

## **A. BACKGROUND**

This section of the CEDS summarizes current natural, demographic and economic conditions within the seven counties of the Southeast Missouri Economic Development District, provides a benchmark against which to measure future change, and attempts to identify trends and potential threats which could impact future growth.

### **Location, Climate and Natural Characteristics**

The Southeast Missouri Economic Development District includes the seven counties of Bollinger, Cape Girardeau, Iron, Madison, Perry, St. Francois and Ste. Genevieve in Southeast Missouri. The District is bounded on the east by the Mississippi River, on the west by the Missouri Ozarks, on the north by the St. Louis metropolitan area, and on the south by the Missouri Bootheel. The District encompasses 3,675 square miles. The majority of the land is rural in character, with only 2.5% urbanized. Approximately half of the rural area of the District is forested. The U. S. Forest Services' Mark Twain National Forest covers over 158,326 acres of Iron, Madison, Ste. Genevieve and St. Francois Counties. Another 54,000 acres of the Region have been developed as state parks, state forests, natural areas and river access areas by the Missouri Departments of Conservation and Natural Resources. The climate of the Southeast Missouri Region may be described as humid continental with long summers and variable weather conditions.

### **Population Characteristics**

Cities in the Southeast Missouri District are small, with most communities having populations of less than 1,000. Only nine cities have populations of 2,500 or more. Recent U. S. Census Bureau population estimates provided by the Missouri Census Data Center (MCDC) indicate the population of the Southeast Missouri Economic Development District is continuing to increase. Based on projections, the population of the District grew from 213,373 in 2010, to 216,709 in 2017, an increase of 1.6%. According to population estimates, Bollinger, Iron and Ste. Genevieve Counties experienced a decline in population during the seven-year period.

**Population Estimates**  
**SEMO EDD, July 1, 2010 – July 1, 2017**

COUNTY	POPULATION		CHANGE 2010 – 2017	
	2010	2017	NUMBER	PERCENT
Bollinger	12,363	12,306	-57	-0.5
Cape Girardeau	75,674	78,161	2,487	3.3
Iron	10,630	10,226	-402	-3.8
Madison	12,226	12,243	17	0.1
Perry	18,971	19,225	254	1.3
St. Francois	65,364	66,705	1,335	2.0
Ste. Genevieve	18,145	17,843	-296	-1.6
Region	213,373	216,709	3,336	1.6

Source: Missouri Census Data Center (MCDC), Missouri's Population Estimates by County 2010-2017

**Labor Force and Employment**

Unemployment rates in the District have declined steadily since the end of the recession in 2009, as has the number of people in the civilian labor force. The lowest unemployment rates have consistently been in Cape Girardeau and Perry Counties while Iron County experienced the highest unemployment (6.5%) during 2017.

**Civilian Labor Force and Unemployment Rate**  
**SEMO EDD**  
**2010-2017**

COUNTY	AVERAGE			
	2010		2017	
	CIVILIAN LABOR FORCE	UNEMPLOYMENT RATE	CIVILIAN LABOR FORCE	UNEMPLOYMENT RATE
Bollinger	5,595	9.5	5,334	4.5
Cape Girardeau	38,331	7.4	39,186	3.6
Iron	5,425	10.3	3,593	6.5
Madison	6,130	10.3	5,405	4.7
Perry	10,485	6.5	9,929	2.7
St. Francois	29,911	10.9	26,114	4.5
Ste. Genevieve	9,845	9.3	8,885	3.8
Region	105,721	8.9	98,446	4.0
United States	153,888,583	9.6	160,319,750	4.4
Missouri	2,992,865	9.4	2,985,425	3.4

Source: Missouri Economic Research and Information Center, 2010 and 2017

**Education**

The quality of local educational facilities is a significant consideration for companies seeking new locations, both from the standpoint of providing quality

educational opportunities for company employees and their families, and the ability of the local educational system to provide a workforce capable of meeting increasingly technical demands.

The quality of public education throughout the Southeast Missouri Region is at a level of attainment conducive to companies requiring a skilled work force. All of the 23 school districts in the District are accredited (highest ranking possible) by the Missouri Department of Elementary and Secondary Education. The various school districts, enrollments, ratings, student/teacher ratio and graduation rates are included in the following exhibit.

**Public Elementary and Secondary  
2017 School District Enrollments and Ratings  
SEMO EDD**

SCHOOL DISTRICT	ENROLLMENT	RATING	STUDENT/ TEACHER RATIO	GRADUATION RATE
<b>BOLLINGER COUNTY</b>				
Leopold R-III	199	Accredited	17/1	90.91
Meadow Heights R-II	545	Accredited	17/1	97.37
Woodland R-IV	885	Accredited	19/1	100.00
Zalma R-V	246	Accredited	17/1	100.0
Total Enrollment	1,875			
<b>CAPE GIRARDEAU COUNTY</b>				
Cape Girardeau 63	3,965	Accredited	17/1	82.93
Delta R-V	242	Accredited	13/1	100.0
Jackson R-II	4,963	Accredited	19/1	95.20
*Nell Holcomb R-IV	272	Accredited	12/1	N/A
Oak Ridge R-VI	367	Accredited	15/1	90.48
Total Enrollment	9,809			
<b>IRON COUNTY</b>				
Arcadia Valley R-II	969	Accredited	20/1	100.00
*Bellevue R-III	122	Accredited	13/1	N/A
Iron County C-4	366	Accredited	11/1	100.00
South Iron County R-I	302	Accredited	12/1	100.00
Total Enrollment	1,875			
<b>MADISON COUNTY</b>				
Fredericktown R-I	1,914	Accredited	17/1	93.33
Marquand R-VI	145	Accredited	17/1	85.71
Total Enrollment	2,059			
<b>PERRY COUNTY</b>				
*Altenburg 48	100	Accredited	12/1	N/A
Perry County 32	2,244	Accredited	19/1	80.66
Total Enrollment	2,334			
<b>ST. FRANCOIS COUNTY</b>				
Bismarck R-V	492	Accredited	13/1	100.00
Central R-III	2,171	Accredited	20/1	99.24
Farmington R-VIII	3,837	Accredited	21/1	94.42
North St. Francois County R-I	2,932	Accredited	18/1	88.17
West St. Francois County R-IV	1,003	Accredited	20/1	94.20
Total Enrollment	10,435			
<b>STE. GENEVIEVE</b>				

