

# Lincoln County Economic Development Strategy



Prepared by  
Boonslick Regional Planning Commission  
November 2010  
Final Report



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## **EXECUTIVE SUMMARY**

Economic development is the allocation of limited resources- land, labor, capital, and entrepreneurship in a way that has a positive impact on the level of business activity, employment, income, and fiscal solvency. It is a process of deliberate intervention in the normal economic growth by making it easier and more attractive. It is a concerted effort to influence the direction of private sector investment toward opportunities that can lead to sustained economic growth. Private sector investment is the engine for economic growth.

Lincoln County has multiple assets that can be leveraged to promote economic development and influence private sector investment. However, there are challenges that need to be addressed to better organize and implement strategies.

This document is the strategic plan for Lincoln County Economic Development which assesses the advantages that Lincoln County has to offer its residents and businesses, then identifies the vision, goals, and strategies for economic development of the county and finally defines the time line, responsible entity, and the measurables to be considered for each strategy. This plan is designed to guide the region's economic growth by fostering a more stable and diverse economy, assisting in the creation of jobs, and improving the overall living conditions in the County.

Our vision for Lincoln County is a vibrant and diverse economy that provides opportunities for its citizens, communities, and businesses to prosper. This can be best accomplished through collaboration, unity, and a coordinated sustained effort between public and private sectors.

To realize this vision the community needs:

- To create an environment that encourages and accommodates ongoing private sector investment in Lincoln County.
- To educate, train, attract and retain a qualified labor force to support and accommodate economic growth within Lincoln County.
- To create a stable and diverse economic base that provides an array of employment opportunities, community amenities, and business opportunities for Lincoln County and its residents.

- To create a positive image and perception of Lincoln County, while increasing public support and awareness of economic development activities and benefits.

## ***Methodology***

Boonslick Regional Planning Commission (BRPC) and the Lincoln County Economic Development strategic plan committee members partnered for working on this plan. The committee members constituted a mix of community leaders including elected officials, business leaders, and educational leaders.

The committee members and the BRPC staff met three times to discuss the strategic plan. During the first meeting, the committee with the help of BRPC staff performed SWOT analysis, completed grade cards for specific growth areas- residential, commercial, and industrial, and later, prioritized the growth priorities by industry sector for the county (appendix - first meeting results attached). Based on these results, BRPC staff drafted the vision and goals for the county. The goals were identified for 4 segments- 1) private sector investment, 2) labor force, 3) basic infrastructure amenities and 4) community image.

During the second meeting, BRPC staff presented the draft vision and goals for the committee to receive consensus on them. The committee suggested their thoughts and ideas before receiving consensus on them. Later, the committee identified strategies for each goal.

The strategies were designed to build upon the strengths identified in the first committee meeting, to address the county's weaknesses, to capitalize on the opportunities, and to prepare a defense against the threats. The committee's identified strategies were refined further by BRPC staff for the final meeting so that the committee could complete the following criteria for each strategy. The criteria includes the timeline- either short term, long term, or both, responsible entity- the responsible agency/person, and the measurables- the performance measures to achieve the identified strategies.

## **SECTION 1- Community Assessment**

This section assesses the advantages that Lincoln County has to offer its residents and businesses. The assessment is based on categories such as population change, education attainment, changes in labor force, employment change, housing, and workforce reductions.

### **Location**

Lincoln County is located in East-Central Missouri, 45 miles Northwest of St. Louis. Lincoln County has twelve municipalities: Chain of Rocks, Elsberry, Foley, Fountain N Lakes, Hawk Point, Moscow Mills, Old Monroe, Silex, Troy, Truxton, Whiteside, and Winfield. Troy serves as Lincoln County's county seat.

As per 2007 estimates, Lincoln County's land area is 630.5 square miles with a population of 51,528. The population density is 81.7 persons/square mile. Most of the county has 70% grassland and crops. The remainder primarily is forested.

The Burlington Northern & Santa Fe Railroad runs through the east edge of the county, roughly parallel to Hwy. 79. The nearest passenger service is available on Amtrak in St. Louis.

Within the county are three major transportation corridors. State Highway 47 bisects Lincoln County in an east-west direction and State Highway 79 runs north-south near the eastern boundary. A four-lane limited access highway, U.S. 61, runs north-south through Moscow Mills and Troy, bisecting the county.

Currently within the County the only water transportation facility is located at Winfield. The facility in conjunction with Federal Lock and Dam #25 is one of the five ferries across the Mississippi River in Missouri. The ferry connects Winfield with Batchtown, Calhoun County, Illinois.

General aviation airports include Greensfield in Moscow Mills, Wehrman in Montgomery City, and Wentzville airport. Spirit of St. Louis Airport is located approximately 40 miles to the southeast in Chesterfield. It is the second busiest general aviation airport in the FAA Central Region (Missouri, Arkansas, Iowa and Kansas). Commercial airline travel is accessible within a

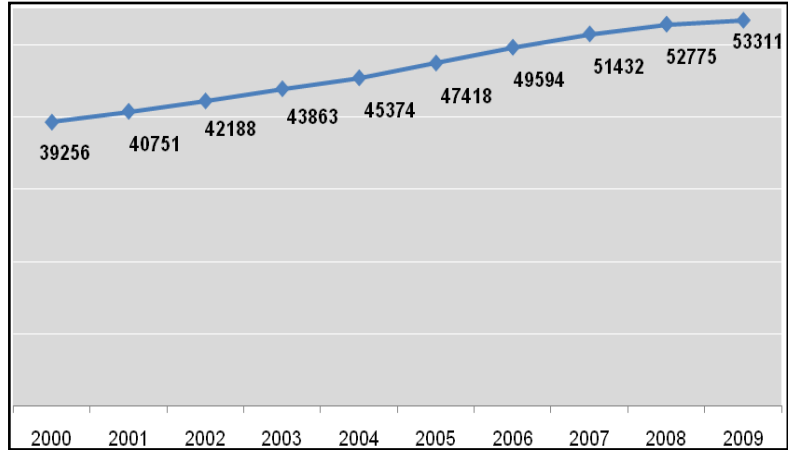
60-minute drive from any location in Lincoln County. Columbia Regional Airport in Columbia and Memorial Airport in Jefferson City also provide limited commercial service.

## Demographic Profile

Lincoln County's population steadily, but slowly, increased from the turn of the century until 1970. Between 1970 and 2000, the county's population grew at ever-increasing rates as rapid growth in adjacent St. Charles County

overflowed into Lincoln County. The population more than doubled between 1970 and 2000. Among the state's 114 counties, Lincoln County ranks fourth in percent of population increase between 1990 and 2000. From 2000 to 2009, the total population increased by 35 percent (53,311).

