



2024 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Camden, Laclede, Miller & Morgan Counties, Missouri



Adopted: April 28, 2025

Lake Ozark Council of Local Governments
www.loclg.org

Comprehensive Economic Development Strategy Lake of the Ozarks Council of Local Governments 2024-2028



Prepared for:

Economic Development Administration

This document was prepared under a financial assistance award (ED22DEN3020025) from the U.S. Economic Development Administration



Prepared by:

Lake of the Ozarks Council of Local Governments and
our CEDS Advisory Committee Members 2024

Lake of the Ozarks Council of Local Governments (LOCLG)

76 Chestnut Ave. Suite 101
P.O. Box 3553
Camdenton, MO 65020
Phone: 573-346-5692
www.loclg.org

Table of Contents

Introduction4

 Board of Directors 2024 5

 CEDS Strategy Committee 6

Background and Summary.....8

 Regional Overview 8

 County Overviews 10

 Regional Demographics 14

 Population Growth 14

 Age Dynamics 15

 Race and Ethnic 16

 Transient Population 16

Workforce & Economic Development17

 Workforce Development 17

 Workforce..... 17

 Regional Jobs 18

 Seasonal Employment 18

 Unemployment..... 19

 Child Care 20

 Industry Clusters Identified 21

Economic Characteristics.....26

 Economics..... 26

 Household Income 27

 Poverty 29

 Housing..... 30

 Education..... 35

 Healthcare 43

 Agriculture 48

 Tourism..... 49

 Economic Development Organizations 53

Environmental and Cultural Resources.....	60
Water Recreation	60
Public Land	60
State Parks	61
Conservation Area	63
Caves	64
Wildlife	65
Historic Districts and Structures	66
Infrastructure	67
Transportation.....	67
Airport	71
Railway	72
Broadband	72
Equity	73
Economic and Climate Resilience.....	75
Economic Resilience.....	75
Climate Resilience	76
SWOT of the Region	77
Vision	79
(Strategic Direction and Action Plan)	79
Goals & Objectives	79
Strategies and Action Plan.....	83
Goal 1: Workforce.....	84
Goal 2: Housing	89
Goal 3: Business Growth	94
Goal 4: Infrastructure.....	99
Goal 5: Quality of Life.....	105
Goal 6: Tourism	110
Appendix	115

Introduction

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 encompasses 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 128,284 (2023 US Census Population Estimates). 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 the USDA provides communities with the opportunity for an additional 10 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 principal 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 2024 CEDS planning process. There were several areas of concern, including workforce housing, workforce development, transportation, and the cyclical nature of the tourism industry which are expounded on in this revision of the CEDS.

There is a strong manufacturing base in Laclede County that has outpaced the rest of the region's job growth in manufacturing. Miller County's manufacturing footprint includes automotive parts and a new window factory that announced a sizeable expansion in 2024 just five years after opening its doors in 2019. Both have been a key focus for employee and business recruitment for the State of Missouri. Miller County could emphasize the available opportunities in conjunction with the state's initiatives. Morgan County's largest employment base was in the retail sector.

The CEDS committee developed six goals that represent key components for future growth in the Lake area. Goals and objectives emphasizing the unique needs for each segment of the region have been defined. Along with the regional goals, we identified the community capital available within the region including workforce, housing, business growth, infrastructure and quality of life. The implementation of the CEDS plan incorporates the region's capital resources to meet the defined goals.

The CEDS is updated every five years to comply with the EDA guidelines. The previous version of the LOCLG CEDS was completed and adopted in 2022. In the interim, an annual performance report is sent to the EDA documenting 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.

Additionally, to align with the efforts of the Missouri Department of Economic Development, an updated version of our CEDS to cover 2024-2028 began in 2024. A draft was completed in March 2025 and circulated for comments amongst the CEDS stakeholders and community. All comments were evaluated and included where appropriate in the documents. In April 2025, the CEDS committee and the LOCLG staff completed the revisions and shared the final 2024 CEDS document with the LOCLG Board of Directors for review and formal adoption. Communities and economic development organizations within the region were encouraged to adopt the 2024 CEDS. The process was finalized in early 2025 with a spring submission of the new updates to **be sent to EDA no later than April 30, 2025.**

Board of Directors 2024

Lake of the Ozarks Council of Local Governments (LOCLG) continues to see changes in the makeup of its Board of Directors, as yearly elections impact on our government representatives. LOCLG regularly engages newly elected officials to make sure that we have a dedicated and active Board of Directors. In addition to the elected officials, we also have non-government representatives and key stakeholders as participants on our Board. As the submission of this CEDS 2024 this is the current list of our governing body, Board of Directors 2024.

A copy of the 2024 CEDS will be made available to all members, counties and cities in the Lake of the Ozark Council of Local Government region as local developers and other interested groups/individuals. Information on the final 2024 CEDS adoption process is in the appendices.



Government Representatives - *Persons representing general purpose units of government, this includes elected officials such as county commissioners, mayors, city/town council members, tribal chairman, and/or tribal council members. Any employee of a general-purpose unit of government may be appointed to serve on the board in this capacity.*

Name	Jurisdiction	Position
Ike Skelton	Camden County	Presiding Commissioner
Randy Angst	Laclede County	Presiding Commissioner
Kevin Cardwell	Miller County	Presiding Commissioner
Tony Stephens	Morgan County	Presiding Commissioner
Jeff Hooker	City of Camdenton	City Administrator
Patricia Crockett	City of Eldon	Alderman
Harrison Fry	City of Lake Ozark	City Administrator
Hugh Smith	City of Laurie	Mayor
Jeff Davis	City of Linn Creek	Mayor
Chuck Jordan	City of Lebanon	Alderman
Michael Harmison	City of Osage Beach	Mayor
Victoria Harris	City of Phillipsburg	Mayor
Susan Schneider	City of Sunrise Beach	Mayor
Jamie Morrow	City of Versailles	Mayor
Tony Baldridge	Village of Four Seasons	Board Trustee President

Organization Representatives: *Stakeholder Organization Representative includes four subcategories including Chamber of Commerce Executive Director, Post-Secondary Education, Workforce Development Groups, and Labor Groups. There must be at least one representative from any (not necessarily each) of the subcategories.*

Name	Organization	Position
K.C Cloke	Camdenton Area Chamber	Executive Director
Heather Brown	Convention & Visitor Bureau	Executive Director
Matt Kostelnik	Eldon Chamber	Executive Director
Morgan Crainshaw	Lake Area Chamber	Executive Director
Mike Koenigsman	Lake West Chamber	Executive Director
Ashley Mahan	Lebanon Area Chamber	Executive Director
Brian Thompson	Lebanon-REDI	President/CEO
Dina Dunklee	Versailles Chamber	Executive Director

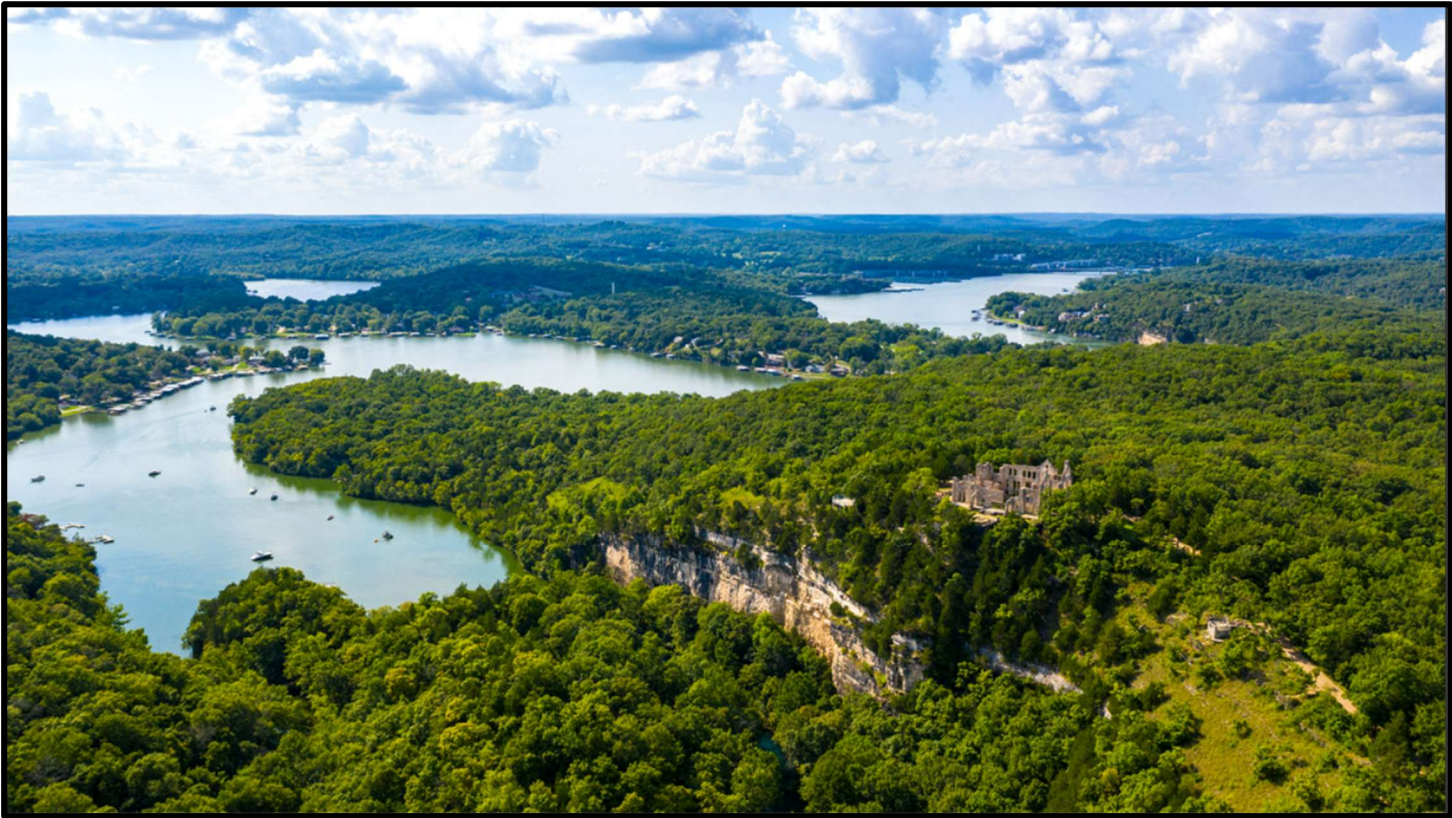
Camden County Representation = 8
 Laclede County Representation = 5
 Miller County Representation = 5
 Morgan County Representation = 5

CEDS Strategy Committee

The CEDS Strategy Committee meets on a regular basis throughout the calendar year. Meetings are held both in person and virtually to provide more opportunities for committee member participation. Each meeting focused on specific components of Economic Development and Strategic Opportunities that the committee wanted to explore and include in the CEDS. The following sections detail CEDS meetings held from 2023-2025. Also listed are stakeholders who have had some level of participation with the CEDS Strategy Committee through a variety of means (meeting attendance, feedback contribution, email correspondence, etc.)

Meeting Dates and Locations

Date	Location
April 4, 2023	Camdenton City Hall
August 21, 2023	Osage Beach City Hall
September 11, 2023	Zoom
October 16, 2023	Zoom
March 7, 2024	Zoom
May 20, 2024	Camdenton City Hall
December 16, 2024	Camdenton City Hall with Zoom option
January 27, 2025	Camdenton Chamber with Zoom option
March 17, 2025	Camdenton City Hall with Zoom option



CEDS Strategy Committee Members

The CEDS Committee is made up of both private sector representatives and representatives of other economic interests.

Private Sector Representatives: Any Senior Management official or executive holding key decision-making position, with respect to any for-profit enterprise.

Representatives of Other Economic Interests: 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	Company/Jurisdiction	Position
Amy Jackson	State Fair Community College	Executive Director
Dr. Ashley Brown, EDD	MU Extension	Economic Development Specialist
Ashley Mahan	Lebanon Area Chamber	Executive Director
Brendan Dungan	Missouri DED	Project Manager
Brian Lehman	Morgan County	Commissioner
Brian Thompson	Lebanon-REDI	Executive Director
Chris Foster	Rock Island Village	Business Owner
Chuck Jordan	City of Lebanon	Alderman
Corey ten Bense	Co-Mo Electric Co-Op, Inc.	Vice President of Engagement & Business Services
Danielle Glover	Village of Four Seasons	
Devin Lake	City of Osage Beach	City Administrator
Dina Dunklee	Versailles Area Chamber	Executive Director
Don Abbett	Miller County	Commissioner
Harrison Fry	City of Lake Ozark	City Administrator
Heather Brown	Convention & Visitor Bureau	Executive Director
Ike Skelton	Camden County	Presiding Commissioner
Jamie Morrow	City of Versailles	Mayor
Jeff Davis	City of Linn Creek	Mayor
Jeff Hooker	City of Camdenton	City Administrator
Jennifer Presberry	Co-Mo Electric Co-Op, Inc.	Economic Development Specialist
Jill Durnin	Lake Career and Technical Center	Director
K.C. Cloke	Camdenton Area Chamber	Executive Director
Kelly Asbury	State Fair Community College	Director, Small Business Development Center
Kevin Cardwell	Miller County	Presiding Commissioner
Lance Smith	Laurie Care Center	Administrator
Lori Hoelscher	Ameren UE	Regional Account Executive
Matt Davis	Eldon School District	Superintendent
Matt Kostelnik	Eldon Chamber	Executive Director
Matt Schrimpf	Berkshire Hathaway	Co-Owner/Realtor
Mike Koenigsman	Lake West Chamber	Executive Director
Mitch Rademan	Missouri DED	Project Manager
Morgan Crainshaw	Lake Area Chamber	Executive Director
Paige Jones	MO SBDC at State Fair Community College	Business Consultant
Patricia Crockett	City of Eldon	Alderman
Randy Angst	Laclede County	Presiding Commissioner
Samantha Skidmore	City of Linn Creek	City Clerk
Susan Schneider	City of Sunrise Beach	Mayor
Tom McNeill	Lake West Chamber	Board President
Tony Baldridge	Village of Four Seasons	Chairman
Trevor Vernon	City of Eldon	Mayor

Background and Summary

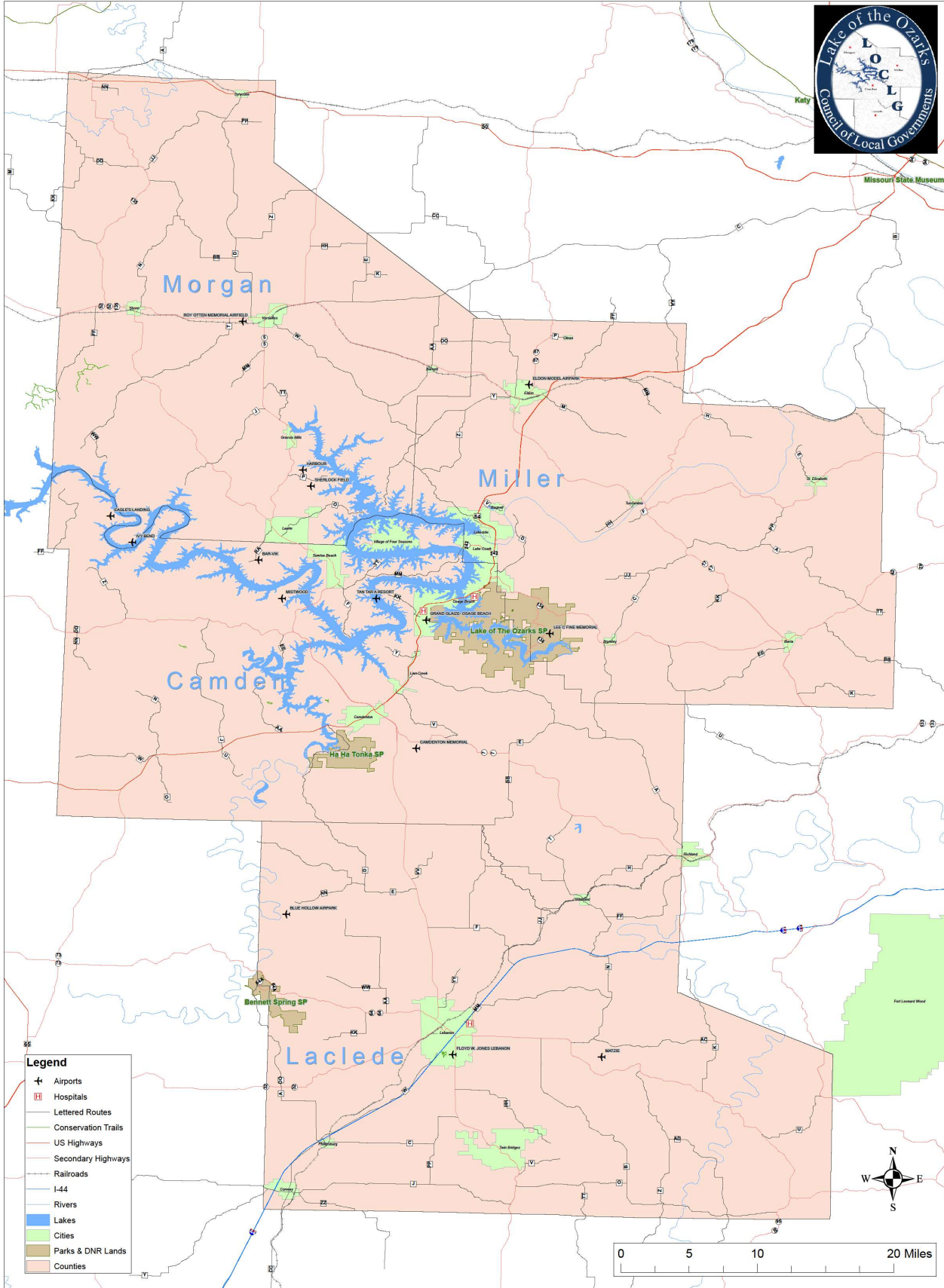
Regional Overview

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 15 years. Fortunately, one thing has stayed constant: the scenic waterway that is the source of all 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 has distinct seasonal and annual nuances. The seasonal economy consists primarily of Retail Trade and Accommodations/Food 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. The Health Care and Construction related industries drive the region's annual economy. 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.



Lake of the Ozarks Council of Local Governments



County Overviews

Camden County

Camden County is the largest county in the LOCLG region 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. Two of the area communities were ranked in the top 20 best in the state according to *NICHE* with Village of the Four Seasons listed as number five. Camden County has the strongest economic base in the region with income levels close to the state average and educational attainment experienced significant increase in residents with higher level degrees.











The primary industry driving the increase in employment was tourism to include outdoor tourism businesses such as boating, fishing and hiking along with the necessary support businesses. Drawing up to 13 million visitors to the four-county area, tourism provided the necessary revenue streams to maintain businesses and increase the number of available jobs. The willingness of the local workforce to fill the available jobs provides a positive reflection of the community.

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 maintained historic growth, while tourism had declined over the past decade, the economic impact of COVID-19 increased tourism to record setting levels.

One asset benefiting the entrepreneurial ecosystem in Camden County is the Missouri Small Business Development Center at the St. Fair Community College campus in Osage Beach. Camden County offers several advantages that contribute to its appeal and quality of life. One of the most notable is the absence of county taxes, which helps to reduce the financial burden on residents and businesses alike. The county is also home to superior school districts, ensuring that families have access to quality education options. Furthermore, the county enjoys relatively mild weather conditions, with moderate temperatures that are attractive to both residents and visitors. These factors, combined with their other strengths, make Camden County an even more desirable place to live, work, and retire.

Camden County Demographic Profile

 Population & People Total Population 43,416	 Income Median Household Income \$62,927	 Housing Total Housing Units 39,839
 Health Without Healthcare Coverage 11.6%	 Business & Economy Total Businesses 1,553	 Families Total Households 17,170
 Employment Employment Rate 43.3%	 Education Bachelor's Degree or Higher 24.5%	



Laclede County

Laclede County is the second largest county in terms of population size with 36,680 residents per the US Census 2023 Population Estimate. Laclede County is ranked 32nd largest county by population in Missouri.

The total number of jobs in the county grew from 2015 to 2019 and then suffered from the effects of the COVID-19 pandemic, much like the rest of the country. Due to several factors, including growth in the marine products sector, the county regained many of its jobs increasing from 13,256 jobs in 2020 to 14,196 jobs in 2022 (slightly higher than pre-COVID levels of 2019).



As noted, the county’s main economic driver has historically been the manufacturing sector, with nearly 25 percent of its workforce employed in manufacturing sector jobs. Lebanon has established itself as the “Aluminum Fishing Boat Capital of the World,” with as many as 50,000 boats produced annually as several manufacturers during peak production years. Other large industry sectors include retail and health care, both of which have seen a multitude of growth in recent years.









Partnerships between key stakeholder groups such as the Lebanon Area Chamber of Commerce, Lebanon Regional Economic Development, Inc. (REDI), City of Lebanon, Lebanon Missouri Main Street, among others has been crucial to the county’s success. Another asset is the Ozarks Technical Community College campus in Lebanon which offers residents local access to higher education opportunities.

The City of Lebanon is the county’s largest community with a 2023 estimated population of 15,429. The city has been aggressive in the last decade to diversify its offerings with additional national and local retail options opening in recent years.

The city’s downtown area has seen much growth in recent years due to a focused approach to downtown revitalization. Utilizing the Missouri Main Street program, a new not-for-profit organization – Lebanon Missouri Main Street, Inc. - was formed to drive efforts in the downtown portion of the community. The organization employs an executive director to lead the efforts.

Other communities within Laclede County include Conway, Stoutland, and the village of Phillipsburg. Despite their small size, the communities are full of assets including the school districts in Conway and Stoutland and the tourist attraction of Redmon’s in Phillipsburg.

Laclede County Demographic Profile

 Population & People Total Population 36,245	 Income Median Household Income \$50,825	 Housing Total Housing Units 15,951
 Health Without Healthcare Coverage 11.2%	 Business & Economy Total Businesses 737	 Families Total Households 14,453
 Employment Employment Rate 47.1%	 Education Bachelor's Degree or Higher 15.7%	



Miller County

Miller County is the third largest county in the region. Miller County is ranked the 42nd largest county in Missouri. The county experienced the slowest population growth in the region and has experienced a significant decline in young adults over the last two decades. On the upside the county had a labor force participation rate at 59.0% and an unemployment rate of 3.1% for 2023, ranking second and first respectively in those data categories as compared to the other three lake area counties.











Miller County is a similar story in terms of job creation to its surrounding counties. Through 2015 to 2019 Miller County ended with a high of 7,079 jobs with steady growth throughout. Though as COVID-19 hit the county job count dropped to 6,826 jobs. The county has since rebounded with a 2022 tally of 7,767 jobs.

Industry data indicates that the strongest sector in terms of jobs is retail, followed by educational services and information firms. Other economic driver sectors include construction, manufacturing, and health care.

Quaker Windows and Doors has served as a key economic driver for Miller County. In 2024, the company announced the groundbreaking of its Phase III facility, which will add 300,000 square feet to the existing 450,000 square foot building. The expansion will feature a state-of-the-art vertical paint line and enhance the company’s insulating glass production capabilities.

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

Miller County Demographic Profile

 Population & People Total Population 25,081	 Income Median Household Income \$55,172	 Housing Total Housing Units 12,508
 Health Without Healthcare Coverage 10.9%	 Business & Economy Total Businesses 730	 Families Total Households 10,034
 Employment Employment Rate 46.9%	 Education Bachelor's Degree or Higher 21.0%	



Morgan County









Morgan County is the smallest in the region in terms of population. Morgan County is ranked the 52nd largest county in Missouri out of 114 total counties. 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.

Morgan county’s trend in jobs shifted through the 5-year period of 2015 to 2020. n 2017 the county lost more than 400 jobs from the prior year. Between the years 2018-19 jobs greatly rose to a peak of 4,356. After a loss during the 2020 COVID pandemic, Morgan County has rebounded to 4,590 jobs as of 2022.



Morgan County is home to the region’s largest Agriculture, Forestry, Fishing and Hunting cluster, with nearly twice as many establishments in that sector as the next closest county. Northern and Central Morgan County are home to a large Mennonite community with business establishments that include Martin Metal, BioMass Energy Techniques, Frontier Metal, Jasper Manufacturing, Nutra Ag. Zimmerman High Tunnels and Greenhouse Manufacturing, Loganbill Fertilizer, and many Mennonite markets to name just a few of the business enterprises in our area. Versailles Industrial Park houses Gates Rubber Company, Aluminum Screen Builders, Wilbert Vault and soon to open, Baths in a Day. Stover, located in western Morgan County, has the Stover Mill and Missouri Goldfish Hatchery. Southern Morgan County encompasses The Lake of the Ozarks, the Ozark International Speedway and two off-road courses, the Loop and the LOTO, boosting the tourism trade in our area. Manufacturing, construction, retail trade, and food service sectors are the biggest economic drivers in the county.

Morgan County Demographic Profile

 Population & People Total Population 21,430	 Income Median Household Income \$49,663	 Housing Total Housing Units 15,161
 Health Without Healthcare Coverage 24.6%	 Business & Economy Total Businesses 539	 Families Total Households 8,216
 Employment Employment Rate 38.4%	 Education Bachelor's Degree or Higher 14.9%	



Regional Demographics

The lake of the Ozarks Region consists of four counties located in central Missouri. The area covers 2,684 square miles and has more lake water frontage than the entire coastline of California. Information regarding individual counties and additional data can be found in Appendixes.

Population Growth

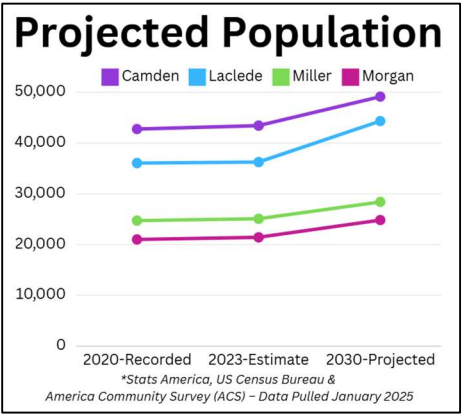
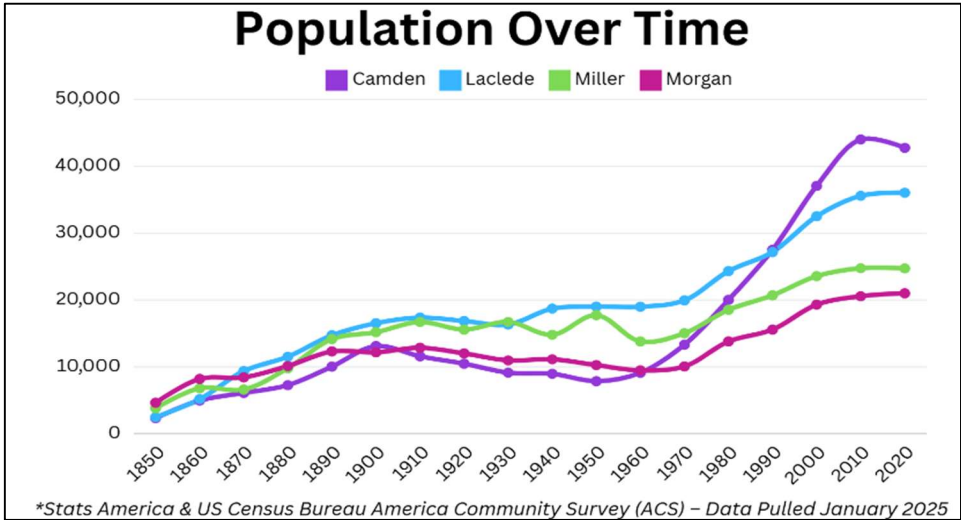
Population growth in the Lake of the Ozarks region during the 20th century was stagnant to declining for much of the first half of the period. This stagnation or decline occurred because of a generally sluggish economic climate in rural Missouri through the early part of the century and a shift away from an agricultural region to a tourist or retiree destination in Camden, Miller, and Morgan Counties. Beginning in 1960, the region’s population began to shift strongly upward due to the development of the area around the Lake of the Ozarks. Between 1960 and 1990, all four counties increased in population by at least 40 percent. The rate of growth continued at a slightly lower yet significant pace between 1990 and 2023.

Population in 2023	
Camden County	43,416
Laclede County	36,245
Miller County	25,801
Morgan Couty	21,430
LOCLG Region	126,172

Data from the 2020 Census showed that the Lake of the Ozarks four-county region largely stayed even with modest growth in Laclede and Morgan counties negated regionally by population losses in Camden and Miller counties. Locally, there was an assumption that population was under-reported in these two counties due to the Census collection timing falling in the peak of the COVID-19 pandemic. Record new housing starts, home sales, and solid to growing tax revenues support the assumption. The more rural areas within the region are seeing the population decline as the younger population moves to more urban areas. A look at the US Census 2023 Population Estimate provides a more realistic data snapshot with growth captured in all four counties covered by Lake of the Ozarks Council of Governments.

The chart below shows the Lake of the Ozarks region’s population growth over the last decade, up to the most recent US Census Bureau American Community Survey Population Estimates for 2023. 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 graph shows the degree of population growth in various portions of the region

from 1850 to our most recent Census in 2020.

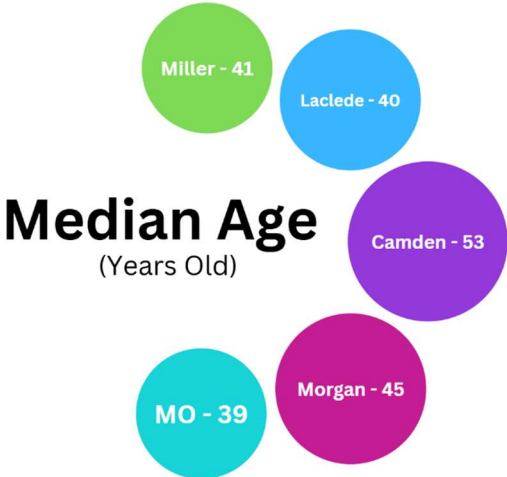


Age Dynamics

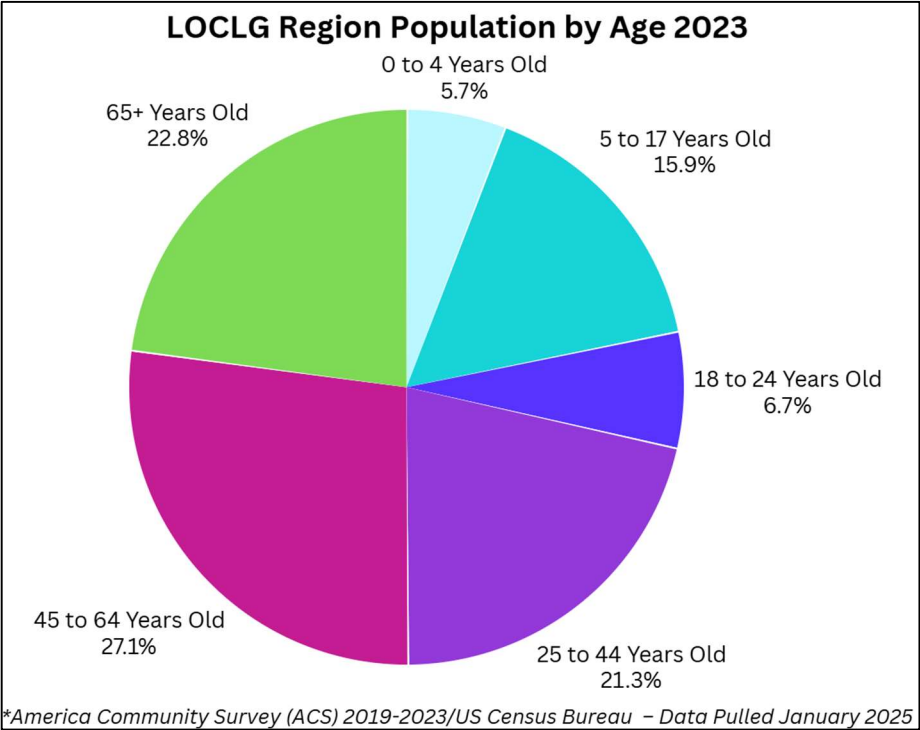
In addition to population trends, it is also relevant to look at age dynamics. It is generally considered helpful to have a relatively large share of young adults combined with a good portion of experienced adults. Having a high share of 15 to 24-year-olds can be a good source of long-term human capital, 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.

For the LOCLG region, when looking at the chart below, the first thing to notice is the high ratio of residents older than 65-years-old in the region. Collectively, this age group is over 5% percent higher than the state average with the highest gap in Camden County (30.5% versus the state’s 17.5%). The median age for the region is also over the state median age in all counties, with Camden showing the highest median age.

The region attracts a lot of individuals that choose to retire in our communities. These retirees are former entrepreneurs, business executives, account executives, marketing professionals, senior partners and Military Veterans. 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 investment resources is a strength for a community pursuing growth through entrepreneurship. However, 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 for education and investment on the part of both public and private entities.



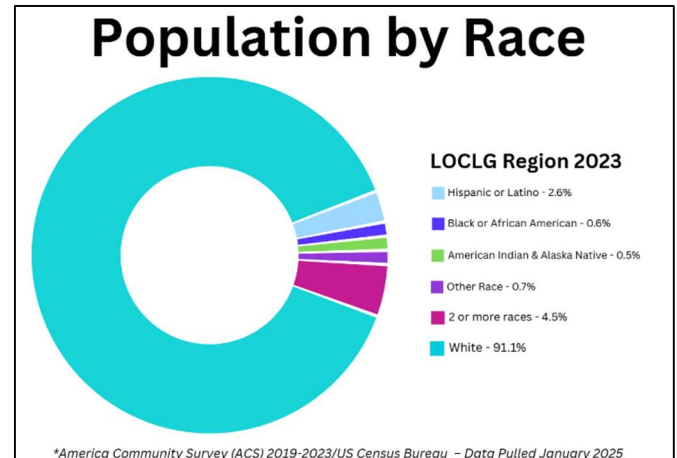
**America Community Survey (ACS) 2019-2023/US Census Bureau – Data Pulled January 2025*



This diversity in age structure shapes community needs, influencing everything from healthcare services to educational planning, and highlights the importance of tailored policies to support both younger families and the growing retirement community.

Race and Ethnic

The racial and ethnic composition of the region is predominantly white, with over 90% of residents in each county identifying as such. Minority communities—including Hispanic/Latino, Black, Asian, and multiracial groups—make up a relatively small percentage of the population. Although there have been gradual increases in diversity over recent years, the overall demographic remains less varied compared to state and national figures. This longstanding homogeneity reflects historical settlement patterns while also suggesting opportunities to foster further cultural enrichment and inclusion within the community.



Transient Population

The Lake of the Ozarks stands as a dynamic region where transient population patterns shape daily life and drive significant economic potential. Each year, thousands of seasonal homeowners, tourists, and part-time residents converge on the area, attracted by its scenic beauty, abundant recreational opportunities, and vibrant local culture. With seasonal properties numbering between 15,000 and 25,000 across Camden, Miller, Morgan, and Laclede counties creating high housing vacancy rates. While this influx is vital to the local economy, it also presents a clear opportunity to transition seasonal appeal into lasting community strength.

The region’s advantages are evident. Robust tourism attracts millions of visitors each year, energizing local retail, dining, and entertainment sectors. The strong demand for vacation homes has helped sustain healthy property values, and the natural amenities—from boating and fishing to extensive scenic trails—contribute to an unparalleled quality of life. Yet, these strengths are accompanied by notable challenges. Infrastructure is severely tested during peak seasons, with utilities such as water and sewer systems operating at two to three times their off-season capacity. Traffic congestion and parking shortages are frequent, and the strain on public services becomes acute. Additionally, the scarcity of affordable workforce housing is a growing concern; median home prices in Camden County now exceed \$400,000, making it difficult for essential workers to secure permanent residences. Seasonal fluctuations also disrupt healthcare delivery, leaving segments of the community underserved and contributing to economic uncertainty for local businesses during quieter periods.

These challenges, however, offer a gateway to sustainable growth. Building affordable workforce housing to offer full-time residences could stabilize the local economy by creating a consistent consumer base and reliable tax revenue stream. Upgrading infrastructure for year-round use would ensure that public investments yield maximum returns. Expanding healthcare services would further enhance the region’s appeal to long-term residents, ensuring that both young families and retirees have access to essential care.

Current data indicates that, with 15,000 to 25,000 seasonal properties and an assumed occupancy of two to three individuals per home, the transient population during peak seasons ranges from 30,000 to 75,000. This figure far exceeds the number of permanent residents, underscoring the potential for demographic transformation. By addressing these critical areas, the Lake of the Ozarks can evolve from a predominantly seasonal destination into a vibrant, year-round community, securing enduring economic and social benefits for residents and businesses alike.

Workforce & Economic Development

Workforce Development

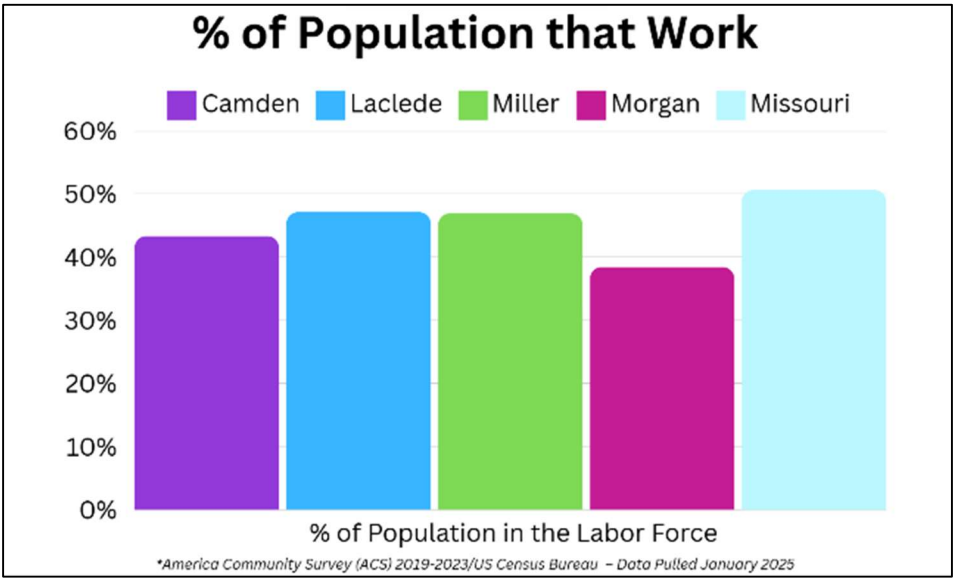
Workforce

The Lake of the Ozarks region, consisting of four counties, is home to 53,093 workers, with 44,760 residing locally and 5,527 commuting from outside the area. The region’s workforce is diverse, with various industries providing employment opportunities. Notably, each county has its own sheltered workshop, offering strong support for people with disabilities.

Education is a key driver of workforce development in the region, with local school districts forming strong partnerships with employers. These collaborations have led to the growth of advisory councils, mentorships, internships, and workforce development programs such as JAG, GoCAPS, FBLA, and Career Center offerings, helping to prepare students for local job markets. The relationship between employers and educational institutions has strengthened significantly, directly addressing workforce needs.

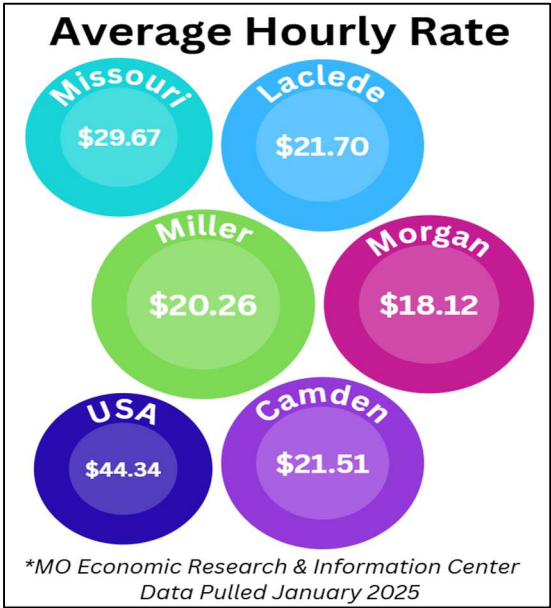
A major milestone for the region is the certification of Camden, Laclede, and Morgan counties as "Work Ready Communities," with Miller County close to completing the certification as well. Once Miller County achieves this status, the entire region will be recognized as a Work Ready Community. This certification reflects the collective efforts of employers, educators, and local economic development organizations in improving workforce readiness. The region offers ACT WorkKeys testing to build quality workforce.

Workforce development remains a top priority for regional economic development groups, and the region continues to make positive strides in addressing workforce challenges. Local committees and events dedicated to finding solutions have played a significant role in this ongoing progress.



Regional Jobs

The Lake of the Ozarks Region is home to more than 3,529 employers. These employers paid over 1.5 billion dollars in payroll expenses during 2022. Camden County also holds almost half of these establishments alone. Breakdown of the counties can be found in the Employer: 2022 Table to the right.



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 business has been successful in many rural areas across the county. Focusing on support for startups and new businesses and creating a culture that supports entrepreneurship needs to be a part of the region’s overall strategy for economic growth and job creation.

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 seasonal business environment increases costs for business due to high turnover, increased training, and inefficient workforce due to inexperience. There is also an impact on the short- and long-term rental housing businesses since several units remain unoccupied during the fall and winter months.

Employers: 2022		
	Total Employer Establishments	Total Annual Payroll
Camden	1,533	\$ 671,839,000
Laclede	737	\$ 511,777,000
Miller	730	\$ 251,438,000
Morgan	529	\$ 111,946,000
LOCLG	3,529	\$ 1,547,000,000

**2022 US Census*

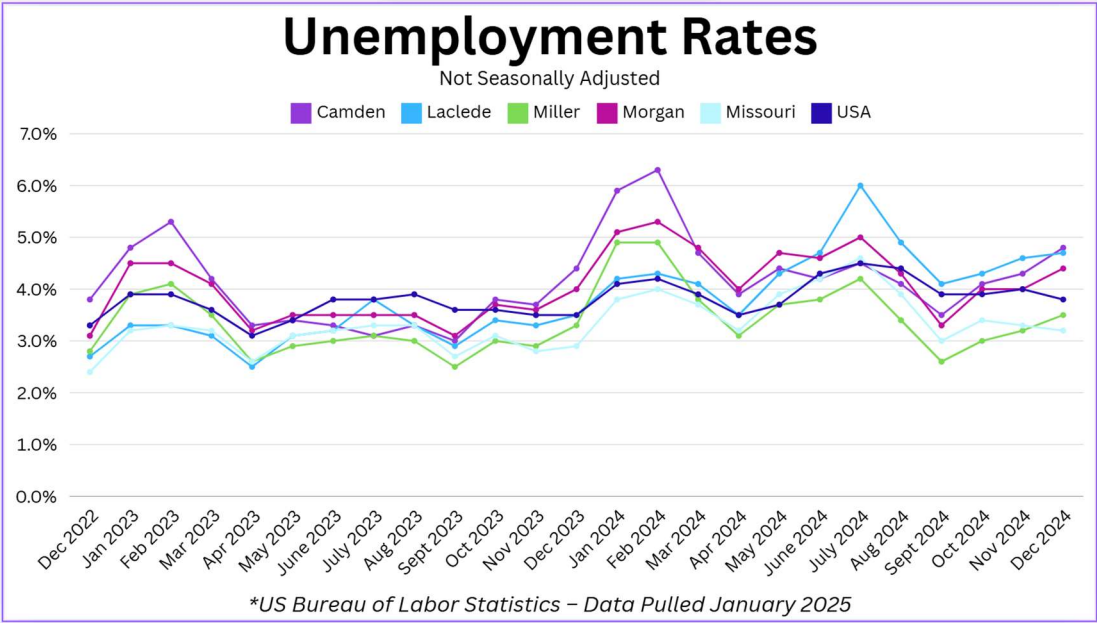
The average hourly rate paid for the region is less than half the national average. The region’s employers also pay on average 2/3rds of the Missouri average.

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.

Overall, the data provides strong evidence for the view that small and medium sized businesses are the main job providers and

Unemployment

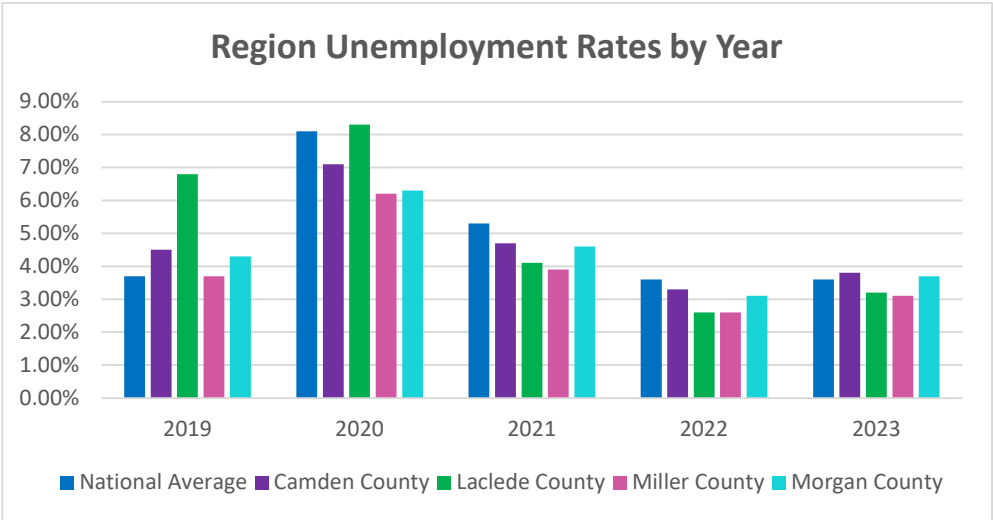
Another aspect of the economic landscape is the region's unemployment rates. If unemployment rates are high and businesses are hesitant to hire, it is likely to have an adverse effect on a region's ability to attract new talent and retain current unemployed and underemployed residents. The unemployment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



From 2020-23, the LOCLG region has had an average unemployment rate that is consistent with the national average and slightly higher than the Missouri average. This would indicate a solid recovery from the downturn that was caused by the COVID-19 pandemic nationwide.

Among counties in 2023, there was very little deviation in the average unemployment rates, ranging from 3.1% Miller to 3.2% Laclede, to 3.8% Camden, and 3.7% Morgan. In the past five years, the region has made significant strides in decreasing the gap between its rate and the state’s tally. In 2012, the national rate was almost 4% lower than the region's 11.8%; while in 2023, the Lake of the Ozarks COG region was 1/10th of a percent lower than the national average (3.5% vs. 3.6%). 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, as well as the state and national averages. Each year is broken into months to help show the seasonality of the region’s employment.



Child Care

Childcare availability is a powerful determinant of workforce participation in the Lake of the Ozarks region. Current data indicate a shortfall of licensed childcare slots relative to demand—an issue that forces parents, especially mothers, to reduce work hours or leave the labor force. In central Missouri’s Lake of the Ozarks region, the labor force depends heavily on parents of young children. Employers need a steady supply of workers, yet many prospective employees remain sidelined by childcare barriers.

Many parts of the Lake of the Ozarks region qualify as “childcare deserts,” where there are more than three children for every available licensed childcare slot. Local estimates indicate that coverage rates range from around 40–70% of demand, leaving a substantial percentage of children without a reliable care arrangement. Informal care (relatives, neighbors, or unlicensed providers) fills some gaps, but it is often inconsistent and unregulated, increasing the likelihood that parents will miss work due to breakdowns in care.

Shortages of licensed slots force parents, especially those with infants and toddlers, to make difficult choices about work. Surveys by the Missouri Chamber of Commerce report that nearly 30% of working parents in the state have left or not taken a job due to childcare problems in the past year. Local employers confirm similar trends, with many losing young staff members unable to secure dependable care. As a result, job vacancy rates remain elevated, and labor force participation in some of the region’s counties lags behind state averages. The tourism and hospitality sectors often require evening or weekend shifts, yet the region has almost no options for non-traditional hours’ childcare.

Even when slots exist, the high cost of care presents a major hurdle. Infant care in Missouri averages around \$700 per month, which can exceed 15% of a family’s income in lower-wage jobs. Many parents opt to reduce work hours or leave the workforce rather than bear these costs. Providers also note that subsidy reimbursement rates may be insufficient to cover operational costs, which is another factor limiting overall capacity.

The region’s employers frequently cite the childcare shortage as a key hiring and retention issue. When parents cannot find stable arrangements for their children, absenteeism rises, turnover spikes, and productivity declines. Efforts to expand the local economy or attract new businesses face additional hurdles if prospective workers cannot secure childcare. Without robust solutions, the Lake of the Ozarks region risks perpetuating a cycle of unfilled jobs, reduced family incomes, and stalled growth.

Quality early childhood programs lead to better educational outcomes, which ultimately create a more skilled labor pool. A focus on childcare in relationship to workforce participation, offers broader economic gains of adequate childcare extend for decades, underscoring why childcare should be treated as central to workforce development strategies.

By investing in and prioritizing childcare within the region as a part of the workforce infrastructure, local leaders can reduce barriers to employment, elevate the earning potential of families, and strengthen the community’s overall economic fabric.

