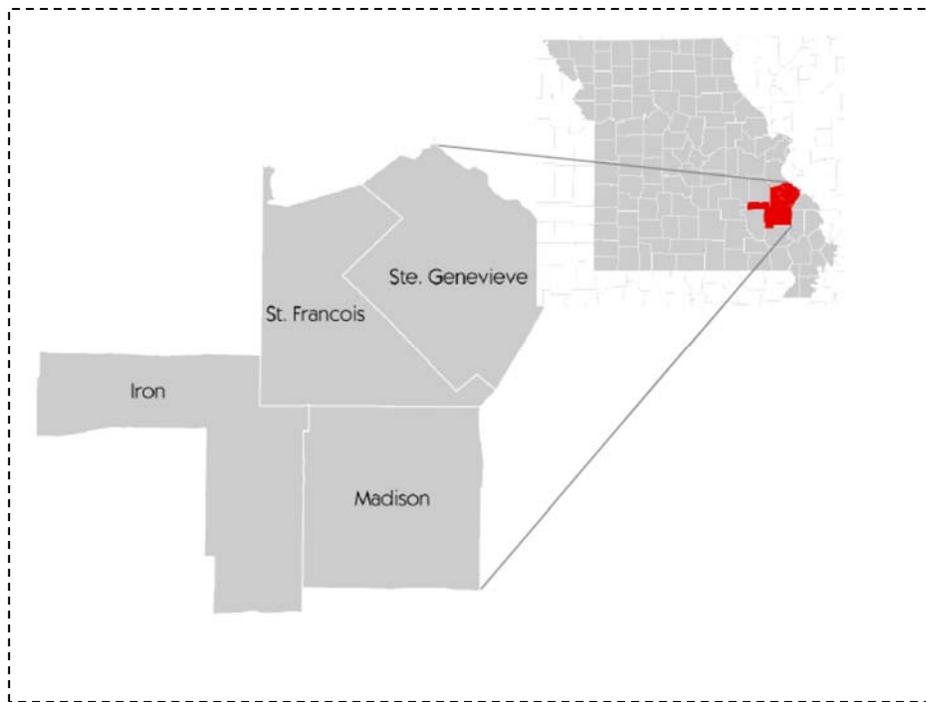




## PARKLAND REDI



## ECONOMIC DEVELOPMENT PLAN

OCTOBER, 2017

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# STRONGER ECONOMIES TOGETHER INITIATIVE

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Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners. The purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. Important elements of the Stronger Economies Together program will build collaboration between communities in a region, provides economic analyses that is tailored to help capture the region's current or emerging clusters and comparative economic advantages and is supported by technical assistance provided by land-grant university extension systems to the regions over a period of several months including the SET training.

The Multi-County Economic Development Committee, a sub-committee of the Southeast Missouri Regional Planning Commission (SEMO RPC), was formed in 2006 by the presiding commissioners of each of the four counties to take a regional approach to economic development in the four county region. The committee had seen some previous success but was looking to gain momentum within the region when round five of the SET program was opened for applications. Seeing the clear connections between their work and the assistance being offered by the SET program, the Multi-County Committee applied for SET designation in May of 2015 and was accepted in August of that same year. Meetings with core participants began in October, leading to the public kick-off meeting in November, 2015. Several public meetings followed with analysis and discussion of the region's economic strengths, weakness, opportunities, and threats.

These discussions ranged from topics such as the economic, cultural, and environmental opportunities and threats of the region, to the strongest and weakest industrial clusters in the region, to the resources currently available in the region to assist employers. Even before this plan was completed, these public discussions led to increased regional activity outside of the SET process, with multiple organizations across the region meeting with one another to discuss regional partnership opportunities. These connections will only strengthen as the Parkland REDI Committee continues the work begun with this planning process.

## EXECUTIVE SUMMARY

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This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of the Parkland REDI. To ensure the validity and usefulness of this plan, key stakeholders from across the region, such as the county commissions, economic development professionals, local businesses, and the general public, have come together to embrace a spirit of regionalism to support the fact-based development of this plan. Thanks to this strong foundation, the Parkland REDI is confident the actions described in this document will strengthen its ability to secure its economic future and position itself as a competitive region in the national and global economy.

This planning process was initiated by a core group of regional stakeholders representing both the public and private sector, most notably the Presiding Commissioners of each of the four counties. Stakeholders also included other local government representatives, economic development professionals, banking and financial institutions, educational institutions, tourism groups, the media, other private businesses, and the general public. These stakeholders represented a wide range of perspectives, experiences, and knowledge from all four counties, helping to build a strong regional view for this plan.

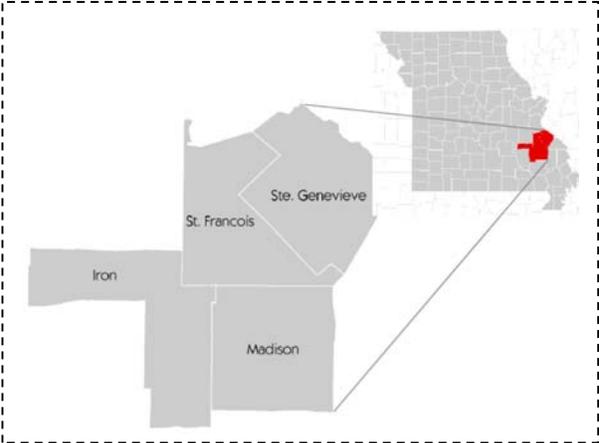
Significant amounts of data, research, and discussion have led to the development of this plan. This data and initial research was presented to the regional stakeholders in a nine module planning process which facilitated fact-based discussions about the current state and future of the region.

Thanks to the extensive amount of data collected, professional research, and regional stakeholder buy-in, the action items described within this planning document have been fully vetted in a public, fact-based planning process. Because of this, these actions represent some of the best methods for strengthening and growing the Parkland area's economy and laying the foundation for the successes of future generations.

# PARKLAND REDI DESCRIPTION

St. Francois County serves as the primary retail and employment magnet of the four county region and represents the largest destination for commuting workers in the other three counties. In 2011, over 20% of both Iron and Madison County workers and 14% of Ste. Genevieve County workers were employed in St. Francois County, according to the US Census Bureau’s OnTheMap. The four counties together also have a strong tourism draw with the historic city of Ste. Genevieve, wineries, and numerous historic sites and local, state, and national parks in the St. Francois Mountains.

The region has a very diverse economy including healthcare, education, retail, manufacturing, tourism, and agricultural activities. While some of these sectors are performing well or are at least stable, these counties had historically had a strong manufacturing and mining presence that has eroded over the past few decades. The Multi-County Economic Development Committee was formed because the County commissioners believed the area had significant industrial and tourism assets that were not being utilized or promoted to their full potential.



The Multi-County Economic Development Committee has been in existence for over seven years and has persisted through multiple administration changes in each county. Prior to the Committee’s formal existence, the four counties have worked together for decades as a part of the SEMO Regional Planning Commission (RPC).

The Committee has been very active in working to attract new industrial activity to the area. The Committee funded a regional site assessment by a nationally recognized site-selection firm, partnered with a national company to put its vacant sites back into use, and optioned prime real estate to help promote its development. The committee has also just recently hired the SEMO RPC to develop a website focused on promoting the industrial and tourism opportunities in the four county region.

Even with all of this effort and activity, the region continues to struggle in certain sectors. Iron County has been experiencing a loss in population over the past two decades, a trend that continues today; employment has remained sluggish in the region; and industrial activity continues to decline in areas of Madison and Iron counties. These difficulties are largely due to the rural area having to compete in the global market.

The four counties have been deeply involved in the Comprehensive Economic Development Strategies (CEDS) plan conducted every five years by the RPC and are also active in other regional planning efforts such as the MOBroadbandNow initiative and Our Missouri Waters, etc.

As with any planning effort, there will be obstacles on the path to progress, though the single largest issue will be a fractured view of the region. Many people still believe what is good for their neighboring communities is bad for them; that there is a zero-sum game being played

in which you either reap all the benefits or none at all. This perception is not only false but also damaging to economic development efforts. The Multi-County Economic Development Committee recognizes this problem, though solving it will be a long-term effort to change the mindset of many residents and decision makers in the region.

While the Committee has brought together a strong team of regionally-minded individuals, there are still many key groups of people, organizations, and businesses not yet on board with the Committee's regional approach to economic development. This stems primarily from the "walled mindset" discussed above, though in some cases recruited individuals believe they do not have the time available to devote to the planning process. The Committee will continue to address these issues as best it can by continuing to promote the successes in a regional perspective and by pursuing methods to help time-constrained individuals engage productively in the planning process.

The resistance to regionalism will be the biggest obstacle to implementing a regional economic development plan. While the county commissioners have shown a strong willingness to work regionally, there are still individuals and groups in the area that will likely be less inclined to adopt a regional approach. As this planning process moves forward and expands to include greater public involvement, the resistance to regionalism will potentially be more prevalent; however, the Committee will address this problem and all others with the same approach that brought the counties together after years of siloed efforts: patience and persistence.

While the Multi-County Economic Development Committee has been very active in the planning activities of the RPC, there has not yet been a planning effort focused specifically on the four county region and its strengths, weaknesses, opportunities, and threats. This has led to a somewhat "shotgun" approach to economic development activities for the region. While these activities have proven effective at times, they have also illustrated a need for more efficient use of resources, skills, and opportunities. The Committee believes it is not currently making the most of the opportunities before it and that the SET program represents a critical chance to take its economic development efforts to the next level.

While the SET program will not be a magic remedy, the Committee knows the training and assistance offered by the program will help it better engage key players, address obstacles in the future, and make the most efficient use of the region's resources. The Multi-County Committee feels it is ideally suited to the SET program as it has been working for years to strengthen the region's economy through partnerships and teamwork. With this foundation already in place, the SET program can make a significant, sustainable impact on the region's economic development efforts. The Committee expects, with the program's assistance and expertise, a stronger regional mindset will be developed; additional members, and possibly even entire counties, will be added to the regional team; resources and time will be put to the best and most effective uses; and an achievable vision for the region's economy will be developed and pursued.

