

PART III
Appendices
A, B & C

Comprehensive
Economic
Development
Strategy



Provide Technical Assistance
Cultivate Resilient Communities

Offer Financing
Create a Better Place

Invest in People
Grow Prosperity

Mo-Kan
An Economic & Community Development Organization

2020

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Prepared by

Mo-Kan Regional Council of Governments

This report was prepared under an award from the US Department of Commerce,
Economic Development Administration, Grant Project Number ED19DEN3020005

Adopted March, 2020



Acknowledgments

Mo-Kan CEDS Committee

Jon Ecker, Executive Director (2019)

Nicholas Hutchison, Executive Director (2020)

Mo-Kan Sta



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Appendix A

Community Input Opportunities

SWOT Meetings

Three regional meetings were held in Troy, KS, and in Cameron and St. Joseph Missouri. Meeting attendees were asked their opinions about the Strengths, Weaknesses, Opportunities and Threats to economic sustainability and quality of life in the Mo-Kan Region.

The information about each meeting is part of this Appendix including the Agenda, sign-in sheets, press releases, newspaper articles, plus the raw data collected about the Strengths, Weaknesses, Opportunities and Threats. A SWOT Summary Chart shows the distillation of all the data collected in the three meetings.

CEDS Public Survey

The CEDS Committee approved the posting of a public survey on SurveyMonkey. The survey is asking for prioritization of the SWOT analysis results. It is a 10-question survey designed to

give the public the opportunity to give their opinion about the SWOT data and assess what they determine is the best and most challenging part about living in the Mo-Kan region. Committee members distributed the links to the survey, and it was posted on MoKan's website and Facebook page. The Survey, responses and the analysis of the results are included in this Appendix.

Public Review Process

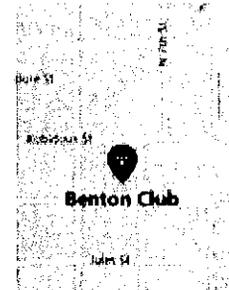
After review by the CEDS Committee and acceptance of the draft by the Mo-Kan Board of Directors, the CEDS was posted on the Mo-Kan website for public review and comment for 30 days. Any comments were then included in the final draft of the CEDS which again went to the Mo-Kan Board for final approval. Upon board approval, it was submitted to the Economic Development Administration as the Mo-Kan 2020 Comprehensive Economic Development Strategy.

Kick-off Meeting Documentation



Dear Potential CEDS Committee Member:

Every five years, Mo-Kan Regional Council completes a regional Comprehensive Economic Development Strategy (CEDS). Developing the CEDS is an opportunity for our five counties to work together to design a plan for the future and to discuss issues that affect us all. The formation of a CEDS committee is the first step. Our ability to plan a solid economic future for our region depends on strong participation and support from our communities.



Won't you join Mo-Kan staff for our *CEDS Kick-off Luncheon*? There will be approximately three or four meetings for the CEDS planning process. We need a solid cross-section of leadership from business, industry, retail, healthcare, education, workforce development, government and individuals in order to properly identify current and future economic needs for our region. Feel free to invite a guest who may be interested.

Join us to learn the details on **April 12, 2019, beginning at 11:30 AM** at the beautiful Benton Club, located at 402 N 7th St, in St. Joseph. **Lunch will be provided and the meeting will end promptly at 1:30 PM.**

Reservations are *required*. Please **RSVP** to Linda Laderoute at the number below or email linda@mo-kan.org by **April 9th**, so we can order your lunch. Looking forward to starting the planning process with you onboard. See information flyer below. Thanks for your consideration.

Sincerely,

Nicholas Hutchison, Mo-Kan Board Chairmen

Jon Ecker, Executive Director

[Download Document](#)



Mo-Kan CEDS Kick-off Meeting, April 12, 2019

	Name	Company
1	Roni Maurer	FSB
2	Tanya Zimmerman	DeKalb County
3	Leah B. Johnson	Doniphan County, KS EcoDevo
4	Dianna Dewey	Mo-Kan - JAW
5	MARLYN NORRIS	CITY OF ST JOSEPH
6	Bob Burns	city of Lathrop
7	Dean Langner	city of Lathrop
8	Stephanie Williams	NCMBF
9	TOM HEATH	HIGHLAND FNS
10	Mike Drogan	Dragon Metal
11	Bob Caldwell	Andrews
12	Chad Hyde	Seed Trust
13	Kieci Moss	Mo-Kan
14	Cheryl Spearman	Mo-Kan -
15	Pat Ely	Troy Schools DCCC
16	Adam McGowan	St. Joseph
17	Debi Krueger	
18	Rebecca Thacker	MO-KAN
19	Linda Lake	mo-kan
20	Keli Morris	NWMEF
21	Joyce Simpson	Doniphan Co - Simpson's AFSign
22	Tim Wynn	City of Cameron
23	Zoe Johnson	City of Cameron
24	JED NAUSON	City
25	PATT LILLY	CAMPBELL

Mo-Kan CEDS Kick-off Meeting, April 12, 2019

	Name	Company
26	Rebecca Lobina	
27	Jana Way	
28	Mary Ingersoll	Savannah Chamber
29	Rev BARBES	
30	Jon Ecker	
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Comprehensive Economic Develop Strategy (CEDS) Kick-off Meeting

April 12, 2019, 11:30a.m.–1:30 p.m.
Benton Club, 402 N. 7th St, St Joseph, MO

Agenda

1. What is the CEDS?
2. What does the Committee do?
3. Questions to develop the CEDS. <https://eda.gov/ceds/>
 - a. "What have we done?" Overview of current economic conditions highlighting *relevant* data
 - b. "Where are we now? SWOT Analysis –Deep dive into Strengths, Weaknesses, Opportunities & Threats
 - c. "Where do we want to go?"- Vision, Goals and Objectives
 - d. "How do we get there?"- Action Plan: Implementation Strategies
 - e. "How are we doing? What can we do better?" - Evaluation Framework
 - f. "How do we respond to Shocks?" - Economic Resilience
4. Format – 30-40 Pages, 3 to 5-page Executive Summary
5. Timeline – To be determined by Committee and Mo-Kan Staff Plan due to EDA March 31, 2020
6. Are you willing to serve?

The Comprehensive Economic Development Strategy

What It Is & What It Means for the Mo-Kan Region

Andrew, Buchanan, Clinton, DeKalb, MO and Doniphan County, KS



In today's competitive markets, it is necessary for regions to have a long-term economic development strategy that can serve as a roadmap to progress and prosperity. The Comprehensive Economic Development Strategy (CEDS) does just that. It is a locally-based, regionally-driven economic development planning process and document that successfully engages community leaders, private sector partners, Economic Development Districts (EDDs), and other stakeholders in planning for our region's future.

The CEDS planning process creates the space for the region to identify its strengths and weaknesses and brings together a diverse set of partners to create good jobs, diversify the economy, and spur economic growth. The CEDS is a pre-requisite for federal designation as an EDD and must be updated at least every five years. An effective CEDS allows a region to maximize its economic development potential, as well as engage with the US Economic Development Administration (EDA) and other federal partners to receive infrastructure and technical assistance grants, such as EDA's Public Works and Economic Adjustment Assistance programs. Overall, an effective CEDS planning process identifies locally-grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in our region.

The CEDS at a Glance:

- The CEDS helps to build on the strengths of our region, as well as identify gaps in resources or expertise that need to be addressed
- The CEDS planning process can facilitate regional collaboration, expand supply chains, and grow and support new industry clusters
- With a CEDS in place, regions are more likely to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively
- The CEDS process can make our region more resilient and better positioned to plan for, respond to, and recover from natural disasters and economic shocks
- The CEDS can be much more than just a static document, but rather an engaging platform that generates region-wide discussions and serves as a call to action for economic development



Proposed 6 Month (May-October) Timeline for Mo-Kan 2019-2024 CEDS Update

- ◆ April 12, 2019-Comprehensive Economic Development Strategy Kick-off Meeting.
Formation of the CEDS Committee.

Three regional SWOT meetings are scheduled. They are open public meetings; notices will be distributed through local Chamber of Commerce's communications and press releases. Committee members should attend *at least* their regional SWOT.

- ◆ Clinton and DeKalb Counties

Date: Tuesday, May 7, 2019
Time: 6:00 p.m.-9:00 p.m.
Place: Cameron City Hall
205 N Main Street
Cameron, Missouri 64429

- ◆ Doniphan County

Date: Wednesday, May 15, 2019
Time: 4:00 p.m.-7:00 p.m.
Place: Library District 1
105 N Main St.
Troy, KS 66087

- ◆ Andrew and Buchanan Counties

Date: Wednesday, May 22, 2019
Time: 6:30 p.m.-9:00 p.m.
Place: Remington Nature Center
1502 MacArthur Drive
St. Joseph, MO 64505

- ◆ Week of June 10-CEDS Committee meets to develop -Goals, Objectives-Action Plan

