029,000
SEMO EDD	140,292,000	206,297,000	237	230	6,703,000	8,321,000

Source: 2007 Census of Agriculture

The number of farm operators who cited farming as their primary occupation in the 2007 Census of Agriculture dropped 24.4% during the period from 2002 to 2007, while the number of farm operators who listed “other” as their primary occupation grew by 38.3% during the same period.

The market value of agricultural products sold in the District increased 47% during the five-year period, growing from \$140,292,000 in 2002 to \$206,297,000 in 2007. The size of the average farm dropped from 237 acres in 2002 to 230 acres in 2007.

Agribusiness in the Southeast Missouri District has been reshaped by a number of forces. Competition from large corporately owned farms has placed additional pressure on small farm owners, and the rising cost of land, farm equipment and operation make it increasingly difficult for young people to enter farming as a full-time career. Changes in consumer demand have also impacted the industry.

Farm operators in the District continue to explore alternative crops and develop new marketing strategies. A vibrant and rapidly growing wine industry in the District is spurring increased grape production. The Missouri Grape Growers Association currently lists 46 vineyards/wineries in the SEMO EDD (Exhibit No. 22-A). Sunflowers, canola, organic, and hydroponically grown vegetables are among the various alternative crops now being grown in the District.



EXHIBIT NO. 22-A

Vineyards and Wineries in the SEMO EDD

VINEYARD/WINERY	ADDRESS	CITY
Bollinger County		
Clint Vanmatre	P. O. Box 51	Marble Hill, Mo. 63764
Goose Creek Vineyards	Rt. 1, Box 420	Patton, Mo. 63662
Jennifer Schubert	HRC 62 Box 90A	Sedgewickville, Mo. 63781
Thousand Oak Winery	R. R. 1, Box 503B	Marble Hill, Mo. 63764
Cape Girardeau County		
Apple Creek Winery	1930 County Road 401	Friedheim, Mo. 63747
Arbre Rouge Vineyard	2045 York Town Drive	Cape Girardeau, Mo. 63701
Chris Weiss	6933 Highway W	Jackson, Mo. 63755
Hunter Valley Winery	762 State Highway V	Cape Girardeau, Mo. 63701
Rothbrick Crush/Peckem Valley Vineyards	420-500 Peckem Valley Trail	Jackson,, Mo. 63755
Southeast Missouri State University	1 University Plaza MS 6800	Cape Girardeau, Mo. 63701
Steele Crest Winery	2055 State Highway Y	Jackson, Mo 63755
Sunset Ridge Vineyard	7493 County Road 525	Jackson, Mo. 63755
Whitewater Vineyards	1009 Wildlife Lane	Whitewater, Mo. 63785
Windy Vines Winery, LLC	3657 County Road 620	Cape Girardeau, Mo. 63701
Madison County		
Trackler Mt. Vineyard	6143 Highway E	Fredericktown, Mo. 63645
Boenker Hill Vineyard & Winery	5011 Sunset Bluff	Huntsville, Al. 35803
Crown Valley Vineyards & Winery	P.O. Box 189	Marquand, Mo. 63655
Durso Hills Vineyard & Winery	120 North Harding P.O. Box 201	Marquand, Mo. 63655
Kohl Vineyard	2457 County Road 303	Marquand, Mo. 63655
Trackler Mountain Vinyard	6143 Highway E	Fredericktown, MO 63645
Victoria Vineyards	1351 Whitetail	Fredericktown, Mo. 63645
Vance Vineyards & Winery	809 South Main Street	Fredericktown, Mo. 63645
Perry County		
Cedar Fork Vineyards	227 County Road 848	Perryville, Mo. 63775
Cinque Homme Vineyard	1966 Highway P	Perryville, Mo. 63775
Hemman Winery, LLC	13022 Highway C	Brazeau, Mo. 63737
H & Z Farms	2971 No. Highway 51	Perryville, Mo. 63775
The Barrens Winery	2815 North Highway 51	Perryville, Mo. 63775
Tower Rock Winery	10769 Highway A	Altenburg, Mo. 63732
St. Francois County		
Adele Stemler	P.O. Box 774	Park Hills, Mo. 63601
Bill Hahn	P.O. Box 808	Park Hills, Mo. 63601
Buck Mountain. Winery & Vineyard	700 Oelsen Road	Doe Run, Mo. 63637
Du Farms	608 West Columbia	Farmington, Mo. 63640
Marco Vineyards	4634 Davis Crossing Road	Park Hills, Mo. 63601
Mount Vinyards	6169 Glore Road	Park Hills, Mo. 63601
Papas Fruit of the Vine	6873 Busiek Road	Farmington Mo. 63640
Sand Creek Vineyard	3578 Sand Creek Road P.O. Box 736	Farmington, Mo. 63640

VINEYARD/WINERY	ADDRESS	CITY
St. Francois Vineyards & Winery	1669 Pine Ridge Trail	Park Hills, Mo. 63601
Twin Oaks Vineyard & Winery	6470 Highway F	Farmington, Mo. 63640
Ste. Genevieve County		
Cave Vineyard & Winery	21084 Cave Road	Ste. Genevieve, Mo. 63670
Charleville Vineyards, Winery & Microbrewery	16937 Boyd Road	Ste. Genevieve, Mo. 63670
Charleville Vineyards & Winery	24345 State Route WW	Ste. Genevieve, Mo. 63670
Chaumette Vineyard & Winery	24345 State Route WW	Ste. Genevieve, Mo. 63670
Crown Valley Vineyards & Winery	23589 State Route WW	Ste. Genevieve, Mo. 63670
Crown Valley Champagne House	23589 State Rouge WW	Ste. Genevieve, Mo. 63670
Sainte Genevieve Winery	6231 State Route C	Ste. Genevieve, Mo. 63670
Shady Grove Vineyard	91 River Bend Drive	Chesterfield, Mo. 63017
Terre Noire Vineyard	16909 Boyd Road	Ste. Genevieve, Mo. 63670
Weingarten Vineyard	12323 Rottler Lane	Ste. Genevieve, Mo. 63670

Source: Missouri Grape Growers Association

An effort has also been launched to market products from a distinct ecological region, the Mississippi River Hills, which includes Cape Girardeau, Perry, St. Francois and Ste. Genevieve Counties in the SEMO EDD. A formal not-for-profit corporation, the Mississippi River Hills Association, has been formed with the goal of strengthening the regional economy by supporting entrepreneurship and agriculture, and by developing rural and specialty tourism markets.

Retail Trade

Retailing is one of the most basic of the industries which affects the economy of the District. Performance of the local retail trade sector is a key indicator of the economic vitality of local economies. Retail purchases are mainly made by local residents and businesses, which may lead to employment growth, increased tax revenues and improved quality of life for a community. Since sales taxes make up a significant component of local government revenues, retail trade also affects the fiscal capacity of local governments to generate tax revenues in order to provide services.

Retailing remains a strong and growing segment of the District's overall economy. Annual retail payroll in the District increased 11.5% during the period from 2005 to 2010 (Exhibit No. 23-A), growing from \$224,815,000 in 2005 to \$250,707,000 in 2010. Despite the increase in annual payroll during the five-year period, the number of retail employees dropped during the same period from 11,899 in 2005 to 11,722 in 2010,

EXHIBIT NO. 23-A

Retail Trends in the SEMO EDD 2005 - 2010

COUNTY	NO. OF ESTABLISHMENTS		RETAIL EMPLOYEES		ANNUAL PAYROLL (000)	
	2005	2010	2005	2010	2005	2010
Bollinger	33	26	329	352	5,360	6,055
Cape Girardeau	447	420	6,120	5,868	116,053	128,078
Iron	54	40	320	329	4,649	6,547
Madison	45	35	497	533	11,292	12,419
Perry	83	82	1,042	1,059	20,428	24,054
St. Francois	225	230	3,156	3,083	57,867	66,882
Ste. Genevieve	57	65	436	498	9,168	8,674
Region	944	898	11,899	11,722	224,817	250,707

Source: U. S. Census Bureau, County Business Patterns 2005 – 2010

a 1.5% decline. Continued growth in retailing is important because of the job base it provides.

During the five-year period from 2005 to 2010, the number of retail outlets decreased from 944 in 2005 to 898 in 2010, a 4.9% decline. The decline in the number of retail outlets is a result of a number of factors, including the national recession, growing competition from larger retailers, particularly “big box” discount outlets which can market products more cost effectively, and the continued growth of Internet sales. Despite higher gas prices, many consumers also continue to travel further to shop larger outlets outside the District.

Among the factors affecting the retail segment of the District’s economy, one of the most significant is the growing volume of Internet sales. Online sales offer consumers the convenience of shopping from home and continue to have the added advantage of being largely free of sales taxes. In 1992, the U. S. Supreme Court ruled that retailers could not collect or remit taxes owed on Internet purchases unless they have a physical presence in the customer’s state.

The U. S. Department of Commerce reports that U. S. e-commerce sales totaled \$225.5 billion in 2012, up 15.8% from \$194.7 billion in 2011. The Commerce Department estimate indicates that online sales are continuing to account for a larger part

of total retail sales in the United States. In 2012, 5.2% of total retail spending took place online, up from 4.7% in 2011. The National Retail Federation predicts that online sales will increase between 9.0% and 12.0% in 2013 over 2012, outpacing total retail sales, which it estimates will increase 3.4%.

Wholesale Trade

Although it provides fewer jobs for residents of the District than does retailing, wholesale activity remains an important segment of the economy. Wholesale trade includes all establishments with one or more paid employees primarily engaged in selling merchandise to retailers; other wholesalers; or industrial, commercial, institutional, farm or professional users. While federal disclosure laws make meaningful comparison extremely difficult, information from the U. S. Census Bureau's *2010 County Business Patterns* indicates that the total number of wholesale businesses in the District decreased 8.4% during the five-year period from 2005 to 2010 (Exhibit No. 24-A). The annual payroll of wholesale businesses in the District totaled over \$101,971,000 in 2010.

EXHIBIT NO. 24-A

Wholesale Trends in the SEMO EDD 2005-2010

COUNTY	NO. OF FIRMS		NO. OF EMPLOYEE		ANNUAL PAYROLL (\$1,000)	
	2005	2010	2005	2010	2005	2010
Bollinger	17	13	111	*100	5,344	D
Cape Girardeau	145	135	2,051	1,703	72,447	63,311
Iron	5	6	*20	*20	D	723
Madison	11	11	41	*100	603	D
Perry	16	13	520	235	16,057	11,089
St. Francois	49	45	563	563	16,952	20,515
Ste. Genevieve	18	16	165	164	4,977	6,333
SEMO EDD	261	239	3,471	2,885	116,120	101,971

Source: U. S. Census Bureau, *County Business Patterns*, 2005, 2010

*Range of employees (20-99) and (100-249) substituted by the Census Bureau because of federal disclosure regulations, minimum number of employees used to arrive at total

D – Withheld to avoid disclosing data of individual companies

Based on available *County Business Patterns* data, the total number of wholesale employees in the District suggests a decline from 3,471 in 2005 to 2,885 in 2010, a decrease of 16.9%.

Manufacturing

Manufacturing provides a primary source of employment for much of the District's population and continues to show strong growth as a component of the overall economy. Growth in the manufacturing sector is important because manufacturers generally provide better paying jobs than do the other major economic sectors. Manufacturers also generally employ more workers than do most other businesses.

The manufacturing sector, as defined by the *North American Industry Classification System* (NAICS), comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances or components into new products. The assembly of component parts of manufactured products is also considered manufacturing, except in cases where the activity is classified as construction.

Assisting growth and retention in the manufacturing segment of the economy has always been a primary objective of the SEMO EDD. Grant applications prepared by the Planning Commission's staff have secured millions of dollars in state and federal funding which have been used by communities in the District to construct the infrastructure necessary to attract and sustain manufacturing establishments. The District also operates a Revolving Loan Fund (RLF) program which can provide gap financing to new or expanding manufacturers.

The recent recession, which lasted from December, 2007 to June, 2009 (U. S. Bureau of National Economic Research), had a significant impact on the manufacturing sector of the District's economy. As indicated in Exhibit No. 25-A, the number of manufacturers in the Southeast Missouri District dropped from 288 in 2005 to 274 in 2010. During the same period, manufacturing employment in the District declined 29.6% from 14,111 in 2005 to 9,941 in 2010 as companies were forced to lay off employees because of weak sales.

EXHIBIT NO. 25-A

**Manufacturing Activity in the
SEMO EDD
2005-2010**

COUNTY	MANUFACTURING ESTABLISHMENTS		EMPLOYEES		ANNUAL PAYROLL (\$1,000)	
	2005	2010	2005	2010	2005	2010
Bollinger	17	13	188	160	4,222	3,503
Cape Girardeau	105	99	6,356	3,492	209,923	164,486
Iron	23	19	132	94	3,418	2,715
Madison	13	13	361	274	7,945	8,195
Perry	39	37	3,130	*2,410	98,850	<u>D</u>
St. Francois	56	60	2,353	1,776	73,113	63,572
Ste. Genevieve	35	33	1,591	1,735	63,672	73,238
District	288	274	14,111	9,941	461,143	315,709

Source: U. S. Census Bureau, *County Business Patterns*, 2005 and 2010.

*Number of employees withheld by Census Bureau due to disclosure requirements, number of employees substituted from 2011 Missouri Manufacturers Register (compiled in 2010).

D - Withheld to avoid disclosing data of individual companies

Economic globalization, too, has created both challenges and opportunities for the manufacturing segment of the District. A number of the largest manufacturers in the Southeast Missouri EDD are foreign-owned and provide thousands of jobs for residents of the District. The staff of the Southeast Missouri Regional Planning and Economic Development Commission has played a key role in supporting the location or growth of several of these companies. The Missouri Department of Economic Development regularly sends trade missions to other countries in an effort to win contracts for Missouri companies.

It is also difficult to overstate the importance of an efficient multi-modal transportation system to the continued growth of the District's manufacturing segment. The Federal Highway Administration predicts that the movement of freight in the U. S. will double by 2020. Through its Transportation Advisory Committee, the EDD continues to focus on upgrading major transportation corridors in the District to meet future demand. The ability to ship products efficiently will very likely determine whether some manufacturers will be able to continue to operate profitably in the District.

Service Industry

The service industry is one of the most varied, and fastest growing, sources of employment in the Southeast Missouri District and throughout Missouri. The spectrum of service employment ranges from high-paying technical positions in engineering, law and medicine to lower-skilled, minimum-wage jobs. The service sector includes professional, scientific, and technical services (lawyers, tax preparers and landscape architects); management of companies and enterprises (banks or other holding companies); administrative, support, waste management and remediation services; educational services; health care and social assistance; arts, entertainment and recreation; and accommodations and food services.

Despite the negative impact of the recession, growth in the service sector of the District's economy continued during the five-year period from 2005 to 2010, as documented in Exhibit No. 26-A. Information in the exhibit was compiled by combining the data for all North American Industrial Classification System (NAICS) service sectors for each county in the District.

Because of federal disclosure regulations the number of employees in some service sectors are shown in ranges (0-19, 20-99, for example) in several counties. In those cases, the low number in the range was used in compiling the exhibit. Were it not for disclosure restrictions, the actual numbers of employees would be higher than the numbers shown. Similarly, some payrolls in six of the seven counties were not disclosed due to federal regulations, and the true service sector payrolls would be significantly in excess of the amounts shown.

Despite the severe disclosure limitations in the *2010 County Business Patterns* data, the service sector still emerges as a vibrant and growing segment of the District economy. During the five-year period from 2005 to 2010, the number of service establishments in the District increased from 3,049 in 2005 to 3,079 in 2010. Employment in the service sector grew from 39,547 in 2005 to 41,370 in 2010, an increase of 4.6%; and the annual service sector payroll grew significantly, increasing from \$903,552,000 in 2005 to \$1,082,942,000 in 2010, an increase of 19.9%.

EXHIBIT NO. 26-A**Service Industries
SEMO EDD
2005-2010**

COUNTY	NO. OF ESTABLISHMENTS		SERVICE EMPLOYEES		ANNUAL PAYROLL (\$1,000)	
	2005	2010	2005	2010	2005	2010
Bollinger	91	87	630	418	8,728	9,733
Cape Girardeau	1,304	1,348	20,256	23,385	532,486	694,392
Iron	245	194	1,173	1,127	15,719	17,862
Madison	126	142	1,276	1,129	19,677	*10,461
Perry	245	256	2,850	3,114	65,034	75,523
St. Francois	835	848	11,592	10,606	229,707	255,152
Ste. Genevieve	203	204	1,770	1,591	32,201	*19,819
TOTAL	3,049	3,079	39,547	41,370	903,552	1,082,942

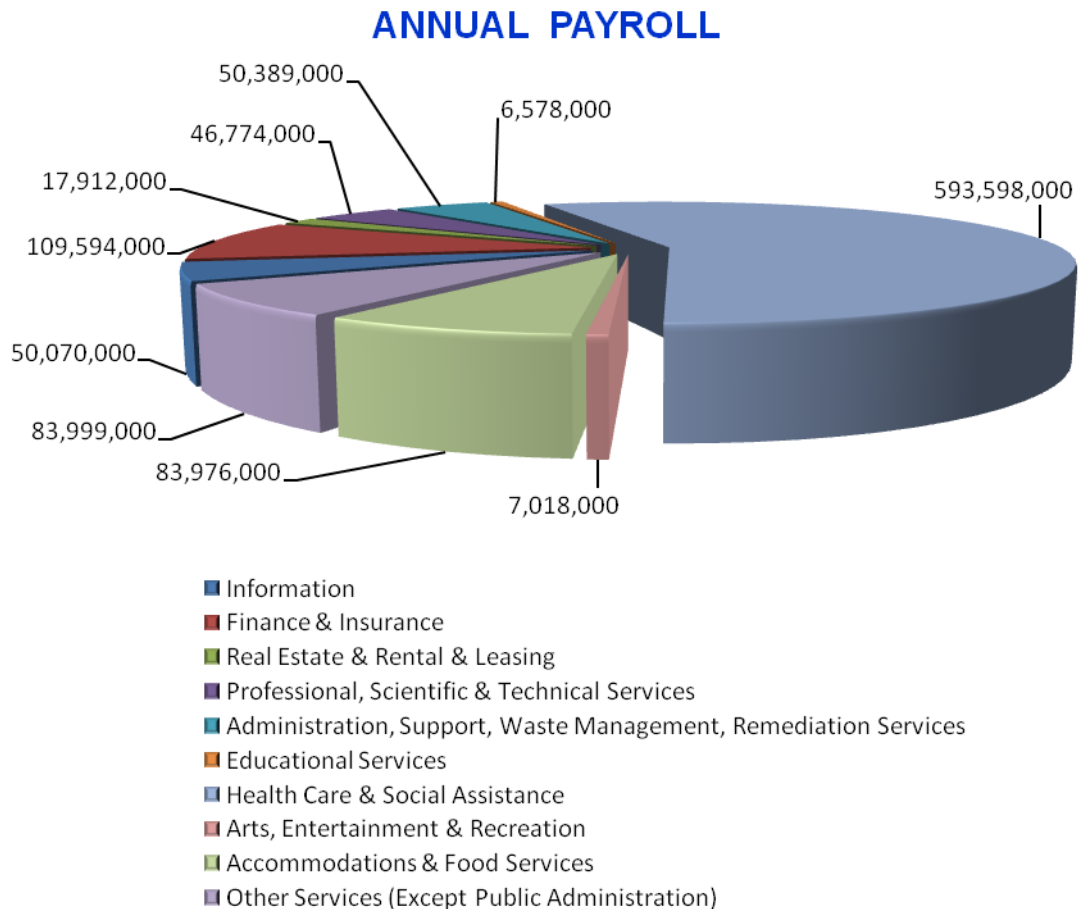
Source: U. S. Census Bureau, *County Business Patterns*, 2005 and 2010. (Numbers of employees and annual payroll in Bollinger, Iron, Madison, Perry, St. Francois and Ste. Genevieve Counties affected by federal disclosure regulations)

*Because of 2010 disclosure restrictions annual service sector payroll for Madison and Ste. Genevieve Counties does not include *health care and social assistance* which, in 2005, totaled 11,962,000 and 17,157,000 respectively.

By far, “health care and social assistance” is the most significant service sector in the District (Exhibit No. 27-A). With 751 establishments in 2010, this service sector provided jobs for over 17,000 people in the District and provided an annual payroll in excess of \$593,598,000. Advances in medical science have resulted in a large population of senior citizens who generally require more health care services than do younger generations. As the “baby-boomer” generation ages, employment in the health care field is certain to remain strong. The obvious importance of such a large concentration of employment in the health care category is that many jobs in the field pay above average wages.

EXHIBIT NO. 27-A

2010 Service Industry Data by NAICS Code SEMO EDD



The “professional, scientific & technical services” sub-group provides employment for the second largest concentration of employees in the service industry, followed closely by the “accommodations & food services” sector. Generally, most jobs in accommodations and food services group pay minimum wage or slightly above, and many jobs are part-time. It is, nonetheless, an important source of employment for students, those seeking supplemental income, and senior citizens who feel a need to remain active or supplement their retirement income. It should be noted that the educational services category does not include teachers or administrators in the public school system.

The service sector should remain a strong segment of the District economy in the future. While some of the service sub-groups are vulnerable to downswings in the

economy, the heavy concentration of employment in the health care field should continue to lend viability to this sector. The health care industry, in general, should be explored for opportunities to attract ancillary health-related services which might generate additional employment.

Banking Industry

One of the major strengths of the SEMO EDD has always been a strong banking industry with the ability to finance continued business growth and home ownership. Currently, 98 Federal Deposit Insurance Corporation (FDIC) insured commercial banks offer a variety of banking services to individuals and businesses throughout the District. The FDIC insures individual accounts up to \$250,000. Exhibit No. 28-A provides information about the number and deposits of these institutions.

EXHIBIT NO. 28-A

Offices and Deposits of FDIC Insured Institutions 2000 – 2013

COUNTY	JUNE 30, 2000		JUNE 30, 2013	
	NO. OF OFFICES	TOTAL DEPOSITS	NO. OF OFFICES	TOTAL DEPOSITS
Bollinger	4	63,000,000	5	94,121,000
Cape Girardeau	28	1,017,000,000	38	1,640,629,000
Iron	8	110,000,000	7	115,473,000
Madison	7	136,000,000	7	208,288,000
Perry	12	308,000,000	9	477,632,000
St. Francois	22	624,000,000	24	889,223,000
Ste. Genevieve	6	245,000,000	8	376,848,000
TOTAL	87	2,503,000,000	98	3,802,214,000

Federal Deposit Insurance Corporation, 2000 and 2013, Summary of Deposits, June 30, 2013

During the 13-year period from 2000 to 2013, the number of financial institutions in the EDD with assets insured by the FDIC grew from 87 to 98. During the same time period, total FDIC-insured assets climbed from \$2,503,000,000 to \$3,802,214,000, an increase of 51.9%. In addition to the availability of bank financing for new or expanding businesses in the District, the SEMO EDD operates three revolving loan funds which can provide business financing.

Tourism and the Travel Industry

Tourism remains a major industry in Missouri. The development of the tourism and recreation industry in the Southeast Missouri District was included as an original goal in the first *Overall Economic Development Plan* of the SEMO RP & EDC. Over the years, tourism promotion, and the general expansion of the travel industry in the seven-county District, has remained a priority. Efforts to help grow the travel industry have been successful, in part, because the State of Missouri recognized the value of this industry and has worked to form cooperative partnerships with local agencies and units of government.

Missouri is primarily a “drive-in” visitor state. In Fiscal Year 2010, 84.5% of all visitors relied on their own autos for the primary mode of transportation. During the recent recession, the Division of Tourism focused its advertising program on neighboring states within driving distance of attractions in Missouri. During Fiscal Year 2012, 77.1% of Missouri travelers came from Missouri and its surrounding eight states. The neighboring states alone accounted for 59.1% of all out-of-state travelers.

The Southeast Missouri Economic Development District was an original and active participant in the Missouri Division of Tourism’s cooperative marketing program, publishing and distributing a number of full-color brochures which are still in demand. In 2005, the Division of Tourism determined that the EDD no longer met the requirements of a destination marketing organization (DMO) and, therefore, was ineligible to apply for state cooperative marketing funding.

Since that time, the EDD has played a support role to the two major tourism marketing organizations in the District, the River Heritage Association and the Mississippi River Hills Association. The River Heritage Association is dedicated to marketing tourism-related businesses in the River Heritage Region. The Mississippi River Hills Association is dedicated to promoting, enhancing and marketing agricultural products, foods, wines, arts, crafts, sites, and services within a distinct six-county ecological region which includes Perry, St. Francois and Ste Genevieve counties in the SEMO EDD.

Recently the Ozark Heritage Association (which had included Iron County in the SEMO EDD) voted to disband. The River Heritage Association is considering expanding

to serve all of the Division of Tourism's 26-county Southeast Missouri Region and to change its name and logo appropriately. Growth in tourism-related taxable sales in the District is detailed in Exhibit No. 29-A. Tourism-related taxable sales revenue is determined by revenues generated in 17 tourism-related industry codes. During the five-year period from 2005 through 2010, tourism-related taxable sales revenue in the Southeast Missouri District grew 16.1%, from \$225,838,017 in 2005 to \$269,097,000 in 2010. The most dramatic growth occurred in St. Francois County, which experienced a 26.0 % increase in tourism-related taxable sales revenue. Only Perry and Ste. Genevieve Counties experienced a decline in tourism-related taxable sales during that recessionary period.

EXHIBIT NO. 29-A

Tourism-Related Taxable Sales Revenue SEMO EDD 2005-2010

COUNTY	TOURISM RELATED TAXABLE SALES REVENUE		% CHANGE
	2005	2010	
Bollinger	3,362,052	3,546,726	5.5%
Cape Girardeau	117,116,739	143,470,444	18.4%
Iron	4,523,334	5,231,330	15.5%
Madison	6,465,886	6,973,446	7.8%
Perry	18,040,861	17,626,806	-2.3%
St. Francois	64,823,844	81,712,820	26.0%
Ste. Genevieve	11,503,296	10,533,427	-8.4%
REGION	225,838,017	269,097,009	16.1%

Source: University of Missouri, Tourism Economics Research Initiative, *Economic Impact of Missouri's Tourism and Travel Industry: July 2005 – June 2010*.

Tourism-related employment in the District also increased during the period. Exhibit No. 30-A provides information about tourism-related employment in the District for 2005 and 2010. Tourism-related employment in the District grew from 7,716 jobs in 2005 to 7,939 jobs in 2010, an increase of 2.9%. The travel industry provides the greatest number of tourism-related jobs in Cape Girardeau and St. Francois Counties, the two most heavily populated counties in the District.

EXHIBIT NO. 30-A

Tourism-Related Employment SEMO EDD 2005-2010

COUNTY	TOURISM RELATED EMPLOYMENT		% CHANGE
	2005	2010	
Bollinger	102	110	7.8%
Cape Girardeau	3,989	4,067	2.0%
Iron	136	186	36.8%
Madison	274	249	-10.9%
Perry	727	696	-4.3%
St. Francois	2,082	2,213	6.3%
Ste. Genevieve	406	418	3.0%
REGION	7,716	7,939	2.9%

Source: University of Missouri, Tourism Economics Research Initiative, *Economic Impact of Missouri's Tourism and Travel Industry: July 2005 – June 2006*, May 2007.

The Southeast Missouri District is fortunate to be able to offer visitors a balanced mix of rural and urban experiences. These include a variety of the natural, historic and cultural attractions, hunting and fishing, camping in six well-equipped state parks, a variety of museums, more than 40 wineries, and urban venues such as the Show Me Center, SEMO River Campus, two public water parks and the Isle of Capri casino. The key to growing the travel industry is the District's ability to develop methods to more effectively market these attractions to a wider audience. It is also important that the Economic Development District continue to support public and private efforts to expand the number of man-made attractions in the District.

Mineral Industry

Mineral mining and processing, the basic industry which motivated much of the early development of the District, continues to be an important and growing segment of the economy. The focus today, however, is no longer on lead or iron ore. The rising cost

of mining iron ore, and intense foreign competition, brought an end to iron ore mining in the EDD in 1980, while falling lead prices on the world market led to the end of lead mining.

Minerals currently mined in the SEMO EDD include limestone, industrial/silica sand, shale, granite, rhyolite, trap rock, sand, gravel and clay. The growing demand for limestone and silica (frac) sand has led to the opening of several new mineral mining operations in recent years. Frac sand is used in hydrofracking, a technique used by the petroleum industry to extract natural gas and/or crude oil from rock formations, which requires a certain quality of sand in the process. There is also an increased demand for ornamental stone for landscaping and countertops. Larger mineral mining and processing companies in the District are included in Exhibit No. 31-A.



EXHIBIT NO. 31-A

Major Mineral Mining and Processing Companies in SEMO EDD

COMPANY	PRODUCT	NUMBER OF EMPLOYEES
Mississippi Lime Company 16147 U. S. Highway 61 Ste. Genevieve, Missouri 63670	Lime production	500
Holcim US 2942 U. S. Highway 61 Bloomsdale, Missouri 63627	Cement production	200
Tower Rock Stone Company, Inc. Route 2, Lower Frenchman Road Ste. Genevieve, Missouri 63670	Limestone aggregates	200
Buzzi Unicem USA 2524 South Sprigg Street Cape Girardeau, Missouri 63702	Portland and masonry cement	145
Lhoist North America of Missouri, Inc. (Chemical Lime Company) 20945 White Sands Road Ste. Genevieve, Missouri. 63670	Lime production	54

Source: 2013 Missouri Manufacturers Register and staff research

Since jobs in the mining industry tend to pay above average wages, their impact is significant as are the secondary jobs they help support. The Missouri Department of Economic Development estimates that every manufacturing job creates 2.5 secondary jobs in retail, service and other economic sectors.

There are currently 52 Missouri Department of Natural Resources industrial mineral permits in effect in the District. The majority of these are open pit mines. A new frac sand mining operation, Summit Proppants, is awaiting approval from the Missouri Department of Natural Resources to begin mining an 80-acre area on the far western edge of Ste. Genevieve County. The company plans to begin operation with one shift employing up to 10 workers, with the possibility of additional shifts being added. The locations of mineral permits issued by DNR are indicated on the map in Exhibit No. 32-A.

