



2024-2029

Northwest Missouri Region

Comprehensive Economic Development Strategy

Atchison. Gentry. Holt. Nodaway. Worth

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Introduction and Background

The Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies in Northwest Missouri. It serves to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS integrates both human and physical capital planning and is created to serve as a source of direction for the Council's economic activities during the next five years. This CEDS document assesses the region's economic climate, including Atchison, Gentry, Holt, Nodaway, and Worth. The evaluation includes historical data, population trends, transportation, natural resources, industry specifics, local economic information, and infrastructure.

The Northwest Missouri Regional Council of Governments is in Maryville, Missouri, and is one of 19 regional planning organizations chartered by the state of Missouri. It administers transportation, economic development, homeland security, workforce development, and solid waste management services to the five-county region of Atchison, Gentry, Holt, Nodaway, and Worth. The NWMO RCOG board is comprised of both county leadership and regional stakeholders (see Appendix A). The CEDS serves not only as a regional plan but also as the NWMO RCOG blueprint for unified goals and service offerings.

Three focal areas—Equity, Economic Resilience, and Climate Resilience—have gained national attention considering racial inequalities, the COVID-19 pandemic's effects, and the changing climate impacts that our area is experiencing.

Missouri State Statutes establish the NWMO RCOG as a political unit of the state. The US Department of Commerce's Economic Development Administration (EDA) has designated the NWMO RCOG as an Economic Development District (EDD). The NWMO RCOG can successfully conduct its operations by applying for and receiving EDA money thanks to its EDD certification.

A 22-member Executive Board oversees managing the Council's personnel. Together with the CEDS Committee, they help create the organization's strategy and the schedule for its operations. The CEDS Committee is a standing committee of the NWMO RCOG, with additional representatives from the public and private sectors in addition to NWMO RCOG members.

The region remains deeply rural, with only one of the region's 39 communities having a population greater than 10,000. The region's livelihood is considered a tremendous strength due to the available range of choices. There are many historic and cultural features, fairs, and natural resources available for residents' pleasure. However, lower than average wages continue to plague the region.

Geography and Landscape

The region covers 2,657 square miles of land and comprises of five counties in the extreme northwest corner of Missouri: Atchison, Gentry, Holt, Nodaway, and Worth Counties. The region borders Iowa, Kansas, and Nebraska and serves as a crossroad for major transportation routes between Kansas City, Omaha, and Des Moines. Interstate 29 runs through Atchison and Holt counties, US Highway 71 passes through Nodaway County, US Highway 136 runs through Atchison, Nodaway, and Worth counties, and US Highway 169 serves Gentry and Worth counties. The City of Maryville is home to Northwest Missouri State University (NWMSU), a regional, 4-year University. The Region is considered rural. According to the 2020 US Census, there are 38,904 people living in the five-county area

The region's topography is characterized by moderately rolling plains. Ground elevations range from a low of 750 feet above sea level in the Grand River Basin to a high of 1,300 feet above sea level in the Missouri River bluffs. The soils present throughout the region is rich for agricultural production. The region's mineral resources include sand, gravel, clay, limestone, shale, coal, and petroleum.

The Northwest Missouri region is bordered by two major river basins. The Missouri River basin on the west includes several minor river basins: Nishnabotna, Nodaway, One Hundred and Two, Platte, and Tarkio. The Grand River Basin on the east is the largest in the state north of the Missouri River. The Grand River begins in Southwest Iowa and flows southeasterly through northwest Missouri to its confluence with the Missouri River near Brunswick in the central part of Missouri.

Hot summers and cold winters characterize the climate of northwest Missouri. January is the coolest month, with temperatures reaching an average high of 33 degrees and an average low of 12 degrees. July is the warmest month with the average high reaching 83 degrees and an average low of 63 degrees. During the spring and early summer months, the area is prone to heavy rainfall, receiving an average of 36 inches a year. The Midwest region is susceptible to severe thunderstorms and tornadoes. While tornadoes can pose a serious threat to the loss of life and property, they are neither a regular nor widespread occurrence. The main threat from thunderstorms in the summertime is hail. Moderately sized hail falling from a thunderstorm for only a short amount of time can significantly damage or destroy a crop in the field. A stormy season with a high incidence of widespread hail can have a drastic effect on the local agricultural economy, driving costs up and causing local farmers to experience significant losses

Counties and Municipalities

Atchison County: Atchison County, Missouri has 547.3 square miles of land area and is the 67th largest county in Missouri by total area according to the U.S. Census Bureau. It was recorded that, as of the 2023 Census, the population of Atchison County is 5,305. The Missouri River and Nebraska are most of Atchison's western borders.

Gentry County: Gentry County, Missouri has 491.4 square miles of land area and is the 86th largest county in Missouri by total area. It has been recorded that as of the 2023 census, the county had 6,162 people who resided there.

Holt County: Holt County, Missouri has 462.7 square miles of land area and is the 94th largest county in Missouri by total area, according to the U.S. Census Bureau. Holt County is found in the northwest corner of Missouri. As of the 2023 census, the population was 4,223.

Nodaway County: Missouri's Nodaway County is in the northwest of the state. Nodaway County, Missouri has 877.0 square miles of land area and is the 5th largest county in Missouri by total area, according to the U.S. Census Bureau. Nodaway County's northern boundary is Iowa. The county, which is situated in Tornado Alley, has had numerous tornadoes, notably an F4 tornado on March 29, 1979, which destroyed the town of Braddyville, Iowa, which is located across the county border. Two of the biggest structures in the county, Conception Abbey and the Administration Building on the Northwest Missouri State University campus, have sustained damage from tornadoes. One of the earliest F5 tornadoes ever observed was the Hopkins tornado of 1881. As of the 2023 census, the population was 21,241.

Worth County: The county of Worth is found in the northwest corner of Missouri, a state in the United States. Population as of the 2020 census: 1,973. Worth County, Missouri has 266.6 square miles of land area and is the 114th largest county in Missouri by total area. according to the 2023 US Census Bureau. In terms of area, it is the smallest county in Missouri.

Counties and Municipalities

The Northwest region has 39 incorporated communities within its 5 counties.



Atchison County

Fairfax
Rock Port
Tarkio
Watson
Westboro

Gentry County

Albany
Darlington
Gentry
King City
McFall
Stanberry

Holt County

Big Lake
Bigelow
Craig
Forest City
Fortescue
Maitland
Mound City
Oregon



Nodaway County

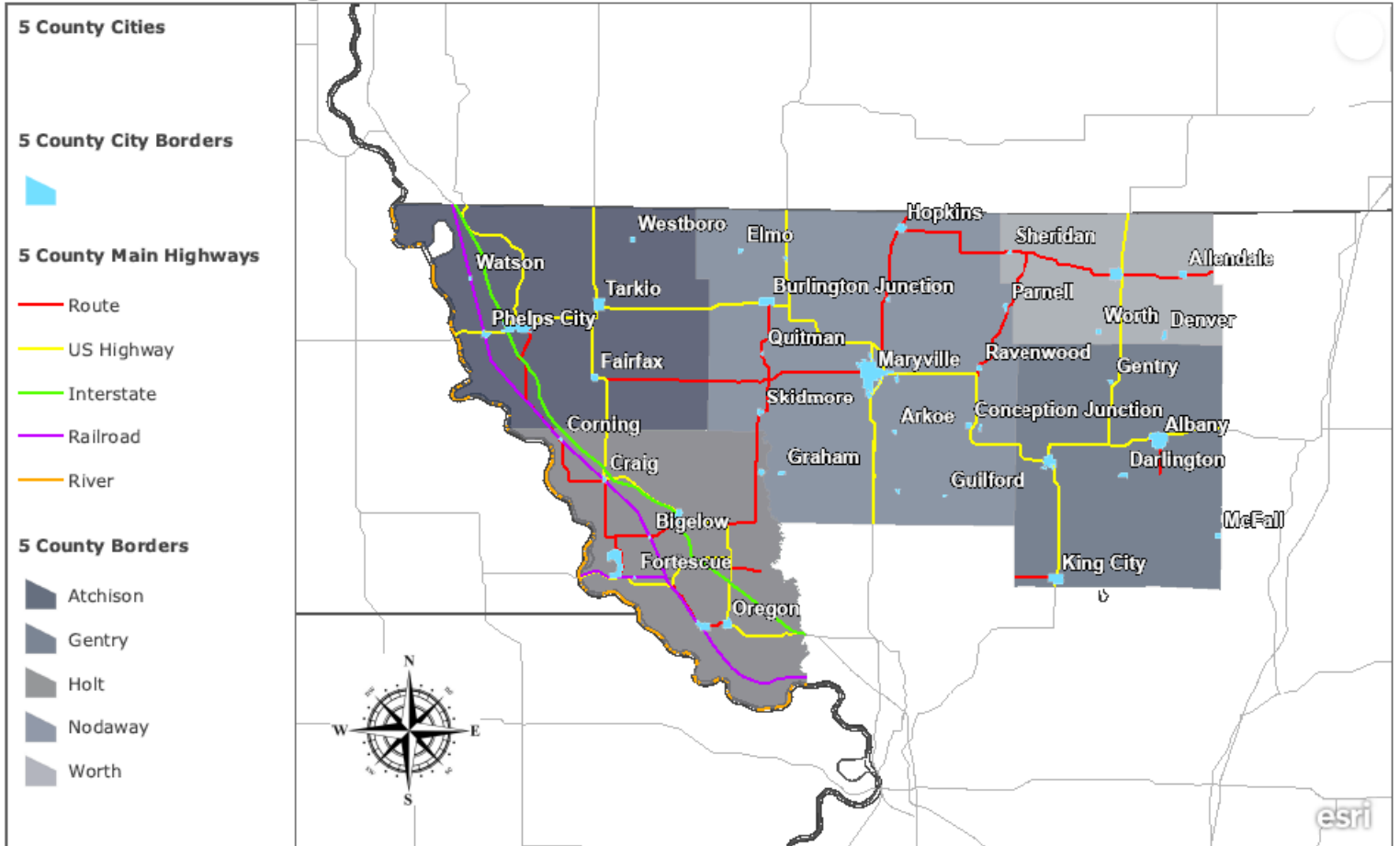
Arkoe
Barnyard
Burlington Junction
Clearmont
Clyde
Conception Junction
Elmo
Graham
Guliford
Hopkins
Maryville
Parnell
Pickering
Ravenwood
Skidmore

Worth County

Allendale
Denver
Grant City
Sheridan
Worth

Region Map

Northwest Missouri Region

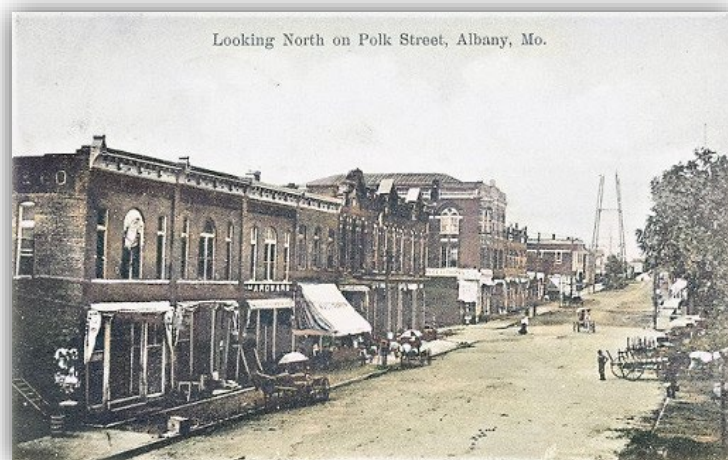


Missouri DNR, Esri, TomTom, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, USFWS

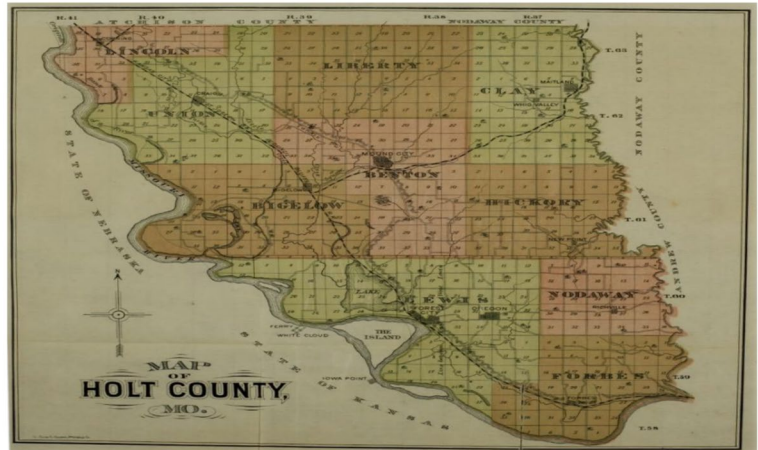
History and Culture

Atchison County: One of the six counties created from the Platte Purchase, Atchison is in the northwest of the state and is named after Missouri senator David R. Atchison. Its borders are as follows: the Missouri River and the State of Nebraska to the west; Nodaway County to the east; Holt County to the south; and the Iowa Line to the north. It shares the same longitude as Lake Itasca and Galveston and the same latitude as Philadelphia. It covers 334,000 acres, or 521 7-8 square miles. The rich alluvial plain of the Missouri River bottom extends eastward for four to eight miles, making up over a third of the region's area. The terrain is mainly composed of undulating prairie and river bottom extending eastward for four to eight miles and constituting more than a fourth of the county's area. An act of the Legislature issued in 1844 created Atchison County, naming it, defining its boundaries, and appointing Alexander McElroy, David Hunsaker, and Elijah Needles as commissioners to organize the county. Following this law, these commissioners convened at Conrad Cliffield's home on April 14, 1845, when they selected Alex McElroy as president of the court, Alex A. Bradford as clerk, and L. T. Tate as sheriff. Five townships—Clark, Nishnebotna, Polk, Tarkio, and Bluff—were designated and given names. On September 1, 1895, the new county's circuit court convened for the first time, with Honorable Solomon L. Leonard serving as its chairman. In addition to A. A. Bradford, already the county clerk, Willard P. Hall was named circuit clerk. Approximately one-fifth of the county is covered in prairie, and the original settlers found it easy to build houses since there was an abundance of good timber along the streams, including black walnut, oaks of various sorts, maple, ash, elm, and wild cherry. Every stream had a row of trees beside it, and every now and then there was a lone grove. There is plenty of water in the county. The county is traversed by the Nishnebotna River, Big and Little Tarkio Creeks, and Rock Creek, all of which provide an abundant supply of flowing water along with their runoff. Moreover, springs may be found throughout the county, and wells drilled down to a depth of thirty feet encounter subterranean streams. The county is bordered by the Missouri River for fifty miles.

Gentry County: In the northwest corner of Missouri, is Gentry County. Albany is the county seat. The county was named after Colonel Richard Gentry of Boone County, who fell in the Seminole War in 1837. Gentry County was established on February 14, 1841, and named in honor of Colonel Richard Gentry.



Holt County: Missouri's Holt County has a long and colorful history that began on February 15, 1841, when the county was founded. It was named in honor of Dr. David Rice Holt, a Platte County state lawmaker who died in 1840, and was originally a part of the Platte Purchase. Mound City is the largest city, and Oregon serves as the county seat. Significant occurrences have affected Holt County, such as the 2019 floods in the Midwest of the United States that affected a sizable amount of the region.



Nodaway County: Maryville is the county seat of Nodaway County, which is in northwest Missouri. The Nodaway River inspired the county's name, which was adopted on February 14, 1845. It is the fourth-biggest county in Missouri by area and the largest of the counties added to the state during the Platte Purchase in 1836. The county has a long history of farming. Trainers Ben Jones and Jimmy Jones reside there; their horses have won two Triple Crowns and six Kentucky Derby contests. Northwest Missouri State University is in the county. The grounds of the institution recreated the St. Louis World's Fair terrain in 1904. The Missouri State Legislature officially recognized Northwest as the Missouri Arboretum in 1993. Three of the university's five national championship football games, which they won, have been televised by ESPN. Prior to deciding to pursue a legal career, U.S. Supreme Court Justice Clarence Thomas attended Conception Seminary College to pursue his priestly studies. The largest collection of saint relics is held by the Benedictine Sisters of Perpetual Adoration convent in nearby Clyde, which includes 550 items. The county, which is situated in Tornado Alley, has had numerous tornadoes, notably an F4 tornado on March 29, 1979, which destroyed the town of Braddyville, Iowa, which is located across the county border. Two of the biggest structures in the county, Conception Abbey and the Administration Building on the Northwest Missouri State University campus, have sustained damage from tornadoes. One of the earliest F5 tornadoes ever observed was the Hopkins tornado of 1881. Homer Croy, a writer born in Nodaway country, documented early life in the country in many novels, articles, movies, and Broadway productions during the 1920s and 1930s.

Worth County: The county of Worth is found in the northwest corner of Missouri, a state in the United States. Grant City serves as the county seat. Henry Lott settled the county in 1840, and it was named for New York General William Jenkins Worth, who fought in the Mexican and Florida wars. Worth County, the last of Missouri's 114 counties, was established in 1861. There were three courthouses in Worth County in the 1800s. Smithton, also known as Worth Ville, served as the court's seat from 1861 to 1863, but following a petition, a request for removal was made. Most early immigrants came from Ohio, Kentucky, Tennessee, Indiana, Illinois, Iowa, and other sections of Missouri. The county was inhabited by Indians until the 1850s, when the Iowa, Sac, and Fox tribes relinquished their area in 1824.



Demographic and Economic Profile

Estimates indicate the Northwest Region comprises five counties with a combined population of 38,904 according to the estimated 2020 Census data.

Table 1 shows more details on the overall population

Table 1

County/City	Population (2010 Census)	Population (2020 Census)	Difference	Population Loss Per County	Percent Change by County	Total County 2020 Population
<i>Atchison County</i>	1,905	1,696	(209)	(380)	-6.68%	5,305
Fairfax	638	648	10			
Rock Port	1,318	1,278	(40)			
Tarkio	1,583	1,506	(77)			
Watson	100	61	(39)			
Westboro	141	116	(25)			
<i>Gentry County</i>	2,524	2,314	(210)	(576)	-8.55%	6,162
Albany	1,730	1,679	(51)			
Darlington	121	66	(55)			
Gentry	72	56	(16)			
King City	1,013	799	(214)			
McFall	93	119	26			
Stanberry	1,185	1,129	(56)			
<i>Holt County</i>	1,804	1,667	(137)	(689)	-14.03%	4,223
Big Lake	159	65	(94)			
Bigelow	27	5	(22)			

Corning	15	unincorp	(15)			
Craig	248	105	(143)			
Forest City	268	243	(25)			
Fortescue	32	21	(11)			
Maitland	343	276	(67)			
Mound City	1,159	1,004	(155)			
Oregon	857	837	(20)			
<i>Nodaway County</i>	8,091	7,679	(412)	(2,129)	-9.11%	21,241
Arkoe	68	56	(12)			
Barnard	221	201	(20)			
Burlington Jct.	537	521	(16)			
Clearmont	170	158	(12)			
Clyde	82	55	(27)			
Conception Jct.	198	177	(21)			
Elmo	168	114	(54)			
Graham	171	147	(24)			
Guilford	85	60	(25)			
Hopkins	532	472	(60)			
Maryville	11,972	10,633	(1,339)			
Parnell	191	135	(56)			
Pickering	160	149	(11)			
Ravenwood	440	439	(1)			
Skidmore	284	245	(39)			
			-			
<i>Worth County</i>	962	866	(96)	(198)	-9.12%	1,973

Allendale	53	48	(5)			
Denver	39	32	(7)			
Grant City	859	817	(42)			
Sheridan	195	145	(50)			
Worth	63	65	2			
Total	42,876	38,904	(3,972)	(3,972)	-9.26%	Total Region Population: 38,904
						Region Unincorporated Population: 14,222
						Region Unincorporated Population: 24,682

U.S. Census Bureau

As seen by the above Table, all counties decreased in population between 2010 and 2020. Nodaway County experienced the highest number of persons lost at 412, followed by Gentry (-210), and Atchison (-209). The decline in residents is closely tied to the lack of economic opportunities in these counties.



Table 2 provides a breakdown of the overall region age profile using the 2020 Census and 2025 and 2030 population forecasts from Missouri Office of Administration. The largest age bracket is the 55–64-year-olds with an estimated 5,189 in 2020. This age profile of the Northwest Region is in line with the general trend of the overall U.S. population.

Table 2

Age Profile						
Age Bracket	2020 Census		2025 OA Projection		2030 OA Projection	
0 - 4	2,036	5.2%	1,910	4.9%	1,786	4.6%
5 - 9	1,957	5.0%	1,777	4.6%	1,938	4.5%
10 - 14	2,139	5.5%	2,097	5.4%	2,064	5.3%
15 - 19	3,727	9.6%	3,217	8.3%	3,246	8.3%
20 - 24	3,955	10.2%	4,643	11.9%	4,643	11.9%
25 - 34	4,090	10.5%	3,605	9.3%	3,657	9.4%
35 - 44	4,096	10.5%	5,013	12.9%	4,537	11.7%
45 - 54	4,056	10.4%	3,652	9.4%	4,199	10.8%
55 - 64	5,189	13.3%	3,535	9.0%	3,893	10.0%
65 - 74	4,083	10.5%	4,629	11.9%	4,708	12.1%
75 - 84	2,354	6.1%	2,740	7.0%	3,215	8.3%
85+	1,208	3.1%	1,132	2.9%	1,234	3.2%

Source: Missouri Office of Administration, Division of Budget & Planning

Table 3 shows a comparison of the race and ethnic profiles of the Northwest Region using the 2020 Census, 2023 American Community Survey estimate, and 2028 ESRI Business Analyst projection. Whites make up 93.6% of the total population, while those of two or more races came in second at 1.8%. The proportions of each race or ethnic background are expected to stay close to the same for the next few years with a slight decrease in whites due to slow growing racial/ethnic diversity of the Northwest Region.

Table 3

Race and Ethnic Profile						
Race	2020 Census		2022 ACS Estimate		2028 ESRI Projection	
White Alone	36,003	92.5%	36,415	93.6%	35,090	93.6%
Black Alone	404	1.04%	537	1.4%	524	1.4%
American Indian Alone	96	0.2%	100	0.3%	112	0.3%
Asian Alone	412	1.1%	392	1.0%	374	1.0%
Pacific Islander Alone	8	0.0%	8	0.02%	7	0.02%
Some Other Race Alone	87	0.2%	68	0.2%	74	0.2%
Two or More Races	1,212	3.1%	693	1.8%	674	1.8%
Hispanic Origin (Any Race)	682	1.8%	677	1.7%	637	1.7%

Table 4 highlights number of households broken down by income using ESRI estimates for 2023 and forecasts for 2028. A large proportion of households, 32.0%, range between \$35,000 and \$74,999 in income from household members. Less than 7% see household income above \$150,000. The median household income is approximately \$53,227, average household income \$72,805, while per capita income is estimated at \$28,725. All three measures, expressed in current dollars, are expected to increase over the next few years.

Table 4

Households by Income				
	2023 ESRI Estimate		2028 ESRI Forecast	
<\$15,000	1,745	12.2%	2,795	12.2%
\$15,000 - \$24,999	1,442	10.1%	2,314	10.1%
\$25,000 - \$34,999	1,907	13.3%	3,047	13.3%
\$35,000 - \$49,999	1,872	13.1%	3,001	13.1%
\$50,000 - \$74,999	2,458	17.2%	3,941	17.2%
\$75,000 - \$99,999	2,078	14.5%	3,322	14.5%
\$100,000 - \$149,999	1,569	10.9%	2,497	10.9%
\$150,000 - \$199,999	679	4.7%	1,077	4.7%
\$200,000+	568	3.9%	893	3.9%
Median Household Income				
	\$53,036		\$58,594	
Average Household Income				
	\$72,033		\$81,397	
Per Capita Income				
	\$30,492		\$34,456	

Source: 2022 ACS 5-Year Estimates – Income expressed in current dollars

Table 5 provides a breakdown of poverty in the Northwest Region using 2022 American Community Survey data. The breakdown shows overall poverty, poverty in different age brackets, gender differences, and poverty based on educational attainment.

Table 5

Poverty Profile		
	Population Total Surveyed	Population Below Poverty Level
<i>Age Brackets</i>		
Under 18 years	7,175	1,223
18 to 64	21,293	3,714
65 or older	7,172	749
<i>Gender</i>		
Male	17,842	2,771
Female	17,798	3,025
<i>Educational Attainment*</i>		
Less than High School	1,748	384
High School Diploma	9,894	1,238
Some College or associates	6,686	633
Bachelor's degree or higher	5,757	244
<i>Overall</i>	95,365	13,981

Source: U.S. Census Bureau, 2022 American Community Survey Estimates (*population 25 years and over)

Table 6 provides a drill down on poverty and median income by counties in the Northwest region using 2022 American Community Survey data. Missouri and United States data is included for comparison purposes.

Table 6

County	# People in Poverty	Rate of Poverty	Median Income
<i>Atchison</i>	600	11.6%	\$58,521
<i>Gentry</i>	923	15.2%	\$53,799
<i>Holt</i>	391	9.4%	\$55,153
<i>Nodaway</i>	3,559	19.4%	\$53,799
<i>Worth</i>	323	16.6%	\$43,536
<i>Missouri</i>	791,030	13.2%	\$65,920
<i>United States</i>	40,951,625	12.6%	\$75,100

Source U.S. Census Bureau, 2022 American Community Survey Estimates

Table 7 shows educational attainment reached by the population aged 25 or older in the NWMO RCOG region using 2022 American Community Survey data. Overall, roughly 92.8% of the region’s population have at least a high school diploma or equivalent, while 30.4% have an associate’s degree, bachelor’s degree or higher. In the United States, for educational attainment by the population aged 25 or older approximately 91.1% have at least a high school diploma or equivalent, while 48.4% have an associate’s degree, bachelor’s degree, or higher, indicating that the NWMO RCOG region is somewhat behind the nationwide trend on higher education.

The American Community Survey data indicates that females in the NWMO RCOG region are proportionately slightly more educated than males, with 35.5% of females with a higher degree (associate’s, bachelor’s, or higher), while the rate for males with a higher degree is 24.5%.

Table 7

Educational Attainment						
	Total		Male		Female	
Less than 9th grade	664	2.6%	354	2.8%	310	2.4%
9th to 12th grade	1,225	4.8%	726	5.8%	499	3.9%
High School diploma	10,410	41.5%	5,792	46.5%	4,618	36.6%
Some college, no degree	5,232	20.9%	2,536	20.4%	2,696	21.4%
Associate’s degree	1,699	6.8%	605	4.9%	1,094	8.6%
Bachelor’s degree	3,742	14.9%	1,696	13.6%	2,046	16.2%
Graduate or professional degree	2,099	8.7%	750	6.0%	1,349	10.7%
Total population surveyed	25,074	100%	12,459	100%	12,612	100%

Source: U.S. Census Bureau, 2022 American Community Survey Estimates



Agriculture

The USDA Census of Agriculture reports from 2017 and 2022 are the source of information about agriculture. The following tables contain the data broken down by county. The metrics include the number of farms, the total amount of farmland measured in acres, the average farm size measured in acres, the number of farms based on acres, the number of farms based on sales value, and estimates of market value.

The family farm was seen as a full-time job because it provided most of the family's income before the late 1980s farm crisis. Families grew less dependent on the farm as they were compelled to look for other forms of income. Fewer farms in the area are thought of as their main source of income, and more and more rely on income from sources other than farming to survive. Large corporate farms are becoming significantly more common, and small family farms are losing ground.

Table 8

Item	Atchison		Gentry		Holt	
	2017	2022	2017	2022	2017	2022
Farms	401	430	686	629	380	416
Land in farms(acres)	302,478	273,607	238,570	268,094	208,825	220,066
Average farm size	754	636	348	426	550	529
Estimated average market value of land and buildings per farm	\$3,698,611	\$3,958,232	\$1,077,559	\$1,895,705	\$2,688,737	\$3,022,065
Estimated average market value of all machinery and equipment per farm	\$367,596	394,084	\$118,270	\$148,487	\$253,959	\$289,188
Farms by size						
1-9 acres	15	24	20	15	14	6
10-49 acres	61	73	134	119	78	94
50-179 acres	83	114	260	211	99	132
180-499 acres	88	75	152	144	87	94
500-999 acres	59	56	66	61	48	34

1000 acres or more	95	88	54	79	54	56
Farms by value of sale						
Less than \$2,500	76	96	293	267	86	104
\$2,500-\$4,999	16	13	37	35	10	22
\$5,000-\$9,999	8	16	37	42	26	23
\$10,000-\$24,999	29	34	80	53	51	20
\$25,000-\$49,999	30	19	80	56	39	42
\$50,000-\$99,999	37	24	58	53	30	29
\$100,000 or more	205	288	101	123	138	176
Item	Nodaway		Worth			
	2017	2022	2017	2022		
Farms	1,133	1,034	336	388		
Land in farms(acres)	439,787	380,179	125,349	148,910		
Average farm size	388	386	373	384		
Estimated average market value of land and buildings per farm	\$1,557,349	\$2,021,927	\$1,061,053	\$1,492,288		
Estimated average market value of all machinery and equipment per farm	\$144,528	\$177,128	\$106,629	\$104,044		

Estimated average market value of all machinery and equipment per farm	\$144,528	\$177,128	\$106,629	\$104,044		
Farms by size						
1-9 acres	48	14	14	12		
10-49 acres	228	178	45	72		
50-179 acres	355	362	108	144		
180-499 acres	232	171	105	82		
500-999 acres	151	54	31	37		
1000 acres or more	119	67	33	41		
Farms by value of sale						
Less than \$2,500	272	338	142	169		
\$2,500-\$4,999	58	50	16	21		
\$5,000-\$9,999	122	58	30	24		
\$10,000-\$24,999	133	94	30	45		
\$25,000-\$49,999	126	105	33	30		
\$50,000-\$99,999	122	42	31	26		
\$100,000 or more	300	159	54	73		



Source: USDA Census of Agriculture – 2017 and 2022 Reports

Tourism

The Missouri Division of Tourism put out an annual report on the state of tourism in Missouri. Of value is their county level overview of expenditure and employment related to tourism. A comparison has been made here using two points in time: 2021 and 2023. The specific industries used to calculate the expenditures and determine employment are based on 45 tourism-related North American Industry Classification System (NAICS) codes presented in the following table.

Table 9 below shows expenditures and employment within the tourism-related industries for each county and the Northwest region. Expenditures and total number of employments have increased by \$6,501,700.36 and 196, respectively, from 2021 to 2023. The region is rich in tourism related economic drivers which include historical sites and homes (Atchison and Gentry Counties), Monkey Mountain Conservation Area (Holt County), Northwest Missouri State University (Nodaway County), Conception Abbey (Nodaway County), Worth County Community Lake (Worth County) to name just a few. Many festivals surround these communities annually which bring in outside sources of revenue for the region. Managed lands are also scattered throughout the Region which promote activities for outdoor enthusiasts.

Table 9

County	FY21 Total Expenditures in Tourism-Related NAICS Codes	FY21 Tourism-Related Employment	FY23 Total Expenditures in Tourism-Related NAICS Codes	FY23 Tourism-Related Employment
Atchison	\$8,275,239.65	95	\$8,318,093.61	70
Gentry	\$4,249,155.69	108	\$4,329,141.29	113
Holt	\$6,184,833.64	87	\$6,765,435.55	92
Nodaway	\$32,440,720.01	856	\$37,999,774.66	1,063
Worth	\$66,869.87	13	\$306,074.11	17
Total	\$51,216,818.8	1,159	\$57,718,519.16	1,355

Source: Missouri Division of Tourism – Annual Report FY 2021 and Annual Report FY 2023

[1643908591-mdt-annualreport-fy21.pdf](https://www.mdt-mo.gov/1643908591-mdt-annualreport-fy21.pdf) (mdt-visitmo-cdn.s3.amazonaws.com)

Transportation

The Northwest Missouri region consists of approximately 2,657 square miles. Being in a predominately rural area, transportation options are limited in the region and the primary mode of transportation is by automobile. However, there are some very key aspects regarding transportation that make the Northwest Missouri Region a vital asset regarding the economic development opportunities for the state.

Road and Bridge: The major roadway running through the northwest Missouri region is Interstate 29; I-29 runs through Atchison and Holt counties. The major highways serving the area include US Highways 59, 71, 136, 159, 169. According to the 2023 MoDOT Average Annual Daily Traffic (AADT) maps, I-29 boasts an average traffic volume of 8,000-9,000. In a close second, stretches of US Highway 71 see upwards of 4,500 AADT, notably the stretch of highway that takes cars to Maryville in Nodaway County. US Highways 50, 136, 159, and 169 average significantly lower average traffic volumes with no stretches reaching over 1,000. These major routes make commuting for the more than 17,988 workers age 16+ a safer experience. According to the American Community Survey (2017-2022), 93.1% of workers in the Northwest Missouri Region, age 16 and over, commute to work with an average travel time of 22.9 minutes. There are two major bridges located within the region that carry travelers over the Missouri River: the Brownville Bridge in on U.S. Highway 136 in Atchison County and the Rulo Bridge in on U.S. Highway 159 in Holt County.

Tables 10 below demonstrate the number of workers in each county of the Northwest Missouri region and the method and time of their commute in comparison to the entire state of Missouri.

Table 10

County	Workers 16+	% Workers 16+ that Commute	% Drove Alone	% Carpooled	% Public Transportation, Walked, or Other Means	Mean Travel Time to Work in Minutes
Atchison	2,521	92.5%	78.8%	9.7%	3.9%	21.1
Gentry	2,781	91.2%	76.1%	8.0%	7.0%	22.6
Holt	1,918	92.3%	79.2%	9.5%	3.6%	22.9
Nodaway	9,880	94.5%	83.0%	8.9%	2.7%	15.8
Worth	888	87.8%	77.3%	8.7%	1.9%	32.1
Missouri	2,920,193	90.0%	78.0%	8.0%	4.0%	23.8

Source: American Community Survey 2022 Estimates

River/Ports: The Missouri River is one of the region's most important geographic land features running along the borders of Atchison and Holt counties. The river carries freight through the counties but with no public ports in the region, the freight is just passing through. Holt County does have a private port that has been out of service for many years. As of recently, the county has begun discussing the possibility of reopening the port for economic value. The closest port in commission is the St. Joseph Regional Port at the Missouri River mile 448 in Buchanan County.



Rail: Only one railroad operates in the region, Burlington northern Santa Fe (BNSF). This remaining rail line runs north to south along the Missouri river (map follows). Passenger services are limited in Missouri. The Missouri River Runner provides service between St. Louis and Kansas City through the central part of the state. Except for three additional stops on long distance trains at Poplar Bluff and Arcadia in southeast Missouri and La Plata in northeast Missouri, the rest of the state has no passenger rail service.

Public transportation: Public transportation in the region consists of the OATS bus, provided by OATS, Incorporated, a non-profit corporation offering personalized transportation. OATS is funded by federal, state and county funds. OATS provides public transit to all five counties in the Northwest Missouri Regional Council of Governments' region. A few other providers exist throughout the counties, Northwest Missouri Industries, Gentry County ARC, Northwest Missouri AAA, Gentry County Opportunity Workshop, Nodaway County Association of Group Homes, and NoCoMo Industries. While these organizations provide services throughout the region, OATS is the only provider to cover the entire region.

Airports: The communities of Albany in Gentry County, Tarkio in Atchison County, and Maryville in Nodaway County are served by either private or publicly owned airports. Albany’s airport has one 3,300 x 50-foot, hard surfaced, lighted runway. The Gould Peterson Airport, located in Tarkio, has one 3,564 x 60-foot, hard surfaced, lighted runway. Maryville, located in Nodaway County, is the only community in the region to have two airports: Northwest Missouri Regional Airport and Rankin Airport. Both facilities have lighted, hard-surface runways; however, the latter has a 3,050 x 25-foot landing strip, while the former has a 4,600 x 75-foot runway. The most common users of these facilities are private planes; however, the Northwest Missouri Regional Airport does occasionally receive commercial flights. The City of Maryville has received funds through various sources for improvement projects for the Northwest Missouri Regional Airport in recent years including runway obstruction removals, an engineering study for a community hanger, and the most recent breaking ground on construction of the community hangar. This new 80-by-80-foot hangar will include powered doors that are large enough to store jets and helicopters which the current facility lacks space for. Kansas City International Airport (KCI), the closest commercial airport, is located approximately 80 miles from the NWMORCOG service area. KCI has three runways and can accommodate up to 139 aircraft operations per hour.



Northwest Missouri Regional Airport

Transportation Advisory Committee: The Transportation Advisory Committee or TAC has been an advisory committee for the Regional Council since 1994. The responsibilities of this committee include overseeing the Regional Council’s activities with the Missouri Department of Transportation (MoDOT), to act as a liaison between the people of the region and MoDOT, and to assist MoDOT with prioritizing of construction projects. The TAC consists of a 15-member board comprised of at least one county representative from each of the five counties and two other representatives from a community within each county. Needs are identified by the TAC based upon local input and categorized based upon many factors. The needs are prioritized regionally by the TAC and then submitted to MoDOT for consideration for major projects as

well as use of local maintenance funds. NWMO RCOG is involved not only in regional transportation projects through the TAC, but also in planning, public meetings, and local education of capacity building projects in localities across the region. NWMO RCOG works closely with MoDOT to develop and produce transportation projects within the region to propel the communities forward.

In 2024, MoDOT revised the workplan to include a Multi-Modal TAC committee to grow the state's multi-modal transportation. This TAC committee will be focused on different aspects of transportation in the region than the primary TAC to ensure that all areas of transportation are receiving attention. The multi-modal TAC will be focused on waterways and freight, transit, railroads, and aviation.

Expanding NWMO RCOG's transportation program has been a priority that has been achieved through applying for grants not only for transportation related projects, but also for staffing and capacity building. The NWMO RCOG was awarded a Highway Safety Grant that provided funds for the hiring of a new staff member and the creation of a roadway safety program that educated teen drivers in the five-county region. This program entails a wide variety of roadway safety education, programming, and tools that have been presented in schools across the region. This expansion of services has also enhanced NWMO RCOG's relationship with the Northwest Coalition for Roadway Safety as the educational material directly correlates with their existing activities and goals. NWMO RCOG plays an active role in the Northwest Coalition for Roadway Safety and in addition to educational activities, promotes grant opportunities provide by the Coalition, and assists in fostering relationships between the Northwest Missouri Region and the Coalition.

It is also a priority of the COG to ensure the communities throughout the Northwest Missouri Region are aware of grant opportunities for transportation related projects that are provided not only by the Missouri Department of Transportation but federal sources and beyond. NWMO RCOG assists its communities in identifying funding, determining eligible projects, writing letters of support, as well as offering grant writing services to communities to ensure applications are competitive



Missouri Rail Lines

Figure 4

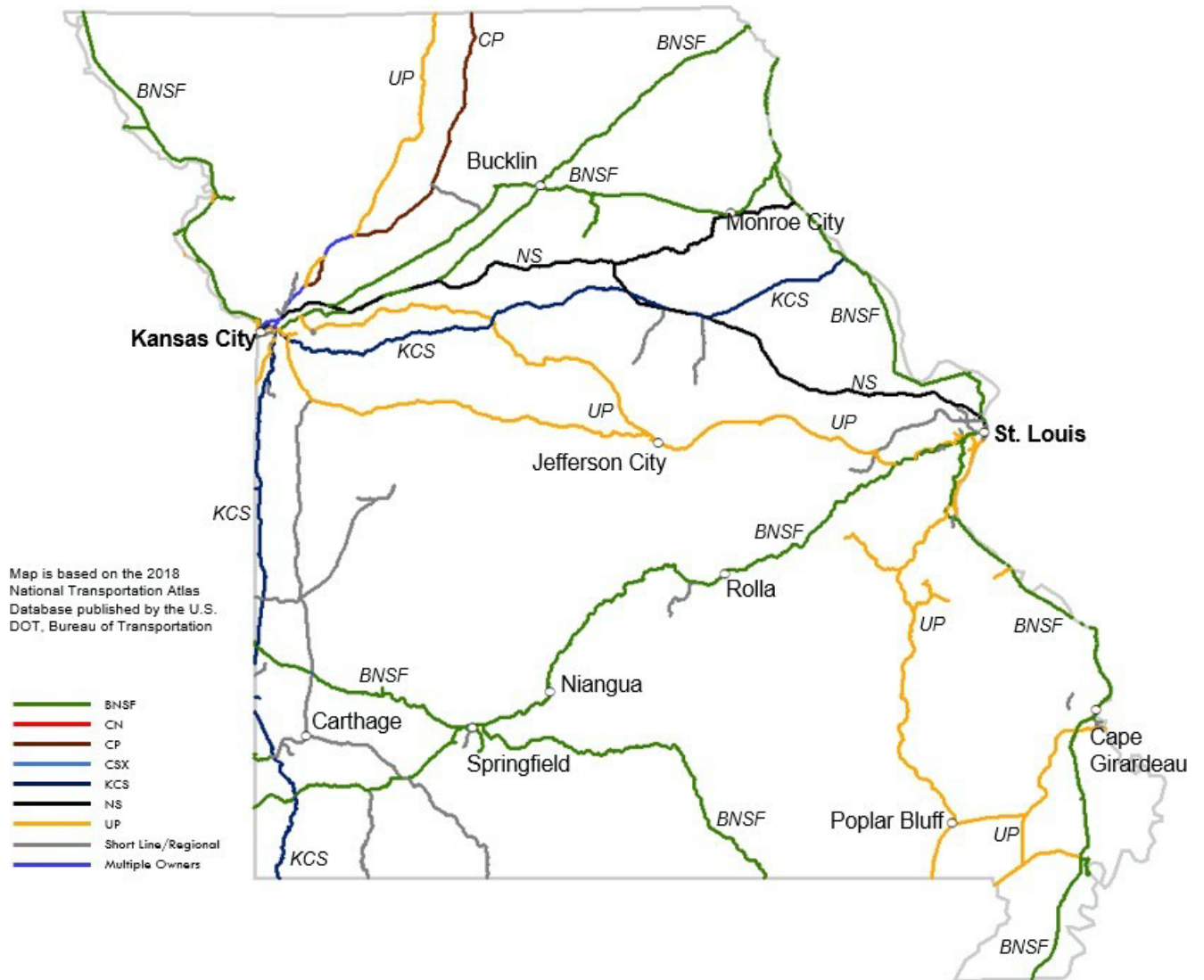
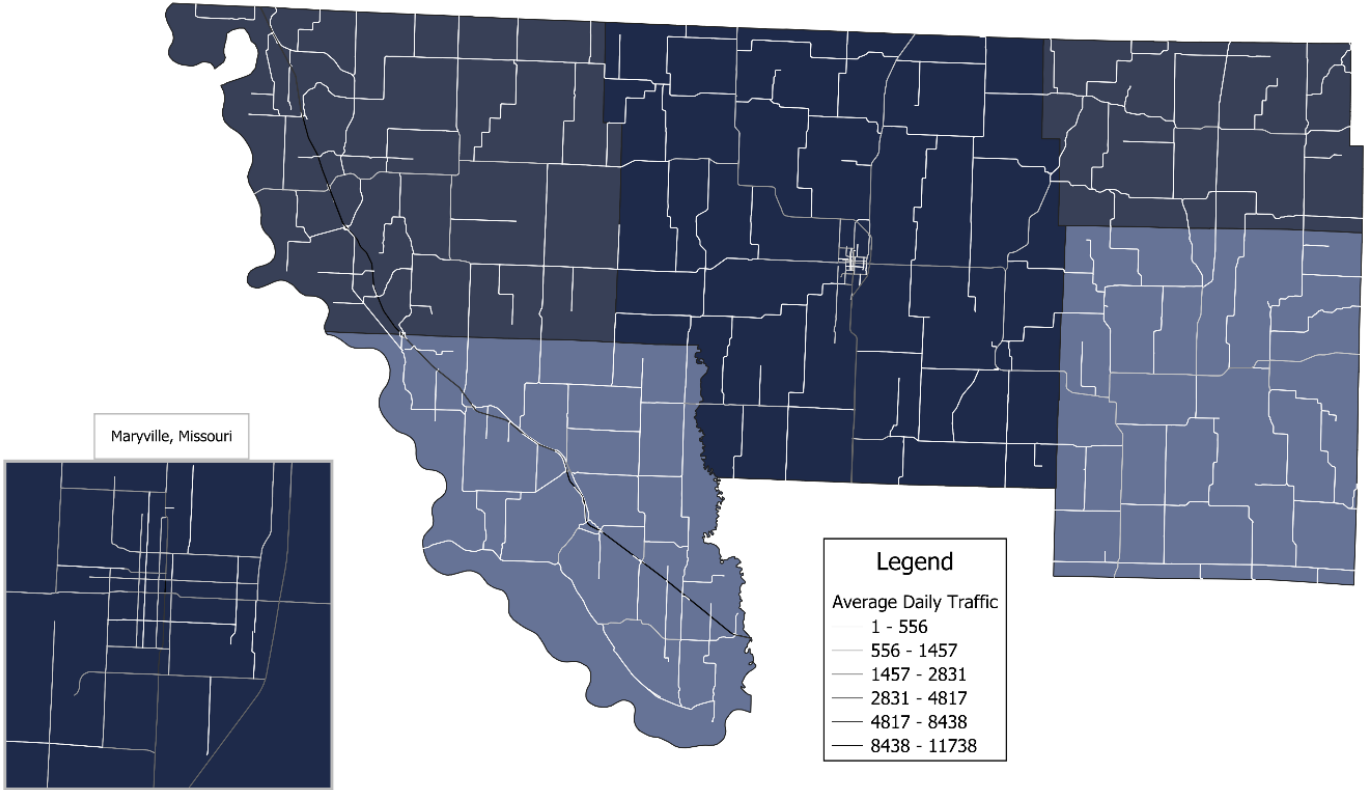


Figure 5

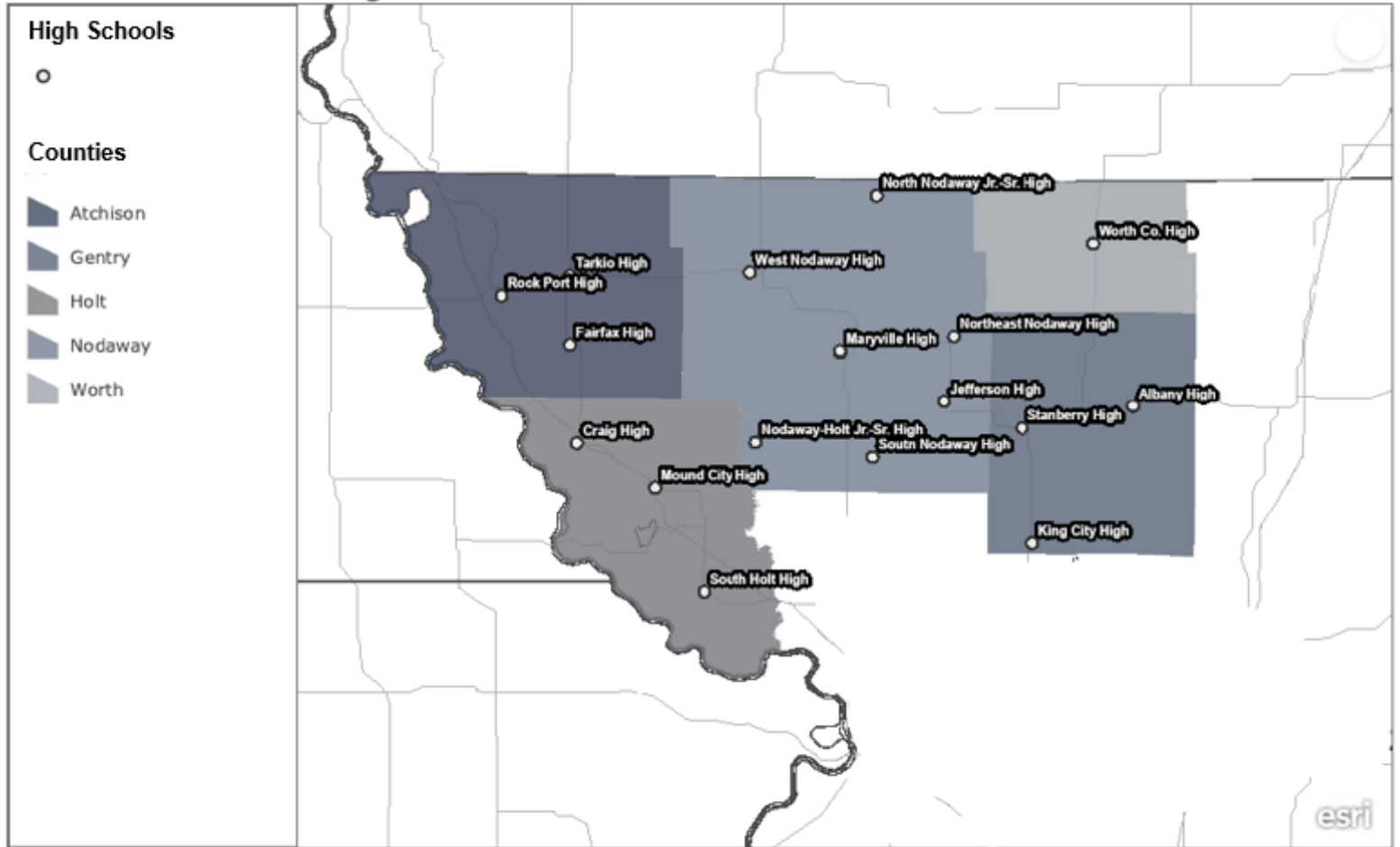
2023 Annual Average Daily Traffic (AADT)



Northwest Missouri EDD High Schools

Figure 6

Northwest Missouri EDD High Schools



Missouri DNR, Esri, TomTom, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, USFWS

Education

All public-school districts in the region are accredited (highest ranking possible) by the Missouri Department of Elementary and Secondary Education (DESE). The following Table depicts the enrollment of each district, rating, student/teacher ratio and graduation rate for each District. According to DESE's 2023 District Report Card, the region had nearly 5,261 enrolled in the 17 school districts throughout the region. The student/teacher ratio ranges from a low of 5:1 to a high of 16:1. The graduation rates from the 17 districts range from 100% to a low of 85.7%.

There are several educational opportunities in the Northwest region. The region is home to a four-year university (Northwest Missouri State University). Northwest Technical School and Tarkio Technology Institute are also available options in the region. The region also has a job center that is available to students and adults in surrounding school areas. These centers have cooperatively developed curricula that are responsive to the needs of local businesses in the region. The Centers are:

Missouri Job Center-Maryville, Maryville, MO (Nodaway County)

Northwest Technical School, Maryville, MO (Nodaway County)

Tarkio Technology Institute, Tarkio, MO (Atchison County)



Northwest Missouri State University

Public Elementary and Secondary Education

Table 11

School District	Enrollment	Rating	Teacher/Student Ratio	Graduation Rate
<u>Atchison County</u>				
Fairfax R-III	134	Accredited	8:1	92.3%
Rock Port R-III	335	Accredited	11:1	100%
Tarkio R-II	319	Accredited	10:1	95.2%
<u>Gentry County</u>				
Albany R-III	420	Accredited	12:1	97.3%
King City R-I	326	Accredited	11:1	100%
Stanberry R-II	371	Accredited	13:1	100%
<u>Holt County</u>				
Craig R-III	55	Accredited	5:1	N/A
Mound City R-II	267	Accredited	14:1	100%
South Holt	278	Accredited	13:1	95.7%
<u>Nodaway County</u>				
Jefferson C-123	134	Accredited	9:1	100%
Maryville R-II	1,349	Accredited	16:1	95.2%

Nodaway-Holt R-VII	205	Accredited	13:1	85.7%
North Nodaway Co. R-VI	202	Accredited	11:1	100%
Northeast Nodaway Co. R-V	206	Accredited	11:1	100%
South Nodaway Co. R-IV	170	Accredited	10:1	100%
West Nodaway Co. R-I	215	Accredited	14:1	91.7%
<u>Worth County</u>				
Worth Co. R-III	275	Accredited	14:1	100%

Health Care

The five-county region offers a variety of methods for obtaining healthcare. The region provides a range of healthcare services, such as mental health clinics, residential care facilities, and regional hospitals, to assist the sick and aged. In the Northwest region, there are five rural hospitals that provide varying specialization levels, emergency care, and a range of beds. Hospitals are in Maryville, Fairfax, Grant City, and Albany. Because of the hospital's continuous infrastructure expansion, these locations offer more physicians, specialists, and related medical services. To prepare for potential disease outbreaks and natural catastrophes, county health agencies and the Missouri Department of Health are working together more closely. Apart from being an essential community resource for residents and businesses, the health care industry is a critical economic engine for the region.

Table 12

Northwest Region Rural Hospitals	
Hospital	County
Community Hospital - Fairfax	Atchison
Mosaic Medical Center – Albany	Gentry
Mosaic Medical Center – Maryville	Nodaway

[Hospital Profiles by County \(mo.gov\)](#)

Northwest Region Rural Health Facilities		
Clinics	City	County
Fairfax Family Medicine	Fairfax	Atchison
Rock Port Family Medicine	Rock Port	Atchison
Tarkio Family Practice	Tarkio	Atchison
Atchison County Health Center	Tarkio	Atchison
Albany School Based Health Center	Albany	Gentry
Tenorio Medical Clinic	Albany	Gentry
Northwest Health Services	Albany	Gentry
King City Medical Clinic	King City	Gentry
Mosaic Family Care – Stanberry	Stanberry	Gentry

Tri County Health Department	Stanberry	Gentry & Worth
Mound City Medical & Dental Clinics	Mound City	Holt
Holt County Health Department	Oregon	Holt
Mullock Health Care	Maryville	Nodaway
Continuum Family Health Care	Maryville	Nodaway
Mosaic Family Care - Maryville	Maryville	Nodaway
Nodaway County Health Department	Maryville	Nodaway
The Source Medical Clinic	Maryville	Nodaway
Mosaic Family Care – Grant City	Grant City	Worth



Mosaic Medical Center, Mayville, MO

Environmental Assessment

Protecting the environment is critical to the future of the region, for both residents and businesses. NWMO RCOG has been actively involved in completing environmental assessments for State and Federally funded projects.

Natural Recourses: State or National Parks and Wildlife Refuges

The region's topography is characterized by moderately rolling plains. Ground elevations range from a low of 750 feet above sea level in the Grand River Basin to a high of 1,300 feet above sea level in the Missouri River bluffs. The soils present throughout the region is rich and productive for agricultural production. The land is generally undulating to rolling with the larger stream valleys featuring a few narrow strips of hilly land. The gentle slopes do not pose serious obstacles to development within the region. The entire region tends to increase in elevation from the west at the Missouri River towards the east. The region's mineral resources include sand, gravel, clay, limestone, shale, coal, and petroleum. Limestone remains the only rock quarried in the region while sand is obtained by dredging the Missouri, Platte, and One Hundred and Two Rivers. Gravel is mined from ancient glacial deposits in the area and clay and shale constitute most of the region's bedrock. While coal and oil deposits exist in the area, the difficulty in extracting them severely limits the resource's value.

Northwest Missouri is home to many state recreation, wildlife, and conservation areas. Holt County is home to Big Lake State Park and Loess Bluffs National Wildlife Refuge (formerly called Squaw Creek) which provides safe haven for a wide variety of plant and animal species. The refuge includes 7,440 acres of wetlands, grasslands, and forests along the eastern edge of the Missouri River floodplain. Located on a well-established flyway for migratory birds, it hosts many ducks, geese, bald eagles, pelicans, and other species during their migratory seasons. Loess Bluffs attracts many tourists and school groups each year to see the millions of migratory birds that visit the refuge. Eagle Days, held in December each year, brings more than 6,000 weekend visitors to see the eagles' nesting sites and special presentation about re-establishing the threatened bald eagle populations in Missouri. The Lewis and Clark Trail borders the western edge of the region while several communities sponsor local trails, some of which were built with the assistance of NWMO RCOG and the MoDOT Safe Routes to School and Transportation Enhancement programs, and the MoDNR Land and Water Conservation Fund.

Table 13

Area Name	County
Loess Bluffs National Wildlife Refuge	Holt

Threatened and Endangered Species

Many counties in the district are home to a wide array of endangered species of animals and plants as can be seen by the information below obtained by the US Fish and Wildlife Service.

Table 14

Species Name	Status	Habitat
<u>Gray Bat</u> <i>(Myotis grisescens)</i>	Endangered	No critical habitat has been designated for this species.
<u>Indiana Bat</u> <i>(Myotis sodalis)</i>	Endangered	Northwest Regions do not overlap the critical habitat.
<u>Northern Long-eared Bat</u> <i>(Myotis septentrionalis)</i>	Endangered	No critical habitat has been designated for this species.
<u>Tricolored Bat</u> <i>(Perimyotis subflavus)</i>	Proposed Endangered	No critical habitat has been designated for this species.
<u>Pallid Sturgeon</u> <i>(Scaphirhynchus albus)</i>	Endangered	No critical habitat has been designated for this species.
<u>Topeka Shiner</u> <i>(Notropis topeka (=tristis))</i>	EXPN	No critical habitat has been designated for this species.
<u>Monarch Butterfly</u> <i>(Danaus plexippus)</i>	Candidate	No critical habitat has been designated for this species.
<u>Western Regal Fritillary</u> <i>(Argynnis idalia occidentalis)</i>	Proposed Threatened	No critical habitat has been designated for this species.
<u>Mead's Milkweed</u> <i>(Asclepias meadii)</i>	Threatened	No critical habitat has been designated for this species.
Western Prairie Fringed Orchid <i>(Platanthera praeclara)</i>	Threatened	No critical habitat has been designated for this species.

Recent *EPA Sites Across the Region

Table 15

Status	Site Name	City	County	Zip	Year
Phase 1 Environmental Assessment Complete	Westboro School (FORMER)	Westboro	Atchison	64498	2018
Phase 1 Environmental Assessment Complete	Maitland Vacant Lots	Maitland	Holt	64468	2020
Cleanup Planning Complete	Aunt B's North	Maryville	Nodaway	64468	2019
Phase 1 and 2 Environmental Assessment Complete	Swede Ready Mix former, Carefree Property	Maryville	Nodaway	64468	2009
Cleanup Complete	NUCOR LMP INC MARYVILLE	Maryville	Nodaway	64468	2001
Cleanup Complete	NIXDORF LLOYD CHAIN MARYVILLE	Maryville	Nodaway	64468	2003
Phase 1 and 2 Environmental Assessment Complete	Dogman's	Grant City	Worth	64456	2022
There are no Nonattainment Areas in the NWMO RCOG EDD					

Source : <https://ofmpub.epa.gov/apex/cimc/f?p=cimc>

Each of the five counties that comprise the Northwest Missouri region consists of areas with prime and unique farmland, wetlands, floodplains, and even contamination such as petroleum storage tanks and superfund sites. All these locations are closely monitored and evaluated during the environmental assessment stage of all economic and community development projects.



Westboro School, Atchison County, MO

Projects, Programs and Activities

Past, Present and Future Economic Investments:

The NWMO RCOG has a long history of assisting its member communities and counties along with special districts which lie within the region on a wide array of projects to improve the livelihood of the region’s residents. These projects not only serve to sustain and enhance the community and economic needs, but also provide a path to future development and growth throughout the region. The following table briefly depicts the work of the NWMO RCOG to increase economic prosperity and enrich the communities we serve.

Past and Present Economic Investments

Grant Projects Completed in FY’19

Project Name <i>Community Development Block Grant</i>	Grant Amount	Total Project
King City Environmental Review: Emergency Water Connection	\$0.00	\$5,000
Skidmore Environmental Review: Wastewater Improvements	\$0.00	\$4,500

Grant Projects Completed in FY’20

Project Name <i>Community Development Block Grant</i>	Grant Amount	Total Project
Gentry County Environmental Review, Miller Township: Bridges	\$0.00	\$5,000
Grant City Environmental Review : Wastewater Improvements	\$0.00	\$5,000
Nodaway County Environmental Review, Jackson Township: Bridges	\$0.00	\$5,000
Parnell Environmental Review: Wastewater Improvements	\$0.00	\$5,000
Sheridan Water Distribution & Storage Tank Improvements	\$500,000	\$1,329,410
Worth County Environmental Review, Smith Township: Bridge	\$0.00	\$5,000

Grant Projects Completed in FY'21

Project Name <i>Community Development Block Grant</i>	Grant Amount	Total Project
Mound City Bridge Environmental Review: Davis Creek	\$0.00	\$5,000
Nodaway County Environmental Review: Jackson Township—Bridge #3	\$0.00	\$5,000
Worth County Bridge Replacement: Smith Township	\$111,684	\$120,244

Grant Projects Completed in FY'22

Project Name <i>Community Development Block Grant</i>	Grant Amount	Total Project
Albany Wastewater Treatment Facility	\$500,000	\$5,655,960
Elmo Water Tower Improvements Environmental Review	\$0.00	\$5,000
Forest City Water Distribution System	\$500,000	\$3,104,440
Mound City - Davis Creek Bridge Replacement	\$500,000	\$801,095
Nodaway County Jackson Township: Bridges #1, #2 & #3	\$427,132	\$1,127,073
Stanberry Wastewater Treatment Facility	\$500,000	\$5,000,170
City of Craig—Replacement of Grinder Pumps	\$17,503	\$60,413

Grant Projects Completed in FY'22 Continued

Flood Projects <i>Atchison County</i>	Grant Amount	Total Project
Benton Drainage District Debris Removal	\$99,383	\$381,503
Elmo Water Tower Improvements Environmental Review	\$0.00	\$5,000
Lewis Drainage District Debris Removal	\$72,937	\$279,442
Mill Creek Drainage District Debris Removal	\$105,072	\$783,217

Grant Projects Completed in FY'22 Continued

Nap Tax Credit Projects	Grant Amount	Total Project
Northwest Missouri Enterprise Facilitation (operating)	\$70,000	\$100,000

Grant Projects Completed in FY'23

Project Name	Grant Amount	Total Project
Oregon Water Distribution System	\$500,000	\$2,415,730
Grant City Wastewater System Improvements	\$500,000	\$3,049,900
Fairfax Streets/Drainage Improvements: Environmental Review	\$0.00	\$5,000

FY' 24 - Current Grant Projects

Project Name	Grant Amount	Total Project
<i>Community Development Block Grant</i>		
Elmo Water Tower Rehabilitation	\$400,000	\$505,000
Gentry Country Two Bridge Replacements: Miller Township	\$256,418	\$440,998
Parnell Water Distribution System	\$500,000	\$1,971,000
Parnell New Water Tower: CV	\$667,788	\$2,900,788
Holt County DR Flood	\$5,680,340	\$5,897,440

FY' 24 - Current Grant Projects Continued

Burlington Junction Wastewater Improvements: Environmental Review	\$0.00	\$5,000
Tarkio Pool Improvements: Application and Environmental Review Letters	\$0.00	\$2,400
Flood Projects <i>Holt County</i>	Grant Amount	Total Project
Fortescue Special Roads Repair & Debris Removal	\$699,727	\$2,689,410
Holt County Roads Repair & Debris Removal	\$532,346	\$2,039,384
FEMA Hazard Mitigation Grant Projects	Grant Amount	Total Project
Village of Big Lake: New Outdoor Warning Siren	\$35,730	\$37,516
City of Craig: New Outdoor Warning Siren	\$30,213	\$31,500
City of Mound City: New Generator	\$198,968	\$208,443
Worth County: New Generator	\$26,024	\$27,263

FY' 24 - Current Grant Projects Continued

MO Department of Natural Resources	Grant Amount	Total Project
604b Rural Holt County Feasibility Study	\$50,000	\$50,500
Big Lake, Big Lake State Park, Craig	\$0.00	\$0.00
604b Atchison County Feasibility Study	\$50,001	\$50,501
Fairfax, Rock Port, Tarkio	\$0.00	\$0.00
City of Grant City – Waterline Upgrades: ARPA Funds	\$5,000,000	\$5,000,066
Federal Highway Administration: FHWA	Grant Amount	Total Project
BUILD: City of Maryville Phase I South Main Corridor	\$3,246,827	\$13,734,916
RAISE: City of Maryville Phase II South Main Corridor	\$5,925,780	\$5,988,060
RAISE Planning: City of Maryville Hwy. 46 Corridor	\$1,329,600	\$1,326,600
Safe Streets and Roads for All: NWMO RCOG	\$393,971	\$492,465

FY' 24 - Current Grant Projects Continued

MO Department of Public Safety	Grant Amount	Total Project
County of Holt – Jail Improvements: APRA Funds	\$277,559	\$293,662
County of Nodaway – Jail Improvements: ARPA Funds	\$582,017	\$593,717
US Department of Housing and Urban Development	Grant Amount	Total Project
Atchison/Holt Flood Risk Resiliency: Community Funded Project	\$2,200,000	\$2,200,000
US Department of Commerce Economic Development Agency	Grant Amount	Total Project
City of Maryville – Childcare and Labor Shed Area studies – Economic Adjustment Assistance	\$52,920	\$88,200

Projects on the Horizon

City of Albany: The City of Albany has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$287,000.

Atchison County: Atchison County would like to obtain funding to make ADA improvements (adding an elevator and making ADA improvements to the bathrooms) at their County Courthouse. A LMI survey is being conducted at this time and its results will help us determine what funding source to apply to. Cost estimates have not been obtained yet.

City of Barnard: The City of Barnard would like to pursue a city street and drainage improvement project once they can obtain a PER. There is no cost estimate currently.

City of Burlington Junction: The City of Burlington Junction would like to pursue a city street and drainage improvement project once they can obtain a PER. There is no cost estimate currently.

City of Craig: The City of Craig has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Elmo: The City of Elmo has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Elmo: The City of Elmo needs to replace their outdoor warning siren. The current siren has exceeded its useful life and will not link into the Nodaway County warning system. The project is estimated to cost \$50,000.

City of Forest City: The City of Forest City has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

Gentry County: Gentry County has a list of deficient bridges they would like to find funding to replace. There is no cost estimate currently.

City of Graham: The City of Forest City has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Grant City: The City of Grant City has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Hopkins: The City of Hopkins has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$250,000.

Holt County: Holt County has applied for FY23/FY24 CDBG Competitive Cycle funds in the General Infrastructure category to help fund the cost to replace county bridge #1140014 on November Road in Liberty Township. The total estimated cost is \$500,000.

City of Hopkins: The City of Hopkins, on behalf of the Hopkins Volunteer Fire District, has applied for FY23/FY24 CDBG Competitive Cycle funds in the Community Facilities category to purchase a new fire truck. The total estimated project cost is \$500,000.

City of Maitland: The City of Maitland would like to pursue a multifaceted General Infrastructure project to improve street tubes and storm drainage, as well as building a retaining wall to prevent soil erosion in their park. No cost estimates have been obtained yet.

City of Maitland: The City of Maitland, on behalf of the Maitland Volunteer Fire District, would like to seek Community Facilities funding for the purchase of a new fire truck. The project's cost estimate is \$500,000. A LMI survey will need to be done to determine if they are eligible for CDBG funds.

City of Maitland: The City of Maitland is seeking funding to assist with the purchase of a backup power supply (generator) for their water plant. The cost estimate is \$120,000.

City of Oregon: The City of Oregon would like to pursue a city street and drainage improvement project. The project's cost estimate is \$1,500,000.

City of Oregon: The City of Oregon reached out to our office seeking funds for backup power supply (generators) for their water plant, so they don't lose services in case of a power outage. The cost estimate is \$120,000.

City of Rock Port: The City of Rock Port has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Rock Port: The City of Rock Port is seeking grant funds for a new swimming pool. Their current pool needs many repairs, but repairs are very costly, so instead of continuing to spend money on temporary solutions, they would like to obtain grant monies to help with a more permanent solution for a new swimming pool. Cost estimates obtained a year or so ago had the project in the \$2,000,000 range.

City of Sheridan: The City of Sheridan is seeking funding to assist with the purchase of a backup power supply (generator) for their City Hall building which also serves as the town's EOC and a shelter for residents during power outages. The cost estimate is \$55,000.

City of Skidmore: The City of Skidmore has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Skidmore: The City of Skidmore, on behalf of the Skidmore Volunteer Fire District, has applied for FY23/FY24 CDBG Competitive Cycle funds in the Community Facilities category to fund the building of a new Fire Station. The total estimated project cost is \$707,970.

City of Tarkio: The City of Tarkio has applied for FY23/FY24 CDBG Competitive Cycle funds for a Demolition project. The total estimated project cost is \$300,000.

City of Westboro: The City of Westboro would like to pursue a city street and drainage improvement project once they can obtain a PER. There is no cost estimate currently.

SWOT Analysis

Strengths, weaknesses, opportunities, and threats—both internal and external—are compared using a SWOT analysis. Information from the analysis is useful for matching capabilities and resources to a region's competitive environment. A crucial first step in developing an economic development strategy is for decision-makers to concentrate efforts and resources where they can have the greatest impact. This framework assists them in doing so. Building on strengths and seizing chances while recognizing flaws and reducing threats is the objective.

Information from the SWOT analysis was gathered through a survey. The poll was administered during sessions held by NWRCOG, the CEDS Committee, and City/County Planning. Additionally, the poll was made available online via Facebook and the NWRCOG website.



Plan of Action

The Northwest Missouri Regional Council of Governments intends to carry out or take part in the following CEDS-related initiatives over the next five years. The CEDS planning process resulted in the implementation strategy, goals, tactics, action items, lead agency, financing sources, schedule, priorities, jobs, and performance metrics.

Vision

The region will be:

- More inclusive, with opportunities for people from every aspect of life including marginalized populations to grow, generate, and transfer wealth to the next generations. This will be attainable by owning businesses, real estate, and other assets, as well as through earning a livable salary and receiving highly qualified public education.
- More capable and equipped to withstand shocks related to public health, the economy, and climate change due to economic diversification. Along with enhanced teamwork, assistance for the most vulnerable in addressing diverse impacts and ensuring equity, and proactive environmental care.
- More interrelated, indicating that homes and workplaces are closer together, there are more opportunities for workforce development, improved and safer transportation options for more efficient travel, while everyone has access to digital data. Accessible healthcare, goods and services are reasonably priced, and there is more public awareness and communication.

We will achieve this through:

1. Public Infrastructure
2. Business Support and Development
3. Community Development/Services
4. Information/Regional Communications
5. Structural Stability and Enhancement
6. Pandemic Response and Recovery

Goal #1: Public Infrastructure

- 1. Objective/Strategy:** Assist cities and counties with efforts to improve public infrastructure

Location: Region Wide

Action Items:

- Prepare applications and provide administrative services to member cities, counties, and special districts that seek and receive funding for public infrastructure improvements.
- Assist in identifying and packaging potential funding sources to complete improvements.
- Encourage formation of regional systems.

Lead Agency: NWMO RCOG

Funding Sources: CDBG, USDA, MoDNR, EDA, MoDOT, US DOT

Timeline: Ongoing

Jobs: Jobs will result from construction activities and ability to attract new development because of reliable infrastructure systems. Two FTE at the NWMO RCOG will be maintained to spearhead these infrastructure efforts.

Priority: High

Performance Measure: Achieve compliance with new regulations; construct reliable and safe infrastructure; business attraction

- 2. Objective/Strategy:** Coordinate regional transportation planning activities; promote transportation development within the region

Location: Region Wide

Action Items:

- Coordinate efforts with the MoDOT on at a regional and statewide level as necessary to obtain public input.
- Assist in identifying and prioritizing projects.
- Assist in maintaining the High Priority Unfunded Needs lists.
- Provide administrative oversight for the Transportation Advisory Committee (TAC) and the Multimodal Stakeholders group.
- Monitor and update as necessary the Regional Transportation Plan (RTP).

- Participate in the Northwest Missouri Coalition for Roadway Safety and the statewide coalition.
- Provide radar speed trailer and traffic counts to membership.
- Utilize GIS capabilities for planning activities.
- Complete sidewalk assessments as necessary for grant applications and project development needs.
- Assist in securing funding for local transportation (all modes) improvements.
- Organize training opportunities for local governments.

Lead Agency: NWMO RCOG, MoDOT

Funding Source: MoDOT, CDBG, EDA, US DOT, NWMO Transportation Advisory Committee, NWMO Multimodal Stakeholders Group, region-wide economic development agencies, local governments

Timeline: Ongoing

Jobs: Many new jobs could result from construction of highway improvements and localized transportation improvements. Two FTE will be retained at the NWMO RCOG to oversee transportation and roadway safety efforts.

Priority: High

Performance Measure: Provide awareness of critical need for roadway safety; highway expansion and local roadway improvements; ensure public input is received and relayed to MoDOT; prioritize local projects, provide administrative services to TAC, conduct four TAC meetings annually, monitor and update the RTP as necessary, complete sidewalk assessments, provide graphic display of traffic patterns, growth areas, and other relevant demographics, provide data to local units of government for use in prioritizing roadway and bridge improvements and/or replacement

Goal #2: Business Support and Development

1. **Objective/Strategy:** Assist and support attraction and retention of businesses in the region.

Location: Region Wide

Action Items:

- Provide direct technical assistance to communities and organizations for economic development activities.
- Establish linkages between communities/organizations and funding sources.
- Partner with regional economic development organizations.
- Promote a supportive and equitable business development environment for diverse entrepreneurs.

- Aid and promote agricultural and natural resource efforts and operations.
- Support an increase in the availability of on-the-job training, apprenticeships, job shadowing, internships, etc.
- Encourage businesses to establish formal internship/apprenticeship programs that can be promoted through workforce development centers and placement offices.
- Promote Northwest Missouri Enterprise Facilitation for business startups and expansions.
- Participate with the Northwest Missouri Round Table Economic Development group.

Lead Agencies: NWMO RCOG, Northwest Missouri State University, Northwest Technical School, Missouri Job Center-Maryville, Northwest Missouri Enterprise Facilitation, regional economic development organizations, local governments

Funding Source: EDA, CDBG, USDA, region-wide businesses

Timeline: Ongoing

Jobs: The result of this goal will lead to the creation of new jobs throughout the region.

Priority: High

Performance Measure: Development of entrepreneurship program; secure funding for new and expanding business needs; coordinate efforts with regional and Statewide economic development organizations and higher education institutions and job centers.

Goal #3: Community Development/Community Services

1. **Objective/Strategy:** Assist communities in improving the quality of life of residents and provide support to develop healthy communities and business activity which will lead to economic stability/prosperity

Location: Region Wide

Action Items:

- Promote tourism activities.
- Prepare Comprehensive Plans for cities and counties upon request.
- Prepare applications for funding to support community development activities.
- Support and assist planning partners and other regional organizations in achieving their community development goals.
- Provide communities with information related to funding opportunities and technical assistance.
- Complete environmental assessments.
- Continue relationship with the Regional Homeland Security Oversight Committee (RHSOC).
- Provide administrative oversight to the Northwest Missouri Solid Waste Management District.
- Serve as an advocate for local recycling education and needs.

- Coordinate with State and Federal agencies on special projects beneficial to local governments.
- Complete the 5-year revisions to County-wide Multijurisdictional Hazard Mitigation Plans.

Lead Agency: NWMO RCOG

Funding Source: MO Division of Tourism, MO SEMA, Office of Homeland Security, MO DNR, MO DPS, MO DOT, MO DED-CDBG, Federal Emergency Management Agency, local chambers of commerce, local governments, local organizations, NWMO Solid Waste Management District.

Timeline: Ongoing

Jobs: It is likely indirect jobs will be created from tourism efforts. One FTE will be retained at the NWMO RCOG for administration of NWMO SWMD and Hazard Mitigation Plan updates

Priority: Medium-High

Performance Measure: Successful completion of projects, development of new initiatives; continued administration of various programs.

Goal #4: Information/Regional Communications

- 1. Objective/Strategy:** Ensure membership, citizens and stakeholders receive current information related to economic and community development opportunities to promote economic growth in the region

Location: Region Wide

Action Items:

- Conduct quarterly meetings with local elected officials and stakeholders.
- Disseminate information regarding opportunities and resources.
- Acquire accurate and current census data information.
- Facilitate regular meetings of the Executive Board and various committees.
- Support and assist planning partners and other regional organizations with their communication activities.
- Maintain agency's website and social media accounts.
- Coordinate or participate in municipalities meetings in each of the five counties in our region.
- Distribute monthly newsletter (Northwest Newsflash).
- Promote broadband access.

Lead Agency: NWMO RCOG

Funding Source: EDA, MoDOT, MO DED, local chambers of commerce, local governments

Timeline: Ongoing

Jobs: All staff at the NWMO RCOG are charged with assisting with the dissemination of information (6 FTE).

Priority: Medium

Performance Measure: Provide information to local units of government, stakeholders, Board members, committees, maintain website and social media.

Goal #5: Structural Stability and Enhancement

1. Objective/Strategy: Maintain an efficient and quality organization which provides professional delivery of services to the region.

Location: Region Wide

Action Item:

- Provide staff with education and training opportunities.
- Collaborate with partners to share resources and avoid duplication of services.
- Remain an active member of MACOG and other state/federal organizations.
- Participate in MACOG professional development activities, and Executive Director monthly meetings, Fiscal Officer quarterly meetings, and Transportation Planner quarterly meetings virtually or in person as schedules allow.

Lead Agency: NWMO RCOG, MACOG, other state and federal organizations

Funding Source: NWMO RCOG, various

Timeline: Ongoing

Jobs: Possible addition of 1.5 FTE; retention of seven FTE

Priority: High

Performance Measure: Expansion of the professional capabilities of the staff.

Goal #6: Pandemic Response and Recovery

1. Objective/Strategy: Assist in regional resilience throughout and following the pandemic.

Location: District Wide

Action Item:

- Determine the gaps in Broadband service throughout the region.
- Encourage workplace stability and employee retention.
- Develop a GIS map with resources for the region.

- Identify opportunities to increase jobs and business opportunities.
- Promote shopping local and economic growth in small towns.
- Promote entrepreneurship training opportunities to area high school students

Lead Agency: NWMO RCOG

Funding Source: NWMO RCOG

Timeline: Ongoing

Jobs: Creation of one new part-time job; retention of 2 FTE

Priority: High

Performance Measure: Successful completion of projects, ensure the region has the necessary resources to recover from the impacts of the pandemic

Evaluation Framework

The U.S. Economic Development Administration requires performance measures to be included in the CEDS document. This mechanism will be used to gauge the progress and success of implementing and achieving the goals and objects set forth by the Northwest Missouri EDD. The evaluation framework will determine if federal funds are being used effectively to promote a prosperous and healthy economic environment.

At a minimum, the measures will include:

- Changes in the economic climate of the region
- Number of jobs created after implementation of the CEDS
- Number and types of investments undertaken in the region
- Amount of private investment in the region after implementation of the CEDS
- Number of jobs retained in the region

In addition to measuring Northwest Missouri's EDD's success in triumphing the goals included in the Plan of Action, a handful of other basic economic and demographic indicators are evaluated and reported in the annual CEDS Progress Report:

- Increase or decrease in sales
- Changes in unemployment rates
- Changes in population.
- Per Capita Income
- Federal, state and local fund invested in the region because of assistance provided by staff

The evaluation framework is a vital process in today's ever-changing economic environment. Objectives that are deemed most important today may be less significant in the future as new challenges emerge. The performance measures allow the CEDS Committee to continuously revisit and adjust the district's course to meet these new challenges.

Economic Resilience

The U.S. Economic Development Administration’s definition of Economic Resilience includes three primary attributes: the ability to recover quickly from a shock, the ability to withstand a shock, and ultimately, the ability to avoid the shock altogether.

The NWMO RCOG is focusing on strategies to anticipate risks, evaluate how that risk can impact economic assets, and build a responsive capacity at a regional level. The following planning efforts ensure that proper assistance and funding opportunities are available should a disaster take place:

State Initiatives:

Hazard Mitigation Plans

- Since 2004, the NWMO RCOG has overseen the update process for the Multijurisdictional Hazard Mitigation Plans for each of the region’s five counties.
- The Disaster Mitigation Act of 2000 (DMA 2K) mandates that local governments develop and adopt a natural hazard mitigation plan to remain eligible for FEMA mitigation funding. These plans must undergo updates and receive FEMA approval every five years. The primary goal of the Hazard Mitigation Plan is to disrupt the recurrent cycle of disaster—destruction, rebuilding, and further disaster. The Northwest Missouri Regional Council of Governments has prepared Hazard Mitigation Plans tailored for each of the five counties in the region since 2008.
- In crafting these plans, we conduct a thorough assessment of the various hazards that affect our jurisdiction, allowing us to develop targeted action items aimed at mitigating those risks. This proactive approach not only helps our communities become more resilient in the face of disasters but also equips them to respond effectively when challenges arise.
- During the planning process, we actively engage a diverse array of stakeholders from our jurisdictions. This includes representatives from industry, emergency management, disaster mitigation planning, utility services, infrastructure, and business sectors, as well as voices from vulnerable groups, such as the elderly and underserved communities. We also reach out to civic organizations, local government officials, and educational institutions. By doing so, we ensure that every segment of the local population has an opportunity to participate in the planning process, fostering a comprehensive and inclusive approach.
- The Hazard Mitigation Plan serves as a comprehensive resource for local jurisdictions, centralizing critical information in one accessible location. While the plans are officially updated every five years, they are also reviewed annually, or whenever a natural disaster occurs, to ensure that the information remains relevant and to identify any emerging hazards. This continuous review process empowers communities to stay informed and prepared, fostering greater resilience against future risks.

- Climate Resilience- Climate change poses significant risks that could fundamentally alter future hazard events, influencing their probability, location, impact, and extent. While historical data on past occurrences provides a critical foundation for understanding hazard risks, the emerging challenges brought about by climate change—such as increasingly intense storms, more frequent heavy precipitation, prolonged heat waves, persistent droughts, and extreme flooding—have the potential to dramatically transform the nature and severity of hazards faced by the Northwest Missouri region. It is essential to proactively address these evolving risks to enhance our climate resilience and safeguard our communities.

Hazard mitigation plans can be found on the NWMO RCOG’s website:

<https://nwmoecog.org/programs/hazard-mitigation/>

County	Expires
Atchison	2025 – Update in Progress
Gentry	2026
Holt	2026
Nodaway	2028
Worth	2027

AMEC HMP (Association of Missouri Electric Cooperatives Hazard Mitigation Plan)

- The Multi-jurisdictional Hazard Mitigation Plan for Missouri’s Electric Cooperatives is a document which may be used by local cooperatives in future planning for development and disaster response. The 2023 update is the second update of the original plan developed in 2012. This plan includes statewide information and hazard assessments, but also provides for disparities which exist between the cooperatives and their service areas. Cooperative-specific chapters allow for local consideration in hazard mitigation planning ensuring inclusion of all pertinent information including, but not limited to, critical facilities receiving service, unique natural hazard vulnerabilities, changes in development, and local capabilities.
- The plan includes 4 Goals; Goal 1: Protect the health and safety of the community. Goal 2: Reduce future losses due to natural hazard events. Goal 3: Improve emergency management capabilities and enhance partnerships. Goal 4: Continue to promote public awareness and education.

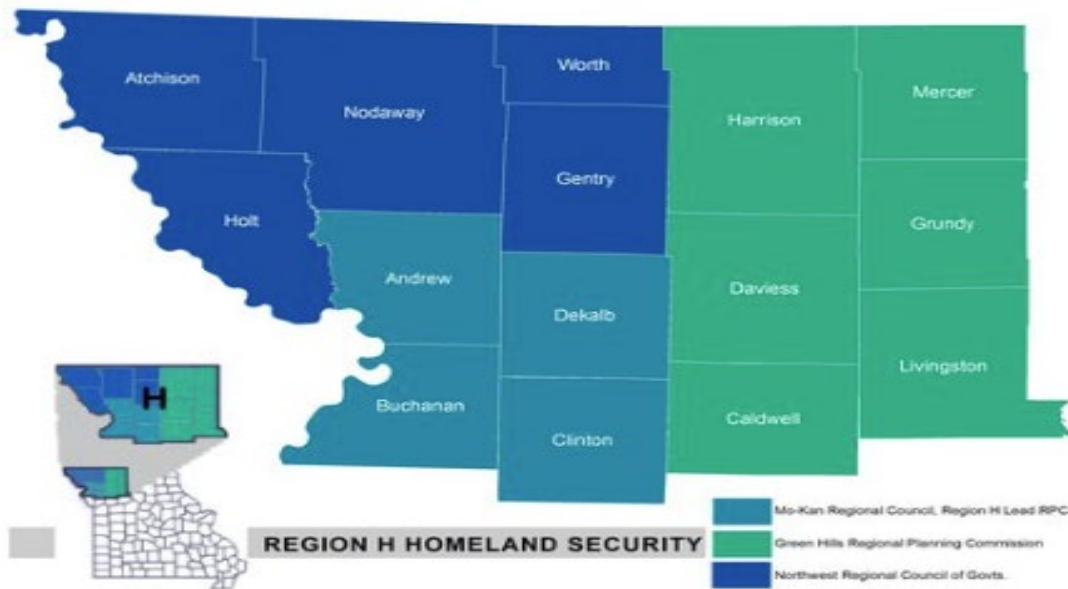
Region H – Rural Homeland Security Oversight Committee

- Executive Order 06-09, signed by Governor Matt Blunt in February 2006, established Regional Homeland Security Oversight Committees to begin "establishing strategies and priorities for the Missouri Homeland Security Grant Funding programs and other Homeland Security initiatives."
- Since 2006, Mo-Kan Regional Council has been the lead Regional Planning Commission for the Region H Homeland Security Oversight Committee (RHSOC). Mo-Kan,

contracted with Missouri Office of Homeland Security (OHS), is responsible for event coordination, administration, fiscal operations, professional development, community outreach, and publicity for the RHSOC. Assisting with these tasks regionally through subcontracts are Green Hills Regional Planning Commission and Northwest Missouri Regional Council of Governments.

- The 32-member, 16-discipline Region H Homeland Oversight Committee meets on a quarterly basis and is charged with the task of planning regional response to acts of terrorism, natural disasters, and other events, as well as locally allocating State Homeland Security Grant funds from the State of Missouri.

REGION H RHSOC



Responsive Initiatives:

Countywide Meetings

- The Northwest Missouri Regional Council of Governments prides itself on developing and maintaining close and trusting connections within the five-county region. Staff members try to visit each City and County at least once per year and attend various meetings to stay up to date with the needs and priorities of each of the five counties. Our board meetings, Executive Board, Solid Waste, TAC and Development Corporation Board, provide the NWMO RCOG staff additional opportunities to collect feedback from officials of all jurisdictions within the region, which include Economic Developers,

school administrators, elected county and city officials, business owners, and involved residents. The variety of attendees at these meetings is crucial as several issues, positive happenings, funding opportunities, and economic strategies, are brought to the table for discussion. There are five designated Economic Developers within the region. Individual's ideas are key assets to the region's economic prosperity as they work diligently in the attainment and retention of regional businesses. By continuing to develop strategies for steady growth of the region, it will become more appealing to investors and large businesses.

Pandemic Response and Resiliency Plan

- In response to the increasing risk of the COVID-19 pandemic, on March 13, 2020, Governor Mike Parson declared a state of emergency in the State of Missouri. The Governor also issued a "Stay Home Missouri" order which included restrictions on travel, gathering, and non-essential work to protect Missouri residents from the public health emergency. As a result of the restrictions, impacts were felt all throughout the region's economy. However, with a multi-faceted response, the economic situation of the region is improving, and the impacts of the COVID-19 pandemic are beginning to lessen.
- The NWMO RCOG utilized its EDA CARES funding to create workshops to help improve resiliency of the region's businesses. The workshops were recorded and are available on the NWMO RCOG YouTube Channel and they are on topics such as Large Event Planning, Business Continuity, and Crisis Communication. The videos can be found at <https://www.youtube.com/@northwestmissouriregionalec2495>.
- The NWMO RCOG utilized an internship position with a student from the NWMSU Emergency and Disaster Management program to create a Pandemic Plan to guide the agency through any future pandemics.

Regional Vulnerabilities

- The vulnerabilities recognized in the five counties that make up the NWMO RCOG Region are all connected to the rural nature of the region. The lack of internet access and the lack of affordable housing options are vulnerabilities of the region that can only be addressed by long-term planning.
- A large portion of residents and businesses within the NWMO RCOG Region lack adequate Broadband access. With the "Stay Home Missouri" order, many individuals were forced to work from home and finish the school year from home. For many of those within the region, this was very difficult due to the lack of Broadband access. Many people in the region have had to leave their residence to find adequate internet services, often in the parking lots of businesses, libraries, and schools.
- The shortage in affordable housing options cause trouble for area residents and limits regional growth. Amidst the financial insecurities the pandemic caused for so many, the inability to find affordable housing arrangements made matters worse. Additionally, the limited availability of housing units in the region inhibits the attraction of new families to

the region. The region has a wide array of housing issues, some areas need more income-based housing options while others are severely lacking in entry level professional housing options.

- With many employers continuing to offer remote work opportunities, people are looking to move to rural areas, but the lack of housing availability in the region will hinder those relocating from choosing the NWMO RCOG Region.

Regional Resilience

- Although negative economic impacts were felt throughout the region, there are several ways in which the region has adapted to the circumstances. With additional funding opportunities provided, flexible working conditions, adjustments made by businesses, and enhanced collaborative relationships, the region can benefit from changes brought on by the COVID-19 pandemic.
- Additional funding opportunities were utilized to address financial strains experienced by the region. In the first few months of the pandemic, additional funding was introduced to the region through stimulus payments to individuals, the Paycheck Protection Program for businesses, CARES Act funding to counties, and most recently American Rescue Plan Act (ARPA) funds for cities and counties. With these additional monetary resources, individuals were able to address bills despite interruptions in jobs, businesses were able to continue paying their employees through a period of reduced business, counties were able to assist in the protection of their citizens through the purchase of Personal Protective Equipment, and cities and counties have been able to finance governmental services and assist entities with financial recovery following the impacts of the pandemic.
- Workplaces used unique strategies to keep employees working and continue necessary operations. Throughout unusual times brought forth by the COVID-19 pandemic, employers had to get creative with how they remained in compliance with social distancing requirements while keeping productivity intact. When possible, employees were able to work from home to stop the spread of COVID-19 in the workplace. Others worked with a hybrid schedule with a portion of their time spent at their place of work, with the rest of the time being spent working from home. This arrangement allowed for a reduced number of staff to be together at a time. In cases where it was necessary for employees to work from the workplace, alternating schedules or increased measures for social distancing were implemented.
- Even with the additional protocol to follow, businesses in the NWMO RCOG Region found ways to remain resilient. Restaurants and retail stores remained open by closing off a portion of their inside space to comply with the social distancing recommendations, added curbside service, shifted to offer online services/shopping and promoted their increased cleaning measures to encourage safety for their patrons. Other businesses set up barriers between their employees and patrons. Despite being at the height of the

pandemic, most of the region's businesses were able to utilize available resources and continue serving their customers.

- The formation of collaborative relationships has allowed the combination of assets to ensure resilience. The COVID-19 pandemic has challenged every part of life and business across the world, and that is no different in the NWMO RCOG Region. However, the partnerships between local governments and on the internet to leverage assets available within the region has allowed for assistance with food insecurities, access to internet, and more.

Equity

Given that not every resident in our region has access to the advantages of a robust regional economy, the goal of this CEDS update is to take equitable results into consideration. The CEDS update provides NWMO RCOG and its regional partners with an opportunity to assess economic opportunity gaps, community-specific impediments to benefit access, and strategies for enhancing results. We must work together as a region, using an equality lens, to adopt strategies that will improve access to opportunity for everyone in our region to address these gaps and show our commitment to improving equity for all the region's population.

APPENDIX A

Northwest Missouri Regional Council of Governments Board Members

Name	Organization	Representation
Tyler Paxson (Chairman)	Worth County Commissioner	Worth County
Bill Walker (Vice Chairman)	Nodaway County Commissioner	Nodaway County
Regan Nonneman (Treasurer)	Worth County Commissioner	Worth County
Curtis Livengood	Atchison County Commissioner	Atchison County
Ryan Kingery	City of Fairfax Mayor	City of Fairfax – Atchison Co
Tom Bullock	Holt County Commissioner	Holt County
Rick Dozier	City of Oregon Councilman	City of Oregon – Holt Co
Gary Carlson	Gentry County Commissioner	Gentry County
Derek Brown	City of Albany City Manager	City of Albany – Gentry Co
Lorie Carlson	City of King City	City of King City – Gentry Co
Bryan Williams	City of Maryville Councilman	City of Maryville – Nodaway Co
Jubal Summers	Worth County Commissioner	Worth County
Ben Abplanalp	Farmers Mutual Insurance	Private Sector – Worth Co
Pat Walter	United Electric/United Fiber	Private Sector – Nodaway Co
Doug Sutton	Poly Evolution, Inc.	Private Sector – Nodaway Co

CEDS Committee Members

Name	Organization	County
Adam Summers	Northwest Missouri Enterprise Facilitation	Regional
Jackie Spainhower	University of Missouri Extension	Regional
Monica Bailey	Atchison Co Development Corporation	Atchison
Mackenzie Manning	City of Albany Economic Development	Gentry
Marcus Cassidy	Holt County Economic Development/Emergency Manager	Holt
Josh McKim	Nodaway Co Economic Development	Nodaway
Kevin Fisher	City of Grant City/Worth Co Economic Development	Worth
Meggan Brown	City of Grant City Economic Development	Worth
Greg McDanel	City of Maryville	Nodaway
Brent Stevens	Northwest Workforce Development Board	Regional
John Davis	Tarkio Technology Institute President	Regional
Jeremy Ingraham	Northwest Technical School Director	Regional
Dr. Lance Tatum	Northwest Missouri State University President	Regional
Tom Shelton	Nodaway Valley Bank - Finance/Agriculture/Chamber	Nodaway
Regan Griffin	Atchison Co Levee District - Agriculture/Downtown Revitalization	Atchison
Mitchell Bailey	GRM Networks CEO - Broadband	Regional
Amber Barnes	USDA	Regional
Amy Dowis	NWMO RCOG Regional Planner – Transportation/Hazard Mitigation	Regional
Arnie Kreek	General Population	Regional
Michael Stopka	Older Americans	Regional
Eli Fox	NWMO RCOG Intern-Youth Representative	Regional
Steve Houts	NWMO RCOG	Regional

APPENDIX B

CEDS Planning Timeline

Task	Date	Location
Establish and Maintain a CEDS Committee	December 2023	NWMO RCOG
Committee Meeting: Begin S.W.O.T Analysis	January 16th, 2024	Maryville Public Safety
Complete S.W.O.T Analysis	February 12th & 13th 2024	Zoom
General Stakeholder Survey Posted	August 12th, 2024	NWMO RCOG Monthly Newsletter, Facebook, and Website.
Post CEDS for Public Commentary	October 31st, 2024	Region-Wide
Public Commentary Period Ends	November 27th, 2024	Region-Wide
Submit EDA Approval	November 28th, 2024	EDA – Denver Regional Office

CEDS Meeting Schedule

Jurisdiction	Date	Location
Committee Meeting: Begin S.W.O.T Analysis	January 16th, 2024	Maryville Public Safety
Complete S.W.O.T Analysis	February 12th & 13th 2024	Zoom

APPENDIX C

Community Input by Survey



2024-2029 CEDS - Dashboard

339

Viewed

35

Total Responses

35

Completed

100%

Completion Rate

0

Dropouts

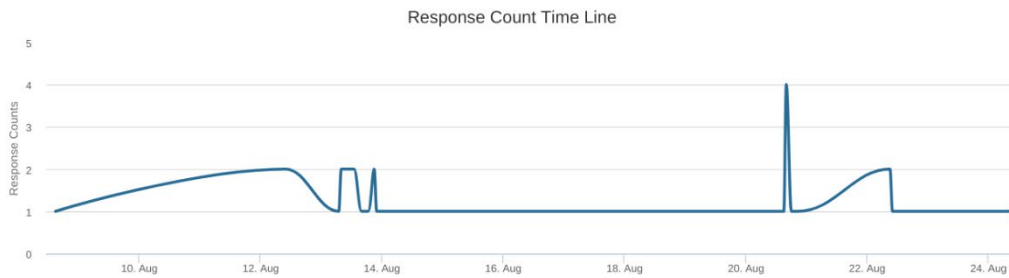
8 min

Average Time

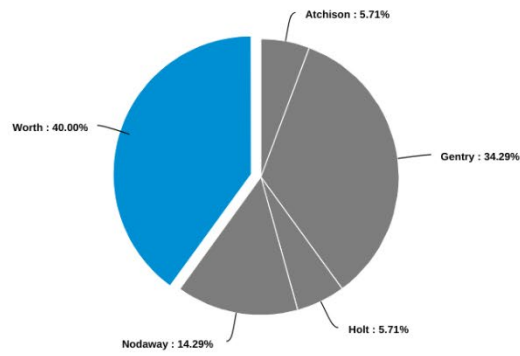


Countries	Responses
US	94.29%
IN	5.71%
Total	100.00%

26% Desktop / LAPTOP	100% Windows	0% Mac	0% Linux	0% Other
69% SMARTPHONES	42% Android	58% iPhone	0% Windows	0% Other
6% TABLETS	100% iPad	0% Android	0% Windows	0% Other

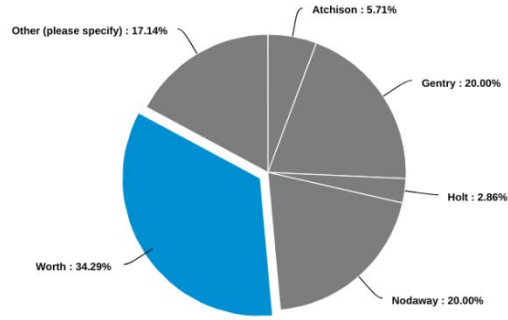


What county do you live in?



Answer	Count	Percent	20%	40%	60%	80%	100%
Atchison	2	5.71%					
Gentry	12	34.29%					
Holt	2	5.71%					
Nodaway	5	14.29%					
Worth	14	40%					
Total	35	100 %					

What county do you work in?

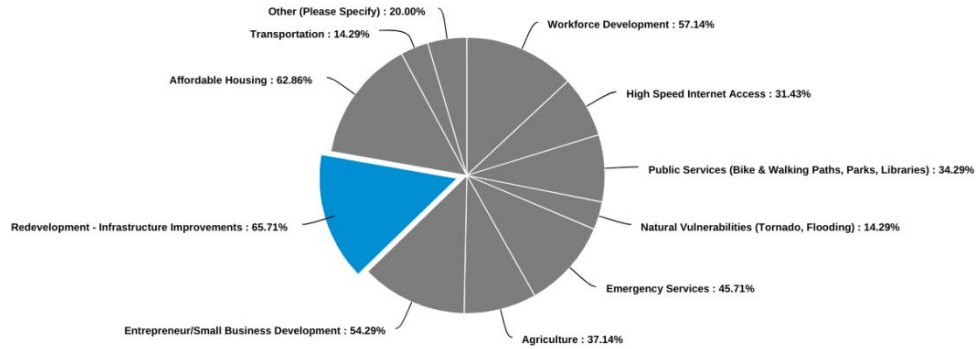


Answer	Count	Percent	20%	40%	60%	80%	100%
Atchison	2	5.71%					
Gentry	7	20%					
Holt	1	2.86%					
Nodaway	7	20%					
Worth	12	34.29%					
Other (please specify)	6	17.14%					
Total	35	100%					

What county do you work in? - Text Data for Other (please specify)

08/22/2024 141423730	Retired in Holt County
08/22/2024 141407268	I travel to work from as far as Georgia to Ontario to Utah to Arizona
08/20/2024 141229744	Retired
08/17/2024 141040519	Retired
08/13/2024 140723014	Daviess
08/13/2024 140713285	Out of State in IA

Select your top 5 regional priorities



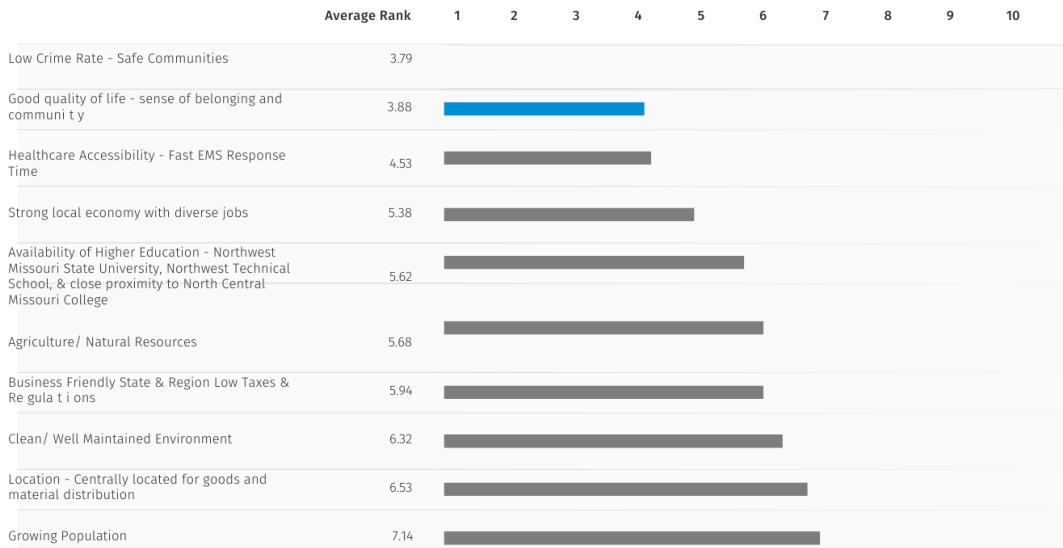
Answer	Count	Percent	20%	40%	60%	80%	100%
Workforce Development	20	57.14%	<div style="width: 57.14%;"></div>				
High Speed Internet Access	11	31.43%	<div style="width: 31.43%;"></div>				
Public Services (Bike & Walking Paths, Parks, Libraries)	12	34.29%	<div style="width: 34.29%;"></div>				
Natural Vulnerabilities (Tornado, Flooding)	5	14.29%	<div style="width: 14.29%;"></div>				
Emergency Services	16	45.71%	<div style="width: 45.71%;"></div>				
Agriculture	13	37.14%	<div style="width: 37.14%;"></div>				
Entrepreneur/Small Business Development	19	54.29%	<div style="width: 54.29%;"></div>				
Redevelopment - Infrastructure Improvements	23	65.71%	<div style="width: 65.71%;"></div>				
Affordable Housing	22	62.86%	<div style="width: 62.86%;"></div>				
Transportation	5	14.29%	<div style="width: 14.29%;"></div>				
Other (Please Specify)	7	20%	<div style="width: 20%;"></div>				

Total **153** **n = 35**

Select your top 5 regional priorities - Text Data for Other (Please Specify)

08/22/2024141407268	Water supply currently we buy 40 to 50% of our water from neighboring counties both in Iowa and Missouri. We need Worth County to become totally independent of all other counties. We need to find a way to build a lake and run our own water treatment independently.
08/20/2024141232425	Water and electric services.
08/20/2024 141231753	City government
08/15/2024140942696	Education, Govt and economics
08/13/2024 140705575	Affordable, accessible child care
08/13/2024 140628424	Access to assisted living

Please rank local/regional strengths listed below (1 being most important, 10 being least important)



Data Table	Average Rank	1		2		3		4		5		6		7		8		9	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Low Crime Rate - Safe Communities	3.79	9	25.71%	8	23.53%	4	11.76%	1	2.94%	1	2.94%	2	5.88%	4	11.76%	2	5.88%	3	8.82%
Good quality of life - sense of belonging and community	3.88	5	14.29%	8	23.53%	5	14.71%	6	17.65%	0	0%	5	14.71%	1	2.94%	2	5.88%	1	2.94%
Healthcare Accessibility - Fast EMS Response Time	4.53	5	14.29%	3	8.82%	6	17.65%	4	11.76%	1	2.94%	6	17.65%	5	14.71%	3	8.82%	1	2.94%
Strong local economy with diverse jobs	5.38	7	20%	3	8.82%	1	2.94%	2	5.88%	5	14.71%	3	8.82%	1	2.94%	2	5.88%	7	20%
Availability of Higher Education - Northwest Missouri State University, Northwest Technical School, & close proximity to North Central Missouri College	5.62	4	11.43%	3	8.82%	1	2.94%	4	11.76%	5	14.71%	0	0%	7	20.59%	4	11.76%	4	11.76%
Agriculture/ Natural Resources	5.68	1	2.86%	2	5.88%	3	8.82%	5	14.71%	5	14.71%	4	11.76%	6	17.65%	4	11.76%	4	11.76%

Business Friendly State & Region Low Taxes & Regulations	5.94	0	0%	2	5.88%	3	8.82%	5	14.71%	6	17.65%	6	17.65%	2	5.88%	5	14.71%	1
Clean/ Well Maintained Environment	6.32	1	2.86%	0	0%	7	20.59%	3	8.82%	3	8.82%	2	5.88%	4	11.76%	5	14.71%	4
Location - Centrally located for goods and material distribution	6.53	0	0%	3	8.82%	2	5.88%	3	8.82%	3	8.82%	6	17.65%	3	8.82%	4	11.76%	6
Growing Population	7.14	3	8.57%	2	5.88%	2	5.88%	1	2.94%	5	14.71%	0	0%	1	2.94%	3	8.82%	3

Please list any local/regional strengths not included in the previous question

08/22/2024 141438804 NONE

08/22/2024 141423730 Recreation (Hunting, outdoor activities)

08/22/2024 14141409967 Having a thrift store for shopping responsibly

08/22/2024 141407268 We are small enough, so I know everyone or know someone who knows everyone in the county. This allows us to get together for common goal. And put the right people in leadership roles to make sure our goals are met

08/20/2024 141231753 Great people

08/20/2024 141231705 Na

08/17/2024 141040519 N/A

08/15/2024 140942696 Self sustainability within the County. Ex, food, energy.

08/14/2024 140782090 NA

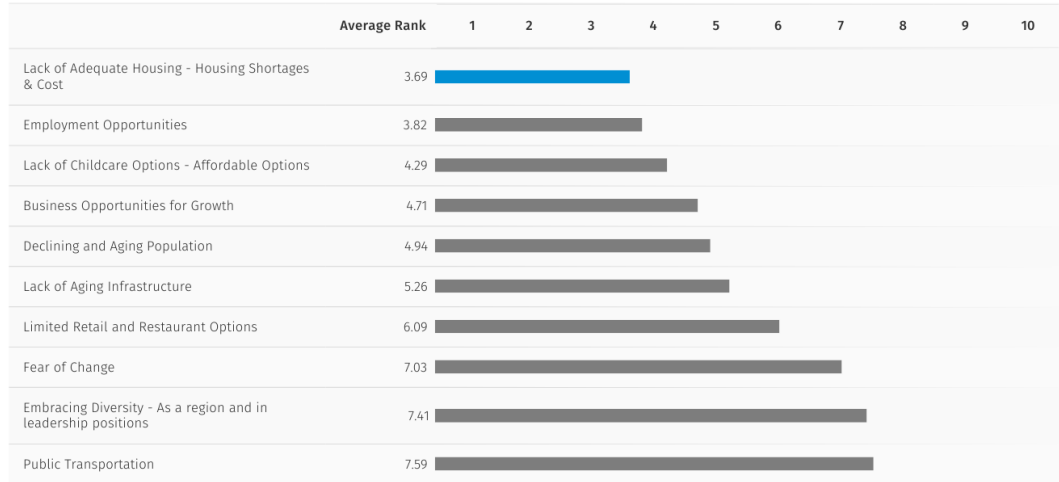
08/14/2024 140745159 Friendly place to love

08/13/2024 140682459 Partnership, collaboration

08/13/2024 140680673 Great place to raise a family and live

Please rank local/regional weaknesses listed below (1 being most important, 10 being least important)

Average Rank



Data Table	Average Rank	1		2		3		4		5		6		7		8		
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Lack of Adequate Housing - Housing Shortages & Cost	3.69	12	34.29%	5	14.29%	3	8.82%	2	5.88%	3	8.82%	3	8.82%	3	8.82%	1	2.94%	2
Employment Opportunities	3.82	8	22.86%	5	14.29%	4	11.76%	4	11.76%	4	11.76%	2	5.88%	5	14.71%	1	2.94%	1
Lack of Childcare Options - Affordable Options	4.29	1	2.86%	5	14.29%	9	26.47%	6	17.65%	3	8.82%	7	20.59%	0	0%	1	2.94%	1
Business Opportunities for Growth	4.71	5	14.29%	5	14.29%	2	5.88%	4	11.76%	4	11.76%	5	14.71%	3	8.82%	3	8.82%	2
Declining and Aging Population	4.94	2	5.71%	7	20%	3	8.82%	3	8.82%	7	20.59%	3	8.82%	3	8.82%	3	8.82%	2
Lack of Aging Infrastructure	5.26	1	2.86%	2	5.71%	4	11.76%	8	23.53%	6	17.65%	0	0%	7	20.59%	4	11.76%	1
Limited Retail and Restaurant Options	6.09	1	2.86%	3	8.57%	4	11.76%	4	11.76%	5	14.71%	1	2.94%	2	5.88%	4	11.76%	5
Fear of Change	7.03	3	8.57%	1	2.86%	2	5.88%	0	0%	1	2.94%	6	17.65%	3	8.82%	6	17.65%	2
Embracing Diversity - As a region and in leadership positions	7.41	1	2.86%	2	5.71%	1	2.94%	1	2.94%	1	2.94%	3	8.82%	3	8.82%	6	17.65%	12
Public Transportation	7.59	1	2.86%	0	0%	2	5.88%	2	5.88%	0	0%	4	11.76%	5	14.71%	5	14.71%	6

Please list any local/regional weaknesses not included in the previous question

08/22/2024 141438804 NONE

08/22/2024 141423730 Lack of doctors.

08/22/2024 1 41 40 9967 Inadequate policing

08/22/2024 141407268 Lack of outside Investors.

08/20/2024141244800 Emergency services are not adequate should be at top of list for our biggest weakness

08/20/2024 141231753 Lack of motivated law enforcement and prosecution to make our community/county a safer place to live

08/20/2024 141231705 NA

08/17/2024 141040519 N/A

08/15/2024 140942696 Self Sustainability

08/14/2024 140782090 Na

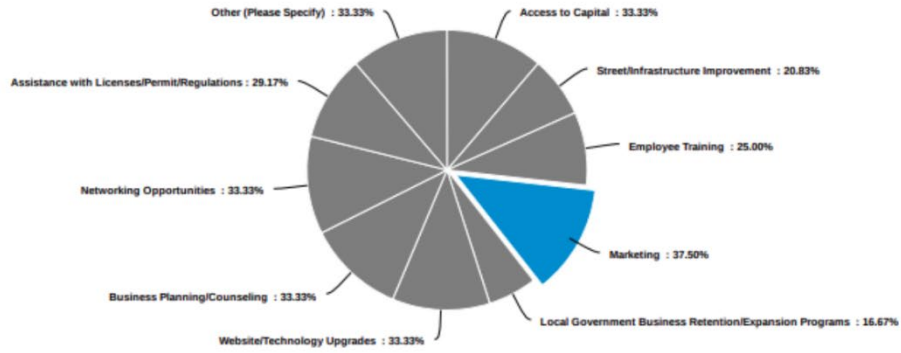
08/14/2024 140745159 Housing for working people.

08/13/2024 140682459 N/A

08/13/2024 140680673 Lack of funding for demolition projects

08/12/2024 140543978 NA

If you are a business owner or entrepreneur, what do you need to expand or develop your business?



Answer	Count	Percent	20%	40%	60%	80%	100%
Access to Capital	8	33.33%					
Street/Infrastructure Improvement	5	20.83%					
Employee Training	6	25%					
Marketing	9	37.5%					
Local Government Business Retention/Expansion Programs	4	16.67%					
Website/Technology Upgrades	8	33.33%					
Business Planning/Counseling	8	33.33%					
Networking Opportunities	8	33.33%					
Assistance with Licenses/Permit/Regulations	7	29.17%					
Other (Please Specify)	8	33.33%					
Total	71	n = 24					

If you are a business owner or entrepreneur, what do you need to expand or develop your business? - Text Data for Other (Please Specify)

- 08/20/2024141244800Employees willing to work, show up, not demanding unrealistic wages
- 08/20/2024 141240645 N/A
- 08/17/2024 141040519 N/A
- 08/14/2024140760615 need more construction trades businesses (electricians, concrete, plumbers, carpenters)
- 08/13/2024 140730195 retired
- 08/13/2024140705575 not a business owner
- 08/13/2024140680673Not a business owner

Please indicate why you have chosen to live and or work in the Northwest Region. Answer N/A if you do not live in the Northwest region.

08/24/2024 141595872 Great area to be in. Just the lack of people caring.

08/22/2024 141438804 FAMILY

08/22/2024 141423730 I was born and raised here. I've lived elsewhere and traveled extensively, but never found a better place.

08/22/2024 141413680 Marriage

08/22/2024 141409967 I married a farmer and love the countryside.

08/22/2024 141407268 Where I grew up all my families here. My Children will make the eighth generation in Worth County. It's home.

08/20/2024 141246095 born here, family here, went to college here

08/20/2024 141244800 Born and raises don't know anything different, but I believe myself and others .might be looking for greener pastures with our lacking structure in our community

08/20/2024 141240645 Family

08/20/2024 141232425 Always lived here

08/20/2024 141231753 It's home! Low cost of living, great people

08/20/2024 141231705 Community, safety,

08/20/2024 141229744 Born and raised here

08/20/2024 141226592 Small town peaceful living

08/17/2024 141040519 Husband and family have lived here for generations

08/15/2024 140942696 Born and raised here. I enjoy our seasons. I'm a small town, and a rural back in the sticks kind of guy. I enjoy Family and being a good distance from big cities.

08/14/2024 1407820901 have grown up here my whole life and want my children to grow here.

08/14/2024 140760615 Family, sense of belonging, cost of living

08/14/2024 140745159 Because of the small town feeling, however I wish our taxes were not so high

08/13/2024 140732020 Family Farm

08/13/2024 140730374 Agricultural career

08/13/2024 140730195 Family, rural living, quality of life

08/13/2024 140723014 Safe place to live. Near family.

08/13/2024 140719229 Small town that I grew up in. Family is here. Schools are good.

08/13/2024 140705575 family & friends, sense of community, lower cost of living

08/13/2024 140682459 Unique place

08/13/2024 140680673 Great place to raise a family and close to relatives.

08/13/2024 140638331 My wife and I both found work in Maryville. We also enjoy the community.

08/13/2024 140631013 Went to college at Northwest and wanted to stay longer. Ended up nding a job in Maryville along with my husband.

08/13/2024 140628424 Married a local

08/12/2024 140543978 To be near family

Please state any additional thoughts or information regarding the betterment of our region below.

- 08/22/2024 141438804 NONE
- 08/22/2024 141407268 Although many people in my county are against change, we need to make the proper moves to increase infrastructure, mainly focusing on water, which would also draw outside investment and increase property values. Increase in values would also allow us to invest more in our community. We are trying to find a way to build a lake a decent size. It will be a long uphill struggle, but hopefully we can accomplish that.
- 08/20/2024 141248791 Lower taxes, less government
- 08/20/2024141246095 More opportunities for younger people. Need better High School education opportunities. Better Trade School, (Maryville Tech School, is a joke!) Safer highways, (farm equipment and UTVs and ATVs) are out of hand! (more deaths every year) There is NO affordable housing available anywhere in my region!
- 08/20/2024141244800 Very good survey hopefully will open some people's eyes and some doors/funding good luck!!!
- 08/20/2024141240645 Worth County- emergency services need improvement
- 08/20/2024 141232425 All residents should have affordable access to rural water and electric.
- 08/20/2024 141231753 Regional approach to ordinance enforcement for all the smaller communities in our region
- 08/20/2024 141229744 Clean up junk properties, try to get more businesses in the community
- 08/15/2024 140942696 I've watched our small towns dwindling down for forty years now. To the point that large corporations have almost all the main business. Why? Mostly because we have not been able to compete with corporate business. People need to understand how we got here. We gave up our own power plant, we fell in love with the One Stop get it all idea, (Walmart). And others. We need infrastructure that is based on basic needs. Food production, and marketing of our own produce to people in our own communities. Energy production for and by the people of our own communities. Family owned, operated and financed within our own communities. Feature in your mind if you will, a totally self sufficient County. Even our own ethanol and fuel can be produced right here. We won't have a job problem or economic problem then.
- 08/13/2024 140628424 Every household needs broadband not just those along blacktops or in line of sight of towers.
- 08/12/2024 140543978 NA

Conclusion

The Comprehensive Economic Development Strategy (CEDS) is crucial for obtaining support from the Economic Development Administration (EDA) and other institutions. It also serves the purpose of describing a region and informing local stakeholders and citizens about the difficulties that the area faces as well as the plans that the government, businesses, and agencies are making to address those difficulties.

However, the approach need not be limited to serving as a database of facts, figures, and asset details. It is most effective when applied as a tool to help local communities collaborate toward the shared objective of economic resilience. To address local issues and gain support from local stakeholders for the actions and goals specified in the action plan, this strategy's effectiveness is heavily reliant on coordination of efforts and unity of vision. NWMORCOG personnel want to use this CEDS as an outlet for our community to initiate conversations and accomplish excellent work, even if they have limited enforcement power about this technique. Strong channels of communication created during the CEDS process will help to promote more collaboration in the future.