



2017 Comprehensive Economic Development Strategy



**Strategy for Building Social Capital,
Economic Cooperation, and Job Growth
Within the Lake of the Ozarks Region**

**Comprehensive Economic Development Strategy for
Lake of the Ozarks Council of Local Governments
(2017-2022)**

**Prepared for the
Economic Development Administration**



This document was prepared under a financial assistance award (ED16DEN3020044) from the U.S. Economic Development Administration

**Prepared by
Lake of the Ozarks Council of Local Governments
and our CEDS Advisory Committee Members**

2017



Lake of the Ozarks Council of Local Governments
(LOCLG)
34 Roofener Street
P.O. Box 3553
Camdenton, MO 65020
Phone: 573-346-5692
www.loclg.org

Table of Contents

Executive Summary.....	1
Board of Directors.....	2
CEDS Committee.....	3
Chapter 1 A Story of a Diverse Region:	
<i>A Tourism Destination and a Manufacturing Powerhouse</i>	
Regional Overview.....	5
Demographics.....	5
County Overviews.....	7
Camden County.....	7
Laclede County.....	7
Miller County.....	8
Morgan County.....	8
Economic Characteristics.....	9
Poverty.....	9
Unemployment.....	10
Educational Attainment.....	10
Regional Jobs.....	10
Workforce.....	12
Industry Clusters.....	13
Camden County.....	14
Laclede County.....	15
Miller County.....	16
Morgan County.....	17
Transportation.....	18
Important Connections.....	18
Recent Improvements.....	18
Traffic Volumes.....	19
Bridge Conditions.....	20
Environmental and Cultural Resources.....	21
Water Recreation.....	21
Public Lands.....	21
Historic Districts and Structures.....	21
Route 66.....	22
Fort Leonard Wood.....	22

Healthcare.....	23
Healthcare Facilities.....	25
Education.....	26
Economic Development Organizations.....	28
Housing.....	32
Chapter 2 Today and Tomorrow:	
<i>A Critical Evaluation of the Region's Readiness for Growth</i>	
SWOT Analysis.....	35
Identified Strengths.....	35
Identified Weaknesses.....	36
Identified Opportunities.....	36
Identified Threats.....	38
Chapter 3 Moving Forward:	
<i>Goals for Improving the Region's Economic Future</i>	
Vision Statement.....	40
Goals and Objectives.....	40
Regional Goals and Community Capital.....	42
Explanation of Goals and Objectives.....	43
Chapter 4 A Plan of Action:	
<i>Actions to Advance the Region</i>	
Themes and Needs.....	51
Entrepreneurism Strategy.....	52
Identified Actions.....	53
Resiliency Strategy.....	54
Identified Actions.....	54
Workforce Strategy.....	55
Identified Actions.....	55
Financial Capital Strategy.....	56
Identified Actions.....	56
Social Capital Strategy.....	57
Identified Actions.....	57
Chapter 5 Measuring Success-Is it Working?	
<i>Measuring the Success of Regional Building-People, Place, Progress</i>	
Overall Performance Measures.....	59
Strategies Performance Measures.....	59

Executive Summary

The Comprehensive Economic Development Strategy (CEDS) is the region's economic development vision for maintaining and growing our economic base while creating jobs and supporting future development and growth within the region. The CEDS looks at the Lake of the Ozarks Council of Local Governments (LOCLG) region, which consists of Camden, Laclede, Miller and Morgan counties. Three of the four counties have a large tourism based economy while the fourth supports a manufacturing base. The four-county region has a total population of 124,886 (2010 Census). The CEDS was developed to meet the requirements outlined in the 13CFR 303.7. It also incorporates components necessary for our communities to be eligible for the Section 6025 Strategic Economic and Community Development (SECD) program. This program through USDA allows communities the opportunity for an additional ten percent grant funding for certain projects.

The CEDS outlines a strategy for building Social Capital, Economic Cooperation, and Job Growth within the Lake of the Ozarks Region. Our goal in developing the CEDS strategy was to identify key priorities and lead organizations as planning partners that will help bring both public and private investment into the region. An overall review of the Strengths, Weakness, Opportunities, and Threats demonstrated that we face many of the same issues that were present during the 2012 CEDS planning process. There were several areas of concern, including workforce housing, workforce development, transportation, and the impacts of Fort Leonard Wood that were expounded on in this revision of the CEDS.

In an effort to really focus on areas of growth and opportunity, an industry cluster analysis looked at the overall sectors represented and then drilled down to the county level to see which areas have the most potential for growth. In Camden County, the health care sector demonstrated a significant increase in the number jobs created from the 2012 version of the CEDS. With the increasing number of retirees within the region, there may be more opportunities for growth within this sector.

There is also a strong manufacturing base in Laclede County that has also outpaced the rest of the region in regard to job growth in manufacturing. Miller County has a small manufacturing base in the automotive industry, which has been a key focus for recruitment for the State Missouri, so Miller County could emphasize the opportunities available based on the state's initiative. Morgan County's largest employment base was in the retail sector.

The CEDS committee developed seven goals that represent key components for future growth in the Lake area. There was a strong emphasis on tailoring each of these goals to the unique needs within the region. Along with the regional goals, we looked at community capital available within the region, including Natural Capital, Human Capital, Social Capital, Built Capital, and Financial Capital, also reviewing how we can incorporate all the capital resources within the region to the implementation of the CEDS.

The previous version of the LOCLG CEDS was completed and adopted in March 2012. The CEDS is updated every five years to be in compliance with the EDA guidelines. An annual performance report is sent to EDA to document the accomplishments during each grant cycle during the CEDS period. There is a provision to update the CEDS if there is an economic factor that warrants a re-examination of the planning document to meet the current economic needs within the region. The update process for the CEDS started in early 2016 with public outreach and our CEDS committee's regular meetings. With a draft being completed in late November 2016, the draft copy of the CEDS was shared through a network of contacts asking for comments. We accepted and reviewed all comments and incorporated all comments that CEDS committee agreed would enhance the overall document. Early February 2017 the CEDS committee and the LOCLG staff completed the revisions and shared the final CEDS 2017 document to the LOCLG Board for review and formal adoption. Communities and economic development organizations within the region were also encouraged to adopt the CEDS 2017.

CEDS Strategy Committee

The CEDS Strategy Committee meets on a bi-monthly basis. The meetings rotate through each of our counties of Camden, Laclede, Miller and Morgan. The meetings for the past year have had a primary focus on the updating of the CEDS document (2012). At each meeting components of Economic Development, and strategies that the committee wanted to explore and include in the CEDS were discussed.

- February 2, 2016 Camden County
- April 5, 2016 Laclede County
- June 7, 2016 Miller County
- August 9, 2016 Morgan County
- October 4, 2016 Camden County
- February 7, 2017 Miller County

CEDS Strategy Committee Members

Private Sector Representatives (must be 51% or more) Any Senior Management official or executive holding key decision-making position, with respect to any for-profit enterprise.

Name	Company/Enterprise	Position
Rodney Bax	Bank Start One	Vice President
Jeff Segin	Peoples Bank/McClure Eng	Developer
Jeff Carroll	Vineyard Properties	Small Business Owner
Chris Foster	Analog, LLC	Small Business Owner
Erik Svoboda	Krantz Insurance	Independent Agent
David Crane	Culligan Water	Small Business Owner
Corey tenBensel	Co-Mo Electric	Director of Member Care
Dennis Devine	Devine & Assoc. Real Estate	Realtor
Mitch Shields	Lake Regional Health Systems	Program Coordinator
Lance Smith	Laurie Care Center	Administrator
John Perkins	Inspire Capital Corportation	Manager

Representatives of Other Economic Interests (49% or less) Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Area of Economic Interest	Position
Dave Van Dee	Local Government	City Administrator
Jeana Woods	Local Government	City Administrator
Jeff Hancock	Local Government	City Administrator
Trish Creach	Chamber of Commerce	Executive Director
K.C. Cloke	Chamber of Commerce	Executive Director
Alex Stanley	Workforce Development	Territory Manager
Joyce Ryerson	Education	Superintendent
Brian Thompson	Lebanon REDI	CEO
Mark Kelly	Retired	Retiree
Matt Davis	Education	Superintendent

Camden County Representation = 8 Miller County Representation = 8
 Laclede County Representation = 1 Morgan County Representation = 4

Calculations

Private Sector Representatives (at least 51%) 11 members = 52%

Representatives of
 Other Economic Interests (49% of less) 10 members = 48%

Total CEDS Strategy Committee Members **21** **100%**

Applicable Regulations:

13 CFR Part 303.6(a):

The Planning Organization must appoint a Strategy Committee. The Strategy Committee must represent the main economic interests of the Region and must include Private Sector Representatives [as defined above] as a majority of its membership. In addition, the Planning Organization should ensure that the Strategy Committee includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Chapter 1

A Story of a Diverse Region:

A Tourism Destination and a Manufacturing Powerhouse

Regional Overview

Welcome to the Lake of the Ozarks region, consisting of Camden, Miller, Morgan and Laclede Counties. The body of water that bears the region's name is one of the largest man-made lakes in the United States. With a population that routinely swells by 300% every weekend between Memorial Day and Labor Day, the region has seen drastic swings in economic activity in the last 10 years. Fortunately, one thing has stayed constant: the scenic waterway that is the source of all the tourism and new development.

Based on its geography and orientation to large traffic arteries, our region varies significantly in types of industry. The economy of Camden, Miller and Morgan counties consists primarily of seasonal retail and healthcare-related service businesses. These three counties (as well as a fourth, Benton, which is not a part of the region) touch the Lake of the Ozarks, the Midwest's premier vacation destination. Laclede County, centered around the intersection of Highway 5 and Interstate 44, has an economy that has consistently been driven by manufacturing, including the aluminum fishing boat industry cluster, metal stamping, and climate technology.

People

Population growth in the Lake of the Ozarks region during the 20th Century was stagnant to declining for much of the first half of the time period. This stagnation or decline was caused by the generally stagnant economic climate in rural Missouri through the early part of the century as well as the shift away from an agricultural to a tourist or retiree destination in Camden, Miller and Morgan counties. Beginning in

1960 in Camden and Laclede counties and in 1970 in Miller and Morgan counties, the region's population began to shift strongly upward. The rate of growth in Missouri from 1990-2000 was about 9%. The Lake of the Ozarks region grew 24% during the same time period (*Camden 35%, Miller 14%, Morgan 24% and Laclede 20%*).

Table 1.1 below shows the growth in the four counties from 2000-2014. From 2000-2014, Camden County grew 19%, compared to the state of Missouri at 8% and the rest of the United States at 12%.

Each county has seen an increase in population from 2000 to 2014, and Camden and Laclede saw an increase greater than the state average. This is a very positive trend for these counties that can create future development within these areas.

From 2000-2014, Missouri population grew by 8% and the US growth was 12%. Miller and Morgan counties have a population growth is

Table 1.1 - LOCLG - Population Trends - 2014

	2000 Census	2010 Census	2014 Estimate	# Change 2000-2014	% Change 2000-2014	% Change 2010-2014
Camden County	37,051	44,002	44,237	7,186	19%	1%
Laclede County	32,513	35,571	35,473	2,960	9%	0%
Miller County	23,564	24,748	25,113	1,549	7%	1%
Morgan County	19,309	20,565	20,171	862	4%	-2%
LOCLG	112,437	124,886	124,994	12,557	11%	0%

2014 American Community Survey 5-Year Estimates

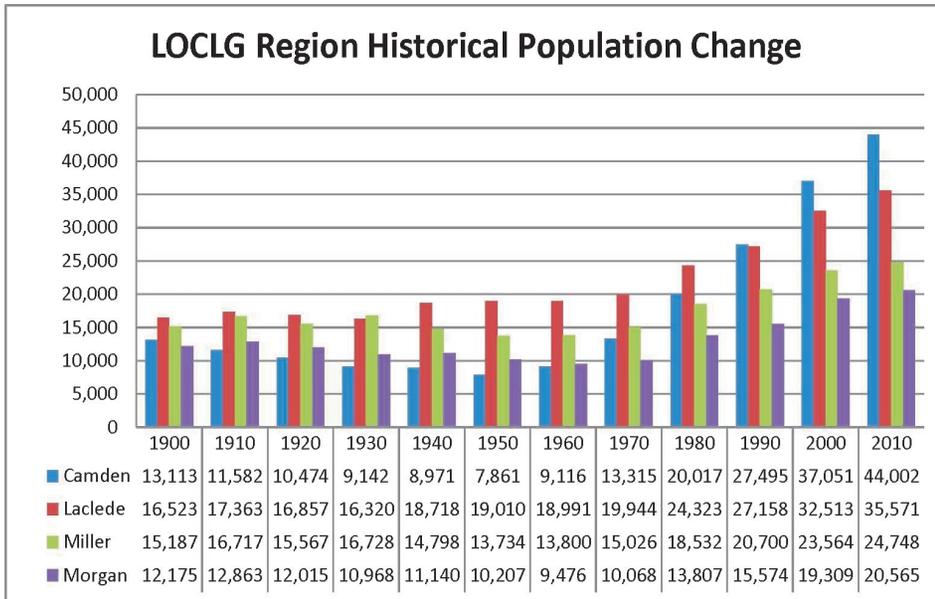


Fig 1.1 LOCLG Region Population 1900-2010

below the US average at 7% and 4% respectively. Laclede County was below the US population growth at 9% and just slightly over the Missouri growth rate.

From 2010-2014, Missouri population grew at 1% and the US growth was 2%, again Missouri lags behind in population growth. During this time period Camden and Miller are consistent with the Missouri growth, which is behind on the national perceptive. Laclede County had no population growth and Morgan county saw a population decrease of -2%.

The more rural areas within the region are seeing the population decline as the younger population are moving to the more urban areas.

Population Growth

The chart to the left shows the Lake of the Ozarks region's population growth over the last century, up to the most recent Census in 2010. Much of the population growth in the region centered around the Lake of the Ozarks in Camden, Miller and Morgan counties and in and around Lebanon and the I-44 corridor in Laclede County. The bar graph shows the degree of population growth in various portions of the region from 1900 to 2010 (Fig 1.1).

Age Dynamics

In addition to population trends, it is also relevant to look at age dynamics. It is generally considered helpful to have a relatively large share of young adults combined with a good portion of experienced adults. Having a high share of 15 to 24 year olds can be a good source of long-term human capital, while a good share of 25 to 34 year olds indicates access to current human capital, and a strong share of 35 years or older can be an important contributor of experience and knowledge. In other words, a balanced population with respect to age groups is important when discussing available human resources.

	0 to 14	15 to 24	25 to 34	35 to 44	45 to 54	55+
Camden County	16%	10%	9%	10%	14%	41%
Laclede County	20%	12%	13%	12%	14%	29%
Miller County	20%	12%	11%	12%	15%	30%
Morgan County	18%	11%	10%	10%	14%	38%
LOCLG	18%	11%	11%	11%	14%	35%
Missouri	19%	14%	13%	12%	14%	27%

2014 American Community Survey 5-Year Estimates

When looking at the age dynamics in Table 1.2 for the LOCLG region, the first thing to notice is the high ratio of residents older than 55 in Camden and Morgan County. In these counties this age group is more than 8 percent higher than the state average. As a result the younger age brackets going from 0 to 44 year olds are all below the state average, indicating a relatively small portion of children, young adults, and adults in Camden and Morgan counties. In the other two counties, Laclede and Miller, the young adult age brackets, 15 to 24 and 25 to 34, are slightly below the state rate, albeit less so than in Camden and Morgan. The proportion of adults between 35 and 54 is comparable to the state rate for Laclede and Miller counties. The implication of this is that a lack of young adults could potential hurt the region's ability to invest in and develop its long-term human capital resources. An overabundance of an older generation may be a good source of experienced professionals, but transferring that knowledge to the next generation will require serious efforts and investment on the part of both public and private entities.

County Overviews

Camden County is the largest county in the LOCLG region with approximately 44,237 residents. Camden County is ranked the 25th largest county in Missouri. The county has experienced significant population growth which appears to be caused mostly by retirees moving to the area. It is therefore noteworthy that in 2013 the county was ranked as the 4th best retirement community in Missouri by the Missouri Senior Report. Camden County has the strongest economic base in the region with income levels close to the state average. Educational attainment in the adult population has also seen a success story with a significant increase in residents with

higher level degrees. Additionally, the county has also seen the slowest loss of young adults in the region.

While the county has gained only approximately 540 jobs between 2002 and 2013, a major shift in the job structure has occurred. In 2013, 80% of jobs in the region were found in small and medium companies with fewer than 100 employees. This was up from 74% in 2002. Larger establishments with more than 100 employees lost a total of 1,398 jobs over this time period, but this was counterbalanced by a gain from small and medium sized establishments of 1,938 jobs. In other words, the importance of small and medium sized establishments as job creators and providers has increased over the last decade.

The county's economy has largely been driven by the retail trade, health care, tourism, accommodation and food services sectors. The health care sector appears to be the strongest in terms of historic growth, while tourism has declined over the past decade.

One of the great assets benefiting the entrepreneurial ecosystem in Camden County is the SCORE chapter. Another valuable asset is the State Fair Community College in Osage Beach.

Laclede County is the second largest county in terms of population size with approximately 35,473 residents. Laclede County is ranked 33rd largest county in Missouri. The overall population growth has been slightly higher than the Missouri average over the last decade, and the county has the highest share of young adults in the region. The county also has the highest labor force participation in the region, with a 60.4% participation rate. The county's

productivity is very strong with the highest regional GDP per worker at \$60,679.

The total number of jobs in the county grew by approximately 486 from 2002 to 2013. Most of the growth came from a large increase in jobs from small sized businesses with 2 to 99 employees, while businesses with 100 to 499 employees added a few jobs. The largest employers with over 500 employees lost over 2,000 jobs between 2002 and 2013. In 2002, 62% of jobs were in companies with fewer than 100 employees, which increased to 71% by 2013.

Historically the county has had a strong presence of large establishments, but this appears to be changing towards a county with fewer large employers and more small to medium sized businesses.

The county's main economic driver has historically been in the manufacturing sector, with a particular strength from the transportation equipment manufacturing cluster. Other large industry sectors include retail and health care.

The city of Lebanon also has a SCORE chapter through the Lebanon Chamber of Commerce. Another valuable asset is the Ozarks Technical Community College campus in Lebanon.

Miller County is the third largest county in the region. Miller County is ranked 46th largest county in Missouri. The county experienced the slowest population growth in the region and has experienced a significant decline of young adults over the last two decades. On the upside the county had the second highest labor force

participation rate at 60.1% and low unemployment rate of 5.5% (as of August, 2016).

Jobs in the county increased by approximately 710 between 2002 and 2013. The new jobs came from an even mix of establishments with 2 to 9, 10 to 99, and 100 to 499 employees. In 2002 there were roughly 750 jobs in the only large company in the county. By 2013, this company had either decreased in size or closed down and no companies with over 500 employees were found in the county*. The share of jobs in small and medium sized establishments with fewer than 100 employees increased from 77% in 2002 to 83% in 2013.