District Infrastructure

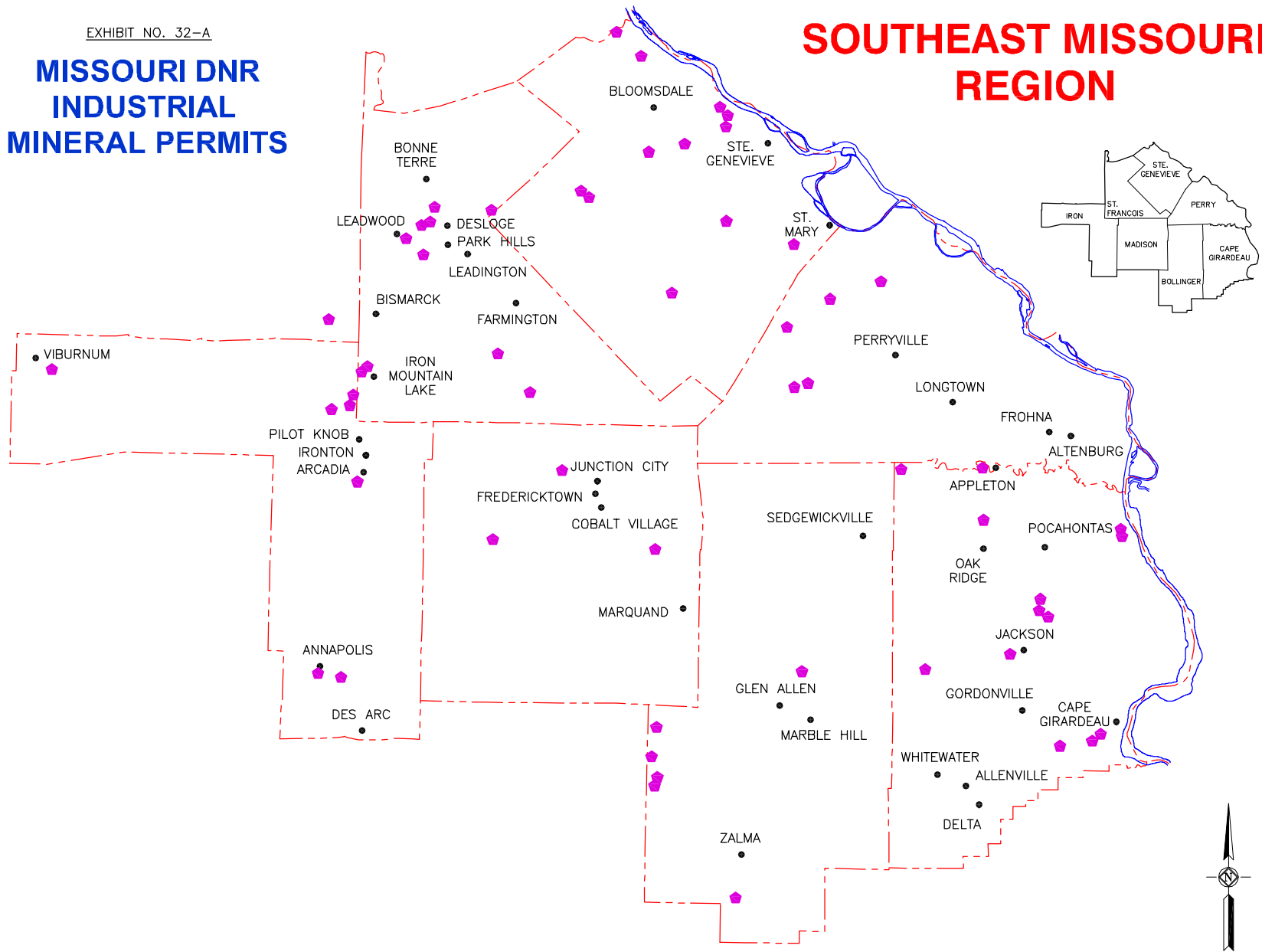
Transportation

Because of its obvious importance to the economy of the District, transportation occupies a key position in the Planning Commission's work program. The SEMO RP & EDC works closely with the staff of the Missouri Department of Transportation (MoDOT) and has contracted with MoDOT since 2001 to provide local input into the state transportation planning framework process. This input is gathered through the Southeast Missouri Regional Transportation Advisory Committee (TAC) which is administered by the Planning Commission. The TAC prioritizes highway and other modal transportation needs in all the counties of the District and provides this information to MoDOT. The Department of Transportation has recognized the rural regions in Missouri as Rural Planning Organizations (RPO's).

Following the 2010 census count, an area containing more than 50,000 people that includes Cape Girardeau, Jackson and part of East Cape Girardeau, Illinois, was designated an urbanized area which qualified the area as a Metropolitan Planning Organization (MPO) under the Federal-Aid Highway Act of 1962. The SEMO EDD staff assisted with the formation of the new MPO.

EXHIBIT NO. 32-A
**MISSOURI DNR
INDUSTRIAL
MINERAL PERMITS**

**SOUTHEAST MISSOURI
REGION**



In addition to its role in supporting the planning framework process, the Planning Commission is actively involved in the development of the state's Long-Range Transportation Plan and with the statewide Coalition for Safer Roadways which works actively to reduce the number of fatal and disabling accidents in the State.

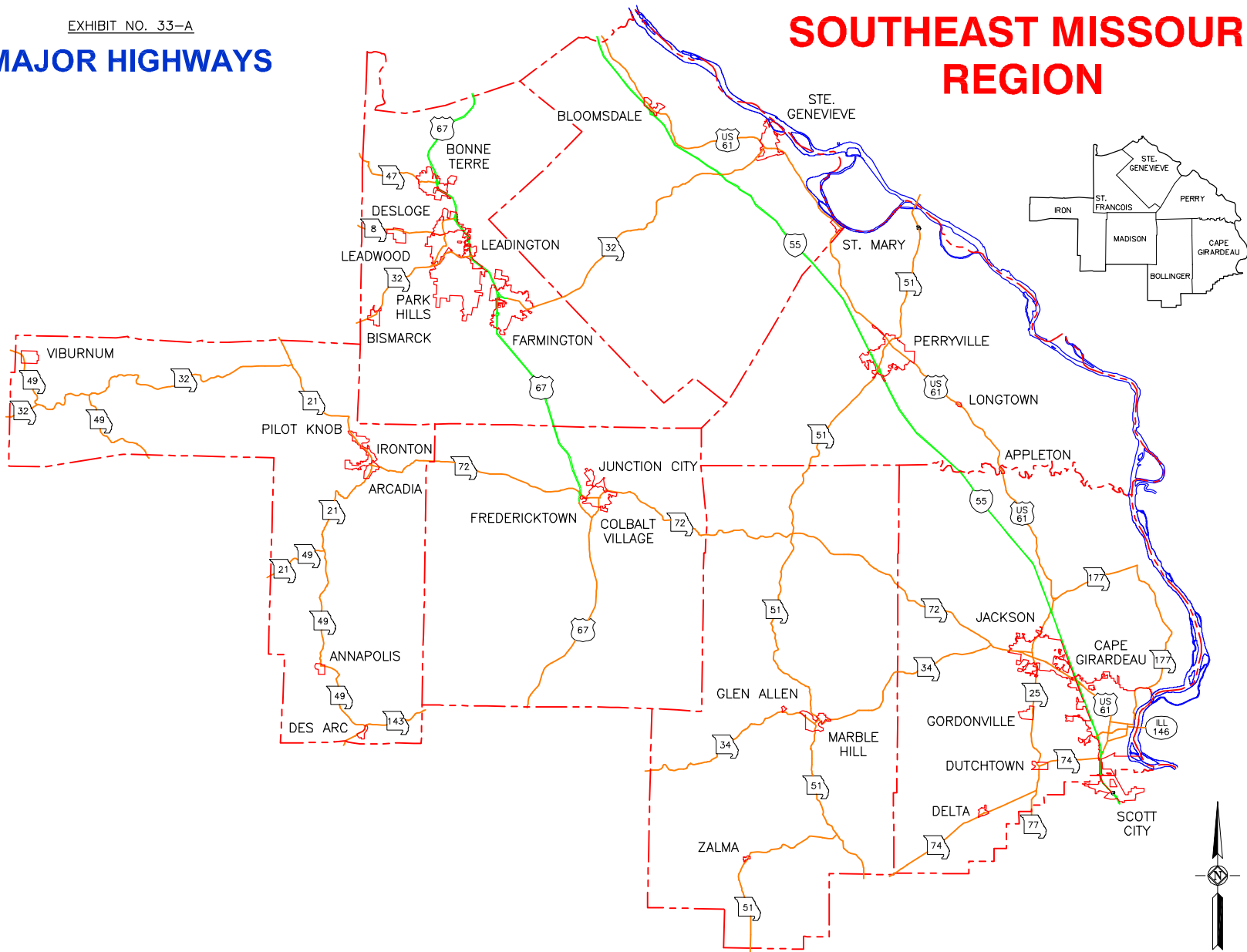
Highway System. The Southeast Missouri District is served by a transportation system which includes highways, public transit, railroads, airports and river traffic. The highway grid is the District's most highly developed transportation system and fulfills most of the District's public and industrial transportation needs. There are seven primary highway corridors through the District: Interstate 55, U. S. Highway 67, U. S. Highway 61, Missouri Highways 32/8, Missouri Highway 34, Missouri Highways 72/21, and Missouri Highway 51 (Exhibit No. 33-A).

The north-south highways provide the most efficient corridors through the District. Interstate 55 provides a limited access four-lane highway the length of the District from north to south. U. S. Highway 67 currently provides a four-lane divided highway from the northern St. Francois County line to south of the City of Poplar Bluff. The Missouri Department of Transportation has constructed a series of new interchanges and frontage roads which eliminated at-grade crossings on U. S. Highway 67 from Bonne Terre on the north to south of Farmington. The U. S. Highway 67 corridor from south of Fredericktown to Poplar Bluff was completed in 2012.

The east-west highway system, in both the District and throughout Southern Missouri, is generally weak. Missouri Highways 72/21, 32 and 34 provide the major east-west access across the District. Highway 72 extends from Cape Girardeau to Ironton linking four counties. The entire Highway 72 corridor from Cape Girardeau to Fredericktown has undergone a major upgrade. Twelve-foot driving lanes and six-foot paved shoulders were constructed throughout the corridor, and all bridges were replaced or widened. Sections of the corridor were also straightened to improve safety. At Ironton, Highway 72 joins Missouri Highway 21 south, and then continues west into Reynolds and Dent Counties. Highway 21 provides a two-lane northwest corridor through the upper portion of Iron County.

MAJOR HIGHWAYS

SOUTHEAST MISSOURI REGION



Two-lane Missouri Highway 32 provides an east-west corridor across the northern portion of the Region from Ste. Genevieve to Farmington. To continue west via Highway 32 requires motorists to travel north from Farmington on U. S. Highway 67 to Park Hills, where both Missouri Highways 32 and 8 continue west. The section of the Highway 32 corridor from Ste. Genevieve to Farmington has undergone a major upgrade which included widening of the travel lanes and the construction of paved shoulders.

Two bridges span the Mississippi River in the Region, providing access into the State of Illinois. The Chester Bridge, a truss bridge opened to the public in 1942, links Missouri Highway 51 with Illinois Highway 150. The bridge is two-lane, and since the toll was removed in 1989, maintenance has been an ongoing issue. The bridge underwent a complete inspection following the 2007 collapse of the I-35 bridge in Minneapolis and was found to be structurally sound. The four-lane cable-stayed Bill Emerson Bridge in Cape Girardeau links Missouri Routes 34/72 in Cape Girardeau with Illinois Highway 146 in East Cape Girardeau, Illinois to Illinois Highway 3 to the east. The Ste. Genevieve-Modoc Ferry, operated by the New Bourbon Regional Port Authority, provides a northern transportation link across the Mississippi River between Ste. Genevieve, Missouri and Modoc, Illinois.

The Southeast Missouri Regional Planning and Economic Development Commission oversees the Southeast Missouri Transportation Advisory Committee (TAC) which provides local public input to the Missouri Department of Transportation planning process. The TAC operates the planning framework process through which transportation needs in the District are identified, prioritized and advanced to the MoDOT State Transportation Improvement Plan (STIP) for scoping, design and construction.

Public Transit. Public transportation is vital to residents who, because of age, disability, inability to drive or lack of a vehicle, have no other means of accessing health and other necessary services.

Southeast Missouri Transportation Service, Inc. (SMTS) is a private, non-profit transportation provider and public transit system which serves 20 counties in southeast Missouri. These include Bollinger, Carter, Crawford, Dent, Howell, Iron, Madison, New Madrid, Oregon, Pemiscot, Perry, Phelps, Reynolds, Ripley, St. Francois, Ste. Genevieve, Shannon, Texas, Wayne and Washington Counties. SMTS provides transportation

services to elderly non-disabled, elderly disabled, non-elderly mentally or physically disabled, low-income, youth, and the general public. SMTS provides both fixed-route and demand-response contract transit services. SMTS provides regular transit service seven days a week, 52 weeks per year and operates from 6:00 a.m. to 6:00 p.m. In 2012, SMTS broke ground for a new regional office and bus garage in Poplar Bluff.

Cape Girardeau County Transit Authority (CGCTA) operates a public transit system which serves all of Cape Girardeau County. The Transit Authority serves the elderly and non-elderly (both disabled and non-disabled), low-income; residents, youth and the general public. The Authority provides both fixed-route and demand-response services. It also provides contract demand-response transit service. CGCTA operates seven days a week, 52 weeks a year and is available 24 hours a day.

Ozark Shuttle Service, headquartered in Farmington, provides shuttle service from Farmington to the Greyhound Bus Station and Lambert-St. Louis International Airport, with other stops along the way. The company, which has been in operation since 1989, also provides transportation for visitors from St. Louis to correctional facilities located in Farmington, Bonne Terre and Potosi.

Bootheel Area Rapid Transportation (BART), located in Jackson, also provides direct public transportation to and from Lambert-St. Louis International Airport. The service is by reservation and is available 24 hours per day, 7 days a week. The office staff in Jackson handles all management, administration, reservations and dispatching. Eight of the company's 18 vans are based in Cape Girardeau. The company has pick-up points in Cape Girardeau, Jackson, Old Appleton, Perryville, Ozora, Ste. Genevieve and Bloomsdale.

Southeast Missouri State University Shuttle Service is a public transit system which serves the main University campus and other locations owned by the University. The shuttle service serves the general public, including elderly non-disabled, elderly disabled, non-elderly mentally or physically disabled, low-income, and youth. The shuttle service has stops shared by the Cape Girardeau County Transit Authority fixed-route system. The shuttle service operates seven days a week, 35 weeks per year.

The EDD staff has recently updated the *Public Transit-Human Service Transportation Coordination Plan* for the Southeast Missouri Region. The plan, which was prepared in 2008 and updated in 2013, is designed to provide a baseline of

coordination that is occurring, identify current gaps in access to services, identify any duplication of services, identify obstacles and barriers to coordination and access, and to provide a goal for short- and long-range implementation measures to increase access to human service providers.

Rail Service. The District is served by two first class railroads, the Union Pacific Railroad and the Burlington Northern and Santa Fe Railway. The Burlington Northern and Santa Fe Railway serves Ste. Genevieve, Perry and Cape Girardeau Counties, running parallel to the Mississippi River, along with the City of Viburnum in Iron County.

The Union Pacific Railroad provides service to Ste. Genevieve, St. Francois and Iron Counties, as well as portions of Cape Girardeau County. Bollinger and Madison Counties have not had rail service since the Belmont Branch of the Union Pacific was abandoned in 1973. The St. Louis Iron Mountain and Southern Railroad, a small excursion company, operates between Jackson and Gordonville. This railroad does, however, still have track to Delta. A new company, Bismarck Intermodal Services, has constructed a 51-acre intermodal rail-to-truck/truck-to-rail freight facility in the City of Bismarck. The company's railroad has 2,100 feet of track leased from the Union Pacific Railroad and 1,000 feet of new track on company property—enough trackage to accommodate a train with 36-39 cars.

Residents of the Arcadia Valley in Iron County, in cooperation with a local organization, Our Town Tomorrow, launched an effort to persuade the Union Pacific to develop an Amtrak stop in Arcadia. Amtrak officials are enthusiastic about the concept, estimating that as many as 7,500 riders might take advantage of the additional stop. The community raised \$13,000 to pay for initial design costs for the train platform that will be required to accommodate an Amtrak stop. In December, 2012, the City of Arcadia was awarded a MoDOT transportation enhancement grant which, combined with two private grants, will be used to construct the \$314,000 platform.

The Southeast Missouri Regional Port Authority, located at Scott City just south of Cape Girardeau, maintains its own six-mile switching railroad, the Semo Port Railroad, which provides services for inbound, outbound and in-plant movements at the port and surrounding industrial area. The railroad is a common carrier switching railroad

authorized by the Interstate Commerce Commission in 1994. It is wholly owned by the Southeast Missouri Regional Port Authority. Two miles of track link the harbor to the existing line.

The EDD staff actively participated in the development of a new Missouri State Rail Plan by the Missouri Department of Transportation in 2012. Staff commented at MoDOT public hearings and participated in the formation of a new organization, the Missouri Industrial Rail Coalition, which was formed to attempt to preserve existing industrial rail spurs and unused or underused trackage in the state for future industrial use.

Airport Facilities. Six public airports currently serve the general aviation needs of the Southeast Missouri District. Although it is owned and operated by the City of Cape Girardeau, the Cape Girardeau Regional Airport is physically located immediately south of the District in Scott County. Those operating airport facilities through the District are alert to opportunities to upgrade their facilities, and improvements are currently underway at several locations. Four airports in the District are included in the Federal Aviation Administration's National Plan of Integrated Airport Systems (NPIAS, Exhibit No. 34-A). Public airport facilities, as well as railroads and ports, are identified on Exhibit No. 35-A.

EXHIBIT NO. 34-A

Public Use Airports SEMO EDD

AIRPORT NAME	MO CLASS	NPIAS	BASED AIRCRAFT (2012)	OPERATIONS (2012)	RUNWAY INFORMATION			
					LENGTH	WIDTH	SURFACE	LIGHTING
Bismarck Memorial*	GA	N	12	2,910	2,050	50	Asphalt	LIRL
Bonne Terre Community	GA		N/A	N/A	2,800	49	Asphalt	
Cape Girardeau Regional	CM	Y	39	20,516	6,499 3,996	150 100	Concrete Asphalt	HIRL MIRL
Farmington Regional	GA	Y	42	7,750	4,225	75	Concrete	MIRL
Fredericktown Regional-A. Paul Vance	GA	Y	11	2,470	3,999	75	Asphalt	MIRL

AIRPORT NAME	MO CLASS	NPIAS	BASED AIRCRAFT (2012)	OPERATIONS (2012)	RUNWAY INFORMATION			
					LENGTH	WIDTH	SURFACE	LIGHTING
Perryville Municipal	GA	Y	6	5,900	7,003	100	Concrete	MIRL
Marble Hill-Ira Biffle Airfield*	GA	N	4	1,000	2,600	70	Turf	LIRL

GA: General Aviation

CM: Commerce Service (non-primary)

NPIAS: National Plan of Integrated Airport Systems

LIRL: Low Intensity Runway Lights

MIRL: Medium Intensity Runway Lights

HIRL: High Intensity Runway Lights

*Indicates Secondary Airports

Source: Missouri Department of Transportation–Missouri State Airport System Plan, 1989, updated 2007, Airport IQ 5010, Airport Master Records and Reports, 2013.

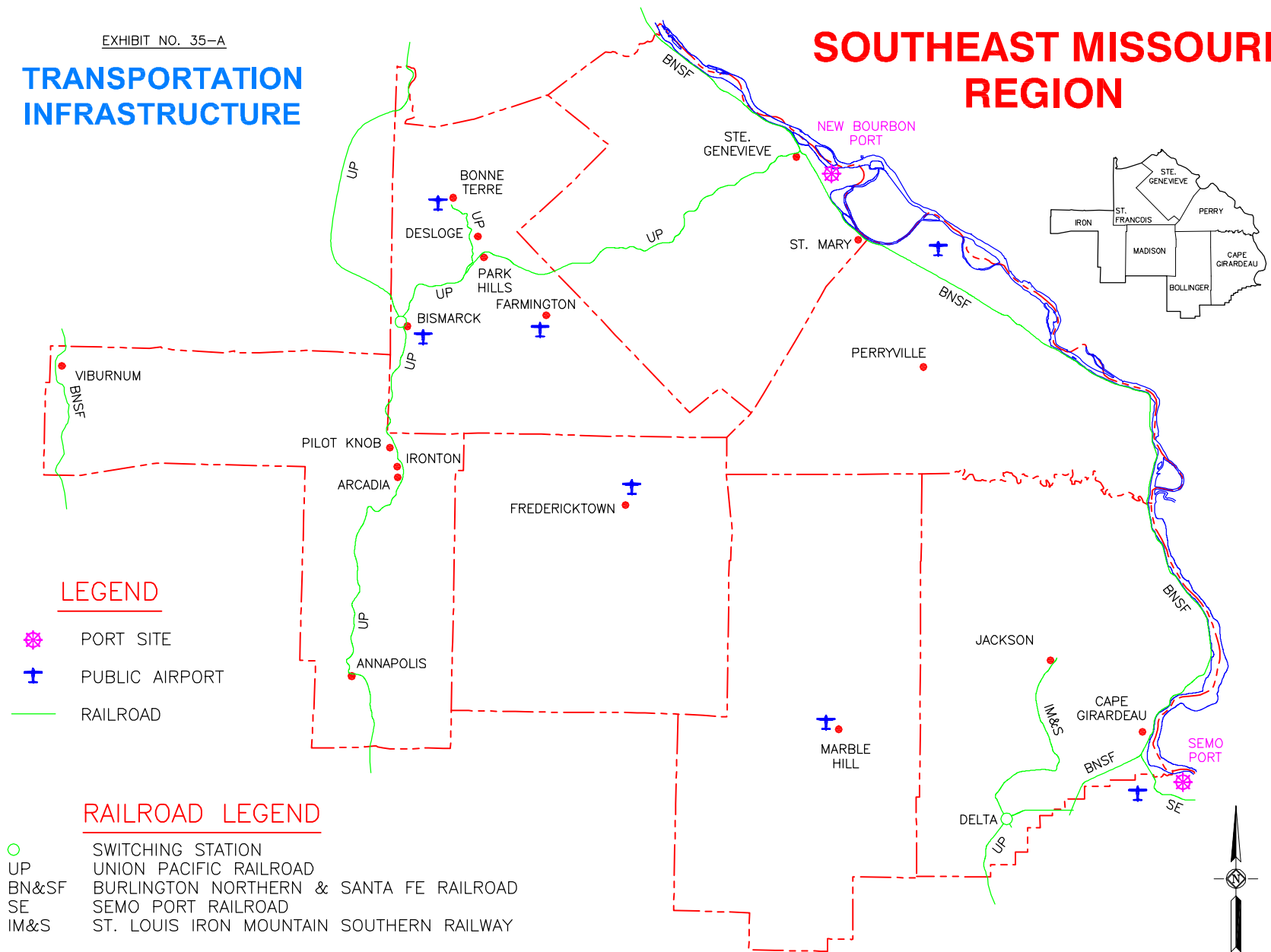
The Cape Girardeau Regional Airport, the largest in the Region, has two lighted concrete runways (3,996' x 100' and 6,499' x 150'). The facility also has an air traffic control tower and an Instrument Landing System. Cape Girardeau Regional Airport provides daily commuter service to Lambert-St. Louis International Airport in St. Louis through a contract with Cape Air, a regional commuter airline. Cape Air has been providing three daily commuter flights to St. Louis since 2009. Available services at the airport include fuel, repairs, charter flights, flight instruction, and aircraft rental and sales. There is a need for additional rental hangars at the airport, and the City is currently seeking design services for 10 new T-hangars. When constructed, the hangars will bring the total number at the airport to 70. Design of taxi lanes for the aircraft that would be stored in the hangars also would be included.

The Perryville Municipal Airport, operated by the City of Perryville, currently offers a 7,000' x 100' lighted concrete runway. The airport offers minor airframe and power plant repairs, a pilot's lounge and storage. Work is currently underway on a major runway improvement project at the airport which will include grading the flat runway safety area that surrounds the runway to improve landing safety and a complete overhaul of the airport's runway lighting system which was submerged during the floods of 1993 and 1995. The City of Perryville recently formed an Airport Advisory Committee to recommend improvements to the facility.

EXHIBIT NO. 35-A

TRANSPORTATION INFRASTRUCTURE

SOUTHEAST MISSOURI REGION



The Farmington Regional Airport is owned and managed by the City of Farmington and has a 4,225' x 75' lighted concrete runway. Available services include fuel, repairs, charter flights, flight instruction and aircraft rentals. The City is currently negotiating the purchase and removal of several properties to address concerns raised by the FAA with the current runway approach to the north. The City's airport master plan calls for extending the runway at the airport from the current 4,200' to 5,000' and widening the tarmac from the current 75' to 100' to allow larger aircraft to use the airport.

The A. Paul Vance-Fredericktown Regional Airport currently has a 3,999' x 75' lighted asphalt runway and offers aviation fuel, minor repairs, rentals, flight instruction, and charter flights and is served by a fixed-base operator. The partial parallel taxiway has also been extended. In 2012, the airport constructed a new 1,500 square foot terminal building, addressing a long-time transportation need in the community. The facility houses an entry/commons area, meeting room, office, kitchen, pilot lounge, two unisex restrooms, a shower and two storage closets. All areas of the building are handicapped accessible.

The Bismarck Memorial Airport, which is owned by the City of Bismarck, has a 2,050' x 50' lighted asphalt runway. Flight instruction is available.

Ira Biffle Airfield, located in Marble Hill, has a 2,600' x 70' turf runway and is lighted. Fuel and flight instruction are available. The airport recently underwent needed improvements including lighting repairs and the replacement of a "wind T" with a windsock. The work was completed by volunteers.

The City of Bonne Terre recently approved a five-year lease with Serendipity Ventures II, LLC to re-open the Bonne Terre Memorial Airport which closed sometime between 1998 and 2000. The airport has a single 2,800' asphalt runway. Serendipity plans to construct a 24' x 40' foot office building and new hangars in the area of the existing ramp. Plans also call for a new water line from the existing main, installation of a new septic system, and the construction of a fuel facility. The company also plans to reseal the ramp, taxiway, and each end of the runway and to paint new runway numbers.

Port Facilities. Although three of the District's counties adjoin the Mississippi River, only two public terminal facilities currently provide intermodal transfer service. The Southeast Missouri (Semo) Regional Port, owned and operated by the Southeast Missouri Regional Port Authority, is located at River Mile 48 on the Cape Girardeau County/Scott County line south of the City of Cape Girardeau.

The facility, which opened in 1990, offers 40 acres of available land, with an additional 70 acres already leased to existing industry. A 1,800' slackwater harbor is serviced by a 350' x 220' general cargo dock that includes equipment to handle general cargo and dry bulk commodities. Truck scales, outdoor storage and covered dry bulk storage are available. Other terminal facilities handle dry bulk materials and liquid fertilizer. Port services include fleeting, barge-rail-truck transfers, bagging, warehousing, outdoor storage, barge repair and drydocking. Nearby fleet areas can hold up to 100 barges. Industrial sites are available at the port.

The Semo Regional Port Authority maintains its own six-mile switching railroad, providing services for in-bound, out-bound and in-plant movements at the port and surrounding industrial area. Two miles of track link the harbor to the existing line. The Semo Port Railroad connects with the main lines of the Union Pacific and Burlington Northern-Santa Fe Railroads.

The Port of New Bourbon, owned and operated by the New Bourbon Regional Port Authority, serves Ste. Genevieve, Perry and surrounding counties. The port is located at River Mile 120.5 on a 123-acre site located three miles south of Ste. Genevieve. A wetland mitigation area, dredge disposal containment areas, and approach road improvements have been completed, and in 2012 a loading dock with 48' of frontage was constructed. The port's harbor was recently dredged. The harbor is approximately 1,600' deep x 700' wide and includes a berthing/maintenance area for the Ste. Genevieve-Modoc Ferry which is owned and operated by the Port Authority.

A number of private docking facilities are currently in operation along the Mississippi River in the District. These single-purpose docks serve the needs of the companies that own them and are not available for the transfer of products of other companies.

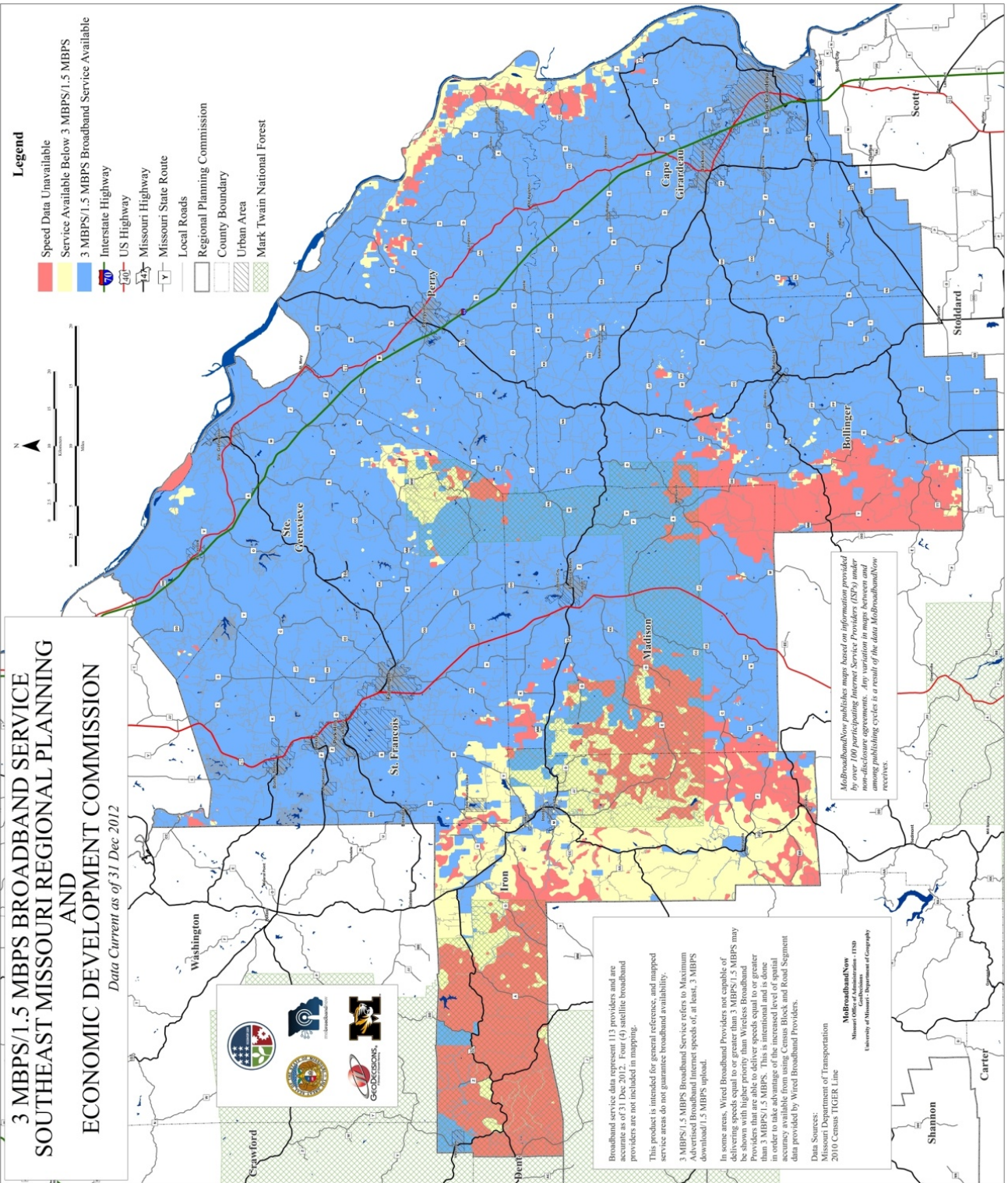
Transportation Plan. In 2008, the District staff, in cooperation with the Missouri Department of Transportation, prepared a comprehensive transportation plan for the Southeast Missouri Region. The plan provides current economic and demographic information, a “snapshot” of current transportation conditions across all modes, and serves as a long-range plan for advancing needed transportation improvements. The plan is updated on a regular basis.