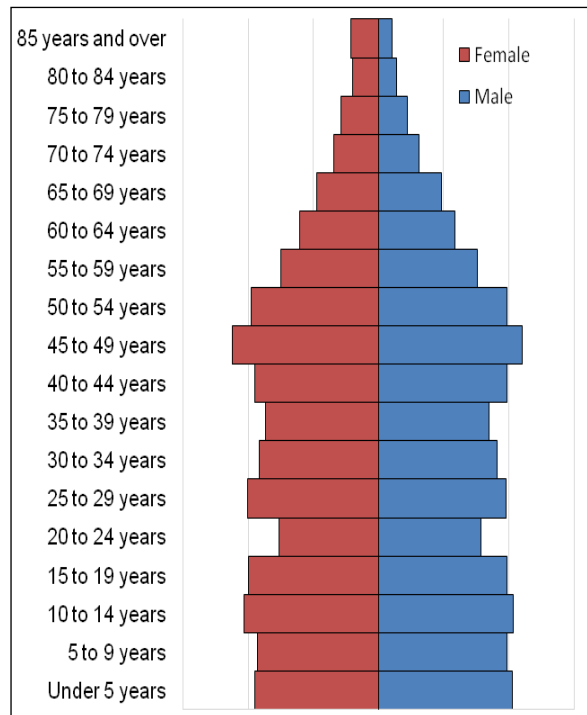
**Population change (2000-2009)**



## Age and gender profile

The population has gotten older since 1990. The median age in 2000 is 34.5 years, up from 31.9 years in 1990. This trend can show an increase in new families to the region. In conjunction with the 0-14 age group increase, the Census data showed an increase in a large portion of the 25-44, and 45-64 workforce population age groups. This trend shows these new families are more career-oriented, and have established their careers before having families. Also, Lincoln County has the largest 16-and-over labor force of 19,583 people or 68.5% of their population.

**Age & gender profile**

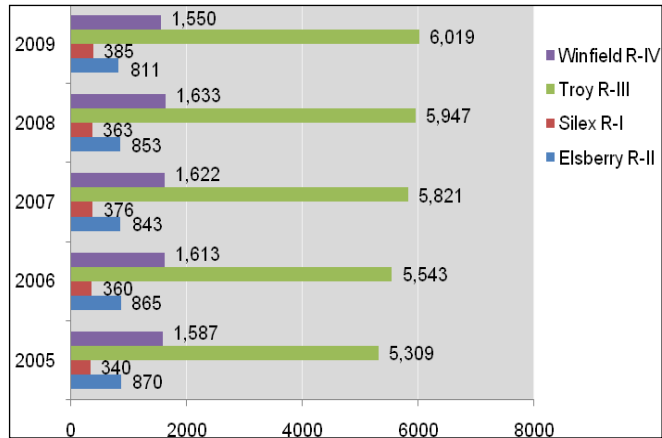


Source: Missouri State Census Data Center & STATS Indiana

## Education

As of 2009, the total enrollment in Lincoln County Secondary Public Schools was 8,765 which was an increase of 8.1 percent compared to the 2005 enrollment.

**Lincoln County school district enrollment**



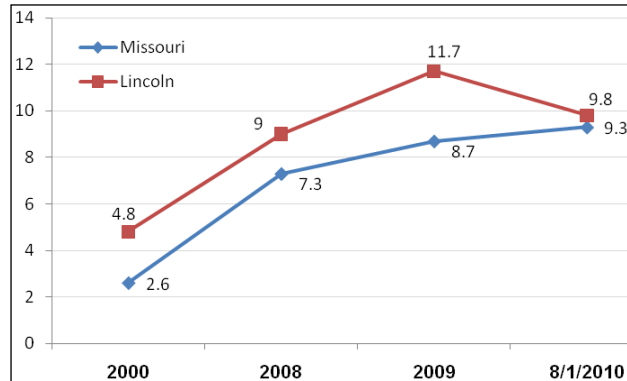
Source: Missouri Department of elementary and Secondary Education

## Labor Force

The County's main economic driving force is its population. With a total population of 53,311 as per 2009 population estimates, 27,276 are involved in the labor force. And out of these, 24,030 are employed and 3,246 are unemployed.

The unemployment rate increased from 9 to 11.7 percent from 2008 to 2009. The unemployment rate slowly started to decline in 2010 from 13.7 during January to 10.4 percent during July.

**Unemployment rate**

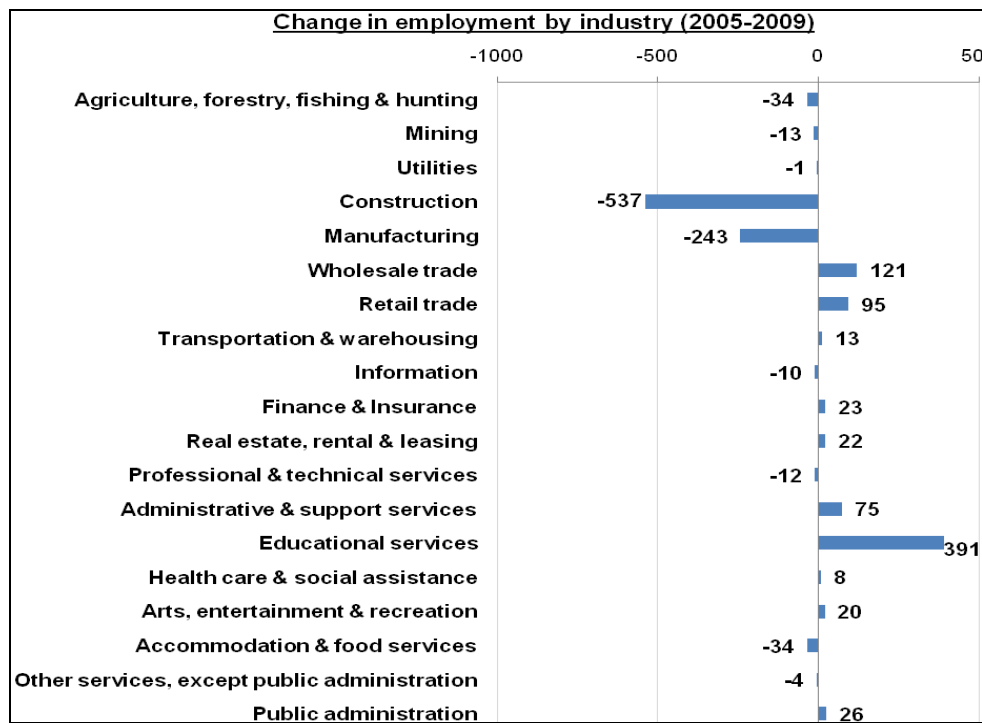


## Employment

There was an increase of 4.37 percent in the total employment from 2005 to 2007 and it slowly started to decrease by 5 percent by 2009. The table and the chart below show the change in employment for the county.

**Employment in the County by type of industry**

<b>Employment by Industry</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Total</b>	<b>11,078</b>	<b>11,393</b>	<b>11,563</b>	<b>11,438</b>	<b>10,985</b>
Agriculture, forestry, fishing & hunting	172	204	157	152	138
Mining	91	75	73	79	78
Utilities	152	157	159	159	151
Construction	1,488	1,390	1,296	1,074	951
Manufacturing	1,530	1,605	1,538	1,473	1,287
Wholesale trade	287	287	356	459	408
Retail trade	1618	1667	1727	1775	1713
Transportation & warehousing	431	455	476	462	444
Information	176	175	173	181	166
Finance & Insurance	347	376	381	373	370
Real estate, rental & leasing	92	76	68	51	114
Professional & technical services	157	171	154	147	145
Administrative & support services	233	215	244	293	308
Educational services	1270	1408	1566	1642	1661
Health care & social assistance	1243	1296	1306	1243	1251
Arts, entertainment & recreation	68	70	81	76	88
Accommodation & food services	1076	1110	1081	1073	1042
Other services, except public administration	200	194	233	238	196
Public administration	447	462	492	488	473



Source: Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW)

## **Housing**

Existing housing stock within the County continues to remain a concern. There was an increase of 1,926 units from 2000 to July 2007. The lack of apartments within the region has left a void in personnel from which employers can select. Also, the lack of apartments has alienated the region from prospective employees. As per 2000 census, of the total 15,511 housing units, 69% are single-family homes, 23% are mobile homes, and only 6% are multi-family units. The cost of living index for Lincoln County in 2009 is 80.2 compared to the state average of 90.76.