Industry data indicates that the strongest sector in terms of jobs is related to education and information dissemination firms. Other economic driver sectors include retail trade, construction, manufacturing, and health care.

One of the important assets in the county is the State Fair Community College campus in Eldon.

Morgan County is the smallest in the region in terms of population. Morgan County is ranked 55th largest county in Missouri. The county has a very high share of retirees and the lowest share of young adults in the region. The biggest challenges in the county appear to be the decline in young adults and the decline in higher educational attainment levels.

While the county gained 989 jobs between 2002 and 2013, the additional jobs came from small establishments with 2 to 9 employees and medium/large establishments with 100 to 499 employees. The

medium sized establishments with 10 to 99 employees decreased by nearly 450 jobs over this time period. The share of jobs from small establishments with fewer than 100 employees decreased from 88% in 2002 to 81% in 2013. It should be noted, however, that no jobs were identified in large establishments with more than 500 employees.

Manufacturing, construction, retail trade, and the health care sector are the biggest economic drivers in the county.

Economic Characteristics

The data in Table 1.3 shows median household income is far below the state median in Laclede, Miller, and Morgan County, while Camden is close to state median. Per capita income follows the same pattern, with the same three counties being below state level, and Camden close to it. The labor force numbers do not follow that pattern,

	Median Household Income	Per Capita Income	In Labor Force (Age 16+)	Poverty Rate
Camden County	\$43,498	\$23,251	53%	17%
Laclede County	\$38,693	\$19,218	58%	19%
Miller County	\$36,592	\$19,969	59%	22%
Morgan County	\$34,179	\$18,445	49%	21%
LOCLG	\$38,241	\$20,221	55%	20%
Missouri	\$47,747	\$26,006	64%	16%

2014 American Community Survey 5-Year Estimates

however. All counties fall below the state average, but Laclede and Miller come closer than Camden, with Morgan being the furthest below. Income measures should of course not be considered in a vacuum, but rather in the context of cost of living measures.

According to missourieconomy.org, the 2013 Missouri average cost of living index was 96.3 (100 being the national average). The counties in the LOCLG region's cost of living index were 97 for Camden County, 94.5 for Laclede County, 94.5 for Miller County, and 95.4 for Morgan County. The lower cost of living index numbers help counterbalance some portions of the lower income levels, but the overall region still suffers from low income levels.

Poverty

Beyond income and labor force dynamics, it is also relevant to consider poverty rates. The relationship between entrepreneurship and poverty is challenging, but nonetheless relevant. A region's poverty rate is expected to have a negative relationship with its level of entrepreneurial activity and innovation since low income levels may discourage the development of new firms and the expansion of existing ones while encouraging would-be entrepreneurs to move out of the area. At the same time, weak levels of innovative activity can cause weak job growth and contribute to a higher poverty rate. With the exception of Camden, there is not much variation among the region's rates. Laclede, Miller, and Morgan all have a relatively high poverty rate, each slightly above 20%. At 16%, Camden scores very close to the state average. One of the contributing factors to the higher poverty rates may be a lack of well-paid job opportunities, and an excess of low-wage/minimum wage jobs in the region. Other factors may be relevant too, but to combat the poverty issue it would be worthwhile to investigate opportunities for developing more well-paid jobs.

Unemployment

Another aspect of the economic landscape is the region's unemployment rates. If unemployment rates are high and businesses are hesitant to hire, it is likely to have an adverse effect on a region's ability to attract new talent and retain current unemployed and underemployed residents. The unemployment rates shown below in Table 1.4 are therefore, indicators of the strength of the labor market.

At 5.6%, the LOCLG region has an average unemployment that is higher than the state and U.S. averages, indicating that the region as a whole has lagged in getting back on track post-recession, though it has made significant gains the last five years.

Among counties, there is very little deviation in the average unemployment rates, ranging from 5.3% Miller to 5.6% Laclede to 5.8%

Camden and Morgan. In the past five years, the region has made significant strides in decreasing the difference between it and the state. In 2012, the state's rate was 1.7% lower than the region's 8.5%; in 2016, that difference has been cut in half, at 0.8%. Increasing our focus on reducing the unemployment rate is an important component in our effort to foster an entrepreneurial economy.

The chart presents unemployment data for each of our four counties and the region as a whole, as well as state and national averages. Each year is comprised of 12 individual-month data, averaged. While year-averages give a more accurate picture of a county's long term economic health, the most current data can also provide a snapshot of where we are headed. The December 2016 rates were as follows: Camden: 6.1%, Laclede: 5.4%, Miller: 5.5%, Morgan: 6%, LOCLG: 5.8%, Missouri: 4%, U.S.: 4.5%.

Educational Attainment

Looking at educational attainment the data in Table 1.5 on the following page, shows some serious regional challenges. The percent of people age 25 or older with at least a high school diploma is below average in Laclede, Miller, and Morgan, all at the lower end of 80%. In contrast, Camden is above the state average in this category. When looking at the percent of people with a bachelor's degree or higher, all counties are below the state average, although Camden County's average is still well above the other counties. This pattern continues with percent of the population with a master's degree or higher being very low for all counties except Camden.

Regional Jobs

When looking at regional jobs, the data in Tables 1.6a below and 1.6b on the following page shows that employment increased by

Table 1.4 - LOCLG - Unemployment Rates

	2012	2013	2014	2015	2016
Camden County	9.5%	9.2%	8.1%	6.5%	5.8%
Laclede County	9.3%	9.6%	8.1%	6.4%	5.6%
Miller County	9.1%	8.7%	7.7%	6%	5.3%
Morgan County	10%	9.5%	8.5%	6.7%	5.8%
LOCLG	9.5%	9.3%	8.1%	6.4%	5.6%
Missouri	7.0%	6.7%	6.1%	5.0%	4.6%
U.S.	8.1%	7.4%	6.2%	5.3%	4.9%

2012-2016 Missouri Economic Research Information Center (MERIC) and U.S. Dept of Labor

	High School (+)	Bachelor's Degree (+)	Master's Degree (+)
Camden County	88%	22%	8%
Laclede County	82%	14%	5%
Miller County	84%	15%	5%
Morgan County	80%	13%	4%
LOCLG	84%	16%	5%
Missouri	88%	27%	10%

MO DESE School Report Card 2015

approximately 2,721 jobs between 2002 and 2013.

Businesses with 2 to 9 employees added a total of 3,686 jobs, businesses with 10 to 99 employees added 1,250 jobs, and businesses with 100 to 499 employees added 1,316 new jobs.

Self-employment also increased, but less so with only 404 new jobs. However, this was counterbalanced by a decline in jobs from large establishments with 500 or more employees, which declined by 3,935 jobs from 2002 to 2013. Thus the majority of new jobs came from establishments with between 2 and 499 employees. From this data it becomes apparent that the bulk of jobs by 2013 were found in small and medium-sized establishments. By 2013, 40.4% of jobs came from establishments with 10 to 99 employees, and if jobs from the 2 to 9 bracket are added, the rate goes up to 73.5%. Establishments with 500

added, the rate goes up to 73.5%. Establishments with 500 or more employees only accounted for 3.6% in 2013, down from a high of 10.7% in 2002.

Self-employment increased steadily from 2002 to 2008, but then declined again in 2009. In 2010 the self-employed reached a high of 5,709 jobs. The 2009 decline may be explained, in part, by the general downturn in the economy, followed by many long-term unemployed people by 2010 being forced to become self-employed because jobs became harder to find. The subsequent decline in self-employment in 2011 to 2013 may then be a healthy indicator that fewer individuals had to resort to self-employment as a source of income. The importance of this should not be understated.

Entrepreneurs play a vital role in economic development and job creation. But, this role works better when market conditions allow those who truly want to go into business for themselves to do so. Sometimes it may be caused by necessity, but for the most part it should be driven by a personal and professional desire.

Business Size	2002	2003	2004	2005	2006	2007
Total	56,477	55,018	55,855	57,861	58,733	60,021
Self-employed	2,407	2,452	2,822	3,844	4,174	4,727
2 to 9	15,895	15,835	16,258	17,488	17,860	18,755
10 to 99	22,660	22,762	23,088	23,185	23,470	23,384
100 to 499	9,453	8,442	8,660	9,617	9,802	9,728
500+	6,062	5,527	5,027	3,727	3,427	3,427

Overall, the data provides strong evidence for the view that small and medium sized businesses are the main job providers and creators. Therefore, economic development investments should include providing meaningful support for these establishments. This also indicates that while the traditional approach to job creation by attracting large outside employers is important, a transition of resources should be considered to support entrepreneurship. Development efforts should therefore be supplemented by more relevant strategies that focus on helping new businesses start and existing businesses grow.

Growing your own businesses has been successful in many rural areas across the county. With a focus on support for start ups and new businesses and creating a culture that supports entrepreneurship needs to be apart of the regions overall strategy for economic growth and job creation.

Business Size	2008	2009	2010	2011	2012	2013
Total	60,583	57,472	59,982	60,092	59,688	59,198
Self-Employed	5,091	4,353	5,709	4,621	3,492	2,811
2 to 9	19,758	18,670	20,573	20,497	20,549	19,581
10 to 99	23,756	22,588	21,999	22,609	22,786	23,910
100 to 499	9,851	9,734	9,574	10,238	10,734	10,769
500+	2,127	2,127	2,127	2,127	2,127	2,127

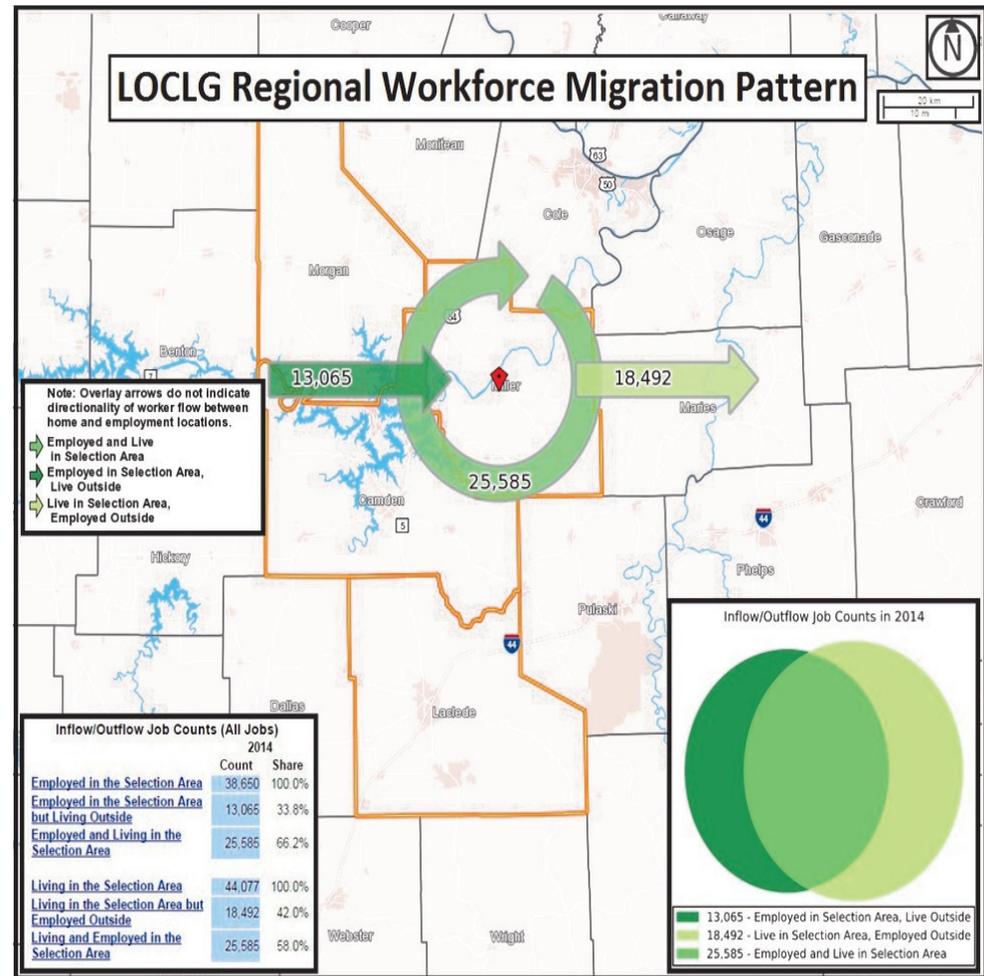


Fig 1.2 Workforce Migration

Workforce

There are 38,650 people who work in the four-county Lake of the Ozarks Council of Local Governments (LOCLG) region. Of those who work in the LOCLG region, 25,585 live there as well, while 13,065 live in another county. There are 44,077 people with jobs living in the LOCLG region, with 18,492 of those people traveling outside the region for their work.

Industry Clusters Identified

LOCLG examined the most prevalent NAICS codes within our four county region to identify key industry clusters. For the overall region (1) Manufacturing (2) Accommodation and Food Services (3) Retail Trade and (4) Health Care and Social Assistance. (Fig 1.3)

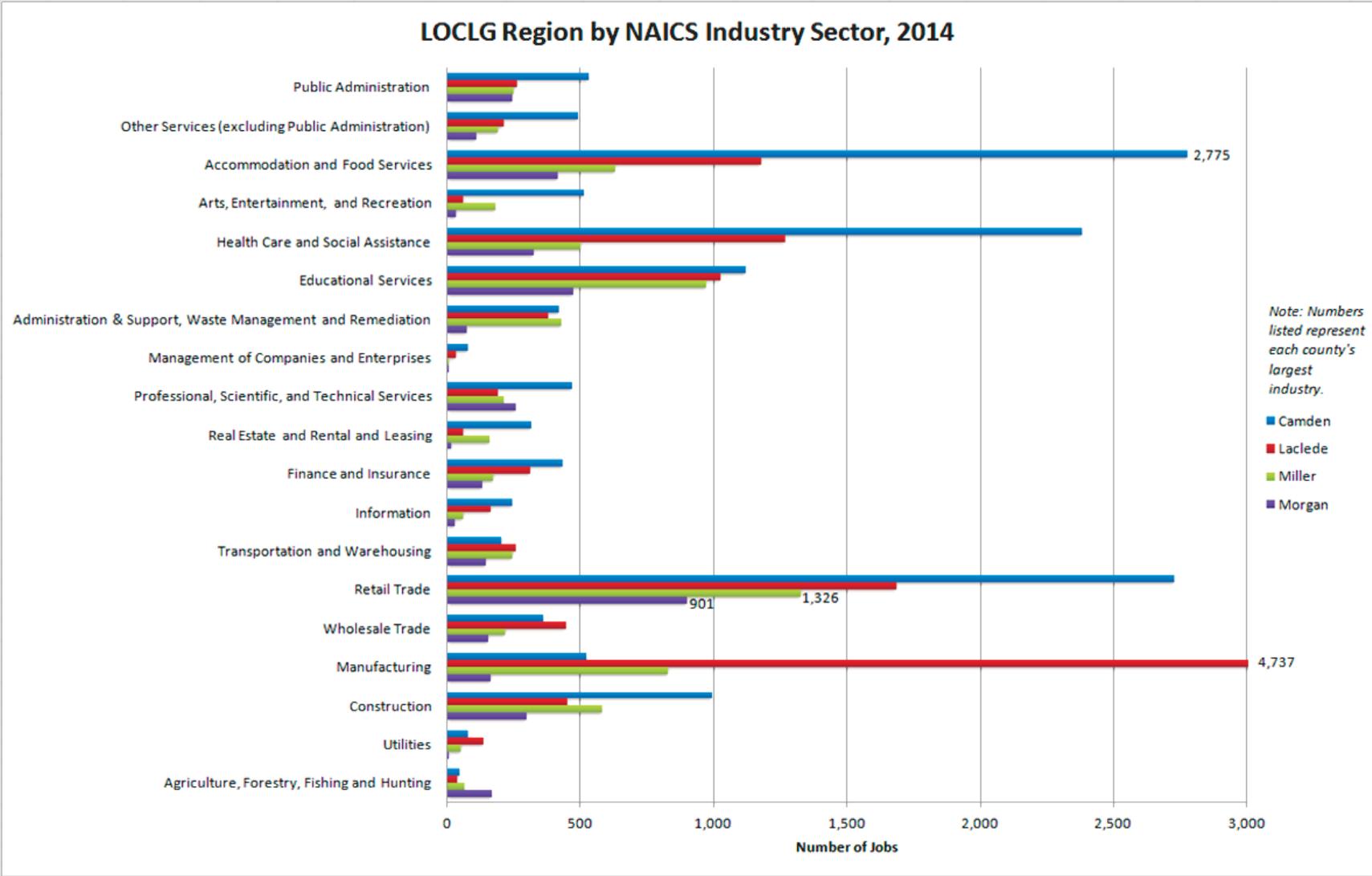


Fig 1.3 LOCLG Region by NAICS Codes 2014

Camden County

As of 2014, Camden County had a total of 14, 724 jobs. The top three industry sectors, (1) Accommodation and Food Services, (2) Retail, (3) and Health Care and Social Assistance, made up 53.5% of the county's jobs, and are three of the four largest clusters by total jobs in the entire region. The difference in the number of jobs in each of these clusters compared to the region's other three counties is significant. Camden County has the highest population of the three counties (43,873) and as a result leads the region in several other industry sectors as well (Fig 1.3 LOCLG Region by NAICS Industry Sector, 2014)

The Healthcare cluster in Camden County is centered on the Lake Regional Health System, with their primary campus in Osage Beach. Camden is also the retail hub of the region, anchored by Osage Beach Premium Outlets. The county is also home to the region's largest Accommodation and Food Services sector, supported by several resorts (Camden on the Lake, Lodge of the Four Seasons, Tan-Tar-A, and Old Kinderhook), as well as a plethora of dining options.

