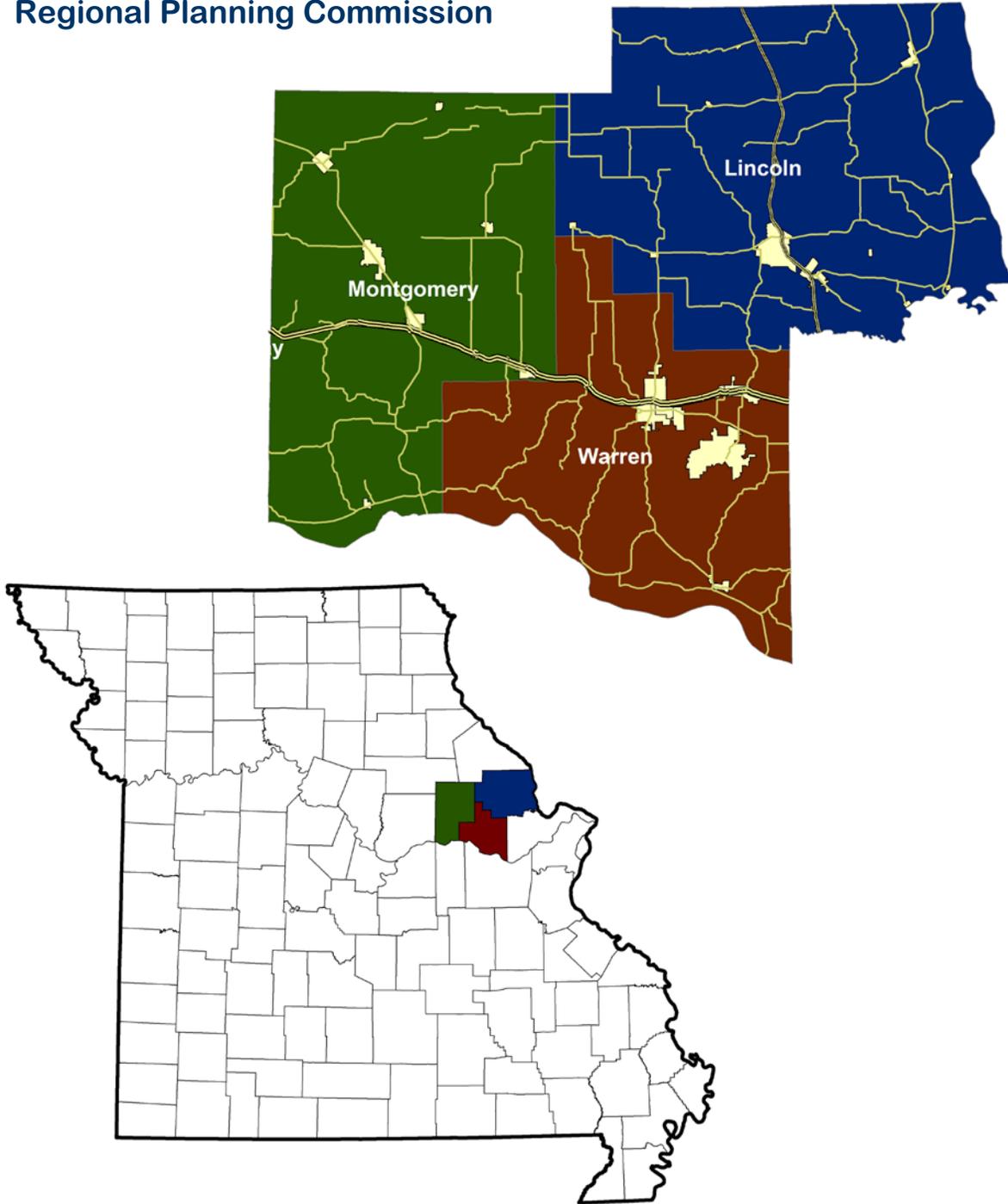


# BRPC

Boonslick  
Regional Planning Commission



**ANNUAL COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY & PROGRESS REPORT**  
Project #: 05-83-04990  
June 30, 2011

## **Annual Comprehensive Economic Development Strategy (CEDS) and Progress Report**

Grantee: **Boonslick Regional Planning Commission**

Project Number: **05-83-04990**

Period covered by the report: July 1, 2010 to June 30, 2011

### **INTRODUCTION**

This report provides an overview of the progress of the Boonslick Regional Planning Commission's Economic Development District Program toward accomplishing the goals set out in the District's *Comprehensive Economic Development Strategy* (CEDS) for the period from July 1, 2010 through June 30, 2011. The Boonslick Regional Planning Commission (EDD) encompasses the counties of Lincoln, Montgomery, and Warren in east-central Missouri. The information contained in this report is organized according to the Scope of Work for EDA Investment No. 05-83-04990 awarded to the Boonslick Regional Planning Commission.

### **COMPLIANCE WITH EDA REQUIREMENTS**

The Commission's staff continues to work throughout the year toward the accomplishment of the goals and objectives set out by the CEDS Committee. The District's Government Performance Review Act Report was updated and submitted to EDA. In compliance with the contract for Project No. 05-83-04990, the Economic Development Representative was notified of all plant closures in the Region in a timely manner.

No major plant closures have occurred within the region this past year, although there have been small plant closures, minor labor force reductions, temporary layoffs and high unemployment remains in the region. Tyson has announced an anticipated closure of their distribution facility in Montgomery City for summer 2011.

## CEDS STRATEGIES

### *Vision Statement*

*The Boonslick Regional Planning Commission envisions a regional comprehensive economic development strategy that emphasizes cooperation over competition, supports existing businesses and encourages development of new technologies. This will be accomplished by strengthening local government capacity for planning and management resulting in greater opportunities for meaningful employment and improved quality of life.*

## ECONOMIC CONDITIONS

The economic conditions within the Boonslick Region continued to decline during the past year. The most noticeable change in the economic condition is a decline in the residential construction sector, construction related jobs, and manufacturing jobs. The decline in residential building is a result of two primary issues: the failures of the sub-prime mortgage industry, and excess housing capacity in nearby regions. Secondary economic changes resulting from these two factors are an increase in unemployment and a decrease in sales tax revenues to fuel local governments. As can be seen in the table and graph below the region has experienced a sharp decline in taxable sale and the resultant sales tax revenues that are used to support local governments. Sales tax revenues have fallen lower than they have been in the past decade.

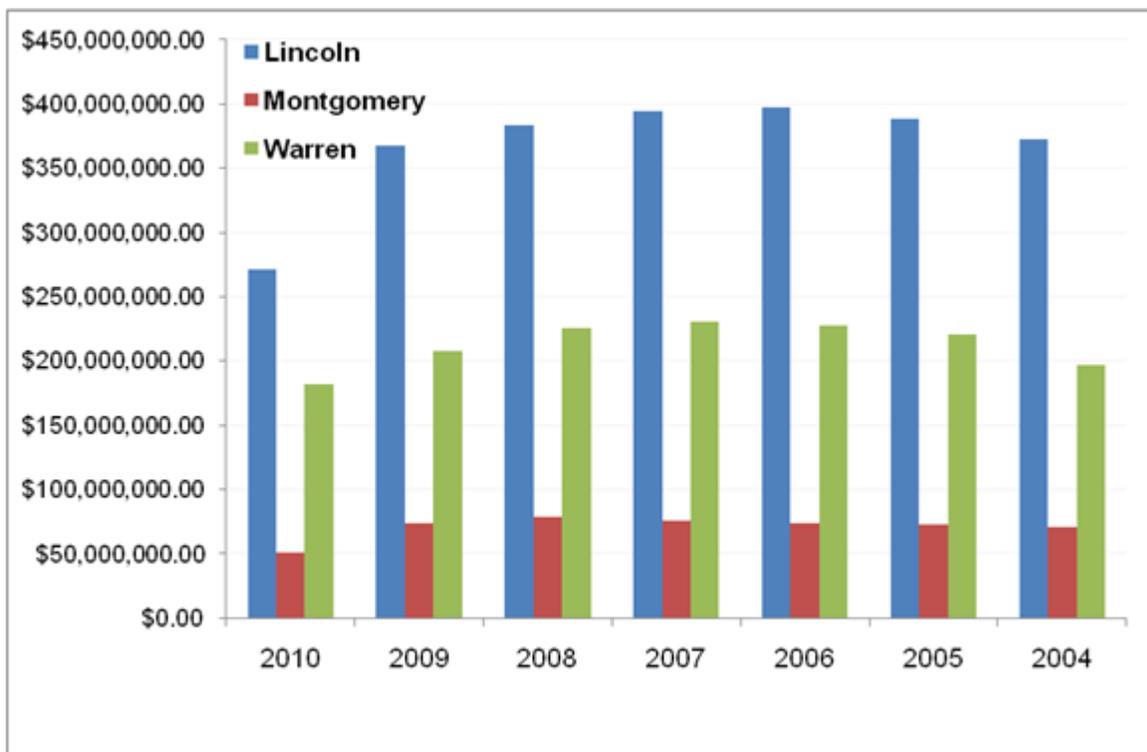
**Taxable Sales in the Region (\$)**

Place	2010	2009	2008	2004	2000
Lincoln	271,730,609.83	368,027,282.44	382,976,696.79	372,501,609.23	288,384,108.70
Elsberry	14,254,412.62	13,514,974.67	13,704,310.41	13,634,202.70	13,573,582.48
Foley	683,631.99	827,594.67	988,909.60	1,358,628.06	1,214,552.70
Hawk Point	4,759,065.00	4,578,800.22	5,146,463.47	3,204,865.38	3,121,377.01
Moscow Mills	21,227,533.77	21,464,873.74	23,043,893.31	27,822,054.30	19,732,091.29
Old Monroe	3,238,474.30	3,186,169.24	3,261,251.43	3,218,380.58	2,995,903.11
Silex	4,708,122.19	3,482,626.92	3,132,645.19	3,709,576.28	
Troy	207,777,988.65	211,649,839.96	215,367,161.48	202,162,861.54	177,132,368.76
Truxton	127,935.53	105,638.30	113,727.84	94,188.10	79,623.62
Winfield	14,953,445.78	15,185,513.12	15,069,604.54	7,913,846.73	3,429,807.78
Montgomery	50,904,703.38	73,450,365.11	78,380,387.20	70,245,371.98	64,752,549.51
Bellflower	1,089,489.48	1,109,639.55	1,144,797.64	1,026,954.76	998,712.59
High Hill	716,863.99	722,262.63	891,821.80	583,470.16	788,046.81