SCHOOL DISTRICT	ENROLLMENT	RATING	STUDENT/ TEACHER RATIO	GRADUATION RATE
Ste. Genevieve County R-II	1,794	Accredited	17/1	94.
Total Enrollment	1,794			
SEMO EDD Enrollment	30,885			

Source: Missouri Department of Elementary and Secondary Education, District Report Card 2017

\*District offers K-8 only

In 2017, there were 30,885 students enrolled in public schools in the Southeast Missouri Economic Development District. Student/teacher ratios range from 12 students per teacher, to a high of 21 students per teacher. Graduation rates range from 100.0% to 80.66%.

Vocational-technical education is also an integral part of the Region's comprehensive educational program. Four career and technology centers are available to students in surrounding school districts throughout the Region. These centers have cooperatively developed curricula that are responsive to the needs of local businesses and manufacturers.

### Career & Technology Centers Southeast Missouri Region

NAME & LOCATION	SCHOOL DISTRICTS SERVED
Arcadia Valley Career and Technology Center 650 Park Drive Ironton, Missouri 63650	Arcadia Valley R-II, Iron County C-4, South Iron County R-I, Marquand-Zion R-VI, Bunker R-II, Lesterville R-IV, Valley R-VI, Clearwater R-I
Cape Girardeau Career and Technology Center 1080 South Silver Springs Road Cape Girardeau, Missouri 63703	Leopold R-III, Woodland R-IV, Cape Girardeau 63, Delta R-V, Jackson R-II, Oak Ridge R-VI, Chaffee R-II, Scott City R-I, Scott County R-IV, Advance R-IV
Perryville Area Career and Technology Center 326 College Street Perryville, Missouri 63775	Meadow Heights R-II, Perry County 32, Ste. Genevieve County R-II
UniTec Career Center 7163 Raider Road Bonne Terre, Missouri 63628	Fredericktown R-I, Bismarck R-V, Central R-III, Farmington R-VII, North St. Francois County R-I, West St. Francois County R-IV, Potosi R-III

Source: Missouri Department of Elementary and Secondary Education

In addition to public school systems, religious denominations in the Southeast Missouri Region offer alternative educational opportunities. Long distance learning, through a number of accredited on-line schools, is also an option.

Residents in the Region have easy access to the educational resources of Southeast Missouri State University located in Cape Girardeau, which offers both baccalaureate and masters programs. Mineral Area College, a community college located in Park Hills, offers an associate degree program, Mineral Area College also offers courses at education centers located in Perryville and Fredericktown.

The Work Ready Communities program, created by ACT, has been introduced to the District and is being implemented by several counties as another opportunity for matching education with jobs. This initiative promotes economic competitiveness and provides more opportunities for employment in Missouri and the EDD. Job seekers leave the program with a National Career Readiness Certificate.

## **Health Care**

The Southeast Missouri District is served by a well-developed and growing network of healthcare facilities and providers. There are 10 licensed hospital facilities in the District, with at least one hospital located in all but Bollinger County. Five of the 10 hospitals are located in Cape Girardeau and St. Francois Counties, the two most heavily populated counties in the District. Because of the continued expansion of hospital infrastructure in these counties, the number of physicians, specialists and ancillary medical facilities continue to increase, and the health care industry contributes significantly to local economies.

In addition to the District's six general hospitals, the Southeast Mental Health Center in Farmington offers a wide range of mental health and other services. Operated by the Missouri Department of Mental Health, the Center provides inpatient mental health services to 31 counties in southeast Missouri. The Center offers services related to drug and alcohol abuse, mental illness, and developmental disabilities.

Tax-supported county health departments located in each of the seven counties provide a wide variety of free or low-cost medical and counseling services which are available and accessible to any county resident. County health departments in the District also work cooperatively with the Missouri Department of Health in developing emergency preparedness plans to deal with potential disease outbreaks and with the Homeland Security division of the Missouri Department of Public Safety in developing plans to cope with natural or other disasters. Residents of the District have access to a variety of private physicians and dentists and a wide range of health care specialists.

To meet the special needs of seniors or the disabled who require long-term residential care, there are over 90 state-licensed skilled nursing, intermediate care and residential care facilities available in the Southeast Missouri District, with good facilities available in every county.

## **Retail Trade**

Retailing is one of the most basic of the industries which affects the economy of the District. Performance of the local retail trade sector is a key indicator of the economic vitality of local economies. Retail purchases are mainly made by local residents and businesses, which may lead to employment growth, increased tax revenues and improved quality of life for a community. Since sales taxes make up a significant

component of local government revenues, retail trade also affects the fiscal capacity of local governments to generate tax revenues in order to provide services.

Retail sales and employment in the EDD grew at a steady pace during the seven-year period from 2010 to 2017. Retail wages grew from \$242,125,754 in 2010 to \$298,453,323 in 2017, while the number of individuals employed in retailing increased 6.9% during the seven-year period from 11,154 in 2010 to 11,908 in 2017. Most encouraging, the number of people employed in retailing grew in all but one of the Region's counties during the seven-year period. Bollinger County experienced a slight drop in the number of retail employees despite an increase in the number of retail outlets.

