



# Clinton, MO

## EXECUTIVE SUMMARY & STRATEGIC ACTION PLAN – TOOLBOX

Companion document to Comprehensive  
Plan 2015-2030, adopted December 7, 2015  
by Clinton Planning Commission  
Resolution 2015-01 (PC)

## EXECUTIVE SUMMARY

Endowed with a legacy of natural beauty, and recreational and historical destinations, the City of Clinton is poised for economic success. But achieving this success will require action and commitment to a long-term strategy.

Clinton lies at the western end of the Katy Trail, a 225-mile long state park used by cyclists, runners, and horseback riders. The rail trail is built on the path of the old Missouri-Kansas-Texas Railroad, which was abandoned between Clinton and Sedalia in 1989. The former Katy Railroad from Clinton south to Nevada (MO) is still in operation by the Missouri and Northern Arkansas Railroad (Rail America). The city is also situated near Truman Lake which is widely known for its excellent boating, fishing, camping, and other related activities. Clinton is also home to two of the area's finer 18-hole golf courses.

As a rural-suburban-urban community just outside of Kansas City, Clinton should work diligently to connect itself to the investment and visitor potential of the metropolitan area and beyond. Specifically, the city must improve its product (enhance its current assets and create new destinations) - better tell its story, and create a mechanism for sustaining the economic vitality of the community. This Strategic Action Plan is a blueprint for helping with that.

## EXECUTIVE SUMMARY

### PRIORITY RECOMMENDATIONS

- Our team was engaged to prepare a Comprehensive Plan for the City of Clinton. A key element of our charge was to identify priority programs and projects for consideration by the city. The following recommendations rose to the top because of their potential impact on the future economic health of the city:
- The City of Clinton should commit to becoming the primary **economic development and tourism organization** for the region. These actions (which are detailed in the Operational Recommendations section steps) must be taken to successfully implement the strategies outlined in this plan.
- Initiate an **“Invest in Clinton” marketing and public relations campaign** to generate investor interest in the city. This campaign will offer incentives to businesses willing to create new jobs and bring new investment to the city. The campaign will focus initially on targeting Kansas City. Its proximity, population, and concentration of business, make it the best market for piloting this campaign.



## EXECUTIVE SUMMARY

### PRIORITY RECOMMENDATIONS

- Identify and solicit support for specific high-impact development projects. Initial consideration should be given to developing a **Multi-Institutional Technology Training Center** to meet the demand for a skilled workforce.
- Create and launch a **City of Clinton business plan contest** to support new enterprise formation. This contest will generate interest in the city as a destination for new business start-up and support local entrepreneurship. This contest would be open to existing residents, as well as individuals from outside of the city. A primary requirement for entry is that the new venture results in new investment and jobs within the City of Clinton.
- Launch a new **linked-asset tourism marketing campaign** targeting outdoor enthusiasts and family vacationers. This type of campaign is used to promote multiple attractions or sites as an integrated route. Wine trails, Civil War sites, and biking trails are well-known examples of this type of strategy used to bring lesser-known destinations to the attention of a broader audience. It is highly recommended that the city focus on present assets.

## EXECUTIVE SUMMARY

### PRIORITY RECOMMENDATIONS

- Solicit direct investor interest in attracting **new destination products** in the city. Sample projects matching the area's strengths include: (1) a new **resort lodge** offering, an experience not currently available in the area; (2) a **destination restaurant**; and (3) an **extreme sports/theme park**.
- Launch an **"I am Clinton"** video campaign to capture and share the unique stories of Clinton individuals and organizations, also consider a website and app. Examples for profiling include major employers, state parks, local artisans and musicians, and students. This initiative will support tourism marketing, raise local awareness of the city's many assets, and build community pride.
- Initiate an **evaluation of broadband capacity** in the city and work to address deficiencies. Successful business and tourism development are dependent on good cellular coverage and broadband access.

## EXECUTIVE SUMMARY

### KEY FINDINGS

- A number of challenges and opportunities identified during the planning process will have a direct bearing on the success of the plan. The most significant of these are highlighted below.
- The city has not captured the potential spending of visitors to the destinations in the area. Limited product (restaurants, lodging, and retail shops) and unfavorable traffic patterns have caused taxable spending in the area to lag.
- The City of Clinton should heavily consider supporting economic development and tourism. The key will be to leverage incentives and funds to attract additional public and private investment in the area.
- The City suffers from stagnant population growth – even slight declines, low labor force participation rates, and a number of business closures over the last several years. Changing the future course of the city will require a commitment to this plan from both the public and private sector leadership.

## EXECUTIVE SUMMARY

### KEY FINDINGS

- The city should consider collaboration across many sectors (public, private, state, federal, county, and regional). Leadership from each area should continue to pursue their own distinct interests, there are significant benefits to supporting a city-wide economic development effort. These benefits include: (1) representation of a larger population area gives advantages in marketing the area; (2) many funding sources give preference to regional efforts, thereby increasing opportunities for the City of Clinton to leverage additional funds, and (3) the ability to draw from a broader pool of business and civic expertise.

## STRATEGIC ACTION PLAN - TOOLBOX

### SUGGESTED METRICS:

- Companies assisted & retained
- Jobs created, average wages, investment
- Companies lost
- Jobs lost, reason(s) why

### PLAN GOALS:

Overall objectives of the Strategic Action Plan for Clinton are to:

1. Reverse population loss;
2. Increase the tax base;
3. Increase the number and quality of jobs;
4. Raise per capita income; and
5. Increase visitor spending in the city.



## FOCUS

- To create this plan, our team took an asset-based approach, focusing on strategies designed to maximize the City of Clinton's existing advantages. The recommendations were informed by multiple tours of the region, city, and county's assets; interviews with key stakeholders and community outreach events within the city to receive input. During the outreach events, residents proposed a wealth of feedback, opinions, and suggestions. Many of the stakeholder ideas may be worthy of consideration.
- The resulting Clinton Missouri strategy is organized around five areas: **business development**, **marketing**, **tourism**, **entrepreneurship**, and **talent and workforce**. For each area, we have provided specific actions and tasks for implementation.

## STRATEGIES:

The plan is organized around the following strategies that support the City's vision and mission:

- **Business Development** - Support the retention and expansion of existing business (both large and small), as well as recruit new business to the city.
- **Marketing** - Develop a marketing campaign to identify prospective investors and developers.
- **Tourism** - Promote the City of Clinton as the premier visitor destination in Missouri by linking assets and developing new destination products.
- **Entrepreneurship** - Support the formation of new business in the city.
- **Talent and Workforce** - Ensure a quality workforce for existing and future employers.

## BUSINESS DEVELOPMENT

*Support the retention and expansion of existing business, as well as recruit new business to the city.*

### **a. ACTION: SUPPORT EXISTING BUSINESS EXPANSION.**

- There are several large private employers in the city with the potential to expand or provide assets for new business development. The city's economic development efforts should maintain relationships with the leadership of these employers and be prepared to support their expansion plans through infrastructure and other needed help. In addition, a number of small to mid-size businesses have potential to expand in the city. Their needs will likely differ from the larger businesses, and may include business planning, succession planning, and financial management.