While there have been many successful local economic development efforts over past seven years, the Multi-County Economic Development Committee knows there are many more opportunities and successes being missed especially at the regional level. Time and resources are already being invested daily in a regional effort to develop the four-county area's economy but help is needed to make those investments as powerful and impactful as possible. The Committee is excited to partner with the SET Team to advance its economic development efforts and strengthen the region's economy, together.

# INTRODUCTION

## ACKNOWLEDGEMENTS

The Parkland Region would like to thank the staff from the United States Department of Agriculture Rural Development, Regional Rural Development Centers, and University of Missouri Extension for support throughout the course of this project. We would also like to show our appreciation to:

- The Iron County Commission
- The Madison County Commission
- The St. Francois County Commission
- The Ste. Genevieve County Commission
- The City of Farmington
- The City of Park Hills
- The City of Ste. Genevieve
- St. Francois County Community Partnership
- Iron County Economic Partnership
- Mineral Area College

Finally, the Parkland Region would like to thank the distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

## REGIONAL COLLABORATION

The plan has buy-in from several key decision makers and organizations in the region, including:

- Iron County Presiding Commissioner,
- Madison County Presiding Commissioner,
- St. Francois County Associate Commissioner,
- Ste. Genevieve County Presiding Commissioner,
- City of Farmington City Administrator,
- City of Park Hills Economic Developer,
- City of Ste. Genevieve City Administrator,
- Farmington IDA,
- St. Francois County IDA,
- St. Francois County Community Partnership,
- Ste. Genevieve IDC,
- Ste. Genevieve County Economic Development,
- Iron County Economic Partnership,
- New Era Bank,
- Black River Electric Coop,
- Citizen's Electric Coop, and
- Mineral Area College



Key decision makers' explicitly expressed commitment to support the plan's implementation by participating in the development of the plan and the implementation methods, and by signing a letter of support, a sample of which can be found in the appendix.

Additionally, public input and support was garnered through discussions with the public at-large by SET participants, discussion of the planning process and outcomes at SEMO RPC Board Meetings and other public meetings, and through press releases encouraging public participating in the planning process during any phase of plan development.

## PLANNING PROCESS

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The Parkland REDI group went through a process involving a civic forum along with four modules to focus on regional economic development. Each session built on previous sessions and combined data analysis and informed local opinion to determine opportunities for positive economic development.

The civic forum brought in a large number of local stakeholders to identify regional strengths and challenges (see Civic Forum Attendees in the Appendix). The opportunities identified provided the basis for the specific goals the group is working on. The Civic Forum provided a foundation from which the remaining sessions will build. The exploration of the region's demographics, strengths, challenges, values and opportunities are important initial steps to developing a regional plan.

Session One "Exploration of Regional Data" provided an overview of the region's economy, resulting in the identification of a few areas within the region's economy that warrant a deeper look. Specifically, the group looked at business establishments and sectors of top employment growth and decline.

Session Two – "Evidence Based Planning" - explored potential growth areas within the region's economy and resulted in identification of key regional economic advantages. The group considered local capacity to provide the inputs needed by the area's growing industries. The group learned about the CARE model of economic development. CARE refers to specific strategies used in economic development; Creation, attraction, retention and expansion which have shown to be key ingredients in economic development success. Finally, a shift share analysis allowed the group to see how much local growth is the result of national conditions or is due to some regional competitive advantage.

Session Three – "Connecting the Capitals" - examined the assets and barriers unique to the region's economic advantage, drawing from the information gathered at the civic forum. The community capitals idea is that community assets can be grouped into seven different categories – built, natural, political, social, human and cultural. The group identified regional assets in each of the seven community capitals.

Session Four – "Finalizing the Plan" - worked through the final planning stages to develop goals, actions and measures. The ABCs of planning were introduced. The ABCs help construct short, medium, and long term goals which reflect that strategies must change attitudes which change behaviors which then change conditions.

While numerous local businesses were directly invited to participate in the planning process, and all meetings were advertised and covered by local media, there were relatively few business representatives in attendance at the civic forum or at the planning sessions. It is possible that having the meetings during the day was a hindrance for some individuals, though the committee feels that participation would have suffered over-all if evening meetings had been used. Nevertheless, business leaders will be a key group involved in completing the actions identified in this plan; therefore, committee members and local officials will continue to personally engage local business leaders throughout the implementation of this plan. It is hoped that, as actions which will directly benefit local businesses begin to be implemented, business leaders will begin to see the value of working with the REDI.

As mentioned previously, there is always resistance to regional economic development strategies at the local level stemming from the belief that, “what benefits a neighboring community *must* be a missed opportunity for mine.” This way of thinking quickly falls apart under the burden of facts and evidence, but there are none-the-less pockets of such belief in every community across the nation. However, from the very beginning, the core committee worked to include a broad spectrum of participants, including those who might be opposed to a regional economic development approach. The committee believes that education and experience are the best ways to help people understand the immense value of regionalizing economic development and sought to include all stake holders in this planning process as an opportunity to see people from around the region pulling together to better their communities. It should be noted, however, that there was no resistance to regionalism met at neither the civic forum nor any of the planning sessions. While it may be that those resistant to the idea simply chose not to participate, it could also be that the efforts of the Multi-County Economic Development Committee are bearing fruit, and these resistances are beginning to fade. Time will tell.

There are many benefits of this regional economic development planning effort. At the most basic level, the process brought individuals from across the region and from a wide array of back grounds and interests together into a single room. The value and importance of the interactions and networking of these individuals, while difficult to measure, is also difficult to over-state. Facilitating conversations between local government, education, economic development, mining, manufacturing, finance, retail, and media representatives and the general public is the best way to strengthen regional connections and develop a broad coalition to drive the development of the region.

Beyond building these relationships, the implementation of this plan will have a profound effect on every resident and business in the Parkland area. Residents will see increased employment and wages, and improved quality of life as the economy grows and disposable income in the region rises. Similarly, local businesses will enjoy a growing, well educated, productive labor force and new opportunities to expand, develop, and serve a growing customer base with income and free-time to spare.

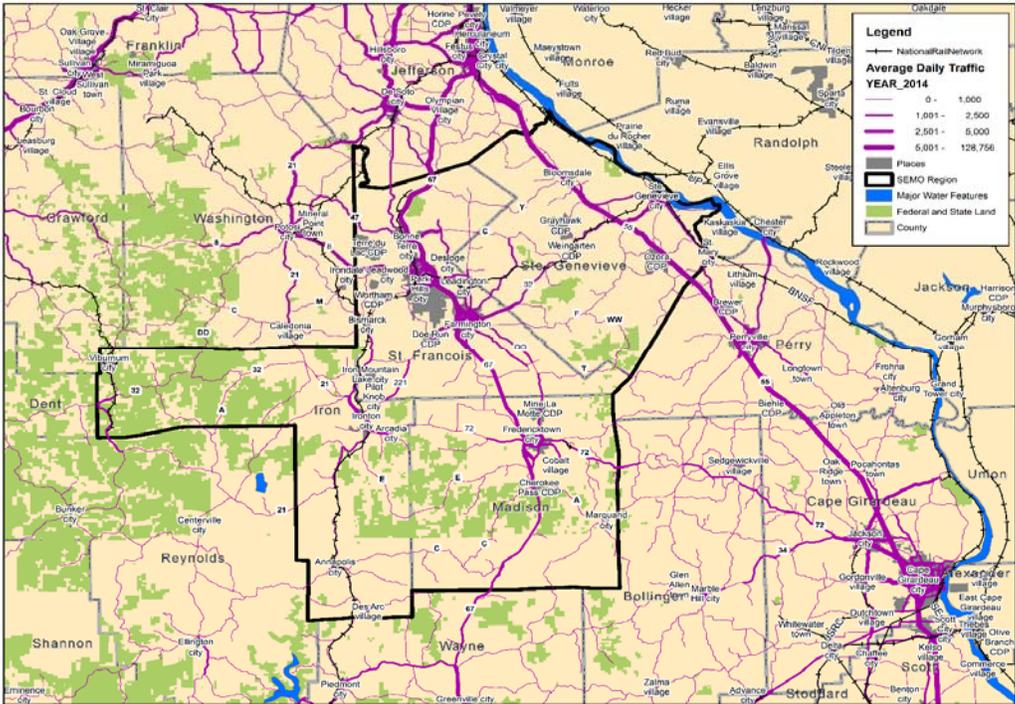
# EVIDENCE BASIS FOR PLAN

## Regional Location, Transportation and Natural Resources

The Parkland REDI region is located between two urban areas. To the north is St. Louis, Missouri's largest metro area with a population of 2.8 million. It is ranked 20<sup>th</sup> nationwide but is also one of the slowest growing (ranked 22 among the 25 largest metros). Cape Girardeau, Missouri's newest Metro area, borders the region to the south. The territory to the west of the Region is very rural with large tracts of land managed by the US Forest Service. The Mississippi River is the eastern border. Bridges across the River are located in Perry County to the south and St. Louis County to the north, there is no bridge in the Parkland Region.

US 67 and I-55 are the primary north-south transportation corridors. Both have daily traffic counts of nearly 10,000 vehicles. Highway 32 is the primary connector between the two corridors. Railroads are a critical part of the regional economy. Unlike many rural areas the region has preserved rail service. BNSF operates a line that parallels the Mississippi River. Union Pacific operates a trunk of this line with a switching yard in Ste. Genevieve. Viburnum, on the far western border of the Region, is served by BNSF. Another UP line with Amtrak service enters the region from the north. The new Amtrak station opened in Arcadia (Iron County) in 2016. The regions first passenger train service since the 1960's.

### Parkland REDI Region



Source: University of Missouri Extension

The Region has a very unique bedrock geology that includes the only exposed igneous rock in Missouri. The rugged landscape includes the highest point in Missouri (Taum Sauk Mountain) and many other outdoor recreation resources. There are eight state parks and

historic sites that attracted 1.4 million visitors in 2015. The igneous intrusion that produced a dramatic landscape also created one of the worlds' largest deposits of lead. This natural resource has been a primary driver of economic activity for over a century. Farmland is scarce in the Region except in the alluvial plains of the Mississippi River in Ste. Genevieve County (85% of cropland is in this County). Nearly 75% of the Region is forested. The 17% that is covered in grassland supports nearly 1,900 farms that are primarily operated part-time by owners with off farm employment. Livestock production accounts for 65% of the market value of agricultural products, \$42 million in 2014.

