

Northwest Missouri



C
Comprehensive

E
Economic



D
Development

S
Strategy



2013 - 2018



Prepared by
**Northwest Missouri Regional
Council of Governments**

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Introduction to the 2013 CEDS Update Report

Purpose of This Report

The 2013 Northwest Missouri Regional Council of Governments (NWMORCOG) Comprehensive Economic Development Strategy Update Report (CEDS) serves to summarize and evaluate the past year's activities and new program strategies. The CEDS report serves as a mechanism for improving economic development activities, and can be used as a key tool in bringing attention to the planning and developmental efforts of persons and organizations within the region. This report will serve as the successor and update to the Overall Economic Development Plan (OEDP) submitted by the NWMORCOG in 1992 and the subsequent CEDS Reports of 2001 and 2008. This updated CEDS report will serve as a long-term guide for the political and development communities and will provide a template for economic growth in the region.

The 2013 CEDS Update Report will be submitted to the Economic Development Administration (EDA) by June 30, 2013 to fulfill the EDA Reform Act of 1998 Guidelines. NWMORCOG staff used established EDA guidelines per 13 C.F.R. # 303.6 and # 303.7 to prepare the 2013 CEDS Update Report. The CEDS provides an assessment of the economic climate in Atchison, Gentry, Holt, Nodaway, and Worth Counties. This evaluation will include historical data, population trends, transportation, agricultural and natural resources, industry specifics, local economic information, available human resources, and infrastructure. Using information gathered during a number of public meetings regional strengths, weaknesses, opportunities and challenges were identified. Some of the goals and objectives were created to strengthen the opportunities, while others were produced to limit or eliminate the challenges.

Systems that encourage resiliency are considered and implemented whenever possible throughout this planning effort. The premier example of disaster preparedness can be seen in the five county-level hazard mitigation plans that are created and maintained by NWMORCOG in concert with the Missouri State Emergency Management Agency. The individual county plans are available for review by going to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>.

The region experienced numerous natural and/or manmade disasters during the period covered by the 2008 CEDS. These events included:

- Isolated, short-term spring flooding in 2008 and 2009
- Widespread summer flooding of extended duration in 2011
- A damaging wind and hail storm in 2011
- Region-wide drought during 2012
- Downtown fires and building collapses in several regional communities

NWMORCOG is recognized and serves as a federally designated Economic Development District (EDD) in northwest Missouri. The goals and objectives identified through the CEDS represent efforts coordinated through the EDD to efficiently use the scarce natural, human, and programmatic resources. The document also aims to exhibit the region's economic development resources and realize greater economies of scale in development practice throughout the EDD. A new CEDS is required to be submitted to EDA at least every five years. The 2013 CEDS will serve as an outline for activities and program strategies to be implemented through the year 2018 and will be updated via a CEDS performance report on an annual basis as required by EDA. A newly updated five-year CEDS will be due June 30, 2018.

Planning Organization and Management

Voting membership on the NWMORCOG executive board is comprised of one representative from each of the five counties of Atchison, Gentry, Holt, Nodaway, and Worth as designated by the county commissioners as well as one mayor or designee from each of three municipalities within each county as selected by the presiding commissioner and two members-at-large as elected by the council members. A minimum of 35% of total board membership shall consist of private sector representatives and one or more of the following: Executive Directors of Chambers of Commerce, or representatives of institutions of post-secondary education, workforce development groups or labor groups.

There are currently forty cities and villages which have selected to maintain membership in the NWMORCOG and to be served by this CEDS. They are:

<u>Atchison County</u>	<u>Holt County</u>	<u>Nodaway County</u>	<u>Worth County</u>
Fairfax	Big Lake	Arkoe	Allendale
Rock Port	Bigelow	Barnard	Denver
Tarkio	Corning	Burlington Junction	Grant City
Watson	Craig	Clearmont	Sheridan
Westboro	Forest City	Clyde	Worth
	Fortescue	Conception Junction	
<u>Gentry County</u>	Maitland	Elmo	
Albany	Mound City	Graham	
Darlington	Oregon	Guilford	
Gentry		Hopkins	
King City		Maryville	
McFall		Parnell	
Stanberry		Pickering	
		Ravenwood	
		Skidmore	

Service Delivery and Technical Assistance - NWMORCOG was established to facilitate planning, promote cooperative arrangements, and coordinate actions among member governments. NWMORCOG restricts its activities and programs to those necessary to fulfill those purposes. General-purpose local governments, rather than the Regional Council of Governments, should be the purveyor and operator of all local government services. Technical assistance is available from the Regional Council of Governments where such qualified assistance is not available in local government. No organized program in technical assistance is undertaken unless approved by the governing body of the Regional Council of Governments.

History of NWMORCOG

The Northwest Missouri Regional Council of Governments, formerly called the Northwest Regional Planning Commission, is one of 19 regional planning commissions in Missouri, which grew out of the State and Regional Planning and Community Development Act of 1966, permitting the establishment of regional planning commissions to resolve common community problems on a regional basis. The formation of regional planning commissions was voluntary, requiring the consent of the governing bodies representing over 50 percent of the population. The Northwest Missouri Regional Planning Commission was established on June 11, 1968, under Revised Statutes Chapter 251 of the State of Missouri. The Council currently consists of the five County Commissions of Atchison, Gentry, Holt, Nodaway, and Worth counties, and 40 communities in the area.

From the establishment of the Commission in 1968 until 1972, the Commission did not employ any full-time staff. However, the Commission did contract with various consultants for the development of plans. In 1970, they contracted with Larkin and Associates, Kansas City, to develop a comprehensive plan for water and sewer development in Northwest Missouri. In 1971, the Commission contracted with the Missouri Department of Community Affairs for the development of goals and objectives, overall program design, and an initial housing study. In 1972, the Commission hired its first full-time staff.

Some of the initial programs undertaken included: economic development planning, regional comprehensive planning (transportation plan, land use plan, community facilities plan, recreation and open space plan, water and sewer plan). Since that time, and to the present, some representative programs are: Community Development Block Grant, workforce development, flood and drought assistance, governmental management assistance, state and federal program information, broadband deployment planning, park and recreational grant assistance, local planning assistance, housing needs studies, Health Systems

Agency assistance, library and educational grant and technical assistance, and foundation research.

In December 1975, the Commission changed its name to the Northwest Missouri Regional Council of Governments. It was felt by the members that the “Council of Governments” title would project a clearer image of the two-fold purpose of the organization. The first being that of local governments, working together to identify common concerns and planning for the solutions of problems which commonly affect the individual local governments or affect a large area-wide concern. Secondly, the organization provides assistance to the local governments in implementing these solutions in order to solve problems and meet needs.

NWMORCOG - Board of Directors - 2013

<i>Chairman:</i>	Mark Sitherwood	Holt County Presiding Commissioner
<i>Vice-Chairman:</i>	Jack Baldwin	City of Hopkins
<i>Secretary:</i>	Bob Stiens	Nodaway County Assoc. Commissioner
<i>Treasurer:</i>	Doug Sutton	At-large, Private Sector

Atchison County

Michael Goins
Dena Wennihan
Alva Stoner
David Chapin

Holt County

Peggy Ann Edwards
Bill McCully
Duane Nauman

Worth County

Craig McNeese
Ted Findley
Rob Ruckman

Gentry County

Derek Brown
Gary Carlson
Ron Peterson
Lorie Carlson

Nodaway County

Jim Fall

At Large Members

Darren Farnan

Mission

The Mission of the Northwest Missouri Regional Council of Governments is to promote regional planning for human resources, educational opportunities, and economic development in order to enhance the quality of life for the region’s inhabitants. The organization strives to accomplish these objectives by:

- Providing professional staff assistance to local governments and organizations in the region;

- Serving as an advocate for the Northwest region before federal, state, and local governmental agencies and other organizations that influence or affect public policy;
- Promoting the economic development of the region;
- Providing a forum for the discussion and resolution of common problems and issues affecting the Northwest Region;
- Promoting regional, multi-purpose planning and cooperative arrangements and coordinating action among its member governments.

Political Geography

Counties

The Northwest Missouri region is comprised of the five counties listed below. A three-member county commission governs each county with two associate commissioners and one presiding commissioner.

<i>County</i>	<i>County Seat</i>	<i>Classification</i>
Atchison	Rock Port	Third Class
Gentry	Albany	Third Class
Holt	Oregon	Third Class
Nodaway	Maryville	Third Class
Worth	Grant City	Third Class

The State of Missouri divides counties into four classifications with different rules governing each category. As of August 28, 2012, the classification is based on the five-year average total assessed valuation of property in each county:

First Class:	\$600 Million and over
Second Class:	\$450 Million, but less than \$600 Million
Third Class:	Under \$450 Million
Fourth Class:	Those counties that were designated Second Class prior to August 13, 1988, but have had changes in assessed valuation. They may still operate under state laws under first-class classification if they have maintained assessed valuation of \$400 million for at least one year.

The state constitution does allow counties with a population greater than 85,000 to adopt Home Rule Status through a charter by a vote of the people, but this does not affect the five counties in the NWMORCOG service area.

Municipalities

Like counties, municipalities operate under state laws based on their population size. The following table describes the various classes of cities that are in the NWMORCOG region:

<u>Class</u>	<u>Population Requirement</u>	<u>Government Forms</u>
Class 3	3,000-29,999	Mayor-Council/Mayor-City Admin.-Council/Council-Mayor Commission
Class 4	500-2,999	Mayor-Board of Alderman/ Mayor-City Admin.-Alderman
Village	Under 500	Board of Trustees
Constitutional Charter	Over 5,000	Decided by the people
Legislative Charter	No Requirement	As set forth in the individual Charter

Class 3 Cities:

Maryville

Class 4 Cities:

Albany	Elmo	King City	Rock Port
Barnard	Fairfax	Maitland	Sheridan
Burlington Junction	Forest City	Mound City	Skidmore
Clearmont	Graham	Oregon	Stanberry
Conception Junction	Grant City	Parnell	Tarkio
Craig	Hopkins	Ravenwood	Westboro

Villages:

Allendale	Clyde	Fortescue	Pickering
Arkoe	Corning	Gentry	Watson
Bigelow	Darlington	Guilford	Worth
Big Lake	Denver	McFall	

Political Representation

Two state congressional districts represent the five-county region. Missouri House District #1 includes Atchison, Holt, Nodaway, and Worth Counties while District #2 includes Gentry County. This represents a change from the previous CEDS. The 12th District in the Missouri Senate represents the entire five-county area. Nationally, all five counties belong to the 6th District of the U.S. House of Representatives.

Comprehensive Economic Development Strategy (CEDS) Process

The Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. It should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. The CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

EDA regulations require that an existing CEDS be updated annually and that a new CEDS be developed at least once every five years, or whenever substantial changes in the regional economy render the existing document obsolete. The previous CEDS, issued in 2008, followed the 2001 CEDS as a successor of the original Overall Economic Development Plan (OEPD) which was submitted by NWMORCOG in 1992.

Draft CEDS Review Period – May 20, 2013 through June 20, 2013

The draft CEDS is made available to the public for review and comment for a period of at least 30 days prior to submission to EDA. A hard copy of the CEDS is provided to each county courthouse for public access during the review period. The draft CEDS is also available online at the NWMORCOG website. The public will be advised of the availability of the draft document by press releases issued by NWMORCOG to the appropriate local newspapers, by notice placed on the NWMORCOG website, by notice placed in the NWMORCOG newsletter, and by notice placed in the NWMORCOG NewsBlast. A copy of the press release can be seen by going to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>.

CEDS Committee

The first action in the CEDS development process was to form a CEDS Committee. This committee is responsible for developing, revising, or rewriting the CEDS. The CEDS Committee, as defined by EDA, must represent the primary economic interests of the region and a majority of the members of the

committee must represent the private sector. The CEDS committee as constituted includes a high level of participation by members who earn their living in agriculture-related businesses. This reflects the fact that the region is considered to be part of the Kansas City cluster of bioscience industries. The committee was structured as follows in order to assure that the composition of the committee meets EDA guidelines, which differ from the composition of the NWMORCOG board:

CEDS Committee Composition

Updated 4/25/2013

<u>NAME</u>	<u>EDA</u>	<u>AFFILIATION</u>	<u>COUNTY</u>	<u>REPRESENT</u>
Goins, Michael	Private	Midwest Data Center	Atchison	Business
Wennihan, Dena	Elected	City of Tarkio, Council	Atchison	Tarkio
Stoner, Alva	Elected	City of Fairfax, Mayor	Atchison	Fairfax
Herrick, Kim	Private	Agriculture	Atchison	Business
Chapin, David	Private	Agriculture	Atchison	Business
Summa, Carla	Education	Substitute Teacher	Atchison	Education
Bailey, Monica	Econ. Dev.	Atchison County Dev. Corp.	Atchison	County
Brown, Derek	Appointed	City of Albany, City Admin.	Gentry	Albany
Carlson, Gary	Private	Sales	Gentry	Business
Carlson, Lorie	Elected	City of King City, Council	Gentry	King City
Peterson, Ron	Private	Insurance Sales	Gentry	Business
Waltemath, David	Private	Bank Officer	Gentry	Business
Morgan, Kathy	Econ. Dev.	City of Albany	Gentry	Albany
Edwards, Peggy Ann	Education	Education	Holt	Forest City
McCully, Bill	Private	Automotive Sales	Holt	Business
Nauman, Duane	Private	Agriculture	Holt	Business
Sitherwood, Mark	Elected	Presiding Commissioner	Holt	County
Jones, Ken	Private	Agriculture	Holt	Business
Baldwin, Jack	Appointed	City of Hopkins	Nodaway	Hopkins
Fall, Jim	Elected	City of Maryville - Mayor	Nodaway	Maryville
Farnan, Darren	Private	United Electric Cooperative	Nodaway	Business
Stiens, Robert A.	Private	Agriculture	Nodaway	Business
Sutton, Doug	Private	Area Business	Nodaway	Business
Pfost, Brock	Private	Engineering Firm	Nodaway	Business
Langerock, Lee	Econ. Dev.	Nodaway County Econ. Dev.	Nodaway	County
Kenkel, Phil	Education	University	Nodaway	Education
McNeese, Craig	Private	Insurance Sales	Worth	Business
Ruckman, Rob	Private	Agriculture	Worth	Business
Findley, Ted	Elected	Presiding Commissioner	Worth	County
Ueligger, Tammy	Econ. Dev.	Worth County	Worth	County
Nonneman, Regan	Private	Custom Rifles and Agriculture	Worth	Business
Abplanalp, Ben	Private	Insurance Sales	Worth	Business

53% Private Sector

Background and Analysis of the Region

Early History of Northwest Missouri

Northwest Missouri was part of the territory acquired by the United States from France during the Louisiana Purchase on April 30, 1803, for \$15 million dollars (4 cents per acre). The territory that made up the Louisiana Purchase, however, had changed hands on a number of occasions prior to this transaction. For instance, France originally claimed the area and ceded it to Spain in 1762, with the Treaty of Fontainebleau. Thirty-eight years later, Spain returned it back to France under the Treaty of Ildefonso. Once in American hands (1803), the territory was divided into two parts—the Territory of Orleans and the District of Louisiana. The present-day state of Missouri was part of what was known as Upper Louisiana (the District of Louisiana).