Months of June-August staff develops plan, writes first draft

- ◆ Week of August 19- CEDS Committee meets to review first draft

August 28 present first draft to Mo-Kan Board

August 29- Post on Mo-Kan Website for 30-Day Public Review Period

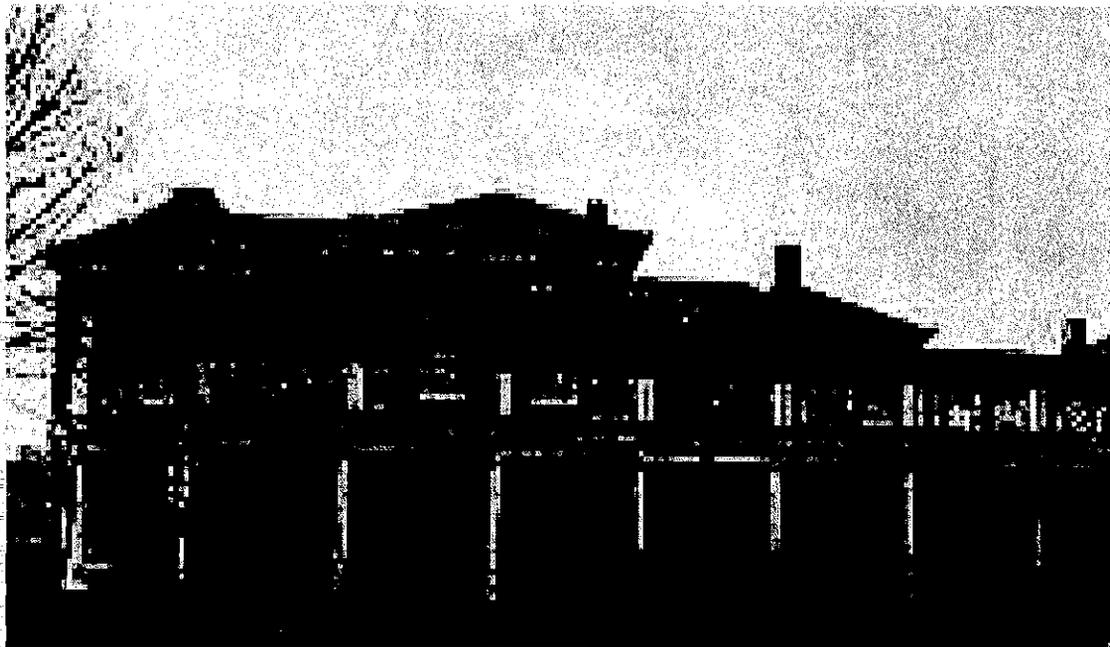
Address any comments received and incorporate into the plan

Present Final CEDS Plan to Mo-Kan Board for Approval-October 23, 2019

Submit to EDA on or before October 31, 2019



Mo-Kan CEDS Kick-off Luncheon



Thanks for attending!

Thank you for attending the Mo-Kan CEDS Kick-off Luncheon at the Benton Club.. A special thanks to all who signed-up to be on the CEDS Committee. Your Commitment to this process is very important to the success of the 2020-2025 update of the Comprehensive Economic Development Strategy. Mo-Kan staff looks forward to working with the committee through the process. (Note: Change of date on CEDS. We realized that the new plan begins in 2020 even though it will be completed in 2019.)

Jon Ecker, Executive Director
Linda Laderoute, Community Planner

www.Mo-Kan.org

Connect with us





Kick-off Meeting Comprehensive Economic Development Strategy (CEDS)

Linda Laderoute, Community Planner
Mo-Kan Regional Council
April 12, 2019
Source: <https://eda.gov/ceds/>



"What is the CEDES?" Mo-Kan's Blueprint for Economic Prosperity

Comprehensive Economic Development Strategy

- ▶ **What it is:** A locally-based, **regionally-driven** economic development planning **PROCESS**
- ▶ **What it does:** Establishes a **strategic blueprint** for regional **collaboration** leading to economic prosperity



"What is the CEDES?" An umbrella to prioritize economic development projects

- ▶ Mo-Kan's CEDES covers Andrew, Buchanan, Clinton, & DeKalb Counties in MO; Atchison and Doniphan County in KS
- ▶ Projects should fit into the CEDES planning structure to qualify for Economic Development Administration (EDA) funds
- ▶ Priorities will be based on goals and objectives not counties or specific projects



CEDES Process: "What does the CEDES Committee Do?"

- ▶ Participate in the SWOT meeting *in their area*
 - ▶ *Even better, come to all three!*
- ▶ Three Regional SWOT meetings are scheduled details are in your packet
 - ◆ **Clinton & DeKalb Counties, May 7th**
 - ◆ **Doniphan County, KS, May 15th**
 - ◆ **Andrew & Buchanan Counties, May 22nd**



CEDES Process: "What does the CEDES Committee Do?"

- ▶ Review SWOT analysis outcomes
- ▶ Formulate **Vision, Goals and Objectives** - they should flow from the SWOT
- ▶ Determine **Action Plan:** measures, timeline, partnerships and cost estimates
- ▶ Address regional **Resilience** for economic and environmental ecosystems
- ▶ Review first and final drafts of the CEDES Plan



Summary Background "What have we done?"

- ▶ Summary of economic development conditions of the region supported by *relevant data*
- ▶ Population/Land Use/Infrastructure
- ▶ Industrial Clusters/Workforce/Education
- ▶ Quality of Life

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Action Plan: Implementation
"How do we get there?"

- ▶ A successful action plan should focus on regionally-driven strategic priorities that will be undertaken **to bring the prosperity aspirations of the region's stakeholders to fruition.** (EDA)

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Evaluation Framework:
"How are we doing?" and "What can we do better?"

- ▶ Mo-Kan evaluates and updates the CEDS annually
- ▶ Timeline evaluation: Are we making progress towards achieving the objectives?
- ▶ **How we measure** regional capacity building and prosperity is part of every objective
- ▶ Jobs and private investment will remain critical evaluation factors for CEDS plans (leveraging)

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Economic Resilience:
"How do we respond to shocks?"

- ▶ Establishing economic resilience in a local or regional economy requires:
 - ◆ This can be woven through the plan or a separate section
 - ◆ Ability to anticipate risk
 - ◆ Evaluate how that risk can impact key economic assets (connects to Hazard Mitigation Plans)
 - ◆ Build a responsive capacity

16



"Are you ready?"
The work of this committee will impact our economic future.

Are YOU Ready to be Part of the CEDS Planning Committee?

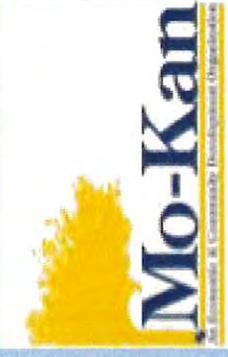
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"Are you ready?"
The work of this committee will impact our economic future.

Sign-up today to make a difference in the economic future of our region!
There is a sign-up sheet on each table.
I will email background material to you.

Thank you for coming!



CEDS 2019

“Are you ready?”
The work of this committee will
impact our economic future.

Sign-up today to make a difference in the economic future of our region!

NAME

BEST CONTACT-PHONE OR EMAIL

1 Bob Caldwell

816-262-1818

2 TAMIA WAGNER

(816) 244-6197

3 BRAD LAY

BLAY@JANITJOSEPH.COM

4 TED HAUSER

816-646-8808 (BEST CONTACT)

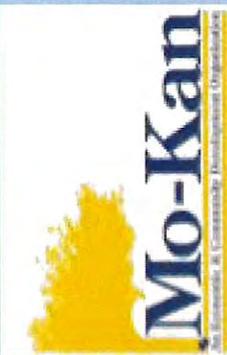
THEODORE.M.HAUSER@MAIL.GCM

5 Chad Higdon

chigdon@shctb.org

6

CEDS 2019



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NAME

BEST CONTACT-PHONE OR EMAIL

1 Patrick E McKernan

785-294-0890 pmckernan@stepwis.org

2 DALE KRUEGER

816-232-1469
BARBARA.KRUEGER@SBCGLOBAL.NET

3 Joyce Simpson

816-262-1001 joyce.simpson1963@gmail.com

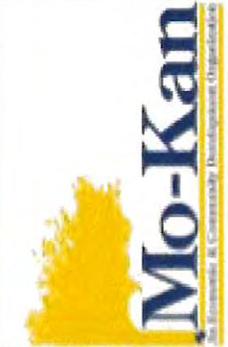
4 Leah B. Johnson

785-985-2235 leah.johnson@pcountyks.com

5 MATTY NOVAK

816 2-14 3906 MNOVAK@STJOMO.ORG

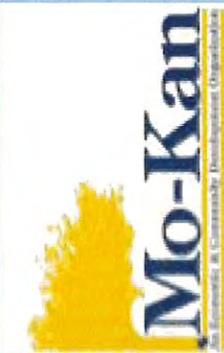
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	<p style="text-align: center;">CEDS 2019</p>	<p style="text-align: center;">“Are you ready?” The work of this committee will impact our economic future.</p>
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Sign-up today to make a difference in the economic future of our region!

NAME	BEST CONTACT-PHONE OR EMAIL
1 Rebecca Lobina	lobina@nwmissouri.edu
2 Keli Morris	facilitator@nwmet.org
3 Stephanie Williams	facilitator@nwmet@gmail.com
4 Tanya Zimmermann	assessor@unitedfiber.com
5 Erin Maurer	emaurer@fscbank.com
6 Adam McGowan	adam.e.mcgowan@gmail.com
Kev BARRICK	1b@pwrsec.com

CEDS 2019



**“Are you ready?”
The work of this committee will
impact our economic future.**

Sign-up today to make a difference in the economic future of our region!

NAME

BEST CONTACT-PHONE OR EMAIL

1 Dean Langner

Lathropmayer@qtm.net 816-592-0763

2 Tim Wymer

twymer@CAnycowasa.com

3 _____

4 _____

5 _____

6 _____

**Clinton and DeKalb Counties
SWOT Meeting Documentation**



Mark your calendar to be part of the SWOT meetings scheduled in May. All the details are below. We need your help to define the economic vitality that we want to achieve over the next five years for all of our communities.

