



Best Practices in CEDS

Kimberly Mildward, Economic Development Planner| Northwest Missouri Regional Council of Governments

Origins of the Northwest Missouri Regional Council of Governments (RCOG)



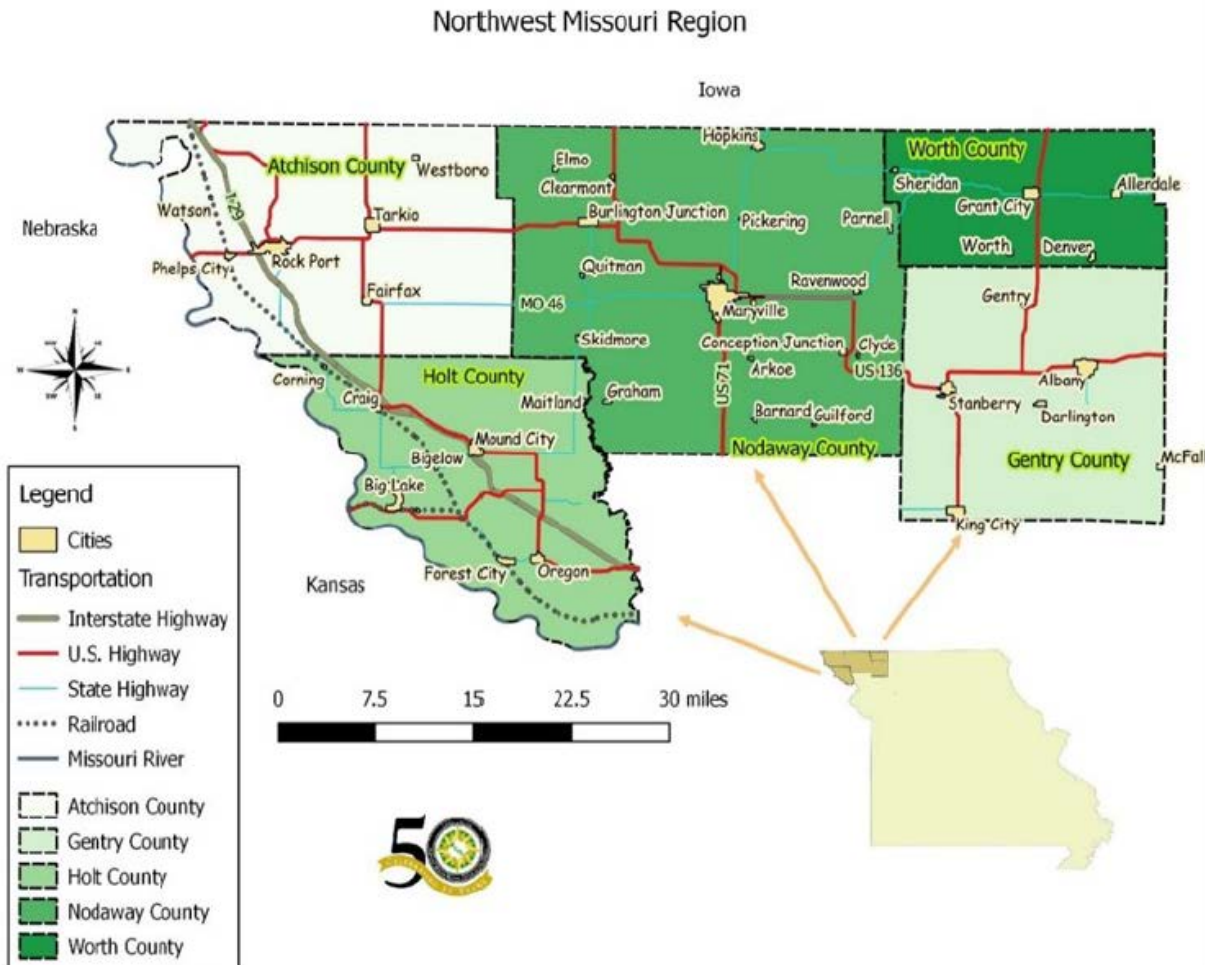
- In 1968, the Northwest Missouri Regional Planning Commission was established under Missouri Revised Statute Chapter 251
- In 1970, the commission contracted with Larkin and Associates in Kansas City, to develop a comprehensive plan for water and sewer development in northwest Missouri.
- In 1972, the commission hired its first full-time staff.
- During the 1974 through 1975 legislative session, the State of Missouri passed Senate Bill 168 allowing regional planning commissions in the state to receive state funding.
- In 1975, the Commission changed its name to the Northwest Missouri Regional Council of Governments.

