

Comprehensive Economic Development Strategy

For the 11 County
Green Hills Region
Of the Great State of Missouri



Created by the
Green Hills Regional Planning Commission
For the
United States Economic Development Administration
2012

CEDS

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Introduction

“The Green Hills Economic Development District exists to facilitate economic growth utilizing the District’s professional staff, and local, state and federal agency partners, to ensure that the District maintains its rural heritage while enhancing development capacity, infrastructure, and opportunity for economic growth.”

As the vision statement above reflects the Green Hills District is dedicated to growing the diverse economy of the region. The District is pleased to again be involved in EDA’s planning grant program and to have the opportunity of going through the CEDS process to further the District’s goals. The CED’s Committee and the GHRPC Board of Directors provided the majority of input compiled to complete the CED.

Jackie Soptic, Assistant Director, is responsible for preparing the CEDS document and will be providing progress reports to EDA. Jackie serves as the District’s Economic Development Director and works with economic developers, communities and counties in all aspects of their economic development initiatives. Additional District staff that will be responsible for the implementation of the CEDS includes Lance Rains, Community Planner and Randy Railsback, Executive Director. Lance specializes in water, sewer, and transportation infrastructure development, and Randy provides support and overall supervision to ensure the objectives set forth in this document are addressed and reported on in a timely matter. Matt Walker provides cartography and environmental services and experienced grant administration support staff is also available to assist with the progress of the CEDS.

Citizen input was gathered from the citizen representatives on the Board of Directors and from meetings throughout the region with Economic Development Boards, City Councils, and County Commission meetings.

CEDS 2012

Section 1: Background Information

1. (a) Introduction to the Region

The Green Hills Region consists of 6,413 sq. miles or 4,104,320 acres. The counties within the Region are small and rural, with a combined population for the entire Region (eleven counties) being 97,635 according to the 2010 Census reflecting a population loss of 1,866 persons over the past decade. The Green Hills Region is geographically uniform in the north, with portions of the southern counties differing from the rolling uplands and stream valleys of the northern counties. The southern counties open up onto a wide expanse of floodplains meandering along the Missouri River and its tributary, the Grand River (of the North). The population distribution throughout the Region is fairly uniform, with the greatest numbers of persons living within 25 miles of U.S. Highway 36 which runs east/west across the Region and in and communities positioned along the Interstate 35 corridor.

The Region's economy has undergone extensive change in the past 30 to 45 years as a result of agricultural consolidation and restructuring, and to a lesser extent due to the evolution of corporate farms and vertically integrated agricultural production systems. However, during the recent "Great Recession" which occurred since the last writing of the regions CEDS, the Green Hills region's economy, as a whole, has held relatively steady.

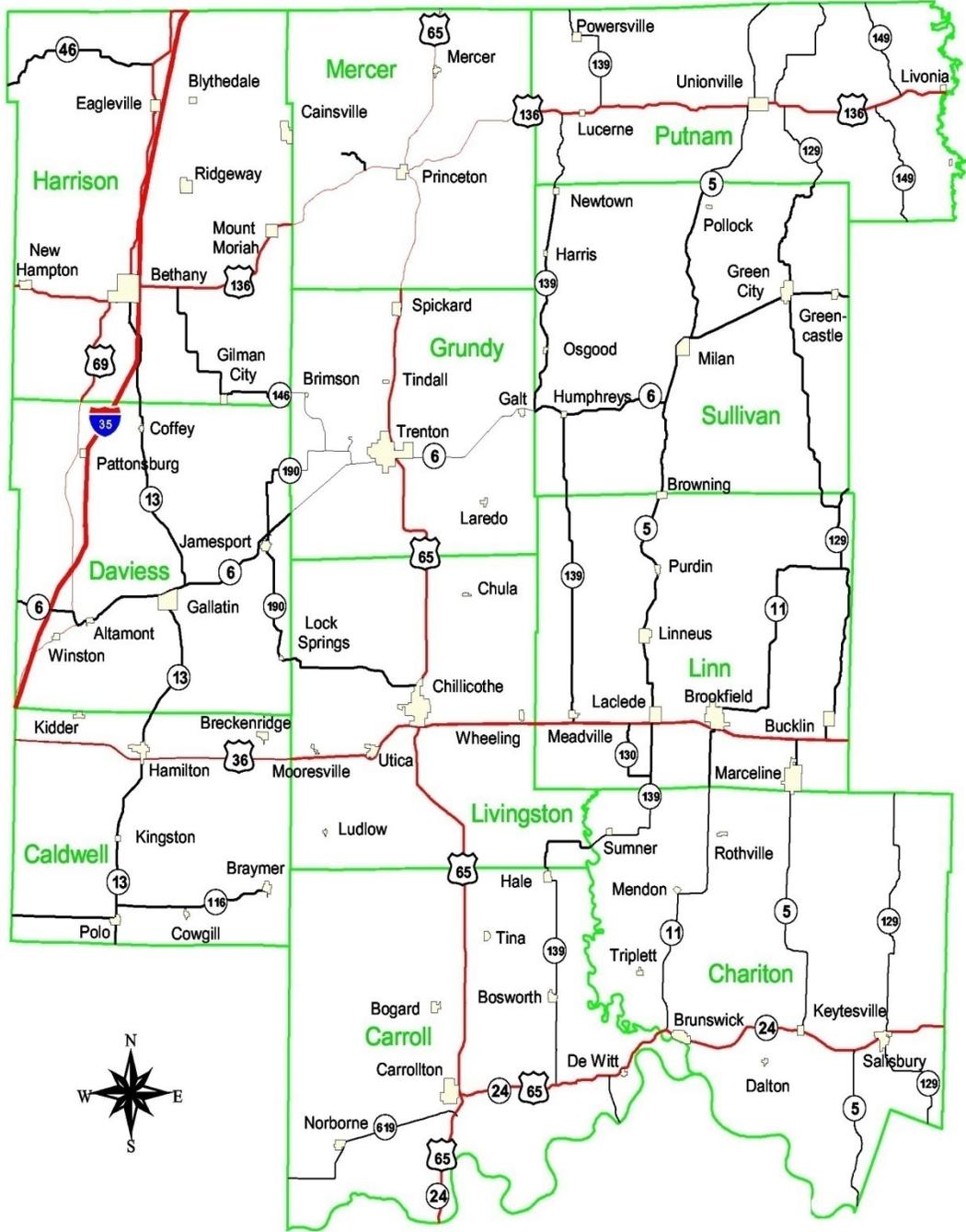
Some rural areas in the Region, particularly in Caldwell and Daviess Counties, continue to experience population growth due to their proximity to Hwy. 36 and I-35 and the migration of urban dwellers to rural communities has increased to the extent that Caldwell County has been classified and included in the Kansas City Metropolitan area and is considered a "micropolitan" county. Other counties, particularly Carroll and Chariton Counties, continue to lose population at disturbing rates of 9.6 to 7.2 percent. Corporate agriculture, in the form of concentrated swine operations in Daviess, Mercer, and Sullivan Counties, has contributed to stabilization in population after many decades of declining numbers of persons residing in these counties.

An unexpected influx of Amish, Mennonites, and Mormons has settled in Caldwell, Daviess, Grundy, and Mercer counties. These religious groups are attracted to the area for numerous reasons and are active in land acquisition, farming, and a wide variety of trades work and other business ventures. Because of their religious beliefs it is difficult to verify their impact on the population and economy but based on the District's observation it is significant is expected to continue to grow.

The Green Hills Regional Planning Commission encourages responsible economic development throughout the District. The RPC has followed the policy that community and county development should proceed in an orderly manner, with respect for the local environment and local political and ethical realities, and based upon a sound infrastructure capable of meeting the future needs of the Region, its citizens and communities. Accordingly, priority has been given to the development of adequate water and sewer facilities in the Region, especially to communities that lack such facilities or have antiquated infrastructure that is prohibiting growth.

As noted above, the Green Hills Region includes the 11 counties located in north central Missouri which includes; Caldwell, Carroll, Chariton, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan counties. All of these counties are north of the Missouri River and extend from the Missouri River border to the Iowa State line in the north central part of the state. The economy of the District primarily consists of agriculture, manufacturing, service industries; the government and educational sector and small generational family owned businesses. The educational system in the region, which includes an expanding community college, has contributed to the increase in education related occupations and the service industry has also emerged as an important and growing segment of the Region's economy during recent years.

Agricultural enterprises still dot the landscape, and continue as a predominant land use within the Region. Forested lands meander along stream valleys, and forest products contribute a surprising amount to the Region's economy.



The 11 County Area
of the
Green Hills Regional
Planning Commission

Map Legend

- Roadways
-  Interstate
 -  U.S. Highway
 -  MO Numbered Route
 -  County Boundaries



1. (b) Population and Income Characteristics

The human population trends for northern Missouri have generally shown decline in total numbers since 1920. The Region did experience something of a population increase in various counties over the decade of the 1990's, largely due to the growing economic influence of Kansas City in the southwestern portions of the Region. Also the Region has experienced some interesting ebbs and flows in total population. Some of these population changes at the local level are due to specific circumstances, such as the location of a large corporate Confined Animal Feeding Operation and meat processing plant, which is by far the largest employer in the entire region.

A generalization can be made that those counties nearest the Kansas City and St. Joseph metro areas are growing, the counties with the presence of Corporate Agriculture are stabilized, and the counties to the eastern and most southern borders of the Region are lagging in population growth or actually losing population.

Overall, the Region experienced relative population stability during the decade of the 2000-2010 although some counties (Daviess, Caldwell, and Livingston) experienced population increases offset by population losses in Carroll, Chariton, Sullivan and Linn counties.

Following, is a chart (Table 1) showing the population of all eleven counties in the region, according to the 2010 Census, in contrast to the 2000 Census.

Table 1

Missouri	Census 2010	Census 2000	2000-2010 Change Percent
County			
Caldwell	9,424	8969	+455
Carroll	9,295	8016	+1279
Chariton	7,831	8438	-607

Daviess	8,433	8016	+417
Grundy	10,261	10,432	-171
Harrison	8,957	8850	+107
Mercer	3,785	3757	+28
Linn	12,761	13,754	-993
Livingston	15,195	14,558	+637
Sullivan	6,714	7,219	-505
Putnam	4,979	5,223	-244

According to STATS America the regions 24 month average unemployment rate is 8.44% compared to the U.S. rate of 9.07%. The regions 2010 per capita income averaged \$30,928 while the average for the country was reported at \$39,937. The economies of Putnam, Mercer, and Sullivan are particularly vulnerable to economic changes due to their dependence on the Confined Animal Feeding and Processing industries present in those counties.

The city of Milan, located in Sullivan County, has the most Hispanic, per capita, population within the state of Missouri. This is again due to the processing facility located in Milan which has attracted a huge migration of Hispanic workers. The influx of this minority group has placed considerable economic stress on the public entities within the city of Milan as well as the County. The school system, healthcare, local government, housing, and private sector have all had to make adjustments to this significant socio-economic change which on a District level is solely isolated within the small rural community of Milan. During the past 5 years, several Hispanic restaurants, stores, and other businesses have opened around the square and throughout the community and the small community is reaching a balance socially and economically with their Hispanic neighbors.

1. (c) Environment and Resources

The Green Hills Region encompasses 11 north central Missouri counties and a total of approximately 6,412.8 square miles or 4,104,222 acres. The majority of the land is thinly populated and rural in character. Cities in the Region are small, with most of the 74 incorporated municipalities having 1,000 persons or fewer. Only 12 municipalities in the Region have more than 1,000 residents. The majority of the land in the Region is in agricultural use or forested. The open country residents are less likely today to be engaged in agriculture and more likely to be rural residents on large lots or “hobby

farmers” compared to decades past. Many of the smaller communities in the Region continue a pattern of gradual decline.

The Region has important natural and historical resources, and the Green Hills Commission has adopted a policy of maintaining and improving the Region’s environment in whatever manner possible, consistent with the economic development needs of the area on balance. This means that the Commission is particularly interested in creating economic opportunities for its residents while providing for responsible protection of the environment. Elimination of adverse environmental effects is important to the Commission as it pursues its work program.

There are several areas within the Region that can be labeled “environmentally sensitive”. These are land areas defined as possessing an environmentally pristine nature, or as serving as a cultural habitat for wildlife, flora, or as aquifer recharge areas. All such land areas are sensitive to uncontrolled growth and poor land management practices.

Critical land areas are defined as sensitive lands where development has taken place, causing problems or the potential for problems stemming from a degradation of water or air quality, excessive runoff of farm wastes or agricultural pesticides or herbicides, and excessive downstream impacts caused by erosion, sedimentation (deposition), or water hydraulic impacts caused by unplanned, uncoordinated levee construction. The latter has caused severe problems as various critical locations within the Region, with highways and railroads being especially affected in a negative way.

Environmentally sensitive areas within the Region are as follows:

- ✓ Strip mined land in Putnam County, MO (unreclaimed)
- ✓ Fountain Grove Wildlife Area (Linn County)
- ✓ Swan Lake Wildlife Preserve (Chariton County)
- ✓ Tall Grass Prairie Areas in Harrison and Grundy Counties, MO
- ✓ Locust Creek Watershed in Sullivan and Linn Counties, MO (endangered or threatened species present)
- ✓ Marrowbone Creek area of Daviess County (unchannelized stream floway).

Critical land areas affected by development with potential air, water, noise, or other impacts include the following in the Green Hills Region:

- ❖ Lake Viking Reservoir, Daviess County
- ❖ Lake Thunderhead Reservoir, Putnam County
- ❖ Air and Watersheds in Vicinity of Premium Standard Farms concentrated animal feeding (CAFO) operations in Sullivan, Mercer, Putnam, and Daviess Counties, MO

- ❖ Air and Watershed Around Hampton Feedlot near Triplett, MO (Chariton County)
- ❖ Highway 190 corridor with offshoots along Livingston County Routes A and W, Livingston County, MO (linear or strip residential development)
- ❖ State Highway 16 between west Caldwell County line and Polo, MO (linear or strip residential development)
- ❖ Hideaway Lakes development in Caldwell County
- ❖ Floodplains in Medicine and Locust Creek Watersheds in Livingston and Linn Counties adversely affected by stream channelization, unplanned upstream levee construction, and downstream floodwaters displacement and siltation. This problem is also growing in the Thompson and Grand River Watersheds.

Endangered or threatened animal and plant species are found in north central Missouri. The protection of the environment and of threatened plants and animals is a priority of the Green Hills Regional Planning Commission. The RPC has worked for 30+ years to solve wastewater treatment discharges into the waters of the area. Similarly, the RPC has worked for almost as many years trying to solve solid waste management issues and problems.

Conducting environmental assessments has become a routine and important component of the RPC's work effort. The following species are found at various locations in the Region, which are considered endangered or threatened.

Animals (endangered or threatened) characteristic of north Missouri include the following:

Shortnose Gar	Piping Plover	Bobcat
Plains Leopard Frog	Bigmouth Shiner	Red Shiner
Horned Lark	Plains Garter Snake	Rose-breasted
Grosbeak		
Massasauga Rattlesnake	Franklin's Ground Squirrel	Badger
Pallid Sturgeon	Indiana Bat	Least Tern

Flora (endangered or threatened) characteristic of north Missouri landscapes include:

Interrupted Fern	Snow Trillium	Meadow Sweet
Bluejoint Grass	Choke Cherry	Pussy Toes

1.(d) Soils, Geology and The Physical Landscape

The Green Hills Region of north-central Missouri is characterized in the north and central portions of the 11 county area by eolian (wind deposited) landforms, heavily modified by glaciation and erosion over geologic time. The region has a fairly broad expanse of floodplains in the Missouri River and Grand River flow ways. The Region has extensive deposits of loess soils, with topography categorized as the "west central glacial zone",

and area characterized by rolling uplands interspersed with a mature, dendritic stream and drainage pattern (Raisz,1957). The bedrock geology of the Region is fairly uniform, with the entire Region being underlain with consolidated or unconsolidated strata of the Pennsylvanian Age. The unconsolidated deposits overlying the Pennsylvania Age strata were, themselves, deposited by the action of glaciers, wind, and water over millions of years in geologic time. The physical setting of the Region has been further modified by the drainage patterns that have emerged through the primary action of running water, leaving behind extensive deposition of alluvial valley fill, especially in the southern counties of the Region.

Pennsylvanian bedrock consists of alternating strata of limestones and shales, sometimes separated by clays. Although over 75% of these bedrock sections consist of shales, several of the limestone sections are of adequate thickness to form significant ledges. A smaller percentage of these limestone units have commercial value as a source for quarried rock and gravel. Some of these strata are further divided by carbonaceous deposits at depth, and coal mining has been practiced in the Region up until the mid 1980's.

Sources: Missouri State Geologist Office, Missouri Department of Natural Resources, NRCS, University of Missouri

1.(g) Transportation

The Green Hills Region has many miles of State maintained roadway, two (2) Interstate Highways and about a dozen State highways, and a large number of lettered highways, in varying conditions. Highway 65 runs north and south through the region and Highway 36 borders the western edge of the region going east and west. Part of the Lewis and Clark Trail also runs through the southern part of the region, along Highways 10, 24, and 5 in Carroll and Chariton counties. There are three federally designated and six State designated truck routes in the region.

Generally, the larger roads with heavy traffic loads receive more maintenance attention and are in better condition. The lengthy Highway 36 construction has been completed and is now a 4-lane highway from Hannibal and the Mississippi River across the state to the Missouri River in St. Joseph. This development is very important to the economic vitality of the region as the route traverses the southern east/west boundaries of the region and intersects the Interstate 35 north/south route. Communities along the 36 Highway are working together to increase tourism and economic development along this newly established 4-lane route. The District is also involved in the Highway 13 and 65 Coalitions efforts, to 4 lane these important north/south routes which provide important farm to market infrastructure.

Seven different rail companies with their own track traverse the region and there are 18 airports, mostly municipal runways or private fields; however, a regional airport was recently developed in Linn County. There are four dedicated heliports in the region, dedicated primarily for medical transport and three ports are located along the Missouri River in Carroll and Chariton counties.

There are many and varied transportation problems on the Region's transportation system. Identifying these needs is a continuous process and crucial for successful planning. Maintaining the transportation infrastructure throughout the region and the state is vital to the economic and social health of the District. Safe routes to employment is of utmost importance as a recent report produced by MERIC highlighted the fact the workers are driving, on average 23 minutes, one way, to work. Caldwell County was noted in the report as having the highest average commute time in the state at 34.4 minutes one-way to employment. The report further substantiates the need for quality transportation routes by calculating, per county, the percent of residents employed outside their home county. This analysis indicates that, on average, 31% of each counties population works outside their county with the highest percentage of out of county workers to be found in Daviess County with nearly half (47.2%) of the population working outside their home county.

There are many and varied transportation problems on the Region's transportation system. Identifying these needs is a continuous process and crucial for successful planning. The Green Hills Regional Planning EDD, representing its local governments, has a meaningful role to play in Transportation Planning. The development an implementation of the Missouri of Department of Transportation's *Planning Framework* has made EDD's in the State of Missouri a planning partner at the decision making table.

As the District works in partnership with the Missouri Department of Transportation, we now have the opportunity to offer new and different viewpoints than can be brought to bear on transportation decisions. With this opportunity also comes responsibility for the final outcome. We must represent the views of our local elected officials and their constituents, and bring to the forefront information that is necessary for those officials, Transportation Advisory Committee members, and staff to make sound recommendations.

1.(f) Workforce Development

The Green Hills EDD is very active in the arena of Workforce Development. The District has been a sub-contractor in the delivery of Workforce programs for 30+ years. Currently, the District is contracted to deliver services to Dislocated Workers in the region utilizing Federal Workforce Investment Act funds. In addition, Randy Railsback, Executive Director, is a current member of the Workforce Investment Board and as a result, the Districts economic development needs are represented at the local Workforce Development planning level.

Three years ago the State of Missouri changed its service delivery method to the Next Generation Career Center model; which established "self-help" Career Centers with reduced staffing. The Green Hills Regional Planning Commission was selected, through a WIB bidding process, to provide a location for one of the Centers which is located in the front portion of the District office. Workforce staff also assists with the staffing at the Career Center in Chillicothe which is also located in the District's service area.

According to the Missouri Department of Economic Development, the regions unemployment rates (Table 2) tend to be consistent with the State of Missouri's averages. However, compared to the rates at the last CEDS writing in 2006 the rates are slightly higher in all counties with the exception of Sullivan. The marginal changes reflect that the region's economy has been overall stable during the past three years of severe economic recession. Conversely, in 2006 Sullivan County was one of the highest ranked unemployment areas in the state due to a recent closure of a ConAgra plant located in the City of Milan. Now, in 2012, Sullivan County has a 6.4% average unemployment rate which is second to the lowest in the region and well below the state average. This interesting change indicates that the county has stabilized its workforce, largely due to the pork processing facility acquisition by Farmland Foods and its subsequent expansion. Also, it should be noted that Carroll County in 2006 had one of the lowest unemployment rates in the region at 4.7% and at the time of this writing the county has ranked as one of the highest at 10.2% to 9.3%. Five years ago Carroll County was experiencing a major construction boom with the development of an ethanol and a bio diesel plant along with the expansion of a natural gas line which traversed the county. At this time, those projects have been completed and as a result numerous tradesman and laborers lost employment and due to the recession have been unable to become gainfully reemployed or leaving the area.

Table 2

Unemployment Rates for Green Hills Economic Development District
2011-2012

<u>County</u>	<u>April 2011</u>	<u>April 2012</u>
Caldwell	8.6	7.8
Carroll	10.2	9.3
Chariton	7.9	7.2
Daviess	7.6	8.6
Grundy	6.7	7.5
Harrison	7.0	8.2
Linn	9.6	9.5
Livingston	7.4	7.9
Mercer	5.9	6.0
Putnam	6.2	6.6
Sullivan	6.2	6.4

Source: Missouri Department of Economic Development

A recent labor analysis prepared by MERIC and the Department of Economic Development indicates that the most job listings in the region were in the truck driving

industry. Other sectors active in the hiring process were in the areas of retail sales, maintenance and repair workers, laborers, tellers, delivery drivers, clerks, secretaries, and personal care aides. While it is positive to have activity in hiring, these sectors represent traditionally lower wage and high turnover occupations that require little, if any, training beyond a high school diploma.

On the other end of the hiring spectrum, according to the report, employers in need of employees with skills and training in the health care industry, computer technology, scientists, engineers, and management offered fewer opportunities. While the job opportunities in these sectors are not as plentiful they provide above average wages for the region and offer stability and opportunities for advancement for those employed in these areas.

Taking all these factors and other economic indicators into consideration, the Green Hills EDD will continue to consider Workforce Development a priority issue and will partner with the Northwest Workforce Investment Area, local elected officials, economic developers, and the State of Missouri's Department of Economic Development staff to develop a workforce to fit the needs of the regions industries and businesses.

Career Center Ribbon Cutting



GHRPC BOARD OF DIRECTORS 20012/2013

Government Representatives

Name	Government	Position
Bud Motsinger	Caldwell County	Presiding Commissioner
Dale Wallace	City of Hamilton	City Manager
Kerry Sampson	City of Trenton	City Administrator
Clifford Shipley	Mercer County	Presiding Commissioner
Nelson Heil	Carroll County	Presiding Commissioner
Sabra Hamilton	City of Bethany	Economic Developer
Jack Hodge	Harrison County	Presiding Commissioner
Tony McCollum	Chariton County	Presiding Commissioner
Del Dee Meyer	City of Salisbury	Mayor
Bill Dorsey	Linn County	Associate Commissioner
Luke Lewis	City of Marceline	City Manager
Jim O’Nello	City of Milan	City Manager
Zach Johnson	City of Gallatin	City Manager
Randy Sims	Daviess County	Presiding Commissioner
Eva Danner	Livingston County	Presiding Commissioner
Chuck Haney	City of Chillicothe	Mayor
Gerald Holman	City of Princeton	City Council Member
Roger Leabo	City of Norborne	Mayor
Rick Hull	Grundy County	Presiding Commissioner
Randy Sands	Putnam County	Presiding Commissioner
Chris May	Sullivan County	Presiding Commissioner
George Scurlock	City of Princeton	City Council Member

Non-Government Representatives

Name	Company / Enterprise	Position
Dean Hales	Chick Enterprises	Partner/Owner
Lawrence Hinnen	Hinnen Hauling	Owner
Phyliss Johnson	Health Education	Director
Allan Quilty	Workforce Development	Former Director now Retired
Kaye Malins	Marceline Tourism	Director
Roy Pendleton	Gallatin Newspaper	Owner
Terry Smith	Smith Contracting	Partner/Owner/Project Manager
Danah Fowler	Fowler Trucking	Co-Owner
Jim Paul	Utilities	Director
Jack Tucker	Banking	Vice President

Stakeholder Organization Representatives

Name	Organization	Position
Debbie Henry	Carroll County Economic Development	Director
Dr. James Gardner	North Central Missouri College	Dean of Instruction

*Debbie works in the Carroll County Economic Development/Chamber Office, duties are shared

**Green Hills Economic Development District
CEDS Committee
2012**

Name	Representing	Position
Eva Danner	Workforce Development	State and local WIB member
Randy Sands	RS Portable Septic	Owner
Jack Hodge	Transportation	Retired Highway Patrol
Rick Hull	Private Sector	Restaurant Owner
Kaye Malins	Tourism	Director
Chris May	Private Sector	Farmer
Terry Smith	Private Sector	Construction Project Mgr.
Danah Fowler	Transportation	Owner of trucking company
Jack Tucker	Banking/Finance	Vice President
Becky Cleveland	Economic Development	Brookfield ED Director
Valentina Mensa	Minority Services	Milan Latino Center Director

Section 2

2. (a) Economic Development Challenges and Opportunities (SWOT)

The Green Hills EDD participated in a SWOT analysis, summary of which is included as Exhibit 3.

2. (b) Past, Present, and Future Projects

The Green Hills District has been successful over the past 20+ years in assisting communities with their infrastructure and development needs. The financial impact of infrastructure projects funded since 2007 is reflected in the Table 3 below:

Table: 4

**Funded Projects in the Green Hills Regional Planning Commission Area
2007-2012**

Grant Recipient/Year	Type	Grant Funds	Total Project
2007-City of Jamesport	Water Improvements	\$500,000	\$1,901,900
2007-Livingston County	Water Improvements	500,000	3,021,050
2007-City of Cainsville	Street Improvements	250,400	345,000
2007-City of Milan	Sewer Upgrade	1,200,000	4,200,000
2007-Carroll County	Dewitt Levee Repair	36,704	216,518
2007-Carroll County	Cherry Valley Levee	90,500	554,340
2007-City of Hamilton	Water Improvements	450,000	786,010
2008-City of Bosworth	Sewer Upgrade	500,000	2,371,500
2008-City of Kingston	Water Improvement	500,000	1,603,000
2008-Grundy County	Bridge Replacement	400,000	865,900
2008-Kidder/Caldwell	Water Improvements	500,000	1,216,650
2008-City of Milan	Dam Repair	34,070	121,206

Grant Recipient/Year	Type	Grant Funds	Total Project
2008-City of Marceline	Dam Repair	\$420,315	\$575,815
2008-Sullivan County	Bridge Replacement	351,000	474,531
2008-Chariton County	Levee Repair	90,320	617,211
2008-City of Chula	Street Drainage	105,794	109,749
2009-City of Meadville	Water Improvement	500,000	1,400,000
2010-Gilman City	Street Drainage	105,794	109,749
2010-City of Breckenridge	Water Improvement	500,000	2,181,450
2010-Daviess County	Water Improvement	500,000	2,333,400
2010-Caldwell County	Nutrition Center	285,038	316,538
2010-City of Marceline	Nutrition Center	250,593	303,593
2012-City of Bethany	Sewer Upgrade	500,000	6,312,290
2012-Carroll County	Wakenda Levee Repair	164,084	823,419
2012-City of Gallatin	Water Improvements	500,000	4,618,490
TOTALS		\$ 9,234,612.00	\$37,379,309.00

As the table above reflects the success of the District in leveraging funds for infrastructure and public facilities, the achievement is somewhat dulled as the future presents an overwhelming need for infrastructure investment with the majority being in the area of water and sewer systems as well as bridge and street improvements.

Table 5:

**Green Hills Regional Planning Commission
Future Infrastructure Projects
2012-2017**

Jameson Water System Improvement	Green City Sewer System Upgrade
Norborne Water Connection to Carrollton	Newtown Water Connection to PWSD
Bethany Sewer System Upgrade	Norborne Sewer System Upgrade
Keytesville Sewer System Upgrade	Pattonsburg Water System Improvement
Hamilton Water System Improvement	

2. (c): Economic Clusters

The Green Hills District has yet to realize the benefit of economic clusters (networks). The closest model is located in Linn where the publishing industry is the major economic contributor in the county. Walsworth Publishing's headquarters is located in Linn County and there are several small publishers (sub-contractors) and suppliers in the county tied to Walsworth's successful, home-grown business.

In the Districts' CEDS written in 2007 it was anticipated that an agricultural based alternative energy cluster would evolve as at that time an ethanol plant, power plant, and bio diesel plant was in the development or construction phases. However, at the time of this writing, the ethanol plant was the only venture that came to fruition. Due to regulations, market change, and lack of capital the bio diesel plant and the power plant did not get beyond planning or initial construction bringing the expectation of an alternative energy cluster to an abrupt end.

At best the District can describe Linn, Livingston, Grundy, Daviess, and Sullivan Counties as the home to the regions manufacturing/industry "cluster" and Mercer, Chariton, Carroll, and Putnam the most dependent on agriculture based business. While, due to its location on interstate 35, Harrison County's attributes lends itself to warehousing and logistic activities and Caldwell County has become the "micropolitan" county in the region providing small town and country living to those commuting to the metropolitan area for employment.

The District does not anticipate the region will realize the full benefit of a true cluster/network economy until the regional approach to economic development is embraced and viewed as a viable economic development model rather than maintaining the current mini stand-alone county economies.

Section 3: Goals and Objectives

The rural Midwest presents numerous Economic Development challenges and opportunities. According to a Heartland Policy Paper titled Past Silos and Smokestacks: Transferring the Rural Economy in the Midwest, the author Mark Drabenstott points out in laymen's terms the direction rural areas must take to compete in today's Global Economy. Several of the Goals, Strategies, and Action Plans discussed in this and the following sections have been developed from the guidance provided in this innovative view of rural Economic Development.

Goal #1: Enhance the regions competitive advantage.

Objectives:

- a. Assess local knowledge on distinct assets of the region and determine the best competitive advantage for the region based on the regions resources, strengths, and location.

Goal #2: Facilitate investment in water, sewer, transportation, and telecommunication infrastructure.

Objectives:

- a. Coordinate transportation planning that links the region to urban transportation center to improve movement of goods and services.
- b. Assist with the development of statewide Broadband expansion plan.
- c. Leverage funds to upgrade or replace antiquated water and sewer systems.

Goal # 3: Strengthen rural labor markets and enhance worker skills.

Objectives:

- a. Continue to operate Workforce Development programs offering job search, training, and business services through Workforce Investment Act funding and programs.

Goal #4: Facilitate Emergency Planning collaboration across jurisdictional lines within and outside the regions geographic boundary.

Objectives:

- a. Bring local governments together to begin discussion regarding on pooling equipment, resources, and manpower to address the regions Emergency Planning and Response System.

Goal #5: Increase value-added agricultural activities.

Objectives:

- a. Promote broadening of agriculture production from the traditional commodity model to the development of regionally branded foods, alternative energy production, and green growth practices.

Goal #6: Improve delivery of public services.

Objectives:

- a. Promote using technology resources to enhance the delivery of public services in the area particularly in the area of telemedicine and distance learning and training.
- b. Implement the use of TextCaster to inform members about news alerts, important information, and meeting notices.

Goal #7 : Maintain organizational support services.

Objectives:

- a. Continue to provide core technical services to the District's membership.
- b. Maintain cartography technology upgrades.
- c. Maintain the District's website presence.

Section 4: Community and Private Sector Participation

Several sectors of the region provided input to District staff for the development of the CEDS. In January and February of each year staff meets personally with each County Commission for the purpose of soliciting information concerning problems and issues facing the county. Also, at the quarterly Board of Directors meeting, members are encouraged to submit their respective economic development needs and concerns. The feedback received provides staff with information which is utilized to develop actual work plan items for the future of the District.

The CEDS Committee met and provided input regarding the economic development problems and opportunities that they experience within the District and also provided vision for goals and objectives that should be included as components in the CEDS five year forecast.

The CEDS will be implemented utilizing the leadership of the District's Board of Directors and the CEDS Committee. The overall success of the CEDS will be dependent on the partnerships that currently exist between the District and its federal, state, and local partners. In addition, the partnerships developed with regional financial institutions and the private sector will provide value to the successful implementation of the goals and objectives of the Green Hills Comprehensive Economic Development Strategy.

Section 5

Strategic Projects, Programs, and Activities

The Strategic projects discussed in this Section reflect recurring issues that have been brought to the attention of District staff on an ongoing basis and throughout the CEDS process.

1. Maintain the Districts Technology Services

To adequately address the District's expressed interest in expanding the capacity of technological based services the District has invested in upgrading the cartography and GPS services available at the District office.

Number of Jobs Created: This service will not directly create jobs but will enhance the ability of the regions economic development stakeholders to access maps and data instrumental in their business attraction efforts.

Lead Organization: Green Hills Regional Planning Commission

Sources of Funding: Agency funds

The second component to enhancing the District's technology services will include maintaining the District's website to better communicate with the District's membership as well as other partners within the District and at the State and Federal level.

Number of Jobs Created: It is possible that one job could be created from this component should the District decide to employ an individual to maintain the website content. The marketing piece could result in attracting new businesses to the region with the actual job creation uncertain at this time.

Lead Organization: Green Hills Regional Planning Commission

Sources of Funding: Agency funds

2. Provide technical assistance to the Coalition's development of two (2) regional lakes needed to address water shortage issues in the western and eastern counties in the District.

The region is poised to realize the completion of two (2) regional lakes which have been in the development phase for several years. The lake sites are located in Sullivan and Caldwell counties and are very important to the region as a source of raw water for industrial and residential use. Sullivan County is home to a large hog processing facility (Premium Standard Foods) which is a heavy water user and employer of over 800 persons. During recent drought episodes in the County the facility officials have expressed concern about the future of the plant in terms of the present infrastructure meeting the current water needs as well as future expansion requirements. The Caldwell County Lake project is being developed to improve access to raw water for the county. In times of drought, Caldwell County has limited resources for raw water reserve; the lake will provide flood control and a raw water source to sustain the water supply in the county. In the future, it is possible, that the Caldwell Lake may connect to the Northwest

Water Coalition infrastructure. The Northwest Water Coalition is working on a plan to address the water supply needs in the Northwest area of the State and will consist of several water sources connecting to collectively meet the raw water needs in the northwest corner of the District.

Number of Jobs Created: Successful development of these lakes could result in the retention of over 1000 jobs and present the opportunity for new industrial and manufacturing development resulting in an unknown number of new jobs.

Lead Organization: Sullivan County Lake-Sullivan County Water Commission
Caldwell County Lake-NRCS and Northwest Water Coalition

Sources of Funding: NRCS, USDA, EPA, EDA, Federal appropriations, DNR, local funding

3. Improve the District's water/sewer infrastructure.

The District is very active in working with communities to upgrade or replace existing, antiquated, water and sewer infrastructure. Current infrastructure in many communities does not meet current DNR standards which stifles any development possibilities within the community until such time the issues are addressed. For our rural communities to survive and prosper this issue is at the forefront of the District's strategy for economic development.

Number of Jobs Created: Undetermined amount of jobs will be retained in communities whose water/sewer capacity is questionable. When improved, many jobs could be created in communities who can meet the water/sewer demands of light industry/manufacturing, and housing development.

Lead Organization: Green Hills Regional Planning Commission

Sources of Funding; Community Development Block Grant, EDA, USDA, local funding

4. Improvement of transportation infrastructure to support area manufacturing and businesses that are dependent on the trucking and rail industries.

The majority of the regions transportation infrastructure is primarily two-lane state highways. The current infrastructure presents challenges for trucks to have safe and efficient access to businesses as they move goods in and out of the region, turn lanes, wider shoulders, etc. are needed throughout the area.

Number of Jobs Created: Job retention numbers could be well in the 1000's, new job estimates could reach 200+, with infrastructure improvements.

Lead Organization: MACOG, MoDOT, Green Hills Regional Planning Commission

Sources of Funding: MoDOT, Federal Highway funds, Community Development Block Grant, local funds

5. Continue to provide Workforce Development Programs and Services.

Through a sub-contract with the Northwest Workforce Investment Board, the District will continue to offer Workforce Development services to job seekers and employers.

Number of Jobs Created: The numbers of job placements is difficult to determine as all placements are not easily documented. It is anticipated that the Career Center system will place at least 350 persons in the upcoming year.

Lead Organization: Northwest Workforce Investment Board, Green Hills Regional Planning Commission, Department of Workforce Development

6. Develop a Regional Emergency Response Program.

As a result of preparing Hazard Mitigation Plans for each county in the region several issues have been identified that need addressed to improve county and community regional response.

Number of Jobs Created: Initially no new jobs will be created; however, implementation could result in lives being saved.

Lead Organization: FEMA, SEMA, CDBG, Green Hills Regional Planning Commission

Section 6

CEDS Plan of Action

The CEDS Plan of Action as it relates to the Goals and Objectives in Section 3 will facilitate the implementation of the CEDS in a manner that promotes the assets of the region, while addressing the economic development needs of the District utilizing a comprehensive development approach. Action plans related to each goal is explained as follows:

Goal #1: Enhance the Regions Competitive Advantage

Time frame: All action items are considered current and future core services.

1. District staff will maintain current memberships with the Northwest Roundtable, NADO, and the Missouri Economic Development Council.
2. District staff will serve on various committees and boards, including: Federal Home Loan Bank, Small Business Development Center, Northwest Workforce Development Board, and the Missouri Department of Transportation.

Goal #2: Maintain Organizational Support Services

1. The District will invest in training staff on an ongoing/as needed basis to ensure the District is represented by qualified professionals. **Time Frame: Ongoing**
2. District staff will provide technical assistance to economic developers in the District and city and county governments. **Time Frame: Ongoing**
3. District will maintain website and invest in technology needed to better serve the District. **Time Frame: Ongoing**

Goal #3: Facilitate investment in water, sewer, transportation, industrial, and telecommunication infrastructure.

1. Continue to assess each community's water/sewer needs and work directly with the identified community, county, and/or water district to address infrastructure issues. **Time frame: Ongoing core service**
2. Conduct a transit study for the District to identify and coordinate available transportation for public use. **Time frame: July 2012-December 2012**
3. Utilize the District's Transportation Advisory Committee to receive input concerning transportation needs in the District. **Time frame: Current process that will be continued.**
4. Assist the state in developing a Broadband needs assessment and sub-regional Broadband infrastructure expansion plan. **Time Frame: July 2012-December 2012**

Goal #4: Strengthen rural labor markets and enhance worker skills.

1. Continue to operate Workforce Investment Act programs to provide training and job search opportunities to Displaced Workers and job seekers. **Time Frame: July 1, 2012-June 30, 2013**
2. Continue to provide a site and the leadership staffing to support the Next Generation Career Center service delivery model in the Green Hills District. **Time Frame: July 1, 2012-June 30, 2013**

Goal#5: Facilitate Emergency and Disaster collaboration across jurisdictional lines within and outside the regions geographic boundary.

1. Prepare Hazard Mitigation Plans and updates for each County. **Time Frame: Ongoing service.**
2. Coordinate meetings and discussion concerning setting standards for activation of outdoor siren warning systems. **Time Frame: September 1, 2012-August 31, 2013**
3. Coordinate meetings and discussion concerning consolidating the current 911 operations centers. **Time Frame: July 1, 2012-December 31, 2014**
4. Prepare Mercer County's 911 map, to include addressing and maintaining the counties database. **Time Frame: September 2012 to ongoing**
5. Continue to maintain the 911 addressing for Grundy County. **Time Frame: Ongoing**

Goal #6: Increase the regions value-added agricultural activities.

1. Strengthen partnership with North Central Missouri College's new agriculture campus, University Extension Department, and the State and Federal Department of Agriculture to promote, educate, and facilitate the development of alternative agricultural markets. **Time Frame: Ongoing**

Goal #7: Improve on the delivery of public services utilizing technology.

1. Subscribe to TextCaster and begin using mass cell phone texting as a way to communicate with the Board of Directors and media concerning meetings, important announcements, and other informational items. **Time Frame: October 2012 to ongoing service.**
2. Promote and support the delivery of healthcare and distance learning through technological venues applying grant writing services where applicable. **Time Frame: Ongoing**

Section 7

Performance Measures

The performance measures that will serve as benchmarks to determine the progress and success of the District's CEDS is comprised of a list of economic factors that will be referred to annually to determine the successful development and implementation of the CEDS. The factors that will be measured include:

1. Number of new jobs created
2. Number and types of Federal and State investments
3. Number of jobs retained
4. Increase in private investment
5. Stabilized population
6. Increase in funded water/sewer improvement projects
7. Increase in number of Enhanced Enterprise Zones
8. Dislocated Workers securing jobs with comparable wages to their previous employment
9. Increase in requests for District technical assistance
10. Increase in usage of the District's website, mapping, and GPS services
11. Annual evaluation of the State's Transportation Investment plan to ensure the District's Transportation Advisory Committee and CEDS Committee transportation concerns are being addressed by the Department of Transportation

The most current data and information will be gathered during the CEDS evaluation process and will be compared to the Goals, Objectives and Action Plans set forth in the CEDS and processes will be adjusted as needed to provide increased focus on areas that are not meeting the expectations of the District's Goals.

GREEN HILLS REGION
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY

2012

EXHIBIT 1

Economic Impact Study

Premium Standard Farms
Farmland Foods

Release Date April 2011

UNIVERSITY OF MISSOURI
 **Extension**
Commercial Agriculture Program

Economic Impact

Premium Standard Farms - Farmland Foods

Premium Standard Farms (PSF) is a vertically integrated firm which focuses on pork production. The company is currently headquartered in Princeton, Missouri and was founded in 1988. PSF was the second largest pork producer and sixth largest pork processor in the United States prior to its acquisition by Smithfield Foods in 2007. The company currently owns 63 sow farms and nine grow/finish farms, along with 44,000 acres of land across Mercer, Putnam, Sullivan, Grundy, Gentry, Daviess, and Worth counties in northern Missouri. PSF currently employs approximately 1,070 people (1,022 full time equivalents) who reside in north central Missouri and southern Iowa.

Farmland Foods owns and operates pork processing facilities and is also a subsidiary of the Smithfield Foods Family. Farmland's hog slaughtering facility is located in Milan (Sullivan County), Missouri and its ham processing facility in Martin City (Jackson County), Missouri. In 2009, Farmland Foods slaughtered approximately 2.3 million hogs at Milan and processed 104 million pounds of ham at Martin City with a workforce of over 1700 people.

PSF and Farmland Foods are significant contributors to the economic vitality of Missouri, particularly north central Missouri. Average annual sales revenue for PSF and Farmland Foods for 2007-2009 exceeded \$265 million and \$526 million respectively. This revenue from PSF and Farmland Foods impacts the local counties where their business is conducted, adjacent counties where many employees live, and the state as a whole.

Using an economic input-output model, IMPLAN, we estimated that PSF's average annual revenue of \$265 million had a total economic impact of \$313 million on the counties where PSF conducts business and a \$382 million impact on the State of Missouri. Farmland Foods' (Milan) average annual revenue of \$425 million had a total economic impact of \$469 million on Sullivan County alone; \$601 million in the State of Missouri. Farmland Foods' (Martin City) average annual revenue of \$100 million had a total impact of \$133 million on Jackson County and \$142 million on the State of Missouri. The total economic impact of PSF and Farmland Foods on the state of Missouri is \$1.1 billion.

Executive Summary

Employment impacts indicate that in addition to the 1,022 full time equivalent PSF employees, PSF economic activity is responsible for an additional 513 jobs in the counties where PSF conducts business, an additional 49 jobs in the adjacent counties where PSF employees spend their income and an additional 442 jobs in the rest of the state; for a total of 2,025 jobs in the State of Missouri. In addition to the 1,742 persons employed by Farmland Foods in both Milan and Martin City, its business activity added another 326 employees in Sullivan County, an additional 331 employees in counties adjacent to Sullivan County, and an additional 204 in Jackson County. PSF and Farmland Foods can be credited with generating over 5,200 jobs in the State of Missouri.

Tax receipts indicate that PSF and Farmland Foods paid over \$3.6 million dollars annually in property taxes in 2009. Over \$1.9 million of these taxes supports schools in the counties where 124,750 students (K-12) are educated.

In 2009, PSF purchased over 16 million bushels (\$58 million) of corn and 130,000 tons of soybean meal (\$40 million) as inputs for its feed mills. These purchases of corn and soybean accounted for approximately 73% of corn and 49% of soybeans produced in the study area. Studies indicate that corn prices improve \$.04/bushel to \$.27/bushel with increased livestock and ethanol demand. PSF's impact probably lies between \$.05 and \$.30 per bushel. Every \$.05/bushel price improvement results in approximately \$800,000 more income for north central Missouri crop farmers.

PSF expenditures for natural gas, propane, electricity, and water were approximately \$11 million dollars for 2009. Contract expenses, which includes payments to contract growers and payment of services such as contract pumping, pig hauling, feed hauling, and routine maintenance were \$16 million dollars. PSF paid approximately \$560,000 for custom farming of hay, corn, and soybeans and received approximately \$1.3 million from manure nutrient sales. Sales of hay and nutrients help support other agricultural industries such as beef, corn, and soybean. PSF also paid a total of \$2.6 million dollars in real estate and property taxes in 2009. In 2009, Farmland Foods also paid over \$1.1 million dollars in property and sales taxes. Expenditures for water and electricity exceeded \$5.9 million dollars.

The total economic impact of PSF and Farmland Foods on the state of Missouri is **\$1.1 Billion.**

Economic Impact

Premium Standard Farms - Farmland Foods

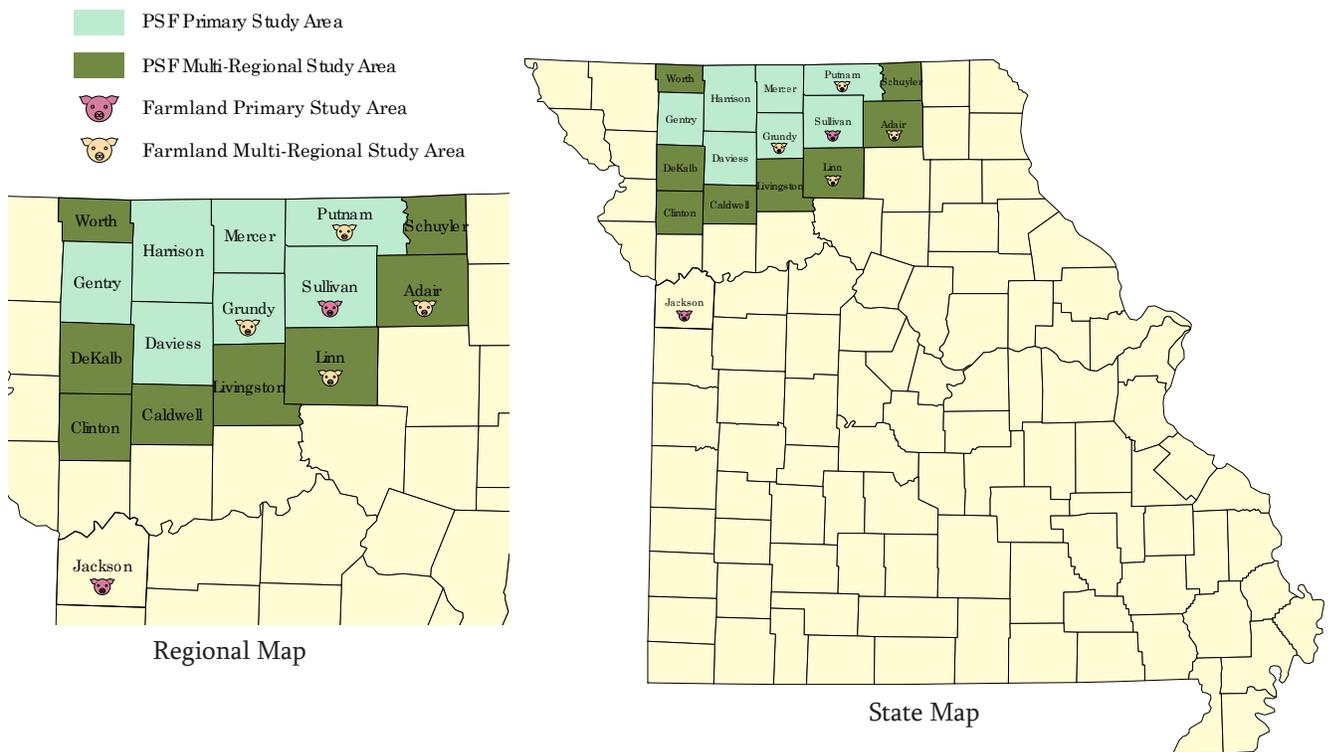
Study Objective and Geographic Regions

The purpose of this study is to quantify the economic impact of Premium Standard Farms (PSF) and Farmland Foods on the county and state level. We analyzed the impacts of PSF and Farmland Foods on several geographic regions (Figure 1).

For the PSF economic impact, we looked at Daviess, Gentry, Grundy, Harrison, Mercer, Putnam, and Sullivan counties – where PSF has production facilities. Harrison County is included in the primary study region because 10% of PSF employees reside in this county. The extended analysis for PSF includes Worth, DeKalb, Clinton, Caldwell, Livingston, Linn, Adair, and Schuyler Counties. It is recognized that PSF has production facilities and employees in Iowa but Iowa is not included in this analysis.

For Farmland Foods, our primary study areas were Sullivan and Jackson counties where their pork processing plants are located. The extended analysis for Farmland Foods includes Putnam, Linn, Adair, and Grundy counties, which border Sullivan County.

Figure 1. Regional Impact Areas



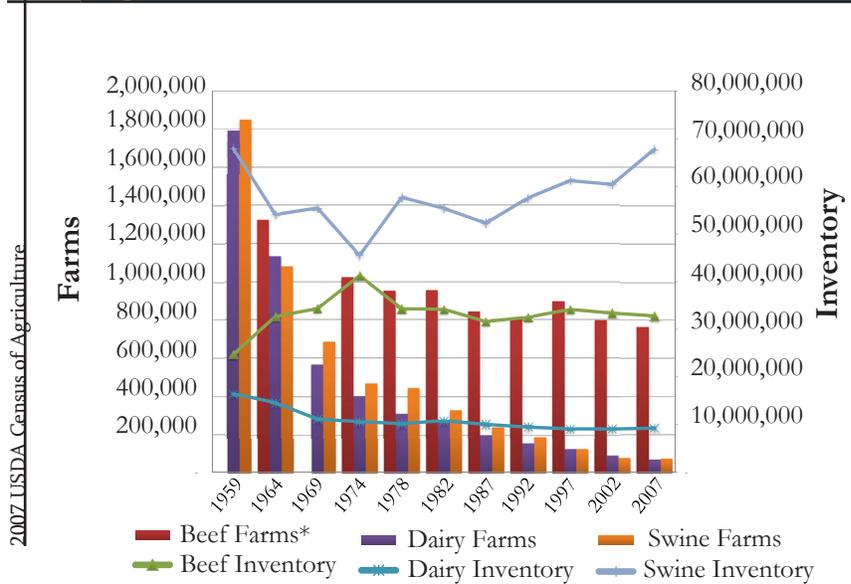
Economic Impact

Premium Standard Farms - Farmland Foods

US Agriculture Overview

A clear trend has taken place across the United States over the last 48 years concerning crop and livestock production. The number of farms that produce animals for food consumption and crops for grain and seed production are decreasing while animal inventories and bushels harvested are increasing, with the exception of dairy inventories. While the data from Figure 2 shows a decline in both dairy farms and inventory, national milk production from 1959 through 2007 has increased from 122 to 186 million pounds of milk. (USDA NASS). According to the USDA NASS Census of Agriculture data, approximately 6.4 million farms (4 million livestock and 2.4 million crops) have disappeared between 1959 and 2007. Data indicates that swine and corn production have had the largest transformations. Swine farms have declined by 1.7 million while inventories have returned to 1959 levels of 67 million. Corn farms have declined by 1.6 million while bushels harvested have more than tripled from 1959 levels. Figures 2 and 3 display a graphical representation of US industry trends.

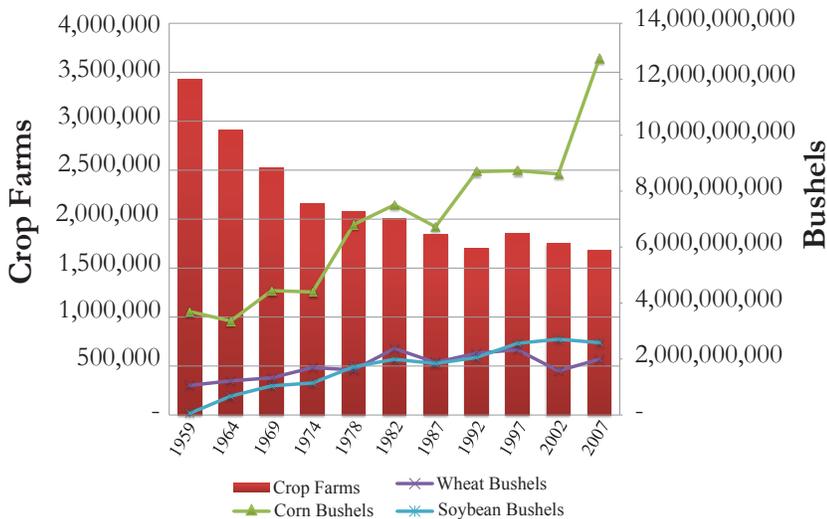
Figure 2. US Farms in Livestock Production



*Beef data was unavailable for 1959 and 1969

Figure 3. US Farms in Crop Production

2007 USDA Census of Agriculture



Economic Impact

Premium Standard Farms - Farmland Foods

Swine Industry Overview

Pork is the most widely consumed animal protein in the world (Table 2). In 1991, pork accounted for 40% of world meat consumption, followed by beef (29%) and poultry/turkey/other (23%). According to 2010 USDA Foreign Agriculture Service data, pork now accounts for 58% of world meat consumption, while beef and poultry account for 32% and 11% respectively.

Globally, China is the number one producer of pork, accounting for 49% of all pork produced. The 27 member states of the European Union are second, accounting for 21%; and the United States is third with 10%.

Japan is the number one importer of pork products (USDA, ERS). Since Japan's pork market relies heavily on imported pork, US pork producers have access to yet another foreign market opportunity. The US is the world's top exporter of pork products and exported approximately one third of its pork products to Japan in 2009 (Figure 3). Currently, the US has been Japan's primary supplier of fresh pork. The second and third largest recipients of imported pork from the United States are Mexico and Canada (USDA, ERS).

In 2009, Missouri swine industry accounted for 5.3% of hogs and pigs produced in the US, and ranked fourth (\$766 million) in the state for agricultural commodities produced. Missouri exported \$369 million dollars of live animals and meat products in 2009 (USDA, ERS). The value of state pork products (fresh, chilled, or frozen) exported was \$252 million dollars in 2009. Canada, Mexico, China, and Japan are the top four recipients of Missouri exports receiving over 55% of total state exports (US Census Bureau, US International Trade). The value of Missouri swine production indicates that it is important in both domestic and international markets.

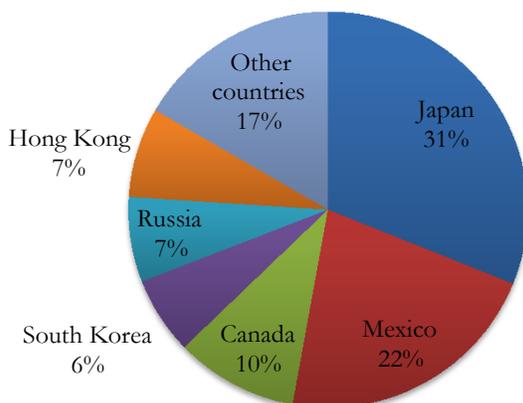
Industry	1991	2009
Pork	40%	58%
Beef/Veal	29%	32%
Poultry/Turkey/Other	23%	11%

USDA, Foreign Agriculture Service

Figure 4. US Pork Exports 2009

USDA, Economic Resource Service

Country shares of U.S. Pork Exports, 2009

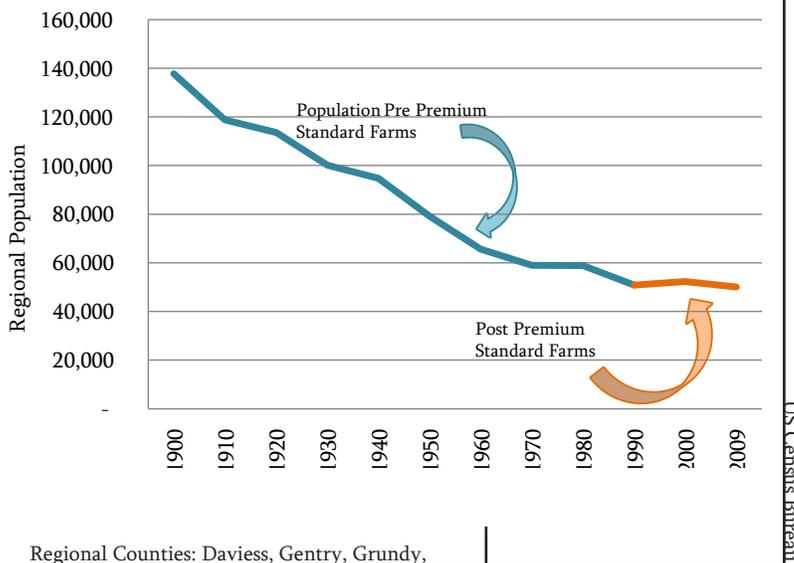


Economic Impact

Premium Standard Farms - Farmland Foods

Regional Characteristics

Figure 5. Regional Population

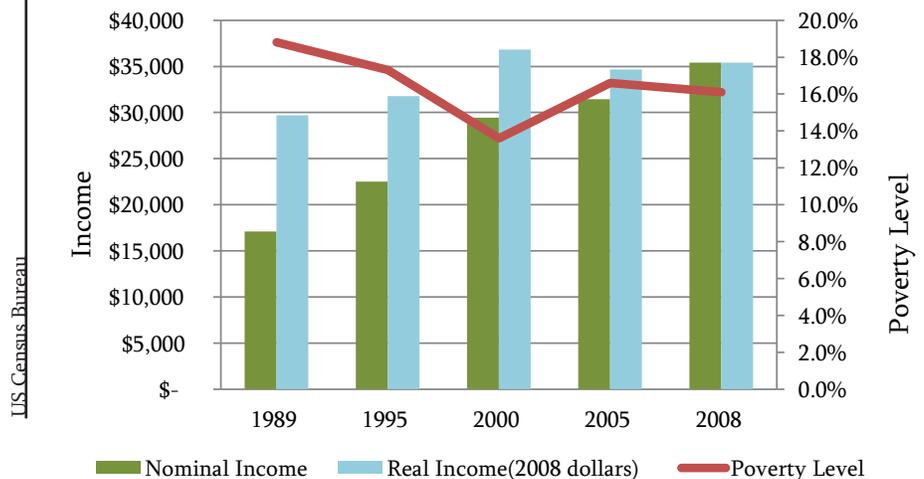


US Census data indicates that population in the primary study area (Figure 4) declined until the early 1990s, afterward it remained constant at 50,000 persons.

Figure 5 shows the percentage of persons below the poverty level has declined from 19% in 1989 before the arrival of PSF to 16% in 2008. In 2008, the average national poverty threshold for a family of four was \$22,025 (US Census Bureau). US census data indicated that the real median household income (Figure 5) in this study region increased from \$30,000 to \$35,000 over the last 20 years.

Regional Counties: Daviess, Gentry, Grundy, Harrison, Mercer, Putnam, Sullivan

Figure 6. Regional Median Household Income



Economic Impact

Premium Standard Farms - Farmland Foods

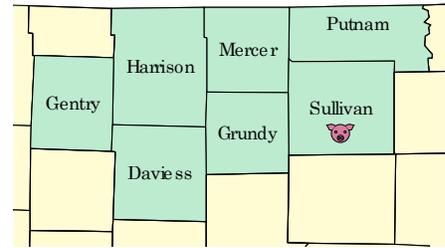
Premium Standard Farms & Farmland Foods School Impact

For 2009, the eight counties of our primary focus area contained 22 school districts, educating 124,750 students. Table 3 illustrates the approximate amount of property taxes paid to school districts from Premium Standard Farms and Farmland Foods for 2009. Mercer and Sullivan Counties received \$830 and \$603 per student, respectively. These two counties received the highest amount of property taxes because most of PSF farms are clustered in Mercer County while Sullivan County houses the Farmland Foods slaughter facility. Gentry, Davies, and Putnam counties received over \$100/student from PSF property taxes paid. For reference, a home that costs \$149,000 in Gentry County will pay approximately \$1,115 in property taxes, which is about \$.51 per student. PSF pays approximately 200 times more in funding per student.



Missouri Department of Elementary & Secondary Education

Regional Map



- PSF Primary Study Area
- Farmland Primary Study Area

Table 2. 2009 Taxes Paid to School Districts

County	Taxes Paid			Student Impact	
	PSF	Farmland	Total Taxes to School Districts	Number of students	Funding/student
Mercer	\$909,300		\$476,473	574	\$830
Putnam	\$468,794		\$245,648	795	\$309
Sullivan	\$717,204	\$622,678	\$702,098	1,164	\$603
Grundy	\$9,976		\$5,227	1,542	\$3
Daviess	\$272,879		\$142,989	1,307	\$109
Gentry	\$232,299		\$121,725	1,140	\$107
Jackson		\$392,292	\$228,706	118,228	\$2
Total	\$2,610,452	\$1,014,970	\$1,922,866	124,750	

Note: Estimated regional percentage of property taxes paid to school districts 52%; Jackson County 58%.

Economic Impact

Premium Standard Farms

Costs and expenses paid by PSF are a significant source of revenue to agribusinesses and to other agricultural producers in their respective counties.

In 2009, PSF purchased over 16 million bushels (\$58 million) of corn and 130,000 tons of soybean meal (\$40 million) as inputs for its feed mills. These purchases of corn and soybean accounted for approximately 73% of the corn and 49% of the soybeans produced in the primary study region.

A South Dakota study indicated that ethanol production increased the value of corn in various regions of the state from \$.04/bushel to \$.27/bushel, and that livestock demand for an additional bushel of corn increased the value more than ethanol demand for an additional bushel. One of the determinants of increased value was the increase in corn demand relative to the total production in that region. Since Premium Standard Farms uses over 70% of the corn produced in the primary study region, it would likely have a large impact.

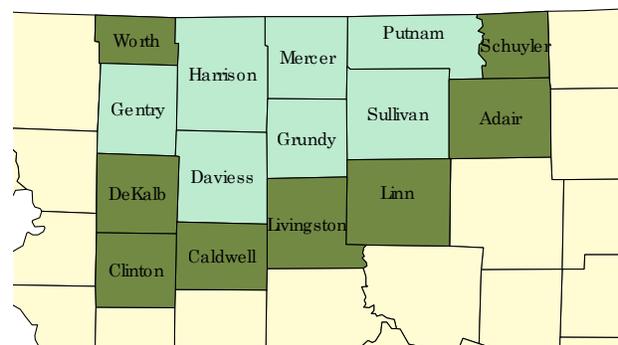
While studies indicate that corn prices improve with increased livestock and ethanol demand, it does not quantify the amount for PSF usage. Undoubtedly, the impact probably lies between \$.05 and \$.30 per bushel. Every \$.05/bushel price improvement results in approximately \$800,000 more income for north central Missouri crop farmers.

Other expenditures for natural gas, propane, electricity, and water were approximately \$11 million dollars in 2009. Contract expenses, which includes payments to contract growers and payment of services such as contract pumping, pig hauling, feed hauling, and routine maintenance were \$16 million dollars. PSF also paid approximately \$560,000 for custom farming of hay, corn, and soybeans. PSF also received approximately \$1.3 million from manure nutrient sales.

(continued on next page)

Economic Impact of Premium Standard Farms on North Central Missouri

Regional Map



PSF Primary Study Area
PSF Multi-Regional Study Area

Economic Impact

Premium Standard Farms

Economic Impact of Premium Standard Farms on North Central Missouri

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Economic impact results were obtained using IMPLAN, a widely used economic input-output model. The impacts can be separated into three different categories: direct, indirect, and induced. A direct impact can be defined as the direct changes in an area as a result of a change in an industry. For example, the sales revenue received by Premium Standard Farms from the sale of pigs is a direct impact. An indirect effect would be when PSF purchases supplies or inputs from other industries (veterinary medicine, corn, transportation, etc.). Induced effects are the changes in spending from income generated by direct and indirect impacts. For

dicating an indirect impact of \$82 million, an induced impact of \$34 million for a total impact of \$382 million for the entire State of Missouri. Of the state's \$382 million impact, \$313 million can be attributed to the local economy of the study region. PSF currently employs 1,022 full time persons, and as a result of its local production of pork, has created an additional 513 jobs in the PSF study area and 442 jobs statewide (Table 4).

Multi-regional analysis, a feature of IMPLAN, makes it possible to track how an impact of an industry in a study area affects the economy in any other region in the US. This feature basically demonstrates how an impact in the study region disperses into other regions, and shows how these effects in surrounding areas create

additional local effects (indirect and induced only). The counties used in the multi-regional analysis region for Premium Standard Farms were the eight counties that surrounded our primary study region. Those counties are Worth,

Impacts	Direct	Indirect	Induced	Total Impact
Missouri				
Output	\$265,845,136	\$82,982,040	\$34,137,504	\$382,964,680
Employment	1,022	719	284	2,025
PSF Study Area¹				
Output	\$265,845,136	\$32,541,650	\$15,421,728	\$313,808,514
Employment	1,022	344	169	1,535
Multi-Regional Analysis²				
Output		\$5,339,898	\$1,131,934	\$6,471,832
Employment		39	10	49

¹Daviess, Gentry, Grundy, Harrison, Mercer, Putnam, Sullivan

²DeKalb, Clinton, Caldwell, Livingston, Linn, Adair, Schuyler, Worth

Numbers may not add due to rounding

instance, employees of PSF and the corn producer from which PSF buys corn will use their income to purchase homes, shopping, doctor visits, and participate in local banking.

PSF annually received approximately \$265 million dollars in sales revenue from 2007-2009. This sales revenue is a direct impact of PSF swine production in northern Missouri. Estimates obtained through IMPLAN in-

DeKalb, Clinton, Caldwell, Livingston, Linn, Adair, and Schuyler. The counties were chosen because they have minimal animal production and they surround the counties where PSF farms are located. It is expected that PSF will buy some inputs or services that they can't obtain within the study area in those counties. It is also expected that PSF employees that live in the multi-regional analysis area will spend their money in the county in which they live. The results of the multi regional analysis indicate that an additional \$6.4 million dollars and 49 jobs are generated in the multi-regional study area as a result of PSF pork production.

Economic Impact

Farmland Foods

Costs and expenses paid by Farmland Foods are also a significant source of revenue to counties and agribusinesses. In 2009, expenditures for electricity and water use were approximately \$5.9 million dollars. The counties of Sullivan and Jackson received approximately \$1.1 million dollars in sales and property taxes.

The IMPLAN impacts for slaughtering industries can be explained in much the same way as the PSF impacts were in the previous section. The direct impact can be described as the sales revenue received by Farmland Foods from the sale of processed pork and hams produced. An indirect effect would be the purchase of supplies or inputs from other industries in order to keep production moving at the processing plant (boxes, shrink wrap, equipment, etc.). Induced effects are the changes in spending from income generated by direct and indirect impacts. For instance, employees of Farmland and input suppliers will use their income to make various purchases such as shopping, doctor visits, and participation in local banking.

Economic Impact of Farmland Foods on North Central Missouri

Regional Map

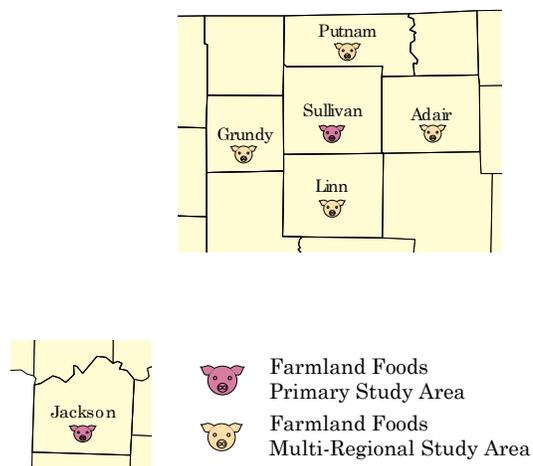


Table 4. Annual Economic Impact of Farmland Foods, 2009 - Milan

Impacts	Direct	Indirect	Induced	Total Impact
Missouri				
Output	\$425,721,888	\$112,578,576	\$63,602,766	\$601,903,229
Employment	1,246	653	529	2,428
Sullivan County				
Output	\$425,721,888	\$34,810,959	\$9,040,740	\$469,573,587
Employment	1,246	238	88	1,572
Multi-Regional Analysis¹				
Output		\$39,693,331	\$2,949,247	\$42,642,578
Employment		302	29	331

¹Putnam, Linn, Adair, Grundy

Numbers may not add due to rounding

Results of the Farmland analysis are found in Table 5. Farmland annually received approximately \$425 million dollars in sales revenue from 2007-2009. Estimates obtained through IMPLAN indicate an indirect impact of \$112 million, an induced impact of \$63 million for a total impact of

(continued on next page)

Economic Impact of Farmland Foods on North Central Missouri

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\$601 million for the entire state of Missouri. Total employment for the state exceeds 2,400 jobs. Total impact for Sullivan County exceeds \$469 million, and total employment is approximately 1,572 jobs for Sullivan County.

The counties used in the Farmland Foods multi-regional analysis region were the four counties surrounding Sullivan County. Those counties are Putnam, Linn, Adair, and Grundy. It is expected that Farmland will buy some inputs or services that they can't obtain within Sullivan County. It is also expected that Farmland employees that live in multi-regional analysis region will spend their money in the county in which they live. The results of the multi-regional analysis indicate that an additional \$42 million dollars and 331 jobs are generated in those counties as a result of Farmland Foods slaughter facility.

Impacts	Direct	Indirect	Induced	Total Impact
Missouri				
Output	\$100,469,960	\$26,568,441	\$15,010,191	\$142,048,592
Employment	496	154	125	775
Jackson County				
Output	\$100,469,960	\$22,030,423	\$10,580,067	\$133,080,451
Employment	496	121	82	700

Numbers may not add due to rounding

Results of the Farmland-Martin City analysis are found in Table 6. Farmland annually received approximately \$100 million dollars in sales revenue from 2007-2009. Results indicate an indirect impact of \$26 million, an induced impact of \$15 million for a total impact of \$142 million for the entire state of Missouri. Total employment for the state equals 775 jobs. Total impact for Jackson County exceeds \$133 million, and total employment is approximately 700 jobs for Jackson County.

Economic Impact

Premium Standard Farms - Farmland Foods

Annual Economic Impact

Not only are Premium Standard Farms and Farmland Foods important to the economy of counties in which they reside, but they are also a significant source of revenue to the State of Missouri. The total combined economic impact of Premium Standard Farms and Farmland Foods on Missouri is \$1.1 billion dollars.

Impacts	Direct	Indirect	Induced	Total Impact
PSF	\$265,845,136	\$82,982,040	\$34,137,504	\$382,964,680
Farmland- Milan	\$425,721,888	\$112,578,576	\$63,602,766	\$601,903,229
Farmland-Martin City	\$100,469,960	\$26,568,441	\$15,010,191	\$142,048,592
Total	\$792,036,984	\$222,129,057	\$112,750,461	\$1,126,916,501

Numbers may not add due to rounding

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Economic Impact

Premium Standard Farms - Farmland Foods

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- Mercer County Tax Collector/ Treasurer. Contacted via telephone.
- Grundy County Tax Collector/ Treasurer. Contacted via telephone.
- Putnam County Tax Collector/Treasurer. Contacted via telephone.
- Sullivan County Tax Collector/Treasurer. Contacted via telephone.

NOTES

Employment

Concerning Premium Standard Farms (PSF), employment is dispersed not only across Northern Missouri but also Southern Iowa. The total number of full-time equivalents (FTEs) will always be counted “at the place of work” regardless of where the employees live. Wherever the work takes place will be where the direct employment is measured.

Multi-Regional Analysis (MRIO)

A Multi-Regional Analysis is a new feature offered by IMPLAN that examines indirect and induced effects in other regions triggered by direct effects in a primary study region. Imports may result in additional impacts in the primary study area (Implan.com).

As stated above imports from an additional study region may result in additional impacts in the primary study area. This was the case for PSF as well as Farmland Foods. The multi-regional analyses model results were larger than the initial model results because there were “tracked feedback loops” in MRIO. For example, if some of the indirect impacts can be purchased by the MRIO region, back from the primary study area, these impacts will count as additional indirect impacts in the original model, which will in turn create some additional induced impacts as well.

Double Counting

Backward linkages are the interconnection of an industry to other industries from which it purchases its inputs in order to produce its output. It is measured as the proportion of intermediate consumption to the total output of the sector (direct backward linkage). An industry has significant backward linkages when its production of output requires substantial intermediate inputs from many other industries (Implan.com).

As the case is with Farmland Foods, we know that Farmland Foods purchases hogs for slaughter from PSF. Since we want separate impacts of each entity we must address the issue of double counting. Buying hogs from PSF is considered as purchasing an input which would be accounted for as a backward linkage when evaluating the Farmland Foods models. Since we already have a model that evaluates the economic impact of PSF’s hog production, we would be double counting any impacts from hog production obtained through the Farmland Foods models. Also, double counting from Farmland Foods (Milan) to Farmland Foods (Martin City) must be accounted for. Farmland Foods (Martin City) produces hams and uses slaughtered pork from the Farmland (Milan) plant. Buying pork from Farmland Foods (Milan) which buys hogs from PSF would lead to double counting in the Farmland (Martin City) model. This double counting leads to inflated impact results.

Both Farmland Foods models were adjusted to resolve the issue of double counting as well as inflated impacts results by setting the Regional Purchasing Coefficient (RPC) to zero. The RPC is the proportion of the total demand for a commodity by all users in the study region that is supplied by producer’s located within the study area. For example, if the RPC for the commodity “hogs” is 0.8%, then 80% of the demand by local hog processors and pork consumers are met by local swine producers. Also, the remaining 20% of the demand for pork is satisfied by imports. By setting the RPC to zero, we eliminate demand from local production and double counting. We also set the RPC for cattle slaughtering to zero because Farmland only slaughters hogs.

A-1. US Farms in Livestock Production					
	1987	1992	1997	2002	2007
Beef	841,778	803,241	899,756	796,436	764,984
Dairy	202,068	155,399	125,041	91,989	69,890
Swine	243,398	191,347	124,889	78,895	75,442

Source: USDA 2007 Census of Agriculture (<http://www.agcensus.usda.gov/>)

A-2. US Pork Exports, 2005-2009					
Country	2005	2006	2007	2008	2009
Japan	1,045,956	1,015,423	1,072,788	1,323,719	1,273,628
Mexico	538,227	608,937	451,407	673,931	890,179
Canada	302,211	324,935	367,584	422,266	406,840
South Korea	190,085	293,416	264,854	296,967	258,288
Russia	94,099	208,744	244,311	429,908	284,068
Hong Kong	23,452	49,929	127,026	489,799	300,897
China (Mainland)	123,222	111,943	228,021	361,562	54,388
Australia	59,654	66,755	77,179	108,302	127,349
China (Taiwan)	62,828	59,425	33,219	56,704	75,612
Philippines	10,733	12,425	20,601	71,997	90,936
Honduras	16,201	26,609	30,965	34,675	46,231
Romania	74,006	39,343	169	53	178
Dominican Republic	6,880	8,164	12,662	27,513	45,948
Vietnam	7,613	7,156	20,399	39,124	18,991
United Kingdom	9,498	15,795	11,036	24,659	15,254
Other countries	101,451	146,096	178,962	306,070	205,775
Total	2,666,116	2,995,096	3,141,181	4,667,250	4,094,562

Note: Carcass weight, 1,000 pounds

Source: USDA ERS (<http://www.ers.usda.gov/data/meattrade/PorkYearly.htm>)

A-3. Missouri Top 5 Agriculture Commodities, FY2009			
Country	Value of receipts (thousand \$)	Percent of state farm receipts	Percent of US
1. Soybeans	1,983,216	25.8	6.6
2. Corn	1,401,239	18.2	3.3
3. Cattle and calves	1,242,256	16.1	2.8
4. Hogs	766,564	10	5.3
5. Turkeys	305,250	4	8.5
All commodities	7,696,071		2.7

Source: USDA ERS (<http://www.ers.usda.gov/StateFacts>)

A-4. Missouri Top 5 Agriculture Exports Estimates, FY2009		
	Rank among states	Value (million \$)
1. Soybeans and products	6	1,215.50
2. Feed grains and products	11	378.2
3. Live animals and meat	8	369.8
4. Wheat and products	15	211.7
5. Cotton and linters	6	150.2
Overall rank	12	2,699.30

Source: USDA ERS (<http://www.ers.usda.gov/StateFacts>)

A-5. US Exports via Missouri: Top 25 Commodities			
Rank	Description	2008 (million \$)	2009 (million \$)
	Total MISSOURI Exports	12,852	9,522
	Total, Top 25 Commodities	4,784	3,925
1	Passenger vehicles	686	627
2	Motor vehicles trans	966	498
3	Civilian aircraft, engines and parts	307	262
4	Organic-sulfur compounds	362	189
5	Composite diagnostic/lab reagents, except pharmaceuticals	189	179
6	Parts of airplanes or helicopters	115	153
7	Corn (maize), other than seed corn	404	151
8	Vaccines for veterinary medicine	100	151
9	Heterocyclic compounds with nitrogen	46	143
10	Food preparations	139	139
11	Bituminous coal, not agglomerated	75	132
12	Meat of swine, fresh or chilled	128	128
13	Meat of swine, frozen	97	124
14	Nonelectrical articles of graphite or carbon	99	117
15	Soybeans	233	116
16	Copper waste and scrap	220	114
17	Lead ores and concentrates	62	105
18	Medicaments, measured doses, retail	73	98
19	Printed books, brochures, etc.,	131	91
20	Primary cells and batteries, manganese dioxide	88	77
21	Soybean oilcake & other solid residue	28	76
22	Refrigerating/freezing	86	70
23	Compds cont an unfused pyridine ring	25	68
24	Air/gas pump, compressor and fan etc parts	58	60
25	Herbicides, antisprouting products & plant growth products	66	58

Source: US Census Bureau, Foreign Trade (<http://www.census.gov/foreigntrade/statistics/state/data/mo.html>)

A-6. 2009 Total Sales and Expenditures

	Premium Farms	Standard Farms	Farmland-Milan	Farmland-Martin City
Sales (3-year Average)	\$265,845,136		\$425,721,888	\$100,469,960
Nutrient Sales	\$1,318,951			
Property Taxes	\$2,621,589		\$622,678	\$392,292
Sales Tax & Use Tax			\$40,006	\$60,764
Electricity	\$6,794,830		\$4,529,550	\$877,144
Water	\$415,064		\$234,520	\$351,404
Custom Farming (corn, hay, soybeans)	\$566,983			
Corn purchased	\$58,562,210			
Soybean Meal Purchased	\$40,508,088			
Natural Gas	\$487,379			
Propane	\$3,277,474			
Contract (growers, pumping, pig hauling, feed hauling, maintenance)	\$16,092,188			
Total	\$396,489,892		\$431,148,642	\$102,178,564

A-7. Poverty and Median Household Income

County	1989	1995	2000	2005	2008
% of Persons Below the Poverty Level					
Daviess	18.5	18.1	14.4	16.9	15.3
Gentry	15.6	14.3	10.8	13.0	14.3
Grundy	17.3	16.7	13.4	17.1	16.9
Harrison	19.3	18	13.8	18.3	16.7
Mercer	20.9	16.8	12.6	13.9	14.5
Putnam	19.2	19.3	15	18.3	18.2
Sullivan	20.7	17.6	15	18.8	17
Median Household Income					
Daviess	18,206	23,834	32,135	33,940	38,866
Gentry	17,400	23,150	29,946	32,529	34,953
Grundy	19,225	24,374	29,214	31,760	35,381
Harrison	17,086	24,374	29,214	31,760	35,381
Mercer	16,591	22,865	30,459	31,790	36,736
Putnam	15,473	19,596	27,446	29,994	32,887
Sullivan	15,089	21,537	27,491	29,383	34,628

Source: US Census Bureau, SAIPE (<http://www.census.gov/>)

A-8. Regional County Populations

County	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2009
Grundy	17,832	16,744	17,554	16,135	15,716	13,220	12,220	11,819	11,959	10,504	10,415	10,047
Harrison	24,398	20,466	19,719	17,233	16,525	14,107	11,603	10,257	9,890	8,459	8,864	8,769
Mercer	14,706	12,335	11,281	9,350	8,766	7,235	5,750	4,910	4,685	3,726	3,756	3,475
Putnam	16,688	14,308	13,115	11,503	11,327	9,166	6,999	5,916	6,092	5,088	5,240	4,759
Sullivan	20,282	18,598	17,781	15,212	13,701	11,299	8,783	7,572	7,434	6,332	7,224	6,835
Davies	21,325	17,605	16,641	14,424	13,398	11,180	9,502	8,420	8,905	7,860	8,016	8,078
Gentry	20,554	16,820	15,634	14,348	13,359	11,036	8,793	8,060	7,887	6,844	6,861	6,108
Regional Population	137,685	118,786	113,645	100,135	94,732	79,193	65,610	58,924	58,832	50,803	52,376	50,080

Source: US Census Bureau, SAIPE (<http://www.census.gov/>)

A-9. US Farms in Livestock Production						
Year	Beef Farms	Beef Inventory	Dairy Farms	Dairy Inventory	Swine Farms	Swine Inventory
1959	NA	24,751,452	1,792,393	16,522,026	1,848,784	67,949,259
1964	1,323,912	32,719,198	1,133,912	14,622,604	1,081,438	54,080,194
1969	NA	34,337,320	568,237	11,174,036	686,097	55,454,828
1974	1,024,935	41,257,898	403,754	10,654,516	470,258	45,503,604
1978	954,360	34,326,274	312,095	10,221,692	445,117	57,697,318
1982	957,698	34,202,607	277,762	10,849,890	329,833	55,366,205
1987	841,778	31,652,593	202,068	10,084,697	243,398	52,271,120
1992	803,241	32,545,976	155,399	9,491,818	191,347	57,563,118
1997	899,756	34,193,965	125,041	9,139,812	124,889	61,188,149
2002	796,436	33,398,271	91,989	9,103,959	78,895	60,405,103
2007	764,984	32,834,801	69,890	9,266,574	75,442	67,786,318

Source: USDA 2007 Census of Agriculture (<http://www.agcensus.usda.gov/>)

A-10. US Farms in Crop Production							
Year	Corn Farms	Corn Bushels	Wheat Farms	Wheat Bushels	Soybean Farms	Soybean Bushels	Crop Farms Total
1959	1,989,622	3,697,190,984	NA	1,055,924,506	499,710	55,627,957	3,431,544
1964	1,382,773	3,361,141,669	739,662	1,217,791,875	560,156	669,664,562	2,907,265
1969	985,629	4,441,808,244	583,605	1,328,003,477	529,798	1,041,489,049	2,521,659
1974	883,309	4,396,912,922	533,520	1,691,553,354	542,029	1,145,788,470	2,157,511
1978	810,577	6,805,185,861	378,574	1,607,540,430	537,037	1,722,154,229	2,081,604
1982	715,171	7,508,721,493	446,075	2,373,246,659	511,229	1,989,993,158	2,010,609
1987	627,602	6,725,001,837	352,237	1,877,103,964	441,899	1,838,053,979	1,848,574
1992	503,935	8,697,362,804	292,464	2,206,729,476	381,000	2,053,163,265	1,697,137
1997	450,520	8,732,478,098	252,922	2,329,807,815	367,300	2,560,330,804	1,857,239
2002	348,590	8,613,061,814	169,528	1,577,005,140	317,611	2,707,719,216	1,751,450
2007	347,760	12,738,519,330	160,810	1,993,648,378	279,110	2,582,423,697	1,685,339

Source: USDA 2007 Census of Agriculture (<http://www.agcensus.usda.gov/>)

GREEN HILLS REGION
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY

2012

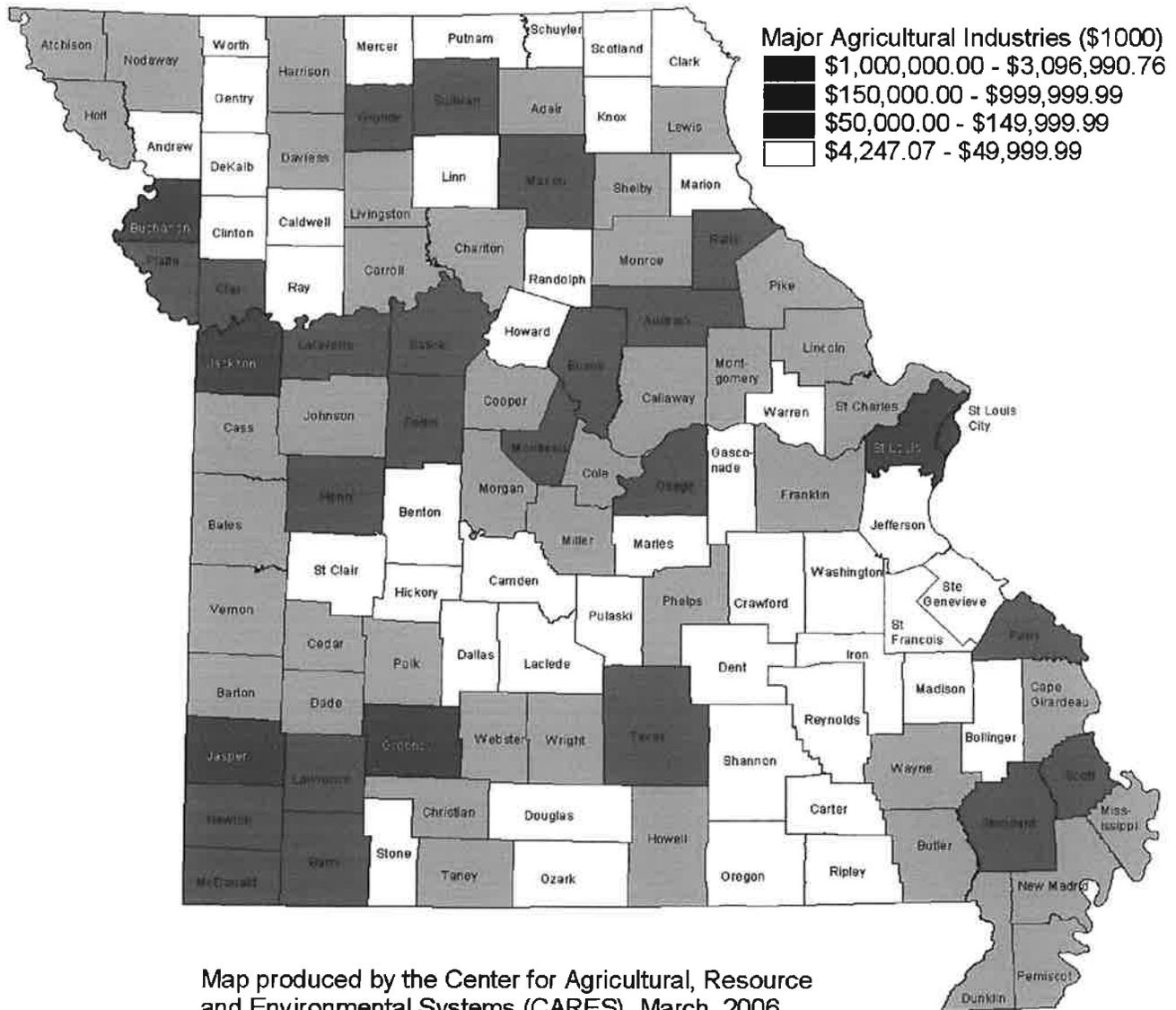
EXHIBIT 2

**Missouri County
Business Sales and
Tax Revenues from
All Agricultural and
Concentrated
Livestock Production
Economic Sectors**

Preliminary IMPLAN results
prepared by Dennis Robinson,
Community Policy Analysis Center (CPAC).

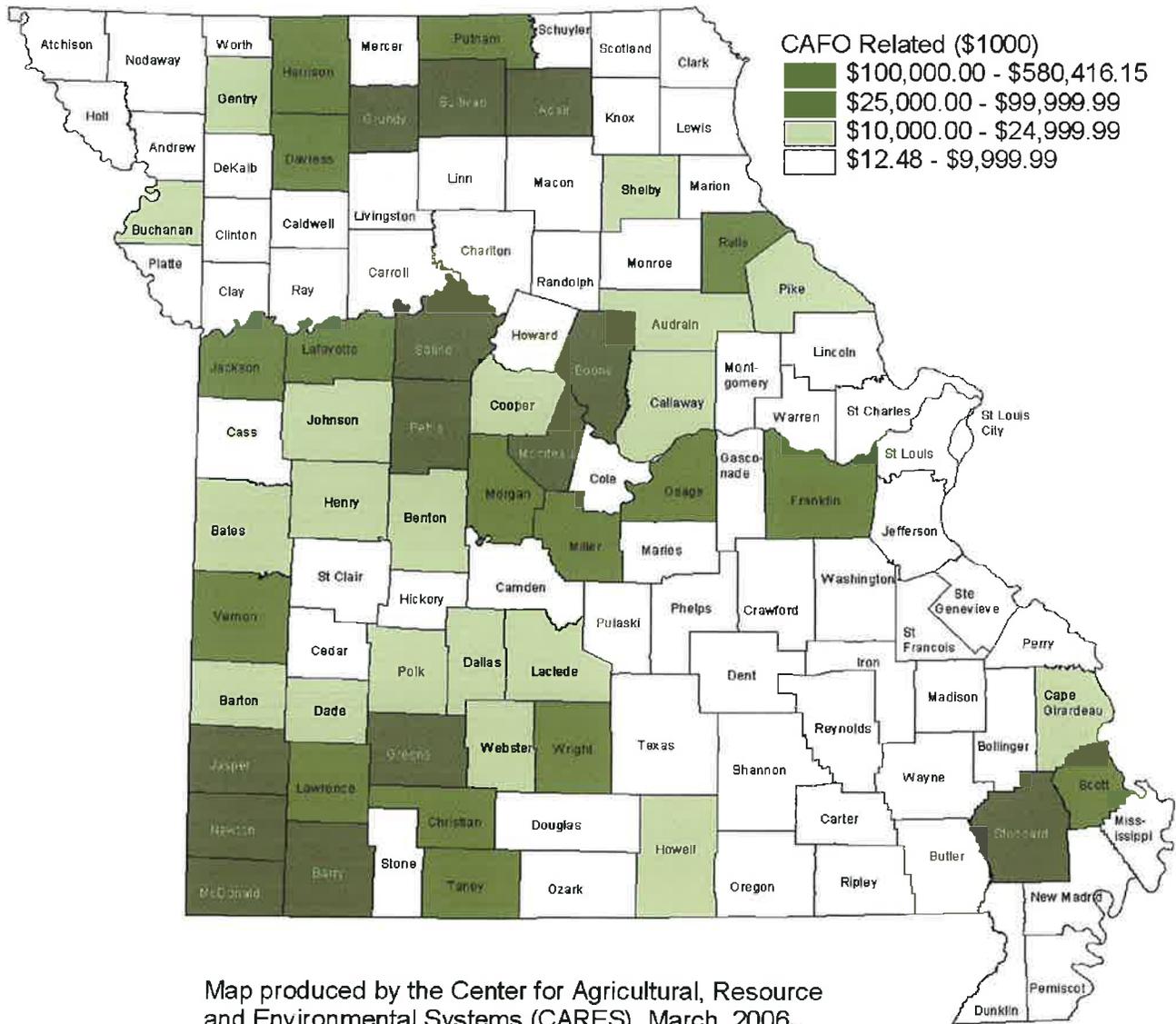
In cooperation with the
Food and Agricultural Policy Research
Institute (FAPRI),
and the
Center for Agricultural Resources and
Environmental Systems (CARES),
of the
College of Agriculture Food and Natural
Resources, University of Missouri

Agricultural Business Sales



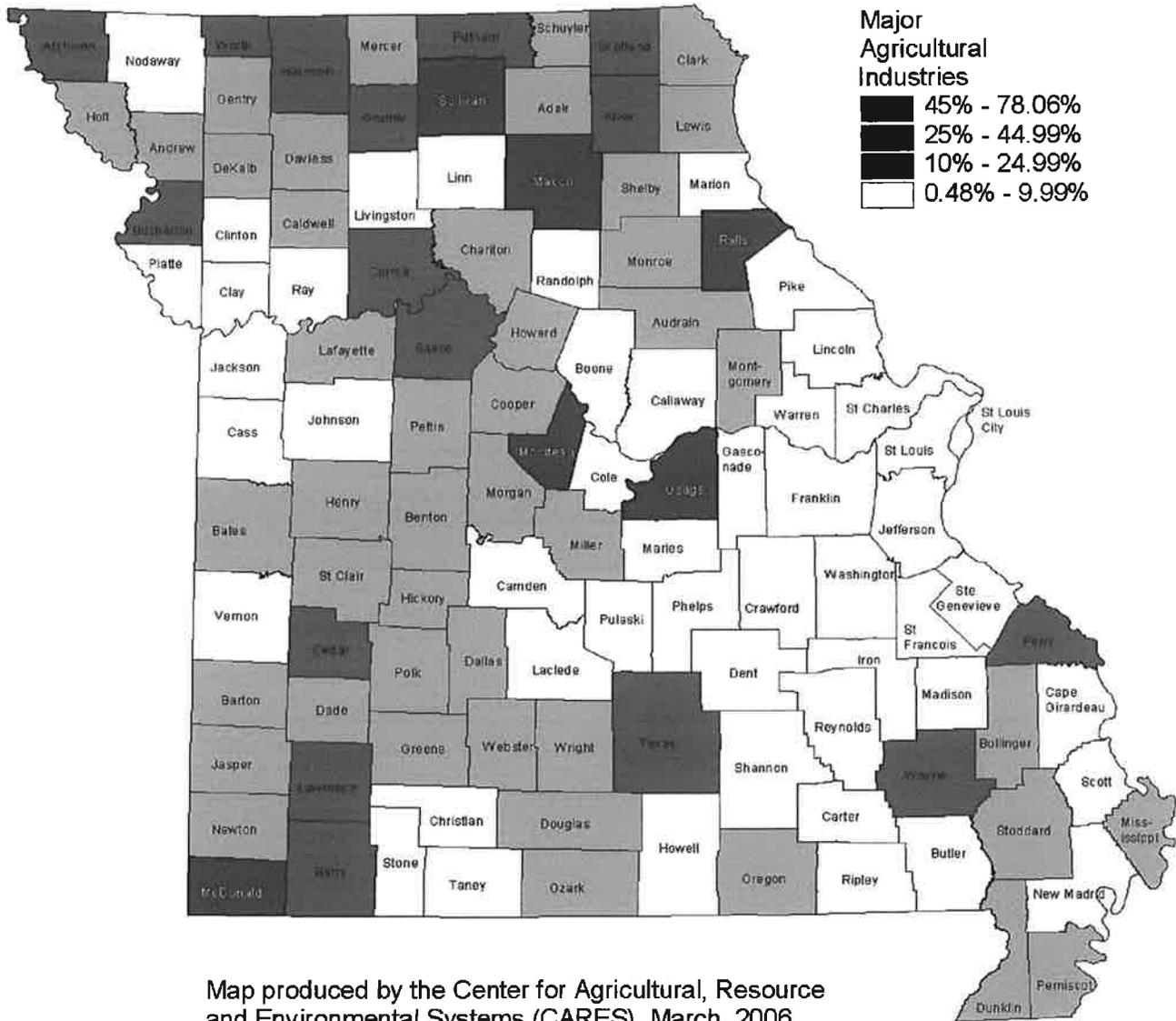
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Business Sales from CAFO Related Business Sectors



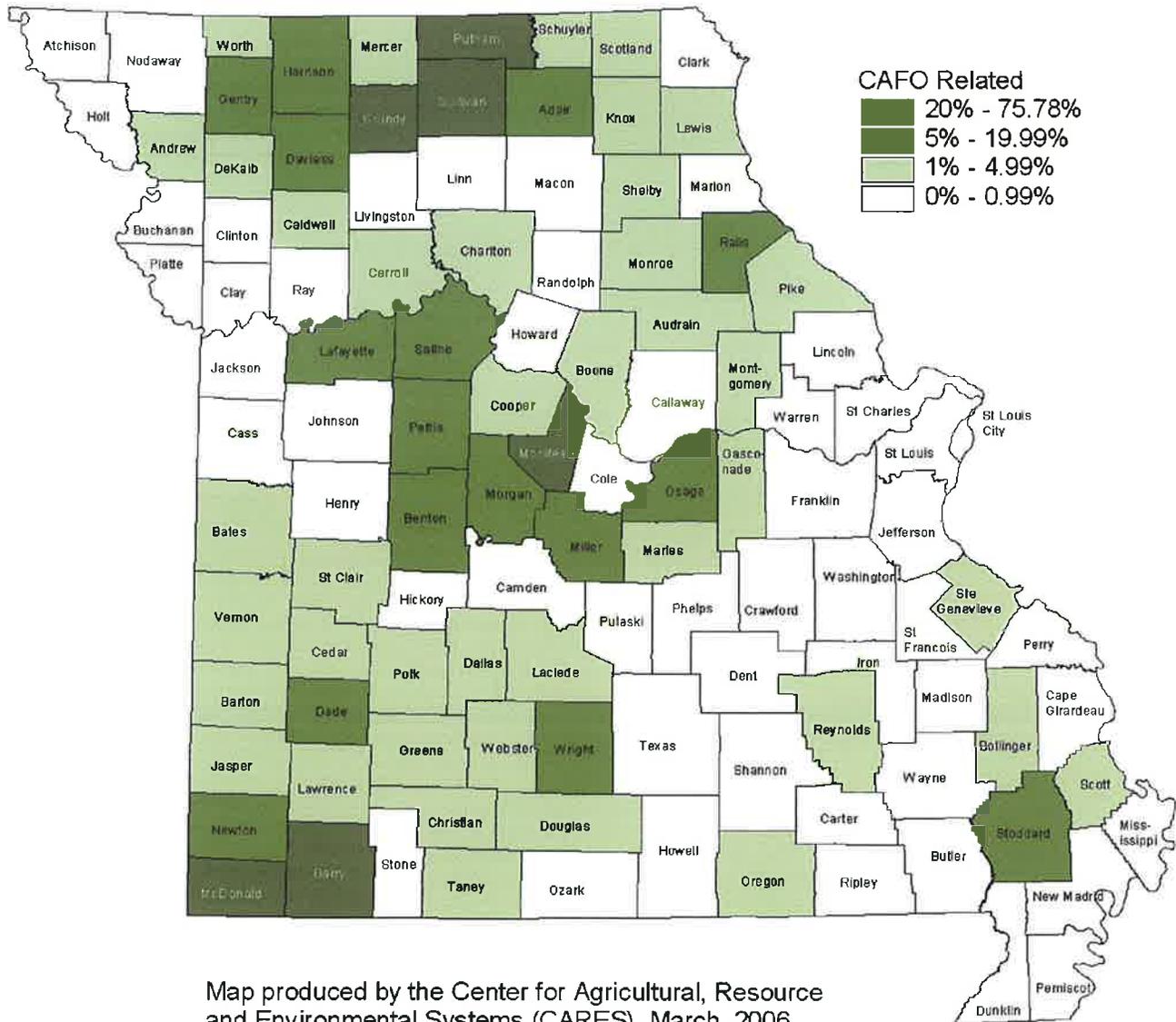
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Agricultural as a Percent of Total Business Sales



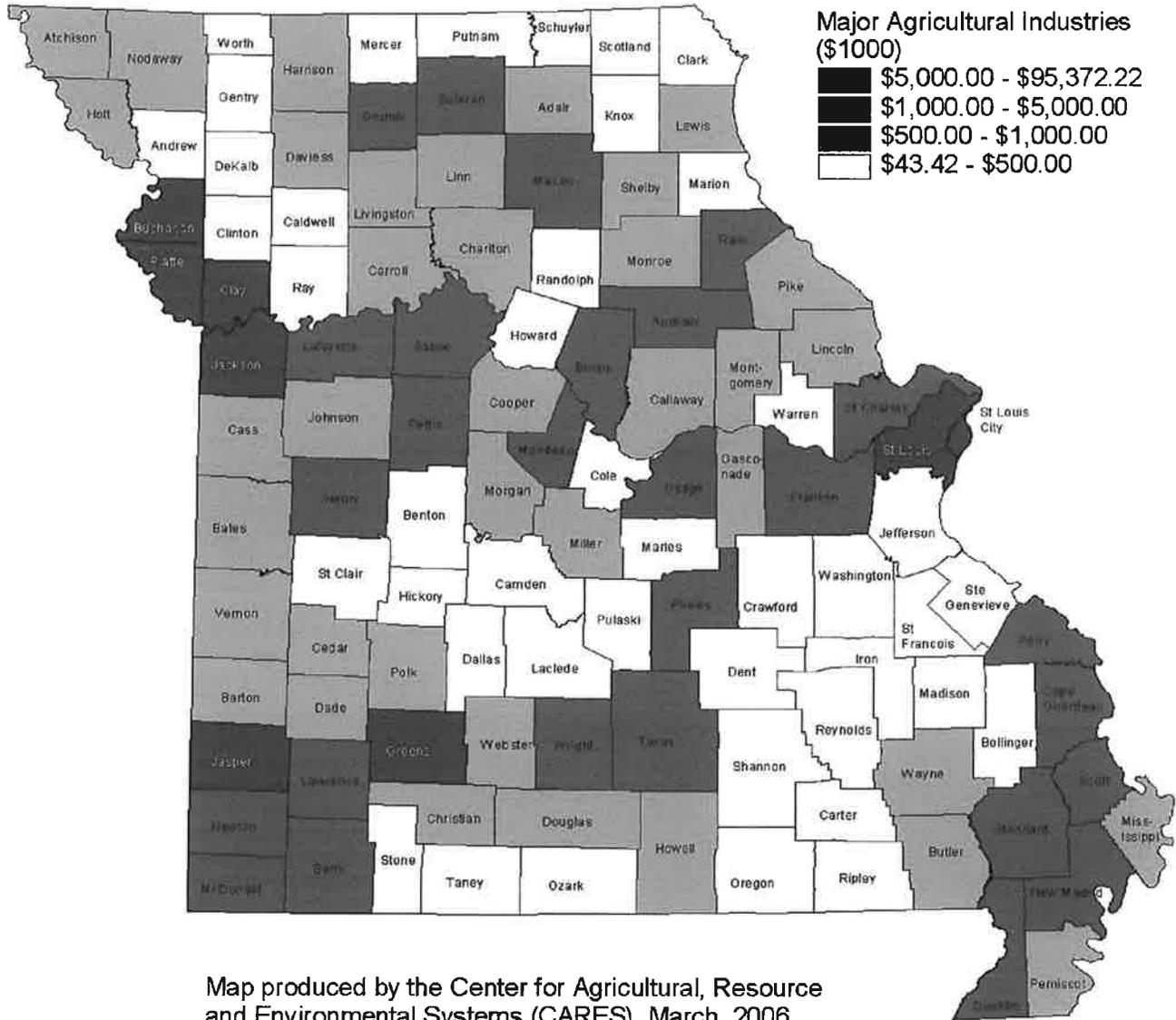
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Business Sales from CAFO Related Business Sectors as a Percent of Total Agricultural Business Sales



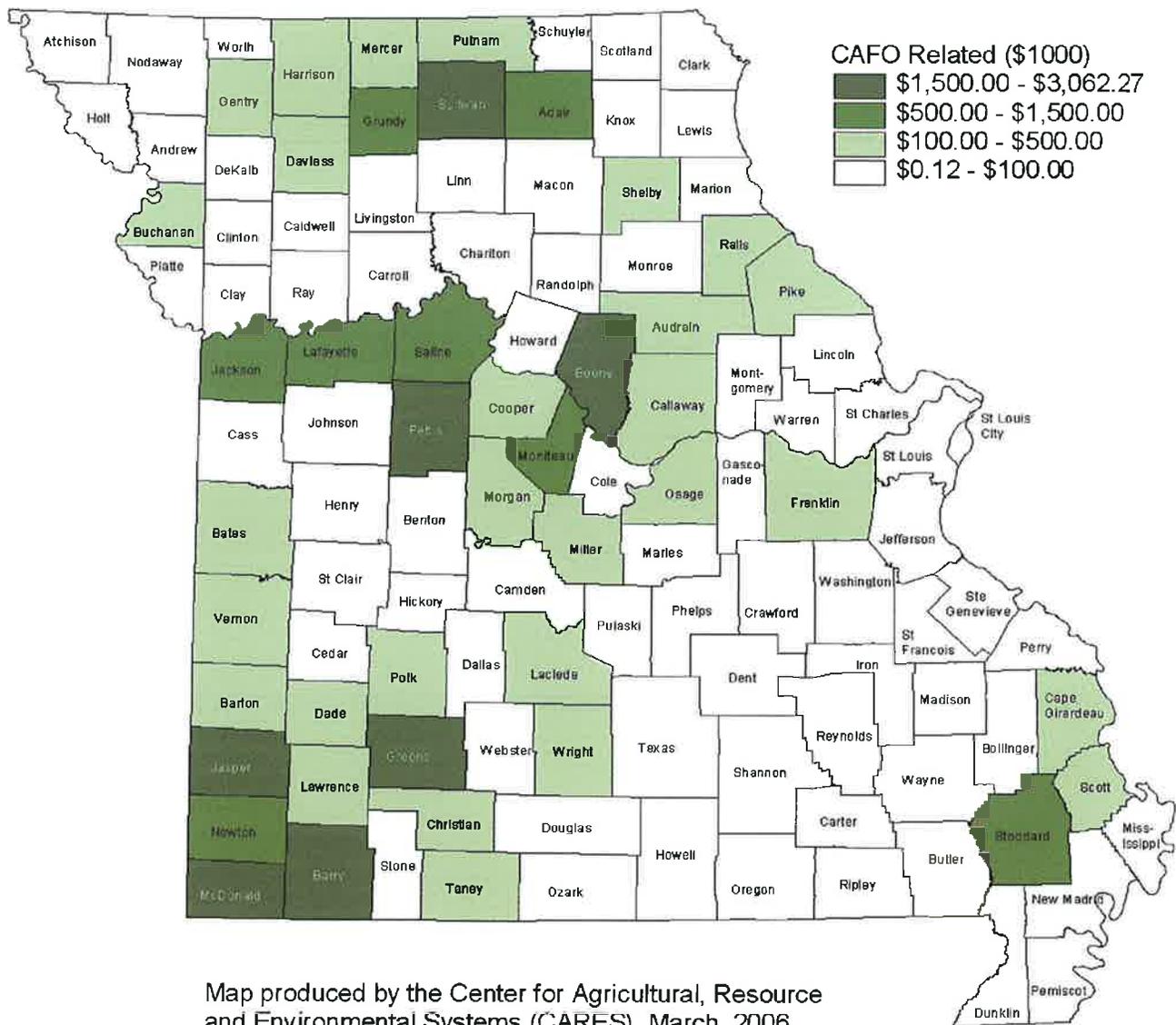
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Agricultural Property Tax Revenues



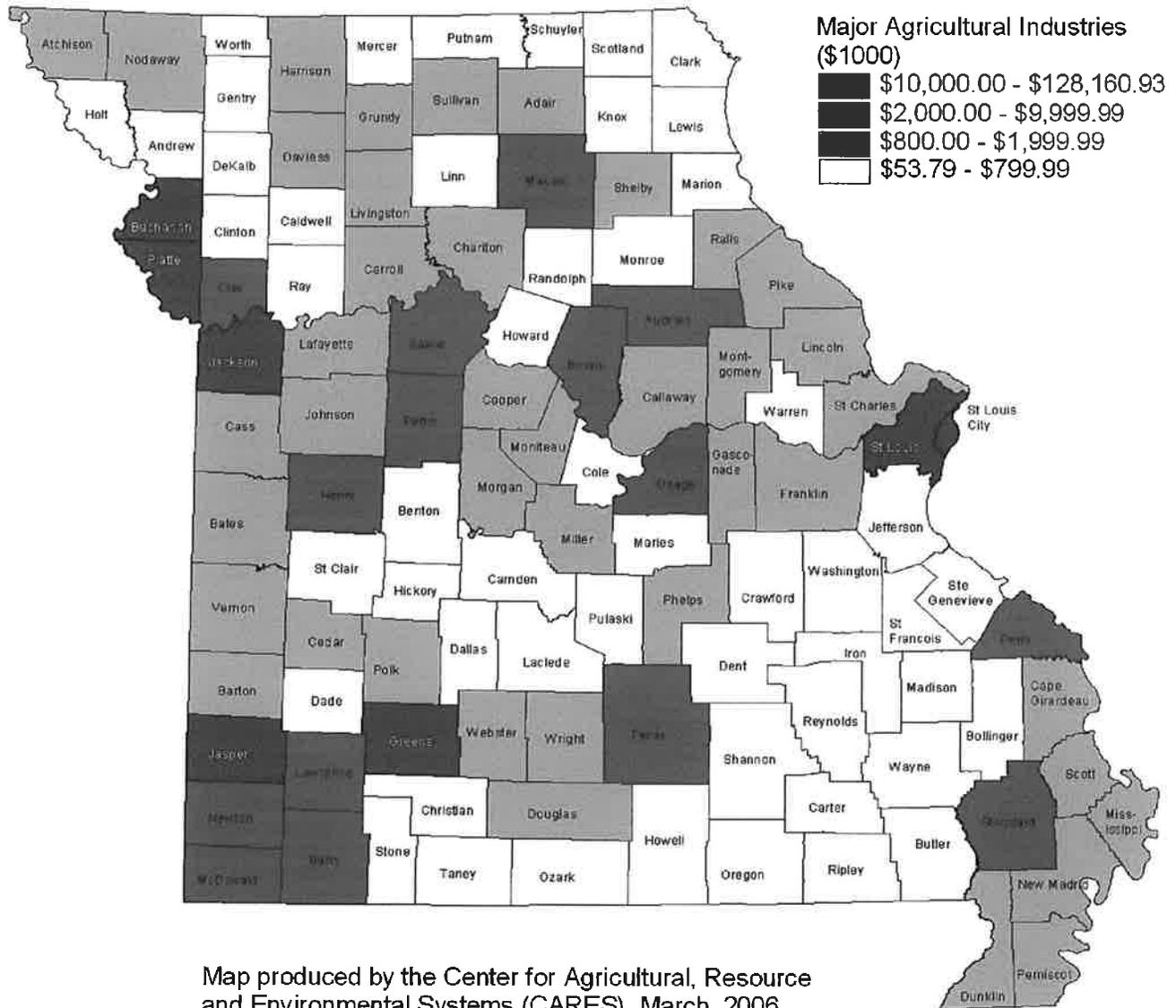
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Property Tax Revenues from CAFO Related Businesses



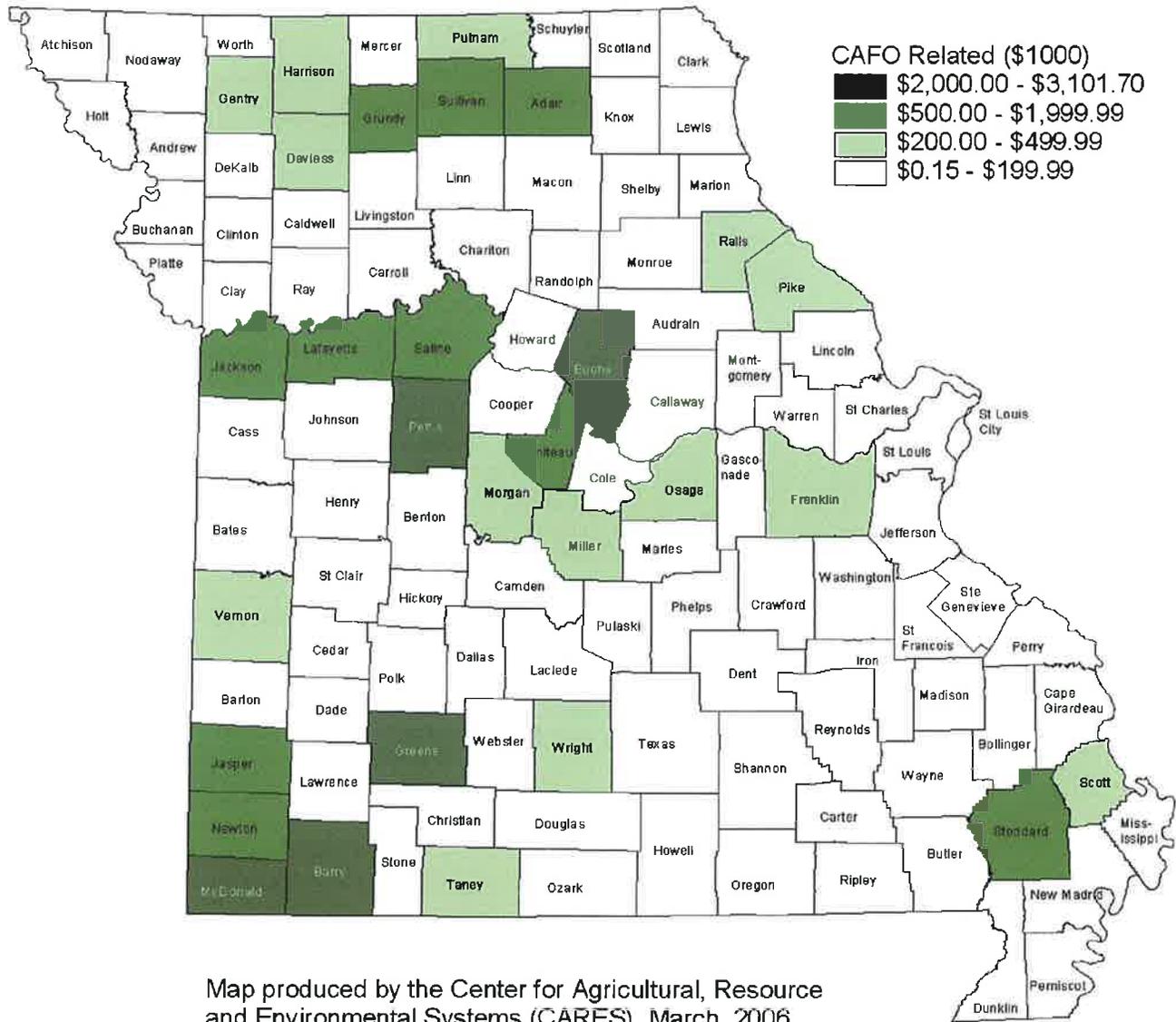
Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Agricultural Sales Tax Revenues



Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

Sales Tax Revenues from CAFO Related Businesses



Source: Draft IMPLAN results prepared by Dennis Robinson, Community Policy Analysis Center (CPAC) in cooperation with the Food and Agricultural Policy Research Institute (FAPRI), College of Agriculture Food and Natural Resources, University of Missouri

GREEN HILLS REGION
COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY

2012

EXHIBIT 3

SWOT ANALYSIS

Exhibit 3

Strengths

- Close proximity to metro areas
- Expanding Community College
- Quality healthcare education and services

S

W

Weaknesses

- .Antiquated public infrastructure
- .Lack of raw water
- Lack of capital

Opportunities

- Abundant agricultural and natural resources
- Hwy. 36 4-lane completed
- Expanding Community College

O

T

Threats

- Water quality regulations
- State transportation funding crisis
- Declining population/aging workforce

SWOT ANALYSIS

Strengths

Current strengths

- Recently completed Hwy. 36 project
- Diverse and abundant agriculture and natural resources
- Expanding Community College (NCCM)
- Access to quality healthcare

Goals and project plan: strengths

- Assist in efforts to attract tourism and industry along the new 4-lane route
- Encourage and assist with development of value-added products and alternative energy resources
- Continue to support and partner with NCCM to attract grant funding for project development
- Support healthcare institutions attract grant funds to maintain services



SWOT ANALYSIS

Weaknesses



Current weaknesses

- Antiquated public infrastructure
- Lack of raw water
- Lack of capital



Goals and project plan: weaknesses

- Continue to provide technical assistance and grant writing services to attract grant funding necessary for infrastructure upgrades
- Continue to provide technical assistance to the Northwest Water Commission, and the Caldwell and Sullivan Lake Committees
- Continue to offer gap financing to complete financing packages for new or expanding businesses

SWOT ANALYSIS

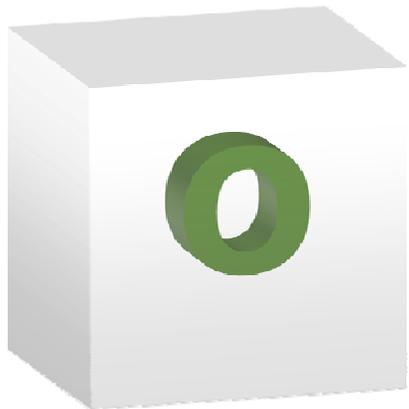
Opportunities

Current opportunities

- Development of alternative energy from natural resources
- Increase in tourism and economic development
- Increase in entrepreneurial activities

Goals and project plan: Opportunities

- Provide technical assistance, revolving loan funds, and grant writing assistance to viable alternative energy projects
- Continue partnership with the Hwy. 36, Hwy. 13 and 65 committees to improve and expand tourism offerings
 - . Provide economic development technical assistance to the regions economic development groups, staff, and local governments
- Provide revolving loan fund gap financing



SWOT ANALYSIS

Threats



Current threats

- Stringent water quality regulations
- State transportation funding threat
- Continued population decline and aging workforce

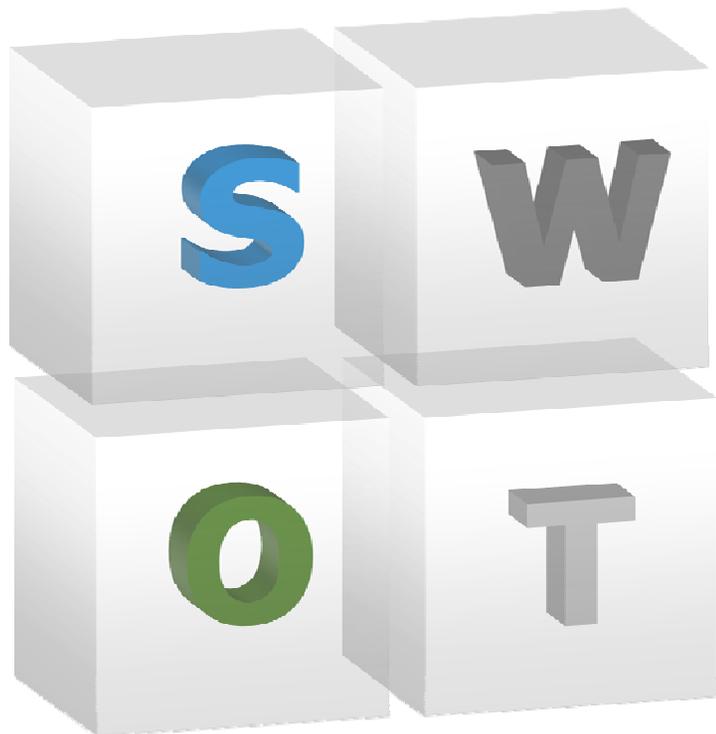


Goals and project plan: threats

- Assist communities in attracting grant funds to upgrade water and sewer treatment systems to meet current regulations
- Partner with MoDOT to educate the public concerning the funding crisis
- Assist communities and counties with innovative youth retention and recruitment efforts

SWOT ANALYSIS

Summary



SWOT summary

The Green Hills EDD is typical of a rural region with aged infrastructure, and lack of capital to meet current needs. However; the region is rich in natural, agriculture and human resources. The EDD will apply its professional technical assistance to leverage resources to be applied to meet current needs while positioning the region to meet future challenges and opportunities