### **RATIONALE:**

- *Existing establishments in the city have a track record, already employ local citizens, and their success can result in immediate returns to the city in added investment, new jobs, and increased sales. Funding expansion projects can produce high returns at a lower risk. Plus, if your existing businesses are happy with the community support they receive, they may tell their suppliers and customers about their experience, thereby acting as an extension of your economic development marketing efforts conducted by the chamber.*

## BUSINESS DEVELOPMENT

### SPECIFIC TASKS:

- **1)** Create a database of all employers in the city with greater than five employees.
- **2)** Establish a schedule to visit with employers at their location at least once a year. At each meeting, gather basic information about the company's operation (sales, number of employees, capital investment) and offer support in addressing business challenges. Share information about economic development services and available financing, eligibility, and requirements.
- **3)** If needed, follow up with each business to provide any help required and track progress.
- **4)** If a common need arises from multiple businesses, identify resources to support meeting that need. An example would be succession planning. If a number of small business-owners are nearing retirement age and need help identifying and training a successor, then a seminar could be offered in this area, followed by individual business counseling.

## BUSINESS DEVELOPMENT

### b. ACTION: TARGET NEW BUSINESS LOCATION ON EXISTING SITES.

- There are several redevelopment and development sites. Each of these sites should be evaluated to better understand current conditions and determine if there are barriers that need to be mitigated for development to occur.

#### RATIONALE:

- *While existing sites may contain barriers to development (e.g., environmental issues, deteriorating buildings), they may offer advantages to new business, such as: (1) the ability to be operational in a short period of time due to the availability of an existing building; (2) access to infrastructure and utilities; and (3) lower costs. If the city is successful in attracting new business to existing sites, it may also reduce its costs in providing infrastructure and potentially remove an undesirable asset from the area.*

#### SPECIFIC TASKS:

- **1)** Create an inventory of all business sites within the city.
- **2)** Collect information on each site, to include size, infrastructure, utilities, and ownership.
- **3)** Meet with the owner of major sites and discuss potential uses/re-uses and to offer support with development and marketing.

## BUSINESS DEVELOPMENT

### c. ACTION: IDENTIFY AND PLAN FOR A NEW BUSINESS SITE.

- The City of Clinton and Clinton's Chamber of Commerce economic development program(s) should identify and conduct pre-planning for greenfield business site(s).

#### RATIONALE:

- *Many businesses seeking a new location prefer to build a new building. This may be the result of unique requirements such ceiling height or wanting a specific design. Consequently, it is important for the city to have an available greenfield site for business.*

#### SPECIFIC TASKS:

- **1)** Inventory available properties for potential new business location. Start by identifying sites - highway access is preferable.
- **2)** Evaluate available sites based on utility infrastructure, surrounding uses, ownership willing to sell or develop, and location.
- **3)** Select a site for pre-planning.

## BUSINESS DEVELOPMENT

### d. ACTION: SUPPORT DOWNTOWN REDEVELOPMENT IN THE CITY.

- The city should actively support downtown business strategies through a variety of means, including business recruitment and retention, district planning, and marketing.

#### RATIONALE:

- *The economic viability of the downtown area is important to the city's success in maintaining its tax base, supporting small business development, and enhancing the ability to attract visitors. Tourists and business visitors alike often judge a community by its downtown. In addition to the potential economic impact, revitalizing downtown can help restore pride in the community and enhance its "quality of place."*

#### SPECIFIC TASKS:

- **1)** Identify any existing downtown planning efforts and offer support.
- **2)** Create an inventory of downtown properties (ownership, site specifications, and infrastructure availability).
- **3)** Give priority to funding downtown business projects.



## BUSINESS DEVELOPMENT

### e. ACTION: SUPPORT NEW BUSINESS INFRASTRUCTURE IN THE CITY.

- The City of Clinton's economic development planning efforts should support infrastructure development in critical areas.

#### RATIONALE:

- *Cell phone coverage and high-speed Internet access are key to the city's economic success. Both are cited as prerequisites for new residents, tourists, and business. While cellular and broadband coverage are critical, other basic infrastructure such as water, electric, and sewage should also be evaluated.*

#### SPECIFIC TASKS:

- **1)** Initiate an evaluation of broadband capacity in the city and develop a plan to address deficiencies.
- **2)** Help prioritize business infrastructure-related projects, secure funding, and identify best management practices.
- **3)** Conduct outreach to educate local residents and community leaders about priority issues. Examples include regular features in area newspapers and similar publications, public service announcements, and brief presentations to local civic groups.
- **4)** Provide technical assistance to diverse groups and organizations around these issues. Assistance could include helping to secure grant funding and employing tools such as GIS.

## BUSINESS DEVELOPMENT

### f. ACTION: PURSUE COMPANIES IN TARGET INDUSTRIES.

- Traditional targets to consider for the City of Clinton should include heavy industrial (tied specifically to existing and adjacent sites), outdoor recreational equipment, food processing, and light manufacturing. Additional targets include medical support services, retail, and tourism.

#### RATIONALE:

- *The traditional targets listed above fit the city's available infrastructure, workforce, and sites. There are also a sufficient number of companies within the industry sectors. Other opportunities such as medical support services, support area needs based on current and projected demographics.*

#### SPECIFIC TASKS:

- **1)** Develop regional profiles highlighting assets to support each target (e.g., existing industries, suppliers, sites, utilities, transportation access).
- **2)** Identify specific industrial codes for each sector.
- **3)** Create a database of companies in the primary target markets (Kansas City and Springfield).
- **4)** Develop a targeted marketing campaign for each identified sector. This is a long-term strategy and should begin after sites have been identified.
- **5)** Identify recent major business locations in the region and meet with their management to learn about their location decision.
- **6)** Identify and develop relationships with regional and state partners who have potential to bring prospects to the City of Clinton. These organizations may also offer opportunities for co-marketing, such as trade show attendance and/or prospect visits.

## MARKETING

*Lead a project-oriented marketing campaign to identify prospective investors and developers. This should include the Mayor, City Council, City Administrator, and Chamber Leadership.*

### **a. ACTION: DEVELOP AND IMPLEMENT A HIGH-PROFILE INVESTMENT ATTRACTION CAMPAIGN.**

- The organization should initiate an “Invest in Clinton” campaign to raise awareness of the city.
- The campaign would generate media attention by offering a monetary stipend to high-impact projects. The offer will be based on the investment partner meeting project criteria (e.g., create jobs, attract new visitors, bring new capital investment) and city’s portion would not exceed 20 percent of the total investment. The campaign would generate business and media attention in Kansas City and Springfield, as well as with the State of Missouri, foundations, and federal funding agencies. By highlighting area assets including: Truman Lake, Katy Trail, Downtown Square, numerous parks - the campaign would also serve as marketing for visitor attraction.
- **Sample language:** *If you invest in the City of Clinton, we are prepared to give you a monetary stipend. We are looking for partners to develop in our great city. Bring your project to us and we will give it serious consideration. All we ask is that the investment occurs in the City of Clinton, creates new jobs, and helps us bring new visitors to the city.*

## MARKETING

### RATIONALE:

- *The city cannot rely solely on existing business expansions to generate new investment projects. It must market outside of the city to increase the number of potential high-impact projects for funding. Starting in Kansas City and Springfield makes sense due to their proximity, existing business and personal connections, and awareness among potential investors and partners within Missouri.*

### SPECIFIC TASKS:

- **1)** Create a letter and press packet (electronic and hard copy) with a description of the offer based on the description above. This description would also be posted on the web site (with an email response form) so it can be linked to other media.
- **2)** Develop an initial database of companies and investors in the target markets.
- **3)** Initiate a 6-month direct contact campaign (email and letter) to target companies.
- **4)** Consider a progressive and interactive website design, as well as a targeted and individualized app for the city.
- **5)** Create a unique video that reflects the City of Clinton's vision and areas of focus for the future to assist with marketing.
- **6)** Issue a press release to major newspapers and business journals related to each directed market.
- **7)** Follow up and set appointments based on response.