### Retail Trade in the Southeast Missouri EDD 2010 - 2017

COUNTY	2010				2017			
	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS
Bollinger	258	\$4,561,289	\$340.00	21	254	\$5,156,526	\$391.00	25
Cape Girardeau	5,693	\$124,824,367	\$422.00	339	5,901	\$148,942,357	\$486.00	339
Iron	303	\$6,394,184	\$405.00	28	331	\$8,993,932	\$523.00	27
Madison	506	\$11,610,718	\$441.00	35	508	\$14,033,784	\$531.00	36
Perry	1,002	\$21,147,998	\$406.00	76	1,088	\$25,832,373	\$457.00	73
St. Francois	2,951	\$63,704,008	\$415.00	176	3,338	\$81,505,719	\$469.00	181
Ste. Genevieve	441	\$9,883,190	\$431.00	52	488	\$13,988,632	\$551.00	50
SEMO EDD Service Area	11,154	\$242,125,754	\$408.00	727	11,908	\$298,453,323	\$487.00	731

Source: Missouri Economic Research and Information Center (MERIC), Quarterly Census of Employment and Wages Industry Information by NAICS Sectors, 2010 & 2017

### Manufacturing

Manufacturing provides a primary source of employment for much of the District's population and continues to show strong growth as a component of the overall economy. Growth in the manufacturing sector is important because manufacturers generally provide better paying jobs than do the other major economic sectors. Manufacturers also generally employ more workers than do most other businesses.

The manufacturing sector, as defined by the *North American Industry Classification System* (NAICS), comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances or components into new

products. The assembly of component parts of manufactured products is also considered manufacturing, except in cases where the activity is classified as construction.

Assisting growth and retention in the manufacturing segment of the economy has always been a primary objective of the SEMO EDD. Grant applications prepared by the Planning Commission's staff have secured millions of dollars in state and federal funding which have been used by communities in the District to construct the infrastructure necessary to attract and sustain manufacturing establishments. The District also operates a Revolving Loan Fund (RLF) program which can provide gap financing to new or expanding manufacturers.

As indicated in the exhibit below, the number of manufacturers in the Southeast Missouri District dropped from 278 in 2010 to 251 in 2017. During the same period, manufacturing employment in the District declined 29.6% from 11,122 in 2010 to 10,569 in 2017.

### Manufacturing Activity Southeast Missouri EDD 2010 - 2017

COUNTY	2010				2017			
	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS
Bollinger	187	\$4,182,089	\$426.00	15	174	\$4,434,469	\$491.00	12
Cape Girardeau	3,785	\$176,501,929	\$896.00	108	3,814	\$203,561,803	\$1,027.00	99
Iron	68	\$2,237,226	\$630.00	15	351	\$21,241,868	\$1,161.00	13
Madison	401	\$11,463,325	\$545.00	16	502	\$16,836,011	\$644.00	16
Perry	3,296	\$113,303,785	\$660.00	36	3,200	\$126,826,372	\$763.00	38
St. Francois	1,871	\$66,363,221	\$680.00	56	1,847	\$76,456,315	\$796.00	45
Ste. Genevieve	1,514	\$62,428,645	\$792.00	32	681	\$31,073,231	\$882.00	28
SEMO EDD Service Area	11,122	\$436,480,220	\$661.29	278	10,569	\$480,430,069	\$823.00	251

Source: Missouri Economic Research and Information Center (MERIC), Quarterly Census of Employment and Wages Industry Information by NAICS Sectors, 2010 & 2017

### Health Care and Social Assistance

The health care and social assistance sector is one of the fastest growing segments of the District's economy. During the seven-year period from 2010 to 2017 the number of firms providing health care and social assistance more than tripled, while employment in the sector grew 11.1%. Health care and other social assistance services provide jobs for over 16,000 residents of the District.

**Health Care and Social Assistance  
Southeast Missouri EDD  
2010 - 2017**

COUNTY	2010				2017			
	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS	AVERAGE EMPLOYMENT	TOTAL WAGES	AVERAGE WEEKLY WAGE	NUMBER OF FIRMS
Bollinger	236	\$5,093,690	\$416.00	16	361	\$6,994,235	\$374.00	113
Cape Girardeau	8,712	\$386,722,393	\$853.00	248	9,378	\$456,318,975	\$935.00	558
Iron	461	\$11,128,113	\$464.00	22	826	\$14,546,573	\$339.00	263
Madison	523	\$8,798,049	\$324.00	19	551	\$12,246,679	\$428.00	131
Perry	693	\$13,531,467	\$374.00	43	762	\$20,807,075	\$526.00	95
St. Francois	3,857	\$110,104,532	\$549.00	158	4,027	\$120,280,594	\$575.00	589
Ste. Genevieve	324	\$7,017,181	\$417.00	29	539	\$11,636,144	\$415.00	80
SEMO EDD Service Area	14,806	\$531,278,440	\$485.00	535	16,444	\$642,830,275	\$513.00	1,829

Source: Missouri Economic Research and Information Center (MERIC), Quarterly Census of Employment and Wages Industry Information by NAICS Sectors, 2010 & 2017

**Finance Industry**

One of the major strengths of the SEMO EDD has always been a strong banking industry with the ability to finance continued business growth and home ownership. Currently, 98 Federal Deposit Insurance Corporation (FDIC) insured commercial banks offer a variety of banking services to individuals and businesses throughout the District. The FDIC insures individual accounts up to \$250,000.