### Land Cover (acres)

	Iron	Madison	Ste. Genevieve	St. Francois	Region
Cropland	257.5	1,099.5	24,060.2	3,150.0	28,567.3
Pasture/Grassland/Hay	32,279.1	51,125.1	70,812.8	68,529.7	222,746.6
Forested	306,840.4	252,868.9	210,651.9	187,031.1	957,392.2
Shrubland/Wetland	695.2	428.6	928.1	143.9	2,195.7
Developed/Open Space	10,333.4	8,319.4	8,726.3	16,435.2	43,814.3
Developed/Low Intensity	1,178.5	2,759.0	3,165.6	7,210.0	14,313.1
Developed/Med Intensity	268.0	508.6	764.8	2,143.0	3,684.4
Developed/High Intensity	120.5	95.0	203.0	606.0	1,024.6
Open Water	1,267.2	1,170.7	4,579.6	2,250.4	9,267.9
Total	353,239.8	318,374.7	323,892.3	287,499.4	1,283,006.1

Source: University of Missouri Extension analysis using USDA Cropland Data Layer imagery.

### Percent Distribution of Land Cover

	Iron	Madison	Ste. Genevieve	St. Francois	Region
Cropland	0.07%	0.35%	7.43%	1.10%	2.23%
Pasture/Grassland/Hay	9.14%	16.06%	21.86%	23.84%	17.36%
Forested	86.86%	79.42%	65.04%	65.05%	74.62%
Shrubland/Wetland	0.20%	0.13%	0.29%	0.05%	0.17%
Developed/Open Space	2.93%	2.61%	2.69%	5.72%	3.41%
Developed/Low Intensity	0.33%	0.87%	0.98%	2.51%	1.12%
Developed/Med Intensity	0.08%	0.16%	0.24%	0.75%	0.29%
Developed/High Intensity	0.03%	0.03%	0.06%	0.21%	0.08%
Open Water	0.36%	0.37%	1.41%	0.78%	0.72%

Source: University of Missouri Extension analysis using USDA Cropland Data Layer imagery.

Nearly sixteen percent of the land area is managed by federal and state agencies. Over one-half of the public land is in Iron County where one-third of land is public. Most of the public land is managed for recreational use. One of the disadvantages of public land ownership is the diminished tax revenue for local governments. Although the US Forest Service makes payments in lieu of taxes it amounts to only \$302,599 across the region, less than \$2 per acre. Local governments are not compensated for state owned land. On the positive side, the State Parks and National Forest campgrounds attract a significant number of visitors that spend money in the local economy. The amenity value of public lands and parks may also encourage retirees to consider the region as a retirement destination.

### State and Federal Land Ownership in Acres

	Area	Total State and Federal Land	% Public
<b>Iron</b>	352,640	117,458	33.3%
<b>Madison</b>	337,920	59,086	17.5%
<b>St. Francois</b>	325,120	13,012	4.0%
<b>Ste. Genevieve</b>	288,000	18,015	6.3%
<b>Region</b>	1,303,680	207,571	15.9%

Source: University of Missouri Extension from USFS and State of Missouri spatial data bases.

### Population

Although the Parkland regional population growth rate of 10.8% exceeded the Missouri rate (7.0%) in the 2000 to 2010 period it has slowed significantly since 2010 (0.6%) to less than one-half the State rate. Only 0.6% compared to 1.5% for Missouri. Even this low growth rate is remarkable since 77 of Missouri's 115 counties lost population between 2010 and 2015. Madison and St. Francois were the two counties in the region that experienced growth. (The inmate population at the Eastern Diagnostic and Farmington Correctional Centers are excluded.).

The most recent population estimates from the Census Bureau indicate that all of the counties have experienced negative rates of natural increase – deaths have exceeded births in all counties for the 2010 to 2015 period. The small growth that occurred in Madison and St. Francois since 2010 is the result of positive net migration. St. Francois had net migration of 1,126 and Madison added 258 persons.

### Total Population

	2000	2010	2015	Change 2000 to 2015	% Change
<b>Iron</b>	10,697	10,630	10,125	(572)	-5.3%
<b>Madison</b>	11,800	12,226	12,408	608	5.2%

<b>Ste. Genevieve</b>	17,842	18,145	17,919	77	0.4%
<b>St. Francois</b>	53,083	60,125	61,047	7,964	15.0%
<b>Parkland REDI</b>	95,980	106,360	106,972	10,992	11.5%

Source: Census Bureau

The regional growth is unequally distributed across the four county region. St. Francois County is by far the largest with an estimated 61,047 residents in 2015 (57.1% of the total). It is the most populous Micropolitan county in Missouri and could feasibly become a Metropolitan county since the urbanized area along US 67 (34,000 persons) is approaching the 50,000 threshold to become a Metro area.

### Percent of Regional Population by County

	1990	2000	2010	2015
<b>Iron</b>	12.4%	11.1%	10.0%	9.5%
<b>Madison</b>	12.8%	12.3%	11.5%	11.6%
<b>Ste. Genevieve</b>	18.5%	18.6%	17.1%	16.8%
<b>St. Francois</b>	54.3%	55.3%	56.5%	57.1%

Source: Census Bureau

There are 21 incorporated places in the Region. Between 2000 and 2015 the population in incorporated places grew 6.7%, adding 3,248 persons. Only six of the 21 places lost population. More growth occurred in the unincorporated area of the Region than in incorporated places. The four largest cities are clustered along the US-67 corridor in St. Francois County creating an urbanized area with over 30,000 residents. The Region also has several Census Designated Places which are like large rural subdivisions; they are often managed by property owners associations. Terre du Lac with a population of 2,418 is the largest. It is unusual to find this type of development in rural Missouri.

### Population in Incorporated and Census Designated Places

	2000	2010	2015	Change 2000 to 2015	% Change
Farmington	13,924	13,625	15,346	1,422	10.2%
Park Hills	7,861	8,759	8,692	831	10.6%
Bonne Terre	4,039	4,245	4,495	456	11.3%
Desloge	4,802	5,054	4,939	137	2.9%
Ste. Genevieve	4,476	4,410	4,472	-4	-0.1%
Fredericktown	3,928	3,985	4,076	148	3.8%

Bismarck	1,470	1,546	1,500	30	2.0%
Ironton	1,471	1,460	1,392	-79	-5.4%
Leadwood	1,160	1,282	1,236	76	6.6%
Iron Mountain Lake	693	737	717	24	3.5%
Pilot Knob	697	746	713	16	2.3%
Viburnum	825	693	662	-163	-19.8%
Arcadia	567	608	575	8	1.4%
Bloomsdale	419	521	529	110	26.3%
Leadington	206	422	450	244	118.4%
St. Mary	377	360	348	-29	-7.7%
Annapolis	310	345	345	35	11.3%
Junction City	319	327	327	8	2.5%
Cobalt	189	226	231	42	22.2%
Marquand	251	203	208	-43	-17.1%
Des Arc	187	177	166	-21	-11.2%
Total	48,171	49,731	51,419	3,248	6.7%
<b>Census Designated Places</b>			<b>4,823</b>		

Source: Census Bureau

The Region has a relatively old age profile with the 65 and over population nearly two percentage points higher than the State profile. There are lower proportions in each of the age groups less than 50 years of age. There are two factors influencing this trend. First, aging residents are choosing to retire in place. Second, there is some indication the region is attracting a small stream of retirees. The high density of nursing homes in the Region may be facilitating this trend.

## 2015 Age Distribution

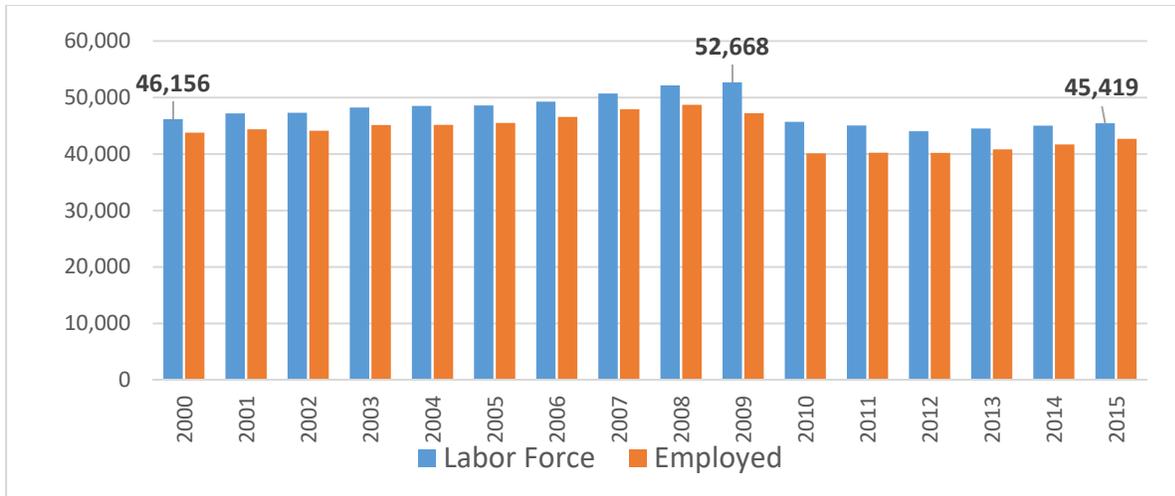
	0-19	20-29	30-39	40-49	50-64	65+
Iron	24.2%	11.5%	10.6%	11.9%	21.9%	19.9%
Madison	25.4%	12.5%	11.0%	11.3%	20.9%	18.8%
Ste. Genevieve	24.9%	11.0%	10.5%	11.8%	24.1%	17.7%
St. Francois	25.9%	12.4%	12.6%	12.1%	20.4%	16.6%
Parkland REDI	25.5%	12.1%	11.8%	11.9%	21.3%	17.4%
Missouri	26.4%	13.0%	12.5%	12.1%	20.5%	15.6%

Source: University of Missouri Extension

## Labor Force

The Parkland REDI Region has experienced labor force and employment trends similar to those in other rural and micropolitan counties in Missouri. Both labor force and employment increased throughout the 2000's with unemployment rates fluctuating between 5.2% and 6.9%. The labor force peaked in 2009 at 52,668 and employment crested in 2008 at 48,701.