Camden County - Jobs by Industry

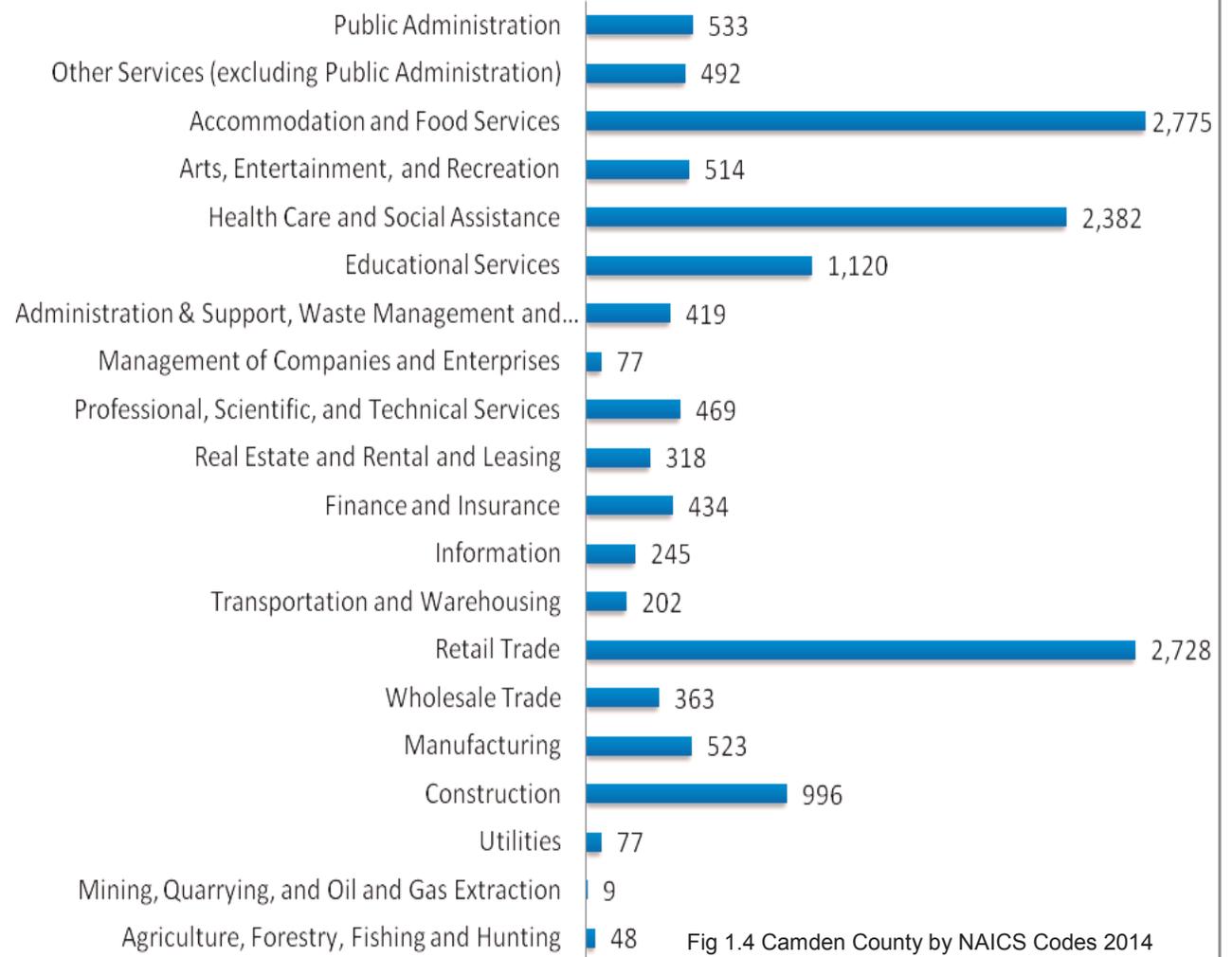
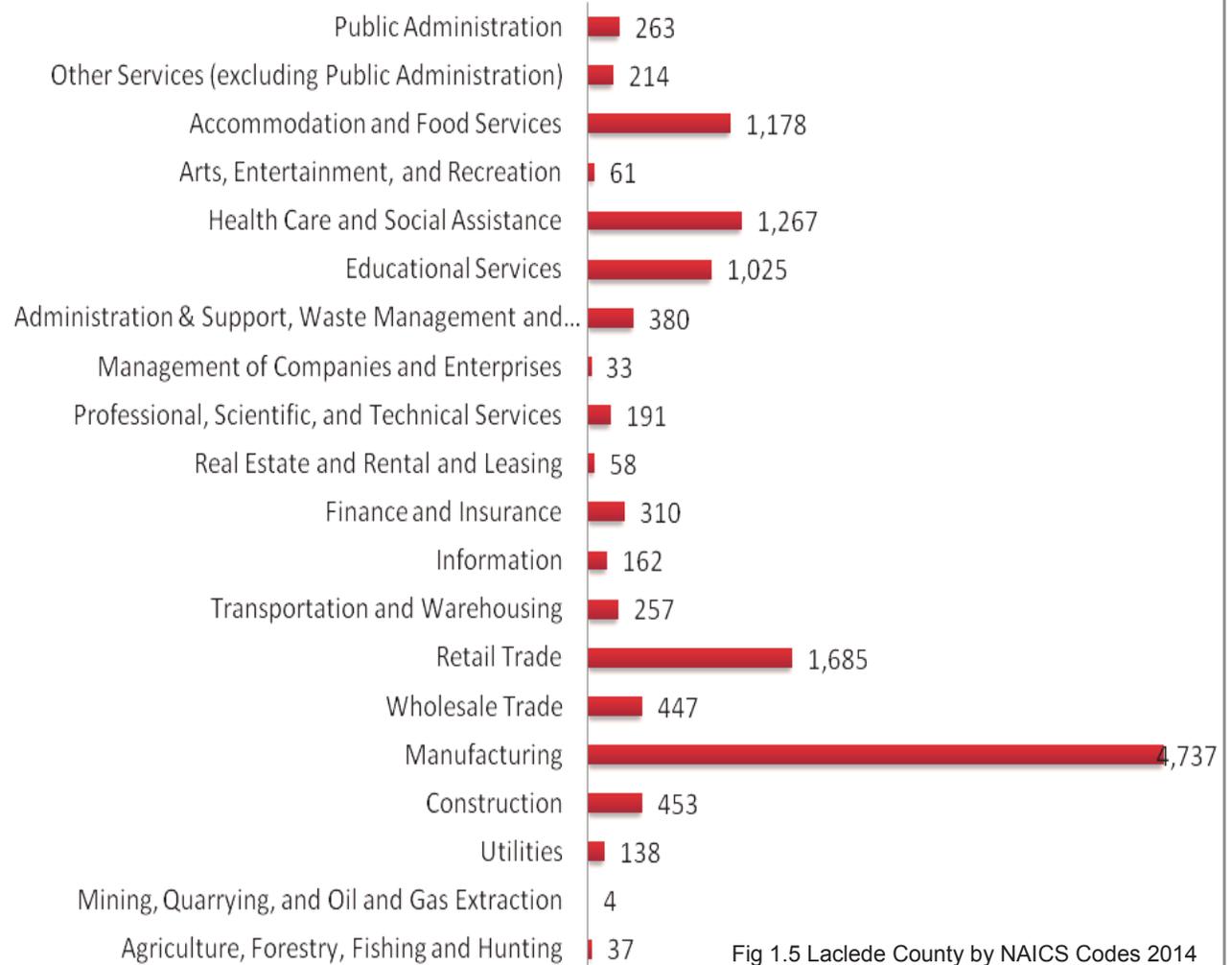


Fig 1.4 Camden County by NAICS Codes 2014

Laclede County

As of the 2014 American Community Survey, Laclede County had a total of 12,900 jobs. Its largest sector, manufacturing, is also the largest cluster of any kind throughout the region, with 4,737 total jobs. Laclede County is the largest producer of aluminum boats in the United States, with G-3 Boats, Lowe Boats, and Tracker Marine all stationed in Lebanon. Laclede County is the home of the region's largest Wholesale Trade sector, undoubtedly anchored by its strong manufacturing presence. It is also the home of the largest Utilities cluster in the region, strengthened by the presence of the Laclede Electric Cooperative. Laclede County has the second-largest population (35,544) in the region, and is also second in number of jobs in many industry sectors.

Laclede County - Jobs by Industry



Miller County

There were 7,072 jobs in Miller County as of 2014. Miller County is home to the region's largest Administration & Support, Waste Management and Remediation sector. It is also the base of the region's second-largest Manufacturing and Transportation clusters, anchored by some of the largest employers in Eldon; Adient, Opies Transport, and Gateway Industries. Of note is the fact that Miller County has more jobs in Construction than Laclede County, despite having nearly half the total population. (Fig 1.3 LOCLG Region by NAICS Industry Sector, 2014)

Retail is still a large sector of the jobs available as it is part of the tourism region surrounding Lake of the Ozarks. Which also represents the Accommodation and Food Service jobs within the region.

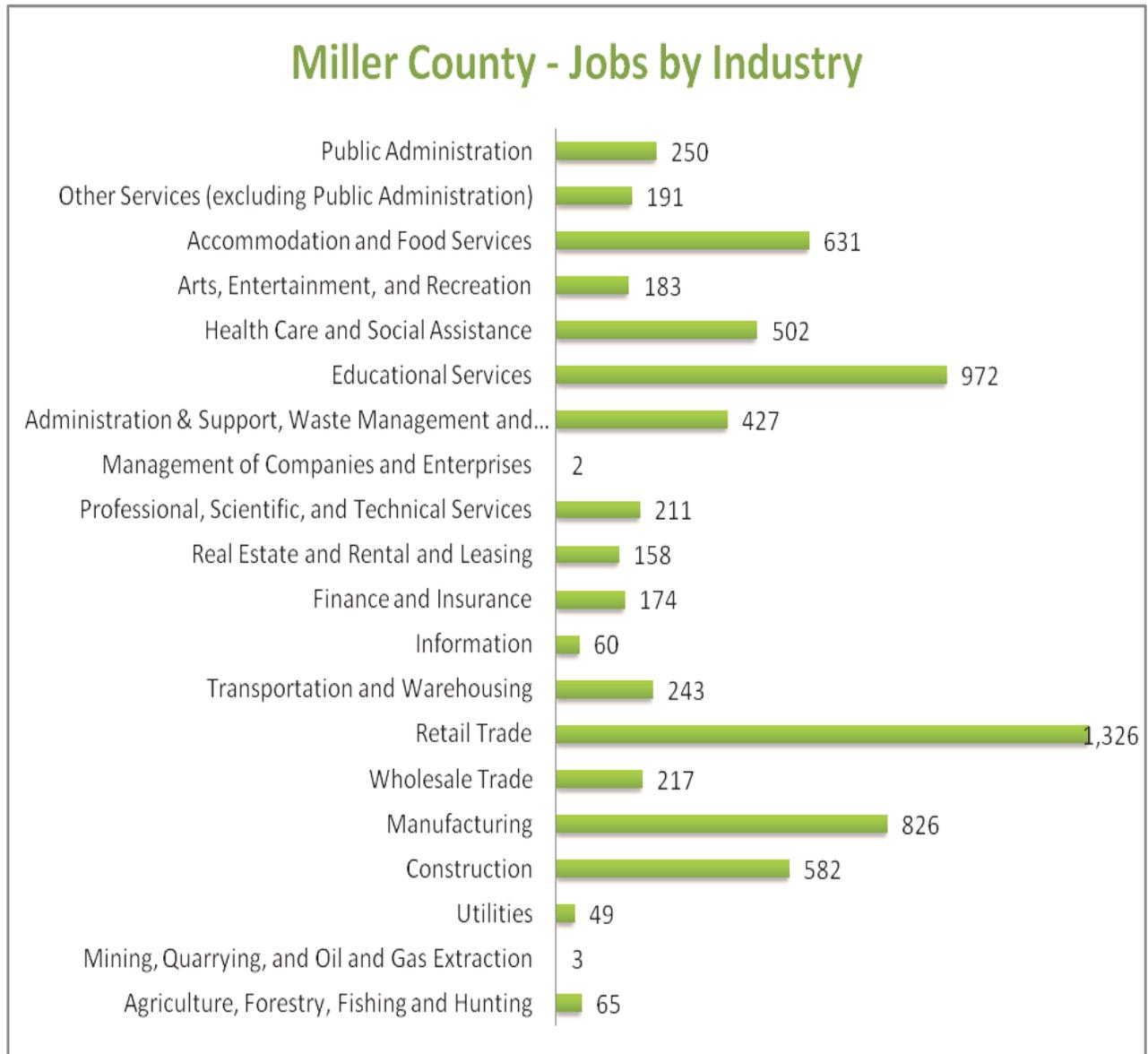


Fig 1.6 Miller County by NAICS Codes 2014

Morgan County

Morgan County is home to the region's largest Agriculture, Forestry, Fishing, and Hunting cluster, with nearly three times as many jobs in that sector as the next closest county (166 to 65; Miller). Also of note is the county's number of Professional, Scientific, and Technical Services jobs, which is higher than both Laclede and Miller. There were a total of 3,954 jobs in Morgan County in 2014, which was the lowest number in the region.

Retail sales is also a large sector within Morgan County as a part of the Lake Ozark tourism region. There is little manufacturing within Morgan County even though it has a Gates Manufacturing Plant in Versailles. Many years ago the county suffered a great loss when Ticonderoga pencil manufacturing moved to Mexico.

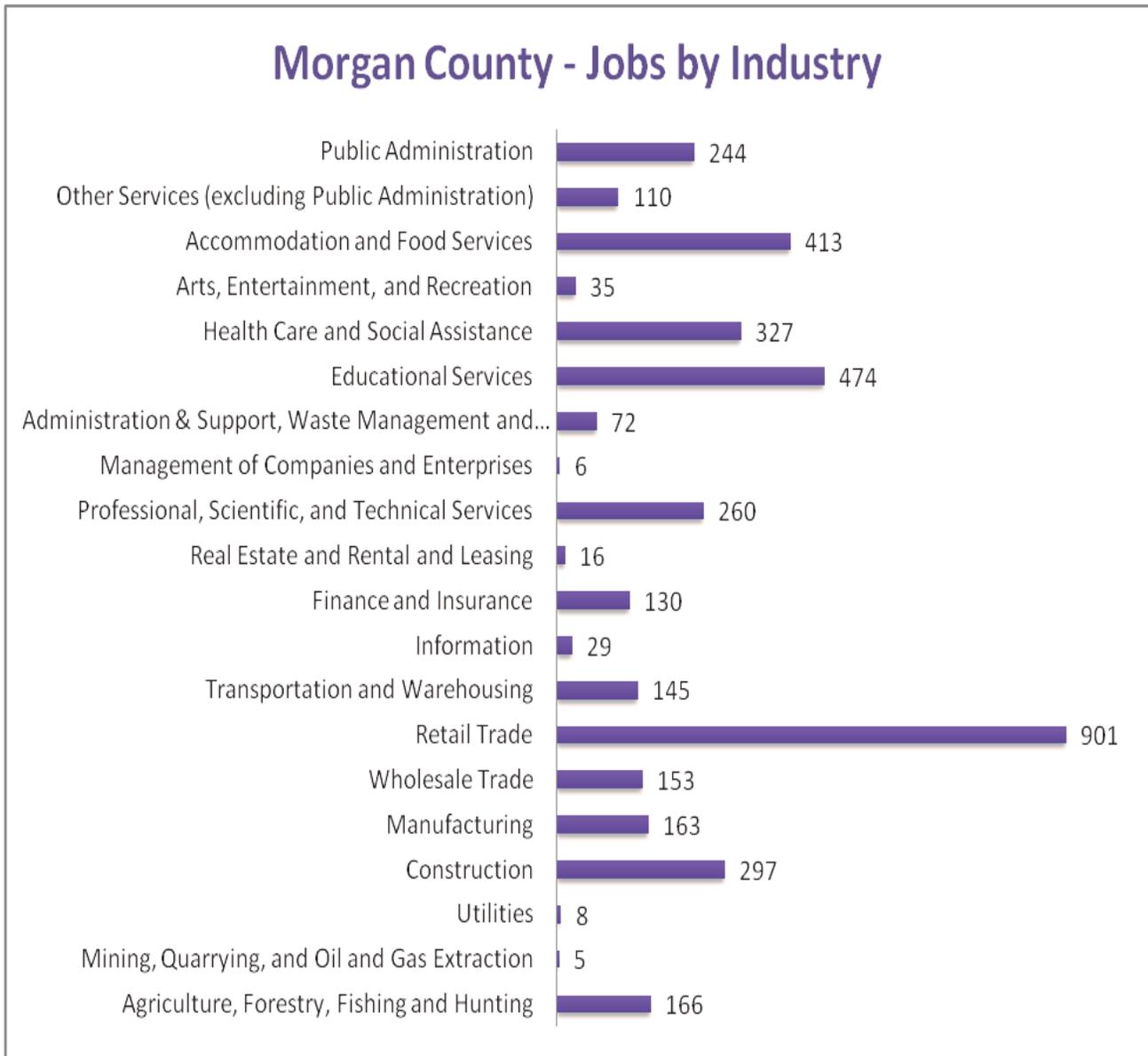


Fig 1.7 Morgan County by NAICS Codes 2014

Transportation Infrastructure

Important External Connections

Interstate 44: This interstate serves as a primary transportation route from the Southwest Missouri region to the St. Louis metropolitan area in the northeast, and to Oklahoma City, OK in the southwest. It is a pivotal location for large trucking companies transporting materials across the United States. Although Interstate 44 only directly passes through one of the counties in our region (Laclede), it still has a major impact on the other surrounding counties within our central region. For example, logistics play a major role on where certain developments are going to occur. Having close access to Interstate 44 allows businesses to develop and prosper, creating tax revenue for the county. Also Interstate 44 serves as a well known entry point for travelers coming into the region to vacation, shop, and eat.

US 54: Stretching all the way to the southern tip of New Mexico to the northeastern portion of Missouri and ending in Pittsfield Illinois, US 54 serves as a nationwide highway connection. Within our central region US 54 runs through both Camden and Miller County. This serves as a major entrance point for vacationers, second home residents, and local employees traveling to the Lake of the Ozarks area, especially those traveling to the lake from St. Louis and Kansas City areas.

MO 5: Missouri Route 5 is the only Missouri state highway to traverse the entire state. To the north, it continues into Iowa as Iowa Highway 5 and to the south it enters Arkansas as Highway 5. It is the longest state highway in Missouri. Highway 5 goes through three counties in our region: Laclede, Camden, and Morgan. The highway also serves as a key link between the tourism-dominated lake counties and I-44.

MO-7: Missouri Route 7 connects the Kansas City area, beginning near Independence, to the Lake of the Ozarks Area. MO-7 ends southeast of Richland, a community on the eastern edge of Camden and Laclede counties.

Important Internal Connections

MO 52: Missouri Route 52 is an east-west highway running from its eastern terminus at Route 133 just 7 miles east of St. Elizabeth to the Kansas state line where it continues as K-52. Missouri Route 52 crosses over both Morgan and Miller County, serving as a route to delivery and trucking of livestock, fertilizer, and other farming materials.

MO 17: Missouri Route 17 runs its northern terminus at US Route 54 six miles northeast of Eldon; its southern terminus is at the Arkansas state line where it continues into Arkansas as Highway 395. Missouri Route 17 runs mostly through Miller County and a small portion of Laclede County.

Recent Improvements

Recently the Missouri Department of Transportation expanded US 54 to a new four-lane highway that passes through the Lake of the Ozarks called US 54 Expressway. This new addition extends from Business Route 54 in Miller County to Route KK in Camden County. The new expressway improves safety and traffic flow through the lake area. Six interchanges provide access between existing US 54, now known as Osage Beach Parkway, and the new expressway. Although the new expressway improves safety and traffic flow the new route has also impacted the area in a negative way. Most businesses located west along the old U.S 54 business route have seen a steady decrease in revenue. Most locations are unable to afford a logo sign along the new expressway, creating a blind spot for the potential customer.

Safety Improvements have been made along MO-42. Rumble strips and 2 foot shoulders were added to reduce wrecks and fatalities.

