

802 S. Gordon, Rm. 102
P.O. Box 123
Concordia, MO 64020

Phone 660-463-7934
Fax 660-463-7944

Meeting Notice and Proposed Agenda

Pioneer Trails Regional Planning Commission Comprehensive Economic Development Strategy (CEDS) Committee

Thursday December 8, 2011 – 10:00 a.m.

**State Fair Community College
Fielding Technical Center – Room 253 – Sedalia, MO**

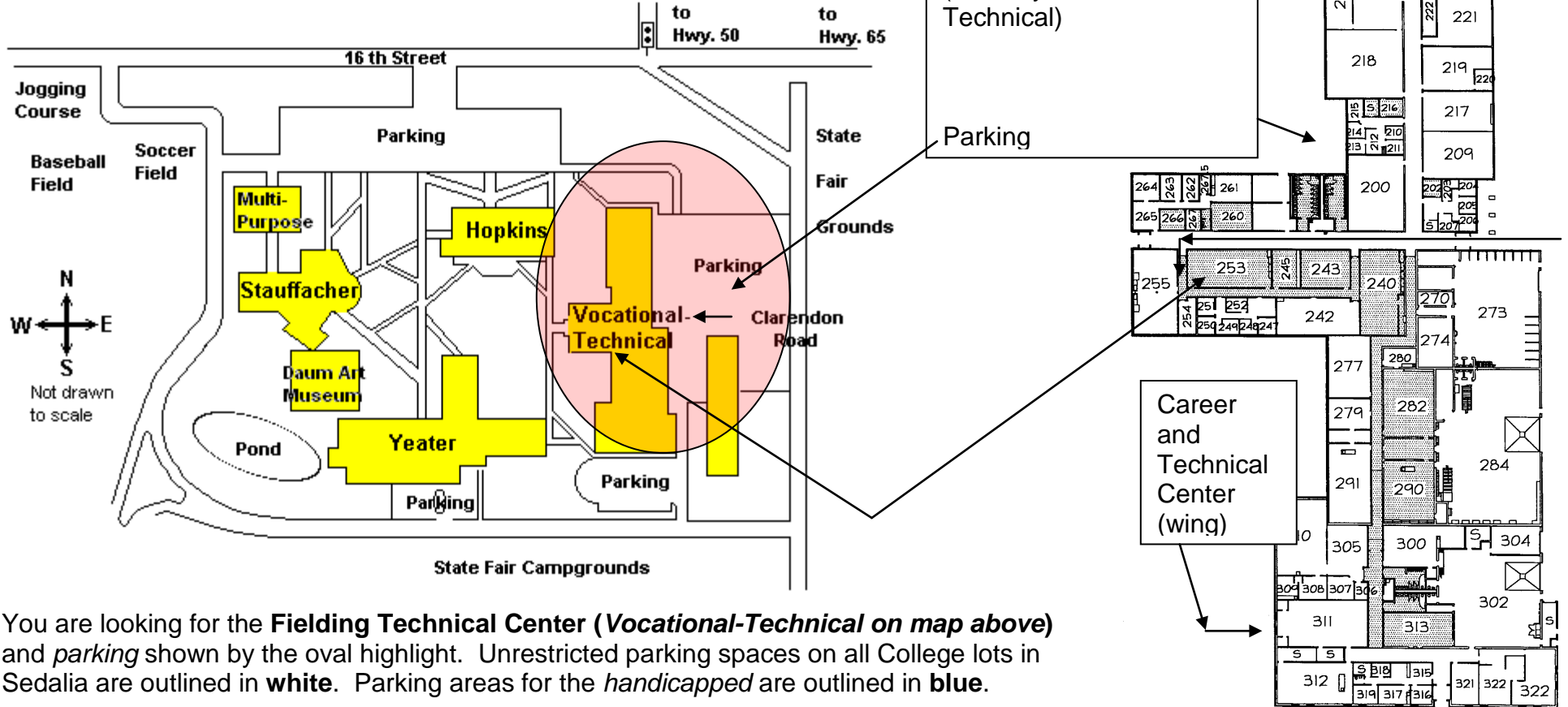
The Comprehensive Economic Development Strategy (CEDS) Committee was originated as part of a broader regional project to develop and initiate regional strategies for the long-term growth and economic stability of Johnson, Lafayette, Pettis and Saline Counties. We invite you to join us as we assess our current status in the CEDS process and determine an action plan in moving forward with the CEDS.

1. Call to Order
2. Self-Introductions
3. Agenda Approval
4. September, October and November Minutes Approval
5. Old Business:
 - a. Public meetings report
 - b. Public meetings schedule / overall timeline review
 - i. Pettis County – January 4, 2012
 - ii. Saline County
 - iii. Johnson County
 - c. CEDS committee vacancies
 - d. CEDS data collection
6. New Business
 - a. Table of Contents
 - i. (please review draft and compare to CEDS requirement checklist)
 - b. Goal Development
7. Community Leader Input
8. Upcoming meetings
 - i. January 3, 2012 – Saline County
 - ii. February 7, 2012 – Concordia
 - iii. March 6, 2012 – Concordia
 - iv. April 3, 2012 – Concordia
 - v. May 1, 2012 – Concordia
9. Adjourn

CEDS Meeting — Fielding Technical Center, Room #253

Tuesday, March 8, 2011; 11 am

State Fair Community College Campus



You are looking for the **Fielding Technical Center (Vocational-Technical on map above)** and *parking* shown by the oval highlight. Unrestricted parking spaces on all College lots in Sedalia are outlined in **white**. Parking areas for the *handicapped* are outlined in **blue**.

Your meeting is scheduled in the **Fielding Technical Center, Room 253**. Enter the building where arrow appears close to the words Vocational-Technical on map above. Once inside the building move straight down the hall to the third hall heading left and turn left, then follow the hall South and then East (left) to **Room 253** which will be on the left (see long arrow above).

If you have questions, please contact: Brenda L. Bryan, Ph.D. (Director) or Dorothy Schroder (Administrative Assistant)
Business & Technology Center (B&TC), Fielding Room 251 **660/530-5810**
State Fair Community College **FAX 660/530-5855**
3201 W. 16th Street, Sedalia, MO 65301-2199 **e-mail: bbryang@sfccmo.edu**

CEDS Committee Meeting Minutes

September 13, 2011

The Comprehensive Economic Development Strategy (CEDs) Committee for the Pioneer Trails Regional Planning Commission met Tuesday, September 13, 2011 in the Concordia Community Center.