Jonesburg	5,778,275.44	5,251,689.73	6,120,906.33	5,437,367.49	6,808,960.54
Middletown	1,389,040.04	1,348,913.95	1,404,116.65	1,174,156.92	996,824.49
Montgomery	27,931,164.54	26,340,069.11	27,499,960.46	28,077,060.79	26,487,579.44
New Florence	8,854,688.34	8,495,998.29	8,757,995.28	9,274,676.77	7,432,865.71
Rhineland	1,142,846.82	1,047,784.99	869,173.55	652,172.11	709,761.07
Wellsville	4,002,334.73	4,725,533.96	4,853,675.44	5,386,515.98	5,862,765.27
Warren	182,152,493.97	207,491,965.56	225,993,921.58	196,657,993.76	169,926,920.95
Innsbrook	2,339,483.60	2,220,348.06	2,703,192.29	2,468,798.75	3,622,069.36
Marthasville	8,162,336.87	6,163,600.05	7,105,085.83	6,633,189.73	4,321,653.12
Truesdale	8,729,127.91	8,422,812.21	13,120,837.03	9,232,386.60	6,259,059.78
Warrenton	134,795,556.68	137,523,531.99	141,930,136.76	121,683,261.95	111,806,976.19
Wright City	27,035,619.65	24,005,816.89	25,572,539.85	21,058,680.43	14,891,268.25
Dutzow	661,006.42	602,587.52	633,414.97	597,432.58	621,338.67
Treloar	429,362.84	481,156.33	460,533.50	275,205.43	383,166.34

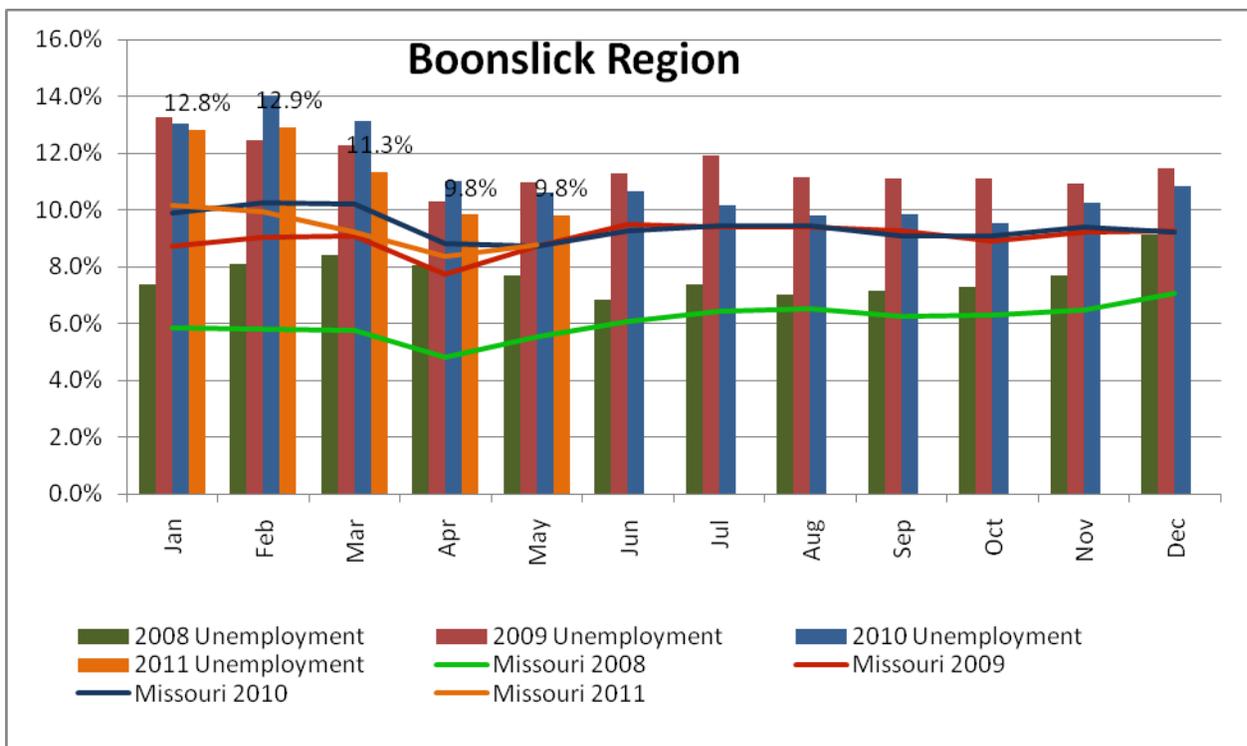
Source: Missouri Department of Revenue

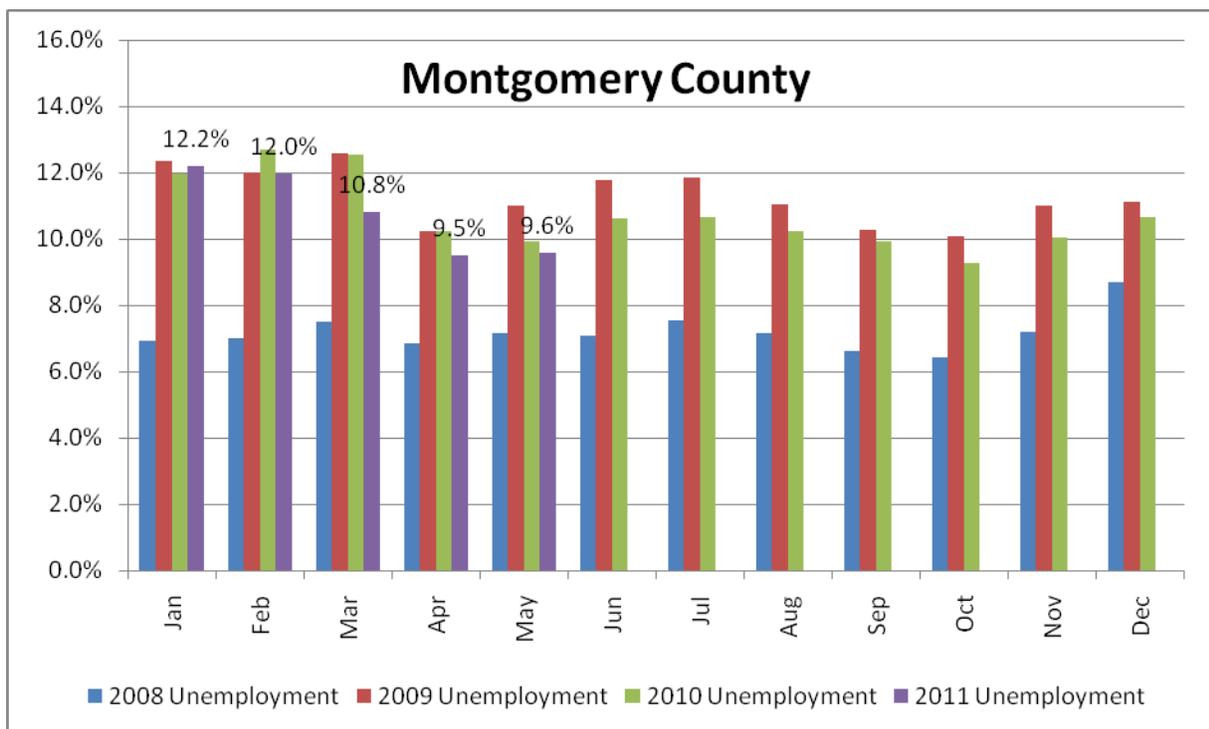
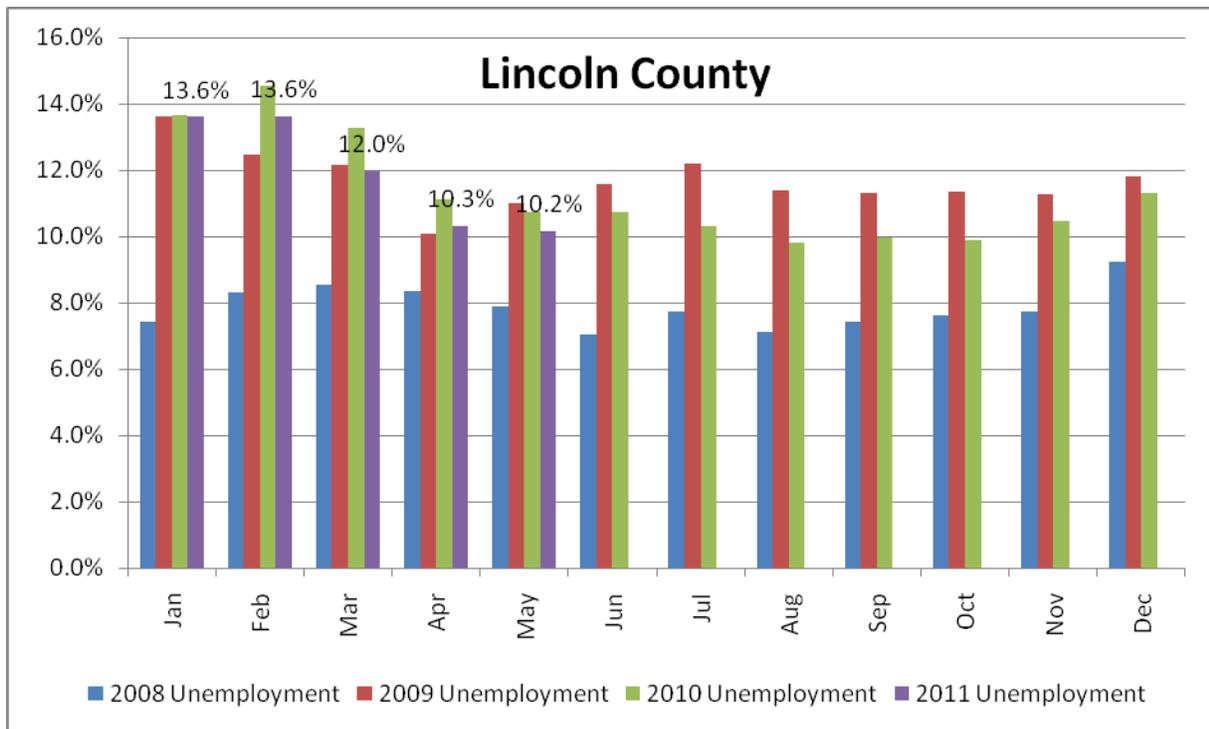
**Taxable Sales (2004-2010)**