## **Layoffs/workforce reductions**

Taking into consideration the total percentage (54) of people who commute to work to other counties, a detailed table with total number of employees who lost the jobs either by “closure” or “lay-off” is shown below.

**Total Number of Employees who lost Jobs in Lincoln & surrounding counties & cities**

	'04-'05	'05-'06	'06-'07	'07-'08	'08-'09	'09-'010
<b>Missouri</b>	5,829	8,687	8,189	7,954	8,294	3,615
<b>Surrounding Counties</b>	3,342 (43%)	5,866 (32%)	3,948 (52%)	4,567(42%)	2,924(35%)	1,573 (43.5%)

Surrounding counties include: St. Louis City, Franklin County, St. Louis County, St. Charles County, Callaway County, Gasconade County, Audrain County, and Pike County  
Source: Missouri Rapid response

## **SECTION -2 Vision, Goals, and Strategies**

Based on the key issues recorded during meetings, and conversations held throughout the county, a vision statement with four goals and respective strategies were identified to provide guidance and inspiration for implementation of the plan.

### ***Vision***

Our vision for Lincoln County is a vibrant and diverse economy that provides opportunities for its citizens, communities, and businesses to prosper. This can be best accomplished through collaboration, unity, and a coordinated sustained effort between public and private sectors.

### ***Goals and Strategies***

Each of the goals focused on one more segments of the community which factor into the economic prosperity and enhanced vitality of the County. The goals were identified for 4 segments- 1) private sector investment, 2) labor force, 3) basic infrastructure amenities, and 4) community image. The strategies along with the time line, responsible entity, and the measurables are discussed in detail below.

- ✓ Timeline – Short term, Long term or both
- ✓ Responsible entity- Committee identified a responsible entity for each strategy under each goal.
- ✓ Measurables- These are the benchmarks identified for each strategy. These measurables are shown either in the form of a table or a graph or a statement explaining a quantifiable measurable. For those measurables not available during this report development, they need to be included in future.

**GOAL 1:**

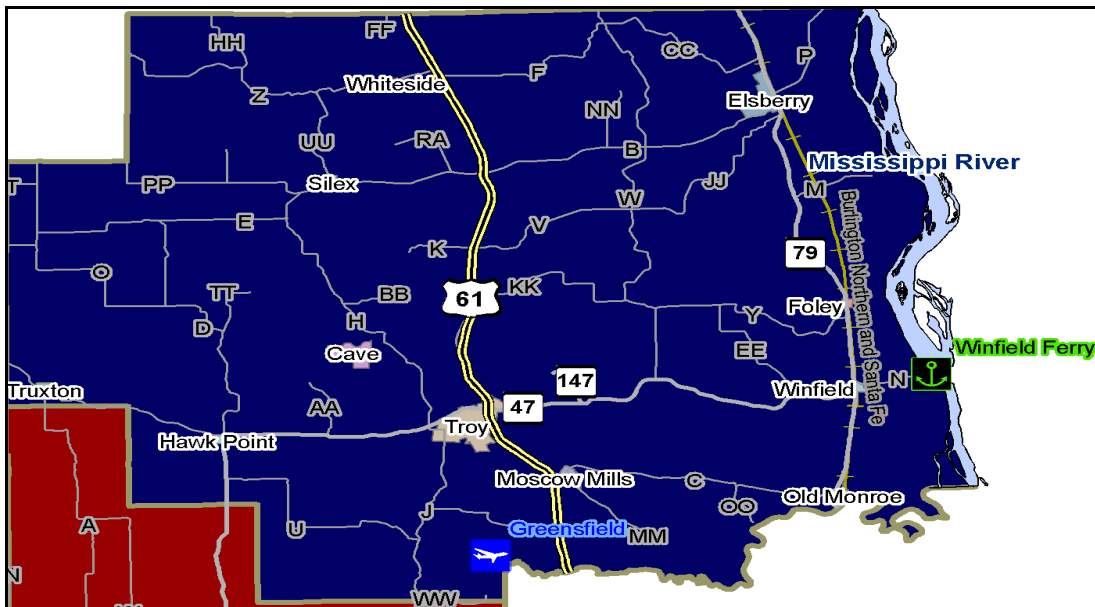
To create an environment that encourages and accommodates ongoing private sector investment in Lincoln County.

**Strategies:**

1. Develop and maintain a quality transportation system including roadways, railways, access to waterways and the establishment of a regional airport to provide the necessary means for both travel and shipping.

- ✓ Time line- Short term & Long term
- ✓ Responsible entity- MoDOT, TAC, Lincoln County Airport Committee, Local leaders, Federal, State, FAA, Feasibility study committee, Committee for financing, COG taskforce.
- ✓ Measurables-
  - Travel data
  - Transportation investments

**Modes of transportation for Lincoln County**



- As per the Statewide Transportation Improvement Program – STIP (2010-2014), there are three new/improved bridge projects, one pavement treatment project, and one new/expanded highway project scheduled for Lincoln County.

2. Identify business/industrial sites and acquire land with essential and desired amenities.

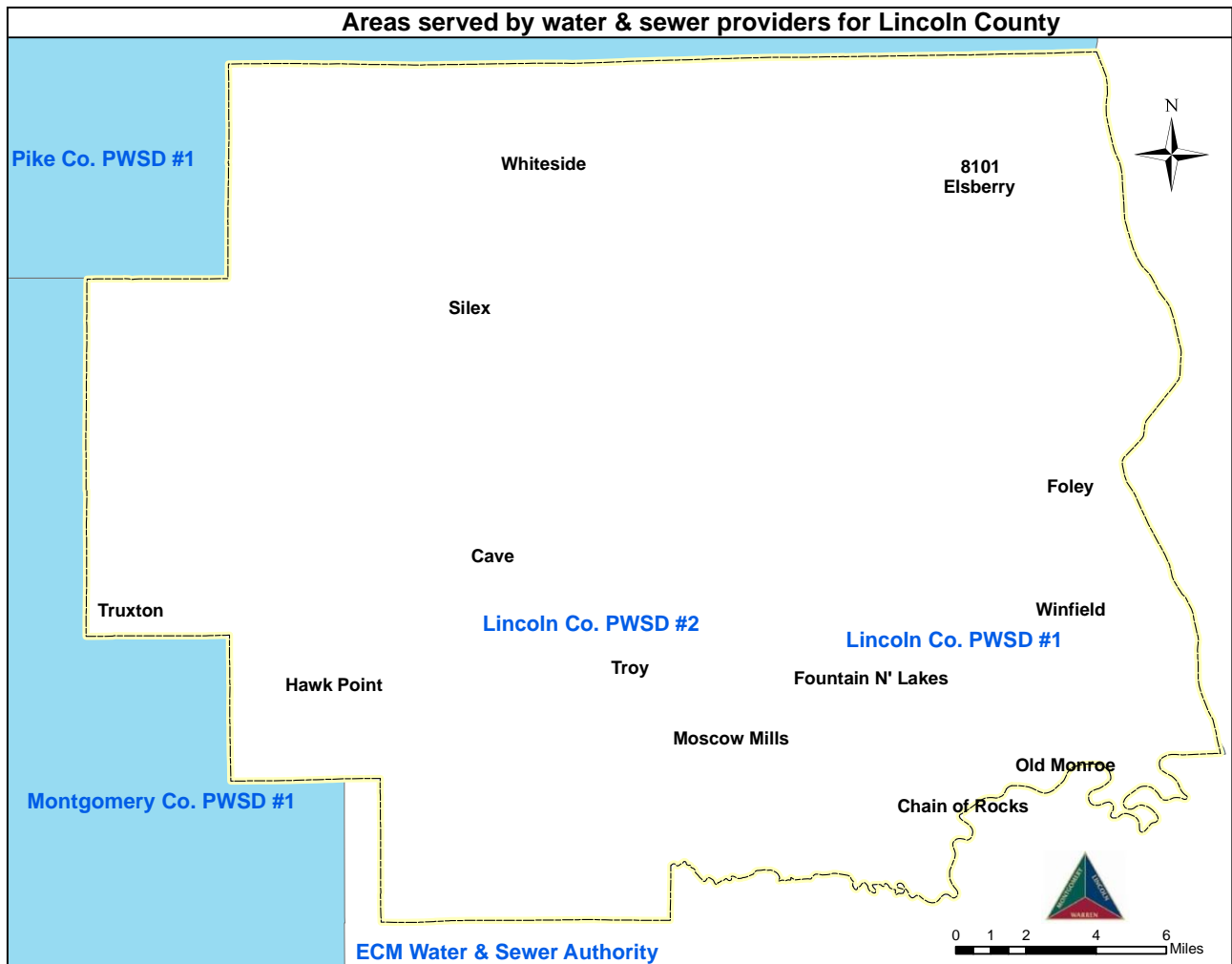
- ✓ Time line- Short term
- ✓ Responsible entity- Local developers, Realty, Commissioners, Chamber of Commerce, Economic Development Strategy Committee, Utilities, Banks, MO DED.
- ✓ Measurables-
  - Number of shovel ready sites
  - Comprehensive site list of willing landowners