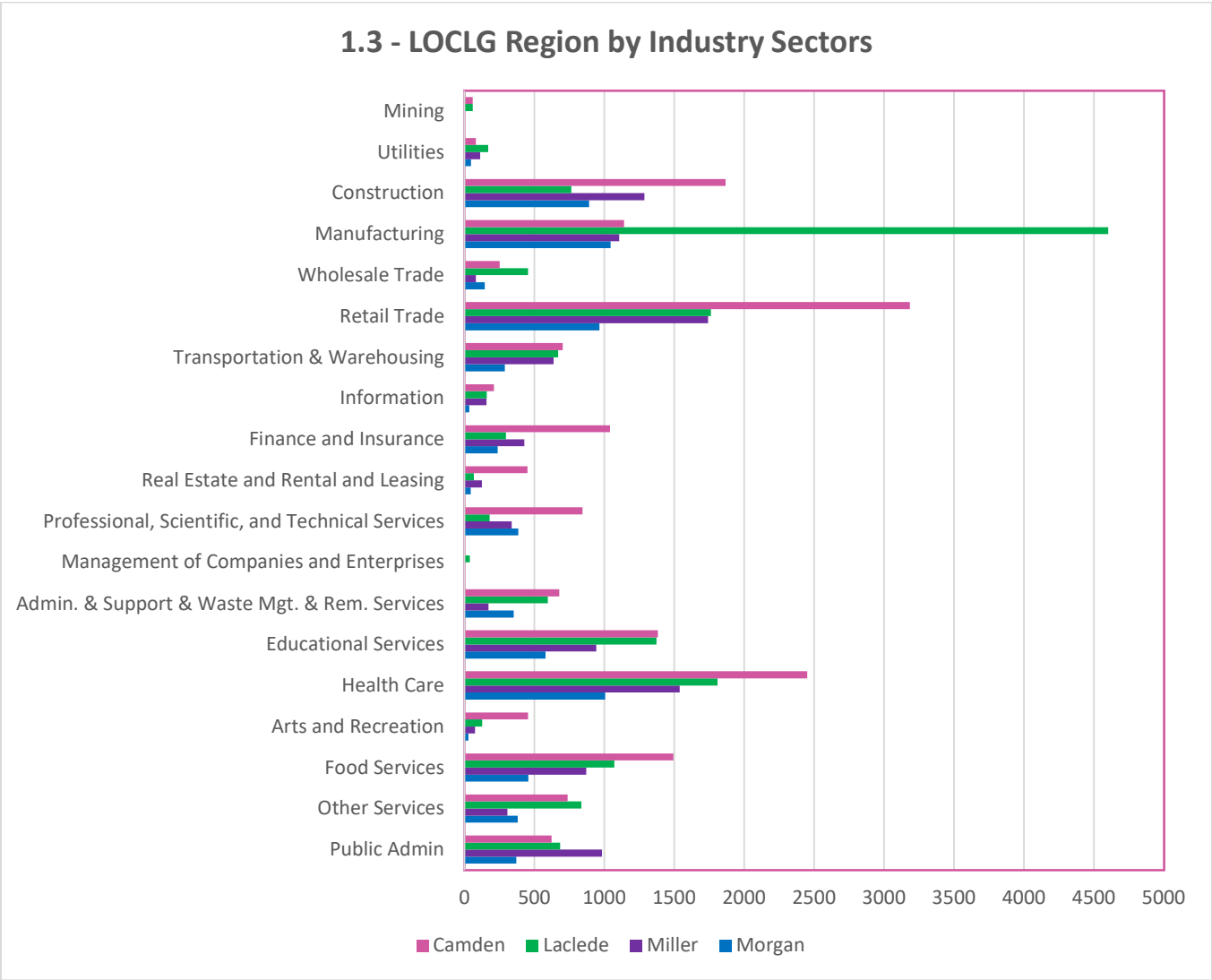
Child Care Data

	# of Facilities	Capacity	Population Under 5	% of Households with Children (Under 5) With a Parent not in the Workforce
Camden	15	785	1,938	31%
Laclede	12	521	2,356	40%
Miller	19	607	1,497	26%
Morgan	4	200	1,401	60%
LOCLG	50	2,113	7,192	38%
Missouri			359,915	29%

*Source DESE, Stats America & US Census

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) Retail (3) Health Care and (4) Construction.

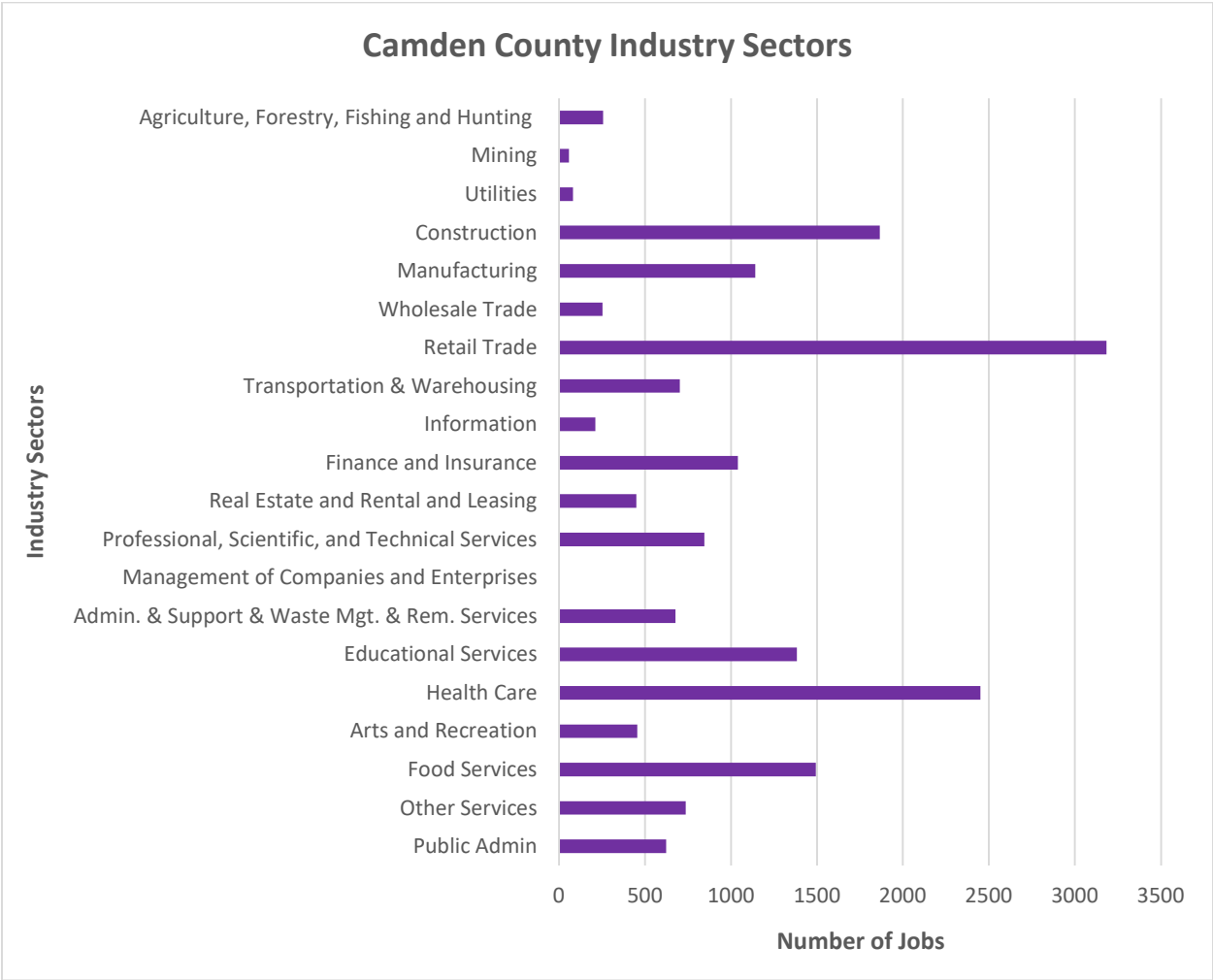


**US Census Bureau, 2023 American Community Survey – Data pulled December 2024*

Camden County

As of 2023 Camden County had a total of 17,917 jobs. The top three industry sectors, (1) Retail Trade; (2) Health Care and Social Assistance; and (3) Construction made up 41.9% 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 (44,044) and as a result leads the region in several other industry sectors as well.

The Health Care cluster in Camden County is centered on the Lake Regional Health System, with their primary campus in Osage Beach. Camden County is also the retail hub of the region, anchored by numerous national retail developments. 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, Margaritaville, and Old Kinderhook), as well as a plethora of dining options.



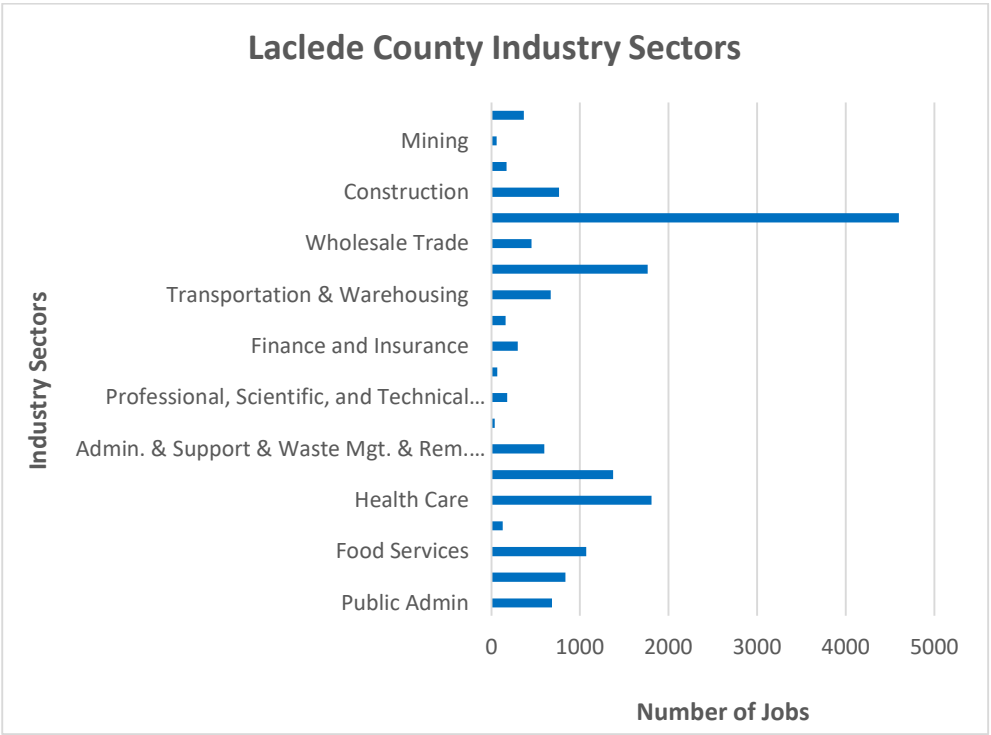
**US Census Bureau, 2023 American Community Survey – Data pulled December 2024*

Laclede County

As of the 2023 American Community Survey, Laclede County had a total of 16,096 jobs. Its largest sector, manufacturing, is also the largest cluster of any kind throughout the region, with 4,601 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 in addition to multiple supplier operations.

Laclede County is the home of the region's largest Wholesale Trade sector, undoubtedly anchored by its strong manufacturing presence. Laclede County has the second largest population (36,680) in the region and is also second in number of jobs in many industry sectors.

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 manufacturers 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. With the change in outdoor recreational activities since 2020, the demand for related consumer goods has increased. The boat manufacturing businesses ran at peak capacity for several years before a slowdown in 2023-24. Another major manufacturer in Laclede County that has been able to maintain productivity is the Missouri Cooperage in Lebanon and the Ice Cream Factory purchased an old dairy facility in late 2021 and started production in late 2023.

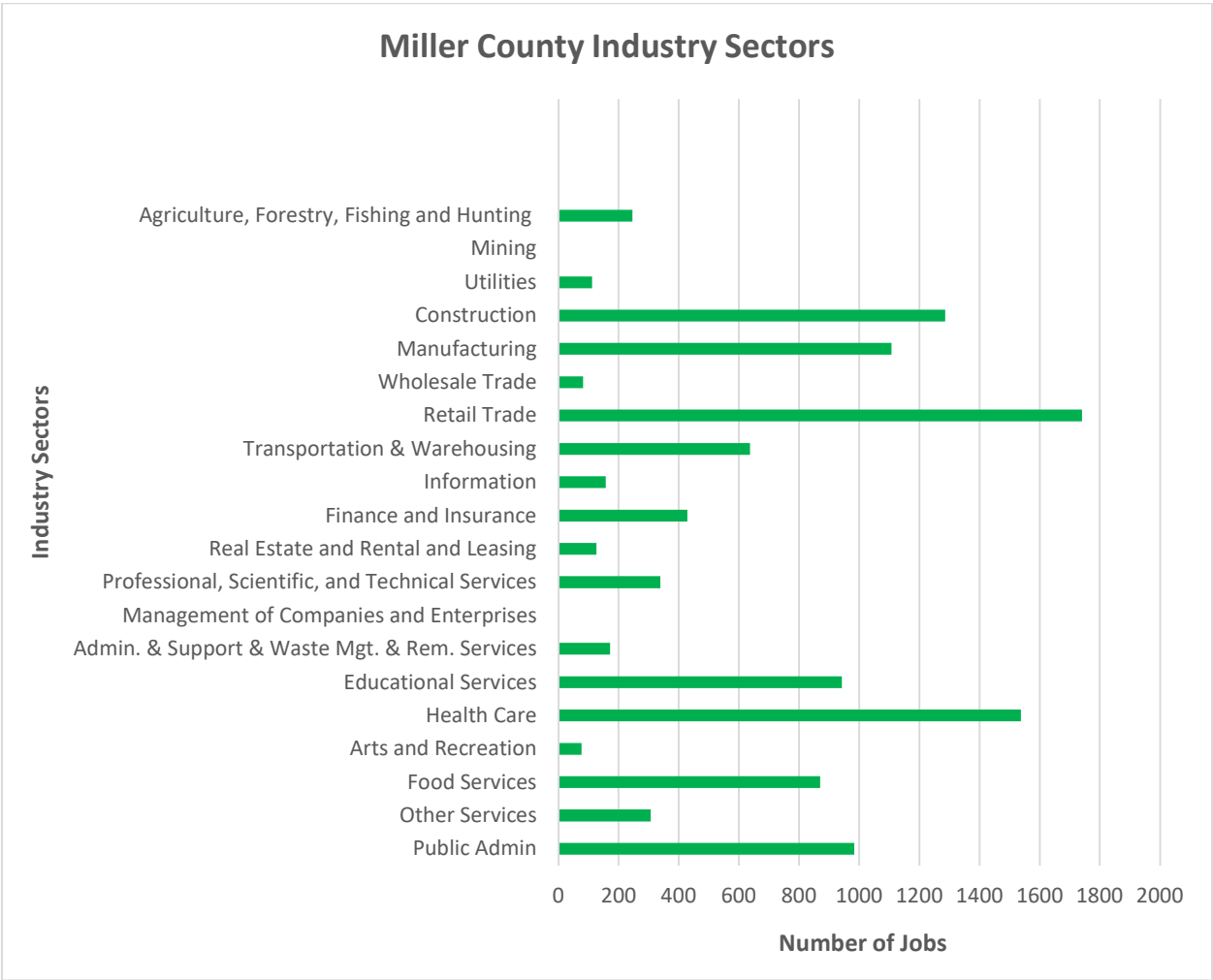


**US Census Bureau, 2023 American Community Survey – Data pulled December 2024*

Miller County

There were 11,152 jobs in Miller County as of 2023. Miller County is home to the region’s second largest Construction sector. It is also the base of the region's third-largest Manufacturing and Transportation clusters, anchored by some of the largest employers in Eldon; Quaker Windows, Adient, and Opies Transport, of note is the fact that Miller County has more jobs in Construction than Laclede County, despite having nearly half the total population.

Retail is still a large sector of the jobs available in Miller County, as it is part of the tourism region surrounding Lake of the Ozarks. The county also contributes to the Accommodation and Food Service jobs within the region.

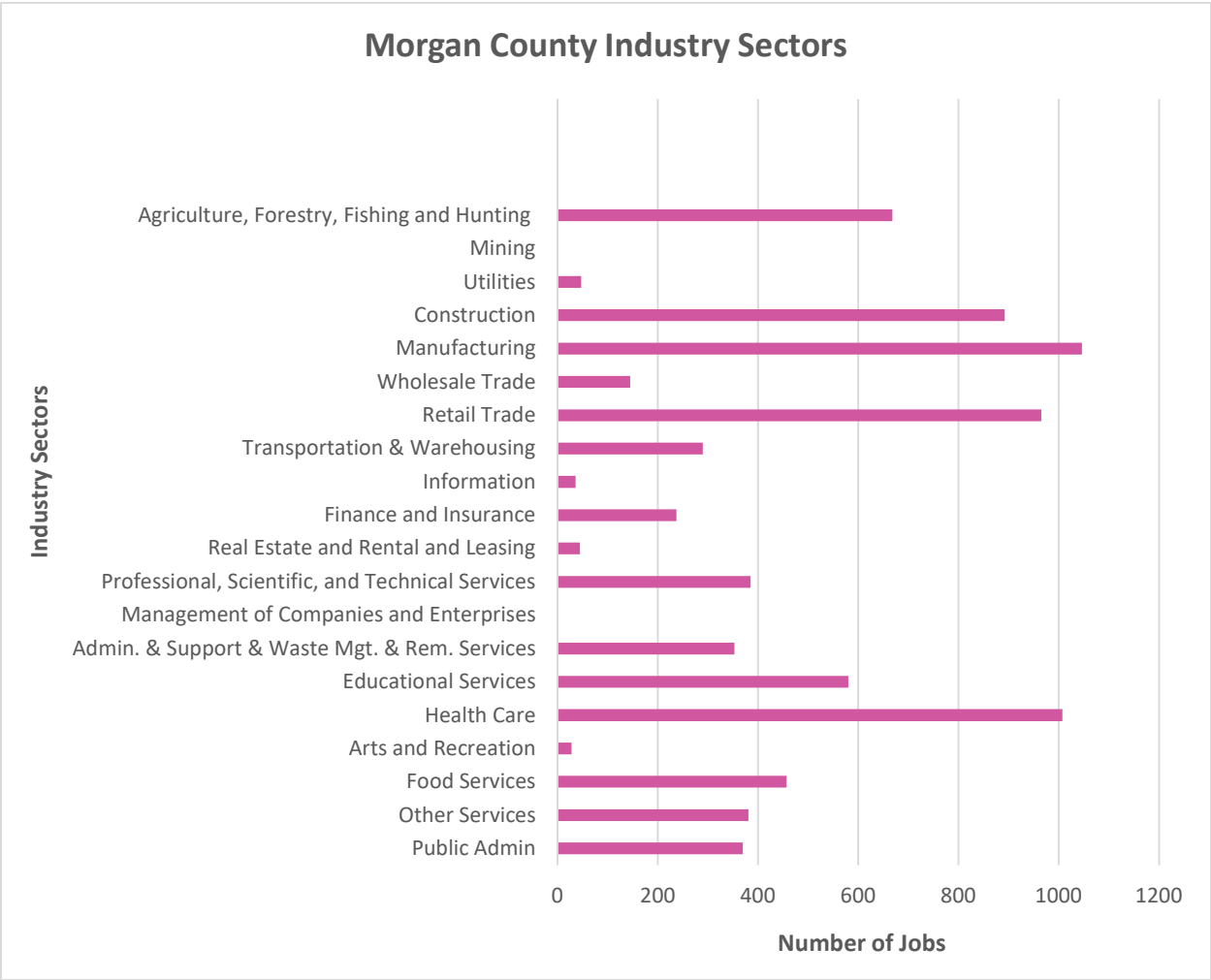


***US Census Bureau, 2023 American Community Survey – Data pulled December 2024*

Morgan County

Morgan County is home to the region's largest Agriculture, Forestry, Fishing, and Hunting cluster, with nearly twice as many establishments in that sector as the next closest county. Retail trade is also a large sector within Morgan County as a part of the Lake Ozark tourism region.

Versailles industrial park houses Gates Rubber Company, Aluminum Screen Builders, Suhor Industries and soon to open, Baths in a Day. The area immediately surrounding Versailles has a robust manufacturing community, including Martin Metal, BioMass Energy Techniques, Frontier Metal, Jasper Manufacturing, and Zimmerman High Tunnels and Greenhouse Manufacturing, along with various other businesses supporting the agricultural industry in our area.

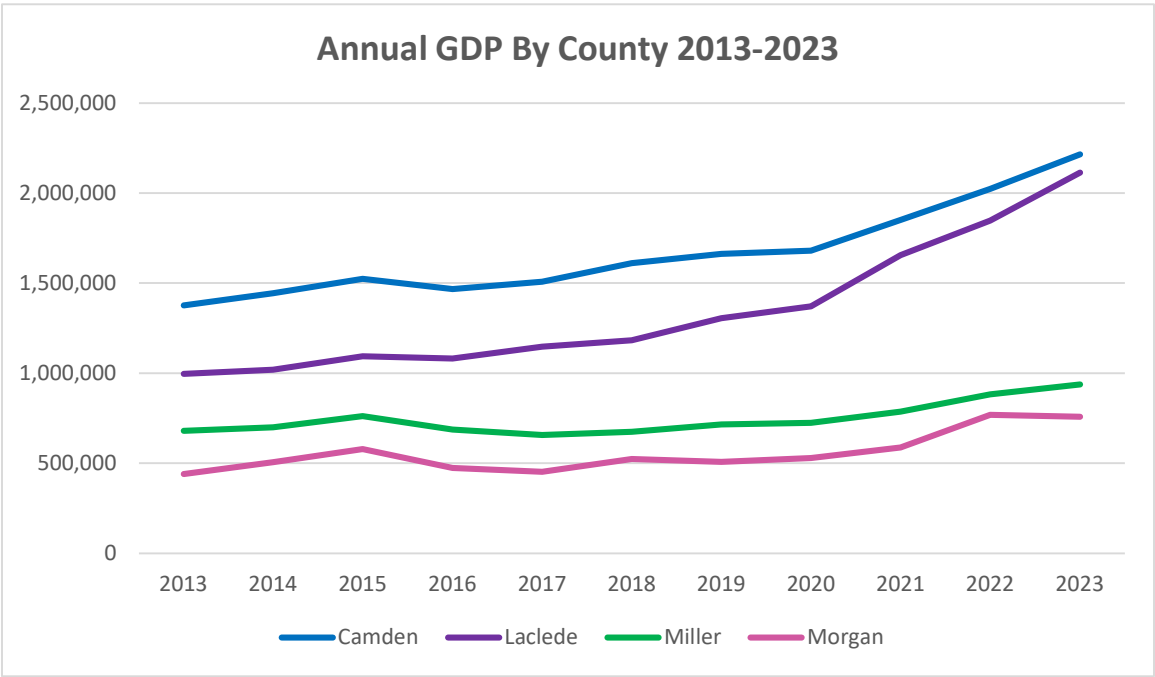


***US Census Bureau, 2023 American Community Survey – Data pulled December 2024*

Economic Characteristics

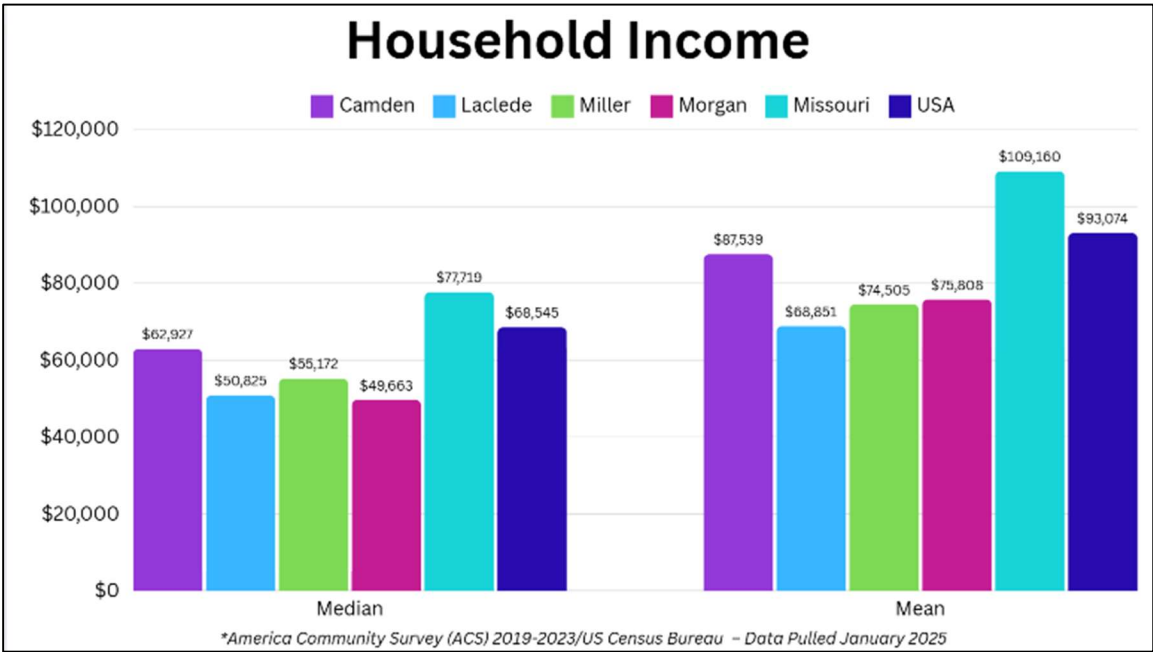
Economics

Gross Domestic Product (GDP) is widely used as a reference point for the health of national and global economies. GDP shows the pace of economic growth or decline which affects jobs, businesses and investments. The county’s productivity is very strong with the second highest regional GDP of \$2,113,488 compared to Camden County’s \$2,215,028 GDP.



**U. S. Bureau of Economic Analysis – Data Pulled December 2024*

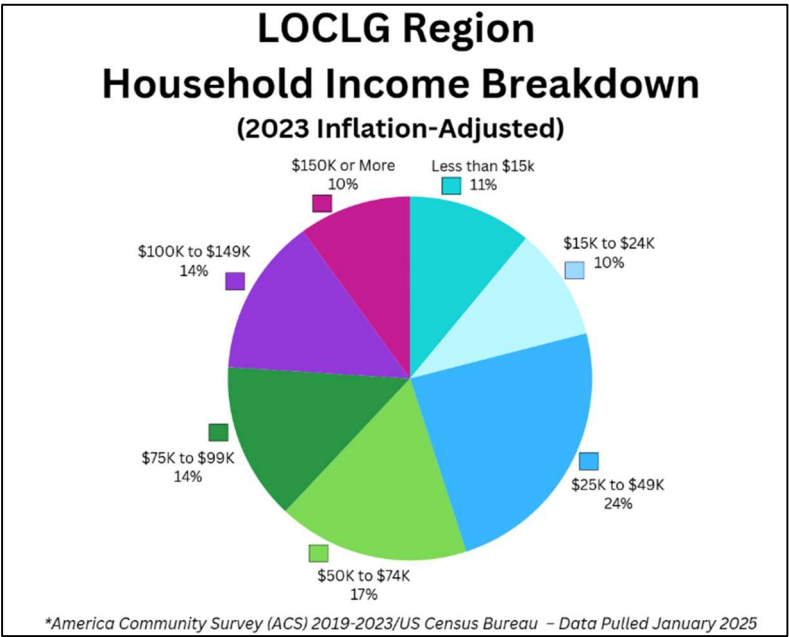
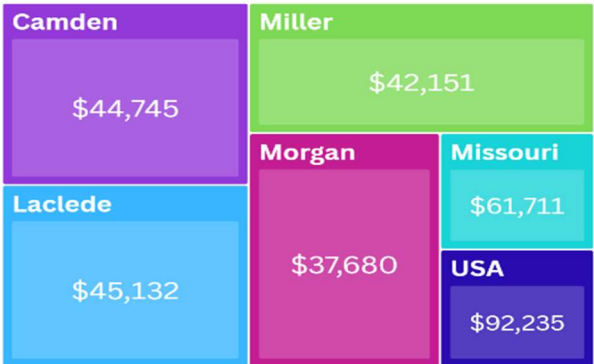
Household Income



Household income levels in the region tend to fall below both state and national medians. Median incomes range from the almost-\$50,000 levels in some counties to slightly higher in others, yet overall, the region faces economic challenges common in rural areas. Per capita income follows the same pattern, with the same three counties being below the state level, and Camden closest to the state average. A notable proportion of households live on modest incomes, and poverty rates are higher than the national average. This economic profile underscores the need for continued investment in economic development and social support initiatives to enhance living standards and address income disparities across the counties.

The regional Household Income breakdown is based on 49,855 households in the Lake of the Ozarks Region. When compare precentage in each bracket the region as a whole fits the same pattern.

Average Individual Annual Income



Cost of Living

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, in the third quarter of 2024 Missouri average cost of living index was 89.0 (100 being the national average). This tally placed the state as the sixth lowest cost of living in the nation. The counties in the LOCLG region's cost of living index are generally considered at or less than state averages, although specific county-level data is unavailable. The lower cost of living index numbers helps counterbalance some portions of the lower income levels, but the overall region still suffers from low-income levels.

Affordable housing stands out as the primary contributor to this advantage, with both home prices and rental rates markedly lower than those in urban centers. In addition, expenses for transportation, utilities, groceries, and healthcare are generally modest, making day-to-day living more accessible. This overall affordability not only benefits long-time residents but also attracts retirees and families seeking a balanced quality of life in a rural setting, reinforcing the region's reputation as an economically attractive place to live.

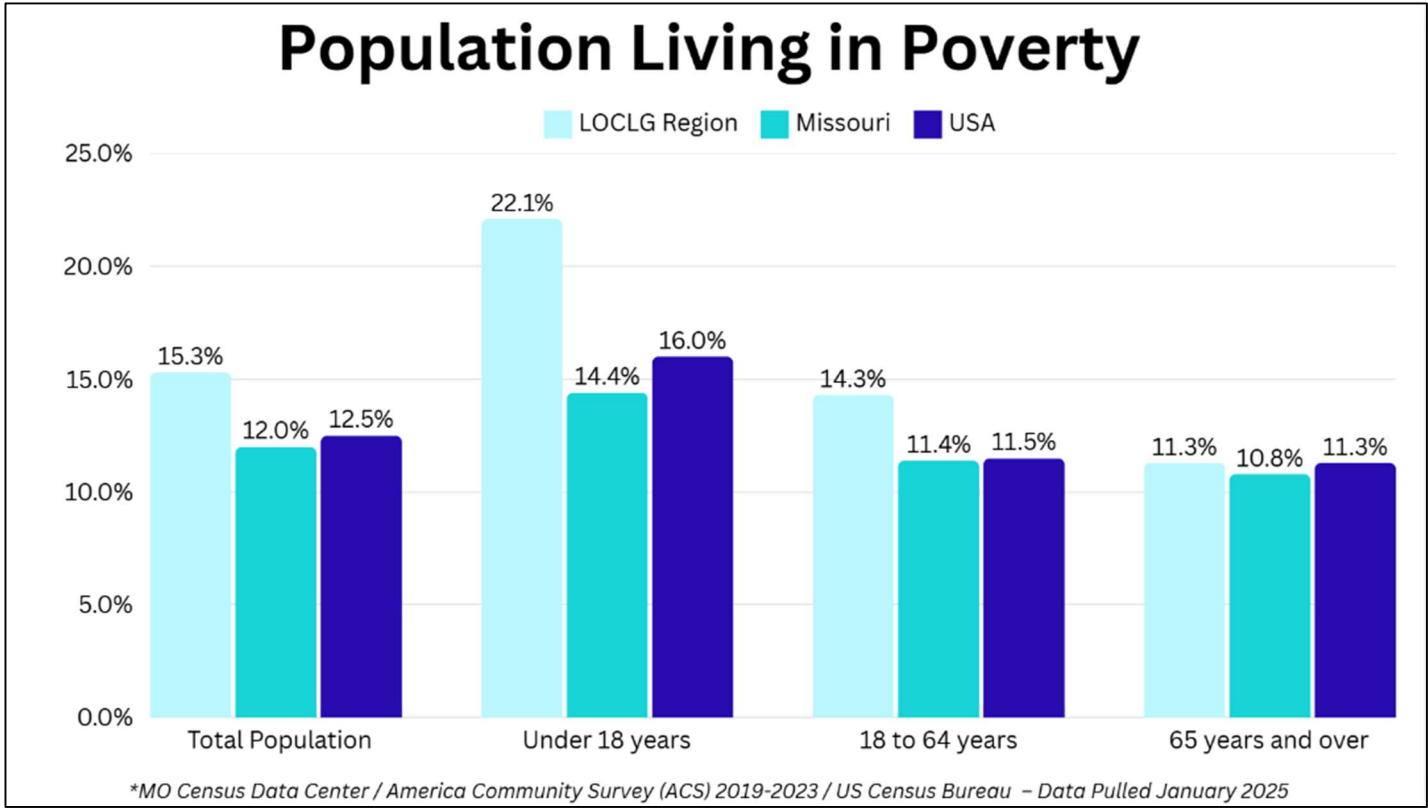
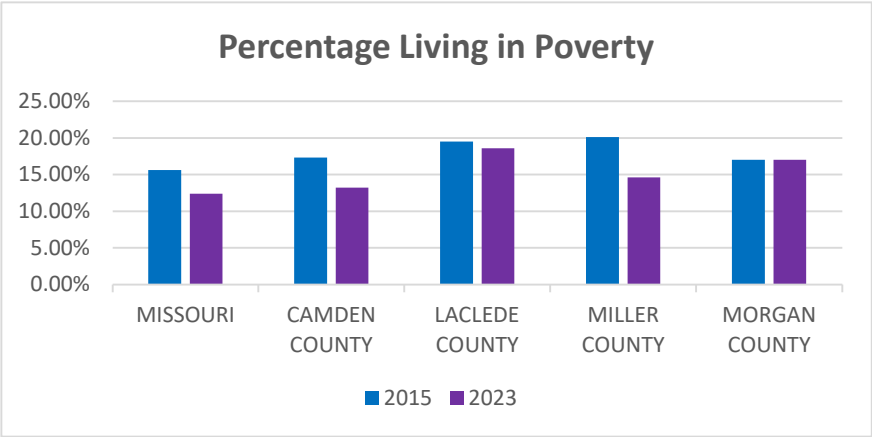
Discretionary Income and the Lake Area

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 continue to bring important dollars into the lake area's regional economy. Community leaders have worked to diversify the lake area economies; however, the Great Recession and the recent COVID 19 pandemic have demonstrated the area's vulnerability to national economic trends. There is little that the community can do to generate economic activity when tourists have no money to spend or are unwilling to travel. A strictly tourism-based economy is not a resilient economy.



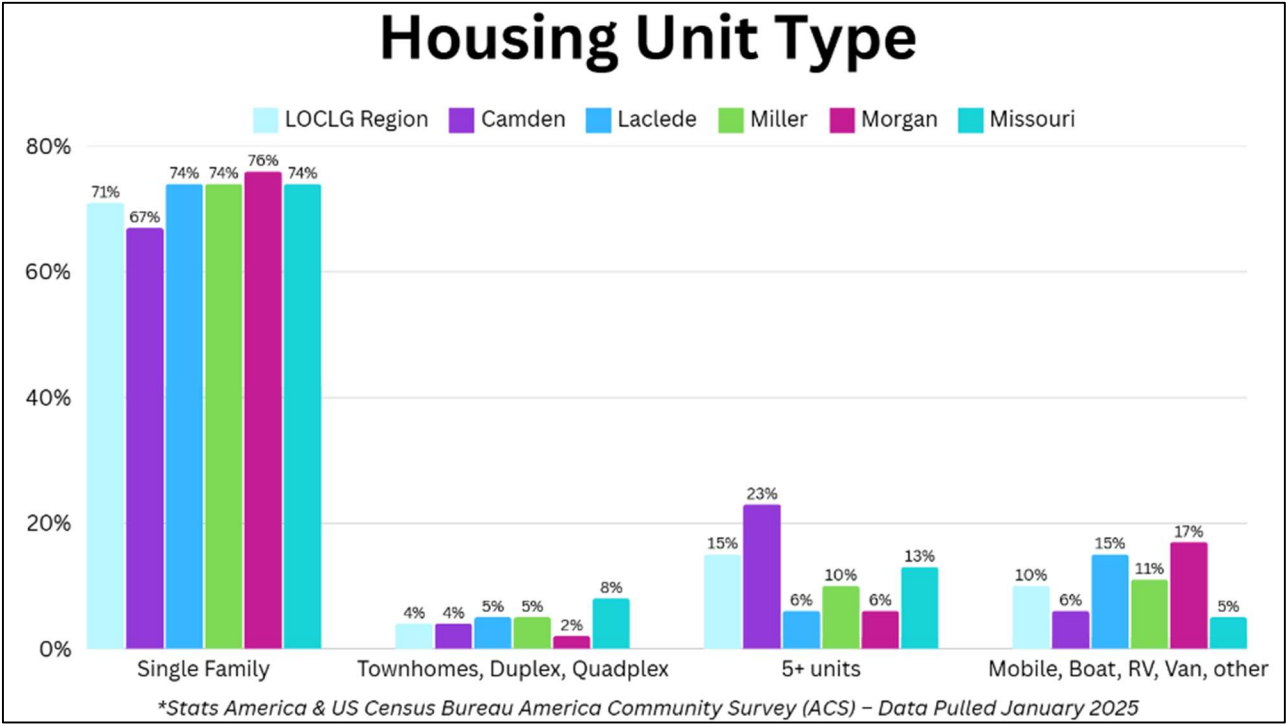
Poverty

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. All area counties have a relatively high poverty rate. One of the contributing factors to the higher poverty rates may be a lack of well-paid job opportunities, and an excess of lower paying and/or 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. However, the poverty rate has been decreasing since 2015 to now.

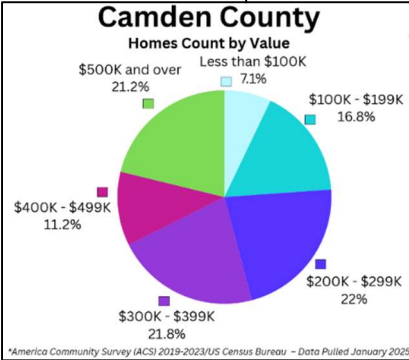
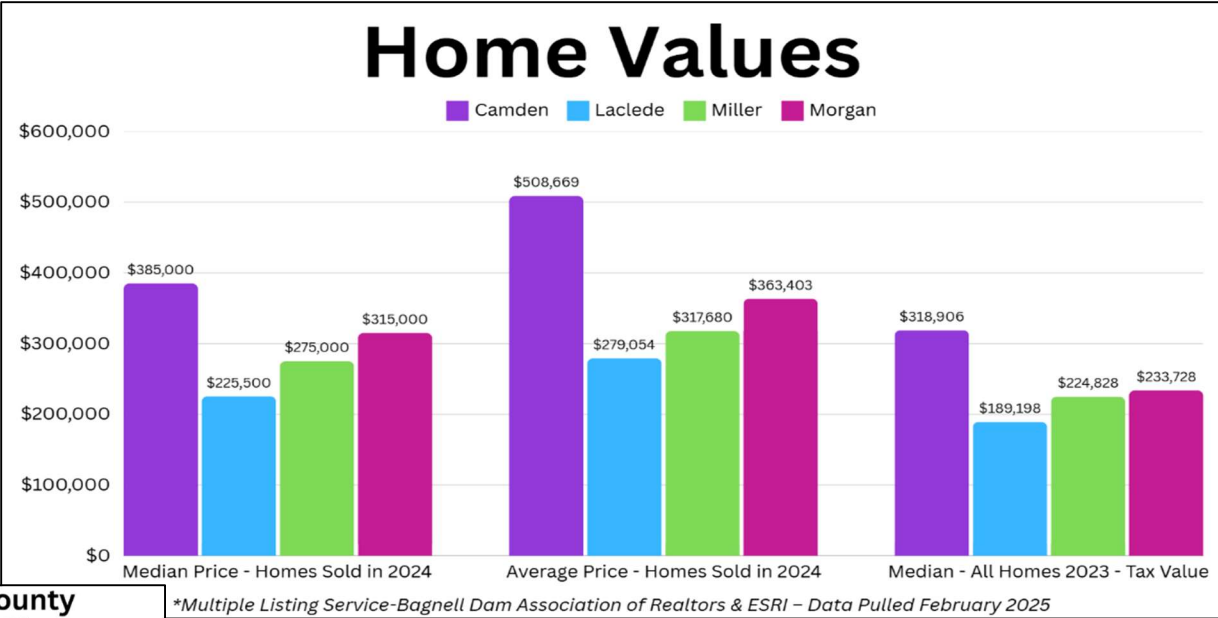


Housing

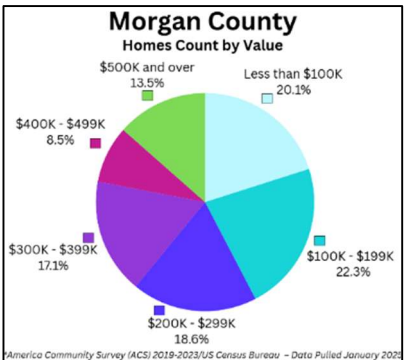
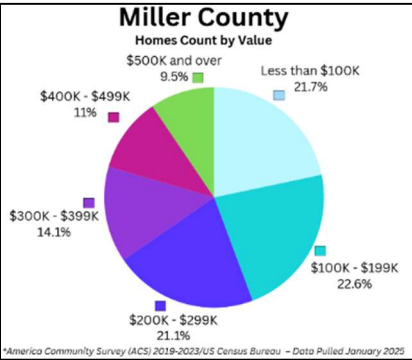
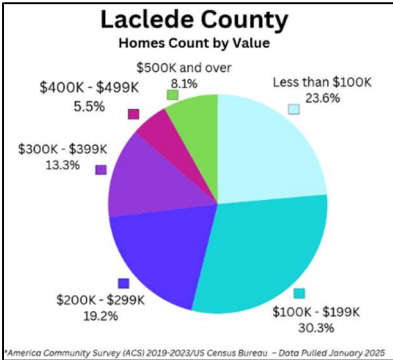
The four-county Lake of the Ozarks region contains 49,855 occupied housing units, per the 2023 US Censes estimates. These occupied housing units represent a household’s primary residence. Looking at the occupied housing units in the region, it is important to break them down by type. See the Housing Unit Type chart below. Structures containing 5 for the region we are close to the Missouri average, but when you break it down by county you see that 3 of the 4 counties offer less multi-family housing options that the state. Apartment units in our region are in short supply. While Camden County does show 23% of occupied housing unit reside in structures with 5 or more units, most of these units are Lakefront Condominiums. The region also has a high percentage of families living in mobile homes, boats, RV’s or vans, in comparison to the state average.

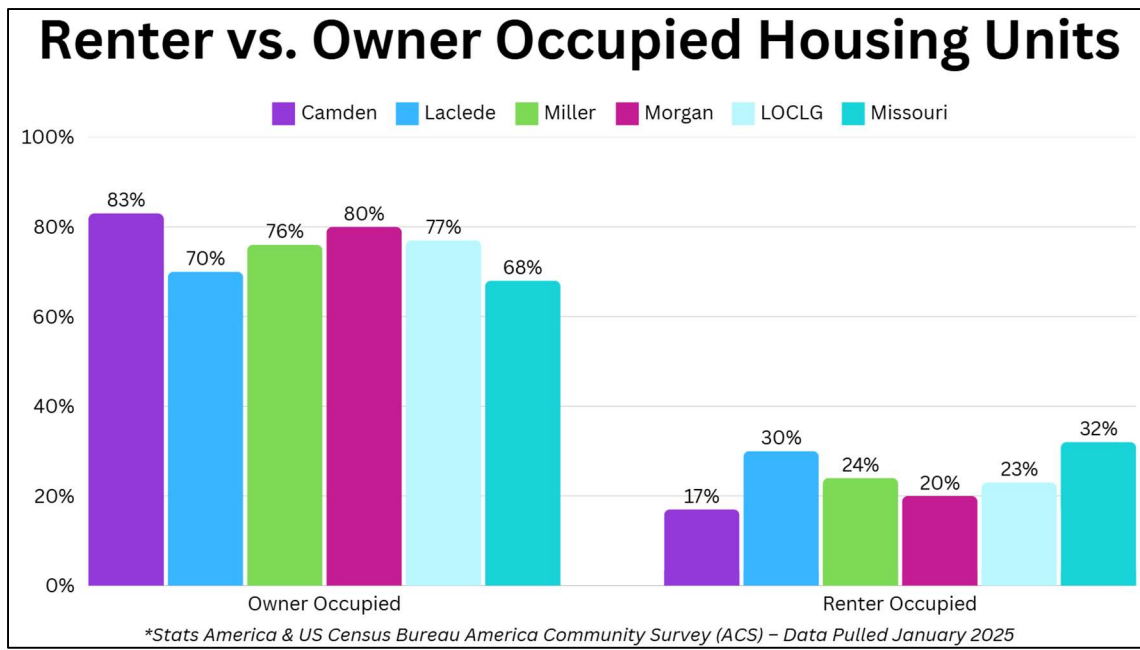


The LOCLG Region needs additional housing. Specifically, this housing should be targeted at full-time residents and include affordable, workforce housing options. The region’s housing stock has been depleted since Covid, as more people have re-located to the Lake Area or chosen to purchase a second home in the region. This is due to the high number of people that are working remotely from their homes and have decided that living at the Lake of the Ozarks to work is more enjoyable than doing the same work from a metropolitan location. This change has produced record single family and condominium sales since 2020, for primary residence, second homes and to be turned into Airbnb’s. The result is that home prices have escalated and seasonal homes or sub-leasing of homes for seasonal employees has been drastically decreased. This has been experienced in the manufacturing centric cities as well due to the increased number of employees required for manufacturing boats, and the opening and expansion of Quaker Windows in Eldon. 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.



The above shows home values in for the region based on 2024 median and average price and the median price based on tax values for 2023. The Pie charts break down the percentage of homes in each price range. The data for the Home Count by Value is pulled from the American Community Survey (ACS) 2019-2023 & the US Census Bureau





The Lake of the Ozarks region has a shortage of rental units available for full time use in comparison to the state of Missouri. Laclede is the only county in the region that is close, falling 2% below the state average. While the other counties tend to have more Airbnb type rentals available than rentals for residents to live in year-round. The graph below depicts the regions occupied housing units by renter verses owner occupied.

Seasonal Housing & Second Homes

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 skew 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.

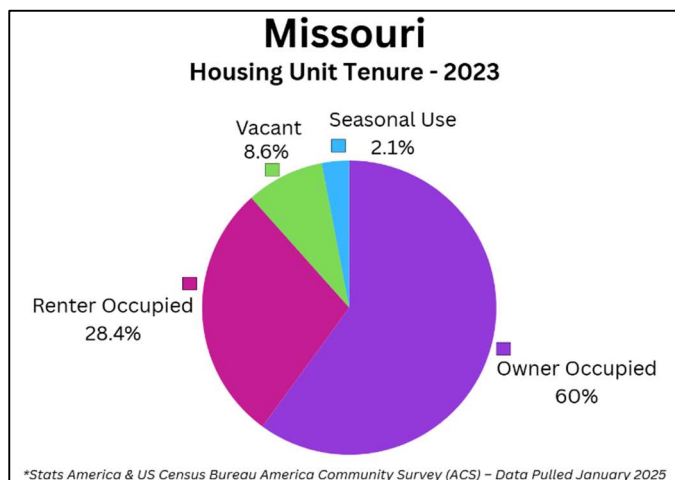
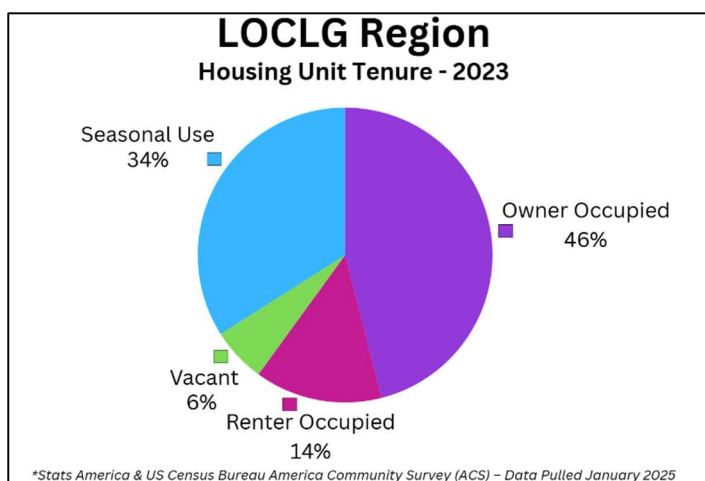
Of the region's 83,459 housing units, 33,604 units are vacant. The region's vacancy rate of 40% is much higher than the State of Missouri's housing stock vacancy rate of 12%, indicating a high number of vacant housing units. The Lake of the Ozarks Region is a tourist destination and many of the region's housing units are second homes and vacation homes. The increased demand for resident housing has outpaced the willingness of the 28,669 seasonal homeowners to sell. Should these homes all become available, there is an imbalance within the four-county region with 74% of these homes 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 chart below shows the breakdown of vacant housing by current status. The largest of these sectors are for seasonal and recreational use while the other sectors are severely behind.

Vacant Home Breakdown

	Camden	Laclede	Miller	Morgan	LOCLG
Total Housing Units (Census 2020)	39,473	15,908	12,747	15,110	82,967
% of Total Homes that are Vacant	52.8%	10.0%	20.9%	43.4%	38.1%
Seasonal/Recreational/Occasional Use	88.1%	17.8%	58.1%	81.5%	80.7%
For Rent	4.3%	21.0%	10.0%	3.5%	5.4%
Rented - Not Occupied	0.4%	3.1%	2.7%	0.5%	0.7%
For Sale Only	2.0%	12.5%	6.1%	3.0%	3.1%
Sold - Not Occupied	1.0%	5.8%	5.4%	1.9%	1.8%
For Migrant Workers	0.0%	0.6%	0.3%	0.0%	0.1%
Other Vacant	4.2%	39.3%	17.4%	9.7%	8.2%
Total Vacant (Not for Seasonal Use)	6.3%	8.2%	8.8%	8.0%	7.3%

*Source: 2020 US Census, ESRI & MU Extention

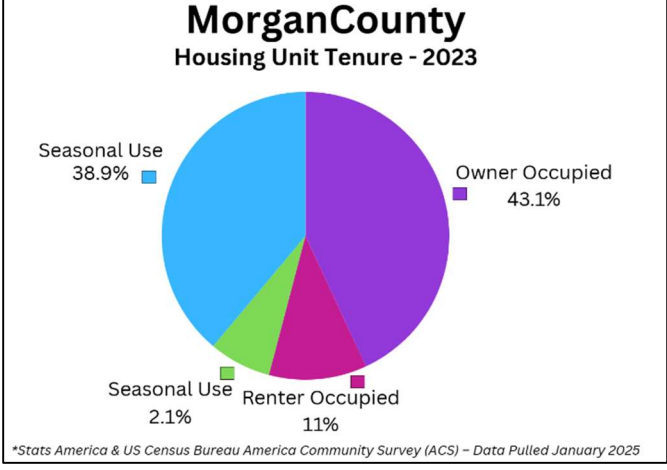
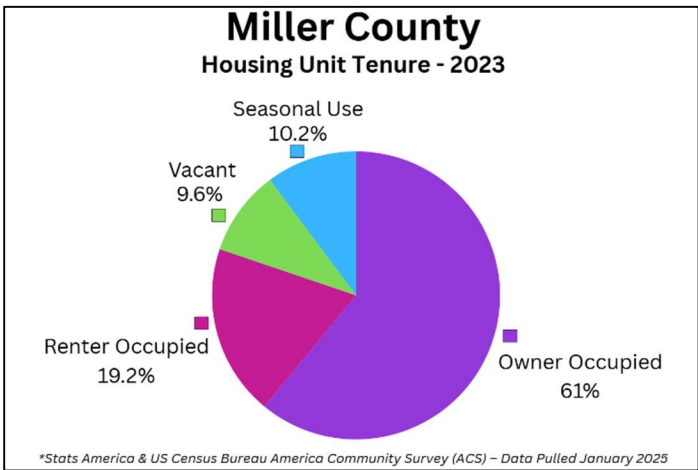
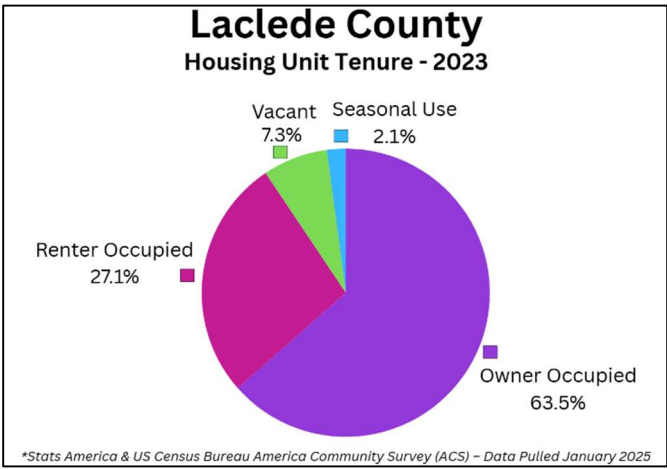
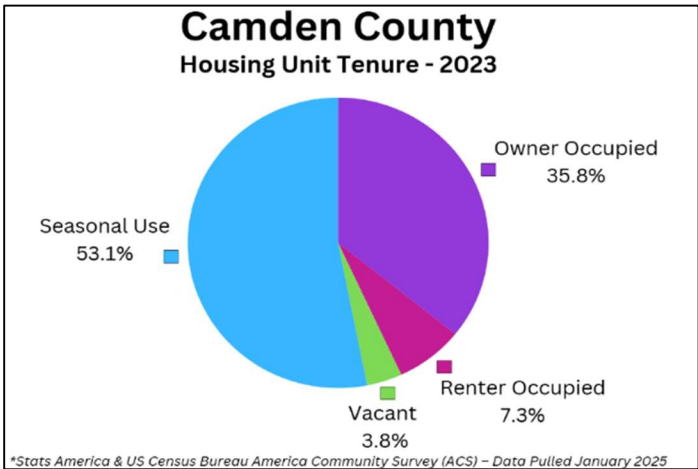
The two pie charts below help to paint a picture of the region by breaking the Lake of the Ozarks Region and Missouri into 4 categories. As you can see the seasonal use/second homes for the region create an imbalance for the region that benefits our area's tourism but limits the amount of workforce housing available in the region.