1. Call to Order

The meeting was called to order at 10:05 a.m. by Tracy Brantner, chairperson.

2. Self Introductions

Self introductions were made by those in attendance:

- Jim Marcum, Marcum Landscaping
- Tracy Brantner, Johnson County EDC
- Kelly Dyer, UCM-SBTDC
- Jim Clarke, City of Odessa
- Allan Rohrbach, City of Green Ridge
- David Rohrbach, Citizen
- Mark Heins, State Bank of Missouri
- Brenda Bryan, State Fair Community College
- Jessica Craig, Metropolitan Community College
- Cathy Cox, Pioneer Trails RPC

3. Agenda Approval

A motion was made by Rohrbach and seconded by Dyer to approve the agenda. A vote solicited unanimous approval.

4. Old Business

The 2011 CEDs annual report was provided for the committee to review. This is the report that was submitted to the Economic Development Agency (EDA) in June 2011. Brantner provided an overview of the EDA CEDs process. The RPC is currently operating under a CEDs that was developed in 2007 and is to be updated/revised every five years. The new CEDs is due in June 2012.

5. New Business

a. Strategy for CEDs renewal

A lengthy discussion of the strategy for completing the 2012 CEDs took place with the following highlights reviewed:

- The group will reach out to community groups for input in the planning process
- The goals of the CEDs committee are not aligned with the existing CEDs. This is a golden opportunity to make the CEDs the planning document for the Pioneer Trails Region.
- The committee members are expected to contribute in coordination of community outreach meetings in their respective areas. Committee members will also play an integral role in compiling, editing and submitting the completed CEDs document.
- We will make every effort to hold 2 to 3 meetings per county, 2 or 3 times per month over the months of October, November, December and January. A tentative list of communities is as follows:
 - Holden, Leeton and Warrensburg in Johnson County
 - Sedalia, La Monte and Smithton in Pettis County
 - Higginsville, Lexington and Odessa in Lafayette County
 - Marshall, Slater and Sweet Springs in Saline County
- April 2012 will be the month designated for the 30 day comment period
- The CEDs document will be presented to the Pioneer Trails Regional Planning Commission Board for review and approval at the May 15, 2012 meeting.
- The CEDs committee needs to look at SWOT analyses that have been recently completed in the region and build off of this information.

CEDS Committee Meeting Minutes

September 13, 2011

- The message ideas that need to be relayed when soliciting attendees at the community meetings should include “what’s in it for me?”, “map your communities future”, “let your voice be heard”, and “help assure longevity in your community”
- Radio PSA’s, Email, Facebook, Websites, Chambers of Commerce, and local business organizations can be utilized for promoting meetings.
- Cox will develop a plan for meetings and facilities by the October meeting
- Local communities will be asked to determine the time and location that works best for them

b. CEDS committee structure / vacancies

There are a few vacancies on the CEDS committee. Dyer will contact a potential representative for Saline County.

A county elected official is needed. Cox will try to identify one.

c. Upcoming meeting locations

Community leaders will be invited to attend CEDS committee meetings for the next four months. Meetings will be as follows

- October 4, 2011 – Odessa
- November 1, 2011 – Johnson County – UCM
- December 6, 2011 – Pettis County
- January 3, 2012 – Saline County
- February 7, 2012 – Concordia
- March 6, 2012 – Concordia
- April 3, 2012 – Concordia
- May 1, 2012 - Concordia

Other business discussed included the need to develop a communication strategy for the CEDS committee. Linked In and Email were discussed as options, however no determination was made.

6. Adjourn

The meeting was adjourned at 11:15 a.m.

CEDS Committee Meeting Minutes

October 4, 2011

The Comprehensive Economic Development Strategy (CEDS) Committee for the Pioneer Trails Regional Planning Commission met Tuesday, October 4, 2011 in the Odessa Community Building.

1. Call to Order

The meeting was called to order at 10:02 a.m. by Tracy Brantner, chairperson.

2. Self Introductions

Self introductions were made by those in attendance:

- Tracy Brantner, Johnson County EDC
- Kelly Dyer, UCM-SBTDC
- Donna Brown, City of Higginsville
- Jim Clarke, City of Odessa
- Jon Holmes, City of Odessa
- Cathy Cox, Pioneer Trails RPC

3. Agenda Approval

A quorum was not available so no voting was conducted, however those present agreed to proceed with the agenda as printed.

4. September Minutes Approval

Minutes were not approved as a quorum was not available.

5. Old Business

a. Public meeting schedule

A discussion on scheduling community meetings to obtain public input for the CEDS was held. Cox suggested attempting to conduct meetings in each county during the month the CEDS committee meeting will be held in that county. (October – Lafayette, November – Johnson, December – Pettis, January – Saline, February – any not completed previously) Realizing that scheduling October meetings may be difficult at this late date, some Lafayette County meetings may be postponed.

Brown indicated the Higginsville Board of Aldermen meet on the 1st and 3rd Monday of each month. Higginsville has a “four-plex” which is representative from the Parks and Recreation, School Board, Board of Aldermen and Chamber of Commerce. Brown suggested having a meeting prior to a regularly scheduled Board of Aldermen meeting and asking the “four-plex” to attend.

Brantner stated we need to attract community leaders but also promote to the public and indicated it is important to do a SWOT efficiently during these meetings. Cox will draft a press release/letter that is generic for each community to customize for their event. Cox will also compile a list of descriptive words to be used at each meeting allowing participants to determine where those words apply relative to strengths, weaknesses, opportunities and threats.

Clarke indicated Odessa Board of Aldermen meet the 2nd and 4th Monday of each month. Brantner stated that Johnson County has recently completed SWOT analyses and suggested we only conduct one Johnson County meeting, in Holden and ask Johnson County to share their SWOT data for representation of the remainder of the county.

CEDS Committee Meeting Minutes

October 4, 2011

Meetings are tentatively scheduled as follows:

October 24 – 5:30 – 6:30 – Odessa Community Building (Clarke will arrange)

November 7 – 6:30 – 7:29 – Higginsville City Hall (Brown will arrange)

November 8 – 5:30 – Holden City Hall (Brantner will arrange)

A meeting needs to be scheduled in Lexington and Brown and Clarke both indicated they would assist with this. Jerry Brown – Mayor, Carla at City Hall and Terry Thompson can be contacted to schedule this meeting.