Missouri's call for statehood began in earnest with the Missouri Compromise of 1820, which joined Maine's bill for statehood with Missouri's. This compromise between the free states and slave-holding states gave Missouri statehood in 1821. Statehood greatly encouraged European migration and settlement throughout the state, especially along the Missouri River. It must be noted, however, that European settlement was preceded by Native American occupation. For example, at the time of European expansion, several Native American groups occupied and/or claimed northwest Missouri as hunting territory - various bands of Sioux, the Sac and Fox, the Otoe and Missouria, and the Ioway. Their removal from northwest Missouri was not fully completed until March of 1837, in what was referred to as the Platte Purchase.

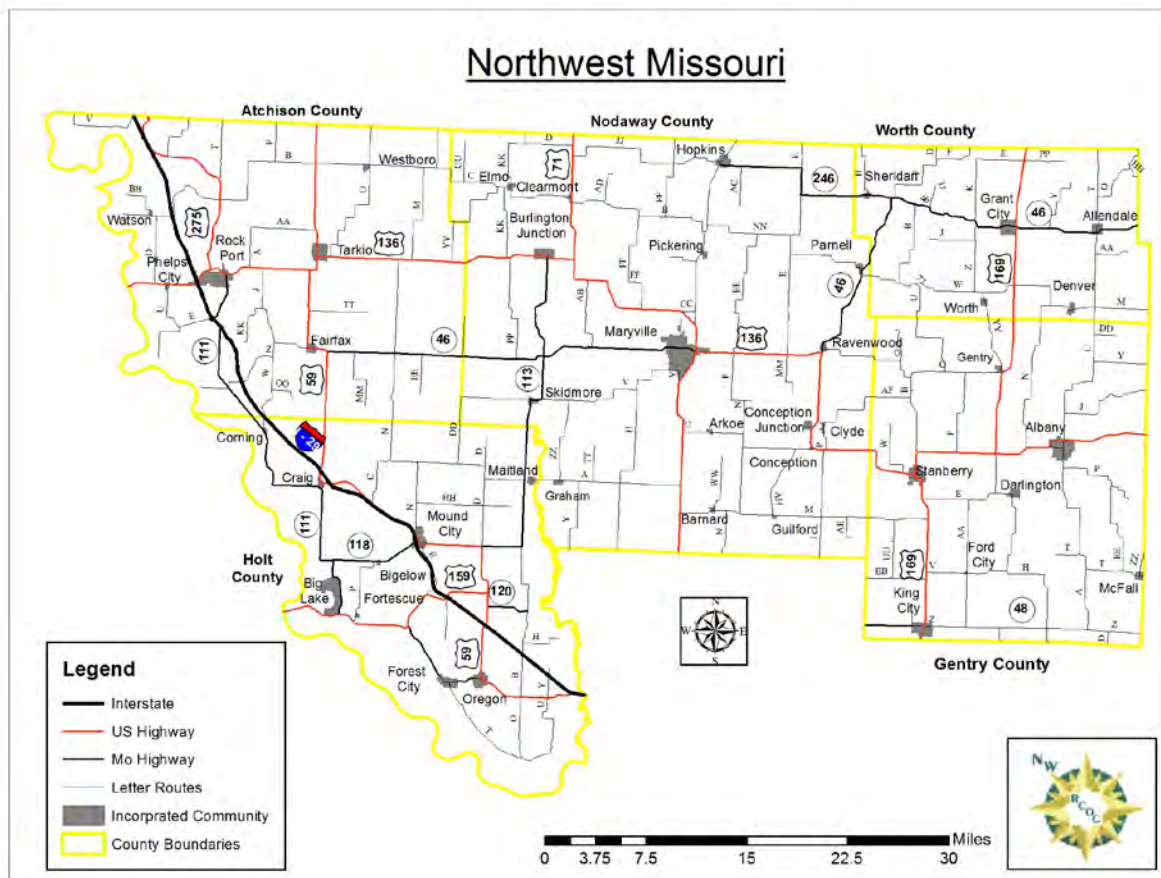
The Platte Purchase, brokered with the Ioway and Sac and Fox tribes by William Clark for \$7,500, significantly altered Missouri's state boundaries by adding nearly 3,149 square miles to the northwest corner of the state. Originally, the western boundary of the state of Missouri was a straight north-south line. Therefore, part of the area that would become three of the counties in this study—Atchison (1845), Holt (1841), and Nodaway (1845)—did not become part of Missouri until its annexation in 1837. The other two counties, Gentry (1841) and Worth (1861), originally were part of what was a much larger Ray County.

Also of historical note is the fact that Atchison, Nodaway, and Worth Counties all lost territory to the state of Iowa in what has been called the "Honey War." The boundary dispute arose when Iowa gained statehood in 1846 and surveyors found discrepancies in the territorial claims of both states; both states claimed land to the "rapids of the Des Moines River." Ultimately, the problem was resolved in 1848, although Missouri lost possession of the northern eleven miles it had previously claimed.

Location

The Northwest Missouri EDD consists of the five counties in the extreme northwest corner of Missouri. The location serves in close proximity to the three neighboring states of Iowa, Kansas, and Nebraska. Located near the geographic center for the United States, the region serves as a crossroads for major transportation routes in the nation, and represents the hinterland for the major metropolitan areas of Kansas City, Omaha, and Des Moines. Interstate 29 runs through Atchison and Holt counties, U.S. Highway 71 passes through Nodaway County, U.S. Highway 136 runs through Atchison, Nodaway, and Worth counties, and U.S. Highway 169 serves Gentry and Worth counties.

The physical environment of an area often plays an integral role in the growth and development of a community. Topography, hydrology, geology, climate, and soils are physical characteristics important in defining a location. Building sites, insurance costs, and construction techniques are some of the variables that rely heavily on the attributes of a physical landscape. Through evaluation of the physical environment, constraints and negative factors affecting urban development are identified, as detailed in the following Natural Resources and Environmental Issues section.



Natural Resources and Environmental Issues

The northwest Missouri region is bordered by parts of two major river basins. The Missouri River basin on the west includes several minor river basins: Nishnabotna, Nodaway, One Hundred and Two, Platte, and Tarkio. The Grand River Basin on the east is the largest in the state north of the Missouri River. The Grand River begins in Southwest Iowa and flows southeasterly through northwest Missouri to its confluence with the Missouri River near Brunswick in the central part of Missouri.

The topography of the region is characterized by moderately rolling plains. Ground elevations range from a low of 750 feet above sea level in the Grand River Basin to a high of 1,300 feet above sea level in the Missouri River bluffs. The soils present throughout the region are rich and productive for agricultural production. The land is generally undulating to rolling with the larger stream valleys featuring a few narrow strips of hilly land. The gentle slopes do not pose serious obstacles to development within the region. The entire region tends to increase in elevation from the west at the Missouri River towards the east.

Following the drought of the late 1980's, many municipalities turned to alternative sources for their water until their normal source was able to recover. While some explored the option of drilling new wells, others built large lakes to serve as community reservoirs. Maryville, the largest municipality in the region, completed construction of Lake Mozingo during the mid-1990's. The 1,100-acre lake east of town serves as both a water source and a recreational area. Additionally, a 170-acre lake was built in Gentry County to serve both the towns of Stanberry and Grant City (Worth County). As noted, many towns rely on underground wells for their water source, but the water requires a great deal of softening because of the limestone present.

The region's mineral resources include sand, gravel, clay, limestone, shale, coal, and petroleum. Limestone remains the only rock quarried in the region while sand is obtained by dredging the Missouri, Platte, and One Hundred and Two Rivers. Gravel is mined from ancient glacial deposits in the area and clay and shale constitute a majority of the region's bedrock. Some oil production has occurred in the past, but because of cost conditions in the industry, future exploration does not appear feasible.

There are still sizable coal reserves in the region, but they are located at extreme depths making mining unlikely due to prohibitive costs. During the late 1980's and early 1990's research was conducted on ways to drill for coal bed methane gas as an alternative fuel source. No additional action has taken place; however in the event of changes in the economics of methane production, the Forest City Basin, which covers parts of the four-state territory including Missouri, Kansas,

Nebraska, and Iowa could offer the distinct possibility that northwest Missouri could be part of a large production facility should the researchers choose to follow through on their findings.

According to Peter Bachle, R.G., with the Missouri Department of Natural Resources, Geological Survey Program:

Bedrock underlying the area belongs to the Pennsylvanian-age Wabauunsee, Shawnee, Douglas, Lansing, and Kansas City groups. These units are primarily shale with lesser beds of sandstone and limestone. Up to four minor coal beds lie interspersed within these units. The Bedrock is overlain by glacial drift that has a recorded thickness as great as 100 feet in some locations. Pre-glacial stream channels, which have greater water yield potential are limited in areal extent and found in narrow linear trends. There are no recorded sinkholes in the subject area.

Based upon GSP databases, there are 144 limestone quarries, 87 sand and gravel pits, 13 former coal mines (both above and below ground), and 65 oil wells within the subject area.

There are 77 public water wells, 738 domestic water wells, 194 irrigation wells, 3 industrial water wells, and 20 springs recorded within the subject area.

Based on files accessible to the GSP, there are 21 landfills or dumps, 2 solid waste transfer stations, 11 superfund sites, 16 brownfield locations, 2 federal facility hazardous waste sites, and 13 permitted hazardous waste generators.

The protection of the environment and of threatened species of flora and fauna is a priority of NWMORCOG, where we have worked for several decades in the interests of solving wastewater treatment discharges into area waters. Similarly, NWMORCOG personnel have worked for many years trying to solve solid waste management issues and challenges in the five-county region. NWMORCOG personnel are actively involved in the preparation of environmental assessments for development projects that utilize CDBG or USDA-RD funding.

A number of endangered or threatened animal and plant species are found in northwest Missouri. U.S. Fish and Wildlife and the Missouri Department of Natural Resources were contacted for input, but were unable to provide details for a five-county area. Local research indicates the following endangered or threatened species are found at various locations in the region.

Animals (endangered/threatened) characteristic of northwest Missouri include:

Shortnose Gar	Rose-breasted Grosbeak
Piping Plover	Massasauga Rattlesnake
Bobcat	Franklin's Ground Squirrel
Plains Leopard Frog	Badger
Bigmouth Shiner	Pallid Sturgeon
Red Shiner	Indiana Brown Bat
Horned Lark	Least Tern
Plains Garter Snake	

Flora (endangered or threatened) characteristic of northwest Missouri:

Interrupted Fern	Bluejoint Grass
Snow Trillium	Choke Cherry
Meadow Sweet	Pussy Toes

Note: Further environmental details can be seen by going to the CEDS section of the NWMORCOG website at: www.nwmorcog.org and referring to the input received from a number of state and federal agencies. This includes data on twenty-one landfill sites, eleven superfund sites, sixteen brownfield locations, two federal hazardous waste sites, thirteen permitted hazardous waste generators, and more.

Climate and Weather

Hot summers and cold winters characterize the climate of northwest Missouri. January is the coolest month, with temperatures only reaching an average high of 33 degrees, with an average low of 12 degrees. July is the warmest month with an average high reaching 83 degrees and an average low of 63 degrees. Precipitation is consistent with a location on the eastern edge of the Great Plains at an average of 36 inches a year. During the spring and early summer months, the area is prone to heavy rainfall. Area precipitation is supportive of corn, soybeans, and wheat crops.

Located in the Midwest, the region is susceptible to severe thunderstorms and tornadoes. While tornadoes can pose a serious threat to the loss of life and property, they are neither a regular nor widespread occurrence. The main threat from thunderstorms in the summertime is hail. Moderately sized hail falling from a thunderstorm for only a short amount of time can significantly damage or destroy a crop in the field. A stormy season with a high incidence of widespread hail can have a drastic effect on the local agricultural economy, driving costs up and causing local farmers to experience significant losses.

Parks, Trails, Forests, Wilderness, Scenic Rivers, and Wildlife Refuges

Northwest Missouri is home to many state recreation, wildlife, and conservation areas that are detailed in the “Recreation” section found later in this document. There are numerous municipal parks and the region is home to Big Lake State Park where major repairs are underway to restore the park to service following extensive damage caused by the flood of 2011.

The Lewis and Clark Trail borders the western edge of the region while several communities sponsor local trails, some of which were built with the assistance of NWMORCOG and the MoDOT Safe Routes to School and Transportation Enhancement programs, and the MoDNR Land and Water Conservation Fund.

Squaw Creek National Wildlife Refuge in Holt County provides safe haven for a wide variety of plant and animal species. The refuge is on a well-established flyway for migratory birds and hosts large numbers of ducks, geese, Bald Eagles, pelicans, and other species during their migratory seasons.

The region has no designated forests, wilderness areas or wild and scenic rivers.

Water Resources and Water Quality

Water resources in the northwest Missouri region include the rivers mentioned above and their associated watersheds. There are no sole source aquifers in the region. The Missouri River alluvium serves as the primary water source for the counties and communities along the Missouri River, including the Atchison County Wholesale Water Commission (ACWWC). NWMORCOG has worked to support ACWWC as they conceived a county-wide water system that would enable the replacement of several aging water treatment plants in the county. Construction is now underway on this project and there is the potential for ACWWC to become a water supplier for customers outside their own county boundaries. Mozingo Lake in Nodaway County and Middle Fork Lake in Gentry County serve as major water sources for the counties located farther away from the Missouri River basin. NWMORCOG maintains an ongoing relationship with the city governmental bodies to assure that they are aware of possible problem areas and to assist them with the development of projects to address these issues. NWMORCOG is currently assisting cities or rural water districts in all five counties with current or proposed water treatment or distribution projects.

The treatment and disposition of wastewater are of major concern in the region. NWMORCOG works closely with its member cities to help them identify problem areas and to develop wastewater projects to address those problem areas. Potential or active projects in all five counties are indicative of the continuing need for focus on this critical piece of infrastructure.

Resiliency

The northwest Missouri region has experienced alternating bouts of flood and drought since the last CEDS was prepared in 2008. This series of natural disasters has served to emphasize the importance of assuring that systems which encourage resiliency are considered and implemented whenever possible throughout all regional planning efforts.

The most notable disaster experienced by the region in the time period between development of the 2008 CEDS and this new 2013 CEDS was the flood of 2011. This flood was unprecedented not only in the depth of water above the flood level, but by other factors such as the time duration – more than three months – and the presence of an extreme velocity of moving water during the entire flood time. Atchison and Holt counties were both severely impacted by this flood and additional funding provided by EDA during the post-flood period enabled NWMORCOG to provide enhanced resources to assist with immediate flood recovery planning. EDA also provided funding for a Disaster Recovery Coordinator to serve the counties in FY2012 – 2014 to help address issues such as damage inventory, repair and restoration, workforce, and disaster summary.