<b>List of identified buildings &amp; sites by type of business for Lincoln County</b>	
<b>Name &amp; Address</b>	<b>Type of business</b>
14 Keeteman Rd Old Monroe	Warehouse & distribution
245 College Campus Building Moscow Mills	Commercial
245 College Campus Drive Moscow Mills	Commercial
Troy Professional Building, 91 Troy Square, Suite 203 Troy	Office
3440 S Highway W, Winfield	Warehouse & distribution
51 College Campus Drive, Moscow Mills	Retail
The Plaza Shopping Center, 7 the Plaza Dr Troy	Retail
TBB- Raceway Park, Raceway Dr, Moscow Mills	Commercial
101-191 Moscow Springs Plaza, Moscow Mills	Retail
3 Units Williams Troy Plaza, Troy	Commercial
45 Progress Ct, Moscow Mills	Industrial
Professional Parkway, Troy	Office
Classics, 591 S. Lincoln Dr, Troy	Commercial
1381 Highway 79, Winfield	Retail
990 Highway B, Elsberry	Retail
453 N. Main Elsberry	Commercial
Williams Plaza Unit 47, Troy	Commercial
Winfield Flower Shop, 3800 E Highway 47, Winfield	Retail
1 Briscoe Rd Troy	Industrial
Corporate Woods Industrial park, John Deere Dr Troy	Industrial
North Troy Business Park Development Site, Francis Dr, Troy	Commercial
Lot #6 North Troy Business Park, Francis Dr, Troy	Commercial
Lot #13 North Troy Business Park, Francis Dr, Troy	Commercial

Source: [http://www.locationone.com/pages/property\\_search\\_missouri](http://www.locationone.com/pages/property_search_missouri)

3. Maintain and improve infrastructure to meet the needs of existing businesses and with plans to accommodate potential growth.

- ✓ Time line- Short term & Long term
- ✓ Responsible entity- Cities/Counties/State, Local developers, Utilities, MoDOT, Chamber of Commerce, Economic Development Strategy Committee.
- ✓ Measurables-
  - Infrastructure capacity
  - Survey exiting businesses
  - Expansion of water/sewer to lacking areas



4. Adopt sound policies which are conducive to attracting business and industry such as planning and zoning regulations and tax incentives.

✓ Time line- Short term

✓ Responsible entity- Community leaders, County, Cities, Schools, Fire districts

✓ Measurables-

- Number of incentives
- Avoidance of land use conflicts
- Formation of P & Z group
- Education & ballot

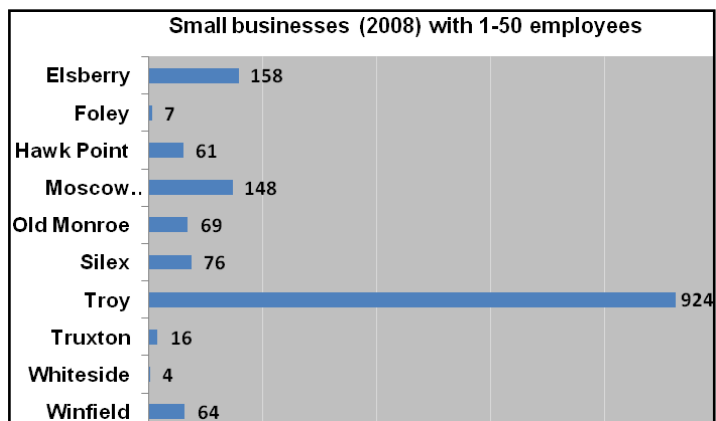
5. Establish business development centers and entrepreneur programs which offer a variety of services such as financing, training, planning, and evaluation.

✓ Time line- Long term

✓ Responsible entity- Community leaders, Chamber of Commerce, Colleges/Vo-tech, Banks, Community volunteers.

✓ Measurables-

- Small business startups
- Entrepreneurial activities
- Classes/mentoring programs



Source: State Emergency Management Agency

**GOAL 2:**

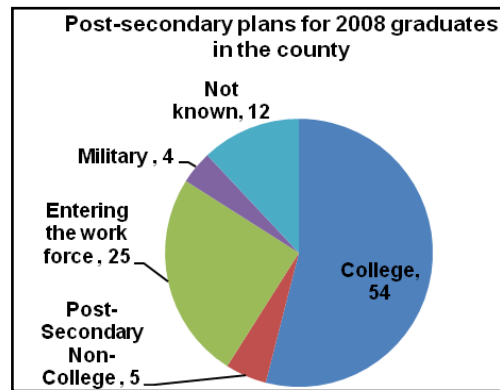
To educate, train, attract and retain a qualified labor force to support and accommodate economic growth within Lincoln County.

**Strategies:**

1. Support and work with local school districts to create a strong educational community which provides both college preparatory classes and vocational training.

- ✓ *Time line*- Short term
- ✓ *Responsible entity*- Business community, Public/private schools, Community, Parents.
- ✓ *Measurables*-

- Academic attainment
- Work readiness
- School work programs
- Mentor programs
- College acceptance rate



Source: Missouri Department of elementary and Secondary Education

2. Build relationships between schools and the business community to provide training for the future labor force.

- ✓ *Time line*- Short term
- ✓ *Responsible entity*- Business community, Public/private schools.
- ✓ *Measurables*-

- Labor skills analysis
- Employment by industry (Section 1- Table 1.4)
- Average wage rates

- The annual average wage per job for Lincoln County in 2009 is \$32,233 with a 10- year change of \$2,582.