## MARKETING

### **b. ACTION: CONDUCT AN “I AM CLINTON” INTERNAL IMAGE CAMPAIGN.**

- The City of Clinton’s economic development should educate existing residents about the many assets of the city and enlist their support as primary agents for marketing.
- Clinton is home to a number of unique businesses, natural and cultural resources who contribute to the character of the area. There are many wonderful stories waiting to be told. This initiative can take the form of an “I am Clinton” campaign where the stories of local businesses, attractions, school programs, artisans, musicians, and others are captured on video and posted online.
- Consider using the film department at the University of Missouri or other colleges and offer to fund a graduate student project. This project could also be supported by local college and high school students. It would be a suggestion to include as many residents in the city as possible to build community awareness and pride.

### **RATIONALE:**

- *Many times, the best marketers of a community are the residents. Yet often, they are the least aware of the area’s assets. By engaging local business leaders and existing citizens in this focused public relations campaign, the city increases potential for existing business expansion, new business formation, and the attraction of new business to the city.*

## MARKETING

### SPECIFIC TASKS:

- **1)** Identify and solicit participation from individuals with stories matching the theme of Clinton as a progressive and creative destination.
- **2)** Conduct video interviews of each person telling about their craft or their work in the city and what the area means to them.
- **3)** Create an “I am Clinton” Facebook page and YouTube channel – which interfaces with your website, app, and video.
- **4)** Share the links with area media, school districts, and business for use in better telling the stories of Clinton.
- **5)** Consider working with local youth to help think “outside the box” related to the vast uses of social media.



## TOURISM

*Aggressively promote the City of Clinton as the premier visitor destination in Missouri by linking assets and developing new destination products.*

### **a. ACTION: INITIATE AND PROMOTE A REGIONAL LINKED DESTINATIONS PROGRAM.**

- Enhance the linkage of these assets as part of an outdoor recreation “tour destination” to markets in the major regional centers (Kansas City and Springfield). Primary targets include outdoor enthusiasts (including hunters and fishermen), tourists and family vacationers. Other targets include history enthusiasts, weddings, corporate retreats.
- Improving the city’s way finding signage will be important to the success of this strategy. Way finding refers to a wide range of design elements, including signs, markers, and pathways, that make it easier to find your way around an unfamiliar area. Drawing recreational visitors to places where they can spend more time and money is critical.

## TOURISM

### FACTS ABOUT TOURISM IN MISSOURI

- The Lake of the Ozarks has more miles of shoreline (1,150+) than the coast of California.
- Kansas City has more fountains than any city except Rome.
- Branson is the number one tour-bus destination in the United States. Known as the "Live Music Show Capital of the World," Branson offers more than 50 live performance theaters.
- The Gasconade River is the longest river completely within the boundary of Missouri; it has been called one of the most crooked in the world. It has a total length of 300 miles from its source to its confluence with the Missouri River; however, as the crow flies, the distance from start to finish is only 120 miles.
- The Gateway Arch, in St. Louis, is America's tallest man-made national monument. It is 630 feet wide at its base and stands 630 feet tall. Visitors ride a tram to the observation room at the top.
- Kansas City's Country Club Plaza, built in the 1920s, was America's first suburban shopping center. The elegant area now boasts nearly 250 shops, stores and restaurants.

\* All above retrieved from [www.industry.visitmo.com](http://www.industry.visitmo.com)

## TOURISM

### FACTS ABOUT TOURISM IN CLINTON MISSOURI

- Clinton, Missouri, is located 65 miles SE of Kansas City, Missouri and 86 miles N of Springfield, Missouri.
- Clinton was established as a village in 1836. In the same year, it also became the county seat of Rives County, which is now known as Henry County. Clinton was named in honor of DeWitt Clinton, the governor of New York. The first tavern and hotel of the area was opened in 1837 by John Nave. It was named as Pollard's Tavern. The courthouse was constructed in 1839. The Missouri - Kansas - Texas Railroad (the KATY) first entered the city in 1865. The first city hall was established in 1891.
- **Clinton and nearby Attractions**
  - Historic Downtown Square
  - Henry County Museum
  - Katy Trail State Park, western trailhead
  - Two (2) 18-hole golf courses
  - Truman Lake
- **Things To Do In Clinton**
  - The historic Downtown Square is host to events such as Olde Glory Days, Cruise Nights, Wine Strolls and, in 2015, Smoking in the Golden Valley with Brew in the Valley, a KCBS sanctioned BBQ contest and craft beer festival. The Katy Trail, the nation's longest and most popular rail trail, is ideal for biking, hiking and horseback riding. Truman Lake offers excellent opportunities for boating, camping, hunting, and fishing. The State Park offers outdoor opportunities as well.
- **Transportation to Clinton**
  - Clinton is located at the intersection of Missouri Highways 7, 13, 18 and 52. Clinton Regional Airport is located 4 miles East of Clinton. Commercial flights are available through Kansas City International Airport and Springfield-Branson Regional Airport. Amtrak service is available 29 miles north in Warrensburg.

## TOURISM

### FACTS ABOUT TOURISM IN MISSOURI

- Travel is a \$11.4 billion industry for the Show-Me State.
- \$704.4 billion spent by domestic and international travelers in the U.S in 2009 (U.S. Travel Association Annual Report).
- \$7.42 billion spent by travelers in Missouri in 2010 (U.S. Travel Association Annual Report).
- 55 million international visitors traveled to the U.S in 2009 (U.S. Travel Association).
- Approximately 250,000 international visitors traveled to Missouri in 2008 (U.S. Travel Association).
- The state of Missouri receives \$3.00 in state tax revenues from every dollar invested in the Division of Tourism's budget (*Source: SMARI and the University of Missouri*).
- For every \$1 Missouri invests in marketing tourism, \$53 is returned in visitor expenditures (*Source: SMARI*).
- Travelers spent \$168.97 per person per trip during FY10.
- Missouri Welcome Centers generated approximately \$12.8 million annually in additional(incremental) visitor spending (*Source: Jerry Henry and Associates*).
- Each motor coach is estimated to bring \$22,000 in visitor spending to Missouri (*Source: Davidson Peterson*).
- 7.4 million people employed in the U.S. travel industry (U.S. Travel Association Annual Report).

## TOURISM

### RATIONALE:

- *Promoting linked city and regional assets is the most efficient and effective strategy for sustaining a successful tourism strategy in the area.*

### SPECIFIC TASKS:

- **1)** Create a “trail and destination” guide that captures all of the major destinations in the region and presents them as part of an “outdoor recreation (including hunting and fishing), geology, and historical destination.” (in addition to the Katy Trail and Truman Lake materials – focus on new target markets).
- **2)** Create a single well-designed website and app promoting the city.
- **3)** Conduct a visitor survey and update periodically (this could be captured on the app or website). Information from this survey can enhance marketing efforts, as well as provide information to identify product enhancement opportunities.
- **4)** Complete a way finding assessment. Use the results to design a cohesive system that brings visitors to the city.
- **5)** Develop a GPS-based waypoints tour map based on the locations of area destinations. There are smartphone applications (e.g., [www.waypointtours.com](http://www.waypointtours.com)) that allow integration of tour maps for specific destinations (a targeted app and/or video embedded in a website can help with this).