**Offices and Deposits of FDIC Insured Institutions  
2010 – 2018**

COUNTY	JUNE 30, 2010		JUNE 30, 2018	
	NO. OF OFFICES	TOTAL DEPOSITS	NO. OF OFFICES	TOTAL DEPOSITS
Bollinger	5	85,262,000	4	108,245,000
Cape Girardeau	37	1,533,180,000	39	1,938,991,000
Iron	7	121,096,000	7	125,719,000
Madison	7	204,999,000	6	231,197,000
Perry	9	448,601,000	9	545,961,000
St. Francois	25	846,105,000	24	999,674,000
Ste. Genevieve	8	354,269,000	8	460,979,000
TOTAL	98	3,603,512,000	97	4,410,766,000

COUNTY	JUNE 30, 2010		JUNE 30, 2018	
	NO. OF OFFICES	TOTAL DEPOSITS	NO. OF OFFICES	TOTAL DEPOSITS

Source: Federal Deposit Insurance Corporation, County Summaries Deposit Market Share Reports, June 30, 2010 and June 30, 2018

During the 8-year period from 2010 to 2018, the number of financial institutions in the EDD with assets insured by the FDIC declined from 98 to 97. During the same time period, total FDIC-insured assets climbed from \$3,603,512,000 to \$4,410,766,000, an increase of 22.4%. In addition to the availability of bank financing for new or expanding businesses in the District, the SEMO EDD operates three revolving loan funds which can provide business financing.

### Tourism and Travel Industry

Tourism promotion, and the general expansion of the travel industry in the seven-county District, remains a priority. Efforts to help grow the travel industry have been successful, in part, because the State of Missouri recognized the value of this industry and has worked to form cooperative partnerships with local agencies and units of government.

Tourism is a significant segment of the EDD's economy, generating over \$358 million in tourism-related expenditures and providing over 8,000 jobs for residents of the District. The exhibit below provides a comparison of tourism-related expenditures and employment in 2010 and 2017. The Missouri Division of Tourism calculates tourism expenditures and employment based on 17 tourism-related SIC (Standard Industrial Classification) codes.

<b>Comparison of Tourism-Related Expenditures And Employment Southeast Missouri Economic Development District 2010 -2017</b>					
County Name	2010			2017	
	FY-10 Expenditures in 17 Tourism - Related Codes	Total Tourism - SIC	FY-10 Tourism- Related Employment	FY-17 Expenditures in 17 Tourism- Related Codes	Total Tourism- Related Employment
Bollinger	\$3,546,726		111	\$4,808,628	101
Cape Girardeau	\$143,551,473		4,098	\$194,167,015	4,449
Iron	\$5,264,706		187	\$5,772,996	179
Madison	\$7,006,589		251	\$10,194,602	285
Perry	\$17,643,674		702	\$27,061,235	635
St. Francois	\$81,822,386		2,230	\$98,649,193	2,396

Ste. Genevieve	\$10,536,427	421	\$17,758,064	494
Totals	\$269,371,881	8,000	\$358,411,733	8,539
Source: Missouri Division of Tourism Annual Reports, FY-2010 and FY-2017				

## District Infrastructure

### Transportation

Because of its obvious importance to the economy of the District, transportation occupies a key position in the Planning Commission’s work program. The SEMO RP & EDC works closely with the staff of the Missouri Department of Transportation (MoDOT) and has contracted with MoDOT since 2001 to provide local input into the state transportation planning framework process. This input is gathered through the Southeast Missouri Regional Transportation Advisory Committee (TAC) which is administered by the Planning Commission. The TAC prioritizes highway and other modal transportation needs in all the counties of the District and provides this information to MoDOT. The Department of Transportation has recognized the rural regions in Missouri as Rural Planning Organizations (RPO’s).

Following the 2010 census count, an area containing more than 50,000 people that includes Cape Girardeau, Jackson and part of East Cape Girardeau, Illinois, was designated an urbanized area which qualified the area as a Metropolitan Planning Organization (MPO) under the Federal-Aid Highway Act of 1962. The SEMO EDD staff assisted with the formation of the new MPO.

In addition to its role in supporting the planning framework process, the Planning Commission is actively involved in the development of the state’s Long-Range Transportation Plan and with the statewide Coalition for Safer Roadways which works actively to reduce the number of fatal and disabling accidents in the State.

**Highway System.** The Southeast Missouri District is served by a transportation system which includes highways, public transit, railroads, airports and river traffic. The highway grid is the District’s most highly developed transportation system and fulfills most of the District’s public and industrial transportation needs. There are seven primary highway corridors through the District: Interstate 55, U. S. Highway 67, U. S. Highway 61, Missouri Highways 32/8, Missouri Highway 34, Missouri Highways 72/21, and Missouri Highway 51.

The north-south highways provide the most efficient corridors through the District. Interstate 55 provides a limited access four-lane highway the length of the District from north to south. U. S. Highway 67 currently provides a four-lane divided highway from the northern St. Francois County line to south of the City of Poplar Bluff. The Missouri Department of Transportation has constructed a series of new interchanges and frontage roads which eliminated at-grade crossings on U. S. Highway 67 from Bonne

Terre on the north to south of Farmington. The U. S. Highway 67 corridor from south of Fredericktown to Poplar Bluff was completed in 2012.

The east-west highway system, in both the District and throughout Southern Missouri, is generally weak. Missouri Highways 72/21, 32 and 34 provide the major east-west access across the District. Highway 72 extends from Cape Girardeau to Ironton linking four counties. The entire Highway 72 corridor from Cape Girardeau to Fredericktown has undergone a major upgrade. Twelve-foot driving lanes and six-foot paved shoulders were constructed throughout the corridor, and all bridges were replaced or widened. Sections of the corridor were also straightened to improve safety. At Ironton, Highway 72 joins Missouri Highway 21 south, and then continues west into Reynolds and Dent Counties. Highway 21 provides a two-lane northwest corridor through the upper portion of Iron County.