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, which make up 7% of the region’s vacant homes. The graph on the previous page shows the breakdown of vacant housing by 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 lower than the corresponding rate for the State of Missouri.

Each of our four counties in the region paint a different picture of home vacancy, seasonal housing, owner occupied vs. renter occupied. The pie charts on the previous page so the average for the region in comparison to Missouri. It is important to break these down into counties as they are very different. Morgan County most resembles the region’s average, while Laclede County closely resembles the state’s breakdown. Camden County offers the most seasonal housing, creating the largest demand for additional workforce housing unit.

Overall, a more in-depth analysis of available data indicates a housing market that would 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 affordable housing, and safe housing either for purchase or rent for full-time residents is a commonly voiced concern.



Education

Educational Attainment

Looking at educational attainment, the data in the table below shows some serious regional challenges. The percentage of people aged 25 or older with at least a high school diploma is well below average in Laclede and Morgan. In contrast, Miller is just below the state average, and Camden is slightly above for high school graduates. When looking at the percentage of people with a bachelor's degree or higher, all counties are below the state average, although Camden County's average is still above the other counties. All counties are well below average for master's degree attainment.

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.



Highest Educational Attainment

	High School +	Bachelor's Degree +	Master's Degree +
Camden	92.4%	24.5%	8.6%
Laclede	85.8%	15.7%	5.4%
Miller	89.5%	21.0%	7.1%
Morgan	80.1%	14.9%	5.0%
LOCLG	87.9%	19.8%	6.8%
Missouri	91.6%	31.9%	12.3%

**Source DESE, Stats America & US Census*

Highest Education Breakdown

Total Population 25 Years and Over		
	LOCLG Region	Missouri
Less than 9th Grade	4.2%	2.7%
9th to 12th, No Diploma	7.8%	5.7%
High School Graduate or GED	38.2%	30.3%
Some College, No Degree	22.1%	21.0%
Associate Degree	7.8%	8.3%
Bachelor's Degree	13.0%	19.6%
Graduate, Professional or Doctorate Degree	6.8%	12.3%

**Source DESE, Stats America & US Census*

School Districts

Camdenton R-III



The Camdenton R-III School District has a student population of 3,752 students with eight school facilities on three campuses and employing 447 teachers. Camdenton R-III stands out for its top-tier STEM offerings, including a nationally recognized FIRST Robotics program. The district's Lake Career & Technical Center provides workforce-aligned programs ranging from healthcare to culinary arts. With an average of 93% graduation rate for the last 5 years and a high APR score of 88.2% (2024), Camdenton consistently prepares students for both college and skilled trades, helping power the Lake of the Ozarks region's future workforce.

Climax Springs R-IV

Home to roughly 175 students, Climax Springs R-IV leverages small class sizes to provide individualized academic support. An average graduation rate of 80% over the last 5 years reflects the district's commitment to student success, while FFA and Agri-Science activities align closely with local industry needs, ensuring strong career readiness.



Eldon R-I



Eldon R-I serves roughly 1,900 students, featuring a wide variety of extracurriculars including band, choir, and competitive sports. With an 97% graduation rate in 2024, the district's Eldon Career Center offers vocational programs in high-demand fields—such as welding and cosmetology—preparing students for both higher education and immediate entry into the local job market.

Iberia R-V

Educating around 675 students, Iberia R-V offers a supportive, small-town atmosphere that emphasizes personalized instruction. With an average 90% graduation rate, over the last 5 years, its robust agriculture and vocational programs prepare students for both local employment and continued education, reflecting Iberia's holistic approach to student success.



Laclede County R-I (Conway)

Also known as Laclede County R-I, Conway R-I enrolls about 738 students from Pre-K through 12th grade. With an average graduation rate of 90% for the last 5 years, the district cultivates leadership and teamwork skills through an active FFA chapter and a broad range of extracurriculars, ensuring college-preparatory and career-focused pathways for all learners.



Lebanon R-III



Lebanon R-III School District is the largest district in Laclede County. Lebanon school district hosts 4,146 students. Lebanon R-III boasts a 95% average graduation rate for the last 5 years. Advanced Placement, dual-credit courses, and a vibrant JROZARK TECH LEBANON program enrich the curriculum, while the Lebanon Technology & Career Center offers specialized tracks in engineering, nursing, and culinary arts—underscoring the district's strong commitment to post-graduation success.

Macks Creek R-V

Macks Creek R-V enrolls just over 300 students in a close-knit, rural setting that fosters personalized instruction. With a graduation rate of 80% over the last 5 years, the district features a strong agriculture curriculum and an active FFA chapter, giving students hands-on learning and leadership opportunities that guide them toward both post-secondary and career success.



Miller County R-III (Tuscumbia)



Often referred to by its location in Tuscumbia, Miller County R-III enrolls about 175 students. Though relatively small, the district provides a low student-to-teacher ratio of 10:1 and an FBLA chapter that fosters leadership and career exploration. Its 83% average graduation rate underscores the district's focus on steady academic growth and individualized support.

Morgan County R-I (Stover)

Morgan County R-I in Stover enrolls about 817 students, blending solid academics with hands-on experiences in industrial arts, FFA, and Project Lead The Way (PLTW). With a 100% graduation rate in 2024, the district emphasizes both practical skills and strong leadership development to prepare graduates for a variety of post-secondary pathways.





Morgan County R-2 (Versailles)

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 1,290 students in grades PreK-12. Morgan County R-II in Versailles provides a range of academic tracks and career/technical programs. A 95% average graduation rate over the last 5 years illustrates the district's dedication to college and career readiness, bolstered by offerings like a solar racing team, dual-credit courses, and HVAC certification to meet regional workforce demands.

School of the Osage R-II

With almost 2,000 students, School of the Osage emphasizes a rigorous college preparatory curriculum alongside dual-credit opportunities. The district's 98% graduation rate highlights its strong academic focus, while partnerships with local businesses tied to the Lake's tourism industry provide real-world career experiences.



St. Elizabeths R-IV



Serving nearly 250 students, St. Elizabeth R-IV consistently achieves a 100% graduation rate, reflecting a tradition of high academic performance and community engagement. In addition to core coursework, students can join a business education program and a variety of extracurricular activities, setting them up for success in college and beyond.

Stoutland R-II

Serving just under 400 students in Pre-K through 12th grade, Stoutland R-II blends traditional academics with robust extracurriculars in athletics and the arts. With a graduation rate between 80%–89%, the district partners with regional career centers for programs in automotive technology, health sciences, and more, helping graduates prepare for both college and local workforce opportunities.



School District Information

Based on the 2023-2024 School Year

	# of Students	Graduation Rate	Number of Graduates	Free/Reduced Lunch	Student Teacher Ratio	Annual Performance Report Score	ACT Scores
Camden County Districts							
Camdenton R-III	3,752	91.9%	308	52%	16:1	88.2%	20.9
Climax Springs R-IV	176	87.5%	14	50%	10:1	88.5%	20.9
Macks Creek R-V	303	100.0%	20	50%	11:1	71.3%	19.1
Stoutland R-II	387	89.2%	33	63%	13:1	75.0%	16.1
Laclede County Districts							
Laclede R-I (Conway)	738	84.5%	49	55%	16:1	90.0%	19.5
Lebanon R-III	4,146	93.9%	341	42%	17:1	79.0%	20.2
Miller County Districts							
Eldon R-I	1,904	97.1%	132	61%	18:1	89.1%	21.8
Iberia R-V	674	79.5%	31	42%	15:1	83.4%	16.8
Miller County R-III (Tuscumbia)	176	83.3%	10	55%	10:1	77.0%	16.6
School of the Osage R-II	1,957	98.0%	143	32%	17:1	88.2%	20.2
St. Elizabeth R-IV	245	100.0%	10	45%	16:1	94.8%	20.5
Morgan County Districts							
Morgan County R-I (Stover)	817	100.0%	60	55%	16:1	72.0%	17.8
Morgan County R-II (Versailles)	1,199	93.7%	89	50%	15:1	72.1%	18.8
State of MO	859,355	90.8%	61,534		16:1		19.9

**Missouri Department of Elementary & Secondary Education (DESE) – Data pulled November 2024*



Higher Education

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 Tech and Central Methodist University have campuses in the region.

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
- Marine Technology
- Middle School Education
- Nursing & Other Medical
- Psychology
- Special Education

Listed in this section are the Secondary Higher Education facilities in the four-county area of LOCLG. These are campuses or branch campuses of colleges and universities that offer higher education possibilities. These include certificate and training programs along with full two year and four-year degrees. Higher Education organizations are necessary for training new workers and making sure there is a trained worker base that continues to work in the community. Each location is broken into its own section along with a table showing the programs the school offers.

State Fair Community College



State Fair Community College (SFCC) - Lake of the Ozarks Campus is the comprehensive community college for lake-area residents interested in general education classes, technical courses, associate degrees, and even bachelor's degrees.

SFCC serves as the primary community college for most of the Lake area, operating campuses in Osage Beach and Eldon, and offering online classes. These campuses offer associate degrees and certificates in business, criminal justice, construction, marine technology, and healthcare. SFCC offers a top-ranked nursing excellence program with a transition from LPN-to-RN.

Bachelor's degrees are offered at the LOZ campus through a partnership with **Central Methodist University (CMU)**. CMU has an office located in the LOZ Campus.

SFCC's Learning Force also supports the Lake of the Ozarks community through non-credit short-term skills customized training for workforce development, economic development, community education and individual skill enhancement.

Opportunity: While SFCC collects tax revenue from the region, local higher education investment has been limited. Expanding SFCC's programs and physical presence would better serve the workforce needs of the community.

Columbia College (Osage Beach)



Columbia College – Lake of the Ozarks was established in 1990 and moved to its current facility in 2005. The campus consists of a two-story 17,400 square-foot building that offers large comfortable classrooms, a state-of-the-art science lab and high-tech computer labs. Nursing students work in a medical skills lab complete with current hospital equipment. Also, students in the Nursing program partner with Lake Regional to do clinicals and gain real world experience.

More than 950 students each year take a mix of in-seat and online classes here. Half of these students attend in person classes with flexible schedules to best fit their needs and create a balance between work and education. Columbia College offers eight-week courses for individuals to earn a mix of associate and bachelor's degrees.

Opportunity: Expanding healthcare and technology programs could further strengthen local workforce development.

Ozarks Tech Lebanon Center

The Lebanon Center serves as both a training facility for students and a support system for local professionals. The campus brings affordable higher education to southwest Missouri's rural communities while still maintaining the quality Ozarks residents have come to expect from the Ozark Tech system. Classes began in 2011, and the Center has continued to expand its programs in the years since. The Lebanon Center features two state-of-the-art buildings: The Western most building is called Casey Hall. Casey Hall is the nerve center of the campus, housing both classrooms and administrative offices.

Its main areas of study are technical service jobs that appreciate prior experience or training in the designated field. Ozark Tech Lebanon center has offers skilled trade programs including Electrical Distribution Systems (power lineman training), Mechatronics, HVAC, and Welding. Ozark Tech Lebanon has strong partnerships with local employers ensure job-ready graduates and create an impact on the local workforce.

Missouri State University also has a campus in Ozark Tech's building that includes an Admission Office and several classrooms. Ozark Tech and MSU have a cooperative relationship with many students using Associates at Ozark Tech Lebanon to get a jumpstart at a 4-year education. The MSU outreach at Ozark Tech Lebanon also offers a teaching scholarship allowing teachers to directly get an education in the area.

Opportunity: Ozark Tech remains interested in supporting the region's workforce needs and could play a larger role in expanding educational access if investment opportunities arise.



Lake Career and Technical Center-LCTC

Lake Career and Technical Center is a technical center that aims to provide quality career, and career, technical, and academic education opportunities for all learners to become contributing members of the lake community. Located in the City of Camdenton and part of the Camdenton R-III School District, LCTC also serves several surrounding districts including Climax Springs, Hermitage, Macks Creek, and School of the Osage.

There are twelve programs offered to high school students at LCTC. These programs are driven by local community leaders in the form of advisory board that directs what skills and programs are essential for the local businesses in the area. Students at LCTC have the opportunity to earn an Industry Recognized Credential (IRC) and/or a National Career Readiness Certificate.

LCTC also offers an adult Marine Service Technology program. This program prepares technicians immediately employment in a high wage, high demand industry at Lake of the Ozarks. Additionally, LCTC programs each have a career technical student organization affiliation where students can gain additional experience and have opportunities to further their skill and compete. These organizations are: FFA, FBLA, Future Healthcare Professionals (HOSA), Family Career & Community Leaders of America, and SkillsUSA. Each of these organizations promote leadership, community service, skills competition, confidence, and social skills.

Eldon Career Center

The Eldon R-1 School District Career Center provides quality training in many technical fields. ECC (Eldon Career Center) serves six area-sending schools, including Eldon, Eugene, Stover, Versailles, Tuscumbia, and St. Elizabeth. ECC mission is to empower every student with skills and knowledge to lead and succeed. ECC thrives to achieve their mission, providing the skills and resources needed to obtain a career after high school and higher education.

ECC provides 11 career field classes that cover: agriculture, automotive technology, business, computer science, digital media, engineering, family and consumer science, health occupations, law enforcement, teaching, and welding. For the 2024-25 school year, their programs enroll 692 total students daily at the career center, most of these students' taking classes in two or more fields.

State Technical College of Missouri (Linn, MO)

As part of our research LOCLG visited State Technical College of Missouri in Linn. While out of our region State Tech provides a lot of trade workers directly to our community. State Tech is ranked number 1 among the US technical colleges and is Missouri's fastest-growing technical training institution.

State Tech offers over 35 career-focused degrees. Some of the degrees they offer that have the most impact on the LOCLG community include: Agriculture, Computer Technology, Construction, Diesel Technology, Electrical Technology, Utility Construction, Powersport Technology, Heavy Equipment, and Turf Management.

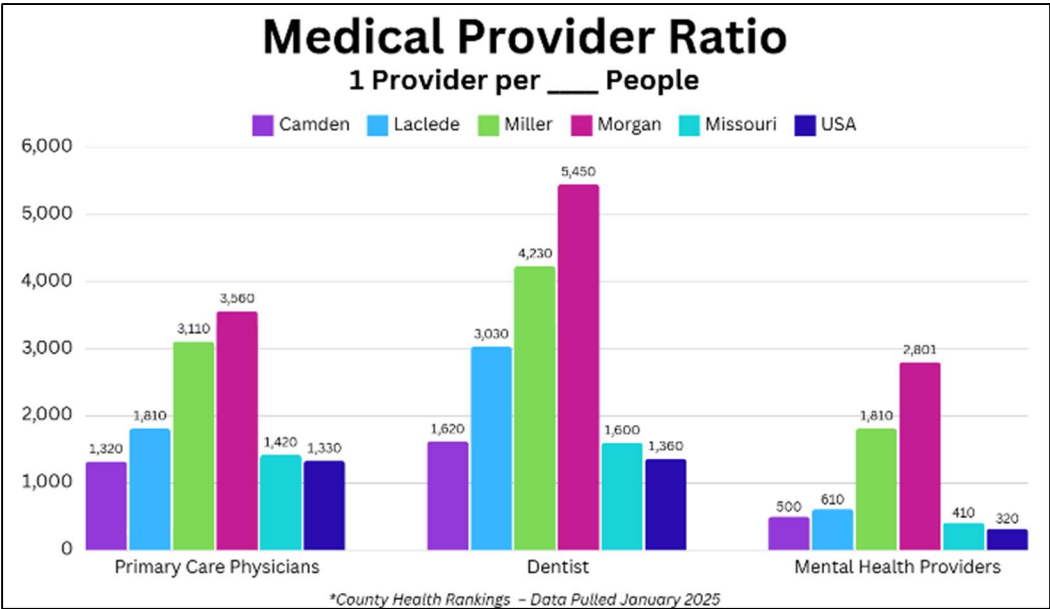
State Technical College has over 500 industry partners. Students have a 99% job placement within 6 months post-graduation. This means a strong consolidated program aimed at bringing a university and community feel to their location and programs.

Opportunity: The Lake of the Ozarks region could partner with State Tech or develop a destination technical training center modeled after its success, attracting young professionals and strengthening workforce retention.

Healthcare

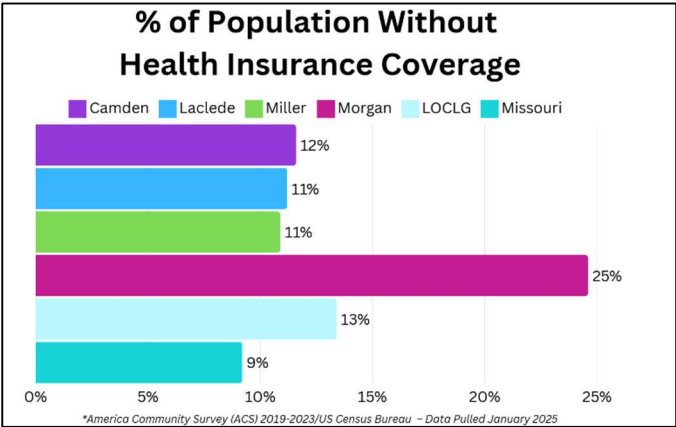
The Lake of the Ozarks has two hospitals in the region. Lake Regional Health System is in Camden County and Mercy Hospital Lebanon is in Laclede County. The region is also home to a behavior health hospital located in Osage Beach.

Our region has specialty doctors from larger hospitals that come in and serve our region in satellite offices. This allows us to receive specialty care not offered at hospitals in our region, locally. Our central location places us approximately an hour and a half from 3 Level I Trauma centers and VA hospital. Telemedicine is a great resource in our area and is becoming more frequently utilized.



The level of local providers in the region has room for growth in comparison to state and national levels, showing the greatest weakness in mental health providers. Overall Camden County is the closest to the state and national levels. While Morgan and Miller County have the most need for growth.

The population in the Lake of the Ozarks region without healthcare coverage is above the state average with Morgan County being over double the state average.



Complete Health Care Overview

The following page details a complete list of hospitals, healthcare facilities, rehab and senior living facilities that are available within our region. The region supports nine full-service nursing home facilities, five assisted living facilities, and 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.

LOCLG Region Hospitals

Hospital	County	Staffed Beds
Lake Regional Health System	Camden	121
Osage Beach Center for Behavioral Health	Camden	18
Mercy Hospital Lebanon	Laclede	43

LOCLG Region Rehab & Senior Living Facilities

Facility	City	County
Bristol Manor of Camdenton	Camdenton	Camden
Lake Park Senior Living	Camdenton	Camden
Winsor Estates	Camdenton	Camden
Arrowhead Senior Living Community	Osage Beach	Camden
Osage Beach Nursing and Rehab Center	Osage Beach	Camden
Cedar Hurst of Lebanon Assisted Living and Memory Care	Lebanon	Laclede
Countryside Home	Lebanon	Laclede
Lebanon North Nursing and Rehab	Lebanon	Laclede
Lebanon South Nursing and Rehab	Lebanon	Laclede
Northridge Place - Assisted Living by Americare	Lebanon	Laclede
The Essex of Lebanon	Lebanon	Laclede
Bristol Manor of Eldon	Eldon	Miller
Eldon Nursing and Rehab	Eldon	Miller
Lee House Senior Living LLC	Eldon	Miller
Rock Island Village	Eldon	Miller
Stonebridge Lake Ozark	Osage Beach	Miller
St. Elizabeth Care Center	St. Elizabeth	Miller
Ashbury Heights of Laurie	Laurie	Morgan
Lauri Knolls	Laurie	Morgan
Laurie Care Center	Laurie	Morgan
Bristol Manor of Stover	Stover	Morgan
Golden Age Living Center	Stover	Morgan
Good Shapard Care Center	Versailles	Morgan
Kidwell Home	Versailles	Morgan

LOCLG Region Healthcare Facilities

Clinic	City	County
Camden County Health Department	Camdenton	Camden
Camdenton VA Clinic	Camdenton	Camden
Central Ozarks Medical Center (COMC)	Camdenton	Camden
Compass Health Network	Camdenton	Camden
Lake Area Clinic	Camdenton	Camden
Lake Regional Clinic - Camdenton	Camdenton	Camden
Lake Regional Express Care	Camdenton	Camden
Medical Missions for Christ Clinic	Camdenton	Camden
Lake Regional Clinic - Lake Ozark	Lake Ozark	Camden
St. Mary's Urgant Care/Family Practice	Lake Ozark	Camden
Lake Regional Clinic - Macks Creek	Macks Creek	Camden
Bailey Cosmentic	Osage Beach	Camden
Jefferson City Medical Group Osage Beach	Osage Beach	Camden
Lake of the Ozarks VA Clinic	Osage Beach	Camden
Lake Regional Clinic - Osage Beach	Osage Beach	Camden
Lakeside Care Clinic	Osage Beach	Camden
New Spring Wellness Center	Osage Beach	Camden
Conway Family Clinic	Conway	Laclede
CoxHealth Center Lebanon	Lebanon	Laclede
Crescent Center	Lebanon	Laclede
Jordan Valley Community Health	Lebanon	Laclede
Laclede County Health Department	Lebanon	Laclede
Lake Regional Clinic - Lebanon	Lebanon	Laclede
Mercy Clinic Lebanon	Lebanon	Laclede
Capital Region Medical Clinic	Eldon	Miller
Eldon Healthcare Inc	Eldon	Miller
Family Medicine Clinic - Eldon	Eldon	Miller
Lake Regional Clinic - Eldon	Eldon	Miller
Lake Regional Clinic - Iberia	Iberia	Miller
Boone Medical Group Osage	Osage Beach	Miller
Central Ozarks Medical Center (COMC)	Osage Beach	Miller
Miller County Health Care Center	Tuscumbia	Miller
Lake Regional Clinic - Laurie	Laurie	Morgan
Capital Region Medical Clinic	Versailles	Morgan
Katy Trail Community Health	Versailles	Morgan
Missouri Mennonite Clinic	Versailles	Morgan
Morgan County Health Center	Versailles	Morgan
SSM Health	Versailles	Morgan



Lake Regional Health System

Lake Regional Health System is a nonprofit health care organization employing the equivalent of more than 1,200 full-time employees. Once a small community hospital, Lake Regional, has grown to provide comprehensive health care services to Camden, Laclede, Miller, Morgan and Pulaski counties.

The hospital is located in Osage Beach. It is a 500,000-square-foot, 121-bed facility accredited by The Joint Commission and features private patient rooms, a large Outpatient Services department and a 35-bed Emergency Department. The Emergency Department treats nearly 39,000 patients annually and is a state-designated Level III Trauma Center, Level II STEMI Center and Level II Stroke Center. The stroke program also has The Joint Commission's Gold Seal of Approval® and the American Stroke Association's Heart-Check Mark for Primary Stroke Center Certification. The hospital also features an 18-bed Intensive Care/Cardiac Care Unit, an 18-bed Progressive Care Unit and a Level II Nursery in the Lake Regional Family Birth Center.

In addition, Lake Regional operates more than 20 specialty care clinics, including cancer care, heart care, orthopedics, women's health and more, plus primary care clinics, Express Care clinics, rehab therapy clinics, a skilled nursing facility, home health and hospice, and retail pharmacies.

Lake Regional Health Foundation, a 501(c)(3) organization, supports Lake Regional Health System by bringing together individuals and businesses committed to advancing local, independent, nonprofit health care. All gifts to Lake Regional Health Foundation are tax-deductible and provide needed medical equipment, advance programs and services, and enhance facilities to support state-of-the-art care.

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.

Mercy Hospital

Mercy Hospital Lebanon is affiliated with Mercy, the state's largest healthcare system and one of the largest Catholic health systems in the United States. The hospital's primary service area encompasses six counties across Southwest Missouri. Mercy Hospital Lebanon is a licensed 58-bed, acute-care, general medical/surgical facility that is fully accredited by the Joint Commission.

The facility, completed in 1999 upon Mercy's acquisition of Breech Regional Medical Center three years prior, has experienced continued growth and expansions to its emergency room, medical/surgical unit, and the Curry Cancer Center. The cancer center opened in 2008, providing cancer treatment options that are close to home for the communities served by Mercy Lebanon.

Mercy Lebanon has been actively engaged within its home community, with co-workers serving on boards and committees throughout Lebanon and Laclede County. Members of the Mercy Lebanon team also help develop the healthcare workforce of the future through their participation in the Greater Ozarks Centers for Advanced Professional Studies (GOCAPS) Lake Region program that offers job shadowing opportunities for high school juniors and seniors from four different school districts.

Mercy Lebanon By the Numbers (Fiscal Year 2024)

- 110,081 Outpatient Visits
- 23 Staffed Beds
- 2,843 Total Surgeries
- 39 Total Providers
- 26,116 Emergency Department Visits
- 1,890 Inpatient Discharges

In support of the Mercy Lebanon mission, the Mercy Health Foundation Lebanon helps meet the healthcare needs of those served throughout the hospital's coverage region. The Foundation raises funds to improve patient care programs, fund lifesaving equipment and provide resources that benefit patients at Mercy Hospital Lebanon and Mercy Clinics in Lebanon and neighboring communities.



Compass Health

Compass Health, known as Pathways Community Health in Camden, Laclede, Miller and Morgan Counties, the nonprofit organization that serves the most vulnerable members of our communities. Compass provides behavioral health support that enables 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.

Nearly a third (29 percent) of the 138 total employees who live and work in the area hold a master's degree. 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.

Compass Health provides family medicine, dental, behavioral health and substance abuse 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 assistance with housing, emergency room diversion services, veterans' services, suicide prevention as well as other supportive services.

Central Ozarks Medical Center (COMC)

Central Ozarks Medical Center has been providing quality health care in Central Missouri since 1979. Central Ozarks Medical Center's staff members are committed to leading the way to healthier communities.

COMC offers a wide range of services based on the needs of the communities. Offering high quality healthcare regardless of insurance status. COMC is committed to leading the way to healthier communities by reducing barriers to care, ensuring access for all, and creating a positive working environment of engaged team members with a shared goal. COMC has clinics located in Camdenton, Eldon, Laurie, Osage Beach and Richland.



Agriculture

The agriculture industry in Camden, Laclede, Miller, and Morgan counties in Missouri is a key economic driver, complementing the area's renowned tourism sector. With approximately 3,472 farms and nearly 1 million acres of farmland, it generated over \$650 million in farm product sales in 2022, primarily from livestock and poultry, including beef cattle, hay, and some row crops like corn and soybeans.

Economically, agriculture supports thousands of jobs through direct farm employment and related industries such as forestry, processing and input supply. Morgan County stands out as the third highest-producing agricultural county in the state, contributing significantly to the region's farm output.

Farm Details

	Camden	Laclede	Miller	Morgan	LOCLG Region
Number of Farms	533	1194	874	871	3472
Total Land in Farm (Acres)	147,033	307,082	242,451	213,322	909,888
Average Farm Size (Acres)	276	257	277	245	262
% of Farm's with Internet Access	76%	76%	75%	69%	-
% of Farm's that Sell Directly to Consumers	5%	4%	3%	4%	-
% of Farm's that Hire Labor	11%	12%	16%	26%	-
% of Farm's that are Family Farms	99%	98%	96%	97%	-

**USDA Census of Agriculture - 2022 Report*

This area, known for its scenic beauty and tourism, also relies on farming for economic stability. The main agricultural activities include beef cattle and hay production, with additional contributions from corn and soybeans, reflecting Missouri's broader agricultural trends. Agriculture supports the local economy and integrates with tourism, offering farm-to-table experiences and agritourism.

Given the Lake of the Ozarks' status as a major tourist destination, agriculture supports tourism through fresh produce for local businesses and agritourism activities like farm tours and festivals. This integration offers unique opportunities for economic growth, enhancing the region's appeal.

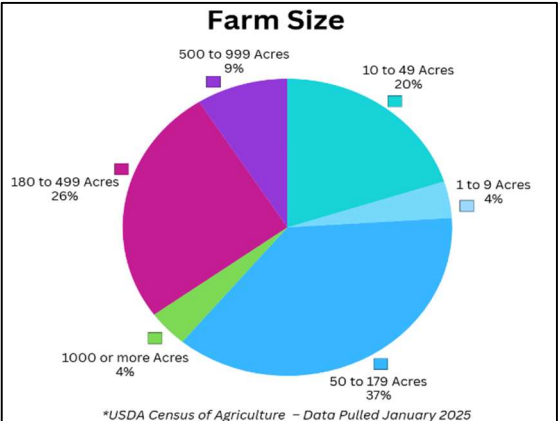
Challenges include commodity price volatility, a 2022 drought slashing hay yields, and an aging workforce (e.g., 37% of Camden farmers over 65). However, there are ample opportunities for growth through value-added processing, diversification into niche markets, and the adoption of advanced technologies to improve efficiency, sustainability, and boost resilience. The region's Agri-Ready designations and Missouri's pro-agriculture policies support growth.

Looking forward, expect consolidation of larger farms alongside niche diversification, with potential for renewable energy and sustainable practices enhancing profitability. This sector's synergy with tourism and economic contributions make it a vital focus for CEDS strategies, fostering sustainable growth and community vitality. Additional information including the region's county breakdowns for economic contribution from agriculture and forestry can be found in Appendixes.

Farms by Value of Sale

	LOCLG Region	Camden	Laclede	Miller	Morgan
Total # of Farms	3,472	533	1,194	874	871
Less than \$2,500	24%	30%	26%	18%	23%
\$2,500-\$4,999	8%	15%	9%	6%	6%
\$5,000-\$9,999	12%	12%	12%	14%	10%
\$10,000-\$24,999	18%	12%	22%	21%	12%
\$25,000-\$49,999	16%	17%	14%	21%	12%
\$50,000-\$99,999	10%	11%	9%	9%	10%
\$100,000 or more	13%	4%	8%	11%	27%

**USDA Census of Agriculture - 2022 Report*



**USDA Census of Agriculture - Data Pulled January 2025*

Tourism

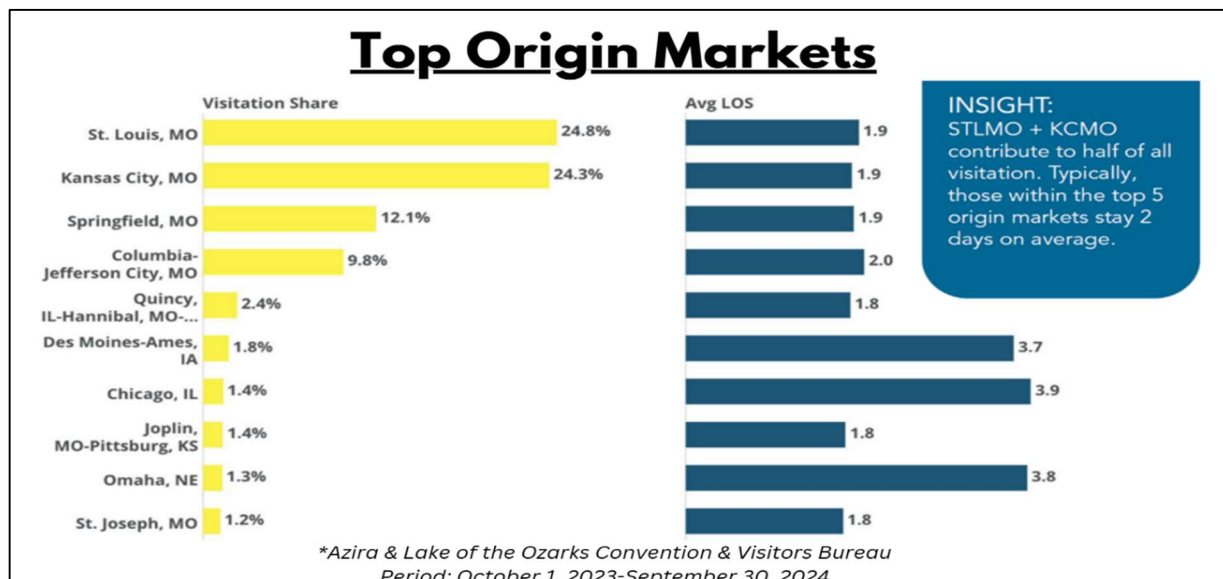
Visitor Overview



**Azira & Lake of the Ozarks Convention & Visitors Bureau
Period: October 1, 2023-September 30, 2024*

The region is home to several great State Parks and other natural features and is a central strength of the Lake of the Ozarks region. The quality of life is the biggest strength of the region, and the beauty and surrounding environment of the Lake is our best asset. 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 2018 USA Today named Lake of the Ozarks as the second-best place in the nation for Fall Foliage. In the category of Best State Park, Ha Ha Tonka State Park was voted fourth best in the nation. The region is also home to Bennett Springs State Park, a popular trout fishing destination that attracted more than 1.8 million visitors in 2023. The region's natural beauty also serves as an important backdrop to area historic districts, such as the Bagnell Dam (90 years old with 100-year centennial in 2031) and multiple cave complexes such as Bridal Cave, Jacobs Cave, Stark Caverns and Ha Ha Tonka State Park's River Cave. These environmental resources bring national attention to the region and attract visitors from around the world.

The Lake portion of the Lake of the Ozarks Region is an extremely popular tourist destination, and the population explodes in the summer months with the popularity of the Lake. The Covid Pandemic of 2020 took the county by surprise, and many communities across the nation closed their doors on businesses. The local leadership decided to remain open. This decision by City and County leadership proved to be the right one for the region. The visitors have not stopped coming as record numbers of visitors flocked to the region each year. The added tourism after 2020 has prompted a lot of growth in our region.



For fiscal year 2023, the state of Missouri had over \$17.6 billion in taxable sales recorded by 45 different tourism-related NAICS codes (North American Industry Classification System). With the Lake of the Ozarks Region, tourists spent over \$205 million (1.2% of the state's total) for the same period. The tourism industry also supported 7,299 jobs in the four counties, which include lodging, outdoor recreation and many other tourism activities. The chart to the right shows a breakdown for tourism spending and employment for each county in 2023.

Tourism Spending and Employment: 2023

	NAICS Spending	Employment
Camden	\$ 28,939,765	4,362
Laclede	\$ 75,590,110	1,256
Miller	\$ 61,976,230	915
Morgan	\$ 38,542,602	766
LOCLG	\$ 205,048,707	7,299
Missouri	\$ 17,613,907,552	301,466

**MO Department of Tourism & ACS/US Census*

Missouri State Parks also provides visitor numbers for each of the parks within the region based on yearly visits. 3,328,522 people visited one of the regions four state parks in 2023. Enjoying over 24 thousand acres of nature and over 100 miles of trails. Below you will find additional 2023 data for each of the state parks, including the number of visitors to each park. Rock Island Tail in the region just opened and data is not available at the present time.

State Parks in Region 2023

	Bennett Springs	Ha Ha Tonka	Lake of the Ozarks	Rock Island Trail
Total Visitors 2023	1,280,932	569,204	1,473,192	5,194
Camping Night	28,505	N/A	21,326	N/A
Acres	3,338	3,751	17,666	-
Miles of Trails	13	3	56	-
Number of Structures	60	18	209	-

**MO State Parks 2023 - pulled January 2024*

Top Spending Origin Markets

Cardholder DMA	Spend Share	Unique Cards	Spend per Card
SPRINGFIELD, MO	35.09%	801,241	\$144.03
COLUMBIA-JEFFERSON CITY	29.93%	680,435	\$144.64
KANSAS CITY	4.85%	203,858	\$78.28
ST. LOUIS	4.06%	157,956	\$84.52
LITTLE ROCK-PINE BLUFF	1.83%	72,611	\$82.81
CHICAGO	1.66%	64,230	\$85.18
QUINCY-HANNIBAL-KEOKUK	1.59%	60,860	\$85.81
SAN ANTONIO	1.21%	11,162	\$356.26
TULSA	1.19%	62,223	\$62.96
WICHITA-HUTCHINSON PLUS	1.13%	50,784	\$73.02
GRAND TOTAL	100.00%	2,917,730	\$112.71

**Affinity Solutions & Lake of the Ozarks Convention & Visitors Bureau
Period: July 2021-September 2024*

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 known across the world.

The Lebanon-Laclede County Route 66 Society grew out of a festival in Lebanon celebrating the 75th birthday of Route 66, in 2001. That first festival organizing committee grew into the Lebanon-Laclede County Route 66 Society with the mission "to educate, preserve, promote and develop Route 66 in Laclede County." The society was incorporated as a nonprofit with the State of Missouri in 2003 and is now recognized as a 501 (c)(3).



There are several historic Route 66 businesses and attractions in Laclede County, especially in Lebanon. The Route 66 Museum inside the Lebanon-Laclede County Library, was visited by more than 13,000 Route 66 enthusiasts from all 50 states and 52 countries, in 2024. Boswell Park is the location of the yearly Rt 66 Festival drawing hundreds of classic cars and thousands of attendees.

Route 66 will celebrate its 100th anniversary in 2026. The centennial of the Mother Road is a remarkable event and the eight states along its alignment are preparing events, revamping attractions and getting ready for the inflow of visitors that will drive the old highway on its birthday. With the FIFA World Cup coming to Kansas City in 2026, international travelers have indicated a desire to visit Route 66 which should be new revenue opportunities for the region.



Willmore Lodge

Fort Leonard Wood



Fort Leonard Wood, located in Pulaski County, Missouri, is a crucial U.S. Army installation that serves as one of the Army's most important training centers, positioned approximately 30 miles southwest of the Lake of the Ozarks region. The installation serves as home to the Maneuver Support Center of Excellence, which includes the U.S. Army Chemical, Biological, Radiological, and Nuclear School, U.S. Army Engineer School, and U.S. Army Military Police School, making it one of the Army's primary training facilities.

The fort's integration with the Lake of the Ozarks region is strengthened through the Lake of the Ozarks Recreation Area (LORA), a military-operated facility located in Camden County

approximately one hour from the installation. LORA, operated as part of Fort Leonard Wood's Family and Morale, Welfare and Recreation program, provides year-round recreational opportunities for active-duty military, National Guard and Reserve members, retirees, DoD civilian employees, and their families. The facility offers comprehensive amenities including cabin rentals, camping facilities, a full-service marina, and various water recreation activities, fostering a strong connection between the military community and the Lake of the Ozarks region while contributing to the area's recreational economy.

Whiteman Airforce Base

Whiteman Air Force Base (AFB) serves as a significant strategic military installation located in Johnson County, Missouri, approximately 70 miles northwest of the Lake of the Ozarks region. As home to the 509th Bomb Wing and the B-2 Spirit stealth bomber fleet, Whiteman AFB has substantial economic and demographic impacts that extend into the LOCLG service area.



The Lake of the Ozarks region plays a vital role in Whiteman AFB's training operations, particularly through the use of designated military training routes (MTRs) that cross portions of the lake area. These low-level flight corridors are essential for tactical training missions, allowing military aircraft to maintain proficiency in terrain-following and low-altitude operations. The lake's diverse topography, with its varied elevation changes and sprawling waterways, provides unique training opportunities for pilots and crews operating various aircraft, including both fixed-wing aircraft and helicopters from Whiteman AFB.

Whitman Airforce Base coordinates with our local chambers to help the region host annual air shows and performances throughout the year.



Economic Development Organizations

The existing economic development groups operating within the Lake of the Ozarks Region are a sign of an involved citizenry. Business owners, government officials, and private residents have collaborated with 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. Lebanon's Regional Economic Development, Inc. (Lebanon-REDI) focuses on Business Retention and Expansion; Business Attraction; Community Development; Workforce Development; and Corporate Development. The Lake of the Ozarks Council of Local Governments has technical resources and insight into federal funding options to develop and implement development activities. These groups represent foundational pieces of economic development and regional growth.

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.

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 LOCLG updated the CEDS, each of our planning and economic development partners were asked 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

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. This organization is also responsible for oversight of the Revolving Loan Fund.

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.

Lake of the Ozarks Regional Economic Development Council

Since formed in 2005, the Lake of the Ozarks Regional Economic Development Council (LOREDC) exists to provide a regional, collaborative approach to economic development throughout Camden, Miller, and Morgan Counties.

In 2022, LOREDC adopted a strategic plan with the following listed outcomes:

- Economic Development will become a greater priority in the Region and a restructured development organization (New LOREDC) will be formed and staffed and will be responsible for regional economic development efforts working closely with partners, investors, and local communities.
- The New LOREDC organization will support ongoing existing business contact programs locally, advocate for local action on identified issues, and provide direct technical assistance on existing business retention and expansion projects.
- In order to support workforce development in the region, the New LOREDC will utilize contacts with existing businesses to identify the specific needs of employees such as transportation, housing, and childcare availability.
- The New LOREDC will support efforts to provide the infrastructure that will be needed to assist and attract business growth, specifically including broadband expansion and surface transportation improvements.
- The New LOREDC will identify key target businesses/segments that present the best opportunity for growth in the region.
- The New LOREDC will develop an aggressive target marketing and regional promotion plan for both internal and external customers/businesses.
- The New LOREDC will integrate the HUB Business Incubator program into the LOREDC structure as the catalyst to improve the regional “ecosystem”/support network that is needed to identify and grow entrepreneurs in the Region.

Our overall goal as an organization is to build the organizational, funding, marketing strategy and business retention foundation and operate as an effective and efficient catalyst to spur net employment and income growth in the Lake of the Ozarks Region.

The mission of the Lake of the Ozarks Regional Economic Development Council (LOREDC) is to be the lead economic development organization in the three -county region. LOREDC will aggressively pursue targeted growth opportunities for the Lake of the Ozarks region that will result in increased wealth, quality job creation, business startups and business retention. LOREDC will support targeted quality job creation and retention efforts through providing expertise, active leadership, and advocacy on Lake of the Ozarks growth priorities.



Lebanon Regional Economic Development Incorporated (Lebanon-REDI)

Lebanon-REDI, is a not-for-profit, 501c(6) organization that was formed in 2004 to be the economic development organization for Lebanon and Laclede County.

The mission of Lebanon-REDI is “To strengthen the Laclede County economic base and increase the standard of living of all residents through retention, expansion, attraction and development of primary jobs and capital investments.”

Lebanon-REDI employs two full time employees, a president/chief executive officer and GOCAPS Lake Region coordinator. A 21-person board of directors advises staff on matters critical to success in Laclede County. The organization has been a key partner in many economic development projects since its inception including manufacturing and retail recruitment, retention and expansion.



MU EXTENSION

MU Extension is the outreach arm of the University of Columbia in Columbia, MO, dedicated to improving the lives of Missouri (MO) residents. It offers research-based educational programs covering a wide range of topics, from farming techniques to family health and youth education. This initiative ensures that university knowledge is practical and accessible, addressing local challenges effectively.



The extension provides specific support such as agricultural advice for farmers, family education on nutrition and finance, and community development assistance. It also runs the 4-H program for youth, promotes health and wellness, supports small businesses, and prepares communities for disasters. These services are delivered through local offices, workshops (both in-person and online), publications, and collaborations with community partners like local organizations and schools.

MU Extension operates through a network of local offices across all MO counties, ensuring tailored programs that directly address the unique needs of each community, enhancing its impact statewide.

Missouri Small Business Development Center (SBDC)

The Missouri SBDC in Osage Beach specializes in no-cost business consulting, no-to-low-cost training to small businesses and entrepreneurs at any stage of their business. The Small Business 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.



Chambers of Commerce

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

Eldon Chamber of Commerce

The Eldon Area Chamber of Commerce mission is to provide support for economic growth for the Eldon Area. The most recent years, the Eldon area has experienced proactive growth with new industries such as Quaker Windows and new small business to the community, by making Eldon a great place to live, work, and play.



The Eldon Area Chamber of Commerce is a nonprofit, membership-driven organization comprised of approximately 150 members. Eldon Area Chamber of Commerce is governed by a board of 13 members that are members of the Eldon Area Chamber of Commerce along with an executive director.

Eldon Chamber of Commerce promotes the Eldon Area, by hosting events such as our biggest event of the Year, The Eldon Turkey Festival. This event brings 8-10 thousand people from across the state which drives business to our area. The chamber is always learning and finding new, productive ways to serve our businesses and community better.

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 priorities, 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; Strategic Communications, Legislative & Governmental Affairs, 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, Lake of the Ozarks Water Safety Council, Missouri Chamber of Commerce and Industry, Camdenton R-III Lake Career and Technical Center Advisory Board, Chamber of Commerce Executives of Missouri District Chair, Camdenton R-III Comprehensive School Improvement Plan School Partner, CHS Business Advisory Steering Committee, and board member of the Camden County Ag & Youth Enrichment Council. Close ties and collaboration efforts are maintained with other chambers in the area as well as the Lake of the Ozarks Convention and Visitor Bureau.

Lake Area Chamber of Commerce

The Lake Area Chamber of Commerce is a nonprofit, membership-driven organization comprised of approximately 550 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. The 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

Established in 1948, the Lebanon Area Chamber of Commerce is a nonprofit, membership-driven organization dedicated to supporting local businesses and enhancing community life. With over 250 members, the Chamber plays a pivotal role in organizing events and creating opportunities that have contributed to the growth and prosperity of Lebanon and the surrounding area.



The Chamber is led by an Executive Director and governed by a 13-member board, including a President, Vice President, Secretary, and Treasurer. Various committees operate under the Chamber's umbrella, each focusing on specific initiatives and events to support local businesses and the community.

In 2023, the Chamber updated its mission statement to: *"The Lebanon Area Chamber of Commerce leads, collaborates, and supports local businesses, driving economic growth and enhancing community life."*



To bring value to its members, the Chamber offers innovative programs and services designed to increase business visibility, facilitate networking opportunities, and provide professional development resources. These initiatives aim to support local businesses in their growth and success, contributing to a vibrant and thriving community.

Through its leadership, committees, and events, the Chamber continues to be a driving force in the economic development and well-being of the Lebanon area.

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 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 keeps Stover strong.



Versailles Area Chamber of Commerce

The Versailles Area Chamber of Commerce is a vibrant, volunteer-driven organization, with 14 dedicated team members and over 100 committed membership investors. Serving as the region's central hub for industry and commerce, we bring people together and cultivate meaningful connections. We take great pride in hosting the renowned Versailles Olde Tyme Apple Festival, which has consistently drawn sizable crowds year after year. In 2019, the festival expanded to two days, and by 2024 it welcomed 33,500 attendees across both days. The Chamber is also recognized for the Ozark Grillin and Chillin Festival, for partnering with the City of Versailles to present our Independence Day Celebration, collaborating with Co-Mo Connect to host the Scare on the Square in October, and the Lighted Christmas in November. Another major draw to the Versailles area is the flourishing Mennonite community, which welcomes visitors from across the United States year-round.



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 for consecutive years by USA Today Readers.

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 name several times, however its 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 with a number of innovative and integrated marketing tools.



City of Lebanon's Tourism Department

Located in the Cowan Civic Center in Lebanon they promote tourism within Laclede County. There are a lot of activities from fishing, hiking, camping and Route 66 to promote within the region. The Cowan Civic Center in Lebanon often hosts great events that promote county music, gospel music, survivor training, monster truck races, comic conventions and a host of activities that attract visitors locally and from all over. In Laclede County, the Lebanon Tourism Department is also a very active organization promoting Laclede County via partnerships with other entities regionally including those at the Lake of the Ozarks and from Fort Leonard Wood.



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 several programs and events that bring both cultural opportunities as well as economic opportunities to the lake region.



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 several 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.



Lake of the Ozarks Council of Local Governments
2024 Comprehensive Economic Development Strategy



Photos By: Lake of the Ozarks CVB

Public Land

The Lake of the Ozarks Region is home to large areas of publicly accessible lands. There are 37 conservation areas managed by the Missouri Department of Conservation and three state parks managed by the Missouri Department of Natural Resources.

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 more than 10,200 acres of land managed by the Department of Conservation within our region.

State Parks

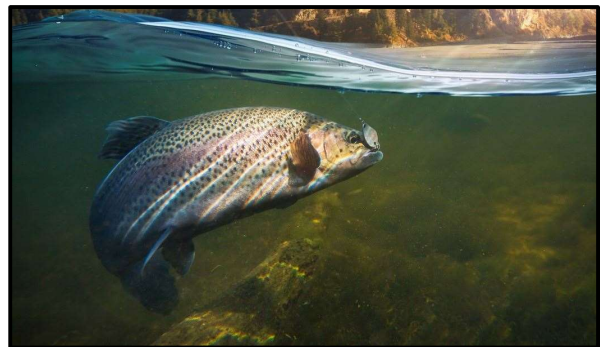
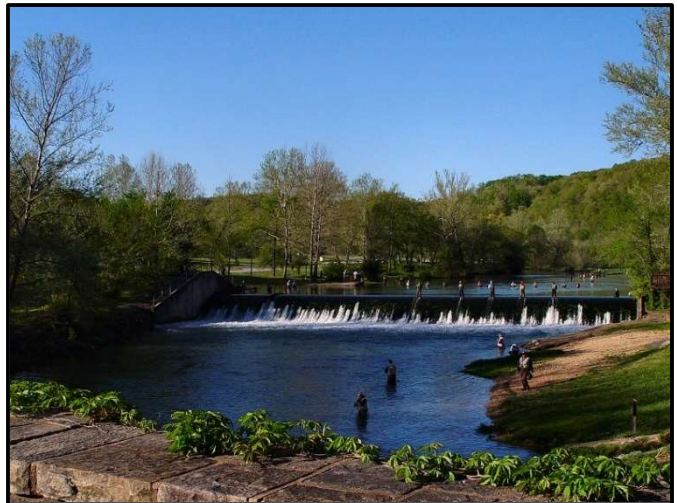
The Lake of the Ozarks State Park, the largest in the state, covers 17,741 acres. The Park is home to a number of camping areas; cabins, biking, hiking, and horse trails; boat launches; fishing docks; historic sites; and summer camp areas. Ha Ha Tonka State Park located on the shores of Lake of the Ozarks, recognized as one of the best state parks in the country, including being a top choice in USA Today's 10 Best Reader's Choice Awards, 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 Spring State Park provides trout fishing, hatcheries, dining, canoeing, swimming, and hiking opportunities. Bennett Spring State Park is approximately 3,240 acres.

Our region is home to a new state park, Rock Island Trail State Park, in Morgan County and is under development. When fully completed the Rock Island Trail is expected to be 200 miles long and connect to the Katy Trail system, that runs across Missouri.