Traffic Volumes

Traffic volumes are measured through Annual Average Daily Traffic (AADT), which is often referred to as ADT (average daily traffic). AADT is the number of vehicles that pass a particular point on a roadway during a period of 24 consecutive hours, averaged over a period of 365 days. The map to the left shows that I-44 has the highest traffic volumes along its route in the region. Portions of US-54 experiences similar traffic volumes to I-44. The importance of the MO-5 connection between the lake counties and I-44 can be seen in the high traffic volumes shown along its route. Missouri Route 52 plays an important role as a east/west connection in the northern portions of the region.



Fig 1.8 Highway 54 Osage Beach, MO

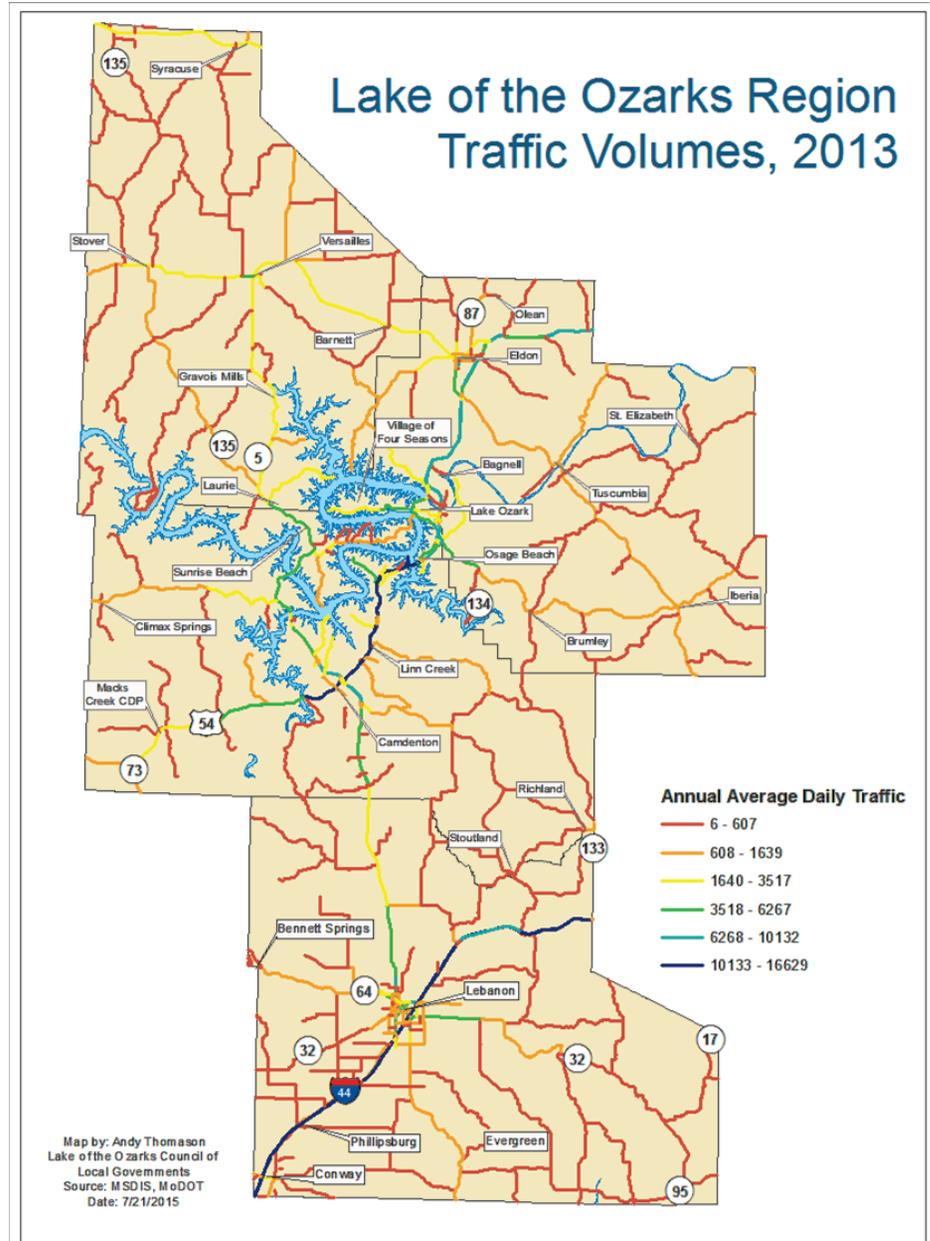


Fig 1.9 Transportation Traffic Volumes 2013

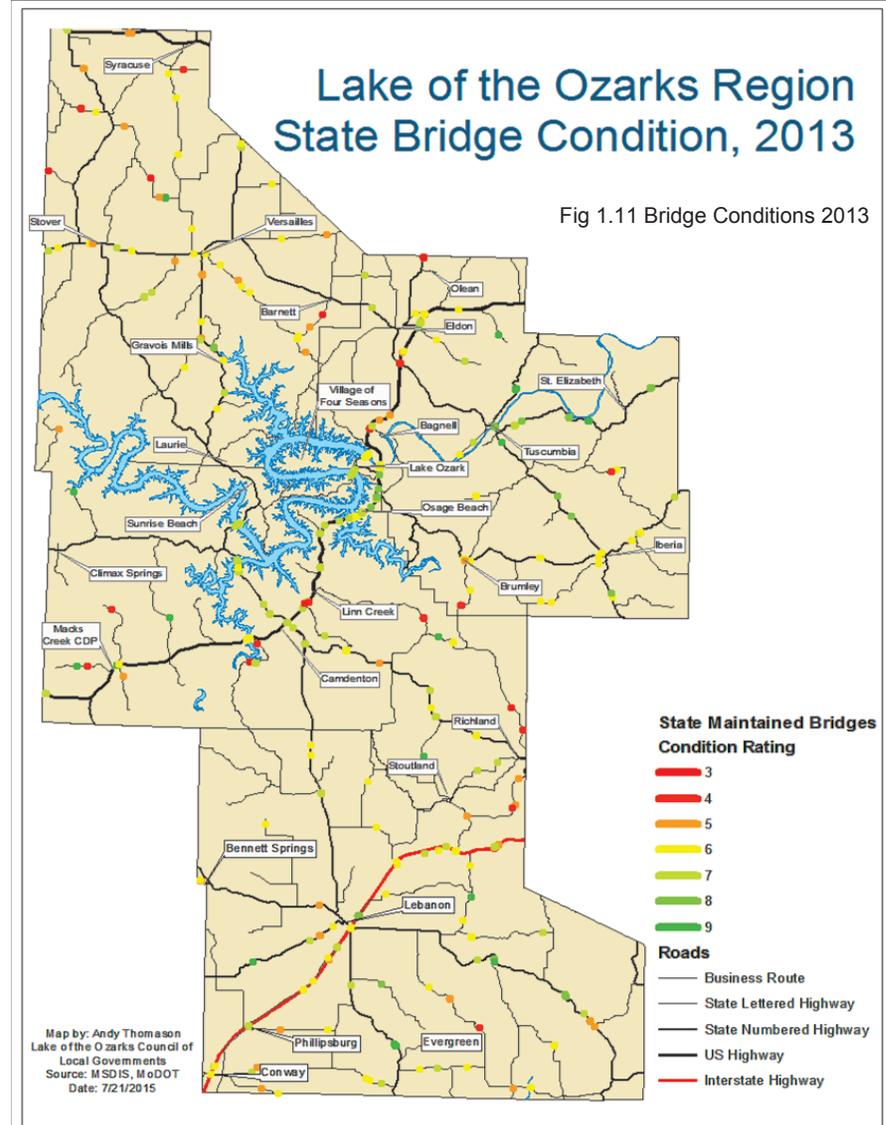
Bridge Conditions

An important indicator of the region's transportation infrastructure health is the condition of its bridges. A bridge's superstructure (the load-carrying members and connections), substructure (piers and abutments) and the bridge deck are rated based on the scale shown below. The overall score for a bridge is the lowest of the three components, the score of the weakest link. Approximately 9% of the

Descriptions for Bridge Condition Ratings	
Code	Description
9	Excellent condition
8	Very good condition: no problems noted.
7	Good Condition: Some Minor problems.
6	Satisfactory condition: structural elements show some minor deterioration. Potential exist for major maintenance.
5	Fair Condition: all primary structural elements are sound but may have minor section loss, cracking, spalling, or scour. Potential exists for minor rehabilitation.
4	Poor condition: advanced section loss, deterioration, spalling, or scour. Potential exist for major rehabilitation. Blocking or shoring may be necessary as a precautionary measure.
3	Serious condition: loss of section, deterioration, spalling, or scour have seriously affected primary structural components. Local failures are possible. Fatigue cracks in steel or shear cracks in concrete may be present. Repair and rehabilitation required immediately.
2	Critical condition: advanced deterioration of primary structural elements. Fatigue cracks in steel or shear cracks in concrete may be present or scour may have removed substructure support. Unless closely monitored it may be necessary to close the bridge until corrective action is taken.
1	Immediate failure condition: major deterioration or section loss present in critical structural components or obvious vertical or horizontal movement affecting structure stability. Bridge is closed to traffic but corrective action may put back in light service.
0	Failed condition: out of service-beyond corrective action. Facility is closed and is beyond repair.

Fig 1.10 Bridge Condition Ratings

region's bridges are classified as 'poor' or worse. A much higher percentage, approximately 39%, of the bridges are rated 'good' or better. The map on the following page shows that the deteriorated bridges are located throughout the region. Deteriorated bridges can be found in rural areas and along key routes, such as US-54.



Environmental and Cultural Resources

The Lake of the Ozarks region is home to a wide range of environmental and cultural resources. The most obvious environmental resource is the Lake of the Ozarks itself. There are also a number of national historic sites and districts and a number of state parks and conservation lands that represent the cultural heritage of the region.

Water Recreation

The Lake of the Ozarks was formed in 1931 when Bagnell Dam was built on the Osage River by Union Electric (now Ameren Missouri). Truman Dam, 92 miles northwest of Bagnell Dam, forms the other boundary of the Lake on the Osage arm. Along those 92 miles of twists and turns lies almost 1,300 miles of shoreline, all privately owned. Several other rivers and watersheds feed into the Lake including the Niangua River, the Wet-Dry or Grand Glaize River, and Gravois Creek. However due to the water level management by Ameren Missouri, storm water drainage rarely causes flooding in the region. While removed physically from the Lake of the Ozarks, Laclede County has its own waterways, including the Gasconade and Niangua Rivers, which are integral to its region. The Gasconade and the Niangua support recreational activities such as fishing, floating and camping in the region. These activities overlap with other public and private recreational opportunities on the Lake of the Ozarks. Swimming, water skiing, kayaking, canoeing, fishing, boating, sailing, hiking and hunting are all available in and around the Lake of the Ozarks region.

Public Lands

The Lake of the Ozarks Region is home to large areas of publically accessible lands. There are 35 conservation areas managed by the Missouri Department of Conservation and 3 state parks managed by the Missouri Department of Natural Resources.

The Lake of the Ozarks State Park, the largest in the state, covers 17,741 acres. The park is home to a number of camping areas; cabins, biking, hiking, and horse trails; boat launches; fishing docks; historic sites; and summer camp areas. Ha Ha Tonka State Park located on the shores of Lake of the Ozarks, is home to historic Ha Ha Tonka Castle, caves, natural bridges, sinkholes, springs, and numerous hiking trails and interpretive programs. The park is approximately 3,710 acres. In Laclede County, Bennett Springs State Park provides trout fishing, hatcheries, dining, canoeing, swimming, and hiking opportunities. The park is approximately 3240 acres.

Public lands managed by the Missouri Department of Conservation include areas as small as a couple acres, such as Tuscumbia Access on the Osage River or Brown Bend Access on the Lake of the Ozarks, to as large as the 4,890 acre Saline Valley Conservation Area. The conservation areas offer public access to several rivers and streams, and the Lake of the Ozarks. They also provide hunting opportunities for a variety of species. Some areas also offer camping opportunities and hiking trails. There are over 10,200 acres of land managed by the Department of Conservation within our region.

Historic Districts and Structures

The Lake of the Ozarks region contains a number of sites listed on the National Register of Historic Places. There are 20 sites and 6 districts within the region.

The largest district is the Lake of the Ozarks Highway 134 Historic District in the Lake of the Ozarks State Park. According to the district's nomination form, the district contains seventeen buildings and 80 structures of historical or architectural significance on approximately 3,120 acres. The district recognizes many structures built by the CCC during the great depression. Also within the Lake of the Ozarks State Park, Camp Pin Oak and Camp Hawthorne have also been identified as important historic areas. Also in Camden County, Urbauner Fishing Lodge Historic District highlights the history of a private fishing retreat, now home to Casa de Loco Winery. The district is located on a bluff overlooking the Niangua River 5 miles southwest of Camdenton. In Miller County, the Iberia Academy & Junior College Historic District is located in Iberia. The academy and junior college opened in 1890 and the last class graduated in 1951. The districts contains 4 buildings, 3 of which are currently extremely deteriorated. The Bennett Springs State Park Hatchery-Lodge Area Historic District is located in Laclede County. The district contains seven buildings and structures related to the CCC development of the park during the great depression.

There are 20 sites listed on the National Register of Historic Places in the Lake of the Ozarks Region. Sites include the Laclede County Jail, the Morgan County Courthouse, the Pin Oak Hollow Bridge, and the P.A. Sanning Store in Mary's Home, MO. Camden County has 6 sites, all of which are located in the Lake of the Ozarks State Park. Miller County has five sites, Morgan County has four, and Laclede County has five.

Route 66

Historic Route 66, America's Mother Road, runs through Laclede County. While Route 66 is popular with Americans, many of the tourists

that regularly travel the route are international tourists. The history and lore of the road is well know across the world. There are a number of historic Rt. 66 businesses and attractions in Laclede County, especially in Lebanon.

Fort Leonard Wood

The main area incorporated in and around US Army Fort Leonard Wood is located just outside of our region. While Laclede County does have some of the outlying areas of the fort within the region. The fort is home to the Maneuver Support Center of Excellence (MSCoE). The MSCoE provides initial entry training, advanced military occupational training. The fort is also home to three US Army Schools: US Army Engineer School, US Army Chemical, Radiological, and Nuclear School, and US Army Military Police School. Fort Wood is the 5th largest employer in the state of Missouri, with an operating budget of \$450 million and military salaries of \$998 million. According to a fort fact sheet, the fort has nearly 10,000 service members in training, employs or hosts more than 12,000 military and civilian employees, and supports 11,000 family members and 49,000 retirees. Laclede County is home to many who work on Fort Leonard Wood each day. Civilian family members work in many of the businesses in Laclede County and students attend the local schools.

Healthcare

The Lake of the Ozarks has two hospitals in the region. Lake Regional Health System is in Camden County and Mercy Hospital Lebanon in Laclede County. Mercy Hospital Lebanon is an acute care, general medical-surgical hospital with 58 beds. Mercy Hospital Lebanon has the latest technology and includes Digital Mammography, Electronic Health Record, My Mercy, a free service which allows patients to connect online with their physician, see their medical information and view test results, all at the click of a button. Additionally, Mercy Hospital Lebanon has a 24-hour physician-staffed emergency room, SafeWatch, an electronic method of monitoring patients, Telemedicine, including telestroke, a wound clinic, and the Curry Cancer Center. Mercy is ranked No. 1 Top Integrated Delivery Network in *Modern Healthcare*, is recognized as a Pink Ribbon facility by Hologic, and recipient of Excellence in Patient Safety Hospital Award from Healthgrades. Mercy Health Foundation-Lebanon is the fundraising arm of Mercy-Lebanon. Mercy Health Foundation-Lebanon is dedicated to community health improvement projects, scholarships for students interested in entering the healthcare profession, and the expansion of services at Mercy Hospital-Lebanon.

Lake Regional Hospital, a 501(c)(3) corporation, is accredited by The Joint Commission and is a three-time recipient of the Missouri Quality Award. The 500,000 square foot, 116-bed hospital is designated by Medicare as a Regional Referral Center.

The facility features private patient rooms, a large Outpatient department and a 35-bed Emergency Department. The ED is a state-

designated Level III Trauma Center and a Level II Stroke Center that treats more than 36,500 patients annually. The hospital also features an 18-bed Intensive Care/Cardiac Care Unit and a 22-bed Stepdown Unit for patients progressing in their recovery from the ICU/CCU.

Lake Regional operates seven freestanding primary care clinics in Camdenton, Eldon, Iberia, Lake Ozark, Laurie, Mack's Creek and Osage Beach. Completing the health system are specialty clinics, urgent care clinics, four satellite physical and cardiac rehab therapy sites, retail pharmacies and home health services. A freestanding imaging center also was added to the hospital campus in 2006.

In addition to these two facilities, the Lake of the Ozarks has clinics, private practices, and urgent care facilities throughout the region in the following towns: Camdenton, Osage Beach, Lake Ozark, Iberia, Conway, Eldon, Tuscumbia, St. Elizabeth, Versailles, Laurie, Macks Creek and Stover.

Compass Health, known as Pathways Community Health in Camden, Laclede, Miller and Morgan counties, the nonprofit organization serves the most vulnerable members of our communities. Compass provides behavioral health support that enable those citizens to enjoy healthier and more productive lives.

Nearly 140 employees serve the region through five facilities in Camdenton, Eldon, Lebanon, Linn Creek and Osage Beach. Through those locations, Compass Health offers outpatient behavioral health, substance use disorder treatment, and community-based behavioral health services and support.

Compass has seen extensive growth in the region in the past three years. Since 2014, the agency has increased its workforce by more than 25 percent growing to 138 employees as of the end of 2016. It expects continued expansion in the coming years to better serve the community.

Nearly a third (29 percent) of the 138 total employees who live and work in the area hold a masters or higher degree, and in total, the staff earned more than \$4.4 million in compensation in 2016. The five facilities are also equipped to allow any of the agency's more than 40 psychiatrists to use cutting-edge and, for Missouri, unique technology to provide care for the area's citizens via Telehealth Medicine.

Through these highly-educated staff members, the citizens of the region who receive services through Compass Health contribute more to the economic well-being of the region. In many cases, if not in most circumstances, the community members served through Compass would otherwise go without care.

During Fiscal Year 2016, Compass Health worked with 4,210 residents of the four-county region. More than half of those who received services were of working age, including 2,908 citizens who were at least 25 years old. Approximately 1,000 children under the age of 19 also had contact with Compass Health providers, helping families find a better life-work balance.

Compass Health also works to bolster other area agencies to offer more care for the area residents. This includes a partnership with Jordan Valley Health Center in Lebanon at which the two organizations provide behavioral, dental and medical services for the surrounding communities.

These services provide a healthier community and, in turn, a better workforce for the region.

Compass Health provides family medicine, dental, behavioral health and substance use disorder treatment for the entire community regardless of a person's insurance status. Compass Health also partners with other community organizations to identify gaps in services. In some communities that means services can include: assist with housing, emergency room diversion services, veterans services, suicide prevention as well as other supportive services.

The agency employs nearly 2,500 employees throughout its service area, including more than 60 physicians and dentists. The Compass Health network formed in 2014 and includes Pathways Community Health, Crider Health Center and Royal Oaks Hospital.

