

Franklin County

Comprehensive

Economic Development

Strategy



February 2003
Draft Version



FRANKLIN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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ABSTRACT:

This document contains the *Comprehensive Economic Development Strategy (CEDS)* for Franklin County, Missouri. An overview of Franklin County as well as the goals, objectives, and action plan for sustained economic growth within the county and the incorporated communities is identified within the plan.

The strategy was developed under the leadership of the Franklin County Commission with participation from the incorporated communities, business and education leaders. A major goal of the strategy is that it be submitted to the U.S. Economic Development Administration (EDA) for approval as a recognized economic development plan for Franklin County.

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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

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June 27, 2007

The Franklin County Commission
The Comprehensive Economic Development Strategy Committee

Ladies and Gentlemen:

In the spring of 2002, the Franklin County Commission took the leadership position within the county to bring together the incorporated cities, business leaders, and educational leaders to create a Comprehensive Economic Development Strategy (CEDS) for Franklin County. The CEDS document that is presented is the outcome of the efforts of Franklin County, the cities of Gerald, New Haven, Pacific, St. Clair, Sullivan, Union, and Washington, various business and educational leaders.

The creation process and the subsequent outcomes are intended to encourage and coordinate regional economic development efforts among the municipalities and within Franklin County. The document establishes the priorities and outcomes for economic development efforts within Franklin County from 2003 through 2008.

Specifically strategies have been identified and prioritized in the following order:

1. Community and Economic Development Council
2. Regional projects
3. Infrastructure
4. Transportation
5. Marketing
6. Business and employment investment
7. Education/training/workforce development
8. Leadership
9. Tourism
10. Housing
11. Solid waste management
12. Administrative issues

The major priorities of the CEDS are:

1. Establish a Community and Economic Development Council including a stable funding source and a salary for a full-time economic development professional;
2. Collaboration on and implementation of regional projects;
3. Improvement and expansion of infrastructure that will support economic development;
4. Major thoroughfare expansion and improvements to I-44, Highway 47, Highway 100, and U.S. 50; and,
5. Collaboration and coordination of marketing efforts between communities and regional entities.

A major outcome of the document is the ability for it to be used by the municipalities and the county to seek grants from various agencies including the Economic Development Administration, the Missouri Department of Transportation, the Missouri Department of Economic Development, and the Missouri Housing Development Commission.

Sincerely,

Robert C. (Chris) Hall
Planning Director
Franklin County Planning and Zoning

Jocelyn A. Van Coney
President and CEO
Morgaine Avalon Associates



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INTRODUCTION

History

In the early 1800's the French first settled the area that would become known as Franklin County. From 1820 through 1830 the first German settlers arrived in the area. Both groups of settlers were accustomed to a communal agricultural life with small settlements that boasted agricultural activities on the outer perimeters.

Franklin County was organized and separated from St. Louis County in 1818. The Village of Newport was designated as the County Seat in 1820. The village was near the Missouri River in St. John's Township just west of the present-day community of Washington. On January 22, 1825, by order of the legislature the county seat was moved from Newport to its present-day location in Union where it was more centrally located. At the time of the legislature's act the town of Union did not exist. Three farmers owned the property upon which the community of Union now rests. These three farmers donated a total of 72.5 acres for the town to be constructed upon.

The boundaries of Franklin County in 1818 included the present northern, eastern and southern boundaries. However, the established western boundary of the county in 1818 extended to the Osage River. This area included the present-day counties of Maries, Osage and Gasconade. On November 5, 1820, the territorial legislature revised the western boundary of Franklin County to its present-day location. Today, there are eleven incorporated cities, towns, and villages within the county; however, the majority of the county remains unincorporated.

The Overall Economic Development Plan for Franklin County was first adopted in 1978 and to date has been the only plan for overall economic development within the county. For various reasons, the plan elements were never fully realized or implemented and so a comprehensive approach to regional economic development by all entities within the county has never been realized.

The Comprehensive Economic Development Strategy (CEDS) is intended to promote development and diversification of Franklin County as a regional center for quality employment opportunities by supporting the retention and creation of high wage jobs in manufacturing, service, technology, and tourist-oriented businesses.

The purpose of the CEDS is to act as a road map for the coordination of the various economic development efforts of the Franklin County government, municipalities within the County, and private individuals and organizations within the County. In addition, it is designed to alleviate the most severe problems in the area: low family incomes, educational levels, out migration, low paying positions, and leadership.

WHY A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

On November 13, 1998 the United States Congress passed the Economic Development Administration Reform Act of 1998 (Public Law 105-393). The Act calls for each community or



FRANKLIN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

area that wants to obtain Economic Development Administration funding and district designation to develop a Comprehensive Economic Development Strategy (CEDS).

Due to the passage of Public Law 105-393, the Overall Economic Development Plan (OEDP) that Franklin County first developed in 1978 and last updated in 1997 became obsolete, as it could not be used for future federal funding. In addition, the County lost its federal Economic Development District designation that it had held since approximately 1978 with the approval of the first OEDP.

The primary purpose of the OEDP was to have Franklin County designated as an Economic Development District by the Economic Development Administration of the U.S. Department of Commerce, which it obtained. The secondary purpose was to set a strategic economic development plan that would allow the County to obtain federal funding for its projects. The plan specifically set the objectives and strategies for alleviating severe county problems with out migration, unemployment, low family incomes, and the availability of community and public services.

Realizing the importance of developing a strategic economic development plan for the County, the Franklin County Commission appointed the Franklin County Comprehensive Economic Development Strategy Committee in the Spring of 2002. The group was charged with creating the CEDS for the County. The primary goal of the committee was to create an economic development strategy document with clearly defined economic goals and objectives that can be carried out through a defined action plan, which can be effectively evaluated.

The strategy developed by the Comprehensive Economic Development Strategy Committee is detailed within this document which is split into three main parts: strategies, analysis, and processes. The strategies section details the vision statement, mission statement, vision objectives, action goals, and evaluation measurements. The analysis section takes a snapshot picture of where Franklin County is today in terms of economic development strengths and weaknesses. The processes section details the process that the Comprehensive Economic Development Strategy Committee followed in developing the CEDS document.

The intention of the CEDS document for Franklin County is to aid the County and municipalities in successfully carrying out economic development related projects; to access Economic Development Administration funding for projects; and, to achieve Economic Development District designation for those areas of the County that qualify.