## TOURISM

### **b. ACTION: ENHANCE EXISTING DESTINATIONS/ASSETS.**

- There are a number of tourism assets in the city that can be highlighted.
- At the top of the list are Truman Lake, the Katy Trail, and the Down-town Square.

### **RATIONALE:**

- *Focus on developing a new destination. The goal is to keep visitors in the area longer, thereby increasing the odds of them spending money with local businesses.*

### **SPECIFIC TASKS:**

- **1)** Create a new project committee – with local constituents, as well as associated state and federal agencies.
- **2)** Consider identifying areas that may need updating – Parks and Recreation plans, Downtown Square, and other targeted opportunities for growth.
- **3)** Develop a plan of action for influencing the opening of the land for public use.



## TOURISM

### c. ACTION: ATTRACT NEW DESTINATION PRODUCTS.

- In addition to enhancing existing assets, The City of Clinton should seek out and fund projects that will attract new visitors to the city and give existing visitors an opportunity to spend more money.

Some of the concepts for pursuit may include:

- **Destination Restaurant.** The establishment of a destination restaurant in the city could provide an opportunity to draw local spending from visitors to the area.
- **Resort-style lodge.** A high-end resort or lodge in the area would provide visitors with a unique natural experience, including access to hiking/biking trails, forests, and other amenities (note: city has something similar already; although it could be expanded upon).
- **Sports Park/Theme Park/Extreme Attraction.** Attractions could include mountain bike trails of various levels of difficulty, as well as hiking trails, zip lines for example, bungee jumping, themed water parks or amusement parks.

## TOURISM

### PROJECT EXAMPLES

#### **Ozark Cafe | Jasper, Arkansas**

Located 75 miles east of Fayetteville, Arkansas, this 100-year old restaurant is listed as a “must stop” for travelers in the area. The Ozark Cafe features southern standards and is known for its chicken-fried steak (the “Cow Patty”) and Ozark Burger. The restaurant draws visitors to Jasper (population 1,772), including many that are in the area to explore the nearby Buffalo National River area. It was extensively renovated in the mid-2000s to recreate its 1930s look.

#### **Lodge at Buckberry Creek | Gatlinburg, Tennessee**

Situated on 26 acres, this rustic lodge and resort is located next to Smoky Mountains National Park. The highly rated facility was created on property owned by a local family for three generations. It features hiking and nature trails, fly fishing, and spa facilities. In addition to its wealth of outdoor activities, the region is home to a rare species of fireflies that are known for their synchronous displays which draw tourists to the region in late May to early June.

## TOURISM

### RATIONALE:

- *Increasing the number of visitors to the city is not a worthwhile goal by itself. Tourism only makes economic development sense when visitor spending is captured. The project examples identified here have the potential to capture new visitor spending by offering new products, each capable of increasing taxable property, creating new jobs, and generating new sales.*

### SPECIFIC TASKS:

- **1)** Identify a list of potential investors/partners for each type of project.
- **2)** Include these contacts in the “Invest in Clinton” campaign described in the marketing strategy.
- **3)** Prepare a unique letter for specific projects (e.g., destination lodge, theme park, and/or an extreme event investor(s)).
- **4)** Respond and follow up on any inquiries with requested information.

## TOURISM (BIG IDEA)

### d. ACTION: POSITION THE CITY OF CLINTON AS A DESTINATION FOR FILM PRODUCTION.

- Clinton has a number of assets and destinations that would be ideal as shooting locations for film productions. This could be an opportunity to expand on the city's natural and cultural resources.

#### RATIONALE:

- *Film projects can benefit the area in several ways, including: (1) the direct impact of purchases by film crew staying in the area; (2) hiring of local contractors for set building and support; (3) hiring of local citizens as extras; and (4) publicity of the area. Fans of the film are often drawn to visit these film "sets" or locations with potential to generate new spending in the city.*

#### SPECIFIC TASKS:

- **1)** Catalog location assets and provide information to the Missouri Film Commission for inclusion in their "Missouri Locations Photo Database."
- **2)** Create a database of production-related contacts in Kansas City and St. Louis.
- **3)** Provide information to the contacts about locations and potential incentives for filming in the city.

## TOURISM

**e. ACTION: MAXIMIZE CLINTON TOURISM ASSOCIATION AND LEVERAGE HENRY COUNTY “DESIGNATED MARKETING ORGANIZATION” (DMO) STATUS FROM MISSOURI DIVISION OF TOURISM.**

- DMO’s are appointed on a countywide basis.

### **RATIONALE:**

- *Being certified opens up Travel Missouri funding for marketing assistance (up to a 50 percent match). This can perhaps help leverage funds for enhancing the City of Clinton’s tourism development.*

### **SPECIFIC TASKS:**

- **1)** Utilize Social Media to take DMO to the next level.
- **2)** Ensure the City’s website follows the tourism trends by integrating Maps, Calendars, and Mobilizing as part of the navigation. This provides ease to the user and takes into consideration how people access information for traveling. Integrate maps into a streamlined approach to cover all amenities (trails, restaurants, lake, accommodations, etc.).
- This underscores the need for a state of the art website.
- **3)** Proactively collaborate with Henry County efforts for tourism.

## ENTREPRENEURSHIP

*Support the creation of new business in the City of Clinton.*

### **a. ACTION: FACILITATE FINANCIAL RESOURCE AVAILABILITY FOR BUSINESS START UP.**

- There are resources available in the region to provide technical assistance to start-up business so the primary role of the city would be to make funds available for start-up business. This could be through a micro lending program or revolving loan fund.

**RATIONALE:** *By supporting financial resource availability, the city can help new businesses overcome one of the biggest barriers, access to capital.*

### **SPECIFIC TASKS:**

- **1)** Identify small business finance resources (look for examples of foundations and agencies that currently provide small business and entrepreneurship funding).
- **2)** Host a small business finance seminar in partnership with local banks and the regional small business development center.
- **3)** Consider the development of a revolving loan program in partnership with an outside foundation (e.g., the Kauffman Foundation).



## ENTREPRENEURSHIP

### **b. ACTION: LAUNCH A BUSINESS PLAN COMPETITION.**

The city could initiate a “Seed a New Business” competition. Participants would compete for a cash prize to seed their venture. Prize categories could include: business expansion, tourism, student-led, and technology. The prizes could range from \$1,000 to \$5,000, depending on the scale and impact of the business venture.

#### **RATIONALE:**

- *This program has the potential to create new jobs, build awareness that the City of Clinton supports new business formation, and to support an entrepreneurial culture in the region.*

#### **SPECIFIC TASKS:**

- **1)** Identify local and regional partners that can help organize the event. Look for online resources, such as [www.businessplancompetitions.com](http://www.businessplancompetitions.com).
- **2)** Secure a locally or regionally known entrepreneur (or panel of entrepreneurs) to serve as judge(s) for the business plan contest.
- **3)** Supplement funds through corporate sponsorships (e.g., local bank or utility) to provide prizes for the winners of the business plan competition.
- **4)** Identify and invite local and regional business leaders to attend the event, along with regional and state economic development and workforce officials.

## ENTREPRENEURSHIP

### SPECIFIC TASKS:

- 5) Promote the winners inside and outside of the region or city. Consider highlighting the winners as part of the “I am Clinton” video project.
- 6) Track the winners and celebrate their successes for future contests.