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Two-lane Missouri Highway 32 provides an east-west corridor across the northern portion of the Region from Ste. Genevieve to Farmington. To continue west via Highway 32 requires motorists to travel north from Farmington on U. S. Highway 67 to Park Hills, where both Missouri Highways 32 and 8 continue west. The section of the Highway 32 corridor from Ste. Genevieve to Farmington has undergone a major upgrade which included widening of the travel lanes and the construction of paved shoulders.

Two bridges span the Mississippi River in the Region, providing access into the State of Illinois. The Chester Bridge, a truss bridge opened to the public in 1942, links Missouri Highway 51 with Illinois Highway 150. The bridge is two-lane, and since the toll was removed in 1989, maintenance has been an ongoing issue. The bridge underwent a complete inspection following the 2007 collapse of the I-35 bridge in Minneapolis and was found to be structurally sound. The four-lane cable-stayed Bill Emerson Bridge in Cape Girardeau links Missouri Routes 34/72 in Cape Girardeau with Illinois Highway 146 in East Cape Girardeau, Illinois to Illinois Highway 3 to the east. The Ste. Genevieve-Modoc Ferry, operated by the New Bourbon Regional Port Authority, provides a northern transportation link across the Mississippi River between Ste. Genevieve, Missouri and Modoc, Illinois.

The Southeast Missouri Regional Planning and Economic Development Commission oversees the Southeast Missouri Transportation Advisory Committee (TAC) which provides local public input to the Missouri Department of Transportation planning process. The TAC operates the planning framework process through which transportation needs in the District are identified, prioritized and advanced to the MoDOT State Transportation Improvement Plan (STIP) for scoping, design and construction.

**Public Transit.** Public transportation is vital to residents who, because of age, disability, inability to drive or lack of a vehicle, have no other means of accessing health and other necessary services.

Southeast Missouri Transportation Service, Inc. (SMTS) is a private, non-profit transportation provider and public transit system which serves 20 counties in southeast Missouri. These include Bollinger, Carter, Crawford, Dent, Howell, Iron, Madison, New Madrid, Oregon, Pemiscot, Perry, Phelps, Reynolds, Ripley, St. Francois, Ste. Genevieve, Shannon, Texas, Wayne and Washington Counties. SMTS provides transportation services to elderly non-disabled, elderly disabled, non-elderly mentally or physically disabled, low-income, youth, and the general public. SMTS provides both fixed-route and demand-response contract transit services. SMTS provides regular transit service seven days a week, 52 weeks per year and operates from 6:00 a.m. to 6:00 p.m.

Cape Girardeau County Transit Authority (CTA) operates a public transit system which serves all of Cape Girardeau County. The Transit Authority serves the elderly and non-elderly (both disabled and non-disabled), low-income; residents, youth and the general public. The Authority provides both fixed-route and demand-response services. It also provides contract demand-response transit service. CTA operates seven days a week, 52 weeks a year and is available 24 hours a day.

Southeast Missouri State University Shuttle Service is a public transit system which serves the main University campus and other locations owned by the University. The shuttle service serves the general public, including elderly non-disabled, elderly disabled, non-elderly mentally or physically disabled, low-income, and youth. The shuttle service has stops shared by the Cape Girardeau County Transit Authority fixed-route system. The shuttle service operates seven days a week, 35 weeks per year.

**Rail Service.** The District is served by two first class railroads, the Union Pacific Railroad and the Burlington Northern and Santa Fe Railway. The Burlington Northern and Santa Fe Railway serves Ste. Genevieve, Perry and Cape Girardeau Counties, running parallel to the Mississippi River, along with the City of Viburnum in Iron County. The Union Pacific also has an Amtrac stop in the City of Arcadia.

The Union Pacific Railroad provides service to Ste. Genevieve, St. Francois and Iron Counties, as well as portions of Cape Girardeau County. Bollinger and Madison Counties have not had rail service since the Belmont Branch of the Union Pacific was abandoned in 1973. The St. Louis Iron Mountain and Southern Railroad, a small excursion company, operates between Jackson and Gordonville. This railroad does, however, still have track to Delta. Bismarck Intermodal Services operates a 51-acre intermodal rail-to-truck/truck-to-rail freight facility in the City of Bismarck. The company's railroad has 2,100 feet of track leased from the Union Pacific Railroad and 1,000 feet of new track on company property—enough trackage to accommodate a train with 36-39 cars.

The Southeast Missouri Regional Port Authority, located at Scott City just south of Cape Girardeau, maintains its own six-mile switching railroad, the Semo Port Railroad, which provides services for inbound, outbound and in-plant movements at the port and surrounding industrial area. The railroad is a common carrier switching railroad authorized by the Interstate Commerce Commission in 1994. It is wholly owned by the Southeast Missouri Regional Port Authority. Two miles of track link the harbor to the existing line.

**Airport Facilities.** Six public airports currently serve the general aviation needs of the Southeast Missouri District. Although it is owned and operated by the City of Cape Girardeau, the Cape Girardeau Regional Airport is physically located immediately south of the District in Scott County. Those operating airport facilities through the District are alert to opportunities to upgrade their facilities, and improvements are currently underway at several locations. Four airports in the District are included in the Federal Aviation Administration's National Plan of Integrated Airport Systems (NPIAS, Exhibit No. 34-A). Public airport facilities, as well as railroads and ports, are identified on Exhibit No. 35-A.

Transportation Infrastructures Map

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**Port Facilities.** Although three of the District’s counties adjoin the Mississippi River, only two public terminal facilities currently provide intermodal transfer service. The Southeast Missouri (Semo) Regional Port, owned and operated by the Southeast Missouri Regional Port Authority, is located at River Mile 48 on the Cape Girardeau County/Scott County line south of the City of Cape Girardeau.