STRATEGIES

Objective and Purpose of the Strategy

The strategy section consists of vision, action plan, and evaluation components. The three components answer the following questions:

- **Vision:** “What direction does Franklin County want to take in regards to future economic development?”
- **Action Plan:** “How does Franklin County get to the direction it has determined for economic development?”
- **Evaluation:** “At what point does Franklin County consider a particular action or vision strategy to be successful?”

The purpose of all three components is to develop a usable five-year strategy to be carried out during the 2003-2008 years.

Vision Statement

Franklin County aspires to be a diversified, vibrant and growing economic entity within the St. Louis Metropolitan Area and the State of Missouri that improves the quality of life by increasing wealth while preserving the character, culture, and history, intrinsic to our community.

Mission Statement

Promote the development and diversification of Franklin County as a regional center for quality employment opportunities by supporting the retention and creation of high wage jobs in manufacturing, service, technology, and tourist-oriented businesses.

The realization of the CEDS vision is dependent upon successfully establishing and implementing creative actions in support of achieving the following goals:

1. Community and Economic Development Council
2. Regional Projects
3. Infrastructure
4. Transportation
5. Marketing
6. Business and Employment Investment
7. Education/Training/Workforce Development
8. Leadership
9. Tourism
10. Housing
11. Solid Waste Management
12. Administrative Issues



1. Community and Economic Development Council

Create a Community and Economic Development Council.

1.1 Establish broad regional representation of individuals that reside or conduct business within the county to assist the area to be a diversified, vibrant, and growing economic entity.

▪ The council board shall be composed of members as follows:

- One representative appointed by each of the incorporated towns and cities.
- One representative appointed by the county commission.
- One representative from each of the following utilities: telephone, electric, and gas.
- One representative from a local hospital.
- One representative from East Central College.
- Appoint one member from each of the following standing committees:
 - Business Education Committee
 - Infrastructure Coordination Board
 - Industrial Development Authority



1.1.a *Evaluation:* Each standing committee has appointed one member to the CEDC Board by the end of 2005.

1.2 Report all activities of the Community and Economic Development Council to the Franklin County Commission.

1.2.a *Evaluation:* The council will issue an annual report of all activities beginning in 2004.

1.3 Establish a full-time economic development professional to execute and coordinate the activities of the council.

1.3.a *Evaluation:* The CEDC hires a full-time paid executive by the end of 2005.

1.4 Create stable funding mechanisms such as membership, business license tax, and sales tax to support the activities of the Community and Economic Development Council.

1.4.a *Evaluation:* Implement one stable funding source for the Community and Economic Development Council by 2005.

1.5 Act as a resource and marketing arm for local economic developers and realtors.

Overall Evaluation: Establish a Community and Economic Development Council by the end of 2004.



2. Regional Projects

Identify, pursue, and establish major job and wealth creating projects within Franklin County.

PUBLIC

1. I-44 Corridor Improvements
2. Upgrades to State Highway 47, State Highway 100, and U.S. Highway 50
3. Water Treatment Facilities
4. Business Incubator
5. Water Delivery Systems
6. An Industrial Business Corridor
7. Storm Water Retention
8. Franklin County Park System and/or cooperative effort with City park systems
9. A Lake Development
10. A Family Arena
11. Performing Arts Center
12. Outdoor Amphitheatre
13. Safety Projects
14. Airport Expansion

PRIVATE

1. Hospitals (new or expansion)
2. Route 66 Business Route
3. Natural Gas for Gerald
4. An Outlet Mall
5. Car Racing Track
6. Horse Racing Track

2.1.a *Evaluation:* Initiate one major regional project by 2008.





3. Infrastructure

Encourage the County, local communities, and other providers, to identify, document, and collaborate, on infrastructure planning and facilities to ensure the adequate availability of water, sewer, roads, and other utilities.

- 3.1 Identify incentives to encourage formal intergovernmental agreements between the water districts and municipalities dealing with water service delivery issues.
- 3.2 Suggest submittal requirements for developers to assess both the positive and negative impacts that specific development projects will have on on-site water systems (individual wells or one large well with distribution system).
- 3.3 Encourage formal agreements between the sewer districts dealing with service and maintenance issues.
 - 3.3.a *Evaluation:* Create an infrastructure coordination board that coordinates among utilities and communities by 2005.
 - 3.3.b *Evaluation:* Set up a process to evaluate impact of new projects in unincorporated area of Franklin County by 2005.
- 3.4 Encourage the provision of natural gas to outlying communities.
 - 3.4.a *Evaluation:* Provide natural gas service to Gerald by 2008.
- 3.5 Propose the development of unified standards that include soil erosion/sediment controls, and detention/retention facilities.
 - 3.5.a *Evaluation:* Create unified soil erosion/sediment controls, and detention/retention facilities standards by 2005.
- 3.6 Promote the creation of a major water development for the purpose of water supply, retention, and recreation.
 - 3.6.a *Evaluation:* Begin planning for a major water development project by 2008.
- 3.7 Encourage communities to establish urban service boundaries for the purpose of coordinating infrastructure facilities.
 - 3.7.a *Evaluation:* Establish one or more coordinated urban service boundary between a community and the county by 2007.
- 3.8 Develop a one-stop shop for developers to obtain infrastructure-permitting information.
 - 3.8.a *Evaluation:* Organize a one-stop information and application procedure for Franklin County government by 2006.
 - 3.8.b *Evaluation:* Organize a one-stop permitting procedure for Franklin County government by 2008.

Overall Evaluation: Complete three out of eight measurements by 2008.



4. Transportation

Create a coordinated comprehensive transportation planning process that will be used as a basis for securing and/or allocating the resources necessary for safe, balanced, development.

- 4.1 Increase lobbying efforts with East-West Gateway, Missouri Highway Transportation Commission, Missouri Department of Transportation, federal and state agencies to encourage movement and prioritization of transportation projects and funds within Franklin County that support economic development.
 - 4.1.a *Evaluation:* Formalize the County's transportation committee and establish an advocacy effort from it by 2006.

- 4.2 Encourage an efficient County road and bridge infrastructure with uniform construction standards, to facilitate the safe movement of people and goods.
 - *Overall Evaluation:* Complete two out of four measurements by 2008.
 - 4.2.a Develop a comprehensive approach to build a road hierarchy, which supports economic development efforts.
 - 4.2.a.1 *Evaluation:* Complete a transportation plan for Franklin County by 2005.
 - 4.2.b Develop a ten-year capital improvements plan with cost estimates, which addresses anticipated needs between the communities and/or the county.
 - 4.2.b.1 *Evaluation:* Develop a long-range capital improvements plan that addresses transportation issues by 2007.
 - 4.2.c Prepare for planned improvements consistent with the ten-year plan as well as available resources.
 - 4.2.c.1 *Evaluation:* Develop a short-range capital improvements plan that addresses transportation issues by 2007.
 - 4.2.d Create transportation development districts to enhance existing highways by raising local funds to access federal funding.
 - 4.2.d.1 *Evaluation:* Implement one or more transportation districts by 2008.