Additional information and statistics on each of the state parks in our region can be found in Appendixes.

Bennet Springs State Park

- 3,338 acres
- Daily stocked rainbow trout fishing
- 100+ million gallons spring flow daily
- 12 miles of hiking trails including:
 - Savannah Ridge Trail (2.5 miles)
 - Natural Tunnel Trail (7.5 miles)
- Nature center with year-round programs
- Dining lodge
- Campgrounds and cabins
- Oak-hickory Forest with diverse wildlife
- Natural tunnel (15' high, 50' wide, 100 yards long)



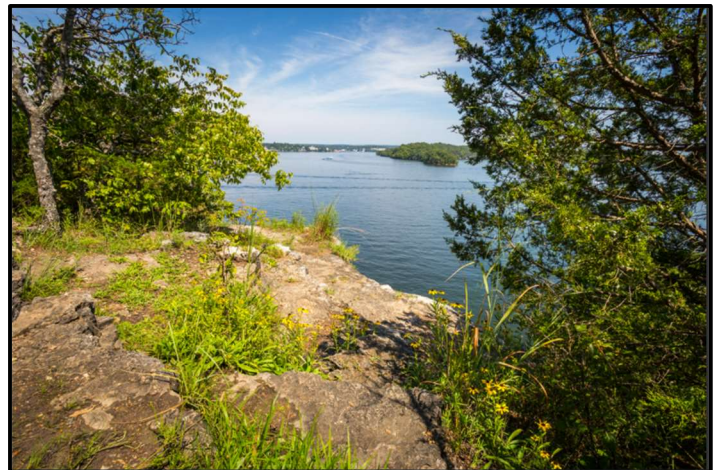


Ha Ha Tonka State Park

- 3,600 acres on Niangua Arm
- Historic castle ruins (built 1905-1922)
- 12 hiking trails (16 miles total)
- 8 caves
- Karst topography with sinkholes and natural bridges
- Large spring (48 million gallons daily)
- Coliseum (collapsed cave formation)
- Visitor center with exhibits
- Two rentable picnic shelters
- Accessible by boat or car
- Historical Significance:
- Originally developed by Kansas City businessman Robert McClure Snyder
- Castle burned in 1942
- Acquired by State of Missouri in 1978

Lake of the Ozarks State Park

- 8 Missouri's largest state park (17,441 acres)
- 5 miles of shoreline
- Two public beaches with boat launches
- Lee C. Fine Memorial Airport (6,500 x 100-ft runway)
- Lake of the Ozarks Aquatic Trail (14 marked shoreline stops)
- Ozark Caverns (56° year-round, featuring Angel's Shower)
- Ten hiking trails including Woodland Trail
- Patterson Hollow Wild Area (1,200 undeveloped acres)
- Four organized youth camps
- Grand Glaize Beach and Public Beach #1 facilities
- Boat rentals and fishing docks



Rock Island Trail State Park

The newest addition to our area. This state park spans multiple regions and is part of Missouri's cross-state trail network and is still being developed. When complete, the Rock Island Trail will span 200 miles and connect to the Katy Trail system across Missouri.

Current Development:

- 47.5 miles developed (Pleasant Hill to Windsor)
- 144 miles undeveloped (Windsor to Beaufort)
- 12.6 miles potential rail-with-trail (Beaufort to Union)

Features:

- Multiple trailheads: Pleasant Hill, Leeton, Chilhowee, Medford
- Connects to Jackson County and Katy Trail
- Diverse landscapes: prairie, farmland, woodlands
- Historic railroad corridor
- Multi-use: hiking, biking, equestrian

Conservation Area

The Missouri Department of Conservation designated 37 conservation areas in the region. The following table shows our area's conservation area and what their main activities are.

Conservation Areas

Area Name		Attractions Available													
		Bird watching	Fishing	Boat Ramp	Hunting	Trapping	Shooting Range	Trails	Biking	Hiking	Horseback Riding	Camping	Playground	Dog Park or Training	Special Use Permit
Camden	Alice Ahart Mansfield Conservation Area				x			x		x					
	Branch Towersite				x										
	Brown Bend Access		x	x											
	Burnt Mill Cave Conservation Area	x	x		x										
	Camdenton Conservation Service Center	x					x	x		x					
	Fiery Fork Conservation Area	x	x		x	x		x		x					x
	Larry R. Gail Access		x	x	x			x		x					
	Mule Shoe Conservation Area	x	x		x	x						x			x
	Osage Beach City Park		x					x					x	x	
	Shawnee Bend Access	x	x	x											
Toronto Springs Conservation Area				x	x						x			x	
Laclede	Anna M Adams Access	x	x	x		x									x
	Barclay Conservation Area			x											
	Bear Creek Conservation Area	x			x	x									x
	Bennett Springs Fish Hatchery		x	x											
	Coffin Cave Conservation Area	x			x	x									x
	Coleman Memorial Conservation Area	x						x		x					
	Davis Ford Access	x	x	x		x									x
	Drynob Access	x	x	x	x	x									x
	Goose Creek Conservation Area	x			x	x									x
	Hazelgreen Access	x	x	x		x									x
	Hull Ford Access	x	x	x		x									x
	Lead Mine Conservation Area			x											
	Lebanon Forestry Office	x													
	Long Ford Access	x	x	x		x								x	x
	Mary Lawson Conservation Area	x			x										
Osage Fork Conservation Area	x			x	x	x								x	
Posperine Access	x	x	x		x									x	
Miller	Bagnell Dam Access		x	x											
	Boeckman Bridge Access		x		x										
	Brays Access					x									x
	Kings Bluff Access		x	x											
	Madden Ford Access	x	x		x										
	Osage-Tavern Access		x	x		x						x			x
	Rocky Mount Towersite	x			x										
	Saline Valley Conservation Area	x	x		x	x		x		x		x			x
	Tuscumbia Access		x	x											
	Wilson Camp Access	x	x		x										
Morgan	Big Buffalo Creek Conservation Area	x	x		x			x	x		x				
	Capenter Memorial Conservation Area	x			x										
	Coffman Beach Access	x	x	x											
	Gravois Mills Access	x	x	x				x		x					
	Hite Prairie Conservation Area	x			x										
	Lamine River Conservation Area	x	x	x	x							x			
	Manito Lake Conservation Area		x		x										
	Proctor Towersite				x										
	Wiewam School Access		x	x	x										

*Missouri Department of Conservation - Conservation Areas - Data Pulled January 2025

Caves

Our region is home to many caves of all different sizes. Some of those caves are large and have been made into show caves. Show caves are wild caves that have been "tamed" through tremendous work and expense. Paved walkways, bridges, and handrails have been constructed, and lights have been installed for the convenience of viewing nature's underground beauty with little effort and very safely. No special clothing or equipment is necessary. Want-to-be spelunkers can experience geology, hydrology, and anthropology in these underground classrooms. One of the best things about visiting a cave is that no matter what the weather or season, the temperature is approximately 50-60 degrees year-round, varying slightly with each cave: warm in the winter, cool in the summer. The region is blessed with four show caves (out of Missouri's 22) and is one of the only tourist destinations in the United States with four show caves within 30 miles of each other.

Bridal Cave (just north of Camdenton, off Highway 5 on Lake Road 5-88) can also be reached by water on the 10.5 mile marker on the Big Niangua Arm of the Lake. It was formed by the Ozark upheaval when the Ozark Mountains were formed 42-46 million years ago and is adorned with massive columns, stalactites, stalagmites, and draperies from the start to beyond the end of the tour at the sparkling crystal-clear Spirit Lake. Bridal Cave, in keeping with the tradition of the Indian legend, has hosted over 3,000 weddings in the stalactite adorned Bridal Chapel.

Jacob's Cave (north Highway 5 on State Road TT, north of Gravois Mills) is the largest cave in the Lake area and is a "walk through" cave which is completely accessible to people with disabilities. Jacob's Cave is famous for its depth illusion, reflective pools, ceiling sponge-work, prehistoric bones (Mastadon, bear, and Peccary), and the world's largest geode. On the mile-long tour, you will see every type of cave formation imaginable, from millions of soda straws, massive stalactites and columns, to delicate helectites. Evidence of six ice ages and three earthquakes can be seen.

Lake of the Ozarks Council of Local Governments
2024 Comprehensive Economic Development Strategy



Stark Caverns (from Bagnell Dam go East on Highway 54 about 6.5 miles and turn left on Cave Drive) was first used by animals for shelter and winter hibernation. You can see the bear beds along the pathway. The cave was also used by Native Americans and many artifacts have been found in the cave. Later settlers used the cave for storage of goods and production of moonshine. In the late 1800's and early 1900's, they built a ballroom. The ballroom area was also used as a speakeasy during prohibition. Stark Caverns also includes a large underground lake and a wide variety of formations including helectites, helegmites, soda straws, flowstone, dripstone, unsurpassed spongework, cave coral, and stromatolite fossils.

Ozark Caverns is a state-owned cave, located off A Road. Ozark Caverns is famous for its Angels Shower, a treat for any cave enthusiast. Great care is taken not to disturb anything of nature. The cave stream exits the mouth of the cave and forms a fin in front of the cave (freshwater swamp); too shallow for fish, but just right for a vast array of exotic plant and animal life native to this area. It is also a "walk through" and ADA accessible.

* Cave information provided by: Lake of the Ozarks
Convention & Visitors Bureau, www.funlake.com

Wildlife

Endangered Species in our region

Aquatic Invertebrates

- Elephantear
- Pink Mucket (Pearlymussel)
- Scaleshell Mussel
- Sheepnose (Bullhead)
- Spectaclecase (Mussel)

Birds

- American Bittern
- Bachman's Sparrow
- Greater Prairie-Chicken
- Northern Harrier

Fish

- Niangua Darter
- Topeka Shiner

Land Invertebrates

- Hine's Emerald Dragonfly

Mammals

- Gray Bat
- Indiana Bat
- Norther Long-Eared Bat
- Plains Spotted Skunk
- Tricolored Bat

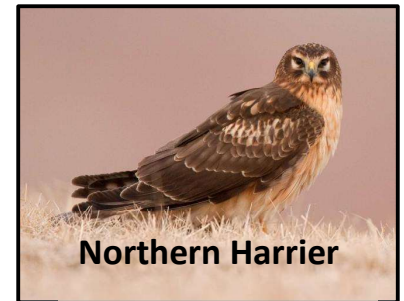
Reptiles and Amphibians

- Eastern Hellbender

Plants and Grasses

- Mead's Milkweed
- Virginia Sneezeweed

Source: MO Department of Conservation



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 19 sites and six 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 17 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. Additionally, in Camden County, Urbauner Fishing Lodge Historic District highlights the history of a private fishing retreat, now home to Riverbird 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 contain four buildings, three of which are currently extremely deteriorated. The Bennett Spring 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.

The newest addition to the National Historic Register in our region is the Grand Auglaize Swinging Bridge. The bridge is a 500-foot wired cable suspension bridge, which spans the Grand Auglaize Creek. The bridge was built between 1920-1931 by Joseph A. Dice.

There are 19 sites listed on the National Register of Historic Places in the Lake of the Ozarks Region. Sites include the Morgan County Courthouse, the Pin Oak Hollow Bridge, and the P.A. Sanning Store in Mary's Home, MO. Camden County has six sites, all of which are located at the Lake of the Ozarks State Park. Miller County has five sites, Morgan County has four, and Laclede County has three.



Photo By: Lake of the Ozarks CVB

Infrastructure

LOCLG staff, county and city officials are constantly working to address the infrastructure needs of the region. Many municipalities and county governments in our region do not have the financial capacity to address the major infrastructure needs surrounding water, wastewater, electric, broadband, roads, bridges, sidewalks and drainage improvements. LOCLG assists our region with project development, coordination, community partnerships and grant writing to access crucial funding streams to improve infrastructure to ensure the health and safety of our residents

Transportation

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 plays a major role in 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.

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 seven 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, while 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

Listed under the counties are the transportation improvements made throughout the counties over the past couple of years. These improvements were provided by and performed by MO-DOT and totaled 50 million dollars on work projects.

Camden County

Route 54 experienced road improvements from Osage Beach to Camdenton, J turns were also added to make cross lane merge easier and offer significant safety improvements. Route D's Minnow Creek had bridge rehabilitation to improve the poor scoring bridge. Route J had a new bridge placed over the Little Niangua River. Route KK, MM, TT, F had a new overlay with an addition of 2' shoulders. This segment of highway will be undergoing a complete surface recoat in the upcoming two years and will be on a reoccurring treatment every eight years according to MO-DOT as part of the Asset Management Program. Camdenton is preparing for a widening of US Route 54 that will expand the highway from 3 lanes to 5 lanes and is scheduled to be completed in 2026. A traffic study is also underway to evaluate solutions for the Route 54/Route 5 intersection. The toll bridge has been paid off is now open to the public, this have increased the traffic counts in the area.



Laclede County

Interstate 44 got new overlays along east and westbound lanes along with a bridge rehabilitation for the Gasconade River Overflow. Route 5 got a new overlay in Lebanon along Jefferson Street a major road in Lebanon. Route 5 also got a new overlay along the shared four lane from North Lebanon to the Camden County line. A project that is being studied by MO-DOT is a new Route 5 bypass or aka The Lebanon Loop, this will address the congestion and traffic concerns through the downtown city commercial corridor.

Miller County

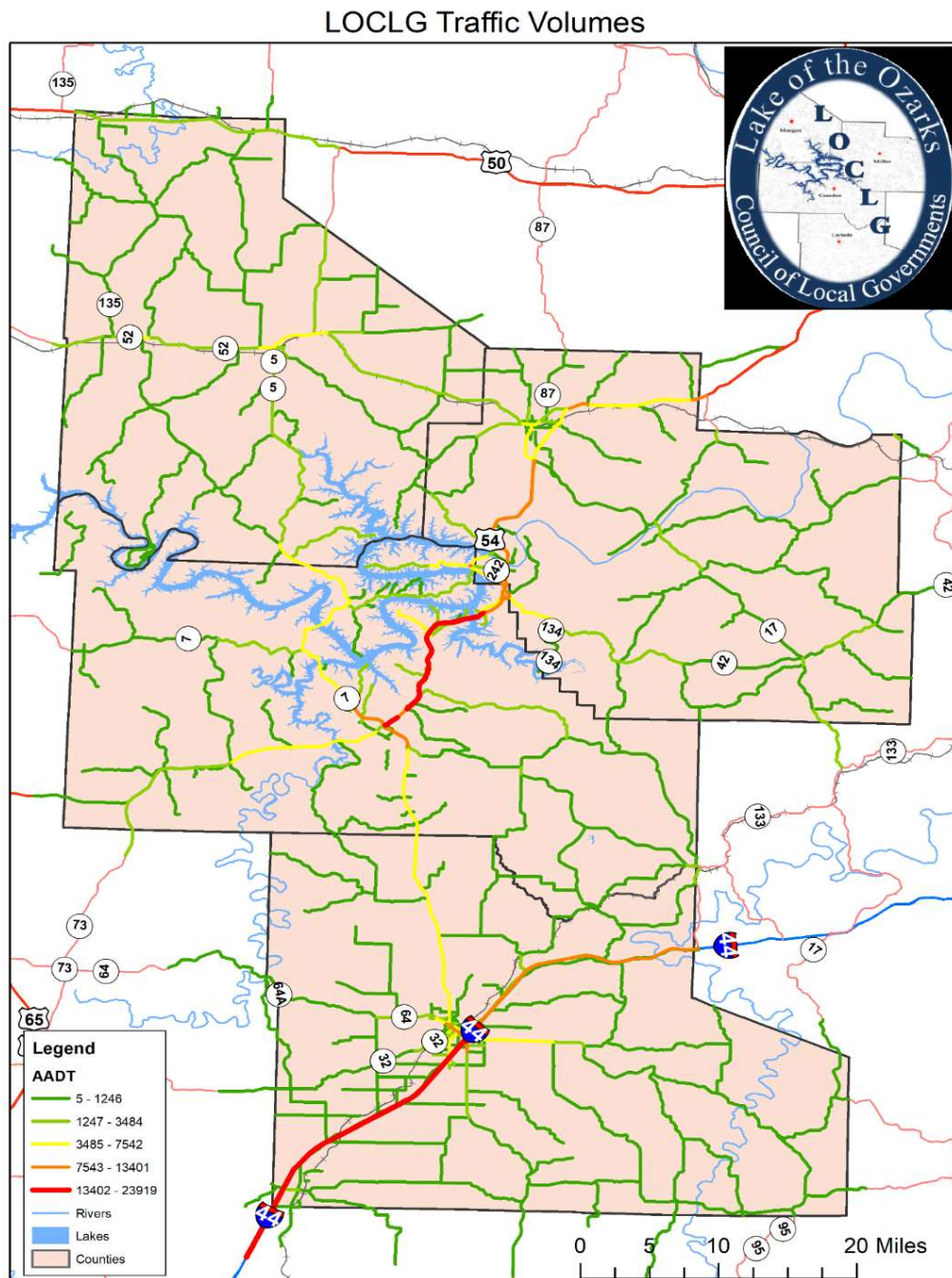
Miller County had major changes around the Bagnell area with a new Route 54/Route W new interchange completed in 2021. Also, Bagnell Dam received a bridge and surface rehabilitation started in fall 2021 and is scheduled to be completed in early Spring 2022. Route C also received a bridge rehabilitation over Deane Creek. Route U got a new overlay with the addition of 2' shoulders.

Morgan County

Route 50 in Morgan County received improvements with a new overlay reaching from Pettis County to California. Also, the Route 50/5 intersection was subject to safety improvements to make a better functioning area. Also new overlays from Versailles to Jefferson City on Route C. Finally, Route W got a new overlay with the addition of 2' shoulders from Versailles to Route Y.

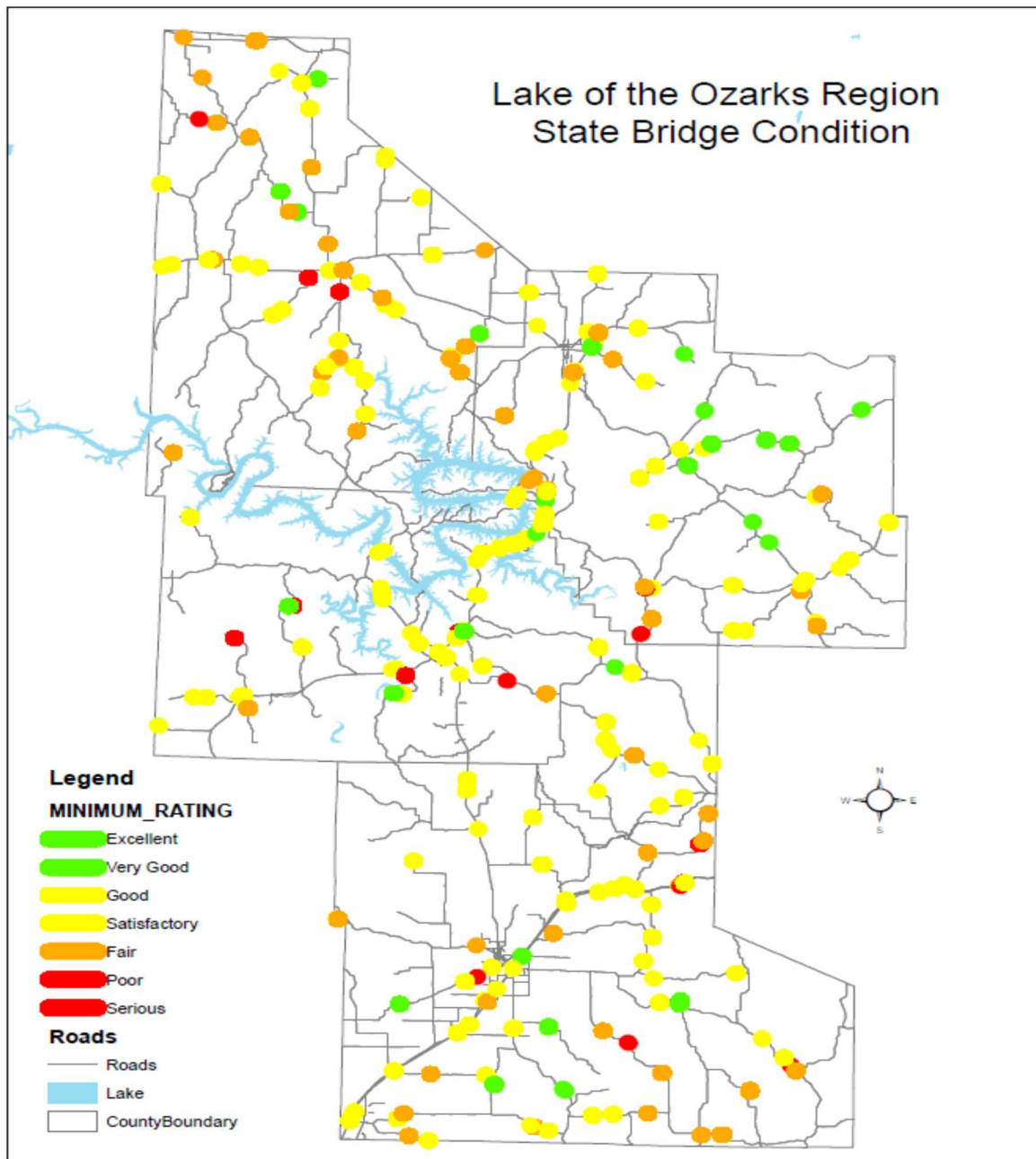
Traffic Volumes

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 below shows that the I-44 has the highest traffic volumes along its route in the region. Portions of US-54 experience similar traffic volumes as 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 an east/west connection in the northern portions of the region.



Bridge Conditions

An important indicator of the region's transportation infrastructure's 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. Fifteen of the region's bridges are classified as "poor" or worse. Fourteen bridges are rated good and 21 are rated as excellent. The following map shows bridge conditions in the region. The new passage of SB-262 and IJA MO-DOT will have additional funds to deploy across the entire State of Missouri to assist with several of the major bridges in poor condition.



Airport

The Lake of the Ozarks region maintains a network of general aviation airports supporting local economies, tourism, and transportation connectivity. Current trends show increasing demand for hangar space and facility upgrades, reflecting growth in aviation activity and infrastructure modernization needs.

Major Airports

Camdenton Memorial–Lake Regional Airport (OZS) - Camden County

- 5,000-foot asphalt runway with MIRL and 4-light PAPI on both ends
- AWOS-III P/T weather reporting and RNAV (GPS) approaches Runways 15/33
- Expansion Projects:
- 20 new hangars under construction (9 complete by early 2025)
- Future plans (FAA 2024): Runway extension to 5,500-6,000 ft, widening beyond 75 ft
 - Additional 30-40 hangars planned
 - Potential new terminal building
 - Fuel farm upgrades for increased Jet-A capacity by 2026

Lee C. Fine Memorial Airport (AIZ) - Miller County

- Region's largest airport: 6,497 x 100 ft asphalt runway (04/22)
- Full services: 100LL/Jet-A fuel, maintenance, daily attended terminal (8 AM–6 PM)
- MIRL, precision approach paths, RNAV (GPS) procedures
- 2024-2025 Improvements:
 - \$4M runway repaving project
 - LED runway lighting upgrade
 - New beacon installation
 - Planned apron and taxi lane expansion
 - Future considerations: Additional hangars, improved fuel storage, potential customs station

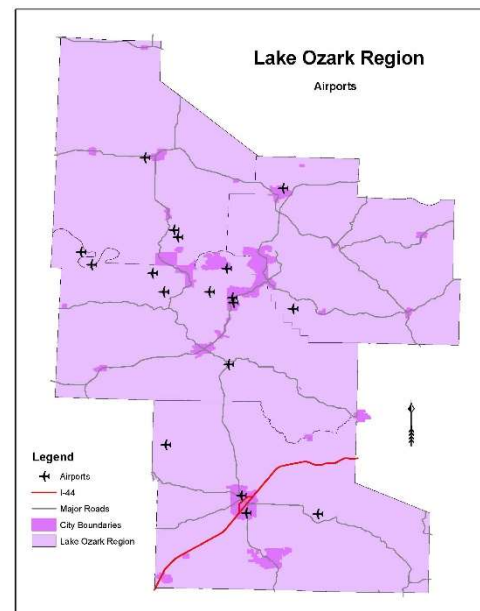
Floyd W. Jones Lebanon Airport (LBO) - Laclede County

- 5,000 x 75 ft asphalt runway (18/36) with MIRL
- RNAV (GPS) approaches
- 18,000 annual operations (2020), 28 based aircraft
- Development Plans (Master Plan 2023):
 - Proposed 1,000-foot runway extension
 - Parallel taxiway improvements
 - Expanded hangar capacity
 - Updated instrument landing systems

Regional Airports

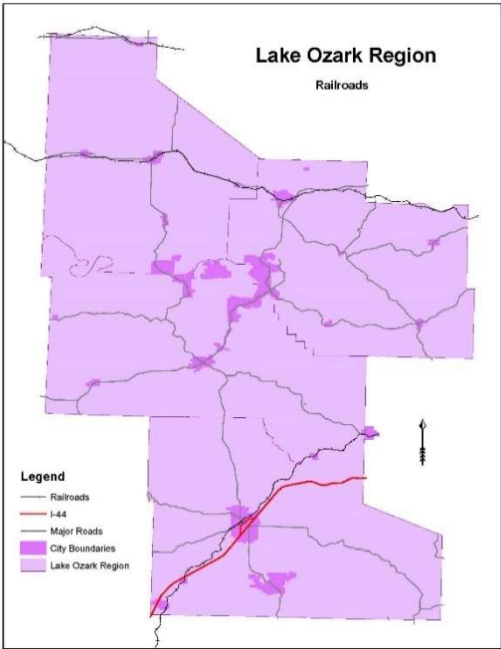
- **Grand Glaize** – Osage Beach, Camden County
 - ID: K15
 - Classification: GA – Basic Utility
- **Eldon Model Airpark** – Eldon, Miller County
 - ID: H79
 - Classification: GA – Community Airpark
- **Roy Otten Memorial** – Versailles, Morgan County
 - ID: 3VS
 - Classification: GA – Basic Service
- **Tan-Tar-A Resort Seaplane Base** – Osage Beach, Camden County
 - ID: 19T
 - Classification: GA – Seaplane Base

**Data Sources: FAA records, airport directories, city websites, and local news as of 2025.*



Railway

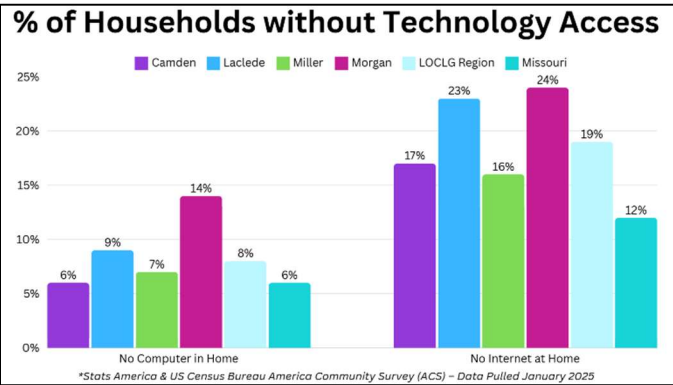
The Lake of the Ozarks region's has 3 rail services crossing through. BNSF Railway mainline through Laclede County, with a freight terminal in Lebanon. This rail infrastructure provides essential shipping access for the region's manufacturing and agricultural sectors, connecting local businesses to major markets throughout the country. United Pacific Railroad runs through Morgan County, serving as a main freight hauling line. Finally, Central Midland Railway is an abandoned railroad that runs through both Miller and Morgan Counties.



Broadband

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 sections) of the region.

USDA Rural Development has provided grants through the region to Rural Cooperatives and Internet Service Providers to connect homes, farms and businesses with high-speed internet. Providers will use funds to assist with construction costs for new broadband expansion to households without internet access, students and vulnerable populations.



Threats identified by residents include threats to the local economy and how that threat could impact the citizens of the region. The availability of broadband threatens growth in the rural portions of the region. The underserved area suffers the most from lack of Broadband. Current efforts to pinpoint the areas needing additional support through the Missouri Broadband Resource Rail project through the University of Missouri should be continued and utilized to enhance Broadband services.

Equity

Throughout the planning process, the CEDS Advisory Committee and LOCLG denoted the importance of incorporating equity into economic development planning by ensuring that all residents benefit from a stronger region. Per 2023 US Census Bureau American Community Survey data, the four-county region identifies as 93.9% white only, with Hispanic/Latinos making up 3% of the population. The remaining 4.1% of individuals included two or more races, Black or African American, Asian and Native Hawaiian and Other Pacific Islanders. While diversity is limited in the Lake area, all residents are impacted by poverty, a lack of educational attainment and minimal transportation options.

In many instances, economic development strategies have overlooked the needs of certain communities and populations leading to disparities in economic opportunity. Considerations for building equity into the CEDS include:

1. ***Equity in the Process***: From the beginning of the update, LOCLG was transparent with the CEDS/EDAC committee and the public regarding the purpose of incorporating equity into the planning process. LOCLG worked to represent diversity from all types of backgrounds and reviewed statistics that discuss social vulnerability in the region.
2. ***Equity in the Document***: LOCLG and the CEDS/EDAC Committee worked to identify systemic changes by writing objectives and strategies that support the needs of all communities.

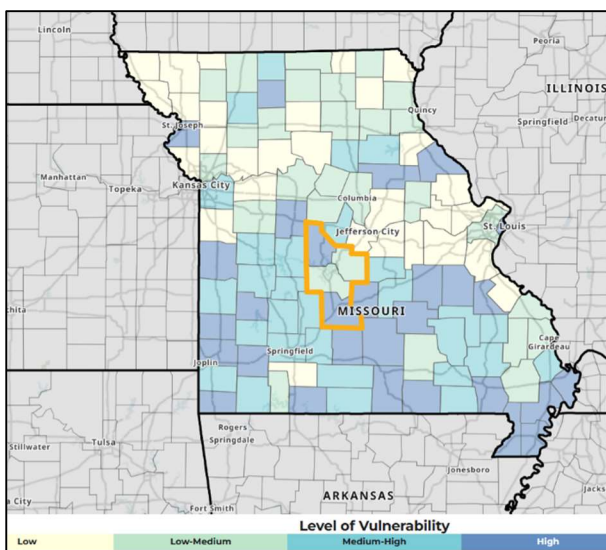
Counties with high levels of poverty, lack of transportation and limited affordable housing are more susceptible to economic and natural disasters. Social vulnerability refers to the demographic and socioeconomic factors (poverty, lack of access to transportation, and housing issues) that negatively impact communities contending with hazards and other community level stressors. These stressors can include natural or human-caused disasters (tornadoes and flooding) or disease outbreaks (COVID-19).

The following map depicts the Social Vulnerability Index for each county within Missouri. The Social Vulnerability Index (SVI) is a tool that uses U.S. Census data to measure the social vulnerability of census tracts and counties.

The SVI ranks each tract on 16 social factors, which are divided into four themes that summarize the extent to which the area is socially vulnerable to disaster. The four themes are:

1. Socioeconomic Status: Includes factors like age, poverty, education, and disability
2. Racial and Ethnic Minority Status: Includes factors like English language proficiency, and minority status
3. Household Characteristics: Includes factors like household composition
4. Housing Type and Transportation: Includes factors like crowding, mobile homes, and lack of vehicle access

Social Vulnerability Index Map (SVI)



Map 2 Source: https://www.atsdr.cdc.gov/place-health/php/svi/svi-interactive-map.html?CDC_AAref_Val=https://www.atsdr.cdc.gov/placeandhealth/svi/interactive_map.html

Data is based on 2022 and pulled January 2025

The darker blue on the SVI Map indicates that the area is extremely disadvantaged in the face of a natural or economic disaster, while the cream indicates a low level of vulnerability. Scores range from zero (lowest risk) to one (highest vulnerability).

Scores for the Lake area counties are as follows:

- Camden – 0.3493 (low)
- Laclede – 0.7327 (medium to high)
- Miller – 0.3793 (low to medium)
- Morgan – 0.8657 (high)

Additional information and each counties breakdown can be found in Appendixes.

Economic and Climate Resilience

Economic Resilience

The U.S. Economic Development Administration's definition of Economic Resilience includes three primary attributes: the Ability to recover quickly for a shock, the ability to withstand a shock, and ultimately, the ability to avoid shock altogether. In conjunction with the 2022 CEDS revision, the 2024 CEDS concentrates on identifying ways to respond to impacts to the region's economy, as well as noting the ways the region addresses hazard mitigation.

The LOCLG Region continues to actively prepare to mitigate economic impacts from weather, employment and disaster-related shocks with both steady-state initiatives, those which plan for and implement resilience, and responsive initiatives, the establishment of information networks. LOCLG has worked on a number of steady-state and responsive initiatives to support economic resiliency in the region.

Steady-State initiatives include:

- Hazard Mitigation Plans per County – each plan encourages businesses to develop emergency response and resiliency plans specific to their organization
 - Camden County – 2025 in progress, 2019
 - Laclede County – 2024
 - Morgan County – 2023
 - Miller County – 2022
- Working with Local Emergency Planning District
- Hazardous Materials Plan
- Threat and Hazard Identification and Risk Assessment
- Comprehensive and Strategic Planning with local
- Maintaining up to date FEMA Certifications

Responsive Initiatives

Responsive economic resilience initiatives include:

- Succession Planning for the organization and working with region on similar plans
- Emergency training sponsored by the Region and Local Emergency Planning District
- Regional exercises coordinated through the State Emergency Management Agency (SEMA)
- Rapid Response Team – includes the chambers and media to help get information out quickly
- Working with state officials to ensure we have legislation in place that will assist our region

One of the major economic impacts to the LOCLG Region includes natural disaster events, such as drought, flooding, fires, tornadoes and pandemics. Since 2020, the LOCLG Region has experienced several natural disaster events, as well as dealing with the long-term impacts of the COVID-19 pandemic.

LOCLG received funding from the U.S. Economic Development Administration (EDA) in August 2020 to support economic resilience efforts across the Lake of the Ozarks Region directly related to COVID-19. In response to the impacts of the pandemic, LOCLG completed an update and addendum of the CEDS in 2022. The CEDS Advisory Committee was convened to update the strategies and action items over the course of several months. A separate After-Action Report related to the pandemic was created to highlight the health implications and economic impacts to the region. A copy of both reports is located on the LOCLG website.

Climate Resilience

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to the climate. These disturbances can include natural hazards like tornadoes, drought, flooding, fire and other severe weather events that are increasingly exacerbated by climate change. A resilient community mitigates risks through proactive planning and adapts to changing conditions to protect its economy, infrastructure and population.

Climate change threatens the well-being of businesses, supply chains, economic infrastructure, and other community assets – and the private sector is increasingly interested in investing in areas that have attempted to become more resilient to these climate events and shifts. By planning for and becoming more resilient to climate change, communities can protect their investments while also taking advantage of new economic development opportunities driven by environmental sustainability.

The LOCLG Region has both disturbances and benefits from climate change in the recent years. The area benefits from the extended season as a tourism driven region, our climate is creating. At the same time, we have faced many challenges that are brought with the drought. Drought conditions affect our agriculture industry and the crops they produce. The drought results in a lot of flash flooding for our area when we do get the rain we desperately need. These changes affect our critical infrastructure and have brought additional needs to our community. They place a strain on our current infrastructure and flash floods make the low water crossing dangerous and cause damage. Additional information for each county in the LOCLG region for Climate Projections and Climate Burden can be found in the appendix.

The National Risk Index, built by FEMA, is a metric comprised of 18 indicators to identify communities and their risk for natural hazards. Below you will find the National Risk Index for the LOCLG region. This shows is a great picture of the risk we face in our region and the cost of damage that is caused annually.

National Risk Index

Hazard	Annual Loss (Est.)	Rating
Camden County (MO) , Laclede County (MO) , Miller County (MO) , Morgan County (MO)		
Total Hazards	\$ 35.62M	Relatively Low
Avalanche	-	
Drought	\$ 15.02K	Very Low
Tornado	~ \$ 9.27M	Relatively Low / Relatively Moderate
Riverine Flooding	~ \$ 4.45M	Relatively Low / Relatively Moderate
Hurricane	\$ 117.18K	Very Low
Lightning	~ \$ 794.59K	Relatively Low / Relatively Moderate
Strong Wind	\$ 2.07M	Relatively Moderate
Heat Wave	~ \$ 6.96M	Relatively Moderate / Relatively High
Landslide	~ \$ 274.70K	Relatively Low / Relatively Moderate
Hail	\$ 362.94K	Relatively Low
Winter Weather	~ \$ 2.30M	Relatively Low / Very High
Earthquake	\$ 3.23M	Relatively Low
Ice Storm	~ \$ 2.18M	Relatively Low / Very High
Wildfire	~ \$ 2.49M	Relatively Low / Relatively Moderate
Cold Wave	\$ 1.11M	Relatively Moderate
Coastal Flooding	-	
Tsunami	-	
Volcanic Activity	-	

SWOT of the Region

The Economic Development Advisory Committee (CEDS Committee) completed a SWOT analysis that included consideration of the impact COVID-19 had on the communities in addition to the standard economic factors included in an Economic SWOT analysis. 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 2024-28.

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 unprecedented population growth that was not adequately documented via the 2020 Census due to its collection timing and the response the region had to the COVID-19 restrictions around the country. However, the American Community Survey Population Estimates in subsequent years have started to show a more proper footprint of population growth for our four-county area. Developers are pursuing large scale projects around the lake, and businesses are expanding their footprint in all four counties.

Communities within the Lake of the Ozarks region have, over the last decade, completed various planning efforts to address specific regional issues to address the needs of specific communities. New planning documents help with growth, but more is needed to steer growth in a strategic manner. By developing and reviewing these plans, today’s government and business leaders can judge the success of implemented solutions and determine which issues remain to be addressed. Including the results of the SWOT in the Critical Analysis will help paint a clearer picture of the region’s strengths and challenges.





STRENGTHS

Our Region's relative competitive advantages

- Quality of Life
- Development Groups
- Tourism Industry
- Retirement Center
- Review of Community Planning
- Outdoor Recreation
- Schools
- Cohesiveness of Region (cities and counties working together as 1)
- Community Involvement



WEAKNESSES

Our Region's relative competitive disadvantages

- Infrastructure Development
- Limited Year-Round Employment Options
- Childcare Shortage
- Workforce Availability
- Limited Public Transportation Options
- Lack of Rentals for Year-Round Living
- Broadband Availability



OPPORTUNITIES

Chances or occasions for regional improvement or progress

- Career Centers and Workforce Development
- Developmental Cooperation
- Economic Diversification of Industries
- Community Planning
- Business Growth
- Higher Education Programs
- Educating the Community on Programs that are Available



THREATS

Chances or occasions for negative impacts on our region or regional decline

- Discretionary Income and the effect on Tourism
- Lack of Affordable and Workforce Housing
- Limited Incentives for Developers to Build Affordable and Workforce Housing
- Poverty Rate in the region is higher than the state average
- Aging Population/Shrinking workforce
- Inflation
- Federal/State Funding Cuts
- Geographical Challenges and the Expenses Associated
- Lack of Incentives to Retain Youth in area

Vision

(Strategic Direction and Action Plan)

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 the 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. For these traits to become reality, six goals for the region's economic development have been identified. 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.

Why these Goals?

Taken together, regional business, government and infrastructure influencers believe these goals and objectives represent key mechanisms for future growth in the Lake of the Ozarks region. Efforts were made to adapt each goal and objective to the needs of the region in support of overall economic development. Economic growth is reliant on a wide range of regional features, goals and objectives. The following pages are dedicated to the discussion of each goal and objective and to describing how it improves a key factor of economic growth.



Goal 1: WORKFORCE

Build a skilled, adaptable, and resilient workforce to support regional industries including healthcare, manufacturing, tourism,



Goal 2: HOUSING

Expand housing options for permanent residents; with a focus on affordability, workforce housing, and sustainable development.



Goal 3: BUSINESS GROWTH

Foster entrepreneurship and strengthen small business ecosystems in manufacturing, tourism, retail, agriculture, and service industries



Goal 4: INFRASTRUCTURE

Invest in transportation, broadband, utilities, and public infrastructure that supports economic growth, tourism, and climate resilience



Goal 5: QUALITY OF LIFE

Improve the well-being and satisfaction of residents through healthcare access, community engagement, recreation, and lifelong learning



Goal 6: TOURISM

Strengthen the tourism economy by supporting sustainable growth, expanding year-round attractions, and enhancing visitor experiences



Goal 1: Workforce

Build a skilled, adaptable, and resilient workforce to support regional industries including healthcare, manufacturing, tourism, construction, and agriculture.

Description:

The Lake of the Ozarks region must cultivate a dynamic and inclusive talent pipeline to meet the evolving needs of key industries. This goal focuses on strengthening career pathways for youth and adults, expanding access to training and credentials, removing participation barriers like childcare, and retaining talent through strategic partnerships and regional branding. Workforce development is a foundational pillar for economic resilience and regional prosperity.

Objective 1.1: Strengthen career and technical education partnerships with employers, schools, and training centers.

Objective 1.2: Expand adult education and upskilling programs, including hospitality, tourism, and trades.

Objective 1.3: Develop career pathways and credentialing programs aligned with in-demand regional jobs.

Objective 1.4: Address childcare barriers that prevent workforce participation.

Objective 1.5: Launch a regional campaign to retain young talent and attract workers to key sectors.



Goal 2: Housing

Expand housing options for permanent residents, with a focus on affordability, workforce housing, and sustainable development.

Description:

Housing affordability and availability are critical to workforce attraction, business growth, and long-term community stability. This goal addresses zoning modernization, infrastructure alignment, infill and rehabilitation opportunities, and incentives for mixed-income and workforce housing development. It also considers the potential for converting seasonal housing stock into year-round living options to meet pressing local needs.

Objective 2.1: Incentivize construction of affordable and workforce housing through public-private partnerships.

Objective 2.2: Encourage infill development and revitalization of existing housing.

Objective 2.3: Invest in infrastructure to enable housing development.

Objective 2.4: Identify funding opportunities and incentives for residential infrastructure and the renovation of existing housing for both full-time homeowners and rentals.



Goal 3: Business Growth

Foster entrepreneurship and strengthen small business ecosystems in manufacturing, tourism, retail, agriculture, and service industries.

Description:

Small businesses and entrepreneurs drive innovation, create jobs, and anchor local economies. This goal supports business startup and expansion through technical assistance, mentorship, and access to capital—particularly in rural and underserved areas. It also promotes youth and retiree entrepreneurship, succession planning, and agri-business development to diversify the regional economy and ensure business continuity.

Objective 3.1: Expand technical assistance and startup support through small business development centers (SBDC), higher education institutions and chambers of commerce.

Objective 3.2: Increase access to capital for new and growing businesses.

Objective 3.3: Support business succession planning and entrepreneurship among youth and retirees.

Objective 3.4: Grow agri-business and value-added enterprises to diversify rural economic activity.

Objective 3.5: Retain established and attract emerging businesses through strategic initiatives and skilled and talented workforce.



Goal 4: Infrastructure

Invest in transportation, broadband, utilities, and public infrastructure that supports economic growth, tourism, and climate resilience.

Description:

Modern and reliable infrastructure is essential for business competitiveness, workforce mobility, tourism development, and community health. This goal prioritizes investment in broadband expansion, road and bridge upgrades, utility modernization, EV and clean energy infrastructure, and climate resilience. Coordinated, strategic infrastructure planning will enable growth while reducing vulnerability to environmental and economic shocks.

Objective 4.1: Expand broadband access in underserved areas to support remote work, telehealth, and tourism businesses.

Objective 4.2: Upgrade roads, bridges, and transit systems to improve access to industrial sites and visitor destinations.

Objective 4.3: Modernize and expand water, sewer, and stormwater infrastructure to meet the growing needs of the region.

Objective 4.4: Support sustainable energy and resilience upgrades, including EV infrastructure.

Objective 4.5: Incorporate climate adaptation and disaster mitigation into infrastructure planning.

Objective 4.6: Promote and advocate for local government of the region.



Goal 5: Quality of Life

Improve the well-being and satisfaction of residents through healthcare access, community engagement, recreation, and lifelong learning.

Description:

Vibrant, connected communities support economic growth by attracting and retaining residents and businesses. This goal focuses on improving access to healthcare (including mental health), expanding parks and community amenities, and promoting lifelong learning, arts, and civic participation. These investments strengthen social cohesion, promote wellness, and enhance the region's appeal for all generations.

Objective 5.1: Improve access to healthcare services, including mental health, in rural and underserved areas.

Objective 5.2: Invest in parks, trails, and public gathering spaces to support healthy, connected communities.

Objective 5.3: Support arts, culture, and lifelong learning to strengthen community identity.

Objective 5.4: Promote inclusive civic engagement and planning across all demographics.



Goal 6: Tourism

Strengthen the tourism economy by supporting sustainable growth, expanding year-round attractions, and enhancing visitor experiences.

Description:

Tourism is a major economic driver in the Lake of the Ozarks region. This goal supports the expansion of shoulder-season tourism, improved visitor amenities, environmentally responsible development, and small business growth in the tourism sector. It also emphasizes the protection of natural and cultural assets that form the foundation of the region's identity and visitor appeal.

Objective 6.1: Promote off-season and cultural tourism to stabilize local economies and expand visibility.

Objective 6.2: Improve tourism infrastructure and amenities that enhance the visitor experience.

Objective 6.3: Support tourism-related businesses with resources to grow and adapt.

Objective 6.4: Protect and preserve the region's natural and cultural resources.

Objective 6.5: Establish sustainable tourism funding mechanisms to support long-term growth.

Strategies and Action Plan

The Strategies and Action Plan section translates the region’s vision into actionable, measurable steps that will guide economic development efforts over the next decade. Grounded in the SWOT analysis and informed by stakeholder engagement, the six regional goals outlined in this section reflect shared priorities for building a more resilient, inclusive, and prosperous Lake of the Ozarks region.

Each goal is accompanied by specific objectives and strategies that target key opportunities and challenges identified across Camden, Laclede, Miller, and Morgan counties. These include enhancing workforce readiness, expanding affordable housing, supporting small businesses, upgrading critical infrastructure, improving quality of life, and strengthening sustainable tourism.

To ensure accountability and implementation success, the Action Plan includes detailed action items, recommended timeframes, key partners, potential funding sources, and performance measures for each objective. These strategies are designed to be flexible and adaptable to changing conditions, while rooted in long-term regional collaboration and data-driven planning.

This section serves as a roadmap for local governments, economic development organizations, nonprofits, and private sector partners to coordinate investments, secure funding, and advance the region’s economic vitality in a way that benefits all residents.



Goal 1: Workforce

Build a skilled, adaptable, and resilient workforce to support regional industries including healthcare, manufacturing, tourism, construction, and agriculture.

Description:

The Lake of the Ozarks region must cultivate a dynamic and inclusive talent pipeline to meet the evolving needs of key industries. This goal focuses on strengthening career pathways for youth and adults, expanding access to training and credentials, removing participation barriers like child care, and retaining talent through strategic partnerships and regional branding. Workforce development is a foundational pillar for economic resilience and regional prosperity.



Objective 1.1: Strengthen career and technical education partnerships with employers, schools, and training centers.

Objective 1.2: Expand adult education and upskilling programs, including hospitality, tourism, and trades.

Objective 1.3: Develop career pathways and credentialing programs aligned with in-demand regional jobs.

Objective 1.4: Address childcare barriers that prevent workforce participation.

Objective 1.5: Launch a regional campaign to retain young talent and attract workers to key sectors.

Workforce Development Partners:

- | | | |
|--|---|--|
| • LOCLG | • Economic Development Organizations (EDOs) | • Small Business Development Center (SBDC) |
| • Local Government | • Employers | • Technology Vendors |
| • Advisory Councils | • Future Business Leaders of America (FBLA) | • Tourism Boards |
| • Career and Technical Education (CTE) Providers | • Go CAPS | • Workforce Development Boards |
| • Chambers of Commerce | • HR Networks | • Young Professionals and Civic Leaders |
| • Childcare Providers | • Local Employers | • Other Regional Partners |
| • Civic Organizations | • Marketing and Media Partners | |
| • Colleges | • Nonprofit Agencies | |
| • Department of Social Services (DSS) | • School Districts | |



WORKFORCE - OBJECTIVE 1.1:

Strengthen career and technical education partnerships with employers, schools, and training centers.

STRATEGIES & ACTION ITEMS:

- 1.1.1** Support regional and county-level industry advisory councils to align training with workforce needs.
- 1.1.2** Distribute user-friendly career pathway toolkits for students and families across the region.
- 1.1.3** Collect employer feedback annually to guide and improve CTE programs.
- 1.1.4** Promote inclusive access to CTE programs by supporting underserved student participation.

PERFORMANCE MEASURES:

- Number of active advisory councils and employer participants
- Student awareness and interest in local career paths (survey-based)
- Participation rates among underserved student groups
- Number of new partnerships formed between employers, schools, and training providers

ESTIMATED ANNUAL COST

\$27,000

TIMELINE:

Begin implementation in 2025; ongoing programming and annual evaluations.

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Valuable and already gaining traction in the region; builds foundation for broader workforce development impact.



WORKFORCE - OBJECTIVE 1.2:

Expand adult education and upskilling programs, including hospitality, tourism, and skilled trades.

STRATEGIES & ACTION ITEMS:

- 1.2.1** Collaborate with colleges and training providers to expand short-term and industry-specific credential programs.
- 1.2.2** Deliver mobile and flexible training options to reach rural and working adults.
- 1.2.3** Develop customized upskilling programs for key sectors like tourism, construction, healthcare, and manufacturing.
- 1.2.4** Promote upskilling opportunities through regional marketing, job fairs, and local media.
- 1.2.5** Integrate digital literacy and tech skills into all adult education and workforce programs.

PERFORMANCE MEASURES:

- Number of new short-term training or credential programs launched
- Enrollment and completion rates in adult education or upskilling programs
- Number of learners in rural or underserved communities served
- Employer satisfaction with training relevance for workforce needs
- Increased employment or wage outcomes post-training

ESTIMATED ANNUAL COST

\$80,000

TIMELINE:

Ongoing, with expansion phased by workforce gaps and regional demand.

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Addresses immediate and widespread workforce shortages; strong potential for funding support; significant impact on economic mobility.



WORKFORCE - OBJECTIVE 1.3:

Develop career pathways and credentialing programs aligned with in-demand regional jobs.

STRATEGIES & ACTION ITEMS:

- 1.3.1 Expand access to stackable credential programs that align with local industry needs.
- 1.3.2 Work with employers to define clear career ladders in key regional sectors.
- 1.3.3 Promote local career pathways through coordinated outreach and awareness campaigns.
- 1.3.4 Create a digital platform or online tools to help residents explore training and career options.
- 1.3.5 Develop and promote employer-backed certifications for regionally in-demand occupations.
- 1.3.6 Integrate career pathway planning into high school counseling and curriculum.
- 1.3.7 Offer personalized support through career coaches or pathway navigators to help individuals access training and career information.

PERFORMANCE MEASURES:

- Number of stackable or industry-recognized credentials available locally
- Number of employers using or recognizing defined career ladders
- Usage of digital career pathway tools and resources
- Student and adult awareness of available career paths (survey-based)
- Participation in high school or adult counseling tied to pathways
- New job placements or advancements tied to credential completion

ESTIMATED ANNUAL COST

\$120,000

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium-High

PRIORITY RATIONAL:

Strong return on investment, foundational for workforce pipeline.