Today's Northwest Missouri Regional Council of Governments (RCOG)



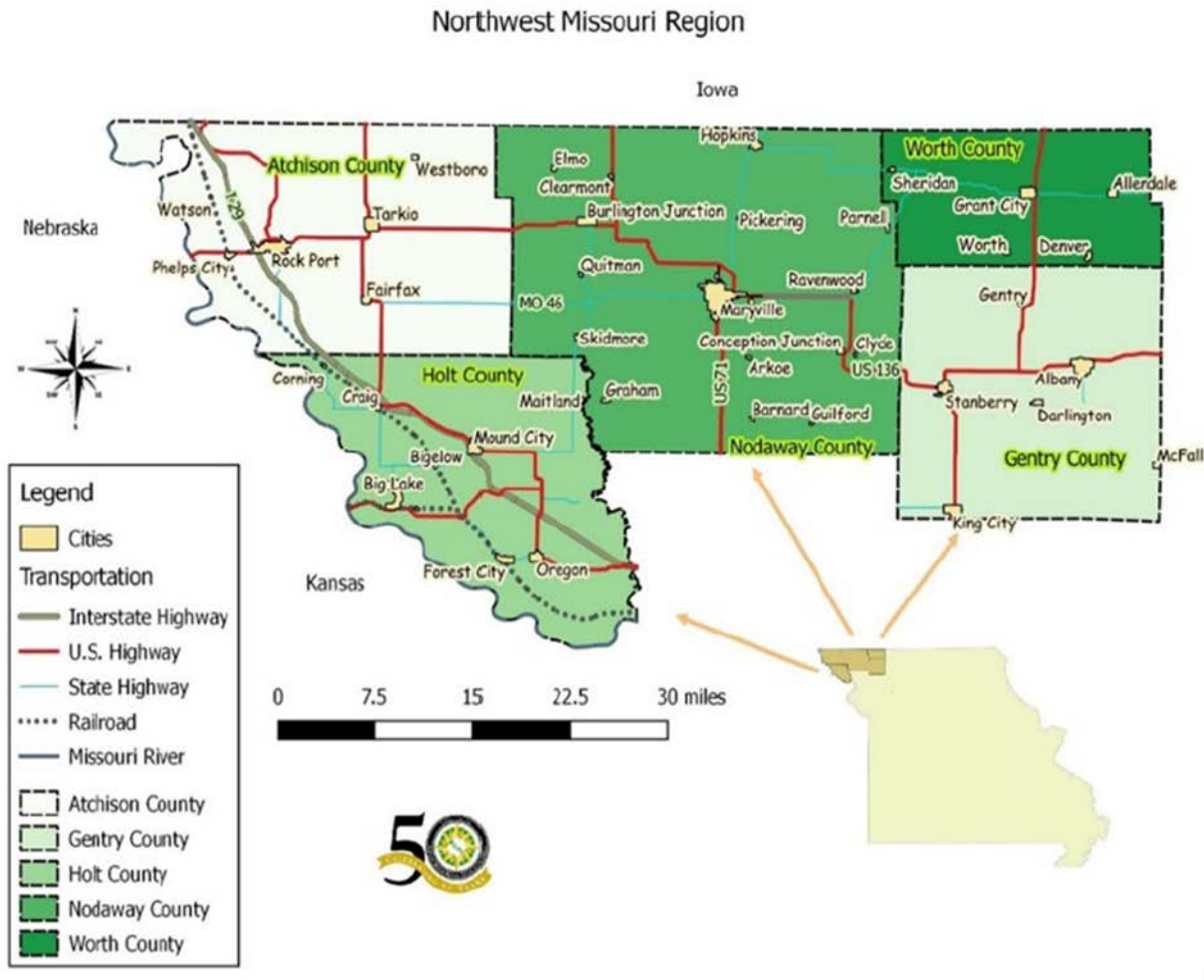
- One of 19 Regional Planning Commissions in the State of Missouri
- Celebrated its 50th Anniversary on June 15, 2018
- Created \$111 million in local investment and \$40 million in grant funding
- Provides services to 40 member communities
- Programs include Economic Development, Transportation Planning, Hazard Mitigation Planning, Solid Waste Management, and Workforce Development
- Additional services include Grant Writing and Administration, Environmental Reviews, Strategic Planning, Meeting Coordination and Mapping
- Staff of 8 individuals (7 Full-time and 1 Part-Time)