Broadband Internet Service

As our society and economy continue to move to a digital- and internet-based system of interactions, access to broadband internet service is quickly moving from a “want” to a “need,” especially for businesses. As such, the EDD has taken a lead role in the MOBroadbandNow initiative, a statewide public-private partnership initiative intended to expand and enhance broadband accessibility and adoptions. The EDD has played the lead role in bringing together representatives from various cross-sections of the regional economy, such as healthcare, education, local government, internet providers, agriculture, manufacturing, and utilities to assess the needs of the Region and identify actions to bridge the accessibility/adoption gap.

Surveys conducted for the MOBroadbandNow effort indicate that 93% of residents in the EDD Region have a computer at home and that 88% have access to broadband internet. The vast majority of those with no access to broadband are rural residents in Bollinger, Iron and Ste. Genevieve counties, though the spread of wireless delivery of broadband such as satellite, mobile, and fixed wireless are helping to increase access across the District. The following map (Exhibit No. 36-A) shows broadband availability by census tract.

Adoption of broadband in the region is approximately 9% lower than access, with 79% of residents with a computer reporting adoption of broadband. While there are various reasons for the lack of adoption of broadband, such as a lack of interest or security concerns, the majority of those reporting ownership of a computer but no broadband indicated that this was due to either high cost or lack of access.



The RPC is currently engaged in a second round of studies focusing on the healthcare and agricultural sectors of the local economy. These sectors play a key role in the regional economy and were identified as having a strong need for broadband while also having limited access. This second phase is intended to develop an action plan that will help increase access to and spur adoption of broadband.

Water and Sewer Systems

The development of basic water, sewer and sewage treatment facilities throughout the Economic Development District has been an underlying objective of the Southeast Missouri Regional Planning and Economic Development Commission since its founding. Viewed as basic and integral components of the community infrastructure necessary to achieve economic growth, projects to develop these facilities where there are none, or to upgrade inadequate systems, continue to be a significant part of each year's workload.

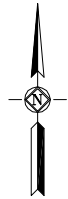
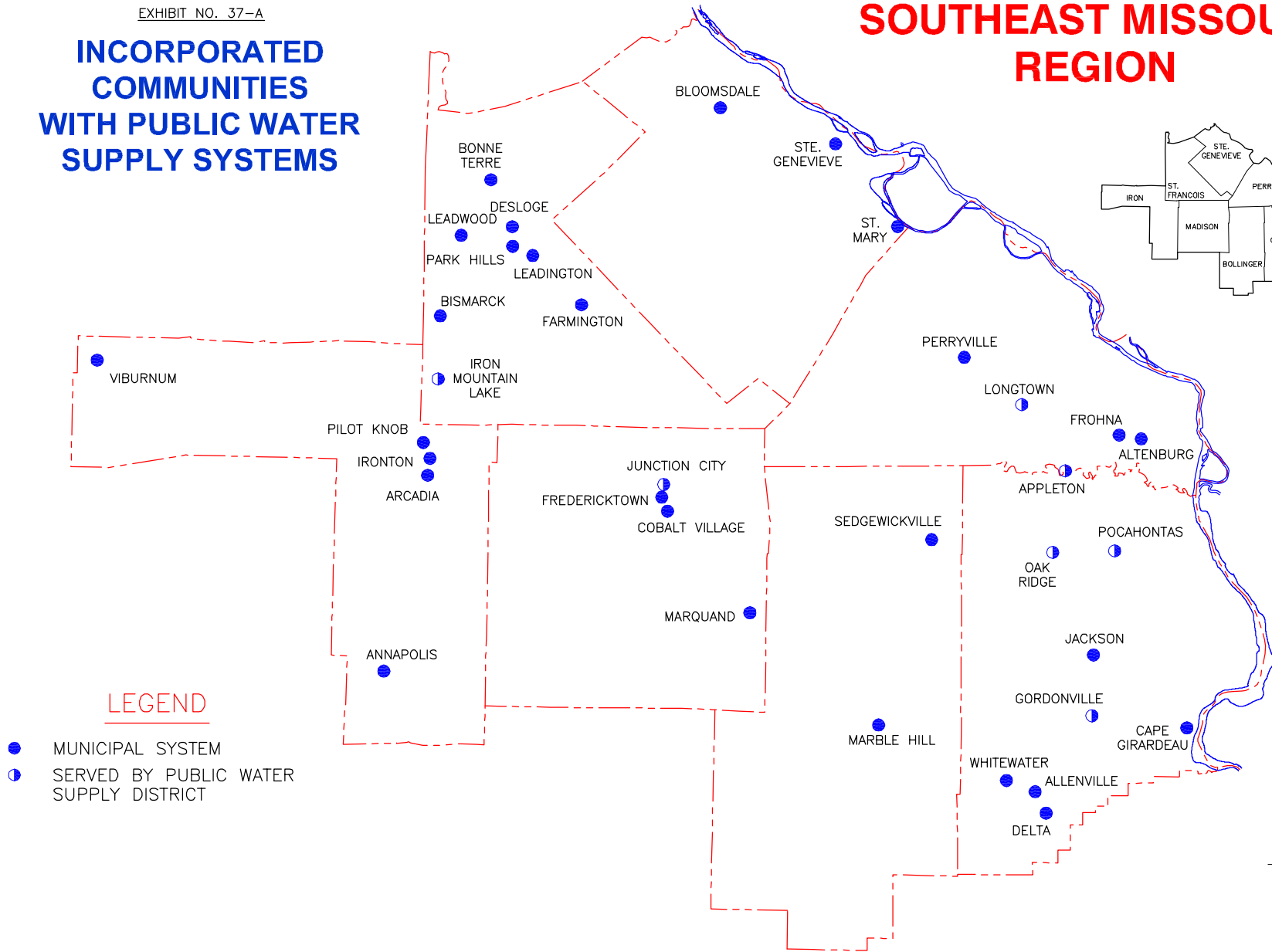
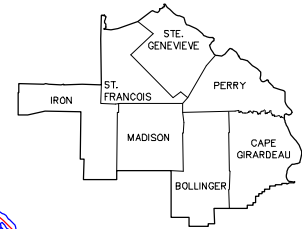
Since the designation of the EDD in 1972, the District staff has written successful grant applications resulting in the construction of \$25.7 million in public water projects (water treatment, storage, distribution, etc.) and \$30.6 million in public wastewater treatment projects.

Public Water Supply. Exhibit No. 37-A presents an overview of incorporated communities in the Region with public water supply systems and indicates the entity which provides water service. The Community Development Block Grant (CDBG) Program of the Missouri Department of Economic Development is a matching-share program which provides assistance to communities in making public infrastructure improvements, and communities in the Region have been aggressive in pursuing funding for water system improvements through the program. Funding for water system improvements is also available through the Delta Regional Authority, the U. S. Department of Agriculture and the Economic Development Administration.

EXHIBIT NO. 37-A

INCORPORATED COMMUNITIES WITH PUBLIC WATER SUPPLY SYSTEMS

SOUTHEAST MISSOURI REGION



Public water supply districts provide potable water service to much of the unincorporated area of the District. Exhibit No. 38-A provides a comprehensive picture of the areas of the District which are served by public water supply districts. The Southeast Missouri Economic Development District has provided assistance to a significant number of cities and public water supply districts in the District in their efforts to improve the dependable delivery of potable drinking water to the residents they serve.

Staff expertise has been extended to all aspects of water system improvement projects, including assistance in site selection, mapping, and processing paperwork for Missouri Department of Natural Resources and Environmental Protection Agency approval. The staff has also coordinated multi-jurisdictional water system improvement projects and often provides information to private consultants and engineers. The EDD staff also provides administrative services, on a contractual basis, to communities which have been awarded grants for water system and other infrastructure improvements.

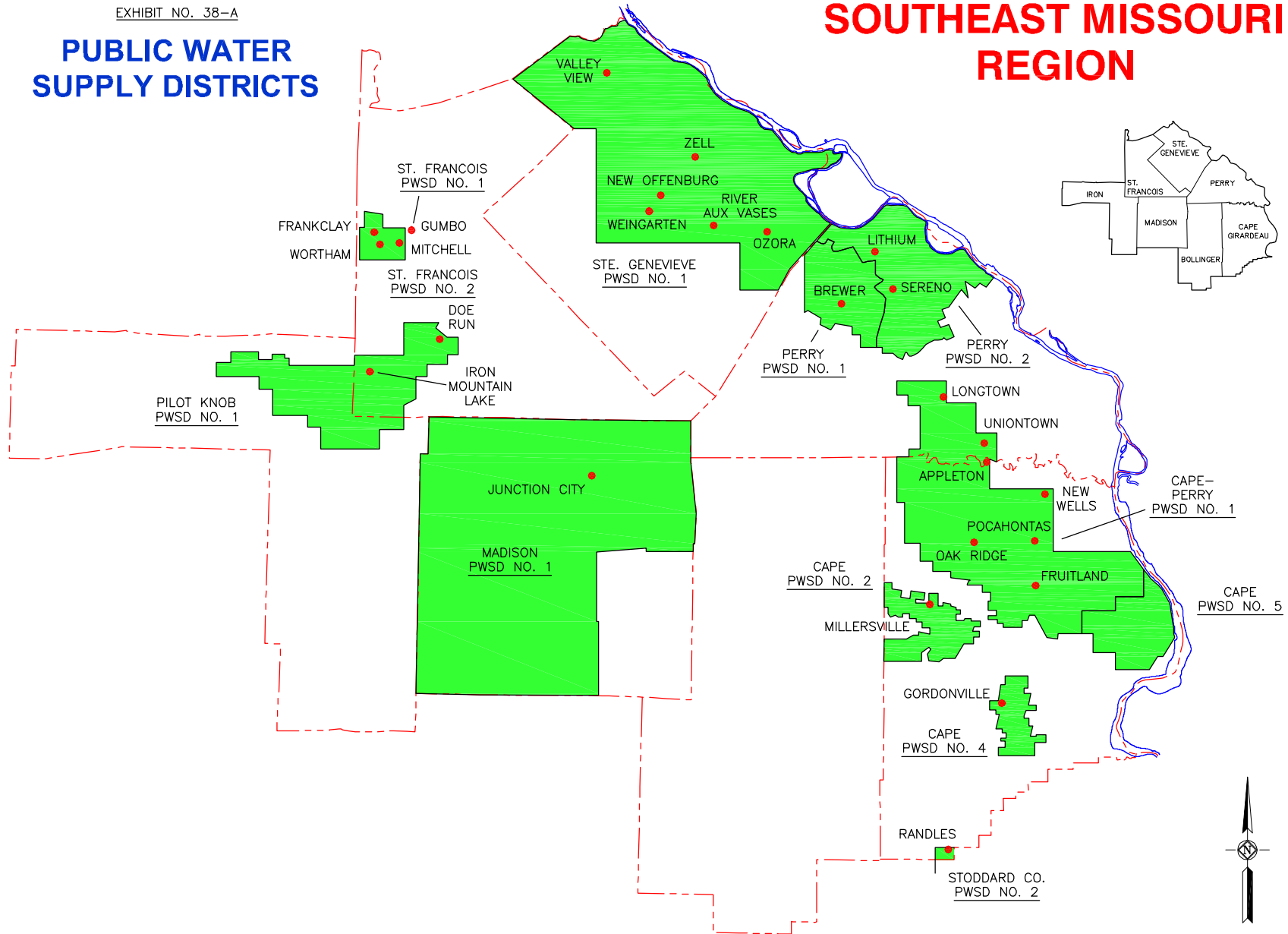
Wastewater Treatment. The Southeast Missouri Economic Development District has played an important role in assisting communities throughout the EDD to evaluate their wastewater treatment facilities and to plan for improvements which will be needed to accommodate future residential, commercial and manufacturing growth. An evaluation of current and projected sewer and wastewater treatment facilities is part of every comprehensive community plan prepared by the EDD staff.

In 1997, the staff of the Southeast Missouri Regional Planning and Economic Development Commission, under contract with the Missouri Department of Natural Resources, prepared a *Southeast Missouri Regional Wastewater Treatment Needs Identification and Prioritization Project Report* which analyzed various attributes affecting wastewater treatment in the District and the availability of wastewater treatment in incorporated and unincorporated areas of the District. The report further prioritized recommendations for wastewater treatment at both the unincorporated and municipal levels and made recommendations for priority development of wastewater treatment districts in the District.

EXHIBIT NO. 38-A

PUBLIC WATER SUPPLY DISTRICTS

SOUTHEAST MISSOURI REGION



The EDD's staff has assisted many communities in the District in preparing grant applications for wastewater treatment projects and in administering grant recipient projects. Exhibit No. 39-A identifies communities in the District with public wastewater treatment facilities. Communities which are in need of treatment systems, and those requiring major improvements to existing treatment facilities, are also identified in the exhibit. In some cases, several incorporated communities located in close proximity to one another share a single wastewater treatment facility.

On-Site Wastewater Treatment Program. The EDD assists in a Missouri Department of Natural Resources \$1,000,000 State Revolving Fund Grant to the Missouri Association Councils of Government. The funding from this program will provide financing for homeowners in the District to repair or replace on-site wastewater treatment systems. Loans from this program can be made for repair or replacement of private wastewater treatment systems for single-family houses and multi-family housing consisting of four or fewer units. The EDD supplies loan application packets and provides assistance in completion to interested parties.

Electric and Gas Transmission

The Southeast Missouri Economic Development District is in the fortunate position of being able to offer manufacturers dependable supplies of both electricity and natural gas at attractive rates. Generating plants of Ameren and Associated Electric Cooperatives provide most of the electricity used in Southeast Missouri. Major power and natural gas transmission lines are shown in Exhibit No. 40-A.

A complex network of transmission lines provides service to all areas of the Region and includes tie-ins with other generating facilities. Principal electric providers include Ameren, Black River Electric Cooperative and Citizens Electric Corporation. Ozark Border Electric Cooperative serves a small area in the southern portion of the District. The City of Jackson has the capacity to generate electricity to meet demand during peak periods of usage.

EXHIBIT NO. 39-A

STATUS OF PUBLIC SEWAGE TREATMENT SERVICE IN INCORPORATED COMMUNITIES

SOUTHEAST MISSOURI REGION

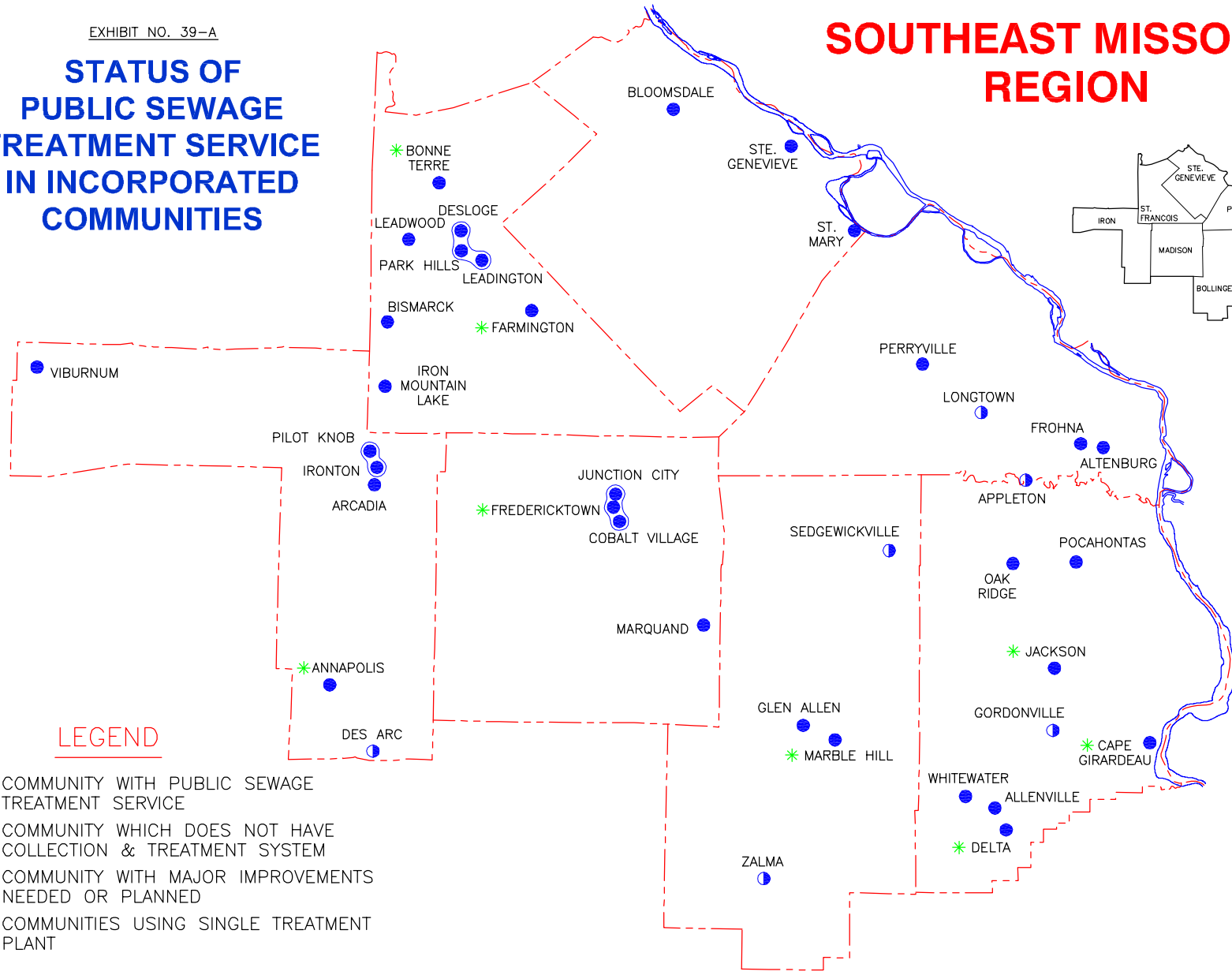
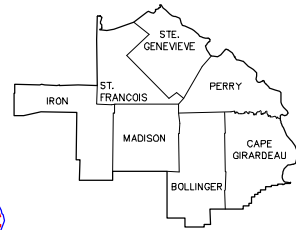
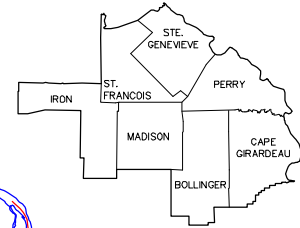


EXHIBIT NO. 40-A

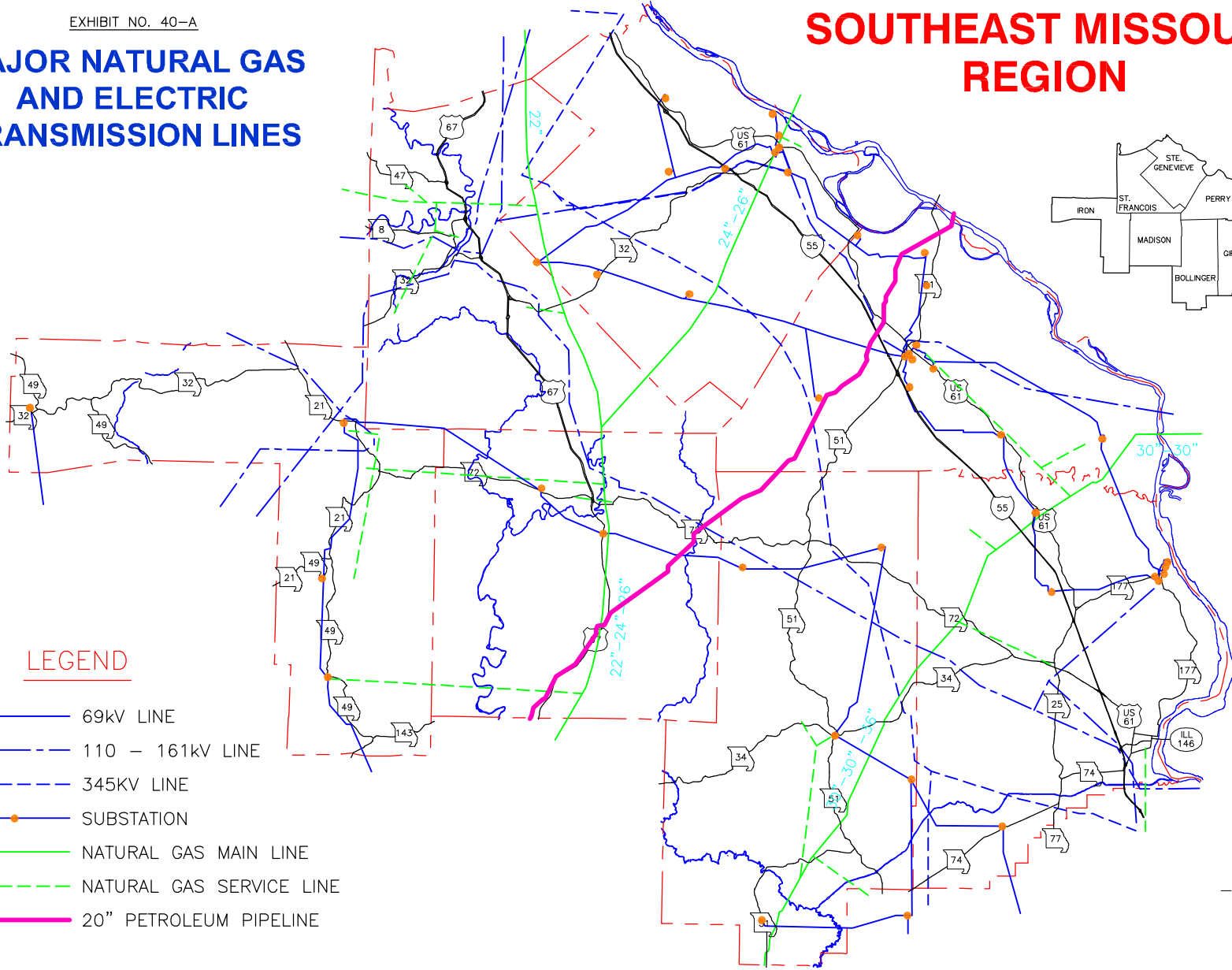
MAJOR NATURAL GAS AND ELECTRIC TRANSMISSION LINES

SOUTHEAST MISSOURI REGION



LEGEND

- 69kV LINE
- - - 110 - 161kV LINE
- - - 345kV LINE
- SUBSTATION
- NATURAL GAS MAIN LINE
- - - NATURAL GAS SERVICE LINE
- 20" PETROLEUM PIPELINE



CenterPoint Energy-Mississippi River Transmission, LLC operates a turbine-powered energy center in the Fredericktown Industrial Park. The facility provides approximately 27 megawatts of peaking energy from two gas-fired Titan 130 generator turbines. The energy center supplements the 35-city Missouri Public Energy Pool (MoPEP). Power from the project is provided to the Cities of Fredericktown, Jackson, Farmington and 32 other municipal utilities across the state through a wholesale power supply contract with the municipal-led MoPEP power pool administered by the Missouri Joint Municipal Electric Utility Commission.

In 2013, Liberty Utilities began construction of a new 22,000 square foot regional headquarters building in Jackson to service its 84,000 customers in Missouri, Illinois and Iowa. Liberty Utilities is an independent water, natural gas and electric company providing local utility management service and support to small and mid-sized communities across the United States. The company has more than 251,000 customers.

Housing

As the population of the District continues to grow, the development of a sufficient inventory of residential housing to meet the growing needs of communities in the District remains a concern. Before the recent recession, residential construction in many communities was concentrated in high-end housing units which were out of the reach of many young families.



There continues to be an ongoing need for additional affordably priced housing and rental units, a need which has been expressed as a goal in the District CEDS since 2002. There is also a need in many communities in the District to develop middle-income housing and condominiums to meet the needs of active retirees who may want to relocate to the District.

Information from the *2010 Census of Population and Housing* indicates that the number of occupied housing units increased in every county of the EDD during the 10-year period from 2000 to 2010, as indicated in Exhibit No. 41-A. During the 10-year period from 2000 to 2010, the number of occupied housing units in the District grew

from 74,747 in 2000 to 82,349 in 2010, an increase of 10.2%. Over the decade, the percentage of owner-occupied units declined slightly from 73.7% in 2000 to 70.6% in 2010.

EXHIBIT NO. 41-A

Housing Characteristics SEMO EDD 2000-2010

COUNTY	2000			2010			% CHANGE OCCUPIED HOUSING UNITS
	OCCUPIED HOUSING UNITS	OWNER OCCUPIED	RENTER OCCUPIED	OCCUPIED HOUSING UNITS	OWNER OCCUPIED	RENTER OCCUPIED	
Bollinger	4,576	3,722	854	4,847	3,912	935	5.9
Cape Girardeau	26,980	18,463	8,517	29,848	19,550	10,196	10.6
Iron	4,197	3,184	1,013	4,378	3,220	1,158	4.3
Madison	4,711	3,591	1,120	4,898	3,625	1,273	4.0
Perry	6,904	5,529	1,375	7,357	5,671	1,686	6.6
St. Francois	20,793	15,205	5,588	23,981	16,401	7,579	16.8
Ste. Genevieve	6,586	5,423	1,163	7,040	5,733	1,307	6.9
Region	74,747	55,117	19,630	82,349	58,112	24,134	10.2

Source: U. S. Bureau of the Census, Census of Population and Housing, 2000 and 2010

The need for affordable housing extends statewide. There is a well-established correlation between poverty and housing insecurity. In 2010, there were 110 counties in Missouri with a poverty rate over 10%. Fourteen percent of people were living below the poverty level in 2006-2010 statewide, slightly above the national rate of 13.8%. By the release of the 2007-2011 American Community Survey Report, 14.3% of Missourians lived below the poverty level. In the SEMO EDD, the percent of persons living in poverty was higher in Cape Girardeau County than the state average, and significantly higher in Bollinger, St. Francois, Madison and Iron Counties. The regional average of persons living in poverty was 20.5% contrasted with 14.3% statewide (Exhibit No. 42-A).

Data contained in Exhibit 43-A suggests that many people in the Region are paying more of their income towards housing, supporting the perceived need for more affordably priced housing. Housing expenditures that exceed 30% of household income have historically been viewed as an indicator of a housing affordability problem. For those households at the bottom on the economic ladder, household costs in excess of 30% of their limited incomes can result in serious cost-burden problems.

EXHIBIT NO. 42-A

**Number and Percent of Persons
Living in Poverty 2007-2011
SEMO EDD**

COUNTY	PERSONS FOR WHOME POVERTY STATUS IS DETERMINED	PERSONS BELOW POVERTY LEVEL NUMBER	PERSONS BELOW POVERTY LEVEL PERCENT
Bollinger	12,288	2,123	17.3
Cape Girardeau	71,303	19,498	14.7
Iron	10,241	2,241	21.9
Madison	12,056	2,510	20.8
Perry	18,600	2,283	12.3
St. Francois	56,609	9,934	17.5
Ste. Genevieve	17,716	2,111	11.9
Region Average	198,813	40,700	20.5

Source: U. S. Census Bureau: American Community Survey
Profile Report 2007-2011

EXHIBIT NO. 43-A

**Owner-Occupied Housing Units with
Housing Costs 30% or More of
Household Income 2007-2011
SEMO EDD**

COUNTY	TOTAL HOUSEHOLDS	OWNER-OCCUPIED WITH MORTGAGE				OWNER-OCCUPIED NON-MORTGAGE			
		NO.	% OF TOTAL HOUSEHOLDS	NO. WITH COSTS 30% OR MORE OF INCOME	30% OR MORE OF INCOME	NO.	OF TOTAL HOUSEHOLDS	NO. WITH COSTS 30% OR MORE OF INCOME	30% OR MORE OF INCOME
Bollinger	3,890	2,042	52.5	666	32.6	1,848	47.5	275	14.9
Cape Girardeau	19,732	13,044	66.1	3,632	27.8	6,688	33.9	530	7.9
Iron	3,160	1,699	53.8	502	29.5	1,461	46.2	131	9.0
Madison	3,657	2,073	56.7	738	35.6	1,584	43.3	209	13.2
Perry	5,955	3,309	55.6	953	28.8	2,646	44.4	303	11.5
St. Francois	17,227	11,018	64.0	2,870	26.0	6,209	36.0	730	11.8
Ste. Genevieve	5,908	3,489	59.1	1,117	32.0	2,419	32.0	409	16.9
Region	59,529	36,674	61.6	10,478	17.6	22,855	38.4	2,587	4.4

Source: U. S. Census Bureau, American Community Survey Profile Report, 2007-2011

In recent years, a number of multi-unit housing developments have been constructed in the EDD. Some have been built in conjunction with the Missouri Housing Development Commission Low Income Housing Tax Credits program. The program provides federal and state tax credits to investors in affordable housing through an annual competitive application process. Once approved, the credit can be used each year for 10 years and is allocated to developers, who may then sell it to raise equity to construct or acquire and rehabilitate affordable rental housing. Listed in the following (Exhibit No.

44-A) are some of the multi-unit affordable housing developments constructed in the District in recent years.

EXHIBIT NO. 44-A

Multi-Unit Affordable Housing Developments Completed in Recent Years SEMO EDD

NAME OF DEVELOPMENT	DEVELOPER	YEAR CONSTRUCTED	NUMBER OF UNITS
Orchard View Apartments 1300 Hazel Lane Farmington, Missouri 63640	East Missouri Acton Agency and Renaissance Property Group LLC	2009	32 two-bedroom and 24 three-bedroom units
Schultz Senior Apartments 101 South Pacific Cape Girardeau, Missouri 63703	RCH Development	2009	45 units for senior citizens in former Schultz School
Sycamore Village Sycamore Road & St. Joseph Street Perryville, Missouri 63775	MACO Development	2010	36 two-bedroom units in six buildings
Enclave Apartments Sena Fawn Drive Cape Girardeau, Missouri 63701	Enclave Apartments	2012	48 two-bedroom units and 20 one-bedroom units in five buildings
Boehme-Hinni Apartments 549 North Silver Springs Road Cape Girardeau, Missouri 63701	Community Counseling Center	2012	10-units for residents with mental illness

Source: EDD staff research

Habitat for Humanity continues to help meet the need for affordable housing for residents of the District. The Southeast Missouri EDD is fortunate to have two strong Habitat for Humanity chapters, the Cape Area Habitat for Humanity and Habitat for Humanity of St. Francois County. The Cape Area Habitat for Humanity has now completed 50 homes and has broken ground for its 51st home. Habitat for Humanity of St. Francois County has completed 16 homes in the County and has begun work on its 17th home.