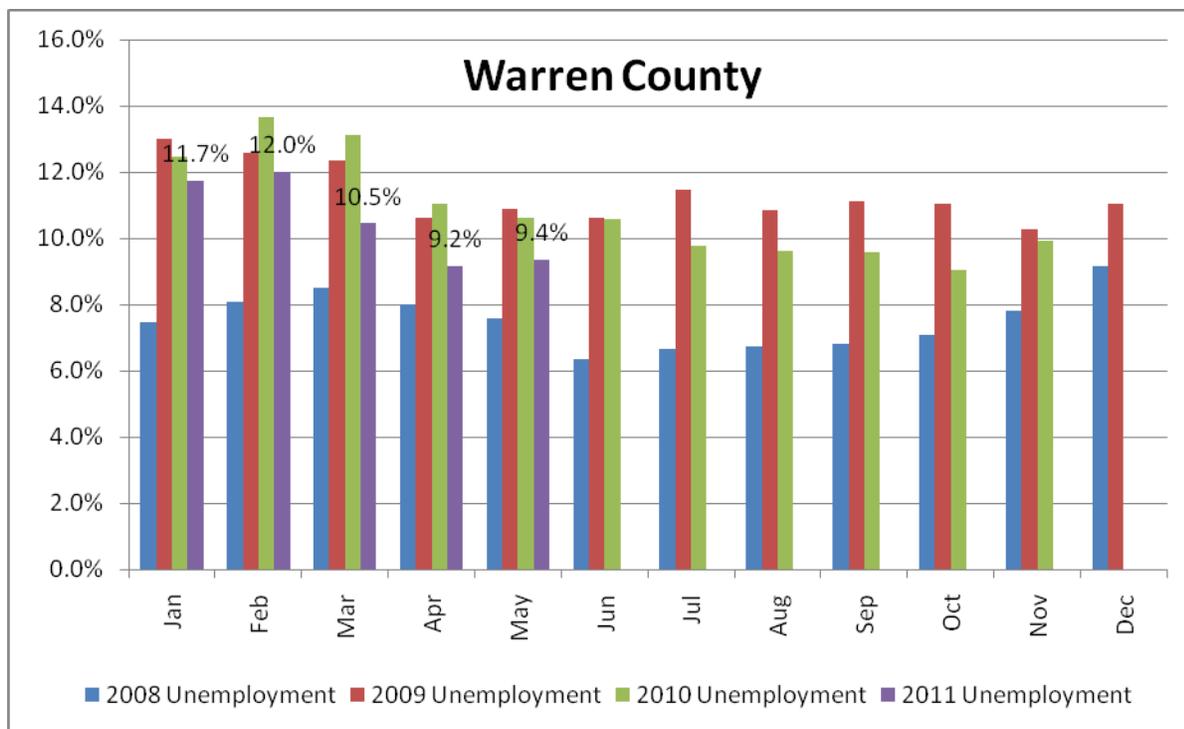


The failure of the sub-prime mortgage industry has impacted the region and foreclosures have been frequent, but not excessive. The impact has instead been a reduction in new home

construction because of an excess in speculative housing to the east of the region. The surplus has caused those builders to offer additional incentives and price reductions to move this inventory. These incentives are reducing the cost-advantage of the region. Additionally, the efforts to move homes to the east have caused builders to slow down speculative building. The reduction in new home construction has elevated the seasonal unemployment rates for the region as indicated in the tables below. The region has seen their unemployment range during 2008 to present, from a low of 6.4% in Montgomery County to a high of 13.6% in Lincoln County. The region’s unemployment still remains 1.5 to 2.0% above the State average. The unemployment decreased nominally in 2010, but still remains at historically high levels. Efforts to create new employment opportunities and workforce training continue to be an organizational priority.



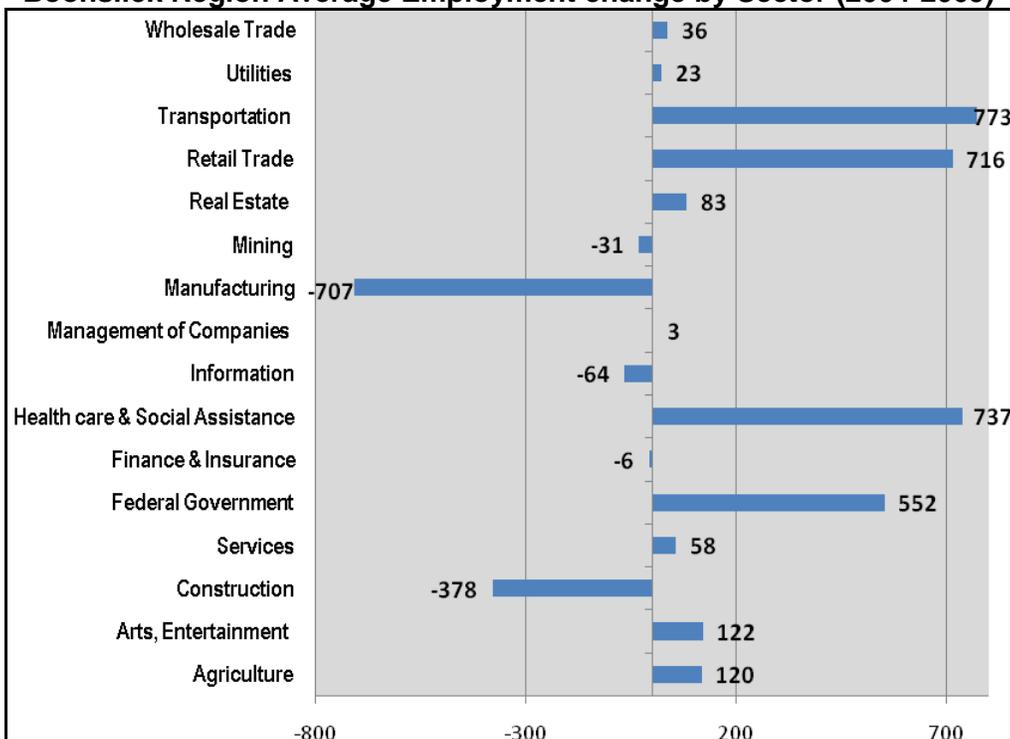




The cost of fuel is also impacting the economy of the Boonslick Region. The cost of fuel is impacting the transportation industry sector and the commuting patterns of the residents in the region. The region is strategically located along primary shipping corridors; namely, Interstate 70 and US Highway 61 and the high cost of transportation is impacting all facets of the region's economy. The cost of fuel is also impacting the residents that commute outside the region for employment. Currently 55% of the region's labor force leaves their county of residence for employment. Increased cost of transportation is decreasing disposable income. The region has also seen a 5% decline in sales tax revenues during the past year. This decline will impact the ability of communities to deliver services.

Furthermore, the reduction in the sales of consumer goods is having an impact on local manufacturing interest with noticeable declines in the manufacturing and manufacturing support sectors.

**Boonslick Region Average Employment change by Sector (2004-2009)**



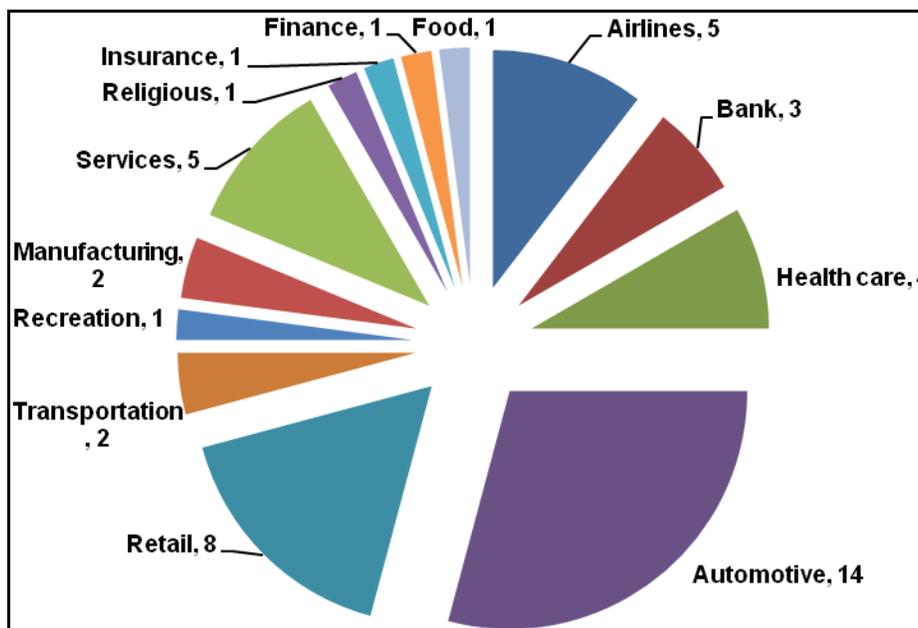
Taking into consideration the total percentage (55) of people who commute to work to other counties, a detailed table with total number of employees who lost the jobs either by “closure” or “lay-off” is shown below.