About Northwest Missouri



- Comprised of five counties in the extreme northwest corner of Missouri: Atchison, Gentry, Holt, Nodaway, and Worth Counties
- Covers 2,657 square miles of land
- Borders Iowa, Kansas, and Nebraska
- Approximately 2 hours from Kansas City and Omaha and 45 minutes from St. Joseph.
- The City of Maryville is home to Northwest Missouri State University (NWMSU), a regional 4-year University.

About Northwest Missouri



- The region is rural area.
- Population has declined approximately five percent since the 2000 U.S. Census
- Historic low unemployment rate
- Labor participation rate in the region is low.
- Four of the five counties have experienced flooding this spring. Two counties are still experiencing flooding since March 2019.

CEDS Planning Preparation



Flooding in Atchison County, MO

- Attended the Marks Nelson CEDS Training in October 2017.
- Reviewed the videos provided by Marks Nelson.
- Reviewed the CEDS Guidance issued by EDA.
- Reviewed the prior CEDS Document and past two Annual Progress Reports. Looked at CEDS from other agencies.
- Reviewed previous CEDS Committee list and invited potential members to participate.
- Elicited help from all economic developers in the region.
- Put together a great team of staff to work on the CEDS throughout the process.

RCOG's CEDS Guidance Takeaways



Nodaway County Courthouse

- Look at the CEDS as the purpose for the region. Not as the direction for the agency.
- Establish your CEDS Committee and be able to defend your membership.
- Make sure the four main components are included.
- Infuse economic resiliency throughout the document whenever possible.
- All projects should be based on sound data and a determined strategy. No passion projects!
- Focus on content. Make it digestible to the average person.
- Keep the main portion of the document small. Put all the data rich information in the second half of the document.
- Make it look awesome!