### Labor Force and Employment Trend 2000 to 2015

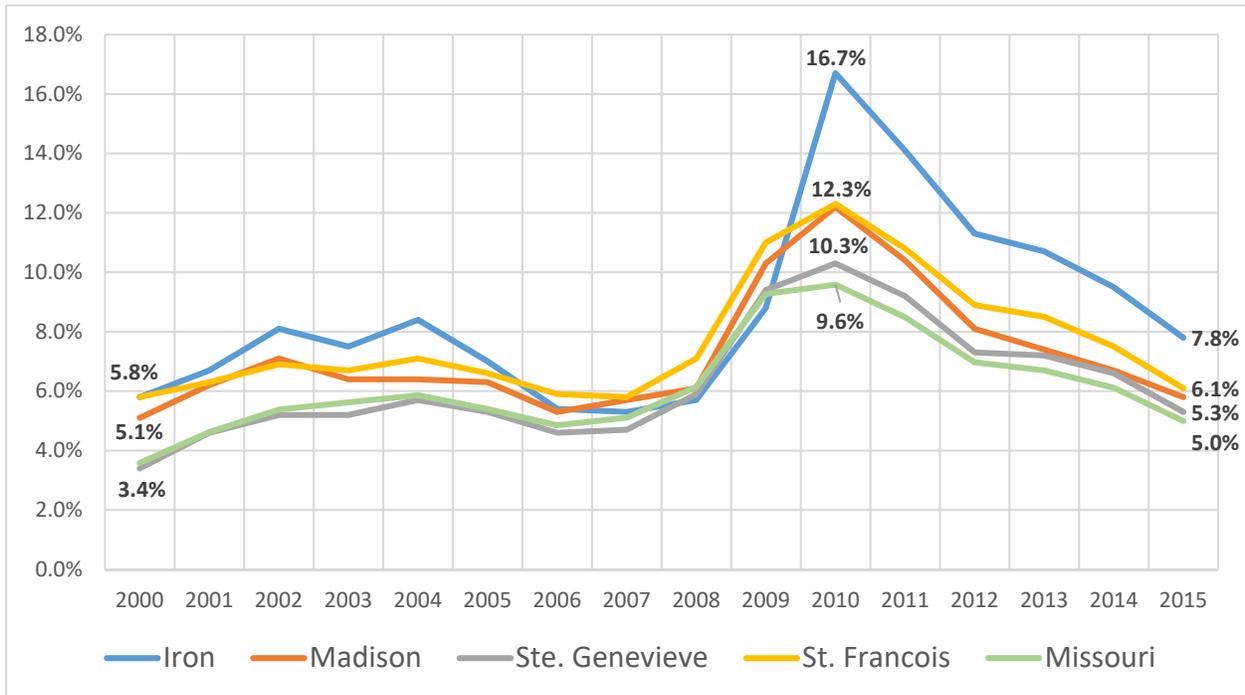


Source: Bureau of Labor Statistics

The recession hit this Region particularly hard with unemployment rates remaining in double digits from 2009 to 2011 averaging two percentage points above the Missouri rate. In 2015 the Region's rate of 6.0% was one percent above the Missouri rate of 5%. The decrease in labor force participation has been the primary reason rates declined. There were over 7,000 fewer residents in the labor force in 2015 (45,419) than in 2009 (52,668), a 13.8% decline. This decrease is significantly larger than the 8% loss that occurred across all of rural Missouri and also above the 10% loss in micropolitan counties. Overall the labor force increased 2.1% in Missouri largely because of growth in urban places.

There is a large variation in the unemployment rates among the counties in the Region. Over the last fifteen years Iron County has had rates persistently higher than the rates in other counties including hitting an extraordinary 16.7% unemployment in 2010. The spike in Iron County's unemployment rates were primarily the result of losses in the mining (-29%) and construction (-56%) sectors of the economy. In 2015 the Iron County labor force was 32% smaller (-1,873 workers) than in 2009. All other counties had smaller proportional losses ranging from -9.2% in Ste. Genevieve to -13.8% in St. Francois.

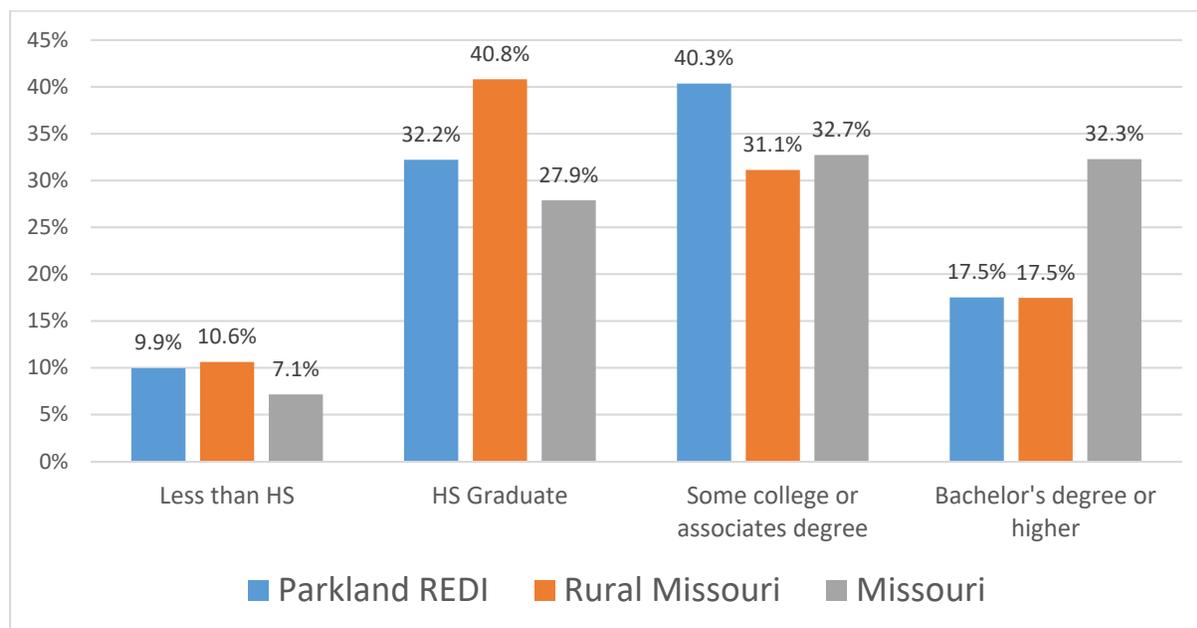
## Annual Unemployment Rate 2000 to 2015



Source: Bureau of Labor Statistics

Educational attainment is a key indicator of labor force quality and earning potential. The attainment profile for the Parkland region is often misreported because the prison population is included in the tabulation. When educational data for persons in the labor force are used the attainment levels increase dramatically. For example, the percent of persons with a college degree for the total population 25 and older is 12% but for the labor force the percentage increases to 17.5%. The proportion without a high school diploma decreases from 21% for the total population to 10% for the labor force. The attainment levels for the Region are below the State but above those for all of rural Missouri. The largest gap between the Region and the State is for college educated adults with Parkland lagging the Missouri standard by nearly 15 percentage points.

## 2014 Educational Attainment for the Population 25 Years and Over in the Labor Force



Source: American Community Survey, Census Bureau

Unemployment by occupation data sheds light on the economic sectors that have not recovered from the recession. One-fourth of unemployed workers in early 2016 were in Construction and Extraction occupations reflecting the slow recovery in mining and construction industries in the Region. It is likely many of the workers in the second largest category of unemployed, Transportation and Material Moving Occupations, were also employed in capacities that supported these industries. Ten percent of unemployed have no previous work experience. Nearly one-third are in occupations that are most often found in retail and service sectors.

### Unemployment by Occupation

Occupation	Unemployed (2/2016)	% of Regional Unemployment
Construction and Extraction Occupations	539	24.6%
Transportation and Material Moving Occupations	241	11.0%
No Previous Work Experience/Unspecified	223	10.2%
Office and Administrative Support Occupations	211	9.6%
Building and Grounds Cleaning and Maintenance Occupations	172	7.8%
Food Preparation and Serving Related Occupations	140	6.4%

Sales and Related Occupations	126	5.7%
Production Occupations	124	5.7%
Personal Care and Service Occupations	104	4.7%
All other Occupations	312	14.2%

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

Mineral Area College which is located in St. Francois County provides post-secondary education to most of the Parkland REDI region. In 2014 there were 3,670 full time equivalent students enrolled at the college and 547 associate's degree graduates. The following table presents data that connects graduates (completions) to regional openings for graduates. These data help to identify potential gaps in educational services based on demand for graduates. The majority of students received Liberal Arts and Sciences degrees. Many of those graduates may be leaving the region for a four year college. Of greater interest are graduates in career and technical programs that are more likely to search for jobs in the Parkland region. Graduates in most of those programs outnumber the regional openings for graduates except for General Business and Commerce and Electricians. Slow growth in the broader economy has probably reduced demand for new graduates.

### Mineral Area College Completions and Regional Openings with Employment Indicators

Program	Mineral Area College Completions (2014)	Regional Openings (2014)	Median Hourly Earnings	Regional Jobs (2014)	Regional Jobs (2015)	Growth in Jobs (2014-2015)
Liberal Arts and Sciences/Liberal Studies	282	9	\$27.93	351	336	(4%)
Criminal Justice/Police Science	76	9	\$14.64	237	238	0%
Registered Nursing/Registered Nurse	49	37	\$24.17	1,046	1,032	(1%)
Emergency Medical Technology/Technician (EMT Paramedic)	43	23	\$14.27	163	183	12%
Teacher Education and Professional Development, Specific Subject Areas, Other	39	27	\$21.01	740	743	0%
Licensed Practical/Vocational Nurse Training	22	13	\$17.43	327	329	1%
Business/Commerce, General	16	45	\$28.42	1,202	1,210	1%

Physical Therapy Technician/Assistant	16	2	\$20.80	40	41	1%
General Studies	16	0	\$0.00	0	0	0%
Administrative Assistant and Secretarial Science, General	15	14	\$11.85	1,176	1,157	(2%)
Radiologic Technology/Science - Radiographer	14	2	\$24.73	73	71	(3%)
Health Professions and Related Clinical Sciences, Other	12	0	\$19.44	23	22	(3%)
Electrician	10	32	\$22.50	349	369	6%

Source: EMSI and US Department of Education

Finding new and replacement workers is a significant challenge in many rural regions as the workforce ages and population growth slows. In the Parkland Region 25 percent of the work force is 55 years of age or older. There are an estimated 2,400 annual job openings in the Region. These openings are the result of retirements, new job creation, and turnover. One fourth of the job openings are in the top four occupational categories; Other Personal Care and Service Workers, Motor Vehicle Operators, Retail Sales Workers and Food and Beverage Serving Workers. All of these occupations have relatively low educational attainment requirements and also pay wage below the average for all occupations (\$16.27). These occupations have experienced growth that exceeds the total growth rate for all occupations (2%) by a significant margin. There are an expected 426 annual replacements in high wage occupations with hourly rates above \$20 despite a net loss of jobs in these occupations.