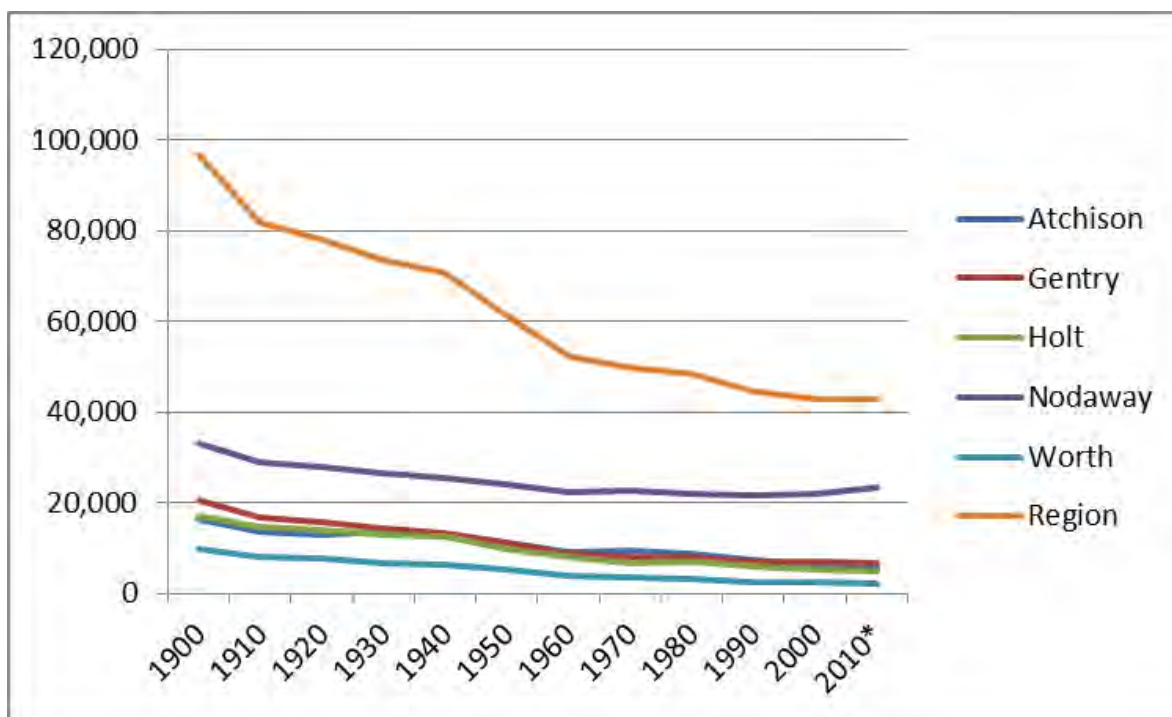
A comprehensive example of disaster preparedness can be seen in the five county-wide hazard mitigation plans that are created and maintained by NWMORCOG in concert with the Missouri State Emergency Management Agency. The pertinent sections of the individual county plans are available for review by going to the CEDS section of the NWMORCOG website at: www.nwmorcog.org. These documents include extensive information about the natural as well as manmade environment and show valuable planning data including floodplain locations. The complete documents are too large to include online in their entirety. Hardcopy versions are available for public review at the county courthouse.

In addition to efforts such as the local hazard mitigation plans, it is interesting to note that individual residents are able to increase their own resiliency through the assistance of programs such as AgrAbility, a federally-funded program designed to help increase the likelihood that farmers, ranchers, farm workers, and farm family members who are limited by any type of disability or chronic health condition can remain employed in production agriculture or agriculture-related occupations and become more successful as they integrate their disability into their chosen profession. Through participation in the AgrAbility program, more than 40% of disabled farmers hope to be able to continue their involvement in their chosen trade. For more information on the AgrAbility program, go to: <http://agrability.missouri.edu/> or see the 2009 Missouri AgrAbility Evaluation report available by going to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>

Regional Population Trends, 1900-2010

The five-county region of Atchison, Holt, Gentry, Nodaway, and Worth counties peaked in population in 1900 and has steadily declined over the 110-year span with only Nodaway County showing growth. For the region, the total population has fallen from 96,898 in 1900 to 42,876 in 2010 (Graph One). Within the 110-year span a number of trends appear. For example, population decline was rapid from 1900 – 1910, then became a slower but still steady decline through the war and depression years from 1910 – 1940. After World War II the United States' economy boomed and urbanization, along with suburban sprawl, became more prominent, which is evident in the more rapid population losses during the 1940s and 1950s. Outmigration slowed again in the 1960s and 1970s as commodity prices and farm values experienced a period of improvement, then in the 1980s the rate of population loss again increased as commodity prices fell and the value of farm land crashed down. In more recent decades the rate of decline has again slowed in response to several different social shifts including the consolidation of farms, higher commodity prices, and an increased outflow of urban residents to small “specialty” farms.

Graph One -- County Populations, 1900- 2010



* U.S. Census 2010

Recent Population Numbers, 1990-2010

Overall, the 2010 U.S. Census data did not bode well for the region (see Graphs Two and Three). Northwest Missouri lost roughly 3.5 percent of its citizens during the 1990's, but the trend slowed as the region lost only 0.1% or 60 residents from Census 2000 to Census 2010. Two counties, Gentry and Nodaway, showed minimal population growth during the 1990's and Nodaway County continued to show growth with an increase of 6.6% while Gentry County lost only about 1.8% during the period from 2000 to 2010. Atchison, Holt, and Worth counties lost substantial numbers throughout the period.

All five Atchison County communities lost population during the decade from 2000 through 2010. Tarkio showed the largest population decline, losing 18.2% of its population with Watson doing nearly as poorly with the loss of 17.4% of its population.

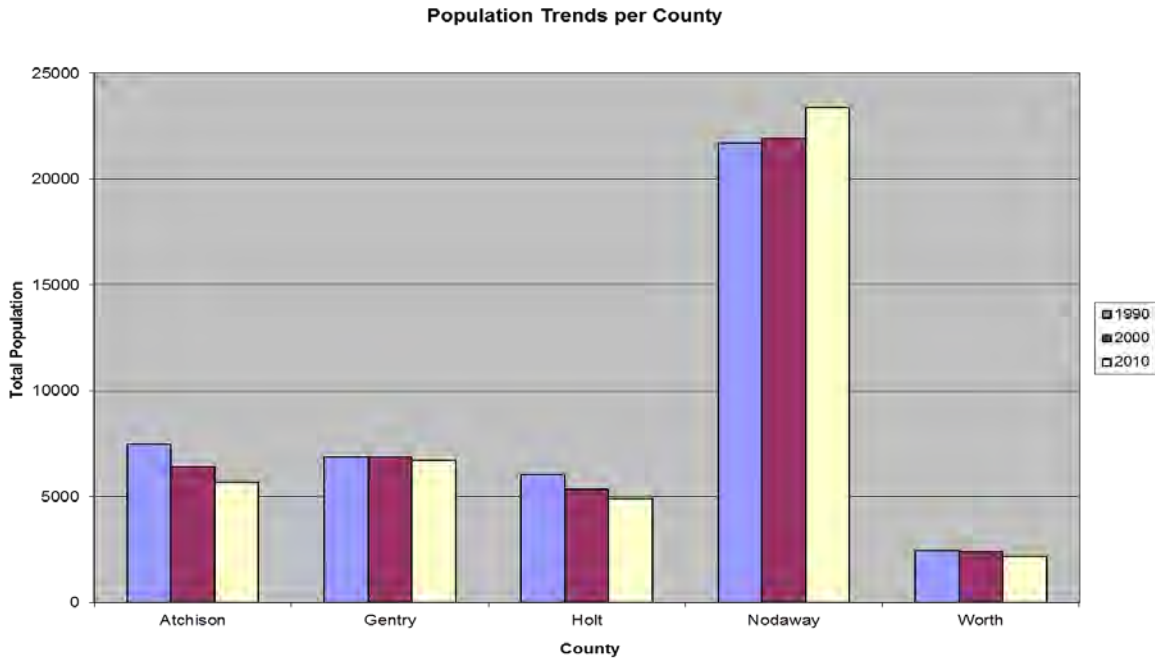
In Gentry County, the communities of Darlington and King City showed small population gains while Albany (-10.7%), Gentry (-28.7%), McFall (-31.1%), and Stanberry (4.7%) all lost significant numbers

Holt County lost over 11 percent of its population from 1990-2000, a trend that continues unabated. Between Census 2000 and Census 2010 two towns showed slight population increases while seven communities lost numbers, some to a significant degree. These figures do not reflect the additional population loss that is expected to be measured as residents do not rebuild or come back to their damaged homes in the wake of the devastating flooding experienced in 2011.

Nodaway County, which showed a population gain of 6.7% during the period from 2000 to 2010, had several interesting population changes for the decade with significant increases in the percentage of citizens in the 10 – 19 and 20 – 29 age groups. It is noteworthy that Maryville, the county seat and economic hub for northwest Missouri, had a relatively strong economy during the 2000's. Overall, eleven of the fifteen communities in Nodaway County lost population during the 2000's, but these were the smaller towns in the county and the growth in Maryville more than made up for those losses on a county-wide basis.

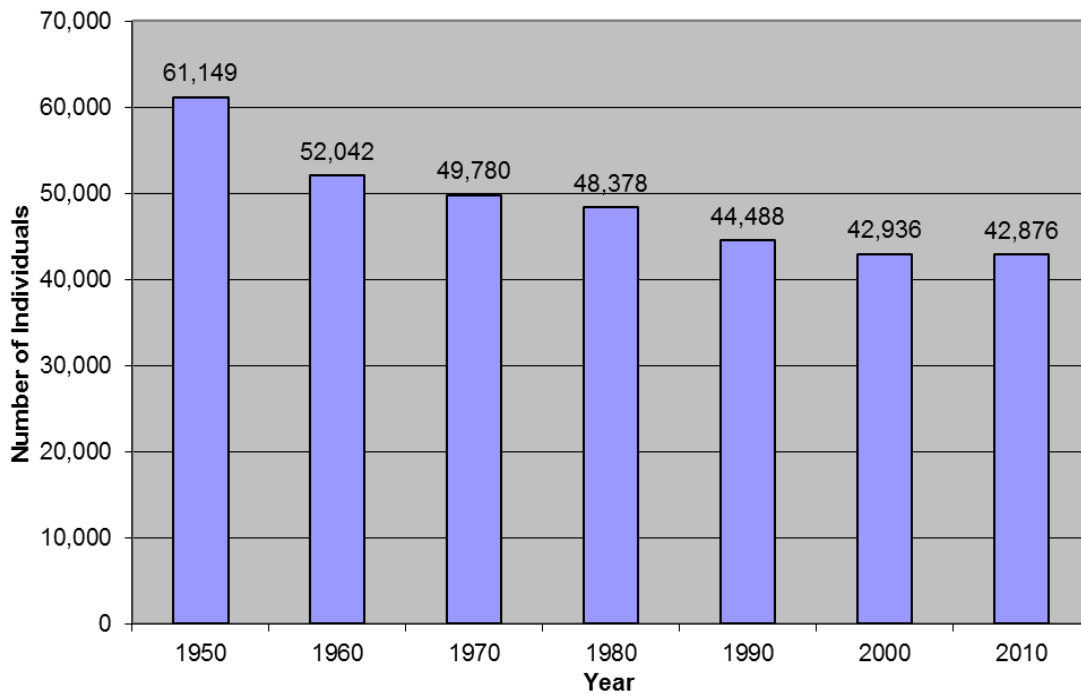
During the 1990s, Worth County lost a total of 2.4 percent of its residents, with four of the five communities losing individuals, but not to a substantial degree. This performance deteriorated rapidly since Census 2000 and the most recent Census 2010 measured a population loss in Worth County of 8.9% with staggering losses in Irena (45.5%) and Worth (33%).

Graph Two – County Population Trends 1990 – 2010



Source: U.S. Census

Graph Three – Regional Population Trends 1950 – 2010

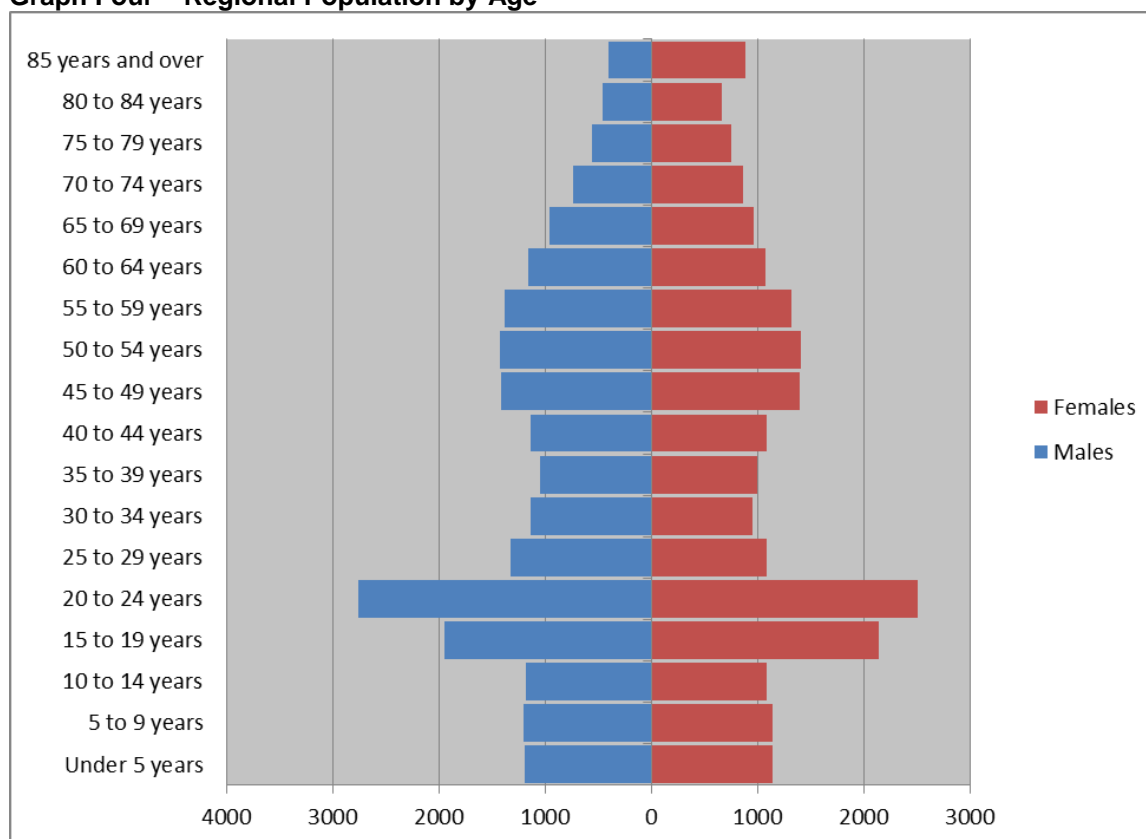


Source: U.S. Census

Population Distributions by Age and Sex

Dividing the population into categories based on age and sex can be an insightful way to examine the age structure of the overall population and to discuss potential population projections. For example, populations that are expanding will have a large proportion of individuals in the lower age categories. An even distribution between the categories reflects a population that is showing little or no growth. Finally, a population that is in decline will have a large number of its citizens in the oldest age categories and few young children and adults in their childbearing years. The age groups 15 through 19 and 20 through 24 indicate a large number of residents in those age groups. However, these groups represent the high population of students within those age groups who come to the region to attend Northwest Missouri State University. The age groups above those two groups clearly indicate that a large number of students leave the area after completing their studies. Review of the population data for northwest Missouri indicates that the population shows little or no prospect for growth (Graph Four). Based on these numbers, it is most likely that northwest Missouri will continue to experience a slow, steady decline in total population, as aging of the population continues with a low rate of replacement within the younger age brackets.