The following page shows a complete list of facilities and services that are available within our region. There are a total of six acute care and specialty surgical services available. The region supports nine full service nursing home facilities, five assisted living facilities, one independent living facility. There are also eight rehabilitation and health clinics within the region. The area is also served with a VA clinic in Osage Beach. The healthcare sector has seen a significant increase in services within our region. With a larger number of retirees this would seem to be a growing sector where job growth could be expected.

Healthcare Facilities

Acute Care/Surgical Care : 6		Assisted Living Facilities: 5	
St Mary's Urgent Care	Lake Ozark	Ashbury Heights	Laurie
Lake Regional Urgent Care	Osage Beach	Bristol Manor	Camdenton
Lake Regional Urgent Care	Eldon	Camdenton Senior Living	Camdenton
Surgical Institute of the Lake of the Ozarks	Osage Beach	Lake Ozark Retirement Center	Lake Ozark
Bailey Vein & Aesthetic Center	Osage Beach	Lee House, LLC	Eldon
Medical Missions for Christ	Camdenton		
Nursing Home: 9		Independent Living: 1	
Eldon Healthcare Inc.	Eldon	Garden Gate Estates	Osage Beach
Good Shepherd Care Center	Versailles		
Lake Ozark Retirement Center	Lake Ozark	Home Health Care: 5	
Laurie Care Center	Laurie	Apria Healthcare	Osage Beach
Miller County Care & Rehabilitation Ctr.	Tuscumbia	Phoenix Health Care	Camdenton
Osage Beach Healthcare Center	Osage Beach	Intrepid USA Healthcare	Lebanon
Ozark Rehabilitation & Health Center	Osage Beach	Pulaski County Home Health and Hospice	Crocker
Windsor Estates	Camdenton	Lake Regional Home Health	Osage Beach
Lebanon North Nursing & Rehab. Ctr.	Lebanon	Clinics	
Rehabilitation Services: 8		Lake Regional Hospital	Camdenton
Miller County Care & Rehabilitation Ctr.	Tuscumbia		Eldon
Camdenton Rehabilitation Service	Camdenton		Iberia
Eldon Rehabilitation Therapy Clinic	Eldon		Lake Ozark
Lake Regional Rehabilitation Therapy	Osage Beach		Laurie
Lake Ozark Rehabilitation	Lake Ozark		Macks Creek
Laurie Rehabilitation Therapy Clinic	Laurie		Osage Beach
Ozark Rehabilitation & Health Ctr.	Osage Beach	Capital Regional Hospital	Eldon
Lebanon North Nursing & Rehab. Ctr.	Lebanon		Versailles
Intermediate Care: 1		Mercy Hospital Lebanon	Camdenton
Windsor Estates	Camdenton		Lebanon
		Cox Health Center Clinic	Lebanon
		VA Community Based Outpatient Clinic	Osage Beach

Education

Camdenton R-III, Versailles, School of the Osage and Eldon High School participate in the A+ Schools program. In addition to A+, here are other highlights from the schools within the region.

The Camdenton R-III School District has a student population of over 4,100 students with eight school facilities on three campuses, employing 350+ teachers and over six hundred employees. The Camdenton R-III School District has earned the distinction of District Accreditation through AdvancEd. This is a protocol embraced around the world and is a clear and comprehensive program of evaluation and external review, supported by research-based standards, and dedicated to helping schools, districts and education providers continuously improve.

School of the Osage School District has consistently been rated as “Accredited with Distinction in Performance” by the Missouri Department of Elementary and Secondary Education. The professional staff at School of the Osage totals 164, with 56.8% holding a Master’s degree or above.

Eldon R-I is a Designated A+ School. The A+ Schools Program was created in 1993 by state law as an incentive for improving Missouri’s high schools. The primary goal of the A+ Schools Program is to ensure that all students who graduate from Missouri high schools are well prepared to pursue advanced education and/or employment.

The Morgan County R-2 School District covers approximately 209 square miles. It includes the communities of Versailles, Gravois Mills,

Laurie, Glensted and Excelsior. There are approximately 1,500 students in grades PreK-12. High school students graduating from Morgan County R-2 with an A+ Certificate are able to attend a two-year college or technical school in Missouri with 100% of their tuition paid by the state.

Lebanon R-III School District is the largest district in Laclede County. In 2011, for the seventh time in the past eight years the Lebanon R-3 School District received the Accredited with Distinction in Performance. 2011 marks six consecutive years the district has earned the Accredited with Distinction designation. Lebanon met 13 out of the 14 standards required by the state. The district met all standards in the area of student performance on achievement tests.

The Missouri state average for ACT scores is 21.6. Out of the 15 school districts in the region, six of them have scores above the state

Camden County Districts		ACT score
Stoutland R-II		22.6
Camdenton R-III		21.8
Climax Springs R-IV		19.5
Macks Creek R-V		20.8
Miller County Districts		ACT score
Eldon R-I		21.7
School of the Osage R-II		23.2
Miller Co. R-III (Tuscumbia)		21.8
St. Elizabeth R-IV		22.5
Iberia R-V		19.7
Morgan County Districts		ACT score
Morgan Co. R-I (Stover)		20.2
Morgan Co. R-II (Versailles)		20.6
Laclede County Districts		ACT score
Laclede R-I (Conway)		21.1
Lebanon R-III		21.5

MO DESE School Report Card 2015

average. Four of the five largest school districts (the largest in each county) are above the state average.

Camden County Districts	Graduation Rate	Dropout Rate	Student Teacher Ratio	# of Students
Stoutland R-II	100%	0%	16	457
Camdenton R-III	95%	0.9%	18	4,130
Climax Springs R-IV	94%	1.2%	11	218
Macks Creek R-V	100%	0%	13	329
Miller County Districts	Graduation Rate	Dropout Rate	Student Teacher Ratio	# of Students
Eldon R-I	92%	1.2%	17	1,852
School of the Osage R-II	96%	0%	16	1,803
Miller Co. R-III (Tuscumbia)	100%	1.2%	13	225
St. Elizabeth R-IV	100%	0.0%	15	251
Iberia R-V	86%	1.4%	16	712
Morgan County Districts	Graduation Rate	Dropout Rate	Student Teacher Ratio	# of Students
Morgan Co. R-I (Stover)	95%	0%	18	621
Morgan Co. R-II (Versailles)	92%	0.7%	17	1,326
Laclede County Districts	Graduation Rate	Dropout Rate	Student Teacher Ratio	# of Students
Laclede R-I (Conway)	98%	0.7%	17	808
Lebanon R-III	93%	2.1%	21	4,513
Gasconade C-4	N/A	N/A	9	64
Laclede C-5 (Joel E. Barber)	N/A	N/A	14	410

MO DESE School Report Card 2015

Aside from primary schooling, the region's post-secondary opportunities have grown significantly in the last 15 years. Columbia College, State Fair Community College, Ozarks Technical Community College and Central Methodist University have campuses in the region.

In partnership with State Fair Community College, Central Methodist University offers degree-completion programs at the State Fair Community College-Lake of the Ozarks campus.

Central Methodist University College of Graduate and Extended Studies at State Fair Community College offers convenient locations, quality online or evening classes, and affordable tuition; financial aid available for degree seeking students. Central Methodist University offers small classes with individual attention from professors.

Degree-seeking students can pursue four-year degrees and/or a graduate degree; non-degree-seeking students can take classes to improve knowledge and skills.

Major course offerings at these post-secondary educational facilities include:

- Accounting
- Business
- Child Development
- Criminal Justice
- Early Childhood Education
- Elementary Education
- General Studies
- Middle School Education
- Nursing
- Psychology
- Special Education

Economic Development Organizations

Economic Development Partners

Collaboration among community and economic development partners within the region is imperative to the success of our planning and implementation efforts. As we updated the CEDS, we asked each of our planning and economic development partners to provide information and data to incorporate in the CEDS, developing a strategy for the next five years that will have a positive economic impact.

Central Ozarks Development, Inc.

Central Ozarks Development, Inc. (COD) was established in 1983 as a 501(c) 3 organization designated as a Community Development Corporation (CDC). As a CDC, the organization focuses on economic development in regard to community betterment, and business development, by providing educational and business support activities within the region.

Eldon Development Corporation

The Eldon Development Corporation (EDC) is a 501(c)6 organization formed in 1998 to provide and plan for the industrial, commercial and residential growth of Eldon, Missouri. The EDC is governed by a self-perpetuating Board of Directors of not less than six persons. Currently, the City of Eldon, the Eldon Chamber of Commerce and the EDC work together to provide opportunities for a strong economy. The EDC serves as a private sector point of contact for anyone interested in developing a project in Eldon.

The most recent activity of the EDC was the Eldon Together Project. This project characterized a promising 10.24 acre-site within the Eldon Industrial Park which is construction ready. The site will also be submitted to the Missouri Certified Sites program as a result of the due diligence accomplished from the project. This work was accomplished through collaboration from the EDC, Lake of the Ozarks Council of Local Government and the Lake of the Ozarks Regional Economic Development Council.

Eldon has a diverse economy supported by agriculture and manufacturing industries, as well as retail, medical and professional services. Eldon has reasonably priced land, skilled work force, zero property tax, low utility rates and a strategic location between the Missouri State Capitol and the Lake of the Ozarks. Eldon's largest employer is Adient, Inc. who provides over 550 quality, high-tech manufacturing jobs for the area and continues to grow. The EDC encourages and helps foster entrepreneurship and work closely with area colleges to assist with job training needs.

Lake of the Ozarks Regional Economic Development Council

Lake of the Ozarks Regional Economic Development Council (LOREDC) is a not-for-profit public/private partnership that serves Camden, Miller and Morgan Counties. LOREDC is an active economic development organization that is supported by the counties and numerous cities within the region. LOREDC plays an active role in promoting the lake region with their economic development efforts. During 2015, LOREDC completed a number of important initiatives, including: Lake of the Ozarks Quality of Labor Workforce Assessment, LOREDC Partners in Marketing Grant Program, Lake of the Ozarks

Housing Study, LOREDC Annual Business Awards and the continual update of their Demographic Profile in which they partner with Lake of the Ozarks Council of Local Governments to complete.

Lebanon Regional Economic Development, Inc

Lebanon Regional Economic Development, Inc. (Lebanon-REDI) is a not-for-profit, public/private partnership that serves Lebanon and Laclede County, Missouri as a key partner in the community and economic development process of the area. The organization is supported by the City of Lebanon, and numerous private stakeholders. Lebanon-REDI works to strengthen Laclede County's economic base and to improve the standard of living for the county's residents through the retention, expansion, attraction and development of primary jobs and capital investments.

Lake of the Ozarks Council of Local Governments

Lake of the Ozarks Council of Local Governments (LOCLG) is the regional planning commission that serves Camden, Laclede, Miller and Morgan Counties. The organization was established in 1969 by a charter from the State of Missouri. LOCLG is also a designated Economic Development District with EDA. The mission of the organization is to foster and support the economic development efforts within the region by providing: grant writing, project development and administration, technical assistance, GIS mapping, data collection, research and analysis. Community and regional planning are also an important part of LOCLG's services they offer to the region.

Missouri Association of Councils of Governments

The Missouri Association of Councils of Governments (MACOG) is the state organization that represents all the regional planning commissions and councils of governments. The state organization works with each of

the Economic Development Districts to help provide support and maintain consistency in our planning efforts statewide.

SCORE

The lake region is fortunate to have a very active SCORE Chapter, with offices in Camdenton and Lebanon. The Lake Ozark SCORE helps small businesses through mentoring and training. Volunteer counselors bring decades of experience in a variety of business disciplines and industries.

Chambers of Commerce

The region is blessed to have seven active Chambers within the region. Each of the Chambers work closely together and often support joint efforts in community projects and economic development efforts. Four of the Chambers have representation on the Board as members of LOCLG, including: Camdenton Area Chamber, Lake Area Chamber, Lake West Chamber and the Lebanon Area Chamber. Working together in a collaborative effort has provided many opportunities and successes for our communities their residents.

Eldon Chamber of Commerce

The Eldon Chamber of Commerce unites business, industry and professional individuals to improve Eldon's economy and build a better community. The chamber acts as an information center, maintaining data, folders, & maps about the community.

Camdenton Area Chamber of Commerce

The Camdenton Area Chamber of Commerce's mission is to be the motivating force in coordinating, leading, and promoting business development, economic diversity, and tourism, while enhancing the quality of life and the natural resources through community involvement, recognition, and pride. A Board of Directors establishes

the annual budget, develops positions on key issues, and has fiduciary responsibility in overseeing the operation of the Chamber. Committees include Air Show, Dogwood Festival; Budget and Finance; Member Services; Christmas on the Square; Leadership Camden County; EXPO and Nominating. In addition, ad hoc committees or task forces are appointed as needed.

The Camdenton Chamber of Commerce is a member of the Lake of the Ozarks Regional Economic Development Council, Lake of the Ozarks Council of Local Governments, Adopt-A-Shoreline Advisory Board, Lake of the Ozarks Water Safety Council, Missouri Chamber of Commerce and Industry, Camdenton R-III Lake Career and Technical Center Advisory Board and ACCE-American Chamber of Commerce Executives. Close ties are maintained with other chambers in the area, the Lake of the Ozarks Convention and Visitor Bureau, University of Missouri Extension of Camden County, SCORE and the Tri-County Lodging Association. The Lake Area, Lake West and Camdenton Area Chambers of Commerce are continuing to collaborate on a number of initiatives on behalf of the business community

Lake Area Chamber of Commerce

The Lake Area Chamber of Commerce is a nonprofit, membership-driven organization comprised of approximately 520 business enterprises, civic organizations, educational institutions and individuals. The Chamber represents and promotes the area's business economy, and encourages business and industrial investment, broadening the tax base and providing employment. To business prospects and newcomers, the Chamber represents the community's pride and self-image.

The Lake Area Chamber serves the Lake of the Ozarks community including North Shore, Lake Ozark, Horseshoe Bend, Osage Beach, Kaiser and Linn Creek. It is one of the many chambers that surround the Lake of the Ozarks and is one of the largest in Central Missouri.

The business and affairs of the organization is managed by a governing body consisting of 15 Board of Directors. An Executive Director works with the Board of Directors to oversee the operations of the Lake Area Chamber of Commerce. Fourteen Standing committees and task forces consist of; Economic Development committee, Executive Committee, Finance Committee, Legislative/Governmental Committee, Membership/Marketing Committee, Street Meet Nationals Committee, Young Professionals of the Lake Committee, Area Beautification Task Force, Golf Tournament Task Force, Home Show Task Force, Nominating Task Force, Strategic Plan Task Force, Wine & Brew Festival Task Force and Annual Fall Dinner Committee.

Lake West Chamber of Commerce

The Lake West Chamber of Commerce was established in 1987. The Chamber represents businesses along highway 5, representing the cities of Laurie, Sunrise Beach, Gravois Mills and the Greenview area. With members from all around the Lake and central Missouri, the Lake of the Ozarks West Chamber of Commerce represents over 450 members. Focusing efforts on business expansion, attraction and tourism along with special events to enhance the business climate and quality of life at the Lake of the Ozarks.

Lebanon Area Chamber of Commerce

The Lebanon Area Chamber of Commerce was established in 1948 and has been in existence for 69 years. During that time it has been

heavily involved in multiple events, situations and opportunities from which Lebanon and the area has grown and prospered. The Chamber has a 13 member board with a President, Vice President, Secretary and Treasurer. There are multiple committees under the Chamber umbrella including- Ambassadors, Leaders Growing Leaders, Local Makes Sense, Friends of the Fort, Business Expo, Our Town Your Town, Wall of Honor and the Lebanon Christmas Parade with each of these assisting the Chamber to reach its mission. That mission is “To develop and maintain a working partnership with business/service, the City and County to promote the area, help create new employment and to assist and help grow existing business while continuously improving the area’s quality of life. The Chamber is led by its Executive Director and is charged with growing the Chamber, accomplishing the mission of the Chamber and works to advise, counsel and assist business while encouraging entrepreneurial efforts within the area.

The Lebanon Area Chamber is actively engaged in and outside of the community with some 425 members. Although the Chamber primarily helps to grow existing business and assist in attracting new business, our Chamber promotes Lebanon-Laclede County and is the premier organization to encourage, assist, and answer questions in potential relocations to the community. The Lebanon Area Chamber of Commerce works diligently with local government and business on improvements, obstacles and growth that affect our area positively. The Chamber is essentially the “Front Door” to our community.

Stover Chamber of Commerce

The Stover Chamber of Commerce has been serving the Stover, MO area for over five decades. The chamber is made up of Stover’s finest businesses and individuals, all working together for our future. They do

not require that any interested party or business belong to any particular affiliation or possess any previous memberships to join the Chamber - all are welcome! The Chamber strives to organize support through regular participation in activities since volunteers are the engine that keep Stover strong.

Versailles Chamber of Commerce

The Versailles Chamber of Commerce is an active chamber with all volunteer staff. They were established in 1979 to support the community of Versailles. They also serve the communities of Stover, Gravois Mills, Eldon, Syracuse and Barnett. The northern portion of Morgan County is home to a large Mennonite community in which they also serve. The Chamber currently has 100 members. The Chamber provides a number of tourist and visitor events, including the Apple Festival, Vietnam Memorial Moving Wall event, the Circus as well as a number of holiday events year-round in conjunction with the holidays.

Convention and Visitor Organizations

In the Lake region we have two organizations that specifically focus on tourism and visitor relations. These organizations have worked hard to put Lake of the Ozarks on the map as a destination location, including getting the “Best Recreational Lake” in the nation by USA Today Readers. In Laclede County, the Lebanon Convention and Visitors Bureau is also a very active organization promoting Laclede County.

Lake of the Ozarks Convention and Visitors Bureau

The Lake of the Ozarks Convention & Visitor Bureau (LOCVB) was originally established in 1932. Over the years it has changed its names several times, however their purpose has remained the same, promoting Lake of the Ozarks as a tourist destination. LOCVB is

supported by a membership of 650 plus business members in the region and through a portion of the tri-county lodging tax. LOCVB promotes the lake in a number of innovative and integrated marketing tools.

Lake of the Ozarks Tri-County Lodging Association

The Lake of the Ozarks Tri-County Lodging Association (TCLA) was originally established by local business owners to advertise and promote Lake of the Ozarks. After receiving the proper legislative authority and establishing the Business Districts in each of the counties, the local people were asked to vote on a lodging tax to support the marketing efforts. Marketing the region in magazines, newspapers, television, radio, internet, billboards and many other activities and events to encourage tourists to make Lake of the Ozarks a vacation destination.

Lebanon Convention and Visitors Bureau

Located in the Cowan Civic Center in Lebanon they promote tourism within Laclede County. There is a lot of activities from fishing, hiking, camping and Route 66 to promote within the region. The convention center often hosts great events that promote county music, gospel music, survivor training and a host of activities that attract visitors locally and from all over.

Lake Arts Council

Arts and culture at the lake is represented by a number of organizations and groups that belong to the Lake Arts Council. They focus on youth and community. There are a number of programs and events that bring both cultural opportunities as well as economic opportunities to the lake region.