- Percentage of alumni employed locally

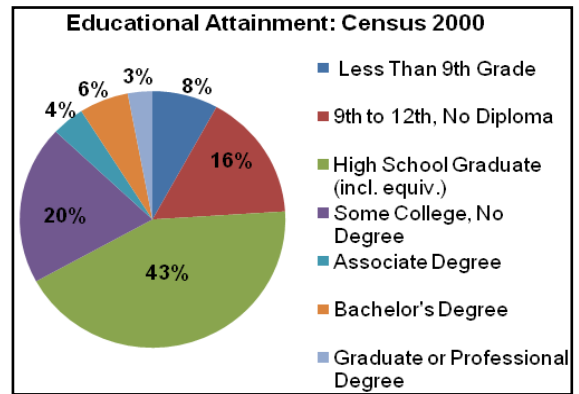
3. Partner with universities and community colleges to expand higher-education opportunities within the county.

✓ Time line- Short term

✓ Responsible entity- Business community, Post-secondary institutions.

✓ Measurables-

- Access to education
- Degree enrollment & attainment



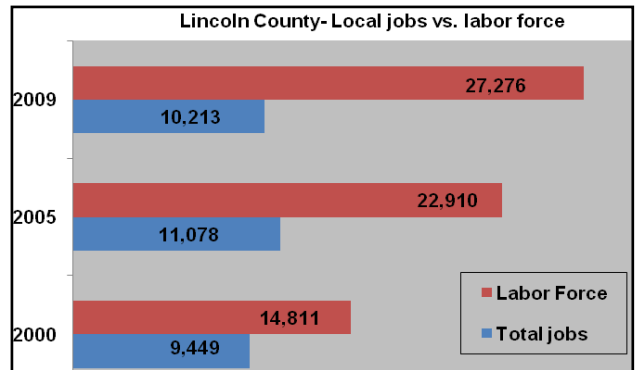
4. Provide incentives to keep and attract the “best and brightest” to live and work in the county.

✓ Time line- Long term

✓ Responsible entity- Business community, Community.

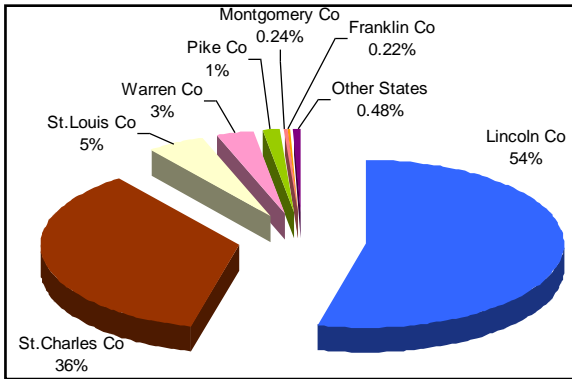
✓ Measurables-

- Number of graduates working in the County
- Out commuting reduction
- Jobs created
- Graduation rates
- Tax base



School District	2005	2006	2007	2008	2009
Elsberry R-II	82.2	84.2	88.2	95.6	88.2
Silex R-I	90.6	90.9	94.6	88.9	91.2
Troy R-III	89.9	86.3	87.5	86.2	86
Winfield R-IV	82.1	72.7	80.4	74.5	65.1

**Lincoln County out-commuting patterns**

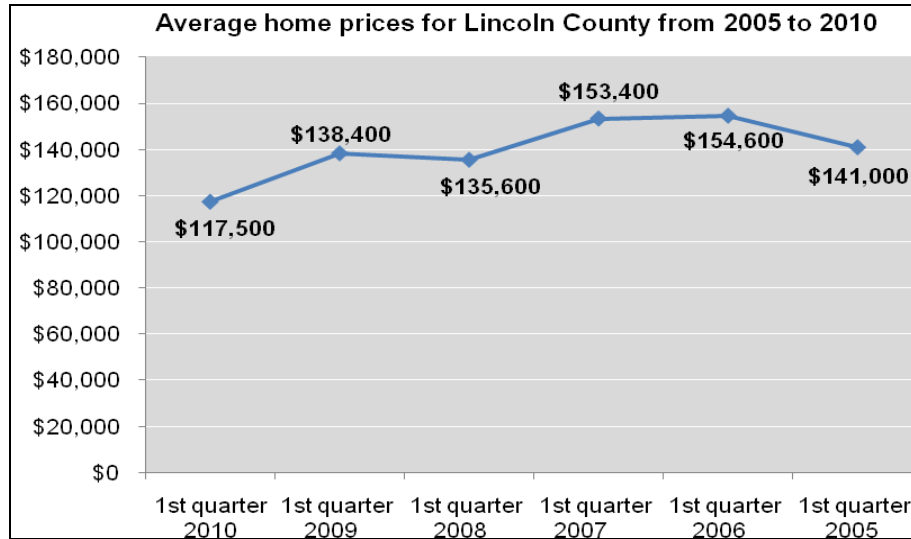


- Lincoln County's commuting patterns show that 53% of the county's workers commute to jobs in other counties. Most commute to St. Charles County and St. Louis County for work.

5. Provide affordable housing for a variety of income levels as well as an array of amenities and services which make residing in the county desirable and convenient.

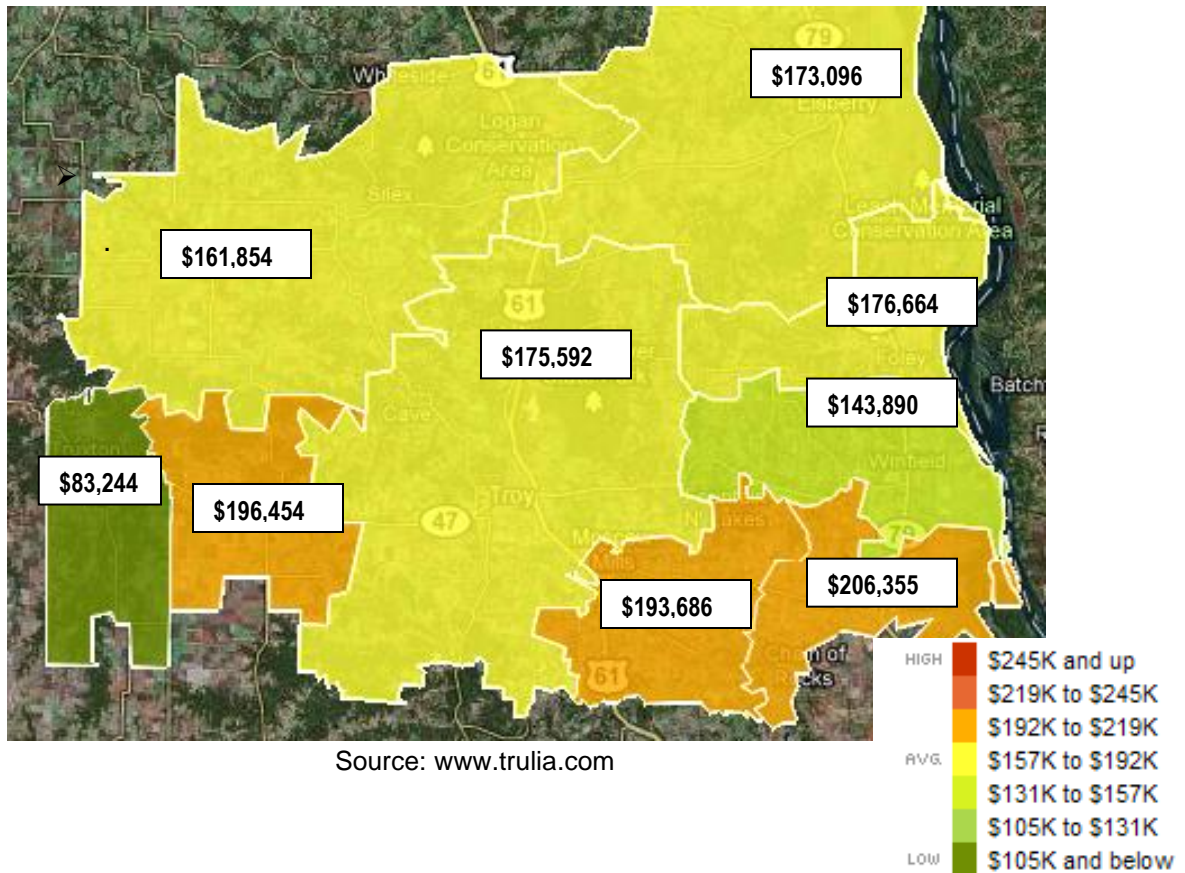
- ✓ Time line- Short term
- ✓ Responsible entity- Developers, City/County
- ✓ Measurables-
  - Housing starts & availability by price
  - In migration
  - Quality of life survey
  - Tax base