WORKFORCE - OBJECTIVE 1.4:

Address childcare barriers that prevent workforce participation.

STRATEGIES & ACTION ITEMS:

- 1.4.1 Pilot employer-supported or cooperative childcare models to help working families.
- 1.4.2 Expand the hours and capacity of licensed childcare providers to serve non-traditional work schedules.
- 1.4.3 Identify and convert underused community spaces into licensed childcare facilities.
- 1.4.4 Survey families and employers to assess unmet childcare needs and identify service gaps.
- 1.4.5 Partner with childcare agencies to increase provider recruitment, training, and retention.
- 1.4.6 Secure funding and technical assistance to expand rural childcare infrastructure and access.

PERFORMANCE MEASURES:

- Increase in licensed childcare capacity and number of expanded providers
- Reduction in regional childcare waitlists or underserved zip codes
- Number of employers engaged in or supporting childcare solutions
- Workforce participation gains among parents with young children
- Number of families benefiting from new or improved childcare access
- Survey data showing improved satisfaction with local childcare options

ESTIMATED ANNUAL COST

\$105,000

TIMELINE:

Pilot programs by 2026 and expansion ongoing.

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Directly limits workforce participation; addressing it is key to equitable economic development and business stability.



WORKFORCE - OBJECTIVE 1.5:

Launch a regional campaign to retain young talent and attract workers to key sectors.

STRATEGIES & ACTION ITEMS:

- 1.5.1** Create and promote a “Live and Work at the Lake” brand to showcase the region’s lifestyle and career opportunities.
- 1.5.2** Develop relocation incentives and internship-to-hire pipelines to attract and retain young professionals.
- 1.5.3** Establish a regional young professionals network to build community, connection, and retention.
- 1.5.4** Highlight local success stories through testimonials, media, and outreach campaigns.

PERFORMANCE MEASURES:

- Reach and engagement of talent campaign (e.g., website traffic, social media, inquiries)
- Number of new workers recruited through internship-to-hire or relocation incentives
- Growth and participation in young professionals programs
- Retention rates of early-career workers in the region
- Employer feedback on hiring and workforce satisfaction post-campaign

ESTIMATED ANNUAL COST

\$58,000

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Lower short-term impact but critical for long-term workforce sustainability and generational renewal.

Workforce Development Funding Sources

Federal Funding Sources

- **U.S. Department of Labor (DOL)**
 - *Employment and Training Administration (ETA)*: Workforce training and employment services
 - *Apprenticeship Building America Grants*: Expansion of registered apprenticeships
 - *YouthBuild Grants*: Job training and education for disadvantaged youth
 - *WIOA (Workforce Innovation and Opportunity Act) Youth & Adult Programs*: Career services, training, and job placement
- **U.S. Department of Education**
 - *Federal Pell Grants*: Tuition assistance for postsecondary students
 - *Perkins V (Strengthening Career and Technical Education for the 21st Century Act)*: Funding for CTE programs in high schools and colleges
 - *Rural Postsecondary and Economic Development (RPED) Grant*: Improves access to postsecondary education and workforce pathways in rural communities
- **U.S. Economic Development Administration (EDA)**
 - *Economic Adjustment Assistance (EAA)*: Infrastructure and strategic investment for workforce development
 - *Build Back Better Regional Challenge (or successor EAA grants)*: Funding for regional workforce-ecosystem transformation

- *Public Works Grants*: Facilities and infrastructure supporting workforce and training centers
- *Technical Assistance and Planning Grants*: Strategy development, workforce planning, and implementation support
- **U.S. Department of Agriculture (USDA)**
 - *Distance Learning and Telemedicine (DLT) / Community Facilities (CF) Grants*: Remote education, training, and workforce delivery in rural areas
- **U.S. Department of Health and Human Services (HHS)**
 - *Child Care and Development Fund (CCDF)*: Supports access to affordable childcare for working families

State of Missouri Funding Sources

- **Missouri Department of Elementary and Secondary Education (DESE)**
 - *Career Awareness Grants*: Career exploration and planning for K–12 students
 - *Statewide Innovation Grants*: Workforce or curriculum innovation in schools
 - *Jobs for America’s Graduates (JAG-Missouri)*: Workforce and life skills for high school students
- **Missouri Department of Economic Development (DED)**
 - *Missouri One Start*: Customized training programs and recruitment services for employers
 - *Fast Track Workforce Incentive Grant*: Tuition and training assistance for adult learners in high-demand fields
 - *Marketing Funds*: Workforce promotion and regional employer branding
- **Missouri Division of Social Services (DSS)**
 - *ARPA Child Care Stabilization Funds*: Childcare access and staffing stabilization (through American Rescue Plan Act)
- **Missouri Division of Tourism**
 - *Cooperative Marketing Grant*: May support workforce attraction or tourism sector training campaigns

Local, Private, and Philanthropic Sources

- **Local Governments**: Support for workforce-related infrastructure, planning, and childcare initiatives
- **Local School Budgets**: Funding for in-school workforce and career readiness programs
- **Employer Contributions or Industry Partnerships**: Match funding, sponsorships, apprenticeships, or training programs
- **Sponsorships**: From local businesses or business councils for training, events, or materials
- **Foundation and Philanthropic Support**
 - *Missouri Foundation for Health*: Health and childcare access initiatives tied to workforce
 - *Kauffman Foundation and others*: Entrepreneurial and workforce development
- **Low-Income Housing Tax Credits (LIHTC)**: May indirectly support workforce housing and childcare access near employment centers

Goal 2: Housing

Expand housing options for permanent residents, with a focus on affordability, workforce housing, and sustainable development.

Description:

Housing affordability and availability are critical to workforce attraction, business growth, and long-term community stability. This goal addresses zoning modernization, infrastructure alignment, infill and rehabilitation opportunities, and incentives for mixed-income and workforce housing development. It also considers the potential for converting seasonal housing stock into year-round living options to meet pressing local needs.

Objective 2.1: Incentivize construction of affordable and workforce housing through public-private partnerships.

Objective 2.2: Encourage infill development and revitalization of existing housing.

Objective 2.3: Invest in infrastructure to enable housing development.

Objective 2.4: Identify funding opportunities and incentives for residential infrastructure and the renovation of existing housing for both full-time homeowners and rentals.



Housing Partners:

- LOCLG
- Local Governments
- Chambers of Commerce
- Community Development Corporations (CDCs)
- Community Organizations
- Economic Development Organizations
- Engineering Firms
- Grant Consultants
- Housing Authorities
- Housing Nonprofits
- Local Developers
- Planning Commissions
- Property Owners
- Public Works Departments
- Real Estate Coalitions
- School Districts
- Utility Districts/Providers
- Other Regional Partners



HOUSING - OBJECTIVE 2.1:

Incentivize construction of affordable and workforce housing through public-private partnerships.

STRATEGIES & ACTION ITEMS:

- 2.1.1** Develop local housing incentive programs, such as tax abatements, land donations, or fee waivers.
- 2.1.2** Convene developer roundtables to identify barriers and prioritize regional housing needs.
- 2.1.3** Apply for federal and state funding to support mixed-income and workforce housing developments.
- 2.1.4** Promote collaboration between nonprofit organizations, employers, and developers to deliver workforce housing.

PERFORMANCE MEASURES:

- Number of new affordable/workforce units developed
- Number and scale of incentive programs launched
- Developer participation and project pipeline growth

ESTIMATED ANNUAL COST

\$38,000

TIMELINE:

Begin in 2025; incentives and roundtables ongoing.

PRIORITY LEVEL:

Medium-High

PRIORITY RATIONAL:

Important but dependent on developer interest and external funding.



HOUSING - OBJECTIVE 2.2:

Encourage infill development and revitalization of existing housing.

STRATEGIES & ACTION ITEMS:

- 2.2.1** Modernize zoning codes to support higher-density and mixed-use housing in appropriate areas.
- 2.2.2** Launch incentive programs for rehabilitating vacant, abandoned, or blighted residential properties.
- 2.2.3** Align public infrastructure improvements with infill development priorities to maximize impact.
- 2.2.4** Engage communities in identifying and planning revitalization opportunities at the neighborhood level.

PERFORMANCE MEASURES:

- Number of housing units created or preserved through infill and rehab
- Number of communities adopting updated zoning ordinances
- Acres of infill parcels activated or improved
- Amount invested in infrastructure aligned with infill priorities

ESTIMATED ANNUAL COST

\$45,000

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Long-term and localized strategy; success depends on local planning capacity and market conditions.



HOUSING - OBJECTIVE 2.3:

Invest in infrastructure to enable housing development.

STRATEGIES & ACTION ITEMS:

- 2.3.1** Complete housing needs assessments to identify where infrastructure investment is most needed.
- 2.3.2** Align expansion of roads, water, sewer, and stormwater systems with designated growth areas.
- 2.3.3** Create model zoning ordinances that support diverse housing types such as duplexes and accessory units.
- 2.3.4** Prioritize utility and transportation improvements that directly enable housing development.

PERFORMANCE MEASURES:

- Completion and adoption of housing needs assessments
- Linear feet of new or upgraded infrastructure tied to housing development
- Number of zoning updates supporting diverse housing types
- Number of housing developments enabled by infrastructure investment

ESTIMATED ANNUAL COST

\$63,000

TIMELINE:

Assessments by 2027; ongoing zoning and infrastructure upgrades

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Housing development is directly dependent on infrastructure capacity and alignment; essential for long-term success.



HOUSING - OBJECTIVE 2.4:

Identify funding opportunities and incentives for residential infrastructure and the renovation of existing housing for both full-time homeowners and rentals.

STRATEGIES & ACTION ITEMS:

- 2.4.1** Inventory and publicize available funding programs for housing rehab, energy efficiency, and
- 2.4.2** Provide technical assistance to municipalities and property owners to apply for renovation and
- 2.4.3** Advocate for expanded funding at the state and federal levels for rural and workforce housing
- 2.4.4** Create a regional housing funding resource guide and portal.
- 2.4.5** Host annual housing funding and grant application workshops.
- 2.4.6** Identify and assist target properties for rehabilitation in eligible areas.

PERFORMANCE MEASURES:

- Number of property owners and municipalities assisted with funding applications
- Total dollars secured for renovation and infrastructure upgrades
- Number of housing units renovated or rehabilitated

ESTIMATED ANNUAL COST

\$38,000

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Helpful; better suited for specific neighborhoods in the region.

Housing Funding Sources:

Federal Funding Sources

- **U.S. Department of Housing and Urban Development (HUD)**
 - *Community Development Block Grants (CDBG)*: For infrastructure, site prep, housing rehabilitation, and planning
 - Includes: CDBG Entitlement, State CDBG (Downtown Revitalization & Housing), and CDBG Planning Grants
 - *HOME Investment Partnerships Program*: Gap financing for affordable rental or ownership housing (via Missouri Housing Development Commission or local governments)
 - *HUD Community Planning and Development Funds*: Planning grants for housing and infrastructure
 - *HUD Section 108 Loan Guarantee Program*: Large-scale community development financing
- **U.S. Economic Development Administration (EDA)**
 - *Economic Adjustment Assistance (EAA)*: Infrastructure to support housing and economic growth
 - *Public Works Program*: Infrastructure for housing-related development
 - *Infrastructure Grants*: Utilities and site access for housing
 - *Planning Grants*: Strategic and zoning-related planning
 - *Technical Assistance*: Planning, outreach, and feasibility studies
- **U.S. Department of Agriculture (USDA)**
 - *Rural Development – Water and Waste Disposal Loan and Grant Program*: Utility infrastructure in rural areas
 - *Single-Family Housing Repair Loans and Grants (Section 504)*: Rehab for low-income homeowners
- **U.S. Environmental Protection Agency (EPA)**
 - *Brownfields Program*: Environmental assessments and cleanup to prepare housing redevelopment sites
- **U.S. Department of Energy / Missouri Department of Natural Resources**
 - *Weatherization Assistance Program*: Energy efficiency retrofits for low-income housing
 - *Low-Income Home Energy Assistance Program (LIHEAP)*: Utility efficiency upgrades and weatherization
- **U.S. Department of Transportation**
 - *Better Utilizing Investments to Leverage Development (BUILD)/Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grants*: Large-scale infrastructure to support housing access and development
- **U.S. Department of the Treasury**
 - *New Markets Tax Credit (NMTC)*: Supports mixed-use, commercial, or community facility components tied to housing

State of Missouri Funding Sources

- **Missouri Housing Development Commission (MHDC)**
 - *Missouri Low-Income Housing Tax Credit (LIHTC)*: State-level credits to incentivize affordable housing development
 - *Technical Assistance Programs*: Support for housing planning and program development
 - *Affordable Housing Assistance Program (AHAP)*: Contributions to nonprofit housing providers
 - *Missouri Housing Trust Fund*: Supports rehab, construction, and services for low-income residents
- **Missouri Department of Economic Development (DED)**
 - *Local Planning and Zoning Assistance Grants* (if offered): Support for code updates and housing plans
 - *State Economic Development Resources*: Funding for housing-supportive infrastructure
 - *State Historic Preservation Tax Credits*: Rehabilitation of historic housing structures
- **State of Missouri**
 - *State Revolving Fund (Clean Water & Drinking Water)*: Low-interest loans for water/sewer expansion in housing developments
 - *State Workforce Housing Grant Program* (if available): For housing near employment centers
 - *Missouri Neighborhood Assistance Program (NAP)*: Tax credits for donors supporting nonprofit housing projects

Private, Local, and Philanthropic Sources

- **Affordable Housing Trust Funds** (if locally established): Funding for development, rehab, or assistance programs
- **Bank Community Reinvestment Act (CRA) Loans**: Lending for affordable housing projects in eligible areas
- **Private Equity & Developer Investment**: Equity contributions to rental or mixed-use housing
- **Philanthropic Grants & Foundation Funding**: Gap funding and support for nonprofit housing developers
- **Local Budgets and General Funds**: Seed or match funding for planning, infrastructure, and incentives

Goal 3: Business Growth

Foster entrepreneurship and strengthen small business ecosystems in manufacturing, tourism, retail, agriculture, and service industries.

Description:

Small businesses and entrepreneurs drive innovation, create jobs, and anchor local economies. This goal supports business startup and expansion through technical assistance, mentorship, and access to capital—particularly in rural and underserved areas. It also promotes youth and retiree entrepreneurship, succession planning, and agri-business development to diversify the regional economy and ensure business continuity.



Objective 3.1: Expand technical assistance and startup support through small business development centers (SBDC), higher education institutions and chambers of commerce.

Objective 3.2: Increase access to capital for new and growing businesses.

Objective 3.3: Support business succession planning and entrepreneurship among youth and retirees.

Objective 3.4: Grow agri-business and value-added enterprises to diversify rural economic activity.

Objective 3.5: Retain established and attract emerging businesses through strategic initiatives and skilled and talented workforce.

Business Growth Partners:

- LOCLG
- Local Governments
- Agricultural Groups
- Chambers of Commerce
- Community Development Financial Institutions (CDFIs)
- Convention and Visitors Bureaus
- Economic Development Organizations (EDOs)
- Employers
- Financial Institutions
- Foundations
- Lake of the Ozarks Regional Economic Development Council (LORDEC)
- Libraries
- Local Colleges
- Local Farms
- Missouri Department of Economic Development
- Missouri Grown
- Missouri Small Business Development Centers
- Nonprofit Organizations
- Public School Districts
- Regional Branding Partners
- Regional Food Hubs
- Senior-Focused Organizations
- Service Corps of Retired Executives (SCORE)
- Small Business Development Centers (SBDCs)
- University Extension Offices
- Workforce Development Boards
- Other Regional Partners



BUSINESS GROWTH - OBJECTIVE 3.1:

Expand technical assistance and startup support through small business development centers, higher education institutions, and chambers of commerce.

STRATEGIES & ACTION ITEMS:

- 3.1.1** Organize business bootcamps, pitch events, and training workshops across the region.
- 3.1.2** Support and establish a mentorship network of experienced business owners and retirees.
- 3.1.3** Create a printed and digital startup resource toolkit for entrepreneurs.
- 3.1.4** Promote local SBDC, SCORE, and chamber services through coordinated outreach.

PERFORMANCE MEASURES:

- Number of businesses assisted and startups launched
- Number of mentorship connections made
- Workshop attendance and satisfaction
- Usage of toolkits and online materials

ESTIMATED ANNUAL COST

\$43,000

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium

Ongoing

High-return effort using existing service infrastructure; low-barrier programs to grow small business support.



BUSINESS GROWTH - OBJECTIVE 3.2:

Increase access to capital for new and growing businesses.

STRATEGIES & ACTION ITEMS:

- 3.2.1** Partner with CDFIs and banks to expand microloan and flexible lending programs tailored to small businesses.
- 3.2.2** Promote awareness of funding sources and provide training to help businesses access federal, state, and private capital.
- 3.2.3** Strengthen and promote the region's existing revolving loan fund (RLF) to reach more startups and underserved borrowers.
- 3.2.4** Develop a digital funding directory and printable resource guide for small businesses.
- 3.2.5** Provide grant writing and loan application technical assistance to eligible businesses.
- 3.2.6** Create a bilingual capital access info sheet and outreach toolkit for underserved communities.

PERFORMANCE MEASURES:

- Dollars loaned to new and existing businesses
- Number of loans issued or capitalized startups
- Use of digital and print funding tools
- Share of funding reaching rural or underserved areas

ESTIMATED ANNUAL COST

\$33,000

Ongoing

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Access to capital is a critical barrier to growth; enhancing existing tools like the RLF and expanding outreach will boost job creation and business expansion.



BUSINESS GROWTH - OBJECTIVE 3.3:

Support business succession planning and entrepreneurship among youth and retirees.

STRATEGIES & ACTION ITEMS:

- 3.3.1** Offer business succession planning workshops and provide templates for local businesses.
- 3.3.2** Create a match program connecting retiring owners with potential buyers, including retirees and alumni.
- 3.3.3** Launch school-based youth entrepreneurship programs, competitions, and mentorships.
- 3.3.4** Promote intergenerational entrepreneurship through networking events and storytelling campaigns.
- 3.3.5** Partner with AARP and civic groups to engage retirees in business mentoring and leadership.
- 3.3.6** Publicize success stories of youth- or retiree-led business transitions in local media.
- 3.3.7** Develop a business legacy toolkit to guide succession and transition steps.

PERFORMANCE MEASURES:

- Number of businesses with documented succession plans
- Youth and retiree participation in entrepreneurship programs
- Number of intergenerational business transitions or mentorship matches
- Usage of business legacy and planning toolkits

ESTIMATED ANNUAL COST

\$42,000

TIMELINE:

Succession planning and youth engagement from 2025–2027; ongoing support

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Supports long-term business continuity and community resilience; provides both quick wins and generational investment.



BUSINESS GROWTH - OBJECTIVE 3.4:

Grow agri-business and value-added enterprises to diversify rural economic activity.

STRATEGIES & ACTION ITEMS:

- 3.4.1** Promote agritourism, farm-to-table networks, and direct-to-consumer sales channels to increase revenue for local producers.
- 3.4.2** Provide business planning and technical assistance to agricultural entrepreneurs and small farms.
- 3.4.3** Host "Buy Local" campaigns and events to connect consumers with local growers and food products.
- 3.4.4** Partner with farmers markets to expand regional reach and vendor participation.
- 3.4.5** Identify and inventory available farmland and facilities for adaptive reuse.
- 3.4.6** Collaborate with schools to introduce youth to agri-business careers through field trips or project-based learning.

PERFORMANCE MEASURES:

- Number of new agri-businesses or value-added enterprises launched
- Participation in agritourism, local food marketing, and "Buy Local" initiatives
- Facility or infrastructure improvements completed to support rural food systems
- Youth engagement in agriculture-focused career exploration

ESTIMATED ANNUAL COST

\$38,000

Ongoing


Ongoing

PRIORITY LEVEL:

Medium

PRIORITY RATIONAL:

Important for rural diversification; includes both short-term wins and longer-term investment opportunities.

 BUSINESS GROWTH - OBJECTIVE 3.5: Retain established and attract emerging businesses through strategic initiatives and skilled and talented workforce.	
STRATEGIES & ACTION ITEMS: <ul style="list-style-type: none"> 3.5.1 Conduct regular business retention and expansion (BRE) surveys to understand the needs of existing businesses. 3.5.2 Support and host industry-specific roundtables to foster collaboration and identify regional barriers or opportunities. 3.5.3 Promote the region's quality of life, workforce, and infrastructure through a coordinated business recruitment campaign. 3.5.4 Develop a business relocation toolkit and prospect packet for site selectors and expanding companies. 3.5.5 Align workforce development efforts with skill needs of existing and targeted employers. 3.5.6 Partner with chambers and EDOs to follow up with at-risk businesses and offer solutions. 3.5.7 Maintain an updated inventory of available commercial and industrial sites and buildings. 	
PERFORMANCE MEASURES: <ul style="list-style-type: none"> • Number of businesses engaged through BRE or support outreach • Number of new or expanding businesses attracted to the region • Use of marketing and recruitment tools by partners and prospects • Satisfaction ratings from businesses served by the region's support network • Workforce initiatives aligned with documented employer needs 	
ESTIMATED ANNUAL COST \$44,000	TIMELINE: Ongoing
PRIORITY LEVEL: Medium-High	PRIORITY RATIONAL: Directly supports business growth and job retention; success depends on collaboration and visibility of regional assets.

Business Growth Initiatives Funding Sources:

Federal Funding Sources

- **U.S. Economic Development Administration (EDA)**
 - Economic Adjustment Assistance (EAA): Supports business development in distressed areas
 - Planning Grants: For business retention, strategy, and infrastructure planning
 - Public Works Program: Facility buildouts and infrastructure support
 - Technical Assistance (TA): Business support and agri-business development
 - Revolving Loan Fund (RLF) Program: Seed capital for regional loan funds
 - University Centers Program: Supports youth/college innovation and succession planning
- **U.S. Small Business Administration (SBA)**
 - Community Navigator Program: Outreach and technical assistance for underserved small businesses
 - Growth Accelerator Fund Competition: Entrepreneurial ecosystem-building
 - Microenterprise Technical Assistance (TA): Planning and finance training
 - Navigator Program: Startup and small business support
 - Small Business Succession Planning Initiatives (pilot programs)

- **U.S. Department of Agriculture (USDA)**
 - Rural Business Development Grants (RBDG): Technical assistance and training for rural entrepreneurs
 - Intermediary Relending Program (IRP): Capital for rural business loans
 - Value-Added Producer Grant (VAPG): Funding for planning or implementing food and agri-business ventures
 - Local Food Promotion Program (LFPP): Farmers market and food infrastructure support
 - Rural Cooperative Development Grant (RCDG): Funding for cooperative agri-processing
 - Distance Learning & Telemedicine (DLT): Tech-based education and mentoring
 - Loan and Grant Programs for shared-use and food processing facilities
- **U.S. Department of the Treasury**
 - Community Development Financial Institutions (CDFI) Fund
- **Workforce Innovation and Opportunity Act (WIOA)**
 - Workforce forums and training alignment
 - Youth entrepreneurship and skills programs

State of Missouri Funding Sources

- Missouri One Start: Customized workforce training and business support
- Missouri Technology Corporation (MTC)
 - IDEAS Fund: State equity capital program
 - Innovation and startup grants
- Missouri Department of Economic Development (DED)
 - Planning and strategy grants
 - State marketing and business recruitment funds
- Missouri Grown Program: Promotion and support for local agricultural products
- State Agricultural and Marketing Funds: Food systems development, branding, and promotion
- Department of Elementary and Secondary Education (DESE): Youth entrepreneurship program support

Philanthropic, Local, and Other Sources

- American Association of Retired Persons (AARP) Foundation: Support for succession, mentoring, and senior entrepreneurs
- Local and Regional Business Councils: Sponsorship and development funding
- Local Economic Development Budgets and Tourism Funds: Support for promotion, site development, and business attraction
- Community Development Financial Institutions (e.g., Mo-Kan, Justine Petersen)
- Local Foundations and Nonprofits (e.g., Kauffman Foundation, Rural LISC)
- Local Banks and CRA-Eligible Investments: Lending for community development
- ARPA (American Rescue Plan Act) or Local Recovery Funds: Flexible funds for economic recovery and entrepreneurship
- National Association for Community College Entrepreneurship (NACCE) Mini-Grants: Support for education-driven entrepreneurship

Goal 4: Infrastructure

Invest in transportation, broadband, utilities, and public infrastructure that supports economic growth, tourism, and climate resilience.

Description:

Modern and reliable infrastructure is essential for business competitiveness, workforce mobility, tourism development, and community health. This goal prioritizes investment in broadband expansion, road and bridge upgrades, utility modernization, EV and clean energy infrastructure, and climate resilience. Coordinated, strategic infrastructure planning will enable growth while reducing vulnerability to environmental and economic shocks.

Objective 4.1: Expand broadband access in underserved areas to support remote work, telehealth, and tourism businesses.

Objective 4.2: Upgrade roads, bridges, and transit systems to improve access to industrial sites and visitor destinations.

Objective 4.3: Modernize and expand water, sewer, and stormwater infrastructure to meet the growing needs of the region.

Objective 4.4: Support sustainable energy and resilience upgrades, including EV infrastructure.

Objective 4.5: Incorporate climate adaptation and disaster mitigation into infrastructure planning.

Objective 4.6: Promote and advocate for local government of the region.



Infrastructure Partners:

- | | | |
|---|---|--|
| • LOCLG | • Economic Development Organizations (EDOs) | • Public Transit Agencies |
| • Local Governments | • Emergency Services Agencies | • Schools and School Districts |
| • Broadband Task Forces | • Engineering Firms | • Tourism Bureaus / Convention and Visitors Bureaus (CVBs) |
| • Capital Improvement Planners | • Internet Service Providers | • Trail and Outdoor Recreation Organizations |
| • City and County Public Works Departments | • Libraries | • Training Providers / Local Universities |
| • Consultants | • Local Businesses | • Transit Agencies |
| • Cooperatives | • Local Parks and Recreation Departments | • Other Regional Partners |
| • County Emergency Management Agencies (EMAs) | • Planning and Zoning | |



INFRASTRUCTURE - OBJECTIVE 4.1:

Expand broadband access in underserved areas to support remote work, telehealth, and tourism businesses.

STRATEGIES & ACTION ITEMS:

- 4.1.1** Conduct a regional broadband gap analysis and map unserved and underserved areas.
- 4.1.2** Partner with internet service providers (ISPs) to expand affordable broadband infrastructure.
- 4.1.3** Assist communities with applying for broadband funding from state and federal programs.
- 4.1.4** Support digital equity initiatives, including free public Wi-Fi zones and tech access points.
- 4.1.5** Promote telehealth and remote work through community outreach and digital skills training.
- 4.1.6** Collaborate with schools and libraries to provide tech access for students and job seekers.

PERFORMANCE MEASURES:

- Square miles of new broadband coverage
- Number of households and businesses gaining access
- Number of digital access points created (e.g., libraries, parks)
- Participation in digital skills or remote work programs

ESTIMATED ANNUAL COST

\$43,000

Ongoing

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Essential infrastructure for workforce, healthcare, education, and business; strong funding opportunities and long-term impact.



INFRASTRUCTURE - OBJECTIVE 4.2:

Upgrade roads, bridges, and transit systems to improve access to industrial sites and visitor destinations.

STRATEGIES & ACTION ITEMS:

- 4.2.1** Conduct a regional transportation needs assessment to identify infrastructure gaps and priority projects.
- 4.2.2** Develop a multi-county capital improvement plan (CIP) to coordinate upgrades to key routes and facilities.
- 4.2.3** Advocate for increased state and federal transportation funding to support rural infrastructure.
- 4.2.4** Prioritize improvements to roads and bridges serving business parks, tourism sites, and high-growth areas.
- 4.2.5** Coordinate with MoDOT and local public works to schedule and phase road and bridge projects.
- 4.2.6** Explore rural transit options, including demand-response and seasonal shuttle services.
- 4.2.7** Support complete streets and walkability initiatives in towns and tourism corridors.
- 4.2.8** Publicize infrastructure improvements to businesses and the public through maps, signage, and updates.

PERFORMANCE MEASURES:

- Number of transportation improvement projects initiated or completed
- Miles of roads improved or bridges repaired/replaced
- Increased access to key business and tourism locations
- New funding secured for transportation infrastructure

ESTIMATED ANNUAL COST

\$49,000 +

TIMELINE:

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Transportation is a backbone of economic development, especially for tourism and logistics; coordinated investment is critical for long-term growth.



INFRASTRUCTURE - OBJECTIVE 4.3:

Modernize and expand water, sewer, and stormwater infrastructure to meet the growing needs of the region.

STRATEGIES & ACTION ITEMS:

- 4.3.1** Prioritize upgrades in areas targeted for housing, commercial, and industrial development.
- 4.3.2** Assist communities in applying for federal/state infrastructure grants and low-interest loan programs.
- 4.3.3** Promote regional coordination between utility districts and local governments for shared infrastructure planning.
- 4.3.4** Support green infrastructure and stormwater management projects that improve resilience and water quality.
- 4.3.5** Inventory and map utility assets using GIS to support long-term capital planning.
- 4.3.6** Provide training and technical assistance for local staff on asset management and funding strategies.

PERFORMANCE MEASURES:

- Number of infrastructure projects funded and implemented
- Linear feet of water/sewer/stormwater lines upgraded or extended
- Increase in development-ready sites due to infrastructure access

ESTIMATED ANNUAL COST

\$51,000+

TIMELINE:

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Critical foundation for growth and development; ensures readiness for housing and economic investment while promoting environmental stewardship.



INFRASTRUCTURE - OBJECTIVE 4.4:

Support sustainable energy and resilience upgrades, including electric vehicle infrastructure.

STRATEGIES & ACTION ITEMS:

- 4.4.1** Install electric vehicle (EV) charging stations in strategic locations, including tourism corridors and business districts.
- 4.4.2** Assist local governments and utilities in planning energy efficiency and grid modernization projects.
- 4.4.3** Promote incentives or technical support for solar, battery storage, and clean energy adoption among businesses and residents.
- 4.4.4** Promote energy audits and weatherization programs for low- and moderate-income households.
- 4.4.5** Pursue federal and state funding for climate resilience infrastructure upgrades.
- 4.4.6** Raise awareness of sustainable energy practices through workshops, campaigns, and demonstration projects.

PERFORMANCE MEASURES:

- Number of EV stations installed and communities served
- Energy savings or emissions reductions reported from projects
- Grant dollars secured for energy and resilience improvements

ESTIMATED ANNUAL COST

\$74,000+

TIMELINE:

Ongoing

PRIORITY LEVEL:

Medium-High

PRIORITY RATIONAL:

Supports long-term cost savings and climate preparedness; growing funding availability and regional interest.



INFRASTRUCTURE - OBJECTIVE 4.5:

Incorporate climate adaptation and disaster mitigation into infrastructure planning.

STRATEGIES & ACTION ITEMS:

- 4.5.1 Upgrade roads, utilities, and public facilities serving major recreational and tourism hubs.
- 4.5.2 Develop public-private partnerships to fund shared infrastructure improvements in lakefront areas.
- 4.5.3 Improve parking, signage, restrooms, and other visitor amenities in high-traffic recreation zones.
- 4.5.4 Expand seasonal solid waste and recycling services to handle peak visitor volumes.
- 4.5.5 Coordinate with tourism and parks departments to plan infrastructure aligned with visitor trends.
- 4.5.6 Enhance pedestrian and bicycle access to parks, waterfronts, and natural areas.
- 4.5.7 Secure funding through tourism taxes, grants, or user fees to maintain recreational infrastructure.
- 4.5.8 Promote accessibility upgrades for ADA compliance at regional attractions.

PERFORMANCE MEASURES:

- Number of infrastructure upgrades completed in recreation areas
- Increase in visitor satisfaction or return rates (survey-based)
- Reduced seasonal strain on waste, water, or utility systems
- Funding secured through partnerships, grants, or revenue streams

ESTIMATED ANNUAL COST

\$71,000+

TIMELINE:

Planning in 2025; phased improvements starting in 2026 and ongoing.

PRIORITY LEVEL:

Medium-High

PRIORITY RATIONAL:

Supports regional tourism economy and quality of life; provides visible, place-based impact with seasonal flexibility.



INFRASTRUCTURE - OBJECTIVE 4.6:

Promote and advocate for local government of the region.

STRATEGIES & ACTION ITEMS:

- 4.6.1 Improve communication and collaboration between cities, counties, and LOCLG.
- 4.6.2 Advocate for state and federal funding that supports small and rural communities.
- 4.6.3 Offer basic training and peer support for local officials and staff.
- 4.6.4 Assist with planning, grant writing, and project coordination.
- 4.6.5 Host regular regional coordination meetings for local officials.
- 4.6.6 Develop a shared infrastructure funding resource guide.
- 4.6.7 Coordinate training sessions on grants, budgeting, and project planning.
- 4.6.8 Provide direct support for small communities on grant writing and administration.

PERFORMANCE MEASURES:

- Number of local governments participating in coordination efforts.
- Number of trainings held and attendees trained.
- Number of grant applications supported or submitted.
- Increased funding awarded to small communities through LOCLG assistance.

ESTIMATED ANNUAL COST

\$39,000

TIMELINE:

Launch coordination meetings and training by 2065. Ongoing support

PRIORITY LEVEL:

Medium-Low

PRIORITY RATIONAL:

Indirect benefit; support role for other efforts.

Infrastructure Funding Sources

Federal Funding Sources

- **U.S. Economic Development Administration (EDA)**
 - *Public Works Program*: Infrastructure supporting economic development
 - *Economic Adjustment Assistance (EAA)*: Broadband, energy, and resilience planning
 - *Planning & Technical Assistance Grants*: Project planning, coordination, and capacity building
 - *Disaster Supplemental Funding* (when available): Recovery and resilience infrastructure
- **National Telecommunications and Information Administration (NTIA)**
 - *Broadband Equity, Access, and Deployment (BEAD) Program*: Primary broadband expansion program
 - *Middle Mile Grant Program*: Connects underserved areas to internet backbones
 - *Technical Assistance Grants*: Broadband planning support
- **U.S. Department of Agriculture (USDA)**
 - *ReConnect Program*: Broadband infrastructure in rural areas
 - *Water & Waste Disposal Loan and Grant Program*: Utility system improvements
 - *Community Facilities (CF) Grants*: Transit and community infrastructure
 - *Rural Development (RD) Technical Assistance*: Local government support and infrastructure
 - *Rural Energy for America Program (REAP)*: Energy efficiency and solar installation for rural businesses
- **U.S. Department of Transportation (USDOT)**
 - *RAISE (Rebuilding American Infrastructure with Sustainability and Equity) Grants*: Road and transit improvements
 - *Surface Transportation Block Grant (STBG) Program*: Road, bridge, and multimodal infrastructure
 - *Transportation Alternatives Program (TAP)*: Bike, pedestrian, and access improvements
 - *Bipartisan Infrastructure Law (BIL) / Infrastructure Investment and Jobs Act (IIJA)*: Umbrella for infrastructure funding
 - *National Electric Vehicle Infrastructure (NEVI) Formula Program*: EV charging corridors
- **U.S. Department of Housing and Urban Development (HUD)**
 - *Community Development Block Grants (CDBG) – Planning, Infrastructure, and Mitigation (CDBG-MIT)*: Planning, LMI infrastructure, hazard mitigation
 - *CDBG-DR (Disaster Recovery)*: For federally declared disaster areas
- **Federal Emergency Management Agency (FEMA)**
 - *Building Resilient Infrastructure and Communities (BRIC)*: Hazard mitigation planning and green infrastructure
 - *Hazard Mitigation Grant Program (HMGP)*: Post-disaster funding for resilience upgrades

- **U.S. Environmental Protection Agency (EPA)**
 - *Clean Water State Revolving Fund (SRF) and Drinking Water SRF*: Utility system improvements
 - *Section 319 Nonpoint Source Program*: Green infrastructure and water quality
 - *Green Infrastructure Grants*: Stormwater and flood mitigation
- **U.S. Department of Energy (DOE)**
 - *Energy Efficiency and Conservation Block Grant (EECBG)*: Facility audits and retrofits
 - *Clean Cities Program*: Clean transportation infrastructure and planning
- **U.S. Department of the Treasury**
 - *Capital Projects Fund (ARPA)*: Digital infrastructure in underserved areas
- **National Oceanic and Atmospheric Administration (NOAA)**
 - *Regional Coastal Resilience Grants* (if applicable): Shoreline and environmental protection
- **Inflation Reduction Act (IRA)**
 - *IRA Climate Pollution Reduction Grants (CPRG)*: Clean energy planning and infrastructure
 - *IRA Tax Credits*: Renewable energy and energy-efficiency upgrades

State of Missouri Funding Sources

- **Missouri Department of Economic Development (DED)**
 - *Office of Broadband Development Grants*: Broadband match and planning
 - *Division of Energy Programs*: Energy audits, efficiency, and solar pilot funding
- **Missouri Department of Transportation (MoDOT)**
 - *Cost-Share Program*: Local infrastructure project support
 - *Transit and Multimodal Funds*: For rural transit development
 - *Transportation Planning Funds*: For regional priority-setting
- **Missouri Municipal League (MML)**
 - *Training Scholarships and Technical Resources*: Local government capacity-building

Local, Private, and In-Kind Sources

- **Local Governments & Utilities**
 - General revenue, planning budgets, and in-kind contributions (e.g., meeting space, staff time)
- **American Rescue Plan Act (ARPA)**
 - *Local & State Fiscal Recovery Funds*: Match funding or infrastructure-ready projects
 - *Capital Projects Fund (via Treasury)*: Broadband and digital equity initiatives
- **Private Sector & Philanthropy**
 - *Internet Service Provider (ISP) Capital Investment*
 - *Utility Provider Co-Investment or Rebates*
 - *Tourism and Energy-Sector Grants*
 - *Philanthropic and Foundation Grants*: Infrastructure, energy, and resilience projects

Goal 5: Quality of Life

Vision: Improve the well-being and satisfaction of residents through healthcare access, community engagement, recreation, and lifelong learning.

Description:

Vibrant, connected communities support economic growth by attracting and retaining residents and businesses. This goal focuses on improving access to healthcare (including mental health), expanding parks and community amenities, and promoting lifelong learning, arts, and civic participation. These investments strengthen social cohesion, promote wellness, and enhance the region's appeal for all generations.

Objective 5.1: Improve access to healthcare services, including mental health, in rural and underserved areas.

Objective 5.2: Invest in parks, trails, and public gathering spaces to support healthy, connected communities.


Objective 5.3: Support arts, culture, and lifelong learning to strengthen community identity.


Objective 5.4: Promote inclusive civic engagement and planning across all demographics.





Quality of Life Partners:

- | | | |
|---|--|---|
| • LOCLG | • Chambers of Commerce | • Nonprofit Service Organizations |
| • Local Governments | • Hospitals and Healthcare Providers | • Public Health and Behavioral Health Agencies |
| • 4-H and FFA Youth | • Library Boards | • Regional Trail Groups and Coalitions |
| • Area Health Education Centers | • Local Contractors | • Regional Workforce Boards |
| • Arts Councils | • Local Businesses | • Service Organizations |
| • Churches and Faith-Based Organizations | • Local Health Departments | • Tourism Boards / Convention and Visitors Bureaus (CVBs) |
| • Civic Organizations and Community Leaders | • Local Schools and School Districts | • Youth Leadership Programs and Student Groups |
| • Colleges and Universities | • Missouri Humanities Council | • Other Regional Partners |
| • Community Foundations | • Municipal Parks Departments and Parks Boards | |
| • Community Nonprofits | | |

 QUALITY OF LIFE - OBJECTIVE 5.1: Improve access to healthcare services, including mental health, in rural and underserved areas.	
STRATEGIES & ACTION ITEMS: <ul style="list-style-type: none"> 5.1.1 Expand mobile clinics and telehealth services to reach remote or underserved populations. 5.1.2 Partner with healthcare providers and nonprofits to offer mental health outreach and education. 5.1.3 Support recruitment and retention incentives for healthcare professionals in rural areas. 5.1.4 Advocate for funding and legislation to improve rural healthcare infrastructure and Medicaid expansion. 5.1.5 Promote wellness and prevention programs in schools, senior centers, and community hubs. 5.1.6 Leverage faith-based and civic organizations to increase community-based healthcare access. 	
PERFORMANCE MEASURES: <ul style="list-style-type: none"> • Number of residents served by mobile or telehealth services • Number of healthcare professionals recruited or retained • Participation in mental health outreach and wellness programs • Community health indicators (e.g., access, wait times, referrals) 	
ESTIMATED ANNUAL COST \$58,000	Ongoing Begin in 2025; programming and partnerships ongoing.
PRIORITY LEVEL: High	PRIORITY RATIONAL: Health access is foundational to quality of life and workforce participation; supports long-term community resilience.

 QUALITY OF LIFE - OBJECTIVE 5.2: Invest in parks, trails, and public gathering spaces to support healthy, connected communities.	
STRATEGIES & ACTION ITEMS: <ul style="list-style-type: none"> 5.2.1 Invest in the development and maintenance of parks, trails, and greenways in both urban and rural areas. 5.2.2 Support the creation of all-ages playgrounds, splash pads, pools, outdoor and indoor recreation features. 5.2.3 Host regional grant-writing workshops to help communities apply for outdoor and indoor recreation and park improvement funds. 5.2.4 Partner with schools and nonprofits to create safe routes to parks and recreation areas. 5.2.5 Promote public art, beautification projects, and placemaking initiatives in downtowns and community hubs. 5.2.6 Encourage joint-use agreements to open school and community facilities to the public after hours. 	
PERFORMANCE MEASURES: <ul style="list-style-type: none"> • Number of new or improved public spaces and recreational amenities • Funding secured for parks and recreation projects • Increase in physical activity or user satisfaction (survey-based) 	
ESTIMATED ANNUAL COST \$46,000+	TIMELINE: Ongoing
PRIORITY LEVEL: Medium-High	PRIORITY RATIONAL: Tangible, visible improvements that support health, tourism, and quality of life; fosters local pride and intergenerational engagement.

 QUALITY OF LIFE - OBJECTIVE 5.3: Support arts, culture, and lifelong learning to strengthen community identity.	
STRATEGIES & ACTION ITEMS: <ul style="list-style-type: none"> 5.3.1 Partner with libraries, community colleges, and career centers to offer free or low-cost community classes and workshops. 5.3.2 Promote intergenerational learning programs that connect youth with older adults for mentoring and skill sharing. 5.3.3 Launch a regional calendar and outreach campaign to publicize learning opportunities. 5.3.4 Encourage youth leadership and civic participation through local government internships or advisory boards. 	
PERFORMANCE MEASURES: <ul style="list-style-type: none"> • Number of classes, workshops, or learning programs offered annually • Participation in lifelong learning, literacy, or civic education efforts • Surveyed improvements in engagement and satisfaction among residents 	
ESTIMATED ANNUAL COST \$26,000	TIMELINE: Ongoing
PRIORITY LEVEL: Medium	PRIORITY RATIONAL: Strengthens education, workforce readiness, and community cohesion; relatively low cost with high community impact.

 QUALITY OF LIFE - OBJECTIVE 5.4: Promote inclusive civic engagement and planning across all demographics.	
STRATEGIES & ACTION ITEMS: <ul style="list-style-type: none"> 5.4.1 Create a regional volunteer matching platform to connect residents with local organizations and events. 5.4.2 Support annual leadership academies or civic engagement bootcamps in region. 5.4.3 Continue to recognize outstanding community leaders and volunteers through awards or media campaigns. 5.4.4 Encourage service-learning projects in schools and youth organizations. 5.4.5 Support neighborhood associations and informal community groups with small grants and training. 	
PERFORMANCE MEASURES: <ul style="list-style-type: none"> • Number of volunteers connected or engaged through programs • Participation in civic academies or community events • Number of active neighborhood or civic groups supported 	
ESTIMATED ANNUAL COST \$39,000	TIMELINE: Ongoing
PRIORITY LEVEL: Medium	PRIORITY RATIONAL: Builds social capital, inclusion, and grassroots leadership capacity; scalable and community-driven.

Quality of Life Funding Sources:

Federal Funding Sources

- **U.S. Department of Health and Human Services (HHS)**
 - *Health Resources and Services Administration (HRSA) Grants:*
 - Rural Health Care Services Outreach & Network Grants
 - Substance Use and Mental Health Services Grants
 - *Substance Abuse and Mental Health Services Administration (SAMHSA) Grants:* Behavioral health infrastructure and workforce
- **U.S. Department of Agriculture (USDA)**
 - *Community Facilities Program:* Facilities such as clinics, libraries, and community centers in rural areas
 - *Distance Learning and Telemedicine (DLT) Program:* Telehealth infrastructure and equipment support
- **U.S. Department of Housing and Urban Development (HUD)**
 - *Community Development Block Grants (CDBG):*
 - Public Facility Grants: Parks, libraries, community centers in LMI areas
 - Public Service Activities: Community outreach and civic engagement
- **U.S. Department of Education**
 - *AmeriCorps (via Corporation for National and Community Service):* Youth leadership, civic engagement, intergenerational service programs
- **National Endowment for the Arts (NEA)**
 - *Our Town Grants:* Creative placemaking, arts-based public space development
 - *General NEA Arts Grants:* Local artist support, events, and creative hubs
- **National Endowment for the Humanities (NEH)**
 - *Dialogues on the Experience of War / Common Heritage Grants:* Oral history and civic engagement projects
- **Institute of Museum and Library Services (IMLS)**
 - Facility improvement and lifelong learning infrastructure funding
- **U.S. Economic Development Administration (EDA)**
 - *Public Works Grants:* Facility construction or renovation with economic development potential (e.g., creative hubs)
 - *Technical Assistance and Planning Grants:* Inclusive outreach, engagement, and community facility planning

State of Missouri Funding Sources

- **Missouri Department of Health and Senior Services (DHSS):** Healthcare workforce and access initiatives
- **Missouri Department of Natural Resources (DNR)**
 - *Recreation & Conservation Education Grants:* Park development and trail enhancements
- **Missouri Arts Council:** Operational and project support for cultural events, artists, and festivals
- **Missouri Department of Elementary and Secondary Education (DESE):** Lifelong learning and school-based cultural initiatives
- **Missouri ARPA Health Grants:** Rural provider expansion and capital improvements
- **State Office of Volunteerism or Civic Engagement (if available):** Supports civic participation and service programming

Private, Local, and Philanthropic Sources

- **Area Health Education Centers (AHEC):** Healthcare workforce pipeline support
- **National Health Service Corps / Nurse Corps:** Loan repayment and recruitment for healthcare providers in shortage areas
- **Local Parks or Recreation Sales Tax Revenues:** Municipal or county-generated funds for park improvements
- **Local Government and School District Budgets:** Match funding and program support
- **Tourism Lodging Taxes and Tourism Grants:** Support for public spaces and cultural initiatives
- **Community Foundations and Private Foundations**
 - *Examples: AARP Foundation, Missouri Humanities Council, regional foundations*
- **Civic and Faith-Based Groups:** Funding or in-kind support for outreach and programming
- **Local Donations and Fundraising Campaigns:** Community-driven financial support for amenities or events



Goal 6: Tourism

Strengthen the tourism economy by supporting sustainable growth, expanding year-round attractions, and enhancing visitor experiences.

Description:

Tourism is a major economic driver in the Lake of the Ozarks region. This goal supports the expansion of shoulder-season tourism, improved visitor amenities, environmentally responsible development, and small business growth in the tourism sector. It also emphasizes the protection of natural and cultural assets that form the foundation of the region's identity and visitor appeal.

Objective 6.1: Promote off-season and cultural tourism to stabilize local economies and expand visibility.

Objective 6.2: Improve tourism infrastructure and amenities that enhance the visitor experience.

Objective 6.3: Support tourism-related businesses with resources to grow and adapt.

Objective 6.4: Protect and preserve the region's natural and cultural resources.

Objective 6.5: Establish sustainable tourism funding mechanisms to support long-term growth.



Tourism Partners:

- LOCLG
- Local Governments
- Arts Councils
- Chambers of Commerce
- Convention and Visitors Bureaus (CVBs)
- Cultural Nonprofits and Heritage Organizations
- Economic Development Organizations (EDOs)
- Grant Writers and Regional Planners
- Historical Societies
- Lake Associations
- Local Businesses
- Local Colleges
- Local Museums
- Marketing Groups
- Missouri Division of Tourism
- Missouri Grown
- Missouri State Parks
- Nonprofit Environmental and Conservation Organizations
- Parks Departments
- Regional Foundations and Philanthropic Organizations
- Regional Marketing or Sponsorship Coalitions
- Recreation and Trail Advocates / Trail Coalitions
- Small Business Development Centers (SBDCs)
- Tourism Operators and Hospitality Sector Businesses
- Transportation Planners / Public Works Departments
- Other Regional Partners



TOURISM - OBJECTIVE 6.1:

Promote off-season and cultural tourism to stabilize local economies and expand visibility.

STRATEGIES & ACTION ITEMS:

- 6.1.1.1** Support campaigns and itineraries to promote shoulder-season tourism (e.g., fall festivals, holiday events, indoor attractions).
- 6.1.1.2** Support development of year-round attractions such as museums, galleries, and indoor recreation.
- 6.1.1.3** Support collaborative partnerships across counties and sectors to create joint promotional efforts.
- 6.1.1.4** Track and report on off-season tourism data to guide investment and marketing.

PERFORMANCE MEASURES:

- Number of off-season campaigns and events held
- Increase in visitor traffic or spending during shoulder seasons
- Participation and collaboration across counties and tourism sectors

ESTIMATED ANNUAL COST

\$51,000+

TIMELINE:

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

This objective stabilizes the region's seasonal economy by promoting year-round tourism, supporting local businesses, and increasing off-season visibility.



TOURISM - OBJECTIVE 6.2:

Improve tourism infrastructure and amenities that enhance the visitor experience.

STRATEGIES & ACTION ITEMS:

- 6.2.1** Upgrade public restrooms, docks, trails, parking, and accessibility infrastructure at key destinations.
- 6.2.2** Support beautification and placemaking projects in downtowns and waterfront areas.
- 6.2.3** Promote off-season amenities and events to spread visitation more evenly throughout the year.
- 6.2.4** Coordinate tourism infrastructure upgrades with major community events and festivals.

PERFORMANCE MEASURES:

- Number of infrastructure or amenity upgrades completed
- Visitor satisfaction and average stay duration (survey-based)
- Growth in off-season tourism metrics

ESTIMATED ANNUAL COST

\$23,000+

TIMELINE:

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Infrastructure directly impacts visitor impressions and spending; supports long-term economic returns and tourism resilience.



TOURISM - OBJECTIVE 6.3:

Support tourism-related businesses with resources to grow and adapt.

STRATEGIES & ACTION ITEMS:

- 6.3.1** Continue to use multi-platform marketing strategy including digital, print, video, and influencer campaigns.
- 6.3.2** Build a shared content library (photos, videos, stories) for use by CVBs, chambers, and local businesses.
- 6.3.3** Support collaboration between counties and CVBs on joint campaigns and itineraries.
- 6.3.4** Track visitor trends and analytics to refine marketing strategies over time.
- 6.3.5** Highlight local artisans, musicians, makers, and chefs in regional storytelling.
- 6.3.6** Offer co-op marketing opportunities for small businesses and tourism providers.