- 4.3 Encourage multimodal transportation usage on portions of the County road system.
 - *Overall Evaluation:* Complete two out of four measurements by 2008.
 - 4.3.a Encourage the design of selected arterial roads to include breakdown shoulders, which are not only useful in providing bicycle accommodations, but also improve traffic flows and reduce maintenance costs.
 - 4.3.a.1 *Evaluation:* Identify three arterial roads that can be redesigned to include safety and traffic improvements by 2007.
 - 4.3.b Encourage the development of a system of mass transit routes.
 - 4.3.b.1 *Evaluation:* Develop a mass transit element to the transportation plan for the County by 2008.
 - 4.3.c Promote the development of sidewalks in and adjacent to residential, commercial and retail areas.



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- 4.3.c.1 *Evaluation:* Review of zoning and planning regulations by at least three governmental entities to incorporate or revise sidewalk requirements in residential, commercial and retail areas by 2008.
- 4.3.d Plan for pedestrian and bicycle linkages between subdivisions as well as nearby commercial/retail facilities.
 - 4.3.d.1 *Evaluation:* Create a pedestrian and bicycle linkage plan element to the transportation plan by 2008.
- 4.4 Encourage the development of major local road freight transport businesses.
 - 4.4.a *Evaluation:* Promote programs to attract a major local freight company by 2007.
- 4.5 Support the movement of goods by rail.
 - *Overall Evaluation:* Complete one out of two measurements by 2008.
 - 4.5.a Support industrial and commercial development along existing rail corridors.
 - 4.5.a.1 *Evaluation:* Study existing rail corridors for potential development sites by 2005.
 - 4.5.b Support the expansion of existing rail facilities that will in turn support both industrial and commercial development.
 - 4.5.b.1 *Evaluation:* Assist in the development of one or more rail spurs to support commercial or industrial development by 2006.
- 4.6 Support light and commuter rail opportunities on selected rail corridors.
 - 4.6.a Encourage continued support of passenger rail service to Washington.
 - 4.6.a.1 *Evaluation:* By 2008, passenger rail service is still provided to Washington.
 - 4.6.b Encourage expansion of passenger rail service to other communities within Franklin County.
 - 4.6.b.1 *Evaluation:* By 2008, passenger rail service has established one additional call stop in the county.
 - 4.6.c Pursue and support development of a high-speed rail corridor between Kansas City and St. Louis that would provide passenger service to Franklin County.
- 4.7 Encourage local jurisdictions to continue addressing present and future air transportation needs.
 - 4.7.a *Evaluation:* Complete an updated air transportation element to the transportation plan by 2007.
- 4.8 Advocate retention and expansion of commercial transportation, bulk shipping, and tourism on the Missouri River.
- 4.9 Promote the creation of transportation improvement districts for major projects such as:
 - Interstate 44 overpasses at Sullivan and Union
 - Interstate 44 corridor expansion and improvements including widening to six lanes through Franklin County



- Highway 100, 47, 50, 185, and T corridors
- Improved ramping on Interstate 44 at Pacific
- Funding of bridge in Washington that crosses Missouri River
- Reconstruction of Highway 47 north of Washington to remove road from flood plain

4.9.a *Evaluation:* Complete at least two or more corridor plan elements to the transportation plan by 2008.

4.10 Identify elderly issues such as transportation that need to be addressed by the community as the population ages.

4.10.a *Evaluation:* Conduct an elderly needs assessment by 2008.

Overall Evaluation: Complete five out of seventeen measurements by 2008.





5. Marketing

Create and implement a Marketing Plan for Franklin County to ensure a regional approach to economic development.

- 5.1 Conduct a business target market study for the county.
 - 5.1.a *Evaluation:* Complete business target market study by 2005.
- 5.2 Conduct a retail marketing analysis for the county.
 - 5.2.a *Evaluation:* Complete a retail marketing analysis by 2005.
- 5.3 Create a regional marketing plan for the county.
 - 5.3.a *Evaluation:* Develop a regional marketing plan by 2006.
- 5.4 Undertake regional and national promotion campaigns.
 - 5.4.a *Evaluation:* Develop one regional and national promotional campaign by 2007.
- 5.5 Cooperate with the Missouri Department of Economic Development, Regional Chamber and Growth Association (RCGA), AmerenUE, SBC, Missouri Natural Gas and others in their marketing efforts.
- 5.6 Build a coalition of funding and strategic partners to assist with marketing.
 - 5.6.a *Evaluation:* Identify a minimum of five funding and strategic partners who will assist with marketing the county by 2006.
- 5.7 Identify tourism consultants who can assist with marketing.
 - 5.7.a *Evaluation:* Identify three tourism consultants who can assist with marketing by 2005.
- 5.8 Create and implement a worker attraction program.
 - 5.8.a *Evaluation:* Establish at least one worker attraction program by 2008.
- 5.9 Create a business appreciation awards program.
 - 5.9.a *Evaluation:* Establish a business appreciation awards program by 2006.



Overall Evaluation: Complete four out of eight measurements by 2008.



6. Business and Employment Investment

Develop and implement private and public collaborative efforts to retain, expand, and attract high quality employment opportunities and increased investment for the region.

- 6.1 Create a formalized retention and appreciation program.
 - 6.1.a *Evaluation:* Establish a retention and appreciation program by 2006.
- 6.2 Identify synergies for input/output processes of existing businesses.
 - 6.2.a *Evaluation:* Survey potential synergies involving existing businesses by 2007.
- 6.3 Encourage businesses to combine resources when purchasing like products.
 - 6.3.a *Evaluation:* Formulate a local area business cooperative with local chambers of commerce to increase purchasing power for area businesses by 2007.
- 6.4 Promote collaborative training efforts to utilize existing workforce development facilities.
 - 6.4.a *Evaluation:* Survey and identify businesses that have similar worker training needs by 2003.
 - 6.4.b *Evaluation:* Establish collaborative training programs by 2004.
- 6.5 Provide assistance for business startups such as counseling, training, and shared facilities such as business incubators.
 - 6.5.a *Evaluation:* Create a business incubator by 2008.
 - 6.5.b *Evaluation:* Create a business program to encourage entrepreneurs (such as the women and minority program) by 2004.
- 6.6 Undertake national and international business recruitment activities.
 - 6.6.a *Evaluation:* Develop a national and international business recruitment plan by 2007.
 - 6.6.b *Evaluation:* Attend at least one international business show by 2008, followed up by an additional one every three years.