#### Annual Openings with Earnings and Job Counts for Occupations with Fifty or More Annual Openings (sorted by Annual Openings)

Description	Annual Openings	Avg. Hourly Earnings	2015 Jobs	2010 - 2015 Change	2010 - 2015 % Change
Other Personal Care and Service Workers	184	\$9.14	1,821	204	13%
Motor Vehicle Operators	180	\$14.61	1,736	474	38%
Retail Sales Workers	137	\$10.14	2,326	111	5%
Food and Beverage Serving Workers	133	\$8.96	1,938	155	9%
Construction Trades Workers	102	\$17.89	1,747	(16)	(1%)

Information and Record Clerks	79	\$12.96	1,296	72	6%
Other Production Occupations	76	\$14.54	921	(109)	(11%)
Metal Workers and Plastic Workers	75	\$15.14	597	64	12%
Health Diagnosing and Treating Practitioners	66	\$34.63	1,512	(110)	(7%)
Material Moving Workers	65	\$13.44	1,157	(51)	(4%)
Preschool, Primary, Secondary, and Special Education School Teachers	62	\$21.41	1,588	30	2%
Assemblers and Fabricators	58	\$12.39	672	18	3%
Other Installation, Maintenance, and Repair Occupations	56	\$18.10	958	23	2%
Health Technologists and Technicians	53	\$17.11	1,312	(27)	(2%)
Building Cleaning and Pest Control Workers	53	\$9.60	895	(304)	(25%)
Nursing, Psychiatric, and Home Health Aides	52	\$10.34	1,055	(7)	(1%)

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

## Economy

Between 2010 and 2015 total employment increased by 622 jobs (1.6%) in the Parkland Region. The 1.6% growth is significantly below the 4.1% increase for Missouri and the State lags the national rate of growth (7.7%) by a significant margin. It is important to keep in mind that the 2010 employment levels for the Region were significantly below the prerecession employment peak of 41,335 in 2008, the Region will still need to add over 1,500 jobs to get back to 2008 employment levels. The Expected Change column indicates the employment growth that would have occurred if employment had increased at the same rate as the nation. Iron County, which has historically had the highest unemployment rate, has also experienced the most robust recovery. Ste. Genevieve is the only county that has continued to shed jobs after the recession.

## Total Employment and Expected Change in Total Employment 2010 to 2015

	2010	2015	Change 2010-2015	% Change	Expected Change
Iron	3,803	4,240	437	11.5%	95
Madison	4,069	4,264	195	4.8%	-65
St. Francois	24,805	25,007	202	0.8%	-1,436
Ste. Genevieve	6,389	6,177	-212	-3.3%	-657
Parkland REDI	39,066	39,688	622	1.6%	-2,063
Missouri	2,915,472	3,034,042	118,570	4.1%	-103,681
US	144,173,683	155,324,531	11,150,848	7.7%	

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

As the economy recovered after the recession there was a moderate degree of restructuring as some sectors lost employment and others grew. Government is by far the largest employer in the Region with 8,757 jobs, 22% of total jobs. There are 5,400 local government employees including school systems which employed 3,111 in 2015. State government employs nearly 3,000 with about three fourths of those workers employed at the Southeast Missouri Mental Health Center or one of the two prisons in the Region. The Health Care and Social Assistance sector is the second largest and is also the sector with the largest growth in employment. Several industries in this sector posted job increases including Home Health Services, Individual and Family Services, and Residential Care Facilities. Location quotients for this sector are high which indicates the Region has a specialization in delivering these services.

Eight sectors lost employment with the service sector (Other Services) posting the largest total and proportional losses (-814 jobs, -28%) followed by Manufacturing (-321 jobs, -8.7%) and Wholesale Trade (-224 jobs, -18.3%). The Transportation and Warehousing sector had the largest total employment growth of 657 jobs (53.6% increase). Nearly all of the growth in this sector occurred in the School and Employee Bus Transportation subsector which may be a reporting error reflecting the allocation of employment in other areas to a corporate headquarters in the Parkland region. The rebound in the Mining, Quarrying, and Oil and Gas Extraction sector is particularly good sign because this sector is an important part of the economic base of the Region. Although employment increased 14.5% in this sector the current employment (1,439) is significantly below the 2008 total of 1,696. The 151.8% growth in the Management of Companies and Enterprises sector is also significant because this sector has relatively high average earnings per job (\$55,663).

## Total Employment 2010 and 2015

	2010		2015		Change	% Change
	Count	%	Count	%		
Government	8,770	22.4%	8,757	22.1%	-13	-0.1%
Health Care and Social Assistance	5,418	13.9%	6,085	15.3%	668	12.3%
Retail Trade	4,341	11.1%	4,603	11.6%	262	6.0%
Manufacturing	3,684	9.4%	3,362	8.5%	-321	-8.7%
Accommodation and Food Services	2,740	7.0%	2,855	7.2%	115	4.2%
Construction	2,472	6.3%	2,493	6.3%	21	0.9%
Other Services (except Public Administration)	2,887	7.4%	2,072	5.2%	-814	-28.2%
Transportation and Warehousing	1,225	3.1%	1,882	4.7%	657	53.6%
Administrative and Support and Waste Management and Remediation Services	1,375	3.5%	1,502	3.8%	127	9.2%
Mining, Quarrying, and Oil and Gas Extraction	1,257	3.2%	1,439	3.6%	183	14.5%
Finance and Insurance	1,423	3.6%	1,313	3.3%	-110	-7.7%
Wholesale Trade	1,224	3.1%	999	2.5%	-224	-18.3%
Professional, Scientific, and Technical Services	556	1.4%	602	1.5%	47	8.4%
Crop and Animal Production	441	1.1%	457	1.2%	17	3.8%
Real Estate and Rental and Leasing	348	0.9%	307	0.8%	-41	-11.7%
Information	302	0.8%	295	0.7%	-7	-2.2%
Arts, Entertainment, and Recreation	246	0.6%	222	0.6%	-24	-9.8%
Management of Companies and Enterprises	63	0.2%	159	0.4%	96	151.8%
Utilities	194	0.5%	152	0.4%	-42	-21.5%
Educational Services	103	0.3%	136	0.3%	33	32.5%
<b>Total</b>	<b>39,065</b>		<b>39,695</b>		<b>630</b>	<b>1.6%</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

Unlike most rural areas the Parkland REDI region has some economic sectors with average earnings that are near or above the State average. Parkland's average earnings for all jobs was \$39,503 in 2015. This is seven percent larger than the average for rural Missouri (\$36,887) but only 74 percent of the Missouri average of \$53,163. If workers in the Region were paid the State average wage there would be an additional \$540 million in regional income. It is important to note that average earnings for workers in Missouri are only 87% of the US average earnings of \$60,915. Between 2010 and 2015 wages increased 10.7% which was slightly higher than the 9.9% growth for the State.

Earnings for workers in the Transportation and Warehousing (\$61,657) and Mining, Quarrying, and Oil and Gas Extraction (\$85,762) sectors are above the average wages for the State. Both of these industries have experienced employment growth in recent years. Gaps between State and Regional earnings are also relatively small in the Crop and Animal Production, Retail Trade and Utilities sectors where regional earnings are within ninety percent of the State average. Government, the largest employment sector in the Region, pays wages significantly below the State average, \$47,171 compared to \$58,919. Within the government sector wages are lower for the nearly 2,000 State employees (\$46,710 per job) than for local government workers (\$48,326).

Many industries have earnings that are less than 70% of the State average. Over one-fourth of all workers (11,314 of 39,695 total jobs) are in these low wage industries. The Health Care and Social Assistance sector with average earnings of \$31,186 (61% of State average) is by far the largest with 6,085 employees. The largest earnings gaps exist in industries with relatively small employment numbers. There are only 1,279 workers in the four sectors with average earnings less than 50% of the State. All of these sectors are associated with “creative class” jobs that are frequently correlated with prosperous rural economies.

#### Average Earnings per Job 2015 (sorted by 2015 % of Missouri Earnings)

	Parkland Average Earnings per Job	Missouri Average Earnings	2015 % of Missouri Earnings
Transportation and Warehousing	\$61,657	\$54,863	112%
Mining, Quarrying, and Oil and Gas Extraction	\$85,762	\$81,409	105%
Crop and Animal Production	\$27,275	\$28,563	95%
Retail Trade	\$28,913	\$31,560	92%
Utilities	\$107,807	\$119,519	90%
Government	\$47,171	\$58,919	80%
Other Services (except Public Administration)	\$21,290	\$26,862	79%
Accommodation and Food Services	\$14,377	\$18,907	76%
Construction	\$42,273	\$55,706	76%
Manufacturing	\$50,091	\$69,513	72%
Real Estate and Rental and Leasing	\$31,860	\$44,812	71%
Wholesale Trade	\$48,205	\$74,128	65%
Administrative and Support and Waste Management and Remediation Services	\$23,826	\$37,057	64%
Health Care and Social Assistance	\$31,186	\$50,971	61%
Finance and Insurance	\$46,690	\$83,791	56%
Educational Services	\$24,326	\$44,276	55%

Information	\$41,274	\$86,432	48%
Management of Companies and Enterprises	\$55,663	\$120,214	46%
Professional, Scientific, and Technical Services	\$36,649	\$80,249	46%
Arts, Entertainment, and Recreation	\$14,106	\$42,131	33%
<b>Total</b>	<b>\$39,503</b>	<b>\$53,163</b>	<b>74%</b>

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

All economies have an economic base that includes the businesses that export products and services and in return receive a flow of money. Other sectors of the economy like retail trade and personal services redistribute the income received by workers in basic industries. Government is the largest exporting sector of the Parkland regional economy. This is very unusual. Government is rarely classified as a basic industry because it normally provides services to workers and businesses. The two prisons, state hospital and state parks provide services to a large population of consumers outside the region and are considered exporting industries. Natural resource industries like mining and agriculture are almost always exporting industries. The mining sector is the second largest exporting sector with \$926 million in sales and agriculture (Crop and Animal Production) is fifth with \$297 million in sales. These sectors combined are responsible for 26% of export sales. Manufacturing is the sector of the economy that is most often associated with the economic base of a place. In the Parkland Region the Manufacturing industries have export sales of \$758 million (16% of the total). Transportation and Warehousing is the other primary exporting industry in the region with \$325 million in sales (6.8% of total). These five sectors are responsible for 74% of all export sales. The remaining sectors of the economy produce significantly lower export sales.