CEDS Committee



Gentry County Courthouse

CEDS Committee Members

Name	Sector Represented	County
Ann Schalter	Health Care	Atchison
Monica Bailey	Economic Development	Atchison
Keaton Dyche	Broadband	Atchison
Deb Simmerly	City Government	Gentry
Lori Carlson	City Government	Gentry
Gary Carlson	County Government	Gentry
David Cooper	Agriculture	Gentry
Kat Morgan	Economic Development	Gentry
Diane Higdon	Manufacturing Stakeholder, GHS Tube and Paper	Gentry
Patsy VanDeventer	Manufacturing Stakeholder, Exide Technologies	Holt
Will Johnson	Private Business Stakeholder, Mound City News	Holt
Arnie Kreek	Private Citizen	Holt
Adam Johnson	Private Business Stakeholder, Mound City News	Holt
Jeremy Ingraham	Education -Northwest Technical School	Nodaway
Dr. John Jasinski	Education-Northwest Missouri State University	Nodaway
Dr. Jaime Hooyman	Education-Northwest Missouri State University	Nodaway
Maddie Forney	Private Citizen-Higher Education Representative	Nodaway
Brock Pfost	Private Business Stakeholder, White Cloud Engineering	Nodaway
Lisa Macali	Economic Development	Nodaway
Josh McKim	Economic Development	Nodaway
Anita Coulter	Manufacturing Stakeholder, Kawasaki	Nodaway
Chad McCollough	Private Business Stakeholder, FCS Financial	Nodaway
Keli Morris	Small Business Development	Region
Stan Wolfe	USDA Representative	Region
Linda Laderoute	Northwest Missouri Regional Council of Governments	Region
Amy Dowis	Northwest Missouri Regional Council of Governments	Region
Kim Mildward	Northwest Missouri Regional Council of Governments	Region
Todd Spencer	Northwest Missouri Regional Council of Governments	Region
Becky Flaherty	Aging Population, Northwest Missouri Area Agency on Aging	Region
Allen Andrews	Manufacturing Stakeholder, The Wool Shop	Worth
Gene Auten	Economic Development/Emergency Management	Worth

RCOG's CEDS Timeline



Groundbreaking on SSM St. Francis Child Care Center

APPENDIX B 2018 CEDS Planning Timeline

Date	Event	Topic
November 28, 2017	CEDS Committee Meeting	CEDS Process and Filling CEDS Committee
December 5, 2017	CEDS Committee Meeting	Approve CEDS Committee Participants
December 15, 2017	CEDS Committee Meeting	Develop Mission and Vision
January 8, 2018	CEDS Committee Meeting	Review Mission/Vision. Start SWOC-Strengths and Weaknesses.
January 26, 2018	CEDS Committee Meeting	Review Strength/Weaknesses, Start Opportunities and Challenges.
March 26, 2018	CEDS Committee Meeting	Reviewed Opportunities and Challenges. Created Objectives.
August 27, 2018	CEDS Committee Meeting	Finalize Measures & Partners; Revise timeline
September 17, 2018	CEDS Committee Meeting	Final review & CEDS Committee acceptance
September 17, 2018	Public Comment	CEDS Posted for 30 day Public Comment
October 17, 2018	Public Comment	Final Day for Public Comment
October 25, 2018	NWMORCOG Board Meeting	Board Adopts 2018 CEDS
October 31, 2018	CEDS Due	CEDS Due to EDA

RCOG's CEDS Cover



Atchison County Memorial Building

NORTHWEST MISSOURI COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2018—2023



Prepared by

**NORTHWEST MISSOURI REGIONAL
COUNCIL OF GOVERNMENTS**

This report was prepared under an award from the
US Department of Commerce, Economic Development Ad-
ministration, Grant Project Number ED16DEN3020046



Vision and Mission

VISION

Economic opportunity for all through a coordinated effort to grow the Northwest Missouri Counties of Atchison, Gentry, Holt, Nodaway, and Worth.

MISSION

Promote thriving communities through the development of growth opportunities related to Employment, Education, Healthcare, Leisure Activities, and Quality of Life. Our efforts will focus on improving the labor exchange system and enhancing the general well-being for all residents.



Goals and Objectives

GOALS & OBJECTIVES

Employment

Grow and diversify the region's economic base and workforce participation.

Education:

Align education, workforce development, and economic development to generate qualified workers.

Healthcare:

Enhance health care options to allow residents to retain productive lives regardless of their lifecycle needs.

Leisure Activities:

Increase regional tourism by 10% in the next five years.

Infrastructure:

Maintain and improve infrastructure to provide sustainable communities and quality of life.