Overall Evaluation: Complete three out of six measurements by 2008.





7. Education / Training / Work Force Development

Educate, retrain and increase skill levels of the workforce to adapt to new technologies in the economy and changes in the market place.

7.1 Create a business education committee that consists of government officials, business, economic development entities and education providers.

7.1.a *Evaluation:* Create a business education committee by 2004.

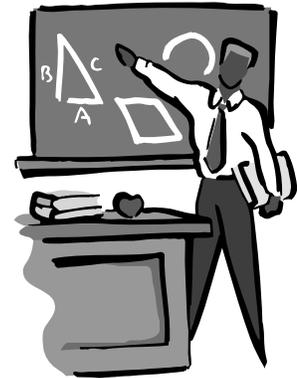
7.2 Perform an educational baseline survey by 2005.

7.3 Pursue increases in funding for business and industry training and workforce development.

7.3.a *Evaluation:* Identify two sources of additional funds for business and industry training and workforce development by 2004.

7.4 Expand science and mathematics programs in the elementary and secondary school systems.

7.4.a *Evaluation:* Begin an awards program to recognize excellence in science and math in the secondary school system by 2006.



7.5 Encourage the sponsorship of private investment in education for advanced technology education.

7.5.a *Evaluation:* Identify one area of advanced technology that is sponsored by private investment at the secondary school level by 2007.

7.6 Promote local partnerships between industry and education to enhance job skills and encourage careers in advanced manufacturing and the high-tech skilled trades.

7.6.a *Evaluation:* Develop two local partnerships between industry and education by 2006.

7.7 Work towards the adoption and implementation of the Work Keys testing system throughout Franklin County.

7.7.a *Evaluation:* Implementation of the Work Keys testing system or comparable work skills assessment instrument by 2008.

7.8 Target high school dropouts for new educational programs.

7.8.a *Evaluation:* Create a high school dropout recidivism program by 2007.

7.9 Increase high school graduation rates.

7.9.a *Evaluation:* Increased by 1% based on 2005 baseline by 2008.

7.10 Encourage county citizens to attend college and obtain degrees.



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- 7.10.a *Evaluation:* Develop a citizen informational marketing campaign on educational opportunities by 2007.
- 7.10.b *Evaluation:* Improve the college going rate of citizens by 2007.
- 7.11 Encourage employers to require a high school diploma or equivalency.
 - 7.11.a *Evaluation:* Sponsor three promotional meetings to promote employers hiring high school diploma or equivalent employees by 2008.
 - 7.11.b *Evaluation:* 25% of employers with a minimum of 20 employees require a high school diploma or equivalency by 2008.
- 7.12 Sponsor a business development program for entrepreneurial startups.
 - 7.12.a *Evaluation:* Establish a business incubator by 2008.
 - 7.12.b *Evaluation:* Create a minority business enterprise (MBE)/women business enterprise (WBE) certification program by 2007.
- 7.13 Establish a Franklin County Scholarship Fund for students who pursue advanced education.
 - 7.13.a *Evaluation:* Establish the scholarship fund by 2008.

Overall Evaluation: Complete five out of twelve measurements by 2008.



8. Leadership

Promote programs to encourage the recruitment and development of local leaders and volunteers.

- 8.1 Activate the Franklin County Industrial Development Authority.
8.1.a *Evaluation:* Organize a working relationship between the Community and Economic Development Council and the Industrial Development Authority by 2004.
- 
- An illustration of a person in a suit sitting in a small boat on water, with a city skyline in the background. The boat is tilted upwards, suggesting movement or progress.
- 8.2 Develop a leadership-training program for Franklin County.
8.2.a *Evaluation:* Develop a leadership program by 2006.
- 8.3 Participate in existing leadership programs such as Focus St. Louis and the Missouri Chamber of Commerce Leadership program.
- 8.4 Develop a local retired executives (SCORE) group that can assist Franklin County small businesses.
8.4.a *Evaluation:* Create a retired executives mentoring program such as SCORE by 2007.
- 8.5 Expand internship opportunities in Franklin County agencies and businesses for college students.
8.5.a *Evaluation:* Establish six business internships a year by 2008.
- 8.6 Expand leadership-training opportunities for teachers and students.
8.6.a *Evaluation:* Institute a FOCUS style secondary school teacher and student leadership program by 2008.
- 8.7 Establish a leadership recognition program for individuals and businesses within the County.
8.7.a *Evaluation:* Develop a leadership awards program by 2005.
- 8.8 Encourage the municipal mayors and the county commissioners to hold regular meetings with each other.
8.8.a *Evaluation:* Hold regular leadership council meetings.

Overall Evaluation: Complete four out of eight measurements by 2008.



9. Tourism

Identify and promote Franklin County as a tourism destination in Missouri.

- 9.1 Promote the creation of a Franklin County Tourism and Marketing Bureau.
9.1.a *Evaluation:* Create an active tourism and marketing bureau by the end of 2004.
9.1.b *Evaluation:* Create a marketing plan by the end of 2005.
- 9.2 Encourage mutual coordinated marketing efforts.
9.2.a *Evaluation:* Identify a joint marketing tool by the end of 2005.
- 9.3 Encourage coordinated marketing among chambers of commerce, local governments, and other entities.
9.3.a *Evaluation:* An increase of 10% participation, measured by surveys beginning in 2006, for area events by 2008.
- 9.4 Pursue tourism grants and matching funds from various sources including State and Federal.
9.4.a *Evaluation:* Identify, submit application, and administer two grants by 2008.
- 9.5 Promote existing regional recreational facilities, cultural institutions, and major events.
9.5.a *Evaluation:* Have one promotional project in existence by 2007.
9.5.b *Evaluation:* Create a regularly printed newsletter promoting events by 2008.
- 9.6 Encourage the development of new regional recreational facilities and cultural centers such as:
- Ice Skating Facility
 - Athletic Center
 - Historic Transportation Center
 - Pedestrian Trails
 - Franklin County Park System and/or cooperate with city park systems.
- 9.6.a *Evaluation:* Begin one project by 2008.
- 9.7 Promote recreational events at venues throughout the county that could develop into annual functions.
9.7.a *Evaluation:* Starting in 2006 further promote an annual recreational event at each of the five larger towns.
- 9.8 Investigate participation in the River Valley Development Committee.
9.8.a *Evaluation:* Decide whether or not to join by 2004.