Thanks for your support,
Linda Laderoute
 Community Planner

Be Part of the Plan for the Future

We need your participation. If you live or work in the five counties that make up the Mo-Kan Regional Council, then you have a vested interest in the future. Live in Andrew, Buchanan, Clinton, DeKalb or Doniphan Counties? Yes? Then we need your help to develop a blueprint for our economic future.

Three regional SWOT meetings will be held in May. What is a SWOT? It stands for Strengths, Weaknesses, Opportunities & Threats. It is a process for economic assessment, analysis and planning.

- Strengths: factors that give support the economic vitality of the region
- Weaknesses: factors that can be detrimental to economic growth
- Opportunities: favorable situations which can stimulate economic development
- Threats: unfavorable situations which can negatively affect the regional economy

Look around, if you want to live in a more vibrant area glowing with growth and prosperity, then come to a SWOT meeting and help us plot the course. We need perspectives across the economic spectrum. There are no right or wrong answers to the SWOT question “Where are we now?”

For your convenience three regional meetings are planned:

- Clinton and DeKalb Counties, Tuesday, May 7, 2019; 6:00 p.m.-9:00 p.m.
Cameron City Hall Meeting Room, 205 N Main St., Cameron, MO 64429
- Doniphan County, Wednesday, May 15, 2019; 4:00 p.m.-7:00 p.m.
Library District 1, 105 N Main St.; Troy, KS 66087
- Andrew and Buchanan Counties, Wednesday, May 22, 2019; 6:30 p.m.-9:00 p.m.
Remington Nature Center, 1502 MacArthur Dr., St. Joseph, MO 64505

Please join us for this brainstorming session to strategize our regional economic development blueprint for the next five years. Contact Linda Laderoute at 816-233-3144 or email linda@mo-kan.org to help give us a count for the room size and refreshments.

###



Public Notice

Contact: Linda Laderoute
 Mo-Kan Regional Council
 816-233-3144

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Public Meeting Notice

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 Mo-Kan Regional Council
 816-233-3144

Clinton and DeKalb Counties SWOT Meeting Scheduled

Cameron, MO – Every five years, Mo-Kan Regional Council completes a regional Comprehensive Economic Development Strategy (CEDS). Determining the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats (SWOT) is the backbone of the CEDS planning process.

Want to help plan the future of your county? As a resident or business owner in the region, you are a **very important person**. We need a cross-section of participants from all economic activities in order to properly identify current and future economic growth needs. No planning experience necessary; we are looking for varied perspectives to help answer the question “Where are we now?” There are no right or wrong answers in the SWOT analysis.

Clinton and DeKalb Counties SWOT

Date: Tuesday, May 7, 2019

Time: 6:00 p.m.-9:00 p.m.

Place: Cameron City Hall

205 N Main Street

Cameron, Missouri 64429

SWOT analysis elements are commonly understood in the following terms:

- **Strengths:** factors that give support the economic vitality of the region
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Please join the Mo-Kan CEDS Committee in defining our regional economic development blueprint for the next five years. Contact Linda Laderoute at 816-233-3144 or email linda@mo-kan.org to RSVP by May 3rd. Light refreshments will be served. Two other Regional SWOT meetings will be held in St. Joseph, MO and Troy, KS. The input from the three SWOT meetings will be combined to determine Mo-Kan’s CEDS goals and objectives.

###



Press Release

Contact: Linda Laderoute
 Mo-Kan Regional Council
 816-233-3144

Clinton and DeKalb Counties SWOT Meeting Scheduled

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Thursday, May 16, 2019

Need for Cameron-based expo center highlights SWOT townhall

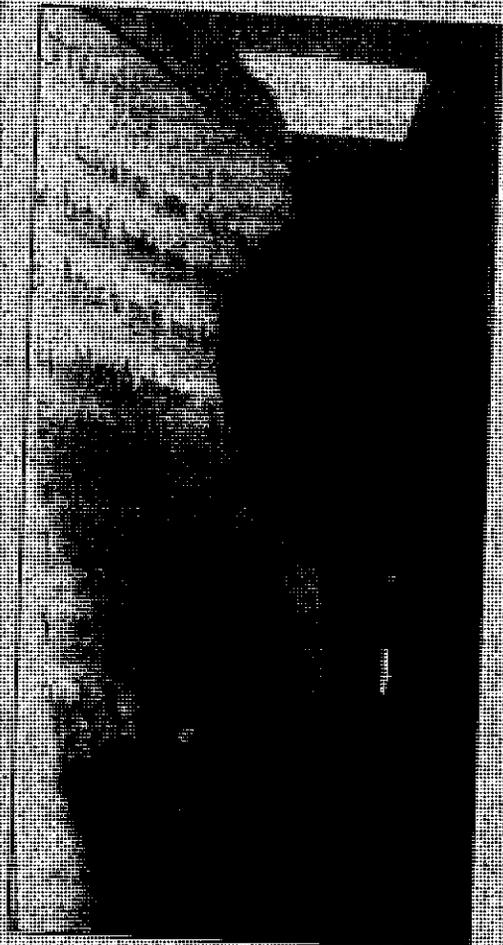
By Jimmy Parry
Editor

Representatives from municipalities surrounding Cameron discussed the need for a centrally located exposition center during the recent SWOT Regional Council meeting.

While discussing the economic strengths, weaknesses, opportunities and threats in the region, public representatives expressed the need for an exposition center which Cameron City Mayor Steve Kuntzmann considered an unexpected surprise.

"There are three things that came about tonight that were really important to me. One is that I was interested in seeing that there is a need for some kind of exposition center," Kuntzmann said. "We have four counties that are all really trying to plan for ourselves to do for any kind of purposes or shows. The second thing was the opportunity we have for the great state of Colorado. As we begin to develop an independent state identity, the counties we have provide a great opportunity for tourism. That is very significant and I'm going to look at that some more."

The purpose of the SWOT meeting was to give representatives with the Mc-Kin Regional Council a clear path for both a new strategy and finding the most attractive method for tracking to develop infrastructure and industrial zones. Many



A representative with the Mc-Kin Regional Council makes a list of economic strengths during the SWOT meeting last Tuesday in the Cameron City Hall.

Continued next page

than 20 representatives both public and private attended the meeting in order give their input into what areas Mo-Kan should invest its grants.

"We do both community and economic development," Mo-Kan Regional Council Executive Director Jon Ecker said. "For one of the smaller communities, outside of St. Joe because that is our primary hub, we utilize community services for things like improvements to the water treatment facilities or replacement of a water tower or water lines — infrastructural needs or whatever enhances economic development. For business loans, we provide loans for for-profit businesses that will be stimulating job creation or retention."

Meeting coordinators broke the meeting down into four areas. The first highlighted economic strengths included access to two major highway corridors, parks and trails, healthcare, a strong education system and the Missouri River. Area weaknesses highlighted were: sustainable jobs, high poverty rate, poorly maintained roads, confusing zoning, railroad access and a variety of quality of life issues.

"One of the weaknesses where I've talked to the businesses owners is, well this is kind of hard to say, number one is the amount of people that are employable in this area," Cameron City Councilwoman Becky Curtis

said. "I know the prison has had a hard time with it. Some of the people who need quality clerks are not getting them. As for (hiring) a waitress, you're good, but it's hard to find employees."

Regarding opportunities and threats, a few opportunities highlighted were broadband internet access, commercial growth, creating better access to higher education and trade schools, developing Cameron reservoirs for tourism and creation of an expo center. Threats mentioned included crime spilling over from Kansas City, homelessness and human trafficking. Disintegration of city pride and a small-town scarcity of resources mentality, attendees said, have communities squabbling instead of cooperating for the greatest common good.

"This is the first one for this plan. This is an ongoing plan we look at every year with our committee that we developed, but we rewrite the plan completely every five years. The meeting tonight was great. The feedback we received tonight was outstanding. I am flabbergasted we had the turnout we did," Ecker said.

Citizen-Observer

Clinton and DeKalb Counties SWOT Meeting Scheduled

By Linda Ledford, Mo-Kan Community Planner
Community Development

Every five years, Mo-Kan Regional Council completes a regional Comprehensive Economic Development Strategy (CEDS). Determining the Strengths, Weaknesses, Opportunities and Threats (SWOT) is the backbone of the CEDS planning process.

Want to help plan the future of your county? As a resident or business owner in the region, you are a very important person. We need a cross-section of participants from all economic activities in order to properly identify current and future economic growth needs. No planning

experience necessary. We are looking for varied perspectives to help answer the question "where are we now?" There are no right or wrong answers in the SWOT analysis.

Clinton and DeKalb Counties SWOT

Date: Tuesday, May 7, 2019
Time: 5:00 p.m. - 9:00 p.m.
Place: Cameron City Hall, 205 N Main Street, Cameron, Missouri 64602

SWOT analysis elements are currently understood in the following form:

- Strengths: factors that give support and economic vitality of the region
- Weaknesses: factors that can be detrimental to economic growth
- Opportunities: favorable conditions which can stimulate economic development
- Threats: unfavorable situations which can negatively affect the regional economy

opportunities which can stimulate economic development

Threats: unfavorable situations which can negatively affect the regional economy

Please join the Mo-Kan CEDS Committee in defining our regional economic development blueprint for the next five years. Contact Linda Ledford at 417-253-3141 or email ll@mo-kan.org by May 3. Light refreshments will be served. Two other Regional SWOT meetings will be held in St. Joseph, MO and Troy, KS. The input from the three SWOT meetings will be combined to determine Mo-Kan's CEDS goals and objectives.

Thursday, May 2, 2019 DeKalb County, Ga

Clinton and DeKalb Counties SWOT meeting scheduled

Every five years, Mo-Kan Regional Council completes a regional Comprehensive Economic Development Strategy (CEDS). Determining the Strengths, Weaknesses, Opportunities and Threats (SWOT) is the backbone of the CEDS planning process.