Cox will contact Brenda Bryan and Linda Christle to assist with Pettis County meetings and Bill Riggins to assist with those in Saline County.

b. CEDS committee vacancies

Brown talked to Brian Cornelius, private sector representative for Lafayette County, and he would like to step away from the CEDS committee. Mark Heins has also declined his nomination. This leaves 2 private sector vacancies for Lafayette County. David Reid, Higginsville and the head of Advanced Industries in Odessa were suggested as options. Brown and Clarke will contact these individuals respectively. If these nominees decline Clarke will contact Ritchie Brothers to seek a nominee from their business.

Brantner will verify the Johnson County representatives would like to continue in their capacity.

Cox indicated that Bill Riggins is working to fill the Saline County vacancy.

The search for an elected official continues. Doug Rickey, Alderman in Bates City was suggested. Cox will contact him. Cox will also reach out to the workforce development board to assure their representation at future meetings.

6. New Business

a. CEDS Outline

A four page checklist utilized by EDA when evaluating CEDS applications was provided to the committee (copy attached to minutes). Those present reviewed this information with the following comments:

- Utilize the background section of this checklist as a starting point for the SWOT characteristics with the addition of “technical infrastructure”
- Brantner and Clarke will work on the data portion of the CEDS
- Committee agrees we will start CEDS as a “blank page”

7. Community Leader Input

No community leaders were present to provide community input, but Clarke spoke to Odessa’s issues including

- Sewer
- Aged infrastructure
- Inadequate infrastructure in industrial zoned areas
- Disjointed interstate intersection.
- Odessa needs to get intersection as priority on TAC

CEDS Committee Meeting Minutes

October 4, 2011

- Ages structures available – i.e. Action Products
- Outlet Mall – distant owner not aggressive in filling vacant space. Prospective uses include data center, back office, call center, training facilities
- Looking at aviation opportunities for the region

8. Upcoming meeting locations

- November 1, 2011 – Johnson County – UCM
- December 6, 2011 – Pettis County
- January 3, 2012 – Saline County
- February 7, 2012 – Concordia
- March 6, 2012 – Concordia
- April 3, 2012 – Concordia
- May 1, 2012 - Concordia

The next CEDS committee meeting will be held November 1st in Dockery Room 107. Attendees are encouraged to stay for the recycling fair being held that day.

9. Adjourn

The meeting was adjourned at 10:58 a.m.

CEDS Committee Meeting Minutes

November 1, 2011

The Comprehensive Economic Development Strategy (CEDs) Committee for the Pioneer Trails Regional Planning Commission met Tuesday, November 1, 2011 at the University of Central Missouri Student Union.

1. Call to Order

The meeting was called to order at 10:05 a.m. by Tracy Brantner, chairperson.

2. Self Introductions

Self introductions were made by those in attendance:

- Tracy Brantner, Johnson County EDC
- Kelly Dyer, UCM-SBTDC
- Donna Brown, City of Higginsville
- Allan Rohrbach, City of Greenridge
- David Rohrbach, Visitor
- Baird Brock, City of Warrensburg
- Doug Rickey, City of Bates City
- Brenda Bryan, State Fair Community College
- Brenda Audrey, DNR
- Cathy Cox, Pioneer Trails RPC

3. Agenda Approval

A quorum was not available so no voting was conducted, however those present agreed to proceed with the agenda as printed.

4. September / October Minutes Approval

Minutes were not approved as a quorum was not available. No general comments were offered to modify minutes.

5. Old Business

a. Public meeting schedule

Brantner explained the public meeting process to those attending for the first time.

- The Odessa meeting had to be postponed due to facilitator illness. A proposed date of November 29th is pending approval.
- Plans are underway for the Higginsville meeting to be held Monday, November 7th.
- The Holden meeting will be held November 29th at the Holden Haller Building in correlation with the Johnson County Economic Development Council Business Development Task Force and will be facilitated by Brantner.
- A Pettis County meeting will be hosted by State Fair Community College on December 8th at 6:30 p.m.
- Bill Riggins with Marshall-Saline Development will work with Cox to schedule Saline County meetings in January

b. CEDS committee vacancies

- Doug Rickey has agreed to serve on the CEDS committee filling the vacancy for an elected official. Rickey was in attendance at the meeting.
- Brown has contacted David Reed to fill one of the Lafayette County private sector vacancies. He will provide a decision soon.

CEDS Committee Meeting Minutes

November 1, 2011

- Jim Clarke will be talking to Alan Shackelford for the other Lafayette County private sector vacancy
- Bill Riggins is working on private sector representatives for Saline County
- Drew Lewis has decided to discontinue service on the committee. Brantner will look for somebody to replace Lewis. Marshall Abney was suggested as a possibility

6. New Business

a. Community Outreach SWOT criteria

The following characteristics were determined to be utilized for the initial town hall meeting SWOT. The committee will review and update the list as appropriate following the initial meeting.

Available Workforce	Infrastructure
Broadband / Internet Access	K-12 Education
Business Climate	Natural Resources
Career Training Opportunities	Population
City Roads	Proactive Government
Community Support	Pro-business Environment
County Roads	Property Taxes
Crime Rate	Quality of Life
Economic Development Efforts	Reactive Government
Economy	Recycling
Energy Utilization	Resources
Entrepreneurship	Sales Taxes
Environment	Skilled Workforce
Financing Capacity	State Roads
GIS / Mapping Capabilities	Topography
Green Initiatives	Tourism
Green Jobs	Transportation Access
Higher Education	Workforce Development & Use
Incentives / Gap Financing Tools	Youth Activities

b. CEDS Data points

The following data points will be collected and analyzed for the CEDS document:

- Land area and population density for Pioneer Trails Region
- 2011 estimates
- Land allocated for farms in the region
- Missouri Population Trends (1970 - 2020)
- Pioneer Trails Region Population Growth 1970 - 2020
- Natural increase and net migration in region
- Population Change 2000 - 2010
- Regional Population - Age Profile
- Male / Female Population - 2010 Census