### Parkland REDI Exported Sales

	Exported Sales	
	Amount	% of Total
<b>Government</b>	<b>\$1,231,220,389</b>	<b>25.8%</b>
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	<b>\$925,737,281</b>	<b>19.4%</b>
<b>Manufacturing</b>	<b>\$757,811,284</b>	<b>15.9%</b>
<b>Transportation and Warehousing</b>	<b>\$324,656,072</b>	<b>6.8%</b>
<b>Crop and Animal Production</b>	<b>\$297,125,962</b>	<b>6.2%</b>
Health Care and Social Assistance	\$226,134,576	4.7%
Retail Trade	\$196,498,291	4.1%
Wholesale Trade	\$169,602,702	3.6%
Construction	\$141,501,517	3.0%
Finance and Insurance	\$118,521,227	2.5%

Other Services (except Public Administration)	\$64,001,110	1.3%
Accommodation and Food Services	\$59,701,083	1.2%
Utilities	\$58,899,665	1.2%
Information	\$57,399,587	1.2%
Real Estate and Rental and Leasing	\$54,695,860	1.1%
Administrative and Support and Waste Management and Remediation Services	\$49,994,204	1.0%
Professional, Scientific, and Technical Services	\$21,302,491	0.4%
Management of Companies and Enterprises	\$13,329,377	0.3%
Arts, Entertainment, and Recreation	\$5,582,747	0.1%
Educational Services	\$2,636,045	0.1%
Total	\$4,776,351,471	100.0%

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2016.2 Class of Worker

## REGIONAL ASSETS

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The Parkland REDI region has many assets that can be leveraged to help strengthen and build the regional economy. Through a public survey and discussion at the Civic Forum, the region's top assets were identified as:

- Tourism Assets;
- Proximity to the St. Louis Metro Area;
- Quality K-16 Schools and workforce training; and
- Highway Access.

**Tourism Assets:** The Parkland region is home to numerous State Parks, national forest lands, rivers, trails, scenic natural areas, reenactments, fairs, and other events. These assets greatly improve the quality of life for residents and provide opportunities for residents and visitors alike to experience the cultural and natural heritage of the region year-round. While natural and cultural assets are important to the area, given the limited resources of the committee and the potential economic impact of the region's other assets, the committee felt it was better to focus on the other strengths of the region. Tourism assets, while not the focus of the committee, will serve the area very well when looking to attract companies to the area. One major concern often cited by companies is the quality of life in a prospective area, especially for management. The region's many recreational, cultural, and social activities offer excellent quality of life enhancements to residents with diverse interests.

**Proximity to the St. Louis Metro Area:** Thanks to its geographic location and well developed transportation systems, the Parkland area has convenient access to the St. Louis Metropolitan Area. This provides opportunities to attract both new companies who need close proximity to the metro area's infrastructure and businesses, and new residents who want to live in a smaller community while still having easy access to the amenities of the St. Louis metro area. Proximity to the metro area also provides the area with access to a considerable labor pool. The region has seen significant population growth in the last 15 years (11.5% between 2000-2015) due in part to metro residents moving to the surrounding area. Additionally, potential companies also have access to the labor force living within a one-hour drive of the region, which includes much of the southern metro area.

**Quality K-16 Schools:** From elementary schools to community colleges, the Parkland region boasts many strong educational institutions within the area. This includes the public and private K-12 schools, Career and Technology Centers, and Mineral Area College. Given the region's close proximity to both the St. Louis metro area and Cape Girardeau, residents are also within a short drive to numerous universities and other education opportunities. These educational institutions also provide the region the opportunity to work with employers to tailor programs to their specific training needs. This educational infrastructure means the area has a well educated and trained labor force that is able to meet the needs of a broad array of prospective businesses. The willingness of the local educational institutions to work or partner with local businesses means the area also has the flexibility to adapt to changes in the economy which lead companies to shift focus or introduce new technologies into their workflow.

**Highway Access:** Interstate 55, a major north-south national corridor, runs through the region through Ste. Genevieve County and offers direct access not only to the St. Louis metro area, but also brings the majority of the nation within a one-day drive. Additionally, while not an Interstate, U.S. 67 is a divided four-lane freeway that runs through St. Francois and Madison

counties, intersecting with I-55 just to the north of the region, and running south all the way to the Missouri-Arkansas border. Once the state of Arkansas completes its 30 mile portion of U.S. 67 from the Missouri state line to Walnut Ridge, the region will be connected by freeway-level highway all the way to Little Rock, AR.

# POTENTIAL BARRIERS AND RELATED STRATEGIES

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In addition to recognizing key strengths and assets of the region, the public and the committee also identified the most significant barriers to progress in the region as well. The four greatest challenges highlighted during the Civic Forum were:

- Technical Skills Training;
- Low Wages/Household Income;
- Broadband Availability; and
- Brain Drain.

**Technical Skills Training:** The public and committee identified a lack of technical skills and training in the area throughout the population, in spite of the strong educational opportunities in the area. The committee discussed the need to better publicize existing training opportunities in the region while also working with employers to help customize training programs to their needs.

**Low Wages/Household Income:** Many parts of the region suffer from low wages and low household income, which reduces the overall quality of life for residents and limits available capital and can keep the economy from growing at a steady pace. Participants felt that increasing the number and quality of available jobs in the region by growing the economic base of the area would help improve this situation.

**Broadband Availability:** There are areas of the region which are well served by broadband internet service, mostly concentrated in the urban area of St. Francois County and in some of the other communities in the area. However, the rural areas and some of the smaller communities have limited to no access to broadband internet. Also, some areas, while technically served by broadband, are provided with speeds on the low-end of the broadband spectrum. Finally, the cost of expanding broadband into new areas has been found to be high, sometimes prohibitively, for both providers and consumers.

**Brain Drain:** The out-migration of an area's youth who leave for educational opportunities and do not move back upon completion of their education is known as "brain drain." This phenomenon often leads to an area stagnating or declining as population, capital, and innovation move outside the region. As with the Low Wages barrier, participants felt that strengthening the economic base and increasing jobs would help address this problem by providing opportunities to attract young adults back home.

## REGIONAL ECONOMIC GOALS

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Based on the input from the region, coupled with the resources explored throughout the Stronger Economies Together process, the following opportunities were identified by the committee as effective ways to take advantage of the region's existing strengths:

- Industrial Attraction/Expansion
  - Attract Tier 2 supplies from the St. Louis metro area
  - Use proximity to St. Louis for satellite manufacturing location
  - Document and secure development ready industrial sites
- Workforce Development:
  - Draft regional PR campaign that changes employer and company perceptions of the region; regional industry marketing
  - Quantify existing workforce skills, numbers, etc. and make available for the region; package the information
- Use retirees as mentors for workers to enhance job skills and to get employers/companies to hire local workforce
- Create a Business Retention Program that targets Stage 2 companies in the region

This list of opportunities was refined to a focused list of three goals:

1. Industrial Attraction
2. Workforce Development
3. Business Retention and Expansion (BRE)

These three goals were selected based primarily on the evidence of a strong manufacturing presence in the Parkland area, strong healthcare industry, strong vocational education institutions with growing capacity and capability for training, ample available workforce, available land for development, and proximity to the St. Louis Metro area. Each goal is directly served or affected by many of these factors:

Industrial Attraction:

- Manufacturing presence – Provides a strong existing base for development
- Healthcare industry – Strong quality-of-life to build upon
- Educational institutions – Opportunities for tailoring training to employers' needs
- Available workforce – Readily trainable and employable labor force available locally for employers
- Available land – Sites available for development and expansion
- Proximity to St. Louis Metro area – easy access for businesses to additional labor force, services, suppliers, and customers

Workforce Development

- Manufacturing presence – Demand for employees with evolving technical skills
- Healthcare industry – Demand for employees with evolving technical skills
- Educational institutions – Primary partners with capacity for workforce development
- Available workforce – Local residents offering a supply of developable labor
- Proximity to St. Louis Metro area – Additional demand for well-trained workforce

#### Business Retention and Expansion

- Manufacturing presence – Provides opportunity to assist existing businesses
- Healthcare industry – Provides opportunity to assist existing businesses
- Educational institutions – Opportunities for tailoring training to employers' needs
- Available workforce – Readily trainable and labor force available to meet employers' needs
- Available land – Sites available for expansion
- Proximity to St. Louis Metro area – opportunity for local businesses to expand service and/or market area

# REGIONAL ECONOMIC DEVELOPMENT PLAN

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The following goals and strategies serve as the step-by-step plan for developing the Parkland regional economy. The strategies for each goal were developed into the SMART format by the committee, including timelines and participants, and are presented in the following section. For additional details, including responsible entities, see the Appendix for the Parkland REDI Action Plan.

## GOAL 1: INDUSTRIAL ATTRACTION

### *REGIONAL ECONOMIC BENEFITS*

By diversifying and growing the number of employers in the region, this goal will help increase employment in the region, thereby directly benefiting those that are unemployed or under-employed. This increase in employment will also indirectly benefit the entire region by stimulating economic activity throughout the area.

The diversification of employment opportunities in the region will also help stabilize the economic base and help buffer the regional economy from the effects of any one major employer ceasing operations. These benefits all lead to an improved quality of life for the residents of the region.