SWOC Analysis

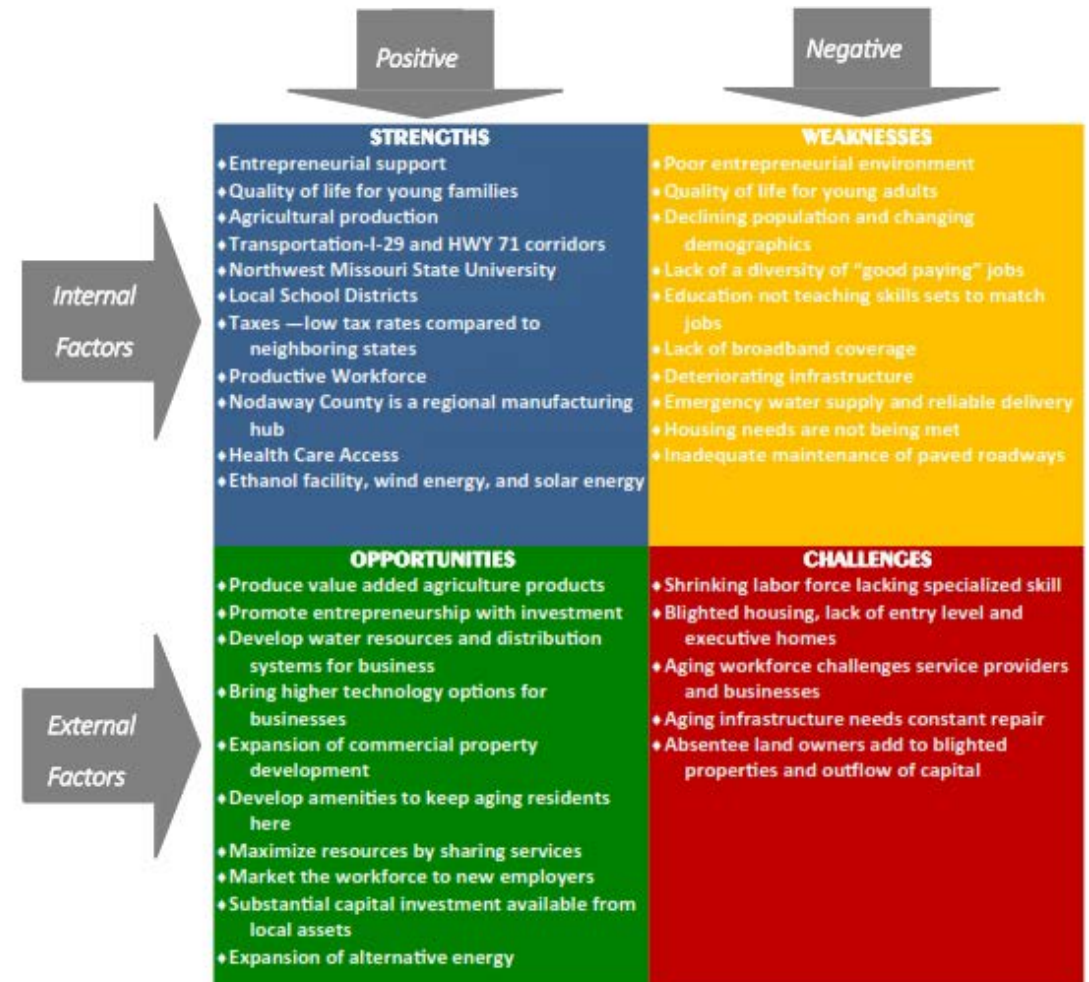


Sheridan, MO Water Tower

SWOC Analysis Summary

A SWOC Analysis is used to compare internal and external **S**trengths, **W**eaknesses, **O**pportunities and **C**hallenges. On the regional level, a SWOC analysis provides information that is helpful in matching resources and capabilities to the competitive environment. The results of the SWOC analysis performed for the CEDS update is shown in the graphic below.

CEDS committee meetings were held to gather SWOC information. The Committee was made up of economic developers, stakeholders and NWMORCOG staff. An online survey was posted for public input. This varied analysis collection method helped the CEDS Committee increase reach and identify the NWMORCOG regional economic goals, objectives and strategies.