CEDS Committee Meeting Minutes

November 1, 2011

- Population estimates by age (2010)
- Population by gender (2010)
- Family Characteristics
- Household Characteristics
- Ethnic Composition of Pioneer Trails Region
- Population estimates by race and Hispanic origin
- Per Capita Income Trends
- Median Household Income in Region
- Median Family Income in Region
- Pioneer Trails Area School District Fall Enrollment 2007 - 2011
- Education Attainment for Region
- School Graduation Rates in Region
- Graduate Analysis (2010)
- Change in the Number of Housing Units (2005 - 2010)
- Housing Characteristics
- Housing Values in the Region
- Age of Housing Stock
- Median Rental Value (2010 Census)
- Cost of Living Index 2010
- Civilian Labor Force
- Labor Force by Diversity and Gender (2010 Census)
- Commuting Characteristics in the Region
- Unemployment Rate
- Number of Jobs in Pioneer Trails Region (2000 - 2010)
- Number of Establishments in Pioneer Trails Region (2000 - 2010)
- School Dropout Rates in Region
- Pioneer Trails Region Industry Statistics (2000)
- Pioneer Trails Region Industry Statistics (2005)
- 2005 Census of Employment and Wages (NAICS Sectors)
- 2010 Census of Employment and Wages (NAICS Sectors)
- Total Number of Businesses Based on Industry (2010)
- Prevailing Wages in Pioneer Trails Region (2000 - 2010)
- Poverty Trends - (1980-2000 & 2010)
- Poverty Status by Age 2010
- Layoffs / Workforce Reductions
- Major Manufacturers Operating in Region
- Total Sales Taxes in Region
- Real Estate and Personal Property Values for Region
- Assessed Valuation Values in Region
- Ten Largest Employers in Region

CEDS Committee Meeting Minutes

November 1, 2011

- New and Expanding Industry in Region
- Agriculture Estimates
- Population Trends by Age Group
- Community Recreation Future Needs
- Health Services
- Mental Health Services
- Medicare Enrollment in Region
- Crime Index
- Local Government Characteristics
- Total Population (2010)
- Classification
- Leadership
- Median Income
- Household Units
- Median Gross Rent
- Median Housing Value
- Master Plan (Y/N)
- Zoning Regs (Y/N)
- Building Regs (Y/N)
- Subdivision Regs (Y/N)
- Stormwater Regs (Y/N)
- Floodplain Regs (Y/N)
- Water Service
- Sewer Service
- Electric Service
- Law Enforcement
- Fire Service
- Ambulance Service

The data points and necessary information for each has been compiled in an excel spreadsheet that Cox will disseminate and Brantner will delegate portions for completion. Baird indicated he can help the group obtain access to the UCM library remotely for this task. Dyer can also assist with this.

7. Community Leader Input

Brock represented Warrensburg for the community leader input portion of the meeting. He highlighted the following projects/accomplishments:

- Building program is complete
- City will face financial challenges in the coming year. One million dollars will be cut from the budget.
- Planning is beginning for cycling and pedestrian trails
- Looking at consolidation of solid waste haulers
- Phase III of downtown improvements are upcoming and will increase securing in downtown by adding cameras and decreasing police presence

CEDS Committee Meeting Minutes

November 1, 2011

- Sports tourism study was completed last year
- Sales tax revenues are stable

Brantner indicated Johnson County is exploring bonding capacity for green companies through an incentive program called PACE. They are forming a task force of business experts to research this.

Holden and Kingsville will be forming a recreational district and placing a sales tax issue on the April 2013 ballot. This recreational district will encompass the Holden and Kingsville School Districts.

8. Upcoming meeting locations

- December 8, 2011 – Pettis County
- January 3, 2012 – Saline County
- February 7, 2012 – Concordia
- March 6, 2012 – Concordia
- April 3, 2012 – Concordia
- May 1, 2012 - Concordia

The next CEDS committee meeting will be held December 8th at 6:00 p.m. with the Pettis County Town Hall meeting following at 6:30.

Cox asked members if they are interested in receiving text messages for meeting reminders, etc. Those interested provided their numbers and mobile carrier information.

9. Adjourn

The meeting was adjourned at 11:10 a.m.

Executive Summary

Introduction

- CEDS Purpose
- CEDS Process
- CEDS Committee
- Planning Organization History and Management
- Regional Map
- Community and Private Sector Involvement

Geographic Profile

- History of Region
- Municipalities
- Geography, Geology and Climate
- Land Use
- Farms
- Natural Resources
- Air Quality
- Environmental Constraints

Demographic Profile

- Population Trends
- Natural Increase and Migration
- Age Profile
- Income
- Education
- Housing
- Labor Force
- Commuting Patterns
- Unemployment Trends
- Employment Trends
- Establishments

Economic Profile

- Employment in Industries
- Wages
- Layoffs/Workforce Reductions
- Retail Sales
- Assessed Valuation

Infrastructure Capacity

- Transportation
- Water and Sewer Facilities
- Electricity and Natural Gas
- Telecommunications

- Recreation Facilities
- Health Care Services
- Crime

- Workforce Development Programs
 - Missouri Career Center
 - Workforce Development Board

- Regional Expectations
 - Existing Plans
 - Economic Development Partners and Resources
 - Regional Growth Centers
 - SWOT Analysis

- Vision, Goals & Objectives
 - Goals
 - Objectives
 - Plan of Action

- Evaluation
 - Summary
 - Performance Measurement

- Appendices

Section #?? – Introduction

CEDS Purpose

A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region’s human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region’s unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region’s residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

CEDS Process

Insert text

CEDS Committee

Insert text

Private Sector Representatives

Name	Organization	Position
Jim Marcum	Marcum Landscaping	
David Reid	Higginsville Fitness	
Beverly Rollings	Rollings Architects	

Regional Economic Interests

Name	Organization	
Tracy Brantner	Johnson County Economic Development Corporation	Executive Director
Donna Brown	City of Higginsville	Economic Development Director
Patti Carter	Workforce Development Board of Western Missouri	Executive Director
Kelly Dyer	Small Business and Technology Center	Program Director
Brenda Bryan, PhD	State Fair Community College	Director

Elected Officials

Name	Organization	
Allan Rohrbach	City of Green Ridge	Mayor
Doug Rickey	City of Bates City	Alderman

Planning Organization History and Management

Pioneer Trails Regional Planning Commission is one of 19 regional planning organizations chartered by the Governor in the State of Missouri. Originally chartered in 1967 as the Show Me Regional Planning Commission, the organization was renamed in 1995 as Pioneer Trails. In 1996 the RPC became an inactive, but not dissolved RPC District.

To address the situation numerous local, state and federal organizations including the US Department of Commerce Economic Development Administration, Missouri Department of Economic Development, Missouri Office of Administration, Missouri Association of Councils of Government and all of the local economic development organizations began working with all of the local elected officials to revitalize the RPC District. In March 2003 the State Office of Administration recognized the district as a functioning active council of governments. In September 2003, the Show Me Board of Directors began hiring start-up staff and began operations in September 2003.