Want to help plan the future of your county? As a resident or business owner in the region, you are a very important person. We need a cross-section of participants from all economic activities in order to properly identify current and future economic growth needs. No planning experience necessary. We are looking for varied perspectives to help answer the question "where are we now?" There are no right or wrong answers in the SWOT analysis.

A Clinton and DeKalb Counties SWOT meeting will be held on Tuesday, May 7, 2019, from 5:00 p.m. - 9:00 p.m. at the Cameron City Hall, 205 N Main Street, Cameron, Missouri.

SWOT analysis elements are currently understood in the following form:

- Strengths: factors that give support and economic vitality of the region
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- Opportunities: favorable situations which can stimulate economic development
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Two other Regional SWOT meetings will be held in St. Joseph, MO and Troy, KS. The input from the three SWOT meetings will be combined to determine Mo-Kan's CEDS goals and objectives.

Mo-Kan meetings this month

PLEASE REMEMBER: Mo-Kan meetings will be held in May. Mo-Kan is up to you to help plan participation in Mo-Kan's SWOT. Please contact Linda Ledford at 417-253-3141 or email ll@mo-kan.org by May 3. Light refreshments will be served. Two other Regional SWOT meetings will be held in St. Joseph, MO and Troy, KS. The input from the three SWOT meetings will be combined to determine Mo-Kan's CEDS goals and objectives.

5/1/19 11:25 AM

Attendees, Clinton & DeKalb SWOT Meeting, May 7, 2019

RSVP	First name	Last name	Organization	Type of Organization
1	Becky	Curtis	City of Cameron	Government
1	Erik	Zug	City of Clarksdale	Government
1	Jon	Ecker	Mo-Kan Regional Council	Planning Commission
1	Kleci	Moss	Mo-Kan Regional Council	Planning Commission
1	Linda	Laderoute	Mo-Kan Regional Council	Planning Commission
1	Mark	Garges	Economic Development of Cameron (EDOC)	Chamber of Commerce- Economic Development
1	Shellie	Blades	City of Cameron	Government
1	Stephanie	Williams	North Central Missouri Business Facilitation (NCMBF)	Economic Development
1	Steve	Rasmussen	City of Cameron	Government
1	Tim	Wymes	City of Cameron	Government
1	Tina	Good	City of Clarksdale	Government
1	Ward	Good	Clarksdale Mo-Kan Representative	Government
1	Auston	Hardy	Passon Church	Faith
1	Ava	Langner	Individual	Citizen
1	Carol	Weers	Lathrop Community Betterment	Civic Organization
1	Christian	Lewis	Passon Church	Faith
1	Coetta	Whiteley	City of Lathrop	Government
1	Colleen	Hardy	Passon Church	Faith
1	Connie	Hardy	Passon Church	Faith

Attendees, Clinton & DeKalb SWOT Meeting, May 7, 2019

RSVP	First name	Last name	Organization	Type of Organization
1	Dean	Langner	City of Lathrop	Government
1	Dillan	Klindt	North Central Missouri Business Facilitation (NCMBF)	Economic Development
1	Garry	McFee	DeKalb County Commissioner	Government
1	Jimmy	Potts	Citizen's Observer	Press
1	Jordan	Assel	Citizen of Cameron	Individual
1	Kendra	Lewis	Passon Church	Faith
1	Kent	Osborn	Economic Development of Cameron (EDOC)	Chamber of Commerce-Economic Development
1	Mike	O'Donnell	Cameron Planning and Zoning	Government
1	Steve	Grubbs	Grubbs Construction	Business
1	Toni	Grubbs	Grubbs Construction	Business

29 Total

CEDS Committee member

RSVP

No RSVP

Clinton and DeKalb SWOT Meeting, May 7, 2019

	Name	Organization	City
1	Erik Zug	Clarkdale Alderman	Clarkdale
2	Garry McEwen	DeKalb Co. Commissioner	Weatherby, Mo.
3	Ava Langner	Clarkdale Lathrop	Lathrop
4	Corinna Williams	Lathrop Alderman	Lathrop
5	Carol Weers	Lathrop Comm. Bethelment	Lathrop
6	Mike O'Donnell	Cameron P22	Cameron
7	Stephanie Williams	NCMBF	Cameron
8	Becky Currys	Cameron Council	Cameron
9	Dan E. Tanquer	City of Lathrop Mayor	Lathrop
10	Ima Good	Clarkdale City Clerk	Clarkdale
11	Ward Good	Clarkdale City Mayor	Clarkdale
12	Dillon Lindt	NCMBF	Cameron
13	Shelley Blades	City of Cameron	Cameron
14	Toni Grubbs	Grubbs Construction, LLC	Cameron
15	Steve Grubbs	Grubbs Construction	Cameron
16	Kendra Lewis	Passion Church	Cameron
17	Christian Lewis	Passion Church	Cameron
18	Connie Hardy	Passion Church	Cameron
19	Colleen Hardy	Passion Church	Cameron
20	Anston Hardy	Passion Church	Cameron

Clinton and DeKalb SWOT Meeting, May 7, 2019

	Name	Organization	City
21	MARIE GARDAS	EDOC	CAMERON
22	KENT OSBORN	EDOC	CAMERON
23	STEVIE RASMUSSEN	City of CAMERON	CAMERON
24	Tim Wymore	City of CAMERON	CAMERON
25	Jimmy Potts	Ⓞ Citizen-Observer	
26	Jordan Assef	Citizen of Cameron	Cameron
27	Linda Ledewitte	Mo-Kan	St Joseph
28	Kelli Moss	Mo-Kan	St. Joseph
29	Jon Ecker	Mo-Kan	"
30			
31			
32			
33			
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37			
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39			
40			

Clinton and DeKalb Counties SWOT Rankings Tally

1	Location near Interstates	15	2	0	17
7	Agriculture	3	2	6	11
10	Strong school systems	1	3	7	11
12	Emergency services, strong police, fire, ambulance	0	4	4	8
11	Healthcare -19 clinics in Cameron Regional healthcare +Veterans home VA Clinic	0	4	1	5
2	Central location near wider amenities (Lathrop)	1	2	1	4
9	Tourism along highway/hotels	0	3	1	4
3	Access to parks and trails	1	1	1	3
5	History	1	1	0	2
4	Hazard mitigation not prone to flooding	0	0	0	0
6	Airports in close proximity	0	0	0	0
8	Parts distributor located in area near transportation	0	0	0	0

Clinton and DeKalb Counties SWOT Rankings Tally					
Weaknesses					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
1	Lack of sustainable jobs	15	1	0	16
9	Commuter community	0	7	1	8
5	Median income low-effected by prison	1	1	5	7
10	Drug epidemic, NW Missouri	1	3	2	6
11	Negative perception of small town (inside City limits)	0	2	4	6
2	High poverty rate	1	4	0	5
13	Proximity to larger populations People often travel elsewhere; lack of support for local business	0	0	5	5
6	Lack of home ownership (Cameron)	0	1	3	4
7	Short supply of higher end housing	3	0	1	4
4	Inconsistent zoning, illogical layout	0	2	1	3
12	Lack of recreational sports; quality of life	0	2	0	2
3	Roads in poor shape	1	0	0	1
8	Lack of rail transportation	0	0	0	0
14	Access to water	0	0	0	0

Clinton and DeKalb Counties SWOT Rankings Tally					
Opportunities					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
2	Commercial growth	6	2	3	11
3	Need more education opportunities, votech	6	4	0	10
10	Opportunities to improve quality of life, event venues, ball parks pools, etc.	1	1	6	8
12	Building infrastructure to support new business	1	2	3	6
1	Broadband lacking opportunity to expand in rural areas	3	2	0	5
4	Building the tax base	1	4	0	5
9	Possible recreation opportunities at Cameron Reservoir	2	1	2	5
5	Revitalize town centers/Main Street	1	1	2	4
13	Partnerships, business to business collaborations	0	0	4	4
11	Expand marketing of communities	0	0	3	3
7	Opportunities to network between communities	0	1	1	2
8	Public transportation	1	0	0	1
14	Value-added agribusiness	1	0	0	1
6	Opportunity to regionalize water; Plattsburg has excess capacity	0	0	0	0
15	Global exportation	0	0	0	0

Clinton and DeKalb Counties SWOT Rankings Tally					
Threats					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
8	Disintegration of community properties/lack of accountability	3	6	8	17
6	Attractive communities closer to jobs	5	2	3	10
5	[Current society is a] threat to family structure and culture	2	7	0	9
1	Crime -cities exporting to smaller communities	3	2	3	8
2	Human trafficking near I-35	5	1	2	8
7	Too much technology/damaging socialization among youth	1	1	2	4
4	Food insecurity	1	0	2	3
3	Homelessness/panhandling	0	2	0	2
9	Climate change	0	1	0	1
10	No diversity, race or age, same people making decisions	1	0	0	1

Doniphan County
SWOT Meeting Documentation



Mark your calendar to be part of the SWOT meetings scheduled in May. All the details are below. We need your help to define the economic vitality that we want to achieve over the next five years for all of our communities.

Thanks for your support,
Linda Laderoute
 Community Planner

Be Part of the Plan for the Future

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Cameron City Hall Meeting Room, 205 N Main St., Cameron, MO 64429
- Doniphan County, Wednesday, May 15, 2019; 4:00 p.m.-7:00 p.m.
Library District 1, 105 N Main St.; Troy, KS 66087
- Andrew and Buchanan Counties, Wednesday, May 22, 2019; 6:30 p.m.-9:00 p.m.
Remington Nature Center, 1502 MacArthur Dr., St. Joseph, MO 64505

Please join us for this brainstorming session to strategize our regional economic development blueprint for the next five years. Contact Linda Laderoute at 816-233-3144 or email linda@mo-kan.org to help give us a count for the room size and refreshments.