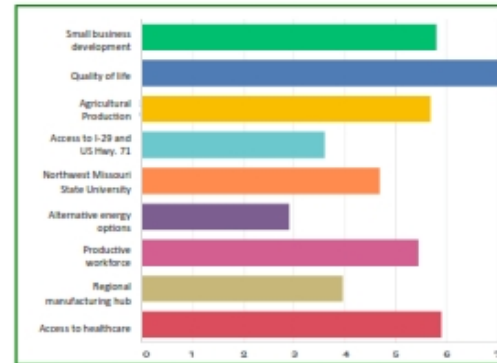


Public Engagement



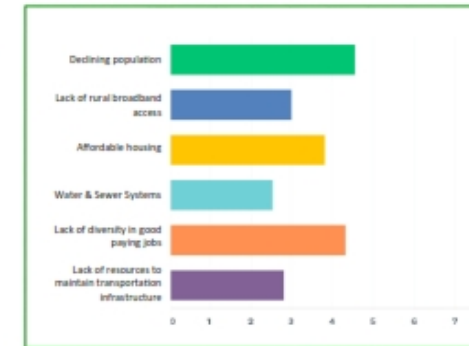
Fourth Street Project, Maryville, MO

The graphs below show the results of the Public Survey for Strengths and Weaknesses; questions 3 and 4. The results were closely aligned with the committee findings.



STRENGTHS

WEAKNESSES



The Word Clouds generated by SurveyMonkey show the results of the CEDS Public Survey for Opportunities and Challenges; questions five and six. The questions were open-ended so cannot be graphed. The link to the results of the entire Public Survey can be found in *Appendix B*.

small sign business need housing roads Lack paying jobs
Transportation
small job business development
small need people housing broadband population Lack
business jobs rural trained good paying jobs
Good Job

OPPORTUNITIES

CHALLENGES

business
Business schools housing better
Better quality housing high Jobs broadband Schools
Infrastructure
employers Jobs supports small businesses School
housing

Goal Sheets



South Main Street Project, Maryville, MO

Goal 1

Grow and diversify the region's economic base and workforce participation.

OBJECTIVE

Develop a culture of entrepreneurial innovation and growth.



Lettuce Dream: Hydroponic Lettuce Production in Maryville



Rick's Kustom Designs, LLC, Grand Opening, Grant City

STRATEGIES

1. Create a shark tank type competition.
2. Create A Million Cups entrepreneurial group possibly piggy-backing on existing meetings.
3. Increase the amount of funding available through microenterprise loans.
4. Create a small business owner workshop series or conference.
5. Promote youth entrepreneurship summer workshops.



Casey's Hiring Event

PARTNERS

Local economic developers, local chambers of commerce, and libraries, Northwest Missouri Enterprise Facilitation, Mo-Kan Regional Council, MO Department of Economic Development, MO Department of Agriculture, Small Business and Technology Development Center, Economic Development Administration, US Small Business Administration, US Department of Agriculture—Rural Development

MEASURES

1. Have at least three participants competing in the first "shark tank" event. Evaluate the success of the competition by how many businesses started; amount of investment in innovative ideas for business plans
2. Establish a local 1 Million Cups program for a monthly gathering for presentations by at least 40 fledgling entrepreneurs over the next five years.
3. Sustain a five-percent yearly increase in the microenterprise available loan balance and increase the number of microenterprise loans to new and existing businesses in the region by 15%.
4. Engage 10 small business owners across the region in workshops coordinated by NWMORCOG.
5. Have at least 20 youth in attendance at entrepreneurship summer workshops increasing youth participation in summer entrepreneurial activities by 10% in each of the next five years (2 more per year).

Goals Sheets

- The Northwest Missouri CEDS contains 5 Goals related to the vision and mission of the region.
- Each Goal was assigned a color that is used throughout the document.
- Each goal has two to five objectives to help define the goal.
- Each Objective is detailed on a single page for easy printing and work with groups.
- Each Objective has three to ten strategies.
- Each strategy has a corresponding measure to help gauge progress towards its achievement.
- Partners are listed who are potential sources of in-kind or matching funds for projects.