- The Cost of Living Index for Lincoln County in 2008 is 79.7 compared to the state's average of 93.2.
- The total number of people who in-migrated into the County for work as per 2000 Census are 1,917.
- The Quality of Life issues include- property tax rates, annual taxable retail sales, licensed child care facilities & enrollment, and County health care providers.



Source: Information per Mid America Regional Information Systems. Provided by East Central Board of Realtors, Troy, MO

**Average listing price for the week ending November 3, 2010**



**GOAL 3:**

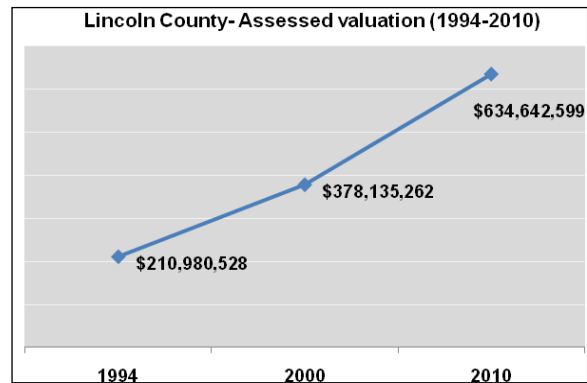
To create a stable and diverse economic base that provides an array of employment opportunities, community amenities, and business opportunities for Lincoln County and its residents.

**Strategies:**

1. Create a sustainable community through practical planning and community design which has a tax base to provide needed infrastructure and services.

- ✓ Time line- Long term
- ✓ Responsible entity- Developers, Local Governments, Regional & State Governments.
- ✓ Measurables-

- Assessed valuation
- Tax receipts
- Infrastructure investments
- Changes in commercial/industrial base
- Monitor comprehensive plans
- Physical inventory/usage reports



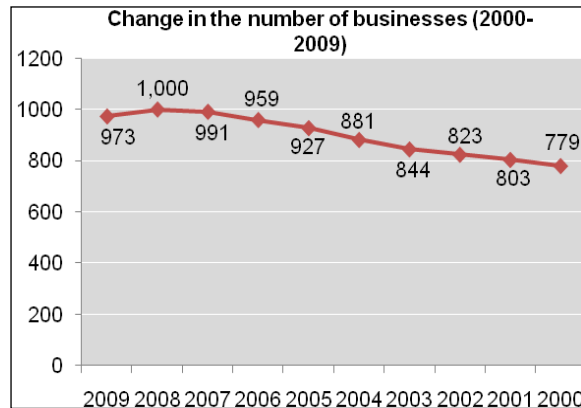
- Lincoln County generated \$1,484,199,000 of total personal income in 2008. The per capita income in the county was \$ 28,149 (\$23,946 in 2003) compared with \$35,676 (\$29,464 in 2003) for Missouri. The median household income for Lincoln County in 2008 is \$54,740. Sources of income other than earnings include:  
Dividends, interest and rent- \$160,095,000 amounted to 10 percent of total personal income in 2008 compared to 12 percent in 2003.  
Transfer payments, including Social Security- \$405,240,000 amounted to 27 percent of total personal income in 2008 compared to 16 percent in 2003.

2. Recruit new business/industry and support existing business/industry in an effort to provide diverse, well-paying employment opportunities for residents.

- ✓ Time line- Short term & Long term
- ✓ Responsible entity- Community leaders, Economic development Strategy Committee, Chamber of Commerce.

✓ Measurables-

- Employment by sector
- Number of new businesses
- Wage/salary survey
- Assessed valuation



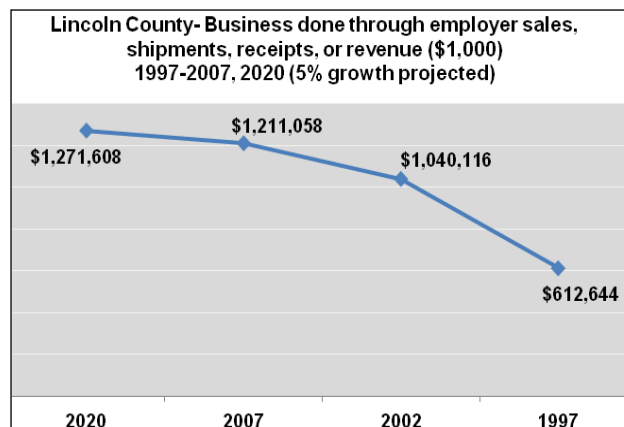
Source: STATS Indiana

3. Develop a strong retail community which will encourage people to live and shop locally.

- ✓ Time line- Short term & Long term
- ✓ Responsible entity- Chamber of Commerce, Community leaders, Developers, Citizen Committee.

✓ Measurables-

- Retail sales
- Sales tax leakage reports
- Business volume sales
  - Total sales tax revenues in Lincoln County in 2009 decreased by almost 6% compared to the total sales tax revenues in 2008.



- The retail sales in 2002 amounted to \$368,395,000.

4. Provide quality services such as emergency response, access to health care/hospitals and broadband availability.

✓ Time line- Short term & Long term

✓ Responsible entity- Hospitals/Doctors, Emergency response agencies, Telecommunication, Community leaders, Emergency service leaders.

✓ Measurables-

- Access to health care
  - Percentage reporting health as fair or poor for Lincoln County in 2003 is 17.4 compared to 16.9 in Missouri.
  - Percentage with no health care coverage for Lincoln County in 2003 is 5.4 compared to 12.3 in Missouri.
- Access to broadband
  - Recently, State of Missouri partnered with BlueBird Media and United Electric Cooperative to expand the availability of broadband internet to connect 660,000 homes and businesses across northern Missouri with an investment of \$85 million.
- Response times & capabilities
- ISO/Accreditation

5. Enhance social and cultural community amenities such as parks, recreation, community centers, and programs for youth and seniors.

✓ Time line- Short term & Long term

✓ Responsible entity- Community leaders, Local governments, Civic groups, Park boards, Citizens.