PERFORMANCE MEASURES:

- Reach and engagement across marketing platforms
- Number of joint campaigns and co-op participants
- Growth in web traffic, social media impressions, and visitor inquiries
- Diversity and geographic spread of featured tourism assets

ESTIMATED ANNUAL COST

\$51,000+

Ongoing

Ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Marketing is essential for attracting visitors and supporting tourism recovery; coordinated messaging boosts reach and return on investment.



TOURISM - OBJECTIVE 6.4:

Protect and preserve the region's natural and cultural resources

STRATEGIES & ACTION ITEMS:

- 6.4.1** Partner with community colleges and job centers to create training for hospitality, tourism, and customer service roles.
- 6.4.2** Provide seasonal onboarding toolkits and training videos for new tourism workers.
- 6.4.3** Organize annual workshops or recognition events for front-line tourism employees.
- 6.4.4** Encourage employers to implement flexible scheduling, housing supports, and other worker incentives.

PERFORMANCE MEASURES:

- Number of workers trained or certified in tourism and hospitality
- Business participation in workforce programs and toolkits
- Improved customer satisfaction or service ratings
- Retention and seasonal return rates for tourism employees

ESTIMATED ANNUAL COST

\$24,000

TIMELINE:

Program and toolkit launch by 2026; seasonal training ongoing.

PRIORITY LEVEL:

Medium-High

Ongoing

Addresses a consistent challenge for the region; supports both visitor satisfaction and job quality in a critical sector.



TOURISM - OBJECTIVE 6.5:

Establish sustainable tourism funding mechanisms to support long-term growth.

STRATEGIES & ACTION ITEMS:

- 6.5.1** Identify and implement alternative funding sources to replace lost lodging tax revenues.
- 6.5.2** Build partnerships with local businesses and organizations to co-invest in tourism promotion.
- 6.5.3** Evaluate potential to reinstate or redesign a lodging or tourism-related tax model that fits community needs.
- 6.5.4** Pursue regional models such as Tourism Business Improvement Districts (TBIDs) or sponsorship coalitions.
- 6.5.5** Conduct feasibility study for a regional Tourism Business Improvement District (TBID)
- 6.5.6** Evaluate options to reinstate a local lodging or tourism tax.
- 6.5.7** Develop a public-private tourism sponsorship program
- 6.5.8** Pursue state and federal grants that support tourism infrastructure, marketing, and events.

PERFORMANCE MEASURES:

- Feasibility study completion and community support for funding options
- Adoption of sustainable funding models (e.g., TBID, tax, sponsorships)
- Percentage of tourism budget derived from diversified sources
- Year-over-year increase in funding available for tourism programs

ESTIMATED ANNUAL COST

\$51,000

TIMELINE:

Initiate planning and pilot programs by 2025; ongoing

PRIORITY LEVEL:

High

PRIORITY RATIONAL:

Tourism is a foundational economic pillar for the region; funding cuts threaten long-term competitiveness and visitor experience.

Tourism Funding Sources:

Federal Funding Sources

- **U.S. Economic Development Administration (EDA)**
 - *Economic Adjustment Assistance (EAA)*: Supports tourism infrastructure and business development
 - *Technical Assistance Grants*: For TBID feasibility studies, planning, and marketing
 - *Public Works Grants*: Infrastructure tied to visitor services
 - *Travel, Tourism, and Outdoor Recreation Grants*: Support for tourism resilience and development
- **U.S. Department of Agriculture (USDA)**
 - *Rural Business Development Grant (RBDG)*: Technical assistance and capital for rural tourism and hospitality businesses
 - *Community Facilities Program*: Construction or rehab of visitor-facing public infrastructure
 - *Conservation Innovation Grants*: For eco-tourism or land-use practices aligned with sustainability
- **U.S. Small Business Administration (SBA)**
 - *Community Navigator Program*: Technical assistance for small and seasonal tourism businesses
 - *Microloan Program*: Capital for early-stage or seasonal operators
- **U.S. Department of Transportation (USDOT)**
 - *Transportation Alternatives Program (TAP)*: Walkability and bike infrastructure
 - *Recreational Trails Program (RTP)*: Trails and trailheads for recreation and tourism

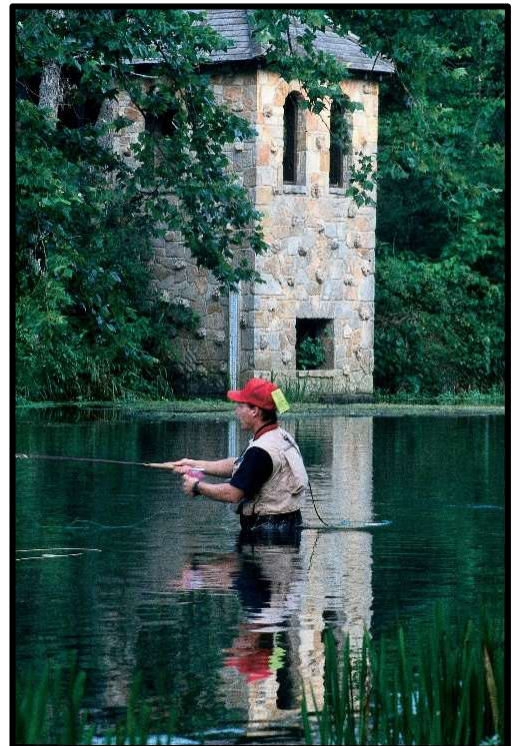
- **U.S. Department of Housing and Urban Development (HUD)**
 - *Community Development Block Grant (CDBG):*
 - Public Facility and Downtown Revitalization Grants: For LMI-eligible tourism towns
- **National Endowment for the Arts (NEA)**
 - *Our Town and General Grants:* Cultural tourism, creative placemaking, events
- **National Endowment for the Humanities (NEH)**
 - *Common Heritage & Heritage Area Grants:* Cultural preservation, interpretive media
- **U.S. Environmental Protection Agency (EPA)**
 - *Section 319 Nonpoint Source Grants:* Water quality and education (e.g., shoreline tourism zones)
- **National Park Service (NPS)**
 - *Route 66 Corridor Preservation Program:* Historic tourism along Route 66
 - *Heritage Areas Grants:* Cultural and historic interpretation
- **National Oceanic and Atmospheric Administration (NOAA)**
 - *Coastal and Estuarine Land Conservation Program* (if applicable): Shoreline and lake protection for tourism zones

State of Missouri Funding Sources

- **Missouri Division of Tourism**
 - *Cooperative Marketing Grants:* Matching funds for destination marketing campaigns
 - *Tourism Microgrants* (if available)
- **Missouri Department of Natural Resources (DNR)**
 - *Park and Conservation Education Grants:* Infrastructure and interpretive tools
 - *State Parks & Clean Water Commission Funds:* Maintenance, access, and shoreline protection
- **Missouri Technology Corporation (MTC)**
 - *IDEA Funds:* For tech-enabled tourism tools or digital visitor experiences

Local, Regional, and Private Funding Sources

- **Convention and Visitors Bureau (CVB) Funds:** For marketing, events, infrastructure
- **Local Lodging and Tourism Tax Revenues:** May be reinstated or repurposed
- **Tourism Business Improvement Districts (TBIDs):** Special assessments for tourism development
- **Corporate Sponsorships:** Tourism marketing or infrastructure partnerships
- **Local Foundations and Regional Philanthropy:** Grants for events, facilities, and campaigns
- **Chambers of Commerce and Local Businesses:** Co-investment in events and marketing
- **Local Match or City/County Budgets:** For infrastructure and grant leverage
- **Tourism Event Revenues and Private Donations**



Appendix

- Appendix A - CEDS Adoption by LOCLG 116**
- Appendix B - Data Sources 117**
 - Regional Datasets Used 117
 - Regional Reports and Studies Referenced..... 117
 - Sources for Baseline Metrics and Key Performance Indicators (KPI)..... 118
- Appendix C - Glossary of Terms and Acronyms..... 119**
 - Key Terms..... 119
 - Acronyms 120
- Appendix D - Area Demographics 123**
- Appendix E - Agricultural..... 127**
- Appendix F - State Parks..... 131**
- Appendix G - Social Vulnerability Index 2022 134**
- Appendix H - Environmental Justice Index/Climate Burden 142**
- Appendix I -EDA Checklist/Evaluation..... 150**
- Appendix J - Public Comment 162**
 - Comments Received: 168

Appendix A - CEDS Adoption by LOCLG



SERVING CAMDEN, LACLEDE, MILLER AND MORGAN COUNTIES

Resolution No. FY2025-01

Lake of the Ozarks Council of Local Governments

76 Chestnut Ave., Suite 101 | P.O. Box 3553 | Camdenton, MO 65020

Phone: (573) 346-5692 | www.loclg.org

Date: April 28, 2025

Resolution Adopting the 2024 Comprehensive Economic Development Strategy (CEDS) for the Lake of the Ozarks Council of Local Government

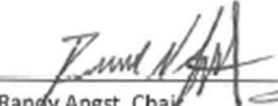
WHEREAS, the Lake of the Ozarks Council of Local Governments (LOCLG) is the regional planning organization for Camden, Laclede, Miller, and Morgan Counties in Missouri; and

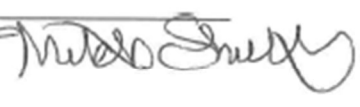
WHEREAS, the 2024 Comprehensive Economic Development Strategy (CEDS) was prepared in compliance with EDA requirements under financial assistance award number ED22DEN3020025, and outlines regional goals and strategies for economic growth; and

WHEREAS, the CEDS reflects regional input and addresses key issues including workforce, housing, business development, infrastructure, quality of life, and tourism;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of LOCLG hereby adopts the 2024-2028 Comprehensive Economic Development Strategy (CEDS) for submission to the U.S. Economic Development Administration.

Adopted this 28th day of April, 2025.


Randy Angst, Chair
LOCLG Board of Directors



Mitch Shields, Executive Director
Lake of the Ozarks Council of Local Governments

Lake of the Ozarks Council of Local Governments
P.O. Box 3553 Camdenton, MO 65020
Phone: 573-346-5692

Appendix B - Data Sources

This appendix provides transparency on the sources of data, research, and performance indicators used to inform the 2024 Comprehensive Economic Development Strategy for the Lake of the Ozarks Council of Local Governments .

Regional Datasets Used

- U.S. Census Bureau – American Community Survey (ACS) 2019–2023 Estimates
- U.S. Census Bureau – 2020 Decennial Census
- U.S. Bureau of Economic Analysis (BEA) – Regional Economic Accounts
- U.S. Bureau of Labor Statistics (BLS) – Local Area Unemployment Statistics
- USDA Census of Agriculture
- U.S. Department of Housing and Urban Development (HUD) – CHAS and Consolidated Planning Data
- FCC Form 477 Data – Broadband Availability
- NTIA Broadband Infrastructure Maps
- MERIC – Missouri Economic Research and Information Center Data
- Missouri Department of Revenue – Local Taxable Sales and NAICS Trends
- Missouri Department of Elementary and Secondary Education (DESE) – School & District Data
- ACT Work Ready Communities Data
- FAA and MoDOT – Airport and Transportation Facility Reports
- Lake of the Ozarks CVB & Missouri Division of Tourism – Visitor Data and Lodging Stats
- Missouri Department of Conservation – Natural Resource Reports
- USDA ReConnect and Community Facilities Grants
- Lake Regional Health System – Community Needs Assessment and Service Reports
- Mercy Hospital Lebanon – Regional Health & Workforce Engagement Data
- Compass Health & Central Ozarks Medical Center – Behavioral Health Metrics
- State Technical College of Missouri – Workforce Pipeline and Program Stats
- MoBroadbandNow – Broadband Gap and Speed Test Data

Regional Reports and Studies Referenced

- LOCLG 2022 CEDS Documents
- LOCLG COVID-19 After-Action Report (2021)
- Lebanon REDI Workforce Survey and Strategy Plan
- Destination Camdenton Strategic Plan
- Camden County Transportation Plan (MoDOT Supported)
- Missouri Statewide Housing Needs Assessment (2023)
- Lake Regional Community Health Needs Assessment
- Ozark Technical Community College Workforce Training Report
- State Technical College Industry Alignment Report
- Missouri Main Street Connection – Downtown Revitalization Planning
- GoCAPS Lake Region Strategic Framework
- Missouri Broadband Resource Rail Project – University of Missouri
- Local Hazard Mitigation Plans – Camden (2019), Laclede (2024), Miller (2022), Morgan (2023)
- National Risk Index – FEMA
- Social Vulnerability Index – CDC/ATSDR
- Environmental Justice Index and Climate Burden Maps – HHS/EPA

Sources for Baseline Metrics and Key Performance Indicators (KPI)

- U.S. Census Bureau – Demographics, Housing, and Economic Data
- BEA – Regional GDP, Per Capita Income, and Industry Earnings
- BLS – Employment, Labor Force, and Wage Data
- MERIC – Industry Trends, Occupational Projections, and Commuting Patterns
- ACT Work Ready Community Data – Workforce Credentialing Benchmarks
- Lake Regional and Mercy Health Reports – Health Access and Utilization
- Tourism NAICS Data – Employment and Establishment Metrics
- USDA and NTIA – Broadband Infrastructure and Coverage Data
- EDA and USDA Performance Reports – RLF, SECD, and Infrastructure KPIs
- MoDOT – STIP Project Data, Road & Bridge Ratings, Traffic Volumes
- MoBroadbandNow/MU Extension – Internet Speed and Access Mapping
- DESE – Graduation Rates, CTE Enrollment, and Postsecondary Transitions
- MISSOURI DED – Childcare Access, Housing Cost Burden, and Entrepreneurship Gaps

Appendix C - Glossary of Terms and Acronyms

This glossary includes definitions of specialized terms, and a comprehensive list of acronyms used in the 2024 Comprehensive Economic Development Strategy (CEDS) for the Lake of the Ozarks Council of Local Governments (LOCLG).

Key Terms

- **Affordable Housing:** Housing that is reasonably priced for low- to moderate-income individuals or families, typically not exceeding 30% of gross household income.
- **Agri-Business:** Commercial activities related to the production, processing, and distribution of agricultural goods and services.
- **Broadband Expansion:** The deployment and improvement of high-speed internet services to underserved or unserved areas.
- **Business Retention and Expansion (BRE):** An economic development strategy focused on supporting existing businesses to remain, grow, and succeed in a community.
- **Career and Technical Education (CTE):** Educational programs that specialize in skilled trades, applied sciences, modern technologies, and career preparation.
- **Childcare Desert:** A geographic area where the demand for licensed childcare significantly exceeds the available supply.
- **Comprehensive Plan:** A long-term plan that guides growth and development of a community, including land use, housing, transportation, and infrastructure.
- **Economic Resilience:** The ability of a region to anticipate, withstand, and recover from economic shocks such as job losses or natural disasters.
- **Entrepreneurship:** The process of starting and operating a new business, often involving innovation and risk-taking.
- **Equity (in planning):** Ensuring all communities, particularly underserved or disadvantaged groups, have access to the benefits of economic development.
- **Industry Cluster:** A geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field.
- **Infrastructure:** The fundamental facilities and systems serving a region, including transportation, water, sewer, energy, and broadband networks.
- **Micropolitan Area:** A geographic area with an urban core of at least 10,000 but fewer than 50,000 people, plus adjacent territory with high social and economic integration.
- **Opportunity Zone:** Economically distressed areas designated by the federal government where certain investments may be eligible for tax incentives.
- **Quality of Life:** A measure of well-being that includes factors such as health, education, income, environment, and access to services and recreation.
- **Reskilling/Upskilling:** Training programs that help workers learn new skills or improve current ones to meet evolving job requirements.
- **Smart Growth:** Urban planning theory that promotes sustainable, environmentally friendly, and community-oriented development.
- **Stakeholder:** Any individual, group, or organization affected by or having an interest in economic development efforts.

Key Terms – (continued)

- **Strategic Plan:** A document that outlines an organization's goals, strategies, and actions over a specific time period.
- **Sustainability:** The practice of meeting present needs without compromising the ability of future generations to meet theirs, often in economic, environmental, and social contexts.
- **Technical Assistance:** Expert guidance provided to support organizations or communities in achieving development or programmatic goals.
- **Tourism Development:** Efforts to enhance a region's appeal to visitors, including the improvement of attractions, accommodation, and services.
- **Transient Population:** Temporary or seasonal residents, such as tourists or part-time occupants, who do not reside in the region year-round.
- **Work Ready Community:** A designation awarded to counties that demonstrate a commitment to workforce readiness through testing and employer partnerships.
- **Workforce Development:** Initiatives and programs aimed at improving the skills, education, and job readiness of the labor force to meet regional employer needs.
- **Workforce Participation Rate:** The percentage of working-age individuals who are either employed or actively seeking employment.

Acronyms

- 4-H: Head, Heart, Hands, and Health
- AARP: American Association of Retired Persons
- ACS: American Community Survey
- AHAP: Affordable Housing Assistance Program
- ARPA: American Rescue Plan Act
- AWOS: Automated Weather Observing System
- BEAD: Broadband Equity, Access, and Deployment
- BIL: Bipartisan Infrastructure Law
- BRIC: Building Resilient Infrastructure and Communities
- BUILD: Better Utilizing Investments to Leverage Development
- CDBG: Community Development Block Grant
- CDBG-MIT: CDBG Mitigation Program
- CDBG-DR: CDBG Disaster Recovery
- CDFI: Community Development Financial Institution
- CF: Community Facilities
- CMU: Central Methodist University
- CRA: Community Reinvestment Act
- CVB: Convention and Visitors Bureau
- DED: Department of Economic Development
- DESE: Department of Elementary and Secondary Education
- DLT: Distance Learning and Telemedicine
- DOE: Department of Energy
- DOL: Department of Labor
- DNR: Department of Natural Resources

Acronyms – (continued)

- DSS: Department of Social Services
- EDA: Economic Development Administration
- EDO: Economic Development Organization
- EECBG: Energy Efficiency and Conservation Block Grant
- EAA: Economic Adjustment Assistance
- EPA: Environmental Protection Agency
- ETA: Employment and Training Administration
- EV: Electric Vehicle
- FBLA: Future Business Leaders of America
- FEMA: Federal Emergency Management Agency
- FFA: Future Farmers of America
- GO CAPS: Greater Ozarks Centers for Advanced Professional Studies
- HHS: Department of Health and Human Services
- HMGP: Hazard Mitigation Grant Program
- HOME: HOME Investment Partnerships Program
- HOSA: Health Occupations Students of America (Future Health Professionals)
- HRSA: Health Resources and Services Administration
- HUD: Department of Housing and Urban Development
- IIA: Infrastructure Investment and Jobs Act
- IMLS: Institute of Museum and Library Services
- IRC: Industry Recognized Credential
- IRP: Intermediary Relending Program
- ISP: Internet Service Provider
- JAG: Jobs for America's Graduates
- LIHEAP: Low-Income Home Energy Assistance Program
- LIHTC: Low-Income Housing Tax Credit
- LMI: Low and Moderate Income
- LOCLG: Lake of the Ozarks Council of Local Governments
- LOREDC: Lake of the Ozarks Regional Economic Development Council
- LPN: Licensed Practical Nurse
- MHDC: Missouri Housing Development Commission
- MML: Missouri Municipal League
- MoDOT: Missouri Department of Transportation
- MTC: Missouri Technology Corporation
- MSU: Missouri State University
- NAP: Neighborhood Assistance Program
- NACCE: National Association for Community College Entrepreneurship
- NEA: National Endowment for the Arts
- NEH: National Endowment for the Humanities
- NEVI: National Electric Vehicle Infrastructure

Acronyms – (continued)

- NMTC: New Markets Tax Credit
- NOAA: National Oceanic and Atmospheric Administration
- NPS: National Park Service
- NTIA: National Telecommunications and Information Administration
- OTC: Ozarks Technical Community College
- RAISE: Rebuilding American Infrastructure with Sustainability and Equity
- RBDG: Rural Business Development Grant
- RCDG: Rural Cooperative Development Grant
- REAP: Rural Energy for America Program
- REDI: Regional Economic Development Inc.
- RLF: Revolving Loan Fund
- RPED: Rural Postsecondary and Economic Development
- RTP: Recreational Trails Program
- SAMHSA: Substance Abuse and Mental Health Services Administration
- SBA: Small Business Administration
- SBDC: Small Business Development Center
- SBIR: Small Business Innovation Research
- SCORE: Service Corps of Retired Executives
- SECD: Strategic Economic and Community Development
- SFCC: State Fair Community College
- SkillsUSA: Career and technical student organization for trade and industrial students
- SRF: State Revolving Fund
- STBG: Surface Transportation Block Grant
- TA: Technical Assistance
- TAP: Transportation Alternatives Program
- TBID: Tourism Business Improvement District
- USDA: United States Department of Agriculture
- USDOT: United States Department of Transportation
- VAPG: Value-Added Producer Grant
- WIOA: Workforce Innovation and Opportunity Act

Appendix D - Area Demographics



Area Fact Sheet Camden County, MO 1/22/2025

EDD Info

Region

Denver

Name

Lake of the Ozarks Council of Local Governments

Website

https://www.loclg.org/

About Camden County, Missouri

Camden County, Missouri has a population of 43,416, of which 88% have health insurance, 13% live in poverty , and 4.12% are unemployed .

Human Capital

Percentile: 0.56

Capacity: Elevated

Financial

Percentile: 0.82

Capacity: Elevated

Infrastructure

Percentile: 0.81

Capacity: Elevated

Industry

Percentile: 0.96

Capacity: High

Institutions & Partnerships

Percentile: 0.68

Capacity: Moderate

Economic Distress Indicators

24-Month Unemployment

4.12%

Current Unemployment

4.30%

Per Capita Income (Census)

\$37,111

Per Capita Income (BEA)

\$55,182

Demographics

Category	Total	Percent	Compared to National
Age			
Population 65 or Over	12556	28.92%	-12.08%
Population Under 18	7540	17.37%	4.79%
Race/Ethnicity			
American Indian or Alaskan Native	41963	96.65%	-15.64%
Asian	40179	92.54%	-34.37%
Black or African-American	395	0.91%	4.29%
Hispanic or Latino	17	0.04%	0.42%
Native Hawaiian or Pacific Islander	380	0.88%	11.15%
Non-Hispanic or Latino	87	0.20%	1.58%
Other	60	0.14%	0.39%
Two or More Races	178	0.41%	5.34%
White		0.00%	0.74%
Sex			
Female	21851	50.33%	0.17%
Male	21565	49.67%	-0.17%
Education			
9th to 12th Grade (No Diploma)	1944	4.48%	-0.42%
Associate's Degree	8304	19.13%	-5.79%
Bachelor's Degree	5298	12.20%	2.42%
Graduate Professional	2862	6.59%	2.85%
High School Graduate	11697	26.94%	-8.94%
Less than 9th Grade	606	1.40%	1.83%
Some College	8304	19.13%	-5.79%

Workforce & Industry

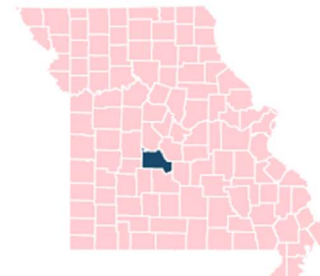
24-Month Unemployment

Top 5 Industries by GDP

Industry	GDP (Thousands)
Real estate and rental and leasing	\$539,375
Health care and social assistance	\$281,899
Retail trade	\$259,322
Accommodation and food services	\$205,061
Construction	\$181,680

Top 5 Industries by Number of Jobs

Industry	Jobs
Accommodation and food services	3,691
Retail trade	3,631
Health care and social assistance	3,034
Construction	2,562
Real estate and rental and leasing	2,551



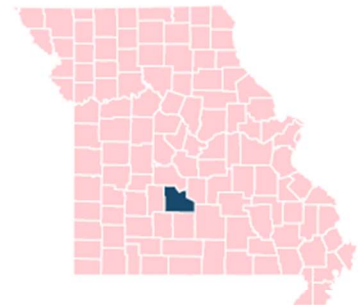


Area Fact Sheet

Laclede County, MO

1/22/2025

EDD Info		About Laclede County, Missouri
Region	Denver	Laclede County, Missouri has a population of 36,245, of which 88% have health insurance, 18% live in poverty, and 3.76% are unemployed.
Name	Lake of the Ozarks Council of Local Governments	
Website	https://www.locig.org/	



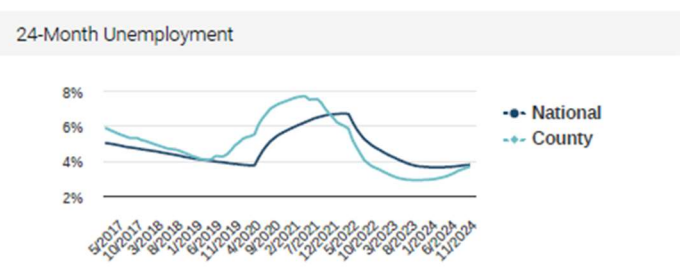
EDCI Category Percentiles				
Human Capital	Financial	Infrastructure	Industry	Institutions & Partnerships
Percentile: 0.49	Percentile: 0.24	Percentile: 0.62	Percentile: 0.98	Percentile: 0.35
Capacity: Moderate	Capacity: Limited	Capacity: Moderate	Capacity: High	Capacity: Limited

Economic Distress Indicators			
24-Month Unemployment	Current Unemployment	Per Capita Income (Census)	Per Capita Income (BEA)
3.76%	4.60%	\$28,202	\$48,249

Demographics

Category	Total	Percent	Compared to National
Age			
Population 65 or Over	6510	17.96%	-1.12%
Population Under 18	8989	24.80%	-2.64%
Race/Ethnicity			
American Indian or Alaskan Native	35212	97.15%	-16.14%
Asian	32925	90.84%	-32.67%
Black or African-American	133	0.37%	4.83%
Hispanic or Latino	42	0.12%	0.34%
Native Hawaiian or Pacific Islander	260	0.72%	11.31%
Non-Hispanic or Latino	34	0.09%	1.69%
Other	136	0.38%	0.15%
Two or More Races	248	0.68%	5.07%
White		0.00%	0.74%
Sex			
Female	18074	49.87%	0.63%
Male	18171	50.13%	-0.63%
Education			
9th to 12th Grade (No Diploma)	2325	6.41%	-2.35%
Associate's Degree	5042	13.91%	-0.57%
Bachelor's Degree	2523	6.96%	7.66%
Graduate Professional	1326	3.66%	5.78%
High School Graduate	10521	29.03%	-11.03%
Less than 9th Grade	1156	3.19%	0.04%
Some College	5042	13.91%	-0.57%

Workforce & Industry



Top 5 Industries by GDP	
Industry	GDP (Thousands)
Durable goods manufacturing	\$925,794
Retail trade	\$181,212
Health care and social assistance	\$165,253
Government and government enterprises	\$131,113
Nondurable goods manufacturing	\$66,502

Top 5 Industries by Number of Jobs	
Industry	Jobs
Manufacturing	5,654
Retail trade	2,269
Health care and social assistance	1,652
Government and government enterprises	1,596
Accommodation and food services	1,331



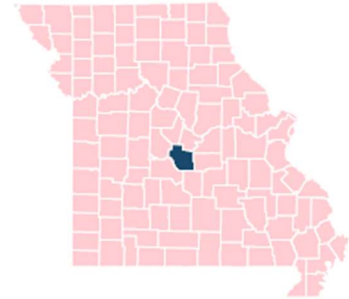


Area Fact Sheet

Miller County, MO

1/22/2025

EDD Info		About Miller County, Missouri
Region	Denver	Miller County, Missouri has a population of 25,081, of which 89% have health insurance, 14.000000000000002% live in poverty, and 3.38% are unemployed.
Name	Lake of the Ozarks Council of Local Governments	
Website	https://www.locig.org/	



EDCI Category Percentiles				
Human Capital	Financial	Infrastructure	Industry	Institutions & Partnerships
Percentile: 0.50	Percentile: 0.42	Percentile: 0.18	Percentile: 0.65	Percentile: 0.57
Capacity: Moderate	Capacity: Limited	Capacity: Limited	Capacity: Elevated	Capacity: Moderate

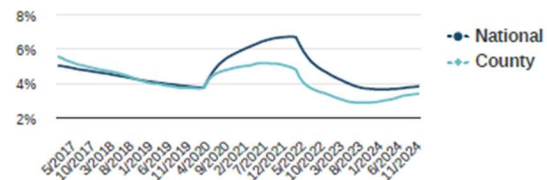
Economic Distress Indicators			
24-Month Unemployment	Current Unemployment	Per Capita Income (Census)	Per Capita Income (BEA)
3.38%	3.20%	\$30,290	\$47,083

Demographics

Category	Total	Percent	Compared to National
Age			
Population 65 or Over	4886	19.48%	-2.64%
Population Under 18	5895	23.50%	-1.34%
Race/Ethnicity			
American Indian or Alaskan Native	24565	97.94%	-16.93%
Asian	23510	93.74%	-35.57%
Black or African-American	85	0.34%	4.86%
Hispanic or Latino	18	0.07%	0.39%
Native Hawaiian or Pacific Islander	299	1.19%	10.84%
Non-Hispanic or Latino	12	0.05%	1.73%
Other	31	0.12%	0.41%
Two or More Races	96	0.38%	5.37%
White	4	0.02%	0.72%
Sex			
Female	12528	49.95%	0.55%
Male	12553	50.05%	-0.55%
Education			
9th to 12th Grade (No Diploma)	1433	5.71%	-1.65%
Associate's Degree	3718	14.82%	-1.48%
Bachelor's Degree	2409	9.60%	5.02%
Graduate Professional	1230	4.90%	4.54%
High School Graduate	6600	26.31%	-8.31%
Less than 9th Grade	380	1.52%	1.71%
Some College	3718	14.82%	-1.48%

Workforce & Industry

24-Month Unemployment



Top 5 Industries by GDP

Industry	GDP (Thousands)
Government and government enterprises	\$116,928
Retail trade	\$115,371
Durable goods manufacturing	\$81,700
Construction	\$79,842
Agriculture, forestry, fishing and hunting	\$70,304

Top 5 Industries by Number of Jobs

Industry	Jobs
Retail trade	2,024
Government and government enterprises	1,516
Construction	1,378
Manufacturing	1,050
Administrative and support and waste management and remediation services	936



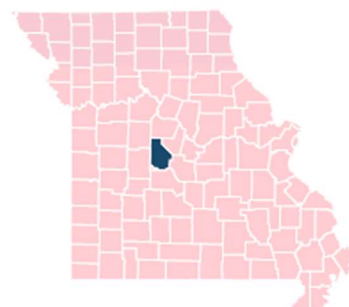


Area Fact Sheet

Morgan County, MO

1/22/2025

EDD Info		About Morgan County, Missouri
Region	Denver	Morgan County, Missouri has a population of 21,430, of which 75% have health insurance, 17% live in poverty, and 4.05% are unemployed.
Name	Lake of the Ozarks Council of Local Governments	
Website	https://www.loclg.org/	



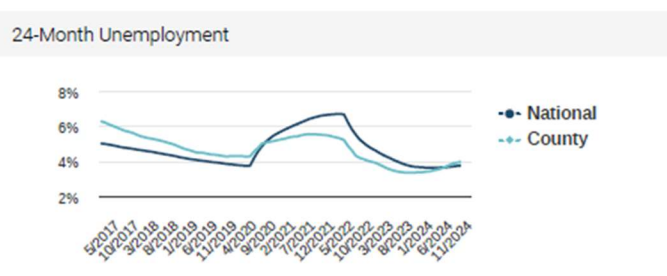
EDCI Category Percentiles				
Human Capital	Financial	Infrastructure	Industry	Institutions & Partnerships
Percentile: 0.13	Percentile: 0.88	Percentile: 0.46	Percentile: 0.63	Percentile: 0.29
Capacity: Limited	Capacity: Elevated	Capacity: Moderate	Capacity: Elevated	Capacity: Limited

Economic Distress Indicators			
24-Month Unemployment	Current Unemployment	Per Capita Income (Census)	Per Capita Income (BEA)
4.05%	4.00%	\$30,589	\$48,877

Demographics

Category	Total	Percent	Compared to National
Age			
Population 65 or Over	5057	23.60%	-6.76%
Population Under 18	4934	23.02%	-0.86%
Race/Ethnicity			
American Indian or Alaskan Native	20894	97.50%	-16.49%
Asian	19791	92.35%	-34.18%
Black or African-American	50	0.23%	4.97%
Hispanic or Latino		0.00%	0.46%
Native Hawaiian or Pacific Islander	46	0.21%	11.82%
Non-Hispanic or Latino	26	0.12%	1.66%
Other	24	0.11%	0.42%
Two or More Races	85	0.40%	5.35%
White	5	0.02%	0.72%
Sex			
Female	10599	49.46%	1.04%
Male	10831	50.54%	-1.04%
Education			
9th to 12th Grade (No Diploma)	1317	6.15%	-2.09%
Associate's Degree	2929	13.67%	-0.33%
Bachelor's Degree	1495	6.98%	7.64%
Graduate Professional	754	3.52%	5.92%
High School Graduate	5737	26.77%	-8.77%
Less than 9th Grade	1694	7.90%	-4.67%
Some College	2929	13.67%	-0.33%

Workforce & Industry



Top 5 Industries by GDP

Industry	GDP (Thousands)
Real estate and rental and leasing	\$148,748
Agriculture, forestry, fishing and hunting	\$122,177
Retail trade	\$100,551
Government and government enterprises	\$70,123
Construction	\$65,847

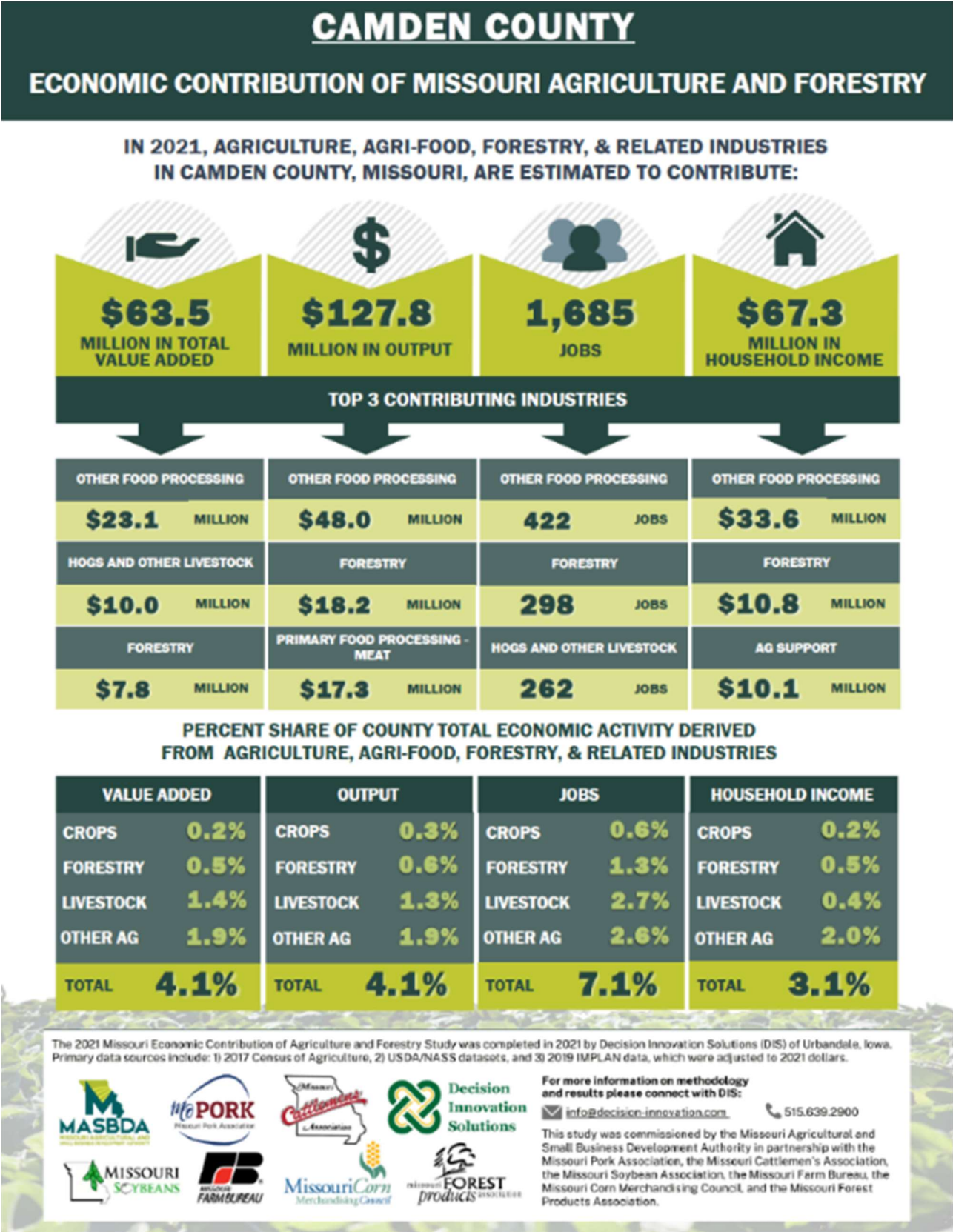
Top 5 Industries by Number of Jobs

Industry	Jobs
Retail trade	1,261
Government and government enterprises	982
Construction	944
Farm employment	905
Accommodation and food services	796



Appendix E - Agricultural

The Following information for each county, was provided by the MU Extension Council.



LACLEDE COUNTY

ECONOMIC CONTRIBUTION OF MISSOURI AGRICULTURE AND FORESTRY

IN 2021, AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES IN LACLEDE COUNTY, MISSOURI, ARE ESTIMATED TO CONTRIBUTE:



FORESTRY	FORESTRY	FORESTRY	FORESTRY
\$113.7 MILLION	\$256.0 MILLION	1,561 JOBS	\$129.7 MILLION
PRIMARY FOOD PROCESSING - MEAT	PRIMARY FOOD PROCESSING - MEAT	HOGS AND OTHER LIVESTOCK	PRIMARY FOOD PROCESSING - MEAT
\$25.9 MILLION	\$44.0 MILLION	542 JOBS	\$19.6 MILLION
HOGS AND OTHER LIVESTOCK	HOGS AND OTHER LIVESTOCK	PRIMARY FOOD PROCESSING - MEAT	ANIMAL AND PET FOOD
\$23.7 MILLION	\$35.1 MILLION	367 JOBS	\$6.7 MILLION

PERCENT SHARE OF COUNTY TOTAL ECONOMIC ACTIVITY DERIVED FROM AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES

VALUE ADDED	OUTPUT	JOBS	HOUSEHOLD INCOME
CROPS 0.1%	CROPS 0.1%	CROPS 0.7%	CROPS 0.1%
FORESTRY 8.1%	FORESTRY 7.1%	FORESTRY 7.2%	FORESTRY 8.6%
LIVESTOCK 4.3%	LIVESTOCK 3.1%	LIVESTOCK 5.5%	LIVESTOCK 1.6%
OTHER AG 0.6%	OTHER AG 0.7%	OTHER AG 0.8%	OTHER AG 0.7%
TOTAL 13.1%	TOTAL 11.0%	TOTAL 14.2%	TOTAL 11.0%

The 2021 Missouri Economic Contribution of Agriculture and Forestry Study was completed in 2021 by Decision Innovation Solutions (DIS) of Urbandale, Iowa. Primary data sources include: 1) 2017 Census of Agriculture, 2) USDA/NASS datasets, and 3) 2019 IMPLAN data, which were adjusted to 2021 dollars.



For more information on methodology and results please connect with DIS:

info@decision-innovation.com

515.639.2900

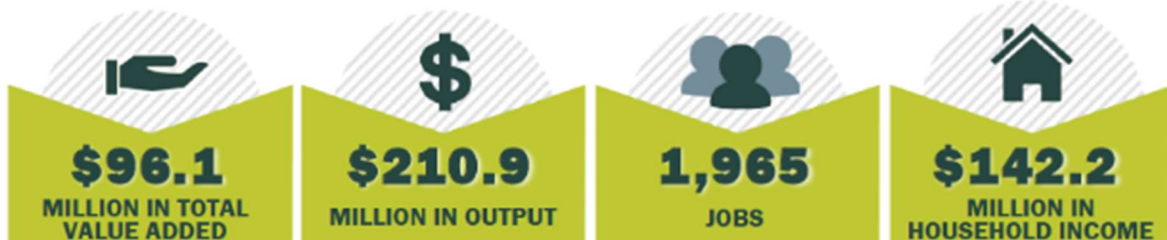
This study was commissioned by the Missouri Agricultural and Small Business Development Authority in partnership with the Missouri Pork Association, the Missouri Cattlemen's Association, the Missouri Soybean Association, the Missouri Farm Bureau, the Missouri Corn Merchandising Council, and the Missouri Forest Products Association.



MILLER COUNTY

ECONOMIC CONTRIBUTION OF MISSOURI AGRICULTURE AND FORESTRY

IN 2021, AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES
IN MILLER COUNTY, MISSOURI, ARE ESTIMATED TO CONTRIBUTE:



TOP 3 CONTRIBUTING INDUSTRIES

HOGS AND OTHER LIVESTOCK	FORESTRY	HOGS AND OTHER LIVESTOCK	OTHER FOOD PROCESSING
\$20.2 MILLION	\$43.0 MILLION	435 JOBS	\$33.7 MILLION
OTHER FOOD PROCESSING	OTHER FOOD PROCESSING	OTHER FOOD PROCESSING	CATTLE
\$17.2 MILLION	\$38.9 MILLION	360 JOBS	\$24.8 MILLION
FORESTRY	CATTLE	CATTLE	FORESTRY
\$15.4 MILLION	\$35.4 MILLION	345 JOBS	\$22.8 MILLION

PERCENT SHARE OF COUNTY TOTAL ECONOMIC ACTIVITY DERIVED FROM AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES

VALUE ADDED	OUTPUT	JOBS	HOUSEHOLD INCOME
CROPS 0.6%	CROPS 0.6%	CROPS 1.4%	CROPS 0.6%
FORESTRY 2.3%	FORESTRY 3.2%	FORESTRY 2.4%	FORESTRY 2.3%
LIVESTOCK 7.0%	LIVESTOCK 7.4%	LIVESTOCK 7.9%	LIVESTOCK 6.0%
OTHER AG 4.6%	OTHER AG 4.5%	OTHER AG 5.2%	OTHER AG 5.2%
TOTAL 14.6%	TOTAL 15.7%	TOTAL 16.9%	TOTAL 14.1%

The 2021 Missouri Economic Contribution of Agriculture and Forestry Study was completed in 2021 by Decision Innovation Solutions (DIS) of Urbandale, Iowa. Primary data sources include: 1) 2017 Census of Agriculture, 2) USDA/NASS datasets, and 3) 2019 IMPLAN data, which were adjusted to 2021 dollars.



For more information on methodology and results please connect with DIS:

info@decision-innovation.com

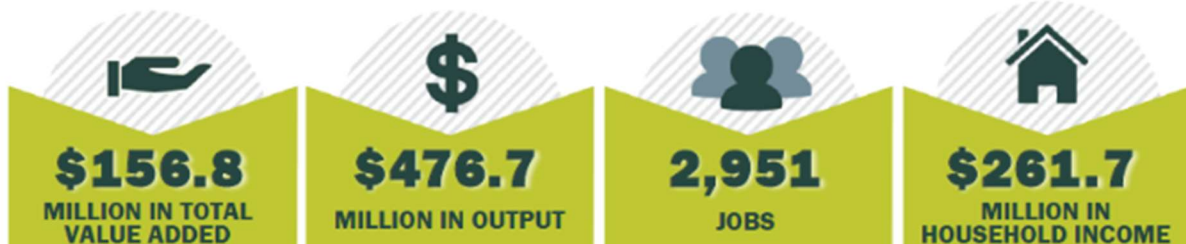
515.639.2900

This study was commissioned by the Missouri Agricultural and Small Business Development Authority in partnership with the Missouri Pork Association, the Missouri Cattlemen's Association, the Missouri Soybean Association, the Missouri Farm Bureau, the Missouri Corn Merchandising Council, and the Missouri Forest Products Association.

MORGAN COUNTY

ECONOMIC CONTRIBUTION OF MISSOURI AGRICULTURE AND FORESTRY

IN 2021, AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES
IN MORGAN COUNTY, MISSOURI, ARE ESTIMATED TO CONTRIBUTE:



TOP 3 CONTRIBUTING INDUSTRIES

PRIMARY FOOD PROCESSING - MEAT	PRIMARY FOOD PROCESSING - MEAT	PRIMARY FOOD PROCESSING - MEAT	PRIMARY FOOD PROCESSING - MEAT
\$65.0 MILLION	\$209.8 MILLION	1,399 JOBS	\$111.0 MILLION
POULTRY	POULTRY	POULTRY	POULTRY
\$35.2 MILLION	\$137.6 MILLION	417 JOBS	\$51.1 MILLION
FORESTRY	FORESTRY	FORESTRY	FORESTRY
\$15.7 MILLION	\$39.1 MILLION	244 JOBS	\$27.1 MILLION

PERCENT SHARE OF COUNTY TOTAL ECONOMIC ACTIVITY DERIVED FROM AGRICULTURE, AGRI-FOOD, FORESTRY, & RELATED INDUSTRIES

VALUE ADDED	OUTPUT	JOBS	HOUSEHOLD INCOME
CROPS 2.2%	CROPS 1.9%	CROPS 2.3%	CROPS 2.1%
FORESTRY 3.2%	FORESTRY 3.3%	FORESTRY 2.8%	FORESTRY 3.1%
LIVESTOCK 22.6%	LIVESTOCK 31.2%	LIVESTOCK 23.3%	LIVESTOCK 20.5%
OTHER AG 4.0%	OTHER AG 3.4%	OTHER AG 5.6%	OTHER AG 4.5%
TOTAL 31.9%	TOTAL 39.8%	TOTAL 34.0%	TOTAL 30.2%

The 2021 Missouri Economic Contribution of Agriculture and Forestry Study was completed in 2021 by Decision Innovation Solutions (DIS) of Urbandale, Iowa. Primary data sources include: 1) 2017 Census of Agriculture, 2) USDA/NASS datasets, and 3) 2019 IMPLAN data, which were adjusted to 2021 dollars.



For more information on methodology and results please connect with DIS:

info@decision-innovation.com


515.639.2900

This study was commissioned by the Missouri Agricultural and Small Business Development Authority in partnership with the Missouri Pork Association, the Missouri Cattlemen's Association, the Missouri Soybean Association, the Missouri Farm Bureau, the Missouri Corn Merchandising Council, and the Missouri Forest Products Association.





Appendix F - State Parks

The Following information for each county, was provided on Missouri Conservation Department.



Bennett Spring State Park

BY THE NUMBERS	LOCATION: Dallas and Laclede counties NUMBER OF ACRES: 3,338.55 NUMBER OF FULL-TIME STAFF: 11 NUMBER OF PART-TIME STAFF: 5 VOLUNTEER HOURS: * 10,250 STEWARDSHIP HOURS: 1,647.50 2023 ATTENDANCE: * 1,280,932	MILES OF TRAIL: 13.8 NUMBER OF STRUCTURES: * 60 MILES OF ROADWAYS: * 6.94 NUMBER OF PROGRAMS PRESENTED: * 181 STATE SALES TAX PAID: * ** \$193,592.20 LOCAL SALES TAX PAID: * ** \$54,434.92 TOTAL SALES TAX: \$248,027.12
BUDGET	SMALL MAINTENANCE & REPAIR BUDGET: \$95,650.00 CAPITAL IMPROVEMENTS PROJECTS IN PROGRESS: * 4 CAPITAL IMPROVEMENTS PROJECTS COMPLETED: * 3 ANNUAL BUDGET: \$758,544	
CAMPING & LODGING	NUMBER OF CAMPING NIGHTS SOLD: * 28,505 NUMBER OF LODGING NIGHTS SOLD: * † 11,146 NUMBER OF CAMPSITES: 191 NUMBER OF LODGING UNITS: † 65 NUMBER OF OVERNIGHT GUESTS: * † 77,666 CAMPING NIGHTS SOLD BY ZIP CODE: >>>>>>	
SPECIAL EVENTS	MISSOURI STATE PARK EVENTS: 8 THIRD PARTY EVENTS: 2 SCHOOL PROGRAMS: 15	
PHOTO ALBUM		

* All numbers through December 2023. † Information includes park and concession-run operations. ** Estimated park and concession sales tax paid.

07/24



Ha Ha Tonka State Park

BY THE NUMBERS

LOCATION: Camden County

NUMBER OF ACRES: 3,751.74

NUMBER OF FULL-TIME STAFF: 4

NUMBER OF PART-TIME STAFF: 6

VOLUNTEER HOURS:* 673

STEWARDSHIP HOURS: 6,586

2023 ATTENDANCE: 569,204

MILES OF TRAIL: 31.1

NUMBER OF STRUCTURES: 18

MILES OF ROADWAYS: 1.3

NUMBER OF PROGRAMS PRESENTED:* 263

STATE SALES TAX PAID:* ** \$3,338.56

LOCAL SALES TAX PAID:* ** \$1,185.29

TOTAL SALES TAX: \$4,523.85

BUDGET

SMALL MAINTENANCE & REPAIR BUDGET: \$39,750.00

ANNUAL BUDGET: \$300,254.00

CAPITAL IMPROVEMENTS PROJECTS COMPLETED:* 1

SPECIAL EVENTS

MISSOURI STATE PARK EVENTS: 32

SCHOOL GROUPS: 58

THIRD PARTY EVENTS: 3

PHOTO ALBUM



* All numbers through December 2023. † Information includes park and concession-run operations. ** Estimated park and concession sales tax paid.

07/24



Lake of the Ozarks State Park

BY THE NUMBERS	LOCATION: Camden and Miller counties		NUMBER OF STRUCTURES: 209	OZARK CAVERNS
	NUMBER OF ACRES: 17,666.18		MILES OF ROADWAYS: 19.7	NUMBER OF PART-TIME STAFF: 1
	NUMBER OF FULL-TIME STAFF: 18		NUMBER OF INDIVIDUAL TOURS GIVEN: * 4,321	NUMBER OF PROGRAMS PRESENTED: * 45
	NUMBER OF PART-TIME STAFF: 17		STATE SALES TAX PAID: * ** \$64,143.15	SMALL MAINTENANCE & REPAIR BUDGET: * \$4,000
	VOLUNTEER HOURS: * 5,214		LOCAL SALES TAX PAID: * ** \$28,465.90	ANNUAL BUDGET: * \$97,841.00
	STEWARDSHIP HOURS: 2,507.95		TOTAL SALES TAX: \$92,609.05	STATE SALES TAX PAID: * ** \$1,824.18
	2023 ATTENDANCE: * 1,473,192			LOCAL SALES TAX PAID: * ** \$647.64
	MILES OF TRAIL: 56.2			TOTAL SALES TAX: \$2,471.82
BUDGET	SMALL MAINTENANCE & REPAIR BUDGET: \$69,650.00		CAPITAL IMPROVEMENTS PROJECTS COMPLETED: * 1	
	CAPITAL IMPROVEMENTS PROJECTS IN PROGRESS: * 3		ANNUAL BUDGET: \$1,238,941.00	
CAMPING & LODGING	NUMBER OF CAMPING NIGHTS SOLD: * 21,326			
	NUMBER OF LODGING NIGHTS SOLD: * 2,219			
	NUMBER OF CAMPSITES: 186			
	NUMBER OF LODGING UNITS: 10			
	NUMBER OF GROUP CAMPS: 3			
	NUMBER OF OVERNIGHT GUESTS: * 63,438			
	CAMPING NIGHTS SOLD BY ZIP CODE: >>>>>>			
SPECIAL EVENTS	MISSOURI STATE PARK EVENTS: 1		SCHOOL GROUPS: 21	
	THIRD PARTY EVENTS: 32			
PHOTO ALBUM				

* All numbers through December 2023. † Information includes park and concession-run operations. ** Estimated park and concession sales tax paid.