Graph Four – Regional Population by Age

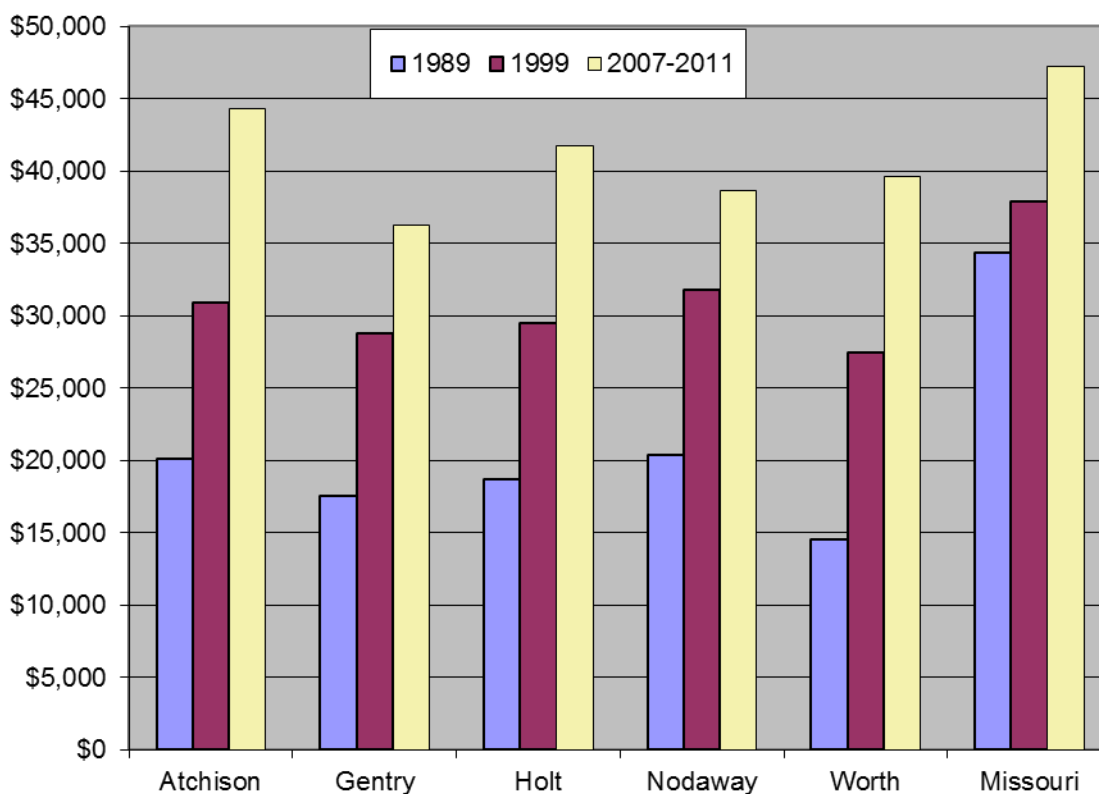


Source: Census 2010

Median Household Income and Poverty Level

Graph Five shows the median household income levels for the five counties in 1989, 1999, and 2007-2011. The robust economy of the 2000's led to a sharp increase in median incomes for all five counties despite the intervening years of financial drawback. Atchison and Nodaway Counties both increased median incomes by over \$11,000 during this period.

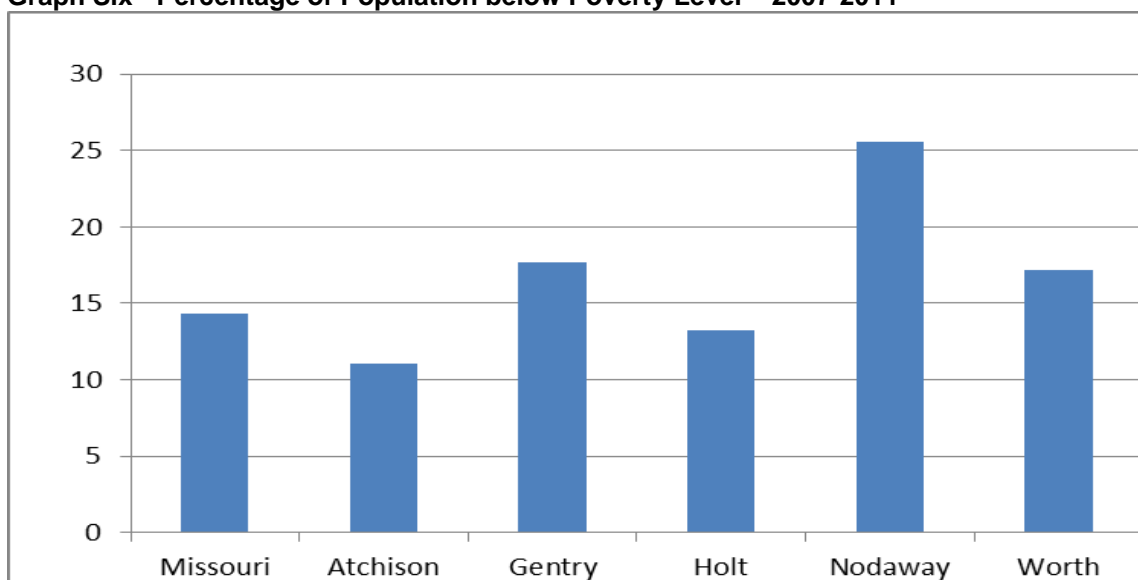
Graph Five -- Median Household Income by County – 1989, 1999 and 2007-2011



Source: U.S. Census (Numbers are dated due to new survey methods)

Median household income does not paint the whole picture, however. Poverty rates in all five counties (Graph Six on following page) were over 11 percent for 2007-2011. Nodaway County soared to over 25% while Gentry and Worth also exceeded the Missouri average poverty rate of 14.3 percent. The high poverty rate in Nodaway County is attributable in part to the fact that a substantial percentage of the county population consists of students at Northwest Missouri State University who are no longer claimed as dependents and reflect a very low level of personal income.

Graph Six - Percentage of Population below Poverty Level – 2007-2011



Source: U.S. Census

Unemployment Rates

Unemployment rates in the region during the early 2010's have ranged from approximately five percent down to 3.5 percent (Table One on the next page). During the previous CEDS period, Gentry County typically had the highest unemployment rates ranging from five percent to 4.3 percent, while Nodaway County had some of the lowest unemployment rates in the state at three percent. In fact, Nodaway County had the second-lowest jobless rate in the nation in December of 1999 at 0.7 percent, a fact attributable, in part, to expansions at the Kawasaki and Energizer manufacturing plants, and the Wal-Mart Super Center, all of which are located in Maryville. The levels of unemployment within the five-county region have all changed in the late 2000's and early 2010's with the Nodaway County unemployment rate rising higher than the other counties in the region. This is expected to continue as the Maryville Energizer manufacturing facility continues toward its ultimate closure late in 2013.

The relatively low unemployment rate in the region, however, is not necessarily an indication of economic health. The available workforce in the region is barely adequate to meet the needs of existing business. Also, the poverty figures noted above in Graph Six indicate that the jobs that exist are not providing a sufficient level of income to qualify as family-supporting jobs.

Another level of the job market that is extremely hard to measure is underemployment. According to the United States Bureau of Labor Statistics, underemployment (underutilization) pertains to the economic characteristics underlying the following three broader measures of labor underutilization which

include: 1) discouraged workers who are not presently in the labor force, want and are available for work, and had looked for a job sometime in the prior 12 months, but are not counted as unemployed because they had not searched for work in the prior 4 weeks, for the specific reason that they believed no jobs were available for them; 2) Marginally attached workers are a group that includes discouraged workers for whom any reason could have been cited for the lack of job search in the prior 4 weeks; and 3) Persons employed part time for economic reasons are those working less than 35 hours per week who want to work full time, are available to do so, and gave an economic reason (their hours had been cut back or they were unable to find a full-time job) for working part time. These individuals are sometimes referred to as involuntary part-time workers.

Table One -- Unemployment Rate, 1992-2013

	Atchison	Gentry	Holt	Nodaway	Worth
1992	4.3	3.5	4.7	2.1	4.6
1997	2.4	2.6	3.8	1.4	4.9
2002	3.9	5.0	4.6	3.5	4.4
2007	4.0	4.3	4.1	3.5	3.9
2013 (March)	5.2	5.0	5.0	5.9	4.7

WORKFORCE DEVELOPMENT PROGRAMS

NWMORCOG sponsors the Missouri Workforce Assistance Program in the five-county region. The Personal Responsibility and Work Reconciliation Act of 1996 limits the number of months an individual can receive welfare benefits in his/her lifetime to 60 months. The Missouri Department of Social Services, Division of Family Services contracted this past year with NWMORCOG to provide case management for welfare recipients who are required to participate in work requirements. NWMORCOG has worked with approximately 145 individuals this past year to find employment, gain work experience, attain their GED or attend college or technical school and become less reliant on state assistance.

NWMORCOG also operates and staffs the Northwest Missouri Career Center in Maryville. As part of this contract, NWMORCOG staff members work with customers through a variety of workforce development programs including: Workforce Investment Act Adult (Ages 18 and over), Dislocated Worker, Youth (Ages 14 – 21), Missouri Unemployment Insurance profiling, and the Missouri Employment and Training Program (Food Stamps) program. NWMORCOG also operates an employment resource room for the general public.

A properly trained and skilled workforce is a key ingredient in job retention and new business attraction. Therefore, NWMORCOG focuses on the partnership of area educators and workforce development personnel, continuing to work together to anticipate and meet the need for skilled employees for employers. The intent is to ensure good-paying jobs go to northwest Missouri residents by making sure there is a trained workforce available as positions develop.

Since 2005, the NWMORCOG workforce development staff has been working with the Division of Workforce Development on the implementation of a Career Readiness Credential program. The Career Readiness Credential program provides a tool to job seekers to assist them in promoting their skills to employers and to assist businesses with identifying the skills applicants and existing employees have to help make better hiring and training decisions while reducing the costs associated with turnover. The Career Readiness Certificate is based on three WorkKeys assessments: Reading for Information, Locating Information and Applied Mathematics. Based on an individual's scores, a report is provided stating their skills related to success in the workplace in these key areas. Individuals who meet minimum skill requirements will receive a Career Readiness Certificate signed by the Governor attesting to their skill levels, which can then be presented to potential employers.

Transportation

The NWMORCOG service area is approximately 2,657 square miles. Much of this land is farmed and accessible by automobile; therefore Federal, State, and County maintained roads are the predominant means of transportation. There is very limited public transportation available in the region. Local taxi service is only available in the city of Maryville while region-wide, but limited service is provided by OATS, Inc., an independent transit provider. The five-county region does have several small airports, a nearby river port for barge traffic, and access to the rail system in Atchison and Holt Counties. According to the Missouri Department of Transportation (MoDOT), there are 1,277 miles of state maintained highway in the five-county area. In addition to this, the counties maintain over 3,100 miles of hard-surfaced and graveled roads and over 1,000 bridges. Major highways serving the region include Interstate 29, US 59, 71, 136, 159, 169, and 275.

Since 1996, NWMORCOG has partnered with MoDOT to provide grassroots transportation planning in Atchison, Gentry, Holt, Nodaway, and Worth Counties. Each year these planning activities help ensure northwest Missouri's transportation system remains safe and efficient. The Regional Council has long worked to improve every person's transportation experience by partnering with MoDOT, local elected officials, and the public.

The NWMORCOG Transportation Advisory Committee (TAC) annually implements a planning process to identify and prioritize regional transportation needs. Needs are identified by TAC members based on local public input, and then categorized based on average daily traffic (ADT), regional significance, safety, and other factors. The identified needs are prioritized regionally by the TAC and then submitted to MoDOT for consideration in major project development and the use of local maintenance funds.

In FY 2012, roughly \$11.2 million from state and federal sources were invested in our five counties for regularly scheduled engineering, right-of-way, bridge replacement and repairs, and construction of rural roadways. An additional \$16

million was used to repair roadways impacted by flooding in Holt and Atchison Counties. Other transportation deliverables provided by NWMORCOG include: seasonal transportation newsletters, public education events on safety, sidewalk assessments, and public outreach for other transportation-related issues.

The Northwest Missouri Regional Council of Governments serves as the leading voice for regional transportation planning efforts and firmly believes it serves as an important link between local governments and MoDOT.