### PROJECT EXAMPLE | Business Plan Contests

#### **St. Louis Economic Development Partnership: Startup Challenge**

The St. Louis Startup Challenge was organized to promote entrepreneurship, innovation, and venture development within the St. Louis, Missouri region. The goal is to highlight the dynamic startup and early stage companies in the region; strengthen those companies through relevant analysis and support; and reward the best-of-the-best at the end of the Challenge. Past winners include a court records data analytic tool ([www.juristat.com](http://www.juristat.com)), a non-invasive device for monitoring kidney function ([www.medibeacon.com](http://www.medibeacon.com)), a line of sporting good products ([www.gamedayscoreboards.com](http://www.gamedayscoreboards.com)), and a FDA approved sterile kit for use in ophthalmic surgery ([www.mobiustherapeutics.com](http://www.mobiustherapeutics.com)). The prize money includes cash, top-tier professional services, new office space, and an opportunity to compete in front of all of St. Louis. The cash prize pool for 2013 was \$50,000, \$30,000, and \$20,000 for first, second, and third place, respectively.

For more information visit: <http://www.slcec.com/startupchallenge.html>

## ENTREPRENEURSHIP

### c. ACTION: ESTABLISH AN ENTREPRENEURSHIP INCUBATOR PROGRAM.

- There are a number of spaces available in the City of Clinton. Many could serve as incubator space where Clinton economic development could subsidize rents for a period of time during start-up phase. Services could be supported by the regional planning commission and be expanded based on demand. The consulting team recommends this start as a “virtual” incubator, with several buildings identified as suitable for new business, based on pre-screening. The purpose is to encourage business incubation without the city assuming the burden of building ownership and overhead. Perhaps partner with Kaysinger Basin Regional Planning Commission since they have begun a similar program.

#### RATIONALE:

- *Beyond access to capital, new businesses face a host of hurdles. The purpose of the “virtual” incubator (with access to subsidized space) is to provide support in these areas for a period until the business can stand on its own.*
- *Examples include:*
  - 1) *Business planning;*
  - 2) *Personnel management;*
  - 3) *Financial management; and*
  - 4) *Access to affordable space.*

## ENTREPRENEURSHIP

### SPECIFIC TASKS:

- **1)** Initiate contact with the University Extension Service office, and other similar organizations to determine available entrepreneurship services.
- **2)** Identify available spaces throughout the city.
- **3)** Establish criteria for subsidizing space costs.
- **4)** Promote the availability of the programs and the city's willingness to provide support.

## TALENT AND WORKFORCE DEVELOPMENT

*Ensure a quality workforce for existing and future employers.*

### **a. ACTION: SUPPORT THE DEVELOPMENT OF A MULTI-PARTNER TECHNOLOGY TRAINING CENTER.**

- During the planning process, local employers and local government representatives in the City of Clinton expressed a need for technology training for students, employees, and existing residents. Examples included basic computer operations, business applications, as well as specific networking skills.

### **RATIONALE:**

- *Access to an available and trainable workforce is critical to the success of any business. By combining resources (available space, equipment, and expertise), the city could create a valuable asset for local employers, as well as those the city might attract. At the same time, the center would serve as a resource for local students, residents, and employees needing to upgrade their skills.*

## TALENT AND WORKFORCE DEVELOPMENT

### SPECIFIC TASKS:

- 1) Create a project team consisting of the school districts, major employers, community colleges, technical schools, four-year colleges, and workforce board to identify training needs.
- 2) Identify other partners and funding sources from outside the city and region.
- 3) Determine space and equipment needs.
- 4) Determine best structure for delivering training.

### b. ACTION: PROVIDE FUNDING FOR WORKFORCE TRAINING.

- The City of Clinton should make funding available for job training. The city should consider funding requests for specific job training in the event of an employer expanding or needing employees re-trained based on new equipment or processes.

### RATIONALE:

- *Providing funds for workforce training is a substantial benefit for business expansion or new business location in the community. It is also a benefit to existing employees in enhanced skills and employability.*

## TALENT AND WORKFORCE DEVELOPMENT

### SPECIFIC TASKS:

- 1) As part of the business retention strategy, communicate with area employers that the city will make funds available for job training or re-training.
- 2) Establish guidelines for funding workforce grants. Consider up to \$1,000 per employee.

### c. ACTION: CONTINUE MAINTAINING MISSOURI WORK READY COMMUNITY CERTIFICATION.

- Missouri was chosen to be one of seven states in the U.S. to implement the Certified Work Ready Communities Initiative. This initiative helps communities in Missouri develop and document the skills of their workforce using ACT's National Career Readiness Certificate (ACT NCRC). The NCRC is a work-related skills credential, providing objective documentation of an individual's skills that is accepted nationwide. Communities can become certified by assembling a leadership team, setting goals, applying to the program, and achieving those goals. Thirteen counties in the state are formally participating in the program, including Clay, Henry, Pettis, Saline, Linn, Adair, Franklin, Jefferson, St Francois, Cape Girardeau, Butler, Ripley, and Howell.
- Take action steps to maximize this certification in the community, communicating what the benefits are to current and potential employers. Include aspect as part of the strategies for business attraction, including prominent placement on website.

### RATIONALE:

- *Becoming a Certified Work Ready Community can help the City of Clinton stand out as a source of talent in the region, making it more attractive for existing business to expand and for new business to locate.*

## TALENT AND WORKFORCE DEVELOPMENT

### SPECIFIC TASKS:

- **1)** Continue with and annually review local leadership team to ensure coverage consists of the following represented areas: chamber of commerce leader, economic development leader, elected officials, education leaders, community college leaders, local workforce development leaders, and business owners.
- **2)** Review Tasks and Goals quarterly to ensure Clinton is maintaining a Certified Work Ready Community.
- **3)** Develop timeline to routinely communicate the benefits to current and potential employers.

### **d. ACTION: DESIGN AND INITIATE A CITY OF CLINTON AFFINITY CAMPAIGN.**

- An ideal target could be adults who have graduated from area high schools, moved away for work to Kansas City, Springfield or St. Louis, have had their first child and would now like to be closer to their parents. Tupelo, Mississippi has initiated a program called Tupelo Ties which could serve as a model (see below).



## TALENT AND WORKFORCE DEVELOPMENT

### RATIONALE:

- *There are individuals with connections to Clinton who may have a desire to return to the community to start a business, retire, or work (if the opportunity exists). Reaching out to this audience via social media and communicating about opportunities (e.g., jobs, real estate investments, festivals, events, etc.) could result in attracting "talent" back to the community.*

### SPECIFIC TASKS:

- **1)** Develop and launch a marketing and outreach strategy to target specific groups. This effort should include designing a brand and strong identity, as well as defining benefits for returning to or remaining in the region.
- **2)** Create an official online presence for the initiative using pages on social media hubs such as Facebook, Twitter, and LinkedIn. These should be the primary marketing tools for the campaign.
- **3)** Designate a manager for the campaign, as well as a board of supporters that can act as a sounding board, provide content for the online network hubs, and assist in planning events.
- **4)** Engage young people in this effort. Ideas could include planning a graduation event and/or send-off event for high school seniors and helping set up summer internships for local alumni that may be interested in returning to the city between semesters.
- **5)** Create an online job bank where people interested in moving back to the city can post their resumes and city employers can post jobs.

## TALENT AND WORKFORCE DEVELOPMENT

### e. ACTION: ESTABLISH A CLINTON LEADERSHIP PROGRAM.

- The City of Clinton should establish a formal program to help maintain a pipeline of qualified people to fill current and future leadership positions in the city.