The Port of New Bourbon, owned and operated by the New Bourbon Regional Port Authority, serves Ste. Genevieve, Perry and surrounding counties. The port is located at River Mile 120.5 on a 123-acre site located three miles south of Ste. Genevieve. A wetland mitigation area, dredge disposal containment areas, and approach road improvements have been completed, and in 2012 a loading dock with 48’ of frontage was constructed. The harbor is approximately 1,600’ deep x 700’ wide and includes a berthing/maintenance area for the Ste. Genevieve–Modoc Ferry which is owned and operated by the Port Authority.

A number of private docking facilities are currently in operation along the Mississippi River in the District. These single-purpose docks serve the needs of the companies that own them and are not available for the transfer of products of other companies

## **Water and Sewer Systems**

The development of basic water, sewer and sewage treatment facilities throughout the Economic Development District has been an underlying objective of the Southeast Missouri Regional Planning and Economic Development Commission since its founding. Viewed as basic and integral components of the community infrastructure necessary to achieve economic growth, projects to develop these facilities where there are none, or to upgrade inadequate systems, continue to be a significant part of each year’s workload.

Since the designation of the EDD in 1972, the District staff has written successful grant applications resulting in the construction of \$25.7 million in public water projects (water treatment, storage, distribution, etc.) and \$30.6 million in public wastewater treatment projects.

**Public Water Supply.** Exhibit No. 37-A presents an overview of incorporated communities in the Region with public water supply systems and indicates the entity which provides water service. The Community Development Block Grant (CDBG) Program of the Missouri Department of Economic Development is a matching-share program which assists communities in making public infrastructure improvements, and communities in the Region have been aggressive in pursuing funding for water system improvements through the program. Funding for water system improvements is also available through the Delta Regional Authority, the U. S. Department of Agriculture and the Economic Development Administration.

Public water supply districts provide potable water service to much of the unincorporated area of the District. Exhibit No. 38-A provides a comprehensive picture of the areas of the District which are served by public water supply districts. The Southeast Missouri Economic Development District has provided assisted a significant number of cities and public water supply districts in the District in their efforts to improve the dependable delivery of potable drinking water to the residents they serve.

Staff expertise has been extended to all aspects of water system improvement projects, including assistance in site selection, mapping, and processing paperwork for Missouri Department of Natural Resources and Environmental Protection Agency approval. The staff has also coordinated multi-jurisdictional water system improvement projects and often provides information to private consultants and engineers. The EDD staff also provides administrative services, on a contractual basis, to communities which have been awarded grants for water system and other infrastructure improvements.

**Wastewater Treatment.** The Southeast Missouri Economic Development District has played an important role in assisting communities throughout the EDD to evaluate their wastewater treatment facilities and to plan for improvements which will be needed to accommodate future residential, commercial and manufacturing growth. An evaluation of current and projected sewer and wastewater treatment facilities is part of every comprehensive community plan prepared by the EDD staff.

The EDD's staff has assisted many communities in the District in preparing grant applications for wastewater treatment projects and in administering grant recipient projects. identifies communities in the District with public wastewater treatment facilities. Communities which are in need of treatment systems, and those requiring major improvements to existing treatment facilities, are also identified in the exhibit. In some cases, several incorporated communities located in close proximity to one another share a single wastewater treatment facility.

## **Electric and Gas Transmission**

The Southeast Missouri Economic Development District is in the fortunate position of being able to offer manufacturers dependable supplies of both electricity and natural gas at attractive rates. Generating plants of Ameren and Associated Electric Cooperatives provide most of the electricity used in Southeast Missouri.

A complex network of transmission lines provides service to all areas of the Region and includes tie-ins with other generating facilities. Principal electric providers include Ameren, Black River Electric Cooperative and Citizens Electric Corporation. Ozark Border Electric Cooperative serves a small area in the southern portion of the District. The City of Jackson has the capacity to generate electricity to meet demand during peak periods of usage.

CenterPoint Energy-Mississippi River Transmission, LLC operates a turbine-powered energy center in the Fredericktown Industrial Park. The facility provides approximately 27 megawatts of peaking energy from two gas-fired Titan 130 generator turbines. The energy center supplements the 35-city Missouri Public Energy Pool (MoPEP). Power from the project is provided to the Cities of Fredericktown, Jackson, Farmington and 32 other municipal utilities across the state through a wholesale power supply contract with the municipal-led MoPEP power pool administered by the Missouri Joint Municipal Electric Utility Commission.

Liberty Utilities, which has its headquarters in Jackson, provides service to 84,000 customers in Missouri, Illinois and Iowa. Liberty Utilities is an independent water, natural gas and electric company providing local utility management service and support to small and mid-sized communities across the United States. The company has more than 251,000 customers.

## Housing

As the population of the District continues to grow, the development of a sufficient inventory of residential housing to meet the growing needs of communities in the District remains a concern. There continues to be an ongoing need for additional affordably priced housing and rental units, a need which has been expressed as a goal in the District CEDS since 2002. There is also a need in many communities in the District to develop middle-income housing and condominiums to meet the needs of active retirees who may want to relocate to the District.

The need for affordable housing extends statewide. There is a well-established correlation between poverty and housing insecurity. In the SEMO EDD, the percent of persons living in poverty was higher in Bollinger, Cape Girardeau, Iron, Madison and St. Francois Counties than the state average. The regional average of persons living in poverty was 15.9% contrasted with 14.3% statewide.