Housing

Understanding the housing situation in the Lake of the Ozarks region is complicated by the region’s status as a tourist destination. Camden County has an extremely large number of second-homes which skews typical housing variables, such as vacancy rates. As a result, community leaders looked deeper into available statistics in order to understand the region’s housing market.

Regional Housing Stock Vacancy Rate

Of the region’s 84,929 housing units, 35,172 units are vacant. The region’s vacancy rate of 41% is much higher than the State of Missouri’s housing stock vacancy rate of 13%, indicating a high number of vacant housing units. The Lake of the Ozarks Region is a tourist destination and many of the region’s housing units are second homes and vacation homes. The growth in housing stock has outpaced population growth in the region by 12 percentage points. A total of

**Lake of the Ozarks Region
Vacant Housing Stock Status**

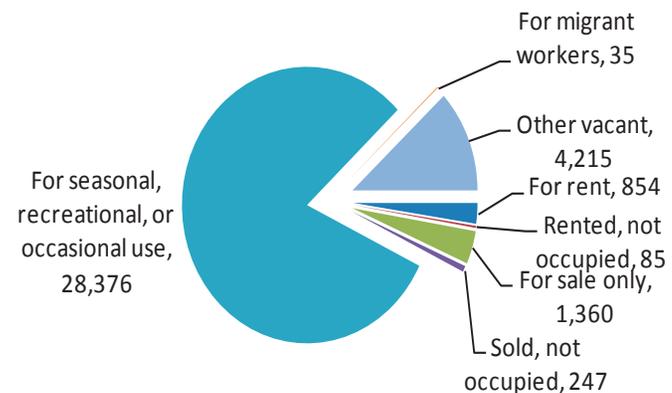


Fig 1.12 Housing Stock

28,376 homes in the four-county region are second homes, with 73% located in Camden County. Second homes are regularly considered vacant in national statistics, although second homes are not the type of house commonly thought of as vacant by local residents. Housing units for sale, units for rent, or units that are severely deteriorated are typical 'vacant' housing units. The graph on the previous page (Fig 1.12) shows the breakdown of vacant housing by current status. When second homes, homes for seasonal, recreational, or occasional use, are excluded from the vacant classification, the region's housing stock vacancy rate is actually lower than the corresponding rate for the State of Missouri (8% compared to 10%).

Overall, community leaders feel this deeper analysis of available data reveals a housing market that could benefit from additional housing construction. The high number of second homes, presently considered vacant, skews the availability of vacant housing units available to the region's full-time residents. A shortage of housing from full-time residents is a commonly voiced concern.

Recently, LOREDC completed a comprehensive housing study for the counties of Camden, Miller and Morgan. Lebanon REDI also completed a similar housing study for the county of Laclede. Additional data on housing needs and goals can be found in both these plans.

Regional Housing Stock by Tenure

The four-county Lake of the Ozarks region contains 49,757 occupied housing units. These occupied housing units represent a household's primary residence. Seventy-one percent of the region's 49,757 primary residences are single-family, detached housing units. Mobile homes make up 16% of the region's housing stock. The remaining 13% is composed of duplex/townhomes, multifamily/condos units, and boats, RV, or vans. Occupancy rates for the entire housing stock vary across

the four county region, ranging from 43% occupied as a primary residence in Camden County to 88% in Laclede County.

Owner-Occupied Units

Seventy-six percent of the region's occupied housing units are considered owner-occupied. Rates of owner-occupancy are similar across the four counties, ranging from 70% in Laclede County to 80.1% in Morgan County. Eighty-one percent of owner occupied housing units are single family detached housing units and 15% are mobile homes. The remaining 4% of the region's owner-occupied housing stock are condo units, single-family attached housing, or other type units. The stereotype of retirees selling their homes in the big cities and buying condos at the lake does not seem to be supported by this data. On a regional scale, only 2% of owner-occupied housing units are located in buildings with more than 4 units. Of the 37,810 owner-occupied housing units in the region, 41% has been built since 1990. Nearly 40% of owner-occupied housing in the region is valued at less than \$100,000 and 57% is less than \$150,000. Statewide, 55% of owner-occupied units are valued at less than \$150,000. Within the region, 41% of Camden County's housing is valued less than \$150,000, while 70% of Laclede County housing is below this value.

Rental Units

The remaining 24% of occupied housing units are rental units. The proportion of total housing units classified as rental is similar across the four county region, ranging from 20% in Morgan county to 30% in Laclede County. Single-family detached housing makes up 42% of the region's rental units. Mobile homes and units in buildings containing three or four units make up 17% and 14% of rental units, respectively. The remaining 27% of rental units are larger apartment buildings, townhomes, duplexes. Of the 11,947 rental units in the region, only 33% have been built since 1990.

Chapter 2

Today and Tomorrow:

A Critical Evaluation of the Region's Readiness for Growth

The Economic Development Advisory Committee (CEDS Committee) reviewed the SWOT analysis from the 2012 CEDS as well as the same analysis in the Regional Entrepreneurship Assessment Strategy 2015. The committee also spent considerable time at several of the planning meetings to closely identify the strengths, weaknesses, opportunities and threats within the region that could be developed into actionable activities in the development of the CEDS 2017.

Residents and community leaders alike believe the Lake of the Ozarks Region is well positioned to grow and develop during the next few years. The region is experiencing long-term population growth, Developers are looking to begin large scale projects around the lake, and business are looking to expand in Lebanon.

Communities within the Lake of the Ozarks region have, over the last decade, completed various planning efforts to address specific regional issues, such as the MOBroadbandNOW plan, and to address the needs of a particular community, such as the Destination Camdenton Master Plan. Despite the age of some plans, they offer a useful snapshot of community issues throughout the region and a listing of proposed solutions. By reviewing these plans, today's leaders can judge the success of implemented solutions and determine issues yet to be addressed. Including the results of this review in the Critical Analysis will help paint a clearer picture of the region's strengths and challenges.

Identified Strengths

Development Groups

The existing economic development groups operating in the Lake of the Ozarks Region is a sign of an involved citizenry. Business leaders, government officials, and private residents have organized around a common desire to see the region expand. Existing groups have a wide range of skills and assets to offer the region. The Lake of the Ozarks

Regional Economic Development Council (LOREDC) provides information to site selectors and prospective businesses. The Eldon Development Corporation has land and capital to develop the community of Eldon. The Lake of the Ozarks Council of Local Governments has technical resources and federal funding to develop and implement development activities. These groups represent foundational pieces of economic development and regional growth.

Environmental

The region is home to a number of great State Parks. The natural environment is a central strength of the Lake of the Ozarks region. According to a 2015 USA Today 10 Best Reader's Choice Survey, the Lake of the Ozarks was voted Best Recreation Lake in the United States. In the category of Best State Park, Ha Ha Tonka State Park was voted 4th best in the nation. The region is also home to Bennett Springs State Park, a popular trout fishing destination. The region's natural beauty also serves as an important backdrop to area historic districts, such as the Urbauner Fishing Lodge District now home to Casa de Loco Winery. These environmental resources bring national attention to the region and attract many visitors.

Human and Financial Capital

The Lake portion of the Lake of the Ozarks Region is a very popular retirement destination. Middle- and upper-income families spend time vacationing at the lake during their working years, and many of them choose to retire at the lake to enjoy the golf, shopping, boating, and fishing. Many of these retirees are former entrepreneurs, business executives, account executives, marketing professional, or senior partners. The accumulated business acumen in this population is staggering. Along with experience, this group has established financial portfolios and many are interested in investment opportunities. This mixture of skills and finances is strength for a community pursuing growth through entrepreneurship.

Review of Community Planning

Residents throughout the region have identified a number of regional strengths. One strength noted in both the Lake Area Master Plan and the Entrepreneurial Assessment is the increase in education levels in the region. Additionally, the recreational opportunities and economic activities provided by the clean water of the Lake of the Ozarks is a huge strength of the region. Residents have also noted that broadband internet is being utilized by many businesses and is generating enough demand to support a number of different service providers. The Entrepreneurial Assessment also noted the presence of two SCORE chapters and the alternate funding opportunities available through Central Ozarks Development, Inc.

Identified Weaknesses

Infrastructure Development

While Broadband access and internet options have increased in our more populated areas it continues to be a struggle in our more rural areas. Residents were concerned by the limited availability and speed of Broadband internet in many unincorporated portions (and some incorporated portions) of the region. When we look at infrastructure needs in addition to Broadband, there are also needs in water, wastewater, natural gas, electric, road and bridges infrastructure development.

Seasonal Employment

The Destination Camdenton and the Lake Area Master Plan noted portions of the regional economy lack diversification and therefore lack of diversity in available employment opportunities. The 2012 CEDS also mentioned a disconnect between the workforce and available employment.

Identified Opportunities

Hospitality Training and Workforce Development

As identified in a 2013 Quality of Labor study, local employers ranked 'availability of job applicants' as the lowest of 12 labor quality characteristic. Discussion of the region's economy often includes mention of a perceived lack of qualified candidates. Anecdotes often include poor customer service skills. In order to address this type of concern, the Lake Area Chamber of Commerce is currently developing a hospitality training course. The goal is to increase the overall quality of the labor pool. There is an opportunity to expand the availability of this type of training throughout the region.

Career Centers and Workforce Development

The Eldon Career Center has had an excellent track record of working with its local employers to fill job openings with recent graduates. Superintendent Matt Davis has stated that students taking the district's building trades classes begin getting job offers by March of their senior year. The district has also implemented industrial maintenance programs through a partnership with State Fair Community College to provide a workforce for Adient. The district has ensured the students are learning skills needed by local employers. This strong connection between a school districts and employers should be duplicated by the other larger districts throughout the region, such as at the Lake Technical and Career Center in Camdenton.

State Fair Community College is the administrator of the Missouri Department of Economic Development Missouri Works Training programs in which assistance is provided to eligible companies to apply for Missouri Works Training grant programs to support the recruitment of a qualified workforce for a new company entering the region, customize specialized skills training for a company in growth and expansion phase and prepare a pipeline of qualified workers into a region.

Launched in August 2016, State Fair Community College is home to the Small Business & Technology Development Center specializing in no-cost counseling, low-cost training and support services to entrepreneurs and small business owners in any stage of their entrepreneurship idea and business. The Small Business & Technology Development Center operates through SFCC's The Learning Force and is part of Missouri's network of centers, made possible by a funding partnership through the federal Small Business Administration (SBA), the University of Missouri Extension and State Fair Community College.

Developmental Cooperation

The Lake of the Ozark's region is home to many development groups and chambers of commerce. These groups work independently to advance the needs of their respective communities. Regional leaders recognize an opportunity to increase cooperation between these groups. Greater cooperation would allow resources to be shared and allow the region to quickly respond to development opportunities. Local chambers would know which regional groups to contact for project assistance and regional groups would know who was active at the local level. This opportunity for cooperation could lead to the formation of project teams designed to handle inquiries into the Lake of the Ozarks Region.

Economic Diversification and Laclede County

Manufacturing based economies, like those found in Laclede County, suffer slowdowns due to national trends, but equipment and consumer goods are still purchased during national downturns. For manufacturing based economies, threats to economic resilience come from specialization in a particular industry. Laclede County is known for its

concentration of aluminum boat manufactures. As a result, its economy has been vulnerable to downturns in consumer demand for boats. However, Laclede County is also home to HVAC manufactures and a number of machining businesses. This diversification has helped reduce the impact of the business cycle. The skilled workforce in Laclede County presents a great opportunity to continue to diversify into other sectors of the economy. These opportunities may still be based on, for example, metal machining, but provide components for new sectors of the economy.

Cooperative Tourism Marketing

The Lake of the Ozarks is a key tourism draw with the American Tourist, while Route 66 is a key tourism draw for international visitors. There exists an opportunity to cooperatively market each destination to the other's tourists. Businesses along Route 66 could include Lake of the Ozarks materials in their handouts and vice versa. Simple cooperation could better integrate the region's tourism destinations.

Commercial Vacancies

Many of the communities in the Lake of the Ozarks area have a large number of commercial property vacancies, both structures and sites. While this in and of itself is not a good thing, the supply of commercial space makes it easier for entrepreneurs to start new businesses. A variety of building-types and lot sizes are available, and the large supply means downward pressure on rents. Community leaders believe there is an opportunity to identify and market these vacant structures to local and non-local entrepreneurs. There also exists a need for commercial start up financing to help these entrepreneurs access adequate capital.

Review of Community Planning

The MOBroadbandNow plan and the Entrepreneurial Assessment both referenced the potential economic development opportunities associated with the expansion of broadband availability. Additionally, the 2012 CEDS and the Entrepreneurial Assessment advocate for the development of funding networks with the area's retired population and for the increased leveraging of the region's schools (secondary and postsecondary). The 2012 CEDS also noted the large retiree population provided the region an opportunity to grow its healthcare economy.

Identified Threats

Discretionary Income and the Lake Area

The creation of the Lake of the Ozarks and the recreational tourism it fostered is an important driver of our regional economy. Today, tourism and retirement relocation continues to bring important dollars into the lake area's regional economy. Community leaders have worked to diversify the lake area economies, but the Great Recession has demonstrated the area's vulnerability to national economic trends. There is little community leaders can do to generate economic activity when tourists have no money to spend. A tourism based economy is not a resilient economy.

Housing Stock

As previously discussed, the region is in need of additional housing. Specifically, this housing should be targeted at full-time residents and include affordable housing options. The region's housing stock has grown at a much higher rate than the region's population. The high number of second homes in the region suggests many of these new homes are being marketed to visitors to the region. Efforts to attract

businesses to the region will be hindered by the lack of available housing stock. Recently, the housing market has experienced a minor shift and has begun providing more diverse housing options. For example, the communities of Lake Ozark and Camdenton have senior housing developments under construction during late 2016. In addition to being targeted at seniors, these projects are also affordable housing units. These projects take advantage of the Low Income Housing Tax Credit, a program that reduces the amount of debt a developer must incur during construction thus allowing the developer to charge lower rents on some or all new units. These individual projects are not large enough to address this regional issue.

Fort Leonard Wood

In May 2013, the US Army proposed reducing the number of soldiers stationed at Ft. Wood by 4,800. This reduction would have had a dramatic impact on the base's operation and on the economy of the surrounding communities, included the LOCLG region. In July of 2015, the Army announced the actual draw down would be 774 soldiers (a reduction of 15%). There still exists a possibility of civilian employee cuts at the base in the future. Further reductions to Ft. Wood could result in negative economic impacts in the LOCLG region.

Review of Community Planning

Threats identified by residents include threats to the local economy and how that threat could impact the citizens of the region. The high costs and low availability of broadband threatens growth in the rural portions of the region, as identified in the broadband and entrepreneurial plans. The continuation of the workforce/jobs mismatch poses a threat to the economy of the entire region, as highlighted in the CEDS and the entrepreneurship plan. Additionally, any growth the region may experience will increase demand for public services. The Destination Camdenton and Lake Area Master Plan list this increase in demand as a threat.

Chapter 3

Moving Forward:

Goals for Improving the Region's Economic Future

Vision

Vision Statement: Continued economic development in the LOCLG region with the promotion of tourism, light industry, entrepreneurship and collaboration between public and private entities leading to creation and retention of sustainable jobs and stimulating economic growth.

Goals & Objectives

Local leaders in the Lake of the Ozarks Region desire a future with a more diverse regional economy, supported by a well-trained workforce and a strong entrepreneurial spirit. In order for these traits to come to fruition, leaders have established seven goals for the region's economic development. Economic development is dependent on workforce, regulations, quality of life, infrastructure, along with many other ideas. Therefore, the *CEDS* plan addresses a wide range of issues. Each goal is supportive of the broader community vision and of the other goals.

Be a region with a strong entrepreneurial spirit where risk taking is encouraged

Objective: Develop funding opportunities to help provide regular investment into local businesses

Objective: Provide local people with opportunities to increase their skills necessary to take entrepreneurial risk

Objective: Increase numbers of high quality amenities for entrepreneurs and our workforce alike

Become a region in which high quality infrastructure supports and fosters resilient economic development

Objective: Encourage coordination of Economic Development Leaders to promote infrastructure (water, wastewater, natural gas, and electric) development throughout the region

Objective: Improve coverage and available speeds of broadband throughout the region

Objective: Working with state and local governments on transportation infrastructure improvements

Be a resilient region transformed by a strong, diversified economy

Objective: Foster an environment that will encourage a wide range of year-round economic opportunities within our region

Objective: Ensure businesses are prepared for economic shocks and natural disasters

Objective: Encourage infrastructure (water, wastewater, natural gas, electric, broadband, and transportation) improvements be resilient and safety oriented raising the living standards and quality of life for all residents

Be home to a workforce that attracts business to our region

Objective: Educate residents about training opportunities offered through our many educational facilities to continually advance overall quality of life in the region to retain high quality and trained workers

Objective: Encourage workers to communicate their skills to employers

Objective: Ensure local young people have skills necessary to take entrepreneurial risks

Continue to be a region known for responsibly capitalizing on its environmental assets to foster resilient economic growth

Objective: Continue to seek financial assistance to improve, make repairs to and develop new infrastructure (water, wastewater, natural gas, electric, broadband, and transportation) important to the region

Objective: Ensure continued efforts to protect water quality and the tourism industry it supports

Objective: Ensure new developments near environmental assets make a positive contribution to the region's quality of life

Offer a wide range of housing options and affordable housing choices in support of a strong, diversified regional economy

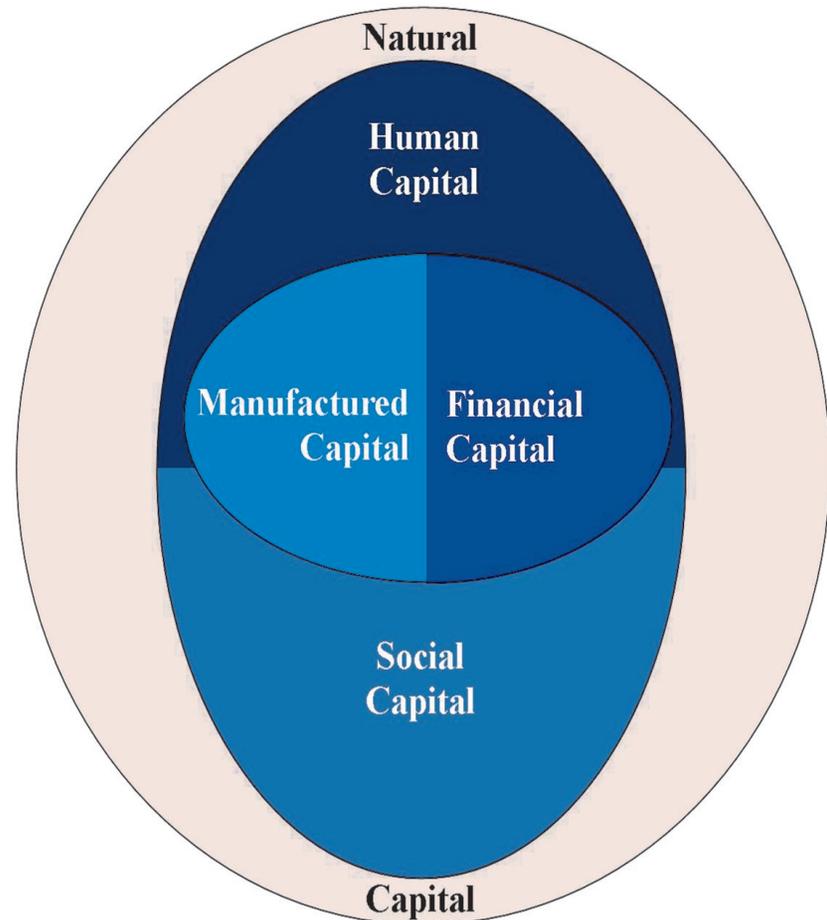
Objective: Ensure municipalities encourage a variety of housing types as well as affordable options for each type

Objective: Seek opportunities to assist communities and developers with grant and or other subsidies that may encourage development in affordable housing

Objective: Ensure municipal policies support affordable and safe housing options to residents

Be a region known for its intergovernmental and inter-organizational cooperation

Objective: Encourage continued collaboration between the public and private entities to help promote and provide the resources necessary to promote economic growth within the region



Objective: Seek networking, marketing, and economic development activities that provide community engagement and demonstrate collaboration among community organizations with successful projects

Objective: Increase awareness and involvement of Lake of the Ozarks Council of Local Governments in regional activities that promote economic growth within the region

Why these Goals?