The enthusiastic leadership of the organization adopted a mission/vision statement that set a positive platform for the future of the region:

“The Pioneer Trails Regional Planning Commission serves as a cooperative of the local governments of our four county region to coordinate and prioritize the community development needs of the region”

In 2004, the by-laws were amended to define the selection process of the municipal representatives, but without further defining membership or making any change in the dues structure. Dues were assessed on a per capita basis to the counties only, which paid for both corporate and unincorporated areas.

Further development of the Commission took place throughout 2005, culminating in additional amendments to the by-laws. The Board adopted the membership composition in January 2006 defining membership as all chief elected officials throughout the four county region. Currently the Board of Directors is comprised of twenty individuals with sixteen members appointed and four members elected. Eight of the members must be appointed by the chief elected official of dues paying political subdivisions, eight members are appointed by the presiding commissioners of the member counties and four members are elected to represent political subdivisions which are not assessed direct dues.

The current composition of the Board of Directors is outlined in the following table:

Government Representatives

Name	Unit of Government	Position
-------------	---------------------------	-----------------

With economic development noted as one of the regional priorities, along with transportation, grant work, data/demographics, local planning and emergency management programs, it is not surprising that regional development rapidly emerged as a priority. In November 2004, the Commission established a working Economic Development Committee, charged with producing a Comprehensive Economic Development Strategy (CEDS).

Regional Map

Insert map

Community and Private Sector Involvement

Insert text

Section #?? – Geographic Profile

History of the Region

Dialogue about history of region

Municipalities

The Pioneer Trails Region has thirty-nine (39) incorporated cities within its four counties. Johnson County is the largest county comprising of 830.4 square miles but Lafayette County, with 629.3 square miles, has the largest number of municipalities. The communities of Alma, Aulville, Bates City, Blackburn, Concordia, Corder, Dover, Emma, Higginsville, Lake Lafayette, Lexington, Mayview, Napoleon, Odessa, Waverly and Wellington are in Lafayette County. Lexington serves as the county seat.

Johnson County is home to Centerview, Chilhowee, Holden, Kingsville, Knob Noster, LaTour, Leeton, Warrensburg and Whiteman Air Force Base with Warrensburg serving as the county seat. The population density of Johnson County is the largest in the region (63.3), largely due to Whiteman Air Force Base.

Pettis County has the second largest population density (61.6) in the four county region but has the smallest number of municipalities. Green Ridge, Houstonia, Hughesville, LaMonte, Sedalia and Smithton are all located in Pettis County. Sedalia is the county seat.

Saline County is the second largest county when measured by square miles (755.6) but has the smallest population density at 30.9 persons per square mile. Saline counties municipalities include: Gillam, Grand Pass, Malta Bend, Marshall, Miami, Mount Leonard, Nelson, Slater and Sweet Springs. Marshall serves as the county seat.

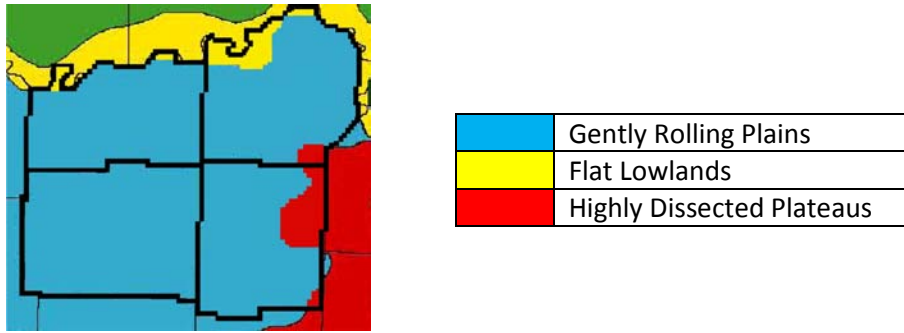
Insert map of region

Geography, Geology and Climate

Pioneer Trails Region

The Pioneer Trails Region's geography is comprised of 2,900 square miles of gently rolling plains located in the heart of America and bordered on the north by one of the Nation's giant waterways, the Missouri River.

Continue to explain climate /geology



Source: <http://www.dnr.mo.gov/geology/adm/publications/map-TopoMo.pdf>

Land Use

The Pioneer Trails Region represents a small fraction of the land within the State of Missouri. The State of Missouri consists of 68,741.5 square miles and Pioneer Trails incorporates 2,900.1 square miles or 4.2% of the State. Counties within the Pioneer Trails Region range from 830.4 square miles to 629.3 square miles. Population density also varies from 63.3 persons per square mile in Johnson County to 30.9 persons per square mile in Saline County. The State of Missouri population density is 87.1 and the average for the region is 52.2. The following table illustrates the size of the four Pioneer Trails Counties and the population density.

Table ?? - Land area and population density for Pioneer Trails Region - 2011 estimates

Location	Land Area (square miles)	Population	Population Density (persons per square mile)
State of Missouri	68,741.5	5,988,927	87.1
Pioneer Trails Region	2,900.1	151,547.0	52.2
Johnson County	830.4	52,595	63.3
Lafayette County	629.3	33,381	53.0
Pettis County	684.8	42,201	61.6
Saline County	755.6	23,370	30.9

Source: 2010 Census

Urban Land Use

Insert text

Agricultural Land Use

Insert text

Farms

The number of farms in Missouri increased from 98,860 in 1997 to 107,825 in 2007, (8.22% increase). This significant increase was not seen in the Pioneer Trails Region. Johnson and Pettis Counties both increased the number of farms, 6.83% and 1.93% respectively. Lafayette and Saline Counties have decreased their number of farms over the past ten years 4.08% and 2.71% respectively. Overall, the number of farms in the region increased by 2.30 percent. The major crops harvested are corn, soybeans and wheat.

Table ?? - Land allocated for farms in the region

Area	Number of Farms			Acreage			Average size of farms		
	2007	2002	1997	2007	2002	1997	2007	2002	1997
Pioneer Trails	4,644	4,375	4,537	1,186,294	1,178,555	1,155,822	783	825	773
Johnson County	1,947	1,811	1,814	424,446	412,979	414,683	218	228	229
Lafayette County	1,299	1,286	1,352	352,916	363,186	362,440	272	282	268
Pettis County	1,398	1,278	1,371	408,932	402,390	378,699	293	315	276
Saline County	995	945	1,022	449,410	413,166	445,540	452	437	436

Source: Census of Agriculture (1997, 2002, 2007)

Natural Resources

Insert maps and text

Air Quality

???