Habitat for Humanity is a non-profit, ecumenical Christian housing ministry which seeks to eliminate poverty housing and homelessness and to make a decent shelter a matter of conscience and action. Habitat is not a giveaway program. In addition to a down payment and monthly mortgage payments, homeowners invest hundreds of hours of their own labor (sweat equity) into building their Habitat house and the houses of others.

Public Safety

Law Enforcement. Effective police departments, and other law enforcement agencies and services, are essential to the welfare and continued growth of communities in the Southeast Missouri Economic Development District. The Southeast Missouri EDD generally enjoys a relatively low crime rate. Crime statistics for the District for the year 2012 are included in Exhibit No. 45-A.

EXHIBIT NO. 45-A

Crime Index Offenses by County SEMO EDD 2012

COUNTY	CRIMINAL HOMICIDE	FORCIBLE RAPE	ROBBERY	AGGRAVATED ASSAULT	BURGLARY	LARCENY THEFT	MOTOR VEHICLE THEFT
Bollinger	1	1	0	15	42	81	2
Cape Girardeau	3	15	68	194	692	2,525	106
Iron	1	1	3	42	46	56	10
Madison	0	1	1	11	30	180	12
Perry	0	0	2	25	64	194	10
St. Francois	1	12	8	154	303	1,476	116
Ste. Genevieve	1	3	1	56	38	181	13
TOTAL	7	33	83	497	1,215	5,908	269

Source: Missouri Department of Public Safety, Missouri State Highway Patrol, Statistical Analysis Center, Uniform Crime Reporting Program, 2012

Note: Not all crime categories are included in this exhibit.

Police and sheriff's departments throughout the District have become increasingly sophisticated and effective in fighting and preventing crime, and law enforcement personnel continue to train to improve their skills. All seven counties in the District operate county-wide sheriff's departments. These consist of an elected county sheriff and a staff of paid deputies who patrol rural areas of the various counties.

County sheriff's department facilities also serve as jails for each county and, in some cases, also serve as the detention facilities for the local police departments and federal transfers. In recent years, new sheriff's department facilities have been constructed in Cape Girardeau, Perry, St. Francois and Ste. Genevieve Counties. Larger cities in the District employ paid professional police departments, while small communities may have a paid officer or rely on the county sheriff's department for

protection. City and county law enforcement agencies are augmented by the Missouri State Highway Patrol.

Law enforcement personnel in the District have access to the facilities of two Missouri State Highway Patrol Crime Laboratories. The Troop C Satellite Laboratory is located in a facility which was constructed in 1999 on the campus of Mineral Area College. The Southeast Missouri Regional Crime Lab in Cape Girardeau became part of the Missouri State Highway Patrol Crime Laboratory System in 2006. It is located near the campus of Southeast Missouri State University and serves the Southeast Missouri area. The lab has served law enforcement agencies in the southeast Missouri area for over 40 years and has proven especially important to local law enforcement agencies in fighting the continuing problem of methamphetamine (meth) production and other crimes in the District.

Southeast Missouri State University in Cape Girardeau offers a core of courses central to the discipline of criminal justice. Students are exposed to specialized courses as preparation for careers in law enforcement, corrections and security. The Criminal Justice Department has an internship program which provides students with an opportunity to observe professionals in their fields and with practical job experience. Students may continue course work at the graduate level by pursuing a Master of Science in Criminal Justice degree.

Law enforcement officials and students in the District also have access to a variety of professional educational services provided by the Mineral Area College Law Enforcement Academy. The Academy offers 1,000-hour and a 600-hour courses which provide students with the knowledge and training needed to obtain an Associate of Applied Science degree and certification from Missouri Peace Officer Standards and Training. Students may also take specific course instruction so that a bachelor's of science degree can be obtained within the traditional four-year period.

Juvenile Facilities. There is only one juvenile detention facility located in the District to serve juveniles in protection or awaiting court action. The St. Francois County juvenile facility, located on Highway 32 East in Farmington, serves youth from St. Francois, Ste. Genevieve, Madison and Washington Counties. Juveniles from Bollinger, Cape Girardeau and Perry Counties are housed at the Mississippi County Regional

Juvenile Detention Center in Charleston, Missouri. Juvenile offenders from Iron County are housed in several detention facilities in several counties.

Fire Protection. Residents and businesses in the EDD are provided fire protection by a network of municipal and rural fire departments. Fire departments in most neighboring communities operate under mutual aid agreements through which they assist each other in fighting major fires, making additional equipment and manpower available when necessary.

The upgrading of firefighting facilities and equipment has been consistently supported in comprehensive plans prepared by the EDD staff for communities in the District and continues to be a major concern in planning efforts. The Commission's staff has also been active in helping to secure funding to improve firefighting facilities and capabilities. Since the CEDS was last updated in 2007, the Cities of Jackson and Ste. Genevieve have each constructed an additional fire station to improve firefighting capabilities.

The Mineral Area Fire and Rescue Academy, located on the campus of Mineral Area College in Park Hills, offers a Certificate in Fire Science. The Fire Academy program is designed to address the desires of individuals interested in fire suppression or fire rescue. Courses are offered in the evening and on weekends to accommodate volunteer firemen who work full-time jobs.

Homeland Security. The Commission is the administrative and coordinating agency for the Region E Homeland Security Oversight Committee (RHSOC). Region E includes four counties from the EDD and nine additional counties in the southeast part of the State. The RHSOC is charged with coordinating the purchase and distribution of equipment and training to be used in the Region and state during times of manmade or natural disasters. The RHSOC is made up of 16 disciplines: Emergency Management, Police Chief, Sheriff, Fire Chief, County Health Representative, Homeland Security Response Team (HSRT), City or County Administrator, County Commissioner, Private Industry/Public Utility Representative, Emergency Medical Services, 911 Representative, Volunteer Group Representative, City or County Public Works, Hospital Representative, School Representative, and Agricultural Representative.

In recent years, the Regional Homeland Security Oversight Committee has provided funding for a variety of equipment and training to better prepare the region to respond to natural and manmade disasters. The Regional Homeland Security Oversight Committee is also responsible for ensuring that those receiving equipment have personnel trained in its use and that it is deployed in times of emergency.

In preparation for man-made and natural disasters, the RHSOC adheres to the state deployment initiative. All equipment the RHSOC region acquires is chosen on the basis of its capability to be used not just in this region, but in other regions and even states. Some of the deployable equipment the region maintains includes animal sheltering trailers, a mass care casualty trailer, generators, water purification units, a mobile hospital shelter, the latest communication vehicles and radios, a CBRNE response vehicle, portable lighting towers and much more. These vehicles and equipment are used throughout the region, most recently with area flooding, though more serious events can be addressed. The region participates in region-wide and state-wide exercises to ensure training and skills are up to date when disaster strikes. These exercises provide valuable simulations on how the region will respond in the event of a disaster. The RHSOC also facilitates the availability of emergency response training through funding positions such as CERT instructors, Mass Care Coordinators, Regional School Safety Officers, etc. The EDD assists the region's preparedness by maintaining a current inventory of equipment and disseminating training opportunities announced by the state.



The Environment

Since it was created, the Southeast Missouri EDD has played a leadership role in protecting the natural resources and the environment of the District. The Planning Commission coordinated and developed the seven-county *Southeast Missouri Hazardous Materials Emergency Response Plan*, a comprehensive plan to respond to hazardous material emergencies. The staff has assisted many local units of government in solving their sewage treatment and wastewater disposal problems and in providing safe potable water systems for District residents.

The EDD regularly prepares infrastructure applications for local units of government under the Missouri Department of Economic Development CDBG Program, the Delta Regional Authority, the U. S. Department of Agriculture and the Economic Development Administration. Applications submitted to these funding sources now contain a complete NEPA (National Environmental Protection Agency) environmental review which is conducted by the EDD staff in cooperation with the applicant.

The EDD staff has also worked actively with the Missouri Diesel Emissions Reduction Act (DERA) program. Through that program, five Auxiliary Power Units were installed in privately owned over-the-road trucks, nine Fuel Operated Heaters were installed in school busses, and the Early Vehicle Replacement of a privately-owned over-the-road truck was subsidized. The EDD staff also received a grant directly from the U. S. Environmental Protection Agency (EPA) for funding to operate a Diesel Emission Reduction Act program independent of the State of Missouri. The grant funding is being used to subsidize the repowering of two Mississippi River workboats which will have a significant impact on the EDD's air quality.

The EDD staff also received a grant from the U. S. Department of Transportation, Maritime Administration (MARAD), which will allow another Mississippi River workboat to be repowered. This project is unique in that it will also include testing of the existing engines under real-world conditions, testing of the new engines immediately after the break-in period to obtain baseline data on their performance in real-world conditions, and a follow-up test at approximately the end of the normal life of the engines to identify any fall off in performance under real world conditions when normal maintenance is provided by trained staff. This project involves a third-party contract with the University of California-Riverside to handle the testing project.

The SEMO EDD is dedicated to maintaining the environmental sustainability of the District while continuing to support economic growth and job creation. The EDD has been involved in environmental issues for decades. These have included water and wastewater planning, solid waste planning, and a variety of projects to prepare applications for grant funding in support of environmental issues.

The Missouri Department of Natural Resources (DNR) has begun an initiative to create a coordinated, holistic approach to protect water resources and preserve our Missouri waters. The *Our Missouri Waters* initiative focuses the water resource

management to the local watershed level. There are 66 designated watersheds in the State of Missouri. The District is home to one of the pilot watersheds of the program with the Big River Watershed located in three counties. DNR has invited the District to participate in identifying local stakeholders and acting as a mechanism to bring people together to discuss issues regarding the watershed. The Big River Watershed has several biological impairments due to nonpoint pollution resulting from mining activities in the watershed. The goals of this initiative are to provide information regarding watershed health, implement best management practices where possible and provide financial assistance for various water quality solutions. The *Our Missouri Waters* initiative has indicated moving forward with the other watersheds at a rate of five per year. The District anticipates a long standing role in aiding the Region in coordinating efforts of agencies and individuals who have interests in watersheds throughout the District.

State or National Parks and Wildlife Refuges

The Southeast Missouri District encompasses 3,675 square miles and includes over 57,000 acres of Mark Twain National Forest land, six well-developed state parks and over a dozen state forests, natural areas and river access areas developed by the Missouri Departments of Conservation and Natural Resources. There are no national parks in the District. State parks in the District include Elephant Rocks State Park, Hawn State Park, St. Francois State Park, St. Joe State Park, Taum Sauk Mountain State Park and Trail of Tears State Park.

Public conservation areas include Amidon Memorial Conservation Area, Ball Mill Resurgence Natural Area, Castor River Conservation Area, Council Bluff Lake Conservation Area, Crane Lake, Ketcherside Mountain Conservation Area, Magnolia Hollow Conservation Area, Millstream Gardens Conservation Area, Perry County Community Lake, Pickle Springs Natural Area, Silver Mines Recreation Area and Tower Rock Natural Area.

Designated Wilderness Areas

There are two designated wilderness areas in the Southeast Missouri Economic Development District. The 9,142-acre Bell Mountain Wilderness is located in Iron

County. Bell Mountain Wilderness is part of the St. Francois Mountains, one of the oldest land forms in North America.

The 4,238 acre Rock Pile Mountain Wilderness is located in Madison County and is Missouri's smallest wilderness area. The wilderness is named for an ancient circle of granite rocks erected by early man.

Wild or Scenic Rivers

There are no designated wild or scenic rivers in the Southeast Missouri Economic Development District. Missouri has approximately 51,978 miles of river, of which 44.4 miles are designated as wild and scenic, less than 1/10th of 1% of the states river miles. Currently, the only designated wild and scenic river in Missouri is the Eleven Point River.

Threatened or Endangered Species

Assessment of threatened or endangered plants and animals is also part of the routine environmental assessment undertaken whenever development is proposed and is undertaken on a case-by-case basis. The District is home to a number of rare and endangered species of animals and plants which are identified in Exhibit No. 46-A.

EXHIBIT NO. 46-A

Threatened & Endangered Species SEMO EDD

COUNTY	SPECIES	STATUS	HABITAT
Bollinger	<u>Indiana bat</u> (<i>Myotis sodalis</i>)	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well developed riparian woods; upland forests

COUNTY	SPECIES	STATUS	HABITAT
Bollinger (Cont.)	Curtis' pearlymussel (<i>Epioblasma florentina curtisi</i>)	Endangered	Castor River
	Snuffbox (<i>Epioblasma triquetra</i>)	Endangered	Small to medium-sized creeks with a swift current
	Small whorled pogonia	Threatened	
Cape Girardeau	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well developed riparian woods; upland forests
	Least tern (interior population) (<i>Sterna antillarum</i>)	Endangered	Large rivers. Nest on sandbars
	Pallid sturgeon (<i>Scaphirhynchus albus</i>)	Endangered	Mississippi River
	Decurrent false aster (<i>Boltonia decurrens</i>)	Threatened	Disturbed alluvial soils
Iron	Gray bat (<i>Myotis grisescens</i>)	Endangered	Caves
	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well developed riparian woods; upland forests
	Indiana bat (<i>Myotis sodalis</i>)	Critical Habitat	Pilot Knob Mine
	Hine's emerald dragonfly (<i>Somatochlora hineana</i>)	Endangered	Streams and associated wetlands overlying dolomite bedrock

COUNTY	SPECIES	STATUS	HABITAT
Iron (Cont.)	Hine's emerald dragonfly (<i>Somatochlora hineana</i>)	Critical Habitat Designated	Maps and written descriptions of Hine's Critical Habitat in Missouri: from Federal Register (PDF) Note: first page includes map of Michigan.
	Mead's milkweed (<i>Asclepias meadii</i>)	Threatened	Virgin prairies
Madison	Gray bat (<i>Myotis grisescens</i>)	Endangered	Caves
	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well developed riparian woods; upland forests
	Rabbitsfoot (<i>Quadrula cylindrica cylindrica</i>)	Proposed as threatened	Rivers
	Rabbitsfoot (<i>Quadrula cylindrica cylindrica</i>)	Critical Habitat Proposed	St. Francis River Map of Proposed Critical Habitat
	Running buffalo clover (<i>Trifolium stoloniferum</i>)	Endangered	Disturbed bottomland meadows
Perry	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well developed riparian woods; upland forests
	Least tern (interior population) (<i>Sterna antillarum</i>)	Endangered	Large rivers - nest on sandbars
	Grotto sculpin (<i>Cottus sp.</i>)	Endangered	Cave and surface streams
	Pallid sturgeon (<i>Scaphirhynchus albus</i>)	Endangered	Mississippi and Missouri Rivers

COUNTY	SPECIES	STATUS	HABITAT
St. Francois	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula: Caves and mines; Maternity and foraging habitat: small stream corridors with well developed riparian woods; upland forests
	Hine's emerald dragonfly (<i>Somatochlora hineana</i>)	Endangered	Streams and associated wetlands overlying dolomite bedrock
Ste. Genevieve	Indiana bat (<i>Myotis sodalis</i>)	Endangered	Hibernacula: Caves and mines; Maternity and foraging habitat: small stream corridors with well developed riparian woods; upland forests
	Pallid sturgeon (<i>Scaphirhynchus albus</i>)	Endangered	Mississippi and Missouri Rivers

Source: U. S. Fish and Wildlife Service, County Distribution of Federally-Listed Threatened, Endangered, Proposed and Candidate Species, 2012

In 2012, the U. S. Fish and Wildlife Service proposed to list the grotto sculpin as an endangered species under the Endangered Species Act of 1973. The grotto sculpin is a small, cave-dwelling fish that occurs in small populations and lives in a specific habitat that is found only in five cave systems in Perry County. The Fish and Wildlife Service proposed that all underground aquatic habitat underlying approximately 36 square miles, plus 19.2 miles of surface stream, be designated as critical habitat.

The designation of the grotto sculpin as endangered could have serious economic impacts on the County's significant agricultural community and possibly inhibit future economic development in the County. The SEMO EDD provided technical assistance to a County Coalition which prepared a Community Plan detailing the environmental practices which have already been implemented by farmers, communities, and County residents to protect the County's cave system and its environment, and to develop a series of additional steps to further protect the critical habitat of the grotto sculpin. The goal

was to persuade the Fish and Wildlife Service to list the grotto sculpin as rare or threatened, rather than endangered, to lessen the potential economic impact on the County and to avoid having large sections of the County designated as “critical habitat.” On September 24, 2013 the Fish and Wildlife Service informed county officials that it had labeled the grotto sculpin as endangered, however no areas in Perry County were designated as “critical habitat” easing fears about possible negative economic impacts.

Prime/Unique Agricultural Lands

There are areas of prime farmland found throughout the District. The National Resource Conservation Service no longer uses the term “unique.” Farmlands are classified as prime, not prime, prime if drained, prime if irrigated and statewide importance. Statewide importance is not quite prime but better than most.

Superfund Sites

There are currently four Superfund sites on the Environmental Protection Agency’s (EPA) National Priorities List (Source: Missouri Department of Natural Resources) located within the Southeast Missouri Economic Development District.

The Annapolis Lead Mine site is located approximately one mile east-northeast of Annapolis in Iron County. Heavy metals resulting from erosion and runoff from the mine tailings and mine works are the contaminants of concern. The principal contaminant is lead. The contaminants are found in surface soils and sediment in the floodplain of Sutton Branch. This site is being addressed through federal and state actions. Missouri Department of Natural Resources is the lead state agency.

The Big River Mine Tailings/St. Joe Mineral Corporation site is located in a former mining region known as the “Old Lead Belt,” which is 70 miles south of St. Louis. This site is composed of seven large areas of mine waste, approximately 110 square miles in size. The areas included are the Bonne Terre Mine Tailings Site, the Leadwood Mine Tailing Site, the Elvins Mine Tailings Site, the Federal Mine Tailings Site, the Desloge Mine Tailings Site, the Doe Run Mine Tailings Site, and the National Mine Tailings Site. Elevated levels of lead, cadmium, and zinc have been detected in the

tailings pile. Surface water and various forms of biota in the Big River contain elevated concentrations of lead. Wind erosion and airborne dust have transported contaminants to the surrounding area and are a potential hazard to on-site workers, residents, and children. This site is being addressed through federal and potentially responsible parties' actions.

The Madison County Mines Superfund Site is located near Fredericktown in the Old Lead Belt where heavy metal mining has occurred since the early 1700s. The site includes all of Madison County and the "Mine LaMotte Tract" in St. Francois County. Contaminants currently being investigated and addressed include heavy metals resulting from the mining and processing of ore throughout the county, primarily lead. Exposure to lead represents a significant risk to the health of young children, pregnant women, and the elderly, as well as a risk to the environment. The media being evaluated and addressed are residential properties including yards, child high-use areas, public areas, drainage ways, and road rights-of-way, chat and tailings piles, groundwater, surface water and sediments. The site is being addressed through federal and potential responsible party actions.

The Missouri Electric Works Site is located on a 6½ acre site at 824 South Kingshighway in Cape Girardeau. Missouri Electric Works operated at this site from 1954 to 1992. The company sold, serviced, and reconditioned electric motors, transformers, and transformer controls. In addition, it recycled transformer oil and copper wire. The transformer oil was filtered and reused, with about 90% being salvaged. The remaining waste oil either was sold to local residents for dust control purposes, disposed of by a contractor, or simply allowed to leak or spill onto the ground around the facility. Cape La Croix Creek, which flows into the Mississippi River, receives the runoff from the site through a series of drainage ditches. A focused groundwater investigation conducted in 2005 confirmed the presence of PCBs in the fractured bedrock aquifer. Chlorobenzenes were also detected in the bedrock aquifer. The site is being addressed through federal and potentially responsible parties' actions. The Missouri Department of Natural Resources is assisting EPA as a supporting regulatory agency.

Hazardous Chemical Manufacture, Use and Storage

A review of the 2013 *Missouri Manufacturers Register* and information provided by the Local Emergency Planning Committee determined there are no companies located in the Southeast Missouri Economic Development District that manufacture hazardous chemicals as an end product.

There are, however, manufacturers and distributors throughout the District that either use hazardous chemicals in their manufacturing process or that store hazardous chemicals for distribution. These include gasoline storage facilities, gas stations, agricultural fertilizer distributors, automotive parts manufacturers, plastic extruders, plastic products manufacturers, polystyrene foam manufacturers, lubricant distributors, hospitals and others. Hazardous chemicals are also transported through the District by rail, truck and pipeline.

Manufacturers that use hazardous chemicals as part of their manufacturing process are required to comply with all EPA and Missouri Department of Natural Resources guidelines as well as local city codes. An emergency and hazardous chemical inventory of products used by manufacturers and others in the District is maintained by the Local Emergency Planning District. Federally funded economic development projects assisted by the Southeast Missouri Regional Planning Commission staff include the NEPA environmental process which includes the determination of the locations of hazardous materials users in the project area.

Pesticide Manufacturers or Users

There are no companies located in the Southeast Missouri Economic Development District that manufacture pesticides. Agriculture is, however, a significant segment of the District's economy, and pesticides are used by farmers, fruit-growers and others. The Missouri Department of Agriculture operates the state's pesticide program which was created to prevent unreasonable adverse effects of pesticide use on human health and the environment while helping to ensure the availability of pesticides needed to maintain the state's quality of life.

This is accomplished by licensing pesticide applicators and dealers, registering pesticides and performing inspections and investigations in the enforcement of the Missouri Pesticide Use Act and the Missouri Pesticide Registration Act.

Sole Source Aquifers for Drinking Water

There are no sole source aquifers in the Southeast Missouri Economic Development District or anywhere in the State of Missouri.

Wellhead Protection

There are wells intended for drinking water scattered throughout rural areas of the Southeast Missouri Economic Development District. These are monitored by the Department of Natural Resources through its Geological Survey Wellhead Protection Section. The section's responsibilities include ensuring that any new private well drilled in Missouri is constructed to minimum standards as set by state regulations.

The Wellhead Protection Section regulates the construction of private water well which includes domestic and multiple family class wells, irrigation wells, monitoring wells and heat pump wells. The state also regulates how wells are plugged. The section's role is to balance the concerns of land owners and drillers, while performing its overall directive of protecting the state's vast underground water supply from contamination due to improper construction and abandonment of wells.

Non-Attainment Areas

At this time there are no non-attainment areas in the Southeast Missouri Economic Development District. The current involvement by the EDD in air quality issues stems from the beginning of the process employed by the Missouri Department of Natural Resources (DNR) in formulating recommendations regarding areas to be designated as "nonattainment areas" under the new National Ambient Air Quality Standards (NAAQS) for ozone. In 2008, DNR announced the process that would be followed in developing those recommendations. EDD staff, with interested private sector

citizens and local elected officials, attended every meeting held by the DNR during the process. In 2009, the Board of Directors voted to make the Air Quality Committee a permanent standing committee of the EDD and formally adopted the *Southeast Missouri Clean Air Action Plan* developed by the EDD staff.

There are two ozone air quality monitors within the EDD service area, one in Ste. Genevieve County near the City of Bonne Terre, and one in Perry County near the unincorporated community of Farrar, Missouri, about 35 miles north of Cape Girardeau. In 2012, both monitors had readings that were out of compliance with the National Ambient Air Quality Standard for ground level ozone, currently 75 parts per billion (ppb). The Bonne Terre monitor is designated at a “design value” that barely meets the standard at 75 ppb. The Farrar monitor had a 2012 “design value” of 77 ppb, which technically makes the county a “nonattainment area.” The EDD is concerned that designation of Perry and Ste. Genevieve Counties as nonattainment areas would lead to the loss of current and potential jobs because of financially prohibitive regulations for industry.

In 2012, EDD staff prepared the necessary documents to be accepted into EPA’s Ozone Advance Program as a next step in implementing the *Clean Air Action Plan*, and preliminary work has been initiated on the “Path Forward,” the next step in the Ozone Advance Program. The Path Forward plan involves media outlets, social media networks, gas stations and schools in a program to educate people on how to reduce activities that contribute to the formation of ozone.

Significant 100-Year Floodplains

There are areas of 100-year floodplain along rivers and tributaries in all seven counties of the Southeast Missouri Economic Development District. Some of the largest sections of 100-year floodplain lie along the Mississippi River in Cape Girardeau, Perry and Ste. Genevieve Counties and are predominantly used for agricultural production. Another significant area within the 100-year floodplain lies along the Diversion Channel in Cape Girardeau County and is also used for agricultural production. In Perry County, the Perryville Municipal Airport and two major industries lie within the 100-mile

floodplain and are protected by the 50-year flood Bois Brule levee maintained by the U. S. Army Corps of Engineers.

In recent years, houses and other structures affected by flooding, either by the Mississippi River or periodic internal flooding, have been purchased through buyout programs and demolished in a number of cities in the District. Wetlands and floodplains are also considered in the NEPA environmental review process for any economic development projects involving federal funds.

Archeological, Historic, Prehistoric and Cultural Resources

The Southeast Missouri Economic Development District is rich in historic resources and sites. Currently, there are 84 properties or historic districts listed in the National Register of Historic Places, some predating the Revolutionary War. Among these are several significant archeological sites. The Green's Ferry Archeological Site and the Trail of Tears State Park Archeological Site are both located in Cape Girardeau County. The Common Field Archeological Site and the Kreilich Archeological Site are located in Ste. Genevieve County.

Extreme care is taken in any economic development project to protect these important historic and archeological resources, and they are included in the NEPA environmental review process conducted for any major economic development project involving federal funds and any major construction project undertaken by the Missouri Department of Transportation.

Coastal Zone Management

The Southeast Missouri Economic Development District is not located in a coastal zone area.

Solid Waste Management

The EDD provides staff and office space to the Southeast Missouri Solid Waste Management District, Region R, through a contract with the Solid Waste Management

District. The Solid Waste Management District was established in 1992 by Bollinger, Cape Girardeau, Iron, Madison, Perry, St. Francois and Ste. Genevieve Counties, as well as the cities in those counties with populations in excess of 500, in response to Missouri Senate Bill 530. The bill mandated that all cities and counties with populations in excess of 500 develop and submit an integrated solid waste management plan to the Missouri Department of Natural Resources.

The EDD staff administers the funds received from the Missouri Solid Waste Management Program and monitors the day-to-day activities of the recycling grants made by the Solid Waste District. These grants were deemed by the membership to be the most logical way to achieve the State's goal of reducing the solid waste stream entering the landfills in the state by 40%. Recycling grant applications are solicited twice a year by the Solid Waste District's Board of Directors. The staff solicits the applications, assists the committee in ranking applications, monitors the progress of grant activities, and reimburses the grantees on a quarterly basis for progress made.

Mine Tailings

Areas of the District in which extensive lead and iron ore mining has occurred continue to present an environmental challenge. During the lead mining era, dams were constructed in Iron, Madison and St. Francois Counties to contain saturated mine waste called "tailings" which resulted from the extraction process. Built during a time when little was known about the earthquake hazard in the District, there continues to be concern about the ability of these tailings dams to withstand the impact of an earthquake along the New Madrid fault. The fault is centered just south of the EDD in the Bootheel area of Missouri.

The U. S. Army Corps of Engineers has concluded that multiple failures of the St. Joe, Desloge, Leadwood and Eaton dams in St. Francois County, triggered by a major earthquake, could cause severe ecological damage to the Big River and cause contamination of public water supplies in the area. Because of these concerns, tailings dams are monitored regularly by the Missouri Department of Natural Resources.

Constraints to Economic Development

The Southeast Missouri Economic Development District *Comprehensive Economic Development Strategy* (CEDS) includes an analysis of economic development problems and opportunities. Constraints to economic development, such as lack of public utilities or other infrastructure, are generally addressed as economic development opportunities arise. The EDD staff frequently provides grant writing and technical assistance related to the location or expansion of industries located in industrial parks in the District. These infrastructure improvements have involved road construction and the construction of electrical, water, sewer and natural gas service to sites.

Environmental Justice

Executive Order 12898 directs federal agencies to identify and address as appropriate “disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.” Assistance provided by the staff of the Southeast Missouri Economic Development District to any economic development project involving federal funds (such as EDA, USDA or Community Development Block Grants) includes the preparation of an environmental assessment.

These assessments address the consideration of actual and potential environmental impacts to people of low-income and minority status resulting from the proposed project and mitigation measures to minimize adverse impacts as much as practicable within the principles of the Executive Order. Public hearings and notices to solicit public input are also part of the environmental justice process. All transportation projects undertaken by the Missouri Department of Transportation within the District also include public informational meetings and published notices.



Disaster Preparedness and Recovery

The SEMO EDD has, for decades, assumed a leadership position in preparing the District and its counties for natural disasters and in the economic recovery process following natural disasters that have occurred.

Following Mississippi River flooding during the spring and summer of 1993, and internal flash flooding in the fall of the same year, the EDD staff took the leadership in flood recovery efforts, preparing a *Long-Term Comprehensive Flood Recovery Strategy* for the Region, laying the groundwork for long-term mitigation measures in floodplain areas. As a result of having the long-term strategy in place, and with EDD staff assistance in preparing grant applications, \$70.4 million in state and federal recovery projects have been funded in the Region. The EDD staff also administered the buyout of dozens of homes in cities and counties in the Region affected by both the flood of 1993 and the flood of 1995.

In 2004-2005, the EDD prepared hazard mitigation plans for each of the District's seven counties. All seven of the plans were updated during the period from 2009 through 2013. The plans evaluated the risks from a number of natural hazards including dam and levee failures, drought, earthquakes, wild fires, extreme cold, extreme heat, sinkholes, flash and riverine flooding, severe winter weather (snow, ice), and tornadoes and severe thunderstorms (downbursts, lightning, hail, heavy rains, and wind). The plans also assessed the vulnerability and risk that each county faced from natural disasters using a variety of methods, including GIS mapping and analysis of past historic losses. Mitigation plans benefit the community by saving lives and reducing property damage from disasters. Recovery focuses on activities that help communities get back to normal after a disaster.

Because of weather and flood disasters during 2008, all seven counties of the EDD were designated as Federal Disaster Areas. The widespread nature of both the storm damage and the Mississippi River flooding led to passage by the U. S. Congress of a supplemental appropriation for EDA to assist in recovery from these disasters. In 2009, following Mississippi River and internal flooding, the EDD received a \$30,000 grant from the Economic Development Administration which was matched by \$10,000 in local

funds. The combined funding was used to develop a *Disaster Recovery Plan*. The plan was developed in cooperation with county and city officials and community leadership.