**Housing Characteristics  
SEMO EDD  
2017**

COUNTY	HOUSING UNITS	OWNER OCCUPIED RATE	MEDIAN VALUE OWNER OCCUPIED	MEDIAN MONTHLY OWNER COSTS WITH MORTGAGE	MEDIAN MONTHLY OWNER COSTS NO MORTGAGE
Bollinger	5,882	81.0%	\$94,400	\$914	\$282
Cape Girardeau	33,654	64.8%	\$147,400	\$1,092	\$378
Iron	5,320	69.5%	\$81,800	\$842	\$296
Madison	5,986	74.6%	\$95,800	\$908	\$313
Perry	8,776	78.0%	\$126,200	\$1,099	\$386
St. Francois	29,992	67.9%	\$106,100	\$954	\$330
Ste. Genevieve	8,723	78.3%	\$136,500	\$1,126	\$380

Source: U. S. Census Bureau, 2017 QuickFacts

In recent years, a number of multi-unit housing developments have been constructed in the EDD. Some have been built in conjunction with the Missouri Housing Development Commission Low Income Housing Tax Credits program. The program provides federal and state tax credits to investors in affordable housing through an annual competitive application process. Once approved, the credit can be used each year for 10 years and is allocated to developers, who may then sell it to raise equity to construct or acquire and rehabilitate affordable rental housing.

**Income and Poverty Levels 2017  
SEMO EDD**

COUNTY	MEDIAN HOUSEHOLD INCOME	PER CAPITA INCOME	PERCENT PERSONS IN POVERTY
Bollinger	\$39,493	\$19,987	17.4%
Cape Girardeau	\$48,458	\$25,348	15.2%
Iron	\$36,354	\$19,270	22.4%
Madison	\$36,359	\$19,009	18.0%
Perry	\$53,014	\$24,658	10.3%
St. Francois	\$41,461	\$20,016	16.3%
Ste. Genevieve	\$49,356	\$24,013	11.7%
Region Average	\$43,499	\$21,757	15.9%

Source: U. S. Census Bureau: 2017 QuickFacts

## Disaster Preparedness and Recovery

The SEMO EDD has, for decades, assumed a leadership position in preparing the District and its counties for natural disasters and in the economic recovery process following natural disasters that have occurred.

Following Mississippi River flooding during the spring and summer of 1993, and internal flash flooding in the fall of the same year, the EDD staff took the leadership in flood recovery efforts, preparing a *Long-Term Comprehensive Flood Recovery Strategy* for the Region, laying the groundwork for long-term mitigation measures in floodplain areas. As a result of having the long-term strategy in place, and with EDD staff assistance in preparing grant applications, \$70.4 million in state and federal recovery projects have been funded in the Region. The EDD staff also administered the buyout of dozens of homes in cities and counties in the Region affected by both the flood of 1993 and the flood of 1995.

In 2004-2005, the EDD prepared hazard mitigation plans for each of the District's seven counties. All seven of the plans were updated during the period from 2009 through 2013. The plans evaluated the risks from a number of natural hazards including dam and levee failures, drought, earthquakes, wild fires, extreme cold, extreme heat, sinkholes, flash and riverine flooding, severe winter weather (snow, ice), and tornadoes and severe thunderstorms (downbursts, lightning, hail, heavy rains, and wind). The plans also assessed the vulnerability and risk that each county faced from natural disasters using a variety of methods, including GIS mapping and analysis of past historic losses. Mitigation plans benefit the community by saving lives and reducing property damage from disasters. Recovery focuses on activities that help communities get back to normal after a disaster.

Because of weather and flood disasters during 2008, all seven counties of the EDD were designated as Federal Disaster Areas. The widespread nature of both the storm damage and the Mississippi River flooding led to passage by the U. S. Congress of a supplemental appropriation for EDA to assist in recovery from these disasters. In 2009, following Mississippi River and internal flooding, the EDD received a \$30,000 grant from the Economic Development Administration which was matched by \$10,000 in local funds. The combined funding was used to develop a *Disaster Recovery Plan*. The plan was developed in cooperation with county and city officials and community leadership.

The scope of work of the EDA grant specified certain things be done to implement recovery in addition to the preparation of the recovery plan. The EDD sent out informational bulletins and news releases regarding the disaster recovery program. Member counties and cities were asked to contact the EDD for more information and to help identify programs that would be helpful for their particular projects. Communities that were known to have experienced weather-related problems were contacted by phone to discuss possible financial assistance. Each potential project was reviewed for eligibility for funding under various programs. All relevant information regarding potential projects was reviewed to determine which funding program would best match the needs of the community.

Where eligible projects were identified, staff expertise was utilized to ensure that applications were prepared completely and properly, and that all ancillary requirements were met. As part of the planning process, EDD staff reviewed the All Hazard Mitigation Plans for each of the seven counties served which were initiated in 2004 and updated these during 2009 through 2013. Other initiatives implemented to support further development of the manufacturing base of the Region included updating demographic; population; workforce characteristics; and industrial park information on the Location One website for all the cities in the Region in excess of 2,500; the initiation of a GIS/First Responder project; and a concerted effort to develop a certified regional industrial site to accommodate larger industries.

The EDD staff continues to assist in enabling the District to recover from potential disasters. Through its role as the administrative and coordinating agency for the Region E Homeland Security Oversight Committee (HSOC), the EDD has overseen the application process for securing a range of equipment, training and personnel needed to improve response to manmade and natural disasters.

DRAFT

## C. CEDS GOALS AND OBJECTIVES

### Vision Statement:

*....It is the vision of the Southeast Missouri Regional Planning and Economic Development Commission to improve the quality of life of all the residents of the Southeast Missouri Region by planning for the sound and efficient use of the Region's land and resources, and by engaging in economic development activities which will continue to provide a healthy economy, capable of sustaining the Region's population.*

The goals and objectives of the Southeast Missouri Economic Development District were amended by the CEDS Committee following several meetings which included a review of the goals and objectives as incorporated in the 2013 CEDS. The Committee recognized that the Southeast Missouri Regional Planning and Economic Development Commission was created and organized to provide planning and other services to member units of government and the general public, rather than to duplicate or replace the economic development activities of local communities or other agencies.