### RATIONALE:

- *One of the biggest challenges for any community is maintaining the depth of available individuals for the many volunteer and staff leadership positions. Whether it be a school board, county commission, chamber board, or local church position, all organizations must pay attention to leadership development. Having an organized city-wide program, that supports all of these organizations, is in the interest of the city and its future economic health.*

### SPECIFIC TASKS:

- **1)** Identify an initial class for the program (to include existing leaders).
- **2)** Design the first year's program based on the model developed by Brookfield, Missouri (Brookfield Area Growth Partnership), which includes awareness building, individual capacity training, and community leadership topics.
- **3)** Partner with area public entities and private companies to reach out to their employees (and students, in the case of the school districts) for participating in the program.

## OPERATIONAL RECOMMENDATIONS

To enhance implementation of the strategies, the consulting team recommends the following organizational and operational actions.

### STRUCTURE

*Commit to becoming the lead economic development & tourism entity (in voice and practice) for the City of Clinton.*

**a. Dedicate or designate a staff person to guide implementation of the plan to carry out the day-to-day needs.**

- This professional should be vested in the success of the City of Clinton and have the capacity to support traditional business development, entrepreneurship, and tourism.
- Since the economic development function has been hired through the Chamber of Commerce, the City could designate a staff person to work directly with the ED Director for the implementation of the plan.

### FUNDING

*Strive to make the organization perpetual by seeking additional sources of funds.*

- **a. Identify potential sources of additional funding.** Examples include state and federal programs, foundations, and other potential settlements. In order for the organization to be sustainable, it will need to replenish its funds.
- **b. Focus on identifying additional funds for priority initiatives,** such as the “Invest in Clinton” campaign, development of the linked tourism materials, and any catalyst projects.
- **c. Call directly on staff at potential funding organizations** to share information on the City of Clinton, introduce the organization, and learn details about funding opportunities.

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY: BUSINESS DEVELOPMENT</b> Support the retention and expansion of existing business, as well as recruit new business to the city.				
<b>a. ACTION: SUPPORT EXISTING BUSINESS EXPANSION.</b>				
• 1) Create a database of all employers in the city with greater than five employees.				
• 2) Establish a schedule to visit with employers at their location at least once a year. At each meeting, gather basic information about the company's operation (sales, number of employees, capital investment) and offer support in addressing business challenges. Share information about economic development services and available financing, eligibility, and requirements.				
• 3) If needed, follow up with each business to provide any help required and track progress.				
• 4) If a common need arises from multiple businesses, identify resources to support meeting that need, and offer support through seminar or one-on-one assistance.				
<b>b. ACTION: TARGET NEW BUSINESS LOCATION ON EXISTING SITES.</b>				
• 1) Create an inventory of all business sites within the city.				
• 2) Collect information on each site, to include size, infrastructure, utilities, and ownership.				
• 3) Meet with the owner of major sites and discuss potential uses/re-uses and to offer support with development and marketing.				
<b>c. ACTION: IDENTIFY AND PLAN FOR A NEW BUSINESS SITE.</b>				
• 1) Inventory available properties for potential a new business location. Start by identifying sites - highway access is preferable.				
• 2) Evaluate available sites based on utility infrastructure, surrounding uses, ownership willing to sell or develop, and location.				
• 3) Select a site for pre-planning.				
<b>d. ACTION: SUPPORT DOWNTOWN REDEVELOPMENT IN THE CITY</b>				
• 1) Identify any existing downtown planning efforts and offer support.				

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
• 2) Create an inventory of downtown properties (ownership, site specifications, and infrastructure availability).				
• 3) Give priority to funding downtown business projects.				
<b>e. ACTION: SUPPORT NEW BUSINESS INFRASTRUCTURE IN THE CITY.</b>				
• 1) Initiate an evaluation of broadband capacity in the city and develop a plan to address deficiencies.				
• 2) Help prioritize business infrastructure-related projects, secure funding, and identify best management practices.				
• 3) Conduct outreach to educate local residents and community leaders about priority issues. Examples include regular features in area newspapers and similar publications, public service announcements, and brief presentations to local civic groups.				
• 4) Provide technical assistance to diverse groups and organizations around these issues. Assistance could include helping to secure grant funding and employing tools such as GIS.				
<b>f. ACTION: PURSUE COMPANIES IN TARGET INDUSTRIES.</b>				
• 1) Develop regional profiles highlighting assets to support each target (e.g., existing industries, suppliers, sites, utilities, transportation access).				
• 2) Identify specific industrial codes for each sector.				
• 3) Create a database of companies in the primary target markets (Kansas City and Springfield).				
• 4) Develop a targeted marketing campaign for each identified sector. This is a long-term strategy and should begin after sites have been identified.				
• 5) Identify recent major business locations in the region and meet with their management to learn about their location decision.				
• 6) Identify and develop relationships with regional and state partners who have potential to bring prospects to the City of Clinton. These organizations may also offer opportunities for co-marketing, such as trade show attendance and/or prospect visits.				

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY 2: MARKETING</b>				
Lead a project-oriented marketing campaign to identify prospective investors and developers.				
<b>a. ACTION: DEVELOP AND IMPLEMENT A HIGH-PROFILE INVESTMENT ATTRACTION CAMPAIGN.</b>				
• 1) Create a letter and press packet (electronic and hard copy) with a description of the offer based on the description above. This description would also be posted on the web site (with an email response form) so it can be linked to other media.				
• 2) Develop an initial database of companies and investors in the target markets.				
• 3) Initiate a 6-month direct contact campaign (email and letter) to target companies.				
• 4) Consider a progressive and interactive website design, as well as a targeted and individualized app for the city.				
• 5) Create a unique video that reflects the City of Clinton's vision and areas of focus for the future to assist with marketing.				
• 6) Issue a press release to major newspapers and business journals related to each directed market.				
• 7) Follow up and set appointments based on response.				
<b>b. ACTION: CONDUCT AN "I AM CLINTON" INTERNAL IMAGE CAMPAIGN.</b>				
• 1) Identify and solicit participation from individuals with stories matching the theme of Clinton as a progressive and creative destination.				
• 2) Conduct video interviews of each person telling about their craft or their work in the city and what the area means to them.				
• 3) Create an "I am Clinton" Facebook page and YouTube channel – which interfaces with your website, app, and video.				
• 4) Share the links with area media, school districts, and business for use in better telling the stories of Clinton.				
• 5) Consider working with local youth to help think "outside the box" related to the vast uses of social media.				

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY 3: TOURISM</b> Aggressively promote the City of Clinton as the premier visitor destination in Missouri by linking assets and developing new destination products.				
<b>a. ACTION: INITIATE AND PROMOTE A REGIONAL LINKED DESTINATIONS PROGRAM.</b>				
• 1) Create a "trail and destination" guide that captures all of the major destinations in the region and presents them as part of an "outdoor recreation (including hunting and fishing), geology, and historical destination." (In addition to the Katy Trail and Truman Lake materials – focus on new target markets).				
• 2) Create a single well-designed website and app promoting the city.				
• 3) Conduct a visitor survey and update periodically (this could be captured on the app or website). Information from this survey can enhance marketing efforts, as well as provide information to identify product enhancement opportunities.				
• 4) Complete a way finding assessment. Use the results to design a cohesive system that brings visitors to the city.				
• 5) Develop a GPS-based waypoints tour map based on the locations of area destinations. There are smartphone applications (e.g., <a href="http://www.waypointtours.com">www.waypointtours.com</a> ) that allow integration of tour maps for specific destinations (a targeted app and/or video embedded in a website can help with this).				
<b>b. ACTION: ENHANCE EXISTING DESTINATIONS/ASSETS.</b>				
• 1) Create a new project committee – with local constituents, as well as associated state and federal agencies.				
• 2) Consider identifying areas that may need updating – Parks and Recreation plans, Downtown Square, and other targeted opportunities for growth.				
• 3) Develop a plan of action for influencing the opening of the land for public use.				