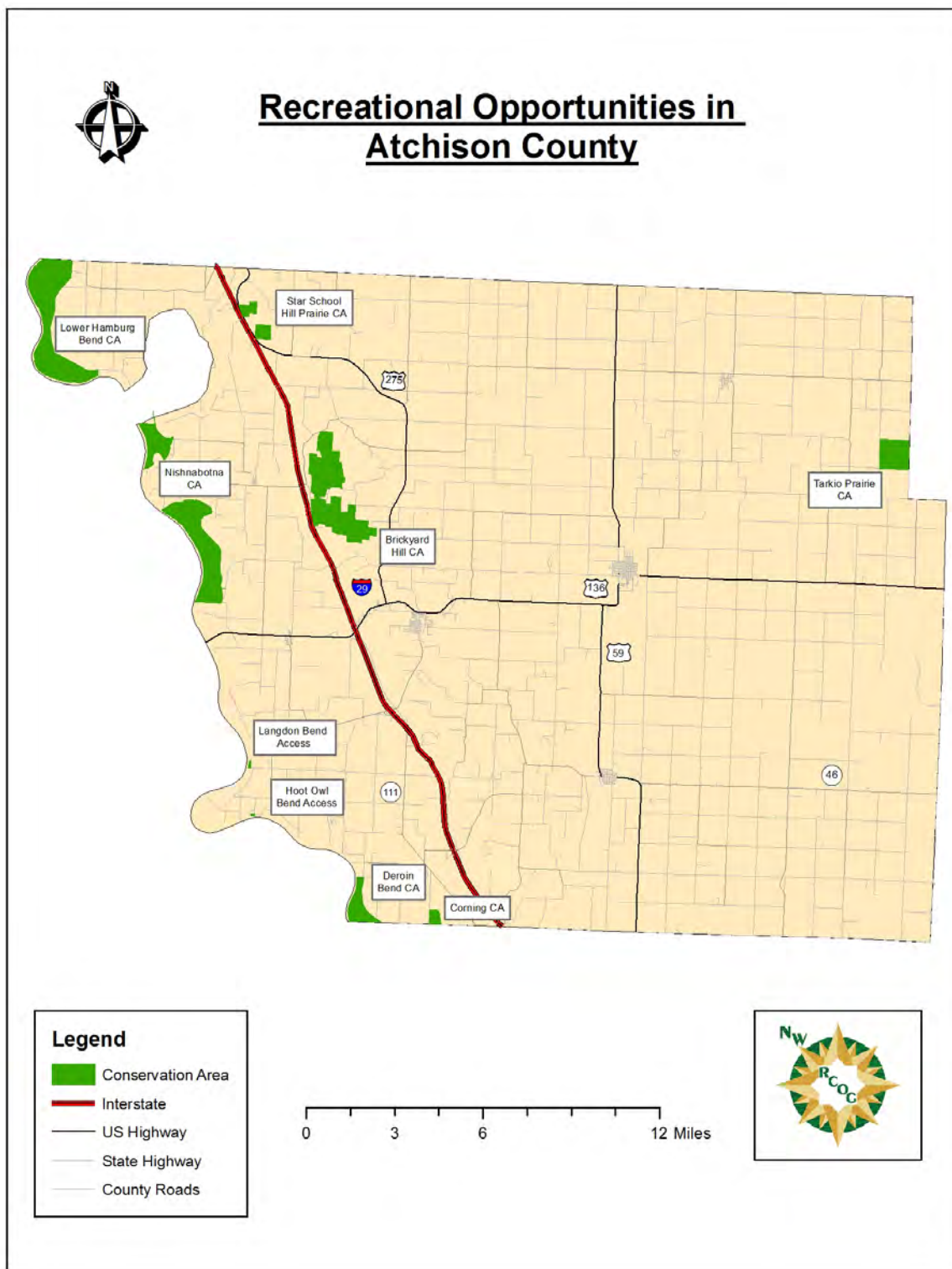
The communities of Albany in Gentry County, Tarkio in Atchison County, and Maryville in Nodaway County are served by either private- or publicly-owned airports. Albany's airport has one 3,300 x 50-foot, hard-surfaced, lighted runway. The Gould Peterson Airport, located in Tarkio, has one 3,564 x 60-foot, hard-surfaced, lighted runway. Maryville is the only community in the region to have two airports; Maryville Municipal Airport and Rankin Airport. Both facilities have lighted, hard-surface runways: however, the latter has a 3,050 x 25-foot landing strip, while the former has a 4,600 x 75-foot runway. The most common users of these facilities are private planes; however, the Maryville Municipal Airport does occasionally receive commercial flights. Kansas City International Airport (KCI), the closest commercial airport, is located approximately 80 miles from the NWMORCOG service area. KCI has three runways and can accommodate up to 139 aircraft operations per hour.

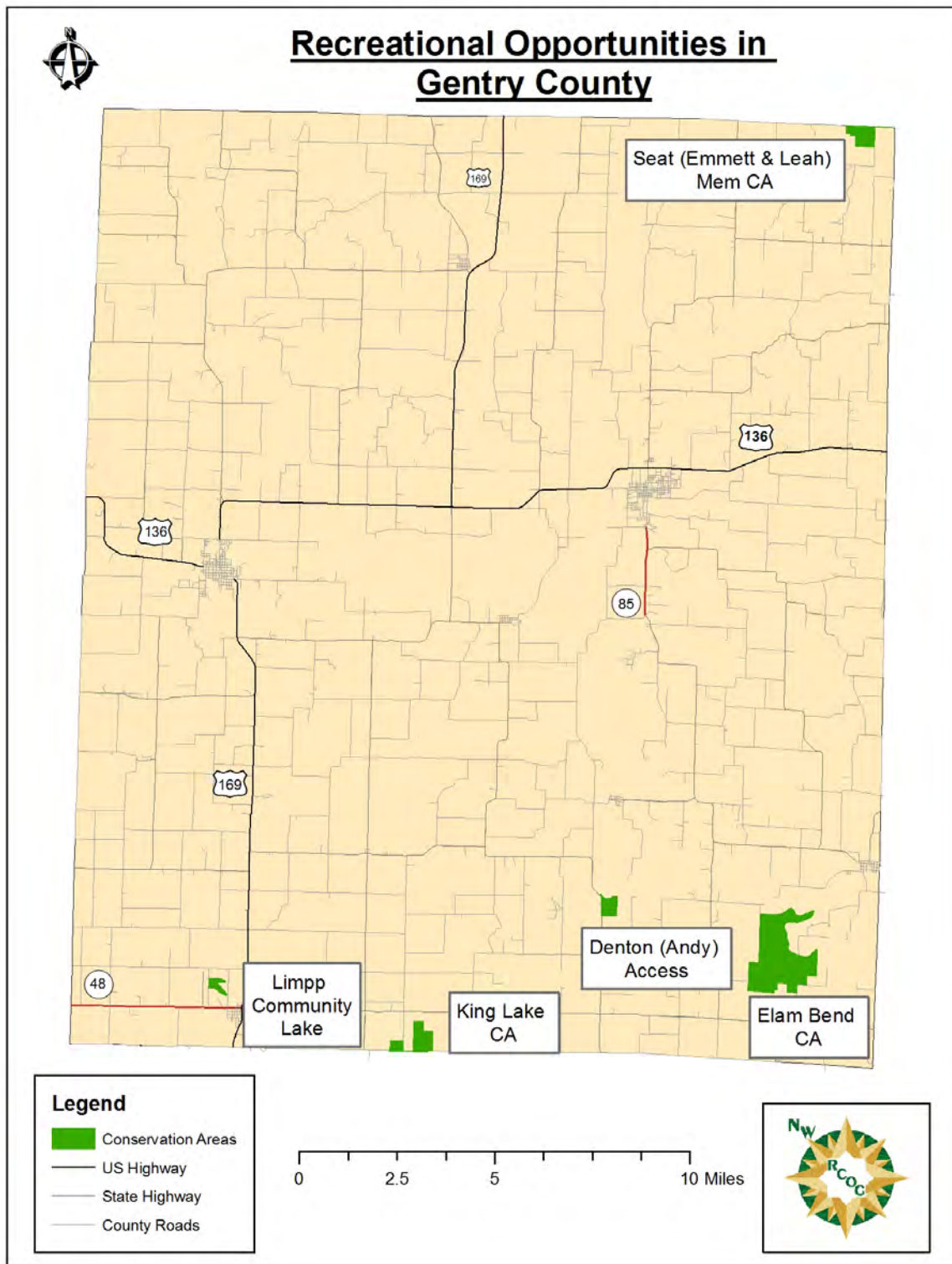
The Missouri River provides a conduit for commercial transportation; however, access to this resource is restricted due to variable water levels and the limited number of ports available. Atchison County does have access to a private barge dock, but the closest public port is located in St. Joseph, Missouri, which is 40 miles south of Maryville. Union Pacific Railway and Burlington Northern-Santa Fe Railway serve the St. Joseph Regional Port Authority. In addition, Kansas City also receives barge traffic.

As noted, the region does have rail, but it is limited to Atchison and Holt Counties. Like many areas of the country, much of northwest Missouri was settled according to where the railroad passed. As the nation became less reliant on railroads and more on other forms of transportation, such as truck and airfreight, the rail industry cut back its active lines leaving only a few in our area. In turn, this left many smaller cities without this economic development resource.

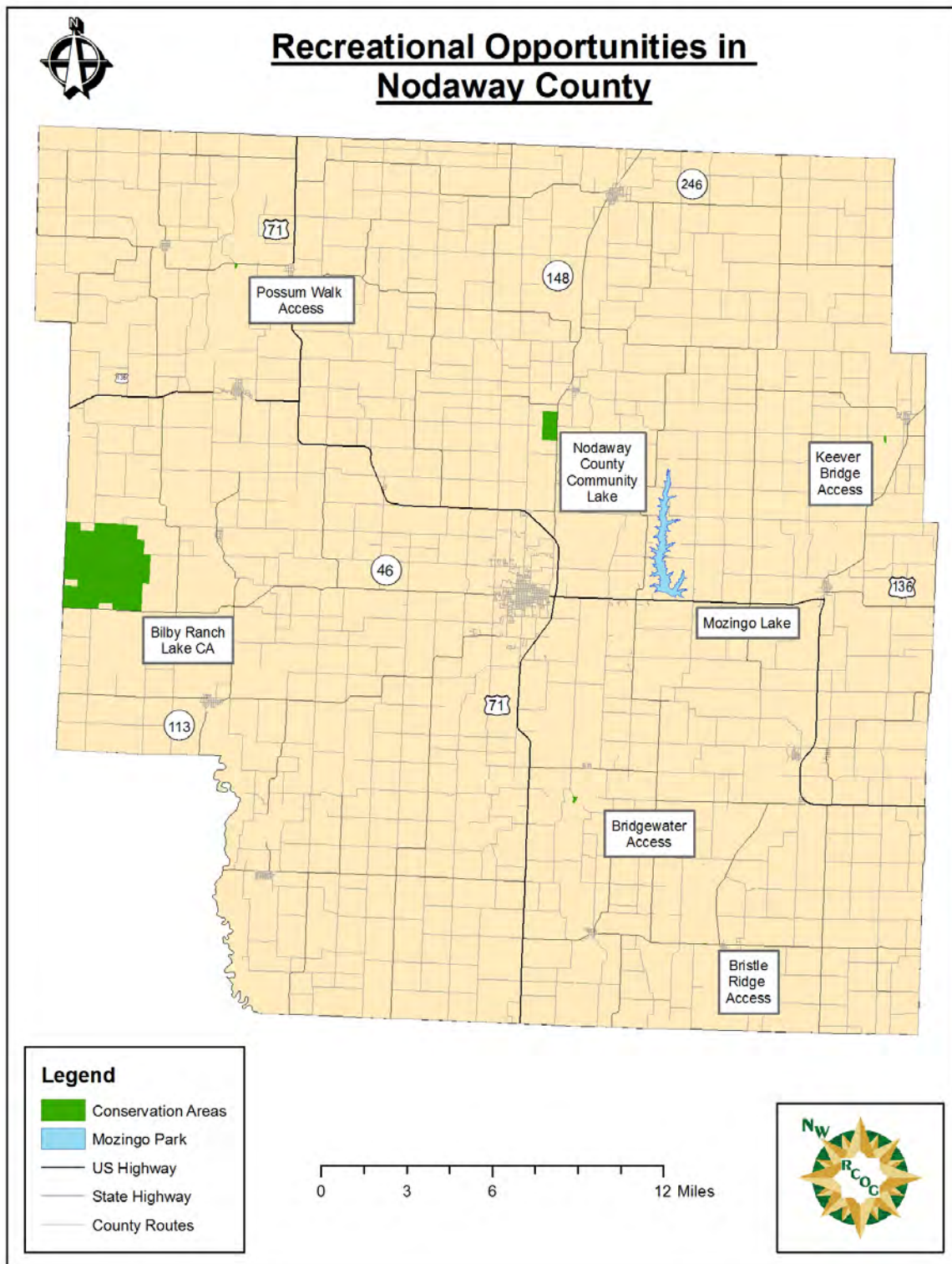
Recreation in Northwest Missouri

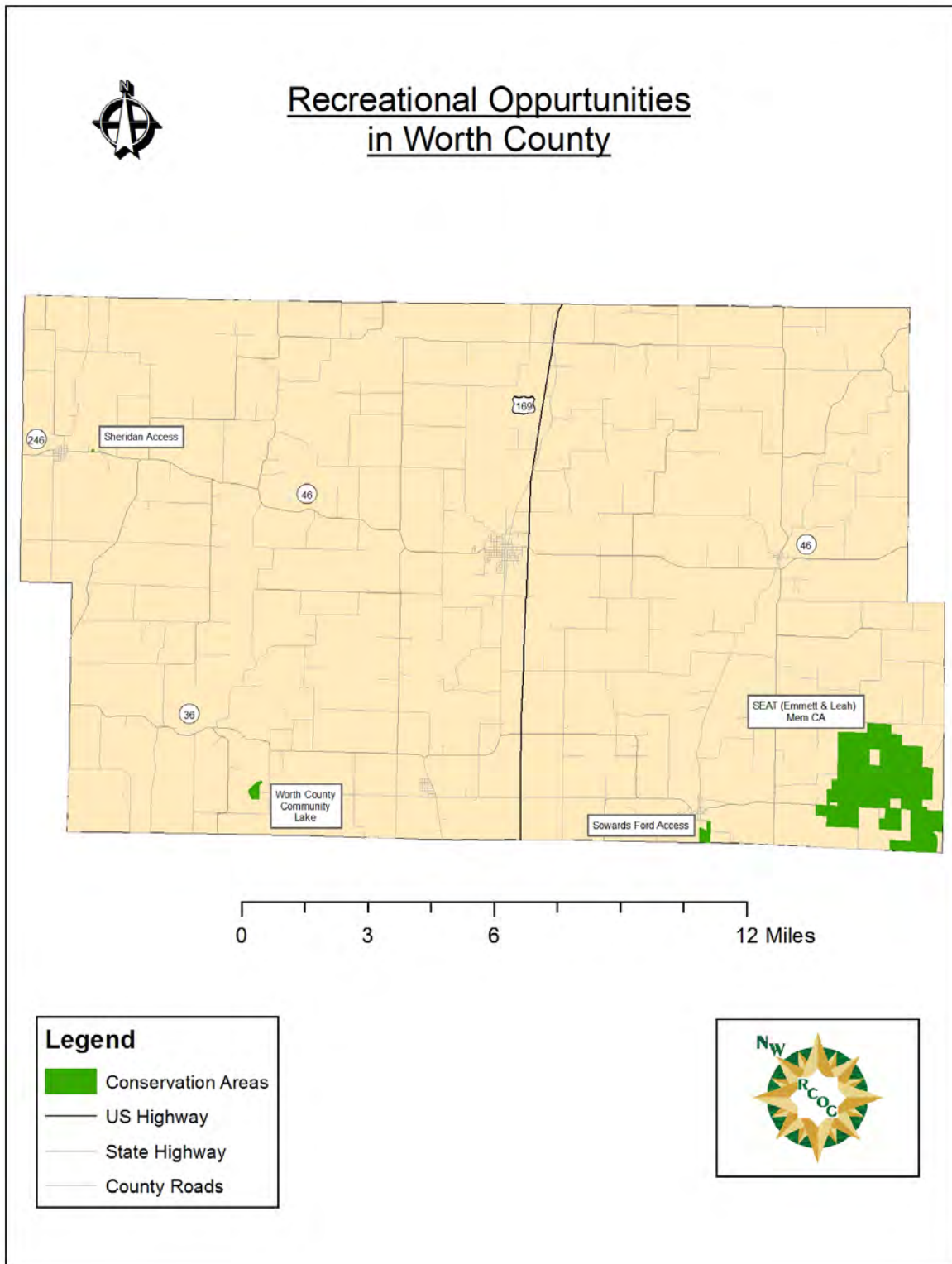
Recreational opportunities continue to increase for residents of northwest Missouri. This growth has also increased the region's ability to attract visitors from outside the area, creating a need to further develop the tourism industry in the five counties. The following is a partial list of tourist attractions and recreational opportunities available in the region. Further details for the individual sites can be seen by going to the CEDS section at www.nwmorcog.org:











Economic Clusters in Northwest Missouri

The five-county northwest Missouri region represented by NWMORCOG is considered to be a functional part of the Kansas City - Overland Park - Kansas City, MO/KS economic cluster area. While agriculture-related enterprises play an important part in the economic activities which comprise the overall Kansas City cluster, they play a vastly more important role in the northwest Missouri region. The percentage of agriculture-related employment is high in the region and is expected to remain as one of the key job engines in the future. Value-added agricultural ventures are becoming more common as a supplement or replacement for traditional production agriculture.