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Public Notice

Mo-Kan Regional Council
 Contact: Linda Laderoute
 816-233-3144

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Doniphan County SWOT

Date: May 15, 2019

Time: 4:00 p.m.-7:00 p.m.

Place: Library District 1

105 N Main St.

Troy, KS 66087

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For Immediate Release

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 816-233-3144

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Linda Laderoute

Community Planner

Mo-Kan Regional Council

224 North 7th Street

St Joseph, MO 65401

Office: [816-233-3144](tel:816-233-3144)

Fax: [816-233-8498](tel:816-233-8498)

www.mo-kan.org

Mo-Kan Regional Council is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. (Missouri TTY users can dial 711.)

Attendee List for Doniphan SWOT Meeting, May 15, 2019				
RSVP	First name	Last name	Organization	Type of Organization
	Doug	Cochran	HearYou Music	Business
1	Joyce	Simpson	Mo-Kan Board of Directors	Planning Commission
1	Amy	Ryan	Commerce Bank	Financial
1	Sheryl	Pierce	Doniphan County Health Department	Public Health
	Tim	Collins	Doniphan County Commission	Government
1	Ted	Hauser	St. Joseph Planning Commission	Planning Commission
1	Jon	Ecker	Mo-Kan	Planning Commission
1	Kleci	Moss	Mo-Kan	Planning Commission
1	Linda	Laderoute	Mo-Kan	Planning Commission
1	Leah	Johnson	Doniphan County Department of Economic Development	Economic Development
1	Kay	Heurins	Glacial Hills Venues	Business
1	Pat	McKernan	Troy Schools	Education

10

3 staff

	CEDS Committee member
	RSVP
	No RSVP

Doniphan County SWOT Meeting, May 15, 2019

	Name	Organization	City
1	Pst McKernan	Troy Schools, Supt	Troy, KS
2	Joyce Simpson	MoKan Regional Board	Wathena, KS
3	Leah B. Johnson	DP Co. Economic Development	Troy, KS
4	Kay Henry	Glacial Hills Venues	Wathena KS
5	Sheryl Pierce	DP Co H.D./HAT	Troy, KS
6	Klesh Moss	Mo-Kan	
7	Linda Loderer	MO-Kan	St Joseph MO
8	Amy Ryan	Commerce	SA. Joseph
9	Jon Eckert	Mo-Kan	
10	TEO HAUSER	ST. JOSEPH PLANNING COMMISSION	ST. JOSEPH
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Doniphan County SWOT Rankings Tally

5	Location-Rural with 2 hour radius to larger cities	3	1		4
7	Major Hwy 36 Hwy Prioritized with access to MO)	1	1	2	4
11	Smaller schools-more opportunities for students	1	1	1	3
4	Natural/Renewable Resources (timber, natural gas, riverfront)	1	1		2
9	County wide zoning			2	2
12	Free access to higher education for high school students	1		1	2
3	High value agricultural land		2		2
2	Scenic part of the State		1		1
6	Access to metropolitan airport		1		1
8	Good jobs in county with room for expansion of manufacturing			1	1
13	Highland Tech School located in Atchison (serves Doniphan County students)			1	1
1	Low crime rate	1			1
10	Smaller schools-more opportunities for students				0
14	Rural Water				0

Doniphan County SWOT Rankings Tally

Weaknesses					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
5	Lack of Broadband in rural areas	1	3	1	5
4	Lack of child care and preschool		1	3	4
10	Apathy and complacency	1	1	1	3
1	Lack of Housing - starter homes no LMI	3			3
3	Lack of assisted living		2		2
7	Lack of recreational opportunities/ fitness centers	1			1
8	Lack of community pride			1	1
11	Decentralized			1	1
12	Hard to recruit teachers, police, nurses/retention	1			1
2	Land held closely by farmers-no land for development				0
6	Food desert, only 3 grocery stores				0
9	Lack of competition in Electricity providers				0

Doniphan County SWOT Rankings Tally

Opportunities					
SWOT	Opportunities	Rank 1	Rank 2	Rank 3	Total Rank
1	Under utilization of Highland Community College	2	1	3	6
5	Commercial development along highway	2	3	1	6
7	Value-added agriculture			2	2
12	Stronger partnerships between County State and Local governments	1		1	2
3	Developing technical education with Highland		1	1	2
11	Better connection between high school students and industry opportunities	1	1		2
4	Develop trails or other opportunities for physical fitness	1			1
6	Hotels/Restaurants/Bed and Breakfasts		1		1
8	Agritourism	1			1
9	Develop riverfront		1		1
2	Opportunity for Highland to market to St. Joseph				0
10	Rural Opportunity Zone- State Program				0
13	Childcare				0

Doniphan County SWOT Rankings Tally

Threats					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
2	Hemoraging of money to outside communities	3	2	2	7
3	Youth retention	2	2	2	6
1	Population decline	2		2	4
4	Community attitude negative/fear of change	1	2		3
8	Farmland Monopoly			3	3
5	Exportation of students from St. Joseph after bveing kicked out, transiant students			1	1
7	Flooding		1		1
6	Exportation of crime from St. Joseph w/o adequate resources, Law enforcement				0
9	Foreign investment in farmland				0

**Andrew and Buchanan Counties
SWOT Meeting Documentation**



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 Community Planner

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###



CEDS Committee-You are invited to the third and final SWOT meeting.

Contact: Linda Laderoute
 Mo-Kan Regional Council
 816-233-3144

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REMINDER: The Andrew and Buchanan Counties SWOT meeting is coming up on Wednesday. We are serving pizza for everyone, so we would appreciate an RSVP to be sure we have enough food. Please join us for this important brainstorming session to begin the CEDS process. Please see details below.

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Andrew and Buchanan Counties SWOT

Date: Wednesday, May 22, 2019

Time: 6:30 p.m.-9:00 p.m.

Place: Remington Nature Center

1502 MacArthur Drive

St. Joseph, MO 64505

SWOT analysis elements are commonly understood in the following terms:

- **Strengths:** factors that give support the economic vitality of the region
- **Weaknesses:** factors that can be detrimental to economic growth
- **Opportunities:** favorable situations which can stimulate economic development
- **Threats:** unfavorable situations which can negatively affect the regional economy

Please join the Mo-Kan CEDS Committee in defining our regional economic development blueprint for the next five years. Contact Linda Laderoute at 816-233-3144 or email linda@mo-kan.org to RSVP by May 3rd. Light refreshments will be served. Two other Regional SWOT meetings will be held in St. Joseph, MO and Troy, KS. The input from the three SWOT meetings will be combined to determine Mo-Kan’s CEDS goals and objectives.

###



For Immediate Release

Contact: Linda Laderoute
Mo-Kan Regional Council
816-233-3144

Andrew and Buchanan Counties SWOT Meeting Scheduled

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Want to help plan the future of your county? As a resident or business owner in the region, you are a **very important person**. We need a cross-section of participants from all economic activities in order to properly identify current and future economic growth needs. No planning experience necessary; we are looking for varied perspectives to help answer the question "Where are we now?" There are no right or wrong answers in the SWOT analysis.

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###

Meeting to review strengths, weaknesses

News From NOW

The Middle Regional Council will hold a regional comprehensive assessment Development Strategy session Wednesday night at the home of the President and Andrew Hamilton.

The session is set for 7:30 p.m. at the Homebase Marine Center, 2001-17th

and business owners are invited to attend and participate.

The council conducts the strategy every five years. Determining the strengths, weaknesses, opportunities and threats is important to the local planning process, according to officials.

Two other regional SWOT meetings have been held in Cameron, Millport and Troy, Kansas. Input from all three meetings will be examined to determine the council's goals and objectives.

More information is available by calling the council at 223-3144.



This weekly e-mail updates about 3,000 Chamber and community members about events and activities taking place at the Chamber and with Chamber members. This free service (to Chamber members only) is an ideal way to spread information about activities and specials at your business. Are you hosting a speaker, having a sale or holding an open house? Let your fellow Chamber members know!

To keep the publication full of new information each week, the Chamber will only publish one event per Chamber member, per week. Also, an event can only be featured one time.

To get started, we just need a little information from you:

Is there a cost to attend? If so, what?	No cost brainstorming session for the Comprehensive Economic Development Strategy (CEDs)
Time	6:00 PM-9:00 PM
Date	May 22, 2019
Place and Address	Remington Nature Center, 1502 MacArthur Dr., St. Joseph, MO 64505
Short description of event	Please join the Mo-Kan CEDS Committee in defining our regional economic development blueprint for the next five years. Strengths, Weaknesses, Opportunities and Threats make up the SWOT topics. No planning experience necessary; we are looking for varied perspectives to help answer the question "Where are we now?" RSVP appreciated. Pizza will be served at the meeting.
<u>If applicable:</u>	
Website for additional information	www.mo-kan.org
Name of contact for event	Linda Laderoute, Community Planner
Email for contact of event	linda@mo-kan.org

Submission deadline is the Monday *prior* to your requested publish date. Please complete this form and forward to Kristi Bailey at bailey@saintjoseph.com. For more information, call (816) 364-4108.