**Total Number of Employees who Lost their Jobs**

	'04-'05	'05-'06	'06-'07	'07-'08	'08-'09	'09-'10
<b>Missouri</b>	5,829	8,687	8,189	7,954	8,294	4,101
<b>Boonslick &amp; Surrounding Areas</b>	3,342 (43%)	5,866 (32%)	3,948 (52%)	4,567(42%)	2,629(68%)	1,882 (45.85%)

*Surrounding areas 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

**Business Closure by Economic Sector 2004-2009**

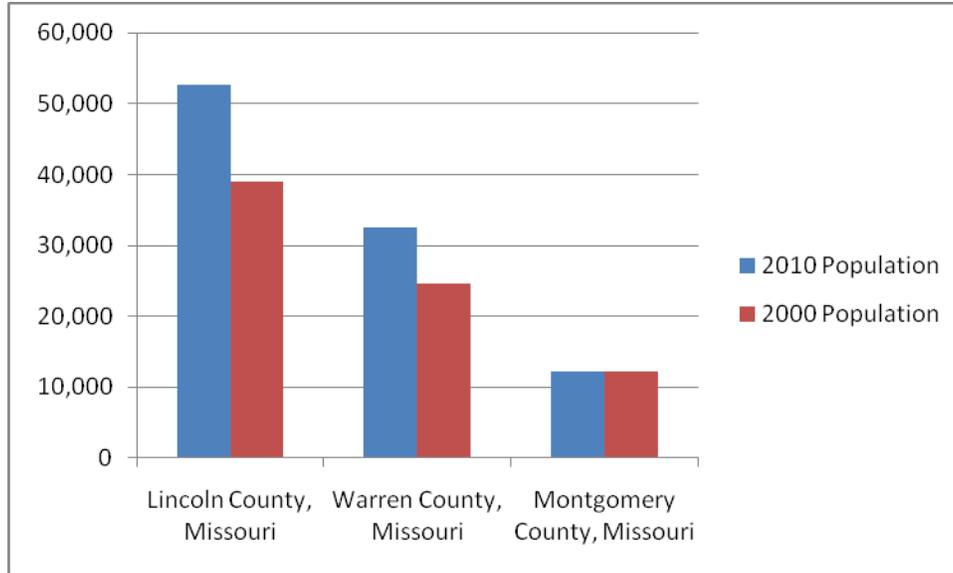


Escalating the economic decline the region experienced substantial flooding and natural disaster during 2008. All three counties in the region received federal disaster declarations. Lincoln County was the hardest hit county in the region. During the Floods of 2008 all seven levees protecting Lincoln County and its communities and citizens from the Mississippi River failed causing widespread flooding. This flooding impacted community operations, business activities, transportation sectors, and residential life. The estimated damage in Lincoln County alone was in excess of \$100 million. Long term disaster recovery efforts are still underway in the region.

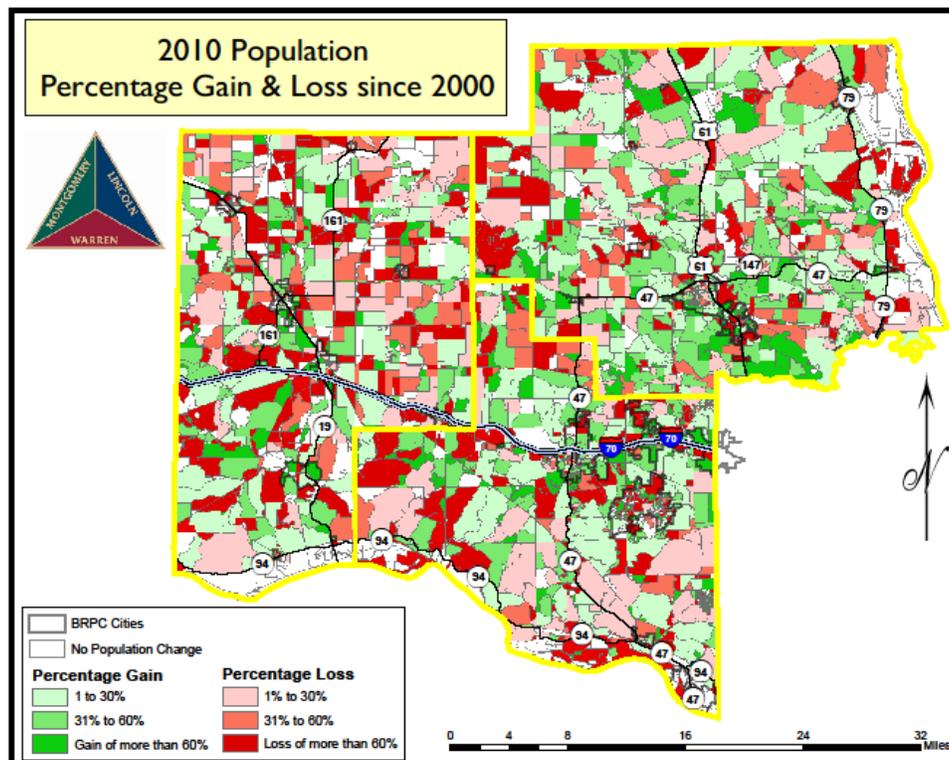
In contrast to the economic growth, the region is still seeing modest gains in its population. The 2010 Census data show the region's growth overall is 0.7% over the past year and 29% since the 2000 Census. Lincoln and Warren County remain two of the three fastest growing counties in the State of Missouri. Montgomery County shows relatively stagnant growth during the 2000 to 2010 decade. Most of the growth within the region occurred during the years 2000 to 2007, with a notable decrease in the growth during the economic downturn beginning in 2008. A summary of the region's population growth is detailed in tables below.

**Boonslick Region Population Change 2000-2010**

<b>Areaname</b>	<b>2010 Population</b>	<b>2000 Population</b>	<b>Population Change 2000- 2010</b>	<b>Percent Change</b>
<b>Lincoln County, Missouri</b>	<b>52,566</b>	<b>38,944</b>	13,622	35%
<b>Warren County, Missouri</b>	<b>32,513</b>	<b>24,525</b>	7,988	33%
<b>Montgomery County, Missouri</b>	<b>12,236</b>	<b>12,136</b>	100	1%
<b>Regional Total</b>	<b>97,315</b>	<b>75,605</b>	<b>21,710</b>	<b>29%</b>
Troy city, Missouri	10,540	6,776	3,764	56%
Warrenton city, Missouri	7,880	5,316	2,564	48%
Wright City city, Missouri	3,119	1,646	1,473	89%
Montgomery City city, Missouri	2,834	2,446	388	16%
Moscow Mills city, Missouri	2,509	1,749	760	43%
Elsberry city, Missouri	1,934	2,047	-113	-6%
Winfield city, Missouri	1,404	723	681	94%
Wellsville city, Missouri	1,217	1,423	-206	-14%
Marthasville city, Missouri	1,136	837	299	36%
New Florence city, Missouri	769	775	-6	-1%
Jonesburg city, Missouri	768	699	69	10%
Truesdale city, Missouri	732	397	335	84%
Hawk Point city, Missouri	669	479	190	40%
Innsbrook village, Missouri	552	472	80	17%
Bellflower city, Missouri	393	427	-34	-8%
Old Monroe city, Missouri	265	250	15	6%
High Hill city, Missouri	195	231	-36	-16%
Silex village, Missouri	187	206	-19	-9%
Middletown town, Missouri	167	199	-32	-16%
Fountain N' Lakes village, Missouri	165	129	36	28%
Foley city, Missouri	161	178	-17	-10%
Rhineland town, Missouri	142	176	-34	-19%
Chain of Rocks village, Missouri	93	91	2	2%
Truxton village, Missouri	91	96	-5	-5%
Whiteside village, Missouri	75	67	8	12%
McKittrick town, Missouri	61	72	-11	-15%
Pendleton village, Missouri	43	52	-9	-17%



Growth in the region is centered around the region's incorporated communities. Migration in to the cities and towns and away from the family farms continues to define the region's growth patterns. Development is most evident in areas where public utilities are present. Water and sewer infrastructure continues to be a significant factor that drives growth and development and therefore, continues to be a priority of the organization.



## FORECLOSURE

The national foreclosure rate dropped an annualized 2% in the month of April. This 2% decrease represents the first time that foreclosure rates have declined in 5 years (RealtyTrac). Foreclosure rate for Missouri is 0.136 percent with 3,635 properties foreclosed in April 2010. The total number of properties foreclosed in 2010 for Missouri are 13,023. For Montgomery County, out of 60 homes for sale, 2 are foreclosures. For Lincoln County, out of 408 homes for sale, 26 are foreclosures. For Warren County, out of 222 homes for sale, 13 are foreclosures (RealtyTrac).

## ADJUSTMENTS

In light of the economic challenges within the region; regional leaders are placing additional emphasis on the retention of existing business. The leaders are still working to attract new business and employment opportunities to the region; but are making special efforts to accommodate the needs of existing businesses and to preserve the jobs that are currently available within the region. Leaders are shifting their focus to enhancing workforce skills through improved access to post-secondary education and training facilities. This strategy will position the region to respond to the changing employment climate and the increased activities related to green jobs and emerging technologies.