In 2010 and 2011, the State of Missouri embarked on a strategic planning effort known as the Strategic Initiative for Economic Growth. This planning effort resulted in the development of several supporting documents including Final Report of the Strategic Initiative for Economic Growth and Target Cluster and Marketing Analysis. Both of these documents are available in the CEDS section of the NWMORCOG website at www.nwmorcog.org. The reports highlight the importance of biosciences, including agricultural sciences and biomass, to the economy of the state. Also see the “Pattern Analysis” study by the Missouri Department of Economic Development – MERIC.

Comprehensive details relating to agriculture in the region are provided on the following pages. Additional information on economic clusters is available on the website www.clustermapping.us

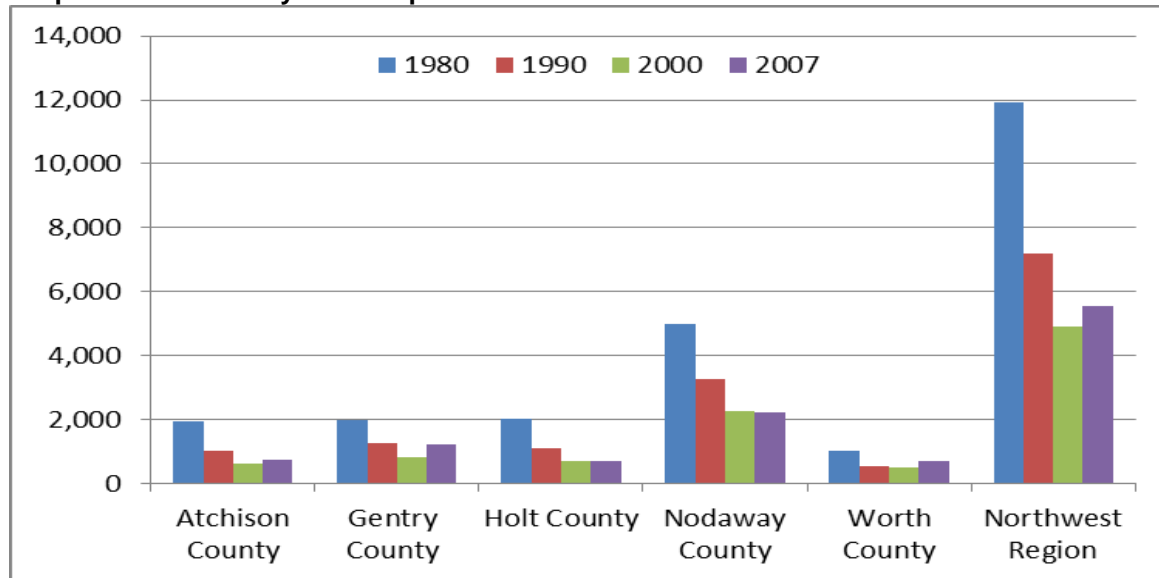
Agriculture in Northwest Missouri

Crop and livestock prices fell dramatically in the mid 1980's, and many farms in northwest Missouri were lost in bankruptcy courts or land was converted to the Conservation Reserve Program (CRP), where it lies idle. Northwest Missouri has abundant productive farmland. Agriculture has long been the lifeblood of the area's economy beginning with the early settlers; however, during the farm crisis of the 1980's, thousands left the agriculture industry. After losing their farms, many families were forced by their financial circumstances to move out of the region, which contributed to a four percent decline in population from 1980 to 2000. More than twenty-five years after this turning point, the long-term effects are still impacting the five-county region. Those that did stay in the area have found employment in the area's industrial sector that developed during the last twenty years. A result of the farm crisis is that the farm population dropped substantially.

According to figures provided by the University of Missouri's Outreach and Extension, the farm population made up 15.7 percent of the area's population in

1980. In 2008 this number had dropped to 9.8 percent. Surprisingly, the 2007 Census of Agriculture recorded an increase in the farm population in three of the five counties in the region, indicating that nearly 13 percent of area residents are farm related. This increase of some 658 people represents a major change in outmigration from the farm and, if substantiated by data from the 2012 Census of Agriculture when available, will be an encouraging omen for future growth in agriculture-related business.

Graph Seven – County Farm Population



Source: 2007 Census of Agriculture

Table Two – County Farm Population

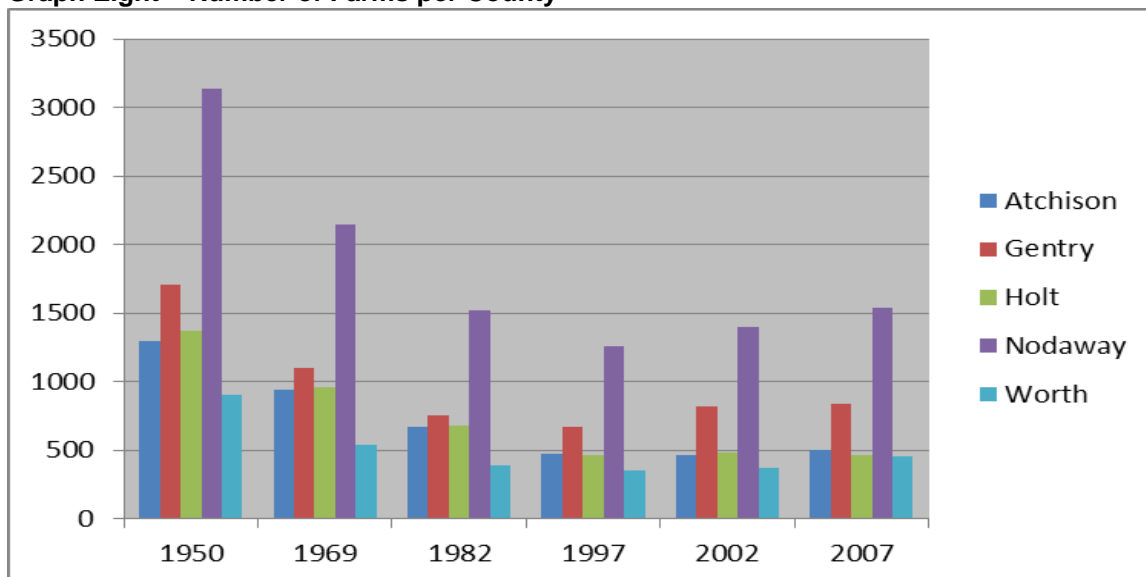
	1980	1990	2000	2007
Atchison County	1,924	1,019	612	736
Gentry County	1,986	1,261	828	1,232
Holt County	2,027	1,115	697	688
Nodaway County	4,988	3,244	2,275	2,216
Worth County	1,000	532	493	691
Northwest Region	11,925	7,171	4,905	5,563
Missouri	282,074	180,097	141,155	161,160

Source: 2007 Census of Agriculture

Although the total farm population statewide and in the region fell over the last twenty years, the number of farms in the state and in northwest Missouri increased from 1992 to 2007. According to the *Missouri Regional Social and Economic Profiles*, this area suffered a loss of 1,200 farms between the years

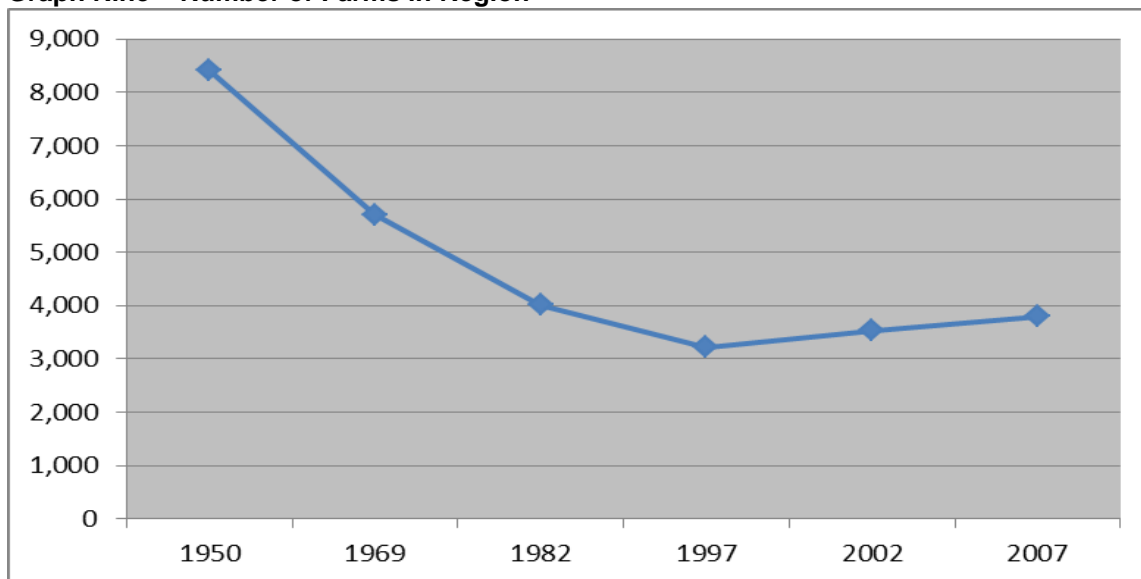
1987 to 1992. However, since that time the number of farms as defined by the US Census has increased nearly 400, or 2.3%. The U.S. Census of Agriculture is liberal in its definition of a farm. For Census purposes, a "farm" is any rural place that sells, or has the potential to sell, at least \$1,000 worth of agricultural commodities in the year preceding the Census. Agricultural commodities include traditional products such as corn, soybeans, wheat, hogs, beef cattle, poultry, dairy products, but can also include timber and/or horticultural products. According to the 2007 Census of Agriculture, farm numbers showed minor increases in four of the five northwest Missouri counties when compared to the 1997 and 2002 census data with only Holt County continuing to show a decline.

Graph Eight – Number of Farms per County



Source: 2007 Census of Agriculture

Graph Nine – Number of Farms in Region



Source: 2007 Census of Agriculture

According to the University of Missouri's Outreach and Extension, while there is no clear information available to explain the overall increase in the number of farms across the state, it seems most likely linked to the change in the purpose of farmland. Prior to the farm crisis, the family farm served as the primary source of income and therefore it was considered a full-time job. However, as families were forced to look for additional income, they became less reliant on the land. Today there are fewer farms that fit this "primary income" definition and an increasing number of farms where people depend on off-farm incomes. Therefore, while the overall increase in the number of Missouri farms is likely a consequence of the shift from farmers to farm residents, the NWMORCOG region has yet to experience this change. Once again, there are no specific facts detailing why this trend is not echoed throughout the five-county region, but according to comments made during the CEDS' public meetings, many area farms are being purchased by out-of-state farming operations, which in turn are incorporating the land into other operations.

The number of acres farmed in Atchison, Gentry, Holt, Nodaway, and Worth Counties has also fluctuated (see Tables Three through Seven). In 1987, the region farmed over 1,500,000 acres; just ten years later, this number decreased by 100,000 acres. In 2007, as the total number of farms increased, the total acreage farmed rose to 1,511,897.

Table Three - Atchison County: Farm Numbers, Acreage, and Value

Year	# of Farms	Land in Farms (Acres)	Ave. Size of Farms	Value of Land & Bldgs per Acre -dollars-
1880	2,110	282,740	134	19.57
1900	2,149	336,533	157	47.61
1920	1,541	308,224	200	199.10
1940	1,513	320,772	212	70.57
1959	1,004	318,812	318	182.94
1978	738	320,567	434	1,004.00
1987	622	321,878	517	680.00
1997	471	294,149	625	1,119.00
2002	465	317,652	683	1,642.00
2007	501	304,035	607	2,452.00

Source: 2007 Census of Agriculture

Table Four - Gentry County Farm Numbers, Acreage, and Value

Year	# of Farms	Land in Farms (Acres)	Ave. Size of Farms	Value of Land & Bldgs per Acre –dollars-
1880	2,170	237,002	109	15.97
1900	2,699	300,589	111	33.04
1920	2,269	302,056	133	141.41
1940	2,021	292,790	145	37.79
1959	1,296	292,671	226	108.92
1978	838	276,456	330	657.00
1987	691	245,330	355	522.00
1997	667	248,593	373	776.00
2002	821	291,540	355	1,156.00
2007	839	275,935	329	1,869.00

Source: 2007 Census of Agriculture

Table Five - Holt County Farm Numbers, Acreage, and Value

Year	# of Farms	Land in Farms (Acres)	Avg. Size of Farms	Value of Land & Bldgs per acre –dollars-
1880	1,948	219,159	113	19.93
1900	2,256	265,920	118	43.49
1920	1,814	253,653	140	177.25
1940	1,586	255,697	161	59.60
1959	1,018	254,160	250	173.14
1978	745	265,612	357	981.00
1987	633	259,687	410	716.00
1997	465	231,040	497	1,040.00
2002	486	252,263	519	1,491.00
2007	462	236,901	513	2,452.00

Source: 2007 Census of Agriculture

Table Six - Nodaway County Farm Numbers, Acreage, and Value

Year	# of Farms	Land in Farms (Acres)	Avg. Size of Farms	Value of Land & Bldgs per Acre –dollars-
1880	3,745	463,557	124	18.69
1900	4,490	556,122	124	43.81
1920	3,657	546,068	149	178.06
1940	3,433	538,750	157	49.86
1959	2,521	544,796	216	134.56
1978	1,567	514,638	328	924.00
1987	1,475	528,861	359	562.00
1997	1,257	491,992	391	845.00
2002	1,396	505,811	362	1,195.00
2007	1,540	543,224	353	2,102.00