Taken together, regional leaders believe these goals represent key components for future growth in the Lake of the Ozarks region. Effort was made to tailor each goal to the unique needs of region. These efforts are embodied in the creation of each goal's objectives. Broadly, leaders set out to holistically address economic development. Economic growth is dependent on a wide range of regional characteristics and leaders attempted to address each characteristic. The following pages are dedicated to the discussion of each goal and objective and to describing how it improves a key determinate of economic growth. It is important to demonstrate the need and importance of each.

Regional Goals and Community Capital

Local leaders throughout the region have recognized the need to holistically address economic development in the Lake of the Ozarks region. As leaders worked to define regional goals, they ensured the final goals made a positive impact on the region's five types of capital: natural, human, social, manufactured, and financial. These five types of capital represent the interaction of infrastructure, education, environment, and money needed to make a region grow. By addressing these five areas, meaningful economic development in the Lake of the Ozarks region will occur. Below are explanations of the five types of community capital*.

*Draws from "The Five Capitals Model— a framework for sustainability" by *forum for the future*.

Natural Capital

Natural Capital, or environmental capital, represents the regions vast array of natural resources. The fields and forests in the region provide timber and agricultural products, and habitat for many birds and mammals. They also produce oxygen and help filter pollutants from our water. Our water, found in the Lake of the Ozarks, the Niangua River, Bennett Springs and in underground aquifers, provide drinking water and recreational opportunities. Our region is particularly dependent on Natural Capital. The region's economy is built on clean water, tourism around the Lake of the Ozarks and Bennett Springs, and water recreation in general for the boat manufactures in Laclede County. Anything that threatens this form of regional capital, threatens economic growth of the region.

Human Capital

Human Capital represents the knowledge, skills, motivation, and general health of residents within the region. Human Capital is also a way to measure the joy, passion, and empathy of a region's residents. As employers consider locating to the region, or expanding in the region, they evaluate the quality of our workforce. It is important for residents of the region to have access to quality education and training opportunities, as well as healthcare to ensure regular good attendance at school or work. Employers also look at the emotional well being and community engagement of residents to gauge the stress level of a region's human capital stock. Many of the lake area's current employment opportunities are seasonal tourism jobs requiring more soft, interpersonal skills, than technical skills. On the other hand, jobs in Laclede County require more technical knowledge and a specific set of basic mechanical skills. Each area within the Lake of the Ozarks region has a unique accumulation of human capital that contributes to the region's diverse offerings of skills and knowledge. As the region looks

to diversify its economy, local leaders must ensure we have the human capital to match a new, expanding industry.

Social Capital

Social Capital represents the connections and trust that exists between organizations, people, families, churches, businesses, governments, and schools within a region. These connections and trust allows for cooperation, information sharing, and the development of regional partnerships. Additionally, because of strong social capital that individuals are raised and educated to be productive members of society and add to the region's Human Capital. Strong Social Capital also facilitates access to financial resources by building trust amongst lenders and borrowers and by sharing funding opportunities with those in your social group and those in other social groups. A region must have social capital to pursue common economic development initiatives and function as a cohesive community.

Manufactured/Built Capital

The roads, bridges, buildings, sewers, pipes, lathes, saw mills, cook tops, and paint booths all represent some component of the Lake of the Ozarks' manufactured and built capital. These resources are used to make products, transport products, or transport community services throughout the region. Good roads and bridges are equally as important as new machines and buildings for the economic development of the region.

Financial Capital

Financial Capital represents the wealth, banks, and lending organizations within a region. Healthy financial capital allows companies to purchase equipment, individuals to fund education and training, and communities to build libraries, and schools. Financial

capital facilitates the creation of manufactured and human capital, a positive regional development, and it can facilitate the exploitation and overuse of natural capital and social capital, a negative setback in regional development. Access to financial capital will allow for entrepreneurial risks and the development of new ideas.

Explanation of Goals & Objectives

The goals and objectives have been outlined on the previous pages. Now we will delve into the details of these goals and the objectives, and why they are important to the region. Exploring the details helped the CEDS committee to determine specific strategies and actions that would relate to the goals and objectives.

Entrepreneurism

Leaders in the Lake of the Ozarks region have identified Entrepreneurship as an important economic driver. A resilient economy must include businesses based within the region, as well as a strong mix of multi-state or multi-national companies, in order to help insulate the economy from economic downturns in other parts of the country. Drawn from the *Regional Entrepreneurship Assessment and Strategy*, leaders have identified three objectives they believe will help advance entrepreneurship in the region and will be feasible to implement.

Develop funding opportunities to help provide regular investment into local businesses : The *Assessment and Strategy* identified access to capital as important component of growing entrepreneurship. It included recommendations of building an angel investor network and growing the region's gap financing opportunities. Discussions within LOCLG have identified a need to grow its lending activities and the CEDS committee has expressed strong interest in the idea of angel

investment. This objective seeks to improve the region's financial capital through improved access to capital and improve social capital through creating social networks of investors. Generally, these actions represent feasible activities the region can implement over the next five years.

Provide local people with opportunities to increase their skills necessary to take entrepreneurial risk: Developing a pipeline of young entrepreneurs was listed as a key recommendation in the *Assessment and Strategy*. The study's authors believed it was important that many entrepreneurs were local residents. In order to ensure citizens are prepared to start new businesses, the authors suggest students should be exposed to entrepreneurship throughout their education process. While LOCLG and the CEDS committee do not have any control over things taught to students, these organizations can make special presentations and complete activities with school-age children to increase exposure to entrepreneurship. Additionally, leaders have expressed interest in creating direct opportunities for personal contact with entrepreneurs through programs such as shadowing or internships. The social connections created during the student's experiential learning would make entrepreneurial ventures more successful. Leaders set forth this objective to develop human capital through training opportunities and development social capital through the relationships created during internships.

Increase numbers of high quality amenities for entrepreneurs and our workforce alike: Investing in amenities and programs targeted at young adults is a recommendation in the *Assessment and Strategy*. Successful entrepreneurs, especially repeat entrepreneurs, have disposal incomes to spend on high quality amenities and activities. Improving quality of life has a positive impact on human capital and can

result in improved built capital in new theaters and entertainment venues. Regional leaders recognize a need to continually strive for progress on this objective.

Infrastructure

The Lake of the Ozarks Region is actively engaged in planning activities related to infrastructure and transportation. The Council has completed two phases of broadband planning, in cooperation with the Governor's Office, and is actively engaged in feasibility studies for wastewater treatment expansion around the lake. There is an active Transportation Advisory Committee in the region that works with MoDOT to plan transportation improvements. Related planning efforts also include hazard mitigation plans for the four counties. Drawn from these planning efforts, three objectives have been identified as feasible for the next five years. For the purpose of the CEDS infrastructure can include but not limited to water, wastewater, utilities, broadband, and transportation.

Encourage coordination between Economic Development Leaders to promote infrastructure (water, wastewater, natural gas, and electric) development throughout the region: Leaders within the region felt an important first step for achieving this goal was to increase communication between existing bodies. There is currently no overlap between members of the CEDS committee and of the Transportation Advisory committee. There is also no representation on the CEDS committee by members of the region's special road districts or electrical cooperatives. Increasing communication between these groups will help ensure everyone is working towards a common goal and positively impact social capital levels by building trust.

Improve coverage and available speeds of broadband throughout the region: The *Assessment and Strategy* and the *MoBroadbandNOW* planning efforts identified expanding broadband internet access as important for the region's growth. Community leaders believe the increased communication between interested parties fostered by this goal will help identify barriers to broadband expansion. Leaders have expressed interest in proactively addressing broadband needs within the region and improving the region's manufactured and built capital. Broadband access is a key driver of a modern economy.

Working with state and local governments on transportation infrastructure improvements: If the Lake of the Ozarks Region is going to develop a resilient economy, it must ensure workers are able to access employment before, during, and after shocks and natural disasters. Addressing this issue involves making improvements to the roads and bridges that make up the regional manufactured and built capital, a process facilitated by the Transportation Advisory Committee. It also includes improvements to the county roads and low water crossings that rural residents must cross to access the regional system, a part of the hazard mitigation planning process employed by the four counties. Finally, leaders have identified the need to establish alternative modes of transportation for those that are unable to drive or choose not to. In recognizing the need for alternative modes of transportation, the region utilized trust and communication channels between groups with different levels of income, all forms to social capital, to communicate needs.

Jobs

Any economic development strategy must include a component about jobs. Ensuring industries growth within the region, are attracted to the region, and create jobs is central to economic growth. As a result, this

plan looks to address the region's unemployment rate, employer retention, resilience, and the geography of future development. Leaders have identified three objectives related to this goal.

Foster an environment that will encourage a wide range of year-round economic opportunities within our region: Laclede County, with its strong manufacturing base, has a strong supply of jobs throughout the year. The lake area counties, on the other hand, have strongly seasonal economies. Leaders have identified the need to diversify the lake area's economy and lower the unemployment rate during the winter months. An important component of this objective is employer retention efforts. The *Assessment and Strategy* highlighted the need to optimize the regulatory environment and have regular conversations with business. These conversations between government and businesses build trust and develop social capital. Additionally, local leaders need to use these conversations to ensure local resorts have the needed support to expand conferences during all four seasons.

Ensure businesses are prepared for economic shocks and natural disasters: Leaders of local chambers and the council of local governments have recognized the need to prepare for economic and natural disruptions. As part of this recognition, they have expressed a desire to build individual human capital to help business owners understand how to prepare themselves. Hosting pre-disaster recovery workshops is an important way to actively help local businesses. These leaders have also committed themselves to developing stronger social connections by proactively responding and assisting local business that have experienced an economic or natural disruption.

Encourage infrastructure (water, wastewater, natural gas, electric, broadband, and transportation) improvements be resilient and safety oriented raising the living standards and quality of life for all residents: Infrastructure improvements represent one of the few opportunities communities have control. Investments in parks, trails, bike paths, neighborhood design, and sidewalks are directly influenced by local regulation. Additionally, the Transportation Advisory Committee provides a direct connection to decision makers and planners at MoDOT. Regional leaders recognize the need to improve local policies, diversify transportation investments, and improve human capital through their capital improvement programs. The local hazard mitigation planning has reinforced the need to protect the population when building new residential and commercial properties. Using new technology along with building in areas that are less likely to flood improves the opportunities for residents to experience safety and security.

Workforce

As discussed within the entrepreneurship section, a pipeline of qualified workers is important for economic growth. Leaders in the region have expressed a strong desire to include workforce goals in this plan. It is recognized that members of the EDAC have no direct control and little influence over the curriculum decisions of area schools or the training offered by the majority of regional businesses. As a result of these limitations, partnerships are an important component of this goal. The two Missouri Career Centers within the region play an important role in workforce development within the region. Three objectives have been identified as feasible ways to achieve this goal.

Educate residents about training opportunities offered through our many educational facilities to continually advance overall quality of life in the region to retain high quality and trained workers: Members of the CEDS committee believe a closer relationship should be developed with leaders of these career centers and workforce boards. These organizations specialize in the development of human capital, and stronger connections will build the region's social capital.

Regional leaders broadly recognize role quality-of-life plays in the growth and development of region. Leaders believe the region is home to many amenities and a very high quality of life. However, leaders also believe retaining a highly educated workforce will require a broader range of amenities than what currently exist in the region. Efforts should be made to diversify the region's quality-of-life. This diversification will develop personal well being associated with strong Human Capital, and improved Manufactured and Built Capital through improved and expanded recreational facilities. Including trail networks, and other outdoor amenities. The development of Arts and Cultural networks that will embrace and educate residents on the rich heritage of arts and culture that already exist within the region. Building a strong sense of place, will be an attraction to younger generations.

Encourage workers to communicate their skills to employers: Additionally, members have expressed a desire to endorse and promote training opportunities offered within the region. Available programs represent industry accepted credentials and help workers convey their strengths and abilities, and help the region convey its human capital to those interested in the region. By improving a worker's marketability, they are better able to find new employment if an economic shock results in job loss.

Ensure local young people have skills necessary to take entrepreneurial risks: As also mentioned in the entrepreneurship discussion, direct opportunities for personal contact with entrepreneurs would serve as a unique workforce development tool as well. While limited in scope, shadowing and internship would help area students understand the local economy and develop a better awareness of local demand. This awareness represents development of Human Capital created through trust and social interactions.

Environmental Resources

The economy of the lake area counties is driven in large part by the region's key environmental asset, the Lake of the Ozarks. The tourism and retirees drawn to the area because of the lake brings sales tax dollars and build the counties' property tax rolls to levels that could not otherwise be reached. While many of the tourism jobs created as a result of the lake are not high paying jobs, the lake has allowed a larger economy to develop than would not have developed without. The Lake of the Ozarks itself is not the region's only environmental resource. Parks like Ha Ha Tonka and Bennett Springs also bring important tax dollars to the region. Local leaders have recognized the need to protect these important environmental assets.

Continue to seek financial assistance to improve, make repairs to and develop new infrastructure (water, wastewater, natural gas, electric, broadband, and transportation) important to the region:

The rural character and rugged topography of the region requires the widespread use of on-site or small regional wastewater treatment facilities. While well-maintained on-site systems pose little environmental threat, not all systems are properly maintained. The reality of the situation is systems leak and sewage has the potential to

pollute the region's important water assets. Leaders have recognized the need to assist residents who are unable to afford repairs to their wastewater systems. Leaders recognize the imperative need to protect the region's Natural Capital.

Ensure continued efforts to protect water quality and the tourism industry it supports: In addition to targeting a specific threat to the region's environmental assets, on-site wastewater treatment, leaders recognize the need to support broader planning efforts that focus on environmental issues. A specific example could be directly supporting the Niangua River Watershed Community Partnership Project, or other watershed projects as part of the Our Missouri Waters program. In addition to protecting Natural Capital, this objective seeks to develop social capital and connections within the region.

Ensure new developments near environmental assets make a positive contribution to the region's quality of life: The Lake of the Ozarks is a central reason for the current economy of the region, especially Camden, Miller, and Morgan counties. Many of the region's quality-of-life amenities are dependent on the lake and the recreational opportunities it provides. Additionally, Bennett Springs is an important source of tourism revenue for Laclede County. Therefore, it is vital new developments in the region do no harm nor degrade the quality and offerings of our Natural Capital.

Housing

The Lake of the Ozarks region will become a region with more housing options allowing local businesses to expand and residents to stay in their communities. While second-home construction will continue to be an important driver of the local construction market, communities will

incentivize construction of housing for local residents. These new units will allow young professionals, young families, and established families to enter the housing market and move beyond starter homes. This strong local housing market will make it easier for local business to take risks and expand operations.

Ensure municipalities encourage a variety of housing types as well as affordable options for each type: Community leaders have recognized a need in the region to expand housing choice and diversify the housing component of its Manufactured and Built Capital. Before the Great Recession, the housing market was dominated by condo and second home development. The market did not seem to address housing needs of local residents. Leaders will work to educate the development community about regulatory barriers and where feasible remove regulatory barriers. Encouraging Developers to build housing projects aimed at local residents. Improved housing will build the region's Human Capital.

In addition to encouraging more diverse housing types, community leaders recognized a need for housing accessible to all local residents. Local leaders will work to educate developers about available financing tools for building affordable units and will work to educate property managers about requirements for accepting housing assistance.

Seek opportunities to assist communities and developers with grant and or other subsidies that may encourage development in affordable housing: As a growing number of people, across the age and income spectrum, are choosing to be renters because of economic reasons, the need for additional rental housing options are a need within the region. Communities need to work with developers in ways that encourage housing growth and provide assistance when available.

Ensure municipal policies support affordable and safe housing options to residents: Regional leaders recognize a need to ensure all rental housing, across all levels of affordability, offer regional residents a safe and decent place to live and raise a family. This is recognized as a tool for building Social Capital within the region.

Cooperation

USDA Secretary Tom Vilsack has repeatedly spoke on the need for communities and regions to cooperate in order to stay competitive in tomorrow's economy. The development groups and chambers of commerce in the Lake of the Ozarks region are a strong example of this type of regional cooperation. Groups interested in the growth and development of this region will be familiar with each other and work together to advance the region. Leaders recognize a 'win' for the north shore of the lake is also a 'win' for Laclede County. The benefits and tax dollars associated with a new or expanding business spill beyond the arbitrary boundaries of counties and municipalities.

Encourage continued collaboration between the public and private entities to help promote and provide the resources necessary to promote economic growth within the region: The region has a vast amount of resources in the way of economic development entities that are supporting the tourism and recreation sectors. There are also several economic development groups that continue to focus on specific areas of economic growth. Working together as a region to use the strengths of each of these organizations will only make the region stronger as a whole. Efforts will continue to bring these groups together with a framework of cooperation, thus dramatically increasing the region's Social Capital.

Seek networking, marketing and economic development activities that provide community engagement and demonstrate collaboration among community organizations with successful projects: Working together as a region is important to the growth and retention of our businesses, residents and tourists. Demonstrating the cooperation and showing our success stories will encourage volunteers, business leaders, and community organizations to continue to work together for a stronger region. Building on the Social Capital that we currently support within our region will have big investments in future economic prosperity.

Increase awareness and involvement of the Lake of the Ozarks Council of Local Governments in regional activities that promote economic growth within the region: Regional leaders recognize the Lake of the Ozarks Council of Local Governments as an important organization within the region. The council is governed by those regional leaders, and has federal economic development funds. LOCLG also has a working relationships with the Missouri Department of Transportation and Missouri Department of Natural Resources, the Missouri State Emergency Management Agency, and many other state and local agencies. Continuing to work with MACOG and the state agencies will have a positive impact on all our goals as outlined in the CEDS.