### *EVIDENCE BASE FOR GOAL*

Given the region's close proximity and strong transportation connections (I-55, US 67, rail, river) to the St. Louis Metro area, there is a significant opportunity to attract new employers looking to be near the metro area. For instance, by car, Farmington is only 1.5 hours from Lambert International Airport and the Boeing plant, 1.25 hours from the Monsanto plant, 1 hour from the Anheuser-Busch facility, and 1.75 hours from the General Motors plant. These companies represent the top 4 manufacturers (based on employment) in the greater St. Louis Metro area. Suppliers to these global manufacturers will find easy access to their customers from the Parkland region. Close proximity to Lambert International Airport also makes travel for executives convenient; while direct access to rail and river transportation means the Parkland region offers diverse transportation options for companies and their products.

Suppliers will also find a hard working, well educated workforce as well as strong capabilities for further training and education. Additionally, the region has lower wages than the state and metro averages, which is an attractive feature for businesses. The region also offers abundant choices in open land and industrial sites, some of which are certified shovel-ready.

Economic data for the region also indicates there are leakages in the regional economy that could be filled by new employers and industries. Addressing these leakages would help improve the regional economy by keeping more of residents' money in the local economy. Data also illustrates a high rate of unemployment and poverty in the region, which additional jobs would help address.

### *STRATEGIES:*

- Create database of sites based on 2011 Site Consultant study of potential industrial sites, prioritized by likelihood they will be shovel-ready by Q4 2019, by the end of Q2

2018

- Generate a list of Tier Two suppliers in key sectors in the St. Louis metro area by the end of Q2 2018
- Refine the list of key Tier Two suppliers based on regional assets by the end of Q3 2018 and update annually
- Develop an attraction program to meet with identified Tier Two suppliers by the end of Q3 2018
- Develop a regional information website to collect and disseminate information targeted at businesses in key sectors by the end of Q3 2018
- Annually select 10 key Tier Two suppliers to visit
- Meet bi-annually to assess strategies, based on prospect interest

***KEY PARTICIPANTS:***

- Business groups (e.g. Chambers of Commerce)
- Economic development professionals
- Local governments
- State officials

***TARGET OUTCOMES:***

**Short Term:**

Knowledge of industry growth

**Intermediate:**

Improved regional approach to ED through regular communication

**Long Term:**

Successful location of Tier 2 businesses

## **GOAL 2: WORKFORCE DEVELOPMENT AND OUTREACH**

### ***REGIONAL ECONOMIC BENEFITS***

Development of the workforce will lead to numerous benefits for the local economy. By providing well defined job training programs that fit the needs of local employers, participants will have a greater chance of employment locally, leading to higher wages and household income, a better quality of life, and decreased unemployment.

Promotion of the quality workforce in the area will help address negative perceptions of the area's labor force, while promoting the strong workforce training programs in the area will be a strong benefit for new or expanding businesses. As with the previous goal, these benefits will lead to a better quality of life for all people in the Parkland REDI region.

## *EVIDENCE BASE FOR GOAL*

There seems to be some evidence for an “urban bias” among employers, leading them to the metro area, which may not meet all of their needs, rather than locating on the periphery of the metro area where more of their needs can be met. Promotion of the region’s workforce and training opportunities will help address this bias and attract additional employers.

The high rate of unemployment and poverty in the area indicates people are having trouble finding quality employment. Improved and expanded training programs tailored to the needs of local employers will provide residents with the skills needed to secure employment in long-term jobs. Also, all four counties have been certified as Work Ready Communities, with local businesses agreeing to use the National Career Readiness Certificate as a consideration when hiring individuals. These certifications indicate a desire on the part of employers for candidates with improved job skills through education and training.

The Economy section, beginning on page 19 of this plan, shows industries in the Parkland region which are growing or are primed for growth; these industries benefit from regional workforce training programs which are targeted at their needs. There is already substantial participation in the Work Force Training Consortium in the region, again indicating that employers need these kinds of programs to sustain the availability of well trained candidates, but the programs must be able to evolve to meet the future needs of employers.

## *STRATEGIES:*

- Using existing process, maintain certification in Work Ready Communities program as re-certification becomes necessary
- Capture workforce data (including training needs also used for Goal 3) for key Tier Two suppliers and local businesses available through MO Department of Economic Development, Missouri Economic Research and Information Center (MERIC), etc. specific to the Parkland REDI Counties and key Tier Two suppliers by end of Q2 2018
- Design Public Relations campaign targeting key Tier Two suppliers in St. Louis metro to improve perception and awareness of region’s workforce using collected workforce data by the end of Q4 2018
- Start development of one new training program per year related to key Tier Two suppliers and local businesses based on visits and data by the end of Q4 2018

## *KEY PARTICIPANTS*

- Mineral Area College
- Economic development professionals
- Local governments

## *TARGET OUTCOMES:*

### **Short Term:**

High school counselors and teachers give equal weight to non-college careers

**Intermediate:**

Targeted training programs are refined and revised to meet needs of businesses, students, and teachers

**Long Term:**

Lower unemployment in Parkland region

## GOAL 3: BUSINESS RETENTION AND EXPANSION

### *REGIONAL ECONOMIC BENEFITS*

Business Retention and Expansion (BRE) programs, focused on keeping and growing existing businesses, are one of the least expensive methods of economic development possible while still generating positive results. This makes BRE very cost effective and allows the region to take a multi-pronged approach to economic development.

BRE programs also focus on and reward existing local businesses, strengthening the relationship between the local businesses community and community leaders. These BRE activities will be primarily centered on small businesses, specifically Stage Two businesses. As the leading source of employment in the economy, growth of small businesses will lead to increased employment, wages, household income, and quality of life for all residents.

Additionally, the face-to-face meetings with local employers will help define and clarify the workforce needs of the specific company. This information will help inform the activities in Goal 2, leading to workforce training programs that are able to evolve with local needs. This relationship between the two goals means more efficient use of regional resources and stronger, more responsive results.

### *EVIDENCE BASE FOR GOAL*

According to the Small Business Administration, small businesses (less than 500 employees) account for 99.7% of U.S. employer firms, 64% of net new private-sector jobs, and 49.2% of private-sector employment. In the Parkland area, small businesses account for 93% of firms and over 67% of private-sector employment. Helping the region retain and grow these businesses offers immense growth potential for employment and quality of life.

As with the other goals, the high unemployment and poverty rates in the area indicate a need for additional employment opportunities in the area. The growth of existing small businesses is one of the best ways to approach this need.

Number of Stage Two Businesses (10-100 employees or less, increasing employment, \$500,000 or less in sales, 2+ years in business) by County:

2 Iron County  
5 Madison County  
22 Ste. Genevieve County  
27 St. Francois County  
56 Parkland REDI Area

### ***STRATEGIES:***

- Identify the 56 regional Stage Two businesses (500 emps or less, increasing emp, \$500,000 or less in sales, 2+ years in business) by end of Q2 2018
- Select, recruit, and train three people in each county in BRE techniques to develop a regional BRE team by end of Q2 2018
- BRE team conducts a BRE visit to four Stage Two businesses across the region per year to discuss needs and opportunities by the end of Q3 2018
- Create and maintain a database of regional employer needs and training goals derived from BRE visits by the end of Q4 2018, which will also help develop priorities for training curriculum in Goal 2
- Help local businesses connect to customers outside the region and develop partnerships and networking through an open house or showcase event targeted at key Tier Two suppliers by the end of Q2 2019

### ***KEY PARTICIPANTS***

- Existing businesses
- Economic development professionals
- BRE team

### ***TARGET OUTCOMES:***

#### **Short Term:**

Provide training to BRE outreach participants

#### **Intermediate:**

BRE outreach program begins visiting targeted businesses

#### **Long Term:**

Increase in number of Stage 2 businesses

### **KEY MEASURES AND STRATEGIES TO TRACK PROGRESS:**

The following outcomes will be tracked by the Parkland REDI to monitor the success of this plan and to inform future planning activities and strategy implementation.

- Employment growth
- Number of new start-ups in identified clusters
- Number of companies still in business 5 years after BRE visits
- Revenue growth of businesses participating in the BRE program
- Number of people trained in identified skills
- Growth of median household income

To ensure this plan remains relevant and adapts to changing conditions, the Parkland REDI will continue the work begun with this plan through two primary committees. The first, the core team, will consist of the original Multi-County Economic Development group:

- Two representatives from each of the four counties,
- One representative being a county commissioner,
- One representative being a local community/businesses member, and
- One alternate for each representative

This core committee will be responsible for the implementation of most of the action plan discussed in the previous section and also found in table format in the appendix. Given the potential for turnover for many of the participants in this process, the Parkland REDI believes it is most appropriate for the future of this plan to assign tasks to offices and positions, rather than individuals.

The second committee will include all individuals involved in the SET program and will also add new participants who wish to be involved in the regional planning process.

# APPENDIX

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## SET V LETTER OF SUPPORT EXAMPLE

To Whom It May Concern,

Job creation, attraction, and retention in rural communities can be a difficult proposition in today's global economy. Not only do small communities face competition from larger, metro areas in the United States, but also from all around the world. This makes it difficult for a single community to stand out from the crowd and promote its advantages.

With this in mind, leaders from Iron, Madison, Ste. Genevieve, and St. Francois Counties, Missouri formed the Multi-County Economic Development Committee in 2008 to bring together representatives from a wide cross-section of the region to focus on promoting the four-county area's advantages and strengths. The Committee has been actively working since its inception and has achieved significant progress, but there is still more work to be done. I believe the Stronger Economies Together program offers the Multi-County Committee an opportunity to strengthen its efforts and continue the progress already made.

As such, I am excited to join the SET Regional Team and commit my time to actively participate in the planning process and honor the following commitments:

- Recognition that regional strategies represent a key part of the overall economic development blueprint for the region's small communities, cities, and counties;
- Openness to exploring economic activities that will focus on strengthening a handful of key existing or emerging economic clusters in the region;
- Commitment to gathering inputs and insights from a large, diverse set of institutions and people when determining the region's goals and plans;
- Willingness to take a fresh look at where the region is, where it wants to go, and the best way to get there;
- Commitment to devoting the significant time and energy needed a) to actively participate and work through the entire SET planning process as a regional team; and b) to use this process as the foundation for a High Quality regional economic development Plan that is developed and implemented by the regional team.

I look forward to working with the Multi-County Economic Development Committee and the other SET Regional Team members to help strengthen and grow our regional economy.