Overall Evaluation: Complete four out of nine measurements by 2008.



10. Housing

Encourage development of all housing options in Franklin County.



- 10.1 Complete housing baseline study by 2005 that will be updated annually.
 - 10.1.a *Evaluation:* Complete study by 2005 and updated annually.
 - 10.2 Encourage the development of affordable homes.
 - 10.2.a *Evaluation:* Increase by 5% the number of affordable housing units above the 2005 baseline number by 2008.
 - 10.2.b *Evaluation:* Establish a certified housing development organization by 2006.
- 10.3 Review existing county and community zoning regulations and remove barriers to affordable housing.
 - 10.3.a *Evaluation:* A minimum of three governmental entities has completed review by 2008.
- 10.4 Utilize existing state and federal housing programs.
 - 10.4.a *Evaluation:* Create a booklet that lists all available state and federal housing programs for public distribution by 2004.
 - 10.4.b *Evaluation:* Identify, submit application, and administer two affordable housing programs using state and federal funds by 2008.
- 10.5 Promote the use of financial incentives including grants and low-interest loans for first-time homebuyers.
 - 10.5.a *Evaluation:* Initiate and administer two housing programs using state and federal funds by 2008.
- 10.6 Encourage the development of a progressive variety of elderly housing types to include condominiums, villas, independent living, assisted-living and nursing home facilities.
 - 10.6.a *Evaluation:* Develop 100 units of elderly progressive living housing by 2008.
- 10.7 Encourage the development of homes in all income categories.
 - 10.7.a *Evaluation:* Increase by 5% all housing-type developments above the 2005 baseline number by 2008.
- 10.8 Identify elderly issues such as housing which need to be addressed by the community as the population ages.
 - 10.8.a *Evaluation:* Conduct an elderly needs assessment by 2008.

Overall Evaluation: Complete one out of ten measurements by 2008.



11. Solid Waste Management

Evaluate existing waste management options and develop long-range plans for recycling, disposal, and treatment of waste in the county.

- 11.1 Cultivate a coordinated and efficient recycling system for the County.
 - 11.1.a *Evaluation:* Establish a transfer and recycling hub by 2007.
 - 11.1.b *Evaluation:* Create a countywide recycling program by 2008.
- 11.2 Encourage Franklin County government to create and enforce a solid waste management ordinance.
 - 11.2.a *Evaluation:* Adopt a solid waste management ordinance by 2006.
- 11.3 Adopt a reverse vending policy for the county.
 - 11.3.a *Evaluation:* Establish a minimum of five locations for reverse vending by 2008.
- 11.4 Promote programs to provide incentives to clean up and beautify Franklin County right-of-ways.
 - 11.4.a *Evaluation:* Establish a right-of-way beautification program by 2008.
- 11.5 Develop an acceptable method to dispose of hazardous/toxic wastes.
 - 11.5.a *Evaluation:* Sponsor three hazardous/toxic waste collection events by 2008.

Overall Evaluation: Complete two out of six measurements by 2008.





12. Administrative Issues

- 12.1 Establish Franklin County as an economic development district.
 - 12.1.a *Evaluation:* Submit CEDS document to EDA for approval by 2004.
 - 12.1.b *Evaluation:* Achieve economic development district designation by 2005.

- 12.2 Create a review and updating measure for the Comprehensive Economic Development Strategy document.
 - 12.2.a *Evaluation:* Implement a yearly review of the CEDS document beginning in 2004.
 - 12.2.b *Evaluation:* Conduct a major review of the CEDS document beginning in 2008 and every 5 years thereafter.

- 12.3 Seek County Commission and municipalities approval of CEDS document by 2003.



ECONOMIC DEVELOPMENT ANALYSIS

Objective and Purpose of Analysis

The objective of the analysis section of the Franklin County Comprehensive Economic Development Strategy (CEDS) is to answer the question of “Where is Franklin County today in regards to the demographics and indicators that affect economic development?”

The purpose of the analysis section is to determine the trends, strengths and weaknesses that the County possesses in population, labor force, housing, education, infrastructure and transportation, industrial parks, economic incentives including bonding capacity, taxes, and environment. The trends, strengths and weaknesses are based on year 2000 data from the U.S. Census Bureau, year 2001 data from the Missouri Department of Education, the Franklin County 2010 Master Plan, and information provided by the Franklin County Clerk’s and Assessor’s Offices.

Background of Analysis Review

On May 28, 2002, the Franklin County Commission adopted the Franklin County 2010 Master Plan whose purpose is to assist the County with identifying planning needs for future development and growth in all sectors including economic development needs over a ten year period. Over a year-long period the task force that was charged with creating the plan worked to obtain an accurate analysis picture of Franklin County. As part of this process the task force worked with the Community Policy Analysis Center (CPAC) of the University of Missouri, Columbia. Ten-year projections of demographic and economic indicators of Franklin County came out of CPAC’s work and the charts and graphs can be viewed in Chapter 1 of the Master Plan.

The CEDS Analysis Sub-Committee examined the outcomes from the 2010 Master Plan, 2000 census data obtained from the U.S. Census Bureau, educational data obtained from the Missouri Department of Education, the information provided by various county departments, and information provided by the municipalities in the county. From this review, the Analysis Sub-Committee determined several advantages, disadvantages, and trends in regards to economic development within Franklin County.

Analysis of Franklin County

The following describes the County attributes, as they presently exist. The appendices contain chart and graph information that visually describes these attributes. For further information on projections, it will be necessary to refer to the Franklin County 2010 Master Plan document.

In 1818 Franklin County was organized and separated from St. Louis County. Today, Franklin County, Missouri is located within the St. Louis Metropolitan Statistical Analysis area of the United States. It is one of 11 counties in the St. Louis MSA and its county seat located in Union, Missouri is approximately 1 hour southwest of the City of St. Louis if traveling down Interstate 44.



Population

Census 2000 set the county population at 93,807, which is a 16.4% increase from the Census 1990 population figure of 80,603. In addition the median age of those residing in the county increased by 3.6 years from 32.2 years in 1990 to 35.8 years in 2000. During the last decade, Franklin County grew at a rate faster than the State of Missouri, which only saw a 9.3% increase in population overall. The local population also continues to be slightly younger than State of Missouri averages and the St. Louis Metropolitan Statistical Area average of 36 years.