Chapter 4

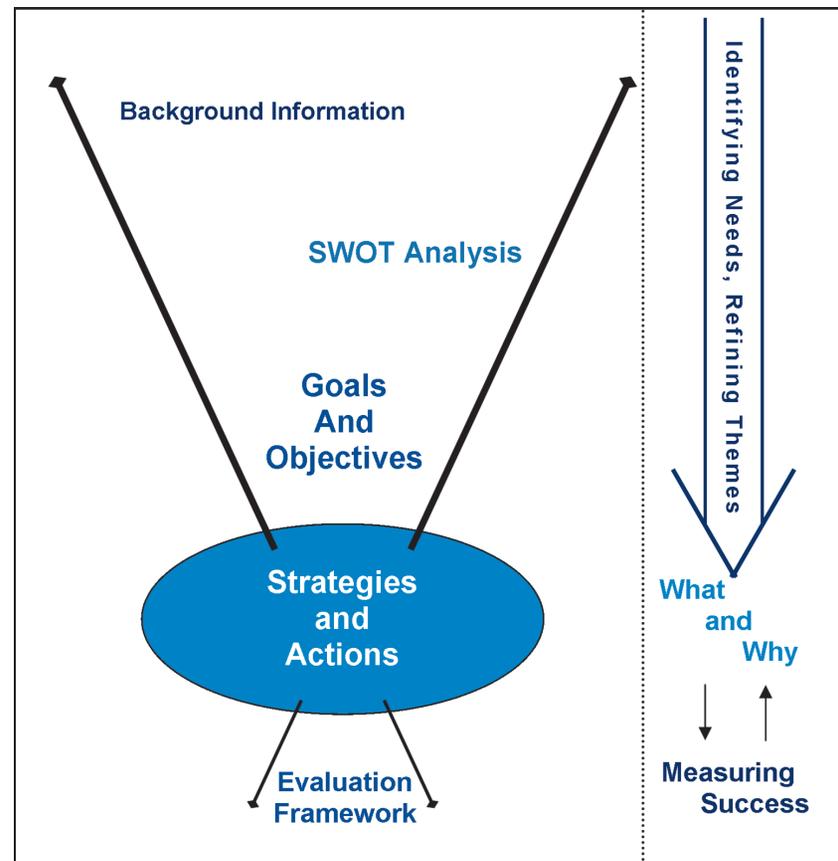
A Plan of Action: Actions to Advance the Region

The implementation of a single action or economic development program will not ensure the continued growth and development of the Lake of the Ozarks region. Community leaders recognize the need to implement comprehensive strategies to sustain and boost the development of the regional economy. Throughout the planning process, leaders have keyed in on a number of important themes and regional needs, highlighted in the regional SWOT. Each goal crafted for the *Region Building* plan, targets and segments important steps in addressing these themes and needs. In developing a set of broad strategies and specific actions to implement this plan, leaders chose not to segment actions by goals. Instead, leaders chose to draw actions from various Goals and Objectives to address the themes and regional needs identified in the SWOT. *Actions to Advance the Region* represent the culmination of issue identification and refinement occurring through the development of the *Region Building* plan, as shown in the diagram to the right (Fig 4.1).

Themes and Needs

Entrepreneurship and the development of social capital were common themes of discussion throughout the planning process. Additionally, the need to increase the overall level of human capital, the skills, education and health possessed by residents, and improve the region's housing opportunities were also recognized.

Community leaders consistently felt the future of the regional economy lie with local individuals starting and expanding small businesses rather than in attracting large businesses and corporations to the region. Growing our own businesses is a strategy that has proven to work in many rural communities throughout the nation. Creating a culture



where risk, reward and business development are all accepted and encouraged is all part of the strategy. Developing a common vision for the region is what the CEDS committee set out to do as they developed the specific strategies.

Fig 4.1

The region's economic development groups, described in *Story of a Diverse Region*, have all been identified for the strengths they can offer in implementing the strategies, thus working towards a unified vision for the region.

There is a common perception throughout the region that the area does not have a strong, well prepared workforce. These low levels of human capital are not perceived to have a single cause. Some recognize the lack of affordable, quality housing choices and daycare opportunities that prevent well qualified individuals and families from staying in the region, Others see it as a lack of work ethic and cultural expectation of government aid in the off seasons by segments of the local population, especially around the lake. Still others see the disconnect between school leaders and business leaders as the cause of a workforce unprepared for local jobs, especially the region's trades. A final point of view contends the lake area's dependence on seasonal employment makes the region undesirable to quality workers.

Housing also represents a common need recognized by many leaders throughout the region. In some small and midsized rural communities, new housing is not being built by private sector developers. In some communities around the lake, private developers have a history of targeting second homeowners instead of year around local residents. Second homeowners also drive up demand of housing in the region, thus impacting housing affordability for local residents reliant on seasonal tourism employment. These trends have led to a housing market that is not serving the local community well. Affordable housing opportunities are not available to young professionals and young families. Additionally low-income residents have limited choices for quality housing at very affordable prices.

Entrepreneurism, Social Capital, Housing, and Human Capital are all targeted by strategies and actions in *Region Building*. By combining the objectives found in the seven *Region Building* goals, regional leaders have sought to holistically address these, and other, themes and needs.

Entrepreneurism Strategy (1)

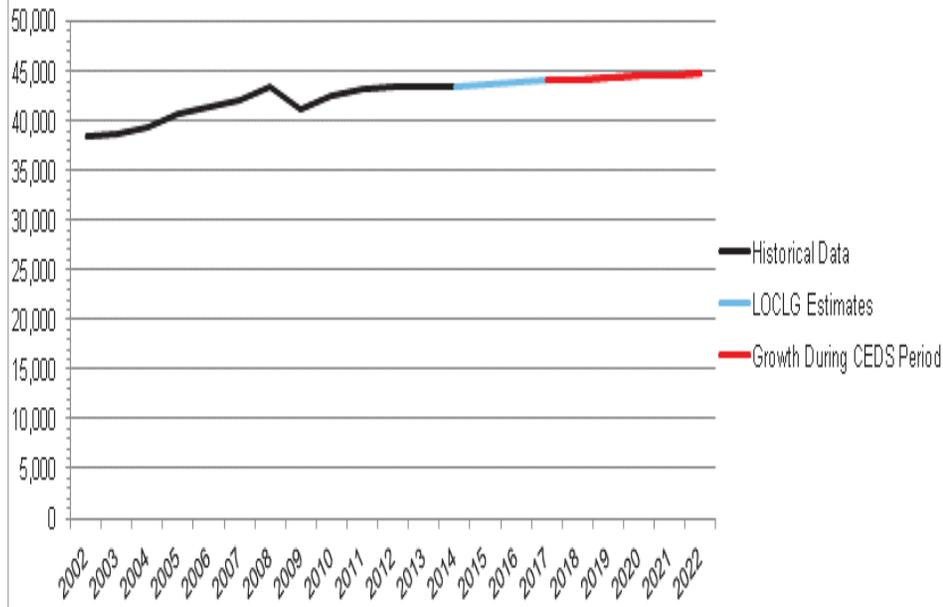
The *Regional Entrepreneurship Assessment and Strategy* contained many important and useful recommendations and actions for improving the region's entrepreneurial environment. Leaders identified a set of those recommendations to include in the *Region Building* plan. These actions primarily focused on the development of Human and Financial Capital, although these actions do benefit other forms of community capital. Leaders also drew from goals related to housing and infrastructure to support the entrepreneurial strategy.

Entrepreneurs are job creators. They create business that start employing a few workers and can grow to employing several dozen. Firms with 2-100 employees had a total of 43,491 jobs in 2013. Employment in these businesses experienced a decline in 2008 and 2009, this is not unique to our region as it was during the Great Recession and had national impacts on businesses. We began to see significant recovery by 2013. Estimates by LOCLG for 2017 suggest a total of 44,150 jobs in firms with 2-100 employers. Projecting current trends forward, the region can expect to see employment in these firms to increase by 1.4% to 44,631 jobs by the end of the CEDS period in 2022. Because of the actions benefiting entrepreneurs included in this strategy, regional leaders believe jobs in these firms will actually increase by 1.9% to 44,856 in 2022. These actions will help create an additional 217 jobs over the next 5 years.

Entrepreneurial Actions

Actions associated with this strategy have been organized based on the type of regional capital targeted. Human Capital actions are targeted toward area high school students. Manufactured Capital

Entrepreneurial Employment: Total Regional Employment in Firms with 2-100 Employees



Actions are targeted to correcting the housing market, marketing existing development sites, and to the development of high class recreational activities. Gaining access to capital is a critical hurdle for entrepreneurs in the Lake of the Ozarks region. As a result, financial capital actions are targeted towards growing equity investment opportunities, and increasing awareness of existing financial opportunities. Financial actions also include efforts to create funding for broadband expansion and maximizing the community benefit of the LOCLG Revolving Loan Fund.

Identified Actions

- 1.1 Seek opportunities for area high school students to interact with and learn from area entrepreneurs.
- 1.2 Offer educational opportunities for interested individuals about what it takes to be an entrepreneur.
- 1.3 Promote housing that will fit the needs of local permanent residents.
- 1.4 Promote and encourage the development of recreational trails and other community beautification projects, including arts and cultural activities.
- 1.5 Explore agribusiness and agritourism opportunities within the region with education, research and technical assistance.
- 1.6 Encourage and seek funding for the expansion of broadband access within the region.
- 1.7 Increase the community impact of the LOCLG Revolving Loan Fund (RLF).
- 1.8 Increase the availability of equity investors in the region.
- 1.9 Improve the suitability of start-ups for equity investments.
- 1.10 Develop a capital resource list to share with area businesses and potential entrepreneurs.

Resiliency Strategy (2)

Resiliency is defined as the ability to recover quickly with little or no disruption to previous condition. This can be applied to people, places and economic status. With natural disasters, climate change, and economic downturns it is important that we address resiliency within the CEDS plan. Creating a more economically resilient community will mean looking at the physical infrastructure as well as the diversity of businesses within the region. Many businesses never recover from a disaster which could have huge economic implications on the region. Supporting economic resiliency is important for the future development within the region, as well as the sustainability of current businesses.

Resiliency Actions

Community leaders already play an important role in building more resilient communities, as all four counties within the region have FEMA/SEMA approved Hazard Mitigation Plans adopted and in place. Each county also has EOM working with the implementation of each of these Hazard Mitigation Plans. For a more complete look at the local hazards planning documents you can see a complete list of actions identified for each county at www.loclg.org.

The CEDS Committee felt that participation and support of the Hazard Mitigation Plans is important and recognized community leaders that have the capacity and capability to implement the actions as identified in those plans. The CEDS committee therefore focused on identifying action items to build a more resilient community in regard to business and business support tools and activities.

Identified Actions

- 2.1 Provide assistance and support where needed on the implementation of the Hazard Mitigation plans within the region.
- 2.2 Educate local residents and businesses on resiliency planning.
- 2.3 Encourage broadband access and redundancies in availability of internet access for businesses that rely on a cloud based work structure.
- 2.4 Encourage business owners to provide a remote working environment in the event the standard office setting is not available.
- 2.5 Foster business development, recruitment, and entrepreneurs that can provide year round employment opportunities.
- 2.6 Working with local community groups and projects that support all seasons events throughout the year.
- 2.7 Provide educational opportunities for businesses to learn more about preparation and impacts of natural disasters on business planning.
- 2.8 In the event of a disaster seek financial support and services to help local businesses and residents finance the recovery.
- 2.9 Encourage continual improvements to infrastructure that provides resiliency and sustainability to important roads, bridges and community facilities, including water, wastewater, utilities, and broadband.

Workforce Strategy (3)

As identified in a 2013 Quality of Labor study, local employers rated ‘availability of job applicants’ as the lowest of 12 labor quality characteristic. Discussion of the region’s economy often includes mention of a perceived lack of qualified candidates. Anecdotes often include poor customer service skills. The issue of retaining a quality workforce is also raised in community conversations. As community leaders sought to craft a workforce strategy, efforts were made to include actions addressing all perceived shortcomings of the workforce and the quality of life in the region. Housing, broadband access, education, transportation, and environmental actions all work towards developing and maintaining quality workers.

Workforce Actions

Actions associated with this strategy have been organized based on the type of regional capital targeted. Human Capital focused actions are targeted at area high school students and areas workers. Social Capital targeted actions focus on creating sports programs to build a sense of community and building connections with partner organizations. Actions created to improve the region’s manufactured capital include transportation system improvements, rural broadband, and rental housing. Efforts to improve access to financing for septic repairs benefits the region’s Financial and Natural capital.

Identified Actions

3.1 Provide opportunities for area high school students to explore regional career opportunities through practical work experiences.

3.2 Encourage workers to actively improve their own job marketability.

3.3 Develop workforce training opportunities to enhance skills of existing workforce for retention and expansion of existing businesses.

3.4 Educate local students on local career opportunities.

3.5 Host workshops on customer service skills before the spring hiring season.

3.6 Continue regional support for community sports programs.

3.7 Partner with Central Region Workforce Investment Board on efforts to make the region more attractive to employers. (Example: Certified Work Ready Community program)

3.8 Improve transportation opportunities for rural areas workforce.

3.9 Promote housing targeted at permanent residences.

3.10 Encourage the development of rural broadband services.

3.11 Promote the creation, extension and connection of existing sidewalk networks.

3.12 Use “Placemaking” as an opportunity to attract professionals to the region, with an emphasis on the Art and Culture that are rich to the region.

3.13 Evaluate the workforce and the needs of employers within the region (Example: LOREDC Quality of Labor Study)

Financial Capital Strategy (4)

The financial capital strategy is three-fold, building financial strength and resources for business development while preserving the natural environment of the lake area as well as providing affordable development opportunities. Businesses need access to affordable capital funds to start and build a business. Tourism is a primary source of income to many of the local businesses and that means a clean healthy lake must be maintained in order to continue to attract the tourists to the region. Affordable housing allows homeowners to build equity and wealth while providing a home for their family. Rental housing is also needed to support the local workforce and community development within the region.

Financial Capital Actions

The CEDS Committee carefully included all these financial strategies and actions together as they felt they all went hand in hand and supporting future economic growth within the region. Developing a strategy that cross pollinates the business development, the tourist industry and the housing needs within the region was the goal in putting these actions together to support a stronger community.

Identified Actions

4.1 Engage SCORE and other economic development groups in educational activities and mentoring opportunities that share much needed information to start-up businesses.

4.2 Work with educational and economic development groups to provide important regulatory updates that may impact small businesses.

4.3 Support the local Certified Development Company in the promotion of available loan programs within the region.

4.4 Support the local Community Development Company in providing housing assistance to low income families.

4.5 Encourage community leaders to support affordable housing opportunities for both primary home purchases and rental units.

4.6 Continue to seek financial assistance to replace, repair and develop new infrastructure including water, wastewater, utilities, broadband and transportation important to the region for continued growth.

4.7 Provide technical assistance and project development assistance to communities in regard to public infrastructure, business financing, and other elements necessary to support new business development or business expansion.

4.8 Identify needs for additional capital investments and seek additional funding sources to fill the gap in high risk investment areas.

4.9 Continue to market and expand the LOCLG Revolving Loan Fund (RLF) within the region.

4.10 Promote opportunities for water preservation and conservation to protect our most valuable asset within the region, the lake.

Social Capital Strategy (5)

Trust is hard to build. Regional leaders felt there was little they could do, in way of a specific initiative, to develop trust and build connections within the region. However, they believed the development and implementation of the *Region Building* plan could serve as a catalyst to building trust. By developing a strong, regionally focused plan and soliciting feedback from a wide range of businesses and interest groups, trust can be created outside of those involved in the plan development. By seeking out broad-based support and involvement in plan implementation, new connections can be made within the business, education, and interest group communities. Actions included in *Region Building* are intended to be achievable and results-oriented to create buzz and generate community by-in. Community leaders also see an opportunity to build trust through out the region by boosting involvement in regularly occurring planning efforts. All four county hazard mitigation plans will be updated during the *Region Building* planning horizon. The region's Transportation Advisory Committee also prioritized transportation improvements on an annual basis. By purposefully involving new groups in the development and implementation of the *Region Building* plan, and through intentional involvement in regularly occurring planning activities, community leaders feel overall levels of social capital can grow to a point where larger, more detailed, projects may become more viable.

Social Capital Actions

Actions associated with this strategy is on building trust and enhancing the overall social capital within the region.

Identified Actions

- 5.1** Establish annual joint Transportation Advisory Committee meeting with the CEDS Committee meeting, offering training opportunities for the crossover of transportation infrastructure needs and economic development needs for the region.
- 5.2** Support and participate in meeting with local businesses to learn more about their needs and look for opportunities for providing support for local business retention and expansion.
- 5.3** Foster working groups and business relationships with existing entrepreneurs, schools, and economic development groups to increase cross-business development and workforce support.
- 5.4** Working with local business leaders and local schools to develop a robust internship program that will support local businesses with workforce needs.
- 5.5** Create networking opportunities for all the regional organizations that have a strong interest in economic development, providing educational opportunities to foster growth and potential new projects within the region.
- 5.6** Support networking opportunities for individuals, businesses, and other equity partners that are interested in providing business investment opportunities.

Chapter 5

Measuring Success

Is it Working, Measuring the Success of *Region Building*
People, Place and Progress

Measuring the success of the *Region Building* plan is very important to community leaders. Community participation is important to ensure progress is made in areas with the most impact. Additionally, regional leaders want to know if achievements related to various actions are having a meaningful and positive economic impact within the region.

Overall Performance Measures CEDS 2017

1. Number of Jobs Created.
2. Number of Jobs Retained.
3. Private Sector Investment.
4. Collaboration and support from both private and public sectors to support new economic growth within the region.

Strategies Performance Measures CEDS 2017

1. Entrepreneurism Strategy

- Increased number of programs available to potential entrepreneurs.
- Additional RLF monies available in the region.
- Expansion of broadband in areas with limited access.
- Technical assistance available to small business development opportunities.

2. Resiliency Strategy

- Continue to support the multi-jurisdictional Hazard Mitigation Plans throughout the region.
- Providing resiliency planning, training and technical assistance to communities with identified needs.

3. Workforce Strategy

- Increased marketability of workforce, with expectations of increased average annual income.
- Laclede County to complete the Certified Work Ready Community Program.

- Planning for a regional application for the Certified Work Ready Community Program for Camden, Miller and Morgan counties.
- Educational opportunities to local communities on placemaking and how to attract a diversified population to the region.

4. Financial Capital Strategy

- Additional RLF monies available in the region.
- Financial tools and education opportunities provided throughout the region.
- SCORE partnership with continued educational opportunities to existing businesses and start up business ventures.

5. Social Capital Strategy

- Expansion of crossover projects between organizations and support for each other projects.
- Business leaders communicating needs, and programs developed to support growth opportunities.
- Training opportunities to build leadership capacity within the region.

In this section, we identified the overall performance measures as well as the individual strategies performance measures for the region. In addition, we asked each of our planning partners and communities to specifically adopt actions that would impact their community or organization and were relevant to their individual missions. As we continue to implement the CEDS 2017, we will work with these communities and organizations to help meet the goals outlined in this document with support from both state and federal funding opportunities that become available.



Lake of the Ozarks Council of Local Governments

Comprehensive Economic Development Strategy 2017