Goal 1 Grow and diversify the region's economic base and workforce participation.

OBJECTIVE

Develop a culture of entrepreneurial innovation and growth.



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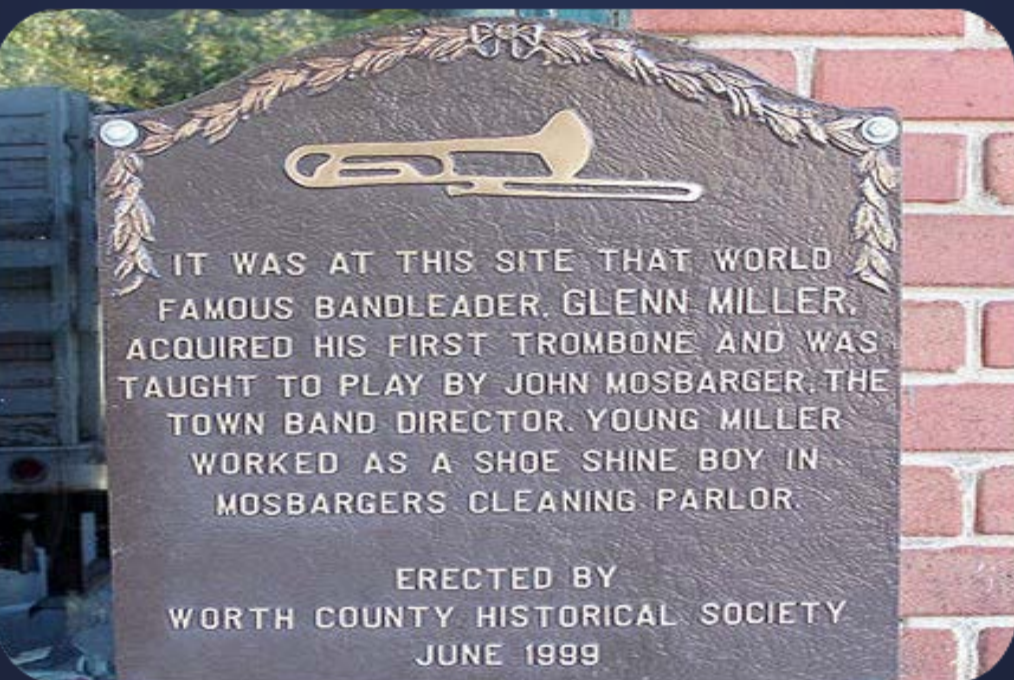
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Lettuce Dream: Hydroponic Lettuce Production in Maryville

Evaluation Framework



Glenn Miller Memorial Plaque, Grant City, MO

Evaluation Framework

As shown earlier in this plan, strategies were devised to meet the goals and objectives put forth by the CEDS committee. Measures were included to help evaluate the success of each of those strategies. However, to measure the broad trends of the regional economy, the Distressed Communities Index will be used to get a snapshot of the current situation and will be available for comparison at the end of this plan's term.

No high school degree

- There are 2,303 individuals with less than a high school or equivalent education within the 25-years-and-over population of 25,946. This is **8.9%**.
- Missouri rate: 11.2% United States rate: 13.0%

Housing vacancy

- With 2,713 housing vacancies and 18,670 housing units available in the region, this calculates to a **14.5%** rate.
- Missouri rate: 10.0% United States rate: 8.2%

Adults not working

- For July 2018 there were 775 unemployed individuals out of a regional labor force of 20,001 for an unemployment rate of **3.9%**.
- Missouri rate: 3.4% United States rate: 3.9%

Poverty

- The poverty rate ranged from 12% to 25.5% across the region's five counties with **20.3%** of the region's population living below the poverty line.
- Missouri rate: 15.3% United States rate: 15.1%