Table 1:

Franklin County Population Characteristics						
Category	1990	%	2000	%	Inc/Dec	% Inc/Dec
Total Population	80,603	100.0%	93,807	100.0%	13,204	16.4%
Median Age	32.2		35.8			
18 years and over	57,603	71.5%	68,146	72.6%	10,543	18.3%
Under 18 years	23,000	28.5%	25,661	27.4%	2,661	11.6%
65 years and older	9,775	12.1%	11,332	12.1%	1,557	15.9%
Total Households	28,856	100.0%	34,945	100.0%	6,089	21.1%
Family households	22,246	77.1%	25,689	73.5%	3,443	15.5%

Sources: U.S. Bureau of the Census, Census 1990 and 2000

The age of the population is also increasing. During the ten-year period from 1990 to 2000, there was an 18.3% increase in individuals over the age of 18, an increase of 11.6% for individuals under 18 years of age, and a 15.9% increase in individuals who are 65 years and older. The actual rate of growth for seniors when compared with the 1990 numbers remained constant.

The analysis of the population characteristics suggests:

- More area services specifically addressing the needs of an aging population could be required at all levels within the region.
- The region is growing at a rate faster than the State of Missouri but slower than its surrounding counties which could lead to pressures that must be actively addressed on a continuous basis by residents and decision-makers at all levels in the area.
- The region’s median age has risen by more than 3 years but is still lower than the State average.

Income

There has been significant growth in income during the 10-year period of 1990 to 2000 within Franklin County. The most significant growth in income is in households that are reporting incomes between \$50,000 and \$74,999 with 4,759 more households reporting this income level for a total of 8,399 households as compared to 3,640 households in 1990. As a percentage though, the most significant increase is in households reporting incomes between \$150,000 or



more with a 659.4% increase. In 1990 there were 106 households reporting incomes that were over \$150,000 as compared to 805 households reporting this income level in 2000.

Overall median household income increased from \$28,622 in 1990 to \$43,474 in 2000 or 51.9% that is slightly less than the St. Louis MSA median household income of \$44,437. However, when the household income 1990 dollars is converted into 2000 dollars then the median household income increased from \$37,710 in 1990 to \$43,474 in 2000 or 13.3%.

Per Capita income increased from \$11,606 in 1990 to \$19,705 in 2000 or 69.8% that is less than the median per capita income of \$22,698 in the St. Louis MSA. When the per capita income 1990 dollars are converted to 2000 dollars, then the per capita income increased from \$15,291 in 1990 to \$19,705 in 2000 or 22.4%.

Table 2:

Franklin County Median and Per Capita Incomes

	1980	1990	2000	% Change 1980-1990	% Change 1990-2000
Median Household Income	34,736	37,724	43,474	8.6	15.2
Median Family Income	39,286	43,093	50,122	9.7	13.3
Per Capita Income	13,138	15,297	19,705	16.4	22.4

Source: U.S. Bureau of the Census, Census 1980, 1990, and 2000

During the same period, the biggest decrease of income was in households reporting incomes of less than \$10,000 with an overall drop of 37.4% of households reporting incomes at this level. The number of families living in poverty status decreased by 11.7% and the number of individuals living in poverty status decreased by 1.1%. However, nonrelated individuals who live in the same household saw an increase in poverty status of 33.3%.

The analysis of the income characteristics suggest that:

- The increase in household income is a result of residents working in better paying jobs and wealthier residents moving into Franklin County.
- The increase of nonrelated individuals who are reporting poverty status is a result of those individuals working in lower paying jobs.
- Median household income and per capita income increased at a significant rate during the ten-year period even when the 1990 dollars were converted to 2000 dollars.

Labor

From 1990 to 2000, the workforce in Franklin County grew by 7,706 people to a total of 47,717. Our region has 67.2% of the population over the age of 16 in the local labor pool, which is slightly higher than the statewide average of 65.2% and the St. Louis MSA average of 66.7%.

During the same ten-year period, the area experienced a major drop in unemployment from 6% to 2.3%.



**Table 3:
Franklin County and State of Missouri Labor Force Comparison 1990 & 2000**

	1990	2000	1990	2000
	<i>Franklin County</i>	<i>Franklin County</i>	<i>State of Missouri</i>	<i>State of Missouri</i>
Population 16 Years & Over in Labor Force	40,011	47,717	2,541,352	2,822,010
Employed Persons 16 Years & Older	37,568	46,027	2,367,395	2,657,924
Percent of Population 16 Years & Over in Labor Force	66.7%	67.2%	64.5%	65.2%

Source: U.S. Bureau of the Census, Census 1990 and 2000.

As a percentage of the total workforce, the three largest categories of occupation in Franklin County are 1) “production, transportation, and material moving occupations” at 24.1%; 2) “management, professional, and related occupations” at 23.8%; and 3) “sales and office occupations” at 22.4%. These three areas account for 70.3% of the positions in the region’s total workforce.

In spite of a change in the way the government keeps industrial figures, several area industries appear to be growing. These include “Manufacturing,” “Finance, Insurance, Real Estate, and Rental and Leasing,” “Education, Health, and Social Services,” and “Public Administration.” Some other industries that appear to be shrinking include “Agriculture, Forestry, Fishing and Hunting, and Mining,” “Wholesale Trade,” and “Retail Trade.”

Workers in Franklin County continue to show their willingness to drive a little longer and a little further for employment compared to the rest of the State. The region’s mean travel time was 29.2 minutes in 2000, up from 27.2 in 1990. At the same time, the State averages were 23.8 minutes in 2000 and 21.6 a decade ago.

The following trends have been determined by examining available federal, state, and regional data:

- The region’s labor force and the number of self-employed workers continue to grow along with the local population.
- A slightly higher percentage of men over the age of 16 are in the Franklin County labor force (54.3%) compared to Missouri averages (52.5%).
- A slightly lower percentage of women are in the local workforce (45.6%) compared to State-wide figures (47.4%)
- With some industries growing and others shrinking in the area, this will and does impact other issues such as education, worker-retraining, business attraction and retention, and land uses.



- Many of the region’s hourly wage rates continue to be lower than State averages. (While this can be a cost-saving benefit of doing business in Franklin County, it is not necessarily a positive for the local quality of life from the worker’s perspective.)

Education

The Census 2000 data reports that there were 60,467 persons who were 25 years or older as opposed to 50,038 persons in 1990. Of these, 5,644 reported that they had less than a 9th grade education in 2000 compared to 8,426 in 1990. 7,870 reported they had attended school between the 9th and 12th grade but had not received a diploma as compared to 7,816 in 1990. There were 21,505 persons with a high school diploma or equivalent in 2000 as compared to 18,037 in 1990.