List for Andrew & Buchanan SWOT Meeting, May 22, 2019

RSVP	First name	Last name	Organization	Type of Organization
1	Marty	Novak	City of St Joseph	Government
0	Scott	Burnham	Buchanan County Commission	Government
1	Brad	Lau	St. Joseph Chamber of Commerec	Business Development
1	Marci	Bennett	Buchanan County Tourism Board	Government
1	Joyce	Simpson	Mo-Kan Board of Directors	Planning Commission
1	David	Farr	Mo-Kan Board of Directors	Planning Commission
1	Dale	Krueger	Community member	
1	Ted	Hauser	St. Joseph Planning Commission	Planning Commission
1	Annette	Weeks	Craig School of Business	Educaion
1	Bob	Caldwell	Mo-Kan Board of Directors	Planning Commission
1	Elizabeth	Johnson	US Senator Josh Hawley's office	Political
0	Keli	Morris	Northwest Missouri Enterprise Faciliation	Economic Development
1	Jon	Ecker	Mo-Kan Regional Council	Planning Commission
1	Linda	Laderoute	Mo-Kan Regional Council	Planning Commission
1	Rebecca	Thacker	Mo-Kan Regional Council	Planning Commission
1	Kleci	Moss	Mo-Kan Regional Council	Planning Commission
1	Gary	Miller	Mo-Kan Regional Council	Planning Commission
1	Tanya	Zimmerman	DeKalb County	Government
1	Joe	Stevenson	Community member	Stewartsville
1	Scott	Burnhan	Buchanan County Commission	Government
1	Bob	Burns	City of Lathrop	Government

RSVP	First name	Last name	Organization	Type of Organization
1	Bruce	Lundy	City of Savannah	Government
1	Ray	Sisson	BHHS	Business
1	Ward	Good	Community member	
1	Tama	Wagner	Community Alliance	Economic Development
1	Joe	Hegeman	Congressman Graves' office	Political
1	Tina	Goodrick	Missourians for Tina Goodrick	Political

25 5 Staff

8 CEDS Committee Members

12 Community

9 no RSVP

12 RSVP 2 No-shows

Andrew and Buchanan Counties SWOT Meeting, May 22, 2019

	Name	Organization	City
1	Joyce Simpson	Mokan Regional Council	Wathens, KS - Doniphan Co
2	Bob Caldwell	Mo Kim Reg - Council	Savannah, MO - Andrew Co
3	Jon Eckert	MO-KAN	
4	Tanya Zimmerman	DeKalb County	Maysville, MO
5	JOE STEVENSON	STEWARTSVILLE MO →	
6	Annette Weeks	MWSU	Andrew County
7	SCOTT BURNHAN	BUCHANAN COUNTY	
8	Bob Burns	City of Cathlamet	
9	Bruce Hundy	City of Savannah	
10	Cheryl Swann	BATHS	
11	Rebecca Thacker	MOKAN COUNCIL	Zartstake
12	Ward Gadd		
13	MARY NOVAK	St-Joseph City Council	
14	DALE KRUEGER	Community Member	St. Joseph, MO
15	TAMA WAGNER	COMMUNITY ALLIANCE	
16	BRETT LAW	CHAMBER	St. Joseph, MO
17	ELIZABETH JOHNSON	SEN. JOHN HAWLEY	KANSAS CITY, MO
18	MARCI BENTLEY	ST JO CVR	St. Jo
19	Joe Hezeman	Logansport Grand	
20	JEO MAUSEL	CITY PLANNING COMMISSION	St. Joe

Andrew and Buchanan Counties SWOT Meeting, May 22, 2019

	Name	Organization	City
21	Tina Goodrick	Missourians for Tingo Goodrick	St. Joseph
22	Kinda Landeroute	Mo-Kan	
23	Kelli Moss	Mo-Kan	
24	Gacey Miller	Mo-Kan	
25	David Farr	Mo-Kan Board	DeKalb Co
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			

Andrew and Buchanan Counties SWOT Rankings Tally

2	Education K-12, Tech Schools, University	4	3	1	8
8	Employment Opportunities	4	2	0	6
13	Transportation Network (Rail, River, Interstates)	1	2	3	6
26	Agriculture Ag-business/Life Science	3	2	1	6
14	Cost of Living Lower	0	2	4	6
3	Entrepreneurship	2	2	0	4
10	Infrastructure (waste water) environmental clean up	1	1	2	4
1	Community Support	2	1	0	3
6	Engaged Leaders	0	2	1	3
7	Strong Industrial Base	2	0	1	3
9	Close proximity to international airport	0	1	2	3
11	Regional Collaboration	0	1	1	2
21	Image 2040 community plan	1	1	0	2
27	Small town feel with access to amenities	2	0	0	2
5	Arts	0	0	1	1
15	Architecture	0	0	1	1
16	Relatively Low Crime Rate	0	0	1	1
17	Rich history	0	1	0	1
18	Political Coordination within state	0	0	1	1
20	Workforce development (job center)	0	1	0	1
28	Animal Health	0	0	1	1
4	Regional Tourism Marketing for Economic Development	0	0	0	0
12	Port in St. Joseph	0	0	0	0
19	Broadband	0	0	0	0
22	Boulevard system	0	0	0	0
23	Federal funding	0	0	0	0
24	Regional brewerles, wineries, entertainment	0	0	0	0
25	Low unemployment	0	0	0	0
29	Uncommon Character brand	0	0	0	0
30	Youth recreation and facilities	0	0	0	0

Andrew and Buchanan Counties SWOT Rankings Tally

Weaknesses					
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
2	Workforce shortage	9	2	1	12
5	Low tax rate/tax structure	0	0	10	10
13	Youth Retention	0	5	2	7
11	Talent Attraction	1	2	3	6
1	Lack of skills in the trades	5	1	0	6
14	Leakage/ Expendable Income Leakage	2	2	1	5
17	Drug Issue	0	1	4	5
10	Perception	1	2	1	4
4	Lack of planning for residential growth	2	0	1	3
8	Vacant Property/Blight	0	3	0	3
18	Lack of Family Values/ Grandparents raising children	1	0	2	3
7	Public Transportation	1	1	1	3
3	Flooding/River management	1	1	0	2
12	Larger wage commuters	1	0	1	2
15	Lack of assisted living	0	0	2	2
9	Homelessness	0	0	1	1
16	Lack of competition in Healthcare industry	0	0	1	1
6	Lack of industrial land (shovel ready)	0	0	0	0
19	Cost of College Education	0	0	0	0

Andrew and Buchanan Counties SWOT Rankings Tally

Opportunities					
SWOT #	SWOT Item	Rank 1	Rank 2	Rank 3	Points in Top 3
5	Downtown Revitalization	2	3	3	8
6	Neighborhood Revitalization	2	2	2	6
3	Education/Trade development	2	1	2	5
13	Value Added Ag	2	3	0	5
11	Creating small Businesses	3	1	1	5
1	Developing riverfront	2	2	0	4
2	Availability of jobs	2	0	1	3
10	Further Expansion of Broadband	0	0	3	3
14	Knowledge Retention	0	1	2	3
20	Air Guard 139th	3	0	0	3
4	Entrepreneur Education Opportunities(CSB)	1	1	0	2
12	Alternative Ag Tech	0	2	0	2
16	Population growth	0	1	1	2
17	Address needs of millennials	1	0	1	2
18	Shop Local/Incentivizing	0	2	0	2
22	Agricultural Exports	0	1	1	2
19	Rosecrans	0	0	2	2
7	Environment Management	0	1	0	1
15	Coordination of services to address homelessness	0	0	1	1
21	Expanding use of the Port	0	0	1	1
25	Marijuana	0	1	0	1
26	Unified/Consolidation of downtown efforts/Development	1	0	0	1
27	Development of SJSD masterplan	0	0	1	1
28	Internet sales tax to local economy	1	0	0	1
29	Mo. Western Land Growth Plan	0	1	0	1
30	Public Involvement	0	0	1	1
8	Recycling	0	0	0	0
9	Opportunity Zone	0	0	0	0
23	Farm to table dining	0	0	0	0
24	Organic Agriculture	0	0	0	0

Andrew and Buchanan Counties SWOT Rankings Tally

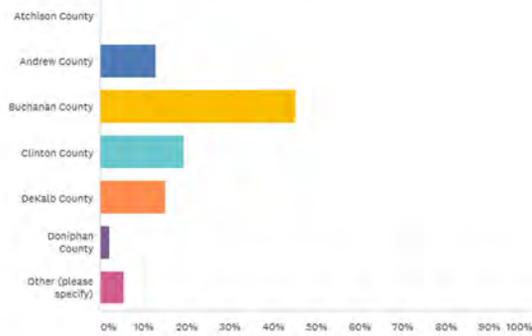
SWOT #	SWOT Text	Rank 1	Rank 2	Rank 3	Total Ranked in Top 3
8	Lack of Planned growth	1	4	3	8
1	Population Stagnation	5	1	1	7
2	Crime/Drugs	3	3	1	7
10	Youth Retention	1	2	4	7
5	Aging Farmers	1	1	4	6
11	Deteriorating Infrastructure	2	1	3	6
15	Rising Healthcare Costs/Health insurance costs	3	3	0	6
9	Kansas City/Clay/Platte Counties	1	1	2	4
16	Lack of public financial resources to maintain infrastructure	1	2	1	4
4	Weather/Flooding Hazard Mitigation	0	2	1	3
7	Lack of Coordination	0	0	2	2
19	Cost of Utilities	0	0	2	2
3	Negative Self Image	0	1	0	1
6	Inheritance Leakage	1	0	0	1
13	Educational Debt/Cost of Education	1	0	0	1
17	Apathy	1	0	0	1
18	Competition between East and West development	0	1	0	1
12	Political Divisiveness	0	0	0	0
14	Lack of Personal Financial Education	0	0	0	0

SWOT Public Survey

Question 1: Where do you live?

Where do you live?