Sincerely,

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Signature

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Printed Name

## PLANNING TEAM AND PARTICIPANTS

### **Writing Team:**

Sandra Cabot, Ste. Genevieve Tourism and Economic Development  
Drew Christian, SEMO Regional Planning Commission  
Robert Mooney, Madison County Commission  
Jim Scaggs, Iron County Commission  
Al Sullivan, St. Francois County Community Partnership  
Martin Toma, City of Ste. Genevieve

### **Training Team Members**

Greg Batson, USDA-RD  
Tiffany Williams-Cobleigh, MU Extension  
Pat Curry, MU Extension  
DeNae Gitonga, MU Extension  
Sharon Gulick, MU Extension  
Dean Larkin, MU Extension  
Richard Proffer, MU Extension

## Planning Group Members

FIRST NAME	LAST NAME	ORGANIZATION
Mike	Alesandrini	St. Francois Co. resident
Greg	Batson	USDA-RD
Gregory	Beavers	Farmington
William	Bennett	RVRA
Gary	Berblinger	Daily Journal
Linda	Black	State Rep. Dist 117
Traci	Black	Democrat News
Marlene	Brockmiller	Farmington IDA
Chauncy	Buchheit	Southeast MO RPC
Sarah	Burgin	CAP America, Inc.
Sandra	Cabot	Ste. Genevieve Eco Dev
Toby	Carrig	Herald
Drew	Christian	SEMO RPC
Debbie	Fisk	South Iron Community Betterment
Chad	Follis	MAC
Sandy	Francis	Iron County Economic Partnership
Sarah	Francis	Desloge Chamber
Doug	Friend	Fredericktown

Elaine	Gannon	St. Rep. Dist 115
DeNae	Gitonga	MU Extension
Tom	Greminger	Ste. Genevieve IDC
Sharon	Gulick	MU Extension
Jennifer	Heimbürger	Heimbürger
Bev	Hickam	MAC
Donna	Hickman	US Rep Jason Smith
Debbie	Hoehn	St. Francois Co. Health Center
Brandi	Holder	MU Extension
William	Jud	Legend Minerals
Ron	Klein	Ste Gen IDC
Dena	Kreitler	Ste Gen Chamber
Dean	Larkin	MU Extension
Norm	Lucas	City of Park Hills
Alan	Mays	Legend Minerals
Geri	Mills	South Iron Community Betterment
Robert	Mooney	Madison Co. Commission
Patrick	Mullins	S.F.C. Commission
Angela	Nations	Iron County Med. Center
Norma	Owens	South Iron Community Betterment

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Richard	Proffer	MU Extension
Janey	Radford	SEED\$
Brett	Reutzel	Fredericktown R-I
Jim	Scaggs	Iron County Commission
Tom	Schulte	Sen Roy Blunt
Leslie	Seabaugh	SEMO RPC
Skip	Smallwood	Ameren
Christine	Sorensen	USDA-RD
Stacy	Stevens	West St. Francois Co Schools
Al	Sullivan	St. Francois Co.
Jon	Summers	private citizen
Candy	Summers	private citizen
Martin	Toma	Ste. Genevieve
Aaron	Willard	Lee Mechanical
Tiffany	Williams-Cobleigh	MU Extension
Dick	Womack	Farmington Chamber

## CIVIC FORUM ATTENDEES

<b>First</b>	<b>Last</b>	<b>Entity</b>	<b>Type</b>
Greg	Batson	USDA-RD	Gvt
Gregory	Beavers	Farmington	Gvt
William	Bennett	RVRA	nfp
Gary	Berblinger	Daily Journal	bus
Linda	Black	State Rep. Dist 117	Gvt
Traci	Black	Democrat News	bus
Marlene	Brockmiller	Farmington IDA	eco
Chauncy	Buchheit	Southeast MO RPC	Gvt
Sarah	Burgin	CAP America, Inc.	bus
Sandra	Cabot	Ste. Genevieve Eco Dev	EcD
Toby	Carrig	Herald	bus
Drew	Christian	SEMO RPC	Gvt
Debbie	Fisk	South Iron Community Betterment	nfp
Chad	Follis	MAC	ed
Sarah	Francis	Desloge Chamber	NFP
Doug	Friend	Fredericktown	gvt
Elaine	Gannon	St. Rep. Dist 115	Gvt
DeNae	Gitonga	MU Extension	Ed
Tom	Greminger	Ste. Genevieve IDC	eco
Sharon	Gulick	MU Extension	Ed
Jennifer	Heimbürger	Heimbürger	bus
Bev	Hickam	MAC	ed
Donna	Hickman	US Rep Jason Smith	gvt
Debbie	Hoehn	St. Francois Co. Health Cnt	hlth
Brandi	Holder	MU Extension	ext
William	Jud	Legend Minerals	bus
Ron	Klein	Ste Gen IDC	eco
Dena	Kreitler	Ste Gen Chamber	nfp
Dean	Larkin	MU Extension	ed
Norm	Lucas	City of Park Hills	gvt
Alan	Mays	Legend Minerals	bus
Geri	Mills	South Iron Community Betterment	NFP
Robert	Mooney	Madison Co. Commission	gvt
Patrick	Mullins	S.F.C. Commission	gvt
Angela	Nations	Iron County Med. Cntr	hlth

Norma	Owens	South Iron Community Betterment	NFP
Richard	Proffer	MU Extension	ed
Janey	Radford	SEED\$	NFP
Brett	Reutzel	Fredericktown R-I	ed
Jim	Scaggs	Iron County Commission	gvt
Tom	Schulte	Sen Roy Blunt	gvt
Leslie	Seabaugh	SEMO RPC	gvt
Skip	Smallwood	Ameren	bus
Christine	Sorensen	USDA-RD	Gvt
Stacy	Stevens	West St. Francois Co Schools	ed
Al	Sullivan	St. Francois Co.	gvt
Jon	Summers	private citizen	
Candy	Summers	private citizen	
Martin	Toma	Ste. Genevieve	Gvt
Aaron	Willard	Lee Mechanical	bus
Tiffany	Williams-Cobleigh	MU Extension	ed
Dick	Womack	Farmington Chamber	eco

## PARKLAND REDI ACTION PLAN

<b>Goal 1: Industrial Attraction</b>				
<b>Action</b>	<b>Key Participants</b>	<b>Timeline</b>	<b>Status</b>	<b>Responsible Party</b>
Create database of sites based on 2011 Site Consultant study of potential industrial sites prioritized by likelihood of shovel-ready status by Q4 2019	Local governments, Economic development professionals	Q2 2018	Planning phase	Jim Scaggs, Iron Co Commission
Generate a list of Tier Two suppliers in key sectors in the St. Louis metro area	Economic development professionals	Q2 2018	Planning phase	Ron Klein, Citizens Electric
Refine the list of key Tier Two suppliers based on regional assets and update annually	Local governments, Economic development professionals, Business groups	Q3 2018	Planning phase	Ron Klein, Citizens Electric
Develop an attraction program to meet with identified Tier Two suppliers	Economic development professionals	Q3 2018	Planning phase	Patrick Mullins, St. Francois Co Commission
Develop a regional information website to collect and disseminate information targeted at businesses in key sectors	Business groups, Economic development professionals, Local governments, State officials	Q3 2018	Design prototyping	Drew Christian, SEMO RPC
Annually select 10 key Tier Two suppliers to visit	Business groups, Economic development professionals, Local governments	Q4 2018	Pending	Robert Mooney, Madison Co Commission
Meet semi-annually to assess attraction program outcomes, based on feedback from targeted Tier Two suppliers in St. Louis metro area	Business groups, Economic development professionals, Local governments	Q2 2019	Pending	Patrick Mullins, St. Francois Co Commission

<b>Goal 2: Workforce Development</b>				
<b>Action</b>	<b>Key Participants</b>	<b>Timeline</b>	<b>Status</b>	<b>Responsible Party</b>
Using existing process, maintain certification in Work Ready Communities program as re-certification becomes necessary	Local governments	On-going	On-going	Jim Scaggs, Bob Mooney, Patrick Mullins, Garry Nelson
Capture workforce data (including training needs also used for Goal 3) for key Tier Two suppliers and local businesses available through MO Department of Economic Development, Missouri Economic Research and Information Center (MERIC), etc. specific to the Parkland REDI Counties and key Tier Two suppliers	Economic development professionals	Q2 2018	Planning phase	Drew Christian, SEMO RPC
Design Public Relations campaign targeting key Tier Two suppliers in St. Louis metro to improve perception and awareness of region's workforce using collected workforce data	Economic development professionals	Q4 2018	Planning phase	Al Sullivan, St. Francois Co IDA
Start development of one new training program per year related to key Tier Two suppliers and local businesses based on visits and data	Mineral Area College	Q4 2018	On-going	Gil Kennon

### Goal 3: Business Retention and Expansion

Action	Key Participants	Timeline	Status	Responsible Party
Identify the 56 regional Stage Two businesses (500 emps or less, increasing emp, \$500,000 or less in sales, 2+ years in business)	Economic development professionals	Q2 2018	Planning phase	Sandra Cabot, Ste. Genevieve Economic Development
Select, recruit, and train three people in each county in BRE techniques to develop a regional BRE team	Economic development professionals, Existing businesses, BRE team	Q2 2018	Planning phase	Sandra Cabot, Ste. Genevieve Economic Development
BRE team conducts a BRE visit to four Stage Two businesses across the region per year to discuss needs and opportunities	BRE team, Existing businesses	Q3 2018	Pending	Sandra Cabot, Ste. Genevieve Economic Development
Create and maintain a database of regional employer needs and training goals derived from BRE visits, which will also help develop priorities for training curriculum in Goal 2	Economic development professionals, Existing businesses, BRE team	Q4 2018	Planning phase	Garry Nelson, Ste. Genevieve Co Commission
Help local businesses connect to customers outside the region and develop partnerships and networking through an open house or showcase event targeted at key Tier Two suppliers	Economic development professionals, Existing businesses	Q2 2019	Planning phase	Garry Nelson, Ste. Genevieve Co Commission

For more information, contact:

Parkland REDI

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SEMO Regional Planning Commission

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National Partnership for Stronger Economies Together



United States Department of Agriculture  
National Institute of Food and Agriculture



[PCRD.PURDUE.EDU](http://PCRD.PURDUE.EDU)