✓ Measurables-

- Investment in new amenities
- Increase in population
- Citizen response to taxation

**GOAL 4:**

To create a positive image and perception of Lincoln County, while increasing public support and awareness of economic development activities and benefits.

**Strategies:**

1. Provide leadership training for elected/public officials including effective communication skills in working with the media.
  - ✓ Time line- Short term
  - ✓ Responsible entity- Media specialists, Mayors, County Commissioners.
  - ✓ Measurables-
    - Number of training opportunities
    - Community surveys
    - Visitors
    - Community events
    - Articles/press release & letters to editors
    - Press events
  
2. Address issues which might cause a negative view of the county such as vacant/dilapidated structures, high crime or lack of essential services.
  - ✓ Time line- Long term
  - ✓ Responsible entity- Community leaders, Chambers of Commerce, Local Governments, Law enforcement, Civilian watch groups.
  - ✓ Measurables-
    - Public opinion surveys
    - Number of blighted properties
    - Access to services
    - Crime rate

- The crime index rate/100,000 for Lincoln County in 2009 is 1,422.9 compared to the State rate of 4,126.6.
3. Work with organizations such as local Chambers of Commerce to develop forums which engage and educate citizens about economic development.
- ✓ Time line- Short term & Long term
  - ✓ Responsible entity- Chambers of Commerce, Community leaders, Economic Development Strategy Committee.
  - ✓ Measurables-
    - Number of citizen engagement activities
    - Participation in economic development activities
    - Tax base
4. Develop a marketing campaign to create a positive image and perception of Lincoln County utilizing a variety of media outlets including print, billboards, radio, television and an up-to-date website.
- ✓ Time line- Short term & Long term
  - ✓ Responsible entity- Chambers of Commerce, Community leaders, Local Governments, Economic Development Strategy Committee.
  - ✓ Measurables-
    - Number of pieces distributed
    - Ads published
5. Develop a process to regularly review the marketing plan and economic development strategies in an effort to promote and build on successes and keep abreast of changing needs.
- ✓ Time line- Short term & Long term
  - ✓ Responsible entity- Chambers of Commerce, Community leaders, Local Governments, Economic Development Strategy Committee.
  - ✓ Measurables-
    - Changes/revisions to plan

- Plan activities completed
- Meetings & public forums
- Blog/internet discussions

## **Conclusion**

The strategic plan for Lincoln County is only the beginning. The mere statements of goals and strategies of this plan will not produce the desired results unless the County and its constituents implement the concepts through land use regulations, public investment and cooperation, and/or the formation of public-private partnerships.

This plan identifies specific strategies which should be examined and evaluated on a regular basis to prioritize resource allocation and determine their effectiveness.

Lincoln County has vast growth potential. To see the fruits of this potential will require strong leadership, progressive thinking, citizen engagement, and community collaboration. Thinking “outside the box” will be required to position the county as a leader in economic development, to create a positive impact on the development within the county, and to produce results that the citizens can recognize and appreciate.

Creating momentum for economic development must come from the citizens. They must understand and support the programs and initiatives. They must boldly pursue new opportunities and capture every opportunity that presents itself. Passive pursuit of opportunities will result in mediocre results.

Now, during economic challenges is the time to build momentum, to create a foundation for growth, and to energize the citizens. Now is the time to implement the plan.

## Appendix

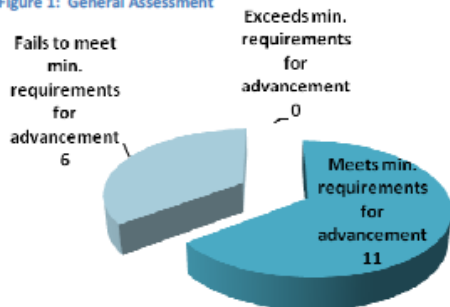
### LINCOLN COUNTY ECONOMIC DEVELOPMENT STRATEGY PLANNING SESSION ONE RESULTS

*Economic development is a concerted effort to influence the direction of private sector investment towards opportunities that can lead to sustained economic growth. It is a deliberate intervention in the normal economic growth by making it easier and more attractive.*

Grade card results		
<u>Residential Growth</u>	GPA	Letter
Political Climate	2.42	C
Economic Climate	2.00	C
Social/Cultural Climate	2.02	C
Resources	2.72	C+
<u>Commercial Growth</u>		
Political Climate	2.08	C
Economic Climate	1.88	D+
Social/Cultural Climate	1.92	D+
Resources	2.42	C
<u>Industrial Growth</u>		
Political Climate	2.00	C
Economic Climate	1.83	D+
Social/Cultural Climate	1.75	D+
Resources	2.00	C

The “grade card” analysis illustrates that, while there may be vast potential for growth in Lincoln County, the environment is not very conducive to attracting and accommodating all types of growth. The political climate, the economic climate, the social/cultural climate, and the availability of resources can be improved. These improvements generally do not occur naturally; they required planned and sustained activities to create noticeable improvements. Through this strategic planning activity action items can/should be developed to address these shortcomings.

Figure 1: General Assessment



#### Why would you establish a business in Lincoln County? (Strengths)

- Incentives-including the Enhanced Enterprise Zone (EEZ)
- Low cost of living, low taxes, affordable housing
- Available workforce/low labor cost
- Broadband/internet availability
- Affordable land prices
- Proximity to St. Louis: suppliers, customers, Accessibility to markets (center of US)
- Good transportation facilities -roads, railroad & river
- Quality educational facilities: (secondary education, vo-tech)
- Quality of life (parks, rivers, etc.)
- No red tape/planning & zoning
- New leadership
- Good emergency response
- Access to Healthcare/Hospital/doctors
- Available industrial park
- Potential for growth
- Small town atmosphere/friendly neighbors & people/social acceptance, low crime
- Openness to foreign investment
- Good business collaboration
- Lack of competition

#### Why would you hesitate to establish a business in Lincoln County? (Weaknesses)

- Lack of Planning & Zoning
- Lack of and poor maintenance of infrastructure
- Public not in favor of change/small town attitude
- Lack of broadband
- Community coordination
- School district sustainability/poor test results, training facilities needed, no post-secondary education
- No shovel-ready sites, developable business sites, land prices
- Proximity of workforce to developable sites, lack of concentrated population
- Taxes
- Lack of diverse transportation options, including a regional airport
- Lack of incentives
- Emergency services (higher insurance cost to businesses)
- High unemployment rate

**LINCOLN COUNTY ECONOMIC DEVELOPMENT STRATEGY  
PLANNING SESSION ONE RESULTS**

- Lack skilled workforce, college graduates and qualified workers
- Lack of quality of life assets, nothing for the kids
- Proximity of other supporting businesses and competitors
- Drugs/crime

**What sectors of growth hold potential for Lincoln County? (Opportunities)**

- Transportation-multi modal opportunities
- Manufacturing (large & small, heavy & light)
- Global distribution, imports & exports/ warehousing & distribution
- Service industry / consumer oriented
- Residential construction (all types/assisted living), general construction & infrastructure
- Knowledge-based industries--Information technology/high-tech, bioscience/bio-tech
- Educational sector
- Alternative energy: wind power, hydro
- Agribusiness: equipment mfg, life sciences, food production, processing, R & D, alternative agribusiness: small producers, specialty food production
- Healthcare/senior care
- Recreation/sports
- Aerospace
- Automotive
- Retail: big box
- Tourism
- Small business
- Professional services