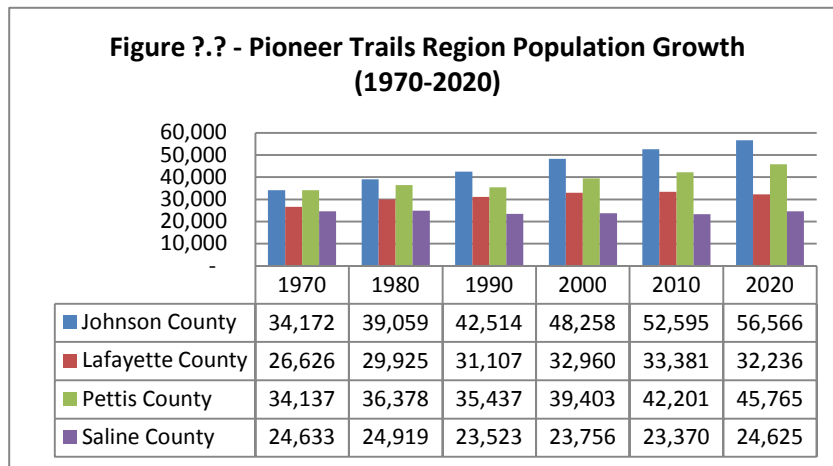
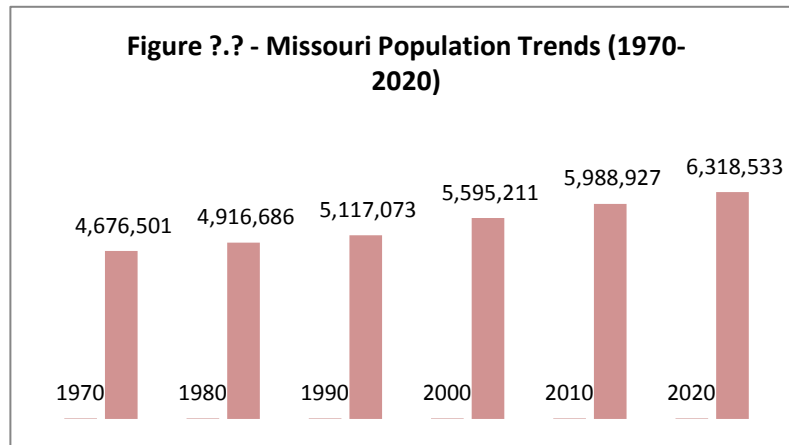
Environmental Constraints

Pioneer Trails Region is susceptible to natural hazards like hail, thunderstorms, high winds, floods, tornadoes and extreme temperatures (severe winter weather or high heat waves). Hazard mitigation planning is an important component to disaster recovery and plans have been developed for all four counties and are updated every five years. Hazard mitigation plans discuss in detail the issues such as – historical statistics of the hazards, process followed to mitigate the hazards, and also the process to monitor, evaluate and update the plan. Apart from hazard mitigation plans, each county develops an emergency operations plan which clearly details the process followed in case of an emergency.

Section #?? - Demographic Profile

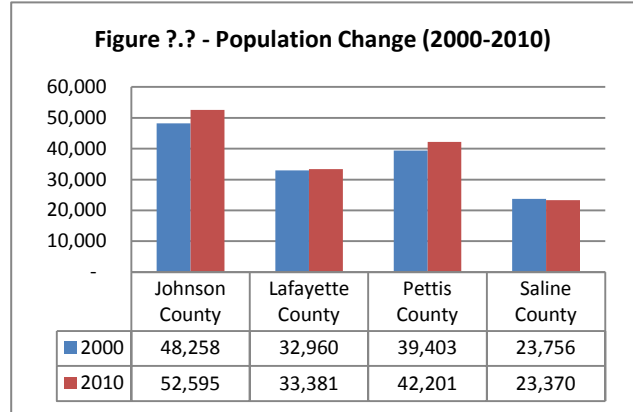
Population Trends

Insert text



2010 Population

Pioneer Trails’ population increased 4.73% during the ten year period from 2000 to 2010 whereas the State of Missouri population increased 6.57% during the same period. Johnson County increased by 8.25%, Pettis County increased by 6.63% and Lafayette County increased 1.26%. Saline County was the only county in the region to decrease and lost 1.65% of its population over the past ten years.



Births, Deaths and Migration (1990-2000)

Insert text and table

Age Profile

Insert text and graph

Table ??

	Male	Female
Population	75,350	76,197
Under 5 years	5,291	5,048
5 to 9 years	5,101	4,840
10 to 14 years	5,022	4,898
15 to 19 years	6,103	5,968
20 to 24 years	7,328	6,640
25 to 29 years	5,189	4,860
30 to 34 years	4,306	4,261
35 to 39 years	4,225	4,264
40 to 44 years	4,387	4,513
45 to 49 years	5,450	5,413
50 to 54 years	5,301	5,165
55 to 59 years	4,537	4,624
60 to 64 years	3,865	3,907
65 to 69 years	2,960	3,270
70 to 74 years	2,251	2,527
75 to 79 years	1,779	2,135
80 to 84 years	1,267	1,757
85 years and over	988	2,107

Source: 2010 Census

2010 Population Estimates by Age and Gender

Insert text

Table ?? - Population estimates by age (2010)

Population estimates by age in 2010	Johnson	Lafayette	Pettis	Saline	Pioneer Trails
Preschool (0-4)	3,598	2,088	3,146	1,507	10,339
School Age (5 to 19)	11,238	6,990	8,877	4,827	31,932
College Age (20 to 24)	7,680	1,749	2,738	1,801	13,968
Young Adult (25 to 44)	12,612	7,767	10,289	5,337	36,005
Older Adult (45 to 64)	11,823	9,292	10,948	6,199	38,262
Older (65 plus)	5,644	5,495	6,203	3,699	21,041

Source: 2010 Census

Table ?? - Population by gender (2010)

County	Male	Female	% of Total - Male	% of Total - Female
Johnson County	26,547	26,048	50.47%	49.53%
Lafayette County	16,479	16,902	49.37%	50.63%
Pettis County	20,747	21,454	49.16%	50.84%
Saline County	11,577	11,793	49.54%	50.46%