The Committee also recognized that the District must continue to adapt to changing technologies and evolving forms of electronic communication in order to remain competitive and adopted a new goal addressing regional technological development and Internet integration. Two additional goals were added supporting continued involvement in addressing environmental issues impacting the District and the need to continue to plan for disaster preparedness and recovery.

Listed below are the goals adopted by the CEDS Committee. All goals are of equal importance and are not ranked. The objectives which the CEDS Committee hopes to accomplish through the efforts of the EDD are grouped below each appropriate goal. These goals and objectives will shape the general direction and thrust of the Economic Development District work program for the next five years.

**Goal 1: Increase the quantity, quality and variety of employment opportunities available to residents of the Region.**

**Objectives:** Continue to work to attract businesses that offer higher wage jobs with fringe benefits for residents of the Region.

Provide additional employment opportunities to retain area young adults, seeking through technology, incubators and vocational opportunities.

Promote regular meetings of economic developers from throughout the Region to share information and plan for future growth.

Continue to explore development of industrial parks and support collaborative efforts to develop a business park megasite capable of accommodating projects that require 500 acres or more where the property tax can be shared among several counties.

Retain and support existing industries and nurture new start-up businesses potentially through the development of incubators and partnerships with Work Ready Communities.

Partner with the Missouri Department of Economic Development and Missouri Partnership in targeting and recruiting high-growth industries into the Region.

Foster additional growth of the travel and tourism industry in all the counties of the Region.

Cooperate with agricultural and other organizations in promoting and developing programs and projects that enhance the value of agricultural commodities produced in the Region.

**Goal 2: Continue to develop non-transportation infrastructure necessary for future economic growth.**

**Objectives:** Continue to support a strong Economic Development District program to provide planning services and technical support to economic development projects in the District.

Continue to serve as a clearinghouse for information about grant programs and other financing mechanisms which can be used to assist in the development of public infrastructure needed for economic growth.

Encourage and support the expansion and maintenance of water, sewer, stormwater, street, electric, gas and telecommunication infrastructure in order to be prepared for future growth.

**Goal 3: Improve transportation structures and features for all modes of transportation within the Region.**

**Objectives:** Maintain the Public Transit–Human Services Transportation Plan for the Region to be used to improve transportation access for the elderly, disabled and low-income residents of the District.

Reduce the number and severity of traffic-related accidents in the District by improving highway safety and by continuing to support increased seatbelt use among area residents.

Continue to work to better prepare the District to be able to cope with significant increases in the volume of freight movements in and through the District in the future.

Support the modernization and expansion of the locks and dams on the Upper Mississippi and Illinois Rivers.

Continue to support Missouri’s ports, rail and highway transportation network.

**Goal 4: Promote greater regionalism within the Southeast Missouri Region as a means of marketing the Region more effectively and promoting the positive aspects of the area.**

**Objectives:** Continue to plan for the growth of the Region as a whole and for its various counties and communities, with an emphasis on those counties experiencing slower economic growth.

Identify and promote the attributes of the Region and its communities.

Expand the marketing of the seven counties as a District to manufacturers and business prospects.

Continue to market the District as a tourism destination in order to expand this segment of the economy.

Seek cooperation of the Department of Conservation to promoting hunting as tourism.

Seek funding to expand the use of the EDD website to share information about the various counties and communities in the District and continue to develop links with other community-oriented websites in the District.

Work to obtain cooperation among entities to electronically share their data.

**Goal 5: Develop affordable life-cycle housing throughout the Region to help retain younger families and attract additional retirees.**

**Objectives:** Encourage the construction and maintenance of additional affordable efficient housing which is economically accessible and sustainable to low-to moderate-income residents and to young families with children.

Attract additional retirees who are on fixed incomes to locate in the EDD by providing new housing they can afford to purchase.

Explore and support funding sources which could be used to develop additional and affordable housing.

**Goal 6: Enhance the quality of life for all residents of the District, including access to health care, improved recreational opportunities and quality educational facilities.**

**Objectives:** Assure that under-served counties in the District have improved access to basic health care and trauma service.

Increase awareness among the District's residents of the recreational and cultural resources available in every county of the District.

Continue to provide technical support in planning and developing new park and recreational facilities, open space, and trails by local units of government.

Support increased cooperation between career and technology centers and junior colleges; support stackable credentialing.

**Goal 7: Develop a regional finance network to foster economic growth throughout the Region.**

**Objectives:** Work with financial institutions throughout the Region to develop a network of committed funds to be used to encourage economic growth.

Pursue opportunities to expand the Revolving Loan Fund Program operated by the EDD and seek funding from private and public entities to expand the loan capacity for economic development projects.

Identify individuals and organizations that can assist projects with "risk capital" for buy-ins in companies that require special financing to launch or expand product lines and capacity.

Establish a Small Business Administration 504 Certified Development Company.

**Goal 8: Foster regional technological development and internet integration.**

**Objectives:** Promote integration of websites; promote web compatibility and data integration within the region including capitalizing on middle- and last-mile line fiber optics.

Promote mobile integration within the Region.

Promote and seek funding for internet capabilities in education.

Encourage and support region-wide residential, commercial and industrial high speed internet access.

**Goal 9: Continue to address environmental issues impacting the District.**

**Objectives:** Continue to inform the District of changing air quality regulations.

Promote water quality efforts in the District.

Educate the Region on Brownfields and Superfund site clean-up and funding opportunities.

Support the Southeast Missouri Solid Waste Management District in its objectives for solid waste disposal and recycling initiatives.

**Goal 10: Continue to plan for disaster preparedness and recovery.**

**Objectives:** Promote regional education of Homeland Security assets.

Promote regional education of hazard mitigation plans.

Develop a plan of action to mitigate and respond to economic shifts and downturns.