The scope of work of the EDA grant specified certain things be done to implement recovery in addition to the preparation of the recovery plan. The EDD sent out informational bulletins and news releases regarding the disaster recovery program. Member counties and cities were asked to contact the EDD for more information and to help identify programs that would be helpful for their particular projects. Communities that were known to have experienced weather-related problems were contacted by phone to discuss possible financial assistance. Each potential project was reviewed for eligibility for funding under various programs. All relevant information regarding potential projects was reviewed to determine which funding program would best match the needs of the community.

Where eligible projects were identified, staff expertise was utilized to ensure that applications were prepared completely and properly, and that all ancillary requirements were met. The EDD prepared disaster funding applications for the following projects under the disaster recovery project (Exhibit No. 47-A).

As part of the planning process, EDD staff reviewed the All Hazard Mitigation Plans for each of the seven counties served which were initiated in 2004 and updated these during 2009 through 2013. Other initiatives implemented to support further development of the manufacturing base of the Region included updating demographic; population; workforce characteristics; and industrial park information on the Location One website for all the cities in the Region in excess of 2,500; the initiation of a GIS/First Responder project; and a concerted effort to develop a certified regional industrial site to accommodate larger industries.

EXHIBIT NO. 47-A

Funding Applications Prepared as Part of Disaster Recovery Plan Process

APPLICANT	PROJECT DESCRIPTION	FUNDING SOURCES	AMOUNT REQUESTED	LONG - TERM IMPACT
City of Marble Hill	Purchase of the six most flood-prone properties in the City	FEMA/CDBG	\$290,000	Buyout project ensures that these properties will not be developed in the future and tht any future flooding will not have an adverse impact on them
New Bourbon Regional Port Authority	Development of a full-service public Mississippi River port that will be usable during floods including harbor construction, high-water ferry landing, bank stabilization, railroad access and loading facilities	EDA ARRA MoDOT Capital Improvement Funds FHwA Ferry Boat Discretionary Fund Delta Regional Authority FHwA TIGER II	\$2,300,000 \$1,000,000 \$500,000 \$427,000 \$100,000 \$9,900,000	Construction of the port has several long-term impacts. The port will be usable during flood events making the facility available to private sector shippers who rely on barge transportation. The provision of rail service and transshipment capability even during high water considerations is an important consideration for avoiding future economic dislocations due to flooding.
Southeast Missouri Regional Port Authority	Railroad bet elevation to ensure usability of port's railroad transshipment facilities during periods of flooding	EDA	\$2,500,000	This project will provide for continuous railroad transshipment service even during periods of Mississippi River flooding which will avoid the dislocations that have occurred in the past
Southeast Missouri Regional Port Authority	Harbor Stabilization	CDBG	\$2,200,000	Harbor stabilization will allow service and transshipment of barge traffic to continue uninterrupted during periods of Mississippi River Flooding
Southeast Missouri Regional Planning Commission	Recapitalization of Revolving Loan Fund	EDA	\$500,000	The recapitalized RLF will continue to provide gap financing to the private sector indefinitely. The initial round of loans will be targeted to projects directly related to the natural disasters of 2008
City of Perryville/Sabreliner	Wastewater improvements/plant	CDBG	\$230,000	These improvements will allow for continuing

APPLICANT	PROJECT DESCRIPTION	FUNDING SOURCES	AMOUNT REQUESTED	LONG - TERM IMPACT
Corporation	expansion addressing issues of industry located in the floodplain			service during Mississippi River flooding which will avoid the dislocations that have been associated with service disruptions during periods of flooding in the past
City of Delta	Clean drainage ditch as a requirement before Corps of Engineers/FEMA funding will be available	CDBG	\$166,000	This project is a required precursor to support from the Corps of Engineers and FEMA in efforts to address future dislocations associated with Mississippi river flooding
City of St. Mary	Rehabilitation of water distribution system and construction of a 100,000 gallon water tank, interconnected to Ste. Genevieve County Public Water Supply District #1 system addressing issues of flood contamination and damages	CDBG	\$500,000	Project will avoid future disruptions associated with Mississippi River flooding which has been a long standing problem
City of Perryville	Plant expansion and truck repair facility for largest employer in Perry County to avoid future disruptions during Mississippi River flood events	CDBG	\$675,000	This project addresses disruptions that have historically had an impact of this major employer and the possible relocation of this operation not susceptible to flooding
Madison County Public Water Supply District #1	Interconnection of previously separate components of the system to avoid future problems of contamination and water pressure loss in flood and storm events	CDBG	\$390,000	Project addresses health issues as well as economic dislocations associated with flood and storm events and enhances service to the industrial park making it more marketable
City of Leadwood	Repair of the Birch Street Bridge damaged by flood	EDA/CDBG	\$177,000	Upgrading this key component of the transportation system will avoid future problems associated with flooding
City of Fredericktown	Industrial Park wastewater improvements to repair flood damage	EDA	\$600,000	This project repairs the damage to the wastewater system caused by flooding in 2008 and brings the system to flood-resistant standards.

The EDD staff continues to assist in enabling the District to recover from potential disasters. Through its role as the administrative and coordinating agency for the Region E Homeland Security Oversight Committee (HSOC), the EDD has overseen the application process for securing a range of equipment, training and personnel needed to improve response to manmade and natural disasters. Several members of the EDD staff are participating in a “2013 Disaster Preparedness and Economic Recovery” webinar series produced by the International Economic Development Council and funded by a grant from the U. S. Economic Development Administration.

Individual communities are also exercising leadership in preparing for natural disasters, particularly tornados. Municipalities and public entities, such as schools, which have local hazard mitigation plans are eligible for the Federal Emergency Management Agency (FEMA) Safe Room Grant Program. When the new Fredericktown Middle School was constructed in 2012, a community tornado safe room was included. The gym building is a safe room designed to withstand an F-5 category storm and will serve citizens within a ½ mile radius of the school, which has been designated as a Tornado Protection Zone (TPZ). The safe room has a maximum capacity of 1,837 persons. Funding for the gymnasium was provided, in part, by a \$1.7 million grant from FEMA.

The Marquand-Zion School District in Madison County is nearing completion of a new FEMA-funded tornado safe building. Located on the site of the original school, the 54’ by 80’ facility is designed to withstand winds registering more than 200 miles an hour. The facility will serve as a gymnasium for the district as well as the tornado safe room for the school and community.

The Farmington R-7 School District was recently approved for a FEMA grant to construct a tornado safe room and has already selected a contractor and project manager. The safe room will be built near the Truman Kindergarten Center and will be capable of withstanding a tornado. The building will be used for educational purposes on a daily basis and will serve as a safe room for children from nearby schools in case of threatening weather.

The City of Jackson also plans to construct a safe room as part of a planned community center and has recently been approved for a FEMA grant.

B. ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

Problems and Opportunities



Overall, the economy of the Southeast Missouri EDD has flourished during the past two decades. While some segments of the economy have declined (iron ore and lead mining), or have been negatively impacted by global competition (shoe and garment production), other economic segments have expanded or emerged to mitigate the economic impact of the losses.

Problems

Distribution of Economic Growth. One of the challenges the EDD continues to face is that economic growth in the District has not been universal. Bollinger and Iron Counties, and to a lesser extent, Madison County, have not experienced economic growth at the same rate as the District's more urbanized counties. Per capita and median household income are lower in all three of these counties (2010 Census), and population in Iron County has declined slightly. To address these inequities in economic growth, the EDD has focused much of its efforts on improving the transportation corridors serving the counties.

In Iron County, Highway 221 (formerly Routes V and W) is the primary corridor between the Arcadia Valley and Farmington. For decades, residents of much of Iron County were forced to depend on this obsolete and dangerous corridor to access jobs, health care and higher education opportunities in Ste. Francois County. The EDD, through its Transportation Advisory Committee, strongly supported a major upgrade of this important corridor. Since updating the last CEDS in 2007, the Highway 221 corridor has undergone a major upgrade resulting in wider driving lanes, paved shoulders and improved sight visibility.

The EDD also supported the upgrading of U. S. Highway 67 to four-lane expressway status from Fredericktown to Poplar Bluff and a major upgrade of Highway 72 from Fredericktown to Cape Girardeau. These improvements, completed during the last three years, provide much-improved east/west and north/south transportation access for businesses and residents of Madison County and will result in increased economic activity. Highway 72 also serves northern Bollinger County, providing access to Cape Girardeau and U. S. Highway 67. The upgraded Highway 72 corridor from Jackson to Fredericktown has 12-foot driving lanes and paved shoulders. All deficient bridges in the corridor have been replaced, and some roadway segments straightened to improve safety and efficiency.

Additionally, the EDD staff was actively involved in efforts to further develop the Fredericktown Industrial Park, which included the construction of a new Highway 72 bypass route and round-about to relieve congestion in the City.

Air Quality. The involvement of the EDD in air quality issues stems from the beginning of the process employed by the Missouri Department of Natural Resources in formulating recommendations regarding areas to be designated as “nonattainment areas” under the new National Ambient Air Quality Standards for ozone.

There are two ozone air quality monitors within the EDD service area, one in Ste. Genevieve County, located near the City of Bonne Terre, and one in Perry County near the unincorporated community of Farrar, about 35 miles north of Cape Girardeau. In 2012, both monitors had readings that were out of compliance with the National Ambient Air Quality Standard for ground level ozone., currently 75 parts per billion (ppb). The Bonne Terre monitor is designated at a “design value” that barely meets the standard at 75 ppb. The Farrar monitor had a 2012 “design value” of 77 ppb, which technically makes the county a “nonattainment area.” The EDD is concerned that designation of Perry and Ste. Genevieve Counties as nonattainment areas would lead to the loss of current and potential jobs because of financially prohibitive regulations for industry.

Lack of Large Regional Industrial Park Site. While most of the counties and cities in the EDD have industrial parks available to accommodate new or expanding

industries and businesses, the District lacks a major industrial park which can offer large industrial sites to attract potential manufacturers. In 2010, the EDD formed a Multi-County Site Selection Committee composed of county commissioners and business leaders from Iron, Madison, St. Francois and Ste. Genevieve Counties to promote industrial sites in those counties. The committee employed McCallum Sweeney Consulting, a nationally recognized site selector, to perform an industrial site search to identify properties with industrial development potential. Major funding for the study was provided by the St. Francois County Industrial Development Authority. The Orchard Site in Bonne Terre rated highest in industrial development attributes such as zoning and highway access. In 2012, the EDD signed a three-year option on the approximately 84-acre Orchard Site.

The EDD, in conjunction with the Multi-County Site Selection Committee, also contracted a survey of major employers in Iron, Madison, St. Francois and Ste. Genevieve Counties. The study gauged 12 characteristics in two categories of workforce assessment. The four-county workforce was found to be average or above average in 11 of the 12 categories. The highest ratings of average or above average came in safety, honesty, trainability, product quality and productivity. Only the “availability of job applicants” was found to be below average. In the second category of workforce skills, the workforce scored highest and above average in operation monitoring and troubleshooting. The workforce also received above average marks in reading comprehension, active learning, and judgment and decision making. Weaknesses mirrored the national marks of “fair” in mathematics and science. This information, along with the McCallum Sweeney study, is being used to craft a marketing and action plan to attract major employers to the four-county area.

Other Environmental Concerns. In 2012, the U. S. Fish and Wildlife Service proposed to list the grotto sculpin as an endangered species under the Endangered Species Act of 1973. The grotto sculpin is a small cave-dwelling fish that occurs in small populations and lives in a specific habitat that is found only in five cave systems in Perry County. The Fish and Wildlife Service proposed that all underground aquatic habitat underlying approximately 36 square miles, plus 19.2 miles of surface stream, be

designated as critical habitat. The designation of the grotto sculpin as endangered could have serious economic impacts on the County's significant agricultural community and possibly inhibit future economic development in the County.

The SEMO EDD provided technical assistance to a county coalition which prepared a community plan detailing the environmental practices which have already been implemented by farmers, communities, and County residents to protect the County's cave system and its environment and to develop a series of additional steps to further protect the critical habitat of the grotto sculpin. The goal was to persuade the Fish and Wildlife Service to list the grotto sculpin as rare or threatened, rather than endangered, to lessen the potential economic impact on the County and to avoid having large sections of the County designated as "critical habitat." On September 24, 2013 the Fish and Wildlife Service informed county officials that it had labeled the grotto sculpin as endangered, however no areas in Perry County were designated as "critical habitat" easing fears about possible negative economic impacts.

Missouri Department of Agriculture field agents recently found emerald ash borers in a Perry County park. The emerald ash borer is an Asian species of beetle whose larvae feed on the inner bark of ash trees, eventually killing them. Ten counties in Southeast Missouri were already under quarantine in an attempt to stop the spread of the insect. The state had considered a quarantine of local ash products in Perry County to stop the spread of the emerald ash borer which could have affected dozens of forest product dealers, possibly forcing some out of business.

In October, 2013, the Department of Agriculture, upon the recommendation of the State Entomologist, announced the quarantine regulating the movement of ash wood products was expanded to include all 114 Missouri counties and the City of St. Louis. The change followed finding emerald ash borers in new, disparate locations during the annual summer survey. Under the expanded quarantine, producers, nursery operations and other horticulture and forestry businesses may transport ash wood and wood products throughout Missouri.

Opportunities

Mineral Extraction and Processing. The mining and processing of minerals has long been a major component of the District's economy, but the focus has shifted from iron ore and lead to other mineral reserves. There are currently 52 Missouri Department of Natural Resources industrial mineral permits in effect in the District. The majority of these are open pit mines.

Minerals currently mined in the SEMO EDD include limestone, industrial/silica sand, shale, granite, rhyolite, trap rock, sand, gravel and clay. The growing demand for limestone and silica (frac) sand has led to the opening of several new mineral mining operations in recent years. Frac sand is used in hydrofracking, a technique used by the petroleum industry to extract natural gas and/or crude oil from rock formations, which requires a certain quality of sand in the process. Because of the growing demand for frac sand, limestone and other mineral products, mineral extraction and processing will probably continue to grow as an economic segment and job producer in the District.

Asian Carp as a Resource. Asian (black, silver, grass and bighead) carp were imported into the United States to clean algae from tanks in commercial fish farms and sewage treatment plants. Because of releases or escapes caused by flooding in recent decades, they thrive in the Mississippi and other rivers and have become a major threat to native fish populations. In 2012, the Illinois Department of Natural Resources released a study of the Asian carp problem focused on commercial fishing as a means of controlling their population.

Researchers determined that a market exists for Asian carp, which is high in protein and healthy polyunsaturated fatty acids. China is currently importing whole flash-frozen Asian carp, but demand depends on exporting large-bodied fish in large quantities, with an apparent premium on bighead carp. An unbiased marketing survey conducted throughout the U. S. demonstrated that, of consumers that eat fish regularly, health and taste were the primary factors affecting their choice of fish product. Of the respondents, 73% were willing to try Asian carp. Local availability was important to respondents. The researchers also explored the potential for converting Asian carp into

fish meal and organic fertilizer. The estimated cost of a processing plant to produce a value-added product from Asian carp and native species would be about \$10 million.

Two Rivers Fisheries opened a processing facility in Wickliffe, Kentucky in May, 2013, which can process 10,000 pounds of Asian carp daily. The fish are purchased from area commercial fishermen, processed, then blast-frozen for shipment to Southeast Asia.

Consistency with Government-Sponsored and Other Programs

The Southeast Missouri EDD has been actively involved in economic development since its creation. EDD staff has prepared successful grant applications that have infused millions of dollars into city and county infrastructure improvements needed to further economic development. The staff regularly provides technical assistance to communities in the District and has frequently provided assistance in packaging projects involving multiple funding sources and private investment.

The staff has also assisted communities and counties throughout the District in developing Tax Increment Financing (TIF) districts to facilitate economic development projects. The District also operates several revolving loan funds which can provide “gap” financing to new or struggling businesses.

In addition to the SEMO Economic Development District, there are a number of government-supported and other agencies that actively support economic development in the District. The EDD staff works cooperatively with all of these and frequently partners with other economic development organizations to accomplish development projects. Government-sponsored and other economic development organizations in the District include the U. S. Department of Agriculture (Rural Development Program), the Missouri Department of Economic Development, the Workforce Investment Board of Southeast Missouri, MAGNET (formerly the Cape Girardeau Area Industrial Recruitment Association), Ameren Economic Development, the Small Business Development Centers at Southeast Missouri State University and the University of Missouri Extension office in Jackson, and county and city industrial development authorities and economic developers.

Workforce Investment Board of Southeast Missouri. The Workforce Investment Board (WIB) of Southeast Missouri serves all seven counties in the EDD. WIB is a general not-for-profit corporation which works to attain a higher standard of living in the Region by helping to create a skilled, diverse, motivated and adaptable workforce.

The top five goals of the Workforce Investment Board are to increase literacy; promote instruction and assessment of mastery for critical skills and knowledge required in the workplace; to improve career awareness and career counseling; to help small businesses meet their training needs; and to redirect the use of public funds toward targeted industries, high problem areas, and critical skill/knowledge acquisition. Either directly or through subcontractors, the WIB offers a range of programs to residents of the District including:

- **Workplace Readiness Credential Program.** The credential program identifies those prospective employees that have completed a process that addresses the skill gaps that are relevant to the Region. This program is currently offered at the Cape Girardeau Career and Technology Center in Cape Girardeau. Training begins with a mandatory pre-assessment to determine that students have the necessary skills for a successful outcome. Qualified and experienced teachers then guide students through a logical sequence of instruction during a two-week period. The program is designed to simulate a worker's probationary period in business and industry.
- **Rapid Response Program.** The Rapid Response Program provides early intervention assistance, providing employers and employees who are affected by business closings or cutbacks with information and access to re-employment services to help alleviate the unemployment and economic distress resulting from these employment actions.
- **One Stop Career Center Program.** The WIB supports a seamless, integrated one-stop employment delivery system through the One Stop Career Center Program. One Stop partner agencies are encouraged to co-locate in order to better provide a wide variety of programs and services to area residents. Partner agencies in the Region also communicate regularly and have many case managers that are knowledgeable about several of the programs offered.

There are two full One Stop Career Centers in the District, the Cape Girardeau Career Center and the East Missouri Action Agency/Park Hills Career Center. Other sites are "near to" full service sites or have a significant amount of staffed services but may not have co-location of other agency staff.

The WIB also partners with other agencies to provide services to adults, dislocated workers and youth. Youth services focus on those most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, and youth offenders.

Center for Innovation and Entrepreneurship. Southeast Missouri State University's Douglas C. Greene Center for Innovation and Entrepreneurship supports the University's priority to advance the Region's economic appeal and strength. The Center strives to stimulate local and regional economic growth and development that improves the quality of lives, communities and businesses in southeast Missouri.

The Center provides entrepreneurial training programs, venture mentoring services and venture incubation that lead to the creation of an increasing number of new ventures; connects faculty, students, researchers and inventors with resources to transfer ideas to commercial products, processes and services; and provides business training, counseling and mentoring services that increase the sustainability of new ventures and growth of existing and emerging enterprises.

The Center also connects innovators, entrepreneurs and communities with resources that accelerate venture creation and growth and development of an entrepreneurial culture; provides K-12 and postsecondary students education and practical experiences that inspire them to adopt a philosophy of entrepreneurship in their personal and professional lives, encourages them to create new ventures, and equips them for careers in the new economy; and conducts scientific and practical research that leads to publications in academic and professional journals and contributes to the growing body of literature concerning the teaching, practice, and science of innovation and entrepreneurship.

Southeast Missouri State University Business Incubator. The Douglas C. Greene Center operates a 6,000 square foot business incubator for small businesses involved in service, research, technology development, assembly or light manufacturing. The site embraces the local agricultural flavor of Southeast Missouri while emphasizing development of plant science and environmentally friendly technologies. The incubator

is located on the first and third floors of the Center for Innovation and Entrepreneurship, located at 920 Broadway in Cape Girardeau.

The incubator provides new and emerging ventures a valuable combination of low-cost professional office and office suite facilities with essential mentoring and business development services that increase the sustainability of new ventures and growth of existing and emerging enterprises. Services include venture mentoring; business development counseling; research, technical and development resources; collaboration and networking; and office and administrative support.

The facility provides access to a 21-seat state-of-the-art training room with ITV and a 10-seat conference room with SMART board capabilities, building receptionist, daily mail pickup and delivery, all utilities, weekly janitorial service, free parking, and 24-hour building access.

University Center Program. The U. S. Economic Development Administration has recently awarded Southeast Missouri State University a five-year grant to operate a University Center program. The new Center will provide business solutions and technical assistance to public and private sector organizations, and conduct other activities with the goal of enhancing regional economic development. The University's scope of work will include developing a pipeline of entrepreneurs by improving the access to capital, creating an exchange of ideas and innovation, and promoting opportunities within the Region.

The University has also been awarded a \$1 million loan through the Missouri Research Corporation to establish a revolving low-interest fund for new and emerging businesses in southeast Missouri.

Early Warning Network. The Early Warning Network combines business retention efforts and workforce development. The Early Warning Network, in cooperation with the Southeast Missouri Workforce Investment Board, works to identify at-risk companies and marshal state and local resources to prevent business closings and layoffs. The program, which is funded through the Missouri Division of Workforce

Development, is managed by Missouri Enterprise. The program is available to assist all seven counties in the SEMO EDD.

L.I.F.E., Inc. Employment Solutions. The L.I.F.E., Inc. Center for Independent Living, located at 725 East Karsch Boulevard in Farmington, recently launched a new employment network, L.I.F.E., Inc. Employment Solutions. The new employment network offers free assistance with career exploration, resumé building, interview skills, job coaching, job placement and other employment-related services to ticket holders in the Social Security “Ticket to Work” program. The L.I.F.E. program is designed to ensure that ticket holders receive the best quality information and support available. The staff, the majority of whom cope with a disability of their own, promotes the full inclusion of those with disabilities into mainstream society.

L.I.F.E. Center staff points out that there are distinct advantages for Social Security beneficiaries who choose to work rather than relying on government assistance alone. Work pays financially, but it also pays in self-esteem and independence. Beneficiaries who take advantage of the program are protected from Continuing Disability Reviews as long as they are making progress, are given on-going support and offered specialized employment services.

Existing Economic Development Network. One of the strongest components of the economic development thrust in the Southeast Missouri Economic Development District is the strong network of economic development specialists and industrial/economic development authorities and other agencies already in place and working for their respective counties and cities, many with full-time staffs. Industrial development authorities are created for the purpose of developing commercial, industrial, agricultural or manufacturing facilities within the county or municipality for which they are organized. They also have the power to issue bonds to finance eligible projects.

The following entities have active industrial development authorities: Bollinger County, Cape Girardeau County, Cape Girardeau, Jackson, Iron County, Annapolis, Fredericktown, Perry County, St. Francois County, Farmington, and Park Hills. The Cape Girardeau Area MAGNET provides economic development services to the greater

Cape Girardeau area. Ameren Missouri also provides economic development assistance through an economic development specialist located in the District.

In addition to city and county industrial development authorities, there are two staffed Small Business Development Centers (SBDC) in the District. These are located on the campus of Southeast Missouri State University in Cape Girardeau and at the Cape Girardeau County Extension Center in Jackson. These SBDC's are staffed by business specialists who are uniquely qualified to help small businesses get started, develop and thrive. The SBDC's offer training seminars and programs on a variety of business topics including starting a business, business plan development, marketing, financial analysis, cash flow analysis, taxes, market feasibility, customer service, international trade, franchising, licensing, inventory, computer software and more.

SBDC's also provide low- or no-cost counseling services and access to technology resources including patent, trademark and copyright searches; exporting leads; product design, testing and quality control; manufacturing studies; and plant layout.

Past, Present and Future Economic Development Investments

In recent years, there have been significant economic investments, both private and public, made in the Region. Other projects are already under development or are in the planning stage. The SEMO EDD staff has provided significant support and technical assistance in the development of a number of these projects

Holcim (US), Inc. In 2009, Holcim (US), Inc. constructed one of the most environmentally efficient cement manufacturing facilities in the world in northern Ste. Genevieve County. The EDD staff was actively involved in working with Ste. Genevieve County on the project. The Holcim plant is the single largest economic investment ever recorded in Southeast Missouri. The plant employs approximately 200 workers with an annual payroll in excess of \$10 million and produces approximately 4,000,000 metric tons of cement each year. In addition, over the first 11 years of the

cement plant's operation, Holcim will make payments totaling approximately \$38 million to Ste. Genevieve County schools and County entities.

The Holcim project is located on approximately 3,900 acres along the border of Ste. Genevieve and Jefferson Counties. The new plant has one of the lowest emission levels to date for any cement plant in the United States. The company has set aside a buffer area of approximately 2,200 acres, representing more than 55% of the property's total acreage, to be kept in its natural condition throughout the life of the project. Holcim is a subsidiary of Holcim, Ltd., of Switzerland.

Highway 67 Expressway Project. For more than a decade, the SEMO EDD has supported efforts to construct two additional lanes of U. S. Highway 67 from south of Fredericktown to the Madison County line, both to improve transportation and to stimulate economic growth. In recent years, the scope of this project was expanded to include the construction of two additional lanes from south of Fredericktown extending 50 miles to Poplar Bluff, creating a divided expressway with at-grade crossovers. This project was completed in 2012.

The Missouri Economic Research and Information Center (MERIC) estimates that, over 25 years, every dollar invested in the Highway 67 project will return \$6.58 in new personal income to Missourians totaling \$1.3 billion; \$9.88 in new value-added Gross State Product (GSP) to Missouri's economy totaling \$1.9 billion; and \$16.91 in new economic activity (output) to the state's economy totaling \$3.2 billion. The Highway 67 project has now become bi-state in nature. The Arkansas Department of Transportation is working on roadway realignment and additional lane construction on Highway 67 in that state.

The long-range goal is to upgrade U. S. Highway 67 to expressway standards from its northern terminus in Festus, Missouri, to Little Rock, Arkansas, where it will join Interstate 30 to Dallas. The end result will be the development of a major new trade corridor which will have positive economic impact throughout the length of the corridor while creating a safer roadway for all users.

TG Missouri Expansion. TG Missouri, located in the Perryville Industrial Park, is adding an additional 33,000 square feet of manufacturing space to the company's Plant 3 building. The expansion will create more than 200 new jobs. TG manufactures steering wheels, air bags, side molding, and interior and exterior plastic trim components for automobiles. The expansion will allow for the production of chrome components for grills and rear details for the Toyota Highlander SUV. The vehicle is assembled at Toyota's Indiana plant.

The EDD staff prepared a \$1 million CDBG grant application and a \$200,000 Delta Regional Authority application which were funded and are being used for infrastructure construction for the expansion. TG Missouri has been authorized to receive \$2.7 million in Missouri BUILD Program tax credits. The Missouri Department of Economic Development is also providing \$125,000 in customized training and recruitment assistance to TG. TG Missouri currently employs about 1,200 workers at its Perryville site.

CenterPoint Energy Gas Turbine Facility. CenterPoint Energy-Mississippi River Transmission, LLC completed construction of a \$16 million turbine-powered energy center in the Fredericktown Industrial Park in 2012. The project is expected to provide approximately 27 megawatts of peaking energy from two gas-fired Titan 130 generator turbines. The addition of this low-cost peaking generating facility will supplement the 35-city Missouri Public Energy Pool (MoPEP). Power from this project will be provided to the Cities of Fredericktown, Jackson, Farmington and 32 other municipal utilities across the state through a wholesale power supply contract with the municipal-led MoPEP power pool administered by the Missouri Joint Municipal Electric Utility Commission.

Academy Sports + Outdoors. Academy Sports + Outdoors recently completed a \$1.8 million retail outlet in Cape Girardeau. The 71,680 square-foot store is located at 270 Shirley Drive. The Texas-based outdoor lifestyle retailer offers hunting, fishing and camping equipment along with sports and leisure products, footwear, apparel

and more. The company has more than 140 stores located across the U. S. Academy Sports + Outdoors has locations in Joplin and Springfield in Missouri.

Saint Francis Medical Center Expansion. Saint Francis Medical Center has launched a \$127 million upgrade and expansion of its Cape Girardeau facility. When completed in 2016, all of the hospital's 230 patient rooms will be private. The expansion project could be the most expensive construction project in the history of the City. About 500 construction jobs will be created by the project, and about 100 employees will be added to staff the new facilities once they are completed. Saint Francis currently employs nearly 2,600 people.

Plans call for a new main entrance and five-story patient tower, a Women and Children's Pavilion, and an Orthopedic and Neurosciences Center. The project will add 217,270 square feet to the medical center, bringing the medical center to a total of 1.6 million square feet. Renovation of 148,660 square feet of the existing facilities is also planned. The project will also include the construction of 200 underground parking spaces.

New Hampton Inn Hotel. Midamerica Hotels Corporation plans to construct a new Hampton Inn in Cape Girardeau. The 80-room hotel will be located on the south side of the company's Park West Hospitality Center at Interstate 55 and William Street. The new hotel, which increases Midamerica's number of hotel rooms in Cape Girardeau from 235 to 315, is scheduled to open in 2014.

Arcadia Amtrak Stop. Residents of the Arcadia Valley in Iron County and a local organization, Our Town Tomorrow, have launched an effort to persuade the Union Pacific Railroad to develop an Amtrak stop in Arcadia. Our Town Tomorrow is a 501(c)(3) organization spearheading the effort with the support of the City of Arcadia. Amtrak officials are enthusiastic about the concept, estimating that as many as 7,500 riders might take advantage of the additional stop. The community, however, has to construct a new train platform and has raised \$13,000 to pay for initial design costs. The Iron County Taum Sauk Fund provided a \$5,500 grant to help reach the \$13,000 goal.

In December, 2012, the City of Arcadia was awarded a \$320,000 MoDOT Enhancement Grant which will be matched with \$80,000 in local funds. The funds will be used to construct the train platform, which will be located at Whistle Junction in Arcadia. The Amtrak stop, which is included in the Goals and Objectives of the CEDS, is expected to boost tourism. Amtrak's Texas Eagle operates through the Arcadia Valley each night and morning.

Liberty Utilities Regional Headquarters. Liberty Utilities, which is in the process of acquiring Atmos Energy's natural gas business in Missouri, Illinois and Iowa, announced this year that it is establishing its regional headquarters in Jackson to service its 84,000 customers in the three-state region. The facility will be located on a six-acre tract in the Jackson Industrial Park. Liberty Utilities is an independent water, natural gas, and electric company providing local utility management service and support to small and mid-sized communities across the United States. The company has more than 251,000 customers. The new regional headquarters is expected to create at least 20 high quality new jobs with good pay and benefits. Stationed at the headquarters will be a president, director of finance, director of energy, director of operations, director of rates and regulations, and other support staff.

Cape Girardeau Business Park. In December, 2012, the City of Cape Girardeau purchased approximately 247 acres of land east of Interstate 55 and located on the north and south sides of LaSalle Avenue in Cape Girardeau from the Southeast Missouri State University Foundation. The land had once been used as the University's demonstration farm. The City plans to develop the property into a business park. City officials determined that developing the land, adjacent to the Interstate, was necessary to be competitive, noting that several distribution centers and manufacturers had bypassed the City.