Source: 2007 Census of Agriculture

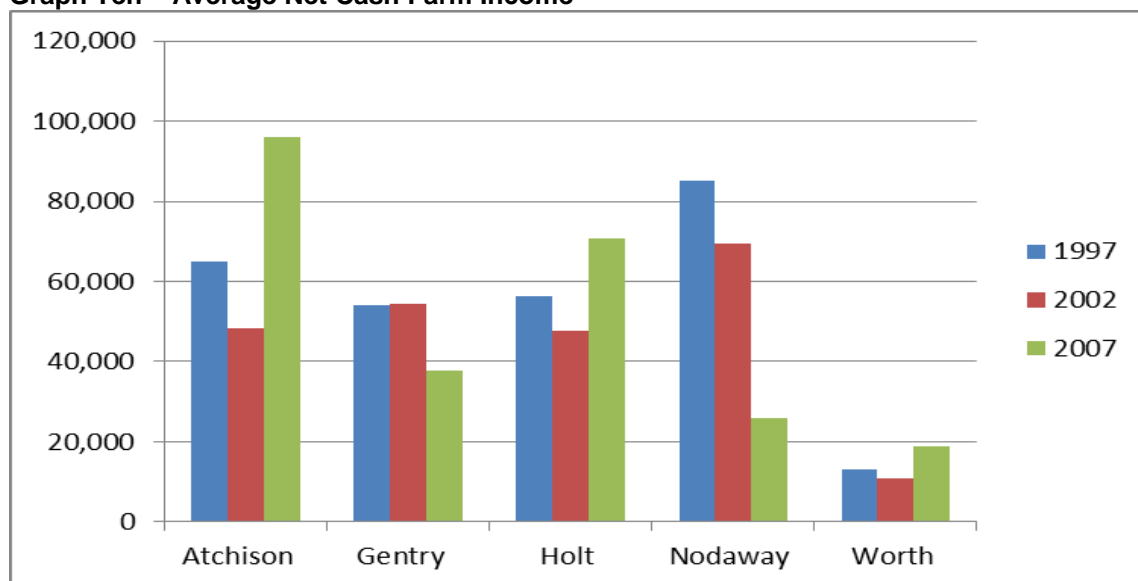
Table Seven - Worth County Farm Numbers, Acreage, and Value

Year	# of Farms	Land in Farms (Acres)	Avg. Size of Farms	Value of Land & Bldgs per Acre –dollars-
1880	1,083	131,559	121	15.64
1900	1,549	164,829	106	30.28
1920	1,215	162,744	134	143.54
1940	1,080	166,762	154	32.08
1959	672	159,234	237	108.06
1978	401	149,938	374	709.00
1987	367	144,572	394	448.00
1997	356	150,155	422	552.00
2002	368	140,228	381	916.00
2007	455	151,802	334	1,635.00

Source: 2007 Census of Agriculture

Farm income from stock and livestock fell during the early 2000's at the same time that acreage being farmed was increasing. This is largely attributable to the lower prices that existed during the interval from 1997 through 2002. The data from 2007 indicates increasing per-farm incomes in three of the five counties. Gentry and Nodaway counties showed declines in per-farm income while at the same time showing an increase in the number of farms. The lower per-farm amount for these counties is believed to be attributable to several factors including the increase in farms that are not serving as the primary source of income for the owner as well as the fact that higher commodity prices support the larger grain-producing farms in while the smaller farms tend to produce more livestock which is presently in a down cycle.

Graph Ten – Average Net Cash Farm Income



Source: 2007 Census of Agriculture

Education

The NWMORCOG's five-county region is home to a number of elementary schools, 17 high schools, several private secondary schools, and a regional university. As noted, the five counties continue to lose population, which has affected the scholastic environment. In addition, there are fewer children enrolled in public schools in the area. This sometimes encourages plans for the consolidation of school districts. While this has been less of a factor in the last decade, it still remains a concern for several of the smaller communities in which the school serves as a means of identification.

The high schools in the area have an excellent reputation for academics. Over the last five years, the state Missouri Assessment Program (MAP) test scores have been higher than the state average and the region has averaged a graduation rate above the State's average.

The secondary schools in the region are:

***Albany R-III
Craig R-III
Fairfax R-III
Jefferson C-123
King City R-I
Maryville R-II***

***Mound City R-II
Nodaway-Holt R-VII
North Nodaway Co. R-V1
Northeast Nodaway Co. R-V
Rock Port R-II
South Holt Co. R-I***

***South Nodaway Co. R-IV
Stanberry R-II
Tarkio R-1
West Nodaway Co. R-I
Worth Co. R-III***

The City of Maryville is home to Northwest Missouri State University (NWMSU), a regional, 4-year University. NWMSU is a moderately selective, learner-centric regional university, offering a focused-range of undergraduate and graduate programs. Historically, the University serves nineteen northwest Missouri counties, emphasizing programs relating to agriculture, business, and education. University details include:

- NWMSU is a state-assisted, four-year regional university
- Governed by a state-appointed Board of Regents
- Accredited by the North Central Association of Colleges and Schools
- Located in Maryville, Missouri, a rural community of 11,972 (90 miles north of Kansas City, 100 miles south of Omaha, 140 miles southwest of Des Moines)
- Offers bachelor's, master's and specialist in education degrees as well as one- and two-year certificate programs
- Enrollment: 7,200
- 327 Full-Time faculty
- Students from 46 states and 29 countries
- Athletic affiliations: National Collegiate Athletic Association (Division II) and Mid-America Intercollegiate Athletics Association (MIAA) for men and women

In addition to Northwest Missouri State University, the region is served by Missouri Western State University in St. Joseph, Missouri. Missouri Western is a four-year, state-supported institution that provides a blend of traditional liberal arts and career-oriented degree programs. Other options for post-secondary education include several community colleges, universities and vocational schools in Trenton, Missouri, Kansas City, Missouri, Creston, Iowa, and Lincoln, Nebraska and Omaha, Nebraska.

As noted previously, the biggest threat to academics in the NWMORCOG region is the loss of population. If area population continues to decline, consolidation of school districts will continue. A school closure due to consolidation results in a severe economic blow to the affected community. Furthermore, the region has a difficult time finding and retaining teachers. It is challenging for smaller districts to compete monetarily with nearby St. Joseph. Finally, many of the schools are in antiquated or inadequate facilities, and without the population base to support a levy for school improvements, the buildings fall into disrepair, thereby making it more difficult to recruit teachers and people into the community.

Health Care

The five-county area has several options with regard to health care. From regional hospitals to residential care facilities to mental health clinics, the area has an assortment of providers to care for the sick and aged.

The Community Hospital in Fairfax provides Atchison County and western regional residents with a variety of medical services, outpatient clinics, general surgery and diagnostics, and is recognized as one of the leading rural hospitals in Missouri. This is a new, private, not-for-profit, 25-bed, Critical Access Hospital providing acute care and rehabilitative services. They have a satellite clinic located in Mound City and they also offer home health services which cover Atchison and Holt Counties.

Northwest Medical Center, located in Albany, opened in 1957 and has kept pace with medical advances through several renovations and expansions. The hospital exists thanks to tremendous community support, which raised more than a quarter of a million dollars to match federal funding and build the original facility. Generous community backing has played a crucial role in the hospital's ability to provide the latest healthcare services and to complete necessary expansion projects. All of the projects were possible because of contributions from individual estates and local fundraisers, including one of the most recent projects, a \$1.3 million outpatient pavilion, completed in mid-1998. Northwest Medical Center is a non-profit, comprehensive healthcare system that includes: Acute and swing bed services, multiple physician clinics, a broad range of specialty and outpatient clinics, telehealth programs, and 24/7 Emergency Room services.

St. Francis Hospital and Health Services are located in Maryville and are owned and operated by the Franciscan Sisters of Mary, based in St. Louis, Missouri. St. Francis Hospital is a licensed 81-bed, not-for-profit facility which provides primary and acute care of patients with medical, surgical, rehabilitation, mental health, obstetrics, and 24-hour emergency care. St. Francis' most recent expansion project occurred in 1998 with the addition and/or renovation of emergency, rehabilitation, laboratory, and imaging services. The project added 14,000 square feet of new construction and remodeled 24,000 square feet. This was followed by a major, \$5.4 million renovation in 2001 which added a new fixed-base MRI, relocation of the mammography service, redecoration of the cafeteria, addition of a third operating room and endoscopy suite, relocation of the pharmacy, and relocation of the quality assurance staff.

St. Francis is the primary healthcare facility in the five-county region; however there are other health care facilities in nearby St. Joseph. Other more distant regional hospitals are found in Kansas City, Missouri, Kansas City, Kansas, Des Moines, Iowa, and Omaha, Nebraska.

Broadband

Missouri Governor Jay Nixon established the MoBroadbandNow initiative as a public-private initiative to facilitate the integration of broadband and information technology into state and local economies. Broadband connectivity is a crucial element to Missouri remaining globally competitive in the 21st century. The effort to ensure that all segments of Missouri's population have access to high-speed data service goes beyond availability to include adoption, affordability, speed, choice, and usage. NWMORCOG works with MoBroadbandNow in the strategic planning process. A regional technology planning team (RTPT) was formed comprised of citizens, policy makers, business, industry, higher education, schools, investors, and others. The Northwest RTPT met to perform the initial strategic planning steps of conducting a Strengths, Weakness, Opportunities, and Challenges analysis of the current state of broadband in northwest Missouri. This data was used by the State of Missouri to develop a regional broadband strategic plan in 2012 and a statewide broadband plan in 2013.

NWMORCOG will continue working on the MoBroadbandNow initiative through 2013 with a primary focus on broadband availability and usage in the fields of healthcare and agriculture. Topic teams, consisting of subject matter experts in the respective fields, will review each of the priority issues identified for their field by the original RTPT and will determine the best course of action to be taken to address each issue. NWMORCOG will prepare a final report on these two topic areas by the end of December, 2013.

Complete details related to the MoBroadbandNow initiative can be seen by going to the official website at www.mobroadbandnow.com

Analysis of Economic Problems and Opportunities

General Public Input for the CEDS Process

Public participation in the CEDS process is a crucial part of the planning effort. A press release was sent to every local paper in the five-county area to advise the residents of our intent to conduct public meetings to solicit citizen input regarding the state of affairs in each locality as well as the five-county area in general. A separate Public Meeting Notice was then run in each major local newspaper the week prior to each county meeting. Written notices were also mailed to city and county officials as well as to the CEDS Committee members.

Northwest Missouri Regional Council of Governments conducted a public meeting in each of the five counties to obtain input to assist with development of the new Comprehensive Economic Development Strategy (CEDS). The main purpose of the meeting was to gather information for use by the CEDS Committee in developing a new Scope of Work for the CEDS being created by NWMORCOG.

The first task of the meeting attendees was to participate in a Strengths, Weaknesses, Opportunities, Challenges (S.W.O.C.) Analysis, a common tool for determining the current state of an organization. Participants provided their ideas about the strengths and weaknesses of their county and region (internal factors), as well as the opportunities and challenges (external forces) that they feel may affect them.

Upon completion of the S.W.O.C. analysis, the participants reviewed each item, then priority ranked all of the items by placing **red dots** ● on the item(s) they deemed as most significant and by placing a **blue dot** ● to mark *the most* important item across all four categories.

Copies of the published and mailed public meeting notices as well as the compiled results of the county S.W.O.C. sessions can be found by referring to the CEDS section of the NWMORCOG website at: www.nwmorcog.org

Northwest Missouri CEDS SWOC Analysis Results

The Northwest Missouri CEDS Committee met at 6:00 p.m. on April 25, 2013 at the Nodaway County Administrative Building in Maryville. Local economic development professionals from around the region also participated in this

session. The main purpose of the meeting was to prioritize the input gathered at the five county public meetings and to develop goals and objectives based on those results. Groundwork for action plans and performance measurements were also a product of this meeting. All of this information was intended for use by the CEDS Committee in developing a new Scope of Work for the CEDS being created by the Northwest Missouri Regional Council of Governments. The individual county results have also been shared with all cities and counties within the region to assist them with local strategic planning efforts.

The first task asked of the CEDS Committee was to prioritize the top twenty **Strengths, Weaknesses, Opportunities, Challenges (S.W.O.C.) Analysis** items as identified during the individual county meetings. The CEDS Committee reviewed each item and then priority ranked the items across all four categories rating them from 1 (most important) to 6 (least important). The results were as follows with the most important item at the top of each category:

Regional Strengths

1. Quality of life
2. Agricultural Base is Strong
3. Transportation – I-29/71/136/169/Missouri River/Railroad/Airports
4. Northwest Missouri State University
5. School systems
6. Low taxes (vs. Iowa/Nebraska
7. Entrepreneurial Environment

Regional Weaknesses

1. Declining population
2. Lack of good-paying jobs
3. Aging Infrastructure
4. Youth leaving the area
5. Aging People
6. Closing of Factories
7. Housing: blight, lack of quality, affordability
8. Water Reserves

Regional Opportunities

1. Agriculture
2. Entrepreneurship / Small Business
3. Low cost of living and quality of life can be used to attract people
4. Water Resources: Atchison Co. and Great NW Wholesale Water Commissions
5. Keep Up With Technology
6. Area youth
7. Property for Development; Available Buildings
8. Retirement Destination
9. Shared Services Within the County/Counties

Regional Challenges

1. Changing Demographics; Youth Leaving the Area; Shrinking workforce
2. Economy
3. Industries Leaving the Area
4. Maintain Usable Infrastructure
5. Aging Population will Reduce Tax Base
6. Preparing the workforce
7. Absentee Landownership
8. Cuts in Funding and Grants
9. Flooding and Drought

Past, Present, and Future Projects

NWMORCOG has a long, successful history of helping the communities and counties in the five-county northwest Missouri region with the development of projects to sustain and enhance their infrastructure and economic needs. An example of projects can be seen in the section below titled “Strategic Projects, Programs, and Activities”.

A comprehensive list of NWMORCOG’s past, present, and future projects is available for review by going to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>

CEDS Goals and Objectives

The results of the S.W.O.C. analysis were prioritized by the CEDS Committee and the following goals and objective were established. The goals are intended to define specific, measurable, acceptable, realistic, and timely accomplishments which will be used to guide NWMORCOG and development of the region in general. These goals are broad, primary regional expectations as required by the CEDS Guidelines.

The objectives listed beneath each goal detail the overall methods to be used to achieve these goals. These objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five year time frame of the CEDS. The action plan for each of these goals and objectives will be detailed in a later section.