Franklin County residents who reported graduating from high school on the 2000 census dropped slightly from 36.1% in 1990 to 35.6%. In addition, the high school graduation rates in 2000 are leading the state averages with 35.6% of Franklin County students graduating as compared with the State of Missouri average of 32.7% and the St. Louis MSA average of 28.7%.

Table 4:

Franklin County and State of Missouri Education Comparison

	1990	2000	1990	2000
	<i>Franklin County</i>	<i>Franklin County</i>	<i>State of Missouri</i>	<i>State of Missouri</i>
High School Graduate or Equivalency	18,037 (36.1%)	21,505 (35.6%)	1,090,940 (33.2%)	1,189,670 (32.7%)
Percent of High School Grad or Higher	67.5%	77.7%	73.9%	81.3%
Percent Bachelor’s Degree or Higher	9.3%	12.8%	17.8%	21.6%

Source: U.S. Bureau of the Census, Census 1990 and 2000

There were 14,060 people who reported that they had attended college in 2000 but did not receive a degree as compared to 8,592 in 1990; 8,747 people reported obtaining an Associate/Bachelor’s Degree in 2000 as compared to 5,681 in 1990; and, 2,641 people reported obtaining a graduate or professional degree in 2000 compared with 1,486 in 1990.

The percent of individuals reporting that they have a Bachelor’s degree or higher has climbed from 9.3% in 1990 to 12.8% in 2000. The percent of individuals with Bachelor degrees or higher still trails state averages. There were 12.8% of the Franklin County population who reported having a Bachelor degree or higher in 2000 as compared to 21.6% statewide and 25.3% in the St. Louis MSA.

Based on data obtained from the Missouri Department of Education for the period of 1996-97 to 2000-01 and the 2000 Census data the following conclusions have been made:

- Enrollment has increased by 262 students in the Franklin County Public Schools.
- Enrollment is growing at a faster rate than the state average.



FRANKLIN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

- Enrollment growth in the district ranges from +4.1% to 5.2%.
- All of the Franklin County schools are accredited.
- Catholic School enrollment within the County has increased 12% since 1994.
- The enrollment in the one Catholic High School, St. Francis Borgia, has increased by 22%.
- From 1990 to 2000 the level of education attainment is increasing.
- Opportunities for advanced education and vocational training is increasing in the County.
- School age children 5-19 years increased 15% from 1990-2000.
- The number of persons who have not completed an education through the 9th grade has dropped significantly.
- There was a significant increase in the number of persons who received their high school diplomas or equivalent.
- More people within the County are attending college with more of those individuals obtaining Associates or higher degrees.

Housing

The total number of housing units within Franklin County increased during the period of 1990 to 2000. There were 32,451 housing units in 1990 compared with 38,295 in 2000. Of those reported in 2000, 28,478 are single-family homes; 2,217 are 2 to 4 unit structures; 1,878 are multi-family units of 5 or more households. In addition there are 5,531 mobile home units and 191 households reported as living in boats, RVs, vans, etc.

The median price of owner occupied homes increased to \$94,400 in 2000 that is a 65.35% increase over the 1990 figure of \$58,300. The median price of rent in Franklin County increased from \$259 in 1990 to \$471 in 2000. The median monthly mortgage of \$238 in 2000 is an increase over the monthly mortgage of \$176 in 1990.

According to the St. Louis Multiple Listing Service as of September 8, 2002 there were 660 housing units available for sale in the region. Of these, 213 units were priced \$99,999 or below; 287 were priced between \$100,000 and \$199,999; 84 were priced between \$200,000 and \$299,999; 35 were priced between \$300,000 and \$399,999; while 10 were priced between \$400,000 and \$499,999; 21 units were between \$500,000 and \$999,999; and 10 units were \$1,000,000 plus.

Broken down by school district the following housing units were available on September 8, 2002: Washington, 163 units; Pacific/Meramec, 135 units; Union School District, 113 units; St. Clair, 97 units; Sullivan C-2, 66 units; Gasconade, 48 units; New Haven, 14 units; Springbluff, 8 units; Herman R-1, 7 units; Franklin R-16, 3 units; Jefferson R-14, 3 units; New Haven R-2, 2 units; and Crawford, 1 unit.

Note: The numbers do not include housing units that are for sale by owner or those that are not listed with the St. Louis Multiple Listing Service.



The increase in housing units however, does not equate to an increase in labor pool. Many of today's Franklin County residents out-migrate to jobs located in communities outside the Franklin County region due to the lack of equal paying employment opportunities within the region.

Transportation

The County is 922 square miles and is the fourth largest county within the State of Missouri. There are approximately 815 miles of roadway that fall under the County's jurisdiction for maintenance and of this approximately half is not paved.

There are several state and federal highways that run through the county and encompass approximately 171 miles of roadway: Interstate 44, U.S. Route 50, State Route 100, State Route 30, State Route 47, and State Route 185. A map showing each of these routes can be found in the appendices.

Three public airports service the region: the Washington Memorial Airport, owned and operated by the City of Washington; the Sullivan Regional Airport, owned and operated by the City of Sullivan; and, the St. Clair Regional Airport, owned and operated by the City of St. Clair.

Franklin County has several rail freight providers operating in the area to serve the needs of local industries. These carriers include the Burlington Northern Railroad, the Union Pacific Railroad, and the Missouri Central Railroad. In addition, Amtrak provides passenger service with twice-daily stops in the City of Washington allowing residents to travel to St. Louis or Kansas City.

While there are several rivers in the County, including the Missouri, the Bourbeuse, and the Meramec, only the Missouri River has commercial barge traffic. At this time, the Cities of New Haven and Washington do not have public freight access to the barge traffic so it is not a viable shipping option for the industries and commercial businesses of Franklin County.

The lack of a major trucking line within the region has led to a dependence by area industries on trucking companies out of the St. Louis County and City areas for freight movement.

Industrial Parks

Industrial park location within the region is at this time confined to the municipalities. Historically, the incorporated communities have assigned high priority to attracting new industries to the area. This priority has included forming Industrial Development Boards, industrial park development, passing industrial bonds, and acquiring property for industrial expansion.

The County does not currently have an industrial park located in any of its unincorporated areas; however, there are zoning provisions for industrial locations within the unincorporated areas of the region.



FRANKLIN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Within the region there currently exist 19 industrial parks which are mainly dedicated to light manufacturing and distribution facilities. Of the 19 parks, five have the majority of their land space available, three have some developed acreage available, and 11 are built out.