Answered: 93 Skipped: 1

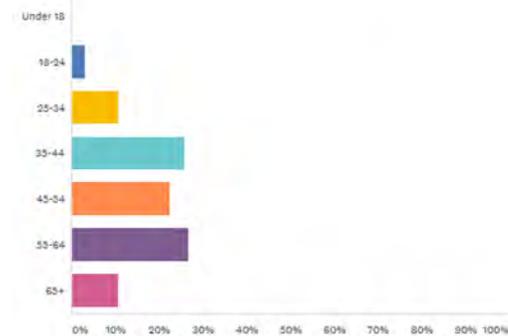


ANSWER CHOICES	RESPONSES	
Atchison County	0.00%	0
Andrew County	12.90%	12
Buchanan County	45.16%	42
Clinton County	19.35%	18
DeKalb County	15.05%	14
Daniphan County	2.15%	2
Other (please specify)	Responses 5.38%	5
TOTAL		93

Question 2: What is your age group?

What is your age group?

Answered: 83 Skipped: 1

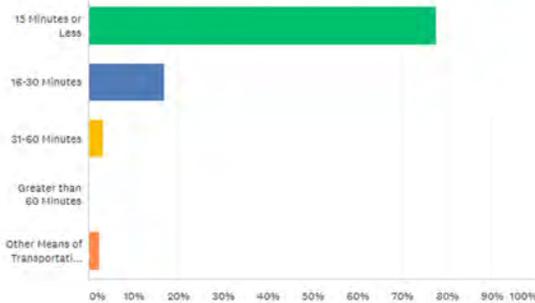


ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	3.23%	3
25-34	10.75%	10
35-44	25.81%	24
45-54	22.58%	21
55-64	26.85%	25
65+	10.75%	10
TOTAL		83

Question 3: If you work, how long is your drive?

If you work, how long is your drive to work?

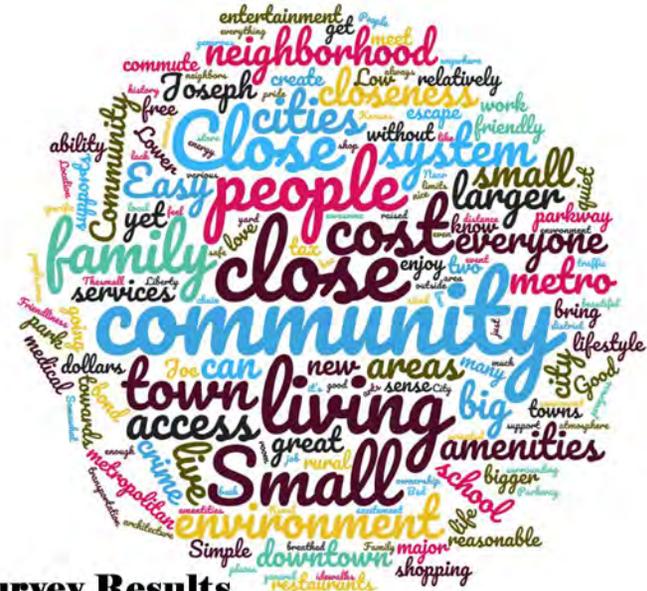
Answered: 89 Skipped: 5



ANSWER CHOICES	RESPONSES	
15 Minutes or Less	77.53%	69
16-30 Minutes	16.85%	15
31-60 Minutes	3.37%	3
Greater than 60 Minutes	0.00%	0
Other Means of Transportation to Work (please specify)	Responses 2.25%	2
TOTAL		89

Question 4: What do you like best about where you live?

The word cloud below summarizes the most common words survey participants used to describe what they liked best about where they lived.



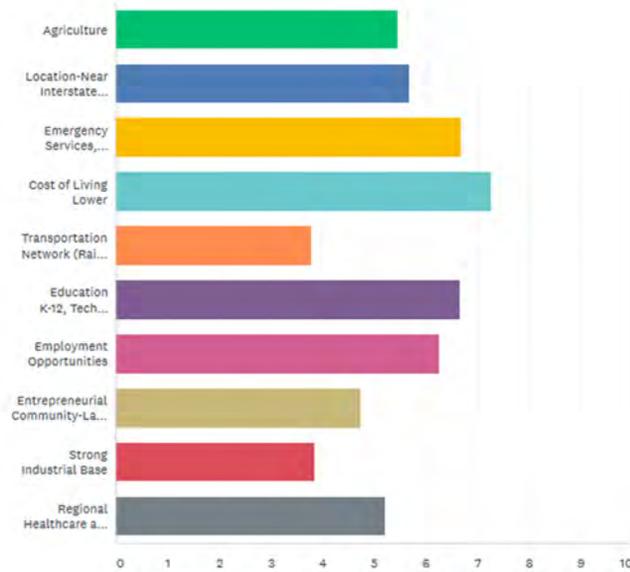
SWOT Survey Results

Question 5: Regional Strengths Rankings

SWOT Survey Results

Ten regional strengths are listed below. Please rank from 1-10 with 1 being the most important.

Answered: 93 Skipped: 1

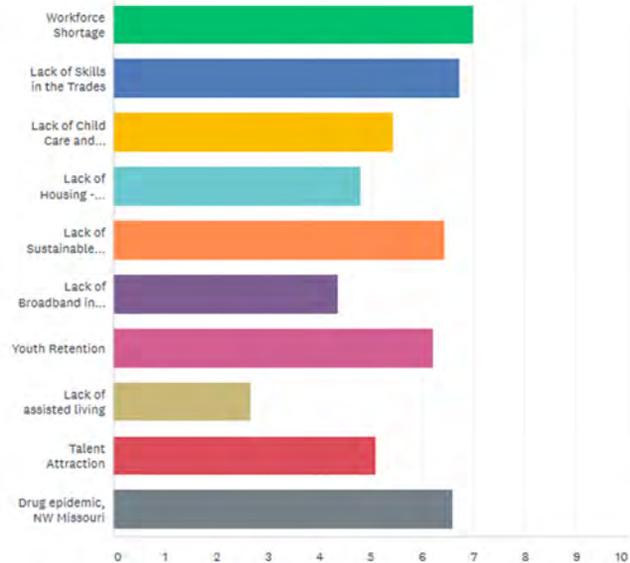


	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Agriculture	11.83% 11	8.60% 8	10.75% 10	8.60% 8	8.60% 8	13.98% 13	6.45% 6	8.60% 8	9.68% 9	12.90% 12	93	5.47
Location-Near Interstate Highways	11.83% 11	8.60% 8	9.68% 9	15.05% 14	8.60% 8	8.60% 8	8.60% 8	11.83% 11	9.68% 9	7.53% 7	93	5.70
Emergency Services, Strong Police, Fire, Ambulance	12.09% 11	15.38% 14	23.08% 21	7.69% 7	13.19% 12	6.59% 6	5.49% 5	7.69% 7	5.49% 5	3.30% 3	91	6.69
Cost of Living Lower	23.66% 22	15.05% 14	12.90% 12	11.83% 11	17.20% 16	4.30% 4	7.53% 7	2.15% 2	4.30% 4	1.08% 1	93	7.29
Transportation Network (Rail, River, Interstates)	1.09% 1	2.17% 2	4.35% 4	4.35% 4	9.78% 9	17.39% 16	17.39% 16	4.35% 4	16.30% 15	22.83% 21	92	3.78
Education K-12, Tech Schools, University	21.74% 20	17.39% 16	7.61% 7	8.70% 8	11.96% 11	6.52% 6	6.52% 6	7.61% 7	6.52% 6	5.43% 5	92	6.67
Employment Opportunities	14.13% 13	18.48% 17	9.78% 9	9.78% 9	4.35% 4	11.96% 11	6.52% 6	14.13% 13	6.52% 6	4.35% 4	92	6.26
Entrepreneurial Community-Large Number of Small Businesses	1.10% 1	6.59% 6	6.59% 6	14.29% 13	5.49% 5	10.99% 10	18.68% 17	19.78% 18	13.19% 12	3.30% 3	91	4.75
Strong Industrial Base	2.17% 2	3.26% 3	9.78% 9	4.35% 4	5.43% 5	9.78% 9	9.78% 9	14.13% 13	19.57% 18	21.74% 20	92	3.84
Regional Healthcare and Veterans' Care	1.22% 1	6.10% 5	7.32% 6	18.29% 15	17.07% 14	10.98% 9	14.63% 12	8.54% 7	8.54% 7	7.32% 6	82	5.20

Question 6: Regional Weaknesses Rankings

Ten regional Weaknesses are listed below. Please rank from 1-10 with 1 being the most important.