Economic Clusters

An economic cluster is a group of businesses or industries linked by core products or services. These businesses may have common supply chains, labor needs, technologies and markets. This creates a strong economic interdependence. By identifying targeted industries using a common definition, a framework is created allowing multiple agencies, organizations, and policy makers to work together using unified concepts. With a consistent cluster definition, information can be provided on employment concentrations, staffing patterns, employers, and leading firms. Issues can then be addressed in a coordinated fashion for strengthening target industries or businesses with regards to skills, education, recruitment, and incentives.

As a state, Missouri has identified eight “industry clusters” for targeting. These include agribusiness, automotive, defense-homeland security, energy, finance, information technology, life sciences and transportation/logistics. Economic clusters, however, vary by regions within the state. In the SEMO EDD, several significant economic clusters have developed, and these have developed more by an evolutionary process than by design. At the regional level, economic clusters also tend to be more specialized.

Wine Production. Agribusiness has always been an economic cornerstone of the Region, but only within the last 20 years has wine production emerged as an important independent economic cluster. There are now nearly 50 wineries and vineyards scattered throughout the Region; however, the greatest concentration of wineries is found in Ste. Genevieve County. Winery owners in Ste. Genevieve County have joined together to form an association and have shared both expertise and equipment as they developed. Each winery is distinctly different, and each offers different amenities. Amenities include restaurant facilities, unique wedding facilities, overnight guest accommodations, and a tiger sanctuary. One of the wineries in the cluster is now developing a group of 26 residential units in 14 separate buildings on its grounds.

Federal regulations require wines to be produced with a minimum of 75% state-grown grapes in order to be branded as Missouri wines. This creates a growing market

for grape growers in the Region. A growing wine industry means more job opportunities and income for area residents and more revenue for local governments. Sales of Missouri wine recently topped 700,000 gallons. Two viticulture research facilities are now in operation to provide research, information, education, and services to grape and wine businesses in the state. The Missouri Wine and Grape Board, funded by a 12¢ per gallon tax on wine sales, coordinates the marketing and public relations activities for Missouri-made wines, hosts wine competitions, trade and educational seminars, and funds research efforts.

Health Care. In the SEMO EDD, important economic clusters have developed around major health care providers in Cape Girardeau and St. Francois Counties. In Cape Girardeau, Saint Francis Medical Center and SoutheastHEALTH (formerly Southeast Missouri Hospital) have grown into major full-service regional hospitals which provide jobs for several thousand employees. In addition to their direct economic impact, the growth of these hospitals has spurred significant related health care facilities development. Physician's offices, clinics, fitness centers, laboratories, pharmacies and a host of other related health care businesses have developed in the area providing additional jobs for residents of Southeast Missouri. A similar, but smaller, economic cluster has developed in Farmington which is home to Parkland Health Center, Mineral Area Regional Medical Center and the state-operated Southeast Missouri Mental Health Center. Much like the health care cluster in Cape Girardeau, a host of ancillary health-related businesses have developed around the hospitals in Farmington, multiplying the economic impact of the cluster. Hospitals, including the Southeast Missouri Mental Health Center, provide direct employment for 6,605 people in the SEMO EDD.

Mineral Extraction/Processing. The extraction and processing of minerals, particularly limestone, granite, trap rock and silica, is an important economic cluster which spans multiple counties in the District. This cluster employs thousands of area residents and is continuing to grow to meet increasing domestic and global demand.

Limestone is the principal mineral mined and processed in Ste. Genevieve and Cape Girardeau Counties. In Ste. Genevieve County, Mississippi Lime Company, Tower

Rock Stone and Chemical Lime are located in close proximity. In 2009, they were joined by Holcim (US), Inc., a subsidiary of Holcim, Ltd., of Switzerland, which opened a \$1 billion cement production facility in the County. Martin Marietta Aggregates operates two limestone quarries in Perry County and Lone Star Industries, owned by Buzzi Unicem USA, produces cement in Cape Girardeau County. As a group, these companies also generate significant barge shipping on the Mississippi River, creating additional employment.

Trap rock is mined and processed by Iron Mountain Trap Rock in St. Francois County, and granite is quarried and shipped by Missouri Red Quarries, Inc., in Iron County and Central Stone Company in Farmington. Lead processing is also a major industry in Iron County and in neighboring Washington and Reynolds Counties. The Doe Run Company operates one of the most technologically advanced recycling centers in the world in Iron County, the Buick Resource Recycling Facility. In addition to old car batteries, the plant recycles other products containing lead such as computers and ammunition.

Paper Products Manufacture. An economic cluster has developed around Procter & Gamble's manufacturing plant in Cape Girardeau County. The plant manufactures the company's Pampers and Luv brands of disposable diapers and other paper products. In 1990, Nordenia USA, Inc., a German company, constructed a plant adjacent to the Procter & Gamble facility. Nordenia is a flexible packaging manufacturing company which provides plastic packaging for Procter & Gamble's diaper lines. In 2001, Procter & Gamble constructed a 500,000 square foot warehouse to store diaper production from the plant. D-W Tool, Inc., located nearby, separates and recycles component materials from rejected P&G diapers.

Signature Packaging and Paper, LLC, a company which supplies corrugated boxes for Procter & Gamble's diaper line, recently constructed a plant in neighboring Jackson with an 80,000 square foot manufacturing area and 4,700 square feet of administrative offices. P&G's need for the boxes was the primary reason for building the plant. Additionally, several trucking companies in the area depend heavily on the volume of products being shipped from P&G.

In 2011, EDD staff assisted in securing \$500,000 in CDBG funds which were used to assist the expansion of Nordenia into the Highway 61 Industrial Park in Jackson. The expansion involved the construction of a 183,000 square foot building, half of which is devoted to production and the other half used for warehousing the finished product. The company has invested \$7 million in capital expenditures for new equipment, with another \$8 to \$9 million investment within the next two years. Construction of the new facility created 50 new jobs with the potential number of new jobs as high as 80 to 90.

Historic Industry Clusters. The relative isolation of more rural areas in Southeast Missouri from St. Louis and other metropolitan areas leaves each city in the region with limited opportunity for local industry clustering. With no immediately proximate population concentration, the best strategy allowing the region to realize economic agglomeration gains lies in regional industry clusters. The most immediate potential for regional cluster gains lie in two historically persevering industry sectors, the local molding industries and natural resources extraction.

Regional economic leaders could, with help, organize cluster representatives, first to establish vertical cooperation reducing supplier costs. The cluster representatives might work on training issues and contractor costs after experiencing success with the simpler issues. As a long-term objective, regional industry cluster formation can organize local companies into improved market positions. Development of industry knowledge clusters can improve coordination between industry and area educational institutions. A stronger connection between the higher education curricula and regional career opportunities could inspire higher graduation rates among local students. In turn, these objectives may improve local per capita income by adding value to local industries through a better educated entry-level labor force.

Home-grown additions to the existing industrial base could take the form of value-added processes for either the molding industry cluster, or suppliers to the molding industry cluster, or the natural resources extraction cluster in the region. Encouragement of such synergies could come from arranging local scholarships for students undertaking both the entrepreneurial and the molding/manufacturing training in tandem.

C. CEDS GOALS AND OBJECTIVES

Vision Statement:

....It is the vision of the Southeast Missouri Regional Planning and Economic Development Commission to improve the quality of life of all the residents of the Southeast Missouri Region by planning for the sound and efficient use of the Region's land and resources, and by engaging in economic development activities which will continue to provide a healthy economy, capable of sustaining the Region's population.

The goals and objectives of the Southeast Missouri Economic Development District were amended by the CEDS Committee following several meetings which included a review of the goals and objectives as incorporated in the 2007 CEDS. The Committee recognized that the Southeast Missouri Regional Planning and Economic Development Commission was created and organized to provide planning and other services to member units of government and the general public, rather than to duplicate or replace the economic development activities of local communities or other agencies.

The Committee also recognized that the District must continue to adapt to changing technologies and evolving forms of electronic communication in order to remain competitive and adopted a new goal addressing regional technological development and Internet integration. Two additional goals were added supporting continued involvement in addressing environmental issues impacting the District and the need to continue to plan for disaster preparedness and recovery.

Listed below are the goals adopted by the CEDS Committee. All goals are of equal importance and are not ranked. The objectives which the CEDS Committee hopes to accomplish through the efforts of the EDD are grouped below each appropriate goal. These goals and objectives will shape the general direction and thrust of the Economic Development District work program for the next five years.

Goal 1: Increase the quantity, quality and variety of employment opportunities available to residents of the Region.

Objectives: Continue to work to attract businesses that offer higher wage jobs with fringe benefits for residents of the Region.

Provide additional employment opportunities to retain area young adults, seeking through technology, incubators and vocational opportunities.

Promote regular meetings of economic developers from throughout the Region to share information and plan for future growth.

Continue to explore development of industrial parks and support collaborative efforts to develop a business park megasite capable of accommodating projects that require 500 acres or more where the property tax can be shared among several counties.

Retain and support existing industries and nurture new start-up businesses potentially through the development of incubators and partnerships with Work Ready Communities.

Partner with the Missouri Department of Economic Development and Missouri Partnership in targeting and recruiting high-growth industries into the Region.

Foster additional growth of the travel and tourism industry in all the counties of the Region.

Cooperate with agricultural and other organizations in promoting and developing programs and projects that enhance the value of agricultural commodities produced in the Region.

Goal 2: Continue to develop non-transportation infrastructure necessary for future economic growth.

Objectives: Continue to support a strong Economic Development District program to provide planning services and technical support to economic development projects in the District.

Continue to serve as a clearinghouse for information about grant programs and other financing mechanisms which can be used to assist in the development of public infrastructure needed for economic growth.

Encourage and support the expansion and maintenance of water, sewer, stormwater, street, electric, gas and telecommunication infrastructure in order to be prepared for future growth.

Goal 3: Improve transportation structures and features for all modes of transportation within the Region.

Objectives: Maintain the Public Transit–Human Services Transportation Plan for the Region to be used to improve transportation access for the elderly, disabled and low-income residents of the District.

Reduce the number and severity of traffic-related accidents in the District by improving highway safety and by continuing to support increased seatbelt use among area residents.

Continue to work to better prepare the District to be able to cope with significant increases in the volume of freight movements in and through the District in the future.

Support the modernization and expansion of the locks and dams on the Upper Mississippi and Illinois Rivers.

Continue to support Missouri’s ports, rail and highway transportation network.

Goal 4: Promote greater regionalism within the Southeast Missouri Region as a means of marketing the Region more effectively and promoting the positive aspects of the area.

Objectives: Continue to plan for the growth of the Region as a whole and for its various counties and communities, with an emphasis on those counties experiencing slower economic growth.

Identify and promote the attributes of the Region and its communities.

Expand the marketing of the seven counties as a District to manufacturers and business prospects.

Continue to market the District as a tourism destination in order to expand this segment of the economy.

Seek cooperation of the Department of Conservation to promoting hunting as tourism.

Seek funding to expand the use of the EDD website to share information about the various counties and communities in the District and continue to develop links with other community-oriented websites in the District.

Work to obtain cooperation among entities to electronically share their data.

Goal 5: Develop affordable life-cycle housing throughout the Region to help retain younger families and attract additional retirees.

Objectives: Encourage the construction and maintenance of additional affordable efficient housing which is economically accessible and sustainable to low-to moderate-income residents and to young families with children.

Attract additional retirees who are on fixed incomes to locate in the EDD by providing new housing they can afford to purchase.

Explore and support funding sources which could be used to develop additional and affordable housing.

Goal 6: Enhance the quality of life for all residents of the District, including access to health care, improved recreational opportunities and quality educational facilities.

Objectives: Assure that under-served counties in the District have improved access to basic health care and trauma service.

Increase awareness among the District's residents of the recreational and cultural resources available in every county of the District.

Continue to provide technical support in planning and developing new park and recreational facilities, open space, and trails by local units of government.

Support increased cooperation between career and technology centers and junior colleges; support stackable credentialing.

Goal 7: Develop a regional finance network to foster economic growth throughout the Region.

Objectives: Work with financial institutions throughout the Region to develop a network of committed funds to be used to encourage economic growth.

Pursue opportunities to expand the Revolving Loan Fund Program operated by the EDD and seek funding from private and public entities to expand the loan capacity for economic development projects.

Identify individuals and organizations that can assist projects with "risk capital" for buy-ins in companies that require special financing to launch or expand product lines and capacity.

Establish a Small Business Administration 504 Certified Development Company.

Goal 8: Foster regional technological development and internet integration.

Objectives: Promote integration of websites; promote web compatibility and data integration within the region including capitalizing on middle- and last-mile line fiber optics.

Promote mobile integration within the Region.

Promote and seek funding for internet capabilities in education.

Encourage and support region-wide residential, commercial and industrial high speed internet access.

Goal 9: Continue to address environmental issues impacting the District.

Objectives: Continue to inform the District of changing air quality regulations.

Promote water quality efforts in the District.

Educate the Region on Brownfields and Superfund site clean-up and funding opportunities.

Support the Southeast Missouri Solid Waste Management District in its objectives for solid waste disposal and recycling initiatives.

Goal 10: Continue to plan for disaster preparedness and recovery.

Objectives: Promote regional education of Homeland Security assets.

Promote regional education of hazard mitigation plans.

Develop a plan of action to mitigate and respond to economic shifts and downturns.

D. COMMUNITY AND PRIVATE SECTOR PARTICIPATION

This *Comprehensive Economic Development Strategy* is the product of a regional planning process and is designed to help create and retain higher-paying jobs, foster more stable and diversified economies, and generally improve the lives of all of the residents of the Southeast Missouri Economic Development District. The CEDS is a planning tool which promotes market-based economic development and opportunity for all the residents of the District, fosters effective transportation access, enhances and protects the environment, and balances resources through sound management of development.



The *Comprehensive Economic Development Strategy* was developed by the CEDS Committee, a group of volunteers and members of the Southeast Missouri Regional Planning and Economic Development Commission from throughout the District. The Committee was charged with the responsibility of re-evaluating the goals and objectives incorporated in the 2007 CEDS to determine if they still represented the most pressing issues facing the Region and to add additional goals and objectives if necessary. The Committee was also charged with the responsibility of guiding the staff in completing the CEDS document.

The CEDS Committee represents such diverse community sectors as education, local government, small business, utilities, agriculture, professionals, economic developers, job training, the elderly, labor, minorities, and community organizations. Committee members are willing community leaders who understand and can represent the needs of the unemployed, underemployed, women, disabled, and minorities. In addition to providing direction to the staff in delivering planning and economic development assistance to counties and cities in the District, the CEDS provides guidance in working with state agencies and other regional organizations.

The Southeast Missouri Regional Planning and Economic Development Commission is only one of many organizations and agencies involved in economic development in the District. The Planning Commission frequently partners with local

Chambers of Commerce, industrial development authorities, workforce development, business and industry, port authorities, county and city economic developers, real estate development companies, utilities, local governments, banks, and others which have programs and strategies to spur economic growth.

The Economic Development District focuses its efforts in areas that do not duplicate the role of other organization and, whenever possible, provides support to the efforts of these organizations. In the past, the Southeast Missouri EDD has concentrated its resources on:

- Providing a forum for public notification and input through its contact and association with locally elected public officials, and often the public in general;
- Providing professional planning services to counties and communities in the Southeast Missouri District;
- Maintaining a data bank of demographic and economic information in such areas as population, income, land use, housing, transportation, business growth and employment, and making data easily available to those needing it;
- Serving as the Regional Clearinghouse for projects requesting federal or state funding under Presidential Executive Order 12372 and the Governor's Executive Order 83.6;
- Providing technical assistance to local units of government and area businesses in preparing financial packages to make projects workable;
- Providing leadership and resources in the field of solid waste management and homeland security to local units of government;
- Serving as a regional forum for transportation issues, providing technical assistance, and assisting in prioritizing transportation needs to assist the Missouri Department of Transportation;
- Providing gap financing through several revolving loan funds to new and expanding businesses;
- Assisting with the identification and preservation of the natural, environmental and historic resources of the District; and,
- Providing experienced assistance to communities with the preparation and administration of state and federal grants to continue to grow local infrastructure.

Southeast Missouri EDD Board of Directors

The Southeast Missouri Economic Development District coincides with the area served by the Southeast Missouri Regional Planning and Economic Development Commission. In effect, the District and the Region are the same, and the Board of Directors of the Planning Commission functions as the District Board of Directors in administering the District Program. EDA requires a majority of board members to be elected officials. The following chart lists current board composition and professional or economic sector representation.

Board Composition

1. Government Representatives:

NAME	GOVERNMENT	POSITION
Patrick Mullins	St. Francois County	Presiding Commissioner
Garry Nelson	Ste. Genevieve County	Presiding Commissioner
Patrick Heaps	Perry County	Associate Commissioner
Travis Elfink	Bollinger County	Presiding Commissioner
Clint Tracy	Cape Girardeau County	Presiding Commissioner
Scott Meyer	City of Cape Girardeau	City Manager
Donald Barzowski	Iron County	Presiding Commissioner
Robert Lourwood	City of Ironton	Mayor
Kelly Korokis	City of Fredericktown	Mayor
Deborah Gahan	City of Perryville	Mayor
Norman W. Lucas	City of Park Hills	Economic Developer

2. Non-Government Representatives

A. Private Sector Representatives

NAME	COMPANY/ENTERPRISE	POSITION
John Singleton	Black River Electric Cooperative	Marketing Manager
Nick Hendricks	Coca Cola Bottling Company	Warehouse Manager
Richard Greminger	Sirros Restaurant	Owner
Van Robinson	Citizens Electric	CEO

B. Stakeholder Organization Representatives

NAME	COMPANY/ENTERPRISE	POSITION
Bill Bunch	EMAA (workforce development)	Executive Director
Steve Williams	Representative of Minority Interests (economic, housing, etc.)	Housing Assistance Coordinator

3. At-Large Representatives: None

The EDD Staff

The professional staff of the EDD is charged with implementing the policies and directives of the EDD Board and the CEDS Committee in preparing the CEDS document. The staff has the responsibility of gathering and analyzing data related to the District's economy, identifying potential opportunities and challenges, suggesting strategies that will meet the goals and objectives of the EDD, and planning for the implementation of the plan of action. The professional staff of the Economic Development District includes the following personnel:

Executive Director: Chauncy Buchheit. Mr. Buchheit has been employed by the EDD since 1980. He is the chief administrative officer and is responsible to the Board of Directors for all aspects of the District's day-to-day operation. His chief duties are to manage and oversee all incoming and outgoing funds; to supervise staff; and to maintain cooperation and coordination with outside institutions, agencies, organizations, and member governments. He is also responsible for the District's Revolving Loan Funds and provides direct assistance to cities and organizations with the financing of economic development projects.

Deputy Director: David Grimes. Mr. Grimes rejoined the EDD staff in 2008 as Regional Planner. He has since served as Director of Research and Special Projects and, in 2009, was designated Deputy Director. His responsibilities include comprehensive planning, staff support for the Southeast Missouri Solid Waste Management District, and handling one-time unique projects as they are presented. He also serves as lead planner in efforts to coordinate with the Missouri Department of Natural Resources as decisions are made regarding the designation of nonattainment areas under the Clean Air Act and the preparation of a Clean Air Action Plan for the District's Air Quality Committee.

Economic Development Planner: Ronald R. Steele. Mr. Steele has been a member of the EDD staff since 1987. His responsibilities include coordinating the development of the *Comprehensive Economic Development Strategy* and the preparation for all required reports to EDA. He also assists the Executive Director in providing staff support to the New Bourbon Regional Port Authority and to the Southeast Missouri Transportation Advisory Committee.

Director of Planning: Drew Christian. Mr. Christian joined the EDD staff in September, 2009. Prior to joining the EDD staff, he worked for two years with the Southwest Tennessee Development District as a Planner/Grant Writer. He has a Bachelor's in Landscape Architecture from Mississippi State University and a Masters degree in City and Regional Planning from the University of Memphis. While at the University of Memphis, he worked in the Regional Economic Development Center where he focused on transportation and economic development.

Regional Planner: Leslie Seabaugh. Ms. Seabaugh joined the EDD as Planning Assistant in August, 2010. She has a Bachelor's degree in Geography from the University of Wyoming. Ms. Seabaugh has been involved in various grant applications and environmental assessments. She has administered multi-participant grants across the entire EDD. Additionally, she has aided in the revolving loan fund, fiscal reports and transportation projects.

In addition to the staff listed above, other members of the staff assist with EDD projects on an as-needed basis. These include:

Brian Balsman, Regional Planner	Stan Balsman
Kathy Hall, Executive Assistant	GIS Director/Coordinator
Marilyn Hennemann, Fiscal Officer	Jeremy Tanz, GIS/IT Specialist
Erica Palmer, Administrative Assistant	Sharon Gotto, Clerical Aide

District Partners and Public Input

The success of the Southeast Missouri EDD Program has been built upon the close working relationship the EDD has developed and maintained with many partners in

the Region. These include other economic development organizations, county and city officials, state agencies and economic development staff, area utilities, University of Missouri Extension offices, tourism organizations, area realtors, and many individuals. The process of gathering public input into the operation of the EDD goes on year-round. The EDD conducts its solicitation of input through the following mechanisms:

News Releases: Before every monthly Commission meeting, news releases are sent to all the news media in the District announcing the date and location of meetings and briefly describing the most important items on the agenda. News releases are also sent out after each meeting describing actions taken by the Board. Every news release states that meetings are open to the public and invites the public to attend. The EDD also issues periodic news releases on a variety of topics that may be of interest to the membership and the general public, including monthly small business counseling sessions which are sponsored by the EDD.

Cross Representation of Board Members: Those who serve on the EDD Board of Directors represent local units of government and organizations throughout the District and are typically also members, or directors, of other community organizations. This cross-representation allows broad sharing of information about the Economic Development District and its programs among many different organizations.

Information/Product Sharing: All plans, reports, databases or other printed materials produced by the Southeast Missouri Regional Planning and Economic Development Commission are available to any interested agency, group or individual upon request. Most are also available on the Commission's website. Maps produced by the Commission's staff are frequently adopted by other organizations for their use, and data provided by the EDD is often incorporated into products produced by other organizations. The EDD has always maintained an open-door policy and will share any of its products when requested.

Routine Communication: One of the most important means of providing information about the EDD, and gathering feedback, results from the regular contact the staff has on a daily basis with representatives of many different organizations and local units of government via telephone, e-mail or mail. The Commission hosts its own website (www.semorpc.org) which is regularly updated and which is used extensively to post EDD information, minutes and agendas. The EDD staff also participates regularly in meetings of a number of economic development, tourism and other organizations.

The CEDS Committee

The Comprehensive Economic Development Strategy Committee was formed in 2001 as the EDD transitioned from the traditional Overall Economic Development Plan (OEDP) format to a Comprehensive Economic Development Strategy (CEDS). The committee oversaw the economic development planning and implementation process, including the creation of the CEDS. In compliance with EDA guidelines, the Committee membership has been expanded to ensure that a majority of the committee represents for-profit businesses.

During the process of preparing the 2013 CEDS, the Committee reviewed the goals and objectives of the EDD and recommended changes. Draft sections of the CEDS document were provided to Committee members for review and comment, by mail or email, and at meetings as they were completed. The CEDS Committee includes the EDD Board of Directors, as well as other individuals representing a variety of local sector interests to ensure a diversity of insights, skills and viewpoints. In addition to the EDD's Board of Directors, the CEDS Committee includes:

Business Representatives

Van Robinson Citizens Electric Corporation	Doug Schreiner Perryville Overhead Doors	Don Palisch Farmer
John Singleton Black River Electric Coop	Glenn (Skip) Smallwood Ameren	Brad Moll Meyer Bus Line
Kim Ferguson Bank of Missouri	Tony Cole Cole Family Funeral Home	Bill Jokerst Farmer
Wayne Smith Southeast Missouri Hospital	David Flieg Flieg's Equipment, Inc.	Kevin Cook First State Community Bank

Mark Shaughnessy Edward Jones Investments	Roy Panchot Farmer	Ronnie Inman Tower Rock Stone
Jeremy Leach Parkland Healthmart Pharmacy	Lance Mayfield Farmers Insurance Group	Lance Green Green's Garden & Farm Store
Robert Halket Grant's Inn Restaurant	Dennis Vinson Signature Packaging and Paper, LLC	Chris Koehler Koehler Engineering and Land Surveying, Inc.
Jeannette Halket The Parlor Bed & Breakfast	Jay Lottes Rozier Food Centre	Kent Marler New Era Bank
Daphne Ward Electro-Spect Testing Systems, Inc.		

Community Organizations/Elected Officials

Richard Proffer University Extension	Greg Camp City of Desloge	June O'Dell Workforce Investment Board
Letitia (Tish) Johnson University Extension Ste. Genevieve and Ste. Francois Counties	Eva Dunn Bollinger County Chamber of Commerce, Museum and Library	Bob Mooney Presiding Commissioner Madison County
Garry Nelson Presiding Commissioner Ste. Genevieve County	Dan Overbey Semo Port	Norman Lucas City of Park Hills
Barbara Lohr City of Jackson	Gil Kennon Mineral Area College	Dana Pratt Mayor City of Annapolis
William E. Osborne SMTS	Richard Proffer University of Missouri Outreach and Extension	Scott Sattler Perry County IDA
Glenda Hoffmeister Southeast Missouri Area Agency on Aging	Desi Mayberry Superintendent Central R-III School District Park Hills	Troy Bollinger Central R-III School District Park Hills
Brent Buerck City Administrator Perryville	Kyle Wright Madison County Chamber of Commerce	

The CEDS Development Process



Through its monthly meetings, the District's Board of Directors continues to be involved in the CEDS planning process. A meeting of the CEDS Committee was held on

March 13, 2013, at which time the goals of the Economic Development District were discussed and amended, and several new goals suggested. The Committee was provided a draft of Section A (Background) prior to the meeting. The meeting included a Power Point presentation explaining the relationship of the EDD to the Economic Development Administration and a discussion of EDA's expectations and requirements for the updated 2013 CEDS.

Prior to the meeting, a news release was sent to all EDD media outlets inviting the public to participate in the CEDS preparation process by submitting suggested needs and improvements in their counties and communities that might be addressed as work items in the new CEDS. The release indicated that these needs might include transportation, recreation, housing, lack of specific types of businesses, or any other perceived needs or problems.

A second meeting of the Committee was held on August 21, 2013, at which time the Committee refined all changes to the EDD's goals and objectives which had been included in the 2007 CEDS. The Committee also added three additional goals regarding advances in technological development and internet integration, environmental issues impacting the District, and planning for disaster preparedness and recovery.

On November 7, 2013, a final meeting of the CEDS Committee was held. Prior to the meeting, all completed draft sections of the Strategy were provided to Committee members. The meeting was devoted to the CEDS Plan of Action and specific work items to be included both to advance the interests of the residents of the District and to serve as part of the performance measuring process.

The members of the CEDS Committee understand that they are part of a continuing process which may include periodic meetings to review the goals, objectives, action plan, and the performance measures which will be used to evaluate the success of the Southeast Missouri Economic Development District Program. To the greatest extent possible, however, the staff will utilize electronic communications to facilitate the process which will minimize the number of meetings.

The complete draft of the CEDS was posted on the Southeast Missouri Regional Planning and Economic Development Commission's website on November 8, 2013, for a 30-day public review and comment period. A Region-wide news release was issued

advising the public that the document was available and inviting public input. The completed CEDS was formally adopted by the Board of Directors on December 10, 2013.

E. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES



A number of projects are planned, underway, or in the discussion stage which address the Goals and Objectives included in this strategy. These projects range from individual manufacturing facility expansions to planned industrial parks and a new public port on the Mississippi River.

Projects

Saint Francis Medical Center Expansion. Saint Francis Medical Center has launched a \$127 million upgrade and expansion of its Cape Girardeau facility. When completed in 2016, all of the hospital's 230 patient rooms will be private. The expansion project could be the most expensive construction project in the history of the City. About 500 construction jobs will be created by the project, and about 100 employees will be added to staff the new facilities once they are completed. Saint Francis currently employs nearly 2,600 people.

Plans call for a new main entrance and five-story patient tower, a Women and Children's Pavilion, and an Orthopedic and Neurosciences Center. The project will add 217,270 square feet to the medical center, bringing the medical center to a total of 1.6 million square feet. Renovation of 148,660 square feet of the existing facilities is also planned. The project will also include the construction of 200 underground parking spaces.

Continued growth in the District's health care industry is important to maintaining a healthy economy. In addition to the 6,605 jobs directly provided by hospitals in the Southeast Missouri Economic Development District, these hospitals have become magnets for other health-related services such as specialized practices, clinics, rehabilitation facilities and pharmacies which provide thousands of additional jobs.

Cape Girardeau Business Park. In December, 2012, the City of Cape Girardeau purchased approximately 247 acres of land east of Interstate 55 and located on the north and south sides of LaSalle Avenue in Cape Girardeau from the Southeast Missouri State University Foundation. The land had once been used as the University's demonstration farm. The City plans to develop the property into a business park. City officials determined that developing the land, adjacent to the Interstate, was necessary to be competitive, noting that several distribution centers and manufacturers had bypassed the City.

Multi-County Industrial Park. While most of the counties and cities in the EDD have industrial parks available to accommodate new or expanding industries and businesses, the District lacks a major industrial park which can offer large industrial sites to attract potential manufacturers. In 2010, the EDD formed a Multi-County Site Selection Committee composed of county commissioners and business leaders from Iron, Madison, St. Francois and Ste. Genevieve Counties to promote industrial sites in those counties. The committee employed McCallum Sweeney Consulting, a nationally recognized site selector, to perform an industrial site search to identify properties with industrial development potential. Major funding for the study was provided by the St. Francois County Industrial Development Authority. The Orchard Site in Bonne Terre rated highest in industrial development attributes such as zoning and highway access. In 2012, the EDD signed a three-year option on the approximately 84-acre Orchard Site.

The EDD, in conjunction with the Multi-County Site Selection Committee, also contracted a survey of major employers in Iron, Madison, St. Francois and Ste. Genevieve Counties. The study gauged 12 characteristics in two categories of workforce assessment. The four-county workforce was found to be average or above average in 11 of the 12 categories. The highest ratings of average or above average came in safety, honesty, trainability, product quality and productivity. Only the "availability of job applicants" was found to be below average. In the second category of workforce skills, the workforce scored highest and above average in operation monitoring and troubleshooting. The workforce also received above average marks in reading comprehension, active learning, and judgment and decision making. Weaknesses

mirrored the national marks of “fair” in mathematics and science. This information, along with the McCallum Sweeney study, is being used to craft a marketing and action plan to attract major employers to the four-county area.

The new Multi-County Industrial Park site has received certification from the Ameren ELITE Industrial Park Certification program and information about the site is available in the building/site database on Ameren’s website. The Multi-County site was also recently certified by AT&T as a Fiber Park.