1. Assist and support attraction and retention of all commercial and/or industrial businesses.
 - a. Support development of affordable, quality housing.
 - b. Serve as a resource to local economic developers.
 - c. Provide direction for persons seeking business and development information.
 - d. Encourage development of ag-science and value-added agriculture businesses
 - e. Institute a business disaster recovery and continuity program for the region.
 - f. Consider environmental issues and regional resiliency.
2. Actively work to develop and maintain an employable workforce.
 - a. Provide currently unemployable individuals with a path to join the workforce.
 - b. Provide regional access to State and Federal workforce funds and programs.
 - c. Participate in State workforce organizations.
 - d. Foster involvement by area secondary schools, trade schools, and NWMSU.
 - e. Help businesses assess applicant skill levels.
3. Assist the counties and communities in the region with the improvement of their infrastructure.
 - a. Provide Disaster Recovery Coordination Services to assist Atchison and Holt county members determine and address their flood recovery needs.
 - b. Assist local governments with access to funding sources.
 - c. Serve as the professional interface with funding sources.
 - d. Provide support for wholesale water commissions in the region.
 - e. Provide direction for persons seeking infrastructure information and resources.
 - f. Consider environmental issues and regional resiliency.

Goals and Objectives (cont.):

4. Promote improved inter- and intra-regional transportation.
 - a. Provide local interface to state transportation specialists.
 - b. Assist with local and regional transportation infrastructure projects.
 - c. Consider environmental issues and regional resiliency.
5. Support the development of environmentally responsible citizens and industry.
 - a. Encourage development of alternative energy sources.
 - b. Help the region move a step beyond production agriculture.
 - c. Provide guidance on the development of scenic or agricultural tourism.
 - d. Take an active role in pollution reduction.
6. Expand the role of technology in the region's economy.
 - a. Encourage the use of GIS mapping by member counties and municipalities.
 - b. Enhance access to the internet.
 - c. Provide additional support for development of broadband access and services to rural areas of the region.
 - d. Consider environmental issues and regional resiliency .

The matrix found on the following page defines the relationship between the high-priority S.W.O.C items and the goal number(s) noted above that address each item:

S.W.O.C / Goals Matrix

	<u>Totals:</u>	<u>Rank:</u>		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Strengths:									
Quality of life	66	1		X		X	X	X	
Agricultural Base is Strong	48	2				X	X	X	X
Transportation – I-29//71/136/169/Missouri River/Railroad/Airports	46	3				X	X		
Northwest Missouri State University	43	4		X	X			X	X
School systems	34	5			X			X	X
Low taxes (vs. Iowa/Nebraska)	30	6		X					
Entrepreneurial Environment	27	7		X				X	X
Weaknesses:									
Declining population	90	1		X	X	X			X
Lack of good-paying jobs	62	2		X	X				
Aging Infrastructure	47	3				X	X		
Youth leaving the area	44	4		X	X	X			X
Aging People	33	5		X	X	X	X	X	X
Closing of Factories	29	6		X	X	X	X		X
Housing: blight, lack of quality, affordability	26	7		X		X		X	
Water Reserves	25	8		X		X		X	
Opportunities									
Agriculture	66	1		X	X	X	X	X	X
Entrepreneurship / Small Business	63	2			X	X	X	X	X
Low cost of living/quality of life can be used to attract people	47	3		X		X	X	X	
Water Resources: Atchison Co. and Great NW Wholesale Water Commissions	42	4		X		X		X	
Keep Up With Technology	30	5		X			X		X
Area youth	27	6		X	X	X	X	X	X
Property for Development; Available Buildings	27	7		X		X			
Retirement Destination	25	8		X			X	X	X
Shared Services Within the County/Counties	21	9				X			
Challenges:									
Changing Demographics; Youth Leaving the Area; Shrinking workforce	75	1		X	X	X	X	X	X
Economy	47	2		X	X			X	X
Industries Leaving the Area	47	3		X	X	X	X		X
Maintain Usable Infrastructure	41	4				X			
Aging Population will Reduce Tax Base	33	5		X			X	X	X
Preparing the workforce	32	6			X				X
Absentee Landownership	28	7		X					
Cuts in Funding and Grants	24	8		X	X				X
Flooding and Drought	23	9				X	X	X	

Community and Private Sector Involvement

The Northwest Missouri Regional Council of Governments participates with the Northwest Missouri Regional Resource Team. Formed in 1997, the Northwest Missouri Regional Resource Team is an informal partnership of nine agencies. The Team's mission is to work together to effectively provide educational resources and activities that will assist northwest Missourians in their in business development, community development, economic development, local government and social service activities. The team networks to share information about programs, as well as, form task groups to build new initiatives that address critical issues in the region, i.e., strategic planning, housing and leadership development.



Business Finance	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• Small Business Development Center• MO Department of Economic Development• USDA Rural Development• MoKAN RPC
Business Planning	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• Small Business Development Center• MO Department of Economic Development• USDA Rural Development• Community Services, Inc.• Northwest Missouri Enterprise Facilitation
Community Planning	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• MO Department of Economic Development• USDA Rural Development• Community Services, Inc.• Heartland Health/St. Francis Hospital
Education / Training	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• Small Business Development Center• Community Services, Inc.• Heartland Health/St. Francis Hospital• NW Missouri Educational Consortium

Health Education	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• Heartland Health/St. Francis Hospital
Housing Development	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• MO Department of Economic Development• USDA Rural Development• Community Services, Inc.• Heartland Health/St. Francis Hospital
Human Development	<ul style="list-style-type: none">• University of Missouri Extension• NWMO Regional Council of Governments• MO Department of Economic Development• Community Services, Inc.• Heartland Health/St. Francis Hospital• NW Missouri Educational Consortium
Infrastructure Development	<ul style="list-style-type: none">• NWMO Regional Council of Governments• MO Department of Economic Development• USDA Rural Development

NWMORCOG participates with a regional association referred to as Northwest Roundtable, Inc. The Roundtable is a registered not-for-profit organization that's mission is to provide professional development opportunities and regional economic development focus as well as encourage regional cooperative marketing for all of the counties in northwest Missouri. Membership is targeted to economic development professionals and to their partnering organizations. Currently, representatives from more than seventeen counties and numerous cities in northwest and north central Missouri participate in the Roundtable. Development professionals with utilities, financial institutions, institutions of higher education, engineering firms, and other businesses are also invited to join the organization. Partnering organizations include the Missouri Department of Economic Development, Missouri Partnership, Department of Workforce Development, USDA-RD, U.S. Department of Commerce – EDA, and other state and federal agencies.

NWMORCOG participated in the planning effort for the State of Missouri Strategic Initiative for Economic Growth as mentioned previously in the Economic Clusters section of this document. Through continuing public/private efforts, NWMORCOG will assure that regional development efforts are in concert with this planning document.

Strategic Projects, Programs, and Activities

The Northwest Missouri Regional Council of Governments has identified the following regional efforts which already exist or will be designed to implement the goals and objectives of this CEDS. Refer to the Plan of Action section that follows for further details.

- Serve as the Economic Development District for northwest Missouri

An example of the type of work accomplished in this area is the Tri-County Alternative Energy Education and Visitor Center which brought together \$133,323 of private funding and \$311,086 of Missouri Tax Credits to build a community facility to serve as an educational center at the first operational wind farm in Missouri.

NUMBER OF JOBS CREATED: 2 FTE

- Provide Workforce Development Programs

NWMORCOG operates the Missouri Next Generation Career Center in Maryville. As part of this contract, NWMORCOG staff members work with customers through a variety of workforce development programs including: WIA Adult, Dislocated Worker, Youth, UI Profiling, Missouri Workforce Assistance Program, Missouri Employment and Training Program (Food Stamps) and operates a resource room for the general public.

NUMBER OF JOBS CREATED: This service does not directly create jobs other than those of the staff in the Career Center, but does bring \$307,255 of federal funding to the region.

- Participate in Transportation Planning

NWMORCOG writes grant applications to help counties and communities obtain funding such as the Nodaway County Bridge #686 which matched \$135,000 of local funds with \$278,900 of CDBG funds.

NUMBER OF JOBS CREATED: 2 FTE

- Provide Geographic Information Systems, Desktop Mapping, and Technology Services

Strategic Projects, Programs, and Activities (cont.)

- Provide Environmental Services and serve as the Regional Solid Waste Management District

The region has been able to take advantage of funding for energy efficiency improvement projects such as a MoDNR – Energy Efficiency Block Grant for Jefferson School District to implement an HVAC project which leveraged \$21,775 of private funds, \$102,751 of local funds, and \$22,473 of federal funds.

NUMBER OF JOBS CREATED: 2 FTE

- Provide Grant Writing and Administration Services to member governments

NWMORCOG will continue to write grant applications and provide administrative services for projects such as the Guilford Sanitary Sewer Project which will utilize \$249,900 in local funds combined with \$873,600 of CDBG funds to create a \$1,123,500 project to provide wastewater treatment in a town that has never before had this essential service.

NUMBER OF JOBS CREATED: 8 FTE

NWMORCOG works actively with the counties and communities in the region to anticipate infrastructure and development needs and to pursue appropriate funding sources to help the communities meet those needs. Common funding sources for these projects include: CDBG, USDA-RD, and EDA.

The projects listed above are only a small, representative selection. A copy of the most recent Government Performance and Result Act (GPRA) performance report for NWMORCOG as well as a complete list of past, present, and future projects can be found by referring to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>

CEDS Plan of Action

The purpose of an action plan is to assure steps are established that will lead to successful completion of established goals and objectives. The following plan of action implements the goals and objectives of the CEDS in a manner that:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

NWMORCOG will make every effort to assure that the economic development projects undertaken in the region are in support of the Missouri Strategic Initiative for Economic Growth - including Final Report of the Strategic Initiative for Economic Growth and Target Cluster and Marketing Analysis. Both of these documents are available in the CEDS section of the NWMORCOG website at www.nwmorcog.org.

The Northwest Missouri Regional Council of Governments is structured to address the goals established in this CEDS as follows:

Goal #1 - Assist and support attraction and retention of all commercial and/or industrial businesses.

The NWMORCOG Economic Development Planner will provide focus on Goal #1 by:

- a. Participating in regional housing sessions.
- b. Maintaining active membership in the Northwest Roundtable of Economic Developers and participation with local development organizations.
- c. Serving as a clearinghouse for referrals to business development information and resources.
- d. Assisting with marketing efforts targeting ag-science and value-added ag.
- e. Planning and offering a business disaster recovery program.
- f. Considering environmental issues and regional resiliency in all development efforts.

Goal #2 - Actively work to develop and maintain an employable workforce.

The Workforce Development specialists of NWMORCOG will address Goal #2 by:

- a. Providing access to the Missouri Workforce Assistance Program.
- b. Participating in Workforce Investment Act (WIA) programs.
- c. Serving on the Missouri Employer Committee.
- d. Involving regional educational institutions whenever possible.
- e. Providing Career Readiness and WorkKeys skills-assessment testing.

CEDS Plan of Action (cont.)

Goal #3 - Assist the counties and communities in the region with the improvement of their infrastructure.

The grant writing and administration specialists of NWMORCOG will address Goal #3 by:

- a. Providing the services of a disaster recovery coordinator as necessary.
- b. Providing grant-writing and administration services to the counties and cities of the region.
- c. Offering coordination with state and federal funding sources.
- d. Serving as the administrator for the Great Northwest Wholesale Water Commission.
- e. Serving as a clearinghouse for infrastructure information and resources.
- f. Considering environmental issues and regional resiliency in all infrastructure improvement efforts.

Goal #4 - Promote improved inter- and intra-regional transportation.

The NWMORCOG Regional Planner will serve as the transportation specialist and will address Goal #4 by:

- a. Administering the Northwest Missouri Transportation Advisory Committee (TAC) to fully execute the annual planning partnership with MoDOT.
- b. Providing grant-writing services for local transportation infrastructure projects.
- c. Considering environmental issues and regional resiliency in all potential transportation projects.

Goal #5 - Support the development of environmentally responsible citizens and industry.

The Economic Development Planner and the Regional Planner with NWMORCOG will address Goal #5 by:

- a. Coordinating meetings and provide grant-writing services for development of alternative energy sources.
- b. Assisting with development of agriculture with emphasis on value-added uses.
- c. Providing guidance on the development of scenic or agricultural tourism.
- d. Providing administration services for the Northwest Missouri Solid Waste Management District.

Goal #6 - Expand the role of technology in the region's economy.

The NWMORCOG GIS Specialist and the IT Specialist will address Goal #6 by:

- a. Providing GIS services to the region.
- b. Serving as coordinator of the MoBroadbandNow initiative in northwest Missouri.
- c. Helping regional government entities enhance their access to the internet.
- d. Consider environmental issues and regional resiliency in all technology expansion efforts.

Performance Measurement

Strategic planning is a worthy effort, but the best of plans can fail to come to fruition if there is no formal method in place to review progress based on specific desired outcomes. The purpose of this section is to clearly state the measurement criteria that will be used to assure that this Comprehensive Economic Development Strategy document leads to successful outcomes.

This CEDS identifies specific goals that give overall direction to the economic development efforts of the Northwest Missouri Regional Council of Governments and the region as a whole. These goals were derived by combining input from public input during county meetings as well as the existing strengths of our organization. Under each goal are objectives which identify specific types of activities NWMORCOG will undertake to achieve that goal.

To measure progress, NWMORCOG will evaluate their performance by means of an ongoing review effort that will quantify successful implementation of the CEDS. These measurements will include, but not be limited to:

- The number of jobs created after implementation of the CEDS
- The number and types of investments undertaken in the region
- The number of jobs retained in the region
- The amount of private sector investment in the region
- Changes in the economic climate of the region
- The number of potential employees assisted
- Population Changes
- Number of Water/Wastewater and other infrastructure projects
- Dislocated workers finding comparable paying jobs
- Usage of NWMORCOG's website, mapping, or GIS services

This performance measurement format will be utilized on an annual basis to gather data for the Combined CEDS/Annual Progress Report and GPRA. Adjustments to the regional scope of work will be considered on an ongoing basis and will be reported annually. A copy of the most recent Government Performance and Result Act (GPRA) performance report for NWMORCOG can be found by referring to the CEDS section of the NWMORCOG website at: <http://www.nwmorcog.org/ECONOMICDEVELOPMENT/ceds.htm>.

Acknowledgements

The development of a Comprehensive Economic Development Strategy requires the support and involvement of many organizations and individuals who bring a diverse set of skills and knowledge to the process. In the preparation of this document, the participation of the members of the CEDS Committee has been invaluable. Equally important has been the participation of elected and appointed officials from Atchison, Gentry, Holt, Nodaway and Worth counties. The participating economic development professionals and private industry representatives from throughout the region also contributed greatly to the process.

In closing, we take this opportunity to thank our partnering organizations:

- Atchison County Development Corporation
- City of Albany
- Gentry County Progress Association
- Missouri Department of Economic Development
- Missouri Department of Natural Resources
- Missouri Department of Transportation
- Missouri Economic Development Council (MEDC)
- Mound City Development Board
- Nodaway County Economic Development
- Northwest Missouri Enterprise Facilitation
- Northwest Missouri State University
- Northwest Roundtable, Inc.
- Small Business and Technology Development Center
- South Holt Development, Inc.
- US Department of Agriculture - Rural Development
- US Department of Agriculture - NRCS
- US Department of Commerce - Economic Development Administration
- US Environmental Protection Agency
- Worth County Economic Development
- Worth County Progress Organization