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>c. ACTION: ATTRACT NEW DESTINATION PRODUCTS.</b>				
• 1) Identify a list of potential investors/partners for each type of project.				
• 2) Include these contacts in the "Invest in Clinton" campaign described in the marketing strategy.				
• 3) Prepare a unique letter for specific projects (e.g., destination lodge, theme park, and/or an extreme event investor(s)).				
• 4) Respond and follow up on any inquiries.				
<b>d. ACTION: POSITION THE City of Clinton AS A DESTINATION FOR FILM PRODUCTION.</b>				
• 1) Catalog location assets and provide information to the Missouri Film Commission for inclusion in their "Missouri Locations Photo Database."				
• 2) Create a database of production-related contacts in Kansas City and Springfield.				
• 3) Provide information to the contacts about locations and potential incentives for filming in the city.				
<b>e. ACTION: LEVERAGE "DESIGNATED MARKETING ORGANIZATION" (DMO) STATUS FROM MISSOURI DIVISION OF TOURISM.</b>				
• 1) Utilize Social Media to take DMO to the next level.				
• 2) Ensure the City's website follows the tourism trends.				
• 3) Proactively collaborate with Henry County efforts for tourism.				
<b>STRATEGY 4: ENTREPRENEURSHIP</b> Support the creation of new business in the City of Clinton.				
<b>a. ACTION: FACILITATE FINANCIAL RESOURCE AVAILABILITY FOR BUSINESS START UP.</b>				
• 1) Identify small business finance resources (look for examples of foundations and agencies that currently provide small business and entrepreneurship funding).				
• 2) Host a small business finance seminar in partnership with local banks and the regional small business development center.				
• 3) Consider the development of a revolving loan program in partnership with an outside foundation (e.g., the Kauffman Foundation).				



# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>b. ACTION: LAUNCH A BUSINESS PLAN COMPETITION.</b>				
• 1) Identify local and regional partners that can help organize the event. Look for online resources.				
• 2) Secure a locally or regionally known entrepreneur (or panel of entrepreneurs) to serve as judge(s) for the business plan contest.				
• 3) Supplement funds through corporate sponsorships (e.g., local bank or utility) to provide prizes for the winners of the business plan competition.				
• 4) Identify and invite local and regional business leaders to attend the event, along with regional and state economic development and workforce officials.				
• 5) Promote the winners inside and outside of the region or city. Consider highlighting the winners as part of the "I am Clinton" video project.				
• 6) Track the winners and celebrate their successes for future contests.				
<b>c. ACTION: ESTABLISH AN ENTREPRENEURSHIP INCUBATOR PROGRAM.</b>				
• 1) Initiate contact with the University Extension Service office, and other similar organizations to determine available entrepreneurship services.				
• 2) Identify available spaces throughout the city.				
• 3) Establish criteria for subsidizing space costs.				
• 4) Promote the availability of the programs and the city's willingness to provide support.				
<b>STRATEGY 5: TALENT AND WORKFORCE DEVELOPMENT</b> Ensure a quality workforce for existing and future employers.				
<b>a. ACTION: SUPPORT THE DEVELOPMENT OF A MULTI-PARTNER TECHNOLOGY TRAINING CENTER.</b>				
• 1) Create a project team consisting of the school districts, major employers, community colleges, technical schools, four-year colleges, and workforce board to identify training needs.				
• 2) Identify other partners and funding sources from outside the city and region.				
• 3) Determine space, structure and equipment needs to deliver training.				
<b>b. ACTION: PROVIDE FUNDING FOR WORKFORCE TRAINING.</b>				
• 1) As part of the business retention strategy, communicate with area employers that the city will make funds available for job training or re-training.				

# IMPLEMENTATION MATRIX

## IMPLEMENTATION MATRIX

	First 6 months	Next 6 months	Year 2	Years 3-5
<ul style="list-style-type: none"> <li>2) Establish guidelines for funding workforce grants. Consider up to \$1,000 per employee.</li> </ul>				
<b>c. ACTION: LEVERAGE MISSOURI WORK READY COMMUNITY CERTIFICATION.</b>				
<ul style="list-style-type: none"> <li>1) Continue with and annually review local leadership team to ensure coverage consists of the following represented areas: chamber of commerce, economic development, elected officials, education, community and college, local workforce development and business owners.</li> </ul>				
<ul style="list-style-type: none"> <li>2). Review tasks and goals quarterly to ensure Clinton is maintaining a Certified Work Ready Community.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Develop timeline to routinely communicate the benefits to current and potential employers</li> </ul>				
<b>d. ACTION: DESIGN AND INITIATE A City of Clinton AFFINITY CAMPAIGN.</b>				
<ul style="list-style-type: none"> <li>1) Develop and launch a marketing and outreach strategy to target specific groups. This effort should include designing a brand and strong identity, as well as defining benefits for returning to or remaining in the region.</li> </ul>				
<ul style="list-style-type: none"> <li>2) Create an official online presence for the initiative using pages on social media hubs such as Facebook, Twitter, and LinkedIn. These should be the primary marketing tools for the campaign.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Designate a manager for the campaign, as well as a board of supporters that can act as a sounding board, provide content for the online networks, and assist in planning events.</li> </ul>				
<ul style="list-style-type: none"> <li>4) Engage young people in this effort. Ideas could include planning a graduation event and/or send-off event for high school seniors and helping set up summer internships for local alumni that may be interested in returning to the city between semesters.</li> </ul>				
<ul style="list-style-type: none"> <li>5) Create an online job bank where people interested in moving back to the city can post their resumes and city employers can post jobs.</li> </ul>				
<b>e. ACTION: ESTABLISH A CLINTON LEADERSHIP PROGRAM.</b>				
<ul style="list-style-type: none"> <li>1) Identify an initial class for the program (to include existing leaders).</li> </ul>				
<ul style="list-style-type: none"> <li>2) Design the first year's program based on the model developed by Brookfield, Missouri (Brookfield Area Growth Partnership), which includes awareness building, individual capacity training, and community leadership topics.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Partner with area public entities and private companies to reach out to their employees.</li> </ul>				

## APPENDIX A

### APPENDIX A | *Applicant due diligence checklist for the City of Clinton*

- Grants are a form of investment and should be treated with the same care as any financial decision. This section provides guidance on how to ensure that a potential fund recipient is on sound footing and can meet the expectations associated with an award.
- While due diligence strives to be exhaustive, not all topics will be relevant to the review for a particular organization. Sections I through IV constitute a minimum level of knowledge that should be collected.

#### I. REFERENCE CHECK

- Business analysts are fond of saying that the three most important components of every company are management, management, and management. Without a high degree of confidence, therefore, the deal should not go forward. While this is often perceived as the most difficult part of due diligence (because it is the most intrusive), it is essential. The degree of investigation will vary, but a thorough review should include all of the following. Every effort should be made to verify the background of the organization's leadership team. A short call at the beginning may save hours of work later.
- Call personal references, as well as industry contacts who may know the principals.
- Call suppliers and customers, as well as former co-workers.
- Call educational institutions to verify degree claims.
- Investigate past relationships with banks and creditors.