## BRPC Governing Board

Government Representatives		
Name	Entity	Position
Ryan Poston	Montgomery County Commission	Presiding Commissioner
Jim Mayes	Lincoln County Commission	Associate Commissioner
Dan Colbert	Lincoln County Commission	Presiding Commissioner
Dan Hampson	Warren County Commission	Associate Commissioner
Rich Daniels	Montgomery County Commission	Associate Commissioner
Floyd Weeks	City of High Hill	Mayor
Greg Costello	City of Warrenton	Mayor
Murray Bruer	City of Truesdale	Mayor
Chris McCormick	Village of Innsbrook	Village Administrator
Howard Steele	City of Wellsville	Mayor
Michael Padella	City of Old Monroe	Mayor
Andy Teschendorf	City of Moscow Mills	Mayor
Larry Cudney	City of Winfield	Mayor
Wayne Chandler	City of Middletown	Mayor
John Burroughs	City of New Florence	Mayor

Bob Hennebrey	City of Hawk Point	Mayor
Ken Jaspering	City of Foley	Mayor
Janet Baker	City of Silex	Mayor
Mary Faatz	Village of Fountain N Lakes	Chairman
Royce Hunter	Village of Truxton	Chairman
Al Kilpatrick	Village of Pendleton	Chairman
Mike Struttman	Village of McKittrick	Chairman
Richard Korasick	City of Elsberry	Mayor

<b>Non-Government Representatives</b>			
<b>Name</b>	<b>Entity</b>	<b>Position</b>	<b>PSR</b>
Mark Cross	Imo's Pizza-Troy	Owner	✓
Matt Bass	Krumbly Burger	Owner	✓
Arden Engelage	Farmer	Owner	✓
Hubie Kluesener	Farmer	Owner	✓
John Noltensmsyer	Rhine Valley Produce	Owner	✓
Brian Ostmann	Ostmann Foreign Autos	Owner	✓
Jeff Porter	State Farm Insurance Agency	Owner	✓
Karen Girondo	Wright City Chamber of Commerce	Director	
Robert Sellenreik	Sellenreik Construction	Owner	✓
		Director of Missouri	✓
Dale Verges	Sanborn Mapping	Division	
Dennis Roettger	Roettger Bros. Concrete	Owner	✓
		Director of Eastern	
Eloise Slaughter	St. Joachim and Ann Care Service	Missouri Field Office	

<b>Board Summary</b>			
Total Members			35
Government	66%		23
Non-Government	34%		12
Private Sector Representative	29%		10

## **BRPC CEDS COMMITTEE MEMBERS**

<b>Private Sector Representative</b>		
<b>Name</b>	<b>Entity</b>	<b>Position</b>
Charla Whalen-Mueller	Witte Bros. Trucking	Director of Operations
Herb Homeyer	Homeyer Tool & Die	President
Mark Cross	Imo's Pizza-Troy	Owner
Kevin Hurd	Cuivre River Electric	Local Government Program Director
Larry Shroth	Ameren UE	Wentzville District Manager
John I Wilson	Wilson Farms	Owner
Casey Vehige	Bank of Old Monroe	Vice-President
Earl Burton	New York Life	Owner

Peggy Rodgers	First State Community Bank	Branch Manager
Josh Beck	Community EDGE LLC	Owner
Tom Brune	United Autoworkers	Foreman
David Peters	David Peters Trucking	Owner
Charlie Day	Day Cattle Brokers	Owner
Bart Korman	Lewis-Bade Engineering	Montgomery County Surveyor

<b>Representatives of Other Economic Interest</b>		
<b>Name</b>	<b>Entity</b>	<b>Position</b>
Dean Larkin	University Extension and Outreach	County Program Director
Kelly Hardcastle	Lincoln County Services	Economic Development Director
Kerry Klump	Troy Area Chamber of Commerce	Director
Michelle Schluenther	Warrenton Economic Development	Economic Development Director
Heather Dawson	United Way	Community Outreach Coordinator
Sheri Bilderbeck	Homebuilders Association	Community Outreach Coordinator
Kim Weber	East Central College	Career Services Director
Mark Fuqua	NEMO Workforce Investment Board	Director
Carla Potts	Northeast Community Action Corp.	Housing Program Director
Dr. John Long	Warren County R-III Schools/Lindenwood University	Superintendent

<b>CEDS Committee Summary</b>		
Total Members		24
Private Sector Reps	58%	14
Other Economic Interests	42%	10

**BRPC Local Government Staff Listing**

<b>Position</b>	<b>Title</b>
Steve W. Etcher	Executive Director
Steve Brune	Assistant Director
Jane Cale	Office Manager
Christopher Michael	Planner
Chuck Eichmeyer	Program Coordinator
Jay Gourley	Program Coordinator
Krishna Kunapareddy	Planner
Kim Meyer	Fiscal Officer
Lisa Devenport	Clerical
Mark Cunningham	Planner

## Report on Activities

### A. Promote regional prosperity.

- 1. Staff will work with local businesses, economic development organizations, and units of government to promote opportunities for business expansion. Activities may include, but not be limited to; development of industrial parks, expansion of infrastructure capacity to support job growth, recruitment and attraction activities, and working on business retention strategies.**

Accomplishments: Staff attends and facilitates monthly meetings of the East-Central Missouri Development Association to develop marketing plans on a regional basis, review business expansion activities, and discuss recruitment and site selection inquiries.

Staff provides support to the Warrenton Industrial Development Authority, Montgomery City Growth Incorporated, Wright City Economic Development Director, Troy Chamber of Commerce and Lincoln County Industrial Development Authority to respond to business leads for new and expanding businesses.

Activities include developing site inventories, review labor demand and availability, assembling incentives package, and assisting with project and infrastructure financing.

Staff is working on grant applications with the Missouri Department of Economic Development to fund infrastructure improvements and expansion to support new and expanding businesses in Jonesburg, Wellsville, and Montgomery City.

Staff completed an Economic Development Strategy for Lincoln County. A copy is available on our website.

Staff completed a strategic plan for the Eastern Lincoln County Development Organization to support and promote the communities along the Mississippi River. A copy of this plan is available on our website.

Staff completed a "Green Jobs Report" for northeast Missouri. This analysis was completed on behalf of the Northeast Missouri Workforce Investment Board to look at the green jobs opportunities within the region. A copy of this report is available on our website.

Staff works with the Missouri Partnership to implement business recruitment strategies and promote the region.

Staff is working with a local taskforce to create a post-secondary facility within the region to address the training needs of the workforce. In addition staff is working with a national initiative called GAP1 (Graduate America Priority #1), which is designed to increase the number of Americans with a college degree, and to meet the workforce requirements of the future employment demands.

Staff has provided assistance to residents of the region under the Workforce Investment Act (WIA) programs. Assistance includes assisting with job search activities, funding training and work experience activities, and providing career counseling.

Deliverables: The activities described above have supported the creation of 90 new jobs within the region. Additionally, the region has secured \$9.7 million in grant funds to assist with

infrastructure expansion. The organization has also provided assistance to more than 4,100 residents seeking assistance through the WIA programs.

Difficulties: The primary challenges that the region is facing are the lack of business expansion opportunities due to the current economic conditions and the increasing cost of materials and declining grant resources to maintain and expand public infrastructure. In addition, limited funding in the Workforce Investment Act are insufficient to address the growing needs of the unemployed and underemployed in the regional workforce. Resources at the community level are also very limited to allocate to planning and economic development efforts.

**2. *Work with area business and financial institutions to identify and provide financing opportunities for new and expanding businesses. Activities may include assisting entrepreneurs with business, marketing and financing plans, referrals to the area Small Business Development Center, and assisting with loan and grant applications.***

Accomplishments: Staff has submitted applications for infrastructure funding to support business growth and retention in Jonesburg, Wellsville and Montgomery City.

Staff works with local banks, chambers of commerce, economic development groups and businesses to identify funding needs to facilitate business expansion and job creation.

Staff has assisted 3 companies through our revolving loan fund portfolio.

Deliverables: Staff has submitted 3 CDBG applications to the Missouri Department of Economic Development.

Difficulties: The limitation of local, state and federal resources for assisting business growth with infrastructure needs is impeding aggressive growth strategies. The access to capital for business growth and expansion is stymieing the economic recovery. Business growth and job creation is impaired by the limits to access to capital.

**3. *Develop training programs and opportunities to develop workforce skills for in demand occupations, green jobs, and emerging technology companies. Specifically the activities will focus on coordinating economic and workforce development activities.***

Accomplishments: Staff completed a “green jobs” assessment of Northeast Missouri in cooperation with the Northeast Missouri Workforce Investment Board.

Staff is working with a local taskforce to create a post-secondary facility within the region to address the training needs of the workforce.

Staff is working with a national initiative called GAP1 (Graduate America Priority #1), which is designed to increase the number of Americans with a college degree, and to meet the workforce requirements of the future employment demands.

Staff has provided assistance to residents of the region under the Workforce Investment Act (WIA) programs. Assistance includes assisting with job search activities, funding training and work experience activities, and providing career counseling.

Deliverables: Staff has published a “Green Jobs Report” for Northeast Missouri. Staff has developed a white paper on opportunities to enhance workforce development programs and align these programs with business needs and labor pool demands.

---

Difficulties: No difficulties were encountered.

4. ***Staff will continue to work with the East Central Missouri Development Organization, which is the association of the region's economic developers, to collaboratively market the region.***

Accomplishments: Staff attends and facilitates monthly meetings of the East-Central Missouri Development Association to develop marketing plans on a regional basis, review business expansion activities, and discuss recruitment and site selection inquiries.

Staff provides support to the Warrenton Industrial Development Authority, Montgomery City Growth Incorporated, Wright City Economic Development Director, Troy Chamber of Commerce and Lincoln County Industrial Development Authority to respond to business leads for new and expanding businesses.

Staff continues to work with local communities and economic development professionals to compile a complete inventory of available land and buildings. The inventory is maintained in a statewide database called Missouri Location One.

Deliverables: Staff has assisted in maintaining the region's inventory of available land and buildings on Missouri Location One.