Answered: 93 Skipped: 1

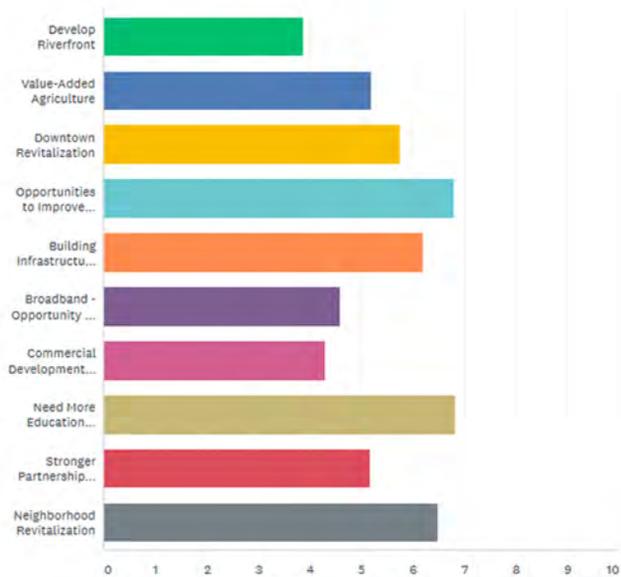


	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Workforce Shortage	18.68% 17	16.48% 15	20.88% 19	8.79% 8	6.59% 6	8.79% 8	5.49% 5	7.69% 7	2.20% 2	4.40% 4	91	7.01
Lack of Skills in the Trades	12.09% 11	9.89% 9	13.19% 12	24.18% 22	8.79% 8	15.38% 14	10.99% 10	4.40% 4	0.00% 0	1.10% 1	91	6.73
Lack of Child Care and Preschool	4.49% 4	10.11% 9	6.74% 6	14.61% 13	12.36% 11	14.61% 13	12.36% 11	8.99% 8	11.24% 10	4.49% 4	89	5.43
Lack of Housing - Starter Homes	6.67% 6	5.56% 5	6.67% 6	7.78% 7	14.44% 13	10.00% 9	11.11% 10	14.44% 13	8.89% 8	14.44% 13	90	4.81
Lack of Sustainable Jobs	12.09% 11	12.09% 11	14.29% 13	15.38% 14	12.09% 11	10.99% 10	7.69% 7	7.69% 7	4.40% 4	3.30% 3	91	6.45
Lack of Broadband in Rural Areas	3.33% 3	8.89% 8	7.78% 7	4.44% 4	11.11% 10	8.89% 8	10.00% 9	8.89% 8	16.67% 15	20.00% 18	90	4.38
Youth Retention	9.78% 9	13.04% 12	13.04% 12	8.70% 8	15.22% 14	8.70% 8	17.39% 16	8.70% 8	5.43% 5	0.00% 0	92	6.22
Lack of assisted living	0.00% 0	0.00% 0	3.33% 3	2.22% 2	2.22% 2	6.67% 6	6.67% 6	21.11% 19	31.11% 28	26.67% 24	90	2.68
Talent Attraction	3.23% 3	16.13% 15	7.53% 7	8.60% 8	8.60% 8	10.75% 10	8.60% 8	11.83% 11	11.83% 11	12.90% 12	93	5.10
Drug epidemic, NW Missouri	31.52% 29	9.78% 9	7.61% 7	6.52% 6	9.78% 9	4.35% 4	6.52% 6	5.43% 5	7.61% 7	10.87% 10	92	6.59

Question 7: Regional Opportunities Rankings SWOT Survey Results

Ten regional Opportunities are listed below. Please rank from 1-10 with 1 being the most important.

Answered: 93 Skipped: 1



	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Develop Riverfront	4.30% 4	8.60% 8	4.30% 4	4.30% 4	6.45% 6	11.83% 11	9.68% 9	3.23% 3	8.60% 8	38.71% 36	93	3.87
Value-Added Agriculture	7.61% 7	7.61% 7	9.78% 9	7.61% 7	13.04% 12	10.87% 10	13.04% 12	6.52% 6	14.13% 13	9.78% 9	92	5.18
Downtown Revitalization	9.78% 9	13.04% 12	5.43% 5	13.04% 12	10.87% 10	14.13% 13	9.78% 9	8.70% 8	9.78% 9	5.43% 5	92	5.78
Opportunities to Improve Quality of Life, Event Venues, Ball Parks Pools, Etc.	19.78% 18	9.89% 9	16.48% 15	13.19% 12	7.69% 7	12.09% 11	7.69% 7	6.59% 6	4.40% 4	2.20% 2	91	6.79
Building Infrastructure to Support New Business	9.68% 9	11.83% 11	18.28% 17	5.38% 5	17.20% 16	7.53% 7	7.53% 7	17.20% 16	4.30% 4	1.08% 1	93	6.19
Broadband - Opportunity to Expand in Rural Areas	8.89% 8	3.33% 3	6.67% 6	6.67% 6	11.11% 10	6.67% 6	13.33% 12	14.44% 13	16.67% 15	12.22% 11	90	4.61
Commercial Development Along Highway-Hotels/Restaurants/Bed and Breakfasts	3.26% 3	3.26% 3	7.61% 7	9.78% 9	7.61% 7	10.87% 10	11.96% 11	13.04% 12	19.57% 18	13.04% 12	92	4.30
Need More Education Opportunities, Skilled Trade Training	14.13% 13	19.57% 18	15.22% 14	9.78% 9	9.78% 9	10.87% 10	6.52% 6	7.61% 7	5.43% 5	1.09% 1	92	6.82
Stronger Partnership Between County, State, Local Governments	7.61% 7	6.52% 6	6.52% 6	16.30% 15	8.70% 8	9.78% 9	11.96% 11	11.96% 11	10.87% 10	9.78% 9	92	5.17
Neighborhood Revitalization	15.05% 14	17.20% 16	10.75% 10	13.98% 13	8.60% 8	6.45% 6	8.60% 8	8.60% 8	4.30% 4	6.45% 6	93	6.48

Question 8: Regional Threats Rankings

Ten regional Threats are listed below. Please rank from 1-10 with 1 being the most threatening.

Answered: 92 Skipped: 2



	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
Community Attitude Negative/Fear of Change	28.89% 26	20.00% 18	8.89% 8	8.89% 8	11.11% 10	6.67% 6	7.78% 7	1.11% 1	2.22% 2	4.44% 4	90	7.46
Attractive Communities Closer to Jobs	1.11% 1	8.89% 8	10.00% 9	13.33% 12	17.78% 16	20.00% 18	6.67% 6	10.00% 9	8.89% 8	3.33% 3	90	5.49
Current Society is a Threat to Family Structure and Culture	15.73% 14	8.99% 8	14.61% 13	13.48% 12	6.74% 6	8.99% 8	8.99% 8	5.62% 5	5.62% 5	11.24% 10	89	6.10
Hemorrhaging of Money to Areas Outside County	3.41% 3	4.55% 4	0.00% 0	4.55% 4	5.68% 5	14.77% 13	25.00% 22	14.77% 13	13.64% 12	13.64% 12	88	4.00
Human Trafficking Near I-35	2.22% 2	6.67% 6	12.22% 11	2.22% 2	7.78% 7	5.56% 5	4.44% 4	13.33% 12	22.22% 20	23.33% 21	90	3.96
Disintegration of Community Property/Lack of Accountability	2.20% 2	13.19% 12	14.29% 13	17.58% 16	12.09% 11	17.58% 16	8.79% 8	8.79% 8	4.40% 4	1.10% 1	91	6.10
Youth Retention	3.33% 3	6.67% 6	13.33% 12	12.22% 11	17.78% 16	8.89% 8	13.33% 12	11.11% 10	11.11% 10	2.22% 2	90	5.48
Crime/Drugs	34.07% 31	12.09% 11	9.89% 9	13.19% 12	5.49% 5	4.40% 4	4.40% 4	10.99% 10	4.40% 4	1.10% 1	91	7.36
Aging Farmers	1.10% 1	8.79% 8	5.49% 5	6.59% 6	9.89% 9	5.49% 5	10.99% 10	12.09% 11	16.48% 15	23.08% 21	91	4.03
Lack of Planned Growth	9.89% 9	12.09% 11	13.19% 12	7.69% 7	6.59% 6	7.69% 7	8.79% 8	10.99% 10	8.79% 8	14.29% 13	91	5.46

Number of Responses: 90

Question 9: Regional Economic Goals

SWOT Survey Results

What do you see as the most important goal for regional economic development to focus on over the next five years?**Create a Better Place**

Marketing what the community has to offer. Providing support to local small businesses within the community. Changing the mindset of others who think negatively about the community.

Decrease drug and crime in communities, while instilling community pride and opportunity.

drug and mental health programs to reduce crime and stealing

We need to stress the goal of shopping local. Shopping local builds community pride and community pride will shape an increased respect for the city and promote quality of life.

Grow Prosperity

Developing our beautiful downtown, attracting businesses that attract youth & talent, taking care of our community; keeping it clean, improving recycling programs, forward-thinking regarding the climate crisis.

K-12 Education Spending, Crime Reduction, and Appearance of the Community (especially dilapidated architecture).

Careful planning at all levels of government to build and repair infrastructure and provide education and support to new businesses.

Improve businesses and neighborhoods already here.

Invest in People

Providing quality jobs, additional post educational opportunities

Attracting good companies to come to the area for tech and industrial jobs that will attract and keep young talent.

Continue to expand and diversify the employment opportunities, educational opportunities and collaborative government.

Sustainability. Green jobs to area. This is a rapidly growing field with lots of opportunity.

Number of Responses: 88

Question 10: Regional Challenges**What do you see as the most compelling challenge to sustaining quality of life in NW Missouri?****Create a Better Place**

The biggest challenge is having jobs for people with little education and addressing the homelessness, illegal drug use and the rising crime.

Drugs, youth retention, apathy, neighborhood blight, poorly rated schools.

Crime and failing architecture/community appearance.

Decreasing crime and drug abuse, addressing the homelessness issues (which about 75% have a mental health diagnosis), so "jobs" for them is not the key, safe housing is the biggy...

Grow Prosperity

Competition from larger communities, example, recreational opportunities and higher paying jobs

Getting the funds to achieve expensive and much needed development.

Lack of high quality jobs, and the economic engines that drive a region.

It is a challenge that as a community, St. Joseph residents seem unwilling to invest in themselves (e.g. GO bond debt) to make large-scale public improvements.

Invest in People

Retaining youth, and/or their return to the city

Sustainable workforce, good paying jobs with good work environments

Attracting business to bring job opportunities to our community

Lack of youth opportunities and hard for small businesses to open up