***NOTE: Missouri has recently had a series of very serious missteps (i.e. Joplin, Moberly) with communities desperate for (re) development and NOT performing the necessary "due diligence." This guide is designed to mitigate those happenings.***

## APPENDIX A

### II. LITIGATION REVIEW

- Assess the status and outcome of any legal action taken by, or against, the organization or its leadership team. Specifically:
  - If there is litigation which may adversely affect the business.
  - If there are any criminal records.
  - If there are any "gray areas" such as divorce suits or personal liability actions which may affect the conduct of business.
- Request information on any bankruptcy proceedings, past or present, which affect the principals or the company.

### III. BUSINESS OVERVIEW

- It is important to know the background of the organization. If working with a business plan or an annual report, much of the information will be there. At a minimum, the following items should be clearly stated and easily explainable to outside parties.

#### GENERAL DESCRIPTION

- Brief history of organization, including sales and profits.
- Organizational objectives (e.g., expansion, capital improvement, new product line).
- Products or services.
- Product description.
- Competitive advantage and technology review.
- Proprietary status (e.g., who holds patent rights?).
- Current and projected market share.
- List of board members.

## APPENDIX A

### INDUSTRY OVERVIEW

- Current market trends.
- Status of competition.
- Other issues.
- These are potential red flags which should be carefully screened:
  - Has the organization changed names or location? Why?
  - Has there been a recent turnover of principals?
  - Were there recent product changes?
  - What is the status of suppliers?
  - What is the competition's view of this entity and its products or services?
  - What is the organization's financial background (Balance sheet, income statement, cash flow)?
  - Has the business prepared a source/use statement?

## APPENDIX A

### IV. PROJECT INFORMATION

- What is the basis of the funding request? What is the organization objective?
- If the organization is seeking financing, what are the financial requirements of each of the following items, whether or not the entity is seeking funds for them?:
  - Research.
  - Product development.
  - Working capital.
  - Machinery and equipment.
  - Real estate or leasehold improvements.
  - Marketing.
  - Other (Specify).
- What funding sources are involved in the project?
  - Equity - Evidence of which should be documented.
  - Private lenders - If from an institution, are there letters of commitment? What are rate and term? Are there special terms?
  - Public agencies - Who else is participating? Federal, state, or other local government? Ports or non-profit agencies? What are the terms and conditions? Has a separate review been completed?
  - What past investments have been made in the company, and by whom?

## APPENDIX A

### V. OPERATING PLAN

- This component of the review is the one through which the public sector can usually interface best with the organization. This is a logical place to begin a more thorough analysis.
  - Geographic location.
  - Labor rate.
  - Labor availability.
  - Level of labor force training (and how additional needs can be met).
  - Proximity to distributors and customers.
  - Proximity to suppliers.
  - Tax structure (from all sources).
  - Utility rates and requirements.
  - Zoning and applicable local laws.
  - Local source of components (ease of supply).

#### Facilities and improvements.

- Current development plans.
- Expansion needs.
- Office and manufacturing floor space requirements.
- Machinery and other capital requirements.
- Lease versus purchase requirements - should reveal costs; planning should be consistent with three to five year time horizon.
- Review appraisals or rehab cost estimates where appropriate.

#### Employment.

- Discuss the immediate job requirements and pay structure.
- Project mid-term and long term job requirements.

## APPENDIX A

### VI. FINANCIAL REVIEW

- Not all of the information listed below will be needed. Failure to provide requested material, however, should be regarded as a red flag. If items such as tax returns are requested, they should be handled in strictest confidence.
- For existing organizations request financial statements and tax returns for the last three years, including P&L and balance sheet.
- Interim financial statements (less than 60 days old).
- Projections.
  - Pro forma balance sheet showing effect of financing.
  - Two year project P&L.
  - If start-up (or below break-even), cash flow statement for 12 months, or three months beyond break-even point.
  - Break-even analysis (itemization of fixed and variable costs), including cost-volume projections.
- Discussion of assumptions. Accountants' notes should accompany all statements and projections. This is a particularly important point that is often overlooked. The notes frequently contain clues to the answers sought unsuccessfully in the proformas.



## APPENDIX A

### VI. FINANCIAL REVIEW

- Current financial statement of affiliate or subsidiary company.
- Current financial statement from each principal with 10% or greater share of business. Consider requesting personal tax returns. This is an optional step, but should be considered where a greater level of certainty is required. This level of information is routinely requested by banks making loans.
- Ratio analysis.
- With existing companies, spreadsheets should be prepared to determine the viability of the business - with or without a new debt structure. Although ratios can be misleading, the following provide important baseline data:
  - Debt to equity. Compares company financing through lender-investors against that provided by owner-investors.
  - Quick ratio. Compares current assets (those which can be immediately converted to cash) with current liabilities.
  - Percent of sales growth. Change in sales over the last four quarters, as well as over the previous three years.

## APPENDIX A

### VII. MARKET ANALYSIS

- There is frequent confusion between the market analysis and the marketing plan. The market analysis is concerned primarily with assessment of the prevailing market conditions. It considers the environment in which new products must compete. By contrast a marketing plan deals primarily with how the organization plans to position itself within the market.
  - Market potential. Define markets and discuss history and future trends.
  - Customers.
    - Who are major purchasers? What are their characteristics?
    - Significance of price, quality, service, and environmental pressures.
    - Buying and ordering patterns.
    - Actual contacts and results.
- Market size and trends.
  - Quantification of total market of interest.
  - Past growth rates and reasons for growth.
  - Forecast of future trends (3 to 5 years).
  - References and sources of data and estimates.
- Description of market niche.
- Competition.
  - Assess direct competition, including comparative matrix of products, showing price and performance.
  - Assessment of competitor's capabilities.

## APPENDIX A

### VII. MARKET ANALYSIS continued

- Competition.
  - Description of successful competitors. Consider how market share will be gained at their expense.
  - Generic competition. Describe other means of providing the same or similar customer benefits; discuss potential competition and customer alternatives.
  - Describe how the competition can be expected to react to the introduction of your product, and how to counter that reaction.
- Market share and sales.
  - Discuss the basis for sales projections. Include customer commitment, reaction of competing and extraneous factors (such as social changes).
  - Describe, in table form, estimate of total market (dollar volume), projected sales, and estimated market share that these sales represent. Estimates should include both total number of units and total income by quarter for the first two years, and annually thereafter.

## APPENDIX A

### VIII. MANAGEMENT TEAM

- Organization.
  - Describe the roles of key managers, their primary duties and the proposed organizational structure; determine whether managers have worked together previously.
  - Indicate where key functions are not being met and discuss proposed solutions. Determine whether contractual help is required (e.g., design, marketing, accounting).
- Management personnel. Include detailed resumes for each key member. Stress past accomplishments in similar roles (include specific successes (such as sales, productivity improvement or technical breakthroughs)).
- Management compensation and ownership.
  - State salary to be paid to each key person.
  - Describe stock ownership plan.
  - Discuss equity positions and performance - dependent stock options or bonus plans.
- Board of directors. Identify board members and include a background statement as well as a summary of benefits he or she will bring to the company; include investments made into the company.
- Management assistance and training needs. Describe candidly the strength and weaknesses of the management team and board of directors. Discuss the kind, extent, and timing of support needed to overcome any weakness.
- Supporting professional services. Discuss professional services retained by the firm. Address plans to acquire future services and review costs.