Source: 2010 Census

Family

Insert text

Table ?? - Family Characteristics

	Johnson	Lafayette	Pettis	Saline
Over 15 yrs of age	42,410	26,813	32,846	18,845
Never Married	13,910	6,060	7,949	5,201
Married	21,799	15,873	17,704	9,193
Separated	763	349	427	358
Widowed	1,824	1,823	2,332	1,451
Divorced	4,114	2,735	4,434	2,657

Source: 2010 Census

Insert text

Table ?? - Household Characteristics

	Johnson County	Lafayette County	Pettis County	Saline County	Pioneer Trails Region	Missouri
Total families	12,819	9,769	10,445	5,858	38,891	1,543,139
Households with children	5,234	4,493	4,472	2,377	16,576	678,384
Married couple family	10,392	7,641	8,260	4,425	30,718	1,163,709
Male householder	737	685	463	349	2,234	99,315
Female householder	1,690	1,443	1,722	1,084	5,939	280,115
Average family size	3.01	2.81	3.21	2.97	3.00	3.03

Source: 2010 Census

Diversity

Insert text

Insert ethnic composition table

Insert population estimates by race table

Insert region minority composition graph

Population Disability

Insert text

Income

Insert text

Insert per capita income trends table

Insert median household income table

Insert median family income table

Education

Insert text

Table ?? - Pioneer Trails Area School District Fall Enrollment 2007 - 2011

School District	2007 - 2008	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012
Chilhowee R-IV	157	153	149	170	178
Concordia R-II	479	480	483	476	483
Gilliam C-4	47	39	42	41	39
Green Ridge R-VIII	436	403	393	419	403
Hardeman R-X	53	44	43	46	43
Holden R-III	1,491	1,478	1,419	1,436	1,386

Johnson Co. R-VII	645	650	649	640	625
Kingsville R-I	268	262	282	281	276
Knob Noster R-VIII	1,574	1,473	1,447	1,440	1,453
La Monte R-IV	363	343	329	338	333
Lafayette Co. C-1	1,019	1,012	1,046	981	977
Leeton R-X	341	334	344	344	316
Lexington R-V	964	951	944	920	900
Malta Bend R-V	135	116	110	98	99
Marshall	2,475	2,466	2,493	2,436	2,457
Miami R-I	62	63	50	42	43
Odessa R-VII	2,199	2,158	2,130	2,092	2,083
Orearville R-IV	38	34	39	50	49
Pettis Co. R-V	414	388	378	359	345
Pettis Co. R-XII	155	156	137	142	122
Santa Fe R-X	447	390	411	394	408
Sedalia 200	4,424	4,441	4,486	4,507	4,577
Slater	378	371	360	363	343
Smithton R-VI	608	582	596	613	596
Sweet Springs R-VII	431	439	435	419	422
Warrensburg R-VI	3,236	3,233	3,285	3,251	3,253
Wellington-Napoleon R-IX	461	447	430	394	397

Source: Missouri Department of Elementary and Secondary Education

Educational Attainment

Insert text

Table ?? - Education Attainment for Region

	Johnson	Lafayette	Pettis	Saline	Pioneer Trails
Total Population 25 and Older	29,930	22,628	27,232	15,285	95,075
Less than 9th Grade	569	1,222	2,206	1,223	5,219
9th to 12th - No Diploma	2,005	2,240	2,968	1,773	8,987
High School Grad (inc. equiv.)	9,368	8,667	9,204	5,885	33,124
Some College, No Degree	8,201	5,453	6,263	3,195	23,112
Associate Degree	2,424	1,335	2,642	978	7,379
Bachelor's Degree	4,490	2,421	2,451	1,590	10,951
Graduate or Prof. Degree	2,873	1,267	1,525	657	6,323

Source: 2010 Census

Insert education attainment graph

Insert text

Table ?? - School Graduation Rates in Region

School District	2009	2010	2011
	Graduation %	Graduation %	Graduation %
Chilhowee R-IV	76.9	58.3	93.8
Concordia R-II	93.6	90.0	95.3
Green Ridge R-VIII	94.6	96.2	100.0
Holden R-III	84.4	80.0	93.0
Johnson Co. R-VII	89.6	95.1	90.4
Kingsville R-I	95.2	96.2	100.0
Knob Noster R-VIII	86.1	86.0	90.1
La Monte R-IV	94.7	95.8	87.5
Lafayette Co. C-1	89.5	84.0	87.0
Leeton R-X	90.9	100.0	91.3
Lexington R-V	88.4	90.7	91.0
Malta Bend R-V	81.3	100.0	81.8
Marshall	79.1	82.2	90.2
Miami R-I	90.0	94.4	82.4
Odessa R-VII	93.8	92.5	94.4
Pettis Co. R-V	93.8	95.1	93.9
Santa Fe R-X	100.0	100.0	100.0
Sedalia 200	89.6	92.1	92.5
Slater	91.3	85.3	85.7
Smithton R-VI	97.2	95.1	95.7
Sweet Springs R-VII	100.0	95.0	92.6
Warrensburg R-VI	92.6	90.9	90.8
Wellington-Napoleon R-IX	97.0	89.7	94.9

Source: Missouri Department of Elementary and Secondary Education

Graduate Analysis

Insert text

Insert graduate analysis table

Housing

Insert text

Insert change in the number of housing units table

Table?? - Housing Characteristics

	Total Housing Units	Occupied Housing Units	Vacant Housing Units	Homeowner Vacancy Rate (%)	Rental Vacancy Rate (%)
Johnson County	21,451	19,385	2,066	2.1	10.0
Lafayette County	14,707	13,426	1,281	0.8	5.5
Pettis County	18,190	16,243	1,947	2.7	11.9
Saline County	10,149	8,916	1,233	3.5	7.6

Source: 2008-2010 American Community Survey, 3-year estimates

Insert text?

Table ?? - Housing Values in the Region

	Johnson County	Lafayette County	Pettis County	Saline County	Missouri
Owner Occupied Home	12,111	10,071	11,283	6,095	1,632,747
House Value <\$50,000	1,227	1,519	1,685	1,499	187,000
Value \$50,000 to \$99,999	3,041	2,904	4,200	2,410	342,031
Value \$100,000 to \$149,999	2,785	2,067	2,461	910	355,946
Value \$150,000 to \$199,999	1,985	1,480	1,530	606	294,281
Value \$200,000 to \$249,999	1,229	820	516	242	164,367
Value \$250,000 to \$299,999	726	567	400	133	100,294
Value \$300,000 to \$499,999	943	659	397	117	130,486
Value \$500,000 to \$999,999	114	31	76	101	46,227
Value \$1 million or more	61	24	18	77	12,115

Source: 2008-2010 American Community Survey, 3-year estimates

Insert text?