**What elements or factors could derail the local economy or inhibit it's growth? (Threats)**

- Lack of confidence/leadership
- Political climate, lack of cooperation with local governments, good old boy attitudes/turf battles
- Schools: (lack of funding, low test scores, accreditation issues)
- Falling tax base
- Depressed housing market
- High unemployment
- Fuel/gas prices
- Macro (outside) economy affecting local economy
- Lack of shopping choices
- Lack of developable industrial land

- Lack of infrastructure (roads, water/sewer, utilities and lack of multi-modal facilities (airport)
- No planning & zoning, out of control growth
- Lack of incentives and funding to attract and retain businesses
- Lack of citizen awareness/support of ED issues; lack of public involvement, resistance to change
- Lack of will to pay (citizens) for desired services/assets
- No focus/direction, apathy, complacency
- News media: doom & gloom, Perceptions
- Fear of competition: diluting/damaging existing business or assets
- Undeveloped or underdeveloped resources
- Healthcare, lack thereof
- Outside competition (other cities/counties better prepared, more aggressive)
- Plan H
- Workforce: lack of skilled labor
- High land prices and high taxes
- Lack of broadband/technology
- Crime rate
- Lack of affordable workforce housing
- Transient population/instability
- Out-migration, brain-drain (losing educated youth due to no opportunities)
- Out-commuting to shop/spend
- Quality of life (lack of assets) to attract new businesses

**What do you wish the County had that is currently not available?**

- Recreation center
- Common sense planning & zoning
- Manufacturing jobs
- Infrastructure- water/sewer, improved transportation facilities--Regional airport, rail, roads, river ferry
- Money
- Big box shopping center
- Tourist attractions
- Recycling programs
- Broadband, rural
- High tech jobs, IT companies, quality jobs (to bring back talent)
- Farmers markets: local food
- Bigger jail for temp prisoners (federal = \$)

**LINCOLN COUNTY ECONOMIC DEVELOPMENT STRATEGY  
PLANNING SESSION ONE RESULTS**

- More higher education (community college)
- Restaurants/retail/Entertainment options (casino)
- Distribution centers
- Tax base
- Open-minded people

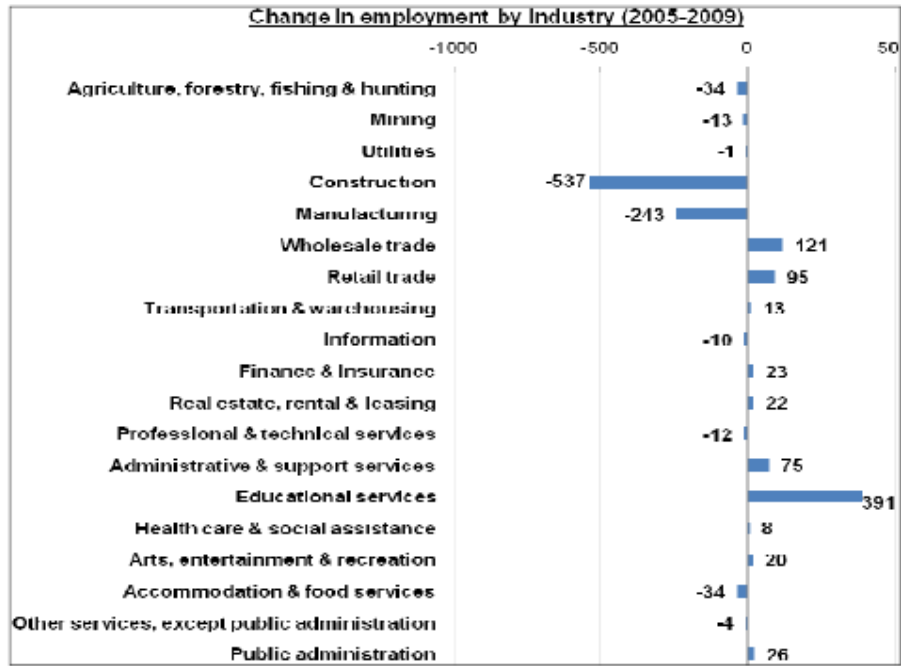
**What do you have in the County that you don't want, or do not want to attract?**

- Landfills
- Meth labs
- Floodplain housing
- Concentrated animal feeding operations
- Negative media
- Lack of diversity
- Land use conflicts
- Prisons
- Quarries
- Junkyards
- High-end retail (cannot support)
- Hazardous materials generators
- Mobile home parks (limit quantity, not eliminate)
- Tattoo parlors/pawn shops/fast loan outlets/adult entertainment
- Fireworks manufacturing
- High density/low end housing
- Low wage industries

Growth priorities by industry sector- results	
Light manufacturing (>50 employees)	19
Agribusiness	14
Heavy manufacturing (>50 employees)	12
Construction services	12
Technology	12
Small manufacturing businesses- less than 50 employees	11
Energy	8
Life sciences	7
Finance	6
Transportation related industries and logistics	6
Specialty manufacturing	5
Small service related business- < 50 employees	5
Micro businesses/entrepreneurship – < 5 employees	4
Assembly/Packaging	2
Food processing	2
Warehousing	1

Employment by Industry	2005	2006	2007	2008	2009
Total	11,078	11,393	11,563	11,438	10,985
Agriculture, forestry, fishing & hunting	172	204	157	152	138
Mining	91	75	73	79	78
Utilities	152	157	159	159	151
Construction	1,488	1,390	1,296	1,074	951
Manufacturing	1,530	1,605	1,538	1,473	1,287
Wholesale trade	287	287	356	459	408
Retail trade	1618	1667	1727	1775	1713
Transportation & warehousing	431	455	476	462	444
Information	176	175	173	181	166
Finance & Insurance	347	376	381	373	370
Real estate, rental & leasing	92	76	68	51	114
Professional & technical services	157	171	154	147	145
Administrative & support services	233	215	244	293	308
Educational services	1270	1408	1566	1642	1661
Health care & social assistance	1243	1296	1306	1243	1251
Arts, entertainment & recreation	68	70	81	76	88
Accommodation & food services	1076	1110	1081	1073	1042
Other services, except public administration	200	194	233	238	196
Public administration	447	462	492	488	473

**LINCOLN COUNTY ECONOMIC DEVELOPMENT STRATEGY  
PLANNING SESSION ONE RESULTS**



TAXABLE SALES					
Place	2010 (Jan-Mar)	2009	2008	2004	2000
Lincoln	85,034,690.55	368,027,282.44	382,976,696.79	372,501,609.23	288,384,108.70
Elsberry	3,430,224.64	13,514,974.67	13,704,310.41	13,634,202.70	13,573,582.48
Foley	168,463.40	827,594.67	988,909.60	1,358,628.06	1,214,552.70
Hawk Point	1,199,676.30	4,578,800.22	5,146,463.47	3,204,865.38	3,121,377.01
Moscow Mills	4,492,667.98	21,464,873.74	23,043,893.31	27,822,054.30	19,732,091.29
Old Monroe	798,714.23	3,186,169.24	3,261,251.43	3,218,380.58	2,995,903.11
Silex	862,555.37	3,482,626.92	3,132,645.19	3,709,576.28	
Troy	47,794,263.95	211,649,839.96	215,367,161.48	202,162,861.54	177,132,368.76
Truxton	36,717.70	105,638.30	113,727.84	94,188.10	79,623.62
Winfield	3,466,282.35	15,185,513.12	15,069,604.54	7,913,846.73	3,429,807.78

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