Port of New Bourbon. After years of planning by the New Bourbon Regional Port Authority, basic construction work has been completed at the Port of New Bourbon, a new public port and transfer facility located on the Mississippi River approximately three miles south of the City of Ste. Genevieve. The EDD staff has assisted with the port project since the creation of the Port Authority in 1982. The new port facility includes a 1,600’ x 700’ harbor. A new working dock with 48 feet of frontage was completed in December, 2012. Three phase electrical service was constructed from south of Ste. Genevieve to the port in 2011.

In July, 2013 the Port Authority entered into a contract with Beelman River Terminals, Inc. to serve as the port’s operator. Beelman River Terminals currently operates docks in St. Louis, Missouri and Venice and south Chicago, Illinois. The company is currently conducting engineering work on the location of a truck scale to serve the port. The Port Authority has recently been notified by the Missouri Department of Transportation that it will receive a \$444,583 capital improvement grant to be used for the continued development of the port.

TG Missouri Expansion. TG Missouri, located in the Perryville Industrial Park, is adding an additional 33,000 square feet of manufacturing space to the company’s Plant 3 building. The expansion will create more than 200 new jobs. TG manufactures steering wheels, air bags, side molding, and interior and exterior plastic trim components for automobiles. The expansion will allow for the production of chrome components for grills and rear details for the Toyota Highlander SUV. The vehicle is assembled at Toyota’s Indiana plant.

The EDD staff prepared a \$1 million CDBG grant application and a \$200,000 Delta Regional Authority application which were funded and are being used for infrastructure construction for the expansion. TG Missouri has been authorized to receive \$2.7 million in Missouri BUILD Program tax credits. The Missouri Department of Economic Development is also providing \$125,000 in customized training and recruitment assistance to TG. TG Missouri currently employs about 1,200 workers at its Perryville site.

Brickey's Quarry Expansion. Memphis-based APAC-Tennessee is in the process of expanding its Brickey's Quarry operation in Ste. Genevieve County and has received a CDBG grant which will assist in paying for the paving of Brickey's Road, a 2.5-mile road from Highway 61 to the Apac quarry at the road's end at the Mississippi River. The expansion will create 50 additional jobs. Additionally, the company will invest \$930,000 in equipment and capital improvements.

The company's primary markets are river construction, construction aggregates for public and private construction, asphalt and concrete aggregates, and chemical stone. The company has a long-term capital investment plan of \$25 million to develop a more permanent processing plant.

New Hampton Inn Hotel. Midamerica Hotels Corporation plans to construct a new Hampton Inn in Cape Girardeau. The 80-room hotel will be located on the south side of the company's Park West Hospitality Center at Interstate 55 and William Street. The new hotel, which increases Midamerica's number of hotel rooms in Cape Girardeau from 235 to 315, is scheduled to open in 2014.

Liberty Utilities Regional Headquarters. Liberty Utilities, which is in the process of acquiring Atmos Energy's natural gas business in Missouri, Illinois and Iowa, announced this year that it is establishing its regional headquarters in Jackson to service its 84,000 customers in the three-state region. The facility will be located on a six-acre tract in the Jackson Industrial Park. Liberty Utilities is an independent water, natural gas, and electric company providing local utility management service and support to small

and mid-sized communities across the United States. The company has more than 251,000 customers. The new regional headquarters is expected to create at least 20 high quality new jobs with good pay and benefits. Stationed at the headquarters will be a president, director of finance, director of energy, director of operations, director of rates and regulations, and other support staff.

Programs and Activities

Revolving Loan Fund Programs. Among the programs available to assist continued economic growth are revolving loan fund programs. The SEMO EDD currently operates three EDA-funded revolving loan funds. Since the inception of the revolving loan program, 54 loans totaling \$4,579,204 have been made. In addition to the EDA revolving loan funds, the EDD operates two other revolving loan programs with grant funds from the Missouri Community Development Block Grant Program and the Delta Regional Authority

Additionally, Southeast Missouri State University has recently been awarded a \$1 million loan through the Missouri Research Corporation to establish a revolving low-interest fund for new and emerging businesses in southeast Missouri.

Existing Economic Development Network. One of the strongest components of the economic development thrust in the Southeast Missouri Economic Development District is the strong network of economic development specialists and industrial/economic development authorities and other agencies already in place and working for their respective counties and cities, many with full-time staffs. Industrial development authorities are created for the purpose of developing commercial, industrial, agricultural or manufacturing facilities within the county or municipality for which they are organized. They also have the power to issue bonds to finance eligible projects.

The following entities have active industrial development authorities: Bollinger County, Cape Girardeau County, Cape Girardeau, Jackson, Iron County, Annapolis, Fredericktown, Perry County, St. Francois County, Farmington, and Park Hills. The Cape Girardeau Area MAGNET provides economic development services to the greater

Cape Girardeau area. Ameren Missouri also provides economic development assistance through an economic development specialist located in the District.

In addition to city and county industrial development authorities, there are two staffed Small Business Development Centers (SBDC) in the District. These are located on the campus of Southeast Missouri State University in Cape Girardeau and at the Cape Girardeau County Extension Center in Jackson. These SBDC's are staffed by business specialists who are uniquely qualified to help small businesses get started, develop and thrive. The SBDC's offer training seminars and programs on a variety of business topics including starting a business, business plan development, marketing, financial analysis, cash flow analysis, taxes, market feasibility, customer service, international trade, franchising, licensing, inventory, computer software and more.

SBDC's also provide low- or no-cost counseling services and access to technology resources including patent, trademark and copyright searches; exporting leads; product design, testing and quality control; manufacturing studies; and plant layout.

Workforce Investment Board of Southeast Missouri. The Workforce Investment Board (WIB) of Southeast Missouri serves all seven counties in the EDD. WIB is a general not-for-profit corporation which works to attain a higher standard of living in the Region by helping to create a skilled, diverse, motivated and adaptable workforce.

The top five goals of the Workforce Investment Board are to increase literacy; promote instruction and assessment of mastery for critical skills and knowledge required in the workplace; to improve career awareness and career counseling; to help small businesses meet their training needs; and to redirect the use of public funds toward targeted industries, high problem areas, and critical skill/knowledge acquisition. Either directly or through subcontractors, the WIB offers a range of programs to residents of the District including:

- **Workplace Readiness Credential Program.** The credential program identifies those prospective employees that have completed a process that addresses the skill gaps that are relevant to the Region. This program is currently offered at the Cape Girardeau Career and Technology Center in Cape Girardeau. Training begins with a mandatory pre-assessment to determine that students have the

necessary skills for a successful outcome. Qualified and experienced teachers then guide students through a logical sequence of instruction during a two-week period. The program is designed to simulate a worker's probationary period in business and industry.

- **Rapid Response Program.** The Rapid Response Program provides early intervention assistance, providing employers and employees who are affected by business closings or cutbacks with information and access to re-employment services to help alleviate the unemployment and economic distress resulting from these employment actions.
- **One Stop Career Center Program.** The WIB supports a seamless, integrated one-stop employment delivery system through the One Stop Career Center Program. One Stop partner agencies are encouraged to co-locate in order to better provide a wide variety of programs and services to area residents. Partner agencies in the Region also communicate regularly and have many case managers that are knowledgeable about several of the programs offered.

There are two full One Stop Career Centers in the District, the Cape Girardeau Career Center and the East Missouri Action Agency/Park Hills Career Center. Other sites are “near to” full service sites or have a significant amount of staffed services but may not have co-location of other agency staff.

The WIB also partners with other agencies to provide services to adults, dislocated workers and youth. Youth services focus on those most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, and youth offenders.

Center for Innovation and Entrepreneurship. Southeast Missouri State University's Douglas C. Greene Center for Innovation and Entrepreneurship supports the University's priority to advance the Region's economic appeal and strength. The Center strives to stimulate local and regional economic growth and development that improves the quality of lives, communities and businesses in southeast Missouri.

The Center provides entrepreneurial training programs, venture mentoring services and venture incubation that lead to the creation of an increasing number of new ventures; connects faculty, students, researchers and inventors with resources to transfer ideas to commercial products, processes and services; and provides business training,

counseling and mentoring services that increase the sustainability of new ventures and growth of existing and emerging enterprises.

The Center also connects innovators, entrepreneurs and communities with resources that accelerate venture creation and growth and development of an entrepreneurial culture; provides K-12 and postsecondary students education and practical experiences that inspire them to adopt a philosophy of entrepreneurship in their personal and professional lives, encourages them to create new ventures, and equips them for careers in the new economy; and conducts scientific and practical research that leads to publications in academic and professional journals and contributes to the growing body of literature concerning the teaching, practice, and science of innovation and entrepreneurship.

Southeast Missouri State University Business Incubator. The Douglas C. Greene Center operates a 6,000 square foot business incubator for small businesses involved in service, research, technology development, assembly or light manufacturing. The site embraces the local agricultural flavor of Southeast Missouri while emphasizing development of plant science and environmentally friendly technologies. The incubator is located on the first and third floors of the Center for Innovation and Entrepreneurship, located at 920 Broadway in Cape Girardeau.

The incubator provides new and emerging ventures a valuable combination of low-cost professional office and office suite facilities with essential mentoring and business development services that increase the sustainability of new ventures and growth of existing and emerging enterprises. Services include venture mentoring; business development counseling; research, technical and development resources; collaboration and networking; and office and administrative support.

The facility provides access to a 21-seat state-of-the-art training room with ITV and a 10-seat conference room with SMART board capabilities, building receptionist, daily mail pickup and delivery, all utilities, weekly janitorial service, free parking, and 24-hour building access.

University Center Program. The U. S. Economic Development Administration has recently awarded Southeast Missouri State University a five-year grant to operate a University Center program. The new Center will provide business solutions and technical assistance to public and private sector organizations, and conduct other activities with the goal of enhancing regional economic development. The University's scope of work will include developing a pipeline of entrepreneurs by improving the access to capital, creating an exchange of ideas and innovation, and promoting opportunities within the Region.

The University has also been awarded a \$1 million loan through the Missouri Research Corporation to establish a revolving low-interest fund for new and emerging businesses in southeast Missouri.

Early Warning Network. The Early Warning Network combines business retention efforts and workforce development. The Early Warning Network, in cooperation with the Southeast Missouri Workforce Investment Board, works to identify at-risk companies and marshal state and local resources to prevent business closings and layoffs. The program, which is funded through the Missouri Division of Workforce Development, is managed by Missouri Enterprise. The program is available to assist all seven counties in the SEMO EDD.

L.I.F.E., Inc. Employment Solutions. The L.I.F.E., Inc. Center for Independent Living, located at 725 East Karsch Boulevard in Farmington, recently launched a new employment network, L.I.F.E., Inc. Employment Solutions. The new employment network offers free assistance with career exploration, resume building, interview skills, job coaching, job placement and other employment related services to ticket holders in the Social Security "Ticket to Work" program. The L.I.F.E. program is designed to ensure that ticket holders receive the best quality information and support available. The staff, the majority of whom cope with a disability of their own, promotes the full inclusion of those with disabilities into mainstream society.

L.I.F.E. Center staff point out that there are distinct advantages for Social Security beneficiaries who choose to work rather than relying on government assistance alone.

Work pays financially, but it also pays in self-esteem and independence. Beneficiaries who take advantage of the program are protected from Continuing Disability Reviews as long as they are making progress, are given on-going support and offered specialized employment services.

F. CEDS PLAN OF ACTION



The Plan of Action contains specific actions which will be undertaken by the membership, staff and other public entities to help achieve the goals and objectives of the Southeast Missouri Economic Development District which are outlined in Section C of the Comprehensive Economic Development Strategy (CEDS). Many of the specific tasks identified by the CEDS Committee are, and will continue to be, listed as “ongoing” simply because they are continuing functions of the EDD (such as working to attract technology-oriented businesses).

It should be noted that several of the planned actions are national or statewide in scope and will require action by the United States Congress, the Missouri General Assembly or the U. S. Army Corps of Engineers. While these actions are non-achievable at the District level, they are included because they are vital to the continued economic well being of the residents of the EDD and because continued support at the local level will contribute to the ultimate achievement of these actions.

The following table contains the CEDS Action Plan for the Southeast Missouri Economic Development District. Projects are coded as follows:

No Background:	Ongoing
Green Background:	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Goal 1: Increase the quantity, quality and variety of employment opportunities available to residents of the Region.				
Target the recruitment of new businesses/manufacturers which provide above average wages and fringe benefits.	SEMO – EDD and area economic developers-recruit additional businesses.	Creation of additional quality jobs.	Number of jobs created.	Ongoing
Continue to support the development and expansion of existing economic clusters in the Region.	SEMO – EDD and area economic developers-recruit additional businesses to support existing clusters.	The attraction of additional businesses to support existing economic clusters will result in job creation.	Additional businesses recruited or the expansion of existing business.	Ongoing
Work to develop a centrally located multi-county regional industrial park of no less than 500 acres, served by all transportation modes, which would be jointly owned by the affected counties and with the affected counties sharing tax revenue.	Counties in the area selected for the multi-county park – continue discussions with various county officials about the development of multi-county industrial park	The development of a major multi-county business park will result in additional business development and job creation.	Property acquisition and park construction. An option has been obtained for purchase of an industrial site.	In Progress
Work with local economic development organizations to identify available industrial buildings and land parcels, as well as appropriate data concerning these facilities, to be incorporated in a regional GIS.	SEMO-EDD – Proceed with building/land parcel mapping as funding becomes available.	Completed GIS map displaying sites/buildings as an economic development tool.	Completion and posting of GIS map on EDD website.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Develop a region-wide climate which will attract technology-oriented businesses and which will encourage private investment in higher-tech businesses.	SEMO EDD – Work with Workforce Investment Board of Southeast Missouri to implement plan developed this year.	Attraction of technology-oriented businesses to District.	Attraction of additional high-tech businesses.	Ongoing
Work to change the perception by potential business prospects that the industrial land in southern Cape Girardeau and northern Scott County, which is protected by a 100-year flood levee, is vulnerable to flooding.	SEMO EDD – Continue to promote industrial sites in Cape Girardeau County as well as the rest of the District.	Improved perception of industrial property in Cape Girardeau and northern Scott County.	Continued economic growth in this industrial area.	Ongoing
Explore the potential for developing a technology park on unused land owned by Mineral Area College.	Mineral Area College – Support any efforts by the college to develop a technology park.	Potential development of a technology park.	Development of a technology park.	Ongoing
Support efforts to develop a new manufacturing/business park in Bollinger County.	Bollinger County – Provide technical assistance as needed to develop a new business park.	Creation of additional job opportunities for county residents.	Development of a new manufacturing/business park	Ongoing
Support efforts to develop a business directory of available commercial properties in Bollinger County.	Bollinger County – Develop a business directory.	Completion of a directory of available commercial property.	Publication of a directory.	Ongoing
Support efforts of the City of Marble Hill to annex additional land to provide room for commercial, industrial and residential development.	City of Marble Hill – Identify potential areas for future annexation.	Annexation of land for future commercial, industrial and residential development.	Identification of possible areas to be annexed.	Ongoing
Work to attract or develop compatible manufacturing activity in available space at the Cape Girardeau Regional Airport.	City of Cape Girardeau – Continue to search for businesses which would fit in at the airport.	Creation of additional jobs.	Success in locating additional businesses.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to better organize the economic recruitment effort in Madison County, possibly in cooperation with the Regional Planning Commission.	Madison County – Improve the economic recruitment process.	Better coordinated economic development activity.	Improved recruitment activity.	Ongoing
Support efforts to develop an 85-acre tract of ground adjacent to the Black River Electric Cooperative campus in Madison County and in the City of Fredericktown Business Park.	Madison County and the City of Fredericktown – improve necessary infrastructure.	Expanded areas for future business growth.	Construction of round-about and new entrance to the business park completed, continuing search for funding to construct additional infrastructure.	Ongoing
Provide support for the continued development of available land at the Seminary of St. Mary of the Barrens in Perryville.	Perry County IDA – Work with prospective developers.	Continued business development and job creation.	Businesses developed - jobs created.	Ongoing
Explore the possibility of working with Southeast Missouri State University on the expansion of services from the Southeast Innovation Center.	SEMO EDD – Continue close working relationship with SEMO.	Additional services to area residents.	Provision of additional services.	Ongoing
Explore opportunities to partner with industrial development authorities to own and operate industrial buildings.	SEMO EDD – Explore ownership positions in industrial buildings to encourage economic growth.	Potential new jobs.	Partnering in the ownership of industrial buildings.	Ongoing
Continue to work with the St. Francois County Industrial Development Authority to develop a technology campus in Bonne Terre.	SEMO EDD – Continue the current close working relationship with the St. Francois County IDA.	Development of new businesses and creation of new jobs.	Additional businesses and jobs. A first tenant that manufactures munitions has begun operation in the campus.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Explore new methods of enhancing the income of the local agricultural community by adding value to crops, livestock, timber and other commodities produced on farms in the District.	SEMO EDD – Provide technical support to counties, cities and Industrial Development Authorities as needed.	Development of new businesses and creation of new jobs.	Due to environmental concerns, the biomass project in Perryville is no longer being investigated at this time.	Ongoing
Support continuing efforts to expand the tourism/travel industry in the District, working with the River Heritage Association, the Mississippi River Hills Association and other organizations.	River Heritage Association/Mississippi River Hills Association – Continue to expand organizations and services and explore new methods of reaching visitors.	Increase in visitors - growth of tourism industry.	Growth of tourism industry.	Ongoing
Identify molding industry cluster training needs, evaluate needs and training curricula, work with local vocational schools and colleges to develop certification standards and establish a vocational diploma and Associates of Science credentials necessary to train a workforce specifically for area molding industries.	Workforce Investment Board of Southeast Missouri – Work to improve area molding workforce.	Improved training for molding industry cluster.	Establishment of certification standards and a vocational diploma and Associates of Science program.	Ongoing
Market and promote Orchard site development in Bonne Terre.	SEMO EDD – Work with Multi-County Site Selection Committee to sell Orchard site.	Potential development of industrial site.	Development of industrial site.	Ongoing
Support efforts of Cape Girardeau and Southeast Missouri State University to develop a business incubator.	City of Cape Girardeau and Southeast Missouri State University – Provide technical and administrative assistance in the implementation of a business incubator.	Acquire funding and building to house incubator.	Opening of business incubator.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts of the University of Missouri Extension for management training to grow existing business.	University of Missouri Extension – Provide technical and administrative assistance for funding the program.	Acquire funding to continue training.	Train management personnel for business expansion.	In Progress
CEDS Goal 2: Continue to develop non-transportation infrastructure necessary for future economic growth.				
Assist the SEMO Regional Port in efforts to construct a minimum of 25,000 sq. ft. of new warehouse space at the Port.	SEMO Regional Port Authority – Continue to search for funding for construction of additional warehouse space.	Additional Job creation.	Construction of additional warehouse space.	Ongoing
Assist elected officials in identifying areas of Bollinger County which may need to develop water or sewer districts to accommodate future growth.	Bollinger County – Identify potential areas which may need to develop water or sewer district to accommodate business growth.	Formation of water/sewer districts as needed.	Formation of additional water/sewer districts.	Ongoing
Support efforts to extend sewer and water infrastructure to serve future development in the Parc Ste. Genevieve Business Park.	City of Ste. Genevieve – Continue to seek funding to extend sewer and water infrastructure.	Continued growth in the Business Park.	Construction of the necessary infrastructure.	Ongoing
Assist the City of Marble Hill in extending water and sewer services in the Marble Hill Industrial Park and newly annexed areas and in constructing the remaining streets to ready the industrial park for tenants.	City of Marble Hill – Secure funding necessary to complete these improvements.	Development of additional businesses and job creation.	Completed infrastructure improvements.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Provide technical assistance to the City of Bonne Terre in developing all necessary infrastructure in an industrial park located in a "Brownfield" area.	City of Bonne Terre – Continue to seek funding to construct infrastructure necessary to attract new businesses.	Completed infrastructure construction will lead to additional business development.	Construction of necessary infrastructure.	Ongoing
Assist in the continued development of the Nash Road industrial area in both the City of Cape Girardeau and Cape Girardeau County, including construction of rail, sewer and water facilities, and roads.	MAGNET – Continue to identify funding sources to meet infrastructure needs to accommodate additional growth.	Construction of infrastructure as needed.	Infrastructure construction	Ongoing
Assist in preparing a development plan for the remainder of the Madison County TIF District, including the Black River Electric Cooperative complex, and in the development of infrastructure including water, sewer, and roads.	SEMO EDD – Assist with the preparation of a development plan.	Development of additional businesses and job creation.	Completion of a development plan.	Ongoing
Support continued improvement of the water and sewer systems of the three cities in the Arcadia Valley of Iron County.	SEMO EDD – Provide technical support and assistance as necessary.	Improved water and sewer systems.	Improvement in these systems.	Ongoing
Support efforts of Cape Girardeau to develop the North Industrial Park.	City of Cape Girardeau – SEMO EDD – Provide technical support as needed.	Attraction of additional businesses and jobs.	Attraction of new businesses.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support growth of water, sewer and gas infrastructure to Perryville Industrial Park.	City of Perryville – Continue to provide technical and administrative assistance for the expansion of infrastructure within the Perryville Industrial Park.	Expanded services for industrial park.	Construction of necessary infrastructure.	Ongoing
Study of annexation and developable land in and out of the Perryville city limits.	City of Perryville – Provide technical support as needed.	Analysis of land use.	Completion of report.	Ongoing
Support Iron Mountain Lake wastewater system improvements.	City of Iron Mountain Lake – Provide technical and administrative support for grant funding.	Receive funding for the project.	Improved wastewater treatment.	In Progress
Support the Villages of Whitewater and Allenville to develop wastewater collection and treatment.	Villages of Whitewater and Allenville – Provide technical and administrative support for grant funding.	Receive funding for the project.	Completed wastewater collection and treatment system.	In Progress
Support efforts of the Marble Hill for wastewater system improvements.	City of Marble Hill – Provide technical and administrative support for grant funding.	Receive funding for the project.	Improved wastewater treatment.	In Progress
Support efforts of the City of Annapolis for wastewater system improvements.	City of Annapolis – Provide technical and administrative support for grant funding.	Receive funding for the project.	Improved wastewater treatment.	In Progress
Support the New Bourbon Regional Port Authority in construction an outbound conveyor.	New Bourbon Regional Port Authority – Provide technical and administrative support.	Enhance ability to load barges.	Installation of conveyor.	In Progress
Construction of additional sewage treatment lagoons at Southeast Missouri Port.	Southeast Missouri Regional Port Authority	Additional plumbing, ultraviolet light treatment equipment, and a small storage house.	Improved sewage treatment.	Ongoing
CEDS Goal 3: Improve transportation structures and features for all modes of transportation within the District.				