07/2

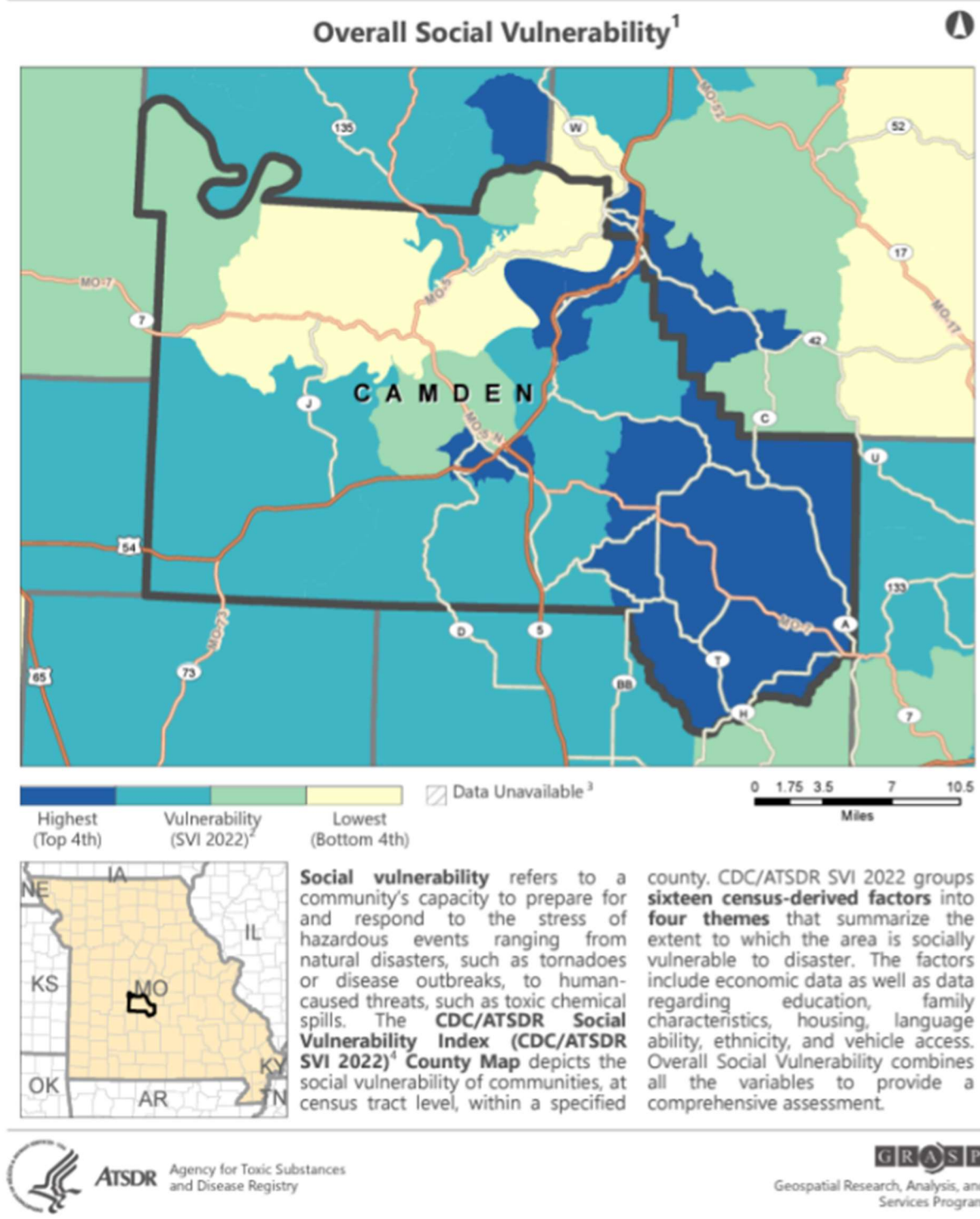
* All numbers through December 2023. * Information includes park and concession-run operations. ** Estimated park and concession sales tax paid.

07/24

Appendix G - Social Vulnerability Index 2022

CDC/ATSDR Social Vulnerability Index 2022

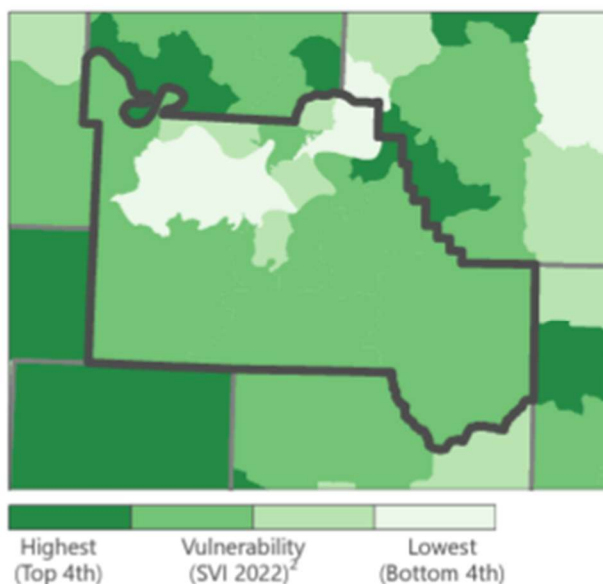
CAMDEN COUNTY, MISSOURI



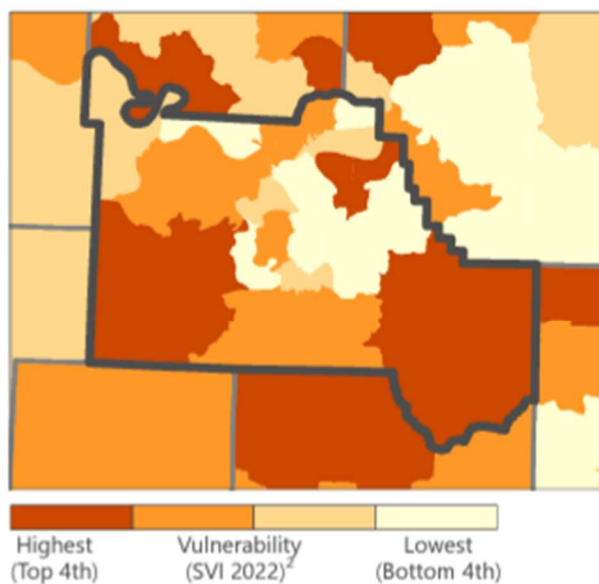
CDC/ATSDR SVI Themes



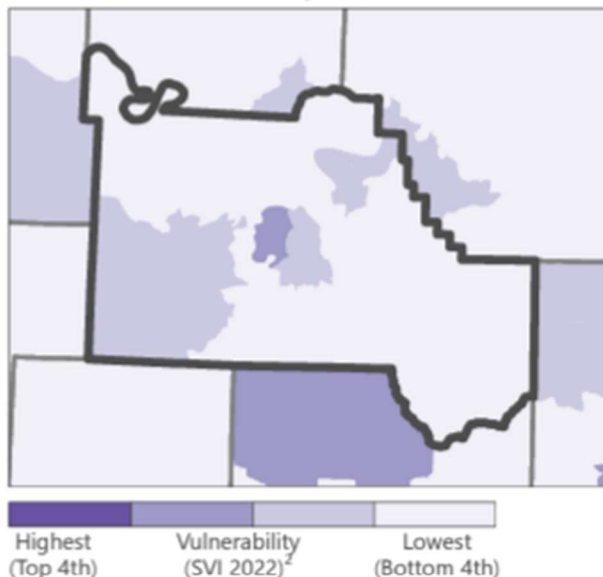
Socioeconomic Status⁵



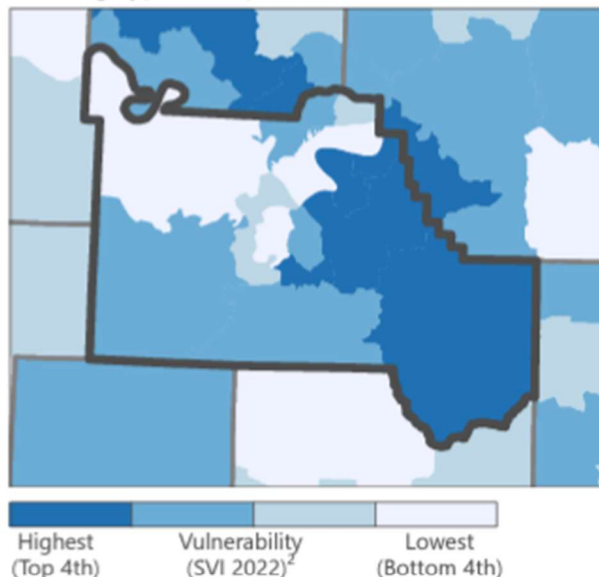
Household Characteristics⁶



Racial and Ethnic Minority Status⁷



Housing Type/Transportation⁸



Data Sources: ¹CDC/ATSDR/GRASP, U.S. Census Bureau, ArcGIS StreetMap Premium.

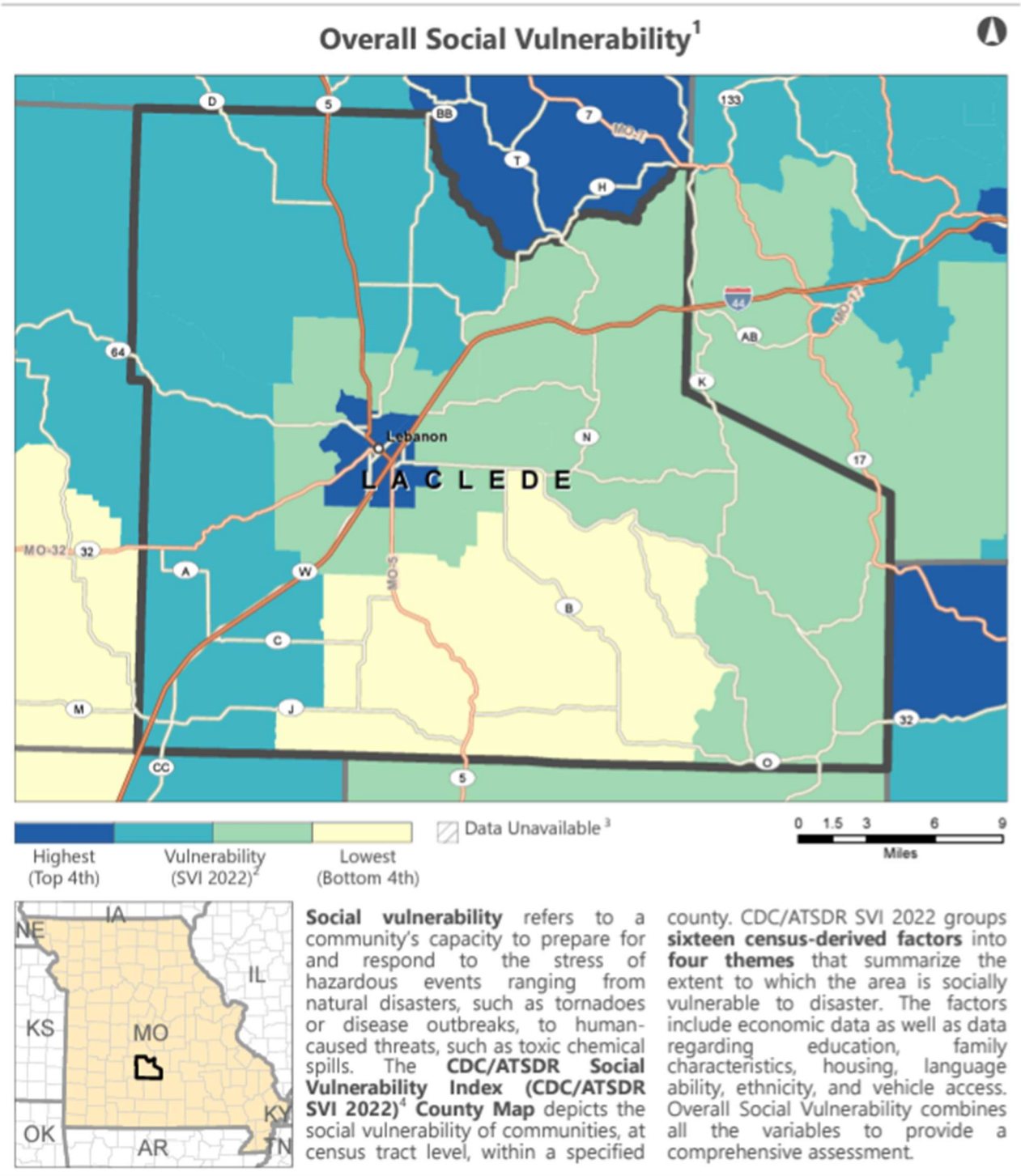
Notes: ¹Overall Social Vulnerability: All 16 variables. ²One or more variables unavailable at census tract level. ³The CDC/ATSDR SVI combines percentile rankings of U.S. Census American Community Survey (ACS) 2018-2022 variables, for the state, at the census tract level. ⁴Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. ⁵Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. ⁶Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. ⁷Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

Projection: NAD 1983 StatePlane Missouri Central FIPS 2402.

References: Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).
CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.

CDC/ATSDR Social Vulnerability Index 2022

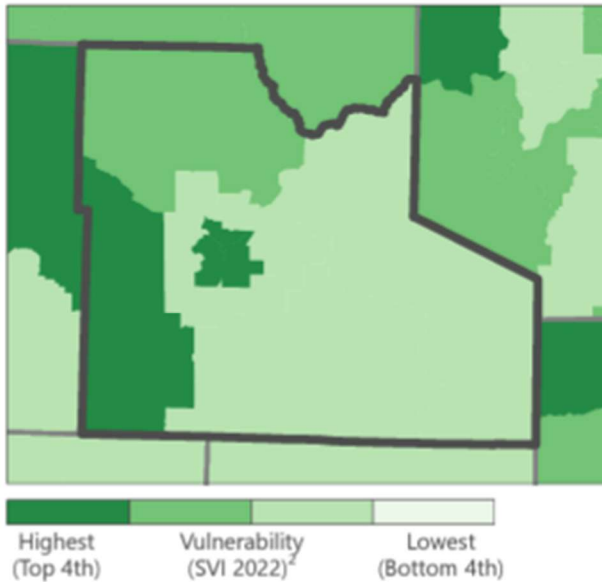
LACLEDE COUNTY, MISSOURI



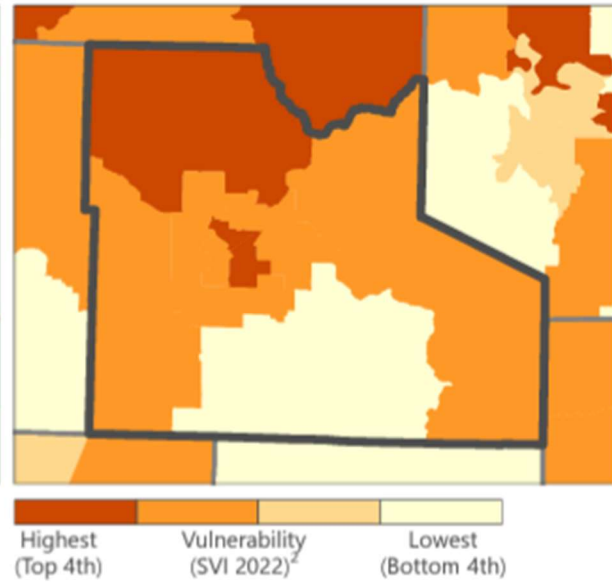
CDC/ATSDR SVI Themes



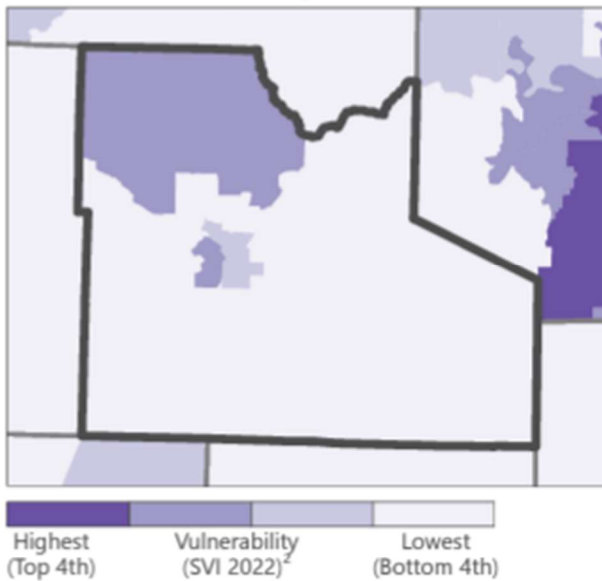
Socioeconomic Status⁵



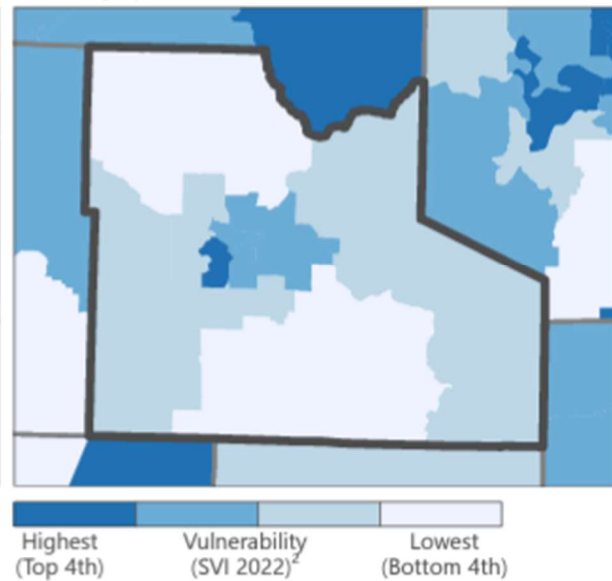
Household Characteristics⁶



Racial and Ethnic Minority Status⁷



Housing Type/Transportation⁸



Data Sources: ²CDC/ATSDR/GRASP, U.S. Census Bureau, ArcGIS StreetMap Premium.

Notes: ¹Overall Social Vulnerability: All 16 variables. ²One or more variables unavailable at census tract level. ³The CDC/ATSDR SVI combines percentile rankings of U.S. Census American Community Survey (ACS) 2018-2022 variables, for the state, at the census tract level. ⁴Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. ⁵Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. ⁶Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. ⁷Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

Projection: NAD 1983 StatePlane Missouri Central FIPS 2402.

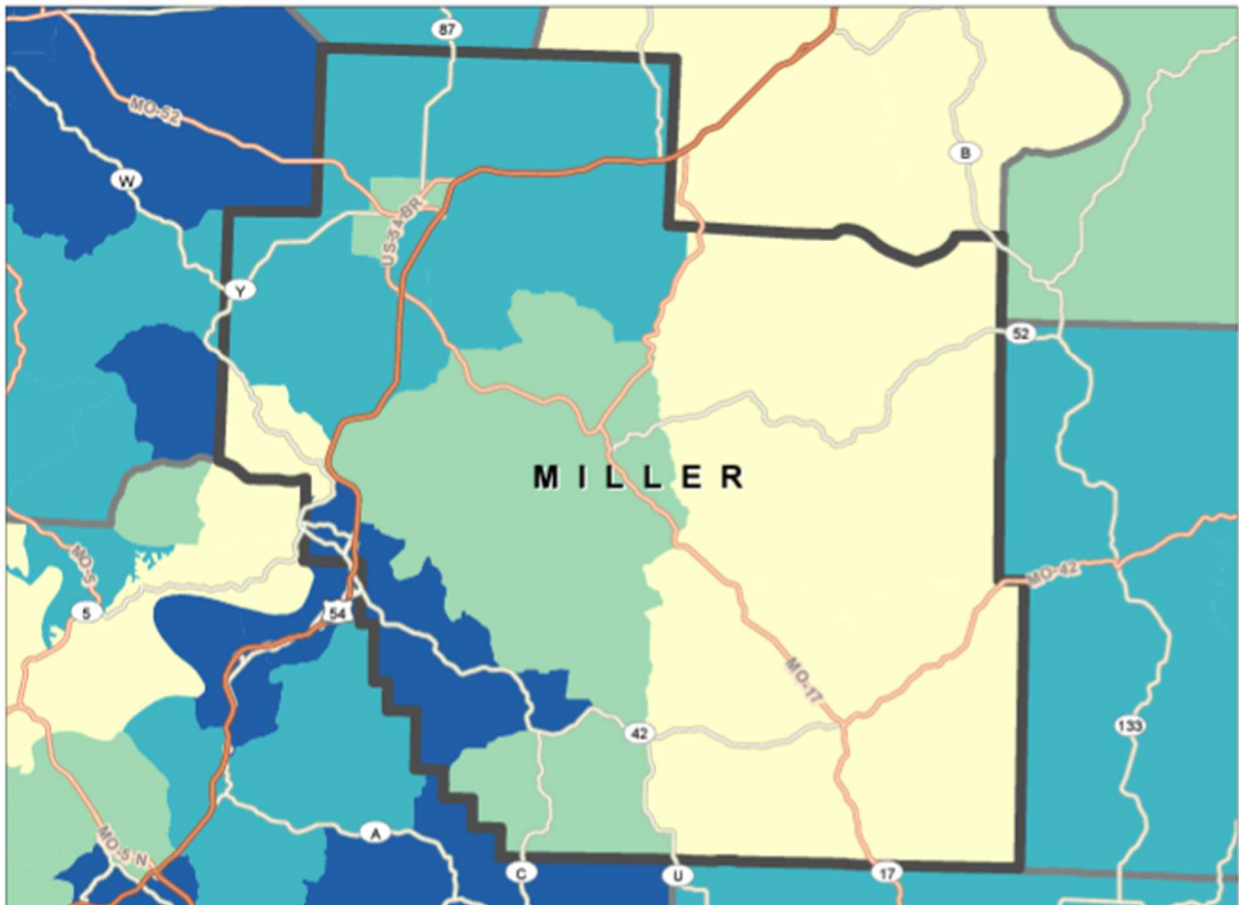
References: Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).

CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.

CDC/ATSDR Social Vulnerability Index 2022

MILLER COUNTY, MISSOURI

Overall Social Vulnerability¹



□ Data Unavailable³



Social vulnerability refers to a community's capacity to prepare for and respond to the stress of hazardous events ranging from natural disasters, such as tornadoes or disease outbreaks, to human-caused threats, such as toxic chemical spills. The **CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI 2022)**⁴ County Map depicts the social vulnerability of communities, at census tract level, within a specified

county. CDC/ATSDR SVI 2022 groups **sixteen census-derived factors** into **four themes** that summarize the extent to which the area is socially vulnerable to disaster. The factors include economic data as well as data regarding education, family characteristics, housing, language ability, ethnicity, and vehicle access. Overall Social Vulnerability combines all the variables to provide a comprehensive assessment.



ATSDR Agency for Toxic Substances and Disease Registry

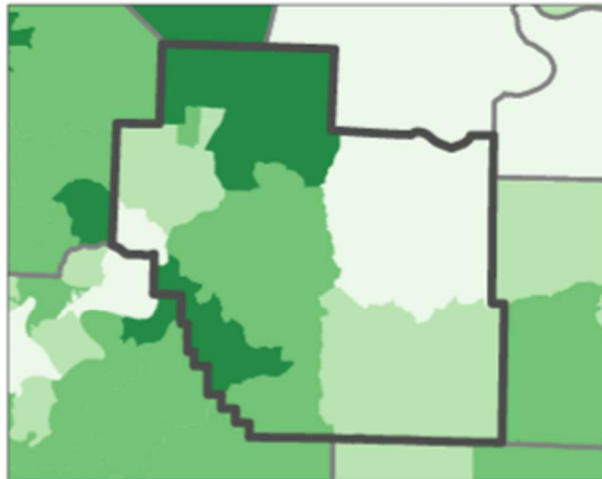


Geospatial Research, Analysis, and Services Program

CDC/ATSDR SVI Themes

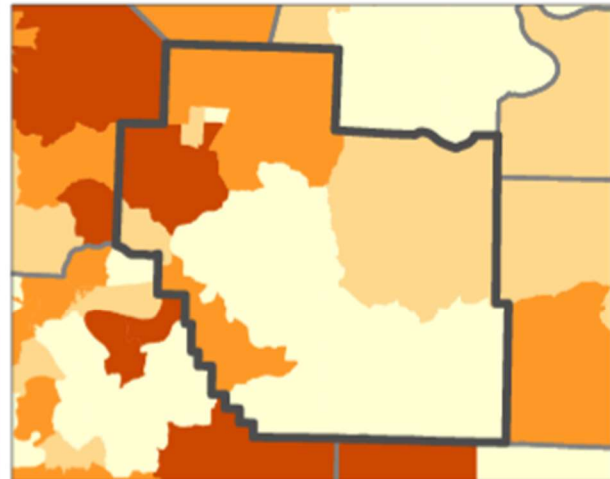


Socioeconomic Status⁵



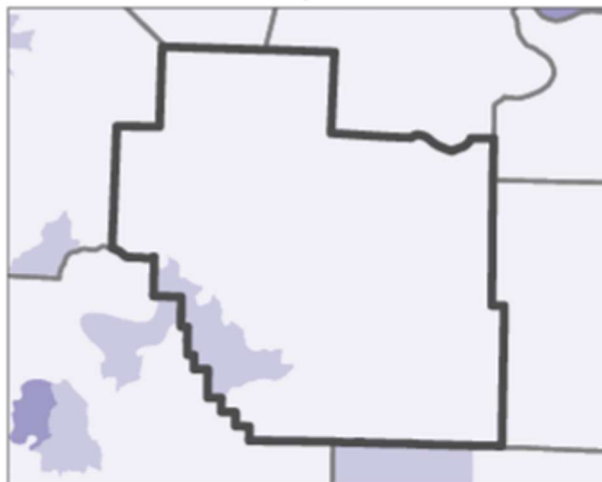
Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Household Characteristics⁶



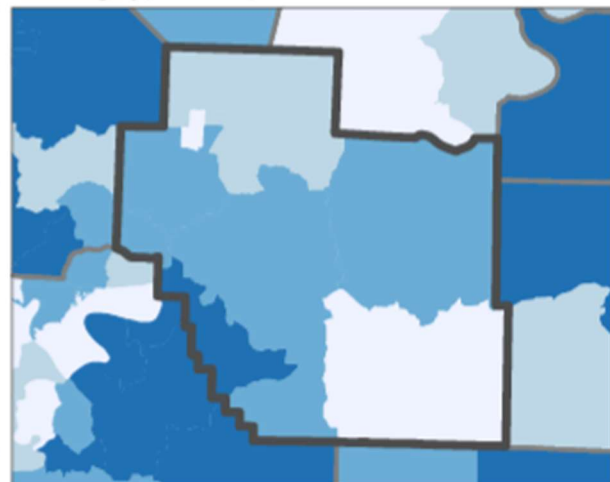
Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Racial and Ethnic Minority Status⁷



Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Housing Type/Transportation⁸



Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Data Sources: ²CDC/ATSDR/GRASP, U.S. Census Bureau, ArcGIS StreetMap Premium.

Notes: ¹Overall Social Vulnerability: All 16 variables. ²One or more variables unavailable at census tract level. ³The CDC/ATSDR SVI combines percentile rankings of U.S. Census American Community Survey (ACS) 2018-2022 variables, for the state, at the census tract level. ⁴Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. ⁵Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. ⁶Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. ⁷Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

Projection: NAD 1983 StatePlane Missouri Central FIPS 2402.

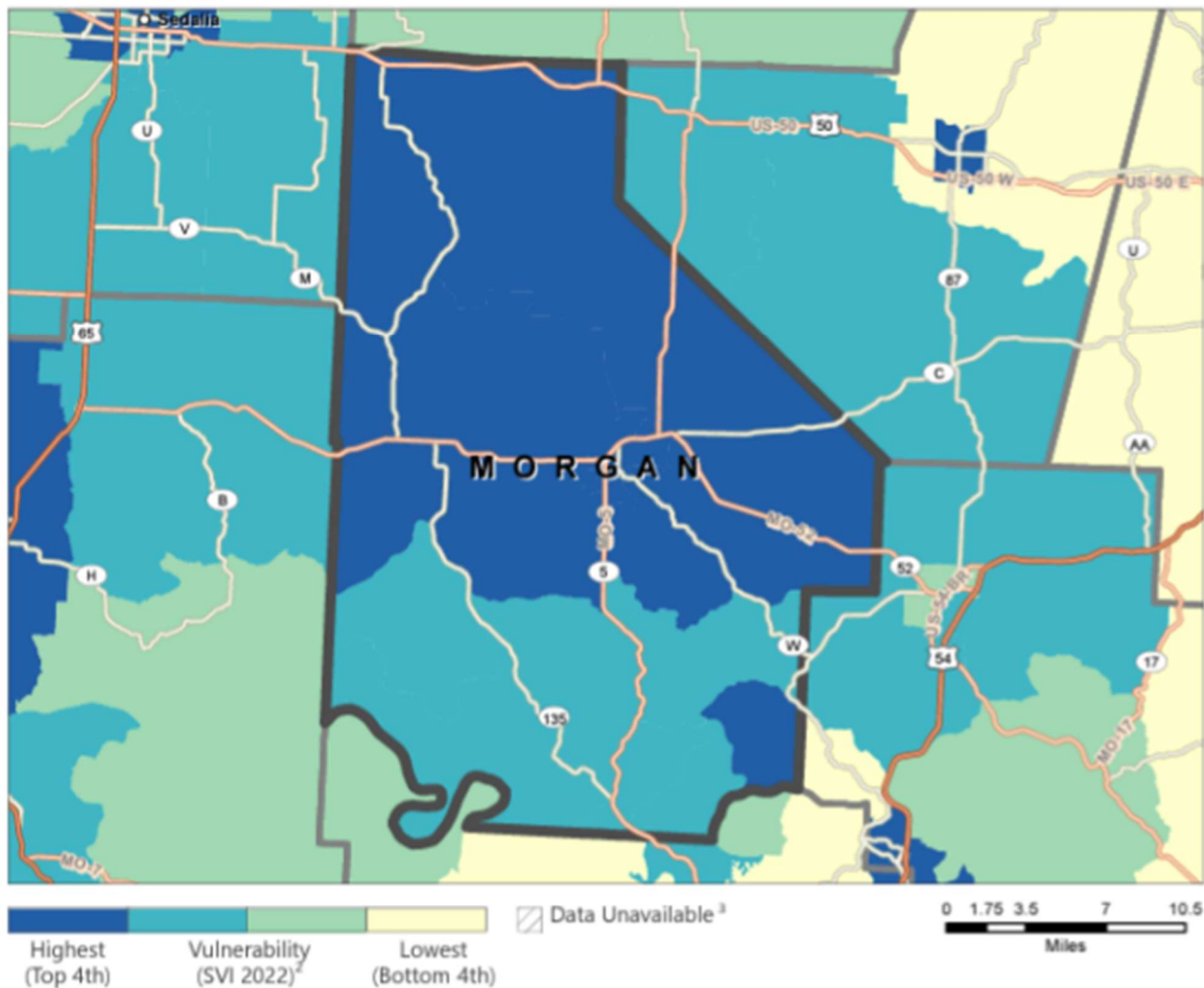
References: Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).

CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.

CDC/ATSDR Social Vulnerability Index 2022

MORGAN COUNTY, MISSOURI

Overall Social Vulnerability¹



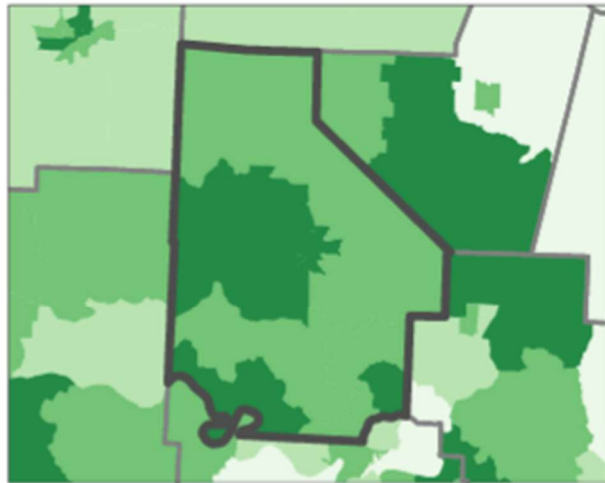
Social vulnerability refers to a community's capacity to prepare for and respond to the stress of hazardous events ranging from natural disasters, such as tornadoes or disease outbreaks, to human-caused threats, such as toxic chemical spills. The **CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI 2022)⁴ County Map** depicts the social vulnerability of communities, at census tract level, within a specified

county. CDC/ATSDR SVI 2022 groups **sixteen census-derived factors** into **four themes** that summarize the extent to which the area is socially vulnerable to disaster. The factors include economic data as well as data regarding education, family characteristics, housing, language ability, ethnicity, and vehicle access. Overall Social Vulnerability combines all the variables to provide a comprehensive assessment.

CDC/ATSDR SVI Themes

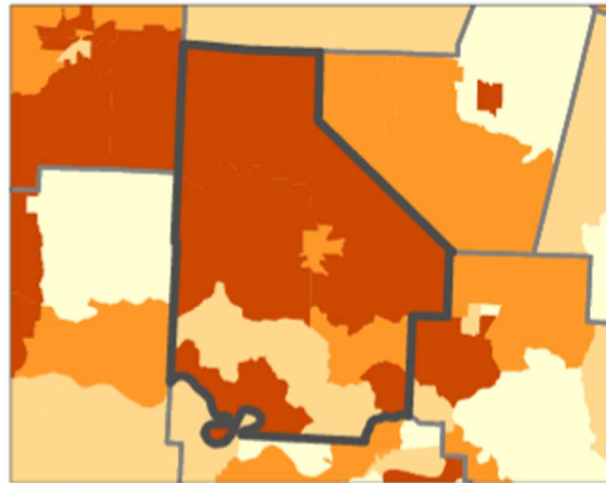


Socioeconomic Status⁵



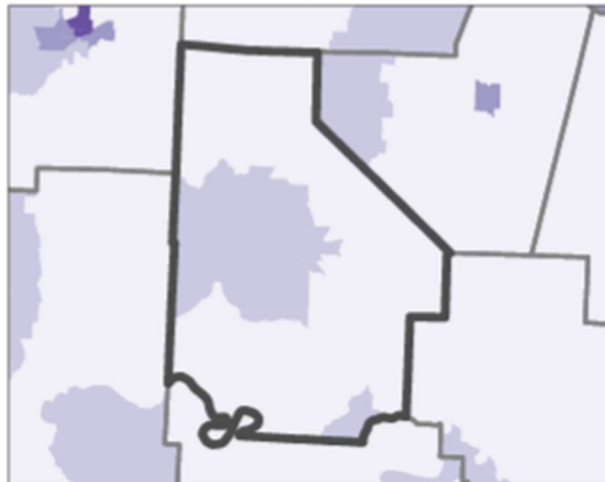
Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Household Characteristics⁶



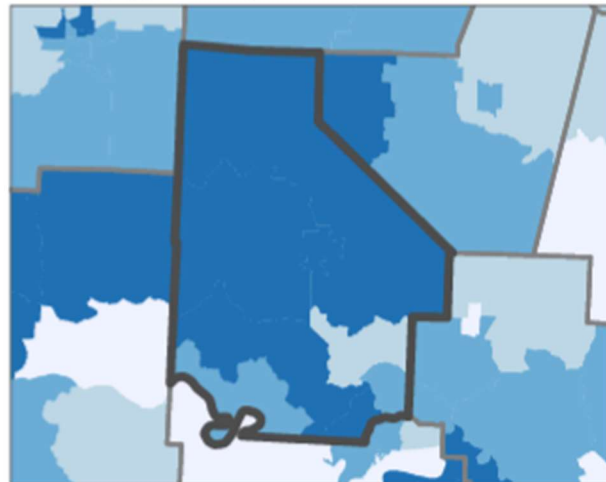
Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Racial and Ethnic Minority Status⁷



Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Housing Type/Transportation⁸



Highest (Top 4th) Vulnerability (SVI 2022)² Lowest (Bottom 4th)

Data Sources: ²CDC/ATSDR/GRASP, U.S. Census Bureau, ArcGIS StreetMap Premium.

Notes: ¹Overall Social Vulnerability: All 16 variables. ²One or more variables unavailable at census tract level. ³The CDC/ATSDR SVI combines percentile rankings of U.S. Census American Community Survey (ACS) 2018-2022 variables, for the state, at the census tract level. ⁴Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. ⁵Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. ⁶Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino. ⁷Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

Projection: NAD 1983 StatePlane Missouri Central FIPS 2402.

References: Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).

CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.

Appendix H - Environmental Justice Index/Climate Burden

Environmental Justice Index

Indicator View

Camden County, Missouri



1 of 19 tracts are the Most Burdened

The most burdened tracts for Camden County are tracts with EJI ranks of > 0.65. These are tracts that might need special attention or additional action when addressing environmental injustice and health inequities.

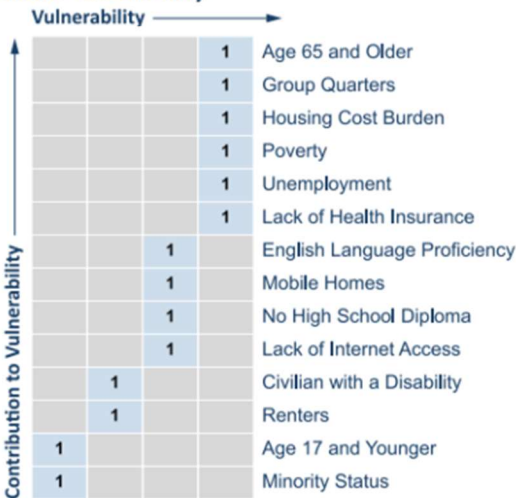
Indicator Rank Distribution

Among these 1 tracts, which environmental burden and social vulnerability indicators are contributing the most to burden? The figures below display the number of tracts by categories of burden or vulnerability. Higher numbers to the right indicate more tracts experiencing high burden.

Environmental Burden



Social Vulnerability



Health Vulnerability

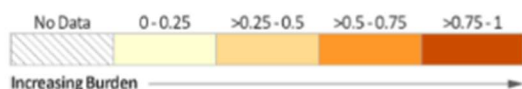
Among these 1 tracts, how many are flagged for high prevalence in the following pre-existing chronic health conditions?



Environmental Justice Index Camden County, Missouri

EJI + Climate Burden

The **EJI + Climate Burden** Rank is a supplement to the base EJI Rank. The supplement measures cumulative impacts, including climate-related burdens, on the health of U.S. communities. **EJI + Climate Burden** is based on the ranks for all 3 base EJI Modules and the **EJI Climate Burden Module** Rank.



1

The most burdened tracts for **Camden County** are tracts with **EJI + Climate ranks of > 0.70**. Climate burdens can add to existing burdens and stressors.

Among these **1** tracts, indicators are listed in order of contribution to burden. For each indicator, the figure displays the number of tracts that fall into progressively higher categories of burden or vulnerability.

Climate Burden



? Questions? Email ejc_coordinator@cdc.gov or visit <https://ejc.cdc.gov>

Notes: For more information on data selection, data sources, and on the methodology used to calculate indicators and EJI ranks, please see the EJI Technical Documentation located at: https://www.atsdr.cdc.gov/placeandhealth/eji/technical_documentation.html

Data Sources: U.S. Census Bureau American Community Survey; U.S. Environmental Protection Agency: AirToxScreen, AQS, FRS, NWI, WSIO; U.S. Mine Safety and Health Administration Mine Data Retrieval System; U.S. Geological Survey PAD-US 4.0; U.S. Department of Transportation National Transportation Atlas Database; U.S. Department of Transportation National Highway System; OpenStreetMap; U.S. Centers for Disease Control and Prevention PLACES data; Agency for Toxic Substances and Disease Registry



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention



EJI 2024 | Page 3 | Date Published: 11/3/2024

Environmental Justice Index

Laclede County, Missouri

Indicator View



3 of 9 tracts are Highly Burdened

Highly burdened tracts for Laclede County are tracts with EJI ranks of > 0.75. These are tracts that might need special attention or additional action when addressing environmental injustice and health inequities.

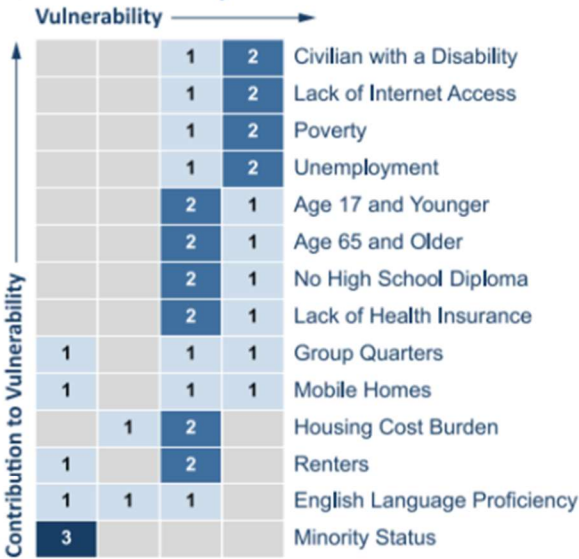
Indicator Rank Distribution

Among these 3 tracts, which environmental burden and social vulnerability indicators are contributing the most to burden? The figures below display the number of tracts by categories of burden or vulnerability. Higher numbers to the right indicate more tracts experiencing high burden.

Environmental Burden



Social Vulnerability



Health Vulnerability

Among these 3 tracts, how many are flagged for high prevalence in the following pre-existing chronic health conditions?

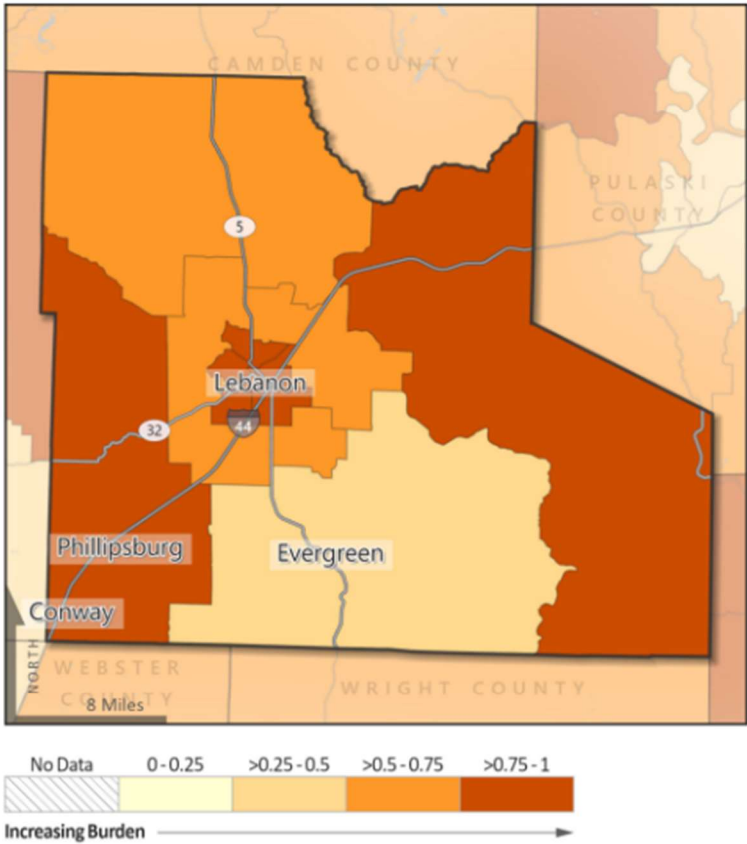


Environmental Justice Index

Laclede County, Missouri

EJI + Climate Burden

The **EJI + Climate Burden Rank** is a supplement to the base EJI Rank. The supplement measures cumulative impacts, including climate-related burdens, on the health of U.S. communities. **EJI + Climate Burden** is based on the ranks for all 3 base EJI Modules and the **EJI Climate Burden Module Rank**.

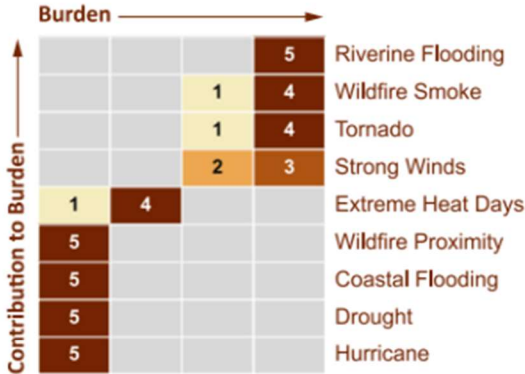


5

Highly burdened tracts for Laclede County are tracts with **EJI + Climate ranks of > 0.75**. Climate burdens can add to existing burdens and stressors.

Among these **5** tracts, indicators are listed in order of contribution to burden. For each indicator, the figure displays the number of tracts that fall into progressively higher categories of burden or vulnerability.

Climate Burden



Questions? Email ejc_coordinator@cdc.gov or visit <https://ejc.cdc.gov>

Notes: For more information on data selection, data sources, and on the methodology used to calculate indicators and EJI ranks, please see the EJI Technical Documentation located at: https://www.atsdr.cdc.gov/placeandhealth/eji/technical_documentation.html

Data Sources: U.S. Census Bureau American Community Survey; U.S. Environmental Protection Agency: AirToxScreen, AQS, FRS, NWI, WSIO; U.S. Mine Safety and Health Administration Mine Data Retrieval System; U.S. Geological Survey PAD-US 4.0; U.S. Department of Transportation National Transportation Atlas Database; U.S. Department of Transportation National Highway System; OpenStreetMap; U.S. Centers for Disease Control and Prevention PLACES data; Agency for Toxic Substances and Disease Registry



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention



Environmental Justice Index Miller County, Missouri

Indicator View



1 of 9 tracts are Highly Burdened

Highly burdened tracts for Miller County are tracts with EJI ranks of > 0.75. These are tracts that might need special attention or additional action when addressing environmental injustice and health inequities.

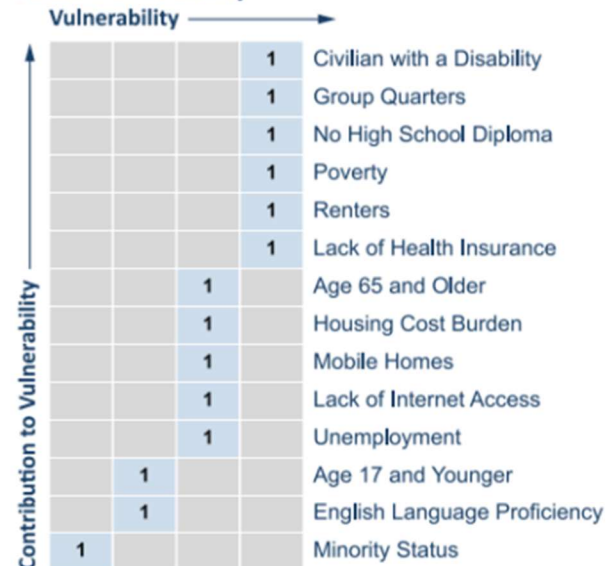
Indicator Rank Distribution

Among these 1 tracts, which **environmental burden** and **social vulnerability** indicators are contributing the most to burden? The figures below display the number of tracts by categories of burden or vulnerability. Higher numbers to the right indicate more tracts experiencing high burden.

Environmental Burden



Social Vulnerability



Health Vulnerability

Among these 1 tracts, how many are **flagged for high prevalence** in the following **pre-existing chronic health conditions**?

For each condition, **flagged tracts** have a higher prevalence than $\frac{2}{3}$ of all tracts in the United States.



Asthma
1/1 Tracts



Cancer
1/1 Tracts



Heart Disease
1/1 Tracts



Poor Mental Health
1/1 Tracts



Diabetes
1/1 Tracts



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention

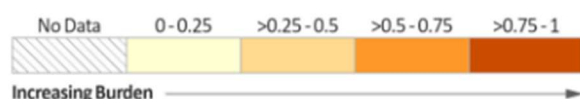
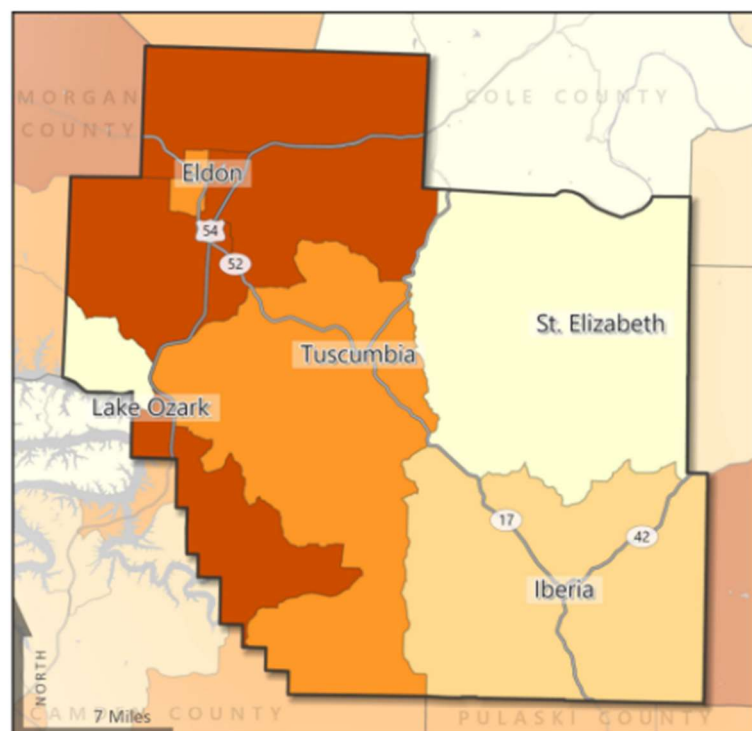


EJI 2024 | Page 2 | Date Published: 11/3/2024

Environmental Justice Index Miller County, Missouri

EJI + Climate Burden

The **EJI + Climate Burden** Rank is a supplement to the base EJI Rank. The supplement measures cumulative impacts, including climate-related burdens, on the health of U.S. communities. **EJI + Climate Burden** is based on the ranks for all 3 base EJI Modules and the **EJI Climate Burden Module** Rank.



4

Highly burdened tracts for **Miller County** are tracts with **EJI + Climate** ranks of **> 0.75**. Climate burdens can add to existing burdens and stressors.

Among these **4** tracts, indicators are listed in order of contribution to burden. For each indicator, the figure displays the number of tracts that fall into progressively higher categories of burden or vulnerability.

Climate Burden



? Questions? Email ejc_coordinator@cdc.gov or visit <https://ejc.cdc.gov>

Notes: For more information on data selection, data sources, and on the methodology used to calculate indicators and EJI ranks, please see the EJI Technical Documentation located at: https://www.atsdr.cdc.gov/placeandhealth/eji/technical_documentation.html

Data Sources: U.S. Census Bureau American Community Survey; U.S. Environmental Protection Agency: AirToxScreen, AQS, FRS, NWI, WSIO; U.S. Mine Safety and Health Administration Mine Data Retrieval System; U.S. Geological Survey PAD-US 4.0; U.S. Department of Transportation National Transportation Atlas Database; U.S. Department of Transportation National Highway System; OpenStreetMap; U.S. Centers for Disease Control and Prevention PLACES data; Agency for Toxic Substances and Disease Registry



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention



Environmental Justice Index

Morgan County, Missouri

Indicator View



2 of 8 tracts are Highly Burdened

Highly burdened tracts for Morgan County are tracts with EJI ranks of > 0.75. These are tracts that might need special attention or additional action when addressing environmental injustice and health inequities.

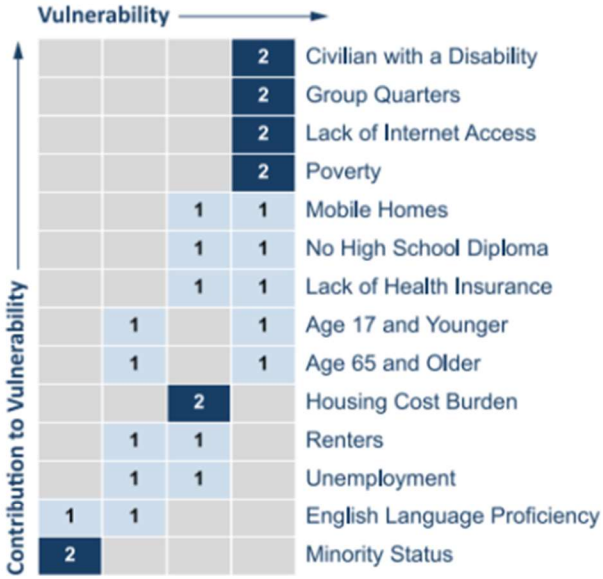
Indicator Rank Distribution

Among these 2 tracts, which environmental burden and social vulnerability indicators are contributing the most to burden? The figures below display the number of tracts by categories of burden or vulnerability. Higher numbers to the right indicate more tracts experiencing high burden.

Environmental Burden



Social Vulnerability



Health Vulnerability

Among these 2 tracts, how many are flagged for high prevalence in the following pre-existing chronic health conditions?

For each condition, **flagged tracts** have a higher prevalence than $\frac{2}{3}$ of all tracts in the United States.



Cancer
2/2 Tracts



Heart Disease
2/2 Tracts



Poor Mental Health
2/2 Tracts



Diabetes
2/2 Tracts



Asthma
1/2 Tracts



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention

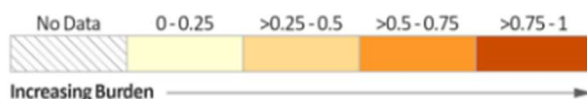
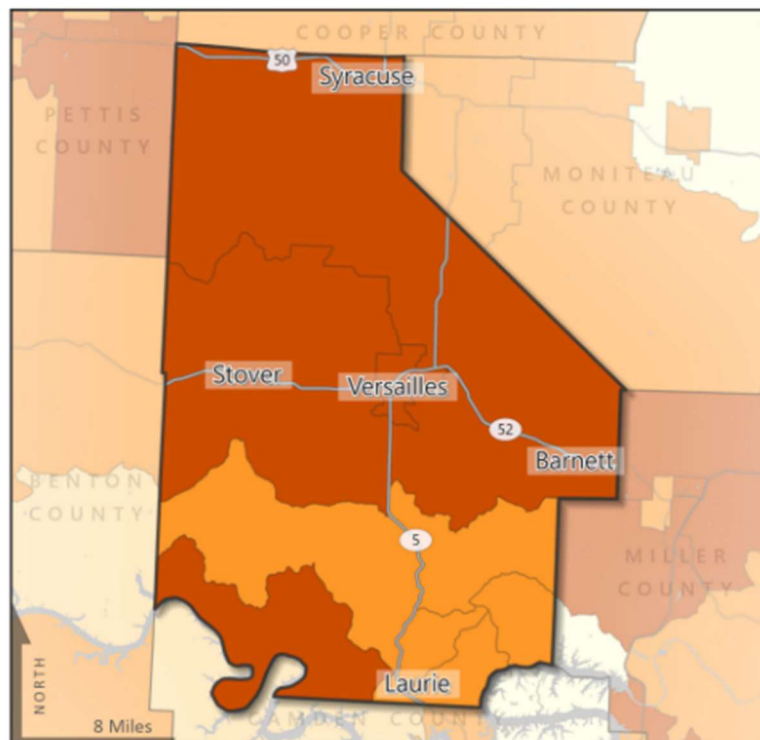


Environmental Justice Index

Morgan County, Missouri

EJI + Climate Burden

The **EJI + Climate Burden** Rank is a supplement to the base EJI Rank. The supplement measures cumulative impacts, including climate-related burdens, on the health of U.S. communities. **EJI + Climate Burden** is based on the ranks for all 3 base EJI Modules and the **EJI Climate Burden Module** Rank.

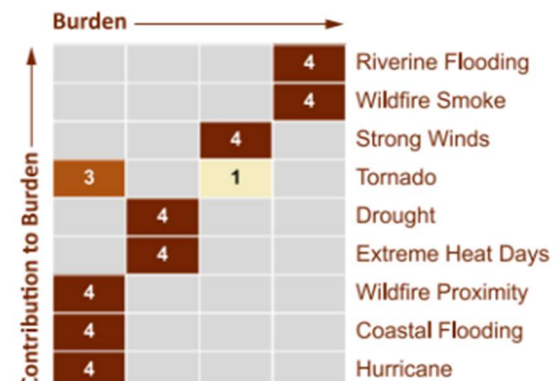


4

Highly burdened tracts for Morgan County are tracts with **EJI + Climate ranks of > 0.75**. Climate burdens can add to existing burdens and stressors.

Among these **4** tracts, indicators are listed in order of contribution to burden. For each indicator, the figure displays the number of tracts that fall into progressively higher categories of burden or vulnerability.

Climate Burden



Questions? Email ejc_coordinator@cdc.gov or visit <https://ejc.cdc.gov>

Notes: For more information on data selection, data sources, and on the methodology used to calculate indicators and EJI ranks, please see the EJI Technical Documentation located at: https://www.atsdr.cdc.gov/placeandhealth/eji/technical_documentation.html

Data Sources: U.S. Census Bureau American Community Survey; U.S. Environmental Protection Agency: AirToxScreen, AQS, FRS, NWI, WSIO; U.S. Mine Safety and Health Administration Mine Data Retrieval System; U.S. Geological Survey PAD-US 4.0; U.S. Department of Transportation National Transportation Atlas Database; U.S. Department of Transportation National Highway System; OpenStreetMap; U.S. Centers for Disease Control and Prevention PLACES data; Agency for Toxic Substances and Disease Registry



Geospatial Research, Analysis & Services Program (GRASP)
Agency for Toxic Substances and Disease Registry (ATSDR)
Centers for Disease Control and Prevention



Appendix I -EDA Checklist/Evaluation

This has been completed by the staff at Lake of the Ozarks Council of Local Governments to serve as a checklist and self-assessment of the 2024 CEDS report for our region.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) REVIEW & ASSESSMENT CHECKLIST (for EDA-funded CEDS)

Planning Organization Information

Name:	Lake of the Ozarks Council of Local Governments
Address:	76 Chestnut Ave. Suite 101 PO Box 3553 Camdenton, MO 65020
POC Name, Title:	Mitch Shields, Executive Director
POC Telephone, Email:	573-346-5692 Mitch.shields@loclg.org

Organizational Review & Approval Process (to be completed by Organization)

Strategy committee roster included/attached:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Copy of CEDS provided to affected Regional Commission:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA
Dates of public review & comment period (at least 30 days):	3-7-25 to 4-8-25
Date CEDS adopted by organization's governing body:	4-28-25
Attached documentation of public comment and adoption:	
• Governing body adoption of CEDS (minutes or resolution):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
• Verification of 30-day public comment on the CEDS:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
• Copy of all public comments received on the CEDS:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
• Explanation from the Planning Organization stating how comments were incorporated into the final CEDS:	<input checked="" type="checkbox"/>
CEDS self-assessment checklist completed & attached (optional):	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

EDA Review & Approval Process (to be completed by EDA)

Reviewer Name, Title, RO:	
Reviewer Phone, Email:	
Date CEDS Received by EDA:	
Date CEDS Review Completed:	
CEDS Review Determination:	<input type="checkbox"/> Approved <input type="checkbox"/> Deficient
Date CEDS Review Letter & Checklist Sent to Organization:	
CEDS, Review Letter, & Assessment Checklist Filed at RO:	<input type="checkbox"/> Yes <input type="checkbox"/> No
CEDS Receipt, Review Notification, & Status Entered in OPCS:	<input type="checkbox"/> Yes <input type="checkbox"/> No

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) REVIEW & ASSESSMENT CHECKLIST (for EDA-funded CEDS)

Overview

“A CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.” This definition comes from the [“Comprehensive Economic Development Strategy \(CEDS\) Content Guidelines: Recommendations for Creating an Impactful CEDS,” published by the Economic Development Administration \(EDA\) in 2023.](#) It frames the nature and purpose of a CEDS. The checklist below is an optional assessment tool intended to help area/regional development organizations prepare viable strategies that meet EDA’s guidelines. Likewise, it is a tool for EDA staff to use in reviewing and approving a CEDS. Although it is not a required form, it is a useful tool.

Structure

The checklist follows the structure of EDA’s CEDS guidelines. The assessment elements relate to the stated requirements and recommendations contained in the guidelines. **Requirements, which are noted as such, are few. Most of the elements are recommendations.**

Instructions

The following instructions will optimize the use of this checklist for CEDS reviews and self-assessments:

- Check the appropriate box to indicate whether or not the element is present and has been satisfactorily addressed. For certain elements not applicable to the area/region, indicate “NA.”
- Where requested, note the location of the element in the CEDS by showing the section or page number(s) where the topic is addressed.
- Include comments to clarify the review, as needed, or to indicate deficiencies to be addressed, or to acknowledge exemplary treatment of the element.

Self-Assessment

It will be helpful for a CEDS-preparing organization to conduct a self-assessment of its strategy using this CEDS checklist. In so doing, the organization should be able to identify and address deficiencies prior to submitting the document for EDA review and approval. It will also be helpful for the organization to submit a copy of its self-assessment with its CEDS.

References

“Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Recommendations for Creating an Impactful CEDS,” <http://www.eda.gov/ceds/>

EDA Regulations: 13 C.F.R. § 303.7; <https://www.eda.gov/about/regulations/>

CEDS REVIEW & ASSESSMENT CHECKLIST

1. OVERVIEW

In accordance with EDA's regulations and guidelines, the following sections must be included in the CEDS document:

Summary Background	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 8-78
SWOT Analysis	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 77
Strategic Direction/Action Plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 79-114
Evaluation Framework	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 114-115

Comments: Background includes full demographic, economic, infrastructure, and sectoral data. The document addresses the region's historical development, current economic challenges, and opportunities for future growth.

The CEDS must incorporate the concept of economic resilience (i.e. the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.)

The CEDS meets this requirement.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 75-76 Appendix
----------------------------------	---	-----------	------------------------

Comments: Incorporates the concept of economic resilience by identifying vulnerabilities (e.g., reliance on seasonal tourism, workforce housing shortages) and proposing strategic responses (e.g., infrastructure investment, business diversification, workforce development).

2. CONTENT

The CEDS meets the following general criteria:

It was developed with broad-based community participation.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 6-7 Appendix
It is readily accessible to regional stakeholders.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 4 www.loclg.org (Include website, if posted)
It is usable to stakeholders as a guide to the regional economy and for action to improve it.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Entire Document
Seen through the lens of economic resiliency, the four required elements (see 'Overview' above) logically build upon each other to result in a coherent, targeted document.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Throughout

Comments:

The 2024 CEDS for the Lake of the Ozarks Council of Local Governments (LOCLG) was developed with robust stakeholder involvement, including private sector leaders, government representatives, workforce partners, and educational institutions. The strategy committee met multiple times throughout 2023–2025, with participation from all four counties in the region (Camden, Laclede, Miller, and Morgan).

The CEDS is designed to be user-friendly and action-oriented. It is publicly accessible on the LOCLG website (www.loclg.org) and was shared widely during the public comment period (March 7–April 8, 2025). Feedback received was reviewed and incorporated where appropriate.

The document successfully integrates the four required CEDS components—summary background, SWOT analysis, strategic direction/action plan, and evaluation framework—while emphasizing economic resiliency, equity, and workforce alignment. These elements logically build on one another and reflect the region’s vision for inclusive, sustainable economic growth.

Additionally, the CEDS supports integration with other planning initiatives (e.g., transportation, housing, workforce development), and identifies opportunities to leverage state, federal, and private resources.

2-A. SUMMARY BACKGROUND

The “Summary Background” section meets the following criteria:

Answers the question, “Where have we been?” and presents a clear understanding of the local economic situation, supported by current, relevant data. ☒ Yes ☐ No

The information is presented in a clear and concise manner, and can be easily understood by the general public. ☒ Yes ☐ No

Data presentation allows for clear, relevant connections to the SWOT analysis and strategic direction. ☒ Yes ☐ No

Comments: The summary background outlines the region’s demographic, economic, and social conditions with up-to-date data and narrative context. It sets a strong foundation for the SWOT analysis and strategic direction by identifying historic trends and ongoing regional challenges in workforce, housing, tourism, and infrastructure.

The “Summary Background” section provides information in the following areas that affect the regional economy, as applicable:

Demographic & socioeconomic data ☒ Yes ☐ No ☐ NA Location:

Page 14-20

Environmental, geographic, climatic, and cultural information ☒ Yes ☐ No ☐ NA Location:

Page 60-66

Infrastructure assets that relate to economic development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 67-73
Emerging or declining clusters or industry sectors	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 17-29 & 84-110
Relationship of the area’s economy to the larger region or state	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Throughout
Factors that directly affect economic performance in the area (e.g. workforce, innovation assets, industry supply chains, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 17-29 & 84-110
Other factors that relate to economic performance (e.g. housing, health services, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 30-48

Comments: The background includes comprehensive data and narrative content on population trends, workforce dynamics, education, healthcare, infrastructure, broadband, housing, tourism, and industry clusters. Each topic is presented with regional and county-level specificity, ensuring a strong understanding of the area’s economic drivers and barriers.

The CEDS includes content that meets the following related criteria:

It is a vehicle that promotes the integration of economic development with other regional plans (e.g. sustainability, transportation, land use, housing, environmental protection, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 75-76, Equity Section
It identifies opportunities for the integrated use of local, state, private, and federal funds.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Page 83-114, Action Plan Goals
The research for the CEDS includes a review of the long-term trends of the area.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	Location:	Throughout Summary Background

Comments: The CEDS integrates regional planning efforts and identifies opportunities to leverage a mix of local, state, federal, and private funding. It also reflects long-term planning through trend analysis, with connections to economic development, transportation, workforce, housing, and land use strategies.

2-B. SWOT ANALYSIS

The “SWOT Analysis” (Strengths, Weaknesses, Opportunities, Strengths) section meets the following criteria:

Answers the question, “Where are we now?” ☒ Yes ☐ No
and identifies the critical internal and external factors that speak to the region’s unique assets and competitive positioning.

Considers economic resiliency, specifically, factors that can ensure the long-term success, viability, and durability of the regional economy. ☒ Yes ☐ No Location: Page 77-78

Comments: The SWOT analysis provides a snapshot of the region’s internal strengths and weaknesses, as well as external opportunities and threats. It is directly informed by data in the summary background and incorporates economic resilience considerations, such as infrastructure limitations, seasonal tourism pressures, and housing affordability challenges. The analysis is concise and strategically tied to the vision and goals outlined in the action plan.

The “SWOT Analysis” assesses a wide-variety of regional attributes and dynamics, including the following specific areas and tools:

State of the regional economy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 14-20
Regional clusters	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 21-26
External trends and forces	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 14-30
Workforce considerations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 17-20, 35-43
Spatial efficiencies/sustainability	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 67-73, 75-76
Broadband needs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 72
Energy needs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 67-76
Natural hazards	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 75
Equitable development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 73-74
Partners for economic development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 53-59
Resources for economic development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location: Page 53-59

Comments: The SWOT matrix includes assessments of workforce trends, regional industry clusters, broadband and infrastructure needs, housing shortages, natural hazards, and opportunities for equitable development. It highlights external trends impacting the region—such as aging population, tourism seasonality, and remote work shifts—while also identifying local resources, partnerships, and institutional capacity that support implementation.

2-C. STRATEGIC DIRECTION/ACTION PLAN

The “Strategic Direction/Action Plan” section meets the following criteria:

Answers the questions, “Where do we want to go?” and “How are we going to get there?” by applying the SWOT analysis. ☒ Yes ☐ No

Includes a vision statement, goals, and objectives.

☒ Yes ☐ No

Location:

Page 79-83

Includes an action plan for the implementation of the stated vision, goals, and objectives.

☒ Yes ☐ No

Location:

Page 84-114

Comments: The strategic direction section defines a vision supported by six comprehensive goal areas. Each goal is paired with actionable objectives and strategies that are directly linked to the SWOT analysis. The section addresses how the region plans to move from current conditions toward desired outcomes, with consideration for regional capacity, equity, and resilience.

The Vision Statement, Goals, and Objectives meet the following criteria:

They respond to the analysis of the area’s development potential and problems (i.e. SWOT analysis).

☒ Yes ☐ No

Location:

Page 77, 79-83

The process used to create the vision statement involved broad community participation.

☒ Yes ☐ No

Location:

Page 6-7 & 79-83

The draft vision statement was widely circulated for review and comment to ensure maximum stakeholder engagement.

☒ Yes ☐ No

Location:

Page 4, 6-7
Appendix

The goals are statements of broad outcomes and general intentions that build upon the vision statement.

☒ Yes ☐ No

Location:

Page 79-83

The goals reflect the desires of most regional stakeholders, are realistic, and are limited to a manageable number.

☒ Yes ☐ No

Location:

Page 79-83

The objectives are specific, measurable, concrete, and support the attainment of the stated goals.

☒ Yes ☐ No

Location:

Page 83-114

The goals and objectives are prioritized, with consideration for the factors outlined in the CEDS guidelines.

☒ Yes ☐ No

Location:

Page 79-114

Comments: The vision statement and associated goals reflect input from regional stakeholders through a collaborative planning process. Objectives are specific and measurable, addressing critical needs such as workforce development, housing, infrastructure, and tourism. Prioritization is evident through focus areas and alignment with local economic conditions and community input.

The Action/Implementation Plan meets the following criteria:

It must be clearly linked to the prioritized goals and objectives stated in the framework for strategic direction. ☒ Yes ☐ No

It identifies and describes a limited number of key projects with the highest priority and potential for regional impact. ☒ Yes ☐ No Location:

Page 79-83

Comments: The action plan outlines implementation steps for each objective, including responsible parties, target timeframes, and potential funding sources. While some cost estimates are general, the structure supports phased implementation and provides a roadmap for regional collaboration and investment in high-priority initiatives.

The Action/Implementation Plan describes explicitly how the region will work together to achieve its goals and measurable objectives by including the following elements:

An outline of the steps required to take each selected high-priority activity from inception to successful completion. ☒ Yes ☐ No Location:

Page 83-114
Each Section

A roster of the key individuals and institutions that will be responsible for implementing and supporting these steps. ☒ Yes ☐ No Location:

A reasonable estimate of the costs associated with implementing the activity. ☒ Yes ☐ No Location:

Page 85-114

A list of the integrated funding sources (public, private, non-profit) to support the costs. ☒ Yes ☐ No Location:

Page 87-88, 92-93, 97-98, 103-104, 108-109, 113-114

A realistic time frame for execution (i.e. implementation schedule), with relevant benchmarks and performance measures that address overall impact. ☒ Yes ☐ No Location:

Page 85-113

The identification of prioritized activities includes broad-based participation from regional stakeholders, including those affected by the proposed activities and those that can ensure their success. ☒ Yes ☐ No Location:

Page 6-7 & 85-113

Comments: The plan clearly identifies partners, estimated timeframes, and suggested funding approaches for each action item. Strategies include cross-sector collaboration among economic development organizations, municipalities, educational institutions, and private stakeholders. This integrated approach ensures accountability and feasibility in executing the region's strategic vision.

2-D. EVALUATION FRAMEWORK

The “Evaluation Framework” section meets the following criteria:

It answers the questions, “How are we doing?” ☒ Yes ☐ No
and “What can we do better?” by applying the
SWOT analysis.

It cascades from the strategic direction and
action plan. ☒ Yes ☐ No

Performance measures are identified to
evaluate the progress of activities in achieving
the vision, goals and objectives. ☒ Yes ☐ No Location: Page 79 & 83-114

Performance measures go beyond job creation
to address linkages to other important factors,
such as conditions the region needs to reverse
or create, and what regional assets can be
leveraged. ☒ Yes ☐ No Location: Page 79-114

Comments: The evaluation framework outlines how progress toward goals will be measured using relevant performance metrics. It is linked to the action plan and reflects outcomes beyond job creation—such as infrastructure, housing, childcare, and entrepreneurship. While broad in some places, it sets a foundation for annual performance reporting and long-term impact assessment.

2-E. ECONOMIC AND DISASTER RESILIENCE

The “Economic Resilience” section addresses the following two approaches in harmony with the principles outlined in EDA’s CEDS Content Guidelines p18-31:

“Steady State” Initiatives: Planning for and
implementing resilience through specific
goals or actions to bolster the long-term
economic durability of the region. ☒ Yes ☐ No Location: Page 75-76

“Responsive” Initiatives: Establishing
information networks among the various
stakeholders in the region to encourage
active and regular communications between
the public, private, education, and non-
profit sectors. The “Economic Resilience”
section demonstrates how the region serves
as a source of information to deal with an
economic challenge and a convener of
regional stakeholders to gather data and
encourage collaboration in the post-
disruption stage. ☒ Yes ☐ No Location: Page 75-76

Climate Resilience: The ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to the climate 3. Improving climate resilience involves assessing how climate change will increase risks, and/or create new risks, and taking steps to better cope with these risks.

☒ Yes ☐ No Location:

Page 76 & Appendix

Comments: The CEDS addresses both steady-state and responsive resilience strategies. It describes communication networks, regional coordination, and strategies to strengthen long-term economic stability. The climate resilience section acknowledges regional vulnerabilities and encourages infrastructure and housing improvements to withstand economic and environmental shifts.

2-F. WORKFORCE DEVELOPMENT

As a critical component of economic development, the CEDS should highlight employer-driven, place-based workforce development efforts as an essential underpinning of the broader economic development strategy. See the CEDS Guidelines p 31-36 for guidance.

Because of the important connections between workforce development and economic development, consider multiple ways to incorporate workforce development within the CEDS including identifying sectoral partnerships and the focusing on the importance of good jobs.

☒ Yes ☐ No Location:

Page 17-20, 35-43 & Goals 1 & 3

Comments: Workforce development is a strong focus, particularly through employer-education partnerships and Work Ready Community certifications. The CEDS identifies sector partnerships, workforce training programs, and youth career pathways. The plan supports quality job creation aligned with the region's growth sectors and evolving workforce needs.

2-G. EQUITY

Incorporating equity and inclusive economic development into the CEDS strengthens the quality of the process and the integrity of the document and makes regions more economically competitive. Equity, from an economic development planning perspective, is not a plug and play tool or checklist, but rather a set of strategies and targeted approaches to serve populations that may have been underserved by traditional methods to economic development. See the CEDS Guidelines p 36-44 for guidance. Describe in what ways equity was incorporated in the following sections of the CEDS.

Process

☒ Yes ☐ No Location:

Page 6, 73

Summary Background

☒ Yes ☐ No Location:

Page 73

SWOT Analysis

☒ Yes ☐ No Location:

Page 77-78

Strategic Direction/Action Plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 75-76
Evaluation Framework	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 85-114
Resiliency	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Location:	Page 75-77

Comments: Equity is embedded throughout the CEDS—from inclusive stakeholder engagement to the analysis of underserved populations and access barriers. Equity is addressed in the SWOT, vision, goals, and implementation strategies, particularly in relation to housing, childcare, broadband, and workforce access. The document reflects intentional efforts to ensure economic development benefits are inclusive and broadly shared.

3. FORMAT

The structure and presentation of the information in the CEDS takes the following factors into consideration:

- Keeps the audience in mind with respect to the length of the document, the presence of an executive summary, the placement of supporting data, etc. ☒ Yes ☐ No
- Communicates creatively by having a professional and appealing look and feel, by including attractive and informative graphics and photos, and by using both hard-copy and electronic formats. ☒ Yes ☐ No
- Thinks beyond the document by finding ways to use it to engage stakeholders in meaningful conversations, and to leverage its relevance and use through social media. ☒ Yes ☐ No

Comments: The CEDS is organized and professionally formatted, making it accessible for a broad audience of stakeholders, including local officials, businesses, and residents. The document includes a table of contents, well-labeled sections, and visuals such as charts and graphs to support data narratives. It is available in both digital and hard-copy formats and will be used to guide ongoing engagement with stakeholders and partners across the region. The content is structured to support strategic decision-making and aligns with EDA formatting expectations.

4. PREPARATION

The preparation of the CEDS included the following key steps and elements:

A strategy committee, which broadly represents the main economic interests of the region, was formed to facilitate the planning process, and to develop and update the CEDS.

☒ Yes ☐ No Location:

Page 6-7

The CEDS documents how the planning organization collaborated with its diverse set of stakeholders in the formation of its strategy committee and the development of the CEDS.

☒ Yes ☐ No Location:

Page 6

The planning organization has or will collaborate with EDA and other entities funded by EDA (e.g. University Centers, Economic Development Districts, Tribes) on the development and implementation of the CEDS.

☒ Yes ☐ No Location:

Page 4-7

Comments: The CEDS Strategy Committee includes broad representation from public, private, nonprofit, and education sectors across the four-county region. The planning process incorporated regular meetings, email correspondence, and draft reviews throughout 2023–2025. Input from committee members, economic development professionals, and community partners shaped the goals and strategies. Collaboration with EDA-funded entities, including Missouri’s statewide development resources, is ongoing and integrated into implementation planning.

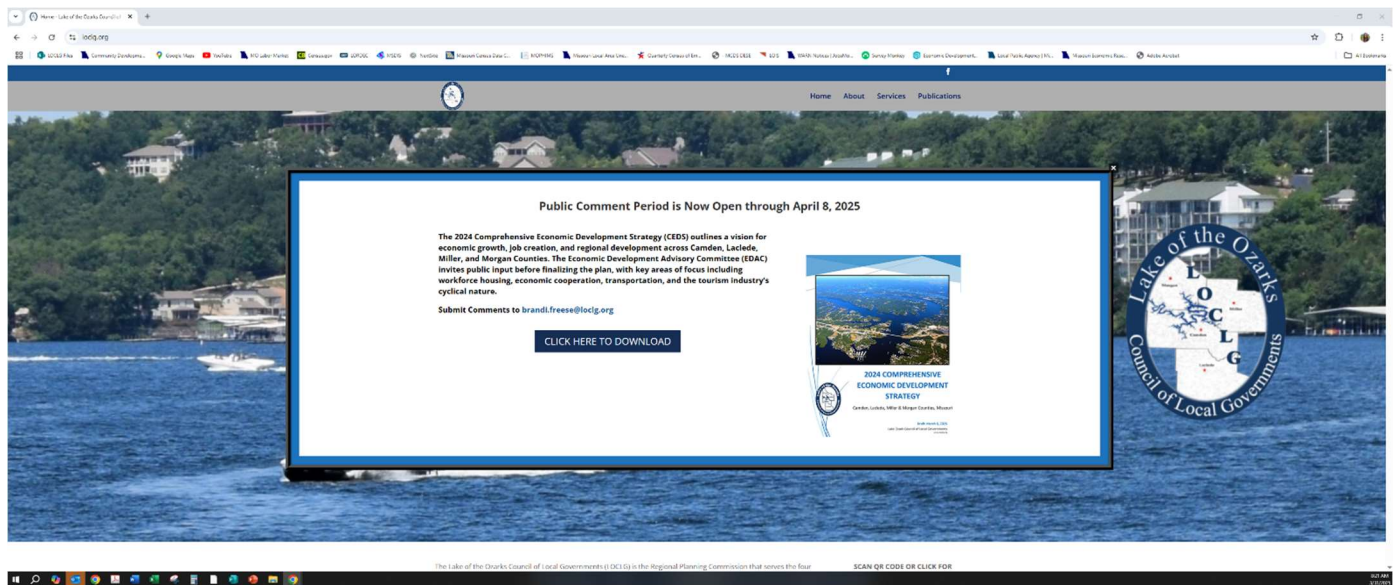
2024 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



**Public comment period is now open through
April 8, 2025. Scan the QR Code or visit
www.loclg.org to view the report.**

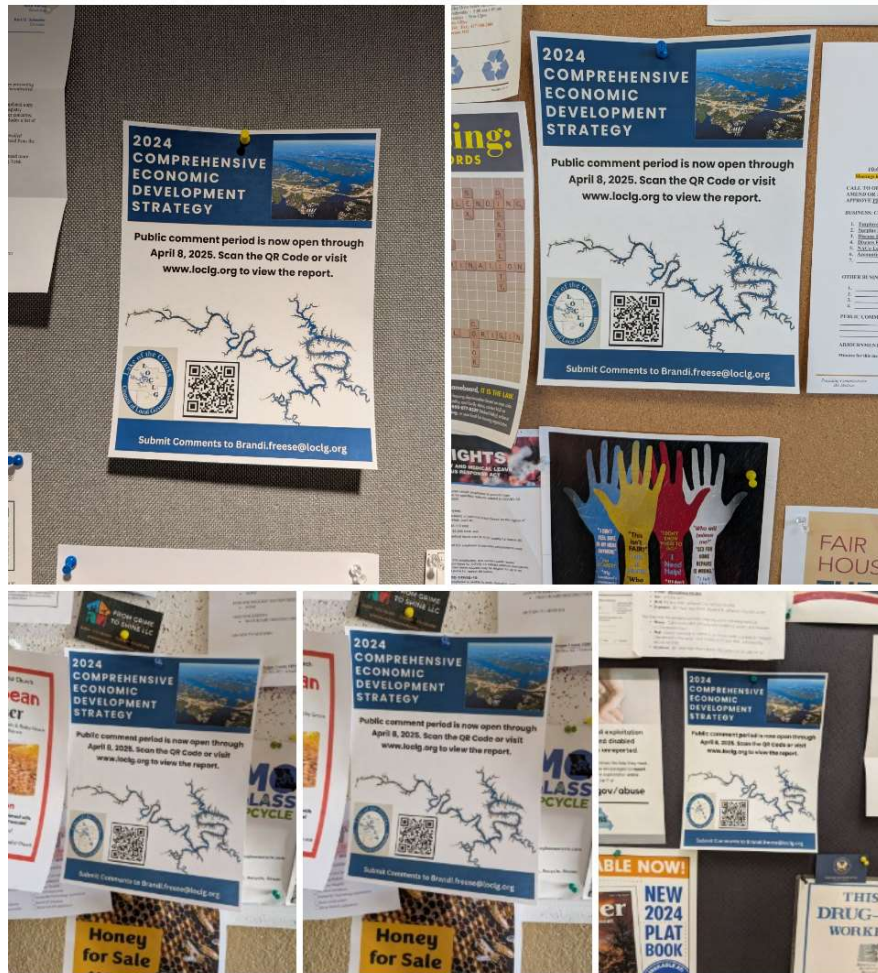


Submit Comments to Brandi.freese@loclg.org



Posted on the Lake of the Ozarks Council of Local Governments Door from Friday, March 7, 2025 to Tuesday, April 8, 2025.

Fri, Mar 7



Bulletin boards at Camden County Courthouse, Laclede County Courthouse, Miller County Courthouse, Morgan County Courthouse and Lebanon REDI, posted March 7, 2025

• CEDS Report & Public Comment Announcement

LC RECORD

AFFIDAVIT OF PUBLICATION

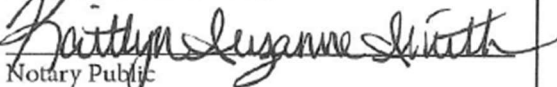
STATE OF MISSOURI)
)ss
COUNTY OF LACLEDE)

I, Jennifer Early, being duly sworn according to law, state that I am the Publisher of the Laclede County Record, a twice weekly newspaper of general circulation in the County of Laclede, State of Missouri, where located; which newspaper has been admitted to the Post Office as periodical class matter in the City of Lebanon, Missouri, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers, voluntarily engaged as such who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with provisions of Section 493.050, Revised Statutes of Missouri 2000, and Section 59.310. Revised Statutes of Missouri 2000. The affixed notice appeared in said newspaper in the following consecutive issues:

Vol. 7, No. 21, day of 12, month of 3, 2025
Vol. _____, No. _____, day of _____, month of _____, 20_____
Vol. _____, No. _____, day of _____, month of _____, 20_____
Vol. _____, No. _____, day of _____, month of _____, 20_____
Vol. _____, No. _____, day of _____, month of _____, 20_____


Jennifer Early, Publisher

Subscribed and sworn to before me this
12 day of March, 2025


Notary Public

My commission expires: 9/30/2028

Publication fee \$146.28



LAKE OF THE OZARKS COUNCIL OF LOCAL GOVERNMENTS CEDS PLANNING COMMITTEE SEEKS PUBLIC INPUT

Camden County, MO —
The public is encouraged to review and comment on the 2024 Comprehensive Economic Development Strategy before it is finalized. 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 encompasses the Lake of the Ozarks Council of Local Governments (LOCLG) region, which consists of Camden, Laclede, Miller and Morgan Counties.

The CEDS was created and updated by the Economic Development Advisory Committee (EDAC). EDAC is comprised of representatives from area Chambers of Commerce, county departments, healthcare professionals, the incorporated cities, public school districts, as well as higher education specialists and other economic development planning stakeholders worked together to develop this CEDS document. The CEDS outlines a strategy for building Social Capital, Economic Cooperation, and Job Growth within the Lake of the Ozarks Region.

A key role of the CEDS document is to develop the CEDS strategy and to identify key priorities and principal organizations as planning partners that will help bring both public and private investment into the region. The CEDS document provides an overall review of the strengths, weaknesses, opportunities, and threats demonstrated within the CEDS region. Several areas of concern addressed in the CEDS document include area workforce housing, workforce development, transportation, and the cyclical nature of the tourism industry which are expounded on in this revision of the CEDS.

The EDAC Committee would like input from the public on the updated strategy from residents from Camden, Miller, Morgan and Laclede Counties. Public comments will be considered by the EDAC and incorporated into the plan, as appropriate.

From March 7, through April 8, 2025, the final draft plan will be available for your review at the following locations:

Online at: www.loclg.org
In hard-copy during normal operating hours at:
Camden County Courthouse
1 Ct Cir NW
Camdenton, MO 65020
Miller County Courthouse
1999 MO-52
Tusculum, MO 65082
Morgan County Courthouse
100 E. Newton St.
Versailles, MO 65084
Laclede County Courthouse
200 N Adams Ave.
Lebanon, MO 65536
Office of The Lake of the Ozarks Council of Local Governments
76 Chestnut Ave., Suite 101
Camdenton, MO 65020

The final plan must be approved by the governing body of each participating jurisdiction, and the Economic Development Administration. The Lake of the Ozarks Council of Local Governments has taken the lead in developing this version of the CEDS. The point of contact is Brandi Freese, Administration/Program Manager. For more information on this project, contact Brandi Freese at brandi.freese@loclg.org or call the Office of the Lake of the Ozarks Council of Local Governments at 573-346-5692.

(3) 12

**Camden County, Missouri
PRESS RELEASE
For Immediate Release
Contact: Mitch Shields
(573) 346-5692
Lake of the Ozarks Council
of Local Governments CEDS
Planning Committee Seeks
Public Input**

Camden County, MO-The public is encouraged to review and comment on the 2024 Comprehensive Economic Development Strategy before it is finalized. 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 encompasses the Lake of the Ozarks Council of Local Governments (LOCLG) region, which consists of Camden, Laclede, Miller and Morgan Counties.

The CEDS was created and updated by the Economic Development Advisory Committee (EDAC). EDAC is comprised of representatives from area Chambers of Commerce, county departments, healthcare professionals, the incorporated cities, public school districts, as well as higher education specialists and other economic development planning stakeholders worked together to develop this CEDS document. The CEDS outlines a strategy for building Social Capital, Economic Cooperation, and Job Growth within the Lake of the Ozarks Region.

A key role of the CEDS document is to develop the CEDS strategy and to identify key priorities and principal organizations as planning partners that will help bring both public and private investment into the region. The CEDS document provides an overall review of the strengths, weaknesses, opportunities, and threats demonstrated within the CEDS region. Several areas of concern addressed in the CEDS document include area work-

force housing, workforce development, transportation, and the cyclical nature of the tourism industry which are expounded on in this revision of the CEDS.

The EDAC Committee would like input from the public on the updated strategy from residents from Camden, Miller, Morgan and Laclede Counties. Public comments will be considered by the EDAC and incorporated into the plan, as appropriate.

From March 7, through April 8, 2025, the final draft plan will be available for your review at the following locations:

Online at: www.loclg.org
In hard-copy during normal operating hours at:

Camden County Courthouse
1 Ct Cir NW
Camdenton, MO 65020

Miller County Courthouse
1999 MO-52
Tuscumbia, MO 65082

Morgan County Courthouse
100 E. Newton St.
Versailles, MO 65084

Laclede County Courthouse
200 N Adams Ave.
Lebanon, MO 65536

Office of The Lake of the Ozarks
Council of Local Governments
76 Chestnut Ave., Suite 101
Camdenton, MO 65020

The final plan must be approved by the governing body of each participating jurisdiction, and the Economic Development Administration. The Lake of the Ozarks Council of Local Governments has taken the lead in developing this version of the CEDS. The point of contact is Brandi Freese, Administration/Program Manager. For more information on this project, contact Brandi Freese at brandi.freese@loclg.org or call the Office of the Lake of the Ozarks Council of Local Governments at 573-346-5692.

03/13/25

Affidavit of Publication

STATE OF MISSOURI }

COUNTY OF MORGAN }

I, Bryan E. Jones, being duly sworn according to law, state that I am the publisher of the Morgan County Statesman, a weekly newspaper of general circulation in the county of Morgan where located; which has been admitted to the Post Office as periodicals matter in the City of Versailles, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers voluntarily engaged as such who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with provisions of Sections 14,968 Revised Statutes of Missouri, 1939 (Laws for Missouri for 1943 page 859). The affixed notice appeared in said newspaper on the following consecutive weeks (issues).

From March 13, 2025 To March 13, 2025

First Insertion 03/13/25

Second Insertion _____

Third Insertion _____

Fourth Insertion _____

Signed _____

Bryan E. Jones, Publisher

Subscribed and sworn to me this 19 day of

Notary Public

Filed and recorded this _____ day of _____

Printer's Fee \$163.10

PATRIK ANDREWS-RYAN
Notary Public - Notary Seal
STATE OF MISSOURI
My Commission Expires 4/4/25
Commission #21460674

Input sought for council of local governments comprehensive plan

Input from the public is needed for the Lake of the Ozarks Council of Local Governments' comprehensive economic development strategy.

The strategic plan 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 encompasses the Lake of the Ozarks Council of Local Governments (LOCLG) region, which consists of Miller, Morgan, Camden and Laclede counties.

The CEDS was created and updated by the Economic Development Advisory Committee, which is comprised of representatives from area chambers of commerce, county departments, health care professionals, incorporated cities, public school districts, as well as higher education specialists and other economic development plan-

ning stakeholders.

These groups and individuals worked together to develop the CEDS document, which outlines a strategy for building social capital, economic cooperation, and job growth within the region.

A key role of the document is to develop the CEDS strategy and identify key priorities and principal organizations as planning partners that will help bring in public and private investment to the region.

The document provides an overall review of the strengths, weaknesses, opportunities and threats demonstrated within the CEDS region.

Several areas of concern addressed in the CEDS document include area work force housing, workforce development, transportation, and the cyclical nature of the tourism industry, which are expounded on in this revision of the CEDS.

The EDAC committee is

seeking input from residents of the four-county region and public comments will be considered and incorporated into the plan, as appropriate.

The final draft plan is available for review through April 8 online at www.loclg.org and at the following locations:

Camden County Courthouse, Miller County Courthouse, Morgan County Courthouse and Laclede County Courthouse.

It is also available for viewing at the Lake of the Ozarks Council of Local Governments office at 76 Chestnut Ave., Suite 101 in Camdenton.

The final plan must be approved by the governing body of each participating jurisdiction, and the Economic Development Administration.

For more information on this project, contact Brandi Freese at brandi.freese@locclg.org or call the Office of the Lake of the Ozarks Council of Local Governments at (573) 346-5692.

Thre
left,
Are:
(Sul

Eldon Advertiser, ran March 13, 2025

Comments Received

All comments were read, evaluated and incorporated were applicable to the LOCLG 2024 CEDS.

Brandi Freese

From: Jamie Morrow <mayorcityversailles@gmail.com>
Sent: Thursday, April 3, 2025 4:13 PM
To: Brandi Freese
Subject: CEDS information for the City of Versailles

Brandi,

I had a note to send you information on City of Versailles grants. Not sure if I did that or not so here it is. If there is a place to include this information please insert it where you feel it belongs. Also, Dina is doing a quick update on the Versailles Area Chamber Information.

The City of Versailles has secured \$3 million in grants for sewer/water upgrades, a mandatory lead line survey, and a TAP grant for the Rock Island Trail, which will provide safe passage for bikes and pedestrians. In the past four years, the city council, department heads and mayor have focused on economic revitalization for Versailles, the city is seeing substantial growth in the housing and business sectors. An estimated 10,000 vehicles per day come into Versailles; to relieve traffic congestion and increase safety MoDot is widening highway 52 to include a turn lane from the intersection to Walmart and installing a roundabout at the junction of Highways 5 & 52, with completion in the fall/winter of 2025. We are in the process of a hotel development in the downtown area and also creating an historical district for our city.

Thank you.

Jamie Morrow
Mayor, City of Versailles
104 N. Fisher St.
Versailles, MO 65084
573-539-2589
mayorcityversailles@gmail.com
www.cityofversaillesmo.com

Brandi Freese

From: Matt Wells <mattwells68@gmail.com>
Sent: Wednesday, March 26, 2025 7:21 AM
To: susan.schneider@sunrisebeachmo.gov; mayorcityversailles@gmail.com; hfry@cityoflakeozark.net; jdavis@lc-cg.org; jhooker@camdentoncity.com; rangst@lacledecountymissouri.org; Ike Skelton; mharmison@osagebeach.org
Cc: Brandi Freese; Mitch Shields
Subject: CEDS Public Input
Attachments: virtualpowerplants2025update.pdf; UL-48V125Ah-Spec.pdf; The Woodlands Waterway Marriott 11-2023.pdf; Arning Solar Canopy Brochure.pdf; Teledyne Brochure_TITAN_HMXT.pdf; power_purchase_agreement_template_EN.doc; Dual Nested Microgrids (2)-1.pdf; David_Redfern_Reference_Letter (1).pdf

Relevant Sections of CEDS Draft Below...interesting and relevant information attached.

**** I am a Morgan County Resident with a storied history driving Real Estate & Infrastructure Development initiatives. My Father was a Wichita Lineman and my Mother a Cum Laude BSN NICU Nurse. The 2011 Joplin Tornado amplified my Obsession for resilient infrastructure and I have been vigorously pursuing SOLUTIONS since. I am currently Self-Employed and represent no one but my three daughters now 22, 24, 26yrs (Abalzo, LLC). I want to help my Community...*

The Draft states the **Cost of Living is Moderate** when we all know it is actually rising... "dramatically" (Electricity, Food, Inflation).

The Draft alludes to Prospective Projects and a Comprehensive Infrastructure Development Strategy/Plan but falls well short of identifying or detailing any meaningful strategy/projects/plans. It does point to a lack of communication, collaboration and cooperation which I can certainly relate to since I've been asking these questions for three years. THE POINT is there is no Plan, no Strategy, no Consensus and Potential Investors, Developers have no Confidence in "What SOLUTIONS the Community, Cooperatives and Authorities Having Jurisdiction will Support?". Understanding the Political and Regulatory Risk is a Critical component when Pitching a Project...I have, I know.

Admittedly, I am an Energy Storage, Microgrid Solutions Geek, an accomplished Development Project Manager, a wealth of information and and about as well connected in the Real Estate & Infrastructure Development space as one can be. Check my References, Credentials and Work History...I'm NOT the Enemy.

WILL the Community support a **"Decentralized Energy Infrastructure Development Strategy"** It's not a Red, Blue or Green issue. People fear what they don't understand...I get it! The idea is to minimize demand at the source. It's as easy as Charging 100kWh of Batteries at 2am then discharging that energy at 3pm to mitigate Time of Use Rates (Arbitrage). However, it is also as Complex as bypassing the Utility's Infrastructure all together and developing your own Power next to "your" own Datacenter. Do you really want those LPR Videos stored in the Cloud? Does it make sense for the Hospital to have multiple sources of Power?

cooperatives. Increasing communication between these groups helps ensure everyone is working towards a common goal and positively impacting Social Capital levels by building trust and open communications between all parties. Community leaders believe the increased communication between interested parties fostered by this goal will help identify barriers to expanding the entire region. Leaders have expressed interest in proactively addressing all infrastructure needs. Lake of the Ozarks Council of Local Governments Page 85 2024 Comprehensive Economic Development Strategy Improving the overall infrastructure system within the region and improving the region's manufactured and built capital: With the impact of distance learning due to COVID-19, broadband access is even more critical to the region. Considering that, the passing of the American Rescue Plan Act funds can be allocated directly to improving broadband access. In addition, Missouri's Office of Broadband Development Each county will need to identify the opportunity and solution for utilizing those funds. 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 economic 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 and in coordination with MO-DOT. The passage of Senate Bill 262 and IJA and the new gas tax will all help to bolster new infrastructure projects. New funding will help fund major transportation improvements projects in the region. MO-DOT has several major projects scheduled for construction that will have a huge impact to the region. Counties may be able to use ARPA funds to invest in the county roads and low water crossings that rural residents must cross to access the regional system. Finally, there is a need to establish alternative modes of transportation for those that are unable to drive or choose not to.

Action Step 5: Working Together Be a region known for having cooperation, and common sense regulations and oversight. The need for communities and regions to cooperate to stay competitive in tomorrow's economy has never been more important than now. The development groups and chambers of commerce in the Lake of the Ozarks region are a strong example of this type of regional collaboration. Groups involved in the growth and development of this region will be familiar with each other and work together to advance the region within public and private sectors. Communities that understand the real impact of collaboration will recognize a "win" for the City of Osage Beach is also a "win" for Morgan County. The advantages and tax dollars coupled with a new or expanding business spill over the boundaries of counties and municipalities throughout the entire region. Inspiring continued partnerships between the public and private entities to aid, promote and provide the resources necessary to endorse economic growth within the region. The region has a massive number of resources in the way of economic development entities that are supporting the tourism and recreation segments. There are also numerous economic development groups that remain engaged in specific areas of economic growth. Working together as a region to use the strengths of each of these organizations will only make the region brighter. Efforts will continue to bring these groups together with a framework of cooperation, thus dramatically increasing the region's Social Capital. Pursue networking, marketing and economic development endeavors that provide community commitment and establish cooperation among community organizations with positive projects. Collaboration between various entities across the region is important to the growth, retention, and expansion of our businesses, residents and tourists. Establishing cooperation and presenting our success stories will encourage volunteers, business leaders, and community groups to continue to work as one for a stronger area. Expanding on the Social Capital that we presently support within our region will have big investments in future economic wealth. Increase knowledge and participation of the Lake of the Ozarks Council of Local Governments in regional activities that encourage economic growth within the region. Lake of the Ozarks Council of Local Governments provides an important organizational, logistical and unbiased resource for the local county

and city governments. They also provide a resource for various private and community-based organizations to help make the necessary connections for success. LOCLG also has a working relationship 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 state agencies will have a positive impact on the goals as outlined in this document.

Brandi Freese

From: Matt Wells <mattwells68@gmail.com>
Sent: Thursday, March 20, 2025 6:42 PM
To: Brandi Freese; Mitch Shields
Cc: ike_skelton@camdenmo.org; James Gohagan; steve_dougan@camdenmo.org
Subject: CEDS Input (Decentralized Energy Infrastructure Development Strategy)

Brandi,
Thank you for the time you spent with me this morning. Below is some of the INPUT I hope EDAC will discuss, embrace and ADOPT. If Power isn't going to be addressed in the 5yr Plan (CEDS), then one can only assume the **Strategy is to "Remain Dependent on the Utilities"** and No Action will be taken to counter the significant increase in Rates over the next 5yrs.

Please let me know how/when I can meet to discuss Power, Connectivity, Cyber-Security, Data Centers and everything else that inherently drives the Economy at LOTO. I want to help!

INPUT

BlockEnergy.com
SomaxHTC.com
Chomp.Energy
Martinenergygroup.com

*****Convert** WWTPs to Biofuel-based, Grid-Connected Community Microgrids enable via PPAs, PPP and supported by Mycorrhizally Networked VPPs = Nanogrid Clusters of Commercial, Industrial and Residential BESS (Cooperatives).

*****Integrate** Water Resource Recovery Technologies, Fiber Connectivity, Edge Data/AI/Cyber-Security, Energy Management / Optimization (Switch Gear Controls), Etc...

*****Push** Cooperatives (vs IPPs) to Own & Operate Community Microgrids with Grid Interconnections.

*****ADOPT** a "Decentralized Energy" Strategy.

NEXT STEPS: I have been prepping Martin Energy Group to come **VALIDATE** whether it is possible/probable/bankable to convert WWTPs to Biofuel-based Community Microgrids. **"Let's Do That!"**

Matt Wells CCIM 913-237-8119m
<https://www.linkedin.com/in/matt-wells-ccim-949b2613>

Brandi Freese

From: Versailles Chamber of Commerce <info@versailleschamber.com>
Sent: Thursday, April 3, 2025 3:08 PM
To: Brandi Freese
Subject: The Versailles Area Chamber of Commerce

The Versailles Area Chamber of Commerce is a vibrant, volunteer-driven organization, with 14 dedicated team members and over 100 committed membership investors. Serving as the region's central hub for industry and commerce, we bring people together and cultivate meaningful connections. Our Board of Directors does more than lend their names; they invest substantial time, energy, and passion in supporting local organizations, charitable causes, and professional associations.

We take great pride in hosting the renowned Versailles Olde Tyme Apple Festival, which has consistently drawn sizable crowds year after year. In 2019, the festival expanded to two days, and by 2024 it welcomed 33,500 attendees across both days. The Chamber is also recognized for the Ozark Grillin and Chillin Festival, held the first Saturday in June, and for partnering with the City of Versailles to present our Independence Day Celebration on July 3rd. In addition, we collaborate with Co-Mo Connect to host the Scare on the Square on the last Saturday in October, and we celebrate the season with the Lighted Christmas event on the final Saturday in November.

Another major draw to the Versailles area is the flourishing Mennonite community, which welcomes visitors from across the United States year-round.

Sincerely,
Dina

Dina Dunklee
Versailles Area Chamber of Commerce
109 N Monroe St.
Versailles, MO 65084
573-378-4401