Taxes and Bonding Capacity

Franklin County and its municipalities primarily depend on revenue from physical property taxes, personal property taxes, and sales taxes to fund their services. A breakdown of the taxes for each municipality and the County can be found in the appendices.

Based on numbers provided by the Franklin County Clerk's office the total assessed value of the County as of August 17, 2001 is \$1,730,575,742. The County has a total bonding capacity of \$173,057,574 as of August 17, 2001. The municipalities and the County combined currently have approximately \$9,000,000 in bonded debt. Traditionally, neither the County nor its municipalities have used bonding as an economic development attraction tool.

Environment/Culture/Recreation

Franklin County has the potential to become a center of tourism, culture and recreation. It is located in the center of the state's wine region. While it boasts many wineries, it is also the gateway to the wine region stretching from Hermann in Gasconade County to the wineries of Saint Charles County. It offers the majority of motel rooms and bed and breakfast operations within comfortable driving distance of these wineries. In addition, the Missouri River and the Lewis and Clark Historic Route offer residents and visitors the opportunity to explore the various river towns, which lie within this historic region. Moreover, historic old Route 66 bisects Franklin County, and this corridor draws visitors who trace this historic highway, anxious to experience the authentic neighborhoods and businesses still in existence from the heyday of Route 66.

One of the biggest tourist draws is the natural wonder, Meramec Caverns, located in the southwestern part of the county. In addition, the Washington Town and Country Fair held each August features premier entertainers and draws visitors from the entire St. Louis region. Culture is important to this region. East Central College, a two-year comprehensive community college, offers broad arts opportunities to both students and the community at large by hosting nationally recognized art exhibits, theater productions, and music performances, as well as by sponsoring guest appearances by professional musicians and regional symphony orchestras. It also sponsors international festivals.

The county is also a recreation center. The Missouri and Bourbeuse Rivers provide fishing and boating facilities. The college provides a fitness trail and a Missouri Department of Conservation wetlands demonstration site. Located within one hour of the City of St. Louis, Franklin County residents have access to professional sports teams, as well as cultural events. Six Flags Over MidAmerica, a large amusement park just across the county line in the city of Eureka, also presents opportunities for world-class recreation without travel.



Conclusion

The analysis of the county has lead to the following conclusions about existing economic conditions within the county:

1. Residents of the county continue to out-migrate to jobs not located within the county.
2. High school graduation rates while increasing could be improved upon.
3. The regions population is aging and more services and resources need to be designed to meet this growing need.
4. Income levels for county residents remain low.
5. Wage rates paid to those employed in the county remain below the state average.
6. There is a lack of high paying high skilled jobs within the county.
7. Shipping needs are not being adequately meet for county businesses due to the lack of a major trucking line within the county and the lack of a designated railroad loading facility.
8. The county is poised to become a major recreational, cultural, and tourist destination.
9. Except for state and federal incentives, the county and most of its municipalities do not have an active incentive program for business attraction.

A further breakdown of analysis statistics and information can be found in the appendices of this document and by referring to the Franklin County 2010 Master Plan.



DOCUMENT DEVELOPMENT PROCESS

On November 13, 1998 the United States Congress passed the Economic Development Administration Reform Act of 1998 (Public Law 105-393). Specifically Title III, Section 301(d) states “that any designation of a redevelopment area made before the effective date of the Economic Development Administration Reform Act of 1998 shall not be effective after that effective date.”

Public Law 105-393 changed the process by which governmental entities could obtain federal funding for projects from the Economic Development Administration of the U.S. Department of Commerce. Title III, Section 310 (a) sets out the criteria which an applicant must meet to obtain funding such as per capita income that is less than 80% of the national average, an unemployment rate above the national average, and special needs arising from severe unemployment or economic adjustment to the area. The area applying for funding must meet at least one category but a small area within the overall area can meet the criteria and still qualify for funding.

The purpose of a Comprehensive Economic Development Strategy (CEDS) is to provide a documented process that will act as a road map for the coordination of the various economic development efforts of the Franklin County government, municipalities within the County, and private individuals and organizations within the County.

Through the CEDS creation process goals and objectives were developed that can be implemented through an action plan and effectively evaluated when solving economic development problems and taking advantage of economic development opportunities that were identified by the community stakeholders.

During the spring of 2002, the Franklin County Commission appointed the Comprehensive Economic Development Strategy Committee and contracted with Jocelyn Van Coney of Morgaine Avalon Associates to act as the facilitator for the CEDS development along with Robert C. Hall, County Planning and Zoning Director.

The structure of the committee represented seven municipalities, the county, education, real estate, media, small business, and industry. It was charged with the creation of the economic development strategies that would make up the CEDS document. The full committee was split into four major sub-committees: analysis, vision, action plan, and evaluation. Each individual committee member was assigned to at least one sub-committee with representation of at least one local municipality on each sub-committee.

From July 2002 through *December 2002*, the full CEDS Committee meet approximately every two weeks. In addition, the sub-committees meet over a four to six week period to develop recommendations that could be presented to the full committee for adoption.



FRANKLIN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

An analysis sub-committee made up of seven members of the CEDs committee worked weekly from July 2002 through August 2002 to analyze the state of Franklin County in 2002 in regards to economic development. The committee reviewed the areas of population, income, labor, education, housing, transportation, industrial parks, taxes and bonding capacity, and environment/culture/recreation. Based on the work of the analysis committee the visioning committee was able to determine what direction the CEDS plan strategies should take from 2003 through 2008.

A visioning sub-committee made up of five members of the CEDS committee worked weekly from August 2002 through September 2002 to create a vision statement and a mission statement. In addition, the group identified the twelve broad objectives that were felt to be the most essential to economic development within the region over the next five years.

An action plan sub-committee made up of five members of the CEDS committee worked weekly from September 2002 through November 2002 to create action statements with which to carry out the twelve broad vision objectives.

An evaluation sub-committee made up of four members of the CEDS committee worked from November 2002 through December 2002 to establish measurable evaluation criteria that can determine the success of each one of the action statements, the twelve broad vision objectives, and the overall vision statement and mission.

During the months of January 2003 and February 2003, the whole CEDS committee met to finalize the draft of the document. The draft document was presented to the Franklin County Commission for review and comment at the end of February 2003.



APPENDIX A

Evaluation Implementation

Schedule



APPENDIX B

Action Statements

by Strategy



APPENDIX C

Population Characteristics



APPENDIX D

Household Characteristics



APPENDIX E

Income Characteristics



APPENDIX F

Labor Characteristics



APPENDIX G

Community Support For the CEDS