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Continue to update the Regional Transportation Plan with goals, objectives and action implementation steps.	SEMO EDD/SEMO TAC – Update the transportation plan.	Updated plan.	Completion and adoption of updated plan.	Ongoing
Continue to update the Public Transit-Human Service Transportation Coordination Plan which identifies available transit and human services; assess transportation needs for individuals with disabilities, older adults and people with low incomes; and develop strategies to coordinate and improve services.	SEMO EDD/SEMO TAC – Update the Public Transit-Human Services Transportation Coordination Plan.	Updated plan.	Completion and adoption of updated plan.	Ongoing
Actively support Missouri's <i>Blueprint for Safer Roadways</i> initiatives and activities designed to reduce the number of fatalities in the state to 700 or fewer by 2016.	MoDOT/SEMO EDD – Continue to participate actively in the Southeast Missouri Coalition for Safer Roadways.	Reduction in fatal accidents in Missouri.	A new goal of 700 or fewer fatalities by 2016 has been established.	Ongoing
Provide input through the Transportation Advisory Committee (TAC) into the Missouri Department of Transportation's process of planning highway, bridge and multimodal improvements in the District.	SEMO EDD – Continue regular meetings of the Transportation Advisory Committee.	Advance transportation projects in the District.	Initiation and completion of projects.	Ongoing
Support efforts to replace the bridge over Hog Creek (F07511) on Missouri Highway 34, one-half mile east of Route U in Bollinger County.	MoDOT/SEMO EDD – Seek funding to replace bridge.	Replacement of deficient bridge.	Completion of bridge replacement.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support improvements to reduce traffic hazards on Highway 51 in Bollinger and Perry Counties, including straightening dangerous curves, improving shoulders and installing traffic lights at the intersection of Highway 51 and Highway 34 in Marble Hill.	SEMO EDD – Continue to work for improvements to Highway 51.	Improved safety for motorists.	Shoulders added from I-55 in Perry County to Route 72 in Bollinger County in 2009.	Ongoing
Work to improve traffic flow and access on Highway 74 (bridge route) at I-55 north to Route K westward through western Cape Girardeau, connecting with Highway 25 to Bollinger County.	SEMO EDD – Continue to work to advance these improvements through the planning framework process.	Improved traffic flow.	Completion of projects to improve traffic flow.	Ongoing
Improve traffic flow, safety and access to jobs on Highways 61 and 25 through Jackson from Fruitland to Dutchtown to provide better access to employment centers from southern and western Cape Girardeau County.	SEMO EDD – Continue to work to advance the whole corridor project through the TAC.	Improved safety and traffic flow.	Improvements are complete for the segment of Highway 25 at the South Elementary School; however, this addresses only a portion of the needed improvements.	Ongoing
Support efforts to improve traffic flow, safety and capacity of I-55 from Scott City to Fruitland, including improved efficiency of interchanges with a connection alternative from Cape Girardeau to Scott City.	SEMO EDD – Continue to work through the TAC for safety and capacity improvements on I-55.	Improved safety and traffic flow.	Improved traffic flow through this segment of I-55. MoDOT completed an outer road along I-55 from Route AB to Route K in Scott City in 2012.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Work to raise the elevation of Highway 74 from I-55 to Highway 25 to reduce delays during flood events and to provide better access to the interstate corridor from western Cape Girardeau County.	SEMO EDD – Work to advance this need through the planning framework process.	Improved access during flood events.	Construction of needed improvements.	Ongoing
Work to provide improved direct access and safety through Cape Girardeau for commercial traffic serving Procter and Gamble.	SEMO EDD – Continue to work to advance this need through the TAC planning framework process.	Improved direct access to Procter & Gamble.	Construction of needed improvements.	Ongoing
Support efforts to improve the safety of Missouri Highway 21 in Iron County from the Washington County line south through Pilot Knob, Ironton and Arcadia by addressing the lack of shoulders and poor sight visibility.	SEMO EDD – Work to address this need through the planning framework process.	Increased safety on the Highway 21 corridor through northern Iron County.	Addition of paved shoulders and other improvements.	Ongoing
Continue to work for the upgrading of the Highway 72 corridor from Fredericktown to the Highway 21 junction in Ironton, and to address roadway needs on Highway 72 to the Reynolds County line, including replacement of the obsolete bridge over Castor River.	SEMO EDD – Continue to work to advance needed improvements to the Highway 72 corridor.	Improved safety and traffic flow.	Upgrading of the Highway 72 corridor.	Ongoing
Support efforts to improve the alignment of Missouri Highway 32 from the Iron County line to Missouri Highway 21 in Iron County.	SEMO EDD – Continue to work to support Highway 32 corridor improvements in Iron County.	Improved safety for motorists.	Highway 32 corridor improvements.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to widen and make other safety improvements on Missouri Highway 49 in Iron County.	SEMO EDD – Work to advance improvements to Missouri Highway 49 through the planning framework process.	Increased safety for motorists.	Construction of improvements on Missouri Highway 49.	Ongoing
Continue to support the upgrading of the U. S. Highway 67 corridor to expressway status from Festus in Jefferson County to Little Rock, Arkansas.	MoDOT/SEMO EDD – Continue to work for the completing of the final segment of the corridor project from south of Poplar Bluff to Walnut Ridge, Arkansas.	Upgrading of entire corridor to expressway standards.	Completing of the U. S. Highway 67 corridor to Little Rock. Segment from Fredericktown to Poplar Bluff completed. A \$2,680,000 contract was approved this year to construct the Highway 67 eastern outer road project in Desloge.	In Progress
Work for the replacement of the bridge over the St. Francis River (J05211) on Route C, 2.75 miles west of Route N in Madison County.	MoDOT/SEMO EDD – Continue to work to advance bridge replacement through the TAC planning framework process.	Construction of a new bridge resulting in safer conditions for motorists.	Construction of new bridge structure.	Ongoing
Support efforts to have shoulders constructed on Route OO from the northern Madison County line to Missouri Highway 72.	SEMO EDD – Work through the TAC planning framework to advance shoulder construction on Route OO.	Improved safety for motorists on Route OO.	Construction of shoulders.	Ongoing
Support efforts to construct a new interchange on Interstate 55 north of Exit 129.	Missouri Department of Transportation – Continue to work through the TAC for new interchange on I-55 north of Perryville.	Construction of an additional interchange to serve the City of Perryville.	Construction of a new interchange.	Ongoing
Support efforts to widen and improve safety on Missouri Route B in Perry County from the Perryville city limits to the interchange with I-55.	SEMO EDD – Work, through the planning framework process, for roadway improvements on Route B.	Construction of Route B improvements.	Approval and construction of improvements to Route B.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Work to develop shoulders and to replace functionally obsolete one-lane bridges on Route T and Route A in Perry County.	SEMO EDD – Support construction of shoulders and the replacement of bridges through the planning framework process.	Safer driving conditions for motorists.	Completion of the requested improvements on Routes T and A. Route T bridge replacement has been completed.	In Progress
Continue to support the construction of frontage road segments along U. S. Highway 67 in St. Francois County.	MoDOT/SEMO EDD – Continue to work for the completing of a comprehensive frontage road system through the planning framework process.	Improved traffic flow.	Completion of the frontage road system.	In Progress
Support safety improvements on Route K from U. S. Highway 67 to the Eastern Regional Diagnostic and Correctional Center which stem from dangerous grades and sight distance problems.	SEMO EDD – Work through the TAC planning framework process for improvements on Route K.	Safer driving conditions and improved traffic flow.	Construction of improvements on Route K.	Ongoing
Support efforts to improve the intersection of Missouri Highway 8 and Route P in St. Francois County which stem from poor sight distance and intersection geometry.	SEMO EDD – Continue to work for improvements to the Highway 8/Route P intersection through the TAC planning framework process.	Safer driving conditions and better traffic flow.	Completion of intersection improvements.	Ongoing
Support efforts to widen and improve sight distance at the intersection of Route O and Highway 32 in Ste. Genevieve County.	SEMO EDD – Continue to work for improvements at the Highway 32/Route O intersection through the planning framework process.	Improved safety and visibility at intersection.	Completion of improvements at Route O and Highway 32.	Ongoing
Support efforts to raise Route V in Ste. Genevieve County approximately five feet in low areas to help alleviate delays when flood events occur.	SEMO EDD – Continue to support the raising of sections of Route V through the TAC planning framework process.	Reduced delays when flood events occur.	Reconstruction of sections of Route V to alleviate flood delays.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to upgrade Missouri Highway 34 corridor from Jackson west through Bollinger County to Piedmont, including construction of a bypass to improve traffic flow through Marble Hill.	SEMO EDD/MoDOT – Improvement of segments of the Highway 34 corridor are already underway and other segments have been scoped and are awaiting funding.	Improved motorist safety and traffic flow.	Completion of needed safety and flow improvements on Highway 34 throughout the corridor from Jackson to Piedmont. Work is underway on a 5-mile segment from Marble Hill to Glen Allen. Section complete from U. S. Highway 67 to Piedmont.	In Progress
Explore the potential for developing some type of passenger service on the Union Pacific Railroad line, with boarding facilities in Ironton or Arcadia.	City of Arcadia & Our Town Tomorrow — Continue to work with the Union Pacific Railroad and secure funding to construct a boarding platform to accommodate Amtrak passengers.	Providing passenger service via the Union Pacific Railroad.	Establishing rail passenger service to the Arcadia Valley.	In Progress
Continue efforts to secure multimodal funding for freight-related capital improvement projects in the District.	SEMO EDD – Continue efforts to fund needed freight-related projects in the District.	Expedited freight movement, reduced emissions and costs.	Completed freight-related projects.	In Progress
Continue to provide support and technical assistance to the New Bourbon Regional Port Authority in efforts to construct a slackwater harbor and public transfer facility in Ste. Genevieve County, and to improve New Bourbon Road (formerly Cottonwood Road) from U. S. Highway 61 to the port.	New Bourbon Regional Port Authority – Continue to seek the necessary funding to complete the port project.	Expanded business growth and job creation.	Funding has been secured for the first and second phases of port construction from MoDOT, Ferry Boat Discretionary Fund, ARRA, Delta Regional Authority and EDA.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Construction of drive-over hoppers at the Port of New Bourbon to accommodate unloading from truck to barge.	New Bourbon Regional Port Authority	Improved movement of product from truck to barge.	Construction of drive-over hoppers.	Ongoing
Construction of 6" water line and f sewage treatment facilities to serve the Port of New Bourbon.	New Bourbon Regional Port Authority.	Supply of potable water and sewage treatment.	Construction of 1.67 miles of water line and construction of sewage treatment facilities.	Ongoing
Annual maintenance dredging at the Port of New Bourbon slackwater harbor.	U. S . Army Corps of Engineers and New Bourbon Regional Port Authority.	Dredging of barge berthing area.	Increased sounding depth in harbor.	Ongoing
Continue to provide support and technical assistance to the Southeast Missouri Regional Port Authority in its efforts to fill designated industrial sites, construct warehousing, extend utilities and improve infrastructure facilities.	SEMO Port Authority – Continue to seek funding to fill industrial sites, construct warehousing and improve infrastructure.	New businesses and job creation.	The reconstruction and improvement of railroad infrastructure damaged by flooding has been completed.	Ongoing & In Progress
Harbor slope stabilization at Southeast Missouri Port slackwater harbor.	Southeast Missouri Regional Port Authority.	Stabilized north bank at the harbor	Completion of slope repairs.	In Progress
Extension of River Road at SEMO Port.	Southeast Missouri Regional Port Authority and Delta Regional Authority.	Road extension will access future development areas.	Completion of the road extension.	In Progress
Construction of a rail spur to SEMO Milling's load out building and construction of additional trackage at SEMO Port	Southeast Missouri Regional Port Authority, Missouri Department of Transportation and Delta Regional Authority.	New rail spur allowing for easier railcar switching.	Completion of rail spur and additional trackage.	In Progress
Annual maintenance dredging at SEMO Port slackwater harbor.	U. S . Army Corps of Engineers and Southeast Missouri Regional Port Authority.	Dredging of barge berthing area.	Increased sounding depth in harbor.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Acquisition of and improvement of Missouri Route AB excess right-of-way into SEMO Port.	Southeast Missouri Regional Port Authority and Missouri Department of Transportation.	Installation of concrete storm drain pipe and inlets in ditch along Missouri Route AB.	Completion of storm drain and inlets to ditch.	Ongoing
Support efforts to have the U. S. Army Corps of Engineers construct seven new 1,200-foot locks on the Upper Mississippi River and the Illinois River to improve efficiency of the inland waterway distribution system	U. S. Army Corps of Engineers – Corps plans to replace seven locks with 1,200 foot locks when Congress appropriates funding.	Improved flow of goods through the inland waterway system.	The only measurement will be the construction of the new lock and dam system.	Ongoing
Support continued efforts to have the runway at the Marble Hill-Ira Biffle Airfield.	City of Marble Hill – Continue to seek funding to pave runway.	Improved safety for pilots using the airport.	Paving of the runway.	Ongoing
Support efforts to improve the Farmington Regional Airport and the development of commercial airline service from the facility.	City of Farmington – Continue effort to develop commercial airline service.	Commercial access to major carriers from the Farmington Regional Airport.	Inauguration of commercial air service.	Ongoing
Upgrade the Perryville Municipal Airport by equipping the facility with a GPS instrument landing system required by the FAA.	City of Perryville – Work with MoDOT to determine if installing a GPS ISL system is possible.	Enhanced safety for pilots using the Perryville Municipal Airport.	Installation of GPS ILS system.	Ongoing
Support the efforts of the City of Perryville, Perry County and TG Missouri to develop a Highway 51/61 connector route through the industrial park.	City of Perryville – Continue to work for the completion of the 51/61 connector route through the Perryville Industrial Park.	Improve safety and traffic flow around industrial park.	Construction of roadway.	In Progress
Continue to support the Southeast Metropolitan Planning Organization.	SEMPO – Board of Directors and Technical Planning Committee through meetings as needed.	Increased efficiency of use of funding and of the transportation network in the area.	Highway safety, new construction, network upgrades, economic growth.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to construct sidewalks equipped for the disabled.	SEMO EDD – Continue to assist MoDOT with the evaluation of the current state of existing sidewalks.	Educate municipalities of the condition of their sidewalks.	Completion of maps detailing the condition of sidewalks.	Ongoing
Support efforts of Farmington to construct disabled accessible sidewalks for improved access to Maple Valley Shopping Center.	City of Farmington – construct accessible sidewalks as funding becomes available.	Sidewalks for disabled accessibility.	Construction of sidewalks.	Ongoing
Support efforts of Farmington to construct disabled accessible sidewalks for improved access along Henry Street between Fredericktown Avenue and Warren Street.	City of Farmington – construct accessible sidewalks as funding becomes available.	Sidewalks for disabled accessibility.	Construction of sidewalks.	Ongoing
Support efforts of Farmington to construct disabled accessible sidewalks for improved access along Perrine Road from Air Park Drive to Yale Avenue.	City of Farmington – construct accessible sidewalks as funding becomes available.	Sidewalks for disabled accessibility.	Construction of sidewalks.	Ongoing
Support efforts to construct left turn lane on Highway 61 and New Bourbon Port Road.	MoDOT – Provide safer access into the Port of New Bourbon.	Improved safety on Highway 61.	Construction of turn lane.	Ongoing
Support efforts to construct turn lane on Highway 61 into Mondri in the North Industrial Park.	MoDOT – Provide safer access into the North Industrial Park.	Improved safety and traffic flow on Highway 61.	Construction of turn lane.	Ongoing
Support development of multimodal services at New Bourbon Regional Port Authority site.	New Bourbon Regional Port Authority – Continue to seek necessary funding to develop multimodal services.	Increased shipment of tonnages at the port.	Construction of rail.	Ongoing
Support efforts of the Port of New Bourbon to deepen harbor and construct road improvements.	New Bourbon Regional Port Authority – Complete road improvements using materials from the harbor.	Improved road conditions and deeper harbor.	Completion of the project	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support resurfacing, replacing traffic light system and making more pedestrian friendly the Highway 32/67 overpass at Mineral Area College.	MoDOT – Provide safer access to Mineral Area College.	Improved traffic and pedestrian safety.	Completion of overpass upgrade.	Ongoing
Support rail improvements from Park Hills to the Mississippi River.	Union Pacific Railroad – Perform study and engineering to build rail improvements.	Upgraded rail line.	Improved freight movement.	Ongoing
Elevate and replace the Horse Island Bridge on Highway 51 in Perry County.	MODOT – Include plan on STIP.	New bridge to maintain access between Missouri and Illinois during times of flooding.	Increased elevation and replacement of the Horse Island Bridge.	Ongoing
Improve Highway 32 in Iron County between its intersections with Highway 49 North and Highway 49 South.	MoDOT – Include plan on STIP.	Improved safety and traffic flow.	Improvements to Highway 32.	Ongoing
CEDS Goal 4: Promote greater regionalism within the Southeast Missouri Region as a means of marketing the Region more effectively and promoting the positive aspects of the area.				
Develop a Region-wide Geographic Information System (GIS) to serve counties, cities and other policy and decision makers, and to assist prospects exploring locations in the Region.	SEMO EDD – Continue to seek funding and support to develop a Region-wide GIS.	Rapid electronic access to information.	Completion of a Region-wide GIS.	Ongoing
Support efforts to develop additional funding at the state level to support statewide GIS mapping in cooperation with the state's regional planning organizations.	SEMO EDD – Continue to seek additional funding for statewide GIS mapping.	Rapid electronic access to uniform information statewide.	Securing additional funding at the state level.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Expand the number of links from the Planning Commission's website to the websites of cities, counties and community or industrial development organizations in the Region and to other websites with similar goals and objectives.	SEMO EDD – Expand external links from the SEMO EDD website.	Expanded access to regional information.	SEMO EDD is continuing to add related links to its website.	In Progress
Work to promote greater cooperation between tourism-related businesses and organizations in counties and planning regions that border the Southeast Missouri Region.	SEMO EDD – Continue to work closely with regional tourism associations.	Increased interaction and cooperation with bordering tourism-related organizations.	Ongoing and expanded cooperation in promoting tourism .	Ongoing
Support efforts to update and reprint the current Bollinger County tourism brochure.	Bollinger County – Continue to seek the funding necessary to update the Bollinger County brochure.	Increase in visitors to Bollinger County.	Completion of a new brochure.	Ongoing
Support the efforts of the Mississippi River Hills Association to brand the Region and its products.	Mississippi River Hills Association/ University of Missouri Extension – Continue to work to brand the Region and its agricultural and other products.	Increased business for affected businesses in the Region.	Increased revenue from sales of branded products.	Ongoing
Intensify efforts to induce retirees to locate in the Region, including efforts to recruit or develop businesses and services that cater to senior citizens.	SEMO EDD – Continue to support efforts to develop new facilities designed to accommodate seniors.	Increased numbers of retirees locating in the Region.	Increase in the number of retirees relocating in the SEMO EDD.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Encourage greater participation in the internal distribution of local tourism products between communities through the existing network of River Heritage Association and Mississippi River Hills Association members.	River Heritage Association/Mississippi River Hills Association – Continue to encourage the exchange of tourism materials between communities.	Increased visitorship throughout the Region.	Currently River Heritage members exchange tourism materials at every meeting.	Ongoing
Obtain Missouri Division of Tourism Destination Marketing Organization (DMO) status for the Bollinger County Chamber of Commerce.	Bollinger County C of C – Continue to work for DMO status for the Chamber or some other organization in the County.	Enhanced tourism advertising.	Currently the Bollinger County Chamber of Commerce is ineligible for DMO status because its budget is not primarily devoted to tourism promotion.	Ongoing
Support efforts to promote "active aging," including improved senior services and nutrition centers and the development of active living communities.	Aging Matters (formerly Southeast Missouri Area Agency on Aging) – Continue to work closely with nutrition centers in the Region and to support programs which promote active living.	Continued and enhanced support for active aging programs. The ED staff has prepared a number of successful grants to assist senior centers.	Continued or expanded services to nutrition centers.	Ongoing
CEDS Goal 5: Develop affordable life-cycle housing throughout the Region to help retain younger families and attract additional retirees.				
Work with local communities in the Region to identify and map available parcels or scattered lots on which affordable housing could be constructed.	SEMO EDD – Continue to identify areas for potential residential development as part of future land use mapping.	Increased construction of affordable housing units.	Increased number of affordable housing units in the Region. A number of Habitat for Humanity projects have been completed in the area, as well as senior and low-income housing developments.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Explore potential incentives to motivate developers to construct additional affordable housing in the Region.	SEMO EDD – Continue to monitor new programs designed to increase housing stock.	Enhanced ability to suggest programs and incentives to communities and developers.	Increased availability of affordable housing units in the Region.	Ongoing
Support efforts to expand the stock of available housing in all counties in the Region.	East Missouri Action Agency – Provide technical assistance to communities in all counties as requested.	Increased number of affordable housing units available to residents of the Region.	Growth of the stock of available affordable housing.	Ongoing
Assist in the review of local development restrictions and requirements which might inhibit the development of affordable housing.	SEMO EDD – Provide technical assistance as requested.	Removal of local barriers for the development of affordable housing.	Expansion of the stock of affordable housing in the Region.	Ongoing
Explore funding sources which could be used to develop public water and wastewater treatment systems or facilitate additional housing development.	SEMO EDD – Staff will continue to seek out available funding sources for public infrastructure development.	Continue to meet the needs of communities to support housing development.	Continued growth of stock of affordable housing units.	Ongoing
Support efforts to develop housing which is in close proximity to employment, child care and senior facilities.	SEMO EDD – Staff will continue to support balanced community development with access to employment opportunities, child care and senior facilities.	Balanced community development.	Continued balanced community growth providing access to necessary services.	Ongoing
Help to identify suitable lots for donation to support Habitat for Humanity.	Cities and non-profits – support their efforts to find suitable lots for construction.	Construction of affordable housing units.	Increase in number of affordable housing units.	Ongoing
Seek funding to identify sources of homelessness and to support development of homeless shelters.	SEMO EDD and East Missouri Action Agency – Staff will continue to seek out available funding sources for homeless shelters.	Continue to meet the needs of communities to support homeless efforts.	Increased available space to shelter the homeless	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to expand the Homeless Connect Program to other areas of the District.	SEMO EDD and Homeless Connect – Support efforts in the education and promotion of available programs.	Improved quality of life.	Decrease in homelessness.	Ongoing
CEDS Goal 6: Enhance the quality of life for all residents of the District, including access to health care, improved recreational opportunities and quality educational facilities.				
Continue to update information on the District’s website about services and recreational facilities available to residents of the EDD.	SEMO EDD – Staff will continue to regularly update the District’s website with new information as it becomes available.	Ongoing availability of current information about services and recreational opportunities.	Continued availability of information.	Ongoing
Assist efforts to recruit health care professionals to locate and remain in rural areas of the Region.	Area hospitals/clinics – continue to recruit health care professionals.	Improved health care	Health care professionals recruited. Since 2000, St. Francis Medical Center has recruited over 125 new physicians.	In Progress
Support the efforts of the Cities of Jackson and Cape Girardeau to further develop their hiking/biking recreational trail systems.	SEMO EDD – Continue to support trail development through the MoDOT enhancement program and other programs.	Continued development of the trail systems in these and other communities.	Ongoing trail system development.	In Progress
Support efforts to develop a higher education center in Bollinger County to provide post-secondary courses locally.	Bollinger County Community Development Committee – Continue to pursue the development of a higher education center.	Development of a higher education center providing post-secondary classes locally.	Development of a higher education center.	Ongoing
Encourage communities in the region to build and maintain public restroom facilities in their downtown area and in high-traffic tourist areas.	SEMO EDD – Continue to encourage the construction of public restroom facilities to accommodate visitors to community downtown areas.	Increase in the number of available downtown public restroom facilities.	Public restrooms are now available in several downtown areas. The City of Ste. Genevieve has constructed new public restroom facilities. The City of Cape Girardeau also constructed an	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
			accessible public restroom facility and parking lot in the downtown area.	
Support the development and promotion of the tourism resources of Bollinger County, including the Bollinger County Museum of Natural History, campgrounds along the Castor River and in other locations, and other natural and historic attractions.	Bollinger County – Continue to actively participate in the River Heritage Association and pursue DMO status for an organization in the County.	Increase in visitors to the County.	Increased tourism - related revenue and jobs. The Museum of Natural History has opened and the Bollinger County Country Club has opened near Sedgewickville.	In Progress
Explore the potential for developing enhanced 911 services and addressing in Bollinger and Iron County.	SEMO EDD – Continue to seek funding necessary to provide enhanced 911 service in Bollinger County.	Extension of enhanced 911 service to Bollinger County.	Bollinger County is now the only county in the Region lacking enhanced 911 service.	Ongoing
Support efforts to develop businesses which can capitalize on visitors to Millstream Gardens and Silvermines Conservation Areas and other attractions in Madison County, and to provide outlets in which visitors can shop.	Madison County – Continue effort to attract tourism-related businesses to these areas.	Increased tourism tax revenue and job creation.	Increase in the number of businesses in the Millstream Gardens/Silvermines area.	Ongoing
Improve directional signage and amenities at the Castor River Shut-Ins Natural Area in the Amidon Memorial Conservation Area.	Missouri Department of Natural Resources – Continue to encourage DNR to improve signage/amenities.	Improved visitor facilities.	Erection of improved signage/construction of visitor amenities	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to improve facilities at the City Lake in Fredericktown.	City of Fredericktown – Continue to seek funding to improve facilities.	Enhanced visitor facilities.	Addition or upgrading of facilities at City Lake.	Ongoing
Work with local officials in the expanded Highway 67 corridor to develop a new visitor's center and rest area in Madison County.	Madison County/SEMO EDD – Work with MoDOT to determine the feasibility of a visitor center/rest area on U. S. Highway 67 in Madison County.	Addition of a rest stop in Madison County to serve motorists travelling Highway 67.	Construction of a visitor center/rest area.	Ongoing
Explore possible options for restoring the Marina de Gabouri in Ste. Genevieve as a viable recreation area.	City of Ste. Genevieve – Continue discussion with potential partners for the redevelopment of the marina as a recreation area.	Possible reuse of the marina as a recreational area.	Successful redevelopment of the marina facility	Ongoing
Support efforts to address the obesity problem among residents of the Region, particularly among the Region's school children.	Missouri Department of Health and Senior Services – Work at the local level to implement Missouri's Nutrition and Physical Activity Plan.	Reduction in obesity among children, youth and adults.	Success in implementing the state plan.	Ongoing
Develop additional quality, licensed pre-school and after-school programs in communities throughout the Region.	Missouri Department of Social Services – encourage the development of additional licensed pre-school and after-school programs.	Expanded pre-school services.	Opening of additional licensed day care facilities in the Region.	Ongoing
Support the development of additional senior day-care facilities to meet the needs of families in the Region.	Southeast Missouri Area Agency on Aging – Provide assistance, as needed, with the development of additional facilities.	Expanded senior day-care services.	Development of additional senior day-care facilities.	Ongoing
Continue to promote recycling efforts throughout the Region, both for homes and businesses, and explore strategies for extending recycling pick-up service in rural areas.	SEMO EDD – Continue to broaden the scope of the Regional recycling effort and to assist with meeting equipment needs.	Expanded recycling throughout the Region.	Expansion of the Regional recycling effort.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Support efforts to provide affordable individual health insurance coverage for workers in the Region, including pooled buying power through groups or associations.	SEMO EDD – Provide assistance and disseminate information as requested.	Extended health insurance coverage for residents of the Region.	On hold - pending implementation of the Affordable Health Care Act of 2010 .	Ongoing
Support efforts to develop, or update, comprehensive plans in communities throughout the Region.	SEMO EDD – Provide technical assistance in the preparation or updating of comprehensive plans as requested.	Updated plans for communities in the Region.	New comprehensive plans have been completed for the Cities of Park Hills, Bismarck, Leadington and Perryville.	Ongoing
Help tourist destinations find funding for adequate and attractive directional signage, possibly using the Missouri Department of Transportation's Wayfaring Signing Program.	SEMO EDD – Provide assistance as requested and disseminate information.	Better directional signage to visitor attractions.	Installation of signage where necessary. The Arcadia Valley communities have erected signs along U. S. Highway 67 promoting tourist destinations in Iron County. Bollinger and Cape Girardeau Counties have promotional signage along I-55. Most area wineries also have promotional signage along major highways.	In Progress
CEDS Goal 7: Develop a regional finance network to foster economic growth throughout the Region.				
In cooperation with financial institutions in the Region, develop a network of committed funds to be used to support new and expanding economic growth.	SEMO EDD – Work with financial institutions, as necessary, to secure funding for projects.	Availability of funding to launch new businesses or business expansions.	New or expanded businesses.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Identify and apply for additional funds in order to expand the Revolving Loan funds operated by the Regional Planning Commission.	SEMO EDD – Continue to seek additional RLF funds as necessary.	Formation of new business ventures and expansion of existing businesses.	The SEMO EDD has secured additional RLF funding from EDA, CDBG and DRA.	In Progress
Work cooperatively with other financing organizations in order to make available various economic development financing programs in the Region.	SEMO EDD – Continue to work cooperatively with other financing organizations and state departments.	Continued business expansion and job growth.	Business development and job creation.	Ongoing
Support the organization of a women's investment group to help women obtain financial help to start or grow businesses.	SEMO EDD – Staff will provide technical assistance as needed.	Growth in women-owned businesses.	Development of additional women-owned businesses.	Ongoing
Organize a Community Development Corporation (CDC) to help start-up businesses obtain capital.	SEMO EDD – Staff will provide technical assistance as needed.	Additional business growth.	Growth in CDC-assisted businesses.	In Progress
CEDS Goal 8: Foster regional technological development and internet integration.				
Expand the availability of DSL and broadband internet access throughout the Region.	State of Missouri – State is supporting efforts to make broadband internet access available statewide.	Improved high speed internet access throughout the state.	Expansion of broadband access statewide.	In Progress
Encourage communities to develop wireless hotspots (local area networks [LANs]) to provide high-speed internet access in public locations.	SEMO EDD – Provide technical support as needed.	Development of additional wireless hotspots.	Opening of additional wireless hotspots.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Organize Economic Development Information Distribution (EDID) on SEMO EDD website.	SEMO EDD – Provide technical support as needed, organize and implement a website for increased access to District information; and secure funding, likely through grants or fees, to begin data collection.	Improved connectivity within the District through the District website, including new regional economic development information.	Expansion of EDD website capabilities through the amount of data available, number of visits, increases in tourism, industry, and employment.	Ongoing and In Progress
Continue to work with cities and counties to update Location One Information System	SEMO EDD – Provide technical support as needed in listing assistance.	Current information on property and site listings	Fully up-to-date information for Southeast District on LOIS.	Ongoing and In Progress
CEDS Goal 9: Continue to address environmental issues impacting the District.				
Promote conservation of the Region's natural resources including forests, public green spaces, water, and native plant and animal species.	Multiple Agencies/SEMO EDD – Continue to identify and protect threatened natural areas.	Preservation of the Region's natural resources.	Successful preservation of natural areas.	Ongoing
Provide technical assistance to local units of government addressing climate change issues or responding to climate change mitigation legislation.	SEMO EDD – Respond to requests for assistance as needed utilizing the expertise of the Air Quality Committee.	Assistance to businesses coping with mandated changes.	Preservation of the Region's industrial/business base.	Ongoing
Continue to support the efforts of the Air Quality Committee.	SEMO EDD – Provide administrative and technical support to Air Quality Committee.	Maintain good air quality with no counties in the District being designated as non-attainment.	Continued monitoring of air quality.	In Progress
Continue to support the efforts of the Solid Waste Management District.	SEMO EDD – Continue to provide administrative and technical support to the Southeast Missouri Solid Waste Management District.	Continued improvement of the District's solid waste management capabilities.	Continued development of the District's solid waste management facilities.	In Progress

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Continue to support funding of Diesel Emission Reduction Act (DERA) projects.	SEMO EDD – Continue to seek funding through the U. S. Environmental Protection Agency (EPA) for river push boat repowers.	Improved energy efficiency and air quality.	Upgrading old Tier 0 engines to EPA Tier 3 levels.	Ongoing and In Progress
Continue to prepare environmental reviews for grant program applications.	SEMO EDD – Provide administrative and technical support to grant applicants within District in navigating NEPA requirements.	Collecting and preparing environmental documentation in compliance to federal agency requirements.	Completed and approved environmental reviews	Ongoing and In Progress
Continue to support Our Missouri Waters.	SEMO EDD – Continue to participate in the Big River Watershed Initiative.	Preservation of District's water quality.	Watershed management workshops, educational classes and plans.	Ongoing
Continue to support e-recycling.	Cities and Counties – Continue to support Solid Waste Management District in funding for these programs.	Reduction of improper disposal of electronics.	Schedule in of recycling events.	Ongoing
Continue to support tire recycling.	Missouri Department of Natural Resource – Continue to support counties in scheduling tire recycling events.	Reduction of improper disposal of tires.	Scheduling of recycling events.	Ongoing
Provide technical assistance in preparation of plans involving potential endangered species.	SEMO EDD – Provide technical assistance to communities dealing with potential endangered species and/or critical habitat.	Preserve flora and fauna while supporting economic development.	Plans for development that does not compromise environment of endangered species.	Ongoing
Provide technical assistance and support in the preparation of Perry County watershed management plan.	Perry County and City of Perryville – Provide technical assistance and support in the development of the Perry County watershed management plan.	Decreased pollution in the watershed.	Completion of the watershed management plan.	Ongoing
Continue support for household hazardous waste collection.	Cities and Counties – Continue to support Solid Waste Management District in funding for these programs.	Reduction of improper disposal of household hazardous materials.	Scheduling of household hazardous waste collection.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Continue to support prescription medicine collection.	Cities and Counties – Continue to support efforts of DEA to assist cities and counties in collection of prescription medicines.	Reduction of improper disposal of prescription medicines.	Increased depositories for prescription medications.	Ongoing
Support education on the effects of new EPA carbon regulations within the EDD.	SEMO EDD – Educate consumers of new regulations for existing and new coal fired plants.	Increased consumer education.	Increased public awareness of the impact of regulations.	Ongoing
CEDS Goal 10: Continue to plan for disaster preparedness and recovery.				
Support efforts to develop, or update, strategic plans in communities throughout the Region.	SEMO EDD – Provide technical assistance in the preparation or updating of strategic plans as requested.	Updated plans for communities in the Region.	New comprehensive plans have been completed for the Cities of Park Hills, Bismarck, Leadington and Perryville.	Ongoing
Support construction of safe rooms throughout the Region.	SEMO EDD – Communities and school districts – SEMO EDD staff will provide technical support as requested.	Provide District residents with protection from tornados and storm events.	Construction of additional safe rooms in District	Ongoing
Provide emergency equipment through the Homeland Security Oversight Committee program.	SEMO EDD – Provide management and administration of the Regional Homeland Security Oversight Committee.	Promote regionalization and mutual agreements to share assets throughout the Region.	Acquisition of equipment and services to foster regionalization of assets.	Ongoing
Provide support to areas receiving disaster declarations.	Affected Cities and Counties – Provide technical assistance in the preparation of grant applications to respond to disasters.	Improved recovery after natural or manmade disasters.	Receipt of disaster assistance.	Ongoing
Assist in the preparation of economic recovery plans.	SEMO EDD – Provide technical assistance in the preparation of economic recovery plans as requested.	Prepare plans for counties or communities experiencing economic downturns.	Mitigation of economic downturn.	Ongoing

Task to be Implemented	Lead Organization and Implementation Plan	Expected Results	Performance Measures and Evaluation Indicators	Schedule
Provide technical support in GIS floodplain mapping.	Cities and Counties – Provide education, technical and analysis assistance as requested.	Decreased development in floodplains.	Decreased losses due to flooding.	Ongoing
Support the pre-wiring of critical infrastructure to accept generators.	Cities and Counties – Provide technical support and grant applications for disaster preparedness.	Generator ready critical infrastructure.	Increased number of facilities pre-wired.	Ongoing



G. PERFORMANCE MEASURES

The Economic Development Administration requires that the CEDS include performance measures which can be used to determine whether or not the Economic Development District is making progress in achieving its goals and objectives, and whether federal funds are being used effectively to foster a healthy economic environment for the residents of the District. At a minimum, the EDD is required to measure:

- Number of jobs created after implementation of the CEDS.
- Number and types of investments undertaken in the Region.
- Number of jobs retained in the Region.
- Amount of private sector investment in the Region after implementation of the CEDS, and
- Changes in the economic environment of the Region.

The SEMO EDD has employed various methods of measuring its effectiveness since it received its first planning grant from EDA in 1975. Funded grants prepared by the staff are regularly entered into a database which includes the grant recipient, the amount of the grant, the amounts of local and private investment, and the number of jobs created or retained. This information is also provided to EDA annually in the Government Performance & Results Act (GPRA) report.

In the 38 years EDA has been a federal funding partner with the District, the agency has granted over \$2.2 million to the District. EDA's annual funding investment has been the core of the District's annual budget, providing the staffing and resources necessary to be able to seek additional grant funds to meet the planning and economic development needs of the District. This \$2.2 million in EDA core funding has been used to leverage:

- \$144 million in needed public infrastructure, planning, and other grants
- \$49 million in local investment (most grants require at least 20% local share)
- \$50 million in other grant funds (funding from one or more agencies is often required to complete projects)

- \$263 million in private investment
- 7,780 jobs created or saved

In order to measure the effectiveness of the Southeast Missouri Economic Development District, the CEDS Committee meets periodically to review the goals and objectives, and the actions stated in the Plan of Action. The Plan of Action contains a series of very specific tasks or projects, each of which, if accomplished, will further implement one of the ten stated goals of the organization. Because each of the recommended actions is specific, the Committee is able to determine if the action has or has not been accomplished.

As part of the performance measure evaluation process, the CEDS Committee also reviews the goals and objectives of the EDD periodically to determine if they are still relevant, and to make adjustments or add action items as necessary. This evaluation process provides the CEDS Committee an opportunity to add specific new actions, as accomplished actions are removed from the Plan of Action.

Measuring Change in the Economic Environment

In addition to measuring the organization's success in achieving the various components of the Action Plan, a number of other basic economic and demographic indicators are evaluated and reported in the annual CEDS Progress Report which is directly related to the CEDS. These include:

- Growth or decrease in the District's population.
- Increase or decrease in the District's unemployment rate.
- Increase or decrease in retail sales.
- Increase or decrease in Missouri Department of Revenue local sales tax distribution by county.
- Increase or decrease in FDIC-insured bank deposits.
- Number of jobs created as a result of direct technical assistance provided by the District's staff.

- Amount of federal, state and local funds invested in infrastructure and other projects directly assisted by the EDD staff.
- Increase or decrease in the assessed valuation of each of the seven counties included in the EDD.

The performance evaluation process is particularly important in today's fast-changing global economic climate. Goals which seem most important today may be dwarfed in the future as new challenges emerge. The performance evaluation process allows the CEDS Committee to constantly adjust the District's course to meet these new challenges.