Median income relative to state

- Atchison: \$43,438/\$49,593 = **87.6%**
- Gentry: \$44,024/\$49,593 = **88.8%**
- Holt: \$41,017/\$49,593 = **82.7%**
- Nodaway: \$39,908/\$49,593 = **80.5%**
- Worth: \$44,974/\$49,593 = **90.7%**

Change in employment

- From January 2013 to December of 2017 the region lost 1,016 employed individuals, a change of **(-4.9%)**.
- Missouri change: 4.1% United States change: 7.5%

Change in business establishments

- The number of businesses in the region fell by 16 across the region with one county increasing by 3.8% and another decreasing by 5%. The overage change was **(-1.5%)**.
- Missouri change: 9.8% United States change: 4.4%

Another metric that will be used to evaluate the state of the local economy and the success of this plan will be the Innovation 2.0 Index, a quantitative measure of innovation capacity. This evaluation index and the region's baseline index scores are presented in *Appendix F*.

Disaster and Economic Resilience



The Big Pump, King City, Missouri

Disaster and Economic Resilience

Economic resilience as defined by the US Economic Development Administration is “the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.” As the northwest Missouri economy relies largely on agriculture, vulnerabilities affecting crop ground and livestock are particularly impactful. Weather-related events that could have high impact on the region include flooding, drought, winter storms, hail, and tornados. With many miles of Missouri River in the northwest Missouri region and multiple monitored and unmonitored levees, breakage could be physically and economically catastrophic.

The following efforts ensure that proper procedures and funding opportunities are available should disaster strike:

- ♦ Coordination of regional emergency managers through the Region A—Rural Homeland Security Oversight Committee, set forth by following Threat and Hazard Identification and Risk Assessment guidelines
- ♦ County-wide planning efforts such as Hazard Mitigation, which lists past occurrences and rates county vulnerability by disaster type.
- ♦ City and school preparedness planning efforts

In addition to a shock resulting from weather-related events, large-employer displacement would have a significant impact on the region. For example, the 2013 closure of Energizer which employed 300 individuals not only impacted the local economy but also changed the community.

To help mitigate the loss of employment opportunities, city and county officials worked with the local Job Center and the Division of Workforce Development (DWD) to deploy the State’s Employment Transition Team. Trade Act benefits were secured and gave affected workers additional benefits to assist with training costs, relocation expenses, and/or pay health insurance premiums. In addition, the local Job Center to help with costs the Trade Act program could not cover related to training, the filing of unemployment insurance claims, and hosting a weekly job club.

To focus on growing local opportunities, four of the five NWMORCOG counties have designated economic developers, which play a vital role in attracting and retaining businesses to their local communities. For example, Nodaway County Economic Development is working with local manufacturers to make sure the technical school and community college offers training that meets the needs of industry. In addition, the group is working on ways to attract potential employees to the region to fill jobs opening for those companies that are interested in expanding product lines.

By focusing on strategies that link economic and workforce development with education, the region will benefit from a skilled workforce that meets the needs of local employers today and in the future and be able to proactive to their changing needs in a global economy.



Emergency Management Cycle

Appendixes

- Appendix A- Northwest Missouri Regional Council Board
CEDs Committee List
Grant Funded Projects Fiscal Years 2013-2017
- Appendix B- 2018 CEDS Planning Timeline
2018 CEDS Community Survey Results
- Appendix C- Current 2013-2017 Regional Plans and Studies
- Appendix D- Partner Acronym Matrix
- Appendix E- Additional Demographic Data
- Appendix F- About the Region
- Appendix G- Disaster & Economic Recovery and Resiliency
Strategy



Wine Fest in Mound City, Missouri

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Copy of the CEDS Can Be Found At:

<https://nwmorcogdotorg.files.wordpress.com/2019/02/ceds-master-copy.pdf>

or at

<https://nwmorcog.org/programs/economic-development/>