Table ?? - Age of Housing Stock

Year Structure Built	Johnson County	Lafayette County	Pettis County	Saline County	Pioneer Trails Region
2005 to (most current date obtainable)	1,611	451	838	189	3,089
2000 to 2004	2,432	1,206	852	345	4,835
1990 to 1999	4,455	2,273	2,239	710	9,677
1980 to 1989	2,778	1,490	1,695	1,268	7,231
1970 to 1979	3,816	2,623	3,153	1,578	11,170
1960 to 1969	1,523	1,331	2,124	1,184	6,162
1950 to 1959	1,704	1,368	2,360	1,282	6,714

1940 to 1949	729	859	1,517	1,086	4,191
1939 or Earlier	2,403	3,106	3,412	2,507	11,428

Source: 2008-2010 American Community Survey, 3-year estimates

Median rent asked

Insert text

Insert median rent value graph

Foreclosure rates

Insert text

Cost of Living Index

Insert text

Insert cost of living index graph

Labor Force

Insert text

Insert labor force annual averages chart

Insert civilian labor force chart

Insert labor force by gender chart

Insert employment status of civilian labor graph

Additional text?

Commuting Patterns

Table ?? - Commuting Characteristics in the Region

	Workers Age 16 yrs or Older	Avg. Commute Time (min.)	Drive Alone	Carpool	Public Transportation	Bicycle, Motorcycle or Other Means	Walk	Work at Home
Johnson County	13,071	26	9,854	1,747	29	120	982	339
Lafayette County	9,436	29	7,474	1,406	6	91	248	221
Pettis County	10,384	24	8,042	1,637	71	129	236	269
Saline County	7,758	23	5,884	1,251	33	103	339	148

Pioneer Trails Region	40,649	26	31,254	6,041	139	443	1,805	977
-----------------------	--------	----	--------	-------	-----	-----	-------	-----

Source: Census 2010

Insert text

Unemployment Trends

Insert text

Insert unemployment rate graph

Employment Trends

Insert text

Insert number of jobs table

Insert change in number of jobs graph

Establishments

Insert number of establishments table

Insert change in number of establishments chart

Insert existing businesses map

**ECONOMIC DEVELOPMENT ADMINISTRATION
Denver Regional Office**

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
REQUIREMENTS CHECKLIST**

This checklist is based the “Comprehensive Economic Development Strategies (CEDS) Summary of Requirements” published by the Economic Development Administration (EDA). The requirements for CEDS are contained in EDA’s regulations at 13 CFR part 303.

The purpose of this checklist is to aid planning organizations in the preparation and evaluation of their CEDS documents, and to serve as the basis for EDA’s review and approval.

Planning Organization:

Address:

Contact Name / Title:

Contact Phone / E-mail:

REQUIREMENTS FOR EDA-FUNDED CEDS

1. Planning Organization Requirements

The Planning Organization ...

- Has appointed a Strategy (CEDS) Committee.
- Has developed and submitted to EDA for review and approval a CEDS that meets the requirements outlined in 13 CFR 303.7.
- Has made the new or revised CEDS available for review and comment by the public for a period of at least 30 days prior to submission of the CEDS to EDA.
- Understands that, after obtaining approval of the CEDS, it is required to submit to EDA an updated CEDS performance report annually (see ‘Summary’ for requirements).
- Understands that it is required to submit a new CEDS to EDA at least every five (5) years, unless EDA or the planning organization determines that a new CEDS is required earlier due to changed circumstances.

2. Strategy Committee Requirements

The Strategy Committee

- Represents the main economic interests of the region.
- Includes Private Sector Representatives, as defined in 13 CFR 300.3, as a majority of its membership.
- Includes members broadly representative of the region, such as public officials, community leaders, representatives of workforce development boards, representatives of institutions of higher education, minority and labor groups, and private individuals.

TECHNICAL REQUIREMENTS

1. Background

- The CEDS contains a background of the economic development situation of the region that paints a realistic picture of the current condition of the region.
- The background includes a discussion of the following elements:
 - Economy
 - Population
 - Geography
 - Workforce Development & Use
 - Transportation Access
 - Resources
 - Environment
 - Other Pertinent Information

2. Analysis of Economic Development Problems and Opportunities

- The CEDS includes an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy.
- The analysis...
 - Incorporates relevant material from other government-sponsored or supported plans.
 - Demonstrates consistency with applicable State and local workforce investment strategies.
 - Identifies past, present, and projected economic development investments in the region.
 - Identifies and analyzes *economic clusters* within the region.

3. CEDS Goals and Objectives – Defining Regional Expectations

- The CEDS contains a section setting forth goals and objectives necessary to solve the economic problems or to capitalize on the resources of the region.
- Strategic projects, programs or activities identified in the CEDS work to fulfill these goals and objectives.

4. Community and Private Sector Involvement

- The CEDS includes a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS.

5. Strategic Projects, Programs and Activities

- The CEDS contains a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section identifies and describes:
 - **Suggested Projects:**
 - All suggested projects, programs and activities, and the projected number of jobs to be created as a result.
 - Lead organizations responsible for the execution of the projects.
 - **Vital Projects:**
 - A prioritization of vital projects, programs, and activities that addresses the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments.

6. CEDS Plan of Action

- The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that...
 - Promotes economic development and opportunity.
 - Fosters effective transportation access.
 - Enhances and protects the environment.
 - Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy.
 - Promotes the use of technology in economic development, including access to high-speed telecommunications.
 - Balances resources through sound management of physical development.
 - Obtains and utilizes adequate funds and other resources.
- The CEDS contains a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures

- The CEDS contains a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to:
 - Number of jobs created after implementation of the CEDS.
 - Number and types of investments undertaken in the region.
 - Number of jobs retained in the region.
 - Amount of private sector investment in the region after implementation of the CEDS.
 - Changes in the economic environment of the region.

CEDS REVIEW & APPROVAL

Planning Organization

CEDS reviewed by: (Planning Organization official's name/title)

Public Comment Period: (Dates)

Board Approval: (Date)

Copy of Minutes and/or Resolution Attached

EDA Denver Regional Office

CEDS submitted to EDA: _____ (Date)

CEDS reviewed on: _____ (Date)

CEDS reviewed by: _____ (Name / Title)

Signature: _____

Status: Approved
 Conditionally Approved
 Not Approved

Deficiency Letter Sent: _____ (Date, if applicable)

Comments: