Introduction and Background

The Comprehensive Economic Development Strategy (CEDS) will serve as a source of direction for the Council's economic activities for the next five years. The CEDS is a result of the collaboration of partnership with public and private sector representatives throughout the region, as well as, extensive research and analysis of the eight-county area.

The CEDS document provides an assessment of the economic climate of the region which includes Audrain, Macon, Marion, Monroe, Pike, Ralls, Randolph and Shelby Counties. The evaluation includes historical data, population trends, transportation, natural resources, industry specifics, local economic information, and infrastructure. Using information gathered from the CEDS committee, regional strengths, weaknesses, opportunities and threats were identified.

The Mark Twain Regional Council of Governments (COG) is organized by Missouri State Statutes as a political subdivision of the State. The COG is recognized by the US Department of Commerce – Economic Development Administration (EDA) as an Economic Development District (EDD). The EDD designation allows the COG to seek and access EDA funds to successfully carry out its operations.

The Council is governed by a 16-member Executive Board who is responsible for the oversight of the staff. They also assist, along with the CEDS Committee, in developing the blueprint for activities undertaken and the direction of the organization. The CEDS Committee is a standing body of the COG that includes COG members, as well as other representatives of public and private organizations.

The region remains deeply rural with only three of the region's 49 communities having a population of greater than 10,000. The livelihood of the region is considered a tremendous strength due to the available range of choices. There are numerous historic and cultural features, festivals and natural resources available for the pleasure of the residents. However, lower than average wages continue to plague the region. As residents remain resilient, a new entrepreneurial spirit is developing. More than 85% of the region's employers employ 20 or less individuals and are locally rooted.

Geography and Landscape

The Mark Twain region covers eight counties and approximately 4,700 square miles in the Northeast portion of Missouri. The region is bordered on the east by the Mississippi River and extends westward to Macon, Randolph, and Audrain Counties. The Mississippi River has an important influence on the economic and social development of the area. The river lends accessibility to the region and has provided transportation for commerce and development in the region. The river bottoms contain some of the most productive and fertile soils in the country. The natural beauty of the river valley, its colorful history, and the river itself are recreational and tourism assets for the area.

Moving westward away from the river, the landscape consists of some areas of rolling hills. However, generally speaking, much of the region is relatively flat and open. The area would be considered by most to be extremely rural. Nonetheless, like all places, there are major population centers throughout the region. There are numerous communities that hold onto their small town and its historic and attractive nature. The majority of land area in the region would be considered open space used in a variety of agricultural and outdoor activities. There are many public parks, public recreation areas, and opportunities for outdoor action dispersed throughout the region.

The climate of the area is considered moderate, with four distinct seasons, none of which is extreme. There is ample rainfall and growing season, which accounts for plentiful vegetation and forests full of hardwood trees.

Counties and Municipalities

The Mark Twain region has 49 incorporated communities within its eight counties.

Audrain County consists of 692 square miles and has eight municipalities: Benton City, Farber, Laddonia, Martinsburg, Mexico, Rush Hill, Vandalia, and Vandiver Village. The total 2010 Census population for Audrain County is 25,529. Audrain County is the most densely populated county in the region. Mexico serves as the county seat of Audrain County.

Macon County consists of 801 square miles and has nine municipalities: Atlanta, Bevier, Callao, Elmer, Ethel, LaPlata, Macon, New Cambria, and South Gifford. The total 2010 Census population for Macon County is 15,566. Macon serves as the county seat of Macon County.

Marion County consists of 437 square miles and has two municipalities: Hannibal and Palmyra. The total 2010 Census population for Marion County is 28,781. Palmyra serves as the county seat of Marion County.

Monroe County consists of 648 square miles and has five municipalities: Holliday, Madison, Monroe City, Paris, and Stoutsville. The total 2010 Census population for Monroe County is 8,840. Paris serves as the county seat of Monroe County.


Monroe County Courthouse

Pike County consists of 670 square miles and has seven municipalities: Annada, Bowling Green, Clarksville, Curryville, Eolia, Frankford, and Louisiana. The total 2010 Census population for Pike County is 18,516. Bowling Green serves as the county seat of Pike County.

Ralls County consists of 470 square miles and has four municipalities: Center, New London, Perry, and Rensselaer. The total 2010 Census population for Ralls County is 10,167. New London serves as the county seat of Ralls County.

Randolph County consists of 483 square miles and has eight municipalities: Cairo, Clark, Clifton Hill, Higbee, Huntsville, Jacksonville, Moberly, and Renick. The total 2010 Census population for Randolph County is 25,414. Huntsville serves as the county seat of Randolph County.

Shelby County consists of 501 square miles and has six municipalities: Bethel, Clarence, Hunnewell, Leonard, Shelbina, and Shelbyville. The total 2010 Census population for Shelby County is 6,373 which represents the region's most sparsely populated county. Shelbyville serves as the county seat of Shelby County.
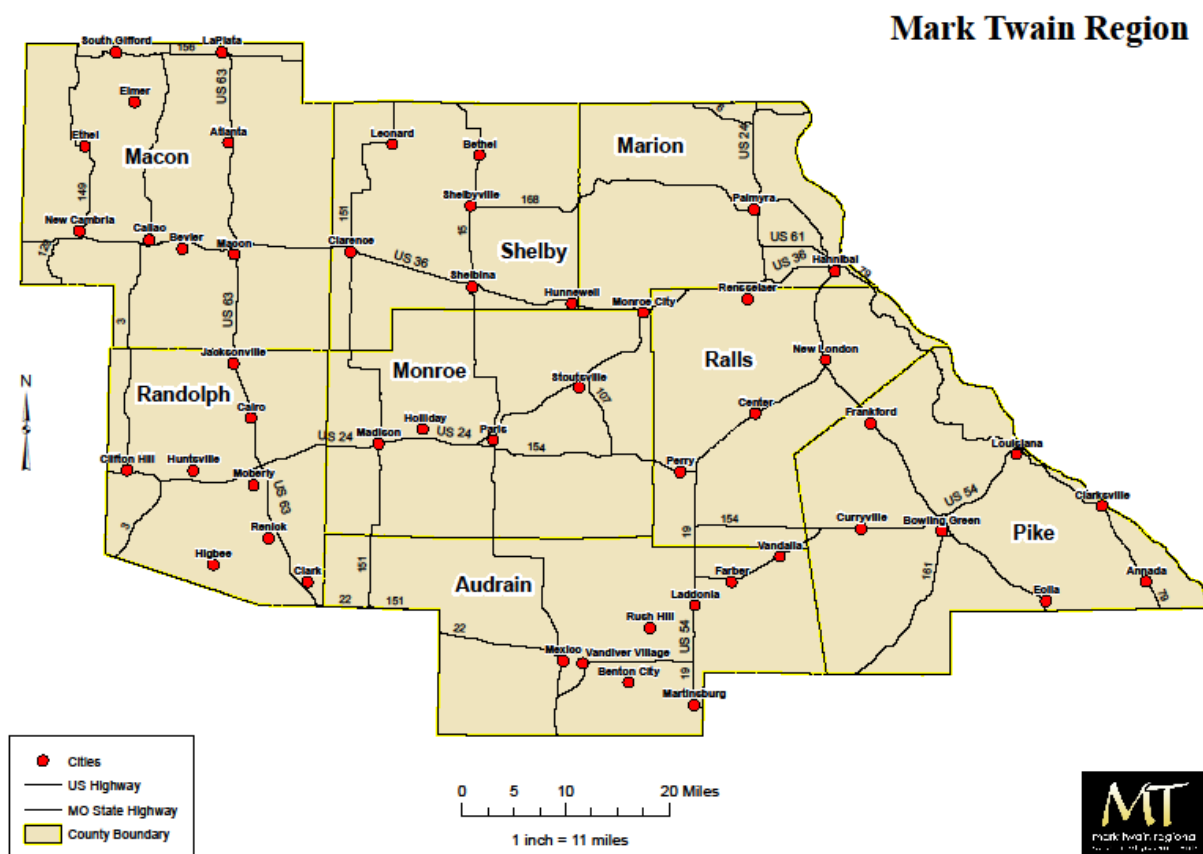
Mark Twain Region

History and Culture

The Mark Twain region was included in the area that was purchased by the United States from France in the 1803 Louisiana Purchase. Prior to this, however, the area was settled by several different American Indian tribes. The Sacs, Foxes, Kickapoos, Pottawattomies, and Missouri tribes inhabited the Mark Twain region long before the Louisiana Purchase. Soon after, settlers from Kentucky, Virginia, and other areas east of the Appalachian Mountains came to settle the region.
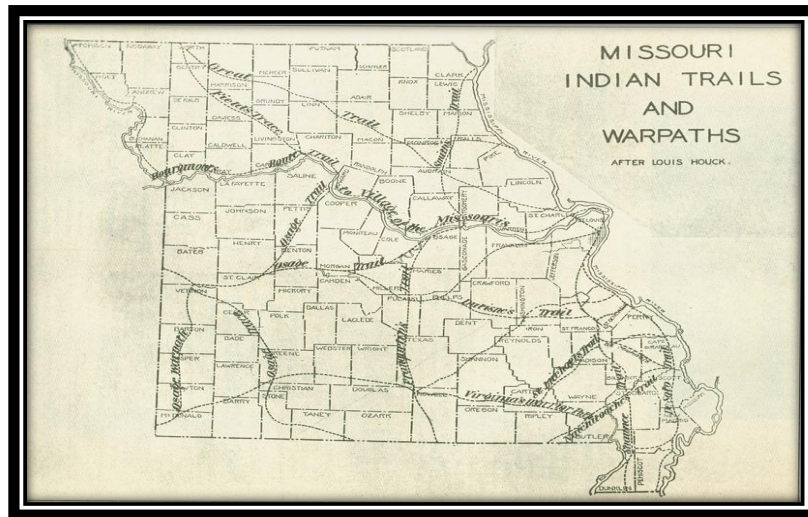
Audrain County was the 52nd county organized in Missouri on December 17, 1836. The county was named in honor of James H. Audrain, a member of the state legislature at that time. Mexico is centrally located and the oldest community in Audrain County. It was founded by two early settlers and later designated as the county seat. Early inhabitants of Audrain County came from Virginia, Kentucky, and Tennessee. The North Missouri railroad was laid through the county in 1856 and soon encouraged trade for the county seat and the surrounding area. During the 1870's through the 1890's the county continued to grow and prosper with the founding of Vandalia, Laddonia, and other communities. The county was recognized as one of the state's leading agricultural counties during this period. Farming and agricultural business continue to be very prominent to this day. Audrain County also became known as the "Fire Brick Center of the World". A.P. Green established his Fire Brick Company in 1910 and by 1937 firebrick produced in Audrain County was being used around the world. Today Audrain County is home to eight incorporated communities with a total population of 25,529.

Macon County was the 57th county organized in Missouri on January 6, 1837. The first county seat was located in the Owenby settlement, later to be known as Bloomington. The county was named after Nathaniel Macon, a member of the US House of Representatives from 1791 to 1815, and US Senator from 1815 until his resignation in 1828. The early settlers of Macon County originated from Kentucky, North Carolina, and Tennessee. The county seat was moved to present day Macon in 1863 and the courthouse was erected in 1864-1865. The City of Macon is also named after Nathaniel Macon. Like most counties in the Mark Twain region, Macon County was, and still is, an agricultural area. Farmers in the early days of Macon County grew hay and grain as well as raised livestock. At one time the settlers

largely depended on tobacco as their cash crop, and several tobacco factories were opened. Macon was also one of Missouri's richest coal bearing counties. Coal was first mined at the settlement of Carbon just east of Macon, but the coal mining industry was soon concentrated in the Bevier area. Many Welsh and Italian immigrants came to work in the coal mines of Macon County. Today Macon County is home to nine incorporated communities with a total population of 15,566 and Missouri's first ethanol plant.

Marion County was the 30th county organized in Missouri on December 23, 1826. The county seat was established in Palmyra in 1827 with the first county court session held on March 26, 1827. The county was named after Francis Marion, a military officer who served in the American Revolutionary War. Some of the first settlers in Marion County were from Kentucky, Tennessee, Virginia, and other southern states. Most of those that came were descendants of Americans of the Eastern states and they were primarily of Scottish, English, and Irish ancestry. Hannibal was the leading port in Missouri, north of St. Louis in the 1820's and 30's and the steamboats made it an influential mercantile center. Still today Hannibal remains the primary economic hub in Marion County. In the very early days of the county it was known that salt licks were abundant on the Salt River and many salt productions opened up. While today there are not any commercial salt productions in Marion County the area is an important economic and agricultural hub for the Mark Twain region. Oddly, two counties in the region are home to two courthouses; Marion and Randolph. Today Marion County is home to only two incorporated communities but has a total population of 28,781.

Monroe County was the 33rd county organized in Missouri on January 6, 1831 and the County seat was established in Paris later that same year. The county, originally part of Ralls County, was named after President James Monroe. Mrs. J.C. Fox named the county seat after her hometown of Paris, Kentucky. Monroe County was primarily settled by peoples from Kentucky and Virginia. Years ago, Monroe County's primary cash crops were corn, wheat, oats, tobacco, hemp, timothy, and blue grass. Corn, wheat, and soy beans are now primarily the modern cash crops for the county. Cattle, hogs, and sheep were some of the stock raised in the county historically and remain so today. Interestingly, Monroe County was well known for its horse production due in part to the settlers from Kentucky bringing with them their finest horses. The Salt River intersects the county and has many distinct branches. In 1984 the Army Corps of Engineers dammed the Salt River for a flood control project creating the Mark Twain Lake reservoir. Today Monroe County is home to five incorporated communities with a total population of 8,840.

Pike County was the 14th county organized in Missouri on December 14, 1818 and was named for the great explorer Zebulon Pike. Louisiana was established as the first county seat of Pike County, however, in 1822 Bowling Green was officially named as the new county seat for Pike County. The western migration within the country brought many settlers from Virginia and Kentucky to Bowling Green, so much so that the community is named for Bowling Green, Kentucky. Their descendants still represent a large portion of the population to this day. James Beauchamp Clark, better known as Champ Clark, moved to Bowling Green from Kentucky in 1876. From 1893 to 1921, Clark served as a member of the United States Congress, became Speaker of the House of Representatives, and later ran for President. Pike County is no different than many other NE Missouri counties that had its roots in agriculture. In the late 1800's and early 1900's wheat, cotton, flax, tobacco, potatoes, and corn were the primary crops raised. Nearly every family produced between 50 – 150 pounds of cotton for their own use. Still today

Pike County has thousands of acres of agricultural ground for the production of corn, soybeans, wheat, and milo/grain sorghum just to name a few. More than 60 Amish families call Pike County home. Today Pike County is home to seven incorporated communities with a total population of 18,516.

Ralls County was the 21st county organized in Missouri on November 16, 1820 and was named for Daniel Ralls. Mr. Ralls was a member of the Missouri Legislature and was one of two representatives from what was then Pike County. Mr. Ralls died in October of 1820 so in

Jail built 1868-69   RALLS COUNTY COURT HOUSE.
AT NEW LONDON, MO.
Built 1858
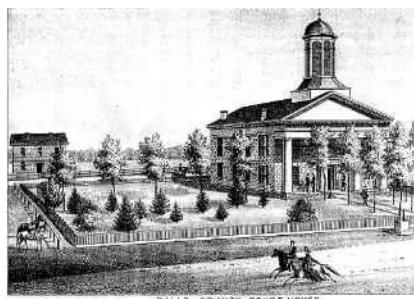
November 1820 when Ralls County was officially organized the legislature named the new county in his honor since he lived near present day New London. Ralls County was a county of magnificent proportions, having an area larger than many of the states, stretching north to the Iowa line, and west to a line between ranges 13 and 14, comprising the territory now taken by Audrain, Monroe, Marion, Shelby, Clark, Lewis, Knox and the present Ralls counties. New London was settled on as the county seat and the first courthouse was built in 1822. The second courthouse was built in 1835, but demolished in 1858. The third courthouse was built in 1858 and still stands today as one of the oldest courthouses in Missouri and one of the finest examples of Greek Revival period architecture in the Midwest. Historically coal, mineral clay, lime, and building stone were abundant in the county. In the late 1800's and into the early 1900's Ilasco was home to one of the largest cement plants in the world. Its location very near to the Mississippi River made for easier transport of the cement. Today Ralls County is home to four incorporated communities with a total population of 10,167.

Randolph County was the 31st county organized in Missouri on January 22, 1829 and was named after John Randolph of Roanoke, Virginia. John Randolph was a United States Representative and later a United States Senator. Randolph County was carved out of what was originally Howard County and when she was formed extended north to the Iowa line. In August of 1830 the county was conveyed four parcels of land for a county seat. The City of Huntsville was born being named after one of the grantors of land, Daniel Hunt. Sometimes known as Little Dixie, the area was settled by pioneers from the southern states of Kentucky, Tennessee, and Virginia. Some were slave owners, others strict abolitionists. During the Civil War no major battles were fought on county soil, but the war took its toll. Railroads became an important part of Randolph county starting with the arrival in 1858 of the track of the North Missouri Railroad prior to the Civil War. The largest city in Randolph County, Moberly, was born in 1866 as a product of a railroad auction. With the connection of the Chariton and Randolph Railroad and later the Wabash Railroad, Moberly seemed to spring up from the prairie overnight and was subsequently dubbed the "Magic City". Coal, shale, fire clay, and limestone are some of the natural resources the early settlers encountered as they moved into the fledgling county. Today Randolph County is home to four incorporated communities with a total population of 25,414.

Shelby County was the 45th county organized in Missouri on January 2, 1835 and was named after Isaac Shelby, a Governor of Kentucky. Shelby County was formed from what was then Marion County. The majority of the early settlers of Shelby County came from Kentucky and this continued to be the case up to the Civil War. At the time of organization, a commission was appointed to select a place for the future county seat. In December 1835 a plat of the county seat was submitted and adopted by the County court and the seat was named Shelbyville. It is thought that Shelbyville may have grown more rapidly than it had but that when the railroad first came through Shelby County it was built on the flat prairie area that Highway 36 currently sits on. The Hannibal & St. Joseph Railroad decided to build their tracks through this strip of prairie rather than the hills between Palmyra and Shelbyville. Thus, the communities of Hunnewell, Lakenan, Shelbina, Lentner, and Clarence were laid out and lots sold. One of the more interesting items in Shelby County history is the community of Bethel. When it was established the community of Bethel was a communistic colony where all members of the colony owned everything equally and shared all necessities. After the death of Dr. William Keil the community fell out of its communistic ways and eventually ownership rights of buildings and tracts of land were divided out by the courts. Today Shelby County is home to six small incorporated communities with a total population of 6,373.

Demographic and Economic Profile

Estimates indicate the Mark Twain Region is comprised of eight counties with a combined population of 137,895, according to the estimated 2017 census data from American Community Survey. Table 1 shows more details on the overall population.

Table 1

	YEAR	Starting Population	Ending Population	Change	% Change
AUDRAIN	2013	25,610	25,635	25	0.10%
	2017	25,875	25,641	-34	0.13%
MACON	2013	15,556	15,512	-44	-0.28%
	2017	15,170	15,251	81	0.53%
MARION	2013	28,809	28,901	92	0.32%
	2017	28,894	28,634	-260	0.89%
MONROE	2013	8,686	8,754	68	0.78%
	2017	8,558	8,612	54	0.63%
PIKE	2013	18,551	18,633	82	0.44%
	2017	18,438	18,567	129	0.69%
RALLS	2013	10,238	10,172	-66	-0.64%
	2017	10,228	10,224	-4	-0.04
RANDOLPH	2013	25,305	24,954	-351	-1.39%
	2017	24,989	24,945	-44	0.18%
SHELBY	2013	6,226	6,156	-70	-1.12%
	2017	6,082	6,021	-61	0.01%

U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

As can be seen by the above Table, all counties with the exception of Macon, Monroe and Pike lost population between 2013 and 2017. Marion County experienced the highest number of persons lost at 260, followed by Shelby (-61) Randolph (-44), Audrain (-34) and with Ralls County experiencing a loss of 4 persons. The decline in residents is closely tied to the lack of economic opportunities in these counties. Pike County experienced the most growth (+129) followed by Macon County adding 81 residents to their population. Between the years of 2013 and 2017 the region lost 732 residents.

Table 2 provides a breakdown of the overall region age profile using 2010 census and ESRI estimates for 2018 and forecasts for 2023. The largest age bracket is the 55-64 year olds with an estimated 19,105 individuals in 2018. This age profile of the Mark Twain region is in line with the general trend of the overall U.S. population.

Table 2

Age Profile						
Age Bracket	Census 2010		2018 ESRI estimate		2023 ESRI forecast	
0 - 4	9,107	6.5%	8,410	6.0%	8,123	5.8%
5 - 9	9,132	6.6%	8,472	6.1%	8,336	6.0%
10 - 14	9,070	6.5%	8,557	6.1%	8,759	6.3%
15 - 19	9,282	6.7%	8,276	5.9%	8,549	6.2%
20 - 24	7,910	5.7%	8,155	5.8%	7,383	5.3%
25 - 34	17,012	12.2%	17,610	12.6%	16,600	12.0%
35 - 44	16,793	12.1%	16,477	11.8%	16,847	12.1%
45 - 54	20,551	14.8%	17,547	12.6%	16,331	11.8%
55 - 64	17,661	12.7%	19,105	13.7%	18135	13.1%
65 - 74	11,830	8.5%	15,160	10.9%	16,608	12.0%
75 - 84	7,367	5.3%	7,888	5.7%	9,479	6.8%
85+	3,471	2.5%	3,772	2.7%	3,751	2.7%

Source: ESRI Business Analyst Online

Table 3 shows the race and ethnic profile of the Mark Twain region using 2010 census and ESRI estimates for 2018 and forecasts for 2023. Whites makes up slightly more than 91% of the total population, whiles blacks come in second at 5.1%. The proportions of each race or ethnic background are expected to stay close to the same of the next few years causing little to no change in the racial/ethnic diversity of the Mark Twain region.

Table 3

Race and Ethnic Profile						
	Census 2010		2018 ESRI estimate		2023 ESRI forecast	
White Alone	128,5463	92.4%	126,968	91.1%	125,328	90.2%
Back Alone	6,643	4.8%	7,087	5.1%	7,198	5.2%
American Indian Alone	339	0.2%	487	0.3%	573	0.4%
Asian Alone	542	0.4%	786	0.6%	967	0.7%
Pacific Islander Alone	57	0.0%	70	0.1%	82	0.1%
Some Other Race Alone	718	0.5%	956	0.7%	1,118	0.8%
Two or More Races	2,344	1.7%	3,075	2.2%	3,635	2.6%
Hispanic Origin (Any Race)	2,204	1.6%	2,968	2.1%	3,501	2.5%

Source: ESRI Business Analyst Online

Table 4 highlights number of households broken down by income using ESRI estimates for 2018 and forecasts for 2023. A large proportion of households, 36%, range between $35,000 and $74,999 in income from household members. Less than 2% see household income above

$150,000. The median household income is approximately $43,088, average household income $57,028, while per capita income is estimated at $22,525. All three measures, expressed in current dollars, are expected to increase over the next few years.

Table 4

Households by Income				
	2018 ESRI estimate		2023 ESRI forecast	
<$15,000	7,408	13.9%	6,311	11.9%
$15,000 - $24,999	6,622	12.5%	5,683	10.8%
$25,000 - $34,999	7,054	13.3%	6,622	12.5%
$35,000 - $49,999	8,856	16.7%	8,679	16.4%
$50,000 - $74,999	10,268	19.3%	10,388	19.7%
$75,000 - $99,999	6,106	11.5%	6,660	12.6%
$100,000 - $149,999	4,957	9.3%	6,171	11.7%
$150,000 - $199,999	971	1.8%	1,180	2.2%
$200,000+	937	1.8%	1,155	2.2%
Median Household Income	$43,088		$47,998	
Average Household Income	$57,028		$64,549	
Per Capita Income	$22,525		$25,337	

Source: ESRI Business Analyst Online – Income expressed in current dollars

Table 5 provides a breakdown of poverty in the Mark Twin region using 2013-2017 ACS data. The breakdown shows overall poverty, poverty in different age brackets, gender differences, and poverty based on educational attainment.

Table 5

Poverty Profile		
	Population surveyed	Population below poverty level
Overall	129,222	21,081
Age Brackets		
Under 18 years	30,822	7,346
18 to 64	66,810	11,504
65 or older	23,246	2,231
Gender		
Male	63,487	9,362
Female	65,735	11,719
Educational Attainment*		
Less than High School	10,584	2,869
High School Diploma	37,716	5,209
Some College or associates	25,261	2,917
Bachelor's degree or higher	14,745	512

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates (*population 25 years and over)

Table 5 Continued

County	# People in Poverty	Rate of Poverty	Median Income
Audrain	3,953	16.7%	$44,056
Macon	2,563	17.0%	$38,903
Marion	5,013	18.4%	$44,098
Monroe	1,109	13.0%	$42,011
Pike	2,444	15.1%	$45,112
Ralls	1,342	13.3%	$50,161
Randolph	3,758	16.5%	$44,754
Shelby	899	15.5%	$42,593
Missouri	861,679	14.6%	$51,542
United States	45,650,345	14.6%	$57,652

Source U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Table 6 shows educational attainment reached by the population aged 25 or older in the Mark Twain region using 2013-2018 ACS data. Overall, roughly 88.63% of the region's population have at least a high school diploma or equivalent, while 21.56% have an associate's degree, bachelor's degree or higher. In the U.S. population as a whole approximately 85.7% have at least a high school diploma or equivalent, while 36.2% have an associate's degree, bachelor's degree or higher, indicating that the Mark Twain region is somewhat behind the trend on higher education.

Generally, females are proportionately slightly more educated than males, with 23.07% of females with a higher degree (associate's, bachelor's or higher), while the rate for males with a higher degree is 20%.

Table 6

Educational Attainment						
	Total		Male		Female	
Less than 9th grade	4,777	5.29%	2,436	5.51%	2,341	5.08%
9th to 12th grade	10,186	11.29%	5,416	12.25%	4,780	10.38%
High School diploma	40,792	45.21%	20,741	46.92%	20,055	43.56%
Some college, no degree	19,725	21.86%	8,993	20.35%	10,742	23.33%
Associate's degree	5,869	6.50%	2,356	5.33%	3,491	7.58%
Bachelor's degree	8,885	9.85%	4,261	9.64%	4,635	10.07%
Graduate or professional degree	4,700	5.21%	2,222	5.03%	2,496	5.42%
Total population surveyed	90,233	100%	44,204	100%	46,044	100%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Agriculture

Data on agricultural comes from the 2012 and 2017 USDA Census of Agriculture reports. The data is provided on a per county level in the following Tables. The measures include number of farms, total farm land measured in acres, average farm size measured in acres, estimates of market value, number of farms based on acres, and number of farms based on value of sales.

The numbers validate the fact that the existence of smaller farms are struggling, while larger farms are becoming more abundant. Prior to the farm crisis in the late 1980's, the family farm served as the primary source of income, and therefore, it was considered a full-time job. As families were forced to look for additional sources of income, they became less reliant on the farm. In the region, there are fewer farms that are considered a primary source of income and an increasing number depend upon off farm incomes for survival. The small family farm is losing traction and large corporate farms are becoming far more predominate.

Item	Audrain		Macon		Marion	
	2012	**2017**	**2012**	**2017**	**2012**	**2017**
Farms	1,015	911	1,291	1,163	704	587
Land in farms (acres)	436,483	405,442	386,005	392,705	221,469	232,558
Average farm size	430	445	299	338	315	396
Estimated average market value of land and buildings per farm	$1,643,676	$1,894,323	$740,631	$1,078,661	$1,120,118	$1,571,407
Estimated average market value of all machinery and equipment per farm	$172,912	$167,943	$78,400	$101,249	$118,102	$156,078
Farms by size						
1-9 acres	23	47	25	39	34	35
10-49 acres	166	177	238	217	115	123
50-179 acres	339	328	508	485	271	216
180-499 acres	232	162	333	243	180	116
500-999 acres	131	84	104	85	61	41
1000 acres or more	124	113	83	94	43	56
Farms by value of sale						
Less than $2,500	239	213	547	478	261	237
$2,500-$4,999	54	54	88	71	45	39
$5,000-$9,999	91	78	119	119	60	38
$10,000-$24,999	115	88	197	149	81	65
$25,000-$49,999	132	136	124	118	81	48
$50,000-$99,999	116	75	85	79	48	43
$100,000 or more	268	267	131	149	128	117

Item	Monroe		Pike		Ralls	
	2012	**2017**	**2012**	**2017**	**2012**	**2017**
Farms	1,061	978	1,003	926	723	672
Land in farms (acres)	335,654	340,074	361,666	310,723	283,486	243,108
Average farm size	335	348	361	336	392	362
Estimated average market value of land and buildings per farm	$1,047,572	$1,237,626	$1,247,957	$1,179,923	$1,258,679	$1,392,728
Estimated average market value of all machinery and equipment per farm	$121,686	$106,640	$127,424	$141,497	$138,204	$138,653
Farms by size						
1-9 acres	22	45	25	41	23	25
10-49 acres	171	186	153	200	136	143
50-179 acres	435	364	384	337	274	258
180-499 acres	276	239	259	189	142	139
500-999 acres	82	73	96	75	63	39
1000 acres or more	75	71	86	84	85	68
Farms by value of sale						
Less than $2,500	492	376	311	323	320	268
$2,500-$4,999	55	56	67	54	41	56
$5,000-$9,999	81	106	106	84	80	74
$10,000-$24,999	124	107	141	111	74	80
$25,000-$49,999	85	90	125	97	37	47
$50,000-$99,999	84	90	100	78	50	35
$100,000 or more	140	153	153	179	121	112

Item	Randolph		Shelby	
	2012	**2017**	**2012**	**2017**
Farms	818	783	709	628
Land in farms (acres)	209,491	212,802	299,290	277,655
Average farm size	256	272	422	442
Estimated average market value of land and buildings per farm	$673,561	$940,599	$1,499,389	$1,648,469
Estimated average market value of all machinery and equipment per farm	$65,107	$84,856	$149,536	$163,179
Farms by size				
1-9 acres	17	65	22	31
10-49 acres	171	189	110	96
50-179 acres	372	294	230	210
180-499 acres	169	162	160	142
500-999 acres	54	30	106	64
1000 acres or more	35	43	81	85

Farms by value of sale				
Less than $2,500	367	371	206	228
$2,500-$4,999	70	74	41	20
$5,000-$9,999	91	79	44	30
$10,000-$24,999	105	92	81	64
$25,000-$49,999	80	61	66	76
$50,000-$99,999	54	29	101	39
$100,000 or more	51	77	170	171

Source: USDA Census of Agriculture – 2012 and 2017 reports

Tourism

The Missouri Division of Tourism put out an annual report on the state of tourism in Missouri. Of particular value is their county level overview of expenditure and employment related to tourism. A comparison has been made here using two points in time: 2013 and 2017. The specific industries used to calculate the expenditures and determine employment are based on 17 Standard Industrial Classification (SIC) codes presented in the following Table.

The following Table shows expenditures and employment within the tourism-related industries for each county as well as the overall Mark Twin region. Expenditures and total number of employments have increased slightly, by $16,283,351 and 1,070, respectively, from 2013 to 2017.

The region is rich in tourism related economic drivers which include Mark Twain's Boyhood Home (Hannibal – Marion County), Bethel German Colony (Bethel –

Shelby County), Mark Twain Lake (Ralls-Monroe Counties), Great River Road (Pike –Marion Counties), Mississippi River (Pike, Ralls and Marion Counties), Amish Colonies (Pike and Randolph Counties) to name just a few. Many festivals surround these communities annually which bring in outside sources of revenue for the region. Managed lands are also scattered throughout the Region which promote activities for outdoor enthusiasts.

County	FY13 Total Expenditures in tourism-related SIC codes*	FY13 tourism-related employment*	FY17 Total Expenditures in tourism-related SIC codes*	FY17 tourism-related employment*
Audrain	$17,255,426	483	$21,141,563	1,441
Macon	$16,194,038	510	$18,216,677	501
Marion	$45,971,090	1,483	$53,603,412	1,538
Monroe	$3,576,802	128	$4,404,412	166
Pike	$13,187,076	448	$14,780,801	460
Ralls	$6,134,364	155	$5,591,920	136
Randolph	$23,047,133	722	$25,719,352	768
Shelby	$1,684,303	114	$1,875,446	103
Total	$127,050,232	4,043	$143,333,583	5,113

Source: Missouri Division of Tourism – Annual Report FY 2013 and Annual Report FY 2017

*17 Tourism-related SIC codes

	SIC Code	Code Title
1	5811	Eating Places Only
2	5812	Eating and Drinking Places
3	5813	Drinking Places – Alcohol Beverages Only
4	7010	Hotel, Motel, and Tourist Courts
5	7020	Rooming and Boarding Houses
6	7030	Camps and Trailers Parks
7	7033	Trailers Parks and Camp Sites
8	7041	Organization Hotel and Lodging Houses
9	7920	Producers, Orchestras, Entertainers
10	7940	Commercial Sports
11	7990	Misc. Amusement and Recreational
12	7991	Boat and Canoe Rentals
13	7992	Public Gold Courses and Swimming Pools
14	7996	Amusement Parks
15	7998	Tourist Attractions
16	7999	Amusement NEC (not elsewhere classified)
17	8420	Botanical and Zoological Gardens

Transportation

The Mark Twain region consists of approximately 4,700 square miles. Being in a predominately rural area, transportation options are limited in the region and the primary mode of transportation is by automobile. However, there are some very key aspects in regards to transportation that make the Mark Twain Region a vital asset in regards to the economic development opportunities for the state.

Road and Bridge: The major highways serving the area include US Highways 36, 54, 61 and 63. A small stretch of four lane US Highway 61 from Hannibal to New London has average daily traffic of nearly 20,000. US Highway 36 has traffic volumes between 3,000-10,000 vehicles per day, as does US Highway 63 in Macon and Randolph Counties and US Highway 54 in Pike and Audrain Counties. These major routes make commuting for the more than 58,914 workers age 16+ a safer experience. According to the American Community Survey (2013-2017 5-year estimates), 94.8% of workers in the Mark Twain Region, age 16 and over, commute to work with an average travel time of 22 minutes. Nearly 81.7% reported driving alone to work (See chart below). In addition to these major routes, there are two vital bridges for the state over the Mississippi River that provides access to the region from Illinois: Champ Clark Bridge on U.S. Route 54 and the Mark Twain Memorial Bridge on Interstate 72/ U.S. Highway 36. Construction for the new Champ Clark Bridge started in 2017 and is set for completion in Fall 2019. This newer wider bridge will provide safer travel for drivers as well as allow for a larger freight capacity across the river.

County	Workers 16+	% Workers 16+ that commute	% Drove alone	% Carpooled	% Public Transportation, Walked, or other means	Mean Travel Time to Work in Minutes
Audrain	10,514	95.9%	80.8%	10.0%	4.1%	21.0
Macon	6,299	96.7%	81.4%	10.0%	5.4%	20.0
Marion	12,929	95.8%	83.8%	7.3%	4.8%	18.6
Monroe	3,837	94.9%	80.5%	11.5%	2.9%	25.3
Pike	7,486	92.6%	81.2%	7.1%	4.4%	23.0
Ralls	4,955	93.9%	84.7%	6.7%	2.6%	22.5
Randolph	9,970	96.5%	84.4%	8.8%	3.3%	21.4
Shelby	2,924	91.8%	77.1%	8.1%	6.6%	21.5
Missouri	2,835,065	95.3%	81.8%	8.9%	4.6%	23.5

Source: American Community Survey 2013-2017 5-year Estimates

River/Ports: The Mississippi River is considered one of the region's most attractive sources of transportation of commercial goods; however, only one functioning port exists in the region in Hannibal. The Port of Hannibal is a small river port that provides a number of goods in and out of the regional and is vital to the success of the area. Planning for a public port in Pike County is underway, however funding for the project continues to be a barrier. The Pike Lincoln Port Authority has purchased 24.54 acres of land outside of Louisiana, Missouri for development. Flooding of the river is inevitable each spring which presents enormous navigational challenges as the Corps of Engineers oversees navigation of the River.

Rail: Rail service has strong existence in the region (map follows). Three railroads traverse throughout the region. They include Burlington Northern Santa Fe (BNSF), Norfolk Southern (NS) and Kansas City Southern (KSC). Passenger services are limited in Missouri. The Missouri River Runner provides service between St. Louis and Kansas City through the central part of the state. With the exception of three additional stops on long distance trains at Poplar Bluff and Arcadia in southeast Missouri and La Plata in northeast Missouri, the rest of the state has no passenger rail service. There were 11,876 Boardings and Alightings at the La Plata stop in 2017 alone.

Public transportation: Publicly-funded transit programs in the eight counties of the Mark Twain region are primarily provided by OATS, Inc. Taxi services are available in the Mark Twain region, and do provide adequate transportation services to customers able to utilize them, however, availability of these services are typically limited to larger communities such as Hannibal, Mexico, and Moberly. Limited taxi services can be available in smaller communities such as Macon and Louisiana.

Airports: The region does have several small publicly owned airports (Moberly, Mexico, Hannibal, Macon, Bowling Green, Monroe City, and Shelbyville) however amenities are limited at some. All runways are hard surfaced, lighted and provide fuel service. The Mexico Airport has the largest runway of 5,500'x100'; Hannibal, 4,400'x100'; Moberly 5,001'x100'; Macon 4,150'x75'; Monroe City 3,515'x50' ; Shelbyville 2300'x46'; and Bowling Green 3,204'x50'. Hangars are in all airports; however, most airports do not have additional available hangar space. The most common users of these facilities are private planes; however, some small commercial aircrafts utilize the facilities on a very infrequent basis. St. Louis International Airport (STL) and Columbia Regional Airport are the closest commercial airports and they are approximately 80 miles and 45 miles from the region respectfully.
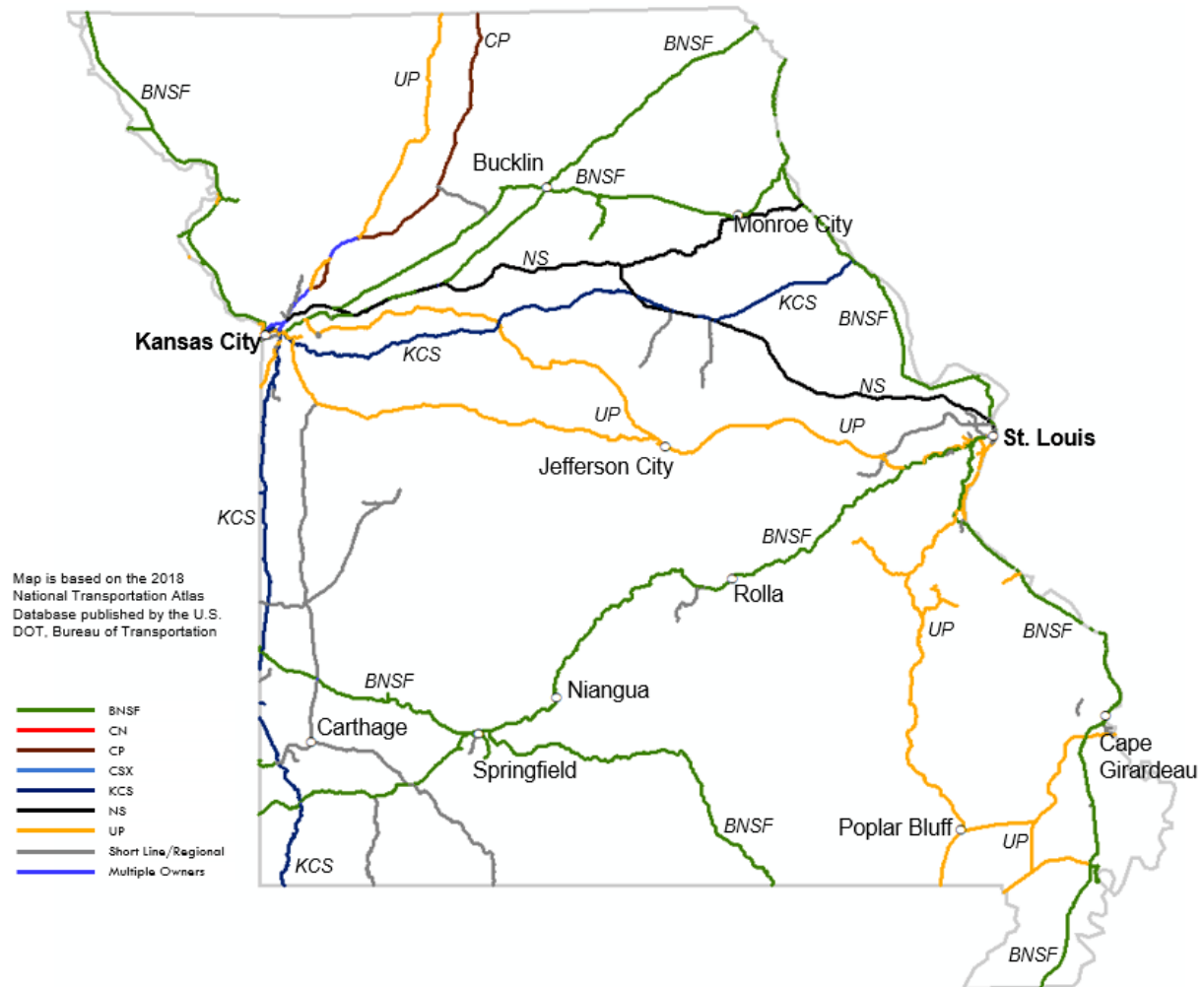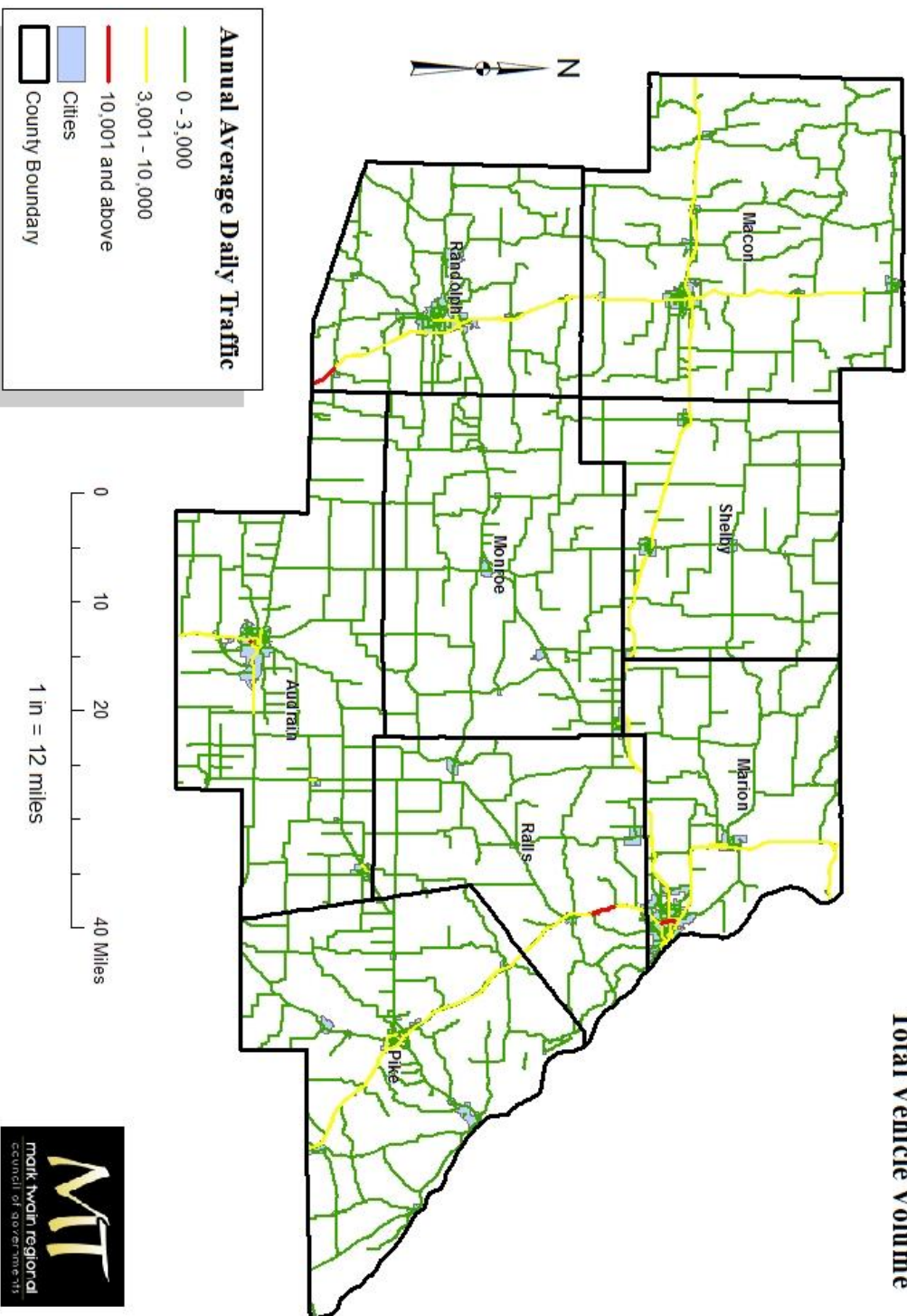

Hannibal Regional Airport

Transportation Advisory Committee: For nearly 25 years, the COG has partnered with MoDOT to obtain local input and provide transportation planning activities for the eight-county region. The region's Transportation Advisory Committee (TAC) annually implements a planning process to identify and prioritize regional transportation needs. Needs are identified by the TAC based upon local input and categorized based upon many factors. The needs are prioritized regionally by the TAC and then submitted to MoDOT for consideration for major projects as well as use of local maintenance funds. From time to time the COG and TAC are requested to participate in special planning projects that arise from new funding sources. The COG has developed a strong and influential relationship with the MoDOT. The COG also owns a radar speed trailer and two traffic counters which are available for use by member cities and counties.
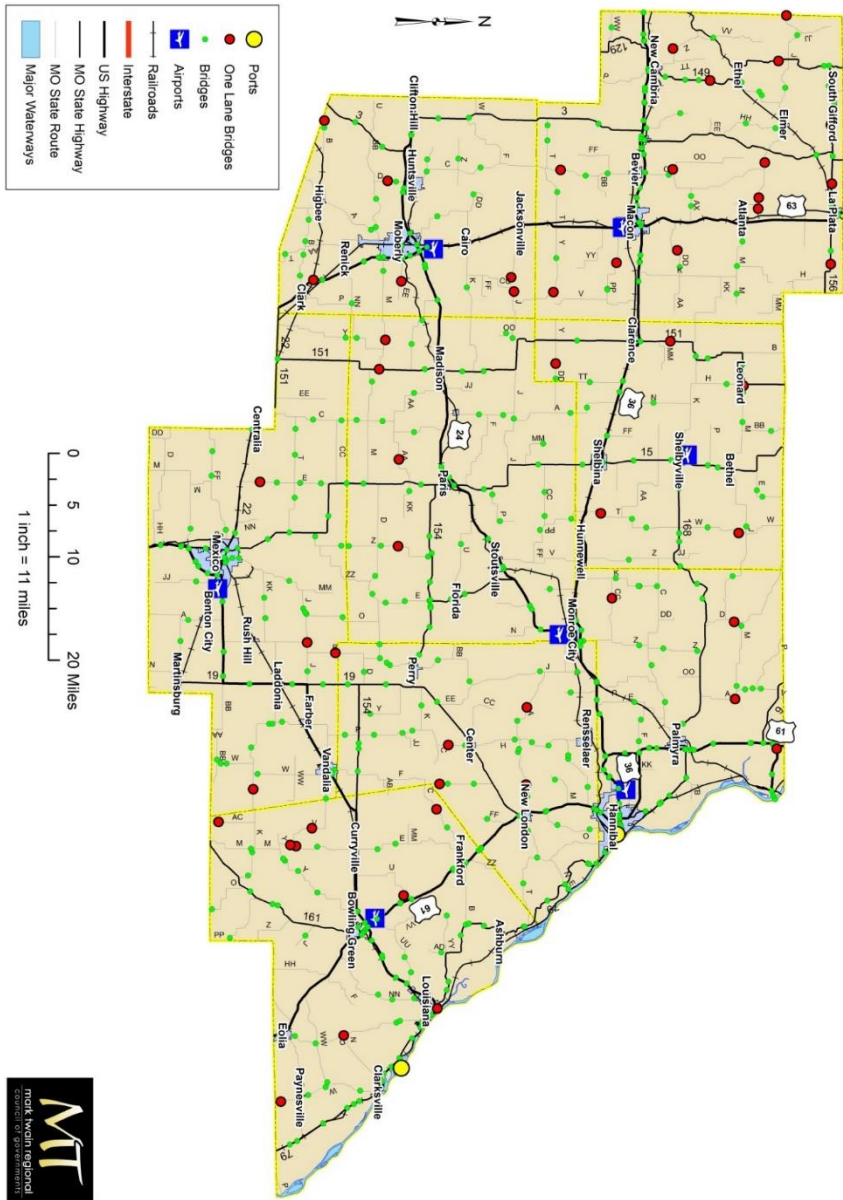
Missouri Rail Lines

Map is based on the 2018 National Transportation Atlas Database published by the U.S. DOT, Bureau of Transportation

Legend:
- BNSF
- CN
- CP
- CSX
- KCS
- NS
- UP
- Short Line/Regional
- Multiple Owners

Mark Twain Region
Total Vehicle Volume

Annual Average Daily Traffic
— 0 - 3,000
— 3,001 - 10,000
— 10,001 and above
Cities
County Boundary

N

1 in = 12 miles

0   10   20   40 Miles

mark twain regional
council of governments

Mark Twain Region
Regional Transportation Assets

Legend

Ports
One Lane Bridges
Bridges
Airports
Railroads
Interstate
US Highway
MO State Highway
MO State Route
Major Waterways

1 inch = 11 miles

0   5   10   20 Miles

Education

All public-school districts in the region are accredited (highest ranking possible) by the Missouri Department of Elementary and Secondary Education (DESE). The following Table depicts the enrollment of each district, rating, student/teacher ratio and graduation rate for each District. According to DESE's 2018 District Report Card, the region had nearly 19,160 enrolled in the 29 school districts throughout the region. The region still has five small schools that provide K-8 education, with the remaining 24 providing K-12. The student/teacher ratio ranges from a low of 6:1 to a high of 18:1. The graduation rates from the 29 districts range from 100% to a low of 82.93%.

An array of educational opportunities exists in the Mark Twain region. The region is home to a four-year university (Hannibal La-Grange University). Moberly Area Community College provides two-year degree and certificate programs via campuses and/or learning centers in Moberly, Hannibal, Mexico and Macon. The region is home to five career and technical centers which are available to students and adults in surrounding school districts throughout the region. These centers have cooperatively developed curricula that are responsive to the needs of local businesses in the region. The Centers are:

Hart Career Center, Mexico MO (Audrain County)
Hannibal Career and Technical Center, Hannibal, MO (Marion County)
Macon Area Technical School, Macon, MO (Macon County)
Moberly Area Technical Center, Moberly, MO (Randolph County)
Pike Lincoln Technical Center, Eolia, MO (Pike County)

While various distance learning opportunities exist at these facilities, their mission is mirrored: "to provide students and adults with the academic, occupational and work place readiness skills to become tomorrow's business and industry leaders."

Public Elementary and Secondary Education

School District	Enrollment	Rating	Teacher Ratio	Grad Rate
Audrain County				
Community R-VI	295	Accredited	13/1	100.0
Mexico	2,307	Accredited	17/1	82.93
Van-Far	563	Accredited	17/1	95.12
Macon County				
Atlanta C-3	198	Accredited	11/1	100.0
Bevier C-4	197	Accredited	12/1	100.0
Callao C-8	51	Accredited	8/1	K-8
La Plata R-II	335	Accredited	14/1	96.55
Macon R-I	1,302	Accredited	17/1	90.36
Macon R-IV	98	Accredited	7/1	100.0
Marion County				
Hannibal	3,393	Accredited	17/1	90.07
Marion County R-II	204	Accredited	13/1	92.0
Palmyra R-I	1,085	Accredited	18/1	95.24
Monroe County				
Holliday C-2	59	Accredited	7/1	K-8
Madison C-3	200	Accredited	13/1	100.0
Middle Grove C-I	33	Accredited	6/1	K-8
Monroe City R-I	707	Accredited	15/1	90.91
Paris R-II	393	Accredited	13/1	95.0
Pike County				
Bowling Green R-I	1,300	Accredited	18/1	93.59
Boncl R-X	54	Accredited	7/1	K-8
Louisiana R-II	694	Accredited	15/1	89.8
Pike County R-III	418	Accredited	13/1	100.0
Ralls County				
Ralls County R-II	757	Accredited	17/1	94.29
Randolph County				
Higbee R-VIII	204	Accredited	14/1	95.24
Moberly	2,257	Accredited	18/1	89.16
NE Randolph R-IV	384	Accredited	12/1	100.0
Renick R-V	83	Accredited	7/1	K-8
Westran R-I	583	Accredited	12/1	97.73
Shelby County				
North Shelby R-I	283	Accredited	14/1	100.0
South Shelby R-IV	723	Accredited	16/1	89.09

Source: MO Dept. of Elementary and Secondary Education-District Report Card 2018

Health Care

The Mark Twain region serves as home to five rural hospitals, and cumulatively, they provide over 900 medical beds to patients as well as emergency assistance and varying degrees of specialization. Hospitals are located in Hannibal, Louisiana, Macon, Mexico and Moberly. Because of the continued expansion of hospital infrastructure at these locations, the number of physicians, specialists and ancillary medical facilities continue to increase. County health departments are also working more closely with the Missouri Department of Health in developing emergency preparedness plans to deal with potential outbreaks of disease and plans to cope with natural disasters. In addition to being a vital community resource for residents and businesses, the health care industry is a critical economic engine for the region.

Mark Twain Region Rural Hospitals	
Hospital	**County**
Hannibal Regional Hospital	Marion
Pike County Memorial Hospital	Pike
SSM Health St. Mary's Hospital	Audrain
Samaritan Hospital	Macon
Moberly Regional Medical Center	Randolph

Mark Twain Region Rural Health Facilities		
Clinics	**City**	**County**
Medical Park Family Practice	Mexico	Audrain
Mexico Health Services	Mexico	Audrain
Mexico Pediatric Services	Mexico	Audrain
Mexico Family Health	Mexico	Audrain
Hannibal Clinic @ Vandalia	Vandalia	Audrain
Vandalia Medical Clinic	Vandalia	Audrain
Total Family Health Care	Macon	Macon
Hannibal Clinic	Hannibal	Marion
Hannibal Clinic @ Palmyra	Palmyra	Marion
Palmyra Clinic	Palmyra	Marion
Monroe City Family Practice	Monroe City	Monroe
Hannibal Clinic @ Monroe City	Monroe City	Monroe
Paris Family Medical Clinic	Paris	Monroe
Paris Health Care Clinic	Paris	Monroe
Pike Medical Clinic, Inc.	Bowling Green	Pike
Eastern Missouri Health Services	Bowling Green	Pike
Hannibal Clinic @ Bowling Green	Bowling Green	Pike
Eastern Missouri Health Services	Louisiana	Pike
Pike Medical Clinic	Louisiana	Pike
Hannibal Clinic @ Center	Center	Ralls
Perry Medical Clinic	Perry	Ralls
Moberly Pediatrics	Moberly	Randolph
Boone Convenient Care	Moberly	Randolph
Randolph County Health Department	Moberly	Randolph
Carol Timmons Clinic	Clarence	Shelby
Shelbina Family Practice	Shelbina	Shelby

Environmental Assessment

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

State or National Parks and Wildlife Refuges

State Parks in Missouri are managed by Missouri Department of Natural Resources – State Parks Division. The Mark Twain region is home to two State Parks: Long Branch located in Macon County and the Mark Twain State Park located in Monroe County. The Long Branch State Park encompasses 384 acres with beautiful lake, walking trails, camping accommodations, fishing, boating and beach amenities.

The Mark Twain State Park is nestled near the 18,000-acre Mark Twain Lake. The Mark Twain State Park provides cabins, walking trails, camping, fishing and boating access to the Mark Twain Lake.

There are no National Parks located in the Mark Twain region or designated wilderness areas in the District. Additionally, there is no designated wild/scenic river in the District. The mighty Mississippi River traverses the eastern side of the region and separates the District from Illinois. Marion and Pike Counties enjoy the beauties of the River, but also often face the challenges the River brings from flooding.

The MO Department of Conservation designated 45 conservation areas in the region, which serve as prime areas for hunting, fishing, and hiking.

Area Name	County
Marshall I Diggs	Audrain
Maude Shores Jacks	Audrain
William Lowe	Audrain
Clarence L Northcutt Memorial	Audrain
FO Sears Memorial	Audrain
Robert M. White	Audrain, Monroe
Atlanta	Macon
Bee Hollow	Macon, Randolph
Dodd Access	Macon
Griffiths Memorial	Macon
Hidden Hollow	Macon
Long Branch Lake	Macon
Montgomery Woods	Macon
Mussel Fork	Macon
Redman	Macon
Thomas Hill Reservoir	Macon, Randolph
Black Hawk Access	Marion
Callahan Mound Access	Marion

Area Name	County
Dunn Ford Access	Marion
Elmslie Memorial	Marion
Fabius Chute Access	Marion
McPike Access	Marion
J Thad Ray Memorial	Marion
Solard Access	Marion
Julian Steyermark Woods	Marion
Sunrise Access	Marion
Upper Mississippi	Marion, Pike, Ralls
Cedar Bluff Access	Monroe
Santa Fe Access	Monroe
Ruby Clark Willingham	Monroe
Woodlawn Access	Monroe
Edward Anderson	Pike, Ralls
Ashely Access	Pike
Calumet Creek Access	Pike
Dupont Reservation	Pike
Hamburg Ferry Access	Pike
Prairie Slough	Pike
Ranaker	Pike
Ted Shanks	Pike
Indian Camp	Ralls
Robert H Thomas	Ralls
Rudolph Bennitt	Randolph
Arrow-Wood	Shelby
Fred Bollow	Shelby
Hunnewell Access	Shelby

Threatened and Endangered Species

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

Indiana Bat (*Myotis sodalis)*	Endangered	Hibernacula = Caves and mines; Maternity and foraging habitat = small stream corridors with well-developed riparian woods; upland forests
Northern Long-Eared Bat *Myotis septentrionalis*	Endangered	Hibernates in caves and mines - swarming in surrounding wooded areas in autumn. Roosts and forages in upland forests during spring and summer.
Fat Pocketbook (*Potamilus capax*)	Endangered	Rivers
Higgins Eye Pearlymussel (*Lampsilis higginsii*)	Endangered	Mississippi River

Sheepnose (*Plethobasus cyphyus*)	Endangered	Bourbeuse River
Spectaclecase (*Cumberlandia monodonta*)	Endangered	Mississippi River
Gray Bat (*Myotis grisescens*)	Endangered	Caves
Decurrent False Aster (*Boltonia decurrens*)	Threatened	Disturbed alluvial soils
Topeka Shiner (*Notropis topeka*)	Endangered	Small prairie (or former prairie) streams in pools containing clear, clean water. Most Topeka shiner streams are perennial (flow year-round), but some are small enough to stop flowing during dry summer months. In these circumstances, water levels must be maintained by groundwater seepage for the fish to survive. Topeka shiner streams generally have clean gravel, rock, or sand bottoms.

Recent *EPA Sites Across the Region

Status	Site Name	City	County	Zip	Year
Cleanup Complete	Toastmaster	Macon	Macon	63552	2014
Cleanup Pending	Wise Warren Inc.	Cairo	Randolph	65239	Open
Brownfield Assessment	Gertha Hodges Building	Louisiana	Pike	63353	2015
Cleanup Complete	Holcim Inc.	Clarksville	Pike	63336	2018
*There are no Nonattainment Areas in the Mark Twain EDD					

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

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

Projects, Programs and Activities

Past, Present and Future Economic Investments

The District is rich in history of assisting its member communities and counties along with special districts which lie within the region. These projects not only serve to sustain and enhance the community and economic needs, but also provide a path to future development and growth throughout the region. The following table briefly depicts the work of the District in an effort to increase economic prosperity and enrich the communities we serve.

Water Tower
Frankford, MO

Community Building in Elmer, MO

Macon Diversified Industries in Macon, MO

BEFORE

AFTER

CDBG Demolition Project in New London, MO

Past and Present Economic Investments

Recipient	Type of Project	Partners
City of Hunnewell	Streets	CDBG, City
City of Moberly	Streets	CDBG, City
City of Perry	Streets	CDBG, City
City of Atlanta	Residential Demolition	CDBG, City, IDA
Macon County (on behalf of Macon Diversified Industries)	Sheltered Workshop	CDBG, County, MDI
Ralls County	Bridge Replacement	CDBG, County
City of New London	Residential Demolition	CDBG, City
City of Madison	Residential Demolition	CDBG, City
City of Laddonia	Residential Demolition	CDBG, City
City of Madison	Wastewater	CDBG, City, DNR
City of Bowling Green (on behalf of Pike County Agency for Developmental Disabilities)	Community Facility	CDBG, City, PCADD
City of La Plata	Wastewater	CDBG, City, USDA
City of Frankford	Water	CDBG, City, USDA
City of Callao	Residential Demolition	CDBG, City
City of Ethel	Residential Demolition	CDBG, City
City of Callao	Wastewater	CDBG, City, USDA
City of Hunnewell	Wastewater	CDBG, City, USDA
City of Shelbyville	Wastewater	CDBG, City, USDA
City of Higbee	Residential Demolition	CDBG, City
City of Higbee	Emergency Commercial Demolition	CDBG, City
City of Moberly	Economic Development	CDBG, City
City of Shelbina	Residential Demolition	CDBG, City
City of Bevier	Residential Demolition	CDBG, City
City of Huntsville	Residential Demolition	CDBG, City
City of Elmer	Community Center	CDBG, City
City of Clarksville	Water	CDBG, City, USDA
Ralls County	Storm Sirens	County, MACOG
Northeast Missouri Local Emergency Planning District	Flow Study	NEMO LEPD, SEMA
Ralls County	Economic Development Planning	EDA, County, MACOG
City of Clarksville	Flood Wall Benefit Cost Analysis	City, EDA, MACOG

Projects on the Horizon

City of Clarksville: Every year during the natural flood season of the Mississippi River or any time there is a significant flooding event, the City of Clarksville is at risk. The City of Clarksville is a historic river town in northeast Missouri and it is imperative that it be protected from the flood waters. When flood waters rise, the city is forced to spend tens of thousands of dollars in both manpower and materials to protect the city (specifically their downtown district) with sandbag barriers. The Mark Twain Regional Council of Governments continues to seek funding for a removable flood wall which will protect not only the businesses in the central business district, but the City's critical infrastructure as well. Estimated project cost is approximately $4 million.

Ralls County/Pike County: Both Pike and Ralls Counties were included in the 2017 disaster declaration. The Mark Twain Regional Council of Governments intends to apply for CDBG disaster funding for several identified projects in both Ralls and Pike Counties. There were planning meetings held in both counties to help identify potential projects in each county. Several of those projects are likely to be eligible for funding.

City of Huntsville: In an attempt to be in compliance with EPA/DNR wastewater regulations, the City of Huntsville may seek funding for wastewater treatment improvements. The COG will be assisting the community in an attempt to secure funding necessary to accomplish this project. The estimated project cost is unknown as the City continues to explore each alternative option before they decide the best course of action for the community.

City of Huntsville: The City of Huntsville has applied for CDBG funding to assist with the removal of approximately 5 commercial structures within the City which are vacant and dilapidated. The total estimated project cost is $378,000.

City of Shelbyville: The City of Shelbyville has applied for CDBG funding to assist with the removal of approximately 25 residential structures within the city which are vacant and dilapidated. The estimated project cost is approximately $126,000.

City of Moberly: The City of Moberly has applied for CDBG funding to assist with the removal of approximately 65 residential structures within the city which are vacant and dilapidated. The estimated project cost is approximately $411,000

City of La Plata: The City of La Plata has applied for CDBG funding to assist with general infrastructure improvements which include replacing the existing street surface with new permanent street surface material. The three streets surrounding the city park were identified as the highest priority for the City. The City is considered low to moderate income by survey which makes them eligible for CDBG funding. The estimated project cost is $570,000.

City of Holliday: The City of Holliday has applied for CDBG funding to assist with general infrastructure improvements which include replacing the existing street surface with new permanent street surface material. There were five streets identified in the city in poor condition and that were the highest priority for the City. The City is considered low to moderate income by survey which makes them eligible for CDBG funding. The estimated project cost is $197,000.

City of Perry: In an attempt to remain in compliance with EPA/DNR wastewater regulations, the City of Perry has applied for funding for wastewater treatment improvements. USDA loan/grant as well as CDBG funds are being sought to complete the project. The COG has assisted the community in an attempt to secure funding necessary to accomplish this project. The community is considered low to

moderate income by survey making them eligible for CDBG assistance and low-income loan funds from USDA. The estimated project cost is $3.3 million.

City of Higbee: In an attempt to remain in compliance with EPA/DNR wastewater regulations, the City of Higbee is seeking funding for wastewater treatment improvements. USDA loan/grant as well as CDBG funds are being sought to complete the project. The COG will be assisting the community in an attempt to secure funding necessary to accomplish this project. The estimated project cost is unknown at this time.

City of Paris: The City of Paris will be seeking funds for making necessary improvements to their water distribution system. USDA funds as well as CDBG funds will be requested to make these improvements. The City is considered low to moderate income by survey which makes them eligible for CDBG funding. The total estimated cost for these improvements is $1 million.

City of Paris: The City of Paris is seeking funding for a new/renovated community building in the City. Currently the City has an outdated and insufficient building with a multitude of deficiencies. The City intends to apply for funding to either build an entirely new community facility near the fairgrounds or to make improvements to another existing structure in the community. The City is exploring both options in order to choose the best solution for the community. The estimated project cost is unknown at this time.

Shelby County: Shelby County has identified two county bridges in poor condition that are in need of replacement. The COG is working with the county to meet the low moderate income requirements for the CDBG program so they will be eligible to apply for funds. These bridges are both critical structures and serve as detour routes during significant flooding events. The estimated project cost is $700,000.

City of Perry: The COG is working with the City of Perry to put together a CDBG application for the purpose of removing some of the slum and blighted structures in the community. The application would include the demolition of approximately 15 vacant and dilapidated residential structures throughout the community. The estimated project cost is unknown at this time.

City of Perry: The City of Perry has been working on developing a new Community Building for the City. The Perry Community Betterment organization has been working with a local architect for the development of facility that meets both the needs of the community as well as fits within the budget they have. Once the project scope has been identified the COG will work with the community to secure the needed CDBG funding. The estimated project cost is approximately $600,000-$800,000.

City of Center: The COG is working with the City of Center to put together a CDBG application for the purpose of removing some of the slum and blighted structures in the community. The application would include the demolition of approximately 15 vacant and dilapidated residential structures throughout the community. The estimated project cost is unknown at this time.

City of Vandalia: The COG is working with the City of Vandalia to put together a CDBG application for the purpose of removing some of the slum and blighted structures in the community. The application would include the demolition of approximately 50 vacant and dilapidated residential structures throughout the community. The estimated project cost is unknown at this time.

City of Vandalia: The Vandalia Fire Department is in need of improvements to their current fire station. They have limited capacity with the existing station and expansion and renovations are needed to meet the needs of the community. The COG has been working with the City to identify the scope of the

project. The community is considered low to moderate income by HUD standards making them eligible for CDBG assistance. The anticipated cost of the project is unknown at this time.

City of Palmyra: The City of Palmyra is a growing and developing city. They have identified a need for infrastructure improvements in their business district and are working with the COG to identify and apply for funding for the project. CDBG economic development funds will likely be the source of that funding. The estimated project cost is unknown at this time.

City of Jacksonville: The Jacksonville Fire Department is in need of improvements to their current fire station. They have limited capacity with the existing station and expansion and renovations are needed to meet the needs of the community. The COG has been working with the City to identify the scope of the project. The community is considered low to moderate income by survey making them eligible for CDBG assistance. The anticipated cost of the project is unknown at this time.

City of Cairo: The City of Cairo is interested in applying for CDBG funding to assist with general infrastructure improvements which include replacing the existing street surface with new permanent street surface material. The COG is working with the City to identify the streets most critical for improvements. The estimated project cost is unknown at this time.

City of Callao: The Callao Fire Department is in need of improvements to their current fire station. They have limited capacity with the existing station and expansion and renovations are needed to meet the needs of the community. The COG has been working with the City to identify the scope of the project. The anticipated cost of the project is unknown at this time.

City of Huntsville: In an attempt to be in compliance with EPA/DNR wastewater regulations, the City of Huntsville will be seeking funding for wastewater treatment improvements. USDA loan/grant as well as CDBG funds are being sought to complete the project. The COG will be assisting the community in an attempt to secure funding necessary to accomplish this project. The COG will also be assisting the community with completing a survey to determine if they are a low to moderate community which would make them eligible for CDBG assistance and low-income loan funds from USDA. The estimated project cost is unknown at this time.

City of Benton City: The City of Benton City is in need of wastewater treatment improvements. At this point in time, the City is in non-compliance with MO DNR as a result of excessive discharges. The City is working with USDA in an attempt to secure loan/grant funds and will also be requesting CDBG assistance. The COG will be coordinating the project and submitting necessary applications on their behalf. to construct a no-discharge system.

City of Higbee: The City of Higbee is interested in applying for CDBG funding to assist with general infrastructure improvements which include replacing the existing street surface with new permanent street surface material. The COG is working with the City to identify the streets most critical for improvements. The estimated project cost is unknown at this time.

City of Frankford: The City of Frankford is interested in applying for CDBG funding to assist with general infrastructure improvements which include replacing the existing street surface with new permanent street surface material. The COG is working with the City to identify the streets most critical for improvements. The estimated project cost is unknown at this time.

SWOT Analysis

A SWOT Analysis is used to compare internal and external *Strengths, Weaknesses, Opportunities and Threats*. The analysis provides information that is helpful in matching resources and capabilities to the competitive environment of a region. This framework helps decision-makers focus activities and resources into areas where they can be most effective, which is a key step in creating an economic development strategy. The goal is to build upon the strengths and take full advantage of opportunities, while acknowledging weaknesses and mitigating threats.

SWOT Analysis information was collected by survey. The survey was conducted at City/County Planning meetings, CEDS Committee meetings, and various MTRCOG-hosted meetings. The survey was also made available online by accessing MTRCOG's website, Facebook, and monthly newsletter.

Strengths	Weaknesses
- School Systems - Availability of Higher Education - Local Parks & Recreation - Agriculture / Natural Resources - Low and Stable Tax Base - Low Regulations - Sense of Community - Healthcare Accessibility - Strong Partnerships - Transportation - Low Crime Rate	- High Speed Internet Access - Affordable of Healthcare - Employment Opportunities - Declining and Aging Population - Fear of Change - Lack of or Aging Infrastructure - Affordable Housing / Blight - Business Opportunities for Growth - Public Transportation - Conservative Lending Institutions
Opportunities	**Threats**
- Centralized Location - Land Availability (Manufacturing) - Major Highways – Accessibility - Residential Development - Higher Education - Workforce Training - Community Support - Entrepreneurial Environment - Agritourism (Amish community, Mark Twain Lake, Mississippi River, hunting, fishing, etc)	- Lack of Federal Assistance - Rural Location - Changes and Increases of Regulatory Requirements - Lack of Motivation - Lack of Incentives to Retain Youth - Untrained Workforce - Low Civic Engagement - Lack of New Businesses - Natural Vulnerabilities - Generational Poverty

Plan of Action

For the upcoming five years, the Mark Twain Regional COG plans on implementing or participating in the following activities which are a part of the CEDS. The implementation plan, objectives, strategies, action items, lead agency, funding sources, timeframe, priority, jobs and performance measures have been developed as a result of the CEDS planning process.

Goal #1: Public Infrastructure

1. **Objective/Strategy: Assist cities and counties with efforts to improve public infrastructure**
   Location: District Wide
   Action Item:

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

   Lead Agency: MTRCOG
   Funding Source: CDBG, USDA, MoDNR, EDA
   Timeline: Ongoing
   Jobs: Jobs will result from construction activities and ability to attract new development as a result of reliable infrastructure systems
   Priority: High
   Performance Measure: Achieve compliance with new regulations; construct reliable and safe infrastructure; business attraction

2. **Objective/Strategy: Coordinate regional transportation planning activities; promote transportation development within the region**
   Location: District Wide
   Action Item:

   > Coordinate efforts with the MoDOT on at a regional and statewide level as necessary to obtain public input;
   > Assist in identifying and prioritizing projects;
   > Provide administrative oversight for the Transportation Advisory Committee (TAC);
   > Monitor and update as necessary the Regional Transportation Plan (RTP);
   > Promote transportation corridor coalitions;
   > Participate in the MO Blueprint Committee activities;
   > Provide radar speed trailer and traffic counts to membership;
   > Utilize GIS capabilities for planning activities;
   > Complete sidewalk assessments;
   > Assist in securing funding for local transportation (all modes) improvements;
   > Organize training opportunities for local governments

Lead Agency: MTRCOG/MoDOT
Funding Source: MoDOT, CDBG, EDA, local governments
Timeline: Ongoing
Jobs: A substantial amount of new jobs could result from construction of highway improvements as well as localized transportation improvements.
Priority: High
Performance Measure: Provide awareness of critical need for roadway safety; highway expansion and local roadway improvements; ensure public input is received and relayed to MoDOT; prioritize local projects, provide administrative services to TAC, conduct four TAC meetings annually, monitor and update the RTP as necessary, complete sidewalk assessments, provide graphic display of traffic patterns, growth areas, and other relevant demographics, provide data to local units of government for use in prioritizing roadway and bridge improvements and/or replacement

Goal #2: Business Support and Development

1. **Objective/Strategy: Assist and support attraction and retention of businesses in the region**
   Location: District Wide
   Action Item:

   >Provide direct technical assistance to communities and organizations for economic development activities;
   >Establish linkages between communities/organizations and funding sources;
   >Partner with regional economic development organizations
   >Promote entrepreneurship development
   >Provide assistance and promote agricultural and natural resource efforts and operations;
   >Participate with MO Economic Development Council; Northeast MO Development Partnership

   Lead Agency: MTRCOG, community colleges, career centers, regional economic development organizations, local governments
   Funding Source: EDA, CDBG, USDA
   Timeline: Ongoing
   Jobs: The result of this goal will lead to the creation of new jobs throughout the region.
   Priority: High
   Performance Measure: Development of entrepreneurship program; secure funding for new and expanding business needs; coordinate efforts with regional and Statewide economic development organizations and higher education institutions and career centers

Goal #3: Community Development/Community Services

1. **Objective/Strategy: Assist communities in improving the quality of life of residents and provide support to develop healthy communities and business activity which will lead to economic stability/prosperity**
    Location: District Wide
    Action Item:
    >Promote tourism activities;
    >Prepare Comprehensive Plans upon request;
    >Prepare applications for funding to support community development activities;
    >Support and assist planning partners and other regional organizations in achieving their community development goals;
    >Provide communities with information related to funding opportunities and technical assistance;
    >Complete environmental assessments;
    >Continue relationship with the Regional Homeland Security Oversight Committee (RHSOC);
    >Provide administrative oversight to the Mark Twain Solid Waste Management District;
    >Serve as an advocate for local needs;
    >Maintain relationship with MO Community Betterment (MCB);
    >Coordinate with State and Federal agencies on special projects beneficial to local governments;
    >Complete revisions to County-wide Hazard Mitigation Plans;
    >Watershed preservation

    Lead Agency: MTRCOG
    Funding Source: MO Division of Tourism, local chambers, local government, OHS, MTSWMD, MO DNR, CDBG
    Timeline: Ongoing
    Jobs: It is likely indirect jobs will be created from tourism efforts. One job will be retained at the COG for administration of RHSOC and MTSWMD programs.
    Priority: Medium-High
    Performance Measure: Successful completion of projects, development of new initiatives; continued administration of various programs.

Goal #4: Information/Regional Communications

1. **Objective/Strategy: Ensure membership, citizens and stakeholders receive current information related to economic and community development opportunities in an effort to promote economic growth in the region**
   Location: District Wide
   Action Item:
   > Conduct quarterly meetings with local elected officials and stakeholders;
   > Disseminate information regarding opportunities and resources;
   > Acquire accurate and current census data information;
   > Facilitate regular meetings of the Board and various committees;
   > Support and assist planning partners and other regional organizations with their communication activities;
   > Provide staff to be county liaisons;
   > Maintain website and other media;
   > Distribute monthly newsletter (Mark Twain Regional Review);
   > Promote broadband access

   Lead Agency: MTRCOG
   Funding Source: EDA, local chambers, MoDOT, MO DED
   Timeline: Ongoing
   Jobs: All staff at the COG are charged with assisting with the dissemination of information (3 jobs).
   Priority: Medium
   Performance Measure: Provide information to local units of government, stakeholders, Board members, committees, maintain website

Goal #5: Structural Stability and Enhancement

1. **Objective/Strategy: Maintain an efficient and quality organization which provides professional delivery of services to the region.**
   Location: District Wide
   Action Item:
   > Provide staff with education and training opportunities;
   > Collaborate with partners to share resources and avoid duplication of services;
   > Remain an active member of MACOG and other state/federal organizations;
   > Participate in MACOG professional development activities and monthly meetings;
   > GIS training as needed

   Lead Agency: MTRCOG/MACOG; other state and federal organizations
   Funding Source: MTRCOG, various
   Timeline: Ongoing
   Jobs: Possible creation of one new job; retention of three
   Priority: High
   Performance Measure: Expansion of the professional capabilities of the staff.

Evaluation Framework

The U.S. Economic Development Administration requires performance measures to be included in the CEDS document. This mechanism will be used to gauge the progress and success of implementing and achieving the goals and objects set forth by the Mark Twain EDD. The evaluation framework will be used to determine whether or not federal funds are being used effectively to promote a prosperous and healthy economic environment. At a minimum, the measures will include:

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

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

Number of jobs created as a direct result of technical assistance provided by the staff;

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

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

Economic Resilience

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

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

- **Hazard Mitigation Plans**

  - Since 2004, the Mark Twain Regional Council of Governments has prepared Hazard Mitigation Plans for each of the region's eight counties.

  - The Disaster Mitigation Act of 2000 (DMA 2K) requires local governments to adopt a natural hazard mitigation plan to maintain eligibility for FEMA mitigation funds. These plans must be updated and approved by FEMA every 5 years. The purpose to the Hazard Mitigation Plan is to break the cycle of disaster/destruction, rebuilding, disaster/destruction, rebuilding. When building the plan, we are identifying hazards that exist within each jurisdiction, and creating action items to help mitigate those hazards in order to be proactive instead of reactive. By doing so, this can help the communities become more resilient to disasters. The Hazard Mitigation Plan is a tool for jurisdictions to use in order have information in one location. Even though the plan is only required to be updated every 5 years, it should be reviewed on a minimum of a yearly basis to keep information current, and to help identify any new hazards that may be presented.

  - Hazard mitigation plans can be found on the COG's website:

    www.marktwaincog.com.

County	Expires
Audrain	2019 – Update in Progress
Macon	2020 – Update in Progress
Marion	2021
Monroe	2024
Pike	2022
Ralls	2022
Randolph	2020 – Update in Progress
Shelby	2023

- ○ **County-wide Meetings**

  - ▪ The Mark Twain Regional Council of Governments prides itself on developing and maintaining close and trusting connections within the eight-county region. Special, county-wide meetings are organized periodically to stay up to date with the needs and priorities of each of the eight counties. This gives the Council of Governments the opportunity to collect feedback from officials of all jurisdictions within, which include Economic Developers, school administrators, elected county and city officials, business owners, and involved residents. Variety of attendance at these meetings is crucial as several issues, positive happenings, funding opportunities, and economic strategies are brought to the table for discussion. There are five designated Economic Developers within the eight-county region. These individuals are key assets to the Mark Twain region's economic prosperity as they work diligently in the attainment and retention of regional businesses. By continuing to develop strategies for steady growth of the region, it will become more appealing to investors and large businesses.

- ○ **Region B – Rural Homeland Security Oversight Committee**

  - ▪ The Mark Twain Regional COG serves as the Lead Regional Planning Commission for Region B RHSOC, which encompasses a sixteen-county region. As a result, the Council serves as the fiscal agent and oversees the day to day operations of the Committee.

  - ▪ Proactive efforts of the Region B RHSOC have directly benefited the citizens in 6 of the 8 counties within the Mark Twain Regional Council of Governments region. The Region B RHSOC, which covers 16 counties, has provided representation on a number of state committees, training for agricultural risk mitigation and funded updates to critical mapping data for 911 Centers.

APPENDIX

Mark Twain Region Council of Governments Board Members

Name	Organization	Representation
Steve Hobbs (Chairman)	Audrain County Commissioner	Audrain County
Wiley Hibbard (Vice Chairman)	Ralls County Commissioner	Ralls County
Chuck Herron (Secretary/Treasurer)	Private Business	Private Sector – Monroe
Bruce Slagle	City of Mexico City Manager	City of Mexico – Audrain
Alan Wyatt	Macon County Commissioner	Macon County
Lois Bragg	City of La Plata Mayor	City of La Plata – Macon
Steve Begley	Marion County Commissioner	Marion County
Loren Graham	City of Palmyra Mayor	City of Palmyra – Marion
Mike Minor	Monroe County Commissioner	Monroe County
Lisa Hollingsworth	City of Paris City Administrator	City of Paris – Monroe
Chris Gamm	Pike County Commissioner	Pike County
John Truesdell	Randolph County Commissioner	Randolph County
Megan Schmitt	Moberly Chamber of Commerce Director	Chamber – Randolph
Tom Shively	Shelby County Commissioner	Shelby County
Wendy Brumbaugh	Shelby County Economic Development	Economic Development – Shelby
Roger Young	Private Business	Private Sector – Audrain

CEDS Committee Members

Name	Organization	County
Sue Goulder	Macon County Economic Development	Macon
Rusty Neill	Macon-Atlanta State Bank	Macon
Carla Potts	Northeast Community Action Corporation	Pike
Corey Mehaffy	Northeast Missouri Economic Development Council	Marion
Diane Simbro	Northeast Missouri Workforce Investment Board	Monroe
Gail Bryant	Hannibal Convention & Visitors Bureau	Marion
Lori Perry	Moberly Area Community College	Randolph
Jeff Guay	Press Journal Printing Company	Pike
Wiley Hibbard	Presiding Commissioner / MTRCOG Vice Chairman	Ralls
Charles Holland	University of Missouri Outreach and Extension	Monroe
Steve Hobbs	Presiding Commissioner / MTRCOG Chairman	Audrain

APPENDIX B

CEDS Planning Timeline

Task	Date	Location
Conduct CEDS Survey	January – May 31, 2019	MTRCOG-organized meetings, MTRCOG website, MTRCOG monthly newsletter
Data Collection	January – April 2019	Region-wide by MTRCOG staff
Audrain County Planning Meeting	March 26, 2019	Mexico Area Chamber of Commerce
Randolph County Planning Meeting	April 2, 2019	Randolph County Courthouse
Macon County Planning Meeting	April 24, 2019	Macon Public Library
CEDS Committee Meeting	May 13, 2019	Mark Twain Regional Council of Govts
Prepare Final Draft of CEDS	Last week of May 2019	Mark Twain Regional Council of Govts
Release Draft CEDS for 30-day Public Review & Comment	May 31, 2019	Region-wide
Adoption by the MTRCOG Board of Directors	June 26, 2019	Mark Twain Regional Council of Govts
Submit CEDS to EDA	June 30, 2019	EDA – Denver Regional Office

CEDS Meeting Schedule

Jurisdiction	Date	Location
Audrain County Planning Meeting	March 26, 2019	Mexico Area Chamber of Commerce
Randolph County Planning Meeting	April 2, 2019	Randolph County Courthouse
Macon County Planning Meeting	April 24, 2019	Macon Public Library
CEDS Committee Meeting	May 13, 2019	MTRCOG Office
MTRCOG Board of Directors Meeting	June 26, 2019	MTRCOG Office

APPENDIX C

Community Input by Survey