Difficulties: The number of companies that are looking to expand to this region have slowed down because of current economic condition of the region.

## **B. Plan for regional development.**

1. ***Staff will work with local communities and leaders to plan for the orderly development of the region's communities and infrastructure to support economic expansion opportunities.***

Accomplishments: Staff provides technical assistance to communities regarding community development and land use planning, GIS services, infrastructure planning and financing, and other issues that impact the growth and development of the communities.

Staff promoted and delivered services to provide for the orderly growth of the region.

Deliverables: Staff completed an economic development strategy for the communities in Eastern Lincoln County.

Staff completed the Lincoln County Economic Development Strategy.

Staff drafted the Comprehensive Plan for the City of Troy.

Staff provided GIS support for the City of Old Monroe Comprehensive Plan.

Staff is assisting the City of Silex in the community relocation project.

Difficulties: Funding for general planning activities is constrained due to the declining tax revenues resulting from the economic downturn in the region.

2. ***Staff will assist the 26 member communities and area not-for profit organizations with grant applications and infrastructure development plans.***

Accomplishments: Staff works all of our communities to identify community needs and to develop grant applications, financing proposals and development plans.

---

Staff meets regularly with each City and County in the region to identify needs and opportunities to provide services.

Staff assisted numerous not-for-profit organizations identify funding for important local community and regional projects.

Deliverables: Staff has prepared and submitted 13 grant applications for our communities this past year.

Staff has prepared and submitted 5 grant applications on behalf of local not-for-profit organizations.

Difficulties: The declining amount of state and federal grant resources and programs are limiting the opportunities to secure financing for critical community projects.

**3. Staff will work with local communities, banks, and developers to implement strategies to combat the economic downturn caused by the housing foreclosure crisis in the region.**

Accomplishments: Staff has acquired 20 homes through the Neighborhood Stabilization Program to slow the decline of housing values resulting from the high foreclosure rates.

Staff is working with the State and local banks to develop and deliver credit repair programs so residents can qualify for a mortgage to purchase homes within the region.

Deliverables: Staff has made presentations on the housing crisis in the region and the available programs to help potential homeowners qualify for mortgages.

Difficulties: The lack of available credit is limiting the opportunities to restart the housing construction market in the region. Excessive housing inventories continue to drive housing values down.

**4. Staff will continue to research and notify local communities, not-for profit organizations, and businesses with state and federal funding opportunities for community and economic development projects.**

Accomplishments: Staff has prepared notices to inform communities of available funding opportunities.

Staff has redeveloped the organization's website and uses this medium to inform communities of opportunities and projects.

Deliverables: Staff has prepared and submitted 13 grant applications for our communities this past year.

Staff has prepared and submitted 5 grant applications on behalf of local not-for-profit organizations.

Staff "launched" our new website, [www.boonslick.org](http://www.boonslick.org) in January.

Difficulties: The declining amount of state and federal grant resources and programs are limiting the opportunities to secure financing for critical community projects.

**5. Staff liaisons will meet quarterly with each community to identify development and financing needs and potential grant projects.**

---

Accomplishments: Staff works all of our communities to identify community needs and to develop grant applications, financing proposals and development plans.

Staff meets regularly with each City and County in the region to identify needs and opportunities to provide services.

Deliverables: Staff has assisted attended 93 city council meetings, and 32 meeting of the County Commission this past year.

The organization convened four meetings of the general membership of the Boonslick Regional Planning Commission this past year.

Difficulties: No difficulties encountered at this point.

### **C. Preserve regional quality of life.**

#### **1. Staff will work with local agricultural producers to identify opportunities for value added manufacturing for the region's natural resources.**

Accomplishments: Staff continues to evaluate opportunities for value added agriculture in the region.

Deliverables: Staff made two presentations to local business and agricultural producers on the opportunities for value added agriculture.

Difficulties: No difficulties encountered at this point.

#### **2. Staff will facilitate and work with local community leaders and post-secondary education facilities to increase access to post-secondary educational opportunities within the region.**

Accomplishments: Staff is working with a local taskforce to create a post-secondary facility within the region to address the training needs of the workforce. In addition staff is working with a national initiative called GAP1 (Graduate America Priority #1), which is designed to increase the number of Americans with a college degree, and to meet the workforce requirements of the future employment demands.

Deliverables: A two-year community college and four year university has agreed to establish an extension campus in the region.

Difficulties: No difficulties encountered at this point.

#### **3. Staff will assist communities address critical issues for preserving water quality through wastewater improvements and stormwater control measures**

Accomplishments: Staff is working on a statewide watershed assessment of small community wastewater systems.

Deliverables: Staff has prepared a report, under funding by EPA 604(b) program to identify and prioritize wastewater improvements in Missouri's watersheds. A draft final report is available on the organizational website.

Difficulties: No difficulties encountered at this point.

#### **4. Staff will work with regulatory agencies and communities to address issues related to the Clean Air Act and the new ozone attainment boundaries limitations.**

---

Accomplishments: Staff continuously monitors activities, policies, and regulations related to air quality in the region. Staff attends meeting with Department of Natural Resources on air quality.

Deliverables: Lincoln County has been recommended for inclusion in the air quality non-attainment area. Warren and Montgomery counties are presently included in the non-attainment areas.

Difficulties: The challenge is trying to understand and interpret the changing federal regulations regarding air quality and communicating this to community and business leaders.

**5. *Staff will monitor alternative energy development and energy conservation activities within the region.***

Accomplishments: Staff is assisting area homeowner with energy conservation retrofits with funding provided by the Energize Missouri Homes program.

Deliverables: Staff has issued more than \$420,000 in rebates to eligible homeowners for energy conservation improvements.

Difficulties: No difficulties encountered at this point.

**D. Provide organizational support services to the region.**

**1. *Staff will continue to gather, analyze and distribute census data and population projections to the constituents of the region. Staff will provide trend data to the general membership on a quarterly basis.***

Accomplishments: The organization continues to maintain its designation as a census data affiliate and is the repository for census data within the region. Staff made 5 presentations this past year on population data and change within the region. Staff is working with communities on redistricting following the release of the 2010 Census data.

Deliverables: Five presentations were made to community organizations during the past year. Numerous reports and graphs were developed to illustrate the regional demographic changes.

Difficulties: No difficulties experienced on this activity

**2. *Staff will assist local governments and organizations prepare grant applications and financing packages to fund community improvements to support community and economic vitality. Staff anticipates submitting 20 applications during the coming year for more than \$10 million of public investment.***

Accomplishments: Staff has prepared and submitted 13 grant applications for our communities this past year.

Staff has prepared and submitted 5 grant applications on behalf of local not-for-profit organizations.

Deliverables: Staff has received \$9.7 million in grant funds to support local and community projects.

Difficulties: The declining amount of state and federal grant resources and programs are limiting the opportunities to secure financing for critical community projects.

- 3. *Distribute information to the region announcing funding opportunities, training opportunities, and policy changes and development. Staff will provide correspondence on an as needed basis, but at least quarterly.***

Accomplishments: Staff meets regularly with each City and County in the region to identify needs and opportunities to provide services.

Deliverables: Staff has assisted attended 93 city council meetings, and 32 meeting of the County Commission this past year.

The organization convened four meetings of the general membership of the Boonslick Regional Planning Commission this past year.

Staff prepared period “briefs” to communicate timely information to our local communities.

Difficulties: No difficulties encountered at this point.

- 4. *Staff will continue to attend national, statewide, regional, and local meetings to assist communities and organizations and develop professional capacity of the organization.***

Accomplishments: Staff continues to be actively engaged in local, state and national organizations to enhance the professional capacity of the organization. Staff is active in ECMODEV, MEDC, APA, NADO, MACOG, and Missouri GIS Advisory Committee.

Deliverables: Enhanced organizational capacity.

Difficulties: No difficulties experienced on this activity.

## **Evaluate:**

The BRPC Board of Directors, CEDS Committee and staff provide ongoing evaluation of the organizations goals and strategies throughout the year. A presentation of the organization’s activities is made at the regularly scheduled meetings. The organization has been successful in implementation of the CEDS and continues to pursue the goals of our CEDS. The organization, through its Board of Directors, CEDS Committee, RLF Committee, and taskforces encourages and solicits community and private participation.

Overall, the Board of Directors surmises that the organization is performing at an exemplarily level and is above average in comparison to its peer organizations in the State.

The evaluation of the past years performance shows the organization was successful in obtaining needed funds for projects within the region and the region is above average in their grant funding

success rate. The evaluation shows the region is responsive and timely in responding to local development needs.

The organization has excelled at maintaining staff capacity to address the complex challenges facing the region and the staff is properly trained.

The organization has been successful this past year in assisting local communities and economic development professionals create and retain employment opportunities in the region.

**Schedule:**

The organization works daily on the implementation of the CEDS. The following tables, presented in the 2009 Comprehensive Economic Development Strategy for the Boonslick Region, outline the timeframes for implementation of the CEDS.

<b>GOAL 1: PROMOTE REGIONAL PROSPERITY</b>			
<b>Strategy/Action Item</b>	<b>Partners/Responsible Agency</b>	<b>Potential Funding Sources</b>	<b>Planning Horizon</b>
Survey existing businesses and industries to determine expansion plans and projected employment and training needs. Acquaint managers with available assistance programs.	BRPC ECMODEV	DED DOL	Ongoing
Actively work to make available local, state and federal resources for business expansion/retention programs in the region.	BRPC	DED EDA	Short term
Develop local capacity to assist new and existing business efforts with infrastructure improvement, telecommunications and emerging technologies, construction, fixed assets and working capital financing.	BRPC	EDA DED Local Governments	Ongoing
Promote the use of local and state financing tools to assist in attraction of prospective employers and expansion of existing businesses.	BRPC	EDA DED	Long term
Develop and utilize financial, management and training assistance programs available through small business development centers, community colleges, and public and private resources.	BRPC ECMODEV	EDA SBDC Chambers of Commerce	Long term
Create a venture capital clearinghouse for local growth businesses and venture capital sources.	RLF COMMITTEE	VC firms	Long term
Promote entrepreneurship and small business start-up by providing technical and information resources, and assist higher education institutions to create and implement concepts for entrepreneurial and research and development programs.	BRPC ECMODEV CHAMBERS OF COMMERCE	EDA SDBC DED	Ongoing
Focus recruitment, expansion and retention efforts on growing value-added industries that pay at or above the national average wage, with special attention on targeted industry clusters.	BRPC ECMODEV	DED EDA WIA	Ongoing
Market assistance programs for new and existing business.	BRPC Missouri Partnership	DED EDA	Ongoing

<b>GOAL 1: PROMOTE REGIONAL PROSPERITY</b>			
<b>Strategy/Action Item</b>	<b>Partners/Responsible Agency</b>	<b>Potential Funding Sources</b>	<b>Planning Horizon</b>
Develop and market large-scale regional industrial parks and regional business/technology parks.	BRPC Local governments Local IDA Chambers of Commerce	DED EDA IDA	Long term
Recruit industries that offer better-paying jobs and require higher-skilled workers.	BRPC ECMODEV Missouri Partnership	DED	Short term
Involve private organizations and individuals in devising and implementing economic development strategies.	CEDS COMMITTEE BRPC	EDA Local Government	Ongoing
Assist regional leaders involved in economic development in accessing workforce information and in the design of effective programs.	BRPC Workforce Investment Board	EDA WIB	Short term
Establish a communication network, involving the regular exchange of information and ideas among those local governments and agencies, both public and private, engaged in economic development in the region.	BRPC ECMODEV CEDS COMMITTEE	EDA DED	Short term
Encourage residents and businesses to patronize local merchants, contractors and service providers.	BRPC Chambers of Commerce	Chambers of Commerce	Short term
Help economic development organizations finance and administer job training and other forms of assistance to businesses locating in the region.	BRPC ECMODEV Workforce Investment Board	WIB DOL	Long term
Support initiatives and programs that train, retrain and upgrade skills of the area's labor force.	BRPC Workforce Investment Board	WIB DOL	Short term
Recruit industries most suited to the region's workforce.	BRPC ECMODEV Missouri Partnership	EDA DED Local Government	Short term
Coordinate labor market studies to address various employment needs within the region.	BRPC Workforce Investment Board	WIB EDA DOL DED	Long term

<b>GOAL 1: PROMOTE REGIONAL PROSPERITY</b>			
<b>Strategy/Action Item</b>	<b>Partners/Responsible Agency</b>	<b>Potential Funding Sources</b>	<b>Planning Horizon</b>
Through coordination with the Workforce Development Boards, monitor the educational resources to ensure the needs of the region's employers are met, and encourage effective input from employers on course and program development.	BRPC Workforce Investment Board Local School Districts and Colleges	EDA WIB DESE	Short term
Develop new training programs for businesses and create programs for better communication between businesses and educators to ensure that businesses' needs are met.	BRPC	WIB DESE	Short term
Assess the skill levels of the current available workforce, especially the skills of workers who commute long distances, in order to locate employment opportunities consistent with skills levels.	BRPC ECMODEV Workforce Investment Board	DED Ameren EDA	Long term
Develop an information center containing demographics, economic trends, assistance programs, infrastructures, and regional and economic development potential.	BRPC	OA EDA Local Government	Long term
Support the continued development of regional and local economic and industrial development programs and increase participation in programs sponsored by the federal EDA.	BRPC Local governments Industrial Development Authority	EDA DED	Ongoing
Develop and expand key partnerships with local banks and financial institutions.	RLF Committee BRPC	EDA RLF Local banks	Ongoing
Increase access to government financing programs.	BRPC Local governments	DED EDA	Ongoing
Expand resources for the revolving loan fund.	BRPC RLF Committee	EDA DED USDA	Ongoing
Develop and sustain strategies to promote the establishment of new targeted industries and quality jobs.	CEDS Committee	DED EDA	Long term
Enhance state-of-the-art telecommunications technology lines throughout the region to address emerging needs of telecommunication-based operations.	BRPC Local governments Office of Administration University of Missouri	USDA NTIA DED Broadband	Short term

<b>GOAL 1: PROMOTE REGIONAL PROSPERITY</b>			
<b>Strategy/Action Item</b>	<b>Partners/Responsible Agency</b>	<b>Potential Funding Sources</b>	<b>Planning Horizon</b>
Businesses and industries, educational institutions, private industry councils, and local and state agencies should coordinate programs and efforts to provide a workforce with the necessary skills and training required of industries in the region.	BRPC Workforce Investment Board Local businesses	WIB DESE DOL	Ongoing
Inventory local products that have international trade potential.	BRPC ECMODEV	DED EDA USDA	Long term
Encourage development of export assistance centers.	BRPC	SBDC EDA DED	Long term
Promote export of the Boonslick Region's products and services; regionally, nationally and internationally.	BRPC ECMODEV Missouri Partnership	DED EDA	Long term
Encourage the region's use of river facilities and airports to increase international commerce.	BRPC ECMODEV MoDOT	MoDOT DED	Long term

<b>GOAL 2: PROMOTE REGIONAL DEVELOPMENT</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Improve intergovernmental cooperation in economic development	BRPC ECMODEV Local governments	EDA OA	Ongoing
Encourage local governments to plan for industrial and commercial development.	BRPC	DED EDA CDBG	Ongoing
Encourage the development of capital improvement programs which maximize the use of existing sites.	BRPC	DED DNR	Long term
Develop regional transportation and land use maps.	BRPC TAC	MoDOT	Ongoing
Develop a regional Geographic Information System (GIS) database.	BRPC	OA RHSOC	Ongoing
Encourage periodic updates of local comprehensive/development plans	BRPC Local government	OA EDA CDBG	Short term
Identify local, state, federal, and private funding sources for capital improvements.	BRPC	EDA DED USDA	Long term
Inventory infrastructure to determine capabilities and limitations for business growth.	BRPC Local governments	DED EDA USDA DNR 604(b)	Long term
Prepare a regional capital improvement plan and map.	BRPC	EDA DED	Short term
Pursue the development and maintenance of regional inter-modal transportation networks as a critical resource/facility for economic growth.	BRPC MoDOT	MoDOT EDA	Short term

<b>GOAL 2: PROMOTE REGIONAL DEVELOPMENT</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Provide technical assistance as requested.	BRPC	EDA OA Local Government	Short term
Promote efforts to expand availability of housing, especially affordable workforce housing.	BRPC Local governments Chambers of Commerce	DED CDBG MHDC	Ongoing
Promote development of governmental policies and regulations that encourage infill as well as use of existing infrastructures.	BRPC Local governments	Brownfields DNR	Short term
Implement flood damage mitigation and recovery programs.	BRPC Emergency Management Directors Local Government	SEMA/FEMA CDBG EDA	Long term
Develop programs and incentives which encourage new development to locate within designated activity centers and redevelopment areas.	BRPC Local governments	DED EDA	Long term
Pursue development which is consistent with local government infill and redevelopment policies.	Local governments	CDBG	Ongoing
Identify areas for re-development and sources of funding assistance.	BRPC Local governments	CDBG DED	Long term
Expand the network of high-speed data transmission lines throughout the region to address emerging needs of high-tech industries.	BRPC ECOMODEV Local government	DED NTIA USDA OA	Long term
Encourage communities to develop long-range plans and sequential permitting to help avoid complicated and lengthy political and regulatory approval processes. Work with local, state, and federal agencies to find a way to streamline their procedures.	BRPC MoDNR Local governments	DNR EPA DED	Long term

<b>GOAL 3: PRESERVE REGIONAL QUALITY OF LIFE</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Coordinate land use planning and provision of public facilities to assure suitable siting of new commercial, manufacturing, and industrial enterprises.	BRPC Local governments	DED CDBG	Ongoing
Collect information on area trends and conditions to determine needs and to respond to changes.	BRPC	OA EDA	Short term
Recognize and protect the region's natural resources as a cultural, natural, and economic amenity.	BRPC Local governments	DED DNR	Long term
Protect and promote natural resources as a component ("eco-tourism") of the region's tourism package.	BRPC Chambers of Commerce ECMODEV	Division of Tourism DED USDA	Long term
Encourage private and public participation in environmental mitigation/conservation by offering public recognition and incentives for active environmental efforts.	BRPC DNR Local governments	DNR	Long term
Support the promotional efforts of those areas of the region that desire to attract visitors and encourage the utilization of year-round recreational and tourist sites and activities.	BRPC Chambers of Commerce Tourism Committees	Division of Tourism	Long term
Ensure that the region continues to support the placement of art in public and privately-owned spaces through local ordinances and/or incentive programs.	BRPC Chambers of Commerce Fine Arts Council	Missouri Arts Council	Short term
Promote and preserve the region's rich cultural, historic, and archaeological resources and support local festivals and special events for the educational, economic, and community benefits of residents and visitors.	BRPC Chambers of Commerce Fine Arts Council Historical Society	Missouri Arts Council Division of Tourism Chambers of Commerce	Long term
Encourage historic preservation by offering public recognition and incentives for conservation efforts.	BRPC Local governments Historical Society	DNR SHPO Historical Society	Long term

<b>GOAL 3: PRESERVE REGIONAL QUALITY OF LIFE</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Encourage the rehabilitation and appropriate adaptive reuse of historic properties.	BRPC Local governments Historical Society	DNR SHPO Historical Society	Short term
Encourage local governments to protect significant archaeological and historical resources.	BRPC Local governments Historical Society	DNR SHPO Historical Society	Long term
Through public and private collaboration maintain and improve the region's artistic and cultural facilities and programs and recognize that they are an economic asset to the region.	BRPC Chambers of Commerce Fine Arts Council	Missouri Arts Council Division of Tourism Chambers of Commerce	Long term
Encourage the location of community facilities, such as schools, parks, and community centers in low-income or underdeveloped areas within the region.	BRPC Local governments Local schools and colleges	Local	Short term
Develop and support long-term economic strategies for rural revitalization.	BRPC University Extension & Outreach	USDA EDA	Long term
Ensure the protection of regionally-significant natural resources by supporting projects that implement appropriate mitigation techniques.	BRPC MoDNR Local governments	DNR	Short term
Promote agriculture as a viable long-term and short-term land use activity and encourage the identification and retention of the agriculture category on future land use maps.	BRPC ECMODEV University Extension & Outreach	USDA	Ongoing
Recognize agribusiness as an economic asset to the region and a major sector of the region's economic base.	BRPC ECMODEV University Extension & Outreach	USDA	Ongoing
Encourage local governments to provide agricultural and forestry resource protection through a combination of incentives to prevent a significant cumulative loss of such resources.	BRPC Local governments University Extension & Outreach Conservation Districts	USDA Conservation Dept	Ongoing

<b>GOAL 3: PRESERVE REGIONAL QUALITY OF LIFE</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Identify new products and markets and develop efficient transportation and distribution systems that are important to sustaining agriculture and related industries as healthy and competitive forces in the national and international marketplace.	BRPC University Extension & Outreach MoDOT	MoDOT USDA	Long term
Identify and encourage industries particularly suited to the natural resources of the area.	BRPC ECMODEV Missouri Partnership	DNR DED EDA	Short term
Through coordinated efforts with social service agencies, develop enhanced public information activities promoting economic opportunities for the unemployed and unskilled.	BRPC Workforce Investment Board Family Support Division	WIB FSD	Long term
Encourage local governments to increase the use of small businesses and disadvantaged businesses.	BRPC Local governments Chambers of Commerce	Local	Long term
Support technical/vocational programs as an important educational option not only for middle school and high school students, but also for the unemployed, underemployed, and economically disadvantaged.	BRPC Workforce Investment Board Local schools and colleges	DESE	Short term
Develop and maintain evening and weekend classes, extension, outreach and satellite programs by the region's colleges, universities and vocational-technical schools to ensure that non-traditional students have adequate access to training/education opportunities.	BRPC Workforce Investment Board Local schools and colleges	DESE	Short term
Assist adults lacking basic or functional literacy skills to become self-sufficient through increased educational opportunities and on-the-job training programs.	BRPC Workforce Investment Board Local schools and colleges	DESE	Ongoing
Advocate appropriate levels of funding to support the implementation of education programs and advocate long-term planning for educational facilities.	BRPC Workforce Investment Board Local schools and colleges	DESE	Long term
Provide companies with tools that will assist in the recruitment of new employee talent to the area.	BRPC ECMODEV Chambers of Commerce	DED EDA DESE	Short term

<b>GOAL 3: PRESERVE REGIONAL QUALITY OF LIFE</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Support comprehensive resources and services for children and their families which enable them to achieve or maintain self-sufficiency and avoid social problems.	BRPC Workforce Investment Board Family Support Division	WIB FSD	Long term
Encourage the active participation of older persons in their communities through the improvement of employment and volunteer opportunities.	BRPC Area Agency on Aging SCORE	AAA	Long term
Identify employment opportunities for minorities, women, and economically disadvantaged citizens in the region.	BRPC	WIB DOL	Short term
Encourage consumer-oriented services within the region.	BRPC Chambers of Commerce	Local	Ongoing
Support the upgrade and/or retrofitting of facility security systems to ensure public safety is a priority.	BRPC Regional Homeland Security Oversight Committee Emergency Management Directors	DHS SEMA	Long term
Promote car-pooling and flexible work hours within the public and private sector to improve job market access.	BRPC MoDOT	MoDOT	Short term
Publicize educational, recreational, cultural, and other quality of life opportunities to residents as well as to potential employers and employees.	BRPC ECMODEV Chambers of Commerce Fine Arts Council	Missouri Arts Council Division of Tourism Chambers of Commerce	Long term
Promote the expansion of public and private wellness and preventive health care programs; and an examination of health care education, training, and research at all levels and in all facets of the health care system.	BRPC County Health Departments	Dept of Health	Short term
Promote opportunities for energy efficient development through incentive programs and business development.	BRPC MoDNR	DNR EPA Division of Energy Utility companies	Short term

<b>GOAL 4: PROVIDE ORGANIZATIONAL SUPPORT SERVICES TO THE REGION</b>			
<b>Strategy</b>	<b>Partners/Responsible Agency</b>	<b>Funding Sources</b>	<b>Planning Horizon</b>
Continue to gather, analyze and distribute census data and population projections to the constituents of the region. Staff will provide trend data to the general membership on a quarterly basis.	BRPC Local governments OSED	DED CDBG EDA	Ongoing
Assist local governments and organizations prepare grant applications and financing packages to fund community improvements to support community and economic vitality.	BRPC Local Governments Missouri Dept of Ec. Development	EDA CDBG/DED DNR	Ongoing
Distribute information to the region announcing funding opportunities, training opportunities, and policy changes and development.	BRPC Local governments	EDA DED DNR	Ongoing
Attend national, statewide, regional, and local meetings to assist communities and organizations and develop professional capacity of the organization.	BRPC	EDA MODOT Local	Ongoing

## **Glossary of Acronyms:**

**AAA**-Area Agency on Aging

**BRPC**-Boonslick Regional Planning Commission

**CDBG**-Community Development Block Grant program

**CEDS**-Comprehensive Economic Development Strategy

**DESE**-Missouri Department of Elementary and Secondary Education

**DHS**-United States Department of Homeland Security

**DNR**-Missouri Department of Natural Resources

**DOL**-United States Department of Labor

**ECMODEV**-East Central Missouri Development Association

**EDA**-United States Department of Commerce-Economic Development Administration

**EPA**-United States Environmental Protection Agency

**FEMA**-Federal Emergency Management Agency

**FSD**-Missouri Family Support Division

**MHDC**-Missouri Housing Development Commission

**MoDOT**-Missouri Department of Transportation

**NTIA**-United State Department of Commerce National Telecommunications & Information Administration

**OA**-Missouri Office of Administration

**RHSOC**-Regional Homeland Security Oversight Committee

**SBDC**-Small Business Development Center

**SEMA**-State Emergency Management Agency (Missouri)

**SHPO**-Missouri State Historic Preservation Office

**USDA**-Unites States Department of Agriculture Rural Development

**WIB**-Northeast Missouri Workforce Investment Board

**BOONSLICK REGIONAL PLANNING COMMISSION**  
**SCOPE OF WORK**  
**July 1, 2011 to June 30, 2012**

The Recipient will perform the following activities:

**A. Promote regional prosperity**

1. Staff will work with local businesses, economic development organizations, and units of government to promote opportunities for business expansion. Activities may include, but not be limited to; development of industrial parks, expansion of infrastructure capacity to support job growth, recruitment and attraction activities, and working on business retention strategies.
2. Work with area business and financial institutions to identify and provide financing opportunities for new and expanding businesses. Activities may include assisting entrepreneurs with business, marketing and financing plans, referrals to the area Small Business Development Center, and assisting with loan and grant applications.
3. Develop training programs and opportunities to develop workforce skills for in demand occupations, green jobs, and emerging technology companies. Specifically the activities will focus on coordinating economic and workforce development activities.
4. Staff will continue to work with the East Central Missouri Development Organization, which is the association of the region's economic developers, to collaboratively market the region.
5. Staff will work with and convene local citizens, business, and community leaders to develop plans to enhance prosperity within the region.

**B. Plan for regional development**

1. Staff will work with local communities and leaders to plan for the orderly development of the region's communities and infrastructure to support economic expansion opportunities including, but not limited to, assisting in the development of community-based comprehensive, economic development, and infrastructure plans.
2. Staff will assist the 26 member communities and area not-for profit organizations with grant applications and infrastructure development plans.
3. Staff will work with local communities, banks, and developers to implement strategies to combat the economic downturn caused by the housing foreclosure crisis in the region.
4. Staff will continue to research and notify local communities, not-for profit organizations, and businesses with state and federal funding opportunities for community and economic development projects.

5. Staff liaisons will meet quarterly with each community to identify development and financing needs and potential grant projects.
6. Staff will work with local communities and business leaders to explore opportunities in the transportation sector and the creation a multi-modal transportation hub.

**C. Preserve regional quality of life**

1. Staff will work with local agricultural producers to identify opportunities for value added manufacturing for the region's natural resources.
2. Staff will assist local communities with land use planning to create quality communities that are attractive to economic opportunities.
3. Staff will assist communities in developing plans and strategies to mitigate areas that have been recently designated as flood hazard areas.
4. Staff will assist communities address critical issues for preserving water quality through wastewater improvements and stormwater control measures
5. Staff will work with regulatory agencies and communities to address issues related to the Clean Air Act and the new ozone attainment boundaries limitations.
6. Staff will monitor alternative energy development and energy conservation activities within the region.
7. Staff will work with local leadership to implement a plan to expand post-secondary educational opportunities within the region.

**D. Provide organizational support services to the region**

1. Staff will continue to gather, analyze and distribute census data and population projections to the constituents of the region. Staff will provide trend data to the general membership on a quarterly basis.
  2. Staff will assist local governments and organizations prepare grant applications and financing packages to fund community improvements to support community and economic vitality. Staff anticipates submitting 12 applications during the coming year for more than \$8 million of public investment.
  3. Distribute information to the region announcing funding opportunities, training opportunities, and policy changes and development. Staff will provide correspondence on an as needed basis, but at least quarterly.
  4. Staff will continue to attend national, statewide, regional, and local meetings to assist communities and organizations and develop